



NORTHAMPTONSHIRE
PARTNERSHIP HOMES

Delivering great asset management

Asset Management Strategy

2025 - 2030

Contents

Foreword	2
Introduction	3
Key facts	4
The challenges we face	5
Our asset management priorities	6
1. Delivering a comprehensive, joined up approach to asset management	7
2. Ensuring homes are safe and meet legal and regulatory standards	9
3. Delivering effective and efficient repairs and maintenance services that meet the needs and expectations of customers	11
4. Letting homes that support sustainable tenancies	13
5. Improving the quality and sustainability of homes, places, and neighbourhoods	15
6. Decarbonising homes	17
7. Delivering intelligent, data-led asset management	20
8. Regenerating, developing, and evolving the portfolio of homes	24
9. Designing and delivering customer focussed services	26
10. Having the right resources and governance in place	28
Delivering our asset management priorities	31

Foreword

We are pleased to introduce the Northamptonshire Partnership Homes Asset Management Strategy for the next five years. The Strategy represents a step change in how we will go about maintaining and investing in the homes we manage on behalf of West Northamptonshire Council, where we will be far more proactive in our approaches and future facing in our decisions.

The strategy seeks to tackle a wide range of challenges. We will do this by being data and intelligence led, and by being much more joined up in our approach to how we plan, organise, and carry out our repair and investment work. By addressing the challenges, we will ensure and demonstrate that homes are safe, in a good state of repair, and that we meet the requirements of the Regulator for Social Housing. We will also deliver our ambitions for improving the quality of homes, places, and neighbourhoods. These include meeting targets for decarbonising our homes and a determination to invest in improving and regenerating poorer quality estates.

Ultimately, we exist as an organisation to meet the current and future needs of tenants and leaseholders. Our Asset Management Strategy will help us do this better by improving the quality of the homes and services we provide on behalf of the Council.

Andrew Woods
Chair of the Board

Cllr Rosie Herring
Portfolio Holder for Housing, West Northamptonshire Council

Introduction

Our Asset Management Strategy sets out our ambition for investing well in the homes we manage on behalf of West Northamptonshire Council by ***delivering great asset management.***

Some significant events in social housing over recent years mean the strategy is set at a time when the Government, through the Building Safety Regulator and the Regulator for Social Housing, is seeking to ensure organisations like ours deliver a much stronger approach to meeting a range of minimum prescribed standards. New building safety laws and social housing regulations make landlords more accountable for providing safe, good quality homes and services, and for treating tenants fairly and with respect.

Importantly, our new strategy reflects the four themes set out in the Regulatory Consumer Standards and Code of Practice. Of these, our Asset Management Strategy focuses especially on our approaches to meeting the Safety & Quality Standard and many aspects of the Transparency, Influence & Accountability Standard. It also has linkages to how we will meet the requirements of the Tenancy Standard and the Neighbourhood & Community Standard.

The Fire Safety Act 2021, Building Safety Act 2022 and the Social Housing (Regulation) Act 2023 create ground-breaking reforms, giving tenants and leaseholders more rights, powers, and protections. There are also targets for improving the energy efficiency of homes as part of national and local ambitions for decarbonising the housing stock. They create both an imperative and an opportunity for us to reset our approach to asset management.

The Strategy is pivotal to us having the right approaches and actions in place to make sure the homes we manage are safe, well maintained, of

good quality, and meet the needs of current and future tenants. Ultimately, it will help deliver our new Corporate Strategy: ***Great Homes, Great Places, Great Neighbourhoods.***

What is asset management?

‘Asset Management’ is the term used to describe the range of activities we need in place to repair, maintain, and invest in all our homes to reflect changing policy and practice, modern standards, and the evolving needs of tenants.

Whilst asset management includes repairs and maintenance, it is about much more than this. It includes updating, improving, and investing in properties and estates so they provide homes we can be proud of.

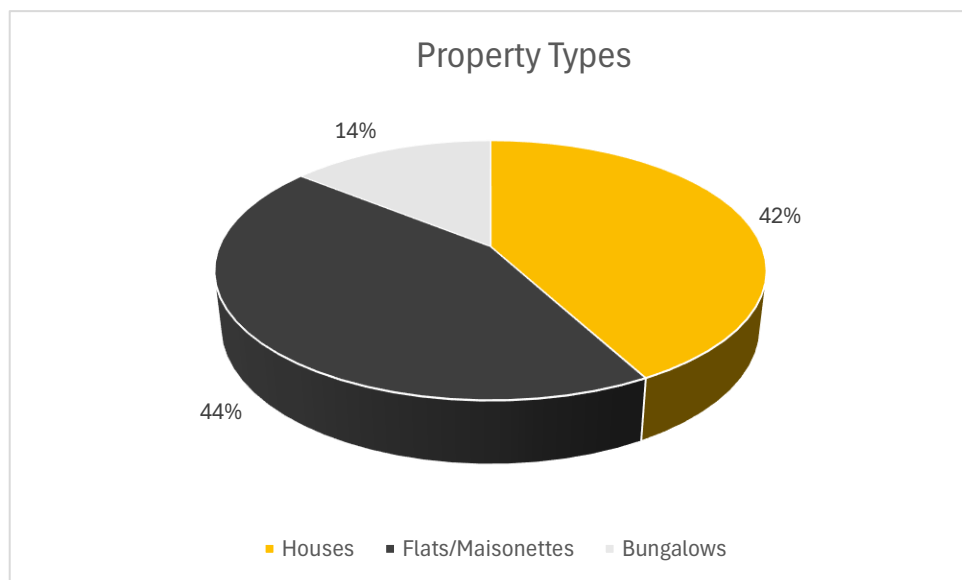
Our strategy therefore includes a wide range of work and activities such as maintaining safe and healthy homes, tackling climate change by reducing carbon emissions, modernising and regenerating our properties and estates and placing a focus on the needs of tenants.



Key facts

NPH manages a housing portfolio of around 11,450 social rented homes and over 1,000 leasehold homes. All the homes are within the Borough of West Northamptonshire, and the Council is the largest landlord in the area.

43% of homes are houses, 41% are flats or maisonettes, and 14% are bungalows.



We spend around £27.5 million each year carrying out repairs and investment to the homes. This work includes day to day responsive repairs, servicing and checks of heating, electrical, fire safety systems, lifts and other installations, as well as planned programmes of building component replacement. It also includes improvements to homes, notably to improve levels of thermal insulation and to decarbonise them, such as by installing renewable energy heating and hot water installations.

Every year, we relet around 700 properties, equating to a turnover of tenancies of around 6%.

We have an active development programme that is designed to provide more additional homes than are lost through Right to Buy so the overall number of homes is set to increase over time.

Some key figures

Number of Houses	4,817
Number of Bungalows	1,632
Number of Flats and Maisonettes	4,999
Average SAP Rating	74.8
Number of new homes built next five years	250
Number of homes used for supported housing	47
Total Overall budget each year for repairs and investment	£27.5m
Number of Leasehold homes managed	1,037



The challenges we face

Having a whole organisation approach where NPH adds value to the Council

- Developing a shared vision and delivery plan with the Council that maximises the role, benefits, and potential of NPH as an ALMO.
- Maximising partnership working within and across all teams to ensure everyone works collaboratively to a set of shared goals.

Providing safe homes that meet regulatory requirements

- Meeting the wide range of new and pre-existing legislation, regulation, and practice to ensure tenants are safe in their homes.
- Designing and carrying out fire safety remedial works programmes.

Repairs and maintenance

- Improving the organisation, management, and performance of the repairs service to do works better, keep homes in good condition, carry out repairs more quickly and improve levels of satisfaction.

Improving the quality and suitability of the homes and services we provide

- Improving the void process and optimising the value of expenditure on empty properties. Improving void standards so we let homes that support sustainable tenancies at a cost we can afford.
- Defining a 'great home', so we can modernise homes and services, so they better meet the current and future needs and aspirations of tenants, including carrying out disabled adaptations.

Improving the quality and success of the places and neighbourhoods we manage

- Defining 'great places and great neighbourhoods' so we can deliver joined up estate management services so people can live in well managed places about which they feel proud to call home.
- Putting in place effective partnership working with organisations and agencies where together we can secure greater combined outcomes.

Effective use of data

- Gathering and optimising the use of the best information and data through property surveys, inspections, and routine activities to develop a 'golden thread' to make properly informed decisions about how, when and where we spend money investing in homes.

Decarbonisation

- Fully understanding the range and cost of carrying out works to bring homes up to Energy Performance Band (EPC) C by 2030 and MEES (Minimum Energy Efficiency Standards).
- Upscaling plans and works programmes for retrofitting homes to have higher levels of thermal insulation and use renewable and sustainable energy sources.

Dynamic portfolio management

- Effectively using the outputs of our stock performance and grading tool - ensuring a proactive approach to the regeneration and disposal of properties so over time the stock of properties evolves to best meet the needs of tenants and the organisation.
- Regenerating properties and estates to unlock their potential, supporting the Council in re-acquiring right to buy homes and developing new homes.

Improving the Customer Experience

- Meeting the needs and expectations of tenants for excellent standards of modern service delivery when repairs are carried out and investment work is undertaken.
- Improving the way tenants are involved and engaged so their views help shape and inform our wide range of asset management works and services.

Effectively resourcing our work

- Ensuring the right organisational structure and one that is sufficiently resourced with the skills to deliver all repair and investment works.
- Ensuring that there are sufficient financial resources available to fund all asset management activities.

Our asset management strategy priorities

Our Asset Management Strategy is built around 10 priorities. These have been designed to directly address the key challenges we face. Together, they explain the approaches we need to have in place for **delivering great asset management**.

By addressing these priorities, we will meet our obligations and ambitions for providing safe, good quality homes and asset-focussed services through a solid approach to asset management over the next five years. We will also provide a strong foundation for our work beyond 2030 as we seek to sustain a portfolio of homes that is *'safe, fit for purpose and fit for the future'*.

The detail within each priority has been designed to ensure we have the right blend of approaches and actions in place, so we target our financial resources and energies where they are most needed and to best effect.

Our ten priorities are all inter-linked and cannot be seen in isolation. For example, delivering effective and efficient repairs and maintenance should also help drive the delivery of an improved customer experience. Likewise, delivering the best approach to planned investment relies on having an intelligent, data-led approach to asset management, whilst also raising the quality of our homes, places, and neighbourhoods.

Through the delivery of our 10 priorities, we will strengthen the role and purpose of NPH in providing much needed, good quality affordable housing on behalf of West Northamptonshire Council. It will also ensure NPH performs strongly in meeting the wide range of legal and regulatory requirements across our repair, maintenance and investment work.

Our 10 asset management priorities

1. Delivering a comprehensive, joined up approach to asset management
2. Ensuring our homes are safe and meet legal and regulatory standards
3. Delivering effective and efficient repairs and maintenance services that meet the needs and expectations of customers
4. Letting homes that support sustainable tenancies
5. Improving the quality and sustainability of our homes, places, and neighbourhoods
6. Decarbonising homes
7. Delivering intelligent, data-led asset management
8. Regenerating, developing, and evolving our portfolio of homes
9. Designing and delivering customer focussed services
10. Having the right resources and governance in place

1. Delivering a comprehensive, joined up approach to asset management

Our Commitments

- We will promote a wide understanding of NPH's asset management aims and objectives, so everyone has a clear understanding of what they are and what they are intended to achieve.
- We will facilitate effective working within and across teams and with external partners so a comprehensive, joined up approach to asset management is delivered.

Promoting our approach to asset management

It is crucial everyone across our organisation, West Northamptonshire Council, tenants, and other partners all know and understand NPH's approach to asset management. We will therefore publish and promote the headlines of our approach to asset management so everyone can understand the wide range of activities we have committed to progressing. By raising awareness of our approaches to ensuring homes are safe and carrying out repairs, maintenance, and investment, we can help build trust and confidence in our work and help secure 'buy-in' to tackling some of the more difficult issues.

We will also provide the detail on our initiatives across teams within NPH, so our vision, aims and objectives are cascaded down through the organisation. This is important so people can see and understand how they need to work together to achieve shared ambitions and common goals. All our 10 asset management priorities are inter-linked and successful delivery of any one priority will have a positive impact on the other activities.

Facilitating effective working across teams

We will ensure effective working within and across teams and with external partners so a comprehensive approach to asset management is delivered. We will do this by ensuring our organisational team structures are designed to facilitate and promote joint working and collaboration. Our Executive Team will take full responsibility for directing and driving forward all aspects of this strategy. They will be supported by an Asset Management Strategy Delivery Group containing senior representatives from across the business including repairs and maintenance, housing management, allocations, and sustainability. This group will be responsible for working through delivery of the Asset Management Strategy Action Plan, reporting and accounting on progress against objectives, targets, and timescales.

Governance

NPH's Board will have oversight of how the Asset Management Strategy is being delivered and will be supported in their role through regular updates from an Asset Management Strategy Delivery Group.

Critically, we will also ensure the ongoing full support and engagement of colleagues at West Northamptonshire Council. This is because our strategic priorities for asset management have been developed together and share common ground with the Council's ambitions for NPH. Progress with the strategy will be reported through West Northamptonshire Council's ALMO Shareholder Board.

Our actions for delivering a comprehensive, joined up approach to asset management:

- Publish and promote the headlines of our approach to asset management to ensure transparency and ensure all stakeholders have a clear understanding of the wide range of activities we have committed to progressing.
- Provide the detail on our initiatives across teams within NPH, so our vision, aims and objectives are cascaded down through the organisation.
- Facilitate effective delivery of the strategy actions by ensuring our Executive Team takes full ownership for their implementation and through an Asset Management Strategy Delivery Group with senior representatives from across the business.
- Ensure strong governance and oversight through our Board of Management and through our links with West Northamptonshire Council.



2. Ensuring homes are safe and meet legal and regulatory standards

Our Commitments

- We will take a rigorous approach to meeting all building safety, legal and regulatory compliance requirements so homes are safe, well maintained, and free from hazards and disrepair.
- We will have effective systems and approaches in place for continuously monitoring and providing assurance on these compliance activities.
- We will maintain robust records of all required safety checks, testing and servicing, reporting, accounting and providing assurance for our performance.

Safe homes that are free from damp and disrepair and that meet all prescribed standards

Tenants need to feel confident their home is safe and well maintained. It should be free from hazards or items of disrepair and meet all legal and regulatory requirements, including the Decent Homes Standard (DHS), all building and fire safety laws and regulations, and the requirements of the Regulator's Safety and Quality Standard.

To ensure homes meet required standards, are free from damp, mould, disrepair and other housing health and safety risks we will:

- Act pre-emptively and proactively to help prevent damp and disrepair problems occurring, tackling any issues arising and meeting the requirements and expectations of the Regulator for Social Housing and guidance issued by the Housing Ombudsman.

- Meet the range of additional requirements for 'higher risk' buildings, including fire safety. We will ensure homes and buildings have all necessary improvement works carried out to meet new legislation.
- Put in place building specific fire strategies complemented by regular Fire Risk Assessments, designing and carrying out any remedial works arising from those assessments in a timely manner.
- Survey homes regularly to check their condition and seek out problems using risk-based approaches using knowledge and insight around property and tenancy matters.
- Ensure a positive 'safety culture' across NPH with all staff, operatives and contractors acting as our 'eyes and ears' to help identify and address issues relating to the condition or safety of homes.

Compliance activities

Our compliance activities cover the range of statutory or good practice servicing, testing and checks we carry out to ensure homes remain safe and serviceable. To meet all our statutory and best practice obligations we will have robust, reliable, and accountable policies, processes, systems and works programmes in place across all areas of compliance. This includes the 'big 6' of:

- Gas servicing and safety checks (annually)
- Electrical installation testing and remedial works (5 yearly)
- Fire safety management, including fire detection system checks/servicing, fire appliance checks/servicing, fire door checks/upgrades and fire risk assessments (FRAs)
- Asbestos management
- Water hygiene checks and maintenance
- Lift servicing and maintenance

An external review of our compliance arrangements has been carried out and a range of actions need to be implemented. These include ensuring our approach to compliance incorporates the ‘three lines of defence’ assurance framework. This means having fit for purpose, robust approaches covering our operational structure and delivery, performance management and reporting, and objective scrutiny of our compliance activities.

We will maintain a Compliance Dashboard that records our performance in meeting the headline targets. The dashboard will be updated monthly, reviewed periodically by our Board of Management, ALMO Shareholder Board, and used proactively to help ensure we maintain a fully compliant position. Any areas of non-compliance will be remedied in a timely manner. It is crucial we have a full understanding of what the data is saying about how safe tenants are, the effectiveness of controls in place and how tenants’ needs are being met.

Regulatory Assurance

The Regulatory Safety and Quality Standard includes requirements we must meet for ensuring the safety and quality of homes. We must have in place an embedded approach to carrying out all activities needed to ensure tenants’ homes meet at least the minimum prescribed standards in all respects. We must also have systems, processes and reporting arrangements to demonstrate and account for how we meet our obligations.

There are regulatory Tenant Satisfaction Measures (TSMs) we must regularly report on to tenants. These include a range of technical compliance standards for gas safety checks (BS01), fire safety checks (BS02), asbestos safety checks (BS03), water safety checks (BS04), and lift safety checks (BS05). In addition, we must report on homes not meeting the Decent Homes Standard (RP01) and levels of tenant satisfaction with the safety of the home (TP05).

Our actions to ensure homes are safe and meet regulatory standards:

- Have clear policies, procedures and KPIs in place to manage and monitor HHSRS risks effectively (including disrepair, damp, mould, and condensation) in accordance with the requirements and expectations of the Regulator, regularly surveying homes and seeking out problems using data and risk-based approaches.
- Hold policy principles and strategic direction workshops to help develop a new suite of upgraded compliance policy documents.
- Have robust, reliable, and accountable processes (including process maps), procedures, systems and programmes in place to deliver our compliance works, including KPIs on a monthly updated Compliance Dashboard.
- Fully meet our requirements under the Building Safety Act 2023 and Fire Regulations, including completing all identified fire safety improvement works in a timely manner.
- Have in place full and proper training and role inductions for the Leadership Team, key staff, and Board Members to ensure a full understanding of NPH’s compliance and building safety obligations and how to provide effective oversight, scrutiny, and challenge of compliance performance.
- Develop a standalone Property Compliance and Building Safety Strategy that sets out NPH’s objectives, addresses the recommendations from the external review, and outlines how they will be achieved.
- Put in place robust reporting systems for providing assurance to the Regulator on meeting technical TSM and other safety, compliance and quality standards.

3. Delivering effective and efficient repairs and maintenance services that meet the needs and expectations of customers

Our Commitments

- We will have well planned, expertly delivered arrangements in place for all our repair and maintenance services that use our limited resources wisely and to best effect.
- We will work to improve the reliability and performance of our repair and maintenance arrangements over the next two years, reducing the time it takes for repairs to be completed and raising levels of satisfaction with the service.
- We will help older and disabled tenants manage and remain in their home by installing equipment and carrying out appropriate adaptations.

Repairs as a critical component of asset management

Responsive maintenance covers the day-to-day repair requests received from tenants, as well as other repairs such as those identified through, inspections, housing, and neighbourhood management activities. As part of this service, we provide a 24/7 365 days a year response for emergency repairs.

Our overall aim is to provide a high quality, efficient and reliable service, underpinned by excellent communication with customers. The repair service must respond to residents' diverse needs, meet or exceed expectations, and deliver great customer satisfaction.

To deliver quality and service levels that meet our performance targets we need to better manage demand for the service, contain costs, and raise levels of customer satisfaction. To help us do this we conducted a review of the Repairs Service in the first part of 2024 and will act on its findings and recommendations. Our ambition is to significantly improve the organisation and reliability of the service, completing repairs more quickly within shorter target timescales, and in as fewer visits as possible. We want to improve levels of customer satisfaction, raising overall performance to upper quartile benchmark levels by the end of 2026.

We will deliver and embed our improved repair service by putting in place a set of 'fit for purpose' leadership & management arrangements for repairs, incorporating approaches to recruitment for developing skills and capacity in the team. Our approaches and service standards will be clearly set out in a new Repairs & Maintenance Strategy designed to deliver a robust performance culture based around scrutiny and a sound understanding of data by department management.

Ultimately, by carrying out day to day repairs more quickly and to a good quality, this will help keep properties in better condition and support our overall ambitions for great asset management.

Specification and maintenance of components that helps prolong their life and serviceability

To ensure the main external and internal components of properties perform well, stand up to wear and tear and last their forecast life, we will place an emphasis on specifying and installing equipment, materials and products that are durable and robust. The decisions we make on the specification of components will be informed by information and data gained through our responsive repairs work, along with insight on how components are performing from our stock condition surveys.

Disabled adaptations

We are committed to funding a programme of works to install facilities and adapt homes so tenants can remain living independently as long as possible. We will use a needs-based approach meaning those with greatest need will be prioritised. We will be proactive in identifying individual needs and requirements and will publish and promote access to this service.

Our actions to ensure we deliver effective and efficient repairs and maintenance services that meet the needs and expectations of customers:

- Act on the findings and implement the recommendations of the Review of the Repairs Service so that by the end of 2026 overall performance has improved to upper quartile benchmark levels.
- Develop a new Repairs and Maintenance Strategy.
- Ensure we use all available information, data, and insight on how building components are performing so we can specify and procure products and materials of the right quality and durability.
- Continue to place an emphasis on helping older and disabled tenants manage better and remain in their home for longer by installing equipment and carrying out adaptations.



4. Letting homes that support sustainable tenancies

Our Commitments

- We will have effective and efficient void process and ensure our Void Standard helps contain the cost of preparing properties for re-letting whilst at the same time providing homes that help support tenants to establish a successful tenancy.
- We will use our work on empty homes to help support and improve the quality and standard of our properties.

Void property maintenance covers those repairs and checks needed to re-let homes. In common with many social landlords, we are experiencing increased costs carrying out works to empty homes to prepare them for reletting and some properties requiring significant works that take longer to complete. We are also seeing an increasing number of lettings being made to people who lack the means to decorate, provide flooring and establish a successful tenancy. We are therefore keen to see how we can help better organise our void repairs process, contain our expenditure on void works, whilst also carrying out works to improve properties and provide them to tenants in a condition that more readily helps them create a successful tenancy.

Void processes

Efficient and effective processes need to underpin our approach to turning vacancies around quickly, reducing lost income, whilst managing and minimising the time taken to carry out repair works and prepare the property for reletting. We are therefore establishing a Voids Task Group to define the voids end to end process and appropriate performance measures.

Void Standards that support sustainable tenancies

It is crucial we recognise the importance of void standards in letting homes, especially for those with limited incomes and support needs. We need to adopt an approach to void property maintenance that includes a clearly understood appropriate Void Standard. This needs to set out the minimum 'essential' expenditure needed to prepare a property for reletting and the costs associated with carrying out component replacements and improvements. We must incorporate working with customers to identify and implement measures to help them successfully create and sustain their tenancy. Approaches could include retaining and cleaning as many carpets and other floor coverings as we can, providing new flooring to difficult areas such as hallways, stairs and landings, providing homes with higher standards of decoration, as well as making a firm commitment on when we plan to replace kitchens and bathrooms that are in poorer condition.

Using void periods to help improve the quality and standard of homes

While a property is empty, it can be an ideal time to carry out extensive works more easily and cost effectively, especially items such as insulating floors and walls, installing new heating systems, kitchens, and bathrooms. We will therefore adopt a flexible and collaborative approach for identifying in advance any planned investment best carried out when specific properties or property types become empty. This approach will be supported by our wider work to improve the 'golden thread' of knowledge across the business.

Our actions for letting homes that support sustainable tenancies:

- Put in place robust performance culture for voids built around scrutiny and robust understanding of data by department management.
- Establish a Voids Task Group to define the voids end to end process and appropriate performance measures.
- Adopt a flexible and collaborative approach across the business for identifying any planned investment that would be best being carried out when specific properties or property types become empty.
- Review our Void Standard and costs to better understand the minimum 'essential' expenditure needed to prepare a property for reletting and the costs associated with carrying out component replacements and improvements.



5. Improving the quality and sustainability of homes, places, and neighbourhoods

Our Commitments

- We will define the hallmarks that make for a great home, as well as the ingredients needed to ensure the sustainability of the places and neighbourhoods in which they are located.
- We will develop a set of target standards for homes, places and neighbourhoods and devise a strategy for delivering these.
- We will deliver effective estate and neighbourhood management working proactively in partnership with other organisations and agencies where together we can secure greater combined outcomes.

Over time, our aim is to improve the quality of accommodation we offer and the external environments in which properties are located, so homes and neighbourhoods better meet the needs and expectations of tenants now and in the future.

Raising the quality of homes

As a minimum, we need to ensure all homes meet the government's Decent Homes Standard (DHS). We will put in place proactive approaches for surveying properties to assess DHS compliance, carry out repairs and component replacement works where needed, and update our records. We expect further requirements and expectations to emerge during and beyond the life of this strategy. This includes an updated Decent Homes Standard that is likely to set out more stringent requirements in key areas including damp and mould, disrepair, and thermal performance of

properties, as well as placing a stronger emphasis on the condition (rather than age) of components.

Beyond decency, the quality of some properties is affected by work that is needed inside and outside of homes due to their age, form of construction and design. This includes some kitchens and internal finishes, as well as the condition and appearance of some internal and external communal areas in flatted developments, boundary treatments, fencing repairs or replacements.

Looking longer term, we will focus on carrying out a range of works inside homes and to the outside of properties that optimise the value and outcome of our expenditure so at the same time homes are improved and upgraded. This includes looking at the factors that make for a modern, warm, and secure home, things that matter most to tenants. Examples are works that increase the thermal comfort of homes, reduce real life costs of living in one of our properties, and improve the condition and durability of key facilities such as kitchens and bathrooms, along with works to improve the quality and security of communal areas.

Raising the quality of neighbourhoods

For successful asset management, it is important we take a broader view of a home – looking beyond the four walls. We recognise the importance of the quality of the neighbourhoods and environments in which homes are located. This includes the common areas of blocks of flats, pathways and parking areas that serve our homes, the planting and grass in common areas of estates and the trees and larger green spaces. By keeping all these areas clear of rubbish, well maintained, and effectively managed it will help support more successful neighbourhoods and communities that are cleaner and safer, where tenants take more personal responsibility and where people have a 'pride in place'. This will help enhance the lives of tenants and support good physical and mental wellbeing. Many homes are located within large estates built between the

1940s and 1970s. Some of these estates are of poor-quality design by today's standards and have layouts and streetscapes that make them less attractive and more difficult to manage. In some cases, this leads to both real and perceived problems with crime and anti-social behaviour. The "pepper-potting" of ownership resulting from Right to Buy sales since the 1980s makes the delivery of maintenance, improvements, or wholesale regeneration difficult.

Nevertheless, acting on behalf of the Council as the principal stakeholder on many estates, we will take a lead role in delivering safe, attractive neighbourhoods for the benefit of tenants, the wider community and to maintain the value of the Council's assets.

To raise the quality of neighbourhoods we will put in place an NPH Neighbourhood Management Plan as part of a Quality Places and Quality Neighbourhoods approach. This will drive our work to improve the management and maintenance of the overall environment on key estates, including better maintenance of the street scene and better management of grassed areas and open spaces. We will link our activities with those of the Local Area Partnerships (LAPs), noting especially their remit for supporting good housing in places which are green and clean, and where people feel safe in their homes and when out and about.

Our actions for improving the quality and sustainability of homes, places, and neighbourhoods:

- Take action to remedy in a timely manner all identified Decent Homes Standard failures, including through specific risk based targeted inspections to identify damp, mould and disrepair issues.
- Carry out a range of works inside homes and to the outside of properties that optimise the value and outcome of our expenditure so at the same time homes are improved and upgraded. This includes looking at the factors that make for a modern, warm, and secure home, things that matter most to tenants.
- Review and reconfigure our grounds maintenance and estate management contracts, working in partnership with West Northamptonshire Council to streamline these to achieve better impacts and secure efficiencies.
- Boost the role and capacity of our estate management team to help actively manage and maintain communal areas, including dealing with refuse, rubbish, and litter, working with tenants to support them in clearing and maintaining their garden or frontage, and picking up on repairs and maintenance issues (e.g., lighting).
- Identify and carry out environmental improvements through the investment programme, including fencing and security works, communal area and pathway improvements.

6. Decarbonising homes

Our Commitments

- We will develop and improve the level and quality of the information and data we hold about the current energy efficiency level of homes, along with the potential scope and cost of the works needed to meet carbon reduction targets.
- We will develop a Decarbonisation Strategy during 2025 that sets out a clear approach for delivering energy efficiency and retrofit works in a way that improves the quality of properties and limits the cost of living in homes for customers.

One of the biggest challenges we face is to significantly improve the levels of thermal insulation in homes and installing heating systems that use renewable energies, to meet the stretching targets set by government for reductions in carbon emissions and energy usage. Extensive programmes of work will be needed to meet the target of having all homes meet Energy Performance Band C by 2030 and being 'net zero carbon' by the West Northamptonshire Council target of 2045.

By decarbonising homes, it means they use less energy. It also improves the health and wellbeing of tenants, meaning their homes are warmer, with less expensive energy bills. In addition, we need to reduce the carbon footprint of our organisation's operational activities, so we play our part in addressing climate change and help protect our planet.

We have already been carrying out some 'retrofit' works to improve the energy efficiency of some of the poorest insulated homes. This has included works to 149 homes in a Social Housing Decarbonisation Fund (SHDF) demonstrator project, an SHDF Round 1 project involving 429 homes and an SHDF Round project with 101 homes.

However, we need to grow this area of work and activity by transforming how we operate, including through a 'fabric first' approach to carefully targeted investment that achieves the best results in the most affordable way. We also need to improve our understanding and use of renewable technologies, building our own knowledge and skills, as well as working with material suppliers and contractors to improve how they can work with us to deliver the best solutions, drawing on best practice and learning from others.

Improving the level and quality of our information and data

We already hold data on the energy performance (EPC Ratings) of homes and are using this to help develop a better understanding of the type of works needed across the range of properties, along with the costs associated with carrying these out. We are developing a more detailed understanding around the energy performance and retrofit prospects for properties and this work is ongoing. Our established approach to energy and carbon reporting will provide the platform for developing a robust strategy for further carbon reductions and transformation to a net zero carbon housing provider.

Developing a Sustainability and Net Carbon Zero Strategy

We will build on our work to date by producing a Sustainability and Net Carbon Zero Strategy during 2025. This will provide a net zero carbon pathway explicitly aligned with West Northamptonshire Council's UK100 pledge, committing the Council and NPH to be a net zero carbon housing provider by 2030, and for all homes under NPH management to be net zero carbon by 2045.

In relation to the housing properties, the strategy will be being built around five key initiatives.

i. Quantifying the works needed

Developing a more detailed understanding of the current energy performance of homes and the retrofit options available for each type of property. It is important we specify and estimate the costs associated with bringing all properties we intend to keep in management up to EPC C by 2030. We will use this information to set clear targets in the 'road map', delivered on a 'worst first' basis.

ii. Retrofitting homes

Taking a worst first approach, we will focus on having programmes in place to undertake retrofit solutions based on the most efficient, cost-effective, simple solutions that minimise the disturbance to tenants. Retrofitting helps to improve a property's energy efficiency through the addition of new technology or features. It can reduce the amount of carbon emissions from the home, thus helping address climate change and it can also help our tenants by making homes warmer and more comfortable to live in, as well as helping minimise money spent on energy bills.

Our works programmes will have an initial focus on 'fabric first' measures, targeting homes with the lowest energy performance ratings and where levels of fuel poverty are greatest. We will use a Decarbonisation Dashboard to help us do this. The works will involve reducing heat loss or energy use in the property through newly installed, replacement or additional insulation measures or features, such as loft/roof insulation, internal or external wall insulation, floor insulation etc. This can be done through an incremental approach to installing additional measures over time or through whole house retrofit where a range of complementary measures are installed as part of one project. We will take every opportunity to integrate our net zero retrofit works programmes into our capital investment programme.

iii. Void properties

Whilst under pressure to reduce our expenditure on preparing properties for reletting, we will nevertheless seek to take advantage of periods when properties are empty to carry out more disruptive works that would be difficult to carry out in occupied homes. These works could include:

- Bathrooms – installation of additional insulation including to ceilings, window reveals and internally to external walls to keep in more heat, warming surfaces and reducing the potential for damp and mould.
- Floors – installation of under floor insulation.
- Walls – installation of internal wall insulation systems to external walls where possible without compromising the size and use of rooms.
- Heating, lighting, and water – replacement of older, less efficient radiators or heating equipment with lower or zero carbon, new LED light fittings and low use/flow water measures.
- Roofs – upgrading of loft insulation to latest standards and/or installation of internal insulation board to ceilings.

iv. Skills, and capacity

Works to reduce the carbon footprint of homes involve a range of new activities in which we haven't previously had the skills or experience. Therefore, to deliver our net carbon zero ambitions we will build our capacity over the next few years through the development of our team and, when needed, 'insourcing' new retrofit technical and data management skills.

To bring many of the housing properties up to significantly higher levels of energy efficiency it is likely to involve installing measures that use new and potentially innovative technologies. As some of these will be in their infancy, and as we may not be familiar or confident about their potential cost, ease and suitability of installation, or likely impact, we will need to explore or trial a range of different or alternative solutions.

v. Funding and learning

We will need to earmark funding to improve all homes up to EPC C by 2030 and decarbonise the housing portfolio by 2045. This will represent a considerable investment and will need commitment to this critical area of activity. We will also need to maximise the scope and get ourselves positioned to lever in external funding for decarbonisation works by being alert to potential opportunities and ready to submit applications. To help us understand and quantify the need for, scope, and cost of retrofit works, as well as identifying and applying for funding, we may need to work with a range of external specialist partners. We will also work with tenants to develop our longer-term plans, promoting the success of retrofit and new renewable technologies to build knowledge and confidence in our works.

Our actions for decarbonising our homes:

- Continue to develop a more detailed understanding around the energy performance and retrofit prospects for properties, building up the level and quality of information and data so we can develop a better understanding of the type of works needed across the range of properties, along with the costs associated with carrying these out.
- Contribute to the development of the NPH Sustainability and Net Carbon Zero Strategy so it contains a well-informed, robust road map of retrofit works for the housing properties.
- Develop our Decarbonisation Dashboard to ensure it is updated and 'fit for purpose' for prioritising properties and locations for our future retrofitting programmes.
- Develop an annual, costed programme of decarbonisation works to commence using internal resources coupled with an active approach to obtaining external funding.



7. Delivering intelligent, data-led asset management

Our Commitments

- We will demonstrate a good knowledge and understanding of the condition of homes and our performance in properly managing and maintaining them.
- We will collect, store, and use quality, accurate and well-maintained information and data on the condition, maintenance, performance, and contribution of the housing assets.
- We will use information and data to develop insight and intelligence to drive and actively inform the decisions we make in our repair, maintenance and investment and regeneration work.

Stock Condition Surveys and business intelligence

Stock condition surveys will form a key part of how we go about understanding the current condition and forecast the future investment needs of properties. We will actively use the findings of surveys to update our asset management database and forecast the level and timescales of future investment over the next 30 years, with a focus on the next five years. We have carried out a full stock condition survey in 2024 and will ensure this remains up to date by carrying out 25% internal and external sample surveys every year, meaning we survey all properties over four years.

We will have in place an ongoing and significant programme of planned maintenance for replacing the main building components of properties at the end of their serviceable life. Proper maintenance and preventative

work on an ongoing basis should maximise the lifespan of components, so we replace them only when needed to maintain the quality of homes and to minimise responsive repair costs.

Planned component replacement

Our approach to planned maintenance will be informed by the stock condition surveys, data in our Asset Management System, the Government Decent Homes Standard and guided by our wider activities. We will use business intelligence to help inform programmes, including insight from our responsive repairs work. We will also be agile to changes in legal and regulatory requirements.

The results of a full survey of properties and homes in 2024 will ensure that the Asset Management System is complete, up to date and accurate so we can forecast and plan our future planned maintenance programmes effectively and make best use of our resources. We will engage with tenants in developing and finalising our plans, seeking to reflect their views and priorities. We will then communicate our plans to tenants so they know what works we will be carrying out, and when.

We also need to look beyond condition, collecting and analysing a range of other business intelligence on our assets on a continuous basis in 'real time', as well as key housing management and neighbourhood data. This includes tenancy items, customer satisfaction data, on complaints, about day-to-day repairs and on reletting performance. We need to use this business intelligence to help identify trends and issues, such as 'high cost' homes, so we can act on this by making decisions and remedying issues or failings.

Our Business Intelligence Datasets	
Assets What our systems and surveys tell us about the investment needs and demands of the assets. This will include repairs and void demand but also future planned investment forecasts and contextual data such as property type, age etc. and energy efficiency.	People What our customers and staff tell us about their views of asset performance. The customer data will be system driven (e.g., turnover, tenancy length etc.) whereas the staff perception information will be collected directly from staff.
Finance Derived from system generated data but including a series of more intrusive tests. This includes calculating the relative cost of managing each asset by distributing management costs according to how each asset performs and its level of income.	Markets Comparison data around local rents, values, deprivation and other local factors.

Data quality and processes

The quality of the data we hold is vital to good asset management. It needs to be comprehensive, complete, and correct so it can be relied on and used to best effect for our business planning and reporting. It is crucial that we use good quality data so we can:

- Demonstrate compliance with legal and regulatory obligations.
- See and understand what works have been carried out on all properties and when they were undertaken.
- See when all building elements, fixtures and fittings are forecast for replacement using a combination of industry recognised lifecycles,

adjusting the dates based on day-to-day repairs experience and surveyor and operative assessments.

- Provide the basis for assessment of individual property and portfolio stock condition & performance of assets through a data driven proactive approach to asset management.
- Make sound, informed decisions on what works need to be done, and when, as part of a flexible, dynamic approach to investment.

As we carry out our repair and maintenance work, our staff and contractors will update our stock condition data 'in real time' so there is 'one version of the truth' accessible to all. This means embedding into key processes and procedures (e.g., day-to-day repairs, reletting, cyclical and planned investment) clear and consistent ways for updating to take place.

To support our compliance activities, we will undertake a data validation exercise that is coordinated across all compliance programmes. This will include providing assurance around communal block hierarchies within Open Housing and compliance programmes. We will then establish a formal, regular (circa monthly), documented reconciliation process to ensure asset and compliance data remains accurate and up to date.

Performance assessment & option appraisal

The Regulator of Social Housing's Value for Money Standard sets out an expectation that housing providers have a clear understanding of asset performance and have plans in place to address any properties identified as 'liabilities.' We have therefore put in place a strategic asset performance tool (ASAP). This uses stock condition survey and other business intelligence to improve our understanding of how much each asset will contribute throughout its life.

The range of factors considered by the tool includes property age, location, future maintenance and investment needs, tenancy management and demand factors. By feeding this information, data, and insight into the

stock performance assessment tool it assesses the viability and return on investment (Net Present Value) of homes.

ASAP applies a sustainability rating that reflects the relative performance of homes against the set of assessment criteria, split into three categories:

- **Class A** – homes that are flagged as sustainable core stock that perform well in financial and resident value terms. Full programme of improvement and investment works will be applied.
- **Class B** – homes that are flagged as not fully sustainable as some aspects do not perform well. Improvement and investment work to be considered against the components that are failing.
- **Class C** – homes that are flagged as potentially unsustainable as they do not perform well. Any major improvement and investment works will be subject to further assessment and discussion on the future of these assets (option appraisals)

Over the period 2025-26 we will work through those homes whose performance is assessed as red and amber, seeking to understand the reasons and explanations for their lower performance. In cases where it is felt there may be an underlying issue, or issues, we will conduct an option appraisal to help us decide on the best course of action for their future.

To help us do this we will develop an option appraisal framework designed to explore all relevant options. The framework will build on the inputs to the ASAP model, with a typical option appraisal including consideration of a range of key viability or sustainability factors including:

- The financial performance (NPV/return) of the home or homes.
- Operational intelligence (data) on how the assets are performing.
- Operational judgements about how the assets are performing.
- Socio-economic and/or neighbourhood sustainability factors.
- Changing customer needs, demands and expectations.

In some circumstances, we may need to consider alternative options for the properties if they no longer meet our needs or those of tenants.

	Class A	Class B	Class C
Average NPV of assets in each class	+ £51,718	+ £47,234	+ £27,151
Proportion of assets in each class	62%	25%	13%
Number of schemes in each class	1,087	429	226
Proportion of houses in each class	69%	23%	8%
Average NPV of houses	+ £61,891	+ £61,112	+ £13,944
Proportion of flats in each asset class	56%	27%	17%
Average NPV of flats	+ £47,167	+ £34,042	+ £11,978

Our actions for delivering intelligent, data-led asset management:

- Collect, update, and analyse stock condition survey data and a range of other business intelligence on assets on a continuous basis and in 'real time', as well as key housing management and neighbourhood data to keep informing the development of our ASAP tool.
- Undertake a data validation exercise across all compliance programmes, including homes and communal areas, then establish a formal, regular (circa monthly), documented reconciliation process to ensure asset and compliance data remains accurate and up to date
- Take forward the outcome of our sustainability rating assessments over the period 2025-26, working through those homes whose performance is assessed as red and amber, seeking to understand the reasons and explanations for their performance.
- Develop a standardised process and approach to option appraisal, then carry out appraisals on those properties, schemes or estates identified as having underlying issues to determine whether they remain suitable in their current form for ongoing investment.
- Actively use the outcome of our condition survey and stock performance work to help direct our investment programmes of routine maintenance and improvements to sustainable stock, including works to decarbonise homes.
- Develop a resourced 5 and 30-year investment plan for our long-term sustainable homes in partnership with WNC, with agreed priorities (link with HRA Business Plan)



Graph showing the NPH asset performance distribution

Investment planning

Our stock condition survey work and intelligence led approach to asset management needs to actively inform the development of our longer-term investment plans. We will therefore use the outcome of our stock condition survey and stock performance work to help direct our investment programmes of routine maintenance and improvements to sustainable stock. This needs to include aligning works to decarbonise our homes with our stock condition-based forecast planned maintenance programmes so we deliver both investment priorities at the same time. Our aim is to develop a robust and sufficiently resourced 30-year investment plan that focusses our investment on homes that are sustainable in the long-term. We will make sure our plans and programmes are readily available to staff and tenants.

8. Regenerating, developing, and evolving the portfolio of homes

Our Commitments

- We will work in partnership with the Council to pursue options for improving, upgrading, and remodelling homes where this is needed to ensure their longer-term suitability and sustainability.
- We will support the Council to explore redevelopment of properties and schemes that are found to be poorly performing against our sustainability criteria and where ongoing investment represents poor value for money.

As part of our and the Council's overall ambition to increase the quality, suitability, use and value of the housing assets we will work in partnership to consider and assess other options beyond just continuing to invest and upgrade existing properties.

Improving, upgrading, and remodelling homes

Realistically, continued ongoing investment in the existing properties is likely to be the most appropriate course of action in many cases. But in doing this, we must make sure we explore and take opportunities for improving, upgrading, or remodelling properties or schemes so we can improve aspects such as their accessibility, quality of the internal and external common areas, size, and suitability of the accommodation. We also need to consider in conjunction with the Council whether some properties for specific groups, such as older or single people, remain fully

'fit for purpose' in their current form and/or making the best use of the land and buildings.

Regeneration and new development

We know some properties present challenges given a combination of factors including their age, construction or design type, softer levels of demand and their immediate and future expenditure requirements. This means in some cases long-term investment in the current properties may be uneconomic, represent poor value for money and be outweighed by the benefits of other options. These other options may include demolition and redevelopment of the poorest quality flatted developments, or sale of properties with the proceeds potentially being recycled into new build investment programmes. Where properties and schemes are found to be poorly performing against sustainability criteria, we will support the Council in using an option appraisal process to explore the potential for regeneration and new development.

We will link our asset management work with the Council's new development activities. Whilst these usually involve the construction of new properties, there could also be opportunities for adding additional homes to the portfolio through the Council reacquiring pre-existing properties, including supporting the Council in potentially buying back homes previously sold under the right to buy. We would refurbish these homes to our 'Void Standard' before being let.

Developing new homes or acquiring pre-existing properties helps counteract the loss of homes under Right to Buy, increasing the number of homes owned by the Council and managed by NPH.

We also want to support the Council to explore the opportunities for introducing a 'hidden homes' programme to unlock opportunities for using any currently underutilised assets, such as garages, parking areas, drying areas and poor-quality amenity land for the development of additional homes.

We will work with the Council to ensure opportunities are provided to tenants to give their views, be involved in the process, and help shape the future of their neighbourhood.

Our actions for regenerating, developing, and evolving our portfolio of homes:

- Act on the insights and outcomes of our strategic asset performance tool (ASAP) to identify properties and schemes:
 - In need of additional investment or remodelling where this represents good value for money to ensure their longer-term sustainability.
 - That need regeneration and redevelopment due to their fundamental failings and where continued investment does not represent good value for money.
- Work to support WNC to help identify and act on suitable development opportunities, also in acquiring homes on estates previously sold under the Right to Buy.
- Work to support WNC to help develop and implement a 'hidden homes' initiative to identify the potential for additional accommodation within schemes or underutilised land on estates.



9. Designing and delivering customer focussed services

Our Commitment

- We will raise levels of satisfaction with our repair services by improving the customer experience, ensuring a stronger customer focus on how we go about repairing and maintaining our homes.
- Actively work with tenants, engaging with them and involving them in the design and delivery of our repair services and planned programmes of work, being open and respectful, listening to the 'voice' of our customers and acting on what we hear.

Improving the experience of our customers

We know we need to improve levels of customer satisfaction with the repair and maintenance services we provide, carrying out repairs more quickly, to good quality standards and ensuring tenants are kept up to date and informed.

We therefore need to improve and modernise our services with repairs carried out more quickly, at people's convenience, within the timescales agreed with customers, with excellent communication from beginning to end. One of our main priorities over the next two years from 2025 will be to raise overall levels of satisfaction with the repairs service to upper quartile benchmark levels.

We will do this by redesigning the repairs process, by maximising the benefits of our in-house delivery team (DLO), and by empowering staff on

the front line of service delivery to resolve service failures at the initial point of contact.

We also need to ensure we communicate effectively on our plans and timescales for carrying out planned maintenance works, both inside and outside homes. We will explain the reasoning for our decisions about what works will be carried out, and when, with staff being confident and consistent about this. We will then keep customers informed and updated on our progress.

Ensuring a customer focus in our work

We also want customers to help shape and inform how we go about delivering our repairs and maintenance services, the standard of homes, and our investment plans. Customers are well placed to make a valuable contribution in helping determine what works are carried out in their home, and how these are carried out, especially day-to-day repairs, compliance works, and longer-term improvements. We will therefore ensure we seek and act on the views and opinions of customers through surveys, including regular sample surveys using the new set of Tenant Satisfaction Measures (TSMs') set out by the Regulator for Social Housing. We will also seek to better understand the diverse needs of tenants so we can respond to these through tailored works and services.

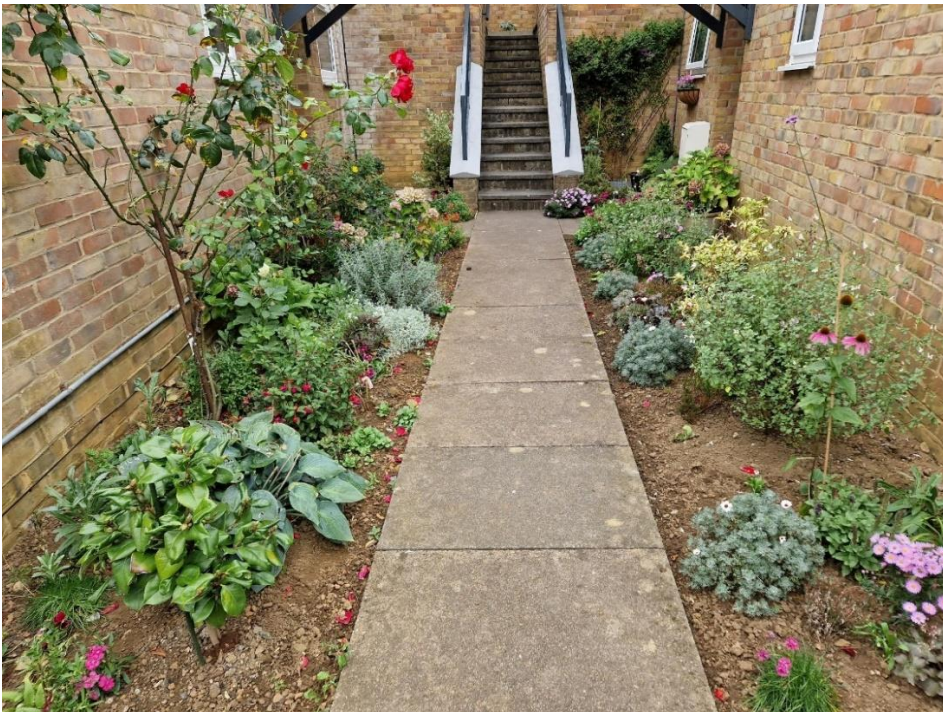
In line with our Customer Involvement Strategy, we will actively engage with tenants through the groups we have established.

In our activities we will:

- Develop our understanding of tenants' views and opinions on our service standards, as well as their needs & aspirations on aspects such as modern standards of quality, affordability, and environmental sustainability.
- Seek to understand through a range of engagement activities what features and attributes of homes are going to make the biggest

difference or impact on peoples' lives, including issues around digital inclusion,

- Feed into our investment planning activities tenants' views on work priorities and quality standards, having further discussions about the works we plan to carry out in homes in the future.
- Understand how customers want to be involved in measuring and monitoring our performance in carrying out the works we say we will. This includes assisting tenants wishing to implement tenant-led activities to influence and monitor strategies, policies and services.
- Implement a formal and coordinated approach to informing residents about each area of compliance by developing a communications plan which sets out how and when information will be provided.



Our actions for designing and delivering customer focussed services:

- Redesign the repairs process to focus on the customer journey, improving overall levels of satisfaction to upper quartile benchmark levels by 2026.
- From 2026, engage and communicate effectively on our plans and timescales for carrying out planned maintenance works, as well as keeping people informed of progress.
- Carry out regular resident surveys, including sample surveys using the new TSMs.
- Work with tenants to implement a formal and coordinated approach to informing residents about each area of compliance by developing a communications plan which sets out how and when information will be provided.
- Work with tenants through the Property Residents Panel to co-design our decision-making processes for planned maintenance programme design and implementation.
- Work proactively with involved tenants and leaseholders to measure, monitor our performance.

10. Having the right resources and governance in place

Our Commitment

- We will continue to build and put in place the right resources and arrangements to deliver all our repair and investment work and use them to best effect. These include a skilled and knowledgeable staff team, efficient and effective DLO, network of external contractors and suppliers, as well as the financial capacity to deliver a well procured and managed range of repair and investment works.
- We will also ensure we have good governance in place to measure monitor and scrutinise our performance against targets and compare ourselves with others through benchmarking, to ensure continuous improvement and value for money.

Staffing and Culture

We recognise the importance, value, and potential of our staffing resources. We will therefore ensure we have the optimum staff and leadership structure in place, provide a rewarding place to work with a positive organisational culture, clearly aligned to our core values. We will ensure the leadership team provides the expertise to implement the Asset Management Strategy, providing clarity on what we need to do. We will continue to invest in recruiting and retaining skilled and talented managers who possess the blend of expertise needed to deliver a modern, forward facing asset management service. Managers will be supported to fulfil their roles and provided with the right tools to ensure our staff feel valued and empowered to deliver the best possible outcomes for tenants.

We will regularly review our structure and the knowledge and skills we need so we can ensure the services we provide are 'fit for purpose'.

DLO Management and our Strategic Client Role

Our aim is for our in-house workforce (DLO) to carry out a significant proportion of our annual repair and maintenance works. Following the review of the Repairs Service we will put the right set of newly configured management and operational arrangements in place. These enhanced arrangements will be carefully specified and configured so the optimum business outcomes are secured. Our overall ambition is to use innovative, well-designed management practices to maximise the quality, value, and effectiveness of our repairs work. All sub-contractors also need to share our priorities and focus on tenants' needs to help support us in delivering genuine customer excellence.

Performance and Benchmarking

We will have in place a suite of performance indicators for our repair, maintenance, and investment activities, including the new Tenant Satisfaction Measures (TSMs). These will be used to regularly measure and monitor how well we are performing, address shortcomings or failings and help drive continuous improvement.

We will also assess our performance against that of peers through benchmarking groups. Ultimately, we need to better understand how our costs and outcomes for tenants compare, acting where costs and outcomes are not consistent.

ICT and Digital Technology

To deliver effective, efficient modern services requires investment in appropriate, well performing IT and digital systems. We will continue to review our current ICT provision and undertake periodic a cost benefit

analysis to identify the appropriate ICT infrastructure required to deliver the modern services we want and need to provide.

Housing Revenue Account & Other Funding

Our activities are principally funded through the rents West Northamptonshire Council receives into the Housing Revenue Account (HRA). The HRA is ringfenced from the Council's General Fund and is intended to operate in a way that supports long-term business planning. Given the high level of investment needed in homes over the course of the next five years and beyond, we will be maximising the identified capacity within the HRA for investment. To add further capacity for investment, especially in our decarbonisation activities, it will be crucial to seek and secure as much additional external funding as possible.

Reporting, oversight and Governance

To meet the requirements of good practice and regulatory oversight, we have put in place a clear leadership and effective governance structure and mechanisms to oversee our asset management activities. The NPH Management Board provides oversight of the housing management and maintenance functions delivered to tenants and leaseholders by NPH in line with the Management Agreement. The Board's role is to ensure that service delivery meets all legal and regulatory requirements, including reference to the Regulator for Social Housing's Consumer Standards and new Tenant Satisfaction Measures. West Northamptonshire Council will be kept updated on progress.

Given its importance, we will also strengthen the management, oversight and governance of our compliance activities. We will implement and maintain a monthly advisory group around compliance and building safety matters. We will update our approach to compliance reporting at all reporting levels (management, leadership and governance). We will do this by:

- Ensuring the report structure is set around legal obligations for each compliance area (all reporting levels).
- Distinguishing between assets (domestic, communal, etc.).
- Including the number of properties on and off programme for each compliance area.
- Embedding more frequent, real-time reporting to demonstrate our ongoing compliance position (daily/weekly).
- Including the total stock number and any changes to stock levels with each consecutive report.
- Including upcoming inspections over the next 30-90 days, to highlight any upcoming non-compliance risks.
- Including the position of follow up works: outstanding actions (in date and overdue) and action priorities (for example, high, medium, low).

The data provided in reports will clearly demonstrate assurance and be presented in an easy-to-read format. The reports will clearly identify the level of non-compliance so appropriate action can be agreed and taken.

Our actions for having the right resources in place to deliver our work:

- Ensure our staffing and leadership structure provides the blend of knowledge and skills we need to ensure the services we provide are 'fit for purpose'.
- Ensure we attract, retain, and develop our teams to ensure we have the skills and resources needed to deliver all aspects of our Asset Management Strategy.
- Have in place a suite of performance indicators for our repair, maintenance, and investment activities, including the new Tenant Satisfaction Measures (TSMs). Use these regularly to measure and monitor how well we are performing, address shortcomings or failings and help drive continuous improvement.
- Benchmark our performance against that of peers through benchmarking groups.
- Periodically review our ICT provision through a cost benefit analysis to ensure we have the right ICT infrastructure needed to deliver the modern services we want to provide.
- Work jointly with WNC to maximise the use of HRA resources for investment and seek and to secure as much external funding as possible.
- Ensure full and proper governance through the NPH Management Board and tenant groups,
- Strengthen the management, oversight and governance of our compliance activities, including implementing and maintaining a (monthly) advisory group around compliance and building safety matters, and by providing comprehensive reporting on the current status of our compliance activities.

Delivering our asset management priorities

The success of our Asset Management Strategy will rely on our ability to deliver what we have set out to do. Throughout this strategy, we have developed several key commitments across each of our ten asset management priorities. These commitments follow through into a series of actions.

These actions have been taken forward for inclusion in our Action Plan, which is designed to be a flexible, agile, and dynamic document. The actions will be reviewed regularly and updated as actions are progressed and completed, and legislation emerges. This will ensure the Asset Management Strategy remains 'current', being viewed as a living document that it is continually monitored and reviewed to drive forward our activities.

We cannot deliver everything we want straightaway. This means we are going to have to prioritise our time and resources to make sure we strike the right balance in delivering the works and activities across our ten asset management priorities, to ensure tenants see the necessary benefits whilst also meeting the needs and capacity of our business.

Our progress in carrying out all our asset management work, activities and initiatives will be constantly reviewed through the NPH and WNC governance structures. This governance includes consideration and decision-making through our NPH Board of Management and for some decisions through the ALMO Shareholder Board as well as through independent audits and scrutiny.

