

Asset Management Strategy

2019 - 2022



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Introduction

We were created in 2007 and are a locally based Housing Association in and around Northamptonshire with a commitment to:

- Develop a diverse range of new homes to meet local needs
- Work with our customers to provide **great** homes and Value for Money services
- Invest in communities where it supports our customers and protects our business

Our mission

We will work successfully with our customers and communities to provide **great** services and high quality living environments.

Our values



Respect

We will treat each other and anyone who deals with us with respect and recognise everyone as an individual.



Trust

We will be open and honest with our colleagues, customers and external partners and we will deliver on the commitments that we make.



One Team

We will be one team, working collaboratively, listening and communicating clearly with our customers, to deliver **great** services.



Empowered

We will be bold, progressive, seek to empower our customers and be confident in the decisions we make.



Efficient and Effective

We will work efficiently and effectively, continuously looking for ways to improve and deliver Value for Money.



Executive summary

The Asset Management Strategy is one of four strategies which underpin the new Corporate Plan 2019 - 2022 and builds on our key achievements in delivering our Asset and Development Strategy 2015 - 2019.

The purpose of this strategy is **‘to set out our approach to providing well maintained, safe and secure homes and high quality living environments that meet the needs of our current and future customers’**.

We will do this by:

1. Expanding the services we deliver where this will offer better Value for Money (VFM), reducing costs, generating income and providing **great** services for our customers, including a seamless repairs journey.
2. Bringing the majority of land on our estates under single ownership to help us deliver high quality living environments.

3. Investing in our homes and estates, enhancing their financial and/or social value, by providing efficient services and reducing costs.
4. Evolving from a reactive, to a proactive and predictive maintenance service. To be bold and agile to combine the intelligence we have with the technology we need.
5. Meeting all our legal and regulatory obligations to provide a safe and secure home for our customers and a safe working environment for our staff.

We will deliver this strategy through annual action plans that will be aligned to our corporate priorities and be flexible enough to respond to internal and external changes.



Context

Internal context

We are a financially strong, well managed and ambitious organisation. Over the life of our Corporate Plan 2019 - 2022, we will continue to become more efficient and ensure that the provision of **great** homes and services and high quality living environments are a priority.

Our Customer Charter

In April 2019, we launched our new Customer Charter which will underpin what we do and how we do this. The following statements are taken from our Customer Charter:

In respect of **great** homes:

- *“We will make sure we review and make the best use of our properties.”*
- *“We will maintain your homes to make sure they are **great** and safe places to live.”*

In respect of high quality living environments:

- *“We will work in partnership to help your neighbourhood stay safe and well-maintained.”*

In respect of working with customers and communities:

- *“We will always listen to you and provide a variety of ways for you to shape and influence our services.”*

Making best use of our properties – asset performance

The Asset & Development Strategy 2015 - 2019 identified our intention to move to an interventionist approach to asset management with a focus on analysing the individual and collective performance of our properties using asset and social value appraisal methods.

This allows us to:

- Plan for replacement and modernisation of properties
- Target our capital investment and the return on investment
- Integrate our business and asset plans
- Strengthen our business plan
- Obtain a balance between new build, remodelling and stock investment

In August 2017, Savills produced an updated Asset Performance Evaluation (APE) model following an initial pilot statement in 2014 which was commissioned to:

- Measure the long term performance of our assets
- Provide an objective baseline on which to make investment decisions
- Generate a list of low performing assets for option appraisals

The model produces a Net Present Value (NPV) of our assets by individual property and group. The NPV is based on a calculation of the costs to manage and maintain a property against the income it generates over the longer term. A negative NPV means that a property costs more to manage than the income it generates, but it does not mean that all negative NPV properties should be disposed of as other factors should be considered such as strategic and social value.

Based on an asset profile of 4,570 units in August 2017 the majority of the stock (89%) are in asset groups with a NPV of +£10k per unit and above, which highlights that the stock remains well maintained and managed. This also reflects the impact of sustained investment in our homes.

As to be expected, our highest performing stock are homes built since 2003 as they are cheaper to maintain than older stock and have lower future investment needs.

The lowest performing assets are within Independent Living, with an average negative NPV of £2,398 per unit and without appropriate investment this would continue to decrease. The low financial performance is driven by high operating costs and voids.



Independent Living

In November 2017 the Board agreed a future vision for our Independent Living (IL) service based on the outcomes from an asset review of our existing schemes. In 2018 we worked with our customers and staff to develop a quality standard against which our existing IL schemes have been assessed and investment needs identified to ensure that our schemes can meet the needs of older people now and in the future. These investment needs will feed into our updated business plan and will be subject to financial capacity proposals be delivered through a five to seven year programme. The priority for the first year of this strategy will be to design and consult on proposals to remodel, redevelop and/or provide new build additions to existing schemes. In addition to progress with plans for low level improvements to the remaining scheme, in-line with local housing needs as evidenced by a Study of Housing and Support Needs of Older People Across Northamptonshire (March 2017) which can be found at: <https://www3.northamptonshire.gov.uk/councilservices/adult-social-care/policies/Pages/strategies.aspx>

Stock condition

The updated Savills' APE model used our stock condition data and identified future investment need in our current stock would

- Total 30 Year SCS costs £132.96m
- Total property costs £127.30m
- Total block costs £5.66m
- Average of £29,093 per unit over 30 years
- Exceptional extensive costs could be added over and above stock condition – e.g. to test different scenarios
- 115 properties missing unit costs
- Assumed new build profile and gaps completed with additional data from WH
- 267 properties missing block costs
- Unit costs only
- Fees / Management / Admin @ 10%
- VAT @ 20%
- Future costs increase by CPI+1%



increase between years 5 to 18 based on component lifecycles for the stock condition profiles of each property.

Updated stock condition data underpins the investment needs incorporated in the 30-year business plan, and we will smooth any spikes in investments need. There may be no need to replace elements that are still functional, but rather target others that may not be at the end of their lifecycle but are no longer efficient. Showers, for example, have a lifecycle of 10 years as opposed to 30 years for a bathroom so we will need to alter the way we invest to accommodate some individual elements; domestic smoke detectors being another example.

During the next five years there is a potential spike in investment for windows, doors and boiler replacements in the last two years of the planned programme. This reflects the lifecycle and the quality of the original products fitted 15 to 25 years ago. We plan to carry out surveys to assess their current condition and remaining life to help smooth out investment needed over this period whilst still maintaining 100% compliance with the Homes Standard.

Asset management database

A review of our PIMSS asset management database is due to be concluded in early 2019 to inform a decision about whether to continue to invest in this system or procure



an alternative solution which better meets our needs and aligns with the Transforming our Future Strategy.

Data integrity

To ensure accurate and up to date data can be produced, our asset management database relies on good quality stock condition information that is regularly updated through surveys and when major works are carried out to our properties. Following completion of a 100% desktop review of stock condition data in 2016 we introduced an in-house 20% rolling stock condition survey programme. This has not only improved the reliability, quality and timeliness of stock condition data produced from PIMSS but it has established ownership of the data and increased knowledge of our stock and customers.

Well maintained and safe homes which are great places to live

Under the Regulator for Social Housing Consumer Standards, Associations must: *'meet all applicable statutory requirements that provide for the health and safety of the occupants in their homes'*.

This also applies to compliance with Health & Safety requirements within our communal areas for our customers, staff and stakeholders.

The key Health & Safety Legislation that we must comply with includes...

	What we need to do	How well we do it
Gas Safety (Installation & Use) Regulations 1998	Carry out a gas safety inspection every 12 months.	100% compliant
Control of Asbestos Regulations 2012	Asbestos surveys required before any intrusive works are carried out.	100% compliant
The Regulatory Reform (Fire Safety Order) 2005	Fire Risk Assessment required for all communal areas of general needs and Independent Living blocks and properties managed by others.	100% compliant
Lifting Operations & Lifting Equipment Regulations 1998 (LOLER)	Lifting equipment is subject to periodic thorough examination with appropriate certification.	100% compliant
L8 Approved Code of Practice (ACOP) 2001 amended 2013 - to protect from risk of exposure to Legionella	Monthly, 6 monthly and annual checks on water storage in our Independent Living and other at risk properties.	100% compliant
Electrical Safety - The IEE Regulations BS7671 201	Electrical Installation Condition Report (EICR) is carried out every five years in line with our policy and best practice or on each change of tenancy which exceeds the current legal requirement of 10 years.	100% compliant

In-house repairs service

We successfully launched our in-house repairs service in April 2018 to provide more flexibility and control over a key service for our customers. To allow the in-house team time to fully mobilise and meet our ambitious performance targets certain specialist trades such as external general building and voids works were to remain contracted out for at least the first two years. However, in November 2018 the Board approved a

business case to bring these services and cyclical works in house from April 2019. Our ambition is to drive improved performance, customer satisfaction and deliver further efficiency savings, and in the later years of this strategy explore opportunities to develop and market an offer that can be shared and/or sold to others.



Accessible homes

We continue to support customers with mobility issues through funding adaptations to meet their needs either directly and/ or through a Disabled Facilities Grant, and where more appropriate, help customers to move to more suitable homes within our existing or new housing stock. As part of our future planned programmes, for example bathroom and kitchen replacements, and when undertaking works to void properties we will take into account how we can improve the accessibility of our homes in consultation with our customers where viable and affordable.

We also recognise that, having adapted a number of our properties to suit the needs of specific customers, we need to make best use of these when they become available for re-letting. We have therefore captured information on adapted stock as part of our Asset Register which can be used to help match properties with customers in need of an accessible home.

Place-making: delivering high quality living environments

Land rationalisation

It has been evidenced through the customer satisfaction (STAR) survey and a project undertaken on Behavioural Insights that some

customers are confused about what we do and what we don't do – for example, emptying bins, which we don't do.

This confusion is not helped by the split ownership of land on our estates as a result of the transfer agreement. The land rationalisation proposals agreed in principle with Borough Council of Wellingborough (BCW) if implemented as planned, in 2019 - 20 we will bring the majority of land on our estates under our control – with exception of some areas owned by Northamptonshire County Council.

The land transfer will provide some limited further development opportunities either in their own right or when combined with land we own. But, more importantly from an asset management perspective we will in the medium to longer term be able to maintain the land to a single standard and end one of the major causes of confusion for our customers.

In the short term given the significant maintenance liability there will be a transitional arrangement during which the land will be managed by the current BCW appointed contractor on our behalf until their contract expires in April 2022. From that date we would have an expanded in-house estate

services team in place to manage the land directly with the aim of driving efficiencies as well as adopting a single service standard.

This phased approach does cause inherent issues with two different service standards having to remain in place until 2022. This will have to be communicated and managed well with our customers to mitigate as far as possible the reputational impacts.

The control over the majority of land on our estates will help facilitate delivery of the environmental improvements programme which in turn, once delivered, should mitigate the potentially higher costs of directly managing the land in-house.

Environmental improvements

In February 2018, the Board agreed an accelerated three year environmental improvements programme which has been developed in consultation with our customers and is split into two phases as follows:

Phase one – refurbishment of 59 garage sites (770 garages) with works to include new doors, replacement roof and repairs to the existing garages and forecourt areas.

Phase two – demolition of 409 existing



and refurbishment of 276 garages with additional 661 parking spaces and associated landscaping works across 30 garage sites on Queensway (Kiln and Minerva Way) and Hemmingwell (Fulmer and Gannet Lane).

Place-making: estate improvements

While we aspire to providing well maintained existing homes we need to take into account the age and design of our estates and balance this with the expectations of our customers. We know that the design and layout of some of our pre-war estates, including parts of Kingsway in Wellingborough, present a number of challenges and opportunities to ensure they can meet the needs of our current and future customers and that investment needs remain affordable in the longer term. There is an opportunity during the early years of this strategy to explore with our customers their current experience of living in their home and the wider estate and their future aspirations including what, if any, improvements would deliver **great** (and more) homes in places people want to live now and in the future.

The outcomes from these ‘place-making’ conversations will inform our future investment decisions from 2020 and beyond.

External context - National

The Hackett Report – Building a Better Future: Independent Review of Building Regulations and Fire Safety, which was commissioned following Grenfell and undertaken by Dame Judith Hackett, stated in stark terms four main failings across the sector that led to the tragic fire:

- Ignorance
- Indifference
- Lack of clarity on roles and responsibilities
- Inadequate regulatory oversight and enforcement.

Amongst the recommendations in the report are tighter oversight and robust legislative controls and deterrents for both building managers and developers combined with greater emphasis on “Giving Residents a Voice”.

Although Dame Hackett refers in her report to specific buildings over 10 storeys high (we do not own or manage any buildings of more than three storeys), the principles still apply. We will ensure that we are ready to implement new legislation and any enhanced regulatory requirements that follow to help ensure that the legacy from Grenfell will be safer, well maintained homes and communities where the

customer voices is always heard at all levels of decision making.

Housing Green Paper: A New Deal for Social Housing

The Government’s Green Paper published in August 2018 sets out their vision for social housing based around five core themes:

- Ensuring homes are safe and decent
- Effective resolution of complaints
- Empowering residents and strengthening the regulator
- Tackling stigma and celebrating thriving communities
- Expanding supply and supporting home ownership.

Specifically around decent homes the proposals include:

- Implementing the recommendations from the Hackett review of building regulations and fire safety
- Establishing a pilot with a group of social landlords to trial options to improve communication and engagement with residents on safety issues
- Reviewing the Decent Homes Standard which may include enhanced requirements around energy efficiency and fire safety in particular to mirror those in the private sector.



Regional - Skills Shortage

A report by Grant Thornton LLP UK published in March 2018 cited the skills shortage as the number one barrier to growth in Northamptonshire. Of the businesses who were surveyed 77% cited a lack of relevant skills as a key factor in holding back economic progress in the county. It was stated in the report that businesses and organisations are going to have to work harder to attract the relevant skills in an increasingly competitive marketplace.

Northamptonshire County Council's UKES Employer Skills Report for 2015 reported that between 2013 and 2015 the proportion of the County's hard challenging vacancies rose from 38% to 40.7%, which is higher than the national average of 39%. The survey showed that hard to fill roles had particularly increased for managers and skilled trade operatives. The problem is not only recruitment but also the retention of staff. Nationally 56% of retention difficulties were aligned to "*not enough people interested in doing this type of work*" which rises to 63% when applied to skilled trade operatives. Skilled trades were also affected by "*too much competition from other employers*" (40%).

On a positive note, the skills gap (measuring those in post who cannot fulfil their full role), was found to be below the national average for Northamptonshire for skilled trade operatives, which evidences those within the sector are well trained and qualified.

Within the context of our in-house repairs service we felt the impact of a shortage of skilled trades following launch in April 2018 with recruitment trades and supervisory roles proving challenging with a low number of suitable applications. Some of these risks have been offset with the use of more specialist recruitment agencies and the use of temporary to permanent staff. However with the uncertainty that external challenges will bring both for skilled trades shortages, and our ability to source materials and parts, we need to recognise and pro-actively respond to the risks, for example through apprenticeships and 'growing our own' as well as ensuring that as a major locally based employer we are able to attract and retain a skilled workforce.

Northamptonshire's ageing population

Between 2017 and 2035 the number of people aged 65 and over is forecast to grow

by 73,000 in Northamptonshire and 6,700 in Wellingborough.

The greatest percentage increase in age band 75-79 year olds and the tenure that is most under provided within the county is extra care. The 3 Dragons Report: Study of Housing and Support Needs of Older People across Northamptonshire evidenced that there is an 1,800 shortfall in extra care provision and this is a priority for the two new unitary authorities to be established from 2020 will be specialist dementia care units and at least one specialist extra care housing scheme for each district over the next three to five years.

The above context will inform decisions around our current IL schemes and where we can target appropriate levels of investment to provide a sustainable offer for current and future customers. Where IL schemes are no longer viable and/or where funding is available to support alternative tenures we will, either ourselves or in co-operation with others, consider opportunities to meet the need for extra care housing for those older people with higher support and/or care needs to remain living in their own home.



Key achievements over the past four years

Our Corporate Plan 2015 - 2019 was underpinned by six key strategies including an Asset and Development Strategy. The key achievements over the last four years include:

- The successful launch of our in-house repairs service in April 2018.
- Agreement reached in principle with Borough Council of Wellingborough (BCW) on proposals for rationalisation of land ownership on our estates in February 2018.
- A 100% review of stock condition data completed and an in-house cyclical five-year programme commenced from 2016/2017.
- A three year environmental improvements programme aimed at improving our garage stock and external areas approved by Board and commenced on site early 2019.
- Following an asset review of Independent Living Board approved a future vision for Independent Living in November 2017.
- A new Asset Compliance Team to ensure we are compliant with all legislation to keep our customers, visitors and staff safe, with up to date relevant policies and procedures in place.
- A full review of fire safety following Grenfell Tower tragedy and action plan fully implemented.
- Electrical Safety testing for all our properties moved from 10 year to 5 year cycle in line with best practice.
- Improved intelligence on asset performance (NPV) through an updated version of the Savills APE model to help us understand where we need to invest or carry out option appraisals with lowest performing asset found to be within our Independent Living schemes.
- Planned Improvements – five-year investment programme underpinned by robust asset management data.



Purpose & objectives

The purpose of this strategy is to define our approach to providing well-maintained, safe, secure homes and high-quality living environments that meet the needs of all our current and future customers.

We will do this by...

- 1** Expanding the services we deliver where this will offer better Value for Money reducing costs/generating income and providing *great* services of our customers, including a seamless repairs journey from first point of contact through to completion.
- 2** Bringing the majority of land on our estates under single ownership to help us deliver high quality living environments.
- 3** Investing in our homes and estates enhancing their (financial and social) value, by providing efficient services and reducing costs.
- 4** Evolving from a reactive, to a proactive and predictive maintenance service. To be bold and agile to combine the intelligence we have with the technology we need.
- 5** Meeting all our legal and regulatory obligations to provide safe and secure homes for our customers and a safe working environment for our staff.



Outcomes

Customers	Greatwell Homes	Partnerships
Opportunities to help shape future service delivery based on the customer voice.	Improved VFM services and generation of income to be reinvested in our stock.	Support the local economy as an employer of a skilled workforce.
Great services with transparent quality standards which are flexible to change.	Enhanced reputation as a major provider of great homes in and around Northamptonshire.	Contribute to delivery of local housing strategies.
High quality and safe living environments through investing in environmental improvements and taking control over more land on our estates.	Growth in asset value and business plan capacity/ financial resilience.	Rationalisation of land ownership with reduced costs for BCW which will enable us to improve our service offer on our estates.
Involvement in decisions about future investment options for some of our older homes and estates to ensure these are places people want to live now and in the future.	High levels of customer satisfaction with our repairs service.	Increased partnership working with contractors/service providers moving away from more traditional contractual relationships.
As a major local employer create more skilled jobs and invest in apprenticeships to nurture those who want to acquire new skills.	Increased use of innovative technological advances moving to a predictive approach to maintenance and repairs.	
Provide services that are tailored to meet individual needs.	Robust and up-to-date stock condition data which will periodically be externally validated.	
A seamless repairs journey and great customer experience through use of online tools to enable customers to report and track repairs and planned investments to their homes and estates.	A comprehensive asset management database which informs asset investment decisions and evidences compliance.	
Offer services across all tenures including pre-pay repairs and maintenance service, to shared owners for example.	Full compliance with all regulatory standards including any enhancements to the Decent Homes Standard.	
IL schemes that provide a good quality modern and affordable home which meets the needs of older people now and into the future.	IL schemes that are modern, fit for purpose, easily let and future proofed.	
	An appropriate financial and/or social return on our investments.	



Delivering the strategy

The objectives below will be supported by a three year action plan. All strategy objectives will support cross cutting action plans.

Objective	What we will do
Expand the services we deliver where this will offer better VFM reducing costs/ generating income and providing great services for our customers including a seamless repairs journey	<ul style="list-style-type: none"> Expand our in house service offer within the next three years to include voids, general building and cyclical (year one) and planned programmes where feasible (years two - three). Utilise these services to generate income by selling our service provision to other housing providers (years three - five). Enhance our service offer to our customers by reviewing the current repairs model and trialling new ones such as MOTs for all homes. Trial new ways of managing works to void properties, emphasising on the needs of new customers as opposed to a fixed lettable standard. Re-brand the in-house repairs and estate services teams in alignment with the Corporate Plan. Develop a proposal for a “pay for repair” service across all our tenures, subject to financial viability and demand to generate income which will be reinvested within our homes and estates.
Bring the majority of land on our estates under single ownership to help us deliver high quality living environments	<ul style="list-style-type: none"> Implement proposals to rationalise land ownership on our estates, subject to agreement with BCW. Review the impact this will have on current infrastructure, e.g. management and overheads (depot capacity).
Invest in our Homes and Estates enhancing their (financial/social) value, by providing efficient services and reducing costs	<ul style="list-style-type: none"> Introduce apprenticeships opportunities to nurture talent and enhance the local skills employment market. Review our current planned maintenance programmes and an updated five year investment plan with a renewed emphasis on communal areas in particular e.g. floor coverings, decoration, fire alarm panels etc. Commence investment in our IL Schemes based on the outcomes from the IL project which will future proof our assets. Complete a five year rolling programme of in-house stock condition surveys.
Evolve from a reactive to a proactive and predictive maintenance service. To be bold and agile to combine the intelligence we have with the technology we need	<ul style="list-style-type: none"> Improve knowledge of Modern Methods of Construction to reflect our new developments and capacity to maintain. Utilise the intelligence from our asset performance modelling (NPV) to inform decisions about investment in our stock. Increase our mobile working potential. Use of safer ways to inspect via technology and negate the use wherever possible of ladders and scaffolds. Investigate use of predictive technologies to inform us when elements such as lifts and boilers are about to fail, and augmented reality to assist our repairs operatives locate hidden pipes and electrical wiring. Use behavioural insights to improve and streamline our process, for example access for gas servicing. Complete an evaluation of our current asset management database and deliver proposed actions to make best use of our asset data. Use our digital systems to allow our residents to track repairs. Adopt proven technologies in our homes and communal areas. Embed new ways of working – aligned with Transforming our Future Strategy, for example increased use of digital technologies.
Meet all our legal and regulatory obligations to provide a safe and secure home for our customers and a safe working environment for our staff	<ul style="list-style-type: none"> Make significant progress towards the Government’s “Clean Growth Strategy” target of all homes having an Energy Rating of Band C and above by 2030. Review asset compliance policies, procedures and systems to ensure agility to meet changes in legal and regulatory obligations.



Measuring success

In order to measure our successes in delivering this strategy we will use existing and/or develop new key and operational performance indicators (KPIs and OPIs) that link to targets and the risks associated with the delivery of our objectives.

The following table provides some of the potential measures that could be adopted for illustrative purposes.

A high level action plan sets out the key activities that will be progressed over the next three years aligned to the relevant objective. As part of the annual Corporate Planning cycle the action plan will be reviewed and updated to ensure that our plans can respond to any changes in the external operating environment and are aligned to our strategic objectives and wider corporate priorities.

Measure	
VFM Metrics	Operating margin (overall) %
	Headline unit cost
	Asset cover
	Interest cover (EBITDA MRI)
	Reinvestment %
KPIs & OPIs	% of emergency repairs completed on time
	% of customers satisfied with the repairs service
	% of routine repairs completed on time
	% of repairs completed right first time
	Average re-let time for void properties
	Rent loss due to void properties
	% of properties with an up to date EICR
	% of properties with a current Gas Safety certificate
STAR Survey	Overall satisfaction with us as a landlord
	% of customers satisfied with the repairs service
	% of customers satisfied with neighbourhood as a place to live
	% of customers satisfied with their home
Other	Net present Value (NPV) at total stock, asset group and individual property level
	Planned programmes – investment generates a financial and/or social return
	Average cost per unit – repairs, estate services, compliance and major works.
	% compliance across all areas of compliance including: fire safety, asbestos management, water management and lift safety
	% of repairs appointments made and kept
	% of stock with a Band C energy rating
% of homes which meet the Homes Standard	



Monitoring the framework

There is a clear process in place for identifying, assessing and monitoring risks including providing assurance on mitigations and overall compliance. Full details can be found in our Risk and Assurance Framework.

In order to ensure our objectives are met we will review this strategy on an annual basis and report the outcomes of the review to the Executive Management Team (EMT) and Board as part of a Corporate Plan update.

References

Corporate Plan	<ul style="list-style-type: none"> This strategy is one of four which underpin the Corporate Plan 2019 - 2022.
Value for Money & Procurement Framework	<ul style="list-style-type: none"> In delivering this strategy we will ensure that all contracts are procured in accordance with the framework, and changes to services comply with VFM. We will increase the efficiency of our in-house repairs team to deliver improved VFM.
Risk, Assurance and Compliance Framework	<ul style="list-style-type: none"> The key risks and mitigations associated with delivery of this strategy are reflected in the Strategic Risk & Assurance Map which is reviewed by ARC and Board quarterly. The Board will need to determine appetite for risk in relation to selling services and impact on existing customers.
Communications Framework	<ul style="list-style-type: none"> Our plans to potentially change the way we deliver our repairs service to enhance the customer experience will be communicated in accordance with this Framework. We will seek to actively promote what we do through effective communications to raise our profile as a major provider of high quality affordable homes locally. To ensure that the land rationalisation process is communicated effectively.
Customer Involvement Framework	<ul style="list-style-type: none"> We have consulted with the Customer Assembly (CA) and the Asset and Development Panel on the objectives and proposals set out in this strategy. We will invite the CA and Asset and Development Panel to help shape our service proposals, particularly regarding the “customer voice” and Customer Charter. Where these proposals directly affect our customers we will actively seek and listen to their views and fully involve them in the design process to ensure their homes maintained to a high quality and are sustainable through meeting their and future housing needs.
Transforming our Future Strategy	<ul style="list-style-type: none"> The development of our in-house services will help create more job and apprenticeship opportunities for existing staff and local people including our customers. Mobile ways of working and use of new technologies to improve our services.
Finance Strategy	<ul style="list-style-type: none"> This strategy will support the objectives in the Finance Strategy.
Growth Strategy	<ul style="list-style-type: none"> Through growing our in-house provision, we are aligned with the Growth Strategy with the ability to maintain our new properties built using modern methods of construction.
Equality implications	<ul style="list-style-type: none"> An Equalities Impact Assessment has been carried out and this shows that delivery of the strategy should have a positive impact on a number of groups with protected characteristics including older people and people with disabilities.
Partnerships	<ul style="list-style-type: none"> We will work collaboratively with key partners and stakeholders including other housing associations, local authorities and contractors, operating in and around Northamptonshire to achieve our objectives.





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