firstchoice
HOMES OLDHAM

HOMES STRATEGY

CONTENTS PAGE

SECTION ONE: INTRODUCTION

The Homes Strategy sets out First Choice Homes Oldham's (FCHO) approach to managing and investing in its housing and asset portfolio. This refreshed strategy builds on the foundations of the existing Asset Strategy, incorporating developments in legislation, customer expectations, market conditions, and wider strategic alignment across the organisation. It reflects our continued commitment to delivering high-quality, safe, sustainable homes and neighbourhoods, while improving the lives of our customers.

The strategy is integral to delivering FCHO's Big Plan 2.0, which outlines our priorities:
Great Homes
Great Neighbourhoods
Great Services
Great Company

Together, these pillars underpin our purpose – "to deliver homes we are proud of" – and our vision – "to improve lives."

SCOPE AND DEFINITION

This strategy applies to all residential and non-residential assets owned or managed by FCHO. This includes homes, communal spaces, and other property-related infrastructure. The performance of these assets is critical to the long-term financial viability of the organisation and has a direct impact on customer safety, wellbeing, and quality of life.

STRATEGIC FOUNDATIONS

The Homes Strategy is shaped by five overarching design principles:

AMBITION – We are determined to improve the performance and quality of our homes through bold, forward-thinking decisions and targeted investment.
OPPORTUNITY – We will question current practices, seek innovation, and pursue opportunities that add value for our customers and communities.
RESPONSIBILITY – We will fulfil all legal, regulatory, and financial responsibilities to our customers, stakeholders, and colleagues, while placing value for money at the core of our approach
DEPENDENCIES – We will align the Homes Strategy with other corporate strategies to ensure consistency and coherence across FCHO.
COLLABORATION – We will strengthen partnerships with key stakeholders, including Oldham Metropolitan Borough Council (OMBC), local partners, and joint ventures to deliver place-based outcomes.

OUR INTENT IS TO:

Ensure homes are safe, compliant, and meet the standards set out by regulatory and legislative frameworks, including the Building Safety Act, Decent Homes Standard, and Awaab's Law.
Invest in sustainability and energy efficiency to meet current and future net-zero and decarbonisation targets.

Embed a safety-first culture and robust asset management practices to protect customer wellbeing.
Maintain accurate data through ongoing stock condition surveys, enabling intelligence-led decision making.
Strengthen the value of our geographical footprint through our Oldham First approach – focusing on local delivery, local investment, and place-based regeneration.
Ensure our long-term financial stability by embedding data-led business planning, enabling robust financial resilience across our 30-year business plan

CUSTOMER FOCUS

Our Homes Strategy is shaped and guided by our overarching commitment to delivering an excellent customer experience, as outlined in our Customer First Strategy. This approach ensures that everything we do is rooted in understanding and meeting the needs of our customers.

At First Choice Homes Oldham (FCHO), we are committed to delivering homes we are proud of and improving lives. Our Big Plan 2.0 sets out our priorities – Great Services, Great Homes, Great Neighbourhoods, and a Great Company – with customer experience at the heart of each.

The ambitions set out in our Customer Experience Strategy and the Customer First principles are central to how we develop and deliver this Homes Strategy. They have directly influenced our approach, ensuring that our investment in homes enhances customer satisfaction, supports neighbourhood resilience, and reflects the high standards our customers expect and deserve.

Our Customer Voice Panel has provided input which has helped shape the tone and sharpened our focus on the area's most critical to them. They welcomed the focus on supporting customers in understanding their homes , delivering a repairs service customers are satisfied with and taking a sensible approach to our changing focus towards our broader approach to growth.

CONTINUOUS IMPROVEMENT

The Homes Strategy will be subject to regular review, ensuring it remains responsive to changes in legislation, customer needs, performance data, and the external environment. Our aim is to create a robust, adaptive framework for managing homes and assets that delivers long-term value, strengthens resilience, and supports our commitment to providing homes we are proud of.

BY 2028 WE WILL HAVE:

- Delivered a high performing repairs service with customer satisfaction that puts us in the highest performing organisation for Repairs achieving >85% across TSM repairs measures
- Achieved 98.5% stock condition surveys
- Achieved 87% of our homes to EPC C or above

- Achieved full compliance across all three phases of Awaab's Law implementation
- Assessed and progressed a regeneration scheme

SECTION TWO: STRATEGIC OBJECTIVES

The Homes Strategy is made up of three key strategic areas for the organisation; asset, sustainability and environment, and growth.

ASSETS

Assets has four strategic aims:

1: PROPERTY INVESTMENT
DELIVER A SUSTAINABLE, HIGH-QUALITY INVESTMENT PROGRAMME THAT ENSURES ALL HOMES ARE SAFE, ENERGY-EFFICIENT AND FIT FOR THE FUTURE

We are committed to delivering safe, high-quality homes that fully meet the standards set by the Regulator of Social Housing. Our strategic focus is on maintaining compliance, safeguarding asset value, and enhancing the customer experience through a targeted and sustainable investment approach.

We will prioritise the structure, fabric, and core components of our homes to ensure long-term resilience, including proactive measures to address issues such as damp and mould. This will be underpinned by a responsive, well-resourced service that meets statutory requirements and meets customer expectations.

Our investment programme will be designed to optimise value for money while meeting, and where appropriate, exceeding the Decent Homes Standard. Through this, we aim to improve energy efficiency, drive customer satisfaction, and ensure our homes remain fit for purpose over the long term.

2: ASSET DATA
IMPROVE THE QUALITY, ACCURACY AND ACCESSIBILITY OF ASSET DATA ENSURING IT DRIVES INFORMED DECISION-MAKING, STRATEGIC INVESTMENT AND REGULATORY COMPLIANCE.

We will take a data-led, strategic approach to asset management, using insights to inform long-term investment planning and ensure efficient resource allocation across our housing portfolio. By strengthening our predictive modelling and analytical capabilities, we aim to anticipate maintenance needs, optimise lifecycle costs, and enhance overall asset performance.

Regulatory compliance and transparency are core principles of our approach. We are committed to maintaining accurate, up-to-date asset data aligned with the Building Safety Act, the Decent Homes Standard, and Awaab's Law. This robust data foundation will enable us to respond effectively to evolving legislative requirements and support informed, evidence-based decision-making.

Our comprehensive stock condition survey, covering 95.5% of homes over the last five years, has provided a solid basis for setting future investment priorities. Ongoing surveying and data validation will ensure we maintain current and accurate property records, strengthen financial planning assumptions, and demonstrate delivery against the consumer standards. This will be integrated with our customer and data strategies to ensure a holistic, organisation-wide approach. By the end of this strategy, we aim to have completed 98.5% stock condition surveys.

In the context of cost-of-living pressures, we will align energy efficiency improvements with essential decency investments to ensure targeted, high-impact delivery. Where properties present challenges to long-term sustainability or compliance with future quality expectations, we will engage with customers to explore the most appropriate course of action. This may include supporting moves to higher-quality homes or informing decisions on regeneration or responsible disposal, ensuring every customer has access to safe, sustainable, and high-performing housing.

3: COMPLIANCE AND BUILDING SAFETY
ACHIEVE FULL COMPLIANCE WITH ALL CURRENT AND FUTURE BUILDING SAFETY REGULATIONS WITH A PROACTIVE APPROACH TO RISK MANAGEMENT, GOVERNANCE AND ASSURANCE

Ensuring the safety and well-being of our customers remains a core strategic priority. We are embedding a robust, compliance-led approach within a wider safety-first culture, supported by cross-organisational alignment with our People, Knowledge, and Customer strategies. This integrated framework ensures a consistent and coordinated response to safety and regulatory obligations.

Our commitment to building safety goes beyond statutory requirements. While maintaining full compliance with the Building Safety Act, we will continue to deliver across all key compliance areas - Fire Safety, Gas and Electrical Safety, Asbestos Management, Water Hygiene, and Lifting Equipment Regulations. These functions will be managed within a unified compliance framework, recognising the interdependencies across our asset base.

We will take a proactive and transparent approach to building safety, strengthening systems for data accuracy, reporting, and escalation, while placing a strong emphasis on customer engagement. This includes promoting clear safety reporting channels, embedding accountability, and creating trust in how risks are identified and managed.

In response to the Building Safety Act 2022, we will fulfil our duties as the Principal Accountable Person for our high-rise residential buildings, ensuring full compliance with emerging legislation and maintaining strong governance over all building safety activities.

We are proactively preparing for upcoming regulatory changes, including the introduction of Ofgem regulation for UK heat networks in 2025, as part of the Government's wider drive toward net zero by 2050. As a heat network operator, we have already undertaken significant work to ensure readiness and will continue to align our service delivery with the evolving technical and compliance framework. This reflects our strategic commitment to regulatory compliance, operational resilience, and decarbonisation.

In parallel, we will embed the Housing Health and Safety Rating System (HHSRS) into our wider compliance and assurance processes, with an immediate emphasis on damp and mould in line with Year 1 priorities. Our approach will integrate HHSRS risk management into the overall asset compliance framework, strengthening our oversight of property condition and reinforcing our commitment to providing safe, high-quality homes for all customers.

4: RESPONSIVE MAINTENANCE
PROVIDE A HIGH-QUALITY CUSTOMER FOCUSED RESPONSIVE REPAIRS SERVICE THAT ENSURES HOMES ARE SAFE, WELL-MAINTAINED AND MEET CUSTOMERS' NEEDS

In response to increasing demand and the growing complexity of repairs, we have initiated a comprehensive strategic review of our repairs service. This review has led to the establishment of a Major Repairs and Cyclical Works Team. Our ongoing commitment to service excellence ensures that we not only meet but exceed customer expectations, while delivering value for money. A key target in this strategy is to achieve an 85%+ score on our Tenant Satisfaction measure for overall repairs services. A critical component of our strategy will be a rigorous, ongoing analysis of expenditure across the property portfolio. By closely monitoring costs associated with responsive and void repairs, we aim to minimise investment beyond the economic repair threshold, ensuring we maintain financial sustainability while maximising operational efficiency.

To strengthen asset performance and secure long-term financial viability, we will continuously assess the balance between responsive and planned maintenance. Our focus will be on shifting resources toward planned maintenance, allowing for proactive property management that reduces reliance on reactive repairs and delivers enhanced value for money.

We are equally committed to building a high-performance culture through strategic investments in workforce development. By prioritising continuous learning, leadership development, and robust succession planning, we are positioning ourselves for long-term resilience. We will focus on diversity, inclusion, and targeted training initiatives, addressing skills gaps, supporting an ageing workforce, and the development of future talent to ensure the delivery of high-quality services.

In anticipation of the implementation of Awaab’s Law in October 2025, which will require landlords to respond to health hazard reports within defined timeframes, we will undertake a phased, forward-looking review of our policies, procedures, and resources. This proactive approach will not only ensure full compliance with new regulations but also enhance our capacity to address housing-related health hazards, safeguarding both property standards and customer well-being.

SUSTAINABILITY AND ENVIRONMENT

The Sustainability and Environmental Strategy has four strategic aims:

1: CARBON FOOTPRINT:
DRIVE CONTINUOUS IMPROVEMENT IN THE SUSTAINABILITY AND ENERGY EFFICIENCY OF THE ASSETS AND OUR ACTIVITIES WHILE MAXIMISING VALUE

We are committed to driving continual improvements in the sustainability and energy efficiency of our homes, ensuring that every investment we make delivers optimal long-term value. By integrating sustainability into the core of our operations, we aim to enhance the performance of our homes over time, while significantly reducing our environmental footprint.

Our strategy is directly aligned with our growth objectives, ensuring that all new developments not only meet current energy efficiency standards but also contribute meaningfully to our broader environmental goals. As Greater Manchester sets its sights on achieving carbon neutrality by 2038, and as national policies on net-zero evolve, we are committed to staying ahead of emerging guidance. We will design and implement investment programmes that strategically position us for future energy performance requirements. With a fabric-first approach, we are laying the groundwork for future technological upgrades and ensuring our homes are prepared for the adoption of innovative energy solutions. In line with our forward-looking strategy, we will remain agile in our approach to emerging sustainable technologies, such as solar PV and heat pumps. By continuously updating our understanding of the supporting infrastructure and evaluating the potential impact on the homes we manage, we will ensure that our decisions on heat sources, including those for communal heating and heat networks, are both informed and beneficial.

A key enabler of this strategy will be the enhancement of our data capabilities in relation to sustainability measures. Improved data quality will allow us to accurately forecast future performance, enabling more informed, data-driven investment decisions. Beyond improving the energy efficiency of our homes, we are committed to reducing carbon emissions across all areas of our operations. This includes adopting greener practices across our workplaces, fleet, and equipment. We will explore options to phase out high-emission vehicles in favour of electric or hybrid alternatives and review estate services equipment to further minimise our environmental impact. Through these strategic actions, our goal is to ensure that 87% of our homes achieve an EPC rating of C or above by the end of this strategy, positioning us as a leader in sustainable housing management while contributing to our region's carbon neutrality ambitions.

2: FUEL POVERTY AND ENERGY EFFICIENCY
DELIVER SUSTAINABILITY INTERVENTIONS WHICH IMPROVE ENERGY EFFICIENCY AND CREATING HEALTHY, WARM LIVING ENVIRONMENTS

Our strategic objective is to implement sustainability interventions that create healthier, more comfortable living environments for the customers in our homes. Through targeted, high-impact investment programmes, we will design projects that enhance overall energy efficiency. Each intervention will be carefully assessed to maximise the financial benefit for our customers. A key pillar of our approach is to develop a comprehensive energy-saving support programme for our customers. By integrating emerging technologies, we will empower customers to manage their energy consumption more effectively. Through clear guidance and practical solutions, we aim to provide the tools necessary for informed decision-making on energy efficiency, helping our customers reduce their environmental footprint.

We will explore and implement innovative renewable energy solutions in collaboration with local authorities and strategic partners. This partnership approach will allow us to deliver sustainable, cost-effective energy solutions that not only support environmental goals but also reduce our reliance on traditional energy sources, positioning us as a leader in energy transition.

Our work programmes will be designed with a holistic approach to property conditions, addressing key issues such as damp and mould. By integrating advanced ventilation strategies and fabric improvements that reduce weather ingress and eliminate cold bridging, we will enhance the long-term durability and comfort of the homes we manage, ensuring they are resilient to climate challenges. Moreover, we will develop strategic customer engagement initiatives to ensure customers fully understand and can maximise the benefits of the sustainable technologies implemented in their homes. By providing clear, accessible information and ongoing support, we aim to create an environment where customers are actively engaged in sustainability initiatives, contributing to a more energy-efficient future while creating a sense of ownership over the improvements made to their living spaces.

3: SUSTAINABILITY AND WASTE
ALIGN INVESTMENT SPECIFICATIONS, PROCUREMENT AND SUPPLY CHAIN MANAGEMENT TO DELIVER VALUE TO LOCAL COMMUNITIES WHILE REDUCING EMBODIED CARBON AND WASTE

Our strategic objective is to integrate sustainability considerations across all areas of investment planning, procurement, and supply chain management, ensuring that our initiatives enhance local communities. By embedding sustainability at every stage, we aim to achieve outcomes that benefit both our customers and the environment.

Our approach will focus on enhancing neighbourhoods, maintaining compliance and safety standards, optimising the use of green spaces, and developing effective waste and bin management strategies. A key ambition is to achieve 100% waste diversion from landfill, ensuring that all materials are either repurposed, recycled, or disposed of in the most sustainable manner.

In line with our commitment to sustainability, we will build a circular economy within our supply chain by exploring opportunities for material reuse and forming strategic partnerships that embed circularity in our procurement processes. By designing out waste at the procurement stage, we can collaborate with our supply chain partners to minimise unnecessary materials and promote sustainable sourcing practices.

Additionally, we will focus on enhancing recycling and waste management solutions for customers, particularly when planning improvements to communal areas. By integrating sustainability into everyday living, we aim to make a meaningful impact on waste reduction and environmental responsibility, ensuring that our efforts contribute to a more sustainable future.

4: GREEN AND OPEN SPACES
ENHANCE GREEN SPACES AND OPEN SPACES TO IMPROVE BIODIVERSITY, ABSORB CARBON AND INTERACT BENEFICIALLY WITH THE SURROUNDING ENVIRONMENT

Our strategic objective is to enhance green and open spaces to drive biodiversity, increase carbon absorption, and improve the surrounding environment. By integrating nature-based solutions into our investment strategies, we aim to create healthier, more sustainable communities that contribute to broader environmental goals.

We will adopt a placemaking approach to social value, ensuring that the spaces we develop create a sense of belonging, identity, and community among customers. By prioritising well-being and connection in the design of neighbourhoods, we will enhance the quality of life for those who live there. Achieving alignment across various areas of our business will be essential in delivering cohesive, effective plans that elevate the customer experience and enrich the local environment.

To maximise the impact of these initiatives, we will strengthen our data capabilities related to green and open spaces. This data will enable us to track the performance and benefits of these spaces, providing insights that will inform future investments and improvements. Furthermore, we will collaborate with external agencies to enhance ecosystem resilience, ensuring that our approach is underpinned by expert knowledge and industry best practices.

As part of our long-term commitment to sustainability, we aim to increase biodiversity in managed green spaces by 15% by 2028. We will also ensure that all new developments are designed with biodiversity net gain in mind, ensuring each project delivers a positive contribution to the natural environment. Through these initiatives, we will build greener, more resilient communities that benefit both customers and the natural world.

GROWTH

Growth has three strategic aims:

1: NEW BUILD DEVELOPMENTS:
TO DELIVER HIGH QUALITY HOMES WHICH MEET THE NEEDS OF THE COMMUNITY THROUGH MIXED TENURE, PLACE-BASED DESIGN, VARIED HOUSING OPTIONS AND SUSTAINABILITY IN CONSTRUCTION

Through our new build development programme, we will prioritise the delivery of high-quality, affordable homes. New build development is a key driver of growth, enabling us to meet current and future customer needs while ensuring long-term sustainability and community vitality. In designing new homes, we will focus on creating a balanced mix of house types that compliment local housing needs and our existing stock profile.

Our approach will ensure a range of home sizes and tenures to address the diverse requirements of households meeting the evolving funding criteria from Homes England and supporting the increasing demand for environmentally conscious living. This includes forward-thinking design to ensure all new homes are energy-efficient and sustainable, minimising future repair and investment needs.

Geographic location is a critical factor in determining affordability, accessibility, and future demand. We will evaluate each development opportunity based on financial stability and long-term viability. While Oldham remains our core focus, we will strategically explore opportunities in other areas of Greater Manchester and West Yorkshire. This broader geographic strategy will enable us to cross-subsidise and unlock developments that may otherwise be less financially viable, maximising return on investment and supporting our broader regeneration and sustainability objectives. We will proactively manage market uncertainties, including fluctuations in funding, property values, and costs, while ensuring we deliver high-quality homes that meet evolving customer expectations.

To support our growth ambitions, we will deliver a varied programme through an evidence-based pipeline, providing financial certainty while strategically leveraging both public and private funding. This will be achieved through development and strategic partnerships and utilising underdeveloped assets such as garage sites and vacant land. We have capacity to deliver (complete) circa 300 homes March 2028.

2: ACQUISITIONS AND DISPOSALS:
TO ACQUIRE AND DISPOSE OF HOMES THAT COMPLIMENT OR DETRACT FROM FCHO DELIVERING EXCELLENT HOMES THAT MEET THE NEED OF OUR COMMUNITIES

ACQUISITIONS

Growth extends beyond the construction of new homes; it encompasses a strategic, well-planned acquisition approach that allows us to enhance and consolidate our housing stock. Through targeted stock transfers or swaps with other Registered Providers (RPs), we will ensure consistent landlord services and improve neighbourhood delivery, with greater community stability and satisfaction.

We will also explore opportunities to repurchase former FCHO-owned homes in key target areas or in response to regulatory and policy requirements. This includes properties previously sold through Right to Buy (RTB) or Right to Acquire (RTA), which will be reintroduced into the market under viable tenures, either as affordable housing or within the Private Rented Sector (PRS). Furthermore, we will identify opportunities to acquire properties in areas earmarked for regeneration, ensuring these acquisitions contribute to the long-term transformation and revitalisation of these communities.

Aligned with our emerging development strategy, our acquisition approach will be designed to expand both our geographic footprint and tenure diversity. A comprehensive options appraisal will be undertaken to assess market offerings, including Build to Rent (BtR) and PRS developments, with the aim of generating income that can be reinvested into the development of Social Rent properties. This diversified strategy supports our objective of delivering high-quality homes while ensuring financial sustainability and long-term growth.

DISPOSALS

In line with our asset performance model review and Acquisitions and Disposal Policy, we will identify poorly performing stock and disposal where this makes financial and geographical sense. Careful consideration will be given to the impact on growth, costs to value, housing need, and the wider neighbourhood impact before any disposal is made.

A review of outlaying stock that conflicts with the new and emerging development strategy will be undertaken, stock that is considered to be geographically distant and costly to own and manage will be considered for transfer to another RP.

3: REGENERATION ACTIVITY:
THROUGH TARGETED REGENERATION, WE AIM TO DELIVER PROJECTS THAT CONTRIBUTE TO VIABLE GROWTH. THIS WILL ENSURE THAT OUR HOUSING OFFER MEETS THE NEEDS OF CURRENT AND FUTURE CUSTOMERS WHILE ENHANCING THE LONG-TERM SUSTAINABILITY OF OUR NEIGHBOURHOODS.

Our regeneration strategy will take a targeted, data-driven approach to identifying and addressing underperforming estates. Using our updated asset performance model, aligned with the wider FCHO data strategy, we will prioritise areas for intervention based on customer satisfaction, stock condition, and financial performance. This will be integrated with our Customer and Communities Strategy to ensure clear and effective communication.

We will also review the role of other community assets, such as garages, shops, and community centres, launching a Garage Site and Vacant Land project to maximise their contribution to neighbourhood quality.

Our approach will be supported by strategic procurement and contract management, aligning with our Social Value Strategy to generate wider community benefits. Regeneration will be delivered through strong partnerships and a co-ordinated effort to ensure sustainable, long-term impact.

SECTION THREE: DELIVERY PLANS

1. ASSETS DELIVERY PLAN

PROPERTY INVESTMENT

YEAR 1 2025/26

- Establish a clear framework for assessing property performance, enabling data-driven decisions on improvement or divestment to maintain a sustainable portfolio that meets the evolving needs of customers.
- Update and implement a revised process for appraising and disposing of void properties, ensuring alignment across teams and reinforcing the rationale for responsible asset management.
- Enhance customer engagement during planned investment works, incorporating feedback and lessons learned to continuously improve service delivery.
- Successfully deliver the planned investment programme to the agreed quality, timeline, and budget while maintaining compliance with the Decent Homes Standard.
- Strengthen contract management processes to ensure full compliance with Procurement Act 2023.
- Conduct a comprehensive review of the planned investment delivery model, preparing for contractor procurement and mobilisation for the 2026/27 programme.
- Evaluate and refine planned investment specifications to ensuring alignment with sustainability goals, future repair needs, and long-term asset investment strategies.
- Enhance collaboration with Oldham Metropolitan Borough Council (OMBC) on the major aids and adaptations process, enhancing visibility of expenditure, waiting lists and case management.

YEAR 2 2026/27

- Conduct a comprehensive review of opportunities to maximise every visit by colleagues and contractors, ensuring a deeper understanding of property and living conditions. Develop and implement an action plan.
- Relaunch planned investment specifications to ensure they remain relevant, effective, and aligned with customer expectations and asset management goals.
- Review project management practices, leveraging digital technology to enhance the delivery of capital works and component-based projects for greater efficiency and oversight.

YEAR 3 2027/28

- Ensure long-term capital planning is well-managed with clear budgeting, phasing, and cash-flow management, allowing for agile responses to market changes, government policies, and unforeseen challenges.

ASSET DATA

YEAR 1 2025/26

- Optimise the value of all physical home inspections by utilising systems and processes to promptly identify and address any hazards.
- Increase in-date Stock Condition Survey (SCS) coverage by an additional 1% per annum, reaching 96.5% by the end of year one.
- Incorporate additional data collection into the Stock Condition Survey to support compliance with consumer standards and sustainability objectives.
- Conduct a comprehensive review of component unit rates to maintain an up-to-date understanding of the impact of changing costs.
- Evaluate an investment scenario that integrates improvement costs with core decency works while considering future heating strategies
- Assess the lowest-performing stock through the asset performance evaluation model and identify specific stock groups for targeted improvement.
- Develop and implement proactive intervention plans to reduce the occurrence of damp and mould.
- Review short, medium and long-term financial assumptions based on improved data from stock condition surveys, building surveys and energy efficiency targets.
- Undertake an annual review to ensure our strategy is affordable within the long-term financial plan

YEAR 2 2026/27

- Increase in-date Stock Condition Survey (SCS) coverage by an additional 1% per annum, achieving 97.5% by the end of year two.
- Incorporate the costs of future improvement works, including carbon reduction retrofits and safety upgrades, into the asset performance evaluation tool to assess their impact on Net Present Value (NPV).
- Advance the use of the asset performance evaluation model to support comprehensive scenario planning.
- Investigate systems that integrate outputs from specialist modelling software into a unified investment plan.
- Update component unit rates to reflect pricing from any new major contracts.
- Conduct a review of non-housing assets to ensure future strategies are robust and aligned with organisational goals.
- Evaluate the predictive damp and mould model and explore opportunities to enhance forecasting capabilities using emerging technologies.

YEAR 3 2027/28

- Increase in-date Stock Condition Survey (SCS) coverage by an additional 1% per annum, reaching 98.5% by the end of year three.
- Identify and explore opportunities to adopt innovative technology to enhance asset data and improve the accuracy of investment decisions.
- Update component unit rates to reflect pricing from any new major contracts.

COMPLIANCE AND BUILDING SAFETY

YEAR 1 2025/26

- Undertake an external review of our approach to Health and Safety, including compliance with key building safety legislation, incident management processes, reporting and oversight.
- Develop and action plan based on the external review and implement recommendations.
- Maintain full regulatory landlord compliance with all core safety servicing and inspection activities relating to Fire Safety, Gas Safety, Electrical, Asbestos, Water Hygiene and Lifting Equipment with future Damp, Mould and Condensation
- Ensure all higher risk buildings, as defined under the Building Safety Act 2022, have a suitable and sufficient building safety case in place and kept up to date.

YEAR 2 2026/27

- Consider H&S accreditation ISO or equivalent
- Undertake a full review of building safety data systems, data management approach and reporting of compliance to ensure FCHO remain in line with best practice.
- Review building safety supply chain to ensure best value continues to be delivered, including an assessment of outsourced activities that have potential to be delivered in-house.

YEAR 3 2027/28

- Implement the review of building safety data systems and data management approach as part of wider FCHO Data Strategy.

RESPONSIVE REPAIRS

YEAR 1 2025/26

- Maintain excellent safety record and open reporting culture

- Refine repair priority categories to improve service response times and to develop a well organised, timely and reliable repairs service.
- Establish cyclical works team with focus on proactive maintenance
- Minimise the number of disrepair claims and to resolve them in a timely manner
- Implement new scheduling software to improve quality, performance and customer satisfaction
- Deliver a highly efficient and cost-effective service demonstrating value for money by monitoring and managing productivity and performance by operatives
- Review the requirements of Awaab's Law and build operational capability to meet legislative requirements

YEAR 2 2026/27

- Prepare for next phase of Awaab's Law ensuring we are fully compliant
- Review options for expanding predictive analytics enabling more proactive intervention before failure
- Review repairs operating systems and explore innovative technologies including the implementation of AI to support transition from a reactive to proactive repairs service.
- Invest in our apprenticeship programmes to ensure we are fit for the future and have the right skills and people to deliver services to our customers

YEAR 3 2027/28

- Ensure full compliance against all new HHSRS hazards
- Deliver a high performing repairs service with customer satisfaction that puts us in the highest performing organisation for Repairs achieving >85% across TSM repairs measures

2. SUSTAINABILITY AND ENVIRONMENTAL DELIVERY PLAN

CARBON FOOTPRINT

YEAR 1 2025/26

- Track and report improvements in operational carbon emissions for all building contracts over £1 million and prepare pilot SECR submission.
- 100% of colleagues digitally trained to a relevant level on carbon literacy
- Review and align new home specifications with sustainability regulations and FCHO's environmental ambitions

- Provide energy efficiency training to customers to support sustainable living
- Deliver year on year improvements in carbon emissions, using an appropriate measurement system
- Create a forward-looking plan to address future regulatory and energy performance changes, ensuring readiness for upcoming challenges

YEAR 2 2026/27

- Track and report improvements in operational carbon emissions for all building contracts over £1 million and prepare - Complete SECR submission
- Embed sustainability targets within all new major contracts
- 100% of managers and above trained to be carbon literacy certified (7hrs full day training)
- Identify and understand customers at risk of fuel poverty to prioritise energy efficiency upgrades
- Develop a heating strategy to guide a controlled transition away from fossil fuel heating, considering future regulatory changes

YEAR 3 2027/28

- 87% of our homes at EPC C or above by 2028
- 25% of all colleagues to be carbon literacy certified (stretch beyond managers)

FUEL POVERTY AND ENERGY EFFICIENCY

YEAR 1 2025/26

- Collect data on sustainable transport facilities for at least 20% of homes
- Track the number of homes reached through sustainability advice and customer engagement
- Build a robust customer engagement programme focused on energy saving support, using technology to monitor energy performance and enhance investment outcomes
- Expand opportunities for customers to participate in sustainability initiatives and improve carbon literacy
- Identify customers at risk of fuel poverty to provide targeted support
- Assess and determine the most effective solutions for homes connected to heat networks

YEAR 2 2026/27

- Collect data on sustainable transport facilities for at least 40% of homes and show year on year improvements

- Track the number of homes receiving sustainability advice through customer engagement

YEAR 3 2027/28

- Collect data on sustainable transport facilities for at least 60% of homes and show year on year improvements
- Track the number of homes receiving sustainability advice through customer engagement

SUSTAINABILITY AND WASTE

YEAR 1 2025/26

- Identify and track improvements in waste management, supply chain, and embodied carbon for all building contracts over £1 million
- 100% waste diverted from landfill
- Compliance with the Simpler Recycling Legislation 2025
- Ensure staff receive relevant training to embed sustainability is built into daily operations
- Understand and reduce the impacts of climate change on our operations
- Deliver targeted waste and recycling initiatives to four neighbourhoods

YEAR 2 2026/27

- Identify and track further improvements in waste management, supply chain, and embodied carbon for all building contracts over £1 million
- Fly tipping improvement action plan to developed, cross departmentally and in collaboration with external partners.
- Monitor office paper consumption and recycling, and set clear improvement targets
- Introduce green travel plans or sustainable transport options for staff
- Deliver targeted waste and recycling initiatives to another four neighbourhoods

YEAR 3 2027/28

- Identify and track further improvements in waste management, supply chain, and embodied carbon for all building contracts over £1 million
- Deliver targeted waste and recycling initiatives to another four neighbourhoods – total of twelve by 2028

GREEN AND OPEN SPACES

YEAR 1 2025/26

- Implement new scheduling software (Total Mobile Solutions) within Neighbourhood Care
- Ensure all spatial data on open spaces is fully updated
- Deliver biodiversity interventions in two neighbourhoods

YEAR 2 2026/27

- Deliver biodiversity interventions on a further 3 neighbourhoods
- Develop a system to measure above-ground biomass by tracking vegetation types

YEAR 3 2027/28

- Establish Biodiversity and Maintenance Plans for up to 10 neighbourhoods, aiming for a 15% biodiversity net gain
- Enhance existing areas to provide a sense of place, encourage connection with nature, and improve health and wellbeing

3. GROWTH DELIVERY PLAN

NEW BUILD

YEAR 1 2025/26

- Deliver 78 starts on site in line with the current business plan
- Complete 101 new homes in line with the current business plan
- Complete 54 new homes delayed from 2024/2025
- Build a balanced and reliable development pipeline in preparation for the Homes England Bid round, including joining a consortium to strengthen delivery certainty
- Conduct an internal audit of development processes and procedures to ensure continued compliance and effective delivery
- Create an action plan for garage sites and vacant land to maximise their use and value
- Review and define development parameters, including tenure, location, property types and financial criteria
- Develop an action plan to meet Consumer Standards, focusing on aftercare and continuous improvement through customer feedback

YEAR 2 2026/27

- Deliver 56 starts on site, subject to revision after finalising the Homes England bid and new development pipeline
- Complete 52 new homes in line with the updated Homes England bid and revised development pipeline
- Review development specifications to align with emerging regulations and FCHO's sustainability goals
- Strengthen partnerships to support the development programme, ensuring delivery certainty and long-term stability

YEAR 3 2027/28

- Deliver zero starts on site (as per current strategy), with revisions planned following the Homes England bid and finalisation of the new pipeline and parameters due in June 2025
- Complete 109 new homes in line with the updated Homes England bid and revised development pipeline

ACQUISITIONS AND DISPOSALS

YEAR 1 2025/26

- Undertake a comprehensive review of large neighbourhood areas with a view to understanding options appraisals for the consolidation of stock
- Revise Acquisition and disposal policy to reflect revised strategic aims
- Develop processes and procedures and embed across the organisation to deliver the ambitions of the strategy
- Undertake a mapping exercise of all assets using GIS and integrated systems
- Identify grant funding opportunities to support market purchases for specific customer needs, with a supporting process and agreed financial hurdles

YEAR 2 2026/27

- Review stock geography and identify any stock transfer opportunities
- Implement customer need-based targeting of acquisitions

YEAR 3 2027/28

- Complete any identified stock transfers both acquisition and disposals

REGENERATION

YEAR 1 2025/26

- Use the asset performance model to review our stock profile leading to a prioritisation exercise for future regeneration and investment work streams
- Develop a project plan for proposed estates, produce an options appraisal and begin consultation and approval process
- Establish a cross departmental regeneration working group which will focus on rounded approach to regeneration activities and priorities
- Establish social value cross dependencies and develop contractual requirements to achieve best value
- Develop and implement a partnership engagement plan with external bodies, to align priorities and agree pathways to success

YEAR 2 2026/27

- Develop an engagement and customer insight plan
- Progress any identified estates through consultation and planning
- Deliver meaningful social value outcomes
- Refresh and review asset performance model
- Financial modelling for long term business plan

YEAR 3 2027/28

- Regeneration project start on site
- Identify forward regeneration plan in line with business plan modelling
- Delivery of a cross-partnership project

SECTION FOUR: MEASURES

KEY PERFORMANCE INDICATORS

THE SUCCESS OF THE STRATEGY WILL BE MEASURED THROUGH THE FOLLOWING KEY PERFORMANCE INDICATORS

STRATEGIC THEME	MEASUREMENT	INDICATOR NAME	2025/26 TARGET
Great Services	Rolling 12 month	% satisfied with overall service from FCHO	**81.0%**
Great Services	Rolling 12 month	% satisfied with overall repairs service	**80.0%**
Great Services	Rolling 12 month	% satisfied with time taken to complete recent repair	**78.0%**
Great Services	Rolling 12 month	% satisfied FCHO listens to tenant views and acts upon them	**72.0%**
Great Services	Rolling 12 month	% satisfied they are kept informed about things that matter to them	**78.0%**
Great Services	Rolling 12 month	% agree FCHO treats me fairly and with respect	**85.0%**
Great Services	Rolling 12 month	% satisfied with approach to complaint handling	**43.0%**
Great Neighbourhoods	Rolling 12 month	% satisfied with maintenance and cleanliness of communal areas	**71.0%**
Great Neighbourhoods	Rolling 12 month	% satisfied FCHO make a positive contribution to the neighbourhood	**71.0%**
Great Neighbourhoods	Rolling 12 month	% satisfied with approach to handling anti-social behaviour	**70.0%**
Great Homes	Rolling 12 month	% satisfied home is well maintained	**77.0%**
Great Homes	Rolling 12 month	% satisfied home is safe	**81.0%**
Great Services	Rolling 12 month	% repairs completed in time (Rolling 12 months)	**83.0%**
Great Services	Rolling 12 month	% of complaints responded to within HO code timescales	**100%**
Great Homes	End month snapshot	% homes that do not meet the Decent Homes Standard	**0%**
Great Homes	End month snapshot	% of homes with an up-to-date asbestos review	**100%**
Great Homes	End month snapshot	% of properties with an up-to-date legionella survey	**100%**
Great Homes	End month snapshot	% of passenger lifts with an up-to-date LOLER report	**100%**

Great Homes	End month snapshot	% of properties with an up-to-date gas certificate	**100%**
Great Homes	End month snapshot	% of comm. areas with an up-to-date fire risk assessment	**100%**
Great Neighbourhoods	Rolling 12 month	% of stock turnover (rolling 12 months)	**6%**
Great Homes	End month snapshot	% of homes with an EPC rating C or above	**73%**
Great Homes	Year to date	Number of starts on site (in year dev. programme)	**78**
Great Homes	End month snapshot	% of properties with an up-to-date electrical certificate	**100%**
Great Company	Rolling 12 month	% of staff sickness absence (rolling 12 months)	**4.8%**
Great Services	In month	% repairs completed in time (in month)	**85%**
Great Homes	Year to date	Number of new home completions (in year dev. programme)	**101**
Great Homes	End month snapshot	% of homes that do not meet one or more Building Safety Standards	**0%**
Great Company	Year to date	% of rent collected	**99.00%**
Great Company	Rolling 12 month	% of staff turnover (rolling 12 months)	**13.5%**
Great Company	Quarterly	Employee Net Promoter Score (quarterly)	**5**
Great Company	Year to date	Interest cover (EBITDA-MRI) (forecast)	**150%**
Great Company	Year to date	% operating margin (forecast)	**20%**

QUARTERLY MONITORING:

KPIs including CSFs and TSMs as detailed will be monitored through our performance framework management process, which includes scrutiny at Director, Executive and Board level. To add further oversight a suite of OPIs are being developed that will sit with each individual operating plan and will be reported to the Investment and Development Committee and Customer and Communities Committee.