



**Network
Homes**

5 YEAR STRATEGY 2023-2028

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Introduction

This corporate strategy was developed in the knowledge that we expect to merge with Sovereign Housing Association during the life of the plan. We aim to formally merge in October 2023 when Network Homes will join Sovereign Network Group as a subsidiary, with the full merger planned for April 2025.

We believe that it is important to set out a clear direction for Network Homes to guide our work and decisions during the merger period. Whilst merger planning and integration will be a vital part of our activity, we will still be delivering services to residents, building new homes and investing in existing homes and communities.

The majority of our colleagues will be engaged in business as usual and we want to continue to make Network Homes a great place to work as we become the new organisation. This strategy will direct how we do that and will inform the vision, objectives and plans for the new Sovereign Network Group.

We are living through challenging times and are all aware of the headwinds we are facing with the impacts on residents, people and the housing sector:

- The rising cost-of-living means more people than ever are struggling to afford a safe and secure home.
- Housing supply is limited and there are challenges around the quality of existing homes.
- Changes in the regulatory, legal and political environment are refocusing attention towards the needs and safety of residents.
- Climate change and the pressure of decarbonisation are placing pressure on already squeezed budgets.

Both Network Homes and Sovereign are strong, well run organisations and we could face these pressures independently. However, by coming together we can create a stronger, more resilient organisation from which we can provide a greater number of good quality affordable homes and excellent services for our current and future residents. Together we'll be in the top six housing associations by size and in the top three by development programme – that gives us more influence and more opportunities to invest in homes and services.

Our corporate strategy and objectives provide direction as we enter this exciting period. The outcomes from our work will complement and enhance the merger, continuing the great plans we have and setting stronger foundations to build from for the new Sovereign Network Group.



Helen Evans
Chief Executive



Jon Gooding
Chair



Who we are?

Network Homes is a housing association providing homes and services for over 41,000 residents and their families across London and the Southeast. Our mission is to provide safe, secure and affordable homes for as many people as possible.

This includes both existing and future residents because we believe that good homes make everything possible, providing the security of a good home unlocks potential across all aspects of peoples' lives.

Our culture sets us apart, our colleagues are proud to work for Network Homes. Our HEART behaviours are embedded in all that we do and are central to how we deliver services for residents:

HEART



Key challenges

Our core business as a housing association remains fundamentally the same, however, the world in which we operate is becoming ever more complex and demanding.

Economic turbulence

The United Kingdom has faced a series of economic disruptions over recent times including leaving the European Union, pandemic-related distortions of national and international economic conditions and resulting from the Ukrainian conflict. Economic conditions have important implications for us, impacting on the cost of borrowing to build new and maintain existing homes; the price of delivering services to residents and on their own financial positions.

The economic outlook remains uncertain with significant cost inflation, high energy prices, a constrained labour market and disruption to our supply chain and contractors. This is combined with many of residents facing declining real household incomes and their own rising expenses meaning that some will struggle to pay their rents and service charges.

In breaking with the rent settlement, rent levels were capped by the Government for 2023/24, and the picture for what the levels will be beyond 2023/24 is unclear. Against this backdrop we aim to substantially invest in existing homes to provide safer and warmer homes, maintain ongoing service delivery to residents as well as continuing to invest in new homes.

Housing need and affordability

There continues to be a shortage of much needed affordable new homes, particularly in the areas we work in. High inflation, skills shortages and supply chain disruption continue to increase the cost of developing new homes. This means that our ability to build affordable homes for rent and sale is hindered whilst the demand for housing is increasing.

Changing regulation and stakeholder expectations

The focus of regulation has widened to include stronger powers for the Regulator of Social Housing to enable a regime of proactive consumer regulation. We welcome the renewed emphasis on listening to residents about our services and believe we are in a strong position to embrace the changes.

Housing organisations are also facing increasing scrutiny through other channels, from the Housing Ombudsman on complaints through to social media. The sector's reputation has been damaged by a number of high profile and tragic cases with criticism from national media and the Government.



Key challenges

The legal and regulatory regime for building safety is also changing with significant requirements for building owners and developers such as Network Homes.

Environment and climate change

Housing associations have a central role to play in the UK achieving the goal of net zero carbon emissions by 2050. Changing the way we heat and insulate our homes has many benefits including better quality homes that are warmer in the winter, cooler in summer and provide cheaper bills for residents.

The need to reduce carbon emissions in our homes while investing in building safety and maintaining the quality of existing homes is a generational challenge. It is financially demanding, there limits on the skills and heating and insulation technologies available to undertake the work with a planning framework unprepared for the changes needed to our properties. We also need to ensure we communicate effectively regarding carbon emissions so residents can join our journey. In the long-term residents will benefit from warmer, more affordable and healthier homes but they will also face the short-term disruption of installation and will need to adjust to living with new heating sources.

Technology and data

Technological change continues at pace with the potential of providing benefits of improved services for residents, opportunities for smarter homes and more efficient ways of working.

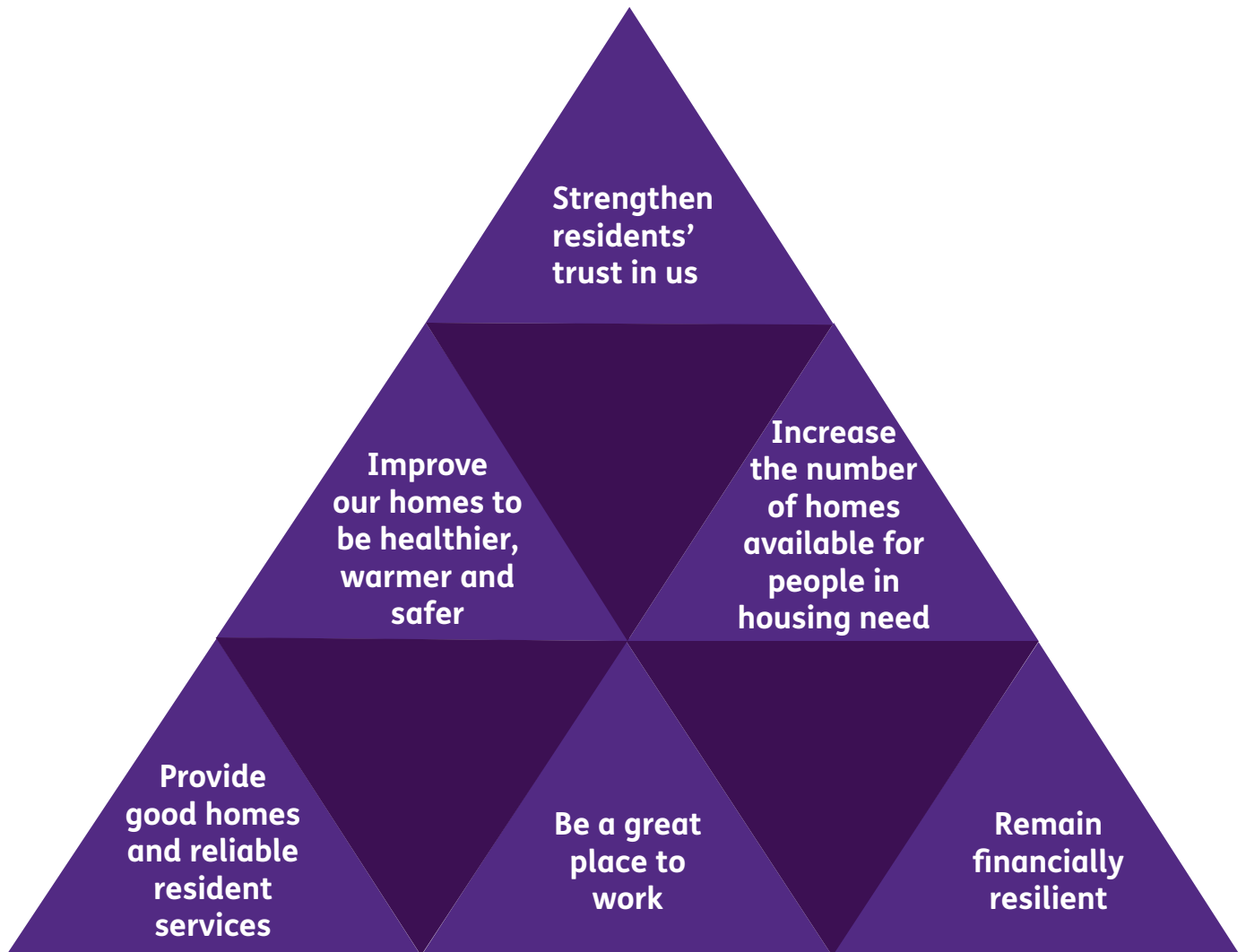
Underpinning the technology is the need for better quality and secure data that can be harnessed to drive change and inform decisions. These improvements will require ongoing investment in technology.

Cyber security risks are ever increasing and pose a serious threat not just to the extensive data we hold but also to our fundamental ability to provide services. As well as potentially significant penalties, failure to adequately ensure the security of data risks compliance with regulatory standards through damage to key service delivery, harm to residents, and the breach of trust between Network Homes and our stakeholders resulting in reputational damage.



Our objectives

We have separated our objectives into our foundations – the building blocks that underpin all our work, and our strategic objectives which set our direction and focus for the next five years.



Our objectives

Network Homes has three foundational objectives:

The foundational objectives set out the fundamental aims that we need to deliver to have a strong and successful organisation and to achieve our mission.

1

**PROVIDE GOOD
HOMES AND
RELIABLE RESIDENT
SERVICES**

**2**

**BE A GREAT PLACE
TO WORK**

**3**

**REMAIN
FINANCIALLY
RESILIENT**





Achieving our foundational objectives

1 Provide good homes and reliable resident services

Ambition



Primary measure

70% tenant satisfaction as measured through the Tenant Satisfaction Measures

Supporting measure

75% satisfaction with most recent repair

Areas of focus – delivery:

- > We will use the principles of co-management to provide platforms for our residents, their families and the wider community to take control of their local areas and lives.
- > Work with shared owners and leaseholders to develop insights to establish programme of service and information improvement.
- > Implement the resident services strategy.
- > Reprocure a main term repairs and maintenance contractor.
- > Implement the data management strategy with particular focus on asset and building information management data and underlying data quality.

We have invested significant time and resources over the last five years to ensure that our services meet residents' expectations as set out in our resident services strategy. This work continues both in terms of the quality of the homes and services but also importantly in how we listen and respond to residents.

With the introduction of the Tenant Satisfaction Measures by the Regulator of Social Housing, our methods of collecting and publishing resident satisfaction will expand from our current transactional surveys to a perception survey. This will have an impact on our overall performance as perception surveys generate lower results and we have adjusted our target accordingly. We still strive for upper quartile satisfaction but recognise that changing methodology will produce different results.

Residents will have improved access to our services, at times and in places that work for them, through better use of technology and access to the residents' online account and other digital channels. This will allow us to provide reliable, repeatable and consistent services with tailored support to those residents who need it the most at a time which suits them.

The external environment is challenging in terms of service delivery, and we know that we need to work more closely with residents to get the most out of restricted resources. There is a risk that our colleagues, in their desire to provide excellent services, can sometimes be tempted to try to do too much. In terms of our services to residents this can result in failure and paternalism. We want to develop an approach to co-management which uses boundaries to enable residents to take control of their lives in their communities.

We will be transparent in how we provide resident services, the way we operate and how we are performing as a landlord. Our wide range of insight, including learning from complaints and survey feedback, will enable us to engage with

residents on the issues that matter most to them and to design and deliver our services to meet their needs and expectations.

Residents have told us that good, safe homes that are well maintained are the key to delivering resident satisfaction. Our repairs service has faced challenges and we continue to work with our contractors and improve our processes and systems to deliver repairs that are right first time. We also know that the standards of areas around residents' homes, whether internally or externally, play a large part in how people feel about where they live. We will work with residents to agree a good home standard that sets out clearly what they can expect and hold us accountable for in terms of their property and the local area.

We need to work more effectively with our leaseholders and shared owners to understand how best we can provide services that meet their needs within the budgets available. We'll make sure our service charges are fair and represent good value for money and be open and transparent about our costs.

The regulatory environment, particularly around resident services, listening to feedback and the quality and safety of homes is evolving. We have plans in place to ensure that we can demonstrate compliance with emerging requirements, including publication and learning from the Tenant Satisfaction Measures, implementation of Building Information Management and data needed for the Building Safety Act. Robust systems and data management underpin our ability to deliver services and good homes and we know that this is an area where we need to improve over the period of this plan.



Achieving our foundational objectives

2 Be a great place to work

Ambition



Primary measure

Maintain above **90%** colleague pride in Network Homes as a place to work

Supporting measure

Increase the proportion of colleagues who say they feel safe to speak

Areas of focus – delivery:

- > Improve external communications and increase recognition and brand through platforms such as, Glassdoor.
- > Develop and roll out a high trust cultural engagement programme – HEART and Minds, principles based on Gober, psychological safety and communication.
- > Work with colleagues and managers to support an approach to co-management with residents.

What makes Network Homes great is our people. In September 2022, 90% of Network Homes colleagues (based on an 87% response rate) said they were proud to work for us. We believe that pride comes from a belief in our purpose – we believe good homes make everything possible – and that we are doing a good job. This creates a commitment to work together to make further improvements to our performance, for the benefit of our residents. Our people and culture strategy sets out the programme of work to deliver this.

We aim to be transparent, with colleagues and residents, as one of the building blocks of success. We communicate clearly, frankly, and frequently.

We are a diverse organisation. Over half of colleagues are female and almost half have diverse ethnicities but there is more to do, particularly in terms of diversity at more senior levels. We have set out a clear ten-point plan to make a difference on equality, diversity and inclusion, and work closely with brilliant colleague diversity groups. Improvement in our services needs the voice and perspective of all colleagues and that can only happen through the clear embedding of an inclusive culture. In the 2022 survey, 75% of colleagues said that they felt safe to speak up and positively challenge and we want to improve that further.

Whilst we we're a great place to work, we aren't always the best at communicating that to the outside world. We are also facing substantial challenges in recruiting to some roles, particularly in technical and specialist roles. As well as improving our employer brand we want to improve the way we recruit to ensure we are bringing the best people into the organisation.

We have considerable external profile in the sector as a thought leader and in contributing to national policy and research and we want to build on our stakeholder relationships to achieve even greater influence.

Achieving our foundational objectives

3 Remain financially resilient

Ambition



Primary measure

Achieve **20%** operating margin

Supporting measure

Embedded Earnings Before Interest, Tax, Depreciation, Amortisation, Major Repairs (EBITDA MRI) – greater than **100%** with ongoing golden rule compliance

Areas of focus – delivery:

- > Effectively manage risks to maintain lender, credit rating agency and regulatory confidence.
- > Grow our borrowing capacity to deliver our development ambitions.
- > Explore low-risk innovative financing opportunities for our investment requirements.
- > Implement the full model for the assurance framework, revising in line with updated consumer and other regulation and legislation.
- > Develop a methodology for understanding organisational productivity and how to apply our resources most effectively.
- > Implement a Security Information and Event Management (SIEM) approach, or equivalent.

This continues to be a challenging time for all organisations, and we go into this five-year plan with expected cost rises, a lack of clarity around the future rent settlement and uncertain economic and political times. Our investment needs are considerable whilst our income is restricted by government policy and further impacted by the economic difficulties many of residents of Network Homes face. There is pressure on our supply chain both in terms of sourcing goods and materials as well as the associated costs.

Network Homes is a financially strong organisation, and our modelling and stress testing indicates that we can continue to fund the delivery of services to residents, investment in our existing stock whilst retaining substantial headroom to build new affordable homes. We have robust processes in place to monitor and manage emerging financial risks including the Early Warning Review Group which tests the current and forecast financial status of the organisation on a monthly basis.

We will continue to secure better value for money, enabling us to invest more in our social purpose and mission by thoroughly examining our costs and analysing demand for our services. We acknowledge that current high inflation levels are likely to provide substantial challenges to identifying real terms reductions to our cost base without affecting service levels. We have tried different approaches to understand the productivity of our organisation so that we can apply our resources in the most effective ways. This has proved challenging and is an area where we will continue to apply focus.

We have introduced a modest stock disposal programme identifying high value void properties for disposal focused on one and two bed properties which are regularly replaced through our existing development programme. This disposal programme will support our net surplus position and allow the board to swiftly increase disposals should the need for mitigating action arise as regularly assessed by the Early Warning Group.

We continue to take our regulatory, statutory, financial and legislative responsibilities extremely seriously and embed compliance and assurance at the heart of our business through good governance arrangements. Our colleagues have a strong understanding of the role they each play in delivering this plan and assuring our board, residents and stakeholders of our compliance but this continues to be something we can improve on. We are embedding a new assurance framework and will work closely with our audit and risk committee to ensure that it is delivering.

Underpinning our organisational resilience is our use of technology and in particular our ability to mitigate cyber security risks which are an increasing threat across the sector. We will implement a Security Information and Event Management (SIEM) approach, or equivalent as set out in our Information, Technology and Transformation (ITT) strategy. We will continue to provide assurance by continued adherence to cyber security plus, penetration testing and security audit best practice.



Our strategic objectives

Network Homes has three strategic objectives:

1

**STRENGTHEN
RESIDENTS' TRUST
IN US**



2

**IMPROVE OUR
HOMES TO BE
WARMER, HEALTHIER
AND SAFER**



3

**INCREASE THE
NUMBER OF HOMES
AVAILABLE FOR PEOPLE
IN HOUSING NEED**





Achieving our strategic objectives

1 Strengthen residents' trust in us

Ambition



Primary measure

60% of residents to say 'I trust Network Homes to do what they say they will do' as measured through tenant satisfaction measures

Supporting measure

Respond to **95%** of complaints within the agreed service standard

Areas of focus – delivery:

- > Review how accessible our information on performance, roles and responsibilities and policies are for residents.
- > Develop a wider range of insight to inform service improvement.
- > Review and fully understand how we can measure and improve trust.

At the pinnacle of our objectives is the aim to be open and transparent with residents, do what we say we will do and communicate authentically. We can strengthen residents' trust in us by reliably meeting their expectations; openly communicating with them and genuinely caring for their experience of our services.

For us this is a balance between agreeing and setting reasonable expectations and the ability to deliver on those promises. We also know that responding quickly and fairly when things go wrong is a key part of building the relationship with residents.

In order to make the best use of our resources and to be more pro-active, we will continue to develop our digital services, automating processes so that our colleagues can be freed up to deliver and respond to more complex issues.

We have a strong culture of resident engagement and involvement, with dedicated resident panels who we work with on policy and strategic issues alongside a wider group of involved residents. We are committed to supporting those residents and building the relationship and their input into our board and committee considerations and decisions.

We believe that to truly listen to residents' voice, we need to harness the wide range of feedback that we gather daily. We will develop our analysis and understanding of all sources of insight from complaints through to comments on our resident surveys (including the Tenant Satisfaction Measures) and use this to guide and direct our service improvement.

As with all organisations, there are occasions when we get things wrong or fail to deliver on our promises. How effectively we respond both to the individual complaints and in learning from those issues is an important factor in building and maintaining trust. We will continue to closely manage our responsiveness to complaints and ensure that service improvements are made where appropriate as a result of issues raised.



Achieving our strategic objectives

2 Improve our homes to be warmer, healthier and safer

Ambition



Primary measure

Fewer than **1,000** homes with an EPC below C

Supporting measure

100% compliance with the Decent Homes Standard

Areas of focus – delivery:

- > Complete our building safety remediation programme by 2027, progress investigations into Section 106 buildings and start investigations into buildings under 18m in height.
- > Contract and complete the Social Housing Decarbonisation Fund programme.
- > Update our stock condition data and improve use of the data in building and delivering our planned works programmes.
- > Develop and implement a home and place standard for our homes and neighbourhoods.

By 2028 our homes will be warmer, healthier and safer and residents will be more satisfied with the quality of their home. We will continue to invest heavily in the safety of our buildings and will have a strong focus on improving the energy efficiency of our homes and reducing fuel poverty. Our sustainability strategy sets out our detailed programme for achieving this.

We take a whole home approach to our planned maintenance programmes which considers the fabric of the building, the energy used to heat it, appropriate ventilation and minimising disruption to residents. This will contribute to improved energy efficiency performance and lower energy costs for residents. By 2030, all our homes will achieve at least an EPC C rating in line with the national target. Our plans will incorporate a pathway to the longer-term national goal of net zero carbon emissions by 2050. We have been successful in our bid to the Government's Social Housing Decarbonisation Fund which would allow us to accelerate our sustainability investment and bring over 2,000 homes up to EPC C rating, ahead of current plans.

We are taking an holistic and cross-departmental approach in the way we obtain, access, manage and maintain our building information digitally. This approach will provide us assurance that we have accurate data and information which enables us to focus on the homes that need the most attention or improvement. We are upgrading our asset management system and investing in a programme of stock condition surveys that will provide both additional information on our homes and an ability to validate the accuracy of data we currently hold. We will pilot new technologies where appropriate and test not only how effective and efficient they are but also how well they work for residents. We will also work with residents to build guidance and education on the best ways to reduce energy usage and fuel poverty.

Our attention to, and investment in, building and fire safety will remain as a primary focus. We now require the use of digital three-dimensional building information models for our new developments. Ensuring that our supply chain follows national and international standards for the creation of these models, will enable us to locate, identify and record all relevant building safety data for future building safety management. We are also now requiring the use of cloud-based systems that facilitate controlled review and approvals of information being produced during the lifecycle of the building. By using these systems and processes, we are ensuring information is available for audit, demonstrating a 'golden thread' to support ongoing building safety management. We are testing how these systems will allow all relevant building information to be accessed by the people who need or wish to see it, including residents.

Following the tragic fire in Grenfell Tower in June 2017, building standards in high-rise residential buildings (HRRBs) came into question. We established a building safety team in 2018 with the remit to investigate and remediate our HRRBs.

Our investigations into the buildings we own are now complete and many of our buildings passed their investigation. Where we have found defects, our plans and projects are well advanced. All schemes will have remedial work started by 2024 and completed by 2027.

Progress on Section 106 buildings, where we have a leasehold interest, has not been as quick. We have one development on site, Capitol Way, which is due to complete in 2023.

We are also planning to start investigations into our high priority buildings under 18m in 2023.

Improve our homes to be warmer, healthier and safer (continued)

As a result of a strategic decision taken to prioritise building safety we currently have a backlog of investment, compared to our known stock investment requirements of £34.8m as of 1 April 2023. This contributed to freeing up £129m (in the July 2020 iteration of the Business Plan) of allocations to building safety works (not including accelerated depreciation) whilst maintaining Decent Homes compliance (apart from resident refusals).

The period of this corporate plan will see a significant increase in investment into capitalised maintenance works over the next five years with £131m allocated for this (including sustainability works). This spend will reduce the backlog of investment to £10.5m by the end of 2026/27, before turning into a surplus of investment (reflecting investment in a wider range of things including making our homes easier to heat and healthier) from 2027/28 onwards.

We are also improving our stock condition data with 1,000 surveys commissioned in Quarter 4 in 2022/23 and at least another 1,000 planned for 2023/24. We will compare the results for these homes with the existing stock condition data, which could provide further reassurance if the

actual condition is similar or better than recorded in our data, or highlight the need for increased surveys if the actual condition is worse.

We will develop and implement a home and place standard in consultation with our residents. This will exceed the Decent Homes Standard and set out the standards they can expect for both the quality of their home, the repairs service and the surrounding neighbourhood. This will be embedded across our property services, from voids through to our planned maintenance and responsive repairs services. Our new homes Design Guide will compliment this and sets out our key principles to achieve high quality homes focussing on safety, security and sustainability.





Achieving our strategic objectives

3 Increase the number of homes available for people in housing need

Ambition



Primary measure

Deliver as a minimum our GLA programme of **1,000** affordable homes to be started in London by March 2026

Supporting measure

Complete **3,314** homes

Areas of focus – delivery:

- > Deliver our Greater London Authority (GLA) programme 1,000 affordable home starts in London.
- > Deliver the Homes England Programme in Herts and Essex via Continuous Market Engagement with a focus on East Herts.
- > Deliver 326 new homes through providing development management services to Brent Council.
- > Contract the Social Housing Decarbonisation Fund (SHDF) work in April 2023 and complete works to the 2,043 homes by September 2025.
- > Deliver a coordinated cross functional data programme to support building safety, asset management and monitoring of building.

Network Homes is an experienced and successful developer, open to innovative delivery models and supporting other organisations to deliver new homes. We contracted with Grainger in the Autumn of 2022 to deliver 401 forward funded private sale homes at Merrick Place in Southall. We are planning to deliver a Joint Venture development of 654 homes, with Vistry Partnerships Ltd, on a site at Northwick Park Hospital in Brent. We are supporting Brent Council with their delivery of a New Homes Programme which will see 326 homes delivered by the end of December 2025.

We are taking a holistic approach to building information management, coordinating the requirements of new development and building safety legislation gateways, building safety cases and health and safety compliance and our planned maintenance programmes. Much of the work on this is underway but there is significant progress to make to pool, analyse and report on our asset data in ways that make it work for all our programmes.

We will require all our supply chain to provide us with digital structured data and for new developments we are requiring three-dimensional (3D) digital building information models. We will explore the possibility of requiring these models for other planned works programmes. There are demonstrable benefits from using the 3D models during the design and construction of the building; to help make better design decisions including exploring opportunities for more sustainable and higher quality design, minimising mistakes and improving build quality on site, and speeding up programme. Additionally, it will increase transparency of the design and clearly communicate the building components to relevant stakeholders.

Building homes is environmentally one of the highest impact activities we undertake, so it's important we have a sustainable approach. The GLA and local authorities we work in already

set high standards for sustainability in planning guidance, which we follow. Our approach to sustainability will not stop at compliance; we will ensure a culture of consideration of the environment sits at the heart of our new build process.

We'll deliver affordable homes in line with the GLA and Homes England priorities enabling us to maximise grant funding opportunities. We will aim to work with Homes England to explore funding opportunities with a focus on Hertfordshire.



Delivery plan

Provide good homes and reliable resident services

- 70% tenant satisfaction as measured through the tenant satisfaction measures by 2025 and 80% by 2028.
- 75% satisfaction with most recent repair by 2025 and 80% by 2028.

- We will use the principles of co-management to provide platforms for our residents, their families and the wider community to take control of their local areas and lives. **March 2026**
- Work with shared owners and leaseholders to develop insights to establish programme of service and information improvement. **March 2024**
- Implement the resident choice strategy including call reduction targets. **Phased to 2025**
- Reprocure a main term repairs and maintenance contractor. **December 2023**
- Implement the data strategy with particular focus on asset and building information management data and underlying data. **Phased to 2025**

Be a great place to work

- Maintain above 90% colleague pride in Network Homes as a place to work.
- Increase the proportion of colleagues who say they feel safe to speak up to 90% by 2025 and maintain to 2028.

- Develop and roll out a high trust cultural engagement programme – HEART & Minds, principles based on Guber, psychological safety and communication. **September 2023**
- Improve external communications and increase recognition and brand through platforms such as, glass door. **June 2024**
- Work with colleagues and managers to support an approach to co-management with our residents. **June 2024**

Delivery plan

Remain financially resilient

- Achieve 20% operating margin.
- EBITDA MRI – greater than 100% with ongoing golden rule compliance.

- | | |
|--|-----------------------|
| • Effectively manage risks to maintain lender, credit rating agency and regulatory confidence. | Ongoing |
| • Grow our borrowing capacity to deliver our development ambitions. | Ongoing |
| • Explore low-risk innovative financing opportunities for our investment requirements. | Ongoing |
| • Implement the full model for the assurance framework, revising in line with updated consumer and other regulation and legislation. | May 2023 |
| • Develop a methodology for understanding organisational productivity and how to apply our resources most effectively. | March 2024 |
| • Implement a Security Information and Event Management (SIEM) approach, or equivalent. | September 2023 |

Strengthen residents' trust in us

- 60% of residents to say 'I trust Network Homes to do what they say they will do' as measured through TSMs by 2025 and 75% by 2028.
- Respond to 95% of complaints within the agreed service standard.

- | | |
|---|-----------------------|
| • Review how accessible our information on performance, roles and responsibilities and policies are to our residents. | September 2024 |
| • Develop a wider range of insight to inform service improvement. | December 2023 |
| • Review and fully understand how we can measure and improve trust. | March 2024 |

Delivery plan

Improve our homes to be warmer, healthier and safer

- Fewer than 1,000 homes with an EPC below C by 2028, intermediate target of fewer than 2,000 by March 2025.
- Decent Homes Compliance - 100%, 23/24 target 99%.
- Complete our building safety remediation programme by 2027, progress investigations into Section 106 buildings and start investigations into buildings under 18m in height. **Phased to March 2027**
- Contract the SHDF work in April 2023 and complete works to the 2,043 homes by September 2025. **April 2025
September 2025**
- Update our stock condition data and improve use of the data in building our planned works programmes. **March 2024**
- Develop the home and place standard for our homes and neighbourhoods. **March 2024**
- Implement the home and place standard. **April 2024 onwards**

Increase the number of homes available for people in housing need

- GLA programme 1,000 affordable home starts in London by March 2026.
- 3314 new home completions on current programme by March 2028.
- 326 new homes provided through providing development management services to Brent Council. **Phased to December 2025**
- Deliver the Homes England Programme in Herts and Essex via Continuous Market Engagement with a focus on East Herts. **Phased to March 2026**
- Deliver a coordinated cross functional data programme using Building Information Modelling, and the processes set out by international standards to support building safety, asset management and prediction and monitoring of building performance. **Review in March 2024**



Where we work

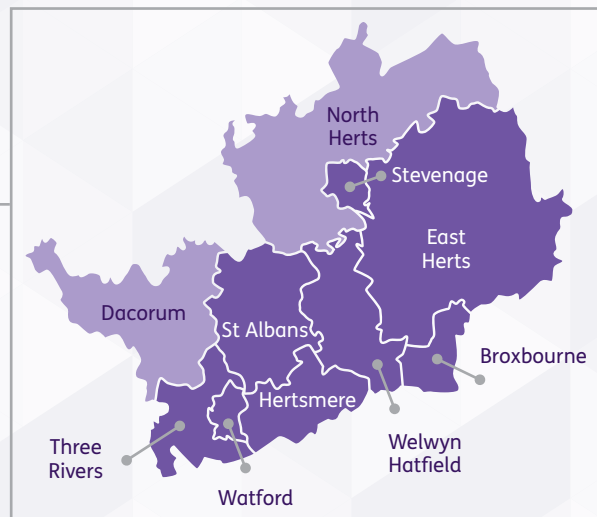
London



■ Network Homes

- 1 City of London
- 2 City of Westminster
- 3 Kensington & Chelsea
- 4 Hammersmith & Fulham

Outside London





Network Homes



May 2023

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