

# Year Five Priorities

This document explains how we intend to deliver the five main commitments of our Business Plan during 2019/2020 and how we will measure our success.



▼ Strategic Objectives      ▼ Actions

## 1 We will be valued as an influential and high-quality landlord, a forward thinking employer and a trusted partner in our core communities.

<p>To maintain the highest customer service and satisfaction levels</p>	<ul style="list-style-type: none"> <li>▶ Finding a new long-term estate services provider to work across our housing stock</li> <li>▶ Detailed customer survey review to ensure feedback helps inform future business planning</li> <li>▶ Staff customer services training to improve their knowledge, skills and ability to respond in a more positive, pro-active resolution focussed way.</li> </ul>
<p>To ensure that the health and safety of our staff, residents and visitors is protected at all times</p>	<ul style="list-style-type: none"> <li>▶ Improve the systems around landlord Health and Safety to ensure they are efficient, open and transparent</li> <li>▶ Improve the culture around employer Health and Safety through awareness of accident and incident reporting</li> </ul>
<p>To ensure that no-one is discriminated against because of who they are or want to be</p>	<ul style="list-style-type: none"> <li>▶ Review current Equality and Diversity guidance and implement best practice</li> <li>▶ Develop an action plan to support delivery of improvements which would ensure that we are fully compliant</li> <li>▶ Ensure that all staff have regular training in Equality and Diversity and there is a positive culture around equality and diversity in the organisation</li> </ul>

### MEASURING SUCCESS

- ▶ New provider of estate services will deliver a quality service and offer better value for money
- ▶ All staff to have completed customer services training by March 2020
- ▶ 80% of overall customer satisfaction with CCHA as a landlord
- ▶ Full compliance with Landlord Health and Safety safety obligations
- ▶ All staff fully up to date with their relevant training requirements
- ▶ Equality and Diversity to feature in at least one staff event
- ▶ Two Equality and Diversity champions including the company secretary
- ▶ Greater reinforcement of our inclusion of the smaller minority groups through positive messages



▼ Strategic Objectives      ▼ Actions

## 2 We will prioritise enabling residents to keep their homes and promote mobility

<p>To ensure that our income is maximised</p>	<ul style="list-style-type: none"> <li>▶ Income teams to work with all residents to ensure that they access all the benefits that they are entitled to</li> </ul>
<p>To provide access and support for residents to engage digitally</p>	<ul style="list-style-type: none"> <li>▶ Continue with our digital strategy and ensure IT services are truly residents focused.</li> <li>▶ Further develop and grow the use of the 'My CCHA' customer portal</li> </ul>
<p>To develop specific pathways into employment for our residents</p>	<ul style="list-style-type: none"> <li>▶ To provide employment opportunities as part of the new repairs and estate services contracts</li> <li>▶ Partnership with the Croydon Youth Zone to provide greater youth opportunities</li> </ul>

### MEASURING SUCCESS

- ▶ Rent arrears targets are met
- ▶ Provide apprenticeship and work experience opportunities as part of the repairs and estate services contracts
- ▶ Provide support for at least 10 residents with back to work skills
- ▶ Develop a programme of activities for our young residents including schools out programmes and job skills advice



▼ Strategic Objectives

▼ Actions

**3** We will develop more homes and services for local communities

To own or manage 1830 homes by 2020

- ▶ Continue to find new sites to support our development plans of an additional 80 homes

**MEASURING SUCCESS**

- ▶ Have 100+ homes currently on site or in contract.



▼ Strategic Objectives

▼ Actions

**4** We will maximise the quality and value of our homes

To ensure an efficient and effective repairs service which meets the needs of our residents and provides good value for money

- ▶ Select a new long-term repairs and maintenance contractor
- ▶ Develop a new planned maintenance programme based upon the housing stock condition surveys

To manage our assets, to ensure that they make a positive contribution strategically and financially without compromising our commitment to provide genuinely affordable homes

- ▶ Reduce the number of hard to let properties
- ▶ Continue to work with the local authorities and support providers to move to a lease model for our supported housing

**MEASURING SUCCESS**

- ▶ 95% satisfaction with the repairs service (contractors scores)
- ▶ Produce a set of repairs service standards to support the five-year planned maintenance programme
- ▶ 5% reduction in void turnaround times for general needs and older persons accommodation
- ▶ More than 35% supported accommodation in lease arrangements with local authorities or other providers



▼ Strategic Objectives

▼ Actions

**5** We will deliver continuing efficiencies to achieve improved value for money

To ensure that our service charges are accurate and demonstrate the best possible value for our residents

- ▶ Transition to the new housing management system.
- ▶ Ensure that all staff understand the service charge setting process

To ensure that CCHA is run as efficiently as possible and has the appropriate information and technology to support its plans

- ▶ Full implementation of the new housing management system
- ▶ Development of Engineer processes with contractors, asset management system and accounting systems for better report
- ▶ Review and explore increased mobile working

**MEASURING SUCCESS**

- ▶ Housing management system in place and all staff trained to use it
- ▶ All processes between CCHA and contractor system to be in place and operational
- ▶ All front-line staff will have access to mobile working and actively using it for Estate and Health and safety inspections

