

After a challenging Year 1 and 2, we are pleased to be moving into Year 3 with some new objectives and some continued room for improvement. To find out what we completed in Year 2, please read our Annual Report 2021-22.



Corporate Business Plan

2025

Objective 1: Resident Standards

We will have a service which is shaped by our residents for our residents

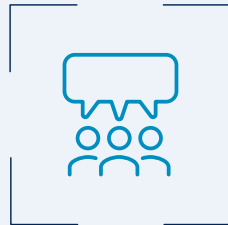
Our priority for Year 3:

Create an excellent customer service culture throughout ccha.

Year 3



Formally launch the new Customer Service Standards, monitor results and publish regularly.



Develop our commitment to resident engagement through the Customer Strategy to ensure compliance with 'Together with Tenants'.



Develop an improved understanding of our residents so that services can be better tailored to their needs.



Design a new customer service delivery model to improve service and meet residents' expectations.

Measure of success for Year 3:

Customer satisfaction to reach 75%.

Objective 2: Staff and partner engagement

We will be an employer and partner of choice

Our priority for Year 3:

Ensure clarity and consistency of approach to staff throughout ccha.

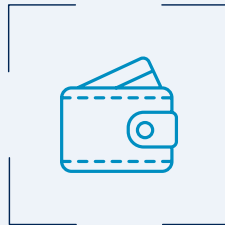
Year 3



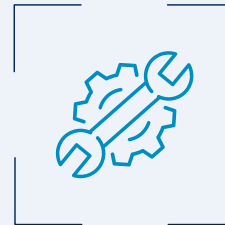
Deliver Year 1 of the staff survey action plan.



Manage staff wellbeing during the transition back to the office.



Complete a full salary benchmarking exercise.



Work with contractors on our 'added value' initiatives, such as the handy persons service for some of our more vulnerable residents.



Ensure the investment into the Croydon Youth Zone (Legacy) meets the needs of our residents.



Achieve compliance with the new NHF Code of Governance 2020.

Measure of success for Year 3:

Staff satisfaction to increase from 'one to watch' to '1 star' by 2025.

Objective 3: Safety & security responsibility

We will have an exemplary record for safety

Our priority for Year 3: Ensure that we act as a responsible employer by making sure all our staff have adequate health and safety training, support and resource, and their wellbeing is prioritised.

Year 3



Review current Health & Safety arrangements.



Utilise the new Landlord Health & Safety compliance systems to provide better access to performance data.



Review the use of consultants and contractors in all Landlord Health & Safety compliance.

Our priority for Year 3: Ensure that we act as a responsible landlord by being well informed of the latest Health & Safety legislation and standards.

Year 3



Investigate the increased vulnerability of our older community in our general rented homes and proactively maintain their safety and security.



Engage with residents of our older persons independent living to review our services.



Promote better cross-team collaboration to tackle anti-social behaviour on schemes.

Measure of success for Year 3:

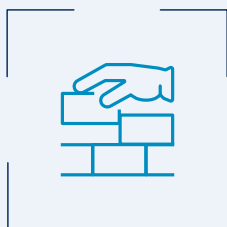
100% compliant with all legislation, regulation and standards.

Objective 4: More affordable homes pledge

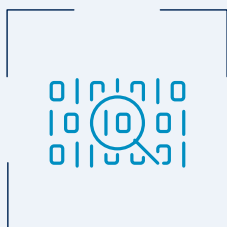
We will be resourceful and innovative to deliver an increased programme of genuinely affordable quality homes.

Our priority for Year 3: Secure at least 40 homes per year and work with our development partners through an options appraisal process to produce a development programme for our own sites.

Year 3



Achieve a pipeline of new development schemes to meet our goal of circa 50 including market sales up to 2025.



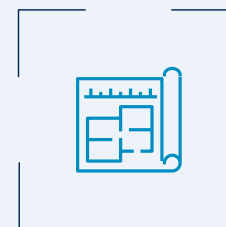
Ensure the asset database is current and accurate to identify sites for formal review.



Further develop relationships with development partners to provide administrative support on grant funding and delivery of a full development service by the end of Year 3.



Agree a new design brief, complying with all current and new legislation, the building safety bill and the green agenda.



Work with consultants to achieve planning permissions for the three sites identified for future development and identify a further ten.



Review private sales activity through cchaDL to ensure it demonstrates value for money and delivers a profit in Year 3.

Measure of success for Year 3:

A 5% growth year on year, with 50% of homes on London Affordable Rent.

Objective 5: Value for money

We will deliver a high-quality service with no increase in costs.

Our priority for Year 3: Fully integrated ICT systems throughout ccha and secure an office relocation which improves the environment for staff and provides better value for money.

Year 3



Review, design and implement core processes in CX to improve efficiencies.



Embed use of CRM systems and communication in CX and monitor performance.



Deliver a successful office move into ccha-owned offices which have been designed in conjunction with ccha staff.



Deliver the transition to a lease model for our supported housing in conjunction with the local authorities and partners.

Measure of success for Year 3:

Achieve median quartile on quality and median quartile on cost.