

# Corporate Business Plan

# 2025

Year 5 update April 2024 to March 2025

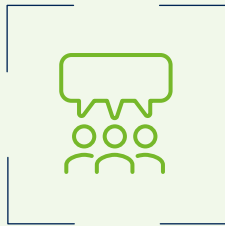
Year 4 has seen us focus predominantly on our residents, improving our customer service offering and ensuring we regain our V1 G1 standing. In year 5, the final year of our ccha2025 business plan, we continue to focus on our services and our communication to existing residents. We are prioritising these as we know from feedback that these are key areas residents want to see us improve on and we agree.

The collection of more detailed and accurate data about our residents and properties this year will enable us to tailor our future services to them and deliver services which better support them in their homes. We want to do this in the most effective way, fully utilising the resources we already have so that we are delivering on our promises.

# Objective 1: Resident standards

We will have a service that is shaped by our residents, for our residents.

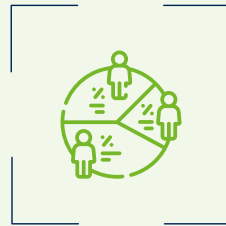
## This year's projects:



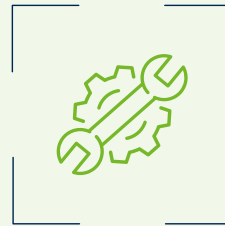
Deliver a programme of resident engagement that allows them to have open discussions about what they want from ccha services in the future.



Review what accurate performance information we have and agree what to publish on a quarterly basis, working with residents to review what they want to see.



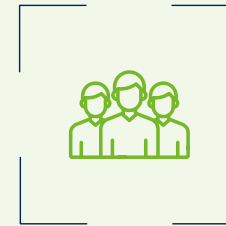
Continue to deliver the Customer Needs Review to collect up to date and accurate equality, diversity and inclusion information about our residents.



Use feedback from residents to improve our repairs service.



Develop and deliver a repairs service model which meets our residents' expectations.



Review key staff structures to respond to the changes in our repairs service.

## Measurement of success:

- Deliver an effective repairs service which meets resident expectations.
- Create an excellent customer service culture throughout ccha and deliver a new customer service delivery model.
- Customer satisfaction which is at least median quartile.
- A net promoter score of +15.

## Objective 2: Staff and partner engagement

We will be an employer and partner of choice.

### This year's projects:



Deliver an effective induction and onboarding process which helps new starters feel supported and have the information required to effectively deliver their role.



Continue reinforcing the Culture Plan 2022-25, focusing on staff wellbeing, accountability, cross team working and effective meetings and emails.

### Measurement of success:

- Achieve upper quartile performance on staff turnover and sickness absence.
- Achieve clarity and consistency of approach to staff throughout ccha.
- Ensure that staff have the expertise, knowledge and tools to deliver a good service.
- Positive feedback from staff through our staff surveys.
- Increase in achievement of staff performance targets.

## Objective 3: Safety and security responsibility

We will have an exemplary record for safety.

### This year's projects:



Review our stock condition survey methodology to ensure we are capturing key information about our homes.



Facilitate the transition from an analogue Warden Call System to digital, ensuring we are ready for the switchover in 2025.



Develop a domestic abuse policy which supports residents in need.



Work with appropriate agencies in our operating borough to ensure the domestic abuse policy aligns with their own strategies.

### Measurement of success:

- We will have identified vulnerable residents and ensured policies are in place to proactively maintain their safety and security.
- Residents feel safe in their homes.
- 100% compliance 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.

### This year's projects:



Work with our partners Islington and Shoreditch Housing Association to identify new opportunities to build more affordable homes.



Work with Frankhams on a number of developments on our existing sites which are currently being prepared for planning or with the planning team.

### Measurement of success:

- Develop more homes on existing ccha schemes.
- Upgrade one of our existing schemes.
- Start development of 45 new homes in our operating boroughs.

## Objective 5: Value for money

We will deliver a high-quality service at median quartile cost.

### This year's projects:



Continue embedding Civica Cx, ensuring we have a consistent approach to record keeping across the organisation.



Provide training and support for staff members, including generic guidance on basic functions and working with teams to ensure Cx processes are fit for purpose.



Work on service charge data to ensure our estimates are more accurate for residents.



Ensure the new invoice approval system is working effectively and implement a new purchase order system next year which ensures we manage our costs effectively.



Work with partners and councils to ensure that our supported housing accommodation is not only meeting the needs of the community but also the business in the longer-term.

### Measurement of success:

- Achieve upper quartile quality and median quartile cost.
- Have a fully integrated ICT system through ccha.
- Review housing services to provide additional value for money.
- Consistent operational procedures in place which include ICT.
- Cx training delivered to all staff.
- 5% reduction in service charge queries.
- All contracts reviewed for service charge value for money and signed off by operational managers.