



Delivering on our promises

Neighbourhood Strategy 2026 – 2031

Contents

1. **Background and business plan 2030**
2. **Operating environment**
3. **Aim of strategy**
4. **Where are we now**
5. **Key aims and objectives**
6. **Monitoring and evaluation**
7. **Risk**
8. **Equality, diversity, inclusion**
9. **Data protection**
10. **Links to other strategies and policies**

1. BACKGROUND AND BUSINESS PLAN 2030

ccha continue to provide good quality homes and are dedicated to providing a high quality of service to our residents. We have been rooted in the local community since we were founded in 1967. We currently own or manage around 1,600 homes in Croydon, Sutton, Bromley and Merton. We are proud to create sustainable communities by forging strong local partnerships, local initiatives and working closely with residents. We are committed to developing more homes to meet the increasing demand in our community.

2025/26 is the first year of our ccha2030 business plan which focuses on building strong foundations to help us deliver on our promises. After resident, staff, and board consultation, we identified five strategic objectives to help us achieve this:

- **Residents** – To deliver services shaped by residents providing a positive resident experience.
- **Staff** – To create a positive culture and safe working environment where staff feel valued and able to deliver effectively.
- **Safety and security** – To be compliant and have residents who feel safe and secure in their home environment.
- **Quality homes** – To deliver quality and affordable homes for new and existing residents in our communities.
- **Value for money** – To develop efficient and effective ways of working to deliver a quality service to residents.

Our vision is “Delivering on our promises.”

Our mission is “We enable staff and partners to deliver excellent services for our residents and provide more quality homes for our community.”

Our values are:



This five year Neighbourhood Strategy is designed to help us achieve our vision and strategic objectives and meet the needs of our residents and neighbourhoods. Residents have been consulted on the strategy, and it has been shaped and influenced by their feedback.

2. OPERATING ENVIRONMENT

As a community based social landlord, we are committed to providing neighbourhoods that are clean, safe, well maintained, supportive of residents' well-being and where residents feel proud to live. Our approach is shaped by regulatory, legislative and the sector context in which we operate ensuring that our services meet the highest standards and respond to the needs of our residents.

The Social Housing (Regulation) Act 2023 strengthened the powers of the Regulator of Social Housing and updated the Consumer Standards for landlords:

- **Neighbourhood and Community Standard** – sets expectations for engaging with the community, managing safe, well-maintained neighbourhoods and supporting resident well-being.
- **Transparency, Influence and Accountability Standard** – required openness and residents to be treated fairly and ensures they have a voice in decisions affecting their homes and neighbourhoods and can hold landlords to account.
- **Safety and Quality Standard** – sets requirements to provide safe, good quality homes and services including timely repairs and maintenance.
- **Tenancy Standard** – requires homes to be let fairly and transparently and for landlords to set out their approach to tenancy management and provide residents with support to maintain their tenancies.

They set out expectations for landlords to work with residents and partners to ensure their communities are:

- Safe and secure,
- Clean, well-maintained, and visually appealing,
- Free from unacceptable levels of nuisance,
- Deter and tackle anti-social behaviour and hate crimes and respond effectively to cases of domestic abuse

These requirements directly inform our approach to neighbourhood management; they align with feedback from our residents and underpin the priorities set out in this strategy. They also require landlords to foster a sense of community and address issues that affect a residents' quality of life, working in partnership with local agencies where needed.

We are also a PlaceShaper organisation committed to putting residents and communities at the heart of everything we do. This means developing and supporting thriving inclusive neighbourhoods working collaboratively with partners to support resident well-being and taking a long term, place based approach to neighbourhood management.

This operating environment provides the context and framework for our Neighbourhood Strategy and informs the key aims and priorities set out below.

3. AIM OF STRATEGY

The aim of this strategy is to create neighbourhoods and communal spaces which positively impact our residents. We want residents to feel safe, proud and more connected to where they live and that their neighbourhoods are well managed and maintained.

To achieve this, we will:

- Ensure our neighbourhoods are clean, safe and well maintained
- Improve the safety and security of our neighbourhoods and communal spaces
- Tackle anti-social behaviour, hate crimes and domestic abuse
- Work to improve social, environmental and economic well-being
- Listen to residents and involve them in decisions which affect the service and their communities
- Work collaboratively and in partnership with residents, local authorities and other relevant agencies, charities, local groups and support providers.

4. WHERE ARE WE NOW

Our current insight demonstrates that residents value clean, safe, and well-maintained neighbourhoods, but also highlights areas where improvement is needed to enhance their quality of life. Key sources of insight include Tenant Satisfaction Measures (TSMs), complaints and feedback, anti-social behaviour and neighbourhood case data, resident engagement and consultation, and staff consultation and operational knowledge.

TSMs

In terms of performance, there are three TSMs which directly link to this strategy. Our year to date results show improvement on last year and compare favourably with the sector, though we recognise there is more work to do:

Satisfaction area	All residents		LCRA	
	2024/25	2025/26 YTD	2024/25	2025/26 YTD
Communal areas clean and well maintained	70%	77%	71%	79%
Positive contribution to neighbourhoods	60%	68%	62%	70%
Handling of anti-social behaviour	52%	62%	55%	63%

Feedback from these surveys show that we still need to improve our communal repairs, need better consistency in our estate services and need to invest more in security such as communal lighting, more secure doors and CCTV. It also shows that we need to improve on our management of anti-social behaviour and highlights issues in our neighbourhoods with crime and particularly drug taking and dealing.

Residents also feel we need to be more visible and responsive in what we do and communicate better.

Complaints

Our complaints also support the TSM feedback as well as highlighting issues with noise nuisance, the time taken to address issues, and residents wanting to move home due to the impact of anti-social behaviour and noise nuisance. Anti-social behaviour and noise nuisance complaints currently make up less than 10% of the complaints we receive. However, it is a growing area and one we want to address. Whilst we do get complaints about our estate services, these have reduced in 2025/26. Where we do get issues, we are learning from them and trying to be more pro-active in how they are addressed.

ASB and Domestic Abuse

The number of anti-social behaviour cases have increased over the last couple of years with around 30 cases a year. These have included residents experiencing issues like noise nuisance, abusive or threatening behaviour, loitering, neighbour disputes, drug/alcohol issues and other unlawful activity. We have also had a number of estates affected by the behaviour of other residents with significant mental health issues. We also have a small number of residents who have experienced domestic abuse. We have been working on our policies, systems and processes to support these areas and investing in staff training and noise monitoring equipment.

Partnership Working

We have good partnerships with Safer Neighbourhoods Teams, local authority anti-social behaviour enforcement teams and noise pollution teams as well as the fire brigade, drug and alcohol services, mediation services and domestic abuse teams and charities. We also work closely with support providers and attend multi-agency meetings. These partnerships support the management of cases and help us get better outcomes. However, this can take time and have significant impact on local communities whilst the issues are worked through.

Estate Maintenance and Management

Following resident feedback, we have brought in a new repairs model and contractor and are starting to see improvements in our communal repairs. We are aware that improvements are needed in how we manage issues with our communal entrance doors and are also looking to bring in a new CCTV contractor. We also have planned works, cyclical and tree works programmes in place to help keep our communal spaces well maintained as well as a fund to support estate improvements.

We have two estate service contractors who were procured in 2019 on 5 + 5 year contracts. This was following resident feedback on the services required and with

resident involvement in the assessment and selection process. Services are monitored through regular inspections and contract management meetings.

Resident Consultation

We carried out consultation with residents on this strategy. When asked about their neighbourhood, most liked the location being close to shops and services, liked the green spaces and parks and that areas were peaceful or quiet and had nice neighbours. In terms of how their neighbourhoods could be improved, they wanted them to feel safe, clean and tidy, cared for and well-maintained, more neighbourly with people getting on, quieter, more green spaces and no crime, drug users or anti-social behaviour.

Areas consistently highlighted throughout the survey included:

- Requests for bigger police presence
- The need to tackle crime, vandalism and anti-social behaviour
- Issues with drug use, cannabis smells and selling of drugs which need addressing
- Better security including improved lighting and communal entrance doors and intercom systems, CCTV, secure car parks and better fencing and gates
- Quicker communal repairs, particularly for communal entrance doors
- Fly tipping addressed and graffiti removed
- Tidy gardens including individual front garden areas and trees and hedging cut back
- Better bin stores and secure post boxes including for parcel deliveries
- More green spaces and planting

Other results showed that residents felt much less safe at night. They were also looking for neighbours to be neighbourly and respectful rather than wanting a real sense of community. Most were not interested in local events or activities and did not expect us to have lots of partnerships outside of the police or local authorities. However, they clearly wanted us to be more visible. It was also clear that we need to do more to understand our neighbourhoods better and ensure residents voices are heard when making decisions.

We also carried out consultation as part of the business plan. In terms of what mattered most to residents, the majority said repairs and maintenance which included communal repairs and cyclical and planned works. Some residents also highlighted security, cleaning and gardening. Both consultation exercises focused on the need to get the basic landlord services right rather than focusing on the wider building of communities and additional services.

Staff consultation

Staff consultation was also carried out and highlighted similar issues and priorities to residents. Staff felt that there would need to be organisational changes to deliver services and the aims of this strategy. This included better systems and processes, access to information, clear standards, responsibilities and expectations, responsive contractors, strong partnerships, good communication, effective training and a good understanding of who are residents are and what their needs are.

This evidence highlights the areas that our Neighbourhood Strategy will focus on, ensuring that the aims and objectives directly reflect what residents have told us what matters most, and that are actions are responsive, inclusive and outcome driven.

5. KEY AIMS AND OBJECTIVES

This strategy has five key aims and objectives. Each of these will be delivered by a number of commitments and actions to ensure clear outcomes. To achieve these, we will work collaboratively and in partnership with residents, local authorities and other relevant agencies including the police, charities, local groups and support providers. The success of the strategy will be measured through the delivery and impact of these commitments and actions which will be monitored over its lifetime.

Aim 1: Clean, safe and well-maintained neighbourhoods

Objective: Ensure neighbourhoods and communal spaces are consistently clean, safe and well maintained, to support resident pride, well-being and confidence in their homes and surroundings.

To achieve this, we will:

- Ensure our cleaning and grounds maintenance are delivered to a high standard through regular risk-based estate inspections and effective contract management
- Proactively manage communal repairs, ensuring shared spaces remain safe, well maintained, and reflective of our commitment to services, and through regular estate inspections, post-inspections, and strengthened contract management, we will identify issues and maintain standards across all communal areas
- Develop clear published policies and standards for our communal spaces so residents can understand what to expect and hold us to account
- Develop a scheme standard so residents and staff are clear what good looks like and what to expect

- Take a more joined up approach to delivering communal planned and cyclical works and estate improvements so they complement each other and improve the overall aesthetics of our buildings, homes and communal spaces
- Review our approach to managing environmental issues affecting the communal areas such as fly-tipping, bulk waste and pest control ensuring they are addressed quickly and proactively where possible and do not become a persistent issue
- Review our tree management policy and develop a new contract and programme
- Maintain effective relationships with our managing agents and work collaboratively with other landlords operating in our neighbourhoods to achieve better outcomes
- Ensure staff training and knowledge is kept up to date and that they have the tools to carry out their roles and responsibilities
- Complete a review of our systems, processes and procedures to ensure they enable effective monitoring and oversight

Aim 2: Safer and more secure neighbourhoods and communal spaces

Objective: Improve the safety and security of neighbourhoods and communal spaces so residents feel safe, reassured and able to access and use shared areas confidently.

To achieve this, we will:

- Develop a minimum safety standard and review our estates against this to ensure compliance so everyone is clear what this should look like and roll out a works programme to help raise standards
- Complete a review of our communal entry doors, systems and access controls to ensure they are well maintained, our buildings are secure and that they help prevent unauthorised access
- Improve communal lighting informed by risk and resident feedback so areas are well lit, accessible and help deter anti-social behaviour
- Develop a programme for CCTV upgrades and installations informed by risk and resident feedback and ensure appropriate use and effective management to help deter and evidence crime
- Continue to build on strong partnership working with Safer Neighbourhood Teams, the police and specialist agencies to help improve the safety and security of our neighbourhoods and communal spaces

Aim 3: Prevent and effectively address anti-social behaviour including noise nuisance, hate crime and domestic abuse

Objective: Respond effectively and proportionately to anti-social behaviour, including noise nuisance, provide robust, victim centred responses to hate crime and domestic abuse and ensure residents are listened to and offered appropriate support.

To achieve this, we will:

- Have clear policies and procedures setting out effective and proportionate responses and timelines to guide and support residents and staff
- Develop intervention and preventative approaches to noise nuisance so issues are resolved early and do not escalate
- Complete a review of our 'Good Neighbour Agreement' to encourage positive behaviours and help prevent issues escalating and becoming incidents of anti-social behaviour
- Ensure staff training and knowledge is kept up to date and that they have the tools necessary and most up-to date information to carry out their roles and responsibilities
- Complete a review of our systems and processes to improve monitoring and oversight to ensure services are being delivered in line with our policies and to help gain better insight into this service area to help drive improvements
- Continue to build on our networks and partnerships with the police, local authorities and specialist services to access support, advice and better outcomes and regularly review them to ensure our contacts and practices are up-to-date and effective as they can be

Aim 4: Improved social, environmental and economic well-being

Objective: Enhance residents' quality of life by supporting social, environmental and economic well-being, helping individuals and communities to thrive.

To achieve this, we will:

- Use our Customer Needs Review information to gain insight into how we can better meet the needs of our residents and ensure our neighbourhood services are fair and accessible
- Utilise our Residents Fund to support neighbourhood initiatives and make environmental improvements to our communal spaces
- Continue to offer welfare, financial inclusion advice, advocacy and support to those that need it

- Develop further partnership working to meet the evolving needs of our residents and neighbourhood services

Aim 5: Residents feel listened to and involved

Objective: Understand our neighbourhoods better and engage residents meaningfully in decisions affecting their homes and shared spaces to achieve better outcomes.

To do this we will:

- Engage with residents on matters affecting their neighbourhood and services ensuring feedback is collected, considered and acted upon and that the outcomes of consultation are communicated back to them, including the reasons for any decisions made, so residents feel listened to
- Provide the opportunity for joint estate inspections on each estate so issues and concerns can be fully understood to ensure effective outcomes
- Explore introducing 'community champions' for residents who are interested in attending monthly estate inspections with staff to point out issues and provide feedback
- Deliver a programme of estate action days, coffee mornings and house meetings to enable residents and staff to meet with each other and develop a shared understanding of the needs of the community and the services being delivered
- Continue to develop and improve local partnerships through attendance of joint working groups, local meetings and events to enhance our understanding of issues affecting our residents and to better represent and support the communities we serve

6. MONITORING AND EVALUATION

Through the delivery of this five year strategy, we would like residents to feel that it has made a positive difference to their neighbourhood and communal spaces. We hope that they will feel safer, listen to and more connected to where they live and that their neighbourhoods are cleaner and better managed and maintained.

To assess the effectiveness of the strategy, we will continue to monitor satisfaction through the TSMs and expect to see notable improvements in the following areas:

- Satisfaction that communal areas are clean and well maintained
- Satisfaction that we make a positive contribution to neighbourhoods
- Satisfaction in our approach to handling anti-social behaviour

We also expect to meet and maintain the required outcomes and expectations of the Consumer Standards and deliver on the specific commitments we have made under each objective and aim.

In addition to this, we will revisit some of the questions we asked residents as part of the consultation to see if the strategy has had a positive impact on key areas and outcomes including:

- whether residents feel safer in their neighbourhood,
- if their concerns about anti-social behaviour have reduced,
- if they rate their shared spaces more highly,
- whether they think we are more visible and engaged in their neighbourhood,
- whether issues are now being addressed promptly and effectively
- if they feel their voices are being heard when decisions are made about their neighbourhood

To ensure strategic oversight, progress against the strategy will be reported to the Board on an annual basis. Progress against the TSM satisfaction measures will be presented quarterly to Board.

To ensure we are accountable to our residents, we will also ensure that opportunities are provided to our Resident Panel to review our progress against the strategy if this is something they choose to focus on.

To ensure delivery of the commitments and actions, an action plan linked to the objectives is being developed. This will enable us to track and monitor these areas. Performance indicators are also in place to monitor key areas of service delivery and provide operational oversight.

7. RISK

At the time of writing this strategy, there are six strategic risks associated with this area which are a high or medium priority:

- **#9** Customer satisfaction and engagement (8/10)
- **#2** Repairs and maintenance (7/10)
- **#1** Asset management including climate change / net zero carbon (6/10)
- **#23** Health & Safety (6/10)
- **#10** Housing management, neighbourhood management and support to residents (6/10)
- **#81** Relationships with key stakeholders (6/10)

There are also a number of risks associated with the successful delivery of this strategy. These include:

- Failure of contractors to deliver on their commitments

- Cuts to services and funding of services in the boroughs we operate in
- Challenges recruiting and retaining knowledgeable and skilled staff
- Rising costs limiting the number of improvements we can do each year

We will work hard to try to mitigate these risks as we work through the delivery of this strategy.

8. EQUALITY, DIVERSITY, INCLUSION

As part of this strategy, we will ensure everyone is treated fairly and without discrimination, regardless of their race, gender, sexual orientation, disability, religion or belief, gender re-assignment, pregnancy and maternity, marriage and civil partnership and age. We will promote inclusion, challenge discrimination, and seek to make reasonable adjustments to ensure that everyone can access our services and that no one is excluded inappropriately from any services or activities provided by us.

We will use the information we have collected about our residents through the Customer Needs Review to gain insight and ensure our neighbourhood services are fair and accessible to all. We will use the information to understand how we can better meet the needs of our residents and where required, make reasonable adjustments and offer targeted support to those that need it.

9. DATA PROTECTION

For the purposes of this strategy and how we manage the information that we hold on individuals as part of our management processes, we will comply with our obligations as set out under our Group Data Protection Policy.

10. LINKS TO OTHER STRATEGIES AND POLICIES

This strategy links to other strategies and is supported by other key policies as follows:

- Customer Strategy 2026-2031 (for approval April 2026)
- Asset Strategy 2025-2030
- Development Strategy 2026-2031 (for approval February 2026)
- People Strategy 2026-2031 (for approval April 2026)
- Neighbourhood Policy
- Anti-social Behaviour Policy
- Domestic Abuse, and Violence against Women and Girls Policy
- Noise Nuisance Policy
- Hate Crime Policy
- Safeguarding Policy
- Equality, Diversity and Inclusion Policy
- Allocations and Lettings Policy

- Communal Areas Policy
- Repairs and Maintenance Standards