

# Corporate Plan 2024-27



# Cambridge Housing Society Corporate Plan 2024/27

## *Building lives together*

### **About Cambridge Housing Society**

Founded in 1927, Cambridge Housing Society (CHS) is an independent housing association with over 3,000 homes in Cambridge and Cambridgeshire.

We are one of only two independent housing associations working just in Cambridgeshire and we are the only one to offer a blend of affordable rented homes, specialist supported housing and a range of community support services.

We believe our value lies in being well connected to our tenants, customers and local communities which means we are able to better respond to issues in practical and impactful ways. For example:

- We are unique in running the Cambridgeshire Local Assistance Scheme for the County Council
- We have the only specialist young people's housing project in East Cambridgeshire
- We work in partnership with the charity Cyrenians to offer homes for rough sleepers
- We are close to our tenants and offer a very responsive service
- We are working hard to make sure we are listening to tenant priorities.

### **Our Plan**

In three years' time, 2027, CHS is set to celebrate 100 years as a housing association. This three-year plan, 2024/25 to 2026/27, sets out the objectives for that period and the key projects to deliver those objectives set against six strategic themes. The overall objective is to make sure we can continue to do those special things that we do well and that no one else does in this area and to find ways to further improve how we work.



The key focus in this period will be on the core housing and property services and ensuring that CHS is able to deliver the new standards required by the Regulator for Social Housing. This will include developing a better understanding of our tenants and their different needs, gaining a better understanding of the condition of our properties and the work required for these, understanding the priorities of tenants for how their services are delivered and acting on this information.

## Purpose & Mission

*To enable people to flourish, by providing security and creating opportunities, through the delivery of high-quality Cambridgeshire based homes with support.*

## Vision Statement

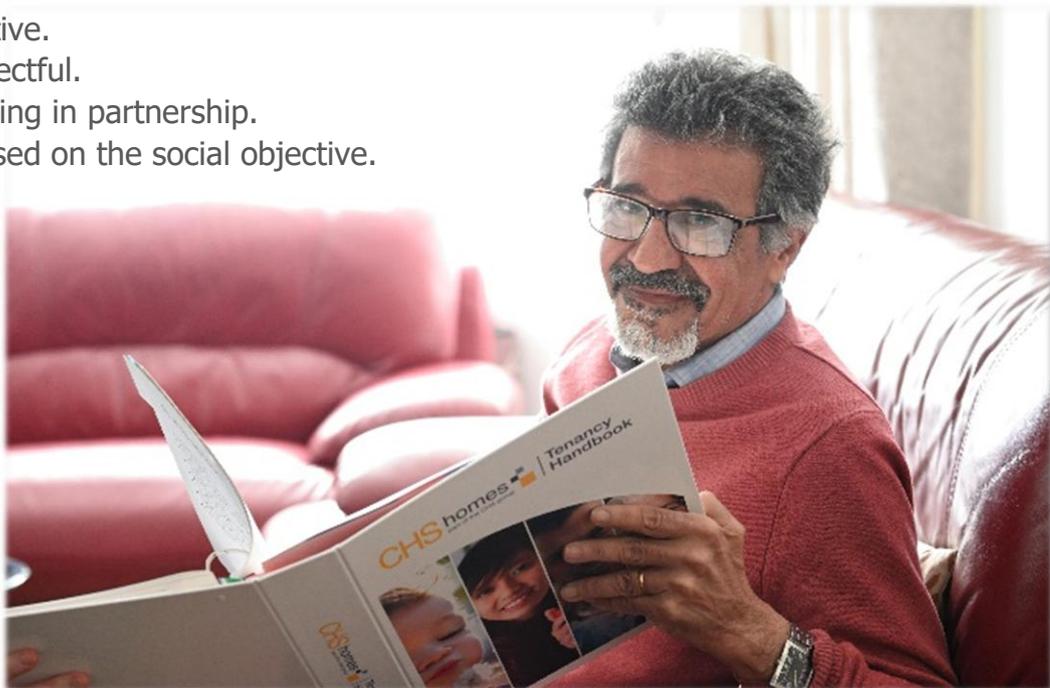
*Cambridge Housing Society will be a trusted local provider of long term, affordable, secure housing. We will listen to our tenants and customers and provide support where needed. We will be entrepreneurial with a social purpose, developing local partnerships and looking for new opportunities to support communities in Cambridgeshire*

## Values

- Caring.
- Openness.
- Trust.

## Ways of working - 'the CHS way'

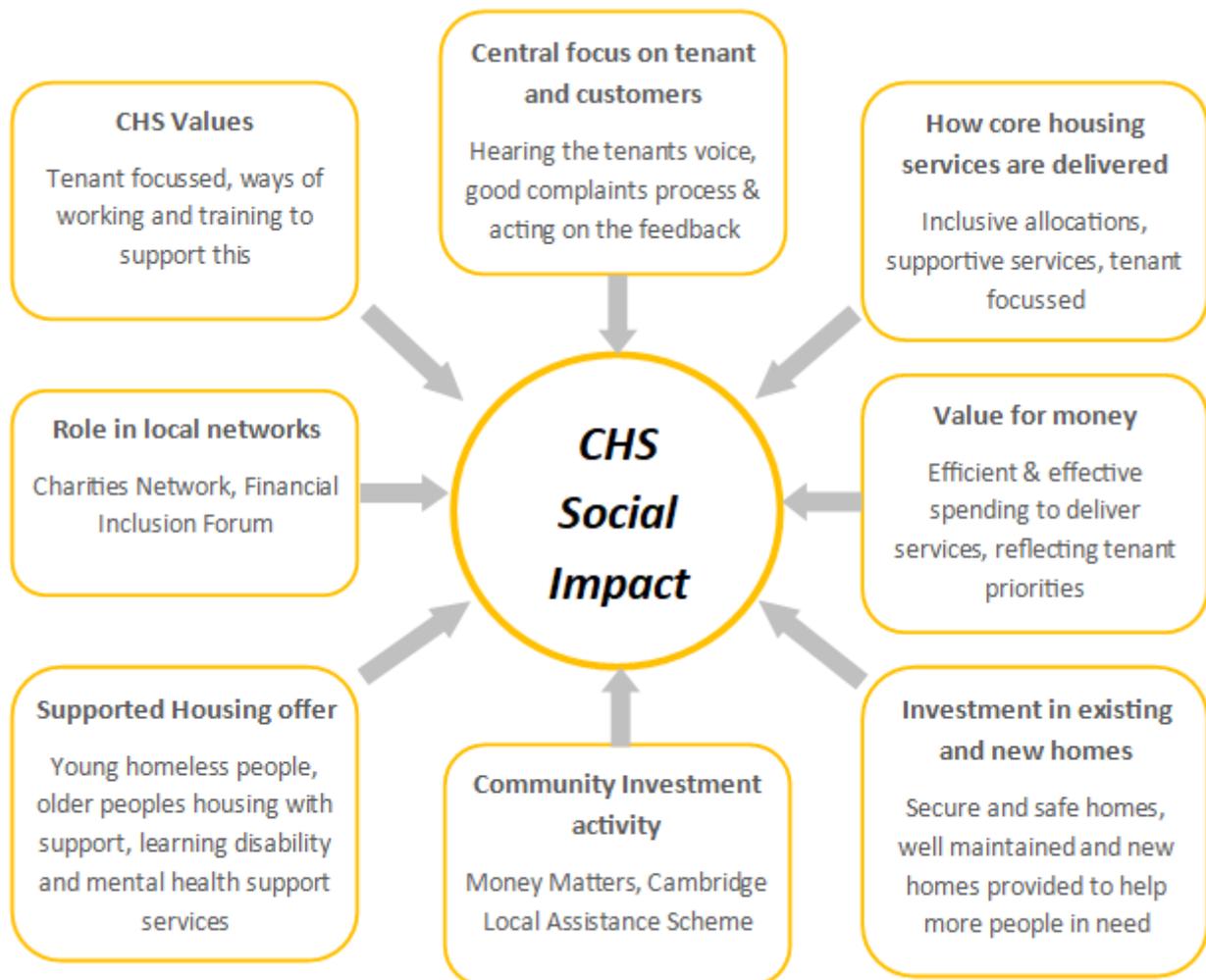
- Flexible.
- Creative.
- Respectful.
- Working in partnership.
- Focused on the social objective.



## Focused on the Social Objective

CHS is a not-for-profit charitable organisation. We need to be financially viable to maintain the homes we manage and meet our financial requirements, but our purpose is to make a social impact – to improve people’s lives. This is done by taking a whole organisation approach as summarised in this diagram.

## How Social Value is delivered for CHS



## Strategic themes and high-level objectives

### People (tenants & customers)

*"We will listen to our tenants and customers and provide support where needed"*

- Maintain a top quartile level of overall tenant satisfaction - tenants need to feel happy, healthy, and safe
- To have in place a range of communication methods for effective two-way communication with all tenants and customers and to enable tenants to influence CHS services.
- To understand the differing needs of all tenants and customers and to ensure that all have equal access to CHS services
- Provide a range of support and assistance measures to help people sustain their tenancies.

### Homes

*"Cambridge Housing Society will be a trusted local provider of long term, affordable, secure housing"*

- Actively manage the homes CHS own to meet our health and safety responsibilities
- Investment in our homes to improve affordable warmth and environmental sustainability
- Deliver a high-quality repairs service through customer engagement and well managed contractors.

### Community

*"We will be entrepreneurial with a social purpose, developing local partnerships and looking for new opportunities to support Cambridgeshire communities"*

- Play a leading role in addressing local social issues expressed through regular insightful and solutions focused communication
- High levels of social impact including the use of partnerships and proactive fundraising
- Sustaining a wide offer of community focussed support and care services.

### Staff

*Achieve recognition as an employer of choice*

- A rewarding place for staff to come and work, where they feel valued, supporting recruitment and retention
- High levels of staff satisfaction stemming from empowerment & flexibility (value in work) and a sense of belonging (through teamwork)
- Personal development including a well-developed training programme for staff.

## Business

*Maintaining a long-term viable Business Plan, V1 status and offering clear value for money*

- Sustainable financial viability
- Ensure value for money is core to the way that services are organised and delivered
- A well-managed development programme to link to the asset management strategy to help meet local need.

## Governance

*Seeking to maintain G1 status, securing top quartile consumer standard grading and achieving excellence in Care Quality Commission (CQC) and other regulatory assessments*

- Ensure the Tenant Voice is effectively represented in the decision-making process of the organisation
- Embedding of excellent governance practices to ensure good quality decision making and strong management of risk
- Formally adopt the Sustainability Reporting Standard for Social Housing (SRS).



## Delivery of Key Objectives 2024/25 to 2026/27

Appendix A sets out the key projects in a SMART format. The three-step plan and high-level achievement goals are as follows:

### High Level Achievement Goals

Strategic Theme	High Level Objectives	Year 1	Year 2	Year 3
<p><b>People (tenants &amp; customers)</b></p> <p>“We will listen to our tenants and customers and provide support where needed.”</p>	<p>a. Achieve and maintain a top quartile level of overall tenant satisfaction.</p> <p>Tenants need to feel happy, healthy and safe.</p> <p>b. To have in place a range of communication methods for effective two-way communication with all tenants and customers and to enable tenants to influence CHS services.</p> <p>c. To understand the differing needs of all tenants and customers and to ensure that all have equal access to CHS services.</p> <p>d. Provide a range of support and assistance measures to help people sustain their tenancies.</p>	<p>Established a baseline of Tenant Satisfaction Measures – identified areas of concern for tenants.</p> <p>Improved use of portal &amp; website as part of Digital Strategy.</p> <p>Surveyed tenants to ascertain preferred methods of communication and use to create a broader range of tenants giving feedback.</p> <p>Undertaken a ‘census’ of tenants and improved the value of data held to check whether services are being provided fairly and equitably.</p> <p>Analysed the data already held and reviewed the effectiveness of existing support measures for tenants.</p>	<p>Core housing services reshaped to reflect tenant input and analysis of customer journey mapping.</p> <p>Customer self-service substantially increased through implementation of Digital Strategy.</p> <p>Successfully implemented neighbourhood’s project.</p> <p>Implemented new actions arising from Equality, Diversity and Inclusion (EDI) work.</p> <p>Implemented new actions arising from tenant support work.</p>	<p>Top quartile consumer standard grading achieved.</p> <p>Independent assessment completed on effectiveness of core housing services in relation to Consumer Standards, CHS objectives and tenant aspirations.</p>
<p><b>Homes</b></p>	<p>a. Actively manage the homes CHS own to meet our health</p>	<p>Collected stock condition data to ensure safety and quality standards</p>	<p>Improved access to data relating to homes i.e., energy</p>	<p>Top quartile consumer</p>

<p>"Cambridge Housing Society will be a trusted local provider of long term, affordable, secure housing."</p>	<p>and safety responsibilities.</p> <p>b. Invest in our homes to improve affordable warmth and environmental sustainability.</p> <p>c. Deliver a high-quality repairs service through customer engagement and well managed contractors.</p>	<p>are being met in all CHS homes – includes updating process for access and enforcement to support targets.</p> <p>Engaged customers and colleagues in building safety matters and service standards, including those relating to communal areas and estates.</p> <p>Undertaken an active asset management review including consideration of development plans and the approach to disposals.</p> <p>Delivered year one of the net zero project plan.</p> <p>Completed first phase of the procurement project for repairs contracts.</p> <p>Implemented new digital and online tools to assist with stock data analysis (Digital Strategy) and customer access to building safety information.</p>	<p>efficiency, adaptations and building hazards, as well as repairs information such as the updated repairs handbook, identified risk assessment outcomes and planned programmes/ CHS standard.</p> <p>Completed the procurement of new repairs contractor.</p> <p>Delivered year two of net zero plan.</p> <p>Positive independent assessment of health and safety provision.</p>	<p>standard grading achieved.</p> <p>Independent assessment completed on effectiveness of core housing services in relation to Consumer Standards, CHS objectives and tenant aspirations.</p>
<p><b>Community</b></p> <p>"We will be entrepreneurial with a social purpose, developing local partnerships and looking for new opportunities to support the Cambridgeshire community."</p>	<p>a. Play a leading role in addressing local social issues expressed through regular insightful and solutions focused communication.</p> <p>b. High levels of social impact including the use of partnerships and proactive fundraising.</p>	<p>Agreed &amp; executed plan for year as identified in the Communications Strategy.</p> <p>Agreed structured plan for partnership and fundraising activity.</p> <p>New Supported Housing Strategy (to include Extra Care) and Community Investment</p>	<p>Agreed &amp; executed plan for year as identified in the Communications Strategy.</p> <p>Better understanding achieved of how partners and stakeholders perceive us, including opportunities for</p>	<p>Achieved a positive independent assessment of social value delivered and overall community impact.</p>

	c. Sustaining a wide offer of community focussed support and care services.	Strategy approved by Board.	deepening and widening partnerships.	
<b>Staff</b>  Achieve recognition as an employer of choice.	<p>a. A rewarding place for staff to come and work, where they feel valued, supporting recruitment and retention.</p> <p>b. High levels of staff satisfaction stemming from empowerment and flexibility (value in work) and a sense of belonging (through teamwork).</p> <p>c. Personal development including a well-developed training programme for staff.</p>	<p>Implemented new pay rates for all posts following independent advice received in 2023.</p> <p>Implemented new benefits package.</p> <p>Agreed with HR, Remuneration &amp; Governance Committee, new training &amp; support programme.</p> <p>Undertaken a staff satisfaction survey to establish baseline and identified the key issues that need to be addressed.</p>	<p>Completed staff satisfaction survey.</p> <p>Explored potential for external accreditation &amp; decision taken by HR, Remuneration &amp; Governance Committee.</p>	<p>Reported to HR, Remuneration &amp; Governance Committee improved staff satisfaction scores and positive improvement in staff turnover and sickness rates.</p> <p>Successful external accreditation achieved.</p>
<b>Business</b>  Maintaining a long-term viable Business Plan, V1 status and offering clear value for money.	<p>a. Sustainable financial viability.</p> <p>b. Ensure value for money is core to the way that services are organised and delivered.</p> <p>c. A well-managed development programme to link to the asset management strategy to help meet local need.</p>	<p>Approval by Board of a new Business Plan that consolidates V1 status.</p> <p>Undertaken detailed analysis of cost per property data as a key action for value for money.</p> <p>Board approval for new development targets as informed by the revised Business Plan.</p> <p>Digital Strategy in place to guide business efficiency.</p>	<p>Successful refinancing of maturing loans.</p> <p>Board approved detail of new sustainable development programme linked to an active asset management strategy.</p> <p>First actions from Digital Strategy completed.</p>	<p>Board approved a viable 30-year Business Plan as an independent organisation.</p> <p>On target with the delivery of the development programme.</p> <p>Achieved a positive independent assessment of value for money.</p> <p>Digital Strategy actions completed contributing to improved business efficiency, value for money and</p>

				improved customer experience.
<p><b>Governance</b></p> <p>Seeking to maintain G1 status, securing top quartile consumer standard grading and achieving excellence in Care Quality Commission (CQC) and other regulatory assessments.</p>	<p>a. Ensure the tenant voice is effectively represented in the decision-making process of the organisation.</p> <p>b. Embedding of excellent governance practices to ensure good quality decision making and strong management of risk.</p> <p>c. Explore formal adoption of the Sustainability Reporting Standard for Social Housing (SRS).</p>	<p>Implemented the actions identified in the Tenant Engagement strategy to increase visibility of tenant voice.</p> <p>Reviewed how risk tool is used to actively manage business alongside Key Performance Indicators (KPIs), Forward Looking Measures and other performance data.</p> <p>Completed first review of Sustainability Reporting Standard for Social Housing (SRS) framework for HR, Remuneration &amp; Governance Committee and decided what further work would add value.</p>	<p>Reported to HR, Remuneration &amp; Governance Committee to evidence how tenant priorities have shaped decision making.</p> <p>Reported to HR, Remuneration &amp; Governance Committee review of effectiveness, diversity and skills sets of Board.</p> <p>Completed implementation of actions for gaps identified by first Sustainability Reporting Standard for Social Housing (SRS review).</p>	<p>Top quartile consumer standard grading achieved.</p> <p>Maintained a G1, V1 rating.</p> <p>Care Quality Commission (CQC) "Excellent" grading achieved.</p> <p>Ofsted "Excellent" grading achieved.</p> <p>Sustainability Reporting Standard for Social Housing (SRS) adoption completed.</p> <p>Reported to HR, Remuneration &amp; Governance Committee independent assessment of effectiveness of tenant engagement in decision making.</p>