

2021/24

Our Corporate Strategy





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Welcome



**We're proud of
how our tenants,
staff and
volunteers went
above and
beyond**

In 2019 we released our three-year plan which focused on putting our tenants and communities with which we work at the heart of everything we do. One thing we didn't plan for was a global pandemic.

As we approach year three of our five-year plan, it's encouraging to look back and reflect on how far we've come. In year one we focused heavily on our governance and tenant health and safety to make sure CCHA was moving forward as a robust and sustainable organisation.

Year two saw COVID-19 lay down unimaginable challenges for everyone. As a business, we worked hard to meet each of those challenges head-on, and adapted our ways of working so that we could continue to build homes, help those in financial difficulty, and provide our tenants with the services they receive.

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Welcome continued

We're proud of how our tenants, staff and volunteers went above and beyond to help each other and make sure the people in our communities felt safe and cared for. Heading in to year three, our focus is very much about getting our core services right such as repairs, service charges, lettings and neighbourhood services.

Our plans for the next three years aren't too dissimilar from the last. We will commit to being a caring landlord to our tenants and an organisation where our staff love to work. We'll build modern homes that are safe and comfortable and provide services that make our tenants happy.



We will use what we have learned from the challenges of coronavirus to ensure our communities are resilient and can flourish.

We will oppose racism and all other forms of inequality. Everything we do will be guided by our organisational values and underpinned by our commitment to achieving equity.

We're excited about how much we can achieve over the next three years and hope you will join us on our journey.

MIKE AND HAYLEY

Our strategic aims

Over the next 3 years, we will focus on achieving the following strategic aims:



01. A Caring Landlord

CCHA will provide great homes and excellent services.



02. A Community Champion and Anchor Organisation

CCHA will understand the needs of the communities it serves and will be an active advocate for their wellbeing and future.



03. An Employer of Choice

CCHA will recruit and retain a community focused, diverse workforce who enjoy working as part of the team and act as ambassadors for the organisation.



04. An Exceptional Developer of Affordable Homes

CCHA will work in partnership to develop new homes that contribute positively to our neighbourhoods and meet the diverse housing needs of the future.



05. An Organisation that 'Sets the Standard in Governance'

CCHA will be an exemplar in sound governance.

A Caring Landlord

We will:

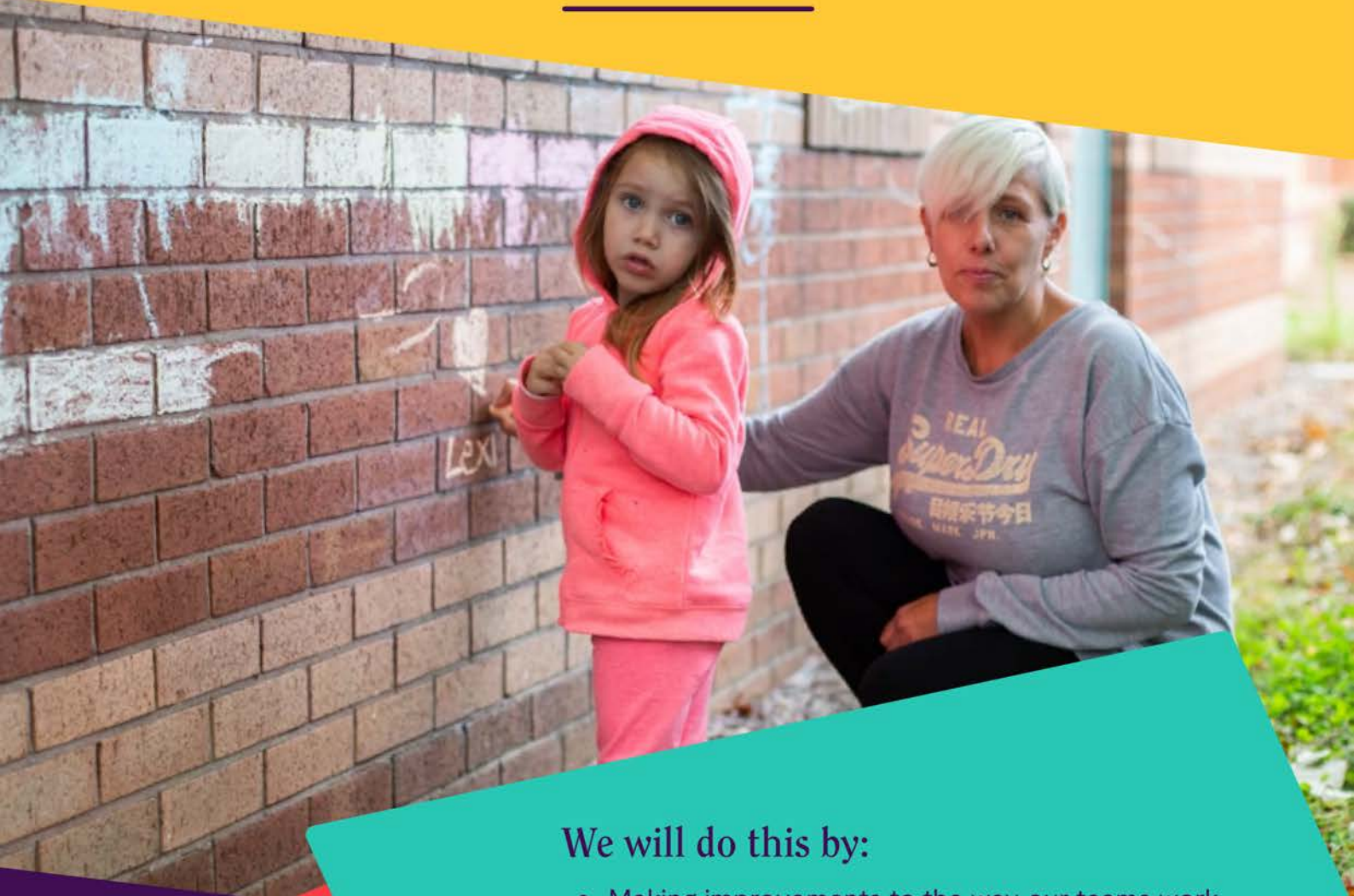
- Understand the needs of our tenants and communities so that we can tailor our services to meet them.
- Work with communities to make sure neighbourhoods are great places to live.
- Ensure our tenants love living in their homes.



We will do this by:

- Researching the makeup of our tenants.
- Carrying out effective equality impact assessments on our services.
- Maintaining high levels of landlord compliance in health and safety.
- Creating a tenant experience strategy with effective engagement methods. This will enable us to learn and improve our services.
- Making sure staff are visible, and considering sites for neighbourhood-based services.
- Seeking funding to take forward community-led enhancement projects.
- Considering additional metrics for Board on tenant satisfaction.
- Reviewing our support services to help build community resilience following the pandemic e.g. fear of homelessness, domestic violence, unemployment and financial hardship.
- Undertaking an estate services/service charge review and producing options appraisal for future service delivery in this area.
- Carrying out an independent review into our approach to safeguarding and developing an organisational wide action plan to embed safeguarding across the organisation.
- Publishing and delivering a 5-year planned maintenance programme.
- Maintaining the Welsh Housing Quality Standard.
- Developing a decarbonisation/green strategy for the organisation that considers addressing fuel poverty and affordability as a key outcome.
- Embedding value for money across CCHA to unlock resources for strategically important tenant focused projects and posts.

A Community Champion and Anchor Organisation



We will:

- Make sure the neighbourhoods we work in are safe, clean and enjoyable for all.
- Provide opportunities for the wider community to be included, involved and to flourish.

We will do this by:

- Making improvements to the way our teams work together to deliver great outcomes for tenants and the wider community
- Developing a digital inclusion strategy for tenants and the wider community
- Working with others to create apprenticeships, volunteering opportunities, and skills and training programmes
- Seeking partnerships with local schools and colleges for community regeneration activities
- Reviewing the role of our community centres in line with our community anchor commitments
- Ensuring 'seeking social value' is a core component of our procurement activities

An Exceptional Builder of Affordable Homes

We will:

- Build modern, warm and safe homes that our tenants love to live in, in line with Welsh Government decarbonisation policy.
- Look at ways to enable us to build more affordable housing.
- On a site-by-site basis, consider if larger properties can be developed to support satisfying 'very' local housing need.
- Sign up to the Place-making Charter and develop homes using liveability and place-making principles.
- Develop an exemplar project at Meteor Street/Moira Terrace and look to support opportunities for town centre regeneration.
- Commit to our current homebuilding programme.

We will do this by:

- Considering 'development rules' for standards around space or quality, houses first, not flats and consider standards on density. Placemaking to be a key consideration when considering development decisions
- Considering how we maximise the retreat from cities following the pandemic and look to more rural areas, close to our heartlands
- Considering opportunities offered if inner city areas become less popular for working, refurbishing office blocks etc
- Building new homes to an EPC A rating
- Seeking additional forms of funding to support our approach to housing innovation / decarbonisation / Modern Methods of Construction / regeneration programmes
- Implementing all relevant recommendations from the 'Road Map to Safer Buildings in Wales'
- Considering affordability and in particular service charges at design stage
- Ensuring all our contracts have targeted recruitment and training and community benefit clauses
- Delivering a minimum of 60 new social rented homes for the life of the 30-year plan.



An Organisation that sets the Standard in Governance

We will:

- Strengthen our Board and our assurances to them
- Make sure people understand the role of our Board and who our Board members are
- Make sure our Board are visible and accessible



We will do this by:

- Holding Vice Chair elections
- Creating a new Development Sub-Committee with explicit terms of reference. Considering existing Board delegations and appointing Chair and members to the new Committee
- Delivering a business plan, which ensures our long-term financial sustainability in line with a newly developed set of golden rules
- Investing in our communications function to improve our external profile to potential job applicants, funders and stakeholders and increase the number of ways tenants can engage with the organisation
- Undertaking an appraisal on the option of a Unitary Board
- Ensuring Board Members are visible and approachable and take opportunities to listen to staff, tenants and other stakeholders on how CCHA is doing
- Regularly reviewing our strategic risks and the mechanisms used to give second and third lines of assurance
- Undertaking a programme of Board one to ones and skills audits to aid the development of the Board
- Monitoring the diversity of the Board and use positive action in redressing areas where representation is low
- Ensuring Value for Money is a key focus of the Board and deep dives in this area form a regular part of the Board's work programme

An Employer of Choice



We will:

- Encourage applications from potential candidates who are representative of the communities we serve
- Be an organisation that our colleagues love to work for
- Ensure that CCHA remains a stable and robust organisation for the future

We will do this by:

- Taking positive action in recruitment activities in terms of race and introducing the Rooney Rule
- Being a Living Wage Employer
- Developing an Agile Working policy
- Focusing on staff wellbeing
- Developing our 'Grow your Own' initiative
- Investing in training and development
- Forging links between our community regeneration team activities and recruitment, such as the Kickstart Scheme
- Listening to our people

Our Values

Everything we do is guided by our company values. They are the principles that influence our organisational culture. When people work with us they should expect a service that is based on:

Trust

Respect

Care

Honesty

Bravery

Genuineness



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