

Corporate Strategy

2022-27



Contents

Introduction	03
Our Purpose	04
Our Values	05
Our Aims	09
How we will invest to achieve our aims	27

Introduction

We are passionately committed to our social purpose and to providing affordable, safe, good quality homes and communities for people to live and thrive in. We want to deliver safe, warm and affordable homes for our residents and to reduce our carbon footprint - to do less damage to our planet.

This Strategy explains how we will work over the next five years to achieve Our Purpose, the values we will champion in doing that, and how we will make sure we have a Customer First focus.

We have faced challenging times during the pandemic and, as we look forward, there are still global and economic uncertainties which could potentially impact our ability to deliver everything we want to do.

Strategies are normally written to cover a 3-5 year period, but in reality, that is a relatively short period of time when we are looking at increasing housing supply and working towards Net Zero Carbon. We acknowledge that we won't be able to achieve all our aspirations in this timeframe, but this Strategy will get us a good way on a longer journey.

We will keep our Strategy under review during the next five years and take account of any relevant changes in our operating environment and the economy, and check we are making the progress we expect.



Stephanie Murphy
Chief Executive



Simon Roberson
Chair of the Board

Read about [Our Purpose](#) >

Our Purpose

**Providing affordable homes
and sustainable communities
with pride, passion, principles
and partnership.**

[Read about Our Values >](#)



Our Values



Ownership

Find out about **ownership** >



Ambition

Find out about **ambition** >



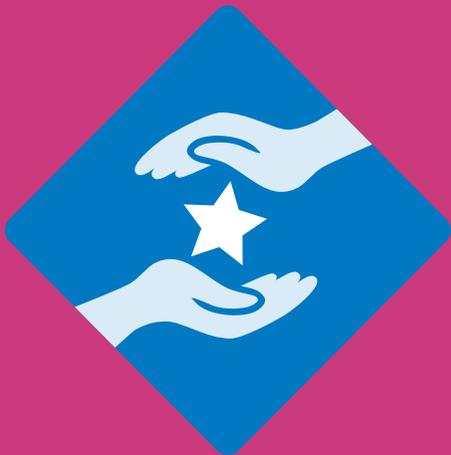
Respect

Find out about **respect** >

Our Values

Ownership

We take ownership



- ★ We take ownership and are focused on resolution - doing what we say we are going to do, when we say we are going to do it.
- ★ When things go wrong, we apologise, resolve issues quickly and learn from these issues, to prevent them happening again.
- ★ We take responsibility for our actions and decisions at all times.
- ★ We listen to our staff, support their learning and development, and work as one team.

[← Back to all values](#)

[Find out about ambition >](#)

Our Values

Ambition

We are ambitious



- ★ We listen to each other and our residents and use feedback to continually learn and improve.
- ★ We are accountable to residents, working in partnership with them, to ensure our residents' voice and safety is at the heart of everything we do.
- ★ We are ambitious; delivering innovative, high quality, choice driven services in a way that we would expect to receive them ourselves.
- ★ We are committed to the communities we serve, working collaboratively in partnership to make these communities great places to live.

[← Back to all values](#)

[Find out about respect >](#)

Our Values

Respect

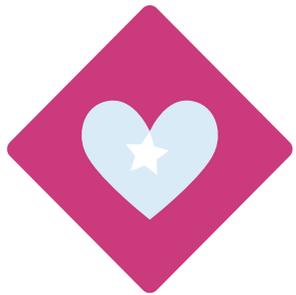
We are respectful



- ★ We treat each other and our residents the way we expect to be treated ourselves and we try to put ourselves in the shoes of others - with respect, openness, honesty, transparency, and empathy at all times.
- ★ We are inclusive, we respect others and we celebrate diversity.
- ★ We are a supportive and caring organisation, supportive of each other and our residents.
- ★ We collaborate effectively for the benefit of our residents, working in partnership with them.

[← Back to all values](#)

Our Aims



Customer

A truly customer-driven housing provider, which puts our residents' voice at the heart of everything we do.

Find out how we will deliver this



Our Homes & Communities

We will offer our residents a safe, high quality home that is affordable, in a place that they are proud to live. We will invest our resources wisely to achieve this.

Find out how we will deliver this



Our People

We will empower, engage with and invest in our colleagues. They will be proud to work for us and work collaboratively to develop and deliver our services.

Find out how we will deliver this



Growth & Environmental Sustainability

We are committed to developing new, high quality affordable homes across the North of England and Borderlands area and will actively work towards a net zero future.

Find out how we will deliver this



Innovation

We will be commercial, innovative and ambitious, continually looking at ways we can improve our services, ensuring everything we do comes back to our social purpose.

Find out how we will deliver this

Find out how we will measure success >

Customer



A truly customer-driven housing provider, which puts our residents' voice at the heart of everything we do.

[← Back to all objectives](#)

How we will achieve this aim:

Listening and learning - Encouraging resident feedback and using it to shape and improve our services

- Making it easy for residents to provide us with feedback in a range of ways to meet individual needs.
- Gathering real-time satisfaction feedback from residents about the services we deliver when a service is received.
- Analysing satisfaction feedback from residents to identify any areas of dissatisfaction, and taking action to improve services where there is a trend of dissatisfaction.
- Contacting residents who say they are dissatisfied with a service delivered by CCHA to attempt to resolve dissatisfaction at the earliest opportunity.
- Setting ambitious targets for resident satisfaction, benchmarking these against other social housing providers and reporting satisfaction performance to our residents and our Board.
- Having a range of ways residents can be involved with us, helping to shape and improve our services.
- Supporting our Residents' Scrutiny Panel to carry out detailed, independent assessments of our services and delivering the agreed improvement outcomes from each exercise they carry out.
- Seeing complaints (and compliments) as an opportunity to learn and improve – making it easy for residents to raise a complaint, taking complaints seriously, handling them quickly and effectively, apologising and putting things right where we have got it wrong, and putting measures in place to prevent any future recurrences.
- Producing one-off surveys to seek residents' views where a new service, or a change to an existing service, is proposed.

Customer



A truly customer-driven housing provider, which puts our residents' voice at the heart of everything we do.

[← Back to all objectives](#)

Effective communication - Keeping residents up to date about our services, what they can expect from us and how we are performing

- Setting out our service commitments in our Residents' Charter, developed in partnership with CCHA residents.
- Publishing how we are performing against our commitments in the Residents' Charter, following an independent annual review by our Residents' Scrutiny Panel.
- Having a range of ways to communicate information to residents about our services and how we are performing, to meet individual needs and preferences.
- Asking residents how they prefer to be contacted and then using this preferred method for all communications.
- Producing and publishing an Annual Residents' Report, to let residents know how we are performing.
- Producing and publishing a biannual Residents' Voice Report, to set out how we have engaged with our residents and how we have used feedback from residents to improve our services.

Delivering choice driven, effective and trusted customer service, which meets the needs of our residents

- Providing choice and flexibility to residents in the way they can access our services, to meet individual needs and preferences.
- Developing and delivering a digital customer experience in partnership with our residents, for those residents who prefer to access our services digitally.
- Having ambitious targets in place to resolve as many enquiries as possible at the first point of contact.

Customer



A truly customer-driven housing provider, which puts our residents' voice at the heart of everything we do.

- Being consistent in our delivery of services to residents across all interactions with staff. All staff will treat residents with respect, empathy and understanding at all times and will have a focus on owning and resolving issues.
- Being committed to equality, diversity and inclusion in everything we do.

Our Strategies, Charters, Codes & Projects which will help us deliver these aims:

Supporting Strategies & Charters:

- Residents' Charter
- Digital Service Improvement Strategy
- Customer Service & Engagement Strategy
- Equality, Diversity & Inclusion Strategy
- Equality, Diversity & Inclusion Charter
- Digital Service Improvement Strategy

Supporting projects:

- Digital Service Improvement Project
- End to end review of Customer Service Function

[← Back to all objectives](#)

Customer



A truly customer-driven housing provider, which puts our residents' voice at the heart of everything we do.

How we will know when we have met our aims:

- Resident satisfaction within the upper quartile of satisfaction benchmarking against peers, in line with regulatory tenant satisfaction measures.
- Resident satisfaction with complaint handling – 90%.
- Number of formal complaints received not to exceed 0.5% of CCHA properties (annually).
- Number of customer contacts resolved at the first point of contact – 80%.
- Compliance against the commitments within our Residents' Charter – 100%.
- Residents are able to access CCHA services in accordance with their preference, either face-to-face or via telephone, email, web-chat, social media, or fit for purpose digital offer, aligned to the aims within the Digital Service Improvement Strategy.

[← Back to all objectives](#)

Our Homes and Communities



We will offer our residents a safe, high-quality home that is affordable, in a place that they are proud to live. We will invest our resources wisely to achieve this.

[← Back to all objectives](#)

How we will achieve this aim:

Resident Safety and Voice

- Actively ensuring that residents are safe in their homes, through effective property compliance and by asking residents how they feel about the safety of their home. Any concerns that are raised by residents will be listened to, taken seriously, responded to and acted upon quickly.
- Developing and implementing Building Safety Cases for all of our higher risk schemes, to keep residents safe.

Quality and affordable homes

- Providing residents with the opportunity to own, or part own, a home through delivery of our Development Programme.
- Having a robust Asset Performance Management Framework to enable a full understanding of our portfolio of homes, including where we will invest in the future and where our homes may not be fit for purpose.
- Having an Asset Performance Management Framework which looks at a range of social and external influences, which impact our homes and wider communities.
- Actively identifying and tracking the cost to residents of living in our homes. We will look to reduce these costs, where possible, through the implementation of energy efficiency measures, which contribute towards our journey to carbon neutral.
- Ensuring we meet the Decent Homes Standard and having a CCHA standard that is better than our competitors.
- Actively ensuring that our homes are as energy efficient as possible, in line with the targets within our Asset Management Strategy 2021-25.

Our Homes and Communities



We will offer our residents a safe, high-quality home that is affordable, in a place that they are proud to live. We will invest our resources wisely to achieve this.

[← Back to all objectives](#)

Safe and thriving communities

- Actively working with partner agencies to make our communities attractive, safe and thriving places to live.
- Providing a mix of tenures to support successful mixed communities and placemaking.
- Tackling Anti-Social Behaviour (ASB) in a timely and efficient manner, working in partnership with residents and other agencies, to ensure ASB does not prevent residents from feeling safe in their homes.
- Having robust policies, procedures and partnerships in place, to help protect and safeguard our residents from abuse, neglect or harm, including domestic abuse.
- Enabling residents and community groups to access our Community Fund to help supportive, thriving and inclusive communities.

Our Homes and Communities



We will offer our residents a safe, high-quality home that is affordable, in a place that they are proud to live. We will invest our resources wisely to achieve this.

[← Back to all objectives](#)

Our supporting Strategies, Charters, Codes & Projects which will help us deliver these aims:

Supporting Strategies:

- Development Strategy
- Asset Management Strategy
- Safer Buildings Policy

Supporting projects:

- Intelligent Energy
- Scenario Planner
- Compliance Module
- Fire Door Strategy
- Building Safety Cases
- Asset Performance Strategy
- Cost in use per home

Our Homes and Communities



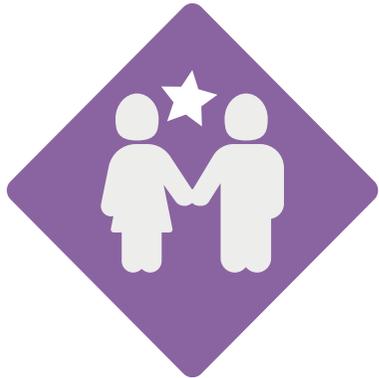
We will offer our residents a safe, high-quality home that is affordable, in a place that they are proud to live. We will invest our resources wisely to achieve this.

[← Back to all objectives](#)

How we will know when we have met our aims:

- We will reach our target of 80% of our homes being EPC C by 2025 and be on the journey to achieve 100% EPC C by 2028. We will also be able to report estimated cost in use for each of our properties, and track movements.
- % of resident satisfaction with the H&S of their home (considering gas, electrical, fire, asbestos, water and lift safety) – 95%.
- Achievement of reinvestment target by 2024/25 – 8.5%.
- Resident satisfaction with ASB handling within the upper quartile, in comparison with peers, in line with regulatory tenant satisfaction measures.

Our People



We will empower, engage with and invest in our colleagues. They will be proud to work for us and work collaboratively to develop and deliver our services.

[← Back to all objectives](#)

How we will achieve this aim:

Culture

- Embedding customer focus as the primary driver for all staff in their job roles.
- Ensuring our People Strategy reflects Our Values and embedding this into our HR practices.
- Empowering all staff to take action to develop themselves and improve services.
- Supporting staff to consider the wider team and organisational needs in carrying out their individual role.

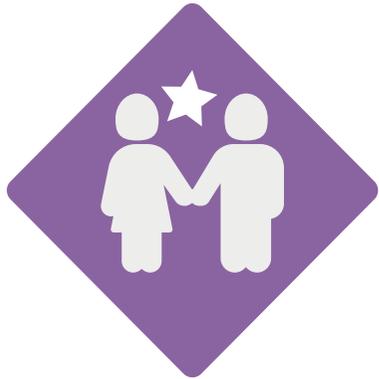
Engagement

- Clearly communicating our employment offer to current and potential employees and ensuring we live up to expectations.
- Ensuring all staff understand our priorities and how they will contribute towards these in their job role.
- Encouraging staff to provide us with feedback, in a range of ways and showing how we respond to this.
- Rewarding and recognising the contributions made by staff at all levels.
- Prioritising staff wellbeing to enable staff to be healthy, happy, and productive in their roles.
- Supporting line managers to motivate and inspire others to perform to their best.

Flexible Working Practices

- Providing a flexible, hybrid approach to working, where the job role can facilitate this, blending home and office working.
- Ensuring our technology infrastructure and HR policies and procedures support flexible working practices.

Our People



We will empower, engage with and invest in our colleagues. They will be proud to work for us and work collaboratively to develop and deliver our services.

[← Back to all objectives](#)

Resilience

- Attracting and retaining the best talent we can secure for the roles in the organisation.
- Developing people and their skills to meet emerging challenges and to 'grow our own'.
- Planning for succession, ensuring we have strength and depth in skills and experience at all levels.

Our supporting Strategies, Charters, Codes & Projects which will help us deliver these aims:

Supporting Strategies:

- People Strategy

Supporting projects:

- Hybrid Working

How we will know when we have met our aims:

- Creation of our People Strategy and ensuring the aims within this are delivered and monitored.
- Staff surveys will include staff engagement questions and we will use this feedback to look at areas of continual improvement.
- We will have achieved the Better Health at Work Award.
- We will have a Growing our Own Strategy and we will measure the number of employees who progress in line with the aims set out within this Strategy.
- Rationalise three offices bases in Carlisle to one.

Growth & Environmental Sustainability



We are committed to developing new, high quality affordable homes across the North of England and Borderlands area and will actively work towards a net zero future.

[← Back to all objectives](#)

How we will achieve this aim:

Growth

- Delivering our Development Strategy target of creating 600 new homes by 2026, which meet the needs of communities and are both affordable and efficient in use, with all homes Carbon Net Zero ready by 2024.
- Having a 'fabric first' approach, which embeds as much carbon reduction into the fabric of the home and then enhancing this with energy efficient and renewable technologies.
- Using mixed tenures when delivering our Development Programme to create balanced communities throughout our area of operation.
- Meeting the Space Standard targets set out within our Development Strategy.
- Using mixed tenures when delivering our Development Programme to create balanced communities throughout our area of operation.
- Implementing our new approach to how we secure long-term supplies of land and homes, whilst also laying the groundwork for the delivery of homes in the future.
- Having robust reporting and risk management, throughout our leadership and governance structures.
- Developing our approach to work across the Borderlands area, to bring much needed social housing and services into communities.

Growth & Environmental Sustainability



We are committed to developing new, high quality affordable homes across the North of England and Borderlands area and will actively work towards a net zero future.

[← Back to all objectives](#)

Environmental Sustainability

- Actively working towards meeting our EPC C target of 80% by 2025 and 100% by 2028, ahead of the Government's target of 2030.
- Actively improving our energy efficiency data to look at our options for achieving EPC B across our homes.
- Continuing to develop our plans to ensure all of our homes achieve Carbon Net Zero, in line with Government targets.

Our supporting Strategies, Charters, Codes & Projects which will help us deliver these aims:

Supporting Strategies:

- Development Strategy
- Asset Management Strategy

Supporting projects:

- Intelligent Energy
- Scenario Planner
- Asset Performance Strategy
- Cost in use per home
- Environmental, Social and Governance

Growth & Environmental Sustainability



We are committed to developing new, high quality affordable homes across the North of England and Borderlands area and will actively work towards a net zero future.

[← Back to all objectives](#)

How we will know when we have met our aims:

- We will have delivered new homes, in line with the aims of our Development Strategy.
- We will have created a Future Homes Standard for new and existing homes, reporting progress against achieving this standard, and all new homes will be Carbon Net Zero ready by 2024.
- We will reach our target of 80% of our homes being EPC C by 2025 and be on the journey to achieve 100% EPC C by 2028.
- We will have developed our options to achieve EPC B across all of our homes.

Innovation



We will be commercial, innovative and ambitious, continually looking at ways we can improve our services, ensuring everything we do comes back to our social purpose.

[← Back to all objectives](#)

How we will achieve this aim:

Treasury

- Ensuring that our loan portfolio is both efficient and meets the Association’s future business needs.
- Borrowing sufficient money, for short-term and long-term requirements, looking to achieve the best terms available.

Innovative and Ambitious business and service improvement

- Delivering professional portfolio and project management, IT support and maintenance, process improvement and business intelligence provision, enabling more to be delivered on time and to quality.
- Using procurement management to create better value for CCHA.
- Driving cost effective delivery of the overall portfolio, and realisation of targeted goals, benefits and desired ways of working in pursuit of greater efficiency, effectiveness and improved customer experience.
- Becoming a collaborative Centre of Excellence – the focal point for driving delivery of change and continuous improvement, increasing the organisation’s capacity and capability to deliver change.
- Providing and championing change and improvement standards, methods, tools and techniques – ensuring things are done the right way and that the organisation is doing the right things through oversight, challenge, and championing of alignment with strategy and goals (guided by data and insight).
- Developing coaching and mentoring to enable and support colleagues to carry out their own process/ continuous improvement and change management.
- Enabling or leading the production of feasibility studies or business cases in support of choosing the right things to do.

Innovation



We will be commercial, innovative and ambitious, continually looking at ways we can improve our services, ensuring everything we do comes back to our social purpose.

[← Back to all objectives](#)

- Providing first line consultancy on technology – give us the problem or opportunity and we'll help the organisation understand the best options with regards to solutions in alignment with our Strategy.
- Promoting research, innovation, and continued learning – testing ideas; fail fast and learn fast.
- Encouraging and facilitating creative thinking, harvesting ideas from colleagues and others and making them happen.
- Ensuring that we use lessons learned to drive continuous improvement.
- Ensuring we use data as an asset by championing data to drive decision-making and improve opportunities.
- Ensuring compliance with GDPR keeping our customers' data safe, and driving data quality.
- Creating and supporting a performance culture.

Modern governance and meeting Social Purpose

- Ensuring Board's Succession Strategy results in a Board with the required skills and experience to lead the organisation and deliver on the Corporate Strategy.
- Putting in place a governance framework which reflects the culture, style and issues of CCHA.
- Ensuring Board Recruitment reflects the diversity of the communities CCHA serves.
- Putting in place an effective ESG policy to demonstrate how we meet our social purpose.

Innovation



We will be commercial, innovative and ambitious, continually looking at ways we can improve our services, ensuring everything we do comes back to our social purpose.

[← Back to all objectives](#)

Our supporting Strategies, Charters, Codes & Projects which will help us deliver these aims:

Supporting Strategies:

- Treasury Strategy
- Business Improvement Strategy
- IT Strategy
- Code of Governance

Supporting projects:

- New funding to support the delivery of the Corporate Strategy
- Power BI

Innovation



We will be commercial, innovative and ambitious, continually looking at ways we can improve our services, ensuring everything we do comes back to our social purpose.

[← Back to all objectives](#)

How we will know when we have met our aims:

- Delivery of EBITDA interest cover covenant and other loan covenants with other terms in line with market terms.
- We will have real-time insight on our performance at the touch of a button and data will demonstrably drive decision-making and continuous improvement.
- We will have a Digital Self-Serve solution for our residents, providing real choice for how customers do business with us.
- Our residents will be interacting with us across a range of channels, including digital, to suit their needs and preferences.
- We will have robust data about our residents and the communities we serve, to ensure we fully understand diversity characteristics. This information will be used to recruit, actively seeking to address any gaps.
- Creation of an ESG Policy for CCHA and to deliver the aims set out within this.

How we will invest to achieve our aims

Below are some of the key investments we will make over the coming five years to help us meet our aims:



£63m developing
600 new homes.



£33.8m investing in existing homes, including **80%** of our homes achieving EPC C by 2025 and 100% by 2028.



£600k to bring a digital service offer for our residents who would like to access our services in this way.



£1m investing in our staff, including training and development.



In addition, we will significantly invest in achieving our Carbon Net Zero aims, in line with the Government's Net Zero Strategy.

[← Back to all objectives](#)