

OUR CORPORATE STRATEGY

**INTRODUCTION FROM
HAYLEY SELWAY &
MIKE OWEN**

4-5

**COMMUNITY CHAMPION
& ADVOCATE**

6-7

**COMMUNITY ANCHOR &
CATALYST FOR CHANGE**

8-9

**AN EXCELLENT
LANDLORD**

12-13

**SETTING THE
STANDARD IN
GOVERNANCE**

14-15

**DEVELOPMENT
PARTNER OF
CHOICE**

16-17

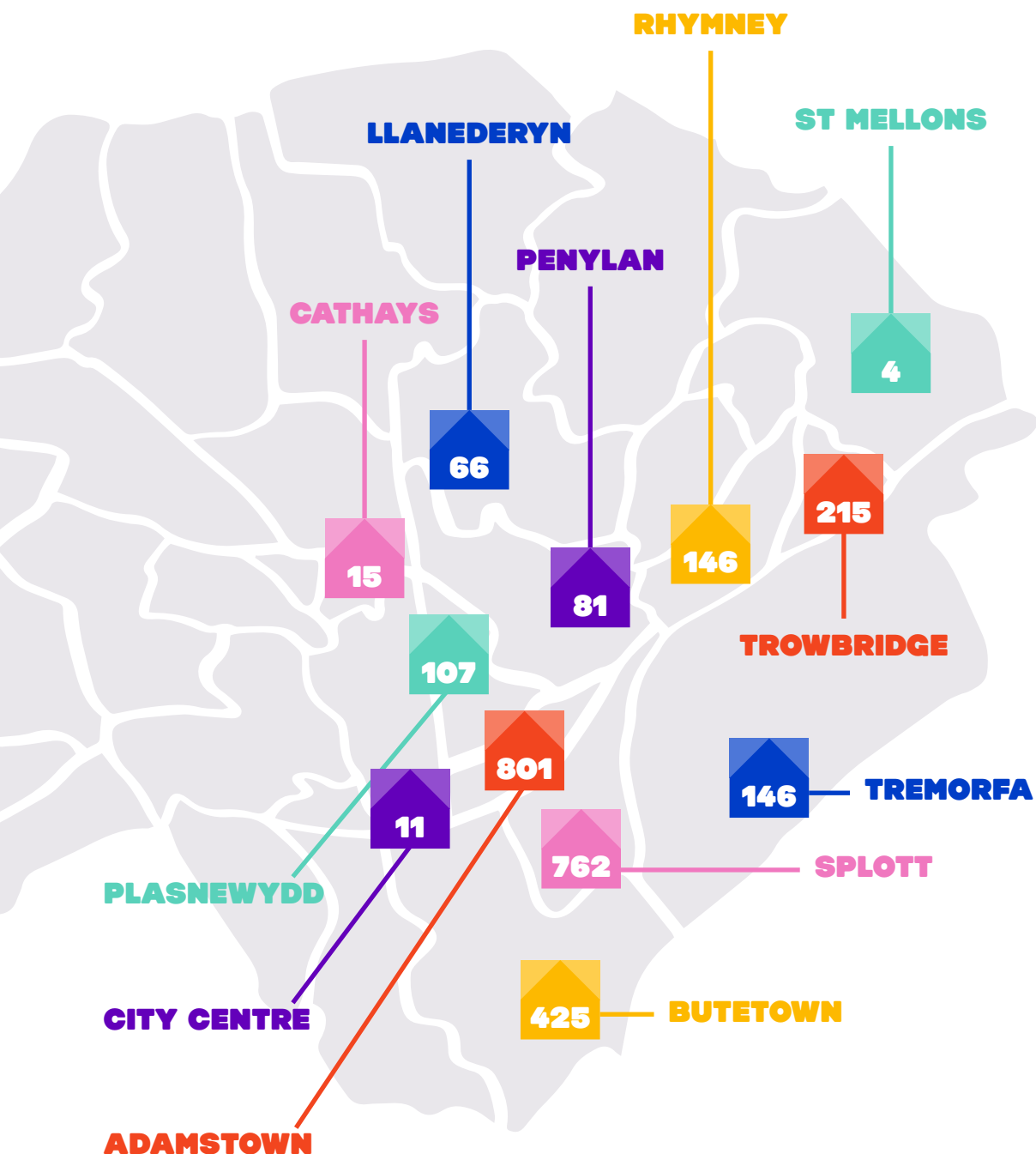
**EMPLOYER
OF CHOICE**

18-19



OUR HOMES

CCHA has homes mostly across south and east regions of Cardiff. The map shows you where our homes are located.



HELLO & WELCOME

**HAYLEY
SELWAY**
CHIEF
EXECUTIVE



MIKE OWEN
CHAIR

We are pleased to introduce to you Cardiff Community Housing Association's plan for the next three years. Our plan firmly commits us to putting our tenants and communities with which we work, at the heart of what we do. In 2018/19 tenants, Board Members and staff worked hard to define what kind of organisation they wanted us to be. Providing great services, modern and safe homes and building new affordable properties is what we are about. When people work with us they should expect a service that is based on:

TRUST
RESPECT
CARE
HONESTY
BRAVERY
GENUINENESS

Over the next three years, we will work with other organisations to benefit our communities. We will support Cardiff Council and Welsh Government in their objective to increase the number of affordable homes. We will work hard to be a great employer, looking after the well-being of our staff and using positive action to ensure our workforce reflects the communities with which we work. We will continue to be a socially responsible organisation ensuring our plans and actions are prepared in line with the Well-being of Future Generations (Wales) Act 2015. We will ensure our tenants' voices resonate throughout the organisation.

This is an exciting time for everyone at CCHA. Thank you for taking the time to read how we will achieve our ambitious aims.

Mike and Hayley

COMMUNITY CHAMPION & ADVOCATE



CCHA WILL UNDERSTAND THE VARIED NEEDS OF THE COMMUNITIES IT SERVES AND WILL BE AN ACTIVE ADVOCATE FOR THEIR WELL-BEING AND FUTURE

We will:

- Work to understand the diversity and strengths of our tenants and communities
- Strive to make a positive impact on communities and households
- Advocate bravely for the well-being of our communities
- Help paint a positive picture of our communities
- Support the creation of a more equal society where the contributions of individuals and communities are positively recognised
- Create opportunities for local voices to be heard

We will do this by:

- Delivering asset based community development schemes through the Flourish Project
- Seek funding to support a well-being centre at Trowbridge
- Seek additional funding to continue the Reach project
- Develop a befriending project for our tenants and community members
- Develop a volunteer scheme
- Host a series of community based activities and events across Cardiff

COMMUNITY ANCHOR & CATALYST FOR CHANGE



CCHA WILL WORK IN PARTNERSHIP TO DEVELOP AND SUSTAIN PROSPEROUS AND RESILIENT COMMUNITIES OF OPPORTUNITY

We will:

- Build on our historic connections in Splott and Adamsdown
- Clearly annotate our approach to social value and community benefits and use our procurement capacity to lever in additional value for our communities
- Establish regeneration action zones to prioritise our community investment activity
- Deliver community based regeneration projects with partners
- Create employability and skills development projects that focus on:
 1. Our tenants
 2. People furthest from the labour market
 3. In work poverty
 4. Diverse communities
 5. Women in construction

We will do this by:

- Continuing to invest in our tenants' employment and training programme – JETS
- Creating apprenticeships across CCHA
- Seeking partnerships with local schools and colleges
- Using positive action in our recruitment activities
- Sourcing capital and revenue funding for neighbourhood regeneration projects
- Embedding targeted recruitment and training and community benefits into our procurement processes
- Contracting where possible with other living wage organisations
- Review the role our community centres play in terms of community anchor venues

TOGETHER.



BETTER.



AN EXCELLENT LANDLORD

**CCHA WILL PROVIDE
GREAT HOMES AND
EXCELLENT SERVICES**



We will:

- Establish a robust tenancy engagement framework to ensure the tenant's voice is heard and directly influences policy, strategy and services
- Let homes in a fair and transparent way to meet a range of needs
- Set our rents fairly, balancing affordability with the need to deliver key services
- Ensure services delivered offer value for money to tenants and leaseholders
- Provide a first class repairs service
- Ensure our staff are visible and approachable in the geographical areas in which they work
- Meet and maintain the Welsh Housing Quality Standard with an unrelenting focus on landlord health and safety
- Ensure our homes are safe and we meet our landlord compliance obligations
- Use green technologies to reduce our carbon emissions and make our homes more fuel efficient, reducing fuel poverty
- Offer services flexible and responsive enough to meet a wide range of needs and demands
- Invest in tenancy support and money advice to reduce evictions and sustain tenancies long term
- Invest in specialist mental health support
- Provide a variety of ways for tenants to access services, influence improvement and engage with the organisation
- Ensure our communities can benefit from opportunities digital technology can offer

We will do this by:

- Measuring satisfaction with our repairs, housing management and tenancy support and enforcement services and establishing how waste, failure demand and costs can be reduced and customer satisfaction improved
- Maintaining high levels of landlord compliance in areas including fire, water, gas and electrical safety and in asbestos management
- Creating a tenant engagement structure that has elements which directly link to our Board
- Maintaining the Welsh Housing Quality Standard and publishing and delivering our five year planned maintenance programme
- Carrying out research on the affordability of rents and service charges and use to inform our rent setting decisions
- Reviewing the energy efficiency of our properties and put a plan in place to deliver Welsh Government's De-carbonisation Strategy
- Listening and learning from complaints and use this knowledge to drive service improvements
- Reviewing the way we deliver our front-line services
- Embedding Value for Money across CCHA and unlock resources for strategically important posts and projects

SETTING THE STANDARD IN GOVERNANCE



CCHA WILL BE AN EXEMPLAR IN SOUND GOVERNANCE

We will:

- Establish a diverse Board of Management
- Ensure our tenants influence our strategic direction and policy making and have a powerful voice at all levels of the organisation
- Employ robust assurance methods and demonstrate excellent governance
- Create a culture of constructive challenge and support across the Board and Corporate Leadership Team
- Establish and maintain robust financial plans and strategies to support our business objectives
- Establish a robust risk management framework
- Demonstrate value for money across our business activities
- Listen and learn from our tenants, colleagues, communities and other stakeholders to aid our strategic planning, decision making and improve our services
- Work positively with the Regulator to make co-regulation work
- Invest in training and development of our Board Members

We will do this by:

- Using our skills audit and equalities information to recruit a diverse group of new Board Members
- Launching our new tenant engagement structure that links directly to the Board
- Undertaking an appraisal on the option of a Unitary Board
- Regularly reviewing our strategic risks and the mechanisms used for second line and third line of assurance
- Undertaking a programme of Board one to ones and skills audits to aid the development of an annual Board Member development and training plans
- Ensuring board members are visible and approachable and take opportunities to speak to tenants, staff and stakeholders on how CCHA is doing
- Ensuring 'Value for Money' is a key focus of the Board and regular reports/ deep dives on progress are part of the Board's forward work programme
- Creating a relationship with the regulator, which is open and transparent, evidenced through the Regulatory Engagement Plan and supported with other forms of cross-organisational interactions

DEVELOPMENT PARTNER OF CHOICE



CCHA WILL WORK IN PARTNERSHIP TO DEVELOP NEW HOMES THAT CONTRIBUTE POSITIVELY TO OUR NEIGHBOURHOODS AND MEET THE DIVERSE HOUSING NEEDS OF THE FUTURE

We will:

- Seek green design solutions to combat climate change and fuel poverty
- Ensure new homes are affordable, energy efficient and can be adapted
- Embrace the opportunities digital technologies can bring
- Create development solutions that reduce our reliance on social housing grant
- Use collaboration to deliver value for money and increase development opportunities
- Ensure liveability is part of design process
- Ensure 'place making' is core to the land purchase process, eg. infrastructure, local services, schools etc

We will do this by:

- Delivering a minimum of 75 homes every year for five years
- Developing a Development Strategy and associated Treasury Strategy that considers if the new homes target can be increased and explicitly details our approach to meeting any design requirements and de-carbonisation targets
- Reviewing and increasing our land banks to ensure our development programme is deliverable
- Working with other local housing associations to establish if more homes can be delivered collaboratively
- Completing the Maelfa Regeneration Scheme
- Ensuring tenants are part of our design processes
- Continuing to be advised by tenants of our new homes on how 'liveable' these homes are
- Working with the Local Authority to ensure homes are built in areas of greatest need and are surrounded with the necessary infrastructure to prevent social and economic isolation

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



We will:

- Create a great place to work culture
- Be a 'Living Wage' employer
- Seek contractual relationships with organisations that adopt 'Living Wage' pay policies and positive action recruitment processes
- Adopt 'positive action' approaches eg. Rooney's Law in our recruitment policies and processes so our workforce reflects the tenants and communities we serve
- Develop 'grow your own' approaches in terms of staff development
- Recognise learning and development as core to our organisational improvement path
- Link our community investment activities with our staff recruitment and retention activities
- Create a 'leaders at all levels' culture
- Place the health and well-being of staff as a core component of our approach to our people
- Ensuring our contractual documentation clearly asks potential contractors and suppliers to testify if they are 'Living Wage' employers
- Implementing a recruitment policy and associated processes that enshrine positive action and Rooney's Rule
- Advertising and promoting our vacancies in our local communities and in a number of languages spoken in those communities
- Creating a well-being room for our staff to chest feed; use for mental health well-being and healthcare appointments
- Undertaking research with staff to establish how happy staff feel and identify themes that cause staff dissatisfaction
- Working with partner organisations to establish a programme of leadership taster sessions
- Creating an aspiring leaders and middle managers leadership and mentoring programme
- Creating a programme of health and safety training courses eg. IOSH, for teams across the business
- Developing an approach to supporting victims of Domestic Violence in the work place
- Establishing a succession planning strategy and associated training budget to allow the organisation to grow its own
- Supporting community participants and volunteers to be interview ready in preparation for potential roles that may become vacant at CCHA

We will do this by:

- Rolling out the actions of our People Strategy
- Ensuring the People and Culture Committee monitor the progress of the strategic and key performance measures associated with such
- Working with tenants, staff and Board members to review our values and expect our staff to live these values
- Ensuring our pay policies continue to embed the 'Living Wage' as a core component



Head Office
Tolven Court
Dowlais Road
Cardiff CF24 5LQ

029 2046 8490
info@ccha.org.uk

