

SUMMARY

Business Plan

2018-2023



Who we are

Chislehurst and Sidcup Housing Association is a Registered Provider of social housing. We began providing accommodation and support to older people in the mid-1970s and now have 199 properties in the London boroughs of Bromley, Bexley and Lewisham.

We are committed to providing:

- good quality, affordable homes
- support to promote independent living, and
- a responsive asset management and repairs service.

Keys to our success

Growth aspirations

We acquired an additional 45 homes during 2007 to 2012 – exceeding our target, while maintaining our healthy financial position.

We are open to future growth opportunities, providing they align with our core objectives and are located in our priority areas.

Governance

We are governed by a strong voluntary Board, with experience across a range of sectors.

Management and staff

The Association is led by a Chief Executive and four managers. We have six Sheltered Housing Managers, and two additional office-based staff. We have a low staff turnover and invest in staff development.

Maintaining our homes

We spend around 25% of our rental income on routine maintenance. We are increasing our spend on major repairs to keep standards high.

We outsource our repairs services to achieve value for money, and closely monitor our contractors for performance and quality.

Support services

Despite changes to our operating environment, including the ending of Supporting People funding, we continue to employ Sheltered Housing Managers. We have achieved this by adding the cost of support to all our tenancy contracts.

We actively promote our tenants' health and well-being, and we encourage tenant-led activities. In line with our digital inclusion strategy, we have also installed communal wi-fi and kiosks at our schemes, and we provide IT training workshops.

We work in partnership with statutory and voluntary agencies to deliver seamless services for our tenants. In future, we will strengthen our relationships with providers of extra care, to improve the transition process for tenants who need to move on.

Service quality

We carry out a service standards survey every year and a tenant satisfaction survey every two years. Tenants are also invited to give feedback after every repair. Overall, satisfaction with the our services remains high.

Financial viability

The Board monitors our Statements of Financial Position, reviews the longer-term future of the Association, maintains a risk map and ensures we meet all financial regulations.

Despite a four-year regulatory cap on the housing management element of our rents, our finances have remained healthy. We continue to work with tenants to maximise their incomings and protect our income stream.

We are prudently assuming that rents will only increase by 1% a year for the five years that follow the end of the cap in 2020.

We have carried out a market analysis to assess our changing environment, target market and competitors. We are maintaining a watching brief for the possible effects of Brexit on the housing sector.

We have an ethical investment policy and aim to contribute to the green agenda generally.

Value for Money (VfM)

We have adopted our regulator's latest Code of Practice on Value for Money. The Board monitors our VfM performance, compares it with similar landlords and provides transparent information for tenants and stakeholders.

We are making more use of digital technology and exploring ways to increase our online offer to tenants.

Regulation

We are regulated by the Regulator of Social Housing and adhere to its regulatory framework and standards.

Implementing the plan

The Board sets annual objectives in line with the strategic objectives in the Business Plan (see opposite). These feed into an annual operating plan, against which all staff are appraised.



SUMMARY

Five-year business objectives

Strategy – To provide excellent support and services that meet the needs of our tenants and communities, we will:

- strengthen partnerships;
- perform better than our competitors;
- respond proactively to Brexit and regulatory changes;
- increase our offer.

Service delivery – To provide excellent service to tenants and service users, we will:

- meet Decent Homes standards;
- improve our maintenance performance;
- contribute to the wider green agenda;
- invest in technological developments.

Finance and growth – To ensure we remain financially viable, we will:

- link plans for growth to realistic targets within our target areas;
- review our investments.

People – To ensure all staff have the necessary skills and to prepare to meet the Association's future needs, we will:

- continue to invest in staff;
- ensure staff demonstrate our values;
- ensure staff work within an effective framework, supported by an effective performance-driven process.