

CRHA BUSINESS STRATEGY



Cornwall Rural Housing
Association Limited



#makingadifference
#peoplebusiness

INTRODUCTION

Cornwall Rural Housing Association (CRHA) is a housing association based in Cornwall that provides affordable homes to around a thousand customers across Cornwall and on the Isles of Scilly.



We specialise in providing homes in dispersed rural communities, we have a good respected reputation and are proud of our forty year history of helping local people find a place to call home.

We may be a small housing provider however we are larger than life and evolving our business for the future so that we can continue to make a real difference in our rural communities.

Alongside our customers, our people are at the heart of what we do and we aim to provide a brilliant work experience where our people truly feel valued and supported and have a really positive work life balance.

CRHA are dedicated to providing the highest standards of customer service provided with a sense of warmth, friendliness, pride and business spirit.

This strategy sets out our long-term ambitions, we will review progress and the priorities within our strategy annually.





OUR VISION



Homes to make life better

To support and sustain rural communities in Cornwall and the Isles of Scilly by providing quality affordable homes.



OUR VALUES



Customer First

Our customers are at the heart of what we do

Inspire

to be a great example to everyone that we engage with.



Commitment

to provide safe, affordable, quality homes.

Integrity

having strong principles in what we do, being respectful.



People Focus

investing in our people so that they can be the best that they can be.

OUR HOMES

- Providing homes in the right places that are affordable, functional and designed with future living in mind.
- Peace of mind safety and security for our customers achieving 100% compliance for all home safety inspections and servicing.
- We will explore the use of smart technology in relation to customer safety and pre-emptive maintenance.
- Reliable and high performing repairs services will continue to be a priority focus for us. Customer input and views will shape our service.
- We will consider our changing climate and the need to reduce carbon emissions when designing new homes and carrying out investment work in existing homes. We will also take steps to tackle fuel poverty where we can.
- Targeting investment in existing homes to sustain rural communities where local people are proud to live. Investing at least £10m over the next ten years.
- We will strengthen and evolve our approach to providing repairs and maintenance services on the Isles of Scilly, looking to collaborate and form new partnerships to provide a consistently reliable service for our customers.
- Where we can we will respond to the Cornwall and Isles of Scilly housing crisis by providing more affordable homes, new homes will be designed using the latest technologies, have high levels of environmental performance, be sensitive to natural habitats and be designed for future living.
- We will base all investment decisions on 100% stock condition data.
- A baseline standard for CRHA homes will guide the quality of our homes.
- We will consider whether there is a business case for introducing a handyperson service for our customers and others.



OUR CUSTOMERS

- ✔ Digital and Doorstep - Through our annual programme of customer and place visits we will build on our current approach to accessibility and customer engagement which is highly valued by our customers.
- ✔ Alongside existing digital media channels we will introduce new accessibility methods for our customers making it even easier to speak with us and to manage their tenancies and homes in turn, providing us with real time information and insight.
- ✔ We will continually review and update the CRHA website to ensure that it remains accessible and informative.
- ✔ Introduce a dynamic and fast track approach to gaining customer feedback and satisfaction.
- ✔ Continuing our transparent approach we will always make the performance of our services available to our customers.
- ✔ When we haven't got things right, we will say so and learn. We will use sector good practice to inform how we manage and deal with complaints.
- ✔ We will do what we can to support our customers to sustain their tenancies including those who are experiencing particular hardship.



OUR BUSINESS

-  As a people business we will create a unique work environment where colleagues have the opportunity to learn and develop along with a truly flexible approach to work.
-  Through our financial planning and dynamic accounting we will ensure that we are a strong and effective business for the long term.
-  We will develop new key measures of performance and reporting tools providing more assurance, oversight, transparency and accountability.
-  We will take a multi-faceted approach to procurement and commissioning works and services in order to improve efficiency and value for money including frameworks, local SME coalitions and partnering with other landlords.
-  We will build on our approach to risk management and awareness working closely with CRHA's internal and external auditors.
-  Secure funding to support our work on decarbonisation and responding to the changing climate.
-  Innovation and creativity will be mainstreamed into our thinking.
-  We will continue to collaborate with and support the work of others across the region where we are able to make a difference, when we do we will set clear expectations about our involvement equally we will be clear when we cannot participate in a venture or initiative.
-  As a small business, it is so important that we get the most value from our resources so we will do more to generate value for money across our activities and services.
-  Being mindful of our specialist nature and role we will consider opportunities for growth and business advancement.





OUR SUCCESS MEASURES



90% ✓

of customers satisfied with CRHA as their landlord.



90% ✓

of customers satisfied with their home and where they live.



90% ✓

of customers satisfied with their repairs service.



100% ✓

stock condition levels.



Increase use of the MYCRHA customer portal.



100% ✓

compliance for all safety checks and servicing.



£10M

invested in customers homes over the next ten years.



Build or acquire more affordable homes.



Introduce website and digital connectivity enhancements.



New baseline quality standard for our homes.



100% ✓

decent homes standard compliance.



Introduction of new performance and satisfaction measures.





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