



# CHICHESTER GREYFRIARS HOUSING ASSOCIATION

— FOUNDED IN 1969 —

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**BUSINESS PLAN 2017 - 2021**

## **1. INTRODUCTION**

The provision of good quality housing for older people who are in housing need remains the key objective of the Association.

The plan sets out the key objectives and targets that will maintain our position as a provider of quality homes for older people in Chichester.

The business plan is supported by the Asset Register and Asset Management Strategy.

## 2. OBJECTIVE

**To provide affordable housing and associated facilities and amenities for older people in housing need who have a local connection to the Chichester area.**

## 3. SUPPORTING OBJECTIVES

### **Provide additional high quality homes for older people**

#### **What are we aiming to achieve?**

- To achieve a year on year increase in the number of homes owned and managed by the Association.
- Continue to provide homes for independent living for older people.
- Provide homes that people want to live in which meet the needs of older people.
- Ensure all homes are located in areas which have good access to public transport, shops, medical services and community facilities.
- Work in partnership with Chichester District Council to identify areas where there is a specific housing need for older people.
- Consider the range of tenures available and provide the most appropriate for each development.

#### **Where are we now?**

- A planning application for the development of 5 additional properties at Royal Close was withdrawn following advice from CDC that it was unlikely to be approved.
- The opportunity to purchase 4 flats within a Section 106 agreement is being pursued.
- A number of opportunities which involve the purchase of new-build or properties requiring refurbishment are being actively pursued.

#### **Plan 2017 – 2021**

- Increase the number of properties by an average of 2% per year.
- Defined minimum space standards for 1 and 2 bedroom properties to be applied to all potential acquisitions.
- Effective management of financial and reputational risk involved.
- Work in partnership with statutory and voluntary agencies providing services to older people to enable them to continue living in their own home.

**Maintain the present accommodation in a satisfactory condition and introduce new and improved facilities designed for older people as and when appropriate**

**What are we aiming to achieve?**

- Ensure all properties are maintained to a minimum of the Decent Homes Standard.
- Work in partnership with statutory and voluntary agencies to provide facilities which assist older people to remain in their own homes for as long as possible.
- Provide a high quality day to day repairs service that gets it right first time and has high levels of tenant satisfaction.
- Continue tenant involvement in the preparation of specifications of requirements for maintenance contracts.
- Achieve a minimum Energy Efficiency Rating of 75 on all properties.

**Where are we now?**

- The information obtained through the Stock Condition Survey has been updated to ensure that it reflects the current condition of each property.
- 100% of properties meet the Decent Homes Standard.
- Tenants of first floor flats at Royal Close have been consulted on the future provision of stair lifts.
- The Planned Maintenance programme is reviewed annually taking into account the age and condition of all property components.
- Energy Performance Certificates provide information on the Energy Efficiency Rating.

**Plan 2017 – 2021**

- Continue the Planned Maintenance programme refurbishing properties as required to ensure no properties fall below the Decent Homes Standard.
- Involve tenants in the monitoring of repairs service standards.
- Measure tenant satisfaction year on year in relation to peer group associations.
- Provide facilities such as wet rooms, stair lifts, ramps and grab rails on the recommendation of an occupational therapist.

**Effective management of the Association's resources.**

<b>What are we hoping to achieve?</b>	<b>Where are we now?</b>	<b>Plan 2017 – 2021</b>
<ul style="list-style-type: none"> <li>• Ensure that CGHA has the financial and organisational capacity to achieve the targets and objectives set out in this Business Plan.</li> <li>• Effective governance, financial management, human resource management, business planning and performance management across all areas of activity.</li> <li>• IT systems that support the needs of the business.</li> <li>• Attract and retain excellent board members and staff.</li> <li>• Low turn round period for vacant properties.</li> </ul>	<ul style="list-style-type: none"> <li>• Current financial reserves are sufficient to sustain development/acquisition of additional properties and the forecast planned maintenance programme.</li> <li>• The Association has no borrowings and therefore has the capacity to seek loan funding.</li> <li>• Policies are in place for the length of term for board members and recruitment of new members and chairman.</li> <li>• IT systems were implemented in 2016 which meet current requirements.</li> <li>• It is recognised that the small staff team of 3 part time members does not hold all the skills required for the proposed development/acquisition of additional properties. Consultants with the relevant skills are appointed as required.</li> </ul>	<ul style="list-style-type: none"> <li>• The Association is committed to using it's a proportion of its reserves for providing additional accommodation</li> <li>• Any use of the Association's reserve funds will take into account the projected maintenance needs of the current properties over the next 20 year period.</li> <li>• The level of reserves will be maintained at a level which ensures that the Association continues to be sustainable.</li> <li>• Annual review of the risk register.</li> <li>• Appointment of consultants to supplement the staff team as and when required.</li> <li>• Annual board appraisal to identify skill set and enable succession planning.</li> </ul>

## Promote and maintain good levels of service to residents and applicants

### What are we hoping to achieve?

- Improved services which meet and exceed tenants' expectations.
- Clear focus on improving those areas that are a priority for tenants.
- Continue to have a regular staff presence on schemes to facilitate tenants' easy access.
- Involve tenants in reviewing and improving services.

### Where are we now?

- The Tenants' Survey in 2016 identified a high level of satisfaction with the maintenance service except for the maintenance of communal areas.
- The Tenants Forum meets twice a year and is open to all tenants.
- The location of current properties enables staff to be on each site at least twice a week.
- The Complaints Policy gives tenants access to the Chairman when there is dissatisfaction with the service provided.
- One place on the board is reserved for a tenant.

### Plan 2017 – 2021

- Review the specification for the maintenance of communal areas and increase the level of monitoring of performance.
- Include the accessibility for staff as a factor in the assessment of any potential new development/acquisition.
- Explore the opportunities available for tenants to contact the Association outside of office hours using social media.
- A Tenant Satisfaction Survey will be undertaken every 2 years.

### Ensure the Association provides Value for Money.

What are we hoping to achieve?	Where are we now?	Plan 2017 – 2021
<ul style="list-style-type: none"> <li>To regularly measure and monitor costs of services provided to ensure that best value is being obtained.</li> <li>Identify and define the social value of activities for inclusion in any assessment relating to value.</li> </ul>	<ul style="list-style-type: none"> <li>The Tenants Satisfaction Survey in 2016 showed that the majority of tenants indicated an overall high satisfaction rating</li> </ul>	<ul style="list-style-type: none"> <li>Work with housing associations in the SHAPE group on joint procurement of services, in particular HR and training.</li> <li>Ensure contractual specifications of requirements clearly define the level of service required.</li> <li>Pre and post inspections will be carried out on a random number of jobs valued at less than £100 and 100% of jobs valued at over £100 will be pre and post inspected.</li> </ul>

### Promote the work of the Association

What are we hoping to achieve?	Where are we now?	Plan 2017 – 2021
<ul style="list-style-type: none"> <li>Be involved in aspects of common concern, for example, Chichester District Council (CDC), West Sussex County Council and other Registered Social Landlords.</li> <li>Links with the local authority continue through regular Housing Forums and Partnership meetings.</li> <li>Further networking with other small associations like ourselves such as the SE Smaller RSLs Forum supported by the National Housing Federation.</li> </ul>	<ul style="list-style-type: none"> <li>Regular participation in a number of partnership events with CDC and other housing associations.</li> <li>A recent re-branding with the design of a new logo as updated the Association's image in all documentation produced.</li> </ul>	<ul style="list-style-type: none"> <li>Publicise the Association by way of information leaflets, the web site or other media to inform the local community.</li> <li>Make contributions to consultation documents issued by the National Housing Federation.</li> <li>Attend events which provide the opportunity to network with other statutory and voluntary organisations which operate within the sector.</li> </ul>

