

## Tenant Annual Report

# 2023-2024





## A message from our Chief Executive, Stephen Hills

### Welcome to our 2023/2024 Tenant Annual Report

Over the last 12 months, we have witnessed a significant squeeze on budgets due to rising inflation and the ongoing cost of living crisis. With 30% of children in the UK living in poverty, we have seen the impact first hand, with an increased number of households with children needing support. Our Customer Services team, Housing team, and particularly our Money Matters team, have continued to go above and beyond this year to identify and reach out to those tenants who may be eligible to claim financial support. Demand for support rose from 55% in 22/23 to 64% in 23/24, and during the year our Money Matters team helped deliver an additional £459,421 in our tenants' pockets, by applying for grants and additional benefits whilst our Cambridgeshire Local Assistance Scheme (CLAS) helped to deliver over £5.5m worth of support to households facing financial difficulties and hardship.

With the rise in inflation, we saw rapidly increasing costs for providing services and maintaining your homes but, despite this, we have continued to invest heavily. I am pleased to say that we have completed over 5,500 repairs in total, including replacing 51 kitchens, fitting 92 new bathrooms and WCs and installing 113 new A+ rated boilers at a total cost of £2.5million.

During the year we completed the sale of our two care homes in Cambridge, Alex Wood House and Langdon House, to an East Anglian care provider – Athena Care Homes. The decision to sell the care homes was extremely difficult but enabled us to focus our efforts on our core offering of social housing and services for people in need in our community. In May 2023 we were the first Housing Association in the East of England to be reaccredited by the Domestic Abuse Housing Alliance (DAHA) for our commitment in supporting both customers and staff who are affected by domestic abuse.





In January 2024 we saw our financial viability rating being upgraded from V2 to V1 by our Regulator for Social Housing (RSH), which means that our organisation has the financial capacity to deal with a wide range of adverse scenarios. The judgement also confirmed our existing G1 grade for governance.

We continued to strive to offer the best possible customer service for tenants, with our team answering more than 1,270 phone calls per month so that you can speak to us when you need to. If, as you are reading this report, you feel that you have any feedback to share with us, please do get in touch. Your feedback helps us get better at what we do, and, ultimately, improves our services. I hope you enjoy reading our highlights.

*Stephen Hills, Chief Executive - CHS Group*

# Our year in numbers



During the last 12 months, we have helped people of all ages across Cambridgeshire. Here are a few of our key numbers from the year – further details can be found throughout the report.

Lettings		New homes	
			
<b>157</b>	<b>23</b>	<b>25</b>	<b>7</b>
general needs lettings	mutual exchanges	new build rented homes	new build shared ownership homes

## Repair & maintenance

<b>£2.38M</b> spent on maintaining your homes	<b>5,500</b> repairs completed	<b>£2.54M</b> home improvements	<b>340</b> homes fitted with new kitchens, bathrooms and WCs, boilers, windows and doors
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## Support

	£459,421 extra in tenants' pockets thanks to our Housing and Money Matters teams
	Supported 222 people through our supported housing services, enabling 53 people to move into their own homes and 33 people to start a job or training course

**1 in 6**



tenants receiving support from our team

## Customer services

<b>9.3</b> Average time to answer phone calls in seconds	<b>54</b> Average number of LiveChat calls per month	<b>1,273</b> Average number of phone calls to customer services per month
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# Investing in your home and services

The rent paid by our tenants is crucial to enable us to provide high quality and good value housing together with support, care and community services, although we always aspire to keep those rents as affordable as possible. Our rent levels are regulated by the government which sets our maximum annual rent increases based on the level of inflation each September. These were our average rents:



## 2023/24 costs - £25,978,000

We use tenants' rent to maintain and improve our existing homes, provide services and invest in developing new homes.

**19.4%**  
**Direct service costs £5.037M**  
 Covering housing with care, registered care and supported schemes

**9.2%**  
**Day to day maintenance of homes £2.380M**  
 Reactive repairs to our homes including fire safety and voids

**3.3%**  
**Planned maintenance of homes £0.862M**  
 Cyclical maintenance of our homes including decoration, health and safety compliance



**9.8%**  
**Investment in existing homes £2.549M**  
 Planned improvements to our homes covering kitchens, bathrooms, boilers, windows and doors

**3.2%**  
**Directors remuneration costs £0.837m**

**17.6%**  
**Staff & Central services £4.572M**  
 Staff and overhead costs to manage the organisation

**27.6%**  
**Financing costs £7.180M**  
 Interest costs for funding used to develop new homes

**9.9%**  
**Service charge costs £2.561M**  
 Communal services provided to our homes



### The Regulator for Social Housing (RSH) upgraded its rating of CHS Group.

The RSH assesses housing association providers every three to five years and rates organisations on governance (G) and financial viability (V) and undertakes annual stability checks. The regulatory judgement, published on 17 January 2024, regraded CHS Group's financial viability from V2 to V1, which means that the organisation meets the regulator's viability requirements and has the financial capacity to deal with a wide range of adverse scenarios. The judgement also confirms CHS Group's existing G1 grade for governance.

# Housing and Customer Services

Managing over 2,200 general needs and sheltered homes for low-cost rent and 450 shared ownership homes across seven local authority areas in Cambridgeshire, West Suffolk and North Essex, our Housing and Customer Services team are always kept busy. Here is the year in numbers:

## Lettings



satisfaction with the lettings process (98% in the previous year)



157

general needs lettings (new build and relets)



26.7

days - average general needs relet time (28 previous year)

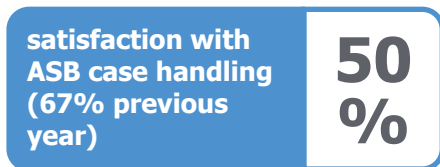
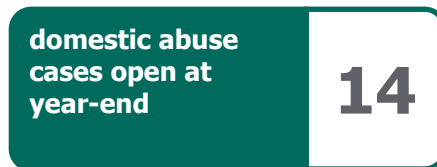


6

evictions (2 in previous year)

## Case management

Reaccredited by the Domestic Abuse Housing Alliance (DAHA) with a continued commitment to supporting people affected by domestic abuse.



## Customer services



1,273

average number of phone calls to customer services per month (1,178 previous year)



9.3

seconds - average time to answer phone calls (15.1 seconds previous year)



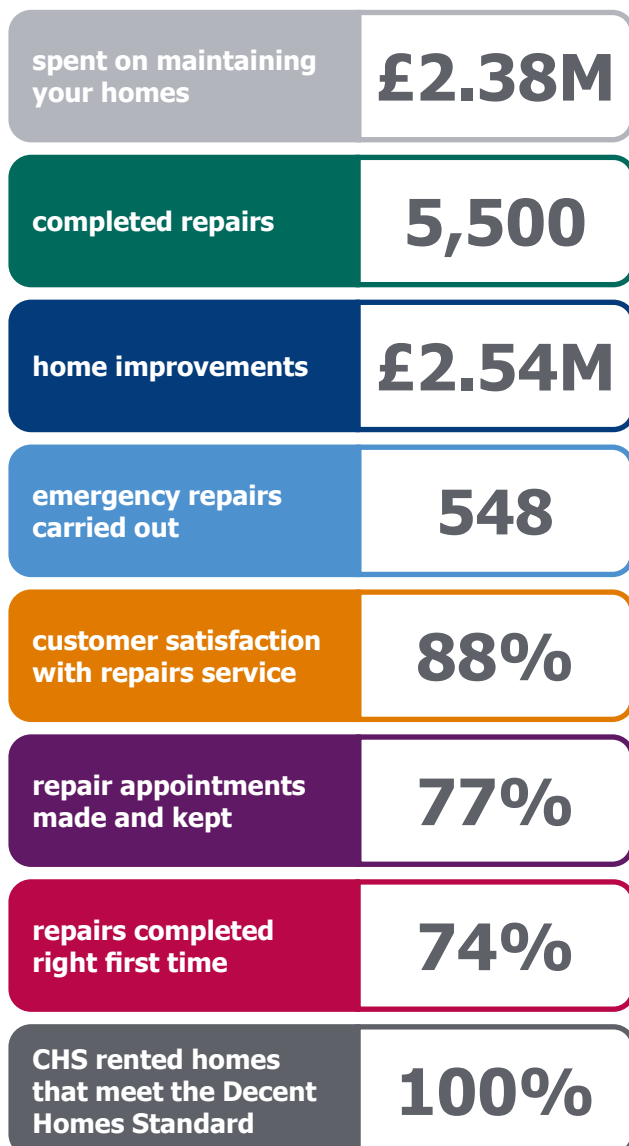
54

average number of LiveChat calls per month (67 previous year)



## Your home

This year, our team worked tirelessly to deliver upgrades and repairs to exceed your expectations and ensure you are happy to live in a CHS Group home.



### Home improvements



**51** kitchens replaced



**292** homes redecorated



**84** new windows and doors



**92** new bathrooms and WCs



**113** new A+ rated boilers



## Compliance



**100%**

gas safety  
checks completed

**94%**

electrical safety  
checks complete

**100%**

asbestos surveys  
due were completed

## Your home (continued)



### Damp and mould

We adopted a more proactive communications approach when trying to tackle damp and mould which increased the amount of help we were able to give to tenants. In 2023/24 we upgraded extractor fans in 144 homes, relayed or topped up loft insulation in 34 homes and assisted with cleaning away mould in 79 homes. During the winter period we experience an increase in damp and mould so keeping your home, clear, warm and ventilated will help prevent the issue. If you have any problems please give us a call.



### Energy efficiency

At the end of 2023/24, around 70% of our homes had an energy certificate rating of C or above. Our aim is to ensure that as many tenants as possible benefit from affordable and efficient heating systems and projects that deliver energy efficiency measures. Projects to improve energy efficiency include installing roof and external wall insulation and replacing windows and doors. We're proposing to install energy efficiency measures to 107 additional properties over the next two years.



### Aids and adaptations

Ensuring our homes are safe and secure for all our tenants is really important to us, and during 2023/24, we invested nearly £12,000 providing minor aids and adaptation in 44 of our homes (Cambridge Home Improvement Agency install the major adaptations) including 42 grab rails, 7 lever taps, 34 handrails, 6 shower seats and one main entrance ramp.



## Your views

We make listening to you and understanding your needs a priority and aim to offer services which meet those needs. Through our Tenant Satisfaction Measures (TSMs), we're able to better understand what we're doing well and what we need to do to improve our services.

In 2023, the Regulator for Social Housing created a new system for assessing how well social landlords are doing at providing good quality homes and services. This new system introduced a set of 22 TSMs, which include 12 key measures of how satisfied you are with our service.

### The themes for the TSMs are:



**Keeping properties in good repair**



**Maintaining building safety**



**Respectful and helpful engagement**



**Effective handling of complaints**



**Responsible neighbourhood management**

**79.1%**  
Overall satisfaction

Once a year, we invite a tenant from every household to complete our satisfaction survey, which is sent via email, but can also be sent by text or letter if we don't have an email address to reach you on. We send some every month, usually in the month of your birthday. If you complete the survey, you're automatically entered into a free prize draw with the chance to win £250. In the survey, we ask some additional questions that the regulator doesn't require, such as whether you

think your rent and service charges are good value for money. If you completed the survey, thank you!

This summary applies to our rented homes only – the survey results for our shared owners are reviewed separately. Between April 2023 and March 2024, we received 541 survey replies, and the overall satisfaction with CHS was 79.1%.



# Your views (continued)

The results from the recent TSMs can be found below.



## Keeping properties in good repair

- 72.8%** Satisfaction with the overall repairs service
- 69.8%** Satisfaction with time taken to complete the most recent repair
- 73.1%** Satisfaction that the home is well maintained
- 67.6%** Repairs completed within the target timescale (non-emergency)
- 82.5%** Repairs completed within the target timescale (emergency)



## Maintaining building safety

- 80.8%** Satisfaction that the home is safe
- 100%** Gas safety checks
- 97.2%** Fire safety checks
- 100%** Asbestos safety checks
- 100%** Water safety checks
- 100%** Lift safety checks



## Respectful and helpful engagement

- 66.7%** Satisfaction that CHS listens to tenants' views and act on them
- 70.7%** Satisfaction that CHS keeps tenants informed about things that matter to them
- 82.1%** Agreement that CHS treats tenants fairly and with respect



## Effective handling of complaints

- 42.3%** Satisfaction with CHS's approach to handling complaints
- 11.1** # of stage 1 complaints per 1,000 homes
- 1.9** # of stage 2 complaints per 1,000 homes
- 92.8%** Complaints responded to within Complaint Handling Code timescales (stage 1)
- 100%** Complaints responded to within Complaint Handling Code timescales (stage 2)



## Responsible neighbourhood management

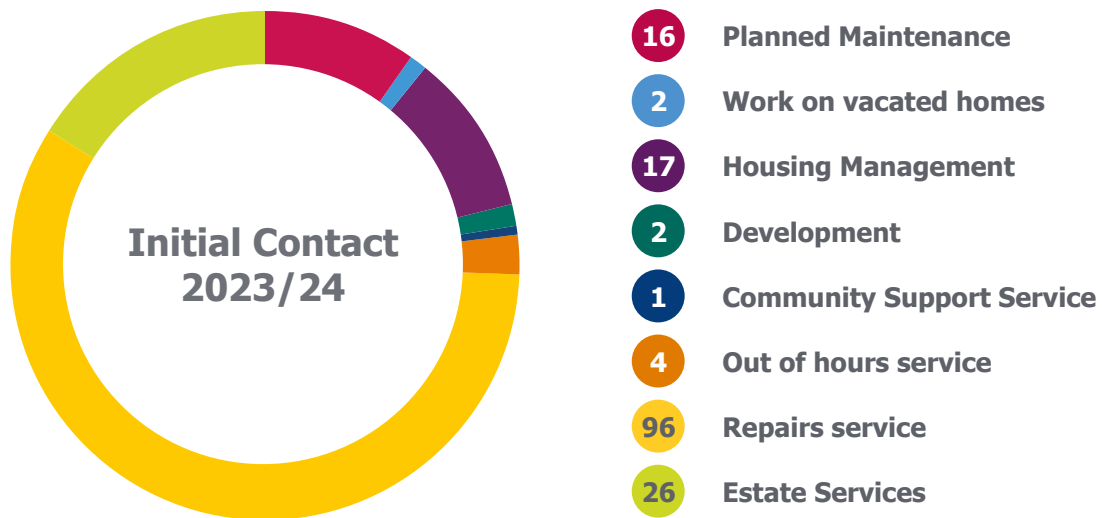
- 60.3%** Satisfaction that CHS keeps communal areas clean and well maintained
- 57.0%** Satisfaction that CHS makes a positive contribution to neighbourhoods
- 52.1%** Satisfaction with CHS's approach to handling anti-social behaviour
- 15.5** Anti-social behaviour cases per 1,000 homes

The results of the survey show that we need to continue working to improve our services and to tackle the causes of dissatisfaction including: the quality of our homes and repairs, estate services and how well we communicate with tenants. The following actions are under way or being planned to help improve our tenant satisfaction:

- Launching our Net Zero project to improve the quality and affordability of our homes' heating system
- Continuing to tackle damp and mould
- Delivering on the priorities tenants identified for maintaining homes i.e. replacement doors, windows, bathrooms and kitchens
- Work closer with our main contractor Foster to better manage complaints through operational meetings
- Emphasised high-quality customer service, improved appointment making and high standards of complaint handling in the re-procurement of the repair contract from April 2025
- Provided training for key staff in logging complaints accurately to help us meet timescales
- We have increased the number of home visits by Housing Officers to pre-pandemic levels
- Improve communication with tenants on how to deal with ASB and providing training for staff on effective ASB case handling
- Our new monthly tenant newsletter has improved communication with tenants and allows us to share more information on a regular basis

# Complaints

We aim to resolve an issue when a customer first raises it with us. We let them know that if they are still dissatisfied or wish to make to a complaint in any case, we will give a formal response. During 2023/24 we aimed to resolve 164 initial contact complaints at the first point of contact.



During 23/24 the number of stage one complaints increased from 24 during 22/23 to 35, some of which would have started at the initial contact stage. Five of these complaints were escalated to stage two and were all property related. Of the 35 complaints, 28 were made by tenants and seven were made by shared owners. From the complaints that were closed at the year-end, 12 were fully upheld, 16 were partially upheld and four were not upheld.

CHS is fully compliant with The Housing Ombudsman’s Complaint Handling Code. Each time we complete a complaint we note the learning from it and any steps we need to take to improve services for customers.

## Steps we are taking to improve complaint handling:

- Deliver awareness raising sessions with customer facing teams to ensure they know the requirements of the Housing Ombudsman Complaint Handling Code and the CHS Complaints policy.
- Trained key staff in logging complaints accurately to help us to keep to timescales including responses times and to record the learning more fully from complaints.
- Allocated a surveyor to the planned work programme who works closely with the contractor to agree completed work.
- Share daily reports for emergency repairs past target to repairs staff for escalation.
- Share reports of no heating and hot water to repairs staff for investigation and follow up.
- Weekly meetings with repair staff to discuss complaints issues, themes and share good practice.
- Regular internal meetings with repair staff and other departments to promote communication and identify what works well and not well
- Our Performance and Quality team have taken on more responsibility for complaints investigations and communicating regularly with customers.
- Our Performance and Quality team attend monthly contractor meetings to present complaints trend data and areas for improvement.
- Names and faces of our contractors’ complaints team has been shared through our tenant newsletter (including how to escalate contractor complaints with CHS).
- Long-term repairs are logged as complicated jobs on our housing management system and allocated to a surveyor to monitor progress.

# The Tenant Voice

At CHS, we value engagement with our tenants and customers in order to provide services that exceed expectations. Throughout 2023/24, we listened more to the views of our tenants with the creation of a new online tenant panel who provide regular feedback on a number of different topics.

If you would like to have your say on the way CHS runs its services, we have lots of different ways you can get involved including online and phone surveys as well as online and in person meetings.



For more information, **please contact** Laura Papanikolaou, Customer Engagement Manager, on [lpap@chsgroup.org.uk](mailto:lpap@chsgroup.org.uk) or **07540 122624**.

## Review from our Tenant Committee

*What a difference a year makes! With the appointments of a new Chair of the Board (Martin Wheatley) and Chief Executive, there is an air of hope and optimism.*

*In July 2023, the Tenant Committee considered a Smart Review report, which gave performance feedback of CHS' engagement with customers and compared to the Tpas (Tenant Participation Advisory Service) engagement standards. CHS used this report to develop an action plan to improve engagement with tenants.*

*During 2024, we saw Cambridgeshire County Council award the socially funded care contract at our Housing with Care (formerly called Extra Care) schemes to another provider Radis. This meant tenants had a choice of who delivered their care. Some Tenant Committee members, who were recipients of this care, found this initial period very unsettling and provided feedback to Tenant Committee. I attended regular resident meetings at Richard Newcombe Court to share this feedback and support other residents. In turn, Stephen Hills and Andrew Church, Director of Communities, gave regular updates to the Tenant Committee, explaining that the CHS teams had built good working relations with Radis.*

*Tenant volunteers participated in the procurement of the new heating and electrical repairs contract.*

*At the January Tenant Committee meeting, we welcomed four new members and I congratulated Martin Wheatley on the news that the housing regulator had upgraded CHS's viability to G1 V1, the highest rating for governance and financial viability, which is very rare. Martin thanked the Tenant Committee and Scrutiny Panel for all their hard work throughout the year.*

*My thanks go to all Committee members, Laura Papanikolaou, staff and guests for their input into what was a very busy, productive year.*

By Jane Bird, (Tenant Committee Chair)



### **Scrutiny Panel**

*Following on from a very well received report about Gasway Services in 2022 the Scrutiny Panel worked on a Damp and Mould project. As this was our second as a team we learnt from some of the difficulties we had from the first project. We soon realised we should be very uniform in the way we asked questions on the survey. We have also learnt that CHS need to be able to identify respondents so that CHS can help resolve issues.*

*Once we had presented our report (which goes to the board) CHS has been very open to taking our observations and recommendations and implementing them. This project has helped CHS write policies and work smarter to make life easier for tenants. Scrutiny Reports can be found on the CHS website.*

*Scrutiny helping to make changes.*

Trish Lever, (Scrutiny Panel Chair)

### **The Complaints Panel**

*In July 2023 the Panel completed a formal review of a complaint and the recommendations made by the panel were accepted by the tenant. All new members of the Property Services and Housing teams will carry out Housing Ombudsman training on the Complaint Handling Code. The Performance and Quality Manager will attend future Complaints Panel meetings to talk about trends in complaints and create better communication between Property Services and the Panel.*

Chair of Complaints Panel



## Naomi's Story

Numbers from across the year provide a useful snapshot of how we're performing, but stories of first-hand experience offer us the most valuable insight. We therefore wanted to share a story from one of our tenants, Naomi.

My name is Naomi and I have lived in CHS accommodation on Norwich Street for the past three years. I was living at home with my family, but wanted somewhere of my own because I felt I was ready for independence.

At the same time as moving into Norwich Street, I was attending a new college while trying to settle into my new home, which ended up with me struggling with my mental health due to taking on too much. I eventually left college, but I am planning on returning in the near future, whilst doing meaningful activities in the interim. My mental health has drastically improved since taking time out to adjust to one change at a time, and my self-care and desire to participate in the wider world has adjusted accordingly.

I live in a self-contained flat (bachelorette pad) which I look after entirely self-sufficiently, apart from when mum wants to pop over and do a deep clean to her standard. I strongly suspect it is to check I am OK rather than my inability to clean properly! When I first moved in, I found it hard to cook fresh food from scratch, so I was basically living on frozen food, which I suspect is normal for someone going from the transition of living like a teenager and having everything done for them!

What I feel grateful for is I have a support worker who I feel understands my needs (autism, ADHD and anxiety) which is the main reason I am here. The type of support I benefit from most is emotional support as opposed to practical support and it is nice to have a support worker who is receptive to that.

We also wanted to share a few words from Naomi's support worker, Sharon:

*"I have watched Naomi grow and become more independent over the past year. She is very proactive and enjoys going for walks and chats outside of her flat. The future is looking very bright for Naomi, and I am looking forward to supporting her with the next exciting chapter."*



## Your community

During 2023/24 our Money Matters team and Cambridgeshire Local Assistance Scheme (CLAS) worked tirelessly to put more money in the pockets of our tenants and those in the wider community. Our Money Matters team delivered an extra £459,421 to tenants' pockets whilst CLAS helped distribute over £5.5m in the community delivered through Cambridge Citizens Advice and Rural Cambridgeshire Citizens Advice.

CLAS supports people, throughout Cambridgeshire, facing unexpected financial difficulties and is delivered in collaboration with local charitable organisations across the county. The scheme provides information, advice and discretionary assistance and enables those eligible to improve their immediate financial position, cope and better support themselves and use relevant resources to succeed in the long term. This could include:

### Clothing



### Low cost re-used and refurbished household items



### Food vouchers



We are proud of the impact our community investment services are having on our tenants and the local community and have highlighted our year in numbers below.

CHS Services	Extra £ in pockets	Those in training or work through our advice	Those now online through our advice
Help delivered to CHS tenants by our Money Matters team and CLAS	<b>£459,421</b>	<b>2</b>	<b>2</b>
Help delivered throughout Cambridgeshire via CLAS	<b>£5,651,940</b>	<b>29</b>	<b>2</b>

### Hear from some of our tenants and the wider community



"The help we received from CHS was of the **greatest of help, and a weight off my mind.** I would never have managed on my own with my caring duties for my daughter."

"The customer service at CLAS was **extremely understanding and helpful,** I appreciate it massively. It is useful to have an organisation as caring and compassionate as CLAS."



"The worry and the pressure is off now that **our finances have been sorted.**"

# Positive outcomes in our Community Support Services

Our supported housing services provide accommodation alongside invaluable support to the most vulnerable in our society. At CHS, we run nine supported housing services in Cambridgeshire and many of those coming to our services have complex needs including being homeless or at risk of homelessness, and mental health challenges. Our services are based in Cambridge, Ely and Wisbech.

We use a methodology developed by the Housing Association Charitable Trust (HACT) to better understand the social value delivered across our supported housing services. The methodology converts

uplifts in wellbeing to a monetary value. The value is the equivalent amount of money which you would need to have the same uplift in wellbeing as from, for example, the outcome from getting a job or finding a new home.

We are pleased to say that the total value we delivered increased from £1.3m in 2022/23 to **£1.4m in 2023/24**. There was a significant decrease in the positive outcomes relating to residents’ Financial Security across all services because of the cost of living pressures and this trend is similar to the one we have found in the delivery of our CLAS service.



## Behind the social value figures – the number of our residents experiencing positive outcomes

### Skills and work

- Full time or part-time employment **14**
- Regular volunteering **6**
- Vocational training **4**
- Government training scheme **9**

### Health

- Improvements in confidence **9**
- Relief from depression/anxiety **8**
- Relief from drug/alcohol problems **6**
- Smoking cessation **8**
- Frequent moderate exercise **12**
- Walking **6**

### Home

- Moving from rough sleeping to secure housing **19**
- Moving from temporary accommodation to secure housing **10**

### Financial security

- Able to save regularly **16**
- Debt free **3**
- Financial comfort **7**
- Relief from being heavily burdened with debt **3**

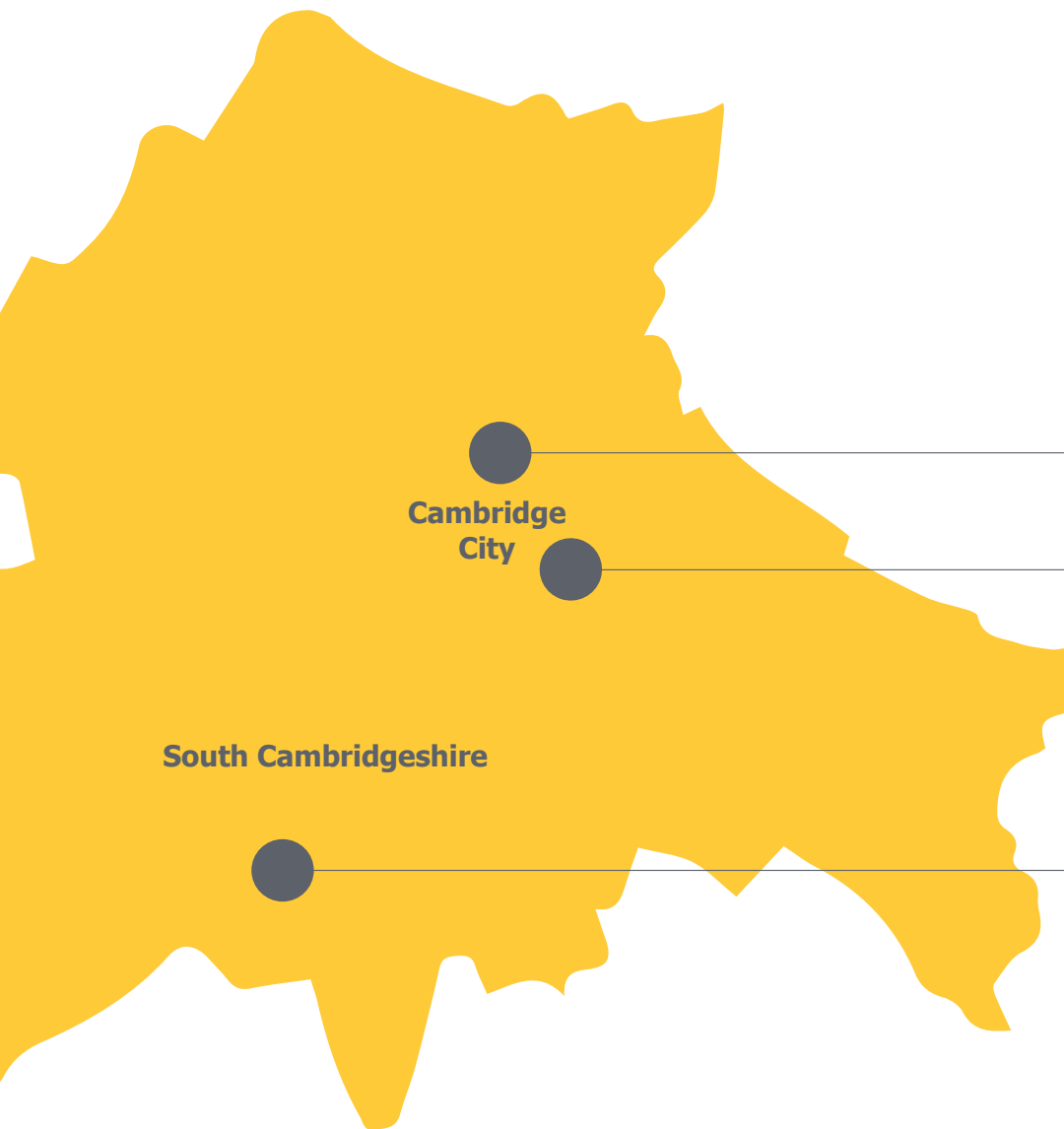
### Community

- Not worried about crime **14**
- Access to internet **3**
- Active in tenant’s groups **18**

## Housing with Care

We recognise that as people get older, their care and support needs change. Housing with Care is specifically designed to offer the benefit of your own home, alongside a person-centred care package that provides independence and choice. As our tenant, you have the security of knowing that a team of highly trained and caring staff are available in case of an emergency, 24 hours a day, 7 days a week.

Our schemes are located at:



**Richard Newcombe Court**  
Histon Road,  
Cambridge, CB4 3EY

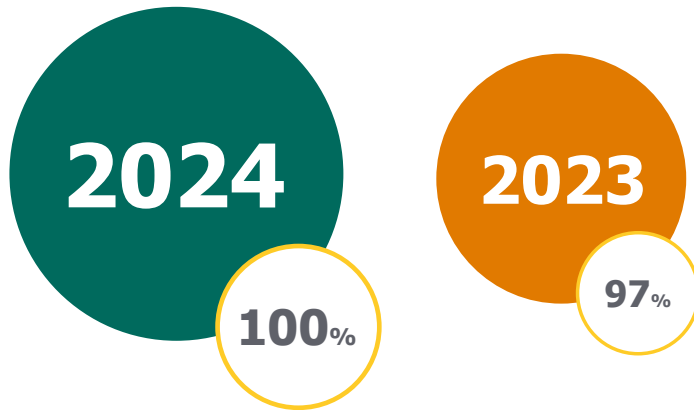
Cambridge  
City

**Dunstan Court**  
Wulfstan Way,  
Cambridge, CB1 8QD

South Cambridgeshire

**Moorlands Court**  
The Moor, Melbourn,  
Royston, SG8 6FH

# Tenants who rate the quality of care at CHS 'Good or excellent'



## Quotes from our tenants

"The staff are all **FIRST CLASS**, are happy and always willing to help"  
 Shirley - Housing with Care tenant


"Anyone would like to live here, its a **happy home** for anyone"  
 John - Housing with Care tenant

"**Very good meals and caring staff**"  
 Elsie & Roy - Housing with Care tenant

"It's all good, however I particularly like the **laughter from the carers** in the corridors, **so uplifting!**"  
 Jennifer - Housing with Care tenant

## Year of transition

During the summer of 2023, a new provider of care services was appointed by the local authority to deliver the care for our social funded tenants. This gave our tenants the choice of switching to the new provider Radis or remaining with CHS to receive their care. During this period, we did see a decline in the number of care hours delivered to tenants whilst some tenants moved over to Radis, but since this initial downturn, we have seen many tenants coming back to us to deliver their care. This is something we hope to build on into 24/25.

	Hours of care delivered		% change
	2023	2024	23-24
<b>Richard Newcombe Court</b>	22,226	12,730	↓ 42.7%
<b>Dunstan Court</b>	21,318	12,251	↓ 42.5%
<b>Moorlands Court</b>	37,847	26,825	↓ 29.1%







## Housing with Care - Wendy's Story

One example of us supporting tenants as their needs change is Wendy, who became a CHS resident in 2000 when she moved into Russell Street, Cambridge. Our service at Russell Street provides accommodation and support to tenants with learning disabilities and autism. Wendy, who is a popular resident, has appeared in numerous photographs and articles written within the community.

After 24 years of living at Russell Street, Wendy's needs changed. Staff at Russell Street spoke to colleagues at our Richard Newcombe Court scheme on Histon Road in Cambridge, which provides housing with care and support for older people. After discussing her needs, Wendy was invited to view one of the two-bedroom self-contained flats that was available.

James, Wendy's support worker, accompanied her to view her flat. After the viewing, James said: *"When Wendy first saw the flat, she had the biggest smile on her face and danced around the flat singing 'Wow, look at all this space.' She said that she felt like the luckiest lady alive now that she had a spacious two-bedroom flat. Moving to Richard Newcombe Court and having her own front door, means that she can still maintain her independence which is extremely important to her. Alongside this, she still had the reassurance of knowing that someone is onsite to offer her help and support if she needs it as she gets older."*

Soon after Wendy moved in, she was having lunch in the restaurant and spotted an old friend she used to go to school with sitting at the table beside her. Her friend had lived at Richard Newcombe Court since it first opened in 2013, and was delighted to see Wendy. The two have since reignited their friendship, and have loved catching up.

James went on to say: *"It's great that Wendy was able to move to one of our other schemes and remain a CHS tenant as this really reassured her during what was a big change in her life. Wendy still calls us regularly, filling us in with what she's been doing. She always finishes our conversations by saying, 'I bet you miss me', and we always respond with 'we most certainly do!'"*



# Our priorities for 2025

Our approved Corporate Plan has five domains and our operational objectives for the year ahead are the following, some of which are carried forward from 2023/24:

## Corporate Plan

### People

- Maintain a top quartile level of overall tenant satisfaction - tenants need to feel happy, healthy, and safe.
- Have in place a range of methods for effective two-way communication with all tenants and customers and to enable tenants to influence CHS services.
- Understand the differing needs of all tenants and customers and to ensure that all have equal access to CHS services.
- Provide a range of support and assistance measures to help people sustain their tenancies.

### Homes

- Actively manage the homes CHS own to meet our health and safety responsibilities.
- Investment in our homes to improve affordable warmth and environmental sustainability.
- Deliver a high-quality repairs service through customer engagement and well managed contractors.

### Community

- Play a leading role in addressing local social issues expressed through regular insightful and solutions focused communication.
- High levels of social impact including the use of partnerships and proactive fundraising. (Complete a plan for partnership and funding support).
- Sustain a wide offer of community focussed support and care services. (Complete review of Community Investment and Community Support strategies).

### Business

- Complete the final phase of lease adoption for supported housing.
- Ensure compliance with CQC and Ofsted regulations.





## Head Office

CHS Group, Endurance House, Chivers Way, Histon, Cambridge CB24 9ZR



### General Enquiries

[0300 111 3555](tel:03001113555)

### Minicom

[01223 713784](tel:01223713784)

### Repairs

[0300 111 3555](tel:03001113555)

(24 hours for  
emergency repairs)



### Email

[info@chsgroup.org.uk](mailto:info@chsgroup.org.uk)

[repairs@chsgroup.org.uk](mailto:repairs@chsgroup.org.uk)



### Web

[www.chsgroup.org.uk](http://www.chsgroup.org.uk)