



**A
FIT
FUTURE**

Strategy 2017- 2027

Welcome to our new Strategy document 2017-27, it's a great privilege and honour to be writing this at the end of my first year as your Chief Executive.

The ambitions set out in this document are a celebration of great effort, commitment and joint work of our residents, staff and Board members, and our external partners. We have achieved so much by working together and can feel rightly proud to be part of the C&C team.

Our Strategy sets our goals for the future and presents our aspirations for our service delivery over the next 3, 5, and 10 years.

I hope you enjoy reading the four strands of our Strategy.

Our team work has helped us to work and play together and set challenging targets for the next ten years. We have committed to place inspiration into our lives, giving the best of ourselves and receiving the best from others.

Thank you most sincerely from myself and the Board of C&C for all your efforts, we have had great fun together and I know from my conversations with you all that we are all looking forward to an exciting future.

Speak soon,

Julia Ashley, Chief Executive





Services that Inspire

Our services embrace and encourage the significant contributions that our residents make to their communities. Our residents receive services that help and have opportunities to give their time to help other people.

10 Year Vision

100% of our services are for people aged over 55 in London

C&C is a well-recognised 'go-to' brand of over 55s housing

We retain a portfolio of private residential market rent within a C&C subsidiary

C&C – Exclusively for over 55s in London

3 Year Plan

We fully exit from providing nursing care

We lead the vision of retirement housing in London as a positive life choice and work with others that share our beliefs of retirement as an age of aspiration

5 Year Goal

We fully exit from non-core activity including Supported Housing, General Needs and Agency Managed Housing

Suitable schemes will be remodelled into over 55s housing, or private residential market rent





10 Year Vision

Our residents lead vibrant full lives with access to 24/7 digital concierge services that highlight and promote London's great offer

The digital and local concierge also supports health, wellbeing and self-control of home and life aspirations

Services that Inspire

Our responsive London Concierge service is available to all C&C residents

3 Year Plan

We will develop a Service Hub where residents can access a response to their query, whatever that is, in just one call

We will bring real time information to residents at all schemes through visual screens, an accessible 'app' available in communal spaces, or available to download to personal devices

5 Year Goal

We will have brought our one stop shop and digital information services together into one combined service – our C&C London Concierge



10 Year Vision

Our residents can self select who fixes their repair based on ratings provided by other residents who have used the service

Repairs are fixed straightaway, because our team turn up ready and prepared

Residents that want to fix their own repairs are supported and rewarded for doing so

We see & fix our resident repairs

3 Year Plan

We will develop our own in-house repairs team - C&C Direct*

We will build relationships with a team of local tradespeople who are trusted to work to C&Cs standards

We will develop technology to assist residents to self-serve and provide instant feedback about their service experience

We will develop an agreed 'Inspired Standard' for repairs with residents

5 Year Goal

We will develop a learning programme for residents so that they can carry out their own repair if they want to and a system to check the quality and safety of this repair



10 Year Vision

Our residents who are living with dementia, mental health and / or physical / cognitive disability receive specialist C&C support that is connected to a wider network of health and care specialists

We use technology to improve life quality and health outcomes

We support a healthy active life in our connected, supportive community

3 Year Plan

We will develop our partnerships with Local Authorities, CCGs, Health & Wellbeing Boards, hospitals, GPs and voluntary groups

We will develop a service model specifically for people living in our schemes that require specialist support

We will help our C&C community to help each other and build knowledge and skills to foster a supportive environment

5 Year Goal

We will develop our use of a range of assistive technologies that can link to health and care providers and C&Cs concierge service and that can support individuals to have a happier, healthier life at home



10 Year Vision

People choose C&C residential services to support their dementia care needs

We will develop specialist dementia care services for younger (age 55-65)

Our specialist dementia residential homes are best in class

3 Year Plan

All our residential homes will offer specialist dementia care delivered by expert staff

We will reduce and remove the use of anti-psychotic drugs in our homes

We will develop a restaurant style dining experience of freshly prepared food

We will develop our 'Resident of the Day' with meaningful, resident specific activity that matters

We will engage with the local community to offer places of worship, hobbies, and days out

5 Year Goal

We will refurbish Cecil Court, Compton Lodge and Homemead to provide an elegant and therapeutic environment

We will grow our portfolio of specialist dementia care homes

We will support our residents with technologies that help



10 Year Vision

Our residents create a community that is welcoming and engaging and go out of their way to contribute to scheme life and good neighbourliness

Services that Inspire

Our residents help each other

3 Year Plan

We will develop a resident volunteer programme

We will build resident skills to support the economic and social life of each scheme

We will develop a reward / recognition scheme for residents who through their contributions have improved the economic / social outcomes of their community

5 Year Goal

We have a strong group of resident volunteers that have well defined roles within their communities and the skills and resources to make the greatest impact





10 Year Vision

Our residents are happy with their lifestyle, having opportunities to do what they want to do

Happiness is further increased as new relationships and friendships are more easily made

Services that Inspire

We enhance the customer experience through a diverse programme of events and activities

3 Year Plan

Customer experience programmes will be delivered to residents in collaboration with organisations such as the Royal Albert Hall, National Theatre, BBC, British Film Institute, LWT, Royal Opera House and other learning, sport, arts and health organisations

A choice driven programme will be sustained through the introduction of fee contributions

5 Year Goal

Customer experiences will evolve in response to the interests of a changing customer profile

A club culture will empower residents to get together with like minded residents so they can enjoy London together





Homes for Health & Happiness

Our homes make sense to people, meeting different aspirations and lifestyles and adapting to support a happy healthy life as people age.

10 Year Vision

80% of our C&C Group homes are provided at affordable rent or shared equity

20% of our C&C Group homes are provided at market rent / sale

35% of our homes are studio apartments

C&Cs brand as an ethical provider of quality homes is recognised by the over 55s market

90% satisfaction with Home

We operate a balanced portfolio of housing that meets the over 55s market aspirations

3 Year Plan

We will have defined our 10-year, funded asset investment plan and achieved:

- Dora House Regeneration
- Ridgmount Apartments development
- Market rent / sale for people aged over 55 at Dora House & Ridgmount Apartments
- Market rent at Glenmore Road and Waterloo Road
- A C&C form of ethical lease for our market sale properties

95% of homes of our C&C Group homes are provided at affordable rent or shared equity

5% of our C&C Group homes are provided for market rent / sale

45% of our homes are studio apartments

90% satisfaction with Home

5 Year Goal

90% of homes of our C&C Group homes are provided at affordable rent or shared equity

10% of our C&C Group homes are provided for market rent / sale

42% of our homes are studio apartments

90% satisfaction with Home





10 Year Vision

Our homes are efficient, rational, make sense to people and can be easily adapted for need or aspiration

Homes can flex to meet each person's own unique interpretation of elegance

Communal space inspires community belonging

We offer elegant, meaningful and adaptable homes

3 Year Plan

Our Inspired Standard of elegant, meaningful and adaptable homes sets standards for all new build, void, major repair and cyclical works

We will deliver an 'Innovation in over 55s Housing Project', engaging a range of different perspectives (students, staff, residents, professionals) to reinvent how our homes could look, feel and make sense

Unused communal space will be re-purposed and rejuvenated in partnership with residents

5 Year Goal

We will have trialled the concept of offering flexible accommodation so that residents can choose the space that suits them

We will have re-activated our communal areas in existing schemes so that they inspire activity and community



10 Year Vision

Our homes reduce their carbon impact on their environment

Our homes contribute to the health and wellbeing of our communities

We reduce our resident's energy bill through our energy efficiency measures

We care for our impact on our environment

3 Year Plan

We understand the efficiency of each of our buildings in detail and have plans in place to reduce our carbon impact

New build properties achieve the highest standard of sustainability within the context of this adding value for money and achieving viability

We have a staff / resident learning & engagement programme to champion energy efficiency at each of our locations and engage resident volunteers to promote energy efficiency at scheme level

We have implemented a cycle to work scheme

5 Year Goal

We will always consider renewable technologies with a first preference to use these as long as they are economically viable

Staff in our service hub are champions of energy efficiency and help residents to achieve the benefits





10 Year Vision

Our homes are enabled with intelligent technologies and can adapt to technological advances over time

Residents can connect with others and be in control of their home and their life – from wherever they are

Homes for Health & Happiness

Our homes are connected so that our residents have control over their environment

3 Year Plan

We will ensure that all our homes offer full Wi-fi connectivity as standard

We will develop an ongoing learning programme for residents so that they can make best use of available technology

We will assist residents to access appropriate technologies that can support connection to the on-line community, control of their home, and access to assistive health technology

We will investigate the advantages of biometric/face recognition door entry systems

5 Year Goal

We will invest in smart technologies that help our buildings to be efficient, our residents to have control of their home and for residents to connect with us, access key information and be a part of their online communities





People Doing their Best

We invest in the health and happiness of the people that work for us and treat them well so that they can do their best every day.

10 Year Vision

Our people enjoy work and expect to do great things for others every day, they have flexibility to get things done their own way, and are part of a team of great people

Our teams work in a creative space that fosters curiosity and innovation with encouragement to develop new ideas

Our teams know that mistakes are just ideas for improvement in the making – so quickly come forward and offer ways to put things right

Our workforce think that C&C is a great place to work

3 Year Plan

We will identify a replacement for our central office with connectivity and facilities that foster creativity and enable teams to work in the most effective way

We will ensure that our governance procedures, structure, policies & controls enable decisions to be made at the closest point to service delivery

We will invest in our culture so that our people can work at their happiest and most effective

5 Year Goal

We achieve industry recognition, as a great place to work through a well known industry leading award / recognition scheme





10 Year Vision

Our people are recognisable by their ownership of any task at hand, their constant seeking of improvement, and their ability and drive to innovate - we have a strong 'yes' culture that benefits all of our customers

People Doing their Best

Our Computer Says 'Yes'

3 Year Plan

We will invest in helping our teams to understand and improve our customer journey and experience

We will invest in our culture and equip our teams to find ways to make 'yes' happen through all lines of service delivery for internal and external customers.

We will invest in developing specialist skills and understanding of our teams to enable 'yes' based support for people living with Dementia, mental and sensory/cognitive disability

5 Year Goal

We have developed our customer focus, learned from other industries (e.g. hospitality) and our teams believe that every request is possible to fulfil through proactive engagement



10 Year Vision

C&C has a high performance culture measured through key metrics that deliver maximum benefit to residents

Our workforce is happy, recognised and rewarded for high performance

We do our best to help our customers feel happy every day

We achieve above expectation

3 Year Plan

We have developed a structure that delivers a high performance working culture with leadership & support that enables teams to make decisions and innovate services

Our people are supported through a leadership culture centred on coaching

Our people are recognised for their high potential and performance, recognised and rewarded

We will review our recruitment process to ensure that we attract the best talent

5 Year Goal

We have developed a playful culture where innovations often arise through learning from mistakes

We are happy to say sorry when things go wrong and work hard to put things right and continuously develop our services for residents

We go above and beyond every day – its what we do



10 Year Vision

Our workforce works from the location that allows them to be the most happy and effective, supported by effective technology

We work where we make the most impact

3 Year Plan

Staff are encouraged to work from home, and / or through flexible working patterns where this is of mutual benefit to the staff member, C&C and our customer

Staff can access all of their work requirements when out of the office and can attend meetings remotely

Central office space is reviewed to maximise effective communication between teams and value for money

5 Year Goal

Our central office space is a fully functioning, fit for purpose, great place to work and we use technology to connect virtually with people working from other locations

Staff are able to work effectively, to fix things for customers, making flexible working a benefit to our service provision





10 Year Vision

We recruit the best people to support us in delivering our innovative service, recruiting for attitude and values as a priority, and attracting a diverse group of staff and resident volunteers

We develop our C&C talent so that people can be the best they can be

People Doing their Best

We recruit and develop inspirational people so that we can do more great things

3 Year Plan

We target recruitment activity to attract a diverse range of staff

Recruitment activity provides us with the right person doing the right job, at the right time

We embed our values and need for value for money, customer service, and innovation at induction

New staff feel part of a warm and welcoming team, with a structure in place to help them be successful in their role, from day one

5 Year Goal

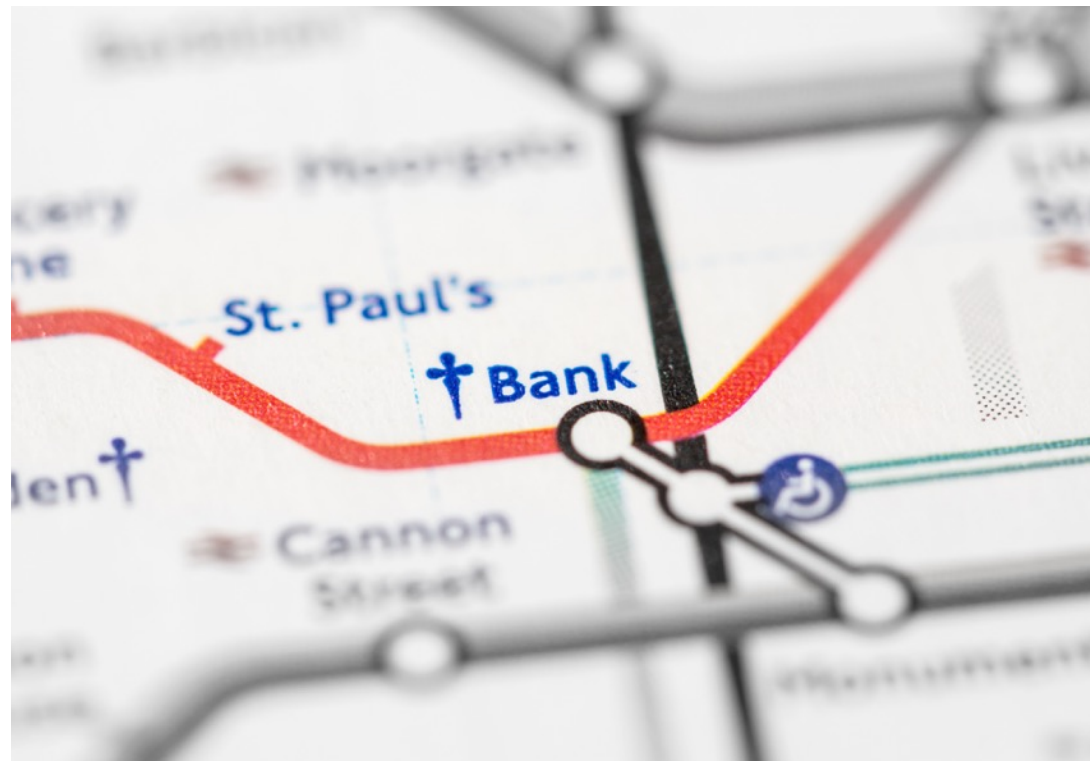
Residents are part of our team and do paid work and volunteering

Our recruitment methods support our brand, and bring the best people to us

People seek work with us, and we have a waiting list of good candidates

Existing staff are well developed and the talent pipeline is successful in producing great leaders for today and tomorrow





Money to Invest

We run a strong business so that we have money to invest in new homes. C&C is a not-for-profit provider and all of our surpluses are re-invested for the benefit of our residents.

10 Year Vision

We have grown and strengthened our revenue stream and built our capacity to do more for our residents

We have invested in a mixed tenure property of 50 units of over 55s accomodation

We drive a healthy income stream

3 Year Plan

We have delivered tangible improvements to void management and arrears management

Service charge income is maximised taking into account the impact on our residents

We have an established market rent portfolio in the pipeline

5 Year Goal

We have an established balanced portfolio of income from affordable rent and private payers



10 Year Vision

We drive Value for Money in all we do, with costs that are appropriate to deliver homes and services and to invest in our future

We protect every £ we earn and spend it wisely

3 Year Plan

We have a structure in place that is efficient and has the right resources in place to maximise benefits to our residents and demonstrate value for money

We understand all our income and cost drivers and have the right measures in place to perform effectively

Our procurement strategy is fit for purpose and delivers value for money

We have systems to provide real-time performance information to the business and we will use this information to improve

5 Year Goal

We have an established 'lean and efficient systems' performance culture

We are a robust, safe and healthy business driven and able to do great things



10 Year Vision

We have a stable cross subsidy for our affordable housing generated from market rent / sale

We have built capacity to invest in our services, people and technologies; building new homes that maximise value to C&C and our customers

We invest in our existing homes to meet the needs of our residents

Every one of our assets maximises social and economic value

3 Year Plan

We will have a clear investment strategy based on our planned 10-year investment needs

We will develop our treasury management capabilities and have appropriate loans in place

We will develop a clear agreed plan for managing our closed pension scheme deficit

5 Year Goal

The value of each of our assets is measured and reflected in the value that it creates for our residents and communities

We will have bought out the deficit of our closed pension scheme and optimised the timing of this to the benefit of C&C and pension beneficiaries



10 Year Vision

Our brand and London location add value to C&C

Our residents fully experience all of the great opportunities that London has to offer

Money to Invest

Our Inspired Brand is our London Location and the value that we create for people who want to live there

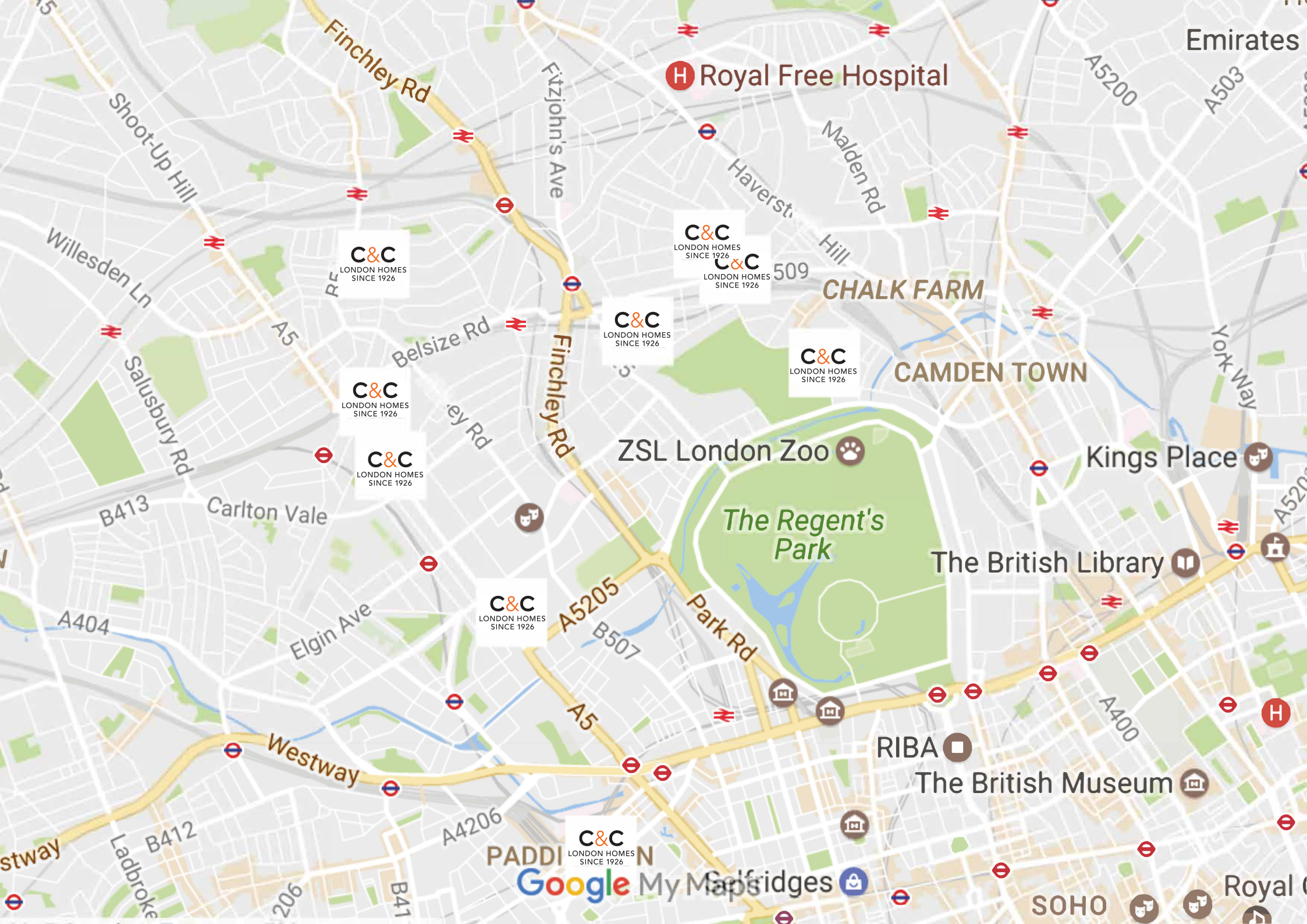
3 Year Plan

We will lead an industry promotion of life beyond the age of 55 as a time to look forward to and of fulfillment of aspiration

We will actively promote our 'London' location and all that London has to offer through all of our language, imagery and communications with stakeholders and through the development of our London Concierge Service

5 Year Goal

Our brand is recognised as exclusively for over 55s in London



Royal Free Hospital

Emirates

CHALK FARM

CAMDEN TOWN

ZSL London Zoo

The Regent's Park

The British Library

RIBA

The British Museum

PADDI

Google My Maps

SOHO

Royal C



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266 Waterloo Road
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Fax: 020 7922 5301
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Homes and Communities Agency no. H1528
Community Benefit Society No. 27693R
Affiliated to the National Housing Federation
Central & Cecil Housing Trust is an exempt
charity
VAT No. GB240346004