Moving Forward Together
Grŵp Cynefin’s Growth Strategy 2018-2021
Executive Summary
Grŵp Cynefin is entering its fifth year since the successful merger of both Cymdeithas Tai Clwyd and Cymdeithas Tai Eryri. The Growth Strategy provides a clear platform for the future strategy of Grŵp Cynefin, our subsidiary companies, Canllaw and Conwy and Denbighshire Care and Repair, and the Gorwel business unit. The Strategy identifies aspects that:

- we will continue to do in the future
- we will be reviewing strategically, demonstrating social value and value for money
- will be business as usual
- will be new business areas
- will be areas of growth and
- introduces a new framework for managing the delivery.

The methodology of delivering the above has been included within the main strategy document.
Context for the Growth Strategy

The population of North Wales is growing and ageing. Housing growth is necessary to enable young people, families and older people to access homes they can afford which meets their needs and help sustain our communities.

The economic climate remains challenging; however, this also provides us with many opportunities for growth. This may take the shape of innovative working, driving more efficient working practices and closer working with key partners – in particular, Welsh Government, local authorities and health boards. We also need to prepare for collaborative working opportunities such as those which come with the proposed new nuclear build, Wyfia Newydd and the North Wales Economic Ambition Board’s Growth plan.

Over the coming years, there will be increased competition for finances to develop social housing, an expectation to develop more innovative ways of funding developments and also a challenge to retain existing housing-support related contracts funded through Supporting People Grant. It is also currently unclear, what the effect of the current review of affordable housing supply requested by the Minister for Housing and Regeneration, Welsh Government, will be on the social housing sector in Wales.

We have ambitious development plans during the next 2 – 3 years, and already have the necessary financial capacity to support these plans. Plans are in hand to negotiate additional funding for our future development pipelines. In an environment of reducing capital funding and continuous pressure on revenue income, we acknowledge the need to deliver value for money across all our activities and will be reporting annually on our previous year’s achievements.

We will look at innovative approaches to deliver our Growth targets. This will include working in partnership with other Registered Social Landlords or other like-minded organisations, thereby leading to the sharing of risk and reward.

Market analysis and customer feedback needs to be at the forefront of our strategic decisions around future growth. This means making better use of feedback from tenants and customers; intelligence from local authorities and health boards; and further developing our relationship with key politicians and policy makers to influence change.

Our continued success relies on the contribution of our staff. We recognise the need for high performing individuals and teams who share our core values and ambitions in order to realise our strategic objectives. We will be committed to invest in learning and development of our existing staff to deliver the growth strategy, and this will be complimented by attracting talented people into the organisation. Key areas of investment will include management competences, leadership and coaching capabilities, business transformation and support to develop high performing teams.

Amongst many strong points of Grŵp Cynefin, we are respected by local authorities in particular for our ability to be flexible in our approaches and to develop innovative solutions that best fit the problem or unmet need. This approach is important and will need to continue for the future.
What will the Growth Strategy deliver by the end of year 3?

- Across North Wales during 2018-2021, we will deliver 360 new social housing units, and 48 new homes for intermediate rent under the Welsh Housing Partnership.

- Our range of products will include social and intermediate rented homes, shared ownership, Homebuy, market and discount sales.

- We will increase our operating surplus to 25% by year 3.

- We will achieve efficiency savings as detailed in our annual value for money statement.

- We will secure new growth opportunities through
  - new ways of working
  - working in partnership, some existing and some new partners
  - new options for funding
  - building on our successful track record of delivering existing contracts and portfolio of projects

- Our customer satisfaction levels will improve
  - We will exceed our current tenant satisfaction with the service received by Grŵp Cynefin (currently 82% are very satisfied or satisfied)
  - We will exceed our current level of tenant satisfaction that our rent provides value for money (currently 74% are very satisfied or satisfied)

- We will increase our staff satisfaction levels
  - >95% staff will be satisfied working for Grŵp Cynefin by year 3

How?

To deliver our growth aspirations, we will need to:

- promote our growth aspirations
- attract and retain talented people
- be able to demonstrate efficiency and value for money
- take measured risks, which will be within the new risk management plan
- work within our financial plans, capacity and new golden finance rules
- deliver solutions which are innovative, cost effective and respond to meet the needs of our customers
- build on our current successful track record of delivery and good strategic relationships
- invest in new growth areas
- respond to challenges posed by public spending restrictions and welfare reform changes
- work in partnership with others to end homelessness
- make best use of our asset base, taking steps to strengthen where we can, or dispose if this is the most economic option
- work closely with Welsh Government and key funders to influence the debate around new funding models and different forms of subsidy
- work with local authorities and health boards to respond innovatively to housing challenges as a result of changes in demographic trends and new ways of delivering services closer to home
- successfully deliver our already ambitious development programme
- be ready to respond to opportunities around Wylfa Newydd and opportunities that may arise through collaborative working with other RSLs, local authorities, Welsh Government and private sector businesses linked to the delivery plan of the North Wales Economic Ambitions Board.

In order to deliver the Strategy, we will have to look at areas where we will disinvest, and we will use the workstream information to inform us.
When?

A detailed action plan has been approved by Grŵp Cynefin’s Board of Management, which will be delivered through robust programme and project management arrangements over the next three years.

For further information, please contact the Chief Executive at Grŵp Cynefin, Tŷ Silyn, Penygroes, Caernarfon, Gwynedd, LL54 6LY (registered office) or Grŵp Cynefin, Tŷ John Glyn, 54 Stryd y Dyffryn, Denbigh, Denbighshire. LL16 3BW

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Grŵp Cynefin is a charitable housing association incorporated under the Co-operative and Community Benefit Societies Act 2014 and registered with the Welsh Assembly Government