

A Summary of Grŵp Cynefin's Corporate Plan 2019-24

#MoreThanHousing



Who We Are

Grŵp Cynefin is the only housing association with homes in all six North Wales counties and north Powys. We were established in 2014, following a merger of two well-respected housing associations. We own and manage almost 4,000 homes, including four extra care facilities (and two more in development) for older people, and have an interest in nearly 800 other affordable homes through homebuy and shared equity schemes.

Under the Grŵp Cynefin umbrella are two subsidiaries: Canllaw and Conwy and Denbighshire Care and Repair working to help older people repair, adapt and maintain their homes so that they can stay living independently in their own homes. We also have a business unit, Gorwel, which provides support services in the field of domestic abuse and homelessness prevention.



Our Vision

Making a positive difference to lives and communities

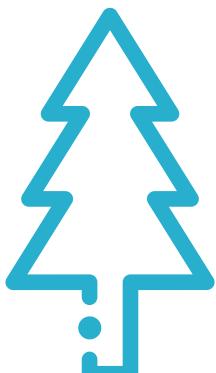
#MoreThanHousing

Our unique selling point is that we offer much more than social and shared ownership housing.

We are proud that our dedicated staff work in many ways to improve the lives and experiences of our tenants and customers and make a real difference to their communities.

Examples include a social prescribing partnership with Betsi Cadwaladr University Health Board, award-winning intergenerational programmes, and helping tenants secure hundreds of thousands of pounds of extra benefits.

Our Future



We are proud of what we have achieved over the last five years, but acknowledge that we have much more to offer to achieve our vision. We have a reputation for finding solutions to problems and keeping our promises to customers, stakeholders and communities by doing what we say we will.

Our future is growth, which will be sustainable for the future. This may include developing mixed tenure homes and other new housing products.

We will collaborate with other organisations, where this supports our strategic direction. This may be in rural areas as well as more populated areas.

We will continue to create communities where people choose to live in our quality homes.

Where there are areas of our performance we can improve and deliver more efficient and effective services for our customers, we will review, and identify opportunities where changes can be made and we can improve and add value.

That is the intent behind our new Corporate Plan. It establishes a clear direction for the way Grŵp Cynefin will run over the next five years from 2019-2024.

This document provides a brief overview of the plan.

Our Mission Statement



We will:

- Provide excellent homes and services
- Contribute to the development of sustainable communities
- Protect and promote the Welsh language with pride



Our Values

We are aware that our values have a great influence over staff behaviour and attitude. We have invested time with staff and board members to ensure that our values lay a strong foundation in helping us make the best decisions in any situation.

Our values are aligned with our vision and aims, and this is one of the key drivers in establishing our culture.

Our Strategic Aims 2019-2024

There are five strategic aims, which will help us make a positive difference to lives and communities. Each objective is supported by a series of agreed action plans and indicators which will demonstrate and measure the difference the plan has made, and is making, over the next five years.

It's a live document, and we expect the content of the action plan to change as the environment we're working in changes. A copy of the detailed action plan can be seen on our website.

- 1. Quality Homes**
- 2. Excellent Services**
- 3. Improve Lives**
- 4. Sustain Communities**
- 5. Strong and Sustainable Growth**

Achievement and measuring success

The Management Board have approved a framework to manage performance and achieve our objectives.

We will ensure our customers, staff and partners understand our priorities, and how these will affect them.



Openness

Transparent in the way we work and make decisions.
Willing to work together to achieve the best results.

Innovation

Innovative and willing to challenge ourselves to find new ways of delivering and providing services of the highest standard to our tenants and service users.

Support

Work with passion to support our tenants and service users, our colleagues and our partners in addition to helping our communities thrive.

Achieve

Act professionally and use our expertise to ensure the success of the company and our people. Always strive for continuous improvement and ensure value for money.

Respect

Respect each other and others, promote equality and reject any prejudice.

Quality Homes



We shall provide high-quality affordable homes that meet local needs

Good housing should be a basic right for all. A home that is safe, of good quality and affordable provides a solid foundation in which our tenants are able to thrive and fulfil their ambitions.

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

During the period of the Corporate Plan, two additional extra care housing developments will have been completed in Denbighshire and an innovative supported living scheme for people with learning disabilities will be completed in Gwynedd.

We will continue to invest in our homes to ensure that our tenants live in good quality affordable homes that are suitable for their needs. We will use the information about maintenance costs to inform future investment programmes, as part of our new approach to asset management. The quality of our homes is really important to us as a landlord.

We positively welcome the Welsh Government's aspirations to reduce carbon emissions, and will continue to participate in discussions around delivery.

How we will know we have made a difference

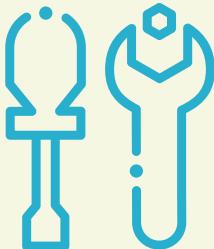




Excellent Services

We shall provide excellent customer service consistently across the group

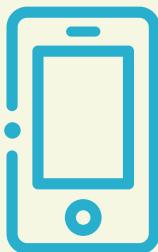
We will involve our tenants and customers more in the shaping and development of services. We will continue to explore new ways of engaging and listening to what matters to our tenants and customers about their homes and the support services we offer.



We want our tenants and customers to feel valued, listened to and respected, as this builds trust in us, and tenants are more likely to remain with us for the future. We are committed to customer excellence, and aim to achieve excellent customer service, which will be accredited independently.

We will use technology to improve our services to our customers and also help staff to work smarter. This will help drive efficiency across the organisation.

In addition, we will transform our repairs and maintenance service, to ensure a more effective, efficient and consistent service to our tenants and customers.



How we will know we have made a difference

- ✓ Tenant satisfaction with service received by Grŵp Cynefin has increased
- ✓ Our performance for customers compares well nationally and in the top quartile
- ✓ An increase in the % of customers satisfied that Grŵp Cynefin listens and acts on their comments
- ✓ That the voice of our customers counts and we can evidence that we have listened to them by 'you said, we did'
- ✓ An increase in the number of communication channels to customers
- ✓ An increase in the number of tenant contact through digital / electronic means



Improve Lives



We shall provide help and opportunities for people

Measuring social value and return on investment is important to us as a housing association. We will continue to maximise community benefits, for example jobs and training opportunities, through our investment in new homes, the improvement of our current housing stock and the development of tenants' skills to prepare them for work.

We will also continue to be ambitious on behalf of the people who need our support and the communities we serve by focusing on providing services of a high standard, developing homes and projects in response to local needs, offering support to those in need, facilitating community regeneration, and adding value for our main stakeholders.

Our understanding of our customers' needs and the nature of the communities we serve provides a firm foundation for our continuous growth as a group of social businesses.

In addition, we will be ready to respond to opportunities linked to the North Wales Economic Ambitions Board's Growth Deal delivery plan. This may involve collaborative working with other housing associations, private sector and public sector bodies to increase the supply of good quality housing and also create skills and training opportunities.

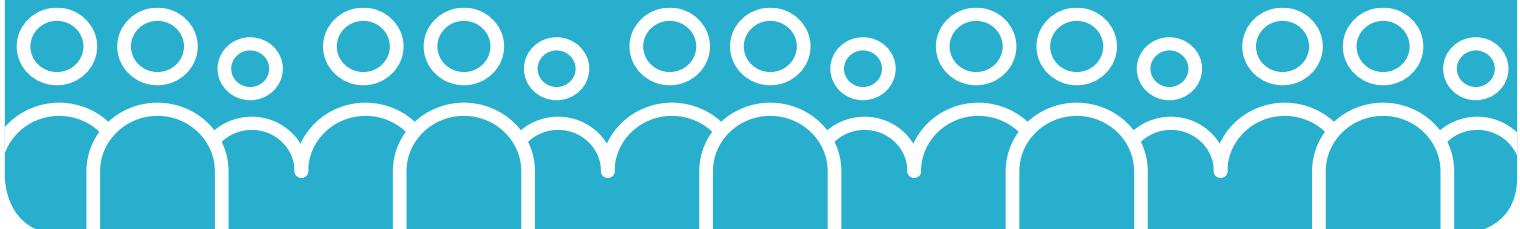
We will continue to work with the Health and Social Care sectors in order to promote independence and improve the health and wellbeing of our communities, collaborating with others in an attempt to reduce health inequalities that currently exist between communities and different housing tenures. We will investigate and develop jointly with partners, new integrated services so as to improve outcomes for people and communities.

Grŵp Cynefin will continue to innovate by creating new models of service to support our tenants and customers and build on our recognition of Gorwel, as a deliverer of support services in the field of domestic abuse and homelessness prevention.

We will further develop opportunities to help older people feel safe, warm and independent in their own homes through our subsidiary companies, Canllaw and Conwy and Denbighshire Care and Repair.

How we will know we have made a difference

- ✓ Dyffryn Nantlle Health Project completed with a range of health and well-being services on one site for the residents of Dyffryn Nantlle
- ✓ Agree an annual target with local authorities for housing homeless individuals and families
- ✓ Consider new project development opportunities, for example Housing First
- ✓ Monitor the number of tenants who are victims of abuse and have received support / services including safety equipment and tenancy advice
- ✓ Increase the number of apprenticeships and work experience placements including opportunities for tenants



Sustain Communities

We shall engage with local communities and we shall be a catalyst for positive change

Housing growth is necessary to enable young people, families and older people to access homes they can afford which meet their needs and help sustain our communities.

There is concern in many rural areas about the economic and cultural effects because of the shortage of affordable homes for young people and key workers. This has led us to develop innovative solutions which have offered housing and employment opportunities in rural communities. We will need to ensure financial viability for existing schemes whilst also looking for new opportunities to develop elsewhere, in line with our Growth Strategy aspirations.

By being local with offices across North Wales, our services are accessible. We have a key role to play which will positively impact on the future well-being of communities across the region. Examples of our well-established services are the Rural Housing Enabler service, Congl Meinciau Enterprise Centre in Botwnnog, the UK award-winning HWB in Denbigh, and the Tai Teg affordable housing register, a partnership between housing associations, local authorities and the Snowdonia National Park.

Y Shed, which is a community based hub project in Meliden, Dyserth is scheduled to complete in the summer of 2019. Grŵp Cynefin has been instrumental in renovating the historical listed building back into use and the project involves developing a vibrant and sustainable community asset. The vision is to develop a hub for the local community, offering volunteering, enterprise, employment and learning opportunities within a building that is contemporary, whilst still in keeping with its original strong features.

How we will know we have made a difference

- ✓ Rural Housing Enabler service will be self-sufficient
- ✓ Congl Meinciau Enterprise Centre will be financially viable
- ✓ HWB Dinbych will be financially viable
- ✓ Y Shed, is financially viable and the units occupied



Strong and Sustainable Growth

We will demonstrate the best leadership, governance and management practice as a group



Our Growth Strategy focuses on providing new affordable homes and other innovative housing products, whilst also looking at opportunities to work more effectively and efficiently by undertaking strategic and value for money reviews.

We wish to continue to be a partner of choice for local authorities and the health board and will build on our external relationships and develop key partnerships. To achieve this we will continue to build on our external relationships, attend key strategic meetings and influence the housing agenda locally, regionally and on an all-Wales basis.

We will ensure the highest standards of governance, leadership and risk management and maintain compliance with the Welsh Government Regulatory Framework and Community Housing Cymru's Code of Governance.

So that staff are able to adapt to meet the changing needs of the business, we will be investing in training and development opportunities to make them more resilient. We will implement a programme to meet the silver level of the Investors in People award. Our leaders will attend a Systems Leadership course to enable them to provide strong leadership and clear direction. Our aim is to create a culture which is empowering and reflects our new values. Staff will be proud to work for Grŵp Cynefin.

The health and safety of our staff and customers remains one of our highest priorities. We have made significant improvements in our approach to health and safety. However, we acknowledge that there is always room for improvement, and a detailed action plan is in place with the aim of continuous improvement.

How we will know we have made a difference

- ✓ Growth Strategy delivered
- ✓ Achieved annual Golden Rules
- ✓ We will achieve efficiency savings as detailed in our annual value for money statement
- ✓ Staff satisfaction
- ✓ Silver accreditation Investors in People
- ✓ That Grŵp Cynefin is a 'partner of choice' for local authorities and the health board for development work
- ✓ We have invested in development and learning opportunities for our staff

Finances

Our continuously strong and consistent financial performance will allow us to continue to comply with our funders' covenants, and our financial strength will enable us to meet the requirements of our 30 year Business Plan.



We will need to continue to monitor our financial performance against our Golden Rules.

It is really important to us that we pay attention to areas such as rent arrears and rent loss due to void period, in order to maximise income. Whilst doing this, we also need to be there to support our tenants who are struggling to pay their rent. We have strengthened our Welfare Team and are in the process of giving more digital tools to our housing officers to be proactive in supporting our tenants.

The financial impact of changes resulting from value for money and service reviews will enable us to work more efficiently and effectively, thereby resulting in better services for our customers. Any savings will be reallocated into areas within the business where the need is greater, or a new need has been identified.

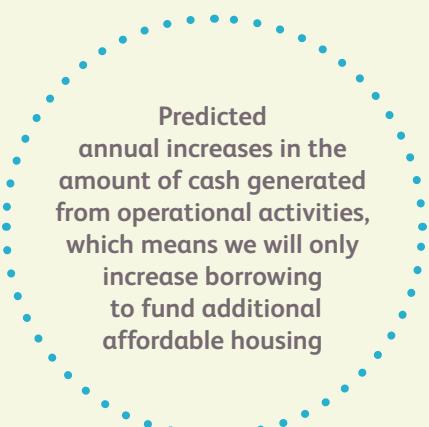
5-year income and expenditure forecasts:



5-year balance sheet forecasts:



5-year cash flow forecasts:



Thank you

We would like to take this opportunity to thank our staff for their work and their dedication and support, members of the management board and other committees, our tenants who are members of various forums and the Customers and Communities Committee, and our strategic partners and funders. Continuing this support will be crucial in realising the aims and objectives set out in our new Corporate Plan.



**Grŵp
Cynefin**

Contact us

We'd like to hear from you.

If you have any feedback on our Corporate Plan summary document or would like to get in touch, you can contact us on:

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