

Corporate Plan 2022—27



Our Vision

What is Newydd about?

Your home, your community, your future.

Our Corporate Plan Objective

What do we want to be?

A top performing housing organisation where staff want to work to help build sustainable communities and a financially secure future.

Introduction

Claire Marshall, Chair Newydd Group and Jason Wroe, Chief Executive



Newydd Group Ltd has a shared vision to provide affordable homes and support sustainable communities with excellent services to tenants and customers. Newydd Housing Association (1974) Ltd is a charitable housing association that offers 3,000 affordable homes for rent and sale to people where need is at its greatest in mid and south Wales.

Two other Group members, Newydd Maintenance Ltd and Living Quarters (Lettings and Sales) Wales Ltd provide maintenance and lettings/sales services to the Group.

Newydd Group wants to support our communities to grow in a sustainable, safe environment. In order to do that, the Board has developed this Corporate Plan to drive the organisation forward and ensure that we collaborate to meet needs of our tenants and communities, meeting policy objectives of partners along the way.

The housing crisis continues – Welsh Government is committed to providing 20,000 new low carbon homes by the end of the current government term. Newydd Group aim to contribute to this strategic aim by delivering 600 low carbon homes over the term of this corporate plan across our principal local authority areas.

The climate crisis continues - Newydd wants to play its part in addressing the climate emergency and aims to assist the Welsh Government through the Optimised Retrofit Programme to reduce carbon emissions across our stock.

The COVID pandemic continues – Newydd wants to support tenants and communities to recover from the effects of the pandemic to live once again in thriving communities with a bright future.

Safety for tenants, the quality of housing stock and our value for money remain high priorities for the Board. Newydd aims to ensure tenants live in safe, affordable, high quality homes, receiving excellent landlord services.

Having a long-term strategy demonstrates that we appreciate the scale of the challenges we face, from retrofitting over three thousand homes to become zero-carbon and meeting higher building safety standards, to exploring new ways of raising the significant funding needed to continue to build more of the right homes, in the right places.

This corporate plan sets out that journey for the next 5 years but lays the foundations for a much longer journey for the next 30, maybe 50 years and ensures Newydd Group are on track to continue to support our communities to grow in a sustainable, safe environment.



What do we want to do?



We want to support our communities to grow in a sustainable, safe environment.



We are committed to achieving Net Zero by 2050 and are developing plans to achieve this.



We want to keep our tenants safe and our properties well maintained.



We want to support our local stakeholder partners to achieve their ambitions, including:

- > Vale of Glamorgan Council's objectives set out in "Working Together For A Brighter Future, the Corporate Plan for 2020-2025"
- > Rhondda Cynon Taf CBC's "Making a Difference - Corporate Plan 2020-2024"
- > Powys County Council's "Powys 2025" objectives



We want to be a top performing housing organisation where staff want to work to help build sustainable communities and a financially secure future.



We want to provide secure homes for people who are homeless, and to contribute to the development and execution of our partner local authority homelessness strategies.



We want to help our communities recover from the COVID-19 pandemic.



We want to provide excellent services that reflect the diversity of cultures within our communities.



We want to support the Welsh Government's ambitions set out in the "Programme for Government 2021-2026" and associated Well-being Statement.



We want to support our tenants to sustain their tenancies and ensure our rents remain affordable.



What do we want to do?

Honest

- > We are honest, open and fair in our dealings with people and partner organisations.
- > We respect confidentiality and the need to protect sensitive data.
- > We want people to be aware of and understand the decisions we make and area accountable for our actions.
- > We achieve this through informing our stakeholders consistently, regularly and fully.

Enabling

- > Our services empower our tenants to be able to sustain their tenancies, communities and to develop and grow.
- > We aim to enable our staff to deliver the best service they can and to grow and develop their own careers.
- > We aim to enable our stakeholders to deliver their ambitions.

Innovative

- > We aim to achieve excellence in all we do.
- > We adapt and respond quickly and take every opportunity to learn from experience.
- > We trust our staff and encourage new ideas, enabling staff to try to improve services.

Compassionate

- > We recognise when people are suffering and take action to help.
- > We want to help each other, tenants and communities.
- > We listen to what everyone has to say.
- > We are kind.

People-focussed

- > We recognise and praise good performance.
- > We engage with, listen to and learn from staff, tenants and stakeholders.
- > We embrace diversity and inclusion.



Targets

Growth

- To grow the organisation by at least 20% in terms of stock size by 2027.
- To support our colleagues to develop their skills, knowledge and competency.
- Ensuring we have a strong funding base to support development aspirations.

Sustainability

- To remain a financially viable organisation.
- To make substantial progress towards de-carbonising our properties by 2050.
- To ensure our tenancies are sustainable.
- To ensure our communities are resilient.
- To ensure our rents remain affordable.

Safety

- To ensure all our tenants feel safe in their homes.
- To ensure all of our and our tenant's data is secure.
- To ensure our colleagues feel safe carrying out their roles.

Support

- To support tenants to live in their homes.
- To support colleagues to deliver excellent services.
- Providing financial information and support to tenants.
- To implement a Restorative Approaches culture across the organisation.

Excellent Services

- To meet and surpass the expectations of our customers.
- To listen, engage and be more representative of our tenants.
- To provide services that support Local Authorities, Welsh Government and stakeholders to meet their aims.



Towards our vision

By 2027 we will have:

Growth

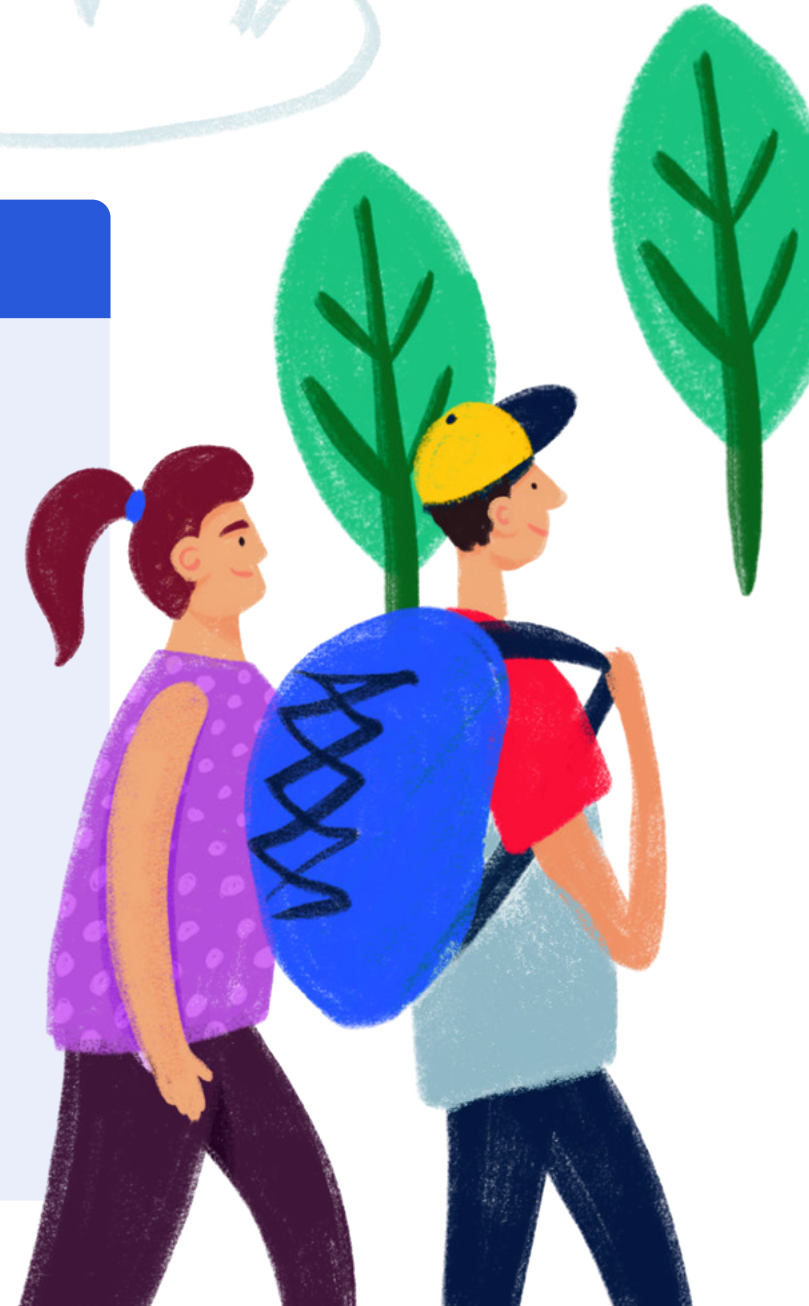
- > Increased the number of social rented houses by **600**.
- > Considered the delivery of an effective non-social housing grant programme.
- > A funding strategy that will support the development aspirations.
- > Ensured we have enough staff with the correct skills, knowledge and competency to deliver our Corporate Plan aspirations.

Sustainability

- > Maintained **at least 20%** headroom against the tightest interest cover covenant.
- > Maintained **at least 5%** headroom against the tightest gearing covenant.
- > Budgeted for **30%** operating surplus at annual budget setting.
- > Published a report to demonstrate our environmental, social and governance impacts.
- > Ensured all new build homes will be carbon neutral and **30%** of Newydd's existing homes will be carbon neutral.
- > **Over 95%** of tenancies lasting more than 3 years to minimise tenancy failure.
- > **Over 90%** satisfaction with their neighbourhood as a place to live.

Safety

- > **No properties** with any outstanding compliance issue.
- > **99%** of emergency jobs completed on time.
- > **98%** of repairs completed right first time.
- > Had no reportable incidents.
- > Completed all annual Health and Safety refresher training.
- > Had no data breaches.
- > Had no loss of tenant or staff data due to cyber-attacks.
- > Had no incidents leading to corporate manslaughter charges.
- > Had no breaches of financial regulations or standing orders.



Towards our vision

By 2027 we will have:

Support

- Ensured that there is **over 90%** satisfaction from tenants using support services and independent living services.
- Ensured that there is **over 90%** satisfaction from front line staff for the support services from Finance, Marketing, Information Technology and Human Resources.
- Ensured that Newydd Group obtains a gold award for Investors In People.
- Ensured that Newydd Group obtains a 3* Best Companies result.
- Carry out a strategic review of the provision of tenancy support.
- Fully implemented a Restorative Approaches culture across the organisation.

Excellent Services

- Achieved overall satisfaction of **over 90%** satisfaction with **60%** in the “Very Satisfied”.
- Maintained high satisfaction with relationships with Newydd’s three key Local Authority partners.
- Achieved “Green” regulatory status in both Governance and Financial Viability.
- Carried out a strategic review to improve our approaches to tenant engagement.
- Achieved over **80%** satisfaction with “How satisfied are you that Newydd listens to your views and acts upon them?”
- Obtained the Tai Pawb QED award for equality and diversity.
- Become more representative at Board and staff level.





If you have any questions
about our Corporate Plan,
please feel free to email us
at enquiries@newydd.co.uk

