



**Community  
Housing  
Cymru's  
Corporate Plan for  
2019-2022**

# Delivering Housing Horizons

A Wales where  
good housing is  
a basic right for all.



## 2019-2022

This document sets out Community Housing Cymru's corporate plan priorities for the next three years. It will support the delivery of our Housing Horizons vision – a Wales where good housing is a basic right for all.

# About us

We are the membership body for Housing Associations in Wales. Our job is to ensure that the sector continues to prosper and is equipped for the future. We influence, connect, support and inform so that members can continue to invest in communities and change lives.

A smiling man with short grey hair, wearing a light blue button-down shirt, is centered in the frame. The background is a vibrant red with a large, dark red, stylized letter 'W' that partially overlaps the man. The overall aesthetic is modern and professional.

**A WALES WHERE  
GOOD HOUSING IS  
A BASIC RIGHT FOR ALL**

- Our Vision

# Our Values

- Transparency

We are open and accessible in all that we do.

- Accountability

We deliver on our commitments and are responsible to our members and each other.

- Adaptability

We are flexible and responsive to change.

- Inclusivity

We value and embrace the diverse nature of our membership and staff.

- Innovation

We actively identify new ways to deliver the best service we can.

- Ambition

We challenge ourselves and our environment to achieve the best outcomes.

## Our Mission

# BRILL

Our mission is to enable Welsh Housing Associations to be brilliant.



IANANT

↪ *That's you!*

Our Aim

By 2022

## We will...

be regarded by members as an invaluable and highly effective membership body.

## We will...

be recognised and valued by stakeholders and use this platform to make the case for housing associations in Wales.

## We will...

harness the sector's appetite to do things differently.

## We will...

be the leading voice on housing issues in Wales.

## We will...

provide excellent member services which add value and makes it easier for members to do their job.

## We will...

be a financially sustainable organisation.

# Our Strategic Priorities

# Influencing our members' operating environment

## Why is this important?

You are independent, not-for-profit organisations who not only strive to deliver affordable housing to meet demand, but who invest in communities and change lives. Our job is to ensure this continues. A favourable

operating environment provides certainty, reduces risk and increases the opportunities to make good housing a basic right for all in Wales.

## We will...

Horizon scan to proactively identify issues and opportunities, influence legislative change and shape the direction of future government policy.

Be proactive in building relationships with all political parties in Wales & Westminster.

Commission impactful research to strengthen our lobbying and influencing work.

Be proactive in setting and influencing the media agenda to support our work.

Collaborate with the right partners to ensure the best outcomes.

## What you'll see...

- Policy changes which will mean increased flexibility over your income streams to support you to deliver more homes.
- We'll be recognised as a sector that delivers and are valued by key stakeholders and decision makers.
- All political parties will have a better understanding of what we do and the valuable role we play in communities across Wales.
- Our lobbying and influencing work will be visible and transparent.

# Our Strategic Priorities

## Telling the sector's story

### Why is this important?

With an election taking place in Wales in 2021, telling a compelling story will be important if housing is to remain a key Government priority. A compelling story will also attract staff and board members into the sector, increase public

awareness of the impact that good housing can have and position the sector as a trusted and respected partner.

## We will...

Demonstrate the wider impact of the sector, shape the narrative around the positive outcomes for other public policy areas and demonstrate value for money for the public purse.

Promote housing as a career of choice.

Support you to achieve excellent Governance.

Influence the media agenda and protect the reputation of the sector.

## What you'll see...

- Our proactive proposals to help to solve the housing crisis will be included in political party manifestos.
- Housing will be a key priority in the next Programme for Government and we'll use our vision of a 'Wales where good housing as a basic right for all' to tell our story across government portfolios.
- A campaign which highlights the benefits of, and career opportunities available in the sector will attract more people with the skills we need.
- We'll work with you to attract a diverse and dynamic cohort of board members and our 'Offer for Board Members' will support them to do their job more effectively.
- Your views will be represented in the national media, with support to tell your story at a local level.

# Our Strategic Priorities

# Delivering excellent member services

## Why is this important?

We exist to support you, our brilliant members. Our services need to be relevant, add value and support you to do your job. They also need to represent excellent value for money. Our commercial activity, which includes

sponsorship, exhibition, commercial membership and partnerships allows us to stretch your membership fee and do even more. This is an important income stream for us and we will also continue to provide excellent services to our commercial partners.

## We will...

Be visible across the membership and build meaningful relationships.

Focus on high impact areas of work with measurable objectives.

Ensure effective and regular engagement on the issues which are important to you.

Provide excellent customer services for our existing commercial partners and align with new partners where there is mutual benefit and added value for our members.

## What you'll see...

- More of our staff - visible across the whole of Wales.
- An outcome focussed CHC with regular communication about what we're achieving on your behalf.
- Innovative events to inspire and challenge.
- Responsive training to help you manage issues which arise.
- Targeted communications using a digital first approach.
- Additional products and services and further collaboration with commercial partners to help you achieve your goals.

# Our Strategic Priorities

# Equipping members for the future

## Why is this important?

If we are going to achieve the vision of 'a Wales where good housing is a basic right for all', business as usual won't cut it. To be fit for the future we need new ways of thinking and new ways of working. You are up for this challenge

and we've seen a real appetite for collaboration to ensure we are a forward thinking, dynamic sector.

## We will...

Horizon scan to explore what the future might look like.

Stimulate debate and provide challenge.

Inspire the next generation of leaders.

## What you'll see...

- Evidence based thought leadership about future trends which will help you plan for the future.
- A space created for innovation and disruption – where we effectively leverage resources to develop new ideas and turn them into products and services fit for the future.
- Thought leadership events and facilitated collaboration with industry experts and disruptors.
- We'll work with the sector to develop a package of support to grow your own leaders.

## Our Strategic Priorities

# Running a great member organisation

### Why is this important?

Creating a more resourceful organisation that delivers excellent member services in the most efficient and effective way is paramount if we are going to achieve our strategic goals.

## We will focus on...

### 'People & Culture'

Establish a culture of high performance within teams across CHC, with built in capacity to learn and improve.

Measure and report on our effectiveness and build evaluation into every piece of work to ensure we're continuously improving.

Ensure learning and development activity is linked to our business objectives.

Improve internal communications and provide staff with opportunities to feed up and down the organisation.

Ensure we have the best working environment to meet staff needs.

Ensure we have the right terms and conditions to enable CHC to attract, retain and motivate staff.

Celebrate our successes.

## We will focus on...

### 'Infrastructure'

Deliver visible improvements to our CRM and website - improving member records, communication, reporting and web based interactions.

Reduce our environmental impact while improving member engagement by better use of technology.

Modernise our delivery and use technology to improve efficiencies, simplify and streamline existing processes to improve the member experience.

## We will focus on...

### 'Finance & Governance'

Ensure a financially sustainable CHC, focussing on meeting our member's needs.

Develop a culture of enterprise and innovation.

Ensure there is good governance and strong leadership in place.

## Reporting our progress...

We will report progress against activity every quarter. It will include achievements on your behalf and look ahead to priority areas for the following quarter.



### Look out for...

Our 'Quarterly Progress Reports'

# We need your help!

We are your membership body. The strategic priorities are the areas you have told us are important to you and we need your help to achieve these.

## Influencing Our Member's Operating Environment

We need your help to support and shape our influencing work – input into consultations and tell us your organisation's position. We need local data to build an evidence based picture of the issues facing the sector.

We need you to filter down key messages to local politicians and elected representatives and we need a range of media spokespeople from across Wales.

## Telling The Sector's Story

Our strength is the ability to speak with one voice. We need your support to filter down national campaigns to local politicians and elected representatives so they understand the local impact.

We need real voices and case studies to bring our work to life.

You've told us you want us to be more visible. Is there an opportunity for us to hotdesk in your organisation? We'd love to be invited to visit schemes and projects. This will help us to tell your story about what makes your organisation brilliant!

# Delivering Excellent

## Member Services

Excellent member service involves meeting and surpassing expectations.

In order to do this, we need to know who's who in your organisation so we can provide timely and targeted communication on the things that matter to them.

Our [member offer](#) is wide ranging – do your staff know about the work we do on your behalf and how they can benefit from membership?

We need your help to shape our events and training courses so that they meet your needs.

The surpluses we make from our commercial activity are invested back into providing valuable services for members. It enables us to lobby, tell the sector's story and equip you to be fit for the future.

As we continue to grow this area of the business, tell us about the commercial organisations you work with who could benefit from being connected to the wider sector.

We'll do the rest!





**For more**  
**information:**

**Community Housing Cymru**

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