



**Community
Housing Cymru**
**Our strategy for
the next 3 years
(2019-2022)**

Delivering Housing Horizons

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This document sets out Community Housing Cymru's high level plan 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.

Our regular business as usual work will still continue. This will be outlined in our annual business (operational) plans.

About us

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 for, and on behalf of our members so they can continue to invest in communities.

Our people

Our people:

Our people are key to delivering our ambitious strategy. We have 20 members of staff covering policy, business development, central services and communications. You can see who's who [here](#).

CHC's Board comprises of eight board members from across the sector, including an independent board member. Our board is appointed based on their skills and are responsible for setting the strategic direction of the organisation. Our board members are elected at our AGM in November. You can see our current board [here](#).

How we work

Our vision

Our values:

We have six core values that define how we work with each other and with our members. They are as follows:

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

A bit of context

A bit of context:

When we launched our last Corporate Plan, our strategic aims by 2019 were:

- To be regarded by members as an invaluable and highly effective umbrella body.
- To promote the diversity of our membership and help shape the external environment to enable our members to prosper.
- To be the go-to organisation on housing issues in Wales, and to be recognised and valued by Welsh Government as a sector that delivers.
- To have a clear vision for the future.

We're a long way towards achieving these aims (with a few months left to go), and our successes are very visible.

Our latest membership survey shows high levels of satisfaction and engagement, and while there is work to do in certain areas, 70% of you said we're very effective and 30% said we're effective. You also felt we offer value for money, that we understand your businesses, and have the right skills, knowledge and expertise to run an effective trade body.

We've also had some big policy wins with the reversal of the LHA cap, Supported Housing and the reduction of Universal Credit waiting times. We've supported you through the Grenfell tragedy and have been instrumental in getting a review of affordable housing in Wales, which we called for as part of Housing Horizons – our long term vision of a Wales where good housing is a basic right for all.

The next three years are going to be equally important.

We'll be here to help you make the most of the opportunities available, to support you through challenging times and be a strong voice on the issues that are important to you.

As your trade body, our job is to ensure we're influencing your operating environment, telling the sector's story, delivering excellent member services and equipping you for the future.

Making your membership fee go further

Making your membership fee go further:

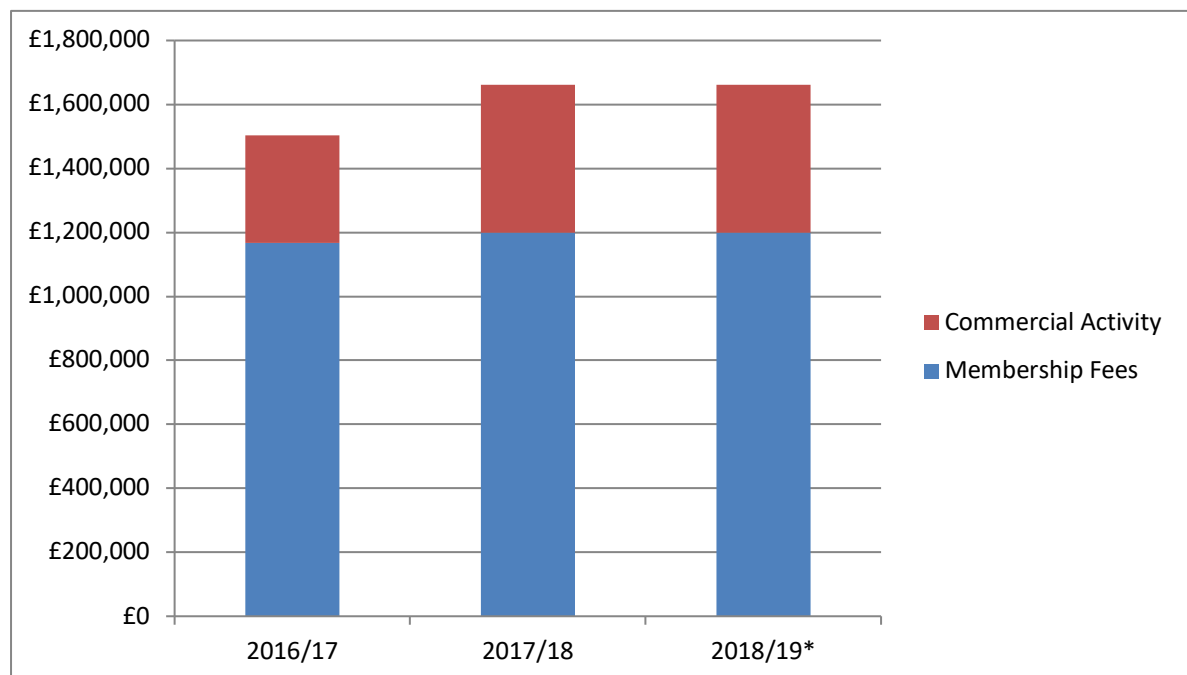
We derive our income in two ways; through the membership fee you pay and through our commercial activity, which includes our conferences, training, commercial membership and partnerships and have grown this income stream year on year.

Our recent membership satisfaction survey found that members feel they get good value for money from their membership.

Over the period of this corporate plan we have attained modest surpluses, averaging £29k per annum, representing less than 2% of turnover.

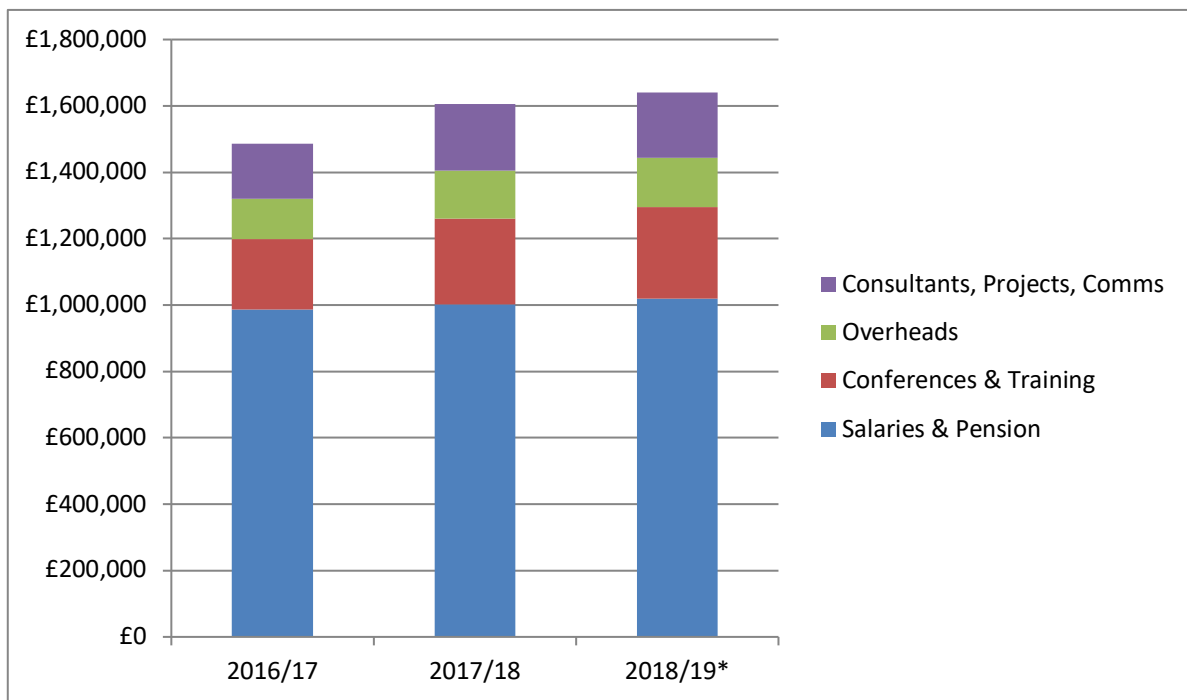
This demonstrates the importance of the commercial income stream in contributing to the operating costs of CHC and we're committing to growing this to stretch your membership fee even further.

Our income for the current Corporate Plan (2016-2019)



*Commercial activity for 2018/19 is projected and we're on track to meet this target.

Our expenditure for the current Corporate Plan (2016-2019)



*Projected expenditure for 2018/19

Our strategic priorities

Our 2019/22 Vision:

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

Our 2019/22 Mission:

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

Our Strategic Priorities:

Below are the proposed strategic priorities for our Corporate Plan 2019-22. We've outlined why each priority is important, what we'll do and what members will see as a result.

Influencing our members operating environment

Influencing our member's 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 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...

- 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.

Telling the sector's story

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:

Be the leading voice on housing issues in Wales.

Demonstrate the wider impact of the sector and shape the narrative around the positive outcomes for other public policy areas.

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.

Delivering excellent member services

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.

Provide services which add value and make it easier for you to do your job.

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.

Equipping members for the future

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.

Harness your appetite to do things differently, 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.

Consultation

Consultation:

To summarise:

The four key strategic priorities we'll focus on for our Corporate Plan 2019-22 are:

- Influencing our member's operating environment
- Telling the sector's story
- Delivering excellent member services
- Equipping members for the future

We'd like your views on the following:

Are we focussing on the right strategic priorities?

Is there anything missing?

Is it ambitious enough?

What will have the biggest impact for your organisation?

What will success look like?

Which element excites you the most?

Opportunities to have your say

Opportunities to have your say:

Face to Face

CEO Strategic Delivery Group	8 Oct
Consultation Roadshow – Swansea (Coastal)	15 October 10am – 2pm
Consultation Roadshow – Newport (Pobl)	16 October 10am – 2pm
Consultation Roadshow – Gwynedd (Cartrefi Cymunedol Gwynedd)	19 October 10am – 2pm

On-line

E-mail:

Please complete the above questions and return to Julia Sorribes Julia-sorribes@chcymru.org.uk by 5pm on 26 October.

Webinar:

23rd October 12noon – 1pm

Book your place here: <https://attendee.gotowebinar.com/register/2857025282784273922>

Phone:

If you would like to speak to us about the strategic priorities – please contact Stuart Ropke, CHC's CEO on 02920 674800.

Thanks for taking the time to read this – we look forward to hearing your feedback.

The Community Housing Cymru team.

**For more
information:**

Community Housing Cymru

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