

Self-evaluation 2021



Regulatory standards



We are Hafod

We are a socially conscious, not-for profit organisation providing housing, care and support services across south Wales for the benefit of our customers.

We deliver high-quality affordable homes and support for people to enable them to maintain their independence and well-being for as long as possible. We also provide care to people in their own homes, in supported housing or in our residential care and nursing homes.

Our ambition is to transform housing, health, social care and support in order to improve the well-being of our customers and our communities.

Our vision

Improving health, well-being and prosperity in communities by helping to integrate the systems of housing, health, social care and support.

Self-evaluation....Our approach

Every year we formally update our self-evaluation in line with the Welsh Government's Regulatory Framework.

In order to ensure continuous improvement, to achieve our strategic objectives and demonstrate compliance with the Regulatory Standards, our Board receives quarterly updates on our operational and financial performance.

This ensures that focus is maintained on those matters that may pose a risk to achieving the Board's strategic objectives.

We base our findings for our self-evaluation on evidence collected throughout the year with a significant colleague and stakeholder engagement. We use a multifaceted approach to gain intelligence from across Hafod. We use all the information we gather in conversations, surveys, complaints, and engagement opportunities to enhance our service, determine our priorities, and evaluate our progress.

Our frontline colleagues, in particular our neighbourhood coaches, support and care workers, showcase the real-life impacts through the work they do and this invaluable data, interactions and feedback is discussed and considered by us. Also this year, we have restructured our Housing

team to create a Customer Experience team to make sure that we have the right people positioned to make sure that customers are at the heart of everything that we do.

We have analysed all of this information and worked with colleagues to bring our self-evaluation to life by including performance information, video clips and case studies.

All of this tells an outcome-focused story because ultimately, we are dealing with people and our clear vision of Making Lives Better.

Our Scrutiny Panel and Board have reviewed this latest self-evaluation iteration. They are content that this robust view showcases our achievements over the last year and our compliance with the Regulatory Standards.

Our self-evaluation results show that we have used our findings to produce a new strategic reporting framework using a project board to align strategic and operational priorities. This covers the Regulatory Standards and will showcase continuous improvement with oversight and assurance of key deliverables provided to our Executive team and Board.

Colleague and Board member changes

Colleague changes

- Director of Asset Management (Left Sept 2021) – The Executive team was restructured and the role split
- Deputy Chief Executive (June 2021) – the role was not replaced
- Director of Finance and Investment (December 2020) – Simon Mellor recruited and started in April 2021
- Sherri Sargant, Director of Care, started in October 2021.



Board Member changes

- Since December 2020, two Board members, two independent committee members and our Responsible Individual have stepped down. We have recently co-opted four Board members to the Hendre Board (Ceri Breeze, Helen Northmore, Hugh Russell, Moawia Bin-Sufyan) and two independent Committee members (Craig Fitzek and Wyn Lewis).
- The Responsible Individual was absent from August 2021. Their role has been covered on an interim basis by Jackie Whiller. The permanent role is now vacant and we will start recruitment in the near future.
- There have been some internal restructures within the homes and communities directorate, including our Housing team to increase capacity in community safety and a focus on financial well-being / income and integrated services. Similarly, to improve positive customer experiences, a Head of Customer Experience has been appointed that consolidates the Customer Services and Engagement teams. This has been to adapt to what customers are telling us.

Strategic decision making

- Our Strategic Plan has been reviewed and updated for 2021-2025.
- The Board held a planning day in February 2021, and this fed into the review of our Care Strategy (July 2021). Further to this review we have made the difficult decisions to close our Tŷ Gwyn and St Isan Care Homes.
- The draft Regeneration Strategy was approved in May and outlined our development plan for the 2021-26 and included the stretching target of 2,000 new homes over the next 10 years. This is aligned to our Strategic Plan.
- Covid has become very much business as usual and as such is engrained in everything we do, and therefore we are putting in place a Well-being Strategy and have an Agile Working Group to cement how we want to work in the future.



How we comply with the Regulatory Standards



Governance

Are we a well governed organisation? How do we know? Do we have effective governance in place to ensure that we meet our aims and objectives, that our services will improve, and that we will remain financially viable?



Finance

Are we financially viable in both the short- and long-term, despite possible changes to the external environment beyond our control?



Service quality

Are the services we provide to customers and the public of high quality and improving?

Our 2021 performance

One

We have effective strategic leadership and governance arrangements

Two

We manage business risks effectively

Three

We deliver high quality services to tenants

Four

Our customers are at the heart of everything we do

Five

Our rents and service charges are affordable for current and future tenants

Six

We always strive to deliver Value for Money (VFM)

Seven

We are a financially sound organisation

Eight

We manage our assets effectively

Nine

We provide high quality accommodation

“““

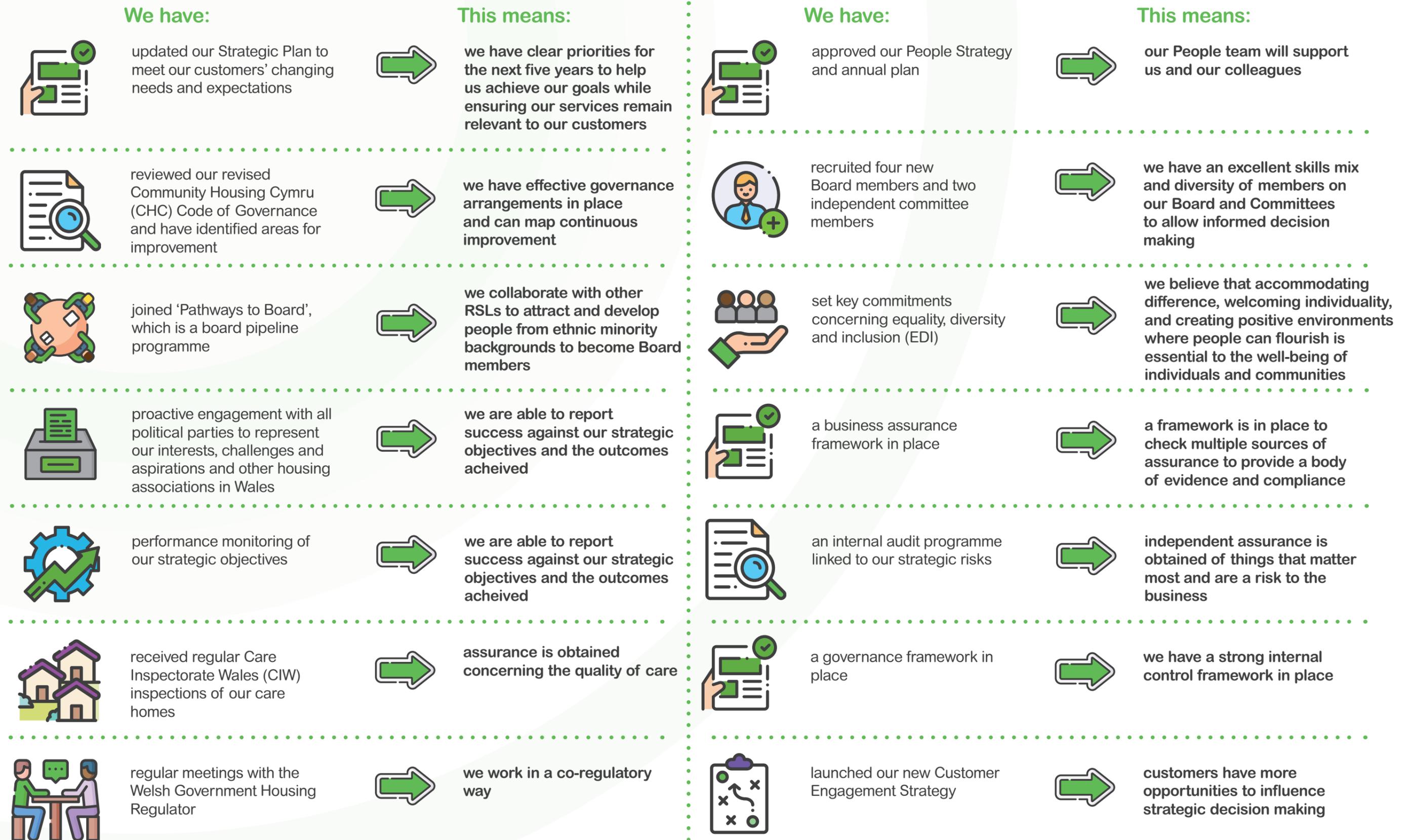
I want to welcome you to our 2021 Self-Evaluation. In the last year, we continued to face the challenges of Covid-19 with all our colleagues working to deliver safe and effective services to residents and families across our services whilst working to reset our strategy for the future. In doing so, 2021 was about building the foundations for sustainable services at a time of great challenge.

We have worked together to focus on responding to the start of a cost-of-living crisis and the impact on people, on repairs and maintenance, and to ensure our business plans are robust to reshape our care offer and develop homes fit for now and the future. I am grateful to the entire team for this collective effort and praise the dedication of our colleagues.

Jonathan Morgan
Board Chair

We have effective strategic leadership and governance arrangements

Our robust governance and strong leadership helps us establish and maintain clear roles across the organisation. Clear and effective leadership allows us to deliver and progress our strategic priorities, whilst ensuring we adhere with all relevant laws and regulatory requirements.

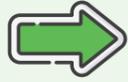


We have effective strategic leadership and governance arrangements

Future plans and improvements



Further strategic reporting framework development



2022 will see a project board approach being implemented to align strategic and operational priorities. It will provide oversight and assurance of key deliverables throughout the organisation.

The project boards will ensure strategic and operational projects remain on target and are held accountable to achieving their aims. Any slippage, budgetary constraints or requirement for reactive works will be closely monitored and adjustments made accordingly to ensure that 2022 is as productive and efficient as possible.



Equality, diversity and inclusion



Developing outcome measures for equality diversity and inclusion



Pathways to Board



Evaluation of our Pathway to Board and Get into Housing projects

Code of Governance

We use the Community Housing Cymru (CHC) Code of Governance to showcase how effective our governance and leadership is and how we are able to fulfil our vision and aims. The code of governance sets out principles and recommended practices. These practices are aspirational and are used as a tool for continuous improvement.

Our seven principles are:

Organisational purpose; leadership; integrity; decision making, risk and control; board effectiveness; equality, diversity and inclusion; openness and accountability.

In December 2021, our Governance sub-group reviewed a draft of how we felt we met these recommended practices. Our Executive team took on board their comments and updates and a revised version was approved by the Hendre Board in February 2022. Our Board were pleased to see that we complied with 98.8% of these ambitious outcomes.

The Governance sub-group will continue to regularly review the plan and reflect on the Code's principles.

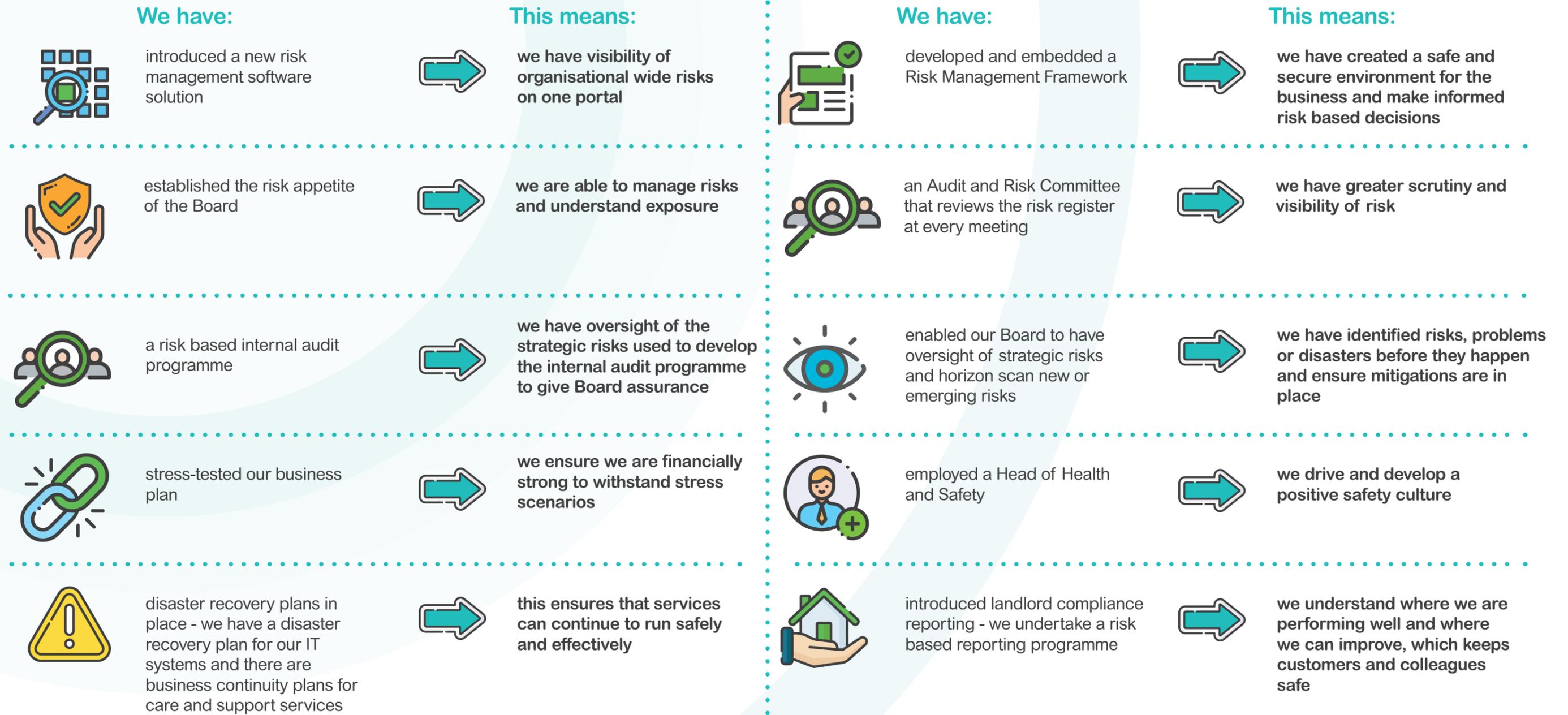
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The single biggest way to impact an organisation is to focus on leadership development. There is almost no limit to the potential of an organisation that recruits good people, raises them up as leaders and continually develops them.

Jas Bains,
Chief Executive

We have robust risk management and assurance arrangements

Our robust risk framework ensures we are able to safeguard taxpayers' interests, protect our assets and uphold the standards and reputation of the sector.



We have robust risk management and assurance arrangements

Future plans and improvements



Decision Time



further embed the on Decision Time risk module with Board members and colleagues



Risk



Board will review the risk appetites and update our Risk Register and Risk Management Strategy

Our key risks

We have a Risk Management Framework that acts as a pillar for good governance and enables us to grow and innovate with the confidence of expert oversight and strategic planning.

Horizon scanning and future risk analysis form a key part of the process and help shape our risk appetite and tolerance. Our Board sets risk appetite. We also compare against the relevant sector-wide risks, published by Welsh and English regulators to ensure that we pick up all those that apply.

Our Board has overall responsibility for risk management and delegates oversight and scrutiny to the Audit and Risk Committee (ARC). Senior managers review our risk register every quarter and discuss it at every ARC meeting. Details of changes in risk ratings are escalated to the Board, and the full risk register is sighted annually.

Our current key risks are:



Failure to meet the decarbonisation and climate change agenda



Risks due to aging care stock



Material impact of pandemic



Risk of cyber security breach

We have in place a range of tools to assure ourselves that we are putting in controls and actions to mitigate the impact of these risks should they emerge, including internal audit, deep dives, external assurance, as well as regular review of the risks and controls.

“““

Managing risk is essential in helping us achieve success in meeting our strategic objectives. We do not approach risk management as a mere compliance issue but more of an enabler for the organisation to grow and innovate with the confidence of expert oversight.

Our Audit and Risk Committee review our risk register at every meeting and work with the internal and external audit teams. They also take the opportunity for deep dives into specific risks, allowing interaction through all levels of our organisation – this enables a great temperature check in terms of risk ratings, controls and actions to provide even greater levels of assurance.

**Neil Davies,
Chair of Audit and Risk Committee**

We deliver high quality services to our customers

Customers who feel part of a safe, connected community where they receive high quality services is a key outcome for us. By building strong relationships with our customers, understanding community needs and unlocking people's potential we are paving the way for a future where our customers do for themselves and each other; building sustainable, resilient communities.

We have:



ensured all support contracts remain compliant following audits by commissioners (Local Authority Supporting People teams)



This means:

our services operate safely and promote the well-being and health of our customers



carried out annual customer satisfaction surveys



we gain feedback from customers and put their wishes and concerns into action to continuously improve our services



reviewed our performance regularly via quarterly performance reports



we understand where we are performing well and where we can improve



introduced landlord compliance reporting - we undertake a risk based reporting programme



we understand where we are performing well and where we can improve, which keeps customers and colleagues safe



a programme of internal audits



we gain assurance externally and this promotes continuous improvement

We have:



highlighted good levels of satisfaction regarding our information and support available throughout the pandemic



This means:

customers feel informed and supported by our teams to deal with the effects of the pandemic on themselves and their families



performance data available on our website and reported to our Scrutiny Panel



we are transparent with the information we collect



an Equality, Diversity and Inclusion steering group



we openly discuss equality, diversity and inclusion and make changes to ensure that no one is treated unfairly



aligned our complaints handling procedure with the expectations of the Public Services Ombudsman for Wales



We have clear and effective processes and monitoring in place and provide a simple route for customers to resolve their concerns

We deliver high quality services to our customers

Future plans and improvements



Sensemaker project



2022 will see us form part of an innovative project with a number of other social landlords across south Wales. We will be pooling colleagues and financial resources to pilot the use of Sensemaker software. This survey software will enable a process of collecting qualitative feedback and linking micro-narratives concerning customer need and most importantly what matters to our customers. Making sense of this story-based data will enable us to better understand the day-to-day worries, frustrations and desires of our customers, enabling us to know how best to act and facilitate change.

Our landlord compliance (December 2021)



Gas safety

99.96% compliance



LOLER

86.2% compliance

Lifting Operations and Lifting Equipment Regulations (LOLER)



Electric

99.98% compliance



Fire

100% compliance



Legionella

100% compliance



Asbestos

Asbestos management plans in place to ensure risk management and compliance is adhered to throughout our housing and care assets, in line with the Control of Asbestos Regulation 2002.

Sycamore Floating Support Service case study

Shining a light on our Sycamore Floating Support Service

Our Sycamore Service operates throughout Bridgend County Borough and aims to support people over 55 to remain living independently for as long as possible. Our service provides free housing-related support to anyone with an assessed need, regardless of where they live or who owns their home. Here's Mrs Davies' story...



Mrs Davies was referred to our Sycamore Floating Support Service in November 2020 by her social worker, who highlighted that she needed support to find more suitable accommodation.

Mrs Davies has advanced dementia and has numerous health issues, including very limited mobility. She was living in a one-bedroom flat in an older person's scheme in Bridgend and her son and daughter-in-law were providing her with round the clock care.



Sarah,
Support Worker

Sarah visited the new property with the family to explain how they are required to clean the property to ensure they don't get any recharges at the end of the tenancy. Mrs Davies' daughter-in-law doesn't always understand what is being said and often called Sarah to get a better understanding of the situation.

Sarah supported the family to get on the housing register so they could live together, and they were soon awarded a two-bedroom ground floor flat with level access. She supported them in setting up the tenancy and to ensure their finances were correct.

Financial support enabled her daughter-in-law to apply for Personal Independence Payments (PIP) and gain funding for a new bed for the couple. Mrs Davies' son was experiencing some issues with debt which he was also receiving support for.

The family felt safe and supported to get onto the housing register and look for a more suitable property. They now feel able to manage their new accommodation and are not at risk of imminent homelessness.

Future plans

Mrs Davies and her family now live in accommodation together that suits their needs.

The Davies family will continue to be supported by Sarah, primarily with budgeting, referral to debt advice and their ongoing PIP application.

Her son and daughter-in-law both have learning disabilities and her son also has poor mental health. As she requires so much care, her daughter-in-law was living with her but sleeping on the sofa whilst her son was going home every night to their flat. This had put pressure on their marriage over the years.

Support provided

A benefit check was carried out for the family, and they now feel able to manage their money and have access to the support they need to address their debt.

They are receiving support to ensure they have everything they need to care for themselves and have access to health care when needed so they don't have to wait for it.

Outcomes achieved

Personal history

“““
I wanted to thank your service for the excellent support Sarah has provided to the Davies family in Bridgend. Sarah has worked really very hard with this family for many months and in a couple of weeks time they will be moving to a lovely two-bedroom property where they can all live together.
It has been a difficult case but Sarah has been very patient and professional throughout and her wealth of knowledge about housing related issues and benefits is incredible.
Mrs Davies' social worker

Focus on our coaching model

We switched to a neighbourhood coaching model in 2019, which has allowed us to get closer to our customers, building relationships and trust. This has allowed customers to approach us before they reach crisis point and enables us to work with them on all areas affecting tenancy sustainability including health, support, finance, education and much more.

Our coaching model has also enabled us to look at barriers to achieving these things such as confidence to give each person the tools they need to prosper. Through working with customers in this way, we are able to encourage them to value and perceive themselves as assets in their community. Where there are any needs for support or help, we encourage them to own their own solutions so that we know their desired outcome and can ensure that we offer a person-centred service.

It is clear that whilst there is still a long way to go in ensuring a more joined up approach with housing, health and support, we are hopeful that if all professionals continue to encompass the passion to eradicate homelessness and ensure tenancy sustainability, we can all achieve great things.



Click to find out about how we support the well-being of our customers

Joyce's story

Joyce has been a resident for over 32 years and recently she was taken into hospital for a routine check and caught covid. Since then she has not been herself and there are a lot of things that she cannot do for herself which she could before such as cleaning, washing, cooking, walking unaided and so on.

Over the years, herself and her neighbours Amanda (No.21) and Vance (No.20) have formed a really close friendship and they have been looking out for each other, helping with day-to-day life as well as emotional support.

Actions

Joyce's neighbours and Joyce's family decided as a surprise to redecorate the property so she would come home to a nice home (as she hasn't decorated for a while). Hafod also gave her some daffodil bulbs for her front garden as Joyce loves her flowers.

Vance has always been happy to lend a hand as well if Joyce needs some shopping or help with DIY. Another neighbour Sian (No. 40) also helps out, often cutting Joyce's hair. Joyce appreciates all the help she gets especially Amanda who takes care of her day-to-day living. Joyce said: "She brings me different meals every day. She makes sure I take my tablets and kicks everyone out when teatime comes!"

The outcome

Joyce loves her home and her neighbours. She really appreciates everything we do for her and her neighbours. Her housing coach, Fatoma Yarwood is doing all she can to make Joyce's life easier by getting her some minor adaptations such as a ramp for her so she is not housebound and she can go outside and look at her flower garden which gives her lots of joy.

“““

The story is so inspiring. It goes to show there are really nice people out there who will look out for you whether you are family or not. The community spirit is lovely.

**Lisa Lee,
Neighbourhood Housing
Coach**



Focus on our coaching model

The previous issues were



We were housing many individuals who were unable to sustain tenancies



Traditional 'enforcement led' approaches not working



Services were reactive and delivered in response to a problem



Evictions taking place due to the reactive service

Our new approach means



We follow an asset based approach developed through the new neighbourhood coach



We focus on developing relationships with customers



We help navigate customers through support, care and health



We look at the causes of problems, not the symptoms

Our results



Very few evictions into homelessness



Improved our tenancy sustainability



We have better links with health and care to address any issues



Person-centred approaches



Trust developed with our customers

“““

Pro actively reaching out to customers to offer help and assistance during this difficult and uncertain period has been the focus for front-line services.

Asking what matters and making every contact count has been crucial to delivering side by side support to customers and communities, all helping to nurture improved health and well-being.

Elke Winton,
Corporate Director - Homes and Communities

Making Lives Better

96%



Residents feel safe living in their home

96%



Residents agree that they are treated with dignity and respect

92%



Residents agree that they live in a clean and comfortable, homely environment

88%



Residents are satisfied with the way we deal with their enquiries

94%



Residents are satisfied with the care and support they receive

97%



Residents agree that we are readily available and approachable when they need help

97%



Residents agree they have their room the way they like it

82%



Relatives and representatives agree their views are seen as important

“““

I was faced with the daunting task of which residential/nursing home I should find for my mother. I chose Picton Court and it was one of the best decisions I have ever made. It has now been six months and she feels at home. Everyone is brilliant and the home is lovely.

Family member of resident at Picton Court Care Home

“““

The whole team in Mountain View have made dad feel very welcome and we thank them from the bottom of our hearts for what they have done and continue to do.

Family member of resident at our Tŷ Penrhos Care Home

“““

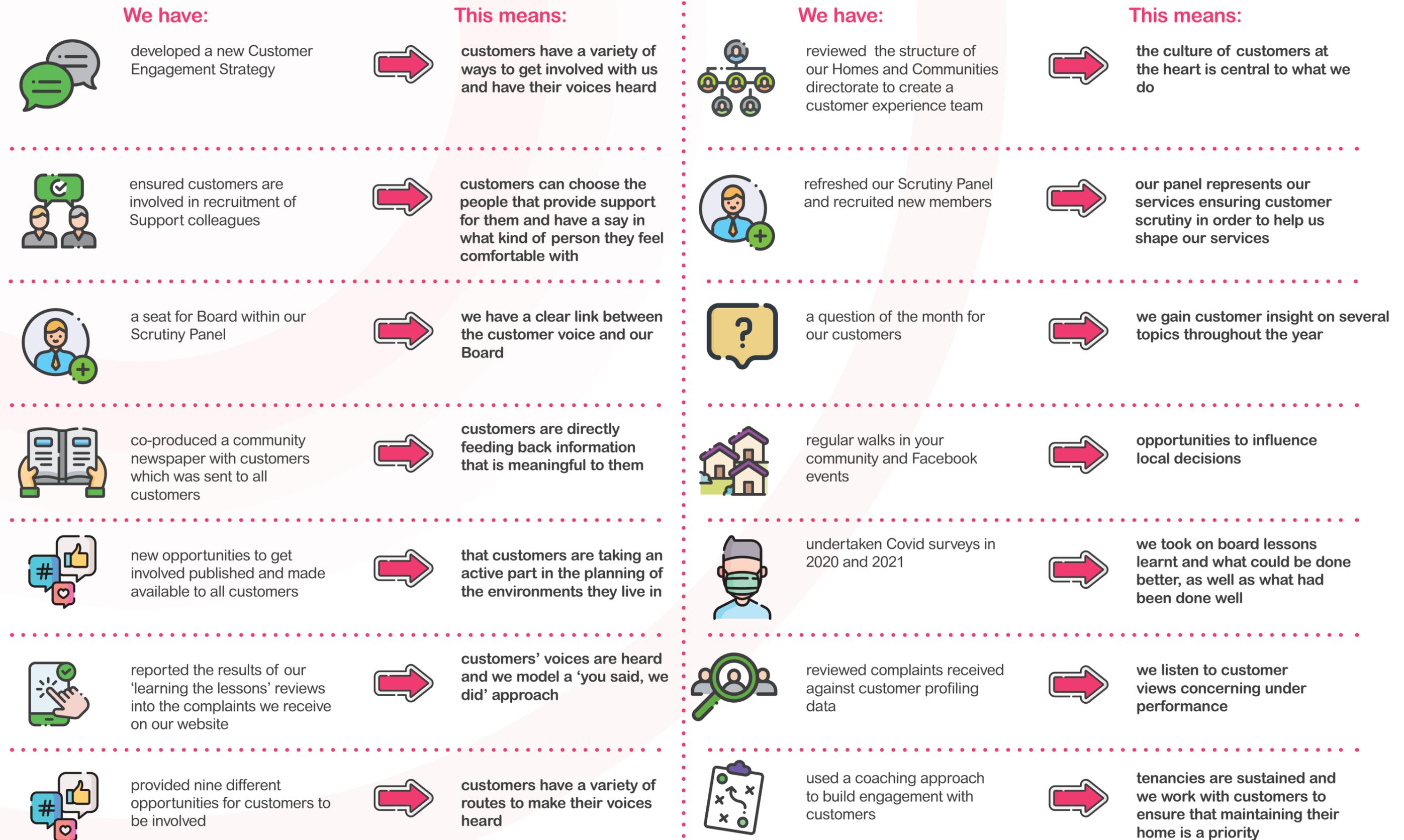
My mum has been a resident since December 2021. She has settled in very well, which is down to the staff and the wonderful care and attention she is receiving. They are all worth their weight in gold and I would highly recommend this care home to anyone.

A loved one of a resident at our Plas y Garn Care Home



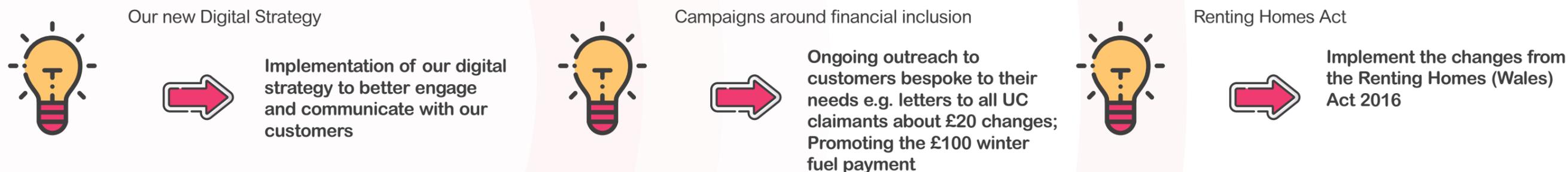
Our customers are at the heart of everything we do and influence design and delivery of our services

We believe that a home is far more than just bricks and mortar. Having customers who feel part of a safe, connected community where they are happy and active is a key outcome for us.



Our customers are at the heart of everything we do and influence design and delivery of our services

Future plans and improvements



How we have heard our customers' voice in 2021

1,402 responses to Question of the Month	516 Shared their thoughts on Covid-19	135 views for Walk in your Community event
3,678 Facebook group members	Two mystery shoppers reviewed our customer service	32 scrutiny volunteer hours
4,272 times our Hafod 24/7 app was used	482 customers returned the STAR survey	Three contributed to our community newspaper



Winner of the TPAS Cymru 2021 'Communicating with tenants and residents' award for our community newspaper

What has changed as a result?

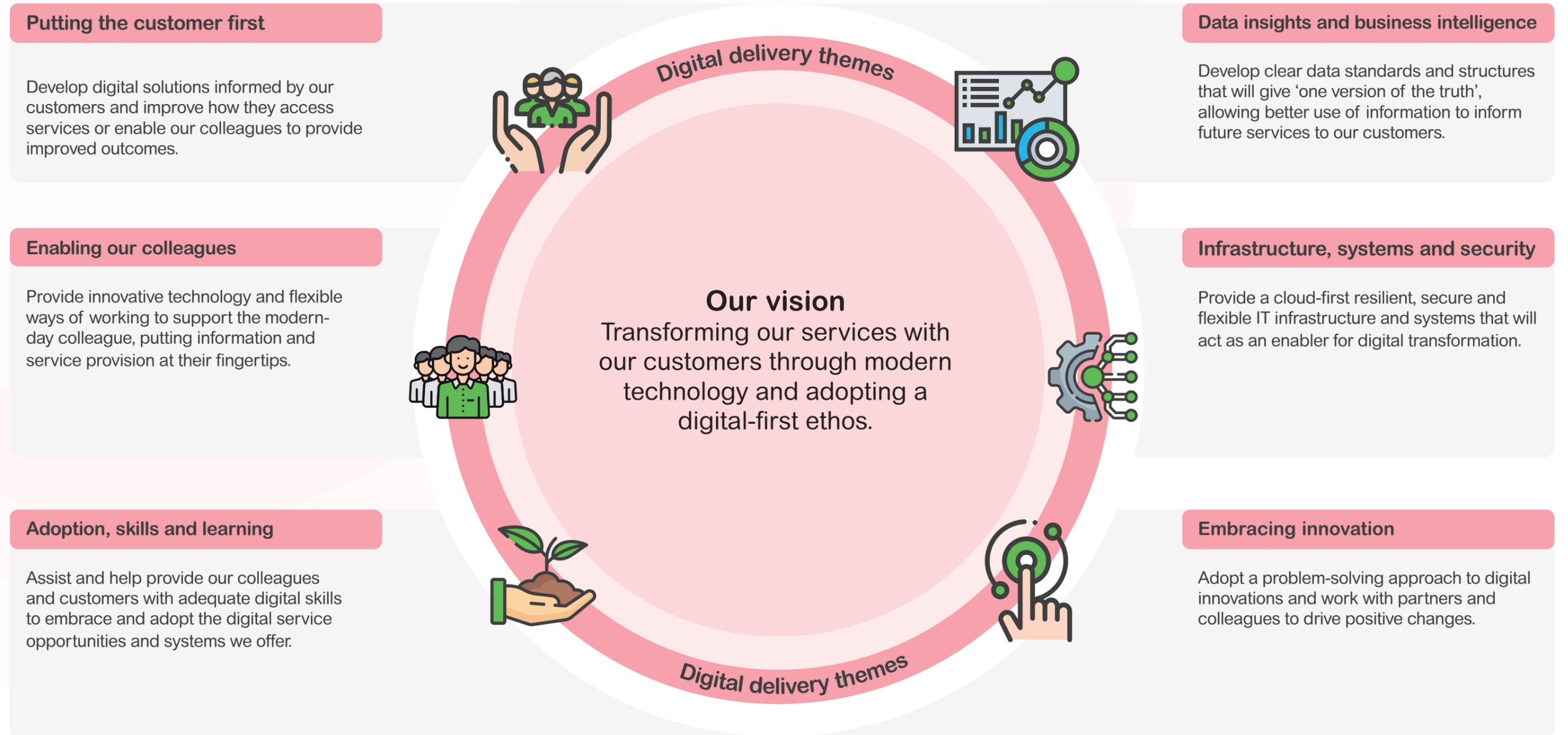
 <p>Eight actions have been completed as a result of Walk in your Community, including the removal of overgrown trees</p>	 <p>Our Facebook groups have enabled customers to take part in community competitions</p>	 <p>We have reviewed our retirement schemes out of hours service to ensure it still meets our customers' needs, resulting in some customers saving £5 per week</p>	 <p>24/7 app trouble shooting guidance produced to help colleagues support customers with common issues</p>
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[Click to find out about how our customers are involved with us](#)

Our first Digital Transformation strategy

In 2021, we launched our first Digital Transformation strategy and outlined how we will use innovative digital solutions to meet the needs of our customers. The aim of this work is to improve the systems that we use and provide visible improvements for our colleagues and customers and make sure that we have meaningful conversations with customers.



Our strategy means:



We have a clear direction of where we want to be in the future, using a detailed annual plan to see the milestones



We embrace the growing demand for digital services, focusing on our customers' and colleagues' needs



We encourage customers, colleagues and partners to be part of our digital journey



We increase our efforts to get customers and colleagues digitally connected



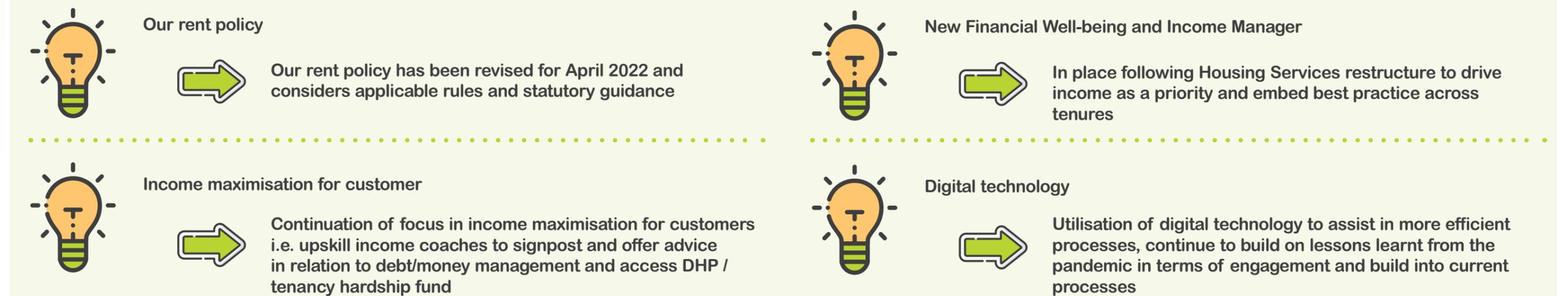
We will learn through the process and use case studies to showcase the impact digital solutions have made

Our rents and service charges are affordable for our current and future customers

A key priority for us is to ensure that our homes and services are affordable and offer good value for money for our customers.



Future plans and improvements



4.4%

Quarter 4 Rent arrears

37

NSPs were served
(Notice to Seek Possession)

0

evictions

£159,288

secured from DHP/rent rescue fund (March 2020 to December 2021)

£36,239

from DHP/rent rescue fund (since January 2022)
(Discretionary Housing Payment)

Our affordable rent policy

The Welsh Government's revised Rent Policy (December 2019) required landlords to consider value for money alongside affordability to balance the needs of landlords with the requirements of tenants.

We consulted with customers and commissioned an independent third-party specialist, Hometrack, to review its market rents and affordability data. As a result, we developed our first Affordable Rent policy for the 2021/22 rental period.

Hometrack were able to undertake a robust and independent review of the affordability of our general needs rents, and we used this to develop an affordable rent setting distribution matrix.

This new matrix had the advantage of taking all of the previous variables either directly or indirectly into account, including property type and size, energy efficiency, and location.

It also picked up with greater intelligence the details influencing market property value and affordability, including localised earnings, local rent prices, proximity to local transportation, and access to local shops, as well as people's ability to afford it.

We understand how important it is to consult directly with our customers to ensure their voice and perspective is taken into account to inform the Affordable Rent policy and rent setting process.

During December 2021 and January 2022, we consulted with customers to help establish an understanding of rent affordability and how households felt their home offered value for money.

With 280 responses to the customer consultation, 78% of respondents felt that their home and rent offered value for money, and 22% thought that it didn't. This is very similar to the response on our annual survey of tenants and residents (STAR).

Regular feedback from frontline colleagues working with customers also takes place. All of the above contributes to the understanding of affordability, development of the Affordable Rent policy, and rent setting process.

Our Policy Group has also been consulted upon revisions made to the draft Affordable Rent policy for 2022/23 before submission to our Executive team and Board.



280

customer
responses



78%

feel that their home and
rent offered value for
money



22%

feel that their home and
rent doesn't offer value
for money



Coaching through financial adversity and promoting financial independence

Coaching through financial adversity and promoting financial independence

“Lisa has supported me through so many issues and problems emotionally, and helped me regain my self respect. She got me on a programme through Hafod to get up and go for my own business which was as a nail technician, I was given a small grant and bought everything I needed to start my own business.

“I came up with the idea of a veg garden for my street to give them good healthy veg through the pandemic, so I called on my angel, Lisa, and she put everything in motion for me. It was brilliant; I had my little garden and I grew amazing veg for all.

“I sold off all my nail tech stuff and used the money to start the business. I went to see my work coach at the job centre and put it all to her..... From then on I have done a food hygiene course, a health and safety course and even have my own business coach from the job centre so every week I am doing the run through step-by-step course which I have passed.

“Lisa Lee needs recognition for standing by this broken women and not giving up on me. I don't think I could ever of got this far without her believing in me and her support. I want to thank Lisa with all of my heart for being my rock and support, you saved my life and brought me back to living my dream, I could never have enough words to thank you, you will always be my saving angel.”

““““

Thank you Hafod also for all of your support. You are what they say on the label; caring and supporting to your tenants. Again, I thank you.

**Amanda,
Customer**

Coaching vs enforcement approach (Mrs R)

Customer since 2004 with a history of rent arrears and disengaging. In July 2019 we proceeded to court and were awarded a suspended possession order.

Our approach

We focused on building a rapport - previously she would only contact us when there was a missed payment or an issue with her rent account. “I started texting her to acknowledge and thank her for her payments, or good luck messages when she had a job interview etc.

When we chatted I made an effort to discuss her ambitions and job prospects. When we spoke, the conversations were then a lot more positive and Mrs R continued to engage. She even called me for advice on other matters saying she valued my opinion and advice.”

The outcome

As Mrs R was engaging with her Coach and had maintained her payment plan – we applied for a rent rescue grant and Mrs R was awarded a £5371.67 rent rescue payment. This cleared full arrears and court costs, and removed the suspended possession order.

““““

I feel the coaching approach (rather than using the enforcement approach) has been very positive for Mrs R. She engages better and has taken more responsibility for her rent account, prioritising her rent payments over other lifestyle choices that she would have put first in the past.

Income Coach



Psychological informed support...a social heart, business mind approach for sustainable change

Amy's story

Amy had been homeless since the age of 17, living in hostels. She was a single mother, a victim of domestic abuse and suffers with poor mental health and substance misuse.

Amy fled coercive control (the partner was arrested and charged) to another property where there was little support to help with financial well-being. After 12 months of no benefits being in place, Amy built up significant arrears.

As a result, Amy was evicted and struck off the housing register, unable to bid for properties until at least one third of the arrears were paid off, which was going to take 13 weeks.

Our approach

Amy was placed within our high level supported accommodation. An intensive support package with an experienced team of support workers and income coaches was built bespoke for Amy.

Next steps

Working holistically on confidence, trusting relationships and basic living tasks (cooking, cleaning etc). We also looked at income maximisation, such as applying for benefits, using the journal for Universal Credit as well as setting up payment plans and direct debits to pay contributions towards weekly service charges. Additionally, we supported with access visits to Amy's daughter who had become a looked after child.

The outcome

Amy is more confident, has no rent arrears and after six months of support has moved into independent living. She also has regular contact with her daughter and is looking forward to the future.

“““

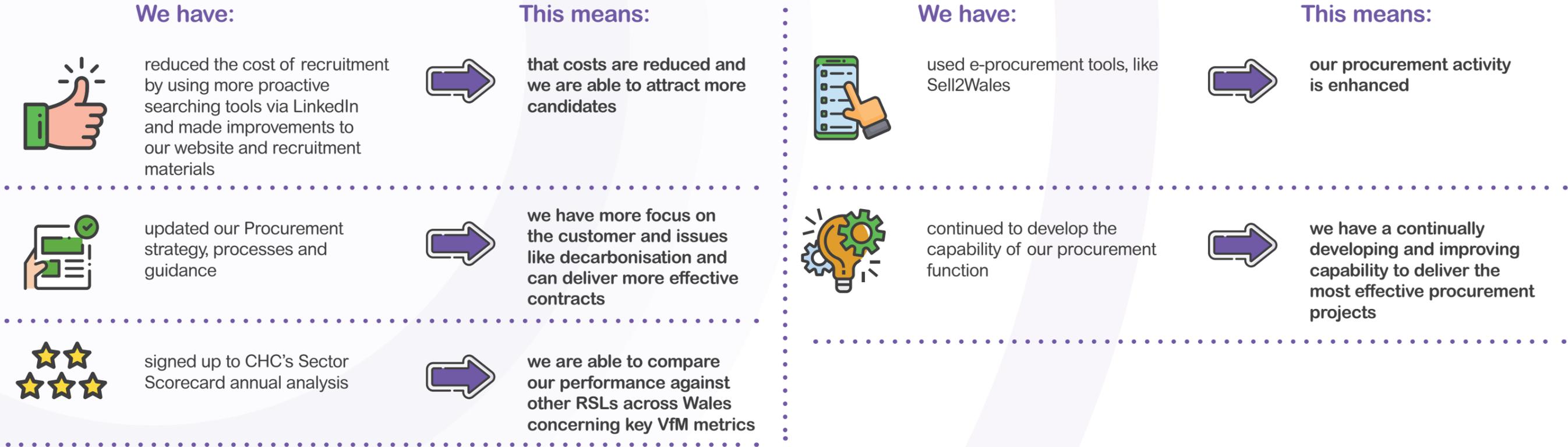
I could never have done this without you, thank you so much.

**Amy,
Customer**



We always strive to deliver Value for Money (VfM)

Our Value For Money strategy and obligations under the Welsh Government Regulatory Framework, provide an opportunity to showcase how we thrive during times when resources are being stretched to meet the challenges 2021 has brought us and beyond.



Within our strategy, we identified four key objectives:



We always strive to deliver Value for Money (VfM)

Future plans and improvements



Preferred supplier list



Setting up a new preferred supplier list of recruitment agencies to supply temporary cover in care and support roles. This should result in lower agency costs, a more streamlined process and better quality care for our customers



Contract management



A new role has been created within the Procurement team to add specific expertise in contract management. The role includes reporting progress on activity to the Board

Community benefits through our new developments

2021 has seen us provide 102 new properties through our development and Welsh Housing Partnership programme. Here are some examples of the community benefits from our new development work.

Lanelay Rise, Talbot Green, RCT

10

One bedroom flats

Five

Two bedroom flats

Delivering these benefits to the community

£1,719,678

Value of contract

£1,546,860

Revenue to businesses in Wales

£94,185

Income for people living in Wales

£1,000

Cash donations to local community

Five

People living in Wales retained in full time employment

Cwrt Gobaith, Caerau, Cardiff

13

One bedroom flats

Four

Two bedroom flats

Delivering these benefits to the community

£2,091,098

Value of contract

£1,267,358

Revenue to businesses in Wales

£238,100

Income for people living in Wales

£6,500

Cash donations to local community

Homes handed over / units in development



102
in 2021

60
in 2022
Up to April

162
in 2023

“““

Our development programme is committed to delivering new homes in partnership with the communities where we operate to ensure that money is maintained within local communities that help in job creation and creating investment opportunities for small and medium-sized companies.

Cadwgan Thomas,
Head of Development

We are a financially sound organisation

Our robust financial plan and capacity both supports and delivers our strategic and operational objectives.



We are a financially sound organisation

Future plans and improvements



Loan agreements



We have been working with a key funder in the year to amend a loan agreement which considerably increases gearing headroom



Our Environmental, Social and Governance (ESG) strategy



Writing an ESG strategy to provide stakeholders and investors with an insight into the goals, achievements and the impact of our business



Co-operative budgeting



Will enhance and improve the overall budget process and allow adaptations as circumstances change. Everyone understands where we are and where we want to be.

Key numbers



£62m

turnover



£138m

external borrowing



£23m

invested in our properties



£382m

Fixed assets



£73m

Reserves



102

Growth in properties in mgt



For more information on our finances, please see our financial statements

“““

The strength of our core business and excellent liquidity means that we have the financial capacity to continue to manage the effects of the pandemic and fulfil our strategic objectives.

Simon Mellor,
Corporate Director - Finance,
Investments and Development

We manage our assets effectively and provide high quality accommodation

We ensure that we use the information about our assets and ensure publicly funded homes meet all applicable standards, rules and statutory guidance issued in connection with quality of accommodation, including Welsh Housing Quality Standard (WHQS).

We have:



run a training programme with colleagues and Board members on Carbon Literacy



This means:

we will support our strategic priority and continue to review our assets in context of decarbonisation

We have:



appointed a new Energy Performance Certificate (EPC) contractor



This means:

they will carry out 500 surveys a year and give us up to date information on our EPCs



trained our surveyors as dedicated energy assessors



increased our knowledge within the team



appointed new major work contractor for cyclical decorations, roof replacements, roofline replacements, window replacement contracts



we are getting value for money in our contractual arrangements within the plan



completed our first development that utilises a Welsh manufactured structurally insulated panel system



we spend our money in Wales and boost our economy



introduced a stock condition programme



we are improving the data held on our stock to assist in planning our delivery of works



developed a property and assets action plan



we are able to meet our ongoing ambitions to improve how we deliver day to day planned maintenance

We have installed:



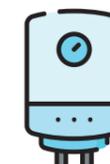
18

Bathroom and Showers



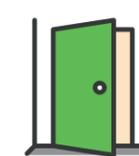
31

Kitchens



67

Heating Systems



300

Doors



233

Windows



90

Roofs



70

Rooflines



Four

Solar panel and battery storage

Future plans and improvements



Our action plan



We will further embed and fulfil our property and assets action plan



EPC A homes



We will be embarking on achieving EPC A homes in 2022 utilising new technologies



Ultra-high efficiency



We will be piloting the development of new homes to the ultra-high efficiency standard PassivHaus.



Update our register



Update our Asset and Liability Register



WHQS compliance

We are currently compliant with WHQS



Average Standard Assessment Procedure (SAP) of a our homes has been undertaken

and is 77.7 which compares to the Welsh average for social housing of 68

Our improvement plan

As we entered 2021 the Board, Executive team and senior leaders reflected on the challenges we faced in 2020 and how, through the commitment of our colleagues, we finished the year in a good financial position and have successfully delivered a number of strategic objectives.

For 2021-2025 the following strategic objectives have been identified.



Putting our customers and communities first



Aligning health and social care



Next-generation homes



Next-generation support



Joining the dots through Integration



Leadership



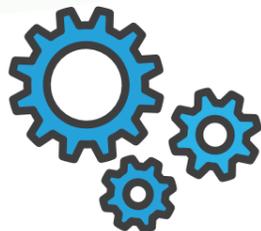
Creating great places to work



Meaningful innovation



World-class governance



Enabling through resources and finance



Accelerating our digital transformation



Mitigating climate change

2022 will be a challenging year for many of us with inflation pressures, rising energy prices, continued uncertainty around Covid and the removal of Covid funding.

We must take a prudent approach to all costs and eradicate waste and inefficiency in order to maximise the support we can give our customers and colleagues. As with 2021, the strength of our core business means that we have the financial capacity to mitigate some of these challenges and move forward the delivery of our strategic objectives.

In summary, the Board have approved the following six key priorities for 2022 to help us achieve our overarching 2021-2025 strategic objectives.

Operating model

Using our resources efficiently and effectively to deliver high quality services to our customers.

Governance

Working to an effective risk management framework and meeting regulatory legislation.

Viability

Meeting the requirements of regulation and financial lenders while continuing to provide strong and sustainable services for our customers.

Assets

Having an effective system for repairs and maintenance to meet required standards, making sure customers live in a safe environment.

Customers

Continuing to focus on enhancing our customers' experience in everything we do.

Infrastructure

Investing in our tools and resources to improve long term viability and sustainability for the benefit of colleagues' working practices and enhancing our customers' quality of life.

A new strategic reporting framework in 2022 will see a project board approach being implemented to align strategic and operational priorities. It will provide oversight and assurance of key deliverables throughout the organisation ensuring alignment throughout the business from the six strategic priorities to frontline delivery.



Focus on colleagues

We are developing our colleagues to deliver the best possible service to our customers.



Focus on colleagues

At the heart of our organisation are our colleagues. Each colleague plays a vital role in providing services to our customers and are central to the delivery of our strategic priorities. Working in care, housing, support or central services our professional colleagues make lives better for customers every day.

2021 has continued to be challenging for our colleagues, in particular those in frontline roles. The beginning of 2021 was particularly difficult as the second wave of the pandemic hit. The impact of the pandemic continues to be felt across the organisation with continued remote working, recruitment challenges, impacts on colleague well-being and higher than average absence rates.



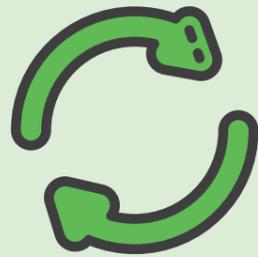
**1,255
colleagues**



**85% Female
15% Male**



**82.7% retention
improvement of 2.6%
on last year**



**28.5% labour turnover
improvement of 2%
on last year**

“““

We are delighted in the improvements we have seen in colleague retention and reduction in labour turnover which demonstrates that more colleagues are staying with us.

**Nia Court,
Head of People**





Great days at work

In 2019 we launched our People strategy which was aligned to the achievement of our strategic priorities. Within this strategy there are four pillars:



Talented people want to work and stay and everyone's contribution is valued



Skills are developed and ambitions are achieved



People working practices enable us to achieve our objectives



Culture, leadership and behaviours enable a high performance culture

“ ”

In our first year of carrying out the survey we are delighted to be certified as a Great Place to Work and Great Place to Work for women. We have also learnt lots about what is working for our colleagues and what we need to work on to improve their experiences.

Karen Rosser,
Corporate Director - People, Communications and IT

#GreatDaysatWork



Ambition one – We create great days at work where talented people want to work and stay and everyone’s contribution is valued.

Throughout 2021 we have continued to refine our employment brand which has led to an increase in the number of vacancies per applicant and the continual attraction of key skills in a job market severely impacted by the pandemic. To support our brand, we’ve launched a new careers webpage focusing on the candidate’s experience and the promotion of our benefits. We have also increased our use of sponsored advertising and online methods, so our most successful source of attraction is now via online sources (99%).

Recognition of our colleagues has been a primary focus for the organisation. This has been achieved through the introduction of a ‘thank you’ book which contained positive stories of our colleagues’ actions throughout 2020. Our Executive team have also conducted a number of ‘Say Hello’ visits to frontline teams and this served as an opportunity to thank colleagues for what they do every day.



Ambition two – We create great days at work where skills are developed and ambitions are achieved

Developing the skills of our colleagues is a key focus area for the organisation. We believe that every colleague should be able to learn and grow in line with their personal ambitions and we support this in any way we can. We also feel it is important to ensure that we have a long-term view on skills development. 2021 saw us revising our training needs analysis process to take a more strategic view of future skills and competencies that are required to support the delivery of our strategic objectives.

In 2021 our focus on skills development led to the introduction of a number of new programmes and also continued to develop colleagues through our existing development channels. One of the new skills programmes we introduced was the development of a ‘Hafod manager’ programme. This programme includes development in areas such as well-being, finance, performance management, strategy development and carbon literacy. We also continued to support our Nursing Care Assistant programme with the development of a further cohort in 2021 and supported a further four colleagues to enrol onto our Open University (OU) pre-registration nursing programme.

We have also developed and launched career dashboards for all roles across the organisation. These dashboards enable colleagues and managers to understand their skills development and career paths.



Medicash

We were also delighted to improve the terms and conditions for our frontline teams introducing Medicash, our well-being health benefit which enables colleagues to claim back health fees and the introduction of a death in service benefit which provides all colleague with financial peace of mind.

100+

colleagues have achieved their carbon literacy certification including Board members

We have also supported two of our Learning and Development team to become among the first of a group of accredited carbon literacy trainers in Wales. We have started the roll out of a programme of carbon literacy training for colleagues to support them to become certified as carbon literate and to support our strategic priority of Sustainability.



Ambition three – We create great days at work where the culture, leadership and behaviours enable a high-performance culture

In 2021 we moved our IT infrastructure to the cloud and also invested in the rollout of Microsoft Office 365. To support this rollout we put in place a digital literacy training plan designed to upskill our IT colleagues and all colleagues across the organisation. This will continue to be an area of focus for many years ahead.

In line with our culture development, we have also progressed our equality, diversity and inclusion (EDI) work with the establishment of an EDI steering group and champions group. The steering group have worked on strategy and the champions group have been sharing knowledge and educating themselves and colleagues on EDI matters. In the year we have also committed to the Tai Pawb Words not Deeds pledge and have put in place a comprehensive action plan to deal with the commitments of this pledge.

A culture change group has been set up to review the research carried out by our Research and Innovation team in 2020 (now Side by Side). This group has identified the need to introduce culture principles and behaviour frameworks across the organisation which will be completed in 2022.

“““

2021 has been a pivotal year for us as we have moved to a cloud-based infrastructure, introduced Office 365, and our Board has approved our first Digital Transformation strategy. The core of this strategy is focused on improving services for our customers and colleagues.

Ceri Evans,
Head of Digital Development and IT

Ambition four - We create great days at work where people practices enable Hafod to achieve its objectives

At the end of 2020 we launched our new HR and payroll system – My Hafod and have continued to embed this system throughout 2021. The system enables colleagues to access a self-service platform for options such as booking holiday, viewing payslips and updating personal details. 96% of colleagues have engaged with the system but to a varying degree due to the range of digital literacy skills across the organisation.

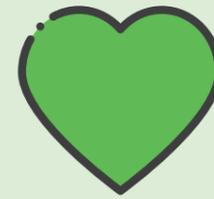
During 2020 a Ways of Working (WOW) group was set up to focus on remote working and to agree a Hafod strategy for the future. In 2021 a WOW strategy was approved by the Executive team and the group have been working to implement this strategy within the organisation. This strategy is focused on putting the processes and policies in place to move Hafod to a hybrid working environment where colleagues can work in the best location and at the right time to suit customers’ (internal and external) needs.



Looking ahead to the future 2022 - People Priorities

Our priority areas of focus for our people plan and our colleagues in 2022 have emerged as a direct result of the colleague feedback we've sought throughout 2021 via the Great Place to Work (GPTW) survey, well-being check-ins and the Executive team 'Say Hello' visits.

This year there are four essential areas for us to address as well as responding to the changing workplace as a result of the pandemic.



Well-being

Continuing to support our colleagues' by addressing their post-pandemic needs and continuing to embed well-being as a priority across our organisation so that well-being is considered part of the decision-making process.



Reward and recognition

Developing an organisation reward strategy, benchmarking our approach to reward and benefits to develop a competitive total reward offering. Implementing mechanisms to formally provide colleagues with recognition.



Skills

Focusing on developing the right skills to address current and identified future skills gaps across all areas of the organisation via detailed succession planning and training needs analysis.



Culture / Influencing Behaviours

Continuing to evolve our culture with a focus on principles and behaviours. Culture change will be supported by new ways of working that are digital and agile and further progress with EDI.

“

At times like these our people strategy of 'Enabling Great Days at Work' is more important than ever as we look to retain our workforce by listening to their experiences and dealing with any concerns they may have.

We are starting the year focusing on four key areas, but we will be agile in our approach to enable us to pivot and change in line with our colleagues needs.

Karen Rosser,
Corporate Director - People,
Communications and IT





Focus on research and innovation

In 2021 we launched Side-by-Side, a specialist innovation unit with a strong customer focus and a mission to deliver meaningful innovations that have a tangible impact on improving people's lives.

Side-by-Side is the first entity of its kind in the Welsh housing sector and was motivated by the need to understand challenges and opportunities through the eyes of customers. The agility and greater degree of independence afforded by the Side-by-Side model has allowed for a different kind of relationship with customers, rooted more in co-production. The freedom to work in this way has already generated ground-breaking ideas that would otherwise not have materialised.

Side-by-Side forms alliances with a range of organisations best suited to address the problems customers and communities face. These include Accenture, Amazon Web Services, Swansea University, the Awen Institute, Hubbub, Public Health Wales, TOTM, Frame Collective and others.

In 2021 Side-by-Side focused largely on discovery and generating insight into three main problem areas, namely sustainable lifestyles, re-imagining ageing and loneliness. This insight will be used in 2022 and beyond to develop and test solutions, with the ambition of scaling.



Re-imagining ageing

The experience of ageing presents significant challenges and, therefore, opportunities to think and work differently and explore new innovations to improve quality of life and well-being. From the failure of the current care system, to digital exclusion to fuel poverty, there are many facets of ageing that present innovation challenges.

In 2021 Side-by-Side embarked on a programme of creative research to explore people's expectations of ageing across the life-course – from primary school age through to those at the margins of the care system today. This insight was used to inspire some exciting new ideas in late 2021 and in 2022 these will be taken through the innovation pipeline.

Side-by-Side has partnered with Swansea University's Awen Institute to hold an ideation event, based on the life-course insights, in March 2022. This will bring together practitioners, leaders and academics in the fields of ageing and social care with the aim of mapping a way forward for the most promising and game-changing ideas.

“““

There has never been a greater need for organisations to see the world through their customers' eyes and form new alliances for new solutions. Side-by-Side allows us to do just that.

Jamie Smith,
Director of Research and Innovation / Co-founder and Director of Side-by-side





Tackling loneliness and isolation

The pandemic catapulted loneliness and social isolation (SIAL) into the public eye as a public health issue. With around 1,500 customers living alone and at greater risk of SIAL Hafod was actively seeking solutions pre-COVID, given the consequences of SIAL for people's health and well-being and costs to the wider system.

Side-by-Side adopted SIAL as a major focus area, forming an alliance with Accenture and Swansea University to explore the role of technology in minimising the worst effects. Together we tested and refined a groundbreaking smart speaker-based technology, based on input from Hafod customers and neighbourhood coaches, which is amongst the first of its kind. The solution helps to mitigate the worst effects of SIAL and reduce its impact on well-being.

The successful trials inspired a £1m bid to UK Research and Innovation's Design for Ageing challenge in early 2022, the outcome of which will be known shortly. Success would ultimately lead a nationwide and possibly international rollout of the solution.

Embedding sustainable behaviours

The increasing costs of domestic energy will have a potentially devastating impact on those who are already struggling to make ends meet. Side-by-Side's long-term partnership with Hubbub (the award-winning sustainability charity) is pivoting to face into these societal headwinds in 2022.

Side-by-Side have begun by understanding how Hafod customers will be impacted by energy price increases through storytelling workshops, that will be delivered in collaboration with illustrators and academics and funded by Public Health Wales and the Future Generations Commissioner.

The burgeoning 'Heat Heroes' initiative will then work with selected customers in St Mellons (an area of mostly social housing in east Cardiff), to find new ways to help them to reduce energy usage through a series of innovative household trials. These trials will not only help more people on low incomes understand how they can limit the impact of rising fuel costs but they will also help them to reduce their household's environmental impact in the long term.

This project, with Hubbub, in St Mellons will ultimately deliver valuable behavioural insights that will go on to benefit all Hafod's customers and colleagues in the short term but will, crucially, provide a platform to help all parts of Hafod to better understand how we will achieve our goal of becoming a carbon neutral organisation by 2036.



