



Our strategic plan 2021 - 2025

Introduction



Jas Bains
Chief Executive

In 2019, we launched a five-year strategic plan setting ourselves eight strategic priorities.

Since then, they have successfully guided our activities, informed our decisions and helped to redefine the organisation's culture. We have aligned services closer to our customers, such as introducing the neighbourhood coaching model and by improving communications, we have kept people engaged and informed about our everyday and longer term plans and challenges.

We are proud of our achievements in relation to that plan, particularly those that have resulted in improved terms and conditions for our colleagues, reduced our gender pay gap and created career pathway opportunities.

We have seen changes in our leadership and organisation and continued to transform key areas of our business. Most notably, the impact of the Covid-19 pandemic has changed the way we work in many ways. This has prompted us to review our priorities and refresh our approach to ensure we continue delivering services which meet our customers' changing needs and expectations.

Many of the things we identified as priorities in our 2019-2024 Strategic Plan remain important and our commitment to them still stands but we believe we can do more. The additional priorities we have created aim to ensure we are focusing on the aspects of the business that matter the most.

We are proud of our ambition to transform housing, health, social care and support in order to improve the well-being of our customers and our communities. This strategic plan for 2021 – 2025 sets out our priorities and principles to connect our detailed work plans, business objectives and agendas helping us to achieve our goals while ensuring our services remain relevant and in-step with how customers live their lives.

Our vision

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

Who we are

Hafod is one of the leading providers of housing, care and support, working across south Wales and supporting around 20,000 customers

We are a not for profit organisation with a significant history of successful delivery that spans over 50 years and we are very proud of what we have achieved in that time. We deliver high-quality affordable homes and support for people 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.

We are ambitious and innovative, committed to new ways of integrating services with the person at the centre and redefining our organisation to work in a whole-system way for the interests of communities.



20,000+
Customers



5,700+
Properties



Nine
Local authorities



1,350+
Colleagues

The impact we've made - 15 March - 31 December 2020

Putting our customers first



1,143
Welfare calls

4,990
Letters to
tenants

9,935
Text messages
sent



91
Food parcels
delivered

101
Emergency
housing lets

117
Cartrefi temporary
housing lets

Engagement



1,236
QotM
responses

94
Service based
reviews

689
Covid Survey
responses

Money advice



318
Benefit
cases opened

104
Money advice
cases

25
Covid-19
cases opened

People supported



1,251
Vulnerable
individuals supported

1046
Floating
support

581
Additional one-off
support via satellite hub

42
New tenancies in
supported
accommodation

205
Supported in to
accommodation

607
New starters in floating
support services

Outcomes/assistance



369
Floating support
positive endings

49
Supported
accommodation
positive move-ons

333
Food parcels
sourced





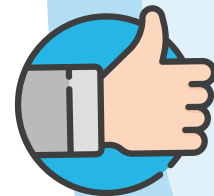
Ambition

Our key priorities

Our priorities reflect the things we want to work towards in the next five years to make a contribution to the outcomes that are important for our customers, our communities and our organisation.



**World-class
governance**



**A great
place to work**



**D
transf**





INTERMEDIATE SCHOOL FOR GIRLS



What
we'll deliver





Putting customers first

Why is this important?

We have a diversity of customers in social care settings, supported housing and in the community and we value every single one. They are the reason we exist as an organisation.

As such doing more to hear their voices, being led by what they tell us and doing everything we can to help them reach their goals is ingrained in our values and strategies.

For some customers doing more will mean us stepping back and actually doing less. For others it will mean us stepping up when they need a safety net or some additional support. The point is, we respect customers' choices and will extend our efforts to put those choices at the centre of what we do.

What we aim to achieve

1



We will transform the way we listen to, converse with and learn from customers to give us better data, better intelligence, a better feel for what's needed and a better idea of how to judge success. For the first time this will include future generations of customers.

2



We will create the right conditions for entrepreneurship and community activity to come to fruition and spur local economic activity

3



We will continue to evolve our care, support and housing services to ensure they are relevant, in step with customers' needs and responding to how the world is changing.



Aligning health and social care

Why is this important?

Everything we do as an organisation is ultimately in the interests of our customers' health and well-being. We are keen to develop our role as a facilitator of health, recognising there is a lot Hafod can offer in terms of prevention, early intervention, improvement and maintenance.

Our social care services, in all their forms, have a fundamental part to play in protecting health and well-being. We need to show leadership as an organisation in championing vital reforms to the care system which will make it more financially viable and attractive as a career choice. In turn these reforms will allow us to deliver better quality care and ensure better outcomes for customers.

What we aim to achieve

1



Working in partnership with our statutory and voluntary stakeholders, we will further develop our services with a focus on promotion of health and reducing the impact of ill health.

2



We will make progress in securing the viability of our care operations, reducing costs, increasing efficiency, improving labour market conditions and making lending more attractive

3



We will evidence, achievement of the above, by the development and integration of a robust governance process and production of financial management accounts.



HomeCare | HAFOD

Dashboard Shopping Lists Events

Your Residents D4

- Margaret Duke Tyng Hall
- Jaya Alizer Tyng Hall
- Christalle Murray Tyng Hall
- Christopher Morris Tyng Hall
- Anir Indal Tyng Hall
- Yusef Ahmad Tyng Hall
- Jean Gee Tyng Hall

Resident Activities

- Yvonne Enid on an Evening Check
March 24, 2022
- Caroline Suttan played Radio 4
March 24, 2022
- Margaret Duke added items to Shop
March 24, 2022
- Jean Gee registered to a Local Event
March 24, 2022
- Margaret Duke called Silverline
March 24, 2022
- Margaret Duke added items to Shop
March 24, 2022
- Jaya Alizer called Income Coach
March 24, 2022
- Anir Indal called San London
March 24, 2022





Next-generation homes

Why is this important?

The role that good quality housing plays in keeping people well and giving them good life chances is indisputable. As such our emphasis is on homes – homes that people can afford, homes that are built to last and homes that adapt with people as they move through their life course.

Homes exist in communities and we want to play our part in helping those communities to thrive and build on the resilience they have shown through the perfect storm of COVID-19.

What we aim to achieve

1



Take our neighbourhood approach to the next level - continuing to support individuals but scaling up our approach to communities, helping them to thrive

2



We will continue to increase the supply of affordable housing, informed by insight on how people's needs are changing and the evolving household composition

3



We will implement and invest in a Hafod standard, that ensures new homes are built in accordance with sector requirements and the changing housing market



Next-generation support

Why is this important?

Our Support services allow people to live the lives they want to live in the places they want to live – doing what’s necessary to guide and encourage but respecting personal choice and autonomy. There is much we can do to enhance the quality of the environments our support customers live in and equip our colleagues with the tools necessary to help people lead the best lives possible.

This is paramount but we also need to pre-empt the challenge of future funding and help to shape and influence a system that can sustain our services in the long-term.

What we aim to achieve



We will create new and better ways to reinforce customer influence and choice in the way we work and use this to enhance personal outcomes



We will develop a coordinated, robust approach to Psychologically Informed Environments which will extend far beyond Support colleagues



We will use our influence and expertise to address the issues of future funding for support and create a sustainable path for maintaining and flexing our services





Melissa's story

Melissa, age 38, began drinking at the young age of 11 in casual, day-to-day situations which then developed into a problem out of her control. During this time, she was also going through personal problems and having to cope with family issues which almost resulted in Melissa taking her own life.

A hospital admission in need of a liver transplant was Melissa's realisation that she needed to make changes in her life. Admitting she had a problem with her drinking and accepting help from others was a huge step.

Following this, Melissa received a lot of amazing support, particularly from Debbie Bywater, an Independent Living Advisor with Hafod at the Newland Street Alcohol and Drug Clinic. Debbie began working with Melissa and helped her to put a plan together to achieve her goals.

When times were hard living in her previous accommodation Debbie would go and collect Melissa to take her out for appointments, go for a walk or sort paperwork out to help clear her head as it was a challenging time living in a shared house.

Debbie offered advice and support on a range of things such as daily living skills, money management and physical and mental well-being. She also helped Melissa to find suitable accommodation and provided housing-related guidance plus much more. This not only helped Melissa to stay on track and make sure she was taking

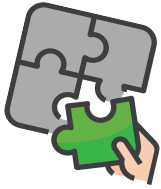
care of herself, she was also supported during the detox process, which helped to keep her sober. Melissa's own words sum up her experience, she said: **"In my opinion there is absolutely nothing I would change. This service and the support from Debbie has been paramount in helping me stay sober and land me a secure tenancy and property of my dreams."**

Melissa is proud to be an example to others in showing there is no weakness in accepting help and that it is still possible to turn your life around even after going through difficulties in her personal life and being so unhappy that she saw no other way out than to try and take her own life.

"I really don't know how to put into words how very grateful I am. I lived in a shared property for two years and sometimes there would be problems with tenants, and Debbie would be there in a flash to take me to the council to sort it out, which in turn helped calm my anxiety and cravings for alcohol."

Although Melissa has transformed her life in many ways and is now living in new accommodation, there are still days which are more challenging than others and Melissa is not afraid to be open about this. She wants people to know there are options out there and things can get better.

"The reason I'm where I am today, almost five years sober, is due to Debbie's support; she is not judgemental and always keeps my spirits high. This service is the reason I'm putting pen to paper and not pushing daisies."



Integration

Why is this important?

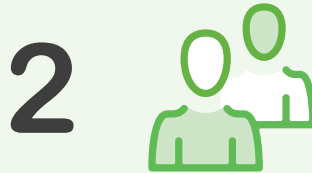
People's lives are complicated and the challenges they face don't respect the artificial boundaries between different parts of the system. It's well known that when we are free to work across those boundaries, guided solely by what the person in the centre wants and needs, the outcomes are better. And we know why this is the case.

The murky areas between the systems of housing, health, support and care are difficult to navigate and when they fail to synchronise people's health and well-being can deteriorate quickly. In the long-run there are no winners – the system absorbs more costs and people's outcomes suffer. We have services that span the full spectrum of housing, care, support and health and we are determined to make headway in achieving the join-up we know is possible.

What we aim to achieve



We will continue to re-design our care and support offers to create smoother pathways for our customers and prevent them falling into the cracks



We will build on the early success of our Neighbourhood approach and begin constructing an ecosystem of support that extends across the system



We will forge strategic partnerships that allow us to experiment with new integrated service models and innovate at the fringes of the system







Our
enablers





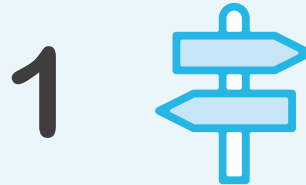
Leadership

Why is this important?

Leadership is a primary enabler for growth, development and innovation and having effective and strong leadership within and external to the organisation will enable us to be more successful in delivering positive outcomes for our customers.

We see leadership not as a position or a role but as a way behaving that inspires and motivates others, creates accountability, drives performance and influences for positive change. But our view of leadership is wider than this internal focus. It is about doing what we can to allow leaders in our communities to step forward and drive the changes communities want to see.

What we aim to achieve



We will take a leadership position to influence and champion the issues that matter most to our colleagues and customers, creating a Hafod brand internally and externally which is linked to change, innovation and learning.



We will embed a Hafod behavioural leadership blueprint in all people practices that is aligned to the attributes that Hafod requires to achieve strong and effective leadership.



We will enable the evolution of Hafod's culture through effective engagement and communication and by empowering colleagues to achieve the best outcomes for their customers.



Creating great places to work

Why is this important?

As a people-focused business our colleagues are central to what we do and empowering and enabling them to achieve the organisation's goals is an essential part of us achieving our strategic goals. In 2019 we launched a comprehensive people strategy which enables the achievement of our delivery priorities.

This strategy is centred on enabling great days at work for our colleagues and responds to the Welsh Government's focus on the foundational economy and 'fair work' by striving to improve colleague's lives through the provision of first-class development and competitive terms and conditions and ways of working.

As an employer we are committed to equality, diversity and inclusion and we understand our responsibility to foster a more inclusive organisation. We are also passionate about embracing our social credentials providing further opportunities to engage our colleagues in helping our communities and also provide opportunities for our tenants and residents to learn and grow with us.

What we aim to achieve

1



We will develop the skills of our colleagues and communities empowering them to achieve their goals, objectives and ambitions. This will enable employment to be sustained and for Hafod to be recognised for its excellence in work-based learning.

2



We will be recognised as a great place to work by enabling every colleague to be themselves at work, actively listening and responding to their views, involving them in decision-making and by creating fair and equitable pay and reward mechanisms.

3



We will evolve our employment brand to attract and retain talented colleagues and ensure that each colleague understand their role in Hafod, feel valued for the work they do and understand how they can positively impact the customer experience.







Meaningful innovation

Why is this important?

We recognise that doing more of what we have always done is not going to produce a step-change in the outcomes we deliver. Prioritising innovation allows us to pre-empt the things that will disrupt and challenge our customers' lives and make our current business models obsolete.

Through innovation we can learn, collaborate and incubate new solutions that improve quality of life and sustain our business, for the benefit of customers and communities.

What we aim to achieve

1



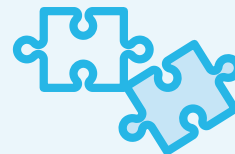
We will continue to develop our new innovation spin-out venture and pursue improved outcomes around financial well-being, loneliness, sustainable living, ageing, inter-generational homes, future customers and community resilience and other opportunity areas

2



We will build on early success and form partnerships which bring fresh thinking, unlock resources and ultimately achieve more for our customers

3



We intend to use our expertise to grow innovation capacity – not only across Hafod and in wider public services, but in communities, where it can make the biggest difference



World-class governance

Why is this important?

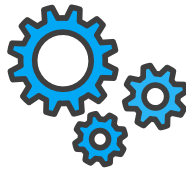
Governance is an area we have strengthened massively in recent years. Far from being process for its own sake or creating unnecessary bureaucracy, good governance has enabled us to reach new levels of strategic agility, streamline our processes and squeeze more customer value out of them. It's important we continue to build on the progress we've made and the resumption of our 'Standard' regulatory status.

But governance is about a lot more than compliance, it is about being a strategic driver of change and business transformation and through good governance we will ensure that our business represents our stakeholder and is fit for the future. A major focus will be influencing the regulatory system we operate in, to enable the integration and flexibility we need to secure better life outcomes for our customers.

What we aim to achieve

-  We will implement an integrated governance framework to drive the strategic direction of the organisation that supports an agile and innovative business that is fit for the future
-  We aim to influence the current regulatory regimes to allow us to fulfil our ambitions for our customers and sustain our services for the long term
-  We will continue the progress we have made in developing exemplary Board leadership and increasing accountability to our stakeholders





Enabling through resources and finance

Why is this important?

Resources and finance are the ultimate enablers of the strategic plan. Our approach is to begin with what we need and want to achieve for our customers and the business, prioritising these and then build the appropriate financial and resourcing strategies to deliver that.

What we aim to achieve

- 

We will maximise our existing financial capacity to deliver business objectives, led by improving outcomes for our customers
- 

We will drive efficiencies to improve the value, quality and price of our operations whilst providing additional headroom to invest in our strategic priorities
- 

We will further increase capacity by accessing new external funding mechanisms, which will allow us greater flexibility to pursue new objectives



Accelerating our digital transformation

Why is this important?

Digital transformation is critical in revolutionising our customer experience and bringing it into line with what people expect from banks, retailers and, increasing, public services. This is our primary motivation for pursuing digital development, but it will also come with reduced operating costs and greater efficiency, which are valuable outcomes for the business.

Digital transformation is a must, but we also have a moral responsibility to ensure we don't leave people behind and do more to make digital accessible and not forgot about those for whom digital is not a realistic option.

What we aim to achieve

-  We will increase our efforts to get customers and colleagues digitally connected and give them the skills to benefit from digital, while continuing to leave nobody behind
-  We will create new digital solutions to enhance customers' quality of life and well-being, starting from insight into what customers need and want
-  We will aim to deliver better value for money through reducing our operating costs and moving some of our key processes and business systems onto digital platforms





Mitigating climate change

Why is this important?

Mitigating the worst effects of climate change relies on individuals, communities, organisations and whole societies playing their part to reduce carbon consumption. We are keen to step up to our responsibilities for reducing the carbon footprint of our homes and business operations, which will make a major impact.

But our ambition does not stop there. We believe we can work alongside our customers and their communities to promote sustainable lifestyles and reduce carbon consumption, where there are huge gains to be made.

What we aim to achieve

1



We will learn to influence lifestyles, attitudes and consumption habits to reduce carbon usage. This will extend across customers, communities and colleagues.

2



We will develop a strategy, programme and financial plan to meet the energy efficiency requirements for new and existing homes by 2036

3



We aim to become a carbon neutral organisation and reduce the net consumption of our services, transport and office accommodation to zero by 2025

