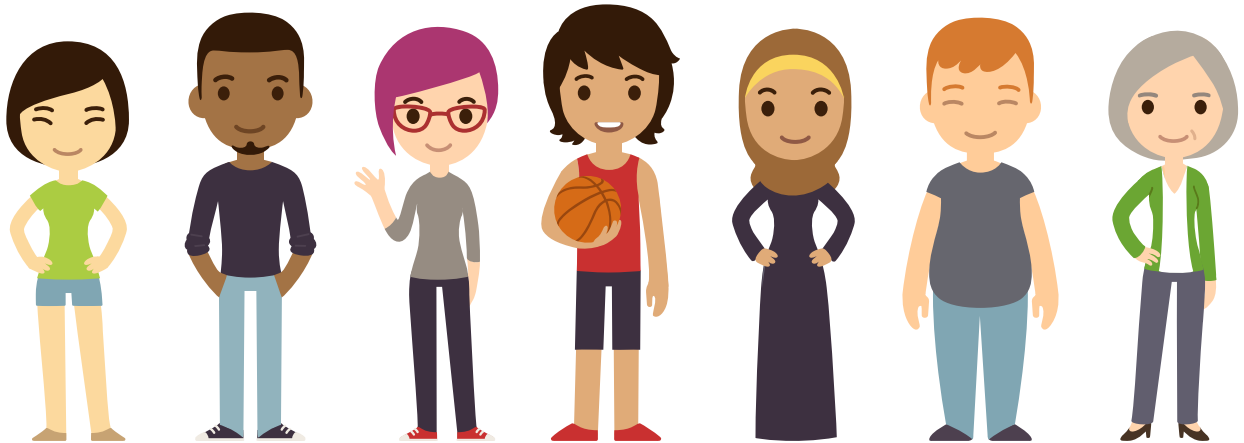




# Hafan Cymru

## Self Evaluation Report March 2018



# About this Report

The Welsh Government requires all housing associations to publish a yearly report detailing how they perform against the Regulatory Performance Standards.

After listening to the views of our clients, tenants and stakeholders we are continually looking for improvements to ensure our services meet clients need.

Our clients are very important and placed at the heart of everything we do, so delivering the right service at the right time is essential as well as continually looking to improve.

This report has been written to share with you how we are currently doing and what we will be doing to keep improving our services during 2018.





## **A little about us...**

This business has seen a lot of changes during 2017. These changes have been wide ranging and have transformed the whole organisation. We have changed our organisational structure to reduce management and fixed costs to enable more focus on service delivery and front-line staff. We have changed our strategic vision and leadership model, and in order to deliver on all these changes we have revised our Business Plan.

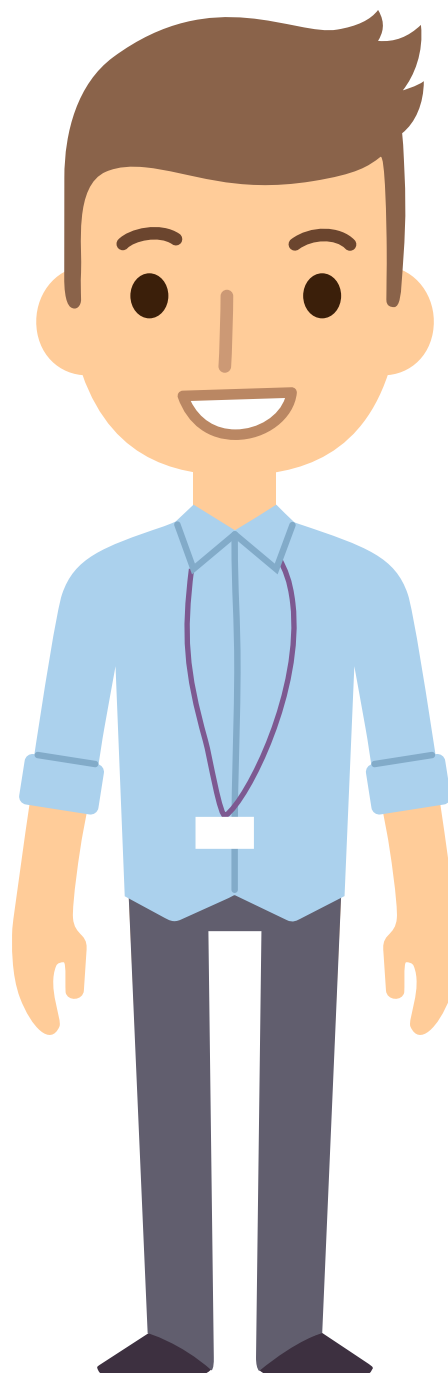
We felt our Mission, Aims and Values needed refreshing to reflect our new approach, and that we needed a Pledge to tell you; our clients and communities across Wales how we will operate as an organisation and as individuals.

**Our Pledge** – tells you what Hafan Cymru staff promise to keep in our minds at all times:

We believe that all individuals, couples and families who require accommodation and support to live well, should experience a service that we would be happy for our own families and friends to access and receive.

**Our Mission** – describes why we exist as an organisation:

**To build opportunities for people to live well through re-gaining their independence and self-worth through feeling safe, personally developing and connecting with their communities.**





Our Values and Beliefs describe who we are and what drives our behaviours.

### **We believe in:**



#### **Fairness**

This represents how we treat people and how we operate in business. We believe in equal opportunity for all and respect and celebration of differences.

#### **Versatility**

This represents our resourcefulness and creativity in all of our strategic objectives but particularly within our growth agenda.

#### **Having Integrity**

This represents our deep sense of delivering professionally. This encompasses organisational and team loyalty and trust that all decisions are based on 'doing the right thing'.

#### **Being Inspirational**

We aspire to achieve delivery of our goals; we want people to be in awe of what our organisation and our people are doing. We want to be role models and leaders in our field.



The Pledge, Mission & Values we have created were developed in consultation with the whole organisation. They reflect our collective voice and we believe that they are a good reflection of what to expect when you live in the homes we provide, have support from us, work for us or partner with us.

# Self-Evaluation

*When we self-evaluated our performance we measured ourselves against the Welsh Government Housing Regulator performance standards.*

These standards inform our objectives which are:

1. We have a clear vision as a business
2. Our clients are at the heart of everything we do
3. We are a stable business
4. We are self-aware and looking to continuously improve for the benefit of our clients
5. We have a good track record and will keep building on it
6. We always seek to ensure we get, and give, the best value for money
7. We are compliant with all regulatory and statutory requirements
8. We have robust financial performance planning and monitoring in place
9. We are financially stable and able to deliver against the Business Plan
10. We make the most of our assets and manage our commitments effectively



The rest of this report is our summary of how we think we have performed in 2017 against each of these objectives, how we know and what we plan to do in 2018.



# 1. We have a clear vision as a business

## How are we doing?

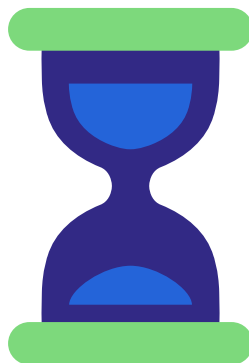
In 2017 we agreed on our new Business Plan that describes our plans for 2017 to 2022. It contains our Vision, Mission, Values and our Pledge.

## How do we know?

The whole business is behind our plans, we know because we have consulted across the whole organisation from our Support Assistants to our Chair of the Board, 67% of the business feel that they are clear about how their role contributes to the business plan, and over 96% of us agree with our new Mission, 93% of us love our new Pledge, 91% are behind our new Values.

## What are our next steps to keep improving?

We want to strengthen our existing governance, to achieve this we plan on adopting the Community Housing Cymru code of Governance in 2018 in order to ensure that we meet best practice for governance within our sector.



## 2. Our clients are at the heart of everything we do

### How are we doing?

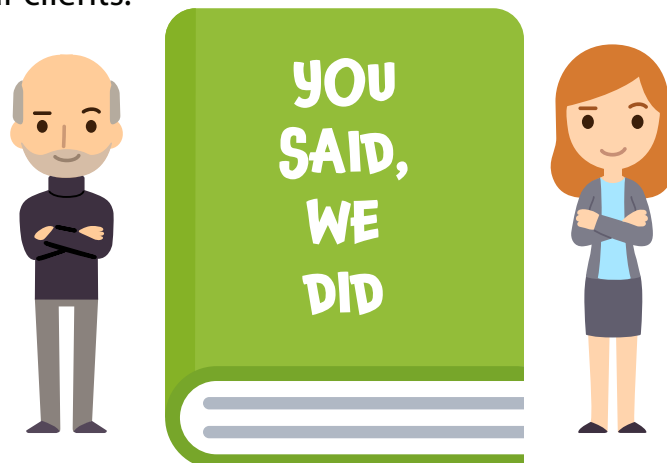
We consult with and involve our clients, service users and tenants in a range of ways to find out what they think about our services and activities and to find out what's working well, what isn't and what clients would like to see us doing in the future.

### How do we know?

Our 2017/18 Tenants Satisfaction Survey  
Annual Tenants' and Service Users' Conferences  
Support Exit feedback from tenants  
Focus groups  
By monitoring complaints  
Regular housing project / scheme tenants' meetings  
From day to day comments and feedback through staff meeting with clients on a 1:1 basis

### What are our next steps to keep improving?

- Ensuring tenants are involved in:
  - 1) Updating the Tenants Handbook
  - 2) Producing a newsletter
  - 3) Organising this year's Tenants' & Service Users' Conferences
- Acting on feedback gained and reflecting this within our You Said, We Did report
- Ensuring we continue to use those methods above to continue actively listening to all of our clients.





### 3. We are a stable business

#### How are we doing?

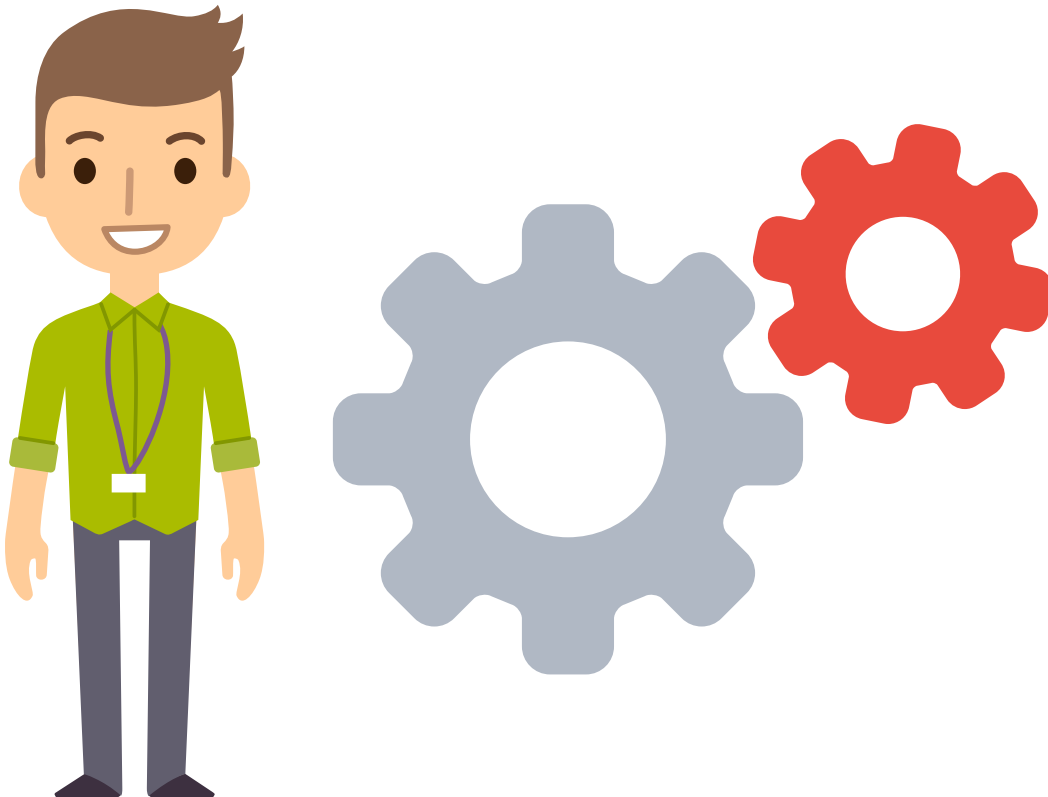
We have been reducing our costs across the board and looking to diversify our income streams to strengthen our resilience as a business. We have increased our cash reserves this year.

#### How do we know?

We have restructured our head office and operations teams to remove layers of management to reduce our costs without impacting on the services we deliver for our clients. In 2017 we have achieved significant cost savings on our main expenditure areas such as office rental and through re-tendering out services such as mobile telephones to ensure that we have the best value for money. We have won contracts in new delivery areas and have successfully grown our knowledge and skillset to enable us to be competitive in new markets.

#### What are our next steps to keep improving?

We want to have a better awareness of the potential impact that changes to our sector may have on us as a business, so we are investing in financial modelling software that will help us plan more effectively and safeguard our future.



## 4. We are self-aware and looking to continuously improve for the benefit of our clients

### How are we doing?

The majority of our tenants are satisfied with our services, repairs and the quality of our properties, but there are areas where we need to improve like how quickly we deal with repairs and maintenance.



### How do we know?

We have several different types of ways we get your feedback and input into our services for example through our Tenants Satisfaction Survey, the annual Tenants' and Service Users' Conferences, from feedback when clients have finished support, from Focus groups and regular housing project / scheme meetings, through monitoring complaints and from the day to day comments and feedback you give our staff when you meet with them.

### What are our next steps to keep improving?

- We are currently undertaking a Stock Condition Survey which will enable us to plan and timetable repairs better.
- We're improving communication with you, our tenants, around appointments for when contractors need to access your home.
- We are continuing to put your safety and security first and we are making sure all contractors show proof of identity.



## 5. We have a good track record and will keep building on it

### How are we doing?

We have adopted a Continuous Improvement approach across the organisation that has been instrumental in ensuring that we have identified areas where we perform well, and areas where we need to improve. We celebrate our successes and seek to make changes where we find we fall short of our aspirations.

### How do we know?

We have taken every opportunity to examine how we are doing through engaging with our Service Users, Clients and Tenants, and by liaising closely with our partners and the Welsh Housing Regulator we ensure that we are open to all feedback and ideas about what good looks like in our business. We are confident that in many areas we are performing well and exceeding expectations; this is supported by the feedback we have had over the last year from our various stakeholder groups.

### What are our next steps to keep improving?

- We have recently commissioned a Social Value report to get an independent view of what we do well for our Service Users, Clients and Tenants; so that we can focus our future energies on the things that people value most!
- We are embarking on a full Systems Thinking review of our services within a pilot area, this work will be led by our Support Workers who will be informing Senior Management about how best to shape our services to best meet the needs of our Clients. We feel it's important that Board and Executive Management decisions are informed by our Support Staff and the Clients that they support.



## 6. We always seek to ensure we get, and give, the best value for money

### How are we doing?

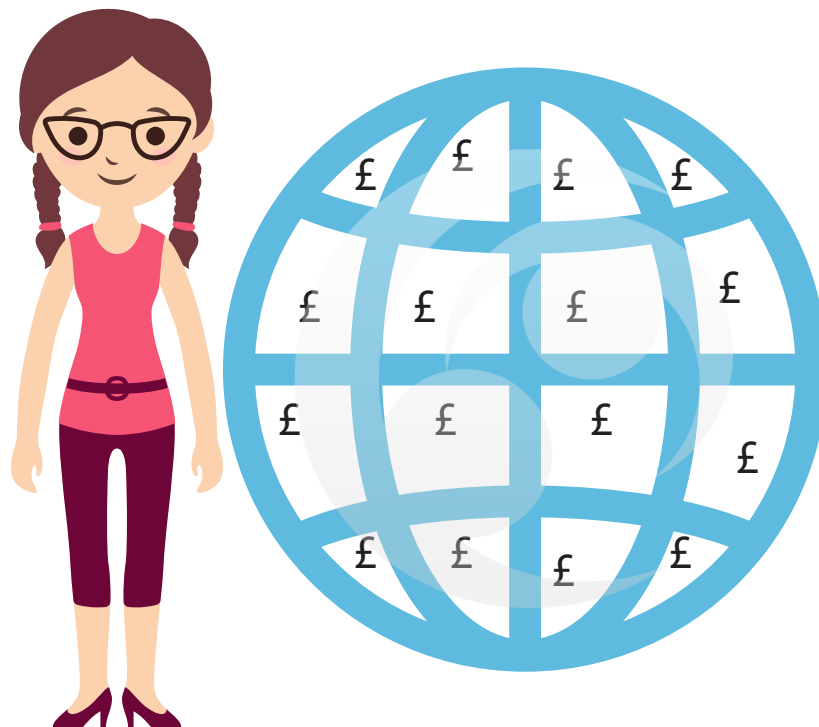
We have reviewed our costs across the business and have found a number of significant cost savings that we have implemented without impacting on the quality of our service delivery. We have also been reviewing our loss-making contracts to see how we can remodel them to use innovative ways of delivery high quality services within the financial model that works for our funders.

### How do we know?

- We have seen improvements across the board on our financial position.
- We have asked our clients about the quality of the service that they receive from us and 96% say that they feel that the support that they have had from us has really made a difference to their lives.

### What are our next steps to keep improving?

We have commissioned a Social Value report that will help us to understand the difference that we make to people who we support. It will also help us to demonstrate to funders the value for money that we provide them when they invest in us.



# 7. We are compliant with all regulatory and statutory requirements

## How are we doing?

We meet with the Welsh Government Housing Regulator monthly and talk about our compliance with regulatory and statutory requirements. We have open discussions about the things that are going well and the things that we want to improve upon.

## How do we know?



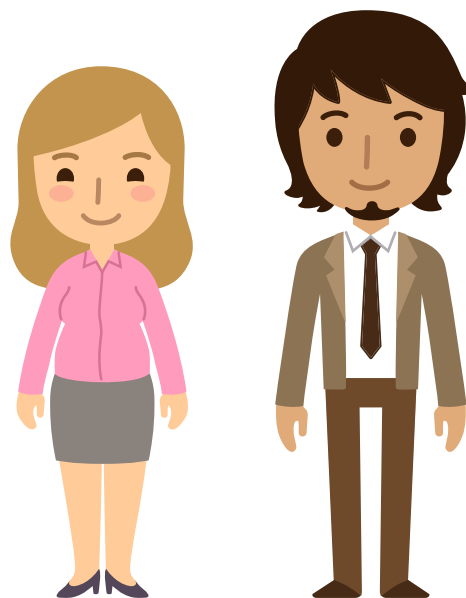
We receive feedback from the Welsh Government Housing Regulator about our progress, and in April 2018 they will publish their independent judgement about us. We also have a wide range of internal measures that we continue to review ourselves against that help us understand what we are doing well at and where we need to focus on delivering improvements.

## What are our next steps to keep improving?



Ariennir gan  
**Lywodraeth Cymru**  
Funded by  
**Welsh Government**

We have adopted a continuous improvement model which means that we don't just review our performance on a yearly basis but will continue to seek improvements throughout the year.



## 8. We have robust financial performance planning and monitoring in place

### How are we doing?

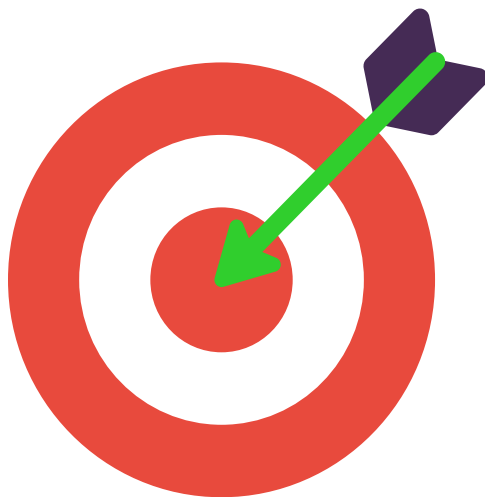
Our financial reports are published in our annual report and provide detail on the financial performance of the business each year. We have made great improvements in our financial position over the last year through a range of efficiency initiatives that cut fixed costs and focus on a more varied income stream portfolio. A key initiative delivered in 2017/18 was a restructure of the business to reduce layers of management and return focus on service delivery via front-line staff.

### How do we know?

We have a 5 year fully financed business plan and have completed sensitivity-testing on contracts that we feel are high risk. We have provided our year-end financial returns to the Auditors who have confirmed that our financial statements and plans are an accurate reflection of the position of the business. We have also provided this information to the Welsh Government Housing Regulator who will use it to make a regulatory judgement about our financial position.

### What are our next steps to keep improving?

- We have implemented a Balanced Scorecard approach to reporting to ensure that key performance indicators across the business are captured and reported to Management and Board. This includes key performance indicators (KPI's) for our Finances which drive forward our actions in this area.
- We monitor our financial position weekly at our Executive Management meetings and report this position to Board quarterly.
- We continue to strive for value for money efficiencies to reduce our fixed costs, and income generation opportunities that enable us to continue to deliver on our mission.



## 9. We are financially stable and able to deliver against the Business Plan



### How are we doing?

We have sound financial plans in place that underpin the decisions within our Business Plan and know that we are a viable business for the foreseeable future.

### How do we know?

We have completed our 5 year business plan in consultation with the business and have underpinned all strategic decisions with appropriate resources and finances. We have also used Self Evaluation as an opportunity to further reflect on our plans and consider their achievability.

### What are our next steps to keep improving?

Our Board challenge and test our proposals and approach, they will continue to be heavily involved in shaping the business going forward through robust, positive, supportive challenge of our operational management decisions, and strategic plans. They will continue to hold the business to account and to act appropriately within our governance structures to drive effective risk management and assurance activities; to ensure that this oversight is high quality a Board training programme is in place to guarantee that our Board Members are confident and appropriately trained.



## 10. We make the most of our assets and manage our commitments effectively

### How are we doing?

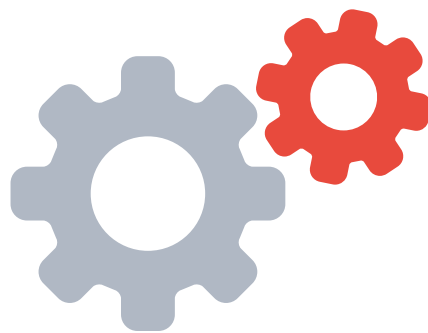
We have a stock of social housing properties across Wales that comprises of a range of housing including refuges, shared housing and non-shared housing. We also have an office in Carmarthen that we own. We ensure that our properties are maintained and kept in good order aligned to the Welsh Housing Quality Standards and in line with relevant housing/landlord legislation. We ensure that the contractors we engage to maintain our properties are compliant with relevant legislation and encourage all suppliers to take part in Domestic Abuse Awareness training to provide them with an understanding of issues that may be affecting our tenants and can tailor their services to better meet their needs.

### How do we know?

We have recently commissioned a Stock Condition Survey, this refreshes a Stock Condition Survey that was completed a year ago. We also ask our tenants via a range of feedback methods to keep us informed about how they feel about the condition of our properties and the standard of maintenance services that we contract in.

### What are our next steps to keep improving?

We have recently appointed a full-time Maintenance Manager to focus on the management of our assets. This person will develop our Asset Strategy based on the findings from our Stock Condition Survey, and will liaise with our contractors to drive forward the delivery of this strategy.





# In conclusion

Hafan Cymru have made huge changes in 2017/18 and have recognised that a continuous improvement approach is the right way forward for us. Each department has a set of indicators and measures that help us understand how we are doing.

We have adopted a continuous improvement approach, which means that we are always looking for ways to be better at what we do and the quality of the services you receive from us.

We have implemented a range of ways we ask for, capture and build in feedback to our improvements. The new initiatives that we have described in this report mean we will get even better at this. We know we need to get better at telling people about the changes we are making so we will be publishing our "You Said, We Did" report on a more regular basis on our website.

We hope you have found this report interesting! We are sure you will agree that there has been a lot going on, and lots more still to come. We will be publishing this report once each year but if you want to keep up to date with our progress in the meantime please follow us on Social Media (we're on Twitter, LinkedIn and Facebook) or keep checking our website for updates and our latest publications.

## **Whatever your thoughts we want to hear from you**

Please get in touch via the "Contact Us" section of the website if you have any comments about this report.

If you want to be part of building a better Hafan Cymru please get in touch via your Support Worker, attend a Staff Roadshow, complete a Tenant Feedback form, participate in our Tenants' Survey, get involved in a Service User Roadshow, complete a Staff Survey, send us an email or do whatever suits you best! We welcome your ideas, thoughts and comments as they help us shape a future that's good together.

