

Self Evaluation Report | 2019



About this Report

In 2017 the Welsh Government published their revised Regulatory Framework with the purpose being to ensure that Housing Associations provide good quality homes and high quality and improving services to tenants and others who use their services.

The 10 Performance Standards place a strong focus on Hafan Cymru:

- Being well governed - led effectively and well managed by boards, executives, staff, and works with tenants and partners to make and implement effective business decisions.
- Delivering high quality services - providing services that meet people's needs and expectations and compare well with the quality of services delivered by other Associations.
- Being financially viable - has the money to meet current and future business commitments.
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The full list of Performance Standards can be found on the Welsh Government website:

<https://gweddill.gov.wales/topics/housing-and-regeneration/publications/>

Our clients are at the heart of everything we do, so delivering the right service at the right time is essential as well as finding ways to continually improve our services.

This report shows how we think we have performed in 2018-19 against each of the 10 Performance Standards and what we plan to do to keep improving our services during 2019 - 2020.

About Us

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 – describe who we are and what drives our behaviours. We believe in:

- **Fairness** - how we treat people and how we operate in business. We believe in equal opportunity for all and respect and celebration of differences.
- **Versatility** - our resourcefulness and creativity in all of our strategic objectives but particularly within our growth agenda.
- **Having Integrity** - 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** - how 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 our homes, have support from us, work for us or partner with us.

Self Evaluation

We continuously assess how we need to improve our services and how we can demonstrate how we are giving value for money to you, our commissioners and the Welsh Government.

We also continually re-evaluate our organisational structure, policies and processes to reduce costs and improve the purchase, delivery and cost effectiveness of goods, products and services, which will enable us to focus more on service delivery and front-line staff.

Through regular strategic review meetings with staff, tenants, clients and other stakeholders we are aiming to ensure we deliver the highest quality, best value for money services for everyone.

When we self-evaluate our performance, we measure ourselves against the 10 Welsh Government Housing Regulatory Performance Standards.

These Standards inform our business planning and 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

1. We have a clear vision as a business

How are we doing?

We refreshed our development plan for our Board and Executive Team in 2018.

We reviewed our operational management and staffing structures which has enabled us to improve our service delivery whilst increasing our Value for Money.

We secured further contracts with the Department for Work & Pensions, Welsh Government and the Wales Council for Voluntary Action.

How do we know?

In October 2018 we received our annual Regulatory Judgement (a 'health-check' on the business from Welsh Government). As a result of the changes and improvements we've made, we were awarded the highest rating in both of the areas that are measured - Governance & Service Delivery and Financial Viability - moving from 'Increased' to 'Standard' in both.

Our Board commissioned a Governance Review in 2018 and a governance self-evaluation report was agreed. This included a Board skills gap analysis and as a result a training and development plan has been put into place.

In 2018 we adopted the Community Housing Cymru Code of Governance in order to ensure that we meet best practice and strengthen our governance.

What are our next steps to keep improving?

We will be working towards achieving the quality standards of Leading Lights, PQASSO and Green Dragon in the coming year - all of which recognise good practice and high standards of service delivery.

We will be adopting Community Housing Cymru's Model Rules for housing associations at our AGM in September 2019.

We will continue to redefine our management and team structures and will hold staff and Board strategy days to help to inform us of our business focus.

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

How are we doing?

We invited all tenants and clients to complete a satisfaction survey. The results of this survey showed that 100% of clients are satisfied with the service that Hafan Cymru provides them. 99% agree that we understand clients' needs and issues and 92% that you are given the opportunity to make your views known.

We reviewed and amended our staffing structures which included recruiting a Rent and Welfare Benefits Officer to directly support clients and also recruited regional peripatetic support staff who can deliver services where they are needed across a wider area.

How do we know?

We consult with you and involve you - our clients and tenants in a wide range of ways to find out what you think about our services and activities and to find out what's working well, what isn't and what you would like to see us doing in the future. So we know by:

- the results from our annual Tenants and Clients Satisfaction Surveys
- by asking our clients at our annual Client Conferences and other local events about what's working, what's not and how we can improve.
- through support exit feedback from tenants and clients
- through focus groups organised to discuss specific issues
- by monitoring complaints
- through regular housing project / scheme tenants' meetings
- from day to day comments and feedback through staff meeting with clients on a 1:1 basis
- by letting you know what we've changed as a result of your comments and feedback through You Said...We Did information
- by consulting with clients on the appointment of a Rent and Welfare Officer to support clients with money matters

What are our next steps to keep improving?

Ensuring tenants/clients are involved in updating the Tenants Handbook, in organising this year's Client Conferences and in other relevant processes.

Identify if there are areas where we need to capture more regular client feedback and by acting on feedback gained and reflecting this in our You Said, We Did information.

Ensuring we continue to actively listen to all of our clients and encourage all tenants/clients to engage with CHC, TPAS and other local forums and groups.

3. We are a stable business

How are we doing?

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

- gaining new contracts with Department for Work & Pensions, Welsh Government, Wales Council for Voluntary Action and Dyfed-Powys Police and Crime Commissioner
- our Training Services team delivering a variety of development and training events and courses to public and private sector businesses across Wales
- our staff turnover and sickness rates have decreased throughout the year

How do we know?

We completed a stock condition survey on all of our homes so we can plan repairs and maintenance in a structured way for the next 25 years.

We are regularly audited and through this have received assurance of the stability of our business model and plans.

Board and senior management team attended an externally facilitated strategic risk workshop during which emerging and existing risks were evaluated and mitigations agreed

We have introduced a financial modelling tool to help us to plan more effectively to safeguard our future.

We have held workshops and Planning and Strategy days throughout the business with staff, the Board and the Executive Team to enable us gather information to plan for our business for the next 5 - 25 years

What are our next steps to keep improving?

We will be investing in further staff training throughout the year particularly in the areas of housing management and advice and guidance.

We will continue to develop our business pipeline to give the business even stronger foundations as we look to the future.

Board and senior management will continue to define, monitor and report on risks across all areas of the business.

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

How are we doing?

Although 100% of those clients who responded to our Satisfaction Survey are satisfied with our services, repairs and the quality of our properties remain the biggest area of dissatisfaction for tenants with 36% of tenants unhappy with this area.

We are more transparent about our performance and we have produced Value for Money and Social Value reports which are published on our website.

We have reviewed and reorganised our business resources teams and improved our recruitment procedures to better attract skilled and knowledgeable staff.

We have had a relatively small number of complaints and we always try to learn lessons from them and we have changed our processes where appropriate.

We have conducted a Health and Safety audit on all of our properties and premises and have put an action plan into place to address the issues raised.

How do we know?

We produce bi-monthly performance reports on service and financial performance for our Board and senior management, who scrutinise the information and set actions for improvements.

We have several different ways we get your feedback and input into our services for example through our Clients' and Tenants' Satisfaction Surveys and the annual Clients' Conferences and we received further feedback through a Stakeholder Survey in 2018. We also monitor and report to Board on all complaints received.

We have completed a survey of 100% of our housing stock so we know what our priorities are for planning maintenance and repairs. We are 100% compliant with the Welsh Housing Quality Standards.

We have a health and safety working group whose purpose is to scrutinise all aspects of health and safety in our properties.

What are our next steps to keep improving?

We will review our complaints system to improve the collection, monitoring and reviewing of complaints.

We will monitor and report on a range of performance indicators across all areas of service delivery, including satisfaction with repairs and maintenance, to our Board and clients. These measures will be based on achieving what's important to our clients.

We are continuing to put your safety and security first by bringing in dedicated health and safety support for clients and staff.

We are investing in an integrated management information system so we can be confident we have the most up to date information to help us understand performance through measures and we will continue to work with our IT partners Bro Myrddin to improve our business systems.

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

How are we doing?

Our Spectrum Project, which is funded to promote the importance of healthy relationships and raise awareness of Domestic Abuse and associated issues in all secondary and primary schools in Wales, has delivered more than 2500 sessions to over 31000 pupils and nearly 3000 staff.

The Men's Sheds Cymru project has facilitated over 35 Sheds across Wales and more than the numbers, the success has been that Men's Sheds are seen as a practical way to encourage friendship, companionship and lifelong learning.

97% of clients trust Hafan Cymru, and 99% would recommend us to others.

In 2018 we achieved the Investors In People award, improving upon our last assessment in all areas.

How do we know?

Through the variety of tenants' and clients' feedback avenues we use, through feedback received from our Stakeholder Survey and from the Welsh Housing Regulator, we are confident that in many areas we are performing well and exceeding expectations.

We take every opportunity to examine how we are doing through engaging with our clients and tenants, and by liaising closely with our partners and we ensure that we are open to all feedback and ideas about what good looks like in our business.

We have benchmarked ourselves against other similar housing associations and against national data where available and have published this on our website.

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.

What are our next steps to keep improving?

We will continue to work towards achieving a range of quality standards including, PQASSO and Leading Lights and will be aiming to achieve the next level Investors In People standard.

We will continue to invest in our staff through new training initiatives and will adopt Community Housing Cymru's Model Rules for housing associations at our AGM in September 2019.

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 made a number of significant savings that we have implemented without impacting on the quality of our service delivery.

We have reviewed various procurement contracts, particularly around IT and telecommunications, and have made significant savings through partnering with Bro Myrddin Housing Association in this area.

Our staff sickness and turnover levels have reduced.

Our Social Value can be calculated at £4.63 – that is for every £1 we receive from commissioners to deliver our support services in their area we actually deliver an additional £3.63 worth of value.

How do we know?

We commissioned a Social Value report in 2018 to gain an insight into the amount of Social Value we are creating. Our report showed that for every £1 we are funded, we are creating £4.63 worth of value to the economy. Additionally, by using our services, other public services (like the NHS), are saving up to 74% in their costs for supporting our clients.

Through our Board and senior management team regularly monitoring and reporting on our performance and costs across all areas of the business we have seen improvements across the board on our financial position.

We have renegotiated contracts and suppliers across the scope of the business to ensure we're getting the best deals available.

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?

Throughout the coming year we will be developing our 25 year plan for our housing stock that will take into account what we'll need to be putting in place for repairs, maintenance and to maintain compliance with the Welsh Housing Quality Standards.

We will develop better measurement systems to understand whether we are achieving our value for money commitment across the whole of our business.

We are investing in an integrated management information system to make it clearer to review costs and contracts.

7. We are compliant with all regulatory and statutory requirements

How are we doing?

100% of our homes have a valid gas safety certificate and all of our homes are up to date with Legionella and asbestos testing.

All of our homes are up to date with fire regulations, and fire alarms and safety appliances are regularly checked and actions logged.

100% of our homes are compliant, or have acceptable fails, with the Welsh Housing Quality Standard.

In October 2018 the Welsh Government Housing Regulator published their independent feedback about us. They judged that as a result of the changes and improvements we've made, we were awarded 'Standard' in both Governance & Service Delivery and Financial Viability.

How do we know?

We meet with the Welsh Government Housing Regulator regularly 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.

We 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. Due to this we know that all our properties are compliant with: gas safety testing, asbestos surveys, fire risk assessments, legionella testing and the Welsh Housing Quality Standard.

Our staff have been trained to the required standards to test or assess risks for fire, asbestos and Legionella. Managers have completed Institute of Occupational Safety and Health accreditation.

What are our next steps to keep improving?

We will continue to invest in staff training, specifically the National Examination Board in Occupational Safety and Health General and Fire Certificates.

The introduction of an integrated management information system will enable us to monitor compliance with requirements in a more efficient and proactive manner.

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

How are we doing?

We have made great improvements in our financial position over the last year through diversifying where our funding comes from so as not to over-rely on one, or a few, funding sources. Due to this we have attracted new contracts and retained contracts which have come up for review.

We have made cost savings across all areas of the business and have reviewed various procurement contracts, particularly around IT and telecommunications, and have made significant savings through partnering with Bro Myrddin Housing Association in this area.

How do we know?

We have put financial modelling in place to help us to plan and monitor our performance more effectively. We subjected our 5 year financial plan to 'Iron Grip' testing so that we know what pressures and stresses would do to the business. As a result we were able to amend some of our financial assumptions.

Our financial reports are published in our annual report (on our website) and provide detail on the financial performance of the business each year...

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.

Our Board and Executive team monitor key performance indicators for Finance on a weekly basis and this drives our actions in this area.

What are our next steps to keep improving?

We will 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.

We will ensure that we have the right staff with the right abilities and training to enable us to deliver on our business plans.

Our Board and Executive team will continue to monitor key performance indicators and ensure actions are completed.

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

How are we doing?

We have been externally assessed and audited by our Auditors and the Welsh Government Housing Regulator who have both judged that we are financially stable.

A rolling programme of finance training is now a core requirement for Board members to ensure that members have the essential skills to challenge so that they can gain the necessary assurances that we can deliver what we have set for our business plan.

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?

Our Treasury Strategy is reviewed yearly and our business pipeline of opportunities are discussed at each Finance, Risk and Audit Committee and then discussed at Board meetings (bi-monthly).

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.

We invested in a new data management system for the business in January 2019, this has brought together our financial information, maintenance and repairs data.

What are our next steps to keep improving?

Our Board will continue to challenge and test proposals and approach, through robust, positive, supportive challenge of our financial 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.

We will continue to be regularly audited, by our own internal auditors and external agencies, to ensure a robust approach to seeking assurance for Board and all other stakeholders that we are on the right track, and we will act on their advice accordingly.

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

How are we doing?

We ensure that our properties are maintained and kept in good order in line with the Welsh Housing Quality Standards and in line with relevant housing/ landlord legislation. 100% of our homes meet the quality standards, and 100% of our properties are compliant with: gas safety testing, asbestos surveys, fire risk assessments, legionella testing.

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 therefore tailor their services to better meet our clients' needs.

Our staff sickness and turnover levels have reduced in 2018.

We have piloted some health and well-being programmes with staff from across the business and will be continuing to do so in the coming year.

How do we know?

We have an asset management process in place to ensure we maximise the use of our stock.

We have completed a survey of 100% of our housing stock so we know what our priorities are for maintenance and planning repairs.

We 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.

We monitor and report staff sickness and turnover data to Board and senior management team regularly and set targets and performance indicators for them.

What are our next steps to keep improving?

We will develop our 25 year plan for our housing stock that will take into account what we'll need to be putting in place for repairs, maintenance and to maintain compliance with the Welsh Housing Quality Standards and all other legislation and good practice.

We will continue to roll out health and well-being initiatives for staff and involve them in their development through staff surveys and strategy days

In Conclusion

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. Each department has a set of indicators and measures that help us understand how we are doing and these are reviewed and actions taken to improve them if required by Senior Management and Board at least bi-monthly.

We asked our tenants and clients, our staff, our partners, our Board and other stakeholders for their opinions, vision and ideas about the future of Hafan Cymru and through this we have implemented a range of ways to 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 make sure we keep up publishing our “You Said, We Did” report on our website.

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.

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, complete a Repairs Feedback form, participate in our Tenants’ and Clients’ Survey, get involved in a Client Conference, send us an email or do whatever suits you best! We always want to hear your ideas, thoughts and comments as they help us shape a future that’s good for us, together.