

2020 - 2025

BUILDING HOMES & OPPORTUNITIES



**CADWYN'S 5 YEAR
STRATEGY**

INTRODUCTION



KATH PALMER, CHIEF EXECUTIVE

Cadwyn recently celebrated our 50th Anniversary, as a community housing association in the heart of Cardiff.

Our vision is to have thriving communities and we are proud of our social purpose and the difference we make. The difference we make means we are very much more than a housing association. We offer Homes & Opportunities. In the last year, as well as providing new homes, our housing and support teams have adopted a “restorative approach” to change the way we work with tenants and staff

and we are starting to see the benefit. Realise Your Potential (RYP) continues to help many tenants build confidence and skills. NuLife Furniture provides low cost furniture to make sure that no one has to spend their first night on the floor of their new home. Our private sector leasing team (Calon) sourced accommodation that housed over 300 families in need of temporary accommodation.

For many years we have been looking at how we can increase income to support our social purpose, and have taken a major step up in commercial activity. We are already growing our market rental and sales activity, provide some development agency services, have developed some retail outlets and have also decided to build for market sale. These developments are an exciting step forward for us. We are conscious however of the need to manage the increased risks by ensuring that we have the right skills and advice in place to ensure risks are managed, as well as balancing the commercial and social sides of our work.



(continued.)

As you can see, we are so much more than a housing provider and our track record and reputation is supported by the highest regulatory rating in both “Financial Viability” and “Governance and Services” in our most recent regulatory judgement. We listen to what our tenants, staff and stakeholders tell us, and our innovative approach is the reason that we have been so successful.

This new strategy provides us the opportunity to build on the last 50 years through ensuring people live in well managed and maintained homes that are safe, comfortable and energy efficient, we will also be building new affordable, environmentally sustainable social homes and creating opportunities for people so we are working with our tenants and communities so that they thrive. This is underpinned by us remaining a successful and independent social business valued for our contribution.

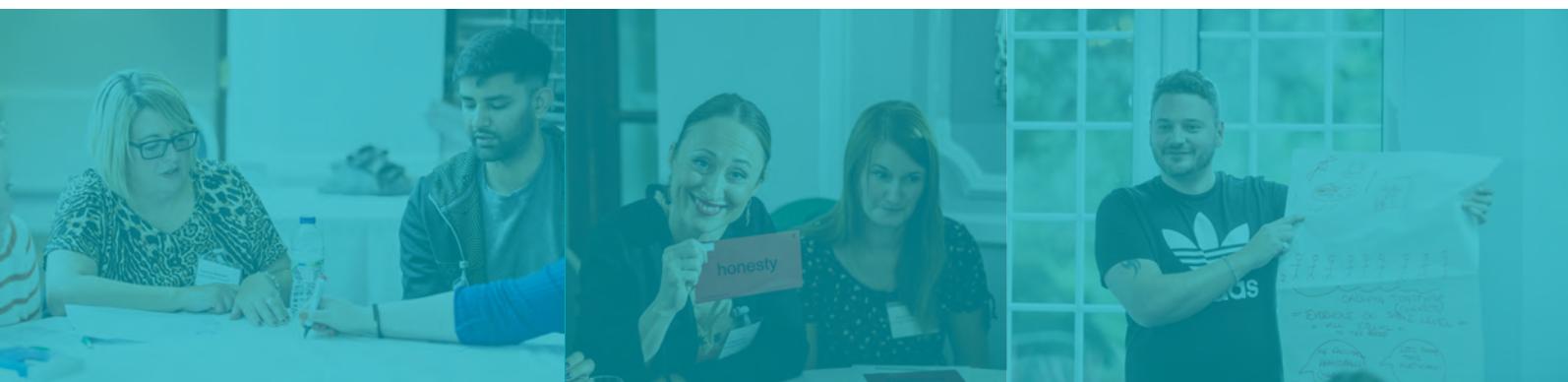


JUDITH JAMES, CHAIR OF THE BOARD

At Cadwyn we recognise that our strength lies in our greatest resource – our employees and Board Members. We rely on their enthusiasm and commitment to maintain and build on our successes and depend on them to deliver excellent service to our customers and be ambassadors for Cadwyn. Our work relies on sharing knowledge and a collaborative approach that recognises people’s individual strengths. We respect their expertise and enable them to develop solutions through relationships. This is why we are focussed on embedding restorative practices into the organisation.

Cadwyn provides good quality homes and builds communities through partnership and innovation however we are always looking to improve and grow and we hope you will support us in this journey.

KATH PALMER & JUDITH JAMES





OUR VISION

We want to achieve

THRIVING COMMUNITIES

To be rooted in our community, providing homes and opportunities to transform people's lives for the better.

OUR OFFERING

We provide

HOMES & OPPORTUNITIES

OUR PURPOSE

Cadwyn provides good quality homes and builds communities through partnership and innovation.



OUR KEY AIMS:

EXISTING HOMES

We ensure people live in well managed and maintained homes, which are safe, comfortable and energy efficient

- Improve energy efficiency and carbon emissions
- Maintain Welsh Housing Quality Standards and revisions to WHQS
- Efficient and effective reactive repairs
- Landlord health and safety



NEW HOMES

We increase the supply of new affordable and environmentally sustainable homes for those in need.

- Increase the number of new affordable/social homes
- Build EPC A rated homes
- Increase the number of socially managed homes
- Build market homes to cross subsidise social homes



PEOPLE

We work with our tenants and communities so that they thrive.

- Increase tenant involvement
- Reduce repeat homelessness
- Improve wellbeing of tenants and the community
- Ensure our services reach diverse communities



OUR BUSINESS

We are a successful and independent social business valued for our contribution.

- Strong financial viability
- Good Governance and validation
- High performing Board and staff
- A culture of openness, trust and transparency





WHAT DOES SUCCESS LOOK LIKE: **EXISTING HOMES**

- All homes are EPC C or above and moving to meet new WHQS standards
- Cadwyn becomes a carbon literate organisation
- 90% tenant satisfaction with repairs
- No breaches in compliance with H&S standards

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**CADWYN IS ONE BIG FAMILY
THAT WORKS AS A TEAM**

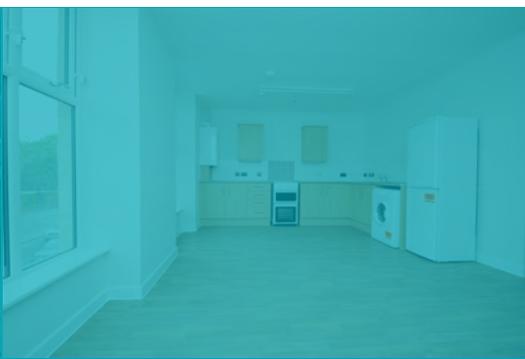
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- Build over 400 new affordable & social homes
- Build 200 of these to EPC A
- Manage 1,000 homes for social lets
- Build 150 market homes to cross subsidise social housing

NEW HOMES



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**WE BELIEVE IN INVOLVING
PEOPLE IN DECISIONS THAT
AFFECT THEM**

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PEOPLE

- 85% tenant satisfaction with tenants actively involved in shaping services
- Visit every tenant at least every two years to help wellbeing
- Support 150 tenants into meaningful paid employment
- Help over 1,000 families out of furniture poverty



OUR BUSINESS

- Strong finance & maintain a surplus in line with the sector average
- Great governance & maintain standard standard regulatory judgement
- 75% staff satisfaction
- Everyone using our values in their ways of working



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CADWYN IS A FANTASTIC PLACE TO WORK. I FEEL VALUED AND LOOKED AFTER. IT IS THE BEST PLACE I HAVE EVER WORKED.

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OUR VALUES

Everything we do will be underpinned by how we work with each other using our values of:

- **FAIRNESS**
- **KINDNESS**
- **HONESTY**
- **RESPECT**

