

2020 - 2025

BUILDING HOMES & OPPORTUNITIES

**CADWYN'S 5 YEAR
STRATEGY**



Introduction



KATH PALMER
CHIEF EXECUTIVE

Cadwyn is 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 fact we are very much more than a housing association.

We offer Homes & Opportunities. We have the largest development programme we have ever had to build more homes in Cardiff for those who need them.

We have provided more and more opportunities to our tenants and communities through Realise Your Potential to support people gaining skills and confidence and getting into work. Also through Nu Life – we have been offering furniture to families so no one has to spend their first night on the floor of their new home.

Equality and Diversity is really important to Cadwyn and we want to ensure that every tenant has the support they need to enable them to thrive. It is important we integrate our Values into everything we do – our values are kindness, honesty, respectfulness, and fairness.

“We are always looking to improve and grow, and we hope you will support us in this journey”

We do not have an endless pot of money and we have been looking at how we can increase income to support our social purpose, and we therefore are increasing our commercial activity. We are growing our market rental and sales activity, have developed some retail outlets and are also building for market sale. 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.

[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 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.

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 and using restorative approaches.

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.



FRANCES O BRIEN
CHAIR OF THE BOARD

KATH PALMER & FRANCES O BRIEN



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 VALUES

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

FAIRNESS

HONESTY

KINDNESS

RESPECTFUL



OUR KEY AIMS:

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



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



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



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:

PEOPLE

- 85% tenant satisfaction with tenants actively involved in shaping services
- Visit every tenant at least every two years to help wellbeing
- Provide support to prevent hardship for tenants and families
- Strive for equality of outcomes for those experiencing discrimination

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**CADWYN REALLY VALUES
EQUALITY & DIVERSITY**

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NEW HOMES

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

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**I HAVE NEVER DEALT WITH
SOMEONE SO EFFICIENT,
PLEASANT, PATIENT AND
HELPFUL**

CADWYN TENANT

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

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EXISTING HOMES

- All homes are EPC C or above and moving to meet new WHQS standards
- Cadwyn becomes a carbon literate organisation
- 85% tenant satisfaction with repairs
- No breaches in compliance with H&S standards



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**THANK YOU CADWYN,
YOU HAVE GIVEN
ME HOPE**

CADWYN TENANT

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OUR BUSINESS

- Strong finance & maintain a surplus in line with the sector average
- Great governance & maintain standard standard regulatory judgement
- 85% 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.
THE BEST PLACE I
HAVE EVER WORKED.**

Staff member

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