



**Cartrefi  
Cymunedol  
Cymru**

**Community  
Housing  
Cymru**



# Corporate Plan

2023/24 – 26/27

# What we do

For over thirty years, we have been working with you, our members, to make Wales a country where good housing is a basic right for all.

Together we have taken great strides towards achieving this goal, but we know that housing associations and their tenants face new pressures and unprecedented challenges.

This plan sets out the actions we will take to support our members to sustain their communities while we continue to fight for the changes needed to achieve this vision.

**OVER THE NEXT** four years, we will be focused on the actions that will support our members to make the biggest difference in their communities. We will work hard to secure a stable and sufficient funding and policy framework to support investment in new and existing homes and support services.

We will do this by representing our members, acting as an influential voice to secure change. We will act as a hub to bring you together to find collective solutions to the challenges we face. By 2027, we want the sector to have bounded forward once more, and have achieved each of the goals set out below.

1. Secure the tools, funding and policy that supports good quality housing association homes.
2. Influence the policy environment so that housing associations can continue to provide homes that are affordable, and effectively support tenants facing financial hardship.
3. Promote trust in housing associations and support them to build strong partnerships locally.
4. Ensure that CHC is an agile and inclusive membership body and an exemplar employer.

We have set clear actions for each of these goals, to ensure that we remain accountable to our members.

*More information on each of these are set out overleaf ➔*

**Goal:**  
Secure the tools,  
funding and policy  
that supports good  
quality housing  
association homes.

**We will influence to secure the following changes:**

- A standards system that supports high quality existing homes coupled with appropriate funding, tools and assurance.
- A long term and sustainable funding model which blends public and private finance to decarbonise social housing in Wales, accompanied by support and plans which enable the investment to stay in Wales.
- Measures which bring pace and certainty to the development process.
- Funding to mitigate the impacts of excessive energy cost rises for tenants.
- A more flexible and agile approach to the allocation and application of government funding for new and existing homes.

**We will connect our members to industry experts and each other to:**

- Support work to improve the quality of social homes.
- Support locally based skills and supply chains which support the local economy through investment in our new and existing homes, and the creation of new jobs and training opportunities.
- Troubleshoot and unblock barriers to investment and development.
- Share learning on what works when decarbonising homes and engaging tenants.



**What you will see:**

- A deliverable but ambitious policy framework to increase the energy efficiency of social housing accompanied by a funding and implementation plan.
- Policy changes that remove barriers to developing new social homes and improving the quality of existing homes.
- Fewer individual grant funding pots with different grant requirements and eligibility to make it easier and clearer to get funding where it is needed.

**Goal:**  
 Influence the policy environment so that housing associations can continue to provide homes that are affordable, and effectively support tenants facing financial hardship.

**We will influence to secure the following changes:**

- A locally based approach to setting rent which is focused on accountability, transparency and value for money.
- A regulatory framework that balances assurance to tenants, funders and government with local flexibility.
- A legislative and policy framework that supports housing associations to play their full part in ending homelessness.
- Funding for preventative services reflects increasing demand and housing associations have access to support services for their tenants.

**We will connect our members to industry experts and each other to:**

- Share and develop their work to consult, engage and co-develop services and decisions with tenants.
- Support a locally led approach to affordability including continued support for our affordability data tool.



**What you will see:**

- A reformed framework for setting rent which prioritises local decision making and affordability.
- Changes to the policy and legislative environment which support housing associations to play their part to end homelessness.
- Members support and share to build their approach to effective tenant engagement.
- Maintained and enhanced government funding for services that prevent homelessness and policies and tools which support a shift to a multi agency approach.

Goal:  
 Promote trust in housing associations and to support them to build strong partnerships locally.



**We will influence to secure the following changes:**

- Support for a longer term rebalancing of public sector spending away from crisis to long term prevention.
- Policy and funding that support people to live with independence and dignity with high quality housing support.
- Advocate for a social care funding and commissioning system that enables housing associations to pay care and support staff fairly and provide high quality and viable care and support services.

**We will connect our members to industry experts and each other to:**

- Support housing associations to build effective relationships locally and regionally on issues such as health and strengthening local economies.
- Publish key information about housing associations and support housing associations to maintain and improve their transparency to tenants.
- Support value for money services.
- Refresh our code of governance and model rules.
- Make the case for the role of good housing in reducing health inequalities and share the work of our members to support the people and places they work.



**What you will see:**

- Housing associations will be recognised as a sector that delivers and are valued by key stakeholders and decision makers.
- Our members' views will be represented in the national Welsh media and to national decision makers, with support to tell their story at a local level.
- The role of housing in reducing health inequalities recognised by decision makers.
- Improvements to the approach to care and support funding and commissioning that reflects the true costs of delivery quality and safe services.

**Goal:**  
 Ensure that CHC is an agile and inclusive membership body and an exemplar employer.



**We will:**

- Tell your story in a compelling way.
- Invest in our research capacity to better target our support and inform our advocacy work. This will include our Global Accounts and workforce research amongst others.
- Ensure we have the right systems, policies and culture to enable our staff team to deliver at the highest level.
- Modernise our Business Support Services to enable our staff to work effectively as a fully remote organisation.
- Invest in the health and well being of our staff team and ensure we have the right policies and benefits to attract, motivate and retain our team.
- Create a diverse workplace where people are able to be their whole selves and that those we provide services for and on behalf of feel fully represented by delivering our *Equality, Diversity and Inclusion strategy*.
- Invest in strong governance to ensure we are accountable to our membership.
- Invest in IT to ensure we are delivering our services in a responsive, timely and inclusive manner.
- Ensure that we are financially sustainable and provide value for money services to our members.
- Ensure that we have the right systems, tools and opportunities to enable effective feedback from members.



**What you will see:**

- An outcome focussed CHC with regular communication about what we're achieving on members' behalf.
- Additional products and services, and further collaboration with commercial partners to help housing associations achieve their goals.
- A more diverse and inclusive organisation.
- A motivated and supported staff team.

# Staying on track to achieve our goals

## To ensure we are held *accountable* for our work by our members, we will:

- Publish an annual plan which sets out how the work we will undertake every year measures up against this mission.
- Report our impact to our members at least annually.
- We know that the external environment our members operate in is changing fast. We will review progress of this plan at the halfway point and make any adjustments necessary and continue our agile approach to responding to new issues as they arise.

## How we *will* work:

- We will work alongside our members to act as an effective and credible sector voice.
- We will work in an agile way, using technology to bring our members together on cross-cutting issues.
- We will act as a hub, connecting colleagues with each other, industry experts and opportunities.
- We will use our commercial partnerships and events to benefit members.





**General enquiries**

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