

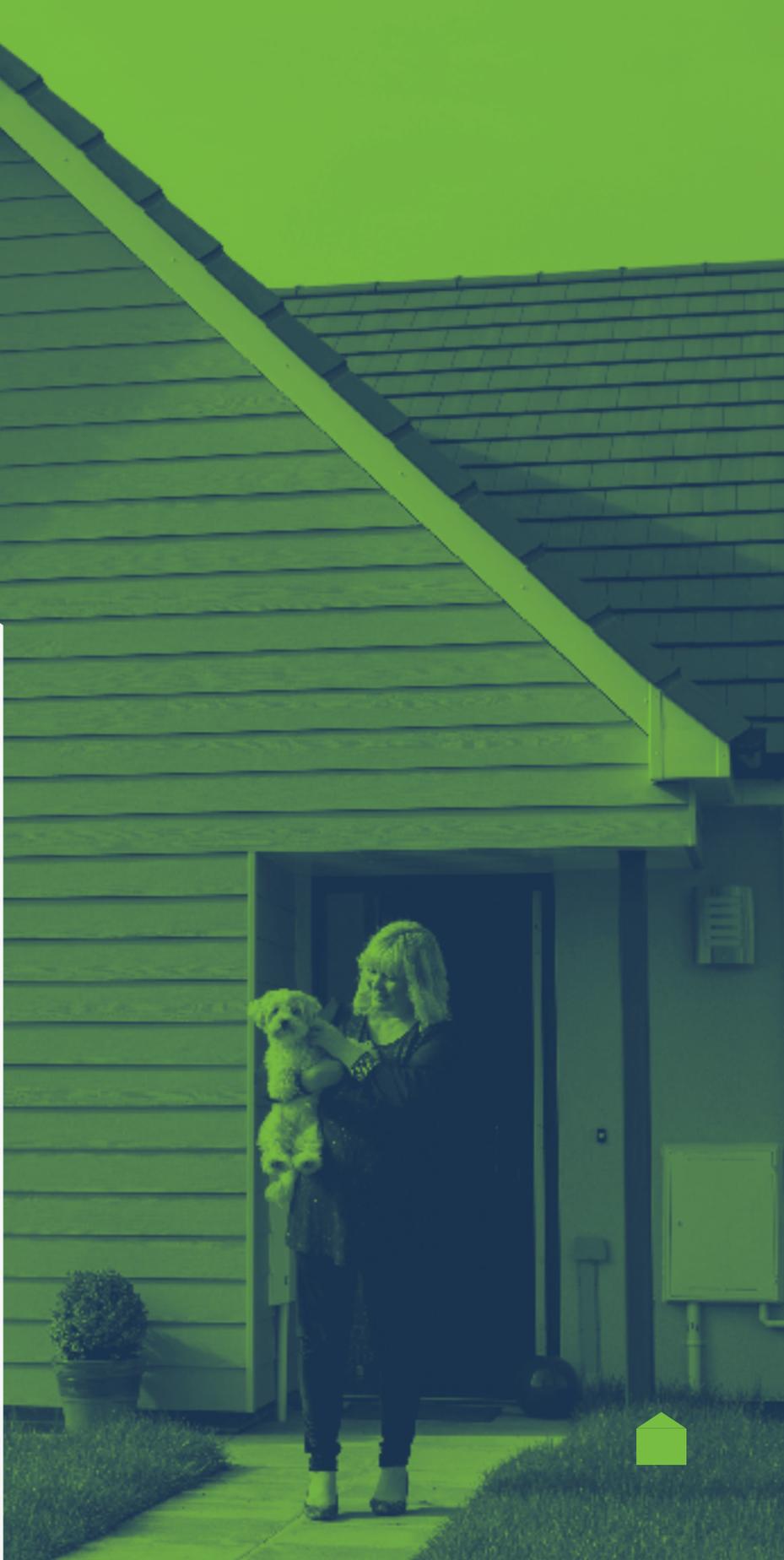


Rhondda

housing association | cymdeithas tai

Corporate Plan

2019-2023



OUR VISION

*To be the housing
provider of choice.*

OUR MISSION

*To provide quality
homes, regenerate
communities and
improve lives.*

Contents

- 04 Who are RHA?

- 06 Introduction CEO

- 08 Chairs foreword

- 10 Our Values

- 12 Strategic Priorities

- 14 RHA Exec Team

- 15 RHA Board



Who are RHA?



RHA is a registered Housing Association with almost 40 years experience of delivering high quality products and services to people across Rhondda Cynon Taff, Wales' second largest local authority area.

Our stats for 2018/19



> **61**

New external doors provided



> **5000**

Repairs Completed





We...



— really enjoy what we do and pride ourselves on our personal approach and our core purpose of adding social value to the areas in which we operate.



— strive to be authentic in our work, to listen to our tenants and to work in partnership with the many partner organisations in and around the area.



— own and manage more than 1800 homes and properties and provide a range of services for over 3000 people in the Rhondda Cynon Taff area.



— have built hundreds of new homes for rent and we have delivered a significant proportion of new affordable housing in the region.



— are one of the areas largest employers and we run a number of volunteering opportunities and apprenticeships for tenants and local residents.



— believe that we deliver more than just housing and our holistic approach to our work ensures that we strive to build sustainable communities and improve the lives of those around us.

Our stats for 2018/19

Delivered or supported **21** community projects including the launch of our new Scrutiny group, community gardens such as Glenrhondda's 40th Anniversary Community Garden, school work experience placements, support of community projects such as Treorchy Fire Station's Bonfire event and delivery of our in-house health project.

Who are we *continued*

Our stats for 2018/19



> **£4m**

Invested in
excess of
new homes



> **76**

New heating
systems
provided





Luke Takeuchi
Chief Executive

Welcome to our new strategic plan which sets out our priorities over the next 5 years. We want to ensure that we have a clear vision and deliver great services that really make a difference to tenants and the wider community.

We are pleased with our performance over the past 12 months and the improvements that we have made. We also understand that in order to progress further we need to continue to set ambitious goals.

Our programme of building much needed new homes has been very strong and we have clear intention to continue and expand in this area. However, equally important to us is our focus on our existing homes to ensure that our tenants have safe quality homes in which to live.

Our strategic plan focuses on 4 key areas of our work, Homes, People, Growth and Strength. These areas all have key strategic objectives and will be supported by individual

plans to ensure that our board can monitor progress against the objectives.

We want to deliver great services, but this must be built on strong foundations and we continue to ensure that we deliver the highest levels of governance and financial management to underpin our plan.

It is a challenging operating environment but also one that presents a number of opportunities for us to improve our services and deliver value for money to tenants. We believe we are in a strong position to embrace these opportunities and we are looking forward to continuing to work collaboratively with partners and stakeholders in order to achieve our aims.

We are proud of our people and we want to ensure that RHA is a great place to work. Our plan is to build on the strong culture and positive approach and as we grow, we want to give our people the opportunity to develop their skills and enhance the services they deliver.

It is an exciting time for us and I am looking forward to delivering on the objectives we have set, ensuring that our tenants get the best possible services and that we are ambitious in supporting Welsh Government to meet their targets for building much needed affordable homes.



Who are we *continued*



Our stats for 2018/19

Our Hapus Pawb health and wellbeing project engaged with **60** people, of which **15** progressed to volunteering. **887** people received food parcels (**1420** parcels) over the last **2** years through our Grub Hub Scheme.





Dave Power
Chair

This year is our 40th anniversary and we have been able to look back at our many successes but importantly re-define what we want to achieve over the coming years. I am proud to be involved in RHA and excited by the plans we have set out in our new corporate strategy.



Our tenants remain at the heart of what we do and our focus over the coming 5 years is to deliver high quality value for money services.



The external environment has presented a number of challenges in the past 12 months but we have continued to remain financially robust, meet the required regulatory standards and importantly continue to deliver real value and quality services in to our tenants.

We are pleased that we have been able to deliver almost 100 new homes in the past 12 months, providing good quality affordable housing to those that need it most.

In addition to this we have remained committed to our wider community engagement services which aim to improve health and wellbeing, alleviate social isolation and create employment opportunities.

Our tenants remain at the heart of what we do and our focus over the coming 5 years remains to deliver value for money and high quality in all of the services we provide. Our existing homes are as important to us as our new build developments and we will continue to ensure our investment reflects this commitment.

I would like to thank our partners, stakeholders, Board Member colleagues, staff and tenants for their continued commitment. We are an ambitious organisation and we are all looking forward to continuously improving our services over the coming 12 months.



Our Values



The way we approach our work is very important to us and we have an agreed set of values and behaviours. These values underpin how we deliver our services and we believe they are fundamental to our reputation.

Our stats for 2018/19

We have successfully engaged with **106** tenants over **34** projects during the year, with volunteer hours in excess of **1640** hours.



VALUES. We act with...



RESPECT

We demonstrate respect for all, treating people equally and demonstrating an inclusive culture throughout the organisation.



INTEGRITY

We aim to deliver to the highest standards possible and do not settle for second best.



TRANSPARENCY

We are open with our customers, our colleagues and our partners. We involve our tenants in key decisions wherever possible and provide up to date accurate information.



OPENNESS

We continually challenge ourselves to do things better, looking outside our business and our sector to learn new ways of working.

BEHAVIOURS. We will be...



POSITIVE

We approach our work with a can-do attitude and try to overcome any barriers or hurdles.



PROFESSIONAL

We demonstrate the highest levels of professionalism in all that we do.



INNOVATIVE

We think creatively and embrace new ideas and ways of working.



AUTHENTIC

We are proud of what we do and we want to do it in a meaningful way. We are committed to providing our tenants with the best possible services and products.

Strategic Priorities & Goals

Our stats for 2018/19

Through our tenancy support project 'Get Set', we have supported **195** tenants, and as a result unplanned tenancy ends (in the first year of tenancy) have reduced by **67%**.





PEOPLE

We will:

- Deliver tailored (personalised) high quality services to our tenants.
- Ensure that our homes are affordable.
- Take every opportunity to maximise our social impact and work collaboratively.
- Aim to ensure that RHA is regarded as a great place to work.

Our stats for 2018/19



> **55**

New bathrooms installed



HOMES

- Continue to invest in our current homes ensuring they are safe quality homes that our tenants are proud of.
- Continue to increase the supply of affordable homes ensuring they are meeting changing needs and designed to be environmentally efficient.



> **64**

New kitchens installed



GROWTH

- We will be a catalyst for regeneration in communities and continue to play a key role in the provision of new affordable homes.
- We will have a clear recognisable brand which aligns with our corporate objective.
- We will increase our geographical presence to ensure we maximise our impact.
- We will consider alternative areas of diversification to increase revenue streams where they align with our vision and values.



> **77**

Adaptations provided to help make homes more accessible



STRENGTH

- Demonstrate the highest level of governance and financial strength.
- Be a smart business which embraces digital technology.
- Achieve our performance targets for our core activities.
- Deliver growth in turnover and surplus to invest in homes and services.



> **55**

Volunteer placements created



> **68**

New homes built

Executive Management

Our Executive Management team provide strategic direction and strong leadership, enabling our people to make a positive difference. We strive to ensure that we are a creative and sustainable business which adds real social value in the areas which we operate.

RHA's Executive Management team are:



Luke Takeuchi

Chief Executive

Luke has over 16 years of experience in the sector. He spent 8 years working in England with the Places for People group

before returning to Wales as Director of Housing with RHA before becoming CEO in August 2018. Luke is a Chartered Member of the Chartered Institute of Housing and has also worked across several local authorities. Luke has overall responsibility for setting the direction of the Executive Team and works closely with the Board of Management to monitor our progress against our corporate plan objectives.



Jennifer Ellis

Director of Homes and Investment

Jen is a chartered member of the chartered institute of housing and has a breadth of experience

in housing over 17 years. Jen has worked for RCT local authority and led on many of their strategic housing work before joining RHA in January 2019. Jen is responsible for overseeing all of the operational service delivery of RHA including tenant services, asset management investment and our responsive repairs service.



Matthew Worton

Director of Development

Matt has worked for local authorities and housing association in Wales. Having previously worked with Newydd

Housing Association, Matt joined RHA in 2012 and has worked as Development Manager, Head of Development and became our Director of Development in 2019. Matt has extensive experience in delivering mixed tenure developments and oversees the delivery of our regeneration and development programme.



Sara Foster

Director of Finance

Sara is a chartered accountant with the institute of chartered accountants in England and Wales. Sara has worked for private

and public organisations. Having qualified with Price Waterhouse Cooper, Sara has also worked within the housing and education sectors and joined RHA in April 2019. Sara is responsible for our overall financial management as well as overseeing our IT service delivery, digitalisation and a number of our corporate functions.

RHA Board of Management

RHA's Board of Management provides strategic oversight and control of the organisation. It takes overall responsibility for the organisation's finances, health and safety matters and policies and procedures. Our board champion our vision and behaviours for our organisation.

RHA's Board of Management are:



Dave Power
Chair



Scott Caldwell
Board Member



Jonathan Roberts
Vice Chair and Chair
of Remuneration and
People Committee



Alison Clements
Board Member



Julie Vellucci
Chair of Audit and
Risk Committee



John Watts
Board Member



Neil Morgan
Chair of Development
and Asset Management
Committee



Rhondda

housing association | cymdeithas tai



**Rhondda Housing
Association**

—
9, Compton Road,
Tonypandy, CF40 1BE

T – 01443 424200

E – enquiries@rhondda.org