

# Corporate Plan

## 2024-2027



  NORTH WALES HOUSING  
  TAI GOGLEDD CYMRU  
 



Making a Difference, Transforming Lives

# Welcome

At North Wales Housing (NWH) we are committed to making a positive difference to our residents.

We are building upon strong foundations and a proud history. In 2024, we are marking our 50th year in housing and we are excited to build upon that legacy into the future.

Our three-year Corporate Plan sets out how we will work to achieve our vision. And our vision is clear: Making a difference providing homes in communities where people love to live. That vision drives everything we do here in North Wales.

We understand the value and importance of a good home and we know that housing is about more than bricks and mortar. Our ambitions and how we plan to achieve them are laid out in this Plan and will benefit the communities we serve. They will guide our actions to improve services and homes as well as guiding our people actions and how we run our business.

We firmly believe our culture is one of the key drivers to our successes and see this as a vital part of our future legacy. We are proud that our colleagues feel our workplace culture is friendly, inclusive, supportive, and positive.

By working with our residents, colleagues and in partnership and collaboration with other key partners, we have reflected on what we have already achieved and what it is we want to achieve over the next three years, and into the future.

We have four strategic Priorities for 2024-2027, which will help us achieve that purpose:

- **We care about improving the experience of residents living in our homes and communities**
- **We're focused on providing safe, well-maintained and warm homes in a clean and secure environment**
- **We're all about our people and creating a great place to work and be yourself**
- **We manage our business ethically and are growing our business in a sustainable way.**

**We have much to do to achieve our vision by 2027, and beyond.** We know we will make our vision a reality through the commitment and skills of our team here at North Wales Housing.



**Helena Kirk**  
Chief Executive



**Catherine Dixon**  
Chair

# Our Mission

Transforming lives with great homes, quality services and support.



# Our Vision

Making a difference providing homes in communities where people love to live.

# Our Values



## We are One Team

We believe we can achieve more together.

We are united in what we do and are proud of what we achieve together.

We collaborate with colleagues, partners and the community, identifying shared goals and solving problems together to achieve the best outcomes we can.

We support each other and work hard to communicate and build positive relationships, having fun where we can as a team.



## We build Trust

We are honest, consistent and reliable.

Empowering professionals to deliver what we say we will and do the right thing.

We monitor our performance and correct our mistakes.

We create an environment where our people are valued and can be authentic.

Trust is the foundation of every interaction.



## We are Open

We are open to all and closed to prejudice.

We value diversity and work hard to create an environment where people feel comfortable so they can bring their best.

We communicate well so that we are easily understood and to encourage feedback, participation and involvement.

We are open to change, new ideas, best practice and innovation to help us progress and tackle our challenges.



## We Learn

We are curious and focused on how we can do better.

We listen to learn, understand, be informed and re-evaluate.

We welcome feedback and see our mistakes as opportunities to improve.

We encourage people so they can realise their potential, feel fulfilled and make a positive impact.

We take time to review, reflect and celebrate our successes.



## We are Fair

We make sure our policies, practices and the way we work is inclusive and accessible and help us to do the right thing.

We are balanced in our decisions, leading by example we treat people with respect.

We take time to understand and promote equality, eliminate discrimination and foster acceptance.

We seek fairness for others, championing and supporting those marginalised and vulnerable in our communities.

“ My experience has been amazing. My partner and I have been looking for a home for just under a year now and North Wales Housing came to the rescue. We are so grateful for the help and experience in obtaining this perfect home. ”

Chanise Pritchard,  
resident in Wrexham



# Our Priorities



We have four priorities for the three years of our Corporate Plan, which will guide our actions to improve our residents services and their homes.

“ We’re grateful for the funding received from NWH’s Community Fund which helped us replace our old corner flags. These new flags represent the cornerstone of NWH and Bangor Saints FC assisting each other in taking care of the young people in our community. ”

Daf Roberts,  
Coaching Co-Ordinator,  
Bangor Saints FC

**1** We care about improving the experience of residents living in our homes and the communities we serve

**2** We’re focused on providing safe, well maintained and warm homes in a clean and secure environment.

**3** We’re all about our people and creating a great place to work and be yourself

**4** We manage our business ethically and are growing our business in a sustainable way.

# Our Ambitions

## Priority 1



We care about improving the experience of residents living in our homes and the communities we serve

That means, we will be:

- **Easy to deal with** for residents
- **Highly visible** to our residents
- **Trusted** by our residents
- **Engaging** with our residents

And we will have:

- **Increased** resident **satisfaction** with our services
- Provided **value for money** for residents
- Residents that are **proud to live in their neighbourhood**

# Our Ambitions

## Priority 2



We're focused on providing safe, well-maintained and warm homes in a clean and secure environment

That means, we will be:

- Providing a **proactive repairs service**
- **Engaging** with our residents about planned investments and choices
- **Adding affordable homes** in all 6 local authority areas

And we will have:

- Residents that are **proud to live in their home**
- Homes that keep our residents **safe and warm**
- **Make a significant contribution** to the 20,000 additional homes target

# Our Ambitions

## Priority 3



We're all about our people and creating a great place to work and be yourself

That means, we will be:

- A great **employer of choice**
- **Inclusive**

And we will have:

- **Staff** that are **proud** to work with us
- A **Plan** our **people believe in**
- A culture of **trust**
- An “**art of the possible**” **mindset** and make it happen



# Our Ambitions

## Priority 4



We manage our business ethically and are growing our business in a sustainable way

That means, we will be:

- Financially **resilient and strong**
- Seen as **an ambitious business**
- **Bigger**

And we will have:

- **Partners** that are **proud** to work with us
- The highest **regulatory standard**
- **Solid foundations** for governance, financial management, risk management, performance management, so **we deliver exceptionally well**

# Measuring our success

**We care about improving the experience of residents living in our homes and the communities we serve.**

- Our annual STAR survey results.
- QED award retention and improvement.
- Achievement of the Customer Service Excellence award.

**We're all about our people and creating a great place to work and be yourself.**

- Platinum Investors in People award achieved.
- QED award retention and improvement.
- Best Companies 3 stars achieved.

**We're focused on providing safe, well-maintained and warm homes in a clean and secure environment.**

- Welsh Housing Quality Standard compliance
- Annual STAR survey results,
- Energy Performance Certificate SAP score for our homes
- Our contribution to the Welsh Government new affordable homes target.

**We manage our business ethically and are growing our business in a sustainable way.**


- Regulatory Judgement at green
- Ongoing liquidity – our ability to meet our liabilities.
- Value for money and financial performance measures in the Financial Statements
- How we compare to the Welsh housing association sector from the Business Continuity survey and Global Accounts.



# Organisational Resilience

NWH places customers at the heart of everything we do. In relation to our risk appetite, this means that we will take risks where necessary to protect and develop NWH, but not to the detriment of our customers, stakeholders, sustainability, standards or values.

Our risk appetite is to take on the activity and projects which will support us to grow in areas where we are present and committed. We will be quick to respond to new initiatives and opportunities that complement our core service areas and so not place our core services or social housing stock at risk, but which support sustainable and manageable growth.





“ I’ve worked at NWH for over a year. I’ve found the organisation to be kind, flexible and cares about me as an individual (I’m definitely not just a number!). There’s a culture of putting people first and an understanding we all have lives outside of the workplace. I feel valued too, ... like cake on my birthday and flowers when my baby was born. ”


Stuart Hughes,  
Housing Support Officer




**INVESTORS IN PEOPLE™**  
We invest in people Gold  
Rydym yn buddsoddi mewn pobl Aur

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