



# Our Strategy 2022

We are an innovative not-for-profit organisation providing housing and services to people in South Wales. We employ almost 400 people and our Group includes our repairs and maintenance service Celtic Horizons; timber frame home manufacturer Celtic Offsite and Harmoni Homes Ltd, which builds affordable homes and homes for sale.

We currently manage just over 6,000 properties across 11 local authorities and in the last five years have built more than 1,000 homes. We provide a range of accommodation including Extra Care and supported housing and are committed to working in partnership with local authorities, health boards and others to provide specialist projects that help people with their wellbeing and encourage independent living in the community.

We work together in a spirit of trust and authenticity, confident to take measured risks, enabling a progressive culture which supports us to embrace new ideas and deliver our priorities. Within an environment shaped by the COVID-19 experience, we listen to our customers and reflect their needs as we shape our services.

We are passionate about making a difference, keeping people safe, embracing diversity and challenging inequality, working efficiently and effectively, and helping everyone make the most of their strengths. We are ambitious about how we can help people to live their best lives, giving people choice, playing our part in ending homelessness, tackling poverty and providing secure homes alongside support and opportunities for the communities where we are proud to work. We invest to achieve net zero carbon and to maximise the use of technology for the benefit of our business and customers, while never deviating from prioritising those who need our support.

We **build** homes, **create** communities and **transform** lives.

# What we are going to do in the next five years

1. By 2026, 5,000 tenants will be using the TED app.



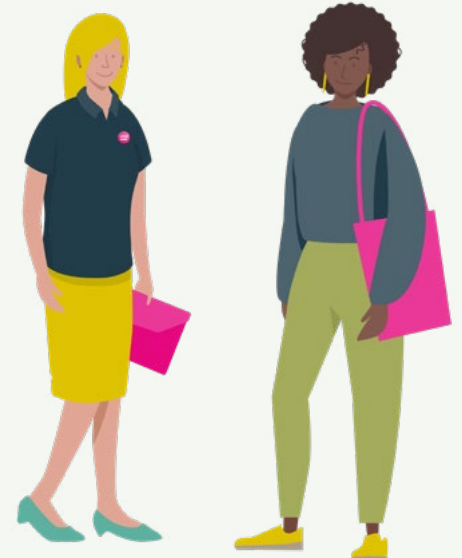
2. By 2027, provide at least 1,300 new homes with directly delivered properties built to high levels of energy efficiency 15% of which use Passivhaus principles.



3. By 2026, electrify all of our fleet vehicles.



4. By 2024, surpluses generated by Celtic Offsite will be contributed towards our optimised retrofit programme.



## How we will do that

We will tailor services using customer insight, engaging and listening to tenants and make it easier for people to contact us using digital platforms. We will provide value by constantly innovating and challenging how we deliver services.



We will work with both social and commercial partners to create opportunities for paid and unpaid jobs and training programmes.



We will invest in our housing assets to ensure that they are all safe, energy efficient, fit for the future and affordable both for us and tenants, and deliver quality new homes embracing low carbon technologies.



We will create an environment where people in communities feel secure, are accountable and are confident to ask for support to deal with the impacts of welfare reform. We will work in partnership with like-minded organisations to strengthen communities by improving health and wellbeing.



We will work together efficiently, improving wellbeing, resilience and job satisfaction and our technology and systems will enable us to innovate and embrace a modern way of working.



Our finances will be well managed maintaining our financial strength and resilience, ensuring the services we provide achieve their targets whilst maintaining rents and service charges at affordable levels.

