



Gofal a Thrwsio



PEMBROKESHIRE HOUSING GROUP

GROUP STRATEGIC PLAN

2017 - 2022

OUR 2022 VISION

STRATEGIC PLAN

Contents:	Page
Section 1: Our Vision and Primary Purpose.....	3
Section 2: Introduction.....	3-4
Section 3: Background and Context.....	4
Section 4: Corporate Priorities.....	5
Section 5: Business Plan and Other Strategies and Plans.....	5
Section 6: Keeping Track.....	6

Section 1: Our Vision and Primary Purpose

We have defined our vision and primary business purpose as:

- **Building homes and creating communities.**

This is intended to encapsulate what we stand for, drive everything that we do and make a difference to the customers that we serve.

Section 2: Introduction

- The Pembrokeshire Housing Group consists of four businesses:
 - Pembrokeshire Housing Association Limited (parent)
 - West Wales Care and Repair Limited (subsidiary)
 - Mill Bay Homes Limited (subsidiary)
 - Ateb Building Solutions Limited (currently a dormant subsidiary)
- The Pembrokeshire Housing Group has evolved from Pembrokeshire Housing Association Limited which has been established since 1981. It is a registered social landlord operating under charitable rules and it is the parent organisation in the Group. It currently operates 2,615 affordable homes for rent predominantly in the areas of Mid and South Pembrokeshire.
- A corporate rebranding and restructure proposal for the Group is being actively considered.
- West Wales Care and Repair Limited was formed as a result of a merger between Pembrokeshire Care and Repair and Ceredigion Care and Repair on 1st July 2015. It is a not for profit charitable organisation dedicated to assisting older and or disabled people to remain in their own homes in comfort in the county areas of Pembrokeshire and Ceredigion.
- Mill Bay Homes Limited develops and sells houses in the private market. It commenced trading on 1st April 2012 and has performed well. Its earnings are covenanted to the parent organisation for the express purpose of investment in affordable housing.
- This strategic plan sets out where the Group wants to be by 2022 and how that vision will be turned into reality.
- The strategy has been shaped by identifying our customers' priorities developed in consultation with customers, the Tenants' Panel, board members, staff and key stakeholders.
- The strategy is written in the context of today's political and socioeconomic developments, the Group's current position, the latest advances in technology and includes a PESTLE analysis.
- This strategy aims to balance the needs of the business, its customers, the wider community and its staff without over-stretching the Group's resources and without venturing into the untested territory of high risk business ventures.

- The strategy focuses on ways to deliver a first class service for customers while still delivering value for money and how to strengthen and grow the Group's businesses within the regulatory framework that we operate.
- The strategy takes into account our strengths and areas for improvement and includes a SWOT analysis.
- It sets the context for the development of other strategies and plans:
 - sub-strategies and action plans necessary to deliver this plan
 - the 5-year medium term business plan
 - the immediate action plan for the forthcoming financial year

Section 3: Background and Context

The strategic direction set out in this document has been shaped by the following:

1. External Position – PESTLE Analysis

In order to obtain a wider perspective of the environment in which the Group is operating, the following analysis looks at the Political, Economic, Social, Technological, Legal and Environmental factors (PESTLE) that were considered when shaping this plan.

2. Internal Position – SWOT Analysis

The following internal analysis looks at the Group's Strengths, Weaknesses, Opportunities and Threats (SWOT).

3. The Welsh Government's regulatory framework.

4. Regulatory Opinion – December 2016.

5. Customer consultation in conjunction with the Tenants' Panel.

6. Results of self-evaluation.

7. Visioning exercise undertaken by the Board and the Executive Management Team.

Section 4: Corporate Priorities

There are seven key priorities in this Strategic Plan:

1. Customer Services

To ensure that we always deliver an excellent quality of service to all our customers.

2. Property and Assets

To ensure that we make the most effective use of our property and assets.

3. Care and Repair.

We will shape Care and Repair into a financially viable and customer valued service provider that is self-sustaining and does not detract from Group earnings.

4. Mill Bay Homes.

We will maintain the success of Mill Bay Homes so that it continues to make a significant contribution to Group earnings.

5. Future Growth.

To seek opportunities to grow our business and enhance our reputation.

6. Governance and Finance.

To ensure that our governance structure is efficient, effective, accountable and focused and that our financial position is strong.

7. Employees.

To bring out the best in our staff.

Section 5: Business Plan and Other Strategies and Plans

The medium term business plan and the key strategies and plans referred to earlier are integral to achieving our 2022 vision:

1. Business plans across the Group will be compiled around detailed objectives to drive delivery of each of the Group corporate priorities listed in Section 5. These will be SMART (specific, measurable, achievable and time related). KPIs will be agreed with the Parent Board for target monitoring and performance reporting.
2. The first year of the business plan will be the detailed budget for the immediately forthcoming financial year. There will be an action plan setting out the detailed tasks with measures of progress that will be necessary to meet the objectives set out in the business plan. There will be a link to our employee appraisal process.
3. The other key strategies and plans that will be necessary to achieve the vision will be put in place with clear targets, timescales, measures of performance, achievement, outcomes and evidence of outcomes.

It is important that we stay focused on all the actions in all our plans and strategies and are intent on delivering them in the most efficient and effective way.

Section 6: Keeping Track

We will monitor progress against our plans and stay focused on achieving the outcomes that we are looking for.

We will review quarterly performance reports at Board level, Executive Team Level and with the Staff Forum and Tenants' Panel.

We will publish performance data on our website.

We will publish our Self-evaluation on our website.

All our plans will be subject to periodic review and refreshed to ensure that they remain fit-for-purpose and remain reflective of the environment within which we operate.

The strategic plan and business plan will be subject to annual review.

It is intended that this strategic plan will be the basis of an ongoing point of reference so that everyone stays focused on our priorities and we all keep on track for 2022.

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