TAI CEREDIGION
BUSINESS PLAN
2020-2025
Executive Summary

Since January 2018 we have been in discussions with Mid-Wales Housing Association about a possible merger. The outline Business Case identified the benefits of merger, namely a more resilient and stronger association embedded within the communities it serves, being a stronger voice in the region, having an enhanced development programme, protecting jobs and maintaining service quality to our customers.

Within the last 12 months, Steve Jones has been appointed as Chief Executive Designate and is working with the Shadow Board which is made up of members from both associations, to start to shape how a new organisation might look. Due diligence is being undertaken prior to the presentation of the Final Business Case to the Boards of both organisations.

A Joint Tenant Panel has been established which is meeting monthly to ensure input from tenants of both organisations in shaping future plans. We value the work that this group is undertaking to ensure that what matters to our customers informs what we do.

A Joint Staff Forum has also been established to ensure information, communication and consultation with staff.

Against this background we continue to work to ensure that Tai Ceredigion is an excellent bilingual landlord which involves its tenants and customers at all levels with emphasis on tenancy sustainment and continuous improvement. Our 4 strategic priorities remain at the centre of our own plans for the coming year.

During the coming year, we plan to carry out a full review of our Rent Policy, focussing on affordability and value for money. We will establish a Joint Working Group and carry out consultation to ensure that we hear from our Tenants.

We understand the importance of Supporting People Services to our tenants and communities and will look to make a bid when services are tendered.

Decarbonisation continues to be a high priority for Tai Ceredigion and following the Affordable Housing Review, we wait to hear from Welsh Government as to their further expectations of Housing Associations in respect of decarbonisation. We know the importance of low energy costs for our tenants.

To support our commitment to maintaining our existing homes we are committed to continue to develop the service provided by Medra. This helps reduces the cost of maintenance. We continue to support staff to gain recognised trade skills and to develop young people through apprenticeships.

In April 2018 the association purchased Canolfan Dulais in Lampeter with a view to developing an Enterprise Centre with good quality office accommodation and starter units for SME businesses and a conference/meeting facility. The existing tenants have vacated and will have the opportunity to return after the re development. Tai Ceredigion has secured £1.2 million European Development Funding and £1.5 million of Targeted Regional Investment Funding. Building work has now started on site. Development of this site is part of our plan to develop a training academy and the coming year will see the creation of a detailed business case to take this forward.

All these plans help us to play a part in supporting sustainable communities and keeping money within the local economy.

As an organisation, all that we do must be built on a foundation of strong governance, financial stability and value for money. We will continue to progress the Association’s assurance framework and continue developing our procurement processes.
The Association needs a well skilled Board and as the external landscape changes with more Boards now paying members we will review the case for remuneration.

As part of our strong commitment to the Welsh Language we look forward to supporting the National Eisteddfod when it is held in Tregaron this year. This is the first time the National Eisteddfod has been held in Ceredigion since 1992.
Overview

**TAI CEREDIGION**
Tai Ceredigion is a not for profit housing association which was created to receive the housing stock of Ceredigion County Council. It is a body whose primary purpose is to provide high quality, affordable housing and community services to people in housing need and ensure that all properties are improved to meet the Welsh Housing Quality Standard. The transfer of stock took place on 30th November 2009. As with all Registered Social Landlords (RSLs) in Wales, it is registered with and regulated by the Welsh Government. Tai Ceredigion is also registered under the Co-operative and Communities Benefit Societies Act 2014 with charitable rules. The registered office is Unit 4, Pont Steffan Business Park, Lampeter. It also operates from satellite offices in Aberystwyth and Cardigan.

Tai Ceredigion is the parent of a group structure with a local homelessness and support charity, The Care Society, as the subsidiary.

- **2,352** rented homes
- **112** leaseholders
- **146** staff including Medra (direct labour force)
- **690** garages
- **9** sheltered schemes
STRATEGIC DIRECTION
Tai Ceredigion is celebrating being 10 years old. Throughout our history we have gone through a number of phases, including achieving the Welsh Housing Quality Standard and developing new homes on a small scale early on after stock transfer. Going forward, we are ensuring that it is business as usual with our ambitious capital programme. We are committed to spending money on existing stock to provide high quality homes which are also energy efficient and will be concentrating on reducing our carbon footprint in our business, employees and as a landlord. In addition, there are a number of extra capital projects planned:

* Improving parking on estates.
* Replacing lifts in sheltered schemes.
* Installing PVs and EWI on homes.
* Improved communal areas in sheltered schemes.

We will also continue with our small scale development programme and have plans to add 100 homes over the next 4 years.

After being successful in gaining £1.2m Welsh European grant funding and Targeted Regeneration investment Funding of £1.5m, work has started on building a new enterprise centre in Lampeter. This will include office space for local charities, SMEs, a high specification conference/training room and will help boost the Mid Wales economy. We will also be creating a business case and investigating funding for a possible training academy which will concentrate on support and care careers. We have appointed local contractors TR Jones and are looking forward to working with them over the next year.

Tai Ceredigion is keen to develop a more outcome based approach to strategic planning and will try to achieve this through understanding that the ultimate objective should be social value. Social value can be interpreted as driving positive outcomes for the local community in terms of employment, wellbeing, environmental and social benefits.

The potential merger with Mid-Wales Housing Association will play a large part for both Associations both in 2020/21 and beyond. Once the merger goes ahead, all staff will work hard to ensure that the vision for a values based organisation, improving services and creating opportunities for tenants and communities is achieved.
Mid-Wales Merger Project - the story so far...

- **NOV 2018**: Boards agree to proceed to full business case.
- **APR 2019**: Shadow Board reconvened.
- **MAY 2019**: Outline financials and business case approved by Boards.
- **OCT 2019**: External consultants appointed.
- **DEC 2019**: Shadow Board Chair and Vice Chair appointed.
- **SEP 2019**: Steve Jones appointed CEO Designate.
- **APR 2020**: Final decision based on full business case.
- **OCT 2020**: The new association launch at National Eisteddfod.
- **AUG 2020**: New association launch at National Eisteddfod.
- **SEP 2020**: Relevant consent obtained from lenders, etc.
- **MAY 2020**: Work starts on merged business plan.
- **APR 2020**: Relevant consent obtained from lenders, etc.
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Strategic Priority 1

“To be an excellent bilingual landlord which involves its tenants and customers at all levels with emphasis on tenancy sustainment and continuous improvement.”

**ACTIONS**
- full review of rent policy focused on affordability and value for money
- tender for Supporting People services
- continue to work on merger project with Mid-Wales Housing Association
- implement recommendations from the Affordable Housing Review

**RESOURCES**
- joint working group, Community Housing Cymru, tenant consultation, Cynnal team
- staff and wardens, experience in service delivery, partnership working with Ceredigion County Council
- staff, time, budgets, consultants, project plan, due diligence, Shadow Board
- staff, budgets, consultation with stakeholders, partnership working

**OUTCOMES**
- sustainable tenancies, fewer evictions, higher tenant satisfaction, regulatory compliance
- quality of service delivery, bilingual services to tenants, high tenant satisfaction, retention of existing staff
- larger, more financially robust association, improved services for tenants, increased development across Mid Wales
- increased supply of sustainable homes, affordable rents, low carbon homes

**RISKS**
- universal credit, loss of income
- competition from other providers, funding cuts, decline in service delivery
- loss of key staff/low morale, reduced service delivery during merger, inadequate tenant consultation, one party withdrawing
- increased costs, Brexit, uncertainty around social housing grant

“To be an excellent bilingual landlord which involves its tenants and customers at all levels with emphasis on tenancy sustainment and continuous improvement.”
Strategic Priority 2

“To maintain existing, and increase the number of, quality homes within sustainable communities.”

**ACTIONS**
- Continue to decarbonise homes
  
**RESOURCES**
- Staff, budgets, grants, external contractors, Medra
  
**OUTCOMES**
- Energy efficient homes, reduced energy costs for tenants, lower carbon emissions
  
**RISKS**
- Lack of funding, lack of skills & experience, technology not yet in place

**ACTIONS**
- Implement new Medra business plan
  
**RESOURCES**
- Staff, budgets, apprentices, training
  
**OUTCOMES**
- More work done internally, VAT savings, possibility of selling services, local jobs
  
**RISKS**
- Overstretching of resources/budgets

**ACTIONS**
- Increase affordable housing supply
  
**RESOURCES**
- Social housing grant, staff, private finance, contractors, land, purchase of existing dwellings, local lettings policy
  
**OUTCOMES**
- Achieve Welsh Government’s 20,000 affordable homes target
  
**RISKS**
- Reduction in grant, local opposition, increased competition, increased costs for EPC A rating, new DQR standards

**ACTIONS**
- Reduce Welsh Housing Quality Standard acceptable fails
  
**RESOURCES**
- Staff, budgets, accurate stock data
  
**OUTCOMES**
- Quality homes for tenants, low responsive maintenance costs, pleasant communities to live in
  
**RISKS**
- Lack of buy in from tenants
Strategic Priority 3

“To be a financially sound and viable business that conducts its affairs with honesty, integrity and strong governance.”

**ACTIONS**
progress the Association's assurance framework

**OUTCOMES**
good governance and regulatory compliance

**RISKS**
Board members not having ownership

**RESOURCES**
Board members, staff, code of governance, internal audit, four lines of defence

**ACTIONS**
develop business case for Board member remuneration

**OUTCOMES**
increased interest in Board member vacancies

**RISKS**
how to evidence improvement in governance, applications purely because of remuneration, tax/benefit issues

**RESOURCES**
staff, budgets, consultant advice

**ACTIONS**
continue to improve procurement across the association

**OUTCOMES**
value for money, community benefits, Value Wales toolkits

**RISKS**
non-compliance with legislation, lack of contractors/suppliers in Mid Wales

**RESOURCES**
staff, policies and procedures, training, sell2wales, supply chain
Strategic Priority 4

“To be an employer of choice that provides local employment opportunities, training and work placements.”

**ACTIONS**
- attendance and sponsorship at the Ceredigion Eisteddfod

**RESOURCES**
- staff, budgets

**OUTCOMES**
- awareness of Tai Ceredigion, promoting the Welsh Language

**RISKS**
- accessibility to tenants

**ACTIONS**
- explore office accommodation options in Glynpadarn

**RESOURCES**
- staff, budgets

**OUTCOMES**
- less staff travel, attract new applicants, stronger base in Aberystwyth

**RISKS**
- underutilised office in Lampeter

**ACTIONS**
- create business case and investigate funding for the training academy in Canolfan Dulais

**RESOURCES**
- staff, budgets, lottery funding

**OUTCOMES**
- training for future support workers, jobs in The Care Society

**RISKS**
- lack of buy-in from training companies, no funding available
Tai Ceredigion has a risk management strategy ensuring we achieve our strategic priorities whilst reviewing the challenges and risks which may be encountered. Using a risk map Tai Ceredigion identifies the changes in internal and external factors that may affect the likelihood of a significant risk impacting the organisation. The risk mapping process is fully embedded within business planning and operational arrangements and is complemented by a risk register, split into categories of financial, governance and service risks.

As a complex housing organisation, Tai Ceredigion recognises that it faces risks from a wide variety of sources including:

* Economic/financial environment.
* Demographic change.
* Market forces.
* Major works programmes/developments.
* Natural hazards.
* Fraud and error.
* Information Technology.

Tai Ceredigion’s risk appetite is agreed, through the documenting of a “Target Risk” score for each individual top risk by the Board of Management and is reviewed via our top risks register at each meeting. Where a top risk is reviewed and found not to be within our risk appetite, action will be taken to put in place further controls, or to seek further assurance that the identified controls are operating effectively.
Tai Ceredigion uses the “Four Lines of Defence” model as a concept. This gives Board assurance that progress is being made towards mitigating risks and achieving strategic priorities by having accurate data, good processes and controls and reporting tools to assist with decision making.

The first line is how risks are managed day to day and comes directly from those responsible for delivering objectives. The second is the way the organisation oversees the controls framework so it operates effectively. Third is objective and independent assurance e.g. internal audit and fourth assurance from an external accredited body.
Regulatory Governance

The regulatory framework for housing associations in Wales sets out the standards of performance set by Welsh Ministers. Each association is responsible for demonstrating to the Regulator that it is meeting the performance standards through a clearly evidenced self evaluation and statement of compliance, verified through ongoing regulatory assurance and oversight. There are two tools that can be used as a framework for understanding what good governance looks like.

COMMUNITY HOUSING CYMRU CODE OF GOVERNANCE

The code is designed as a tool to support continuous improvement. It sets out principles and recommended practices. Each principle has a brief description, a rationale, key outcomes and recommended practices. Tai Ceredigion follows the apply and explain approach to the Code and publishes a statement in the association’s annual report explaining use of the Code.

1. Organisational Purpose The Board is clear about the organisation’s aims and ensures that these are being delivered effectively and sustainably.

2. Leadership Every organisation is led by an effective Board that provides strategic leadership in line with the organisation’s aims and values.

3. Integrity The Board acts with integrity, adopting values and creating a culture which help achieve the organisation’s purposes. The Board is aware of the importance of the public’s confidence and trust, and Board members undertake their duties accordingly.

4. Decision-Making, Risk & Control The Board makes sure that its decision-making processes are informed, rigorous and timely and that effective delegation, control and risk assessment and management systems are set up and monitored.

5. Board Effectiveness The Board works as an effective team, using the appropriate balance of skills, experience, backgrounds and knowledge to make informed decisions.

6. Diversity The Board’s approach to diversity supports its effectiveness, leadership and decision-making.

7. Openness & Accountability The Board leads the organisation in being transparent and accountable. The organisation is open in its work, unless there is good reason for it not to be.
Regulatory Governance continued

THE RIGHT STUFF

The Right Stuff is a high level framework and is intended to be indicative rather than prescriptive and can be used to prompt self reflection and evaluation, both within Associations and between the Regulator and Associations. Tai Ceredigion will reflect on the framework in conjunction with the Code of Governance and strive to continue to achieve its strategic priorities with effective governance.

On the 14th of August, Welsh Government Finance Minister Rebecca Evans visited our exciting new development at Maes Arthur (Aberystwyth Town Football Club).
The five year budget is characterised by capital spend on maintaining the Welsh Housing Quality Standard on existing stock, along with our most ambitious development programme to date of over 100 properties. This capital expenditure will be funded by our existing £35m facility provided by Barclays Bank, alongside social housing grant provided by the Welsh Government.

**BUDGET ASSUMPTIONS**

* Rental income has increased in accordance with Welsh Government policy to be within the target rent.
* Voids are assumed at 2% and bad debt between 1.5% and 2% of rental income over the five years as per the expectations of the results of Welfare Reform and especially Universal Credit.
* Operational costs have been fully reviewed and costed for.
* Interest rates on existing LIBOR facilities have been assumed at 1.5% for 2020/21 rising to 4% for year five.
* Tai Ceredigion has assumed that there will be no property sales.
* The five year budget is incorporated into the Association’s 30 year financial business plan and stress tested for changes in assumptions or risk effects and impacts.

<table>
<thead>
<tr>
<th>KPI Description</th>
<th>Target 2020/21</th>
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</thead>
<tbody>
<tr>
<td>Current Tenant Arrears</td>
<td>1.5%</td>
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<tr>
<td>Void Stock</td>
<td>1%</td>
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<tr>
<td>Average No of Days to Relet General Needs Property</td>
<td>14</td>
</tr>
<tr>
<td>Contact Centres - Calls Answered</td>
<td>98%</td>
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<tr>
<td>Repairs - Overall Customer Satisfaction</td>
<td>99%</td>
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<tr>
<td>Reactive Repairs - Jobs Completed Within Target - Emergency (24 Hours)</td>
<td>97.5%</td>
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<tr>
<td>Average Energy Efficiency of Social Housing Stock (SAP Rating)</td>
<td>69</td>
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<tr>
<td>Sickness Absence</td>
<td>2.6%</td>
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<tr>
<td>Services Available Bilingually</td>
<td>100%</td>
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Statement of Comprehensive Income

<table>
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<tr>
<th></th>
<th>2020/21 Budget £’000</th>
<th>2021/22 Forecast £’000</th>
<th>2022/23 Forecast £’000</th>
<th>2023/24 Forecast £’000</th>
<th>2024/25 Forecast £’000</th>
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</thead>
<tbody>
<tr>
<td><strong>Turnover</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net rent &amp; service charges</td>
<td>12,908</td>
<td>13,135</td>
<td>13,555</td>
<td>13,909</td>
<td>14,351</td>
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<tr>
<td><strong>Operating Activities</strong></td>
<td></td>
<td></td>
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<tr>
<td>Operational costs</td>
<td>(4,095)</td>
<td>(4,144)</td>
<td>(4,234)</td>
<td>(4,327)</td>
<td>(4,421)</td>
</tr>
<tr>
<td>Repairs &amp; maintenance</td>
<td>(3,264)</td>
<td>(3,492)</td>
<td>(3,593)</td>
<td>(3,697)</td>
<td>(3,805)</td>
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<tr>
<td>Other spend</td>
<td>(3,410)</td>
<td>(3,694)</td>
<td>(3,997)</td>
<td>(4,269)</td>
<td>(4,544)</td>
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<tr>
<td><strong>Operating Surplus</strong></td>
<td>2,139</td>
<td>1,805</td>
<td>1,731</td>
<td>1,616</td>
<td>1,581</td>
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<tr>
<td>Interest receivable and other income</td>
<td>2,531</td>
<td>2,504</td>
<td>2,518</td>
<td>2,538</td>
<td>2,560</td>
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<tr>
<td>Interest payable and similar charges</td>
<td>(1,565)</td>
<td>(1,667)</td>
<td>(1,795)</td>
<td>(1,868)</td>
<td>(1,907)</td>
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<td><strong>Surplus for the Year</strong></td>
<td>3,104</td>
<td>2,642</td>
<td>2,454</td>
<td>2,286</td>
<td>2,234</td>
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Statement of Financial Position

<table>
<thead>
<tr>
<th></th>
<th>2020/21 Budget £’000</th>
<th>2021/22 Forecast £’000</th>
<th>2022/23 Forecast £’000</th>
<th>2023/24 Forecast £’000</th>
<th>2024/25 Forecast £’000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fixed Assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Housing properties less depreciation</td>
<td>75,641</td>
<td>80,386</td>
<td>84,468</td>
<td>89,361</td>
<td>87,836</td>
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<tr>
<td>Other fixed assets</td>
<td>1,143</td>
<td>1,078</td>
<td>1,048</td>
<td>1,035</td>
<td>1,033</td>
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<tr>
<td><strong>Current Assets</strong></td>
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<tr>
<td>Debtors</td>
<td>16,921</td>
<td>13,919</td>
<td>11,366</td>
<td>9,115</td>
<td>10,611</td>
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<tr>
<td>Creditors: due within one year</td>
<td>(5,176)</td>
<td>(4,463)</td>
<td>(4,728)</td>
<td>(3,021)</td>
<td>(2,640)</td>
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<tr>
<td>Net current assets</td>
<td>11,745</td>
<td>9,455</td>
<td>6,638</td>
<td>6,094</td>
<td>7,971</td>
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<tr>
<td>Creditors: due after one year</td>
<td>(71,675)</td>
<td>(71,512)</td>
<td>(70,294)</td>
<td>(72,345)</td>
<td>(70,461)</td>
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<tr>
<td>Total</td>
<td>16,767</td>
<td>19,407</td>
<td>21,859</td>
<td>24,145</td>
<td>26,379</td>
</tr>
<tr>
<td><strong>Reserves</strong></td>
<td>16,767</td>
<td>19,407</td>
<td>21,859</td>
<td>24,145</td>
<td>26,379</td>
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## Cashflow Forecast

<table>
<thead>
<tr>
<th></th>
<th>2020/21 Budget £’000</th>
<th>2021/22 Forecast £’000</th>
<th>2022/23 Forecast £’000</th>
<th>2023/24 Forecast £’000</th>
<th>2024/25 Forecast £’000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Cashflow</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash b/f</td>
<td>180</td>
<td></td>
<td></td>
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<tr>
<td>Surplus</td>
<td>3,105</td>
<td>2,641</td>
<td>2,452</td>
<td>2,286</td>
<td>2,234</td>
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<tr>
<td>Add back depreciation</td>
<td>3,201</td>
<td>3,485</td>
<td>3,763</td>
<td>4,050</td>
<td>4,325</td>
</tr>
<tr>
<td>Add back amortisation</td>
<td>(471)</td>
<td>(492)</td>
<td>(502)</td>
<td>(520)</td>
<td>(538)</td>
</tr>
<tr>
<td>Total</td>
<td>6,015</td>
<td>5,634</td>
<td>5,713</td>
<td>5,816</td>
<td>6,021</td>
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<tr>
<td><strong>Capital Expenditure</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Capital works programme</td>
<td>(5,065)</td>
<td>(5,446)</td>
<td>(5,057)</td>
<td>(4,921)</td>
<td>(4,684)</td>
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<tr>
<td>Development costs</td>
<td>(6,558)</td>
<td>(2,553)</td>
<td>(2,591)</td>
<td>(3,841)</td>
<td>(1,783)</td>
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<tr>
<td>Other capital costs</td>
<td>(375)</td>
<td>(175)</td>
<td>(177)</td>
<td>(179)</td>
<td>(181)</td>
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<tr>
<td>Total</td>
<td>(11,998)</td>
<td>(8,174)</td>
<td>(7,825)</td>
<td>(8,941)</td>
<td>(6,648)</td>
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<tr>
<td><strong>Other Income &amp; Expenditure</strong></td>
<td></td>
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<td></td>
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<tr>
<td>Social housing grant</td>
<td>1,179</td>
<td>1,230</td>
<td>1,424</td>
<td>2,147</td>
<td>951</td>
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<tr>
<td>Canolfan Dulais Grant</td>
<td>1,700</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td><strong>Funding Requirement</strong></td>
<td>3,104</td>
<td>1,310</td>
<td>688</td>
<td>978</td>
<td>324</td>
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<tr>
<td><strong>Opening Balance Loan Account</strong></td>
<td>(24,500)</td>
<td>(27,604)</td>
<td>(28,914)</td>
<td>(29,602)</td>
<td>(30,580)</td>
</tr>
<tr>
<td><strong>Closing Balance Loan Account</strong></td>
<td>(27,604)</td>
<td>(28,914)</td>
<td>(29,602)</td>
<td>(30,580)</td>
<td>(30,256)</td>
</tr>
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</table>
Throughout 2020/2021, The Care Society will continue to review and improve its operational infrastructure, staff training, governance procedures, efficiencies and financial position. This will provide a platform to ensure continued quality of service provision, achieve growth and ultimately increase the charity’s social impact.

More specifically, identified areas for growth within existing service provision include:

* Working with Tai Ceredigion to assess homelessness need and increase the number of Night Shelter and Emergency Accommodation units utilising, where appropriate, Tai Ceredigion units of accommodation.
* Increasing the number of managed properties within the Social Lettings Agency.
* Increasing the number of Bespoke Packages of Care delivered by The Care Society from individual contracts sourced through The Local Authority Innovation Partnership.
* Sourcing seed funding with a view to delivering private Bespoke Packages of Care services.
* Sourcing continuation funding for The Care Society Housing First for Youth project.
* Exploring opportunities for delivering warden and support services in Powys in the event the Boards of Tai Ceredigion and Mid-Wales Housing Association agree to merge.
* Identifying and working with Partner Agencies in neighbouring counties to deliver regionally commissioned support services.

The Care Society will build on strong strategic links with organisations from across the public, private and third sector at a local, regional and national level, to achieve the strategic priorities detailed throughout this business plan.
Overview

THE CARE SOCIETY

The Care Society is an established provider of housing, homelessness and support services within Mid Wales.

All our dedicated volunteers and 33 staff work within projects which include:

* The only night shelter provision in central Wales.
* A warden emergency accommodation service inclusive of a supported unit for young care leavers and vulnerable young people.
* A high street social lettings agency and bond scheme to facilitate accommodation options for our service users in the private rented sector.
* The largest support team in Ceredigion; supporting single people, families and disabled people in their homes, and homeless clients.
* A countywide non-regulated support service delivering bespoke packages of care to people referred by Social Services’ Community Team Learning Difficulties (CTLD) & Community Mental Health Team (CMHT).
* A charity shop through which we run a Shopmobility scheme.

All our services underline our mission and objectives to:

* Support people in realising their full potential.
* Build stronger communities by promoting social inclusion for the public benefit and by preventing people from becoming socially excluded by reason of homelessness.
* Provide housing and accommodation options.

LOOKING FORWARD

The Care Society will work to meet its charitable objectives and deliver existing and new services which help more people. This will be achieved through:

* Listening to service users with a view to improving the effectiveness of services.
* Investing in the training and professional development of staff.
* Implementing trauma informed practice across projects.
* Sourcing additional grant monies to deliver new and enhanced services.
* Through working with the Local Authority and Ceredigion Innovation Partnership, increase the number of community support contracts.
* Work with partner agencies throughout Ceredigion to meet identified housing and support needs.

The Care Society will continue to ensure services and process are quality assured and the Care Society remains a financially viable and sustainable charity.
Strategic Priority 1

“To be an excellent bilingual landlord which involves its tenants and customers at all levels with emphasis on tenancy sustainment and continuous improvement.”

**ACTIONS**
- reduce homelessness

**RESOURCES**
- grants, donations, partnership working, staff, increased supply of accommodation

**OUTCOMES**
- stronger communities, less rough sleeping/sofa-surfing

**RISKS**
- loss of grant funding, poor quality accommodation, rent arrears, welfare reform

**ACTIONS**
- deliver services that meet the needs of service users

**RESOURCES**
- staff training, service user engagement

**OUTCOMES**
- bilingual services, better trained staff, improved engagement with service users

**RISKS**
- reluctance to engage and feedback

**ACTIONS**
- raise awareness of Care Society services

**RESOURCES**
- marketing costs, staff time, staff training

**OUTCOMES**
- more people accessing services, better awareness of Care Society, improved stakeholder engagement, increase in donations

**RISKS**
- negative publicity, reputational damage, lack of budget, increased pressure on services
Strategic Priority 2

“To maintain existing, and increase the number of, quality homes within sustainable communities.”

**ACTIONS**
- source additional accommodation

**RESOURCES**
- staff, grant income, marketing

**OUTCOMES**
- reduced homelessness, growth of social lettings agency

**RISKS**
- loss of grant income, reduction in supply of accommodation, competition

**ACTIONS**
- ensure property compliance

**RESOURCES**
- staff, training, external contractors, audit of stock, policies and procedures

**OUTCOMES**
- improved property portfolio and welfare of tenants, quality assurance, reduced voids

**RISKS**
- lack of landlord engagement, increased costs, poor tenant engagement

**ACTIONS**
- additional supported accommodation

**RESOURCES**
- staff, suitable properties, grants, training

**OUTCOMES**
- reduced homelessness, accommodation for vulnerable tenants

**RISKS**
- loss of grants, staff and tenant welfare
Strategic Priority 3

“To be a financially sound and viable business that conducts its affairs with honesty, integrity and strong governance.”

ACTIONS
increase income streams

RESOURCES
staff time, grants, contract and self-generated income, donations

OUTCOMES
growth of existing services, increased organisational turnover, increased reserves, greater social impact

RISKS
competition, reduction in grant funding

ACTIONS
audit service delivery and performance

RESOURCES
staff time, budget, auditors, software, feedback from service users

OUTCOMES
quality assurance, legal compliance, well governed organisation, trusted charity with good reputation

RISKS
reluctance from service users to engage, lack of budget/internal resources

ACTIONS
reduce bad debt and voids in Social Lettings Agency

RESOURCES
staff training, policies and procedures, software

OUTCOMES
increased income, sustainability of Social Lettings Agency, tenancy sustainability

RISKS
welfare reform, lack of internal resources, vulnerable tenants
Strategic Priority 4

“To be an employer of choice that provides local employment opportunities, training and work placements.”

**ACTIONS**
- invest in staff training

**RESOURCES**
- staff, training providers, budget

**OUTCOMES**
- improved staff performance, consistency and quality of service delivery, tender advantage, employer of choice

**RISKS**
- opposition to change, high staff turnover

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**ACTIONS**
- improve recruitment process

**RESOURCES**
- staff, policies, procedures, budget, software, marketing

**OUTCOMES**
- improve quality of applications, increased staff retention, better performance

**RISKS**
- lack of budget/internal resources, rural area

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**ACTIONS**
- review salaries and terms and conditions

**RESOURCES**
- budget, staff, policies, procedure

**OUTCOMES**
- increased morale, improved staff retention, better performance

**RISKS**
- insufficient budget, low morale if results in status quo
Charity Governance

Good governance in charities is fundamental to their success. A charity can only achieve its strategic priorities if it has effective governance and the right leadership including trustees. The charity governance code for small charities helps small organisations and their trustees to develop high standards of governance. It is not a legal or regulatory requirement but is a set of principles and recommended practice which is a tool for continuous improvement.

The Care Society reviews its governance arrangements against the code on a regular basis and reports to the Board where the charity is compliant and where improvements can be made.

RISKS

The Care Society reviews the risks it faces when achieving its strategic priorities through a risk map process. The Care Society identifies the changes in internal and external factors that may affect the likelihood of a significant risk impacting the charity. The risk mapping process is fully embedded within business planning and operational arrangements and is complemented by a risk register.
The five year budget is characterised by external grant funding from both Welsh Government and the Local Authority to provide support to people becoming socially excluded by reason of unsettled circumstance, homelessness, at risk of losing their home or living in inadequate accommodation. The Care Society also receives rental income from their social lettings agency.

**BUDGET ASSUMPTIONS**

* Rental income has assumed a 1% increase between years 2-5.
* Other income includes income from managed properties, the charity shop and Shopmobility and increases between 2% and 5%.
* Voids and bad debts are assumed at 8% of rental income over the five years as per the expectations of the results of Welfare Reform and especially Universal Credit.
* Operational costs have been fully reviewed and costed for.

**KPI Description**

<table>
<thead>
<tr>
<th>KPI Description</th>
<th>Target 2020/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Tenant Arrears - Leased Properties</td>
<td>1%</td>
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<tr>
<td>Current Tenant Arrears - Managed Properties</td>
<td>2%</td>
</tr>
<tr>
<td>Percentage of Services Available Bilingually</td>
<td>100%</td>
</tr>
<tr>
<td>Average Number of Days to Relet a Property</td>
<td>14</td>
</tr>
<tr>
<td>Staff Turnover</td>
<td>10%</td>
</tr>
<tr>
<td>Sickness Absence</td>
<td>2%</td>
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### Statement of Comprehensive Income

<table>
<thead>
<tr>
<th></th>
<th>2020/21 Budget £’000</th>
<th>2021/22 Forecast £’000</th>
<th>2022/23 Forecast £’000</th>
<th>2023/24 Forecast £’000</th>
<th>2024/25 Forecast £’000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Turnover</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rent</td>
<td>115</td>
<td>116</td>
<td>117</td>
<td>118</td>
<td>120</td>
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<tr>
<td>Grant</td>
<td>672</td>
<td>666</td>
<td>666</td>
<td>666</td>
<td>666</td>
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<tr>
<td>Other</td>
<td>348</td>
<td>362</td>
<td>377</td>
<td>392</td>
<td>407</td>
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<tr>
<td><strong>Operating Activities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff costs</td>
<td>(720)</td>
<td>(729)</td>
<td>(742)</td>
<td>(756)</td>
<td>(771)</td>
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<tr>
<td>Premises/office costs</td>
<td>(221)</td>
<td>(209)</td>
<td>(212)</td>
<td>(215)</td>
<td>(218)</td>
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<tr>
<td>Project overheads/other</td>
<td>(131)</td>
<td>(131)</td>
<td>(133)</td>
<td>(133)</td>
<td>(135)</td>
</tr>
<tr>
<td><strong>Operating Surplus</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>63</td>
<td>75</td>
<td>73</td>
<td>72</td>
<td>69</td>
</tr>
<tr>
<td>Interest payable and similar charges</td>
<td>(11)</td>
<td>(10)</td>
<td>(10)</td>
<td>(10)</td>
<td>(9)</td>
</tr>
<tr>
<td><strong>Surplus for the Year</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>52</td>
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<td>63</td>
<td>62</td>
<td>60</td>
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## Statement of Financial Position

<table>
<thead>
<tr>
<th></th>
<th>2020/21 Budget £'000</th>
<th>2021/22 Forecast £'000</th>
<th>2022/23 Forecast £'000</th>
<th>2023/24 Forecast £'000</th>
<th>2024/25 Forecast £'000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fixed Assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing properties less depreciation</td>
<td>411</td>
<td>396</td>
<td>381</td>
<td>366</td>
<td>350</td>
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<tr>
<td>Other fixed assets</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>1</td>
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<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Debtors</td>
<td>333</td>
<td>403</td>
<td>471</td>
<td>538</td>
<td>601</td>
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<tr>
<td>Creditors: due within one year</td>
<td>(94)</td>
<td>(94)</td>
<td>(93)</td>
<td>(93)</td>
<td>(92)</td>
</tr>
<tr>
<td>Net current assets</td>
<td>239</td>
<td>309</td>
<td>378</td>
<td>445</td>
<td>509</td>
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<tr>
<td>Creditors: due after one year</td>
<td>(277)</td>
<td>(266)</td>
<td>(256)</td>
<td>(246)</td>
<td>(234)</td>
</tr>
<tr>
<td>Total</td>
<td>376</td>
<td>441</td>
<td>504</td>
<td>566</td>
<td>626</td>
</tr>
<tr>
<td><strong>Reserves</strong></td>
<td>376</td>
<td>441</td>
<td>504</td>
<td>566</td>
<td>626</td>
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</table>
## Cashflow Forecast

<table>
<thead>
<tr>
<th></th>
<th>2020/21 Budget £’000</th>
<th>2021/22 Forecast £’000</th>
<th>2022/23 Forecast £’000</th>
<th>2023/24 Forecast £’000</th>
<th>2024/25 Forecast £’000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Cashflow</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash b/f</td>
<td>81</td>
<td>1,145</td>
<td>1,160</td>
<td>1,176</td>
<td>1,193</td>
</tr>
<tr>
<td>Operating income</td>
<td>1,135</td>
<td>(1,072)</td>
<td>(1,087)</td>
<td>(1,104)</td>
<td>(1,124)</td>
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<tr>
<td>Operating expenditure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Surplus</td>
<td>63</td>
<td>76</td>
<td>73</td>
<td>72</td>
<td>69</td>
</tr>
<tr>
<td>Add back depreciation</td>
<td>20</td>
<td>19</td>
<td>18</td>
<td>17</td>
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</tr>
<tr>
<td>Interest payments</td>
<td>(11)</td>
<td>(11)</td>
<td>(10)</td>
<td>(10)</td>
<td>(9)</td>
</tr>
<tr>
<td>Total</td>
<td>9</td>
<td>8</td>
<td>8</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td><strong>Investing Activities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital expenditure</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Closing Balance on Bank Account</strong></td>
<td>153</td>
<td>237</td>
<td>318</td>
<td>397</td>
<td>474</td>
</tr>
</tbody>
</table>
The Care Society Subsidiary Board

Catherine Shaw

Anthony Hearn
Chair

Peter Saunders

John Rees
Vice Chair

Stephen Cripps

Tony Kitchen

Margaret Gallagher
The Executive

Stephen Jones
Group Chief Executive Tai Ceredigion

- Graduated at Sheffield Hallam University with a BA (Hons) degree in Housing Studies.
- 37 year career in local authority and RSL housing.
- Appointed Tai Ceredigion’s first CEO in 2009.
- Guided TC through stock transfer from Ceredigion County Council.
- Former Group Director of Community Services at Pennaf Housing Group.
- Voluntary member of Digartref Charity on Ynys Mon.
- Fluent Welsh speaker.

Eleri Edwards
Director of Housing and Support Tai Ceredigion

- 37 years of experience in all aspects of housing management.
- Past experience in local authority and with Cymdeithas Tai Cantref.
- In post since stock transfer in 2009.
- Respected housing professional in west Wales and Fellow of the CIH.
- Leads on tenant involvement and participation.
- Fluent Welsh speaker.

Liŷr Edwards
Director of Property Services Tai Ceredigion

- Degree in Building Technology and Management.
- Over 20 years housing experience.
- In post since stock transfer in 2009.
- Planned, managed and successfully oversaw completion of WHQS works.
- Currently leading on TC’s development plans.
- Fluent Welsh speaker.

Kate Curran
Group Director of Corporate Services Tai Ceredigion

- Chartered Accountant.
- 16 years Public Sector Finance experience.
- Transferred from Ceredigion County Council to Tai Ceredigion.
- Appointed Director of Corporate Services in March 2016.
- Trustee of Age Cymru Ceredigion.
- Member of the Dyfed-Powys Police and Crime Commissioner Joint Audit Committee.
- Active Welsh learner.

Guy Evans
Executive Director The Care Society

- MSc Management (Social Enterprise Innovation and Creativity).
- Over 20 years experience in Housing and Support.
- Trustee of Tir Coed.
- Fluent Welsh speaker.