

# Hendre Self-Evaluation

*2025 overview*



This report is about how well Hafod (Hendre) is doing in providing homes and services. It shares What we are focusing on, How we are doing well, and what we can make better.

## **A. What Hafod is focusing on:**

### **1. Putting customers first:**

- Hafod wants to make sure we provide good homes, care, and support.
- We listened to what people living in their homes (tenants) and colleagues had to say.
- We want to be more visible in communities and make it easier for people to get in touch.
- We are working to help residents and communities achieve their goals.
- We are also making sure homes are healthy and good for the environment.

We undertook a mission update in response to national tragedies (like Grenfell) and resident feedback, Hafod has refreshed its mission to put customers at the heart of everything we do.

**How?** Through town hall meetings, strategy sessions, and insights from both residents and colleagues.

### **Our missions:**

- **Getting the basics right** Ensure good quality homes, responsive service, and listening to feedback.
- **Connect with you;** Improve visibility, accessibility, and empower residents and communities.
- **Invest in the future;** Provide healthy, sustainable homes, prioritise well-being, and ensure financial sustainability.

### **2. Making the organisation work better:**

- Hafod made some changes to save money and use their resources more effectively. **Why?** Economic pressures (e.g., wage increases, rising operating costs such as utilities and rates, smaller than inflation increases in funding for rents) required Hafod to save around £2.5 million.
- We are creating smaller teams in different areas to make decisions faster and help customers better.
- We did this through a Right-Sizing the Organisation exercise.

**How?** Streamlining operations by:

- Creating four regional teams with more local decision-making power.

- Central customer operations for support.
- Ensuring cuts don't impact frontline services.
- Colleagues and residents were kept informed and involved throughout the process.
- Early impact shows more empowered colleagues and a positive culture shift toward proactive service.

### **3. Checking how well we are doing:**

- Performance & Transparency are important to Hafod.
- Hafod publishes a clear, data-driven report every three months.
- This report uses a simple Red, Amber, Green (RAG) system to show if key targets (KPIs - Key Performance Indicators) are on track.
- Customer interactions and case studies highlight the real-world impact about how we are helping residents and communities.
- Hafod do proactive risk management and shares updates with the board.

### **4. Good leadership and rules:**

- Hafod is checking its leadership and rules to make sure they are clear, fair, and help the organisation work well for the future.
- We follow all the important laws and rules.
- The governance structure of the Board is under review to ensure its fully effective and future-ready.
- Hafod checks its performance against regulatory standards and codes, confirming full or partial compliance, and noting areas for improvement.
- Equality, Diversity, Inclusion (EDI):
  - Board and workforce diversity is a priority.
  - Actions include an EDI action plan, board and colleagues training, and adapting homes to resident needs.
  - Progress has been made, but work continues, especially on fully delivering EDI commitments.

### **5. Involving stakeholders**

- Customer Scrutiny Panel: Residents help review the self-evaluation and shape services.
- Local Engagement: Hafod are working towards having more presence in communities and more opportunities for customers to influence decisions.

## **B. How Hafod is doing:**

- **Strategic leadership (How we lead):** We are doing well, with a clear plan that puts customers first. We are working to improve how we gather information about different communities.
- **Risk management (Managing problems):** We have strong plans to find and manage risks, and we make sure their computer systems are safe.
- **High-quality services (Good services):** We are providing good services like repairs, support, and help with anti-social behaviour. We listen to feedback in many ways, not just surveys.
- **Tenant involvement (Listening to tenants):** We have many ways for tenants to get involved and share their ideas. We are working to make sure we hear from all different types of tenants.
- **Affordable rents and charges:** We set rents fairly, considering what people can afford.
- **Value for money:** We try to get the best value for their money in everything we do, and we show how this helps customers and communities.
- **Financial planning:** We have strong plans to make sure we are financially stable for a long time.
- **Asset management (Managing properties):** We are working to keep track of all their properties and make sure we are used well. We are also improving their data on properties.
- **Safe and quality homes:** We have a strong focus on keeping homes safe and meeting quality standards. We are working to improve their data on property conditions.

### **C. What we are working on (Improvement plan):**

Hafod has a plan for 2025 to make things even better in a few areas, such as:

- Getting better information about the different people in their communities.
- Using a tenant survey to help choose future Board members.
- Improving how we manage risks.
- Getting more diverse views from tenants to help design services.
- Implementing a new system to manage their properties better.
- Starting to report on environmental and social goals from 2026.

### **In summary**

Hafod's self-evaluation shows a clear effort to:

- ✓ **Listen and respond** to customers and colleagues.
- ✓ **Ensure financial and operational health** in a tough climate.

- ✓ **Prioritise quality homes and services.**
- ✓ **Promote diversity and inclusion** at all levels.
- ✓ **Be transparent** through regular reporting and open governance reviews.
- ✓ **Continuous improvement** is central, Hafod is honest about partial compliance in some areas and has action plans to address them.



basics | connect | invest