



# We are Hafod

## Mission Playbook

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Our behaviours

# We are Hafod...



We provide over 6,000 affordable homes to families and individual across South Wales.



Our Customer Experience deal with around 30,000 incoming contacts per year, with 19,000 of them being phone calls.



We have over 16,000 customers within our communities.



We provide around 1,519 hours of care per week for customers in their own homes.



We provide residential care and support to 245 customers across our 5 residential care homes.



We provide person-centred housing support services to around 1,134 people at any one time.



We provide care and support to 193 customers in our nursing homes.



We have a community of 1,200 committed and passionate colleagues, the majority of which live in the community we serve.



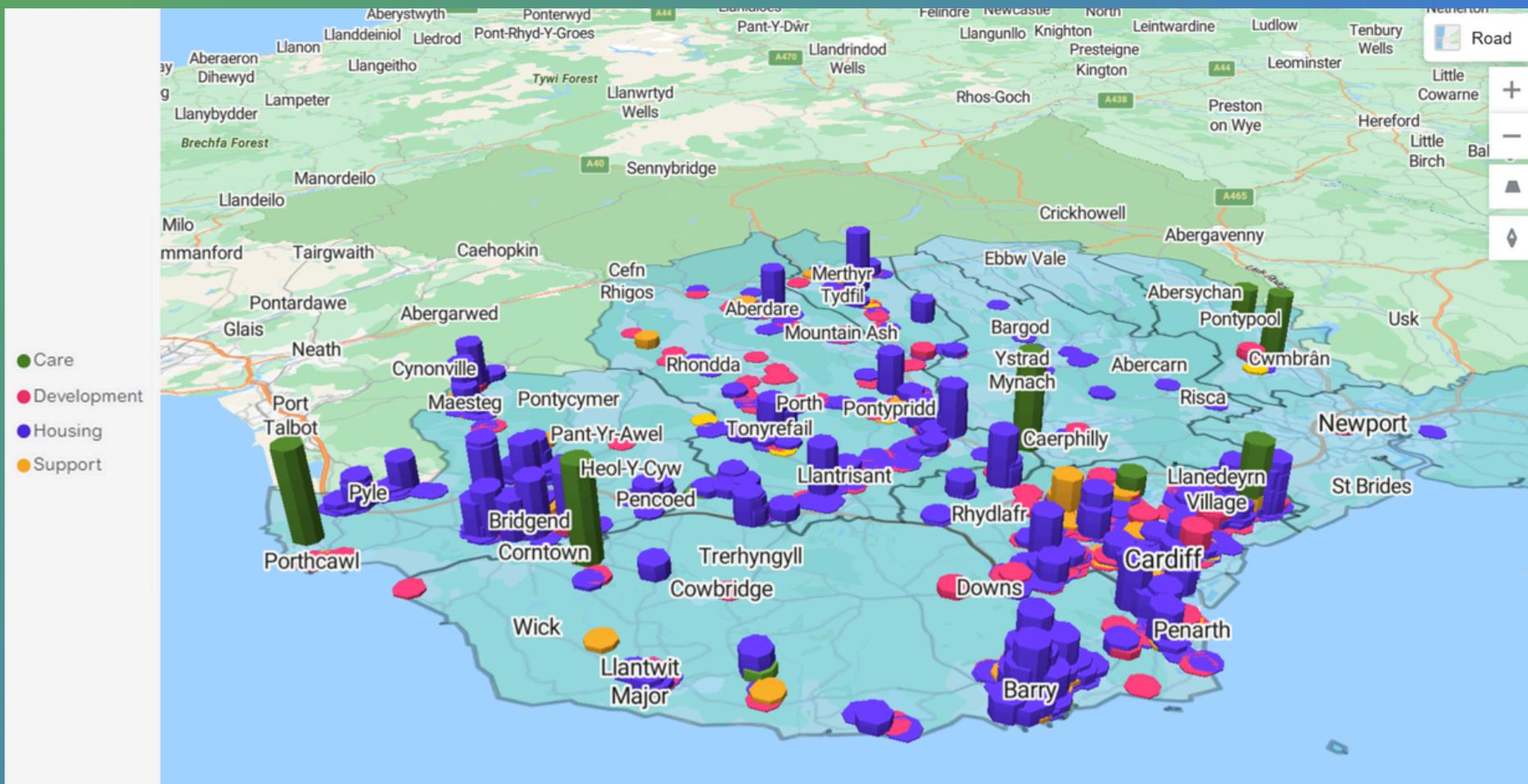
We hand over an average of 90 brand new homes to our customers per year.



We have over 4,000 monthly recipients of our Award Winning Hafod Connect E-newsletter a monthly newsletter to update our customers.

# Hafod communities are your communities

We work and live hand in hand



# The big picture

Communities in Wales are facing tough times. We face continued cuts in services and rising living costs which lead to divided communities, people are more isolated, struggling with money, and living longer in poor health. Current systems are straining to keep up.

Hafod is more than a provider of services, homes, or jobs. It's a vital part of public services, impacting welfare, health, climate action, and community, while staying true to its roots in care, support, and housing.

Guided by the 'Caring for the Future' blueprint set in 2018, we've made significant progress. We've embedded strengths-based working in communities, secured the future of care services and started a journey of service transformation. Now it's time to build the momentum and create a future around big challenges, strong communities, services and homes designed in harmony with people's lives.



# Caring for the Future

# Building our mission

In 2023, Hafod embarked on a journey of discovery to understand how well it was serving its customers and colleagues. The exercise was designed to provide the intel needed to focus Hafod on a strategy to better meet customers needs.

The exercise was designed to gather in the information needed to focus Hafod on a strategy to better meet customers' needs.



Reflected the voice of customers and colleagues faithfully.



Is accessible and relatable in how it's written – concise, clear.



Is not more of the same – different times call for a novel response.



Conveys some humility but also be reassuring and confident.



Subtly speaks to different stakeholders and big agendas.



Moves away from 'strategy' to a 'mission'.



Is direct – written to and for customers, rather than internal audience.



Is not things to all people, but something for everybody to take away.

# Our vision and mission

To play our role in helping communities thrive by hearing people's voices, giving support when it matters, on the terms people want.



## Get the basics right

- We will provide the best housing, care, and support we can.
- We will listen and work hard to improve.
- We will develop our ways of working but keep our personal touch.



## Connect with you

- We will be more visible in our communities.
- We will be easier to contact and faster to respond.
- We will help customers and communities achieve what they care about.



## Invest for a better future

- We will invest in customer and colleague well-being.
- We will provide healthy and eco-friendly homes.
- We will secure the future of the organisation with focus on the areas that matter.

# Our impact

We see a future where Hafod plays the part of a changemaker for stronger, connected communities that thrive. Communities where people feel heard, can shape what matters to them, love where they live, and can get support, on their terms, when they want it.

We also see a future where Hafod is using its skills, influence and spending to create growth, attract investment, channel communities' skills and ideas, and make a positive impact on people and place.

Most of all we see a future where Hafod has achieved a more balanced relationship with customers, with roles and responsibility on both parties. Hafod must be willing to put its influence and power to one side and let customers and communities take the lead in deciding what's best.



# Our behaviours and non-negotiables

## Our behaviours

In delivering our Mission, we remain true to our core behaviours: working as one team, delivering results, learning and improving, engaging people, communicating effectively, enabling change, providing care and support, and making sound decisions.

## Our non-negotiables

Our colleagues have identified a few things we need to do differently to make the Mission work. These are non-negotiables for all of us and where you see these not happening, call it out. Achieving the Mission is about what everyone does every day.



# Our non-negotiables

## 1. Be truly customer centred

To deliver our Mission we need to:

- Connect with our customers.
- Ensure our customers feel valued, heard, and respected.
- Follow through on promises.
- Prioritise customers needs.
- Ring customers back when we say we will.



# Our non-negotiables

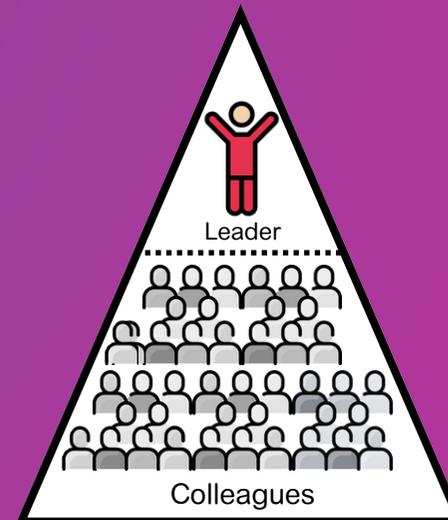
## 2. Empower and enable colleagues

To deliver our Mission we need to:

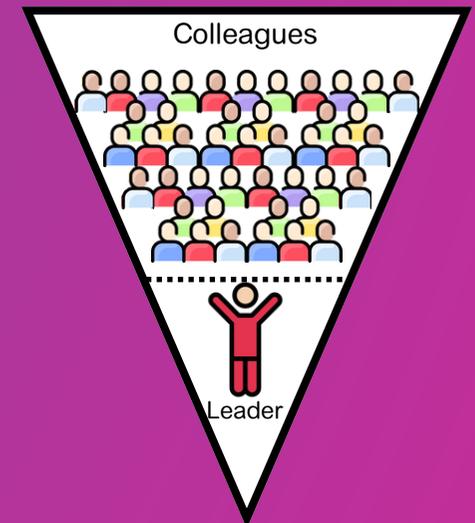
- Empower our frontline colleagues to do what they feel is right to support their customer, putting customers and colleagues at the top of the organisation hierarchy.

This involves :

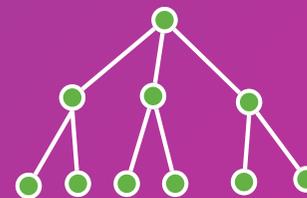
- Frontline colleagues having the permission, confidence and resources to do what is in the best interest of their customer.
- Managers and leaders removing barriers that get in the way of giving excellent customer service.
- A culture of learning when things go wrong.



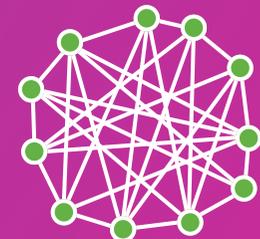
Traditional organisational structure



Upside down organisational structure



Top-down organisation



Bottom-up organisation

# Our non-negotiables

## 3. Focus on impact

To deliver our mission we need to:

- Focus on things that really affect people's lives.
- Make a positive difference.
- Measure the things that matter.

## 4. Be long-term in our thinking

To deliver our mission we need to:

- Focus on longer-term goals.
- Making decisions now with the interests of future generations in mind.
- Being patient and undeterred in achieving impact.

## 5. Be true to our behaviours

In delivering our Mission we also need to do so in a way which keeps true to our behaviours:

- Acting as one team
- Delivering results
- Learning and improving
- Engaging people
- Communicating and influencing
- Enabling change
- Care and support
- Make effective decisions

# Our behaviours

## Acting as one team

We work positively within teams and projects and value everyone's contribution.

We encourage collaboration with other teams and make suggestions that benefit customers and stakeholders.

We proactively help out colleagues and support them in their role.

We are mindful that we are part of a bigger team and seek to get involved in projects and activities outside our own team.

## Delivering results

We take full accountability for tasks and complete them to the highest standards possible.

We are 'outcomes focused'; never losing sight of customers' and colleagues' priorities.

We support Hafod towards its commitment to sustainable practices and reduction of environmental impact.

We finish what we start and don't leave tasks unfinished.

# Our behaviours

## Learning and improving

We make suggestions and are always on the lookout for new ideas to improve.

We reflect on our own development needs and seek out opportunities that could help fill gaps in our knowledge and skills.

We challenge existing processes and procedures and look to make things better.

We are willing to try new things even if it means making mistakes along the way.

We take responsibility for our own personal development and take opportunities to learn and grow.

## Engaging people

We create a friendly and welcoming environment when we are at work, taking action to help people feel they belong and are supported.

We take time to really get to know our colleagues to understand them, their roles and areas of diversity better.

We build positive and genuine relationships and make efforts to get out and about to meet our internal and external customers.

We allow all other team members the opportunity to contribute.

We adhere to our Equality, Diversity and Inclusion policy in both spirit and practice.

# Our behaviours

## Communicating and Influencing

We speak up and challenge when people do not live our behaviours and non-negotiables.

We engages others with their ideas, communicating in clear and interesting ways.

We are realistic with customers and have the courage to say “no” when the expectations or requirements of others are unfeasible.

We take the time to listen to what others have to say.

We actively listen to the concerns of others with compassion and respect.

## Enabling change

We work with the information we have to understand situations and move forwards, accepting that not all details are always available.

We adjust focus easily as priorities change.

We support our journey working towards sustainability and being carbon neutral.

We offer support and encourage others through times of change and/or uncertainty.

We are positive and open-minded when it comes to trying something new and different.

We actively support our new ways of working.

# Our behaviours

## Care and support

We always treat others respectfully and as individuals.

We look at the needs of the person we are interacting with holistically and make an effort to address those needs in a single interaction or by signposting as soon as possible.

We take the trust and safety of others seriously.

We take the time to fully understand the needs of the customer or colleague we are interacting with.

We take a person-centred approach to providing support to others, being happy to go that extra mile for our customers.

We treat everyone with compassion and respect.

## Make effective decisions

We plan and organise activities well to enable achievement of priorities and outcomes.

We consider the needs of our internal and external customers when making decisions and taking action.

We involve the right people and tools at the right time to help make a decision.

We measure results in terms of outcome, impact and reduction of potential harm.

We willingly take ownership of difficult decisions and lead them through to completion.

# We are Hafod.

Together we can get the basics right, make more meaningful connections, and invest our efforts in a better future that helps communities thrive.



