



Bron Afon

Corporate Strategy 2023-28

Everyone should have a place to call home

Bron Afon exists to provide high quality homes in strong and thriving communities.

Our core purpose has never been more important. As a leading partner in a network of organisations, we work with people who want to **make a difference** in the communities where they live.

We have had conversations with our customers, colleagues, partners, and board members to develop our corporate strategy, which sets out our priorities, and will guide us through the next five years.

We are building on our 2018 Corporate Plan and our current priorities. We are here to support people in their communities, provide quality services for our customers, and make Bron Afon a great and inclusive organisation people want to work with and for.



Over the next five years, we will adapt our business to meet the changing needs of our customers. We want to be a trusted business that actively listens to our customers and acts in the right way. We want to work in partnerships as part of a long-term solution to the housing crisis and inequalities in our society. We will focus on the environmental impact and the future of our communities in all our decision making.

Our 2023 strategy renews our commitment to provide a quality home and a safe place to live. We want to work with communities in ways that help them to thrive. But while a safe and solid home is vital, our vision does not end there. For our customers to live their best lives, they need to know that we will maintain their home and respond quickly, getting repairs right first time. They want us to work in partnerships to create great shared spaces and invest in local communities. They want value for money from our services.

We know that we have some hard work to do. By working with our customers, colleagues and partners we will focus on four areas that will help us deliver our vision and strategic aims.



Great Customer Service



Provide High Quality Homes



Build New Homes



Partnerships and Communities

“Our values and being true to our core purpose of providing high quality homes in strong, safe communities makes us confident that we can achieve the best outcomes for our customers and our communities, which we can all be proud of.”

Alan Brunt CEO and Andrew Lawrence, Chair of our Board





Our Vision

We are trusted to help build safe and strong communities, where everyone has a place they are proud to call home.

Our Values

Our values are important to us and guide how we work. They were developed with our members, colleagues and partners and help make sure our decisions are the right ones.

They are **REAL**.



Respect

We treat everyone with respect. We are fair, inclusive, and understanding.



Engage

We are proud to be owned by the community. We work with people and partners to make lives better.



Ambition

We want to be the best at what we do. We are ambitious in creating opportunity and addressing inequality. We bring passion, creativity, and commitment to our work.



Listen

We listen, we understand, and we are trusted to act.

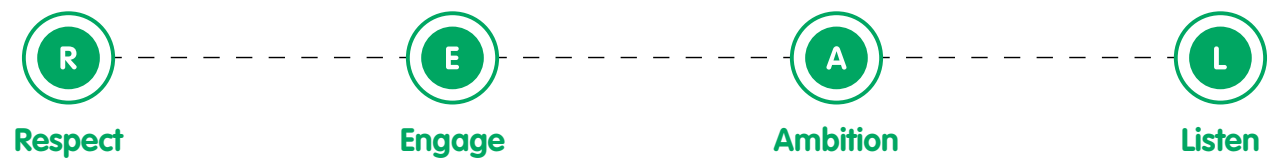
What we will achieve by 2028

Our Strategy sets out what we aim to achieve by March 2028.

Over the last few years, we have learned how quickly the world can change. We cannot always predict the future, but we know the coming years will also present a difficult and challenging environment, both to our customers and the organisation.

We believe that we can face the challenges ahead if we focus on delivering services that matter to our customers, to a high standard, while achieving value for money. We will make sure that our priorities, partnerships, and plans keep us on track to deliver what our customers and communities need.

By staying true to our REAL values: being respectful, engaging, ambitious and through listening, we will be an agile and responsive organisation, able to deliver our plans.





Our ambition for the next five years



Great Customer Service

- Provide quality services and value to our customers.
- Reduce unwanted behaviour in and around our homes and communities.
- Listen, understand, and act, so we increase our customers' trust and satisfaction with our services.
- Represent our customers and communities, raising their voice, so they are heard by decision-makers.
- Work with customers to design our services so that their experience helps us meet their needs and they can access services in a way that works best for them.

We will

- Use data and customer feedback to understand what matters most to customers and what great customer service means across the business.
- Provide services which are value for money for our customers, keeping our rents and service charges affordable.
- Focus on improving the services that customers have said matter most to them such as repairs and maintenance and anti-social behaviour.
- Be clear on what we can and cannot do, so our customers understand our decision-making and actions.
- Encourage and support customers to use our digital services by making things easy and accessible, and make sure customers have a great experience if they prefer to contact us by phone.
- Encourage customers to join our 'Your Voice' group so we can work with them to improve and shape our services to best meet their needs.



Build New Homes

- Continue to build good quality, safe, energy-efficient homes which everyone is proud of.
- Be part of the solution to the housing crisis by meeting the demand for more homes through buying, refurbishing and redeveloping properties on and near our existing homes.
- Invest in new materials, products and building systems so the homes we build are as energy efficient as possible. Making them more affordable and easier to maintain for our customers.

We will

- Continue to work with local and national partners to build specialist housing where needed to support the most vulnerable in our communities.
- Strengthen our relationships with private developers and aim to be the partner of choice for the Section 106 affordable properties on new build developments.
- Provide homes for open market sale through Ardal Homes, generating profit to reinvest in the business, develop services and build more affordable homes.
- Upskill our workforce making sure we have the right skills to support and guide customers as we deliver our net zero carbon commitment.



Provide High Quality Homes

- Invest in our current homes so they are maintained at a high-quality level by making sure that we meet the new Welsh Housing Quality Standard.
- Manage our properties well and make sure that all our homes comply with the required safety standards.
- Invest in and maintain the quality of our estates and open spaces, working with our customers and partners to improve communities now and for the future.

We will

- Invest in training and retaining an agile workforce who will maintain our customers' homes and respond to requests quickly, getting repairs right first time.
- Use data to plan how we will invest in homes over the next five years and act on what our customers have told us matter most, such as energy efficiency, and making sure we have as few empty homes as possible.
- Improve and increase our use of sustainable materials with a low carbon footprint in our repairs and maintenance work.



Partnerships and Communities

- Support people who want to improve the communities they live in.
- Work with experts to improve the wellbeing and safeguarding of our customers and colleagues.
- Be the partner of choice for organisations creating opportunities that make our communities stronger.

We will

- Work with partners to increase social and financial investment in communities, using local skills and services as much as possible to get the best results.
- Be an active partner with health agencies to help improve services and reduce health inequalities involving people who are living in our communities.
- Work with Torfaen's wellbeing network to move our services closer to the communities we work with, improve relationships and help build community resilience.

Our People

We believe our people are our best asset and the key to our success.

By 2028 we want to be a business that is part of a long-term solution to the housing crisis and inequalities in South Wales. We can only do this with a strong, agile workforce, where colleagues feel connected and are supported to be their best.

Our promise to our people

- Provide a great place to work that attracts and retains talent by enabling people to do a great job, wherever and whenever they are working.
- Listen to our colleagues and work with them to create more opportunity for flexible working to improve the customer and employee experience.
- Trust colleagues to make sound decisions based on good data, empowering them to do the right thing for customers.
- Promote and embed equality, diversity and inclusion into every aspect of our business, supported by relevant training for everyone.
- Establish a culture of wellbeing, focused on mutual responsibility so everyone can work safe and be well.



The plans we will use

We will deliver our Corporate Strategy using our own annual service plans and by following current legislation.

As a community mutual, we are owned by our members and contract-holders (formerly tenants). Every penny we make is reinvested into our business to ensure our financial sustainability and provide value for money for our customers and communities. We will review our strategy each year to make sure we are on track and have the flexibility to respond to changes if we need to.

You can find out more about our corporate plans on our website [Corporate Information - BronAfon](#)

Keeping you updated

It's important that we keep our customers, colleagues, and partners up to date with progress on our performance. We will do this in a number of ways, including through 'Your Voice', our annual self-assessment and our annual report. We will share our results in ways that are accessible to everyone.