Continuous Improvement Plan (Regulatory) 2024/25

RS 1.0 GOVERNANCE				
	Outcome	**Action**	**Responsible Person**	**Target date**
	SMART Strategic Objectives set for 2024/25 which enable Grwp Cynefin to gauge and monitor progress	Corporate Objectives 2024/25 presented to Board for approval	Management Board	30 April 2024
	New Corporate Plan 2025/29. which reflects Grwp Cynefin's vision, culture and values. This would meet DTP's recommendation 1 of the Business Model Review.	That the Board includes a Strategic Aim for 2024/25 to develop a new Corporate Plan for 2025 onwards.	Management Board	31 January 2025

	That the Board have a clear process of gaining assurance	Develop a Board Assurance Framework. We intend to establish a Task and Finish Group (consisting of Board Members and Senior Leadership Team) to oversee and inform the process, alongside an independent external advisor to help us with this piece of work which will include a review of our risk and audit management arrangements.	Governance and Compliance Manager	Tender w/c 11 March 2024 Completed by 30 June 2024

	Simplification of the Group Committee structure	Recommendation DTP10, specifically: • **[Redacted – Section 43 (2) Commercial Interests]** • Review Gorwel and F&G as separate Committees and instead report through to GC's main Board, with the creation of 'task and finish' groups for any specific areas of activity which the Board wishes to establish for time-limited increased scrutiny or Board involvement.	Chief Executive Officer / Governance and Compliance Manager	31 December 2024
		• **[Redacted – Section 43 (2) Commercial Interests]**	Chief Executive Officer / Leadership Team	30 September 2024
1(b)	To be fully compliant with the requirements of the Grŵp Cynefin's Rules, Standing Orders and the Code of Governance.	A detailed Governance Improvement Plan (GIP), to be drawn up by, and will be	Governance and Compliance Manager	30 March 2024

		monitored using the 'Goals' monitoring software, and by the Board on a quarterly basis		
		That the Remuneration and Governance Committee monitor the progress of the subsidiary's GIPs on a quarterly basis	Chief Officer of Conwy and Denbighshire Care and Repair / Chief Officer of Canllaw.	Quarterly.
		That the GIPs of all parts of the Group work towards achieving a level 3 in their next Governance Assessment Process (and that CDCR maintains theirs)	Governance and Compliance Manager / Chief Officer of Canllaw Chief Officer Conwy and Denbighshire Care and Repair	30 March 2027
1 (c)	Increase capacity resource to drive forward the EDI requirements of the Group.	Agreement in place with local RSLs to share senior HR Executive with experience in the EDI field. Budgetary provision has been set aside for this in the 2024/25 draft budget.	HR Manager	30 March 2024

	Improve our understanding of who our tenants are and what their needs are.	Undertaking a comprehensive tenant's profiling exercise	Head of Neighborhoods	30 March 2025
	EDI information is presented to Board on a regular basis to oversee that this area is being strengthened	Present regular progress reports to Board on the EDI	HR Manager	Information to Board twice-annually

		Action Plan. Which includes high level EDI KPIs.		
	Actively work towards decreasing the pay gender gaps between males/females	Draw-up a clear plan of how we will actively work towards decreasing the current pay gender gap at Grwp Cynefin	HR Manager	30 June 2024
(d)	That Grŵp Cynefin has a diverse Board which reflects the communities we work with, and with the skills and knowledge required to be effective.	Review Grwp Cynefin's Board Skills Succession Plan following an appraisal process, ahead of the 2024 AGM. This includes understanding the position of the current co-opted members to allow future planning.	Chair, with the support of the Governance Team	31 July 2024
		Future Board appointments should specifically target individuals that reflect the area we work in. *(Currently 5 out of our 12 Board members live outside our area of operation).*	Chair, with the support of the Governance Team	Ongoing

	Opportunities for Board Members to build relationships and network.	Make greater use of pre-board, and other informal opportunities e.g. Board awareness sessions	Governance and Compliance Manager	Minimum of 2 informal opportunities during 2024/25

	That Grŵp Cynefin has a permanent executive structure with the skills and knowledge required to be effective.	Review the Executive structure and appoint to permanent roles. (DTP's recommendation no 6)	Management Board	31 December 2024
1 (e)	That Grŵp Cynefin has a diverse Board, reflecting the communities we work with, and with the skills and knowledge required to be effective.	DTPs Governance Review recommendations DTP 23 and DTP 25 specifically meet this standard	Governance and Compliance Manager	30 March 2024
1 (f)	Strengthen the tenants voice at a strategic level	Develop work plan to support increasing tenants voice at a strategic level	Chair/Governance Team	31 July 2024

1 (g)	That Grŵp Cynefin complies with all relevant legislation, regulatory requirements and statutory guidance	DTPs Governance Review recommendations DTP 11 specifically meet this standard, being to develop a practicable and robust approach to self-assessment against GC's regulatory framework and Code of Governance)	Governance and Compliance Manager	30 March 2025
		Continue regular and open communication with the Welsh Government Regulation team.	Board Chair and Chief Executive Officer	Continuous
		Commission a review to look at all of Grŵp Cynfin's activities to ensure they are registered	Governance and Compliance Manager	30 June 2024
		correctly with FCA, HMRS (if applicable), Charities Commission, and to identify any areas to strengthen.		

RS 2.0 Risk				
	Outcome	**Action**	**Responsible Person**	**Target date**
2 (a)	Arrangements that provide oversight on relevant information about risks related to Grwp Cynefin's strategic objectives.	Undertake a full independent review of Grwp Cynefin's approach towards risk management across the Group	Governance and Compliance Manager	Tender w/c 11 March 2024 Work to be completed by 30 June 2024
		Agree Internal Audit Plan for 2024/25, and agree what compliance areas would benefit from an external specialist audit.	Leadership Team	Audit and Risk Committee April/May 2024, date tbc)
2 (b)	Clear informed strategy and working arrangements for future investment, consolidation and rationalization of properties within a revised Asset Management Strategy.	Develop an Asset Management Strategy	Head of Assets	31 December 2024
2 (c)	Grŵp Cynefin has a current, effective and accessible Major Incident Plan	Revised Major Incident Plan is presented to the Audit and Risk Committee.	Interim Director of Group Resources	30 May 2024

RS 3.0 High Quality Services				
	Outcome	**Action**	**Responsible Person**	**Target date**
3 (a)	Provide further assurance (independent where relevant) to Board on health and safety compliance performance Reduce demand on responsive repair service by pro-active planned replacement of capital components i.e. Kitchens	Undertake a health-check exercise to consider Altair reports recommendation.	Head of Assets	31 December 2024
		Appoint Data Analysist to support further assurance and challenge around data validity, and to support providing analysis of what the data tells us.	Head of Assets	30 September 2024
		Improved performance reporting by further developing the use 'Power BI' reporting.	IT Manager	30 September 2024
		[Redacted – Section 43 (2) Commercial Interests]	Head of Assets	FY 2024/25
	Provide further assurance (independent where relevant) to Board on health and safety compliance performance	Undertake a health-check exercise to consider Altair reports recommendation.	Head of Assets	31 December 2024

3 (b)	Effective data management of tenant information to improve landlord services	Undertake a comprehensive tenant's profiling exercise to ensure we have current and complete data for our tenants.	Head of Neighborhoods	31 March 2025
		[Redacted – Section 43 (2) Commercial Interests]	Head of Neighborhoods	30 June 2024
3 (c)	Understanding how satisfied our tenants and service users are	Undertake a comprehensive satisfaction survey during 2025/26 (every 2 years)	**[Redacted – Section 40 (2) Personal Information]** Head of Neighborhood	2025/26
		Continue to collect tenant's satisfaction information via a variety of forms	**[Redacted – Section 40 (2) Personal Information]** Head of Neighborhood	Throughout 2024/25
		Set a target for overall tenant satisfaction as a strategic KPI	**[Redacted – Section 40 (2) Personal Information]** Head of Neighborhood	As part of the proposed Board Assurance Framework

RS 4.0 Voice of the Tenant				
	Outcome	**Action**	**Responsible Person**	**Target date**
4 (a)	That all staff value and promote a culture of tenant engagement	All staff and Board Members to attend at least one Tenant's Roadshow, Tenant's Workshop or other forum to hear the tenant's voice annually. We will provide feed-back to tenants on the increase in numbers of Board members and staff as compared to the 2023 roadshows.	HR Manager, Chair Chief Executive Officer / Leadership Team	31 March 2025

		Continue to include a question around tenant involvement in all future staff interviews, including that of the permanent CEO post, and that tenants continue to be included within recruitment of key posts.	HR Manager	On-going
		Include a section on promoting and valuing tenant's voices within all staff and Board member's Job Description's.	HR Man Governance and Compliance Manager	In all new posts from now on
		Include a section around promoting and valuing tenant's voices in the staff and Board appraisal process	HR Manager and Governance and Compliance Manager	From now on
		Implement a wider Communication Strategy around Tenant Engagement, and in line with Tenant Engagement Strategy.	Communication and Marketing Manager/ Community Initiatives Manager	30 June 2024
		All staff and Board Members to attend at least one Tenant's Roadshow, Tenant's Workshop or other forum to hear the tenant's voice annually. We will provide feed-back to tenants on the increase in numbers of	HR Manager Chair / Chief Executive Officer / Leadership Team	31 March 2025

		Board members and staff as compared to the 2023 roadshows.		
	Increase knowledge at strategic level about what is important to tenants Increase knowledge at strategic level about what is important to tenants	Hold at least 3 joint Workshops based on the Self-evaluation process with Tenants, Board and Staff on an annual basis, ensuring feed-back to tenants on decision made.	Chief Executive Officer	Annually
		More face-to-face contact with staff (all levels). We will be able to evidence this in our next self-evaluation	Community Initiatives Manager	Annually
		Undertake appraisal after each Workshop gaining everyone's views, and how we can improve further	Community Initiatives Manager	After each Workshop
		Hold at least 3 joint Workshops based on the Self-evaluation process with Tenants, Board and Staff on an annual basis, ensuring feed-back to tenants on decision made.	Chief Executive Officer	Annually

4 (b)	That more tenants are involved in tenant participation	Explore options around setting up tenants' groups in Extra Care and sheltered Accommodation schemes. Community Team to arrange initial meeting/session in all schemes	Head of Neighborhood and Communities Initiatives Manager	30 June 2024

		Exercise to review information given to new tenants during letting process	Head of Neighborhood and Communities Initiatives Manager	30 June 2024
	That Grŵp Cynefin can evidence it learns from complaints	Review Complaints Policy and Process in line with new Complaints legislation	Performance and Customer Manager	30 September 2024
		Present complaints case studies to the Tenant's Group, so that tenants can feed into 'lessons learnt' process.	Performance and Customer Manager	From 01 April 2024
		Provide an annual report to Board on Complaints, which includes case studies on 'lessons learnt'	Performance and Customer Manager	Annually
		Include 'complaints' as a high-level strategic KPI in the Board Assurance Framework	Governance and Compliance Manager	30 June 2024

4 (c)	That the Board can evidence the difference tenant's input has made, and that this can inform strategic decision making.	Present evidence to Committee and Board on the difference tenant's input has made (e.g. 'You said, we did reports', 'You Said, we Didn't' Case studies, with Tenants to attend Board meetings to present), to commence in June 2024	Communities Initiatives Manager	Annually, September 2024 Board meeting (date tbc)
		That the Annual 'Community Initiatives Team Report' is also presented to Board on an annual basis	Communities Initiatives Manager	Annually, July 2024 Board meeting (date tbc)
4 (d)	That tenants' views and feedback are more diverse	Visual information in sheltered/extra care schemes on how to take part, and to show how tenant's views have made a difference.	Communities Initiatives Manager	30 June 2024
		Continue to target more diverse representation on the Tenant's Working Group, in line with action within the Tenant Engagement Strategy, specifically our longer term, and younger tenants.	Communities Initiatives Manager	Continuous, with progress reports to the Customer Communities Committee and Board
		More tenant representatives to be on Equality, Diversity and Inclusion Group	Communities Initiatives Manager and HR Manager	30 June 2024

		Make the customer and Communities Committee less formal, so the Tenant Members feel more confident to challenge.	Communities Initiatives Manager	We will pilot this in the next face to face meeting

RS 5.0 Rents and Service				
	Outcome	**Action**	**Responsible Person**	**Target date**

5 (a)	Additional financial support for tenants of Extra Care Schemes due to increased costs of service charges.	**[Redacted – Section 43 (2) Commercial Interests]** We will present an annual report to the Customer and Communities Committee and the following	Interim Head of Finance / Head of Neighborhoods	01 April 2024. By 30 June 2024, and annually
		Board showing how the Hardship fund has been utilized during 2023/24.		thereafter at year end.

		Service Charge affordability to have a cross departmental review to ensure value for money for our tenants, to include, but not limited to procurement, best use of resources and common areas. We will concentrate on Extra Care Schemes to be achieved by March 2025 before rolling out to other schemes.	Head of Neighborhoods	31 March 2025.
		Recruit a dedicated Service Charges Officer	Head of Neighborhoods	Recruitment process underway, to commence post early during quarter 1 2024/25.
	Ensuring that intermediate rent properties are affordable	Lobbying for a review to increase the LHA's to reflect the private sector rent to ensure that intermediate properties are more affordable to tenants (to plug the gap between the LHA and the intermediate rent for tenants).	Affordable Housing Manager	Continuously

		Develop alternative options for improving the return rate of intermediate rent and other affordable rent satisfaction questionnaires	Affordable Housing Manager	30 March 2025
	Ensure that the rent setting process is robust	Implement the 2 recommendations arising from the 'Rent Increase' Internal Audit by the dates agreed within the report	Interim Director of Resource / Head of Neighborhoods	30 September 2024

RS 6.0 Value for Money				
	Outcome	**Action**	**Responsible Person**	**Target date**
6 (a)	Effective Value for Money Strategy	Review Value for Money Strategy	Head of Finance	30 January 2025

	Value For Money (VFM) embedded across the Association	Task and Finish Group members to develop and take ownership across the Association. Discuss and review with Tenants groups	Head of Finance	30 January 2025
	[Redacted – Section 43 (2) Commercial Interests]	**[Redacted – Section 43 (2) Commercial Interests]**	Head of Assets	31 March 2024
6 (b)	VFM Statement shared on our website for all stakeholders	VFM Statement to be published annually	Interim Head of Finance	30 January 2025
	[Redacted – Section 43 (2) Commercial Interests]	**[Redacted – Section 43 (2) Commercial Interests]**	Chief Executive Officer	30 June 2024

RS 7.0 Financial Planning				
	Outcome	**Action**	**Responsible Person**	**Target date**

7 (a)	More informed decision making.	**[Redacted – Section 43 (2) Commercial Interests]**.	Interim Director of Group Resources / Interim Head of Finance	31 March 2025
7 (b)	**[Redacted – Section 43 (2) Commercial Interests]**	**[Redacted – Section 43 (2) Commercial Interests]**	Interim Director of Group Resources	31 December 2024
	[Redacted – Section 43 (2) Commercial Interests]	**[Redacted – Section 43 (2) Commercial Interests]**	Interim Director of Group Resources	31 December 2024
7 (c)	**[Redacted – Section 43 (2) Commercial Interests]**	**[Redacted – Section 43 (2) Commercial Interests]**	Interim Director of Group Resources	TBC
7 (d)	**[Redacted – Section 43 (2) Commercial Interests]**	**[Redacted – Section 43 (2) Commercial Interests]**	Interim Director of Group Resources	31 July 2024

7 (e)	Effective Management Strategy	Final and fully documented Treasury Strategy to be approved by the Management Board.	Interim Director of Group Resources	31 December 2024

RS 8.0 Assets and Liability Management				
	Outcome	**Action**	**Responsible Person**	**Target date**
8 (a)	Better understanding of all assets and liabilities within the organisation	Review Assets and Liabilities Policy	Head of Finance	31 December 2024

	Well Managed Assets	Completion of Stock condition surveys and input data into the Asset Management software to drive key revenue / capital repair vs replacement decisions.	Asset Manager	During Qtr 3 2024/25
	To maintain up to date and accurate data about our stock	Develop continuous rolling 5-year programme of surveys	Head of Assets	25/26 FY onwards
8 (b)	Realise benefits of the Void Lean review	Implement improvements identified from the Void Lean review	Head of Assets	31 December 2024
	Ensure best use of office assets	Review the options of further rationalisation of our office space based on the impact of agile working	Head of Assets	31 July 2024
8 (c)	Improved systems usability to allow management live statistical analysis of asset data to drive key decisions	Make further investigations to understand the scope and cost of what digital support is required to support the implementation of the Capital Investment Programme, and asset maintenance moving forward.	Business as a whole	TBC pending further investigation.

RS 9.0 Quality Accommodation				
	Outcome	**Action**	**Responsible Person**	**Target date**
9 (a)	Compliance with WHQS 22023	Revised delivery program with necessary funding Revised standard to comply with WHQS i.e. voids (flooring), EPC etc	Head of Assets	Quarter 2 2024-25
		Tenant Workshops to feed into WHQS 2023	Head of Assets	Throughout 2024-25
		Present compliance report to Board reporting on position against requirements	Head of Assets	Annually, after return to WG