



change you can see*

Beacon Cymru Group Ltd.
Corporate Plan 2025-2028



Who we are

Beacon Cymru Group is a housing association that provides almost 9,000 homes across South Wales. We are a business, with a social purpose.

We make a surplus so that we can reinvest this into improving our homes and services. We are committed to acting locally and ensuring we remain connected to the communities where we operate.

The Group consists of Beacon Cymru Group Ltd (the Company) and Pennant Homes.

Pennant Homes builds affordable homes for sale and invests in low-cost homeownership and our joint venture the Welsh Housing partnership. We have around 400 committed colleagues across the Group.

We offer a range of services to over 9,500 residents. We manage homes complemented by strong, strategic partnerships across Carmarthenshire, Swansea, Neath Port Talbot, Bridgend and Rhondda Cynon Taf.

We provide homes, primarily for rent but also for sale, and we have a strong focus on regeneration within the areas in which we work.

We plan to build a further 500 homes for rent over the coming 3 years.

We are also a significant commercial landlord with a varied portfolio of premises including office space, artist studios, retail, leisure and hospitality space.



Beacon staff in the rooftop garden of the head office on Swansea High Street.

Strategic footprint

We currently operate across 5 main areas in south Wales. Our relationships within these areas are important to us and we value the partnerships we have forged with key stakeholders.

Whilst we have grown and have greater scale, we are deeply rooted in the communities we serve. We are committed to our role as an anchor organization, being the local catalyst for creativity and regeneration and using our resources and skills to support other businesses.

We understand the importance of having a strong grasp of local issues and ensuring we remain close to the communities we operate in. To do this we will continue to strike the right balance between ensuring a face-to-face presence with residents and embracing digital technology, both to complement existing services and to enable data-driven insight and decision-making.

We are ambitious, having been one of the main developers of new affordable housing in the areas in which we operate and we will maintain this commitment.

Where we feel we can add value and make a difference, we will consider widening our geographical footprint.



Background

In early 2025 Beacon Cymru Group was formed through a merger between Coastal Housing Group and RHA Wales Group, 2 respected community landlords with reputations for excellence, innovation and being a positive force in the communities where they operated.

Beacons have illuminated human history as symbols of hope, guidance, and connection.

Whether lit on hills, mountains or coastal cliffs, their enduring presence reflects a shared understanding, a shared purpose and the human desire to connect with others.

We believe our new name speaks to our past legacies and signals our intent to deliver change you can see in communities across South Wales.



Beacon staff volunteering at Sandfields Library in Port Talbot as part of our social value work.

Our guiding principles

Our Vision

Better places for people and the planet.

Our Beacons

Our beacons are a mix of values and principles that guide everything we do and how we do it.

Values

Trust

Respect

Integrity

Our Purpose

To create lasting change you can see, through affordable homes, sustainable neighbourhoods, and vibrant town and city centres.

Principles

Relationships

Learning

Community

Beacon staff at the award-winning Mount Pleasant Hospital housing scheme in Swansea.

☀ Trust

We build trust through a culture of always being open, honest and doing what we say we'll do. Trust is central to how our teams work, knowing they are trusted to do the right thing in any given situation, rather than be delayed or confined by hierarchy or red tape. Trust leads to innovation and creativity with a no blame culture that enables us to be flexible in providing services that matter. We recognise the trust staff place in the organisation to safeguard their health, wellbeing and personal development and take these responsibilities seriously.

☀ Respect

Respect is at the core of how we interact with residents, communities, partners, and each other.

We take care to create safe spaces where everyone feels welcomed, heard and able to be their authentic selves. We value diverse perspectives, and recognise the rights of every individual, taking active steps to tackle judgement and prejudice. We respect the planet and acknowledge our role in protecting it for future generations, making every effort to minimise the environmental impact of our business.

☀ Integrity

We make decisions based on what's right, not what's easy or popular, and we take responsibility for our actions. We design around what matters, so data integrity is important to us as a means of understanding our performance and guiding our efforts to continuously learn and improve. Integrity is reflected in the way we manage finances and other resources, how we behave, how we seek and form partnerships, and how we advocate for, and bring about, change you can see.

☀ Relationships

We focus on people, so good relationships matter to us. By investing time and effort into them, we build a culture that's open, trusting and transparent; where challenge is not a threat but another means by which we can reflect, refine and grow together.

We work collaboratively and aim to be as open, engaged and proactive with residents and partner organisations, as we are within Beacon itself.

We know how much power words have, so we choose them carefully and pay attention to the language we use, particularly about ourselves and how we carry out our work.

☀ Learning

Learning is fundamental to how we design, deliver, evaluate and improve our work. We encourage people to be adaptable, curious and experimental, so our work culture is characterised by knowledge-sharing, open communication, and leadership support.

We use data and actionable insights to help us learn what's working and what's not. This means we can improve our outcomes over time and focus on what matters. It is also central to how we understand our performance and are accountable for it.

☀ Community

Beacons have united people and cultures throughout history. We base our work around collective action, shared leadership, and co-creation with local communities. We pay attention to local strengths and ensure our services are inclusive, accessible, and influenced by the people they are meant to benefit.

Our intentions

Resident Mark gives back to his local community by volunteering his time at the Little Shed: a modern multiuse community hub provided by Beacon in Tonypany.

As a newly-formed organisation, we have high ambition. We know we have the skills and talent across our teams to deliver great outcomes now and in the future. We also know we need to establish strong foundations from which to build. Our new strategy will be underpinned by the following approach:

Discover

- * building foundations.
- * understanding the way we do things now.
- * ensuring quality of data and information.
- * identifying improvement areas.

Design

- * considering and reflecting on what we have learned.
- * designing new systems, processes and services.

Deliver

- * implementing.
- * innovating.
- * measuring outcomes.

We want to be a great housing association that residents trust and value.

We want to be an employer of choice: one that colleagues are proud to work for and feel valued and empowered by.

We know where our current strengths are and where we need to improve. We have a clear focus on improving homes and services and we encourage colleagues to be brave and bold in pushing boundaries and forming new ideas to constantly improve. This is underpinned by a new commitment to developing our approach to managing data and gaining valuable business insight, in order to offer greater value for all residents.



People

Our pillars

Our plan is built on 4 key pillars:

People

Place

Planet

Platform

We want residents to receive a great service from us consistently and to see that reflected in high levels of resident satisfaction. We want residents to feel safe in their homes and in their communities. We want residents to feel listened to and to feel that we are inclusive.

We want our colleagues to feel valued, trusted and empowered when they come to work. We want to be a great employer that continues to retain, attract and develop the best and brightest talent. We want to create a workplace that enables people to enjoy their work and feel they have the opportunity to develop and grow.

Our objectives

- We will enhance our approach to service delivery by studying the work, by using data and insight to better understand resident needs and gain greater understanding into future services.
- We will maintain our presence in the community through a hands-on approach and an accessible housing officer service.
- We will create a new approach to resident engagement to enhance this offer based on the principles of listening, collaboration and co-production.
- We will be an employer of choice, ensuring people are motivated and engaged.
- We will create greater resilience and continue to retain and attract talented colleagues. We will do this by having a clear and transparent approach to talent development and succession planning across the organisation and by developing the new Beacon culture.

- We will develop and implement a strong people proposition which offers flexibility and a focus on wellbeing and personal development.
- We will further enhance a culture of safety in all of our working practices, ensuring that residents' and colleagues' safety is paramount in how we do things.
- We will broaden and enhance our equality, diversity and inclusion offer to colleagues and residents so that we continue to be an inclusive employer that values diversity in all that we do.

How we will measure progress

- Delivery of a new approach to resident engagement.
- Examples of improved service delivery through use of enhanced business insight and data.
- Increased employee engagement levels.
- Improved staff retention numbers and examples of developing internal talent.
- Strong health and safety culture and practices in place.
- Delivery of new equality, diversity and inclusion strategy.



As a new organisation, Beacon now has around 400 colleagues across the group, working in a variety of different roles.

Place

Beacon's development Cwrt Tafan, located in Rhondda Cynon Taf.



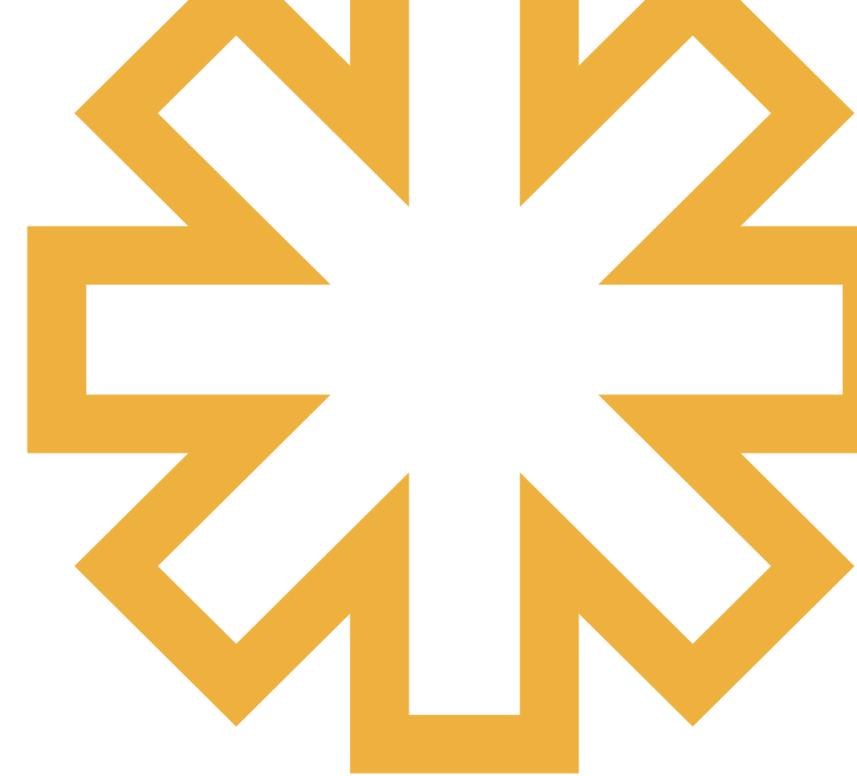
We want all Beacon homes to be homes that residents are very happy living in. Homes that are safe, warm and affordable.

Our objectives

- We will deliver our committed programme of 500 new homes over the next 3 years.
- We will establish a Development and Growth Strategy along with a deliverable pipeline of new sites to enable our future growth so that we remain a leader in providing new, affordable homes in the future.
- We will embed foundations for growth by actively seeking more potential within existing and new partnerships, and being open to broadening our geographic reach where we can add value.
- We will complete a strategic review of our approach to asset management and maintenance.
- We will create a new vision that defines what a "Beacon home" offers, based on resident priorities, and an investment strategy that supports this vision.
- We will provide safe and warm homes, and work towards achieving WHQS2023 and decarbonisation across our stock.
- We will decommission existing, unoccupied stock that is not fit for purpose and cannot meet the "Beacon home standard", in order to reinvest in existing homes and ensure that all of our homes are great places to live.
- We will explore opportunities to re-imagine our activity in our Pennant Homes subsidiary, learning from the projects we will deliver over the course of our new strategy and understanding how this may benefit us in the long term.

How we will measure progress

- Monitor the number of new homes delivered against our 5 year programme.
- Evidencing a new Development and Growth Strategy.
- Reduction of long-term empty homes from our portfolio.
- Confirming a future strategic direction for Pennant Homes.
- Mapping stakeholders and partners, inside and outside of our existing operating areas, to understand where we may add value by working together on capital or social value initiatives.
- Evidencing a new Asset Management Strategy.



Planet

Beacon is adding more electric vehicles and is working towards a zero emissions fleet by 2035.

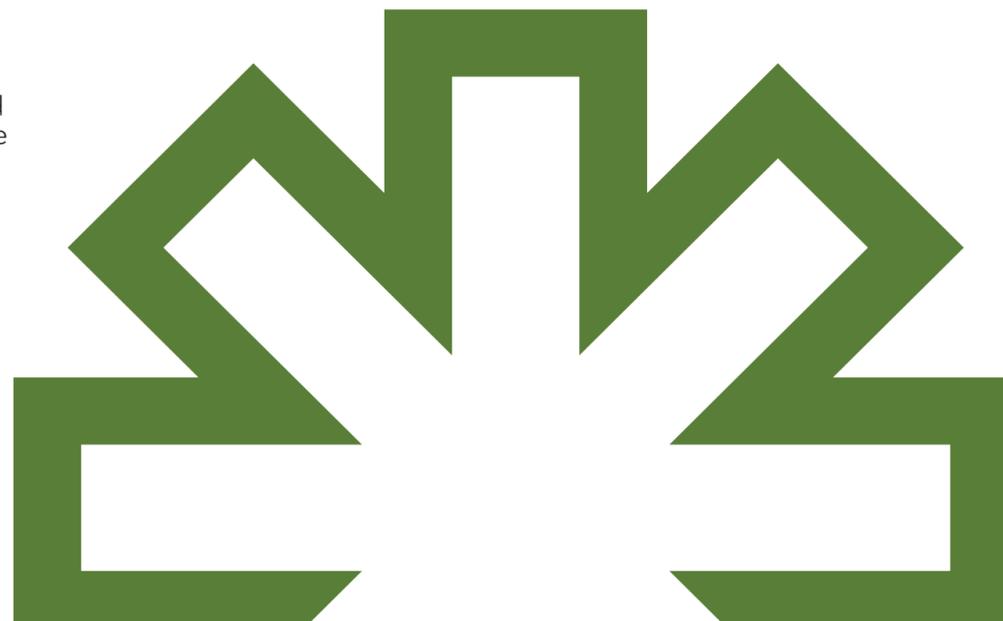
We want to be a business that demonstrates we have a clear pathway to reducing our carbon footprint and ensuring we deliver homes and services that are sustainable, help to reduce emissions, and tackle climate change for future generations.

Our objectives

- We will implement a new sustainability strategy for Beacon that provides clarity on our commitment in this area and gives a clear focus for our activity, with measurable outcomes.
- We will deliver our programme to ensure, wherever possible, that homes are a minimum of Energy Performance Certificate (EPC) C by 2030.
- We will increase our overall use of sustainable materials across the business.
- We will progress our work to move to a zero emissions fleet by 2035.
- We will ensure our offices are as energy efficient as possible, using low energy lighting and efficient heating systems.
- We will improve our waste management practices.
- We will calculate our carbon footprint and implement achievable and actionable targets to reduce it over a realistic timescale.
- We will implement a new social value strategy for Beacon that will provide a clear focus on Planet and delivering projects and initiatives that help to create more green spaces and promote green skills and education.

How we will measure progress

- Monitor and improve the EPC levels of our homes over a realistic and achievable timescale.
- Evidence a Social Value Strategy.
- Monitor our use of sustainable materials and waste management and report on these regularly.
- Regularly assess our carbon footprint and associated actions.
- Track our progress with procurement of fleet.



Platform

Our objectives

We want to have strong foundations for Beacon. We want to ensure that we have well-managed resources and robust information and data from which to make informed decisions, now and in the future. We want to ensure we do everything in a way that demonstrates sound decision-making and robust management of our business so that we can demonstrate value to residents.

- We will focus on developing and maintaining efficient and effective financial systems and reports, so that we maximise income and reduce expenditure that doesn't add value, generating more money for sustained investment in homes and services.
- We will continue to implement our proactive Treasury Management Strategy to ensure that we have sufficient, flexible and affordable finance in place to support our ambitions.
- We will launch and embed a new data and business insight service to support the transformation of our services and ways of working.
- We will harness and analyse data and resident insight to provide greater understanding of current and future service demand, using actionable insights to inform the decisions and investments we make in homes and services.
- We will improve our governance arrangements around data quality, data management and embed robust principles around data integrity.
- We will invest in the modernisation of our systems, technology and infrastructure, transforming and innovating the way Beacon works and services are provided. This includes using smart technology in our homes to anticipate issues and ensuring Beacon's staff have the right technology to deliver the best services.
- We recognise that one size doesn't fit all, so we will listen to residents and use data and technology to design-in more choice and flexibility to services over time, whilst also delivering a more proactive model of service delivery.

- We will create an innovation culture where creativity, experimentation and new ideas are encouraged and supported. We will learn from failures and encourage everyone to contribute to problem-solving.
- We will embrace the potential of Artificial Intelligence (AI) in order to become a more efficient and effective business, harnessing the benefits of this for residents.
- We will use systems thinking to understand what matters from a resident's point of view, and use this continuous improvement methodology to design systems that deliver the right service, at the right time, in the right way. We will regularly review our plans and change them if they aren't meeting residents' needs or delivering the outcomes we expected.

How we will measure progress

- We will deliver our merger integration plan to harmonise ways of working, achieve efficiencies and cement a 'one team' approach.
- Improvement in the quality and management of Beacon's data and investment in our skills and capacity in this area.
- Use data and business insights to inform decision-making and shape service design.
- Delivery of Beacon's Technology Transformation Strategy, ensuring that our systems, infrastructure and technology meet the needs of the business and residents, now and in the future, with highest standards of safety built-in.
- We will use AI and be able to demonstrate how this has improved efficiency and service delivery.
- Delivery of innovation projects that have solved a business problem, created efficiencies or enabled improvements in service delivery.

Our newly-created Transformation and Insight directorate provides technological support and data analysis services to other departments within Beacon.

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Beacon Cymru Group Ltd is registered with the FCA as a charitable Community Benefit Society (Co-operative and Community Benefit Societies Act 2014) registration number 30438R. Welsh Government registration number L146 / VAT registration number 587913781.

beacon.cymru