

**Cartrefi
Cymunedol
Cymru**

**Community
Housing
Cymru**



A defining year for social housing in Wales

Strategic priorities, positioning and pressures

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 What we're hearing from our members. Sector pressures and sentiment

 The political landscape in Wales: implications for housing and influence

 Upcoming legislation and our approach to scrutiny and positioning

 Key horizon issues including sector readiness for AI

 Strategic risks we are thinking about



-  Margins under pressure. Constrained rental income, rising costs, policy uncertainty
-  Risk appetite tightening. Boards more cautious, ambition recalibrated
-  Tensions continuing to grow between ambition and delivery capacity
-  Resilience under strain. Leadership and front-line exposure to systemic gaps
-  Members want CHC to reflect sector realities in policy influence and engagement



 Senedd election less than 12 months away. Realignment highly likely

 Plaid and Reform UK both polling strongly. Labour under pressure

 Period of consensus on housing ending. Debate becoming more contested

 Public and political scrutiny of HAs increasing



 Homelessness and Social Housing Allocations Bill and Building Safety Bill now published. Scrutiny ongoing.

 Further legislation expected: Planning, Welsh Language Standards

 At CHC, our internal capability strengthened

 Operational insight to be developed in partnership with members



 AI and automation. The widening capability gap, regulatory uncertainty, and long-term implications for all of us

 Workforce strain. Recruitment and leadership resilience increasingly fragile

 Housing's role expanding. Absorbing unmet need from failing systems

 Legitimacy under pressure. Growing narrative around control, purpose, and accountability

 Strategic bandwidth narrowing. Long-term vision squeezed by short-term crisis cycles



-  Are we focused on the right external pressures and shifts?
-  Where should CHC lead, and where should we support or observe?
-  What does the future ask of us all: structurally, politically, and operationally?
-  What's not yet on the radar and what must we not miss?

Diolch yn fawr.
Thank you.



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