



# ClwydAlyn

Working together to beat poverty

## Environmental, Social and Governance (ESG) Report 2021 / 2022



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# Introduction

**No poverty. Imagine how different Wales would be if we had no poverty. In some of the poorest areas of North Wales life expectancy is eight years less than the regional average, with healthy life expectancy around 18 years less. The reasons for these disparities are varied and complex and not something ClwydAlyn can sort out on its own; but that doesn't mean we can't do something.**

Imagine if everyone had access to high quality, affordable housing, were able to afford to heat their homes properly and could afford the food they need to stay healthy.

It might sound far-fetched, but at ClwydAlyn we don't think so. We believe that we can and should aim to make this a reality for as many people as possible. The current cost of living pressures following hot on the heels of two years of pandemic, means the stresses and strains faced by everyone are becoming harder to deal with. We accept we have a clear responsibility to our residents and staff to do what we can to support them through these difficult times.

ClwydAlyn manages over 6,200 homes and employs around 750 people who work together to achieve our mission to beat poverty. Our homes and services include care and nursing-care; supported housing for people who've been homeless; and the provision of good quality, affordable homes. We work across seven local authorities in North and Mid Wales.

We make a significant contribution to the North Wales economy both as an employer and as an investor with 1,000 new homes planned for the next 3 years across the region, using as many local companies as possible and maximising the social value of every pound we spend.

The Sustainability Reporting Standard (SRS) for the social housing sector was launched in the UK in November 2020. The standard is a voluntary framework for housing providers to report on Environmental, Social and Governance (ESG) performance in a transparent, consistent and comparable way.

Our early adoption of the SRS standard is a clear indication of the importance we place on addressing the urgency of the climate crisis, while balancing our ambitious poverty priorities, and ensuring our organisation is well governed and financially sustainable for the future.

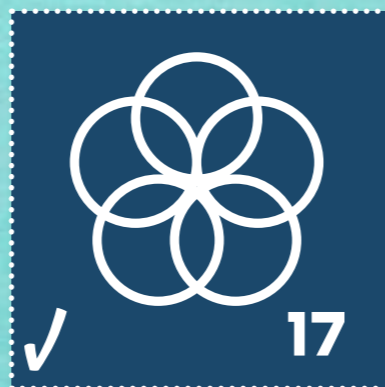
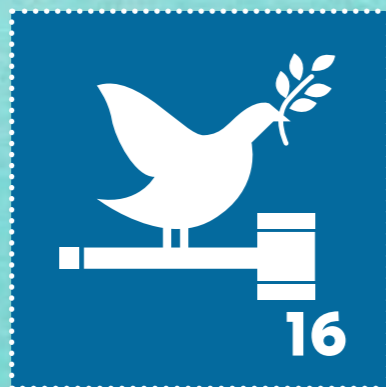
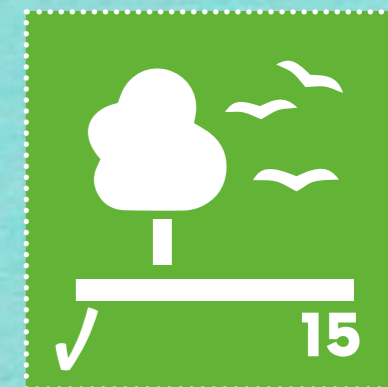
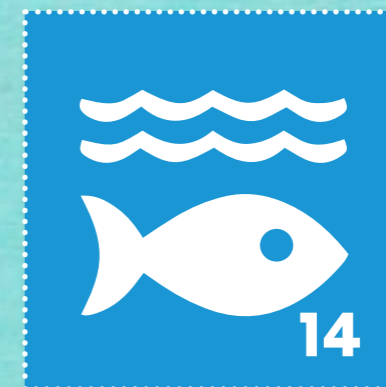
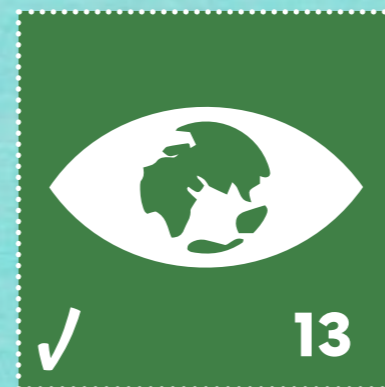
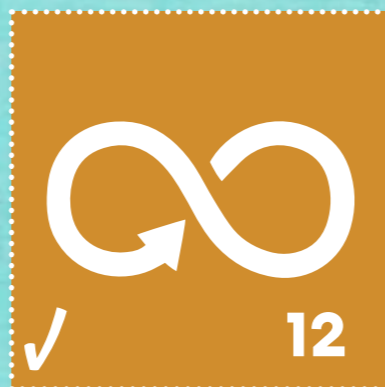
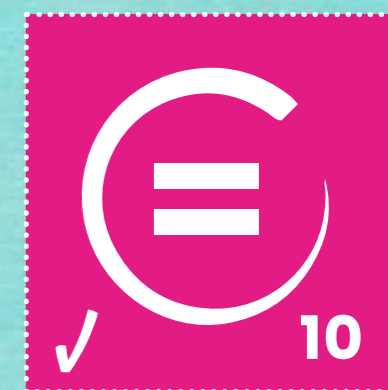
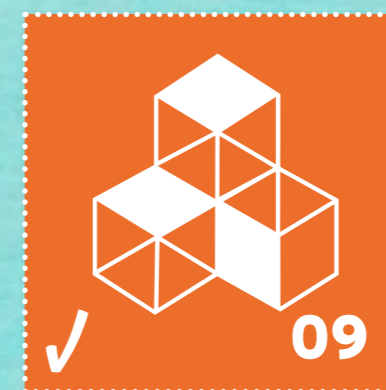
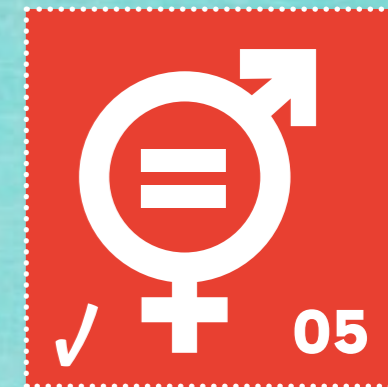


## How we contribute to UN Sustainable Development Goals

The UN Goals are 17 ambitions that have the power to change the world. The Global Goals cannot be achieved without organisations like us.

Through our core operations, financial commitments, employee networks, and high-level influence with our partners, we have a crucial role to play in accelerating progress towards some of these goals.

We believe that we directly or indirectly impact 13 of the UN indicators through our mission to beat poverty.



1. End Poverty
2. End World Hunger
3. Deliver Good Health For All
4. Provide Quality Education For All
5. Achieve Gender Equality
6. Ensure Clean Water And Sanitation For All
7. Supply Clean Energy For All
8. Create Good Jobs For All
9. Support Sustainable Infrastructure & Innovation

10. Fight Inequality
11. Make Cities Sustainable
12. Create A Waste Free World
13. Tackle The Climate Crisis
14. Protect The Oceans
15. Protect Life On Land
16. End Conflict And Corruption
17. Get Everyone Involved In The World's To Do List

# Social

“ If people can’t afford to live in social housing, then where can they live? That’s why we were the first to commit to zero evictions back in 2019.”

Suzanne Mazzone, Executive Director of Housing Services.

## Theme 1: Affordability and Security

Our affordable rent policy takes into consideration our resident’s views, circumstances, and income. Creating a benchmark for all rents based on Joseph Rowntree Foundation’s Living rent model. This enables us to implement rent increases based on affordability.

In our general needs and sheltered homes, we applied a rent increase based on only the Consumer Price Index (CPI) and froze rents for nearly 500 residents.



**89%**

of residents are satisfied that their rent provides value for money.

We work across 6 Local Authority areas for the homes under the rent regulation regime.

### Local Housing Allowance based on rents for 2021/22:

Local Authority overall difference	Average ClwydAlyn rent	Average Local Housing Allowance	% Difference
Conwy	£100.34	£108.09	7.17%
Denbighshire	£100.86	£112.90	10.66%
Flintshire	£101.90	£121.10	15.86%
Powys	£104.64	£104.58	-0.05%
Wrexham	£101.96	£112.28	9.19%
Anglesey	£103.78	£106.72	2.75%
All Stock Overall	£101.80	£114.56	11.14%

Local Housing Allowance (LHA) rates are used to calculate the amount of Housing Benefit (or the housing element of Universal Credit) that can be paid to tenants. It is based on private market rents being paid by tenants in the broad rental market area and is limited by legislation.

**11.14%**

On average our rent is 11.14% cheaper than the Local Housing Allowance.

### Number of homes by category:

Housing Type	Number	As % of stock
General Needs	3,852	61.34%
Homes for Older People	752	11.97%
Affordable Rents	134	2.13%
Care Home	159	2.53%
Low-cost home ownership	732	11.66%
Rent to Own	86	1.37%
Supported Housing	565	9%
<b>Total</b>	<b>6,280</b>	<b>100%</b>

### Number of new homes by category:

Housing Type	Number	% of homes built
General Needs	36	54.55%
Intermediate	6	9.09%
Rent to Own	23	34.85%
Home buy	1	1.52%
<b>Total</b>	<b>66</b>	<b>100%</b>

**99.69%**

We want to provide security to our residents, so they know they have a place to live. 99.69% of our rental homes have an assured tenancy.



## Reducing the effect of fuel poverty



ClwydAlyn, Warm Wales and TGP Cymru Team are working together to improve the health and wellbeing of people in North Wales by creating homes which are safe and warm. The healthy homes, people, lives and communities programme (HHPLC) is a partnership that aims to tackle fuel poverty, reduce health inequality and improve the health and wellbeing outcomes for the people in our communities.

We’ve been awarded **£473K** from the Energy Redress grant scheme to provide energy support to 3000 households and roll out energy training to 300 frontline staff.

### Together we will:

- ✓ Make it easy for people to access energy advice through a one stop referral process
- ✓ Provide support for applying for discounts, setting up payment options and accessing grants
- ✓ Support people to deal with energy providers to get the best tariff, switch tariffs and deal with complaints
- ✓ Maximise income through benefit checks and signposting
- ✓ Provide emergency food, gas, and electricity support
- ✓ Utilise social prescribing and wellbeing support to improve people’s health outcomes



## Flooring Pilot

We formed part of a Welsh pilot looking at the provision of flooring for people moving into their first tenancies. Where good quality carpets are already fitted, we cleaned them. Where there was no flooring, we provided carpets or vinyl flooring for anyone unable to afford them, helping to insulate their homes and reduce their energy costs.

Over the year we **spent £17,307** on new flooring for **23 residents.**



Following the success of the pilot we've now committed to providing downstairs flooring in all new developments.

**Tackling fuel poverty lies not only in building green homes, retrofitting our existing homes, but in supporting residents with energy advice, and with the behaviour changes required to live low carbon lifestyles.**

A resident wrote in to thank James Twisse, Electrician:

*"During a maintenance visit from James, I asked him for a crash course in using my heaters. Since then, I've got them on for the minimum that suits me, which is plenty, so now my bills should really drop. James was excellent."*

### Investing in our homes

We are using innovative technology to build low-carbon new homes; we're also part of the Sero Optimised Retrofit project, utilising Intelligent Energy Systems to inform the retrofitting of existing homes; and we've led on establishing a Zero Carbon Performance Hub in Wales, to share knowledge and best practice within the sector.

### Investing in new homes

Our development programme is leading the way in building greener homes. We take a fabric-first approach which means homes require less energy to heat. They're fitted with micro-renewables including smart solar PV with battery storage and air-source heat pumps. The building fabric and technology work together to maximise performance and help address fuel poverty.

### Investing in existing homes

**£3.5 Million**  
Spent on energy improvements to **929 homes**

**566**  
Residents saving up to **£81.01 per year** from energy improvements

**279 tonnes**  
Carbon Reduction per year by improving Home Efficiency

Equivalent to **11,00 trees** annual carbon intake

## Theme 2: Building Safety and Quality

The safety of our residents and their homes is our main priority, and we take our regulatory obligations, compliance and management of associated risks seriously. We promise to provide our residents with a good quality, safe and well-maintained home.

**£3.5 Million**  
Spent on improving existing homes.

**£5.7 Million**  
Spent on repairs and maintaining homes.

**£1.5 Million**  
Spent on making homes safe.

**24,810**  
Compliance certificates and asset servicing undertaken.

**929**  
Existing homes Improved

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**142**  
A-rated gas boilers installed

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**136**  
Bathrooms upgraded

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**227**  
Kitchens upgraded

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**74**  
Water heating systems upgraded

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**200**  
Homes with new windows and doors

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**150**  
Electric heating systems upgraded

**270**  
Homes adapted to suit our residents needs.

**19,311**  
Repair orders completed.

**100%**  
Compliance to WHQS.

We are assessed on three areas of performance, gas safety checks, fire risk assessments and compliance against the Welsh Housing Quality Standard (WHQS).

**99.9%**  
of homes gas safety checked

99.9% of homes with a gas appliance have an in-date, accredited gas safety check.

**100%**  
of buildings fire risk compliant

100% of buildings have an in-date and compliant Fire Risk Assessment.

**100%**  
of homes meet the WHQ standard

100% of homes meet the WHQ Standard

**85%**  
of residents satisfied

85% of our residents are satisfied with the quality of their home

Our Contact Centre completed **2384** maintenance **satisfaction calls** last year following routine maintenance works and **overall satisfaction** was **89%**.

A resident wrote in to thank Christopher Smales and Alexander Hall from the plumbing and heating team:

*"The two people who attended are my 'knights in shining armour'. They were very quick, very polite and were both delightful people. I'm eternally grateful to have my upstairs toilet back."*

## Theme 3: Resident Voice

Our resident involvement strategy puts residents at the heart of our work through a range of resident involvement opportunities which are inclusive, flexible and that meet the personal and life commitments of our residents.

We have a range of ways to ensure we have an involvement approach that allows us to engage, listen to and act upon the views of our residents and communities. We provide ways for residents to directly influence and challenge the decisions we make and hold us to account at all levels of the organisation. The Resident Committee, Resident Board Members, #InfluenceUs, the Complaints Panel and regular focus groups, are all opportunities for residents to check and assess the quality of our services, ensuring we are governed well. We know by involving residents in our decisions it makes a positive difference to our services and builds a strong mutual respect at every level.

**Resident Board members**  
2 members of the ClwydAllyn Board are residents and along with other Board members, they ensure residents are at the heart of all strategic decisions.

**Resident Committee**  
We have a diverse Resident Committee with representation from across our services, including supported living. Eight resident members meet five times a year, providing the Board with assurance on resident engagement, resident scrutiny, and performance of resident services. Aiding improvement of services and capturing the views of residents. The committee is competency based and remunerated. They review resident complaints; scrutinise lessons learnt and make recommendations to the Board and Management on future improvements.

They also oversee the implementation of all resident involvement strategies and monitor their delivery and effectiveness ensuring successful outcomes. They challenge on equality, diversity, inclusion & Welsh language, as well as reviewing our compliance with Welsh Government. Scrutinising our self-assessment approach by conducting in-depth reviews of activities affecting residents and making recommendations for service improvements.

**Complaints Panel**  
The Complaints panel consists of Resident Committee Members and wider resident volunteers, who meet quarterly with a range of senior officers. The panel reviews the latest complaints and identifies any themes or areas of concern. The panel conducts a “deep dive” of three complaints each meeting, providing assurance to the Board and the Resident Committee that best practice is followed and any lessons learnt are implemented.

Meet your **Resident Committee** member, **Gemma Minards**



**Was there anything that surprised you?**  
It was surprising how supportive and understanding ClwydAllyn was with regards to me needing training, childcare and flexibility as I am a mother of three young children.

**As a resident what is the most important thing for you?**  
To have a safe, warm and affordable home for my family.

**What are your hopes and ambitions for ClwydAllyn?**  
I would love to become a housing officer and continue to work with residents to provide a better service and support.

**Is there any advice you would share with someone considering joining the resident committee in the future?**  
The committee is a fantastic way to gain confidence, new skills, knowledge and an understanding into all aspects of housing and most importantly being a voice for all ClwydAllyn residents in order to be heard and gain a better service.

**What made you want to join the Resident Committee?**  
I wanted to be able to build on my confidence, gain new skills and knowledge within the housing sector and provide a voice for all residents.

**Had you sat on any other Boards or Committees before?**  
No, I have never been on any other boards or committees before.

**Which aspects of the role do you enjoy the most?**  
I love working with the committee and speaking up to provide a voice on behalf of all ClwydAllyn residents.

**If you would like to help shape the service of ClwydAllyn you can join #InfluenceUs - here you will have first look at our 12 month focus and priorities. You can have influence and contribute towards the changes being made to improve our services. You can get involved as much or as little as you like. Sign up here: <https://forms.office.com/r/12cv8KYwkn>**

## Resident Satisfaction

Tenant and Resident Satisfaction Surveys (STAR) are completed independently by Acuity. The results from the ‘STAR’ surveys carried out in 21/22 demonstrate that levels of satisfaction remain high for most services delivered by ClwydAllyn. Overall satisfaction remains high, and we are in the upper or second quartile for all satisfaction indicators bar two, when compared against Housemark’s most recent data compared across 252 landlords.

When compared against the last 3 years, we have seen a dip in resident satisfaction which is consistent across the sector. As a result of this we have introduced a programme of work across the business to ensure that we get the fundamentals right. We followed up all comments from the satisfaction surveys through individual conversations with residents. On the back of those conversations, we have created training for colleagues around the themes, along with plans to improve our services.



All our surveys provide additional comments made by residents, giving us detailed insight into any areas of dissatisfaction. Allowing us to address concerns directly with residents and the opportunity to make improvements. All satisfaction indicators are regularly reported to the Board and Resident Committee

**#InfluenceUs** was awarded 2nd place in Making Online Tenant Engagement Work at the TPAS Good Practice Awards 2021.

## #InfluenceUs

**Resident involvement programme #InfluenceUs**

We have a dedicated Resident Involvement Officer and Community Development Officer.

#InfluenceUs our bespoke resident involvement programme seeks resident views on all aspects of work across ClwydAllyn and has 107 members.



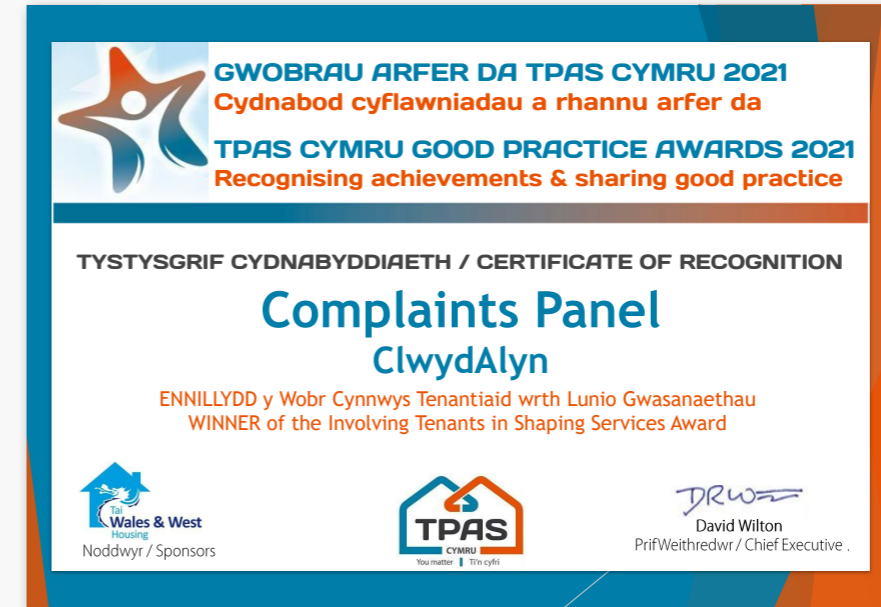
## Our Promise

In addition, we have worked with our #InfluenceUs volunteers and our Resident Committee to create and launch Our Promise. A resident charter that sets out our commitment to deliver excellent services, so residents know what they can expect from ClwydAlyn. We hosted resident sessions to gather their views on how and what they want us to measure so we can report our progress back to them against each promise.



## Complaints

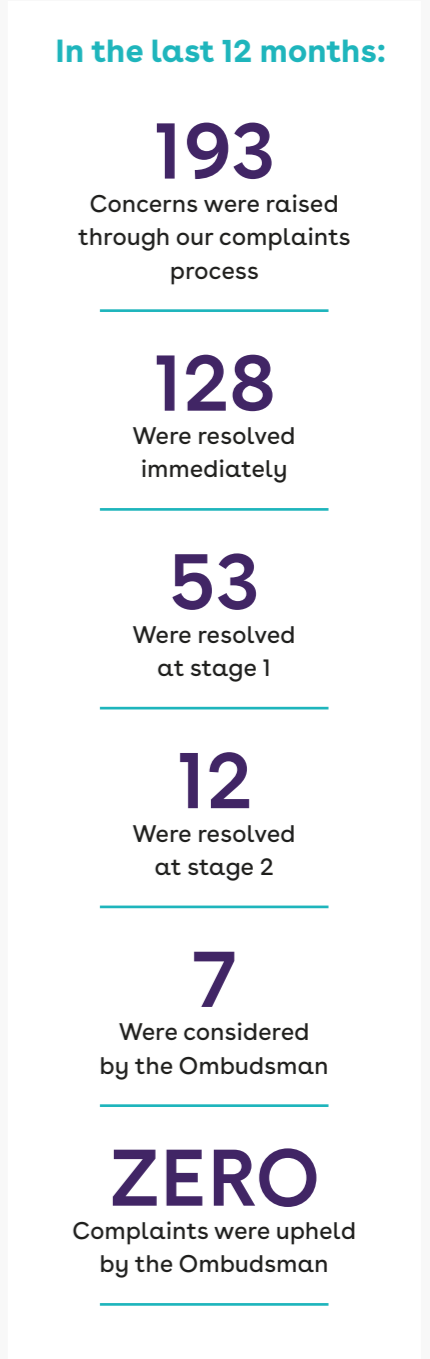
All complaints are seen as an opportunity to learn, enabling us to improve the services we provide and completing the circle by feeding back to residents the value of their feedback.



Our Complaints panel won the Involving Tenants in Shaping Services at the TPAS Good Practice Awards 2021.

Our award-winning Complaints Panel consists of Resident Committee Members, wider ClwydAlyn volunteers and senior officers. Encouraging meaningful and open discussions, ensuring key themes or areas of concern are identified. We use an independent agency to survey residents on the service they received.

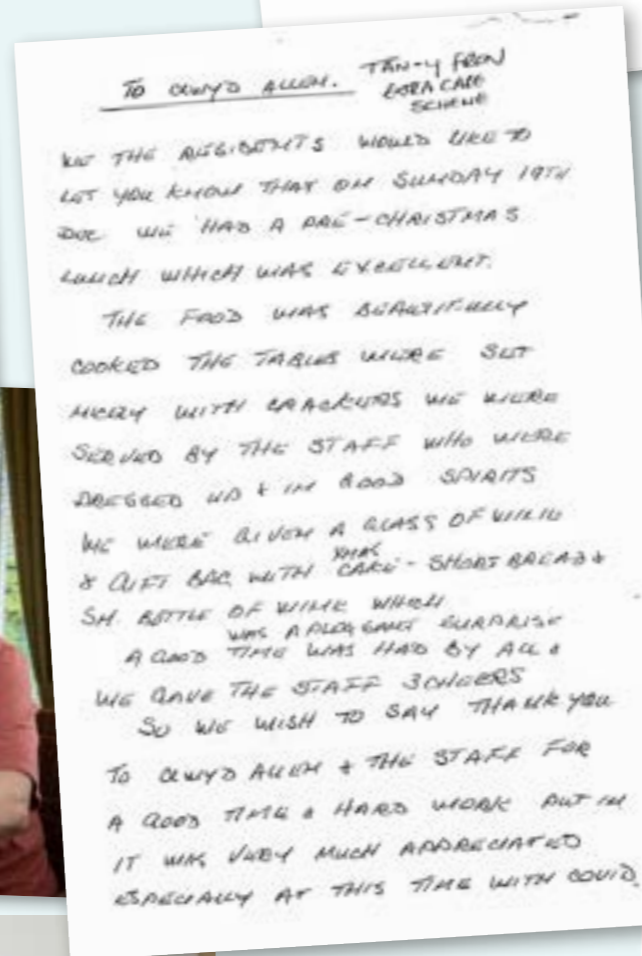
Results are monitored and where issues are identified, action plans are formed to ensure a continuous cycle of improvement. Performance of the complaints process is reported back to the Resident Committee.



## Theme 4: Resident Support

Over the past 12 months we have reviewed and re-shaped the way that we provide support to our residents. We have restructured our housing services team, giving all housing officers smaller patches so they can spend more time with each resident, helping to build relationships and trust. Focusing our resources on early intervention initiatives, prevention and support work. Instead of separate teams dealing with different concerns like anti-social behaviour, wellbeing, rent accounts, community needs, our housing officers can support residents with anything they need.

As part of this new structure, we have prioritised visiting each tenant to introduce their Housing Officer. During these visits we are talking with residents about the rising cost of living and exploring where and how we can support our residents with any difficulties that they are experiencing.



### Some of the highlights:

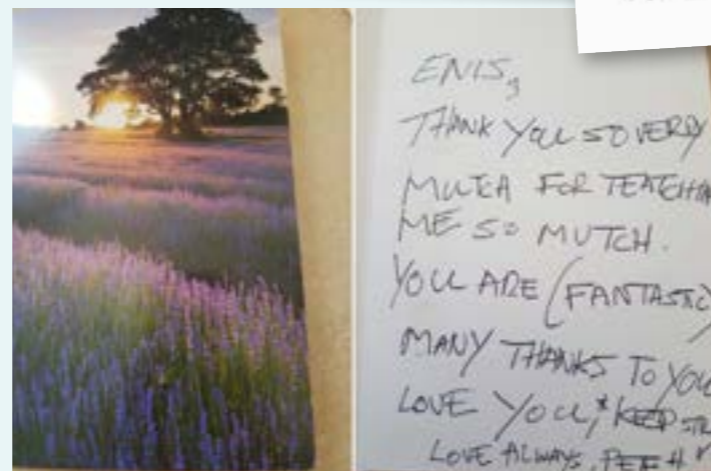
**2,163**  
Home visits completed by our housing officers

**659**  
New residents welcomed

**179**  
into our supported living schemes

Helped 632 people gain  
**£858,360.62**  
In additional income through our welfare rights team

**485 People supported**  
by our early intervention officers supporting first tenancies, missed payments and low-level arrears.



This year we have:

**93**

Properties made safer in our Safer Streets initiative by installing additional security measures. Supported by 14 volunteers from ClwydAlyn and 2 from Travis Perkins working in partnership with North Wales Police

Funded a 6 week learn to swim programme for

**43**

Children through a partnership with Denbighshire & Flintshire Leisure Services

Used our community investment fund of  
**£250,000**  
To provide various support to our residents

Staff donated

**70**

Christmas gifts for children in need at Christmas

**63**

Families with food at Christmas

**Zero**

Zero Evictions



Our resident's fund provides financial support to residents when they are experiencing hardship. Last year this included providing money for clothes to attend interviews, repairs to vehicles to attend work, sports uniforms, replacement white goods, skip hire to help clear properties. The fund is available to all housing officers to access for any support needs their residents may have.

Our supported living schemes and services are designed to meet the needs of people who need additional support, such as people with mental health issues, addiction issues, people at risk of domestic violence or teenage parents.

Some schemes and services are designed for people who need support to live independently. Others are short-term and designed to help people acquire the emotional and practical skills needed to move on into more mainstream housing.

**The support given to our residents depends on their needs but can include:**

- ✓ Access to treatment services for alcohol, drug, or health problems.
- ✓ Help with accessing benefits.
- ✓ Developing independent living skills, such as budgeting and cooking.
- ✓ Improving physical and mental wellbeing, including the ability to cope in a crisis.
- ✓ Encouragement to reconnect with family and friends or develop new social networks.
- ✓ Support to take up education, training, and employment opportunities.

Over the course of the last year, our services worked creatively with residents to ensure that their support needs were met despite the challenges presented by Covid-19. In many instances, we have provided new services and additional support to our local authority partners to ensure people were not faced with the prospect of rough sleeping.

**Key achievements:**

**Established**  
a **Welcome Centre for 80 Ukrainian refugees**, in partnership with **Gwynedd County Council**. We were proud to lead North Wales's response to the Ukrainian refugee crisis.



A big thank you from one of the Ukrainian refugees

**Established**  
a new **homeless service** in partnership with **Conwy Council**. **The Bell** supports **6 young homeless people**

**Developed**  
our **Women's Aid service in Flintshire** by establishing a brand-new crisis house for women in need. As well as extending the bathrooms in our existing service to accommodate mothers and their children.

**Established an ICAN Hub** in partnership with the **Betsi Cadwaladr Health Board**. Located in Rhyl it supports people suffering with their mental health. So far, the hub has supported over **500 people** with over **1,600 interventions**

**Developed**  
a new **parent and baby service** in Wrexham to **support single parents**.

In partnership with **Betsi Cadwaladr University Health Board & Gwynedd County Council** we have established a hospital step-down service for **12 patients** that don't need to be in hospital but aren't quite ready to go home, based at our **Penrhos Extra Care**

In partnership with **Shelter Cymru**, we've established a new **early intervention** service aimed at **preventing homelessness in Denbighshire**.

**We also helped:**



**Supporting Residents**

**Digital inclusion at Penrhos**

Our residents at Penrhos Polish Village enjoyed a digital inclusion session run by our resident engagement team. The VR Oculus headsets were provided by the regional community cohesion team, through a grant won by working in partnership with Digital Communities Wales. We wanted the VR Oculus headsets to help enhance the mental health and wellbeing of our elderly vulnerable residents, who had been shielding or isolating over the pandemic. They were used to provide some light relief, some mental stimulation and to encourage people to move more. The VRs include all sorts of apps; from exploring countries, visiting space, meeting dinosaurs close up or taking a peep into Anne Frank's house. They are so much fun and offer something for everyone.



**Kirsty Supported by our Under 25s Team**  
**Lindsay Wright, Tenancy Support Officer**

" Hi, I'm Kirsty, Lindsay has been working with me for the past few months. Getting my section 21 with all this going on whilst having 2 kids that relied on me has been one of the hardest things I have had to go through and with my anxiety and depression I haven't been in a good place. Lindsay has literally gone above and beyond for me, with helping me to even being a shoulder to cry on when I've needed her (over the phone). I have just been told I have a house now so I'm no longer in this situation and I couldn't have got here emotionally without her. I can't thank her enough for the help she has given me and is continuing to give me. I've never been in a situation like this before and I'm just so glad I had the best with me."

### More feedback.....

**Commissioning Manager, Cyngor Sir Ynys Mon / Isle of Anglesey County Council & Carelink** wrote to compliment **Brenda Hughes and all Hafan Cefni staff.**

Carelink, spoke very highly of Brenda and Karen and felt that their excellent working relationship, their care and compassion and dedication to the scheme and tenants made CareLink staff want to work there and go above and beyond to keep people safe. Examples were given during the meeting of activities arranged by Brenda on the doorstep for each tenant (e.g., Mother's Day / St David's day etc.) and how this really helped with the tenant's wellbeing.

As the commissioner, I'd also like to extend my thanks to both organisations and your staff for all your joint working and partnership, excellent communication and dedication to ensure that outcomes for each individual were achieved, their wellbeing maintained, and their health and safety made a priority during such a difficult time. This is a really good example of two separate external organisations working together to provide a great personalised outcome focused service for the tenants in the scheme / in your care and you should all be very proud of what you have achieved and continue to do. Please pass our thanks onto all the staff involved.

**A resident wrote in to thank Gafyn Thomas, Housing Officer.**

" I had no electric or gas on my meters and no food and we were going into a Bank holiday weekend with services closing down. Gafyn called Groundworks to see if a referral could be fast-tracked. They took the referral and processed it straight away. I was awarded £42 on both of my meters. Gafyn also managed to get me a food parcel as I was isolating with covid, so he arranged a delivery. I'm extremely grateful for his help as I was so hungry and was worried how I was going to manage over the weekend. Thank you."



**6** young women joined the **We Mind The Gap Programme**, which provides paid employment and life coaching for one year. **3** have **gained employment** following the programme.

### Courtney's story...

One of this year's 'gappies' Courtney really enjoyed her placement, working alongside ClwydAlyn's Maintenance team and her achievements really boosted her confidence.

Courtney especially enjoyed liaising with residents and developing her transferable practical skills. Courtney's mentor on the placement was Tim Williams who said:

" I've been really impressed by her enthusiasm and willingness to learn. Courtney has really excelled in her placement. Courtney hopes to become a joiner in the future, and we wish her the very best of luck for her future career."



We supported **6** young people with learning disabilities through **Project Search** and since then **5** of those have successfully secured paid employment.



### Meet Ross

one of Project Search interns who worked at Flint Library... we asked him a few questions about how he got on...

#### What is a typical day workday like for you Ross?

My workday is very busy and can vary from day to day. I check books in and sort them into the correct order I serve and deal with enquires that customers have. Twice a week I also get involved in Rhyme Time and every Wednesday I get involved in an event called Sporting Memories foundation.

#### Have you experienced any challenges in your placement?

It has been a challenge learning how to sort some of the books, especially the Welsh books. At first, I found cleaning quite difficult because I was unsure which spray to use (as I've learned there are different sprays depending on where I'm cleaning). Finally, it's sometimes hard to make room for all the books on the shelves, as there are just so many!

#### What's your favourite thing about your placement?

I enjoy checking in books, looking for duplicates of books and putting books into the correct order (by their codes). The staff are funny and friendly. I also like talking to and helping the customers. Rhyme Time is fun although I was a little bit nervous at first.

#### What have you learned on your placement?

Since starting my placement I have developed my communication skills learnt how to be flexible, how to organise books (alphabetically and by their codes) and how to work in a team effectively.

#### How has Project Search had an impact on your life?

Project Search has helped me in multiple ways; it's given me new opportunities; I've learned lots of valuable new skills and I've appreciated having 1-2-1 support.

#### What would you like to do for a job in the future?

I would like a job that keeps me active, for example working in a school as a Teaching Assistant or Dinner Assistant. Although my dream job would be a pool table player as I like playing pool in my spare time!

**HELPING PEOPLE INTO EMPLOYMENT**

CLWYDALYN IS PROUD TO HOST THE FLINTSHIRE PROJECT SEARCH INITIATIVE FOR ANOTHER YEAR. THIS PROJECT INVOLVES: HFT, CLWYDALYN AND FLINTSHIRE COUNTY COUNCIL, WORKING TOGETHER, TO SUPPORT YOUNG ADULTS WITH LEARNING DISABILITIES OR AUTISM, INTO EMPLOYMENT.

The success stories of our Flinshire Project Search interns speak for themselves and show how far they have come since joining the project! Interns have gained so much of a difference in their work placements have made to them, opening up exciting future and developing their skills and confidence in the process.

**CONGRATS!** We are pleased to share that EFT, who was on placement with us from Project Search, has secured a 6-month Kickstart position as the Community Assistant.

**WELL DONE!!**



Working with **Creating Enterprise** we've offered **4 Kickstart placements** and supported **3 people into paid employment.**



## Hen Ysgol y Bont, Llangefni

Hen Ysgol y Bont, Llangefni was a brownfield site previously used as a school, owned by the local authority that had been vacant for many years. It formed part of a collaborative project with 3 other housing associations and is the largest collaborative project to gain Innovative Housing Project funding from the Welsh Government.

The project pushed boundaries of innovation, as well as focusing on the design of housing estates to the new Placemaking Guidance and looked at the relationship of the following:

- 📍 People to their environment.
- 📍 The relationship of traffic to pedestrians,
- 📍 Reduction of harsh grey areas to greening up of areas.
- 📍 Access to open areas for play and contemplation,
- 📍 Community cohesion, such as allotment planters or communal herb gardens, a community Christmas tree.
- 📍 Enhancement of wildlife areas and living in cohesion with people.
- 📍 Sustainable drainage areas that also enhance wildlife areas.
- 📍 Properties are easily adapted for the future, and
- 📍 Low running cost and highly efficient properties.

There is also a homelessness provision on site. The 8 one bed apartments were designed in a cottage style, with each apartment having its own front door, private parking and access to the allotments and green space close by.

All these factors were fully designed into the Hen Ysgol y Bont scheme and some of the changes to the estate layout can be seen in the image below. This project as well as all of those within the collaboration were highly praised by the Design Commission for Wales.

### Theme 5: Placemaking

## Edward Henry Street Regeneration Project

Rhyl is located in one of the most deprived areas in Wales. There has been a significant lack of investment over time in this part of the town, but this is changing. We are contributing to the wider regeneration of Rhyl and changing the housing offer to encourage families to live near the town centre.

To achieve this, placemaking principles from the Placemaking Wales Charter have been an essential consideration through the design process. These principles are people and community, movement, public realm, location, mix of uses, and identity. We're committed to implementing the placemaking principles and have signed up to the Design Commission for Wales placemaking charter.

Edward Henry Street consisted of 32 bedsits that have a history of anti-social behaviour due to the location density. These properties were in disrepair and were deemed beyond cost effective to refurbish. The flats have been demolished, and will be replaced with 13 new energy efficient, family homes.

Our new build developments at Glasdir and Hen Ysgol y Bont have both been randomly selected by the Design Commission for Wales for scrutiny and recommendations. The development at Glasdir, Ruthin was designed to connect to and make links with the town. A cycle route has been incorporated into the design to connect with the existing cycle routes in the area enabling safe cycling to and from the town and neighbouring villages.



# Environmental

Our environmental vision sets out our journey to Carbon Zero by 2050. We put our people and communities at the heart of what we do. We focus on our residents as well as our homes. In our view they are as important as each other. By focusing on our residents and supporting them to live greener lives, they will be able to reap the full benefits of the energy efficiency measures we make to their homes. We are committed to becoming a sector leader in tackling climate change.

## Theme 6: Climate Change

### EPC Rating of existing homes

A - 7%
B - 26%
C - 45%
D - 20%
E - 2%

### EPC rating of new homes

EPC A - 7.58% (5 homes)
EPC B - 92.42% (61 homes)

### Scope 1, Scope 2, and Scope 3 greenhouse gas emissions

We understand the need to track our emissions and are working closely with Auditel to map our carbon inventory and identify ways to reduce our carbon consumption. During this process, we are identifying and rectifying any gaps in monitoring data or procedures to ensure accurate measuring and tracking. As a result of this work, we will have a clear position of where we are according to the Green House Gas Protocol defined criteria.

We recognise that the homes we build have the biggest impact on the environment from our business activities, and are the largest contributor to our scope 3 emissions. We look to reduce the impact of our existing homes by boiler replacements, heating upgrades, energy efficiency measures, and renewable technologies. We look to reduce the impact of new build properties by constructing low carbon, energy efficient, EPC 'A' rated new homes.



Our Llanbedr scheme (pictured below) was shortlisted for Climate Change project of the year at the UK Housing Awards 21.



## Last year we:

Provided energy support and education to  
**343 homes**

Installed Intelligent Energy Systems (IES) into  
**20 homes**

Completed  
**292** heating system upgrades

Upgraded  
**200** homes with A rated windows and full insulation doors

Commenced PAS2035 training for internal surveyors

Commenced changing our fleet to electric vehicles with development charging network

Built  
**69** new build homes to EPC 'B' or above

Installation of renewable technologies - car charging, solar PV, air source heat pumps

### Managing Climate Risk

We work with local authorities to address high flood risk to certain homes, installing additional flood defences to the surrounding area. We make changes to homes at risk to limit the damage if floods happen, such as raising the electrics, and installing flood doors and barriers. We also carry out routine maintenance of the surrounding drainage plans to mitigate flood risk.

Natural Resources Wales (NRW) are a statutory consultee as part of the planning process and assesses applications in accordance with planning Policy for Wales Technical Advice Note (TAN) 15 Development & Flood Risk. To comply with TAN15 we carry out flood risk modelling for a 1 in 1000 event, and if mitigation measures are required, we include them within the design.

In 2016, Ruthin suffered a major flood event, to address TAN15 for our planning application for our Glasdir development, we created a dry swale, specifically designed and modelled to mitigate any flood risk should an extreme event happen.



- ✓ We proactively work with residents to identify when they are struggling to ventilate their homes adequately, and residents can make a self-referral.
- ✓ Last year we installed Positive Input Ventilation (PIV) systems into 85 homes to combat ventilation issues and improve the wellbeing of our residents.
- ✓ We have built ventilation into our kitchen and bathroom upgrades, and we ensure where appropriate windows have ventilation and can be opened where it's safe to do so, to prevent overheating of homes.
- ✓ Through our new build designs, we've raised our ceiling heights by 200mm from 2.4 meters to 2.6 meters to prevent homes overheating.
- ✓ We are focused on a fabric first approach to retrofitting our existing homes and in the construction of our new homes. This enables the home to remain at a constant temperature rather than being affected by the heating or cooling of external temperatures.

### Supporting residents with the information they need.

We know that working with and supporting residents with the information they need is equally as important as the energy efficiency measures themselves.



We work with residents to demonstrate any new equipment or technology used in their homes, both in person as well as providing guides and videos.

Where we know homes have ventilation issues caused by contributing lifestyle factors, we work with residents to find a solution. We help declutter homes, give advice on how to reduce condensation as well as looking at ventilation options such as passive air systems.

New heating systems come with onsite demonstrations, as well as written and video guides for residents. We've worked with residents to create useful guidance, and housing officers are on hand to support residents with any questions.

### CASE Study: Llanbedr DC - 38 whole life zero carbon homes.

We learnt a lot from our first low carbon development at Llanbedr DC. The development was handed over during Covid which meant residents didn't get the personalised handover they needed to be confident in using the technology. This led in some cases to residents not using the heating system efficiently.

Once Covid allowed, we held two-days of in person resident feedback sessions. Residents were invited to talk to us about their experiences. Staff from our contractors, development, housing, trades, resident involvement, communications, and asset teams all attended. Every resident that attended (45% of the estate) completed a satisfaction questionnaire.

- 100% of residents received a home user guide
- 87% were satisfied with the home user guide
- 40% of residents felt they had a reasonable knowledge of how to use their new air source district heating system. 53% said they knew the basics and 7% said they knew hardly anything.

We wanted to improve on how we support residents to use the technology in their homes. Following the resident engagement sessions, and in response to the questionnaire; we hosted a development process mapping day with representatives from each team to review and refine our development process to ensure even better outcomes for residents. On the back of the lessons learnt we've created new roles, including a Housing Link Officer who bridges the gap between development and housing. A Head of Technical, Innovation and Climate who leads our approach to becoming net-zero and bridges the gap between development and the retrofitting of our existing homes.

We also have a comms and marketing lead dedicated to our development programme to manage the communication between stakeholders.

93% of the residents that attended the feedback session said they'd be willing to help us improve our guidance on how to use the technology in their new homes. Personal training by an expert was the preferred method (50%), followed by printed guidance (36%). Video guidance was chosen by 14%.



We've taken on board resident feedback. For our next low carbon development Glasdir, residents received in-person training, complimented by printed and video guidance, which the residents from our Llanbedr development helped to create. Housing Officers receive thorough training so they can provide ongoing support to residents.



### Welcome home packs

For every new build property, we produce welcome home packs which are delivered personally by the housing officer, who then works with residents to provide advice and information about how to get the best out of their home. These homes often have renewable technologies installed, so as well as personalised support, we have produced simple flyers and video user guides with QR codes for residents to easily access the information they need.

### Warm Wales Partnership

We work closely with Warm Wales to not only provide ventilation, heating and energy advice to residents directly, but also to 45 staff (so far), so they know how to advise and assist residents.

Recycling in every scheme is set up to support the local authority provisions. This is also explained by the housing officers.



## Theme 7: Ecology

### Increasing Green Space and promoting Biodiversity

We are committed to protecting the local environment and increasing green spaces near our homes. We actively seek opportunities to increase biodiversity by working with ecologists to identify any suitable areas of land as greenspaces.

One example is alongside Llys Gary Speed in Deeside which runs parallel to the A494. We have worked closely with Transport for Wales, who've agreed to let us plant biodiverse species on an area of approx. 1.5 acres.

We know it's important to promote biodiversity wherever possible, and we want to make residents more conscious about how we affect the natural environment around us. Working with residents, we reduced the regular gardening schedule to reduce the frequency of grass cutting, with 30% grass sward left.

We also encourage residents to take ownership of their greenspaces, not only to reduce service charges but to develop planting and flowering areas by the local community. It also supports their mental wellbeing and community cohesion.



For all new developments we actively look for innovative ways to create green spaces. As part of the planning application process, we undertake ecology assessments to understand the ecological and biodiversity impact on each site. We work collaboratively with local authorities, ecologists, arboriculturists, engineers and landscape architects to provide bespoke design solutions for each development.

Through planning, we ensure sustainable drainage and water management systems create natural habitats and enhanced biodiversity.

For our current developments we've created allotment areas and orchards at Hen Ysgol y Bont and Pentraeth, Anglesey. At our development in Mynyddda Isa, Flintshire we will create a wildlife trail leading to a bat house. In Valley Mart, Anglesey we have provided an acre of mitigation land in which we will plant wildflower turf to accommodate lizards.

At Glasdir, we've given over an acre of land to Denbighshire County Council, to help fulfil its commitment to become net carbon zero and ecologically positive by 2030. The land will be used for carbon sequestration and ecological improvement. Parts of the land will be used as a mini forest, open space with use by the local primary schools and childcare settings.



## Theme 8: Resource Management

### Managing pollutants

The ongoing development of our environmental strategy will include managing and reducing pollutants. We actively seek to eliminate pollutants such as mould growth and water pipes containing lead through referrals from stock condition surveys. The cleaning products and paint that we use are disposed of via a sustainable licensed waste and recycling management facility when necessary.

### Responsibly sourced building materials

When it comes to responsibly sourced materials, we want to exceed Welsh Government guidance. We've developed our standard specification to procure responsibly sourced materials. We have joined a decarbonisation framework with Travis Perkins which to date has seen:

**94%**  
of waste  
diverted from landfill



**97%**  
of timber

purchased from certified sources  
(FSC - Forest Stewardship Council  
or PEFC - Programme for the  
Endorsement of Forest Certification)



**38%**  
carbon  
reduction  
per £m of sales.



This framework brings housing associations in North Wales together to use our collective bargaining power to achieve more responsibly sourced materials at affordable rates.

Where practically possible all building materials for new build projects are sourced locally or within a 30-mile radius of our development sites, which can be evidenced for our schemes at Hen Ysgol y Bont, Pentraeth, Mart Valley and Glasdir.



### Case Study - Glasdir

Glasdir is a group of 63 whole-life, EPC 'A' rated timber-frame, low-carbon homes. Delivered in partnership Welsh Government, Denbighshire County Council and Williams Homes, with partial funding through the Innovative Housing Programme.

The project vision was to: Increase the number of well-designed, low-carbon, affordable homes in a semi-urban location. Creating a sustainable community and addressing fuel poverty.



Some examples of using responsibly sourced materials at Glasdir include:

- 📍 A first in Wales we used MacRebur Tarmac. Replacing bitumen-based surfacing, it **recycles 80,000 single use plastic bottles in every tonne of tarmac**. Helping to tackle single-use plastics, it's a proven product that's harder wearing than traditional tarmac.
- 📍 The off-site manufactured timber frame and cladding uses **homegrown Welsh timber, supporting local forestry supply chains**. High-value timber markets from homegrown and local timber helps to **support regional forest expansion, creating employment** in rural forest industries.
- 📍 This development showcases Foundational Economic thinking through the development of robust local supply chains. **The procurement of local goods, trades and services meant 96% was sourced locally.**
- 📍 The **triple glazing** uses **Recycled Composite Materials (RCM)** which is **manufactured from recycled waste PVC-U** and is **fully sustainable**, as well as offering better thermal efficiency.

### Waste management for building materials

Our environmental strategy is under development with the waste management strategy being a key contributor to the overall environmental strategy.

We are conscious of our waste management through our planned works (kitchen and bathroom replacements) and responsive maintenance. We choose to use a sustainable licensed waste and recycling management facility for these operations, so we know that our waste is dealt with responsibly.

We've made arrangements for the doors that we remove for upgrading are reused by North Wales Police for training purposes.

On our new build schemes, we work with partners to complete a written declaration that all reasonable steps to reduce waste will be undertaken.

We continue to ensure that the Site Waste Management Plan (SWMP) is built into our procedures for consultants and contractors on site. This includes:

- 📍 The target for the percentage content of waste re-cycled is 85% and is confirmed by recording outputs.
- 📍 Consultants and contractors are aware of the requirements to have a Construction Site Waste Management Plan in place prior to commencement on site and must ensure they comply with all legislative duties to consider waste management within design and construction. Upon appointment of a contractor, a SWMP will be provided by ClwydAlyn and agreed prior to commencement on-site. Responsibility for the SWMP is the contractors, who has to expand and develop a plan in accordance with protocols and procedures, which are compliant with SWMP Regulations 2008.

ClwydAlyn encourages the use of recycled material within new construction, or material reclaimed from the existing site or demolitions, or from off-site. However, materials must only be re-incorporated where technically appropriate and are of proven quality.

Prior to commencing works on site, the contractor must complete a written declaration that all reasonable steps will be taken to ensure that:

- 📍 All waste from the site is dealt with in accordance with the waste duty of care in section 34 of the Environmental Protection Act 1990(3)
- 📍 The Environmental Protection (Duty of Care) Regulations 1991(4); and materials will be handled efficiently, and waste managed appropriately.



We've started changing our fleet to electric vehicles.

### Water management

The key aims of our water management strategy:

- 📍 Offer water butts into all new homes
- 📍 Install grey water harvesting to recycle rainwater where possible
- 📍 Water Regulations Advisory Scheme (WRAS) approved fittings to reduce water wastage in all new homes
- 📍 All developments have Sustainable Drainage Systems (SuDS) to assist in flood alleviation
- 📍 All homes free from lead water mains in the next 5 years
- 📍 All homes fitted with new energy and water saving hot water systems within the next 10 years
- 📍 All homes to have showers over baths within 5 years (where space permits)
- 📍 We use our digital platforms to influence resident and community behaviour change, as well as working with our resident engagement team
- 📍 Minimises water loss through preventative and control measures across our asset portfolio
- 📍 Reduction of scope 1, 2 & 3 emissions, supported by our environmental 5-year plan
- 📍 Deliver our Legionella policy supported by our in-house water hygiene technicians
- 📍 Reduce water loss by attending to water leaks within 24hours

We'll deliver our aims through a combination of our annual planned capital improvement program and reactive maintenance work. The plan is monitored through 12 monthly progress updates to our property committee.

# Governance

**We know good governance is fundamental to achieving our mission to tackle poverty. It gives our stakeholders assurance that we act in the best interests of the organisation and our residents.**

## Theme 9: Structure and Governance

ClwydAlyn is regulated by the Welsh Government and is required to submit an annual Self-Evaluation to demonstrate how we comply with each of the performance standards set out in the Regulatory Framework.

During the year, Welsh Government introduced a new framework for regulation with revised scoring and categories. ClwydAlyn was one of the first to be asked to go through the new framework and we were ranked as 'Green' for both financial management and governance - the highest assurance possible.

ClwydAlyn is incorporated as a Charitable Community Benefit Society under the Co-Operative and Community Benefit Societies Act 2014 and is a Not for Profit.



We are a member of Community Housing Cymru (CHC), and we follow their Code of Governance

### Risk Management

ClwydAlyn has a comprehensive risk management process in place. An updated and revised Strategic and Operational Risk Register was agreed and approved by the Board in March 2021.

Risk management implementation is monitored and reviewed quarterly by the Assurance Committee, with strategic risks reported quarterly to the ClwydAlyn Board. There are detailed risk maps supporting each risk with specific interventions to mitigate the risk. Early warnings and trends are monitored to facilitate corrective action and there are regular reviews of the environment to ensure that any emerging issues affecting our strategy are considered. The Board ensure the Risk Management Strategy, Policy and Framework is appropriate and regularly reviewed. The Welsh Government sector risks are considered annually so that the Board is assured that we are responding to and managing risks appropriately.

The current business environment for housing providers is unprecedented in the challenges ahead, the continuing impact of Covid 19, the cost-of-living crisis and the war in Ukraine continues to test the robustness

of financial plans. Some risks faced by the Group are not fully controllable, such as the Russia/Ukraine war which carries huge risks for the economy. Still to recover from the pandemic with high inflation and soaring energy costs, households and businesses are under more and more financial pressure and having to make decisions on how they budget in the short to medium term. The Board and Executive Team ensure that they are represented and active in all areas of influence and use trade bodies such as CHC to input to all relevant aspects of policy, regulation, and legislation.

ClwydAlyn identifies and effectively manages risks to the delivery of financial plans including appropriate stress testing, scenario planning and use of internal thresholds and has a robust Finance Strategy to support the delivery of the Business Plan and Corporate Plan, which is monitored by the Board.

**We haven't been subject to any adverse regulatory findings in the last 12 months.**

## Theme 10: Board and Trustees

### Demographics of the Board

ClwydAlyn strives for a Board that is fully reflective of our communities. The diversity of our Board has increased in recent years, we also ensure our Board is representative of our communities by having resident Board members and we invite the Resident Committee to our strategic away-days to ensure residents are at the heart of decision making.

We know we have more work to do. Over the next 12 months we'll recruit four new Board members (due to retirement), giving us the opportunity to increase diversity further. We've delivered bespoke equality, diversity, and inclusion training from Central Consultancy to provide the Board and Committee Members the opportunity to explore, reflect and contribute to ClwydAlyn's approach to inclusion. Our inclusion plan has been agreed by the Board, and our inclusion specialist will lead the work.

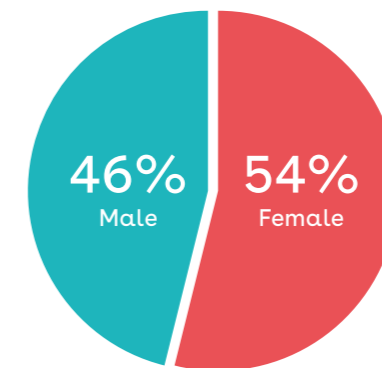
We have strengthened our Boards and Committees by recruiting additional skills, for things like social value, lived experience of supported living and experience in procurement. We have restructured a vacant role at a senior level to create a new role to lead our development programme and journey to carbon zero. We've also restructured the Housing Services team to enable a stronger focus on person-centred services and tenancy sustainability. We've planned for the changes in the Building Safety Regime and have appointed a responsible individual at Board level, and restructured services. Increasing resources in several areas and we've introduced a competency and professional development framework.

"I have been discussing various issues with our Inclusion Specialist Holly. She has been extremely helpful. Her knowledge and enthusiasm are admirable. I look forward to working with the Inclusion Team and Holly to see ClwydAlyn be proactive in making inclusion a priority."

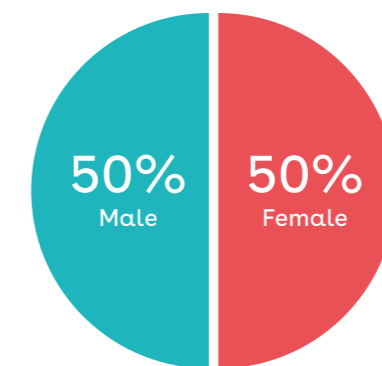
**Debjani Basu**  
Extra Care Manager

### Demographic profile of the Board and residents:

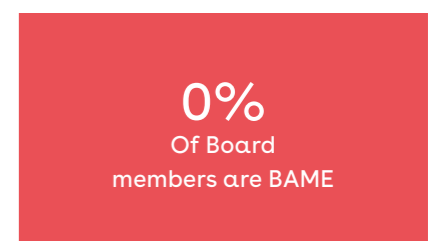
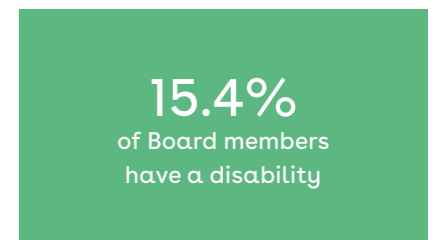
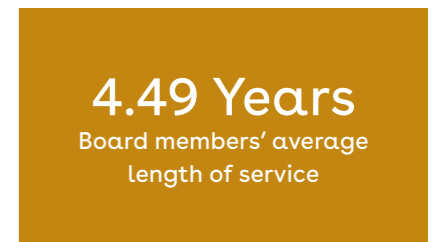
#### Gender of board



#### 50% of female Chairs on subsidiary Boards and Committees



**We have resident representation on all Committees**



Board and management team turnover

THE BOARD

The Board has 13 Members made up of 2 executives, 2 resident members and 9 non-executive Members.

In the last year, 1 member has stood down after serving their 9 year term

Board turnover during the year was 7.69%

84.62% of the Board are non-executive directors

The Executive Team is made up of 7 members with zero turnover



There are two board members on the Audit Committee with recent and relevant financial experience:

Nia is currently the Executive Director of Resources for Muir Housing in Chester after previously working as the Executive Director of Finance at South Liverpool Homes. Rob joined the Board and Assurance Committee in 2019. Rob is a qualified Accountant and Executive Director at the Honeycomb Group in Stoke. Rob has over 20 years experience in senior commercial and finance roles within the Private Finance Initiative sector and Oil and Gas Sector.

Nia is currently the Executive Director of Resources for Muir Housing in Chester after previously working as the Executive Director of Finance at South Liverpool Homes.

Rob joined the Board and Assurance Committee in 2019. Rob is a qualified Accountant and Executive Director at the Honeycomb Group in Stoke. Rob has over 20 years experience in senior commercial and finance roles within the Private Finance Initiative sector and Oil and Gas Sector.

Theme 11: Staff wellbeing

We know we are only as good as our people, and we want the best to work with us. We're proud to bring together people of all backgrounds and experiences who love working together to solve problems, live our values, and make a difference.

Our people work flexibly across North Wales at our many services and locations spanning seven Counties. We want our people to work flexibly and creatively in the best interests of our residents, themselves and the business; and we give them the freedom to do this team by team.

We are real living wage employer

Gender pay gap

20.13% Median Gender Pay Gap

CEO to worker pay ratio:

6.1 CEO to worker pay ratio (median)

OUR MAINTENANCE TEAM BREAKING DOWN THE NORMS

HOW ARE WOMEN WORKING IN THE MAINTENANCE INDUSTRIES BREAKING DOWN TRADITIONAL GENDER STEREOTYPES?

This is a question we put to ClwydAllyn's Maintenance team, led by Carl Taylor, Operations Manager.

Carl leads a team where there are several women now working in trades roles traditionally held by men. With the opportunities ClwydAllyn gives people to progress within the organisation and with a highly supportive team, everyone we spoke to emphasised how the gender balance of traditionally male-dominated professions is changing and offering great opportunities for the women who work in it.

Louise Smith-Aldous is Operations and Project Coordinator in Health and Safety on the team and has progressed within ClwydAllyn from her initial role as a Kitchen and domestic assistance in Extra Care. Louise progressed to an internship as a 'Grow Your Own Assistant' with the People Team, to where she is now. She said,

"It doesn't make any difference if you're a man or a woman when you're doing the job. My team are so supportive and tight-knit, and I have faced no barriers in my progression."



LOUISE SMITH-ALDOUS IS OPERATIONS AND PROJECT COORDINATOR IN HEALTH & SAFETY.

Emily has now been with the electrical team for over 6 months where she has worked alongside Mike Hill on routine day to day work and with Dylan Rodgers on void properties. She has predominantly been with Dylan on voids carrying out various duties including replacing accessories like sockets and switches, but also helping Dylan diagnose and find faults on circuits and then carrying out electrical condition reports. During her time here Emily has grown in confidence, and she has shown great enthusiasm and Emily's attitude to work is very positive. Emily's goal is to become a qualified electrician.

September she started a full-time Electrical course in Llanelli College with the hope of gaining an apprenticeship. One of our contractors to take Emily for a couple of weeks to gain some more experience in other areas of the trade that we unfortunately cannot offer. Emily has a great attitude, is friendly and our focus and she has become a valued member of our team.



Carl Taylor Operations Manager

Leading back over her career with the company, Carl Taylor reflects,

"ClwydAllyn have been great from the start. My colleagues in the Plum and Heating team were brilliant. I've enjoyed it all and the progress I'd recommend it to anyone who goes into a traditionally male-dominated area. You get all the support you need."

These women are breaking down gender bias in the profession and taking in their roles that the team also has some exciting ideas on how more women into the industry. ClwydAllyn offers a variety of support in terms of conditions that support women around childcare and pregnancy, and this, with the wording in job advertisements being oriented, can increase uptake. He also feels would be beneficial to give young people a taste before they make career decisions with marketing opportunities in ClwydAllyn age group. Finally, he envisages ClwydAllyn of all ages having the opportunity to try something different, working perhaps in partnership with organisations.

In an organisation that is passionate about staff with more and more women taking on roles Carl and his team are on a journey to increase the number of women in their team, and are reflecting on changes in the industry that create opportunities for women like Louise, Emma, Sam, Nikki, Lynn, Kayleigh, to challenge traditional stereotypes and excel in the work they do every day.

If you are interested in working for ClwydAllyn then please contact our website or register your interest with our People Team on our online form.

www.clwydalyn.co.uk/work-for-us

People Committee

ClwydAllyn has a People Committee and remuneration is under their Terms of Reference. There are 4 non executive directors and an independent HR specialist member.

A succession plan has been provided to the board in the last 12 months

Our external audit partner has been responsible for auditing the accounts for 5 years.

The last independently run board-effectiveness review was in 2022. The role of Chair and CEO are held by two different people.

How does the housing provider handle conflicts of interest at the board?

ClwydAllyn operates in a culture of openness, transparency, and trust that any conflict of interest (potential, real or perceived) is disclosed. All Board, Committee and staff must declare any conflicts immediately. In addition, to avoid an actual or potential conflict of interest or misuse of authority ClwydAllyn abides by Schedule One of the Housing Act 1996.

Board Members must declare to the Chair or the Group Chief Executive any personal relationship or conflict of interest. All Board Members agree to declare any relevant interests and respect the confidentiality of information and prior to the start of any meeting the Chair asks for any declarations in relation to the agenda. On the rare occasion that there is an interest declared, the member would remove themselves from any discussion or vote on the matter declared. In addition, ClwydAllyn's rules set out the process in terms of Board Member interests in relation to financial gain or benefits.

Your Look into the day of...

CARE AT ClwydAllyn

Our care homes and extra care schemes employ a variety of people to provide an outstanding service, and a fun and safe place for our residents to call home. We want to spotlight some of our amazing staff members to share what they love about care along with our resident perspective.

Julie Williams is Activities Coordinator at Chirk Court care home and she speaks to us about her role and how she enjoys providing a safe and fun environment for our residents. She also shares her perspective on the role of an Activities Coordinator.

Julie says, "I love my job. It's all about supporting the independence of our residents for as long as possible. Just being able to see them smiling and happy, making their own choices, and being able to see the residents brighten my day. If you get a smile from the residents, you do something good today."

Earl Williams is Deputy Manager at Merton Place care home and he speaks to us about his role and how he enjoys providing a safe and fun environment for our residents.

Earl says, "I love the challenge. It is busy and demanding, but you get a lot out of it. From the residents' perspective, it's a great job. I love the challenge and the opportunity to help our residents live their best lives."

James Williams is a Care Assistant at Chirk Court care home and he speaks to us about his role and how he enjoys providing a safe and fun environment for our residents.

James says, "I love my job. It's all about supporting the independence of our residents for as long as possible. Just being able to see them smiling and happy, making their own choices, and being able to see the residents brighten my day. If you get a smile from the residents, you do something good today."

All Staff...

have either moved onto market median pay, are receiving National Living Wage or are receiving minimum wage on the Government funded Kickstart programme or as part of their apprenticeship.

By moving everyone to market median, it's had an impact on our gender pay gap, as many of the positions in our trades teams are filled by men. We are committed to tackling our gender pay gap and we are proactively tackling gender stereotypes across the organisation, with a particular focus on both our care and trades roles.



**Wellbeing**

**Our approach**

The mental and physical wellbeing of our staff is a priority for us. Managers take a person-centred and flexible approach when supporting staff to remain well in work.

We have  
**2**  
**Wellbeing Specialists**  
who provide support to staff & managers

And  
**77**  
**Mental Health First Aiders**  
to identify and support staff with signs of negative mental health

**87%**  
of staff said they have the flexibility at work to positively fulfill their role as a parent or carer

**82%**  
of staff said they trust ClwydAlyn

We support staff that experience chronic or critical illness, centred around what matters to them, we give flexibility to continue to work (where able) whilst gaining treatment or a diagnosis.

We offer support groups for menopause and also for neurodiversity, these are led by staff, for staff and we provide a dedicated space on our intranet full of wellbeing resources, signposting advice and support. We actively promote wellbeing events.

**We've launched our own Menopause Support Group**

**Menomania**

" It makes all the hard work pay off when you receive a lovely comment from a colleague that they read the guide on the Menomania SharePoint page and realised how much they were suffering with the many symptoms of Menopause and that they no longer felt alone. They later told me it gave them the confidence to go to speak to their GP for HRT treatment and since taking the medication they have seen a vast improvement."

**Andrea Williams,**  
who heads up Menomania



**Hafan Pawb (Everyone's Home)**

Hafan Pawb (Everyone's Home) is our neurodivergent peer group, which offers staff a place to meet, share advice, experiences and offer support. Everyone's mind works differently, and we want to make it easier for everyone, so we've ditched the corporate style guide to focus on the important stuff.

**It takes all kinds of minds to change lives.**

We don't sweat the small stuff like spelling mistakes and font style because we're focused on beating poverty together!

Paul Taylor founding member shares his most memorable typo...

" Singing in and out sheets instead of signing in and out sheets. A file label that remained in the office for years"

We've signed up to the Unison Violence at Work Charter and encourage reporting of incidences and utilise learning circles to learn from any incidents and put interventions in place. We provide support through our Occupational Health provider and have a specialist free counselling service in place. We work with organisations such as the National Autistic Society and Bipolar UK and managers use Mind's Wellbeing Action Plans to provide tailored wellbeing support to staff. We have recently joined Time to Change Wales.

We are well on our journey to becoming a **Trauma and Adverse Childhood Experience (TrACE) Informed Organisation by 2024.** Whilst this is already embedded in some parts of the organisation. We'll achieve an organisational wide shift in how we support our residents and staff to work in a trauma informed way in the future. Building empathy and understanding about how a person can be shaped by their life experience. All staff will receive introductory training relevant to their role.

**So far, we've recruited 13 TrACE training champions.**

We regularly survey staff for feedback on their health and wellbeing and our most recent survey addressed financial wellbeing with the cost-of-living crisis in mind. Following feedback from staff, we now offer healthy free meals in work and free period products, alongside financial wellbeing support.



**We were named as a top 30 employer in the UK with Working Families charity in 2021.**

An average of  
**6.84**  
days  
per employee were lost due to sickness

**Our Sports & Social Club have made memorable moments...**

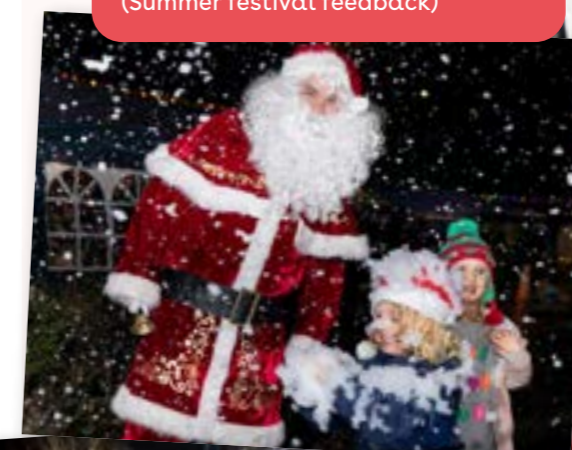
Our fabulous SAS staff volunteers threw a bunch of fun events including:

- 📍 A summer festival
- 📍 Christmas market
- 📍 Easter goody bags



I had an absolutely awesome time. It was the first time since well before Covid that the family were out together, every single one of us really enjoyed the day. I was amazed at the variety of things to do. There was something for everyone!"

**Robin Rolfe**  
IT Support Assistant  
(Summer festival feedback)



**490**  
Easter Goody bags were made for staff's families. Each bag contained chocolate eggs along with an easter egg hunt, colouring pencils and activities... the feedback from staff was fantastic!

### ClwydAlyn recognised by North Wales Police for volunteering during the pandemic

We encourage our staff to volunteer and when North Wales police needed special constables to help manage the Covid-19 pandemic, we were happy to support.

Development Project Manager Andy Fraser was able to dedicate 480 hours to police duty during the pandemic, having already been volunteering with North Wales Police as a special constable since 2019. In recognition of such outstanding commitment by a local employer, Special Superintendent Carl Williamson has awarded ClwydAlyn a certificate of appreciation for its commitment and support during the pandemic, which was presented at The Lord Ferrers Award 2021.

Andy said: "I'm proud to work for an organisation that wants to give so much back to the communities in which we work. ClwydAlyn has always supported my volunteer role as a special constable and when the call was made for extra help during the pandemic, I felt really strongly that I needed to do my bit to support where I could.



" ClwydAlyn had no hesitation in supporting me in performing these additional duties and allowing me the time needed, and it's great that the organisation has been recognised for its commitment to supporting local partners and the community at a time of unprecedented challenge."

### Theme 12: Supply Chain

#### Our approach to social value

Providing value for money is key to what we do. We want to make sure that every pound is spent as effectively as possible so we can have a bigger impact on our communities. Our new social value strategy takes a proactive approach to ensuring social value is embedded in our procurement process for buying goods and services.

Our Corporate mission is to beat poverty and our social value framework focuses on 4 main themes:



We've developed processes for commissioners and purchasers to start thinking about social value as early as possible within the procurement process. We've also amended our heads of terms for our development contracts to ensure that social value is incorporated at the start of any new development.

Each team has a social value plan led by a social value champion. We've been working hard to embed social value by consulting with

stakeholders including Board and staff. Our approach includes training, raising awareness, and support during the procurement of goods and services.

We work with key partners and contractors to ensure we deliver social value and wider community benefits and we're working on an in-house measurement system to measure and track the amount of social value we deliver across the company.

In our tender documentation we reference our 4 priority areas and ask potential suppliers for proposals on how they will work with us on delivering our social value ambitions. As part of the evaluation criteria, we weight the response to this question between 10-20% out of the overall 100% evaluation criteria weighting available.

### Some of the good stuff we have worked with our suppliers on this year...



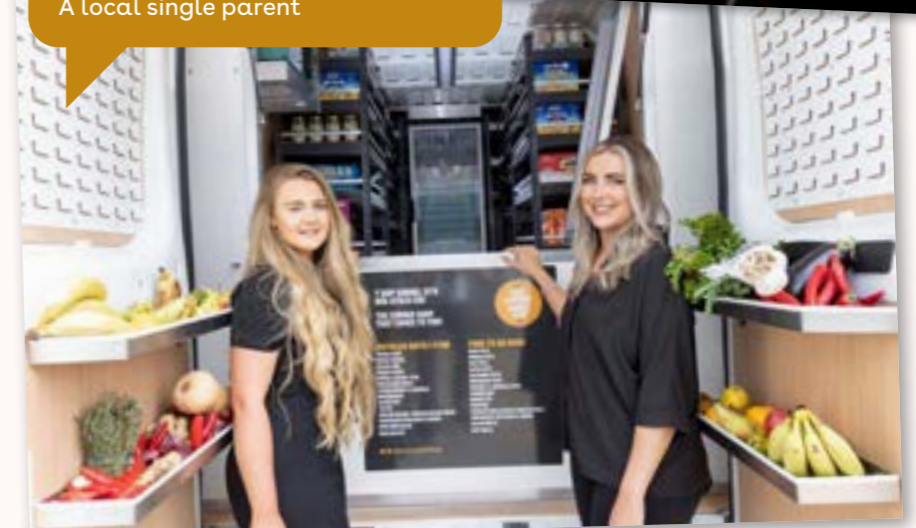
We've worked with our healthy food partner **Well Fed** a social enterprise to provide over 100,000 meals to people in food poverty. As well as launching 2 new mobile shops, we've begun a pilot project with the South Denbighshire Partnership to distribute food across local communities more effectively.

The model is a unique partnership. We provide Well Fed with guaranteed income through the purchasing of 2,500 meals a week for our Extra Care schemes. This allows them to employ a team who can make many more meals with the same people resource. These subsidised or free meals are provided to people experiencing food poverty.

We also grant fund an additional £100,000 a year to provide food for our communities in a variety of forms. From freshly prepared ready meals and slow cooker bags to Hello Fresh style meal boxes with recipe cards.

" I attended a course through Well-Fed. I couldn't even name or cook a vegetable let alone think about tasting them. From a disadvantaged family who had access to very little food, I developed an eating disorder in my late teens. Now a single parent of 3 children, I realised they started to pick up my bad eating habits and my dislike of food and I knew I needed to change things. I've got much more confidence and knowledge to pass onto my children. I can't recommend them enough. You're amazing and thank you for the opportunity to make a massive difference to my little family's lives."

**Charlene**  
A local single parent



A partnership between Williams Homes, HMP Berwyn and ClwydAlyn has provided new opportunities to the prisoners, including:

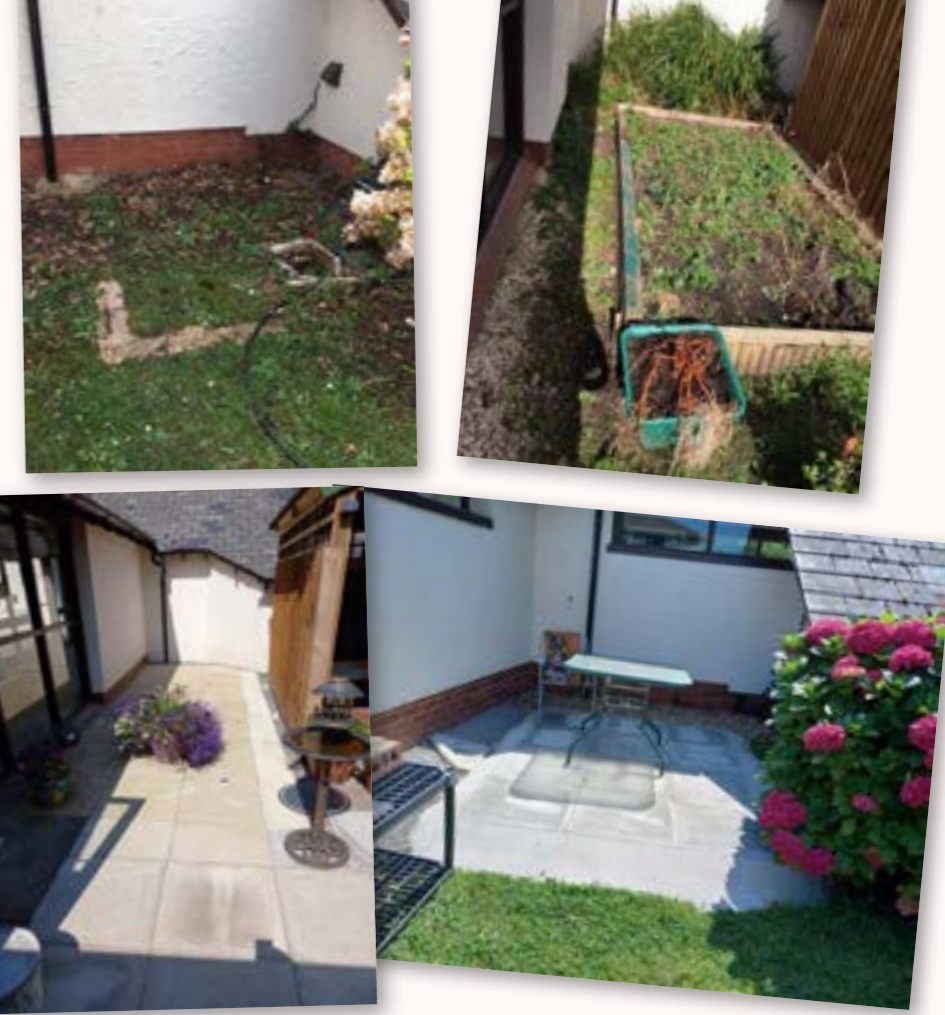
- 📍 New skills and training, providing qualifications in modular home construction
- 📍 Employment while in the prison, release on temporary license to active construction sites and full-time employment opportunities when released
- 📍 Resettlement into communities reducing reoffending
- 📍 Improving the circular economy with offenders' rehabilitation into a working environment with better prospects and employment

At one of our new developments (Glasdir) as part of our social value work, we've:

- 📍 Created a trainee engineer post: Currently on their 2nd year of training and will qualify fully next year, living only 300m from the site.
- 📍 Ensured that 60% of the sub-contractor workforce is local (within a 20-mile radius) 25% within 15 Miles and 15% within 35 miles.
- 📍 Ensured all directly employed labour is local to the site (within 20-mile radius).

## Community improvements

We worked with one of our development contractors Anwyl to improve the communal garden at Pentre Mawr, Abergele. As you can see from the incredible transformation it has made a real difference to residents' wellbeing.



## Travis Perkins plc

Our development team has worked with all their contractors to ensure they have accounts with Travis Perkins. We've been working with Travis Perkins to develop a 'new build' social value fund based on contractor spend for our developments. We've secured 1.5% kick back of contractor spend to spend on social value within the communities where we build homes.

Travis Perkins supported our Safer Streets initiative where we made 93 homes safer by installing additional security measures including alarms, padlocks, external lights and CCTV cameras. Travis Perkins provided the tools needed to install the external items, including step ladders, safety goggles and drills.

"This is such an important partnership initiative for West Rhyll. We really want to address the fact that the area has higher crime rates than other nearby towns and make a real difference to the people who live here."

**Jenni Griffiths**  
Housing Services Manager at ClwydAlyn

## Environmental Impact

We are driven by our commitment to ethical and responsible procurement. It involves making decisions that aren't purely based on economic considerations, but also social and environmental impacts. Our poverty priorities of food, fuel, digital inclusion and employability are key considerations when we work with our development partners and suppliers.

Consideration to environmental impact is given in all our business case planning, development of service specification and requirements, as well as in our procurement process. At the business case stage an environmental impact assessment is conducted.

Tender documentation and evaluation criteria are incorporated into the weighting where appropriate, and suppliers will be asked specific questions on how they will work with us to reduce their environmental impact and carbon footprint.

## Some recent examples of how we have considered environmental impact are:

Worked with other Welsh Housing Associations on a Building Materials framework where clear environmental and sustainability targets and Key Performance Indicators (KPIs) have been established with our preferred supplier.

We've also worked with Waste and Resources Action Programme (WRAP) and completed an external sustainable procurement maturity review to enable us to produce an action plan. We're also working with WRAP and a global supplier of white goods to look at the feasibility of a white goods leasing model in some of our supported living sites.

We implemented a new contract in October 2021 for the supply of cleaning materials which has reduced our use of plastics and carbon. We've also reduced the use of single use plastics across 12 of our schemes by 95%, by implementing a dosing system. We've also reduced delivery to fortnightly and significantly reduced the delivery of our chemical products due to a streamlined ordering process and a more efficient delivery routing system. Reducing deliveries by 70% and vastly reduced our carbon footprint.

We've reduced the use of single use plastics by  
**95%**

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