

ClwydAlyn Housing Board Member Recruitment Pack



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We believe...

that having a safe, high-quality home really matters, and a home should be more than just four walls and a roof. Our resident charter above, sets out our commitment to deliver excellent services to our residents and 'Our Promise' was created in collaboration with our residents.

Welcome letter

Thank you for expressing an interest in **ClwydAlyn** and our vacancies for **Board Members**. We are an ambitious housing association driven by our values and mission. We believe that it is wrong that there is still so much inequality and poverty across our region, and we know that this impacts every aspect of people's lives.

We took a unique position to end evictions five years ago and we use our money and influence to do all we can to support those experiencing poverty and to champion change across our country. We are a large developer of new homes with over 400 currently on site.

We pride ourselves on building high quality homes, making them affordable for our tenants to live in and helping to reduce carbon emissions.

We have built a number of innovative housing schemes utilising local Welsh builders; Welsh timber frames built in Berwyn prison and the latest air source heat pumps and battery technology etc. Our programme is 80% social housing, but we also build homes for intermediate rent and assisted purchase. We own 6,600 homes of various ages and types and are committed to an extensive programme of retrofit over the next 10 years.

Developing a voice for residents is vital, and this is reflected in our governance structure. Residents are at the heart of our decision making and influence what we do and how we do it.

We welcome feedback even when it is uncomfortable and want to do all we can to meet resident expectations.

We are a strong believer in the benefits of collaboration and working in partnership. We have developed positive relationships at the local, regional, and national level.

We have a credit rating and sufficient borrowing at fixed interest rates to fund our development programme for the next few years. We also have the highest regulatory ratings from Welsh Government for both finance and service delivery, and we have no formal improvement actions from recent Care Inspectorate Wales regulatory visits.

Our priorities for the next few years include: developing an affordable and deliverable plan to reduce our carbon emissions; making sure that all our residents live in safe; high quality homes they can afford to heat; meeting the requirements of the Building Safety regime and investing more to address the impacts and causes of poverty in our communities.

We want to be an exemplar of good practice for inclusion and diversity both as an employer and service provider.

We are a top 30 employer across the UK for working families and offer our staff an exciting and fun place to work with a good rewards package and flexibility to manage their work and personal lives well. Our staff satisfaction levels are high, and we have replaced a number of

policies with guidance allowing our managers to operate in a flexible person-centered way; whilst meeting business needs for service quality and performance.

We have a committed and talented Board, supported by four Committees, an experienced, motivated Executive Team and committed, enthusiastic and talented staff. The information below provides you with a more detailed picture of the Group.

We are centrally located along the North Wales corridor, 35 minutes from Bangor and Wrexham and an hour away from Manchester. In the last few years, we have significantly developed our approach to agile working and expect to continue to have a blended approach to meetings in the future.

We are a very proud Welsh company and would welcome applications from Welsh speakers, and members of minority and diverse communities.

If you are passionate about our mission and values, then we really look forward to hearing from you.



Cris McGuinness
Chair, ClwydAlyn Board

Our mission

NO POVERTY. Imagine how different Wales would be if we had no poverty. Everyone having access to high quality, affordable housing, able to afford to heat their home properly and 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.

Our mission is ambitious, but by working together with external partners, we believe that we can tackle poverty. The continuing cost of living pressures means the stresses and strains faced by everyone are becoming harder to deal with. We have a clear responsibility to our residents and staff to support them. Our mission is more important than ever.

We're so much more than a social housing provider. We make a significant contribution to the North Wales economy both as an employer and as an investor, using as many local companies as possible and maximising the social value of every pound we spend.



The pace of change within the housing sector presents both significant opportunities and challenges. We're an agile organisation that proactively adapts to change. We challenge thinking and we're bold and open with our conversations.

We are creative and imaginative in overcoming new challenges, finding and maximising new opportunities in our mission to beat poverty, whilst also delivering excellent services for our residents. Our strategy is underpinned by financial leadership and management, delivering agreed annual surpluses to invest in our homes and services. We meet our financial covenants, and we deliver value for money.

To find out more about what we do please read our latest environmental, social and governance report here: <https://www.clwydalyn.co.uk/documents/>

About ClwydAlyn

ClwydAlyn was formed in 1978 as a non-charitable Registered Social Landlord and now manages over 6,600 homes and employs 750 staff, to deliver a range of housing management related services, which includes care and supported housing, development, and repair and maintenance services across North Wales (Denbighshire, Flintshire, Conwy, Wrexham, Powys, Gwynedd and the Isle of Anglesey).

Our homes and services include social family housing and single person accommodation, supported living accommodation and specialist care and nursing services, low-cost home ownership, leasehold management services and intermediate and market rented housing. The Group's turnover is £58m.





Our people & values

Our values of **Trust**, **Hope** and **Kindness** drive everything we do.

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 work together to solve problems and make a difference.



Trust

We trust our people to make good decisions and to do what's right in a given situation.

We treat each other with respect. We are not rule bound and we are free to work flexibly and creatively in the best interests of our residents and the organisation.



Hope

We believe we can make a difference. We provide hope to the people who live in our homes and to each other.

We believe that everyone comes to work to do the best job possible, and we'll help each other to achieve our dreams and goals.



Kindness

We are kind. We are compassionate and care for each other, as colleagues and residents.

We believe everyone matters, and we have an open culture which values differences. We will go the extra mile for each other; our people and residents will recognise kindness in the way we deliver our services.



Our Homes

Our longer-term development plans are ambitious and underpinned by our Growth Strategy. 1,084 new homes have been delivered since 2017 by utilising our Bond. By the end of 2028/29, our portfolio will have reached over 8,000 homes, including social and affordable rented homes, affordable home ownership, and other housing tenures where it benefits the business and meets our values. The Programme consists of new build and refurbishment projects including listed buildings.

Our development programme provides major local benefit through investment in local trades, suppliers, training, and apprenticeships and supports the Welsh economy. Most new homes will be 'off gas' using air source heating systems and other environmentally sustainable ways of heating. Over 240 new homes will be ultra-low carbon, using off site manufacturing and low embodied carbon construction processes. All our new homes achieve an EPC A rating, are lifetime homes and built to the Welsh Government's generous space standards.

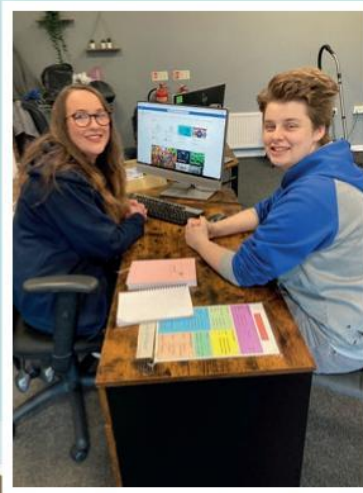
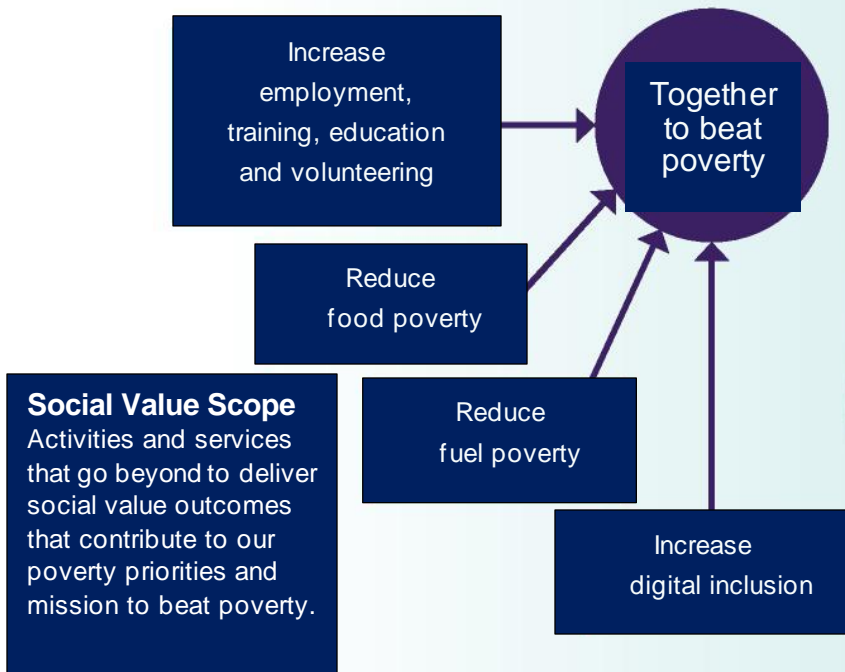
<https://www.clwydalyn.co.uk/our-developments/>

Our social purpose

Providing social value 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 social value strategy takes a proactive approach to ensuring social value is embedded across the organisation and sits at the heart of our procurement plans.

Our social value framework focuses on our four poverty priorities



**BWYDON WELL
DDA -FED**

Our Regulation

The Welsh Government oversee and monitor social housing in Wales to ensure our tenants are protected.

The Regulatory Framework is built upon the principle of co-regulation where autonomy and independence of Boards and effective regulation ensures we are:

Well-governed - led effectively and well managed by our board, executives and staff, working with tenants and partners to make and implement effective business decisions.

Delivering high quality homes and services - providing homes and services that meet people's diverse needs and expectations, with an emphasis on high quality services and continuous improvement.

Financially viable - with well-managed finances, and the resources and cash flow to meet current and future business commitments.



Our recent Welsh Government's Regulatory Judgement is the highest possible and confirmed as:

Governance (including tenant services) Green and Compliant

The association meets the regulatory standards and will receive routine regulatory oversight.

Financial Viability – Green and Compliant The association meets regulatory standards and will receive routine regulatory oversight.

Our Care and Nursing Homes are regulated by Care Inspectorate Wales (CIW). CIW are an independent regulator of social care who inspect to improve the quality and safety of services for the well-being of its residents. We have three homes under this regulatory regime.

Governance
Including
tenant services



GREEN

Financial
Viability



GREEN

Our Governance and Legal Structure

Our Group consists of **ClwydAlyn Housing**, the parent and principal operating company, and three subsidiaries, **PenArian**, **Tir Tai** and **Tai Elwy**.



ClwydAlyn Housing Limited

A charitable Registered Social Landlord which develops, owns, manages and maintains housing, as well as providing housing and care & support services



Tir Tai Limited

The development arm of the Group, undertaking all the development activities on behalf of the Group.



PenArian

PenArian Housing Finance Plc

A special purpose vehicle set up to administer the £250m bond finance to the group.



TaiElwy

Tai Elwy Limited

The commercial vehicle to undertake activities and projects outside of ClwydAlyn's charitable aims – particularly without grant funding. (currently Dormant)

Our Board and Committees

The **ClwydAlyn Board** is supported by four Committees - the Assurance Committee, the People Committee, the Property Committee and the Resident Committee.

Assurance Committee

The Assurance Committee provides assurance on the effectiveness of the Group's internal control system (which includes risk management, operational and compliance controls), internal and external Audit, health and safety, financial reporting and Care Inspectorate Wales compliance.

People Committee

The People Committee provides the Board with assurance that the organisational climate and culture is operating and developing in keeping with the group's values and mission to fulfil our purpose and manage risks well.

Property Committee

The Property Committee provides the Board with assurance on the quality, value for money and performance of investment in both building new homes and maintaining existing homes.

Resident Committee

The Resident Committee provides the Board with assurance on resident engagement, resident scrutiny, performance on services to residents and resident influence on services.

Meet the Team

ClwydAlyn is led by a Board and Executive Team with a wide range of experience in relevant fields. They are responsible for leading the strategic direction and development of the Group. Further details about our Executive Team, Board and Committees can be found on our website.

<https://www.clwydalyn.co.uk/meet-the-team/>

The Executive Team

EXECUTIVE LEADERSHIP STRUCTURE	
Group Chief Executive Clare Budden	Executive Director of Housing Services - Suzanne Mazzone
	Executive Director of Development - Craig Sparrow
	Executive Director of People, Culture and Communications - Sian Williams
	Executive Director of Resources – Sandy Murray
	Executive Director of Care & Support - Ed Hughes



Board Member - Person Specification

Purpose

To collectively determine the overall purpose, vision, values, strategic direction, and core principles for ClwydAlyn and live our values of trust, hope and kindness



Key Responsibilities

Essential

- 🏠 A passion for our purpose and mission to end poverty and uphold the values, objectives and core policies
- 🏠 Ability to make informed decisions, think strategically and challenge where necessary.
- 🏠 Ability to recognise wider business opportunities, sector risks and pressure points specific to the industry in order to deliver our objectives.
- 🏠 The ability to think independently, articulate opinions in a clear and concise manner and provides challenge and support in equal measure
- 🏠 Contributes to, and shares responsibility for decisions and adds value to the dialogue of the Board and contributes to and shares responsibility for decisions.
- 🏠 Ability to understand financial information and evaluate associated risk
- 🏠 Ability to address difficult issues with consistency and diplomacy.
- 🏠 Provide scrutiny and ensure corrective action is taken, where necessary.
- 🏠 Prepare appropriately for and attend Board meetings regularly (a target of 80% has been set for this), training sessions, and other related events.
- 🏠 Participate effectively in discussions, decision-making, and planning of the Group's work, setting objectives and monitoring performance against these.
- 🏠 Ensure compliance with regulatory and relevant legislation and ensures the highest standards of corporate governance and financial probity.

Desirable

It is important to us that the Board reflects the views of our diverse communities, we know that people from diverse backgrounds and communities makes us better at what we do.

This means building a more inclusive and diverse Governance structure and promoting equality for all regardless of what you look like, where you come from and who you love. We are an equal opportunities employer and welcome applications from everyone.

Experience of the Welsh Housing and Regulatory context and a sound understanding of the issues it faces is desirable.

Experience of building productive and proactive relationships with a broad range of stakeholders and operating with a high level of public scrutiny and accountability.

Collective key responsibilities of the Board

Financial & Governance

Ensure that ClwydAlyn exercises efficient and effective use of its resources to deliver strategic objectives, maintaining our long-term financial viability, and safeguarding of assets.

Ensures that Officers comply with the Rules, Scheme of Delegation and Standing Orders

Ensure efficient conduct of the governance, legal and regulatory obligations

Be able to work as a part of a high performing team, build respect, listen to and influence others.

Understand and advocate for our customers and communities. Be in tune with our current and future customer base, their needs, challenges, and aspirations. Promote diversity and inclusion.

Ensure compliance with regulatory and relevant legislation and law.

Ensure high standards of corporate governance and financial probity

Provide scrutiny and ensure corrective action is taken where necessary

Provide support and challenge to officers

Prepare appropriately for and attend Board and Committee meetings regularly, training sessions, and other related events.

Contribute to, and share responsibility for, Board and Committee decisions

Act as an ambassador for ClwydAlyn

Appoint the Chief Executive, determine the terms and conditions of employment and monitor performance

Approve the appointment of the Executive Team










Key Relationships

Chief Executive and Executive Team - A strong and positive relationship between the CEO and Execs is essential for the effective performance of the Board

Stakeholders - Promotes the work of ClwydAlyn and maintains positive relationships with the exec team, staff, tenants, and other agencies and stakeholders involved in our activities.



Your Commitment

-  Commitment to our vision, values and Purpose
-  Commitment to our tenants, ensuring they are at the heart of everything we do
-  Respect diversity, inclusion, and value the contribution difference brings
-  Make time to prepare, attend and contribute to Board and Committee meetings both virtually and face to face
-  Commitment to strategic away-days, training, and development
-  Represent ClwydAlyn to further its mission
-  Six Board Meetings and Four Committee meetings annually
-  Annual visit to our homes
-  Act wholly in the best interests of ClwydAlyn.

Our Meetings

We have a blended approach to our meetings via Teams and at our offices in St Asaph. Strategic awaydays are held off site at one of our schemes or suitable location.

Remuneration

This position attracts £5,175 per annum. Remuneration is reviewed every three years by the People Committee to ensure that it remains in line with sector norms. Members may claim for mileage at a rate of 45p per mile and certain other expenses incurred in fulfilling their role.

Training

Training is important and Members are invited to attend an initial induction (at a mutually agreed time) and ongoing continuous professional development is provided.

On-going personal development and representation at conferences, seminars, formal / informal training is essential. In addition, there is an annual appraisal conducted by the Chair of the Board.

How to Apply

Thank you very much for your interest in this role.

We are committed to building a healthy, vibrant, and inclusive organisation that treats people with respect and creates opportunities for all.

We particularly encourage applications from individuals who are from diverse backgrounds.

Those with the ability to speak Welsh are particularly encouraged, enhancing the Board's Welsh language skills, knowledge and understanding of bilingualism, will help deliver better services for everyone.

Send an up-to-date CV which shows your full career history and a statement of expression explaining why you are interested in this role and the skills and experience you can bring.

Please email your CV to:

rachel.storr-barber@clwydalyn.co.uk

Applications must be received by the 19th of March 2025. Applicants will be invited for interview with The Chair of the Board and CEO.

These interviews will take place on Friday 28th March 2025 at our offices in St Asaph.

If you would like an informal chat about the position please call Clare Budden, CEO, on 07909 893520.

Want to know more about our mission and what it's like to be part of the team?

Visit –

<https://www.clwydalyn.co.uk/who-we-are/>