





Trust



Kindness



Hope

ClwydAlyn Self-Evaluation 2023

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Together to Beat Poverty

Governance

RS1. ClwydAlyn has effective, strategic leadership and governance arrangements which enable it to achieve its purpose and objectives

ClwydAlyn has a strategy which reflects its vision, culture and values and sets out how the organisation will achieve its core purpose as a social landlord

ClwydAlyn has a 5-year Corporate Plan with deliverable outcomes to ensure positive progress towards achieving our core purpose; 'Together to Beat Poverty'. Our poverty priorities are to increase employment, training, education, and volunteering levels for residents; to address digital exclusion; food poverty and fuel poverty. Our culture is embedded through the 'Living and Leading our Values' framework influenced by the Board and developed by staff. Our values of Trust, Hope and Kindness set the tone for how we develop and deliver services and how we employ our people.

We believe that we fully comply with this standard.



Evidence and Assurance

- 🏠 5-year Corporate Plan reviewed and approved annually by the Board with defined outcomes identified.
- 🏠 30-year Business Plan reviewed and approved annually by the Board.
- 🏠 Resilience Plan in place and robust stress testing with Board. Externally facilitated stress testing session delivered by HQN took place with the Board in December 22
- 🏠 Annual financial planning to ensure the Corporate Plan and Business Plan is aligned. Major financing exercise undertaken during 2022, giving access to an additional £175m through our corporate bond.
- 🏠 People priorities are integral to our 5-year Corporate Plan; in year plans are agreed in May and progress is reviewed by our People Committee and Board.
- 🏠 Board and Residents contributed to the development of our values of Trust, Hope and Kindness; ClwydAlyn's Living and Leading our Values framework was developed by staff to embed the values within the organisation.
- 🏠 Work is underway to become a (TrACE) Trauma and Adverse Childhood experience informed business; both in how we employ and support staff and how we deliver services.
- 🏠 Social Value Strategy developed in partnership with an external consultant and Board members and approved by the Board in March 2023
- 🏠 Social Value actions/projects completed in 2022-23 are in the process of being collated via our in-house measurement system. A cross-organisational group are working to develop a social value information hub on the intranet, to support all stages of the social value process. A social value report, capturing progress and outcomes for 2022-23 will be produced for Board in June 2023.
- 🏠 New rent setting policy approved in March 23. Annual rent setting based on affordability with robust resident engagement.
- 🏠 No evictions into homelessness approach with no evictions for 4 years.
- 🏠 Values-based recruitment implemented, and its impact is being evaluated Resident involvement in all key appointments.
- 🏠 Real Living wage employer, with a host of employee benefits to support health and wellbeing.
- 🏠 External speakers and independent advice used by board regularly.
- 🏠 Approval for the creation of a joint venture company with Cartrefi Conwy. Onnen will deliver decarbonisation works for both social landlords.

Together to Beat Poverty

ClwydAlyn complies with its own governing documents and meets the requirements of an appropriate Code of Governance

ClwydAlyn complies with its governing documents which have been reviewed and approved by the Board in the last 12 months. A review of our compliance with the new Code has taken place. We comply with the Code but have identified improvements we can make.

We believe that we fully comply with this standard.



Evidence and Assurance

- Board and Committee Standing Orders, Scheme of Delegation and Terms of Reference for Board and Committees all reviewed.
- Procurement policy and Strategy 2022–2025 approved.
- Compliance with the Code of Governance with continuous improvements identified as part of the self-evaluation process and 86% complete.
- ClwydAlyn and all subsidiary companies' Rules and Articles of Association are current. ClwydAlyn rules reviewed, and amendments approved in September 2022.
- Intragroup Agreement Policy and Service Level Agreement between ClwydAlyn and its Subsidiaries.
- Subsidiaries have their own Chair who are separate to the ClwydAlyn Chair.
- Assurance Committee has a Chair that is independent from the Board Chair.
- Annual review of the work of the Committees on how effectively they have performed their responsibilities presented to the Board.
- Board and Committee roles have Job descriptions and person specifications.
- Independent Board Evaluation last took place in May 2022.
- Annual Appraisals in place with Members assessed against skills, behaviours, and competencies.
- Annual Board development programme agreed at People Committee.
- Annual Training programme in place for Board and Committees.
- Board Remuneration benchmarked every three years as part of wider pay benchmarking across the business in line with People Strategy

ClwydAlyn sets and delivers measurable, evidence-based commitments across all areas of its business in relation to equality, diversity, and inclusion (including anti-racism and tackling hate crime) reflecting the diversity of the communities it works in and with

Our Corporate Plan sets out how we will create an inclusive culture which is accessible to all. An Inclusion Plan has been agreed at the People Committee, work is underway to deliver the plan. Our Inclusion group is now established and has representation from across ClwydAlyn. We recognise there are still gaps in our data for our staff and residents. Reducing these gaps has been a key focus area over recent months. Work is underway to review the Census Data, along with data from Community Insight and compare it with our staff and resident data, our aim is to have the initial analysis of the data complete by the end of June 2023. We have had systems in place to collect data and we need to do more work to understand why people have been reluctant to provide it. Our Welsh Language plan is being updated with a broad focus around both Language and Culture. We plan to develop more visible leadership around EDI and inclusion, and mainstream EDI into decision making and working practices.

We believe that we partially comply with the standard.



- Gender Pay Gap reporting completed annually and published on the website.
[gender-pay-report-2022_en.pdf \(clwydalyn.co.uk\)](#)
- EDI Guidance developed following wide consultation with staff
- Inclusion Plan in place and year one actions completed
- Inclusion Specialist in post who has established an external network of inclusion groups that can support us towards achieving our vision of a workplace that reflects the communities that we serve.

Together to Beat Poverty


- 🏠 Resident Committee Members –represent a range of housing tenures and ages.
- 🏠 The Safeguarding Policy has been reviewed and approved by the People Committee in June and we provide regular training for all staff and Board Members.
- 🏠 Equality, Diversity and Inclusion and Unconscious Bias training for staff.
- 🏠 We continue to be a Real Living Wage employer.
- 🏠 TrACE programme for staff and residents, over 200 staff trained and following the training, 100% staff feel confident in applying a trauma informed service, know where to signpost for support and feel confident when dealing with challenging behaviour.
- 🏠 Health and Wellbeing group developed for staff. Intranet page full of interesting content and regular newsletters sent. Our Health and Wellbeing team has grown, to two Wellbeing Specialists and a coordinator/adviser.
- 🏠 Staff Facebook page launched to offer another internal comms channel for frontline teams.
- 🏠 Hafan Pawb a Neurodivergent peer support group developed for staff, they are inputting into decisions and influencing change.
- 🏠 We are a Working Families top 30 employer for the UK for a second year
- 🏠 We are the lead employer with Project Search, transforming young people's lives with learning disabilities and autism, by supporting them into employment and we also work with 'We Mind the Gap' in Flintshire to 'fill the gap' in disadvantaged, young women's lives by supporting them into employment.
- 🏠 Social media campaigns run for Black Lives Matter, Inter Faith week, Pride week and other key campaigns.
- 🏠 Facilitated a companywide conversation about what it means to belong at work to inform our inclusion plan. The three priorities areas are culture, data, and recruitment.
- 🏠 We are committed to Tai Pawb's 'Deeds Not Words' pledge as well as Disability Confident Plan.
- 🏠 Inclusion Group developed to represent staff views
- 🏠 We have been recognised by Business In The Community in respect of our commitment to age inclusion in the workplace. Developed an age-inclusive business action plan.
- 🏠 Consistent set of T&Cs for all staff including executive – transparent and fair.
- 🏠 Flexible working promoted and supported throughout the company for all roles with plans to further roll out compressed hours where this will be of benefit to staff and the business.
- 🏠 Exec Director of People and Comms is a Board Member for Tai Pawb and will be leading the relaunch of the regional RSL equalities group formerly known as NEWREP.
- 🏠 No evictions approach includes proactive work to understand why people struggle to maintain their tenancy and provides proactive support for mental health, substance misuse and other issues.
- 🏠 New build programme designed to provide an easily adaptable home for life.
- 🏠 Balanced approach to roll out of 24/7 services with Resident Portal app in place alongside traditional contact centre and estate-based services.
- 🏠 Introduced gender pronouns on email signature and social media.
- 🏠 Active Member of WISH with representation from the Head of Development on the Board.
- 🏠 Used ethnicity as a criterion for our proactive damp, mould, and condensation (DMC) campaign, calling all residents at a higher risk of suffering from DMC to complete a survey. We used the opportunity to collect preferred language and preferred method of communication.
- 🏠 For Penrhos, all resident communication is provided in the first language of choice. We celebrate and enable celebration of Polish culture and heritage; and have used the Penrhos development to increase knowledge and understanding of all staff in ClwydAlyn about Polish history and culture. We have involved Polish speaking staff from other parts of ClwydAlyn to help with on-site interpretation and building trust.
- 🏠 We have apprenticeships and pathway roles established to provide different entry levels of access to careers at ClwydAlyn.
- 🏠 Financial wellbeing survey undertaken with staff to identify where we can provide support during the cost-of-living crisis.
- 🏠 Modern Slavery statement approved by the People Committee in June 2022 and updated annually.
https://www.clwydalyn.co.uk/media/documents/modern-slavery-report-2022_en.pdf
- 🏠 We have created our 'Tone of Voice and writing style' guide. The guide has been written in collaboration with our Inclusion Specialist and Hafan Pawb, and it reflects our values and culture. The guide supports our approach to Welsh language and culture. We're creating a dedicated page to encourage Welsh language on the comms intranet page.

Together to Beat Poverty

- 🏠 People Strategy tabled for approval at the September 22 People Committee; we will be focussing on the next steps of our Inclusion Plan at our April Committee meeting.
- 🏠 ClwydAlyn's Women's Aid (CAWA) has recently achieved the accreditation for the Welsh Women's Aid National Quality Service Standards (NQSS) which also incorporates the Welsh Government's Information and Advice Quality Framework (IAQF Wales). The accreditation process was incredibly thorough with a detailed audit of the service along with interviews with staff and residents. CAWA is the first service in North Wales to achieve the accreditation.
- 🏠 We thoroughly investigate any concerns that are raised regarding racism, the findings are shared with the person who raised the complaint and further action taken if necessary. Where appropriate, we will carry out a 'lessons learnt' to ensure any findings are understood and acted upon.

Has a diverse Board, reflecting the communities the RSL works in and with, and has the skills and knowledge required to be effective

ClwydAlyn strives for a Board that is fully reflective of our communities. We have achieved a more diverse Board in recent times and have also increased diversity of thought by having Resident Board Members and the Resident Committee at our away-days to challenge our thinking. We know we have more work to do. We have recently recruited a new Chair for the ClwydAlyn Board as our current Chair steps down after 9 years on the Board. Over the next few months, we will work with the new chair to recruit further board members.

We believe that we partially comply with the standard. 

Evidence and Assurance

- 🏠 Recruitment for Chair of the Board has taken place. We targeted a diverse audience via our networks, our Inclusion Specialist and LinkedIn and the applications received demonstrated that we attracted diverse applicants for the role.
- 🏠 We have appointed through Chwarae Teg a pathway to Board role. This is a 12-month position supporting women into Board positions which is funded via the Welsh Government. This appointment has increased our fluent Welsh Language speakers.
- 🏠 We have a 50/50 gender split on the Board and 3/6 female Chairs on Subsidiary Boards and Committees.
- 🏠 21% of our Board has a disability.
- 🏠 The average age of our Board Members is 59 against an average age of 53 for our residents.
- 🏠 Three of our Board are Welsh speakers
- 🏠 We have appointed the Chair of the Resident Committee to the Board.
- 🏠 We have appointed the vice-chair of the Resident Committee to the Property Committee and now have resident representation on all our committees.
- 🏠 The Board was independently reviewed by Campbell Tickell in May 2022, as part of our developing a 'High Performing Board' programme. Changes to the way board meetings and agendas are planned and delivered have taken place since.
- 🏠 We have a Board with a wide range of experience in the relevant fields. All Board Members undergo annual appraisals and self-assessment of knowledge and skills which drives personal development.
- 🏠 Recruitment to the Board is based on merit and objective selection at interview based on competencies required or specific gaps.
- 🏠 We have two Resident Members on the Board, and the Resident Committee has a diverse profile where all stock types are represented.
- 🏠 We have independent Members on Committees who bring specialist skills and experience.
- 🏠 There are two staff members from the Staff Forum on the People Committee and a resident.
- 🏠 High performing board training delivered by Campbell Tickell in June 22 which focused on what a high performing Board should look like and included scenario-based exercises for the members.

Together to Beat Poverty

Makes logical decisions based on clear, good quality information which includes assessment of risk and, where appropriate, the views of residents.

A Scheme of Delegation operates within ClwydAlyn which outlines the decision-making process and responsibilities of the Board and its Committees. Our Board reporting template sets out resident influence, Value for Money, financial implications, Environmental, Social and Governance, Equality, Diversity and Inclusion, risk management and assurance as areas to be covered in all papers. We ensure that the quality of information presented to the Board and Committees enables well-informed debate and decisions.

We believe that we fully comply with this standard.



Evidence and Assurance

- 🏠 All decisions made by the Committees are reported to each Board and we produce an annual report to the Board on the decisions it and the Committees have made during the year.
- 🏠 Strategies and Policies approved by the Board and Committees and defined in the Scheme of Delegation.
- 🏠 Resident satisfaction is reported to the Board
- 🏠 Use of benchmarking information, research, attendance at conferences and learning events to inform thinking and development of best practice for Board recommendations.
- 🏠 Strategic away days held for more Blue-Sky Thinking.
- 🏠 CEO reports on Horizon Scanning at each Board which explores opportunities and potential risks.
- 🏠 Risks are reviewed and updated quarterly at the Board. The Sector risks are considered annually when reviewing the strategic risks. The Board have completed a deep dive of operational risks.
- 🏠 We have an Influence Plan and Communication Strategy which are regularly reviewed.
- 🏠 Robust programme and project management structure in place and regular Board reporting.
- 🏠 Broad engagement through the Resident Committee, Resident Board Members, and our Engagement Strategy #InfluenceUs.
- 🏠 Resident Committee provides the Board with assurance on Resident engagement, Resident scrutiny, and performance of services.
- 🏠 Bespoke risk maps created for all new projects and aligned to the Risk Management Strategy.
- 🏠 Internal and external audit and professional advice sought, as necessary.
- 🏠 Implementation of new IT systems for Housing, People, Health and Safety and Finance which will enhance reporting. Implementation of a new system is underway for Assets
- 🏠 For complex and sensitive issues, the Board takes an iterative approach to decision making. This includes use of formal Board papers, site visits, more informal discussions, and use of expert advice.

Enables and supports residents to influence strategic decision making

Our Resident Involvement Strategy sets out our commitment to put Residents at the heart of our work through a range of Resident involvement opportunities which are inclusive, flexible and which meet Residents' personal and life commitments. We provide ways for Residents to directly influence and challenge the decisions we make and to hold us to account, such as through the Residents Committee, Resident Board Members, #InfluenceUs, the Complaints Panel and Focus Groups. These are opportunities for Residents to check and assess the quality of our services ensuring we are governed well.

We believe that we fully comply with this standard.



Evidence and Assurance

- 🏠 We have a Resident Committee with representation from across our services. Resident Members meet six times a year, providing the Board with assurance on Resident engagement, Resident scrutiny, and performance of Resident services.

Together to Beat Poverty

- 🏠 Our Resident Committee attend all the Strategic away days to ensure that we hear their voice and that they can influence strategy.
- 🏠 Two Members of the ClwydAlyn Board are Residents and along with other Board Members ensure Residents are at the heart of all strategic decisions.
- 🏠 The Resident Involvement Strategy is now embedded across the business.
- 🏠 'Our Promise' which has been developed in partnership with Residents outlines ClwydAlyn's commitment to achieving excellent services and communication. Its first publication will be by 31st March.
- 🏠 The Complaints Panel which is made up of resident's reviews three complaints each quarter and works with Officers on the lessons learnt.
- 🏠 For any areas of service improvement or service redesign we work in collaboration with Residents who take key roles on project groups. Examples of this are: Affordable Rent Review – Resident representatives were members of the working group to review the Rent Policy and propose recommendations for Board. Chargeable Cost Policy – Residents were surveyed as part of the review of the arrangements for chargeable costs and asked to provide their views on the current service. Views were taken into account and a draft new Policy was produced. Following this a focus group was held with Residents to review the draft and further changes were made following Resident comments, including producing an easy read one page version of the Policy. We have procured a provider to develop a new website in 2022 and residents have been involved in this project throughout. Any comments made by Residents are acted upon and the Resident is provided with a follow up phone call to ensure that any issue that they may have raised is resolved.
- 🏠 Resident Committee Members form part of the recruitment panel for senior board roles, staff roles and other key roles. The Resident Committee were part of the interview panel for the new Chair.
- 🏠 Satisfaction surveys including New Homes, Complaints and 14 STAR based questions reported to the Board and Residents Committee.
- 🏠 We have asked 1,100 residents five social value questions to gain a baseline and so that we can target resources to those most in need.
- 🏠 In December we won a TPAS award for 'How services have been shaped as a result of resident involvement' and we were also awarded second place for our #InfluenceUs Programme.
- 🏠 In our Care Homes we complete Quality Assurance questionnaires, hold Resident Team meetings and feedback to Residents and their families about actions we have taken to respond to feedback.
- 🏠 Through #InfluenceUs we have a more diverse group of Residents who choose to be involved in the areas that interest them.

Complies with all relevant legislation, regulatory requirements, statutory guidance and communicates in a timely manner with the Regulator, including on material issues that relate to actual or potential non-compliance

The Board exercises appropriate day to day control and direction to ensure that we comply with all relevant legislation and law and act with integrity and honesty. We have an open and honest relationship with our Regulator and ensure that we are proactive in communicating any potential matters of regulatory interest.

We believe that we fully comply with this standard.



Evidence and Assurance

- 🏠 Submission of Regulatory Returns on time.
- 🏠 Regulatory review judgement green and green – March 2022.
- 🏠 Close working and open communication with the Regulator, meeting held quarterly.
- 🏠 Proactive communication with the Regulator i.e., closure of Merton Place, Onnen, Rosa Hovey.
- 🏠 The Board ensures we meet all regulatory requirements and legislation by having suitably qualified staff who have expert knowledge in place and continuous professional development.
- 🏠 The Board takes advice where necessary in relation to Law, Audit, Treasury, and subject matter expertise.
- 🏠 Additional expertise on the Committees independent of the Board i.e., Procurement Specialist, HR Specialist.

Together to Beat Poverty

- 🏠 Safeguarding reported to the People Committee and Board.
- 🏠 The Board, Committee Members, Exec and Senior Team attend networking events to ensure they are up to date with sector information.
- 🏠 Responsible Individual on the Board who provides reports on Care Homes regulatory requirements for Care Inspectorate Wales (CIW).
- 🏠 Board Member with accountability for Health & Safety Leadership.
- 🏠 CIW regulation and all Homes compliant under RISCA Regulatory requirements.
- 🏠 Registration of the care workforce completed on time – Social Care Wales legislative requirement undertaken by October 2022.
- 🏠 All staff and Board receive appropriate training in the areas of Law and Legislation.
- 🏠 Annual report is presented to the Assurance Committee in relation to review of Fraud, Schedule 1, Gifts & Hospitality, Declaration of Interests General Data Protection Regulations and Whistleblowing.
- 🏠 Registration with Financial Conduct Authority (FCA) for debt advice and Chair is the Responsible Individual for the FCA.
- 🏠 Data breaches reported to the Information Commissioners Office classified as not upheld and all processes followed correctly.
- 🏠 All policies in relation to legislation, Law and Regulation in place and training delivered to all staff and Board i.e., Safeguarding, CIW Compliance, FCA Conduct Rules, Anti-money Laundering.
- 🏠 Comprehensive Internal Audit Programme completed each year by the Assurance Committee with a focus on meeting legal and regulatory requirements. Action Plans for improvement reported to and monitored by Assurance Committee.
- 🏠 In-depth independent specialist audit work commissioned for high-risk areas such as compliance.

Risk

RS2. Robust risk management and assurance arrangements are in place

ClwydAllyn has an effective framework for risk management, internal controls and assurance that enables it to successfully identify and manage existing and emerging risks which threaten delivery of its strategy or compliance with legislative or regulatory requirements

ClwydAllyn has a comprehensive risk management process in place. 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 is regular review 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.

We believe that we fully comply with this standard.



Evidence and Assurance

- 🏠 Risk Management Strategy and Policy in place and approved by the Board in March 2022.
- 🏠 Risks reviewed annually and approved by the Board and where necessary emerging risks added to the risk register. Since March 2022, we have added new emerging risks; Failure of agreed development programme, Geopolitics and Cost of Living Crisis, Inability to retain the existing workforce and Inability to attract people into vacant roles.
- 🏠 Sector risks are considered by the Board as part of the annual review.
- 🏠 Strategic risks are reported to the Board quarterly and a deep dive of the Operational risks under each strategic heading reported in-turn to the Board. Strategic and Operational risks reported to the Assurance Committee quarterly.
- 🏠 Responsible Individual appointed to the Board for CIW and H&S.
- 🏠 Financial performance is monitored regularly, and forecasts are stress tested against key risks.
- 🏠 Business Continuity Plan, Business Recovery Team and Incident Management Team established.
- 🏠 Infrastructure Recovery and Scheme specific Business Continuity Plans in place.

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- 🏠 Board and staff receive training in relation to areas of risk.
- 🏠 Board and Committee Member away days are used extensively to discuss sensitive or complex topics in detail and to identify key risks, risk appetite and risk management.
- 🏠 Stress testing exercise delivered to the Board by HQN at an awayday in November.
- 🏠 Intragroup Agreement mitigates any risk to ClwydAlyn from its subsidiaries.
- 🏠 Subsidiaries have their own Boards, and the Chair is separate to the ClwydAlyn Chair.
- 🏠 Assurance Committee has a Chair that is separate to the Board Chair.
- 🏠 Risks defined in all Board and Committee papers as part of the report.
- 🏠 Risks in relation to Compliance, Regulation and Law are reported annually to Assurance Committee.
- 🏠 An Internal Audit programme is approved and monitored by the Assurance Committee.
- 🏠 Internal Auditors consider the Operational Risks as part of their audits.
- 🏠 Robust independent due diligence completed for all new ventures i.e., Onnen, Rosa Hovey and approval of the Bond Tap in May 2022.
- 🏠 Independent professional advice and guidance used e.g., Chatham's, Trowers, Anthony Collins.
- 🏠 Professional and qualified staff to ensure risks do not emerge i.e., Data Protection, H&S and Legal
- 🏠 All risks are held on our Performance Management System and are reviewed regularly.
- 🏠 Internal Auditors have completed a Risk Management Framework review
- 🏠 All new change projects are approved by the Officer Programme Board and have a project sponsor and risk management plan.

ClwydAlyn does not put social housing assets or Residents at undue risk

The Health and Safety of our Residents is the highest priority for our Board and staff. We always prioritise investment in the health and safety of Residents ahead of any other investment decisions we take. This includes complying with all Regulation, Legislation, Law, and approved Codes of Practice. Our Corporate Plan and Asset Management Strategy ensures that we make the right investments into the right homes at the right time, enabling us to optimise the performance of those homes and protect them from risk.

We believe that we fully comply with this standard.



Evidence and Assurance

- 🏠 Despite significantly worsening economic conditions, margin is forecast to remain above 19% in 22/23 and has been budgeted to grow to 21% in 23/24.
- 🏠 Our Treasury 'Golden Rules' ensure that we do not over-extend borrowing or come close to breaching any banking covenants.
- 🏠 ClwydAlyn does not develop market housing, as although this could have a positive impact on our margin in times of strong economic performance it could place unnecessary risk on social housing assets and services at times when market sales are problematic.
- 🏠 Appropriate risk planning for new activities.
- 🏠 Asset Management Strategy in place and robust asset appraisal process informs decisions to invest or disinvest in homes.
- 🏠 H&S compliance reported to Board and appropriate Committee.
- 🏠 New Home Health check puts emphasis on the importance of homes being "safe in use" for our Residents. It incorporates reviewing energy and the environment in a more person-centred approach.
- 🏠 Housing Health and Safety Compliance Ltd were commissioned to carry out in-depth thematic audit reviews of our social housing covering asbestos, gas servicing, electrical safety, legionella, and fire safety. All actions have been completed.
- 🏠 Regular compliance audits carried out by RSM.
- 🏠 The delivery of safety compliance works is undertaken by competent contractors and our own teams,
- 🏠 Pro-active and re-active site and scheme inspections/audits and principal contractors monitored for H&S performance on all major projects.

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- 🏠 ClwydAlyn has a robust development appraisal process for all new developments, so that we can be certain that new developments will have a positive impact on the business and not put other assets or services at risk.
- 🏠 We are increasing investment levels in existing homes by more than inflation each year.
- 🏠 Resident satisfaction – “Thinking specifically about the building you live in, how satisfied or dissatisfied are you that ClwydAlyn provides a home that is safe and secure” is 89%.
- 🏠 Resident satisfaction in relation to Overall Service 85%, Overall quality of your home 87%, Satisfaction with repairs and maintenance 78% and Trust is 80%.
- 🏠 We take a person-centred approach to our Housing Management service and a person-centred risk planning approach for individuals who are vulnerable or have specific needs.
- 🏠 We work with other public services to identify Residents at risk and provide support.
- 🏠 Our Trades staff can activate a ‘wellbeing call’ if they have safety concerns about Residents.
- 🏠 Resident home safety information available in the welcome pack, website, and residents’ newsletter.
- 🏠 We have commissioned an Independent consultant to review and reconcile stock condition data and Asset Investment plans to the Business Plan to ensure provisions and forecast are accurate.
- 🏠 We take a person-centred approach to the asset investment programmes, with improvements being made to homes when needed rather than when determined by lifecycle.
- 🏠 A prioritised pro-active damp process has been established including follow-ups, rectification works and resident education to address the causes and impacts of damp condensation and mould.
- 🏠 We have restructured the Asset team which has enabled us to develop a new Building Safety & Compliance Team who will have direct oversight and management of all Landlord compliance delivery and performance elements.
- 🏠 Clear lines of responsibility have been developed in a dedicated competency matrix for building safety, with CPD, training and key skills identified for job roles. This is in the process of being implemented across the business.
- 🏠 We have strengthened our Fire compliance team by employing an additional fire safety testing officer taking our total to 3 specialist officers
- 🏠 Our Executive leadership team have key responsibilities to meet the new pending Fire Safety Bill our Director of Asset is the Building Safety Manager (BSM) with Director of Supported Living as the Principal Accountable Person (PAP)
- 🏠 The Health and Safety team are now responsible to the Principal Accountable Person.
- 🏠 We have a disrepair action plan and cross sector working with other Housing Associations in North Wales to ensure we all have a single approach to disrepair.
- 🏠 Disposal Strategy approved by the Property Committee in January 2023.

ClwydAlyn maintains accessible and up-to-date business continuity, contingency and disaster recovery plans

ClwydAlyn protects the well-being and safety of our Residents, staff, homes, and assets.

We believe that we fully comply with this standard.



Evidence and Assurance

- 🏠 Commercial Initiatives delivered a joint disaster recovery exercise between the Incident Management Team and Business Recovery Team in July 2022.
- 🏠 All Disaster Recovery Plans are reviewed every 6 months.
- 🏠 Scheme specific Disaster Recovery Plans for all our schemes are in place.
- 🏠 The Business Continuity risk is reviewed regularly and reported to the Assurance Committee.
- 🏠 Business Continuity Plans can be accessed on our document control site remotely.
- 🏠 Each Recovery Team Leader has the authority to manage their element of incident management or business recovery.
- 🏠 Infrastructure Recovery specific Business Continuity Plans in place.
- 🏠 Introduced Cyber Security training resource to iLearn for all staff and Board.
- 🏠 Conducting Monthly Mimecast Cyber Security Awareness email campaign

High Quality Services

RS3. High quality services are delivered to residents

ClwydAlyn keeps its residents safe in their homes and promptly identifies and corrects any under-performance or non-compliance on landlord health and safety matters

ClwydAlyn integrates health and safety into all our business activities to promote an active safety culture where risks are managed and reduced to the lowest practicable level. ClwydAlyn complies with all relevant legislation to keep its Residents and staff safe. We recognise the value of staff and Resident involvement and co-operation in creating continuous improvement to deal swiftly with any non-compliance.

We believe that we comply fully with this standard.



Evidence and Assurance

- 🏠 The Executive Director of Care & Support is the appointed Responsible Individual for Health and Safety and is both a Board Member and attends the Assurance Committee.
- 🏠 Compliance KPI's reported to the Board and Property Committee quarterly.
- 🏠 The Assurance Committee has delegated authority from the Board under its Terms of Reference for Health and Safety. The Committee has responsibility to monitor, guide and influence Landlord safety compliance and ensure adequate and effective controls are in place to manage the risks.
- 🏠 Health and Safety policies in place and approved by the Assurance Committee.
- 🏠 Robust risk map regularly updated and reported to the Board quarterly. Strategic and Operational risks reviewed regularly and reported regularly to all Committees for their respective responsibility areas.
- 🏠 A new staff Fire Management Committee has been established to lead and manage the new responsibilities of the Fire Safety Act.
- 🏠 Safeguarding Policy approved by the People Committee and processes in place to report and record.
- 🏠 Key Health Checks and Data Integrity Audits completed by our Internal Auditors, RSM, which include the six property compliance areas; and reported to the Assurance Committee.
- 🏠 We have a qualified and experienced Health and Safety Team who report directly to the RI.
- 🏠 Independent thematic audits completed for all Health and Safety elements and a new suite of operational PIs in place to evidence assurance.
- 🏠 Satisfaction for 'Thinking specifically about the building you live in, how satisfied or dissatisfied are you that ClwydAlyn provides a home that is safe and secure' – 89%.
- 🏠 The new Health and Safety IT system has been embedded and aids in contractor management, auditing, and risk management.
- 🏠 TrACE training (Trauma and Adverse Childhood Experiences) continues to be delivered to all staff within the business so that we can better identify any potential safety issues or risks around the way residents are living and can put support in place or take action to reduce risk.
- 🏠 No Access Process and effective joint working internally to address any issues of no access and ensure we can provide safe homes for our Residents.
- 🏠 Supported Living and Extra Care Health and Safety checks completed weekly, recorded and action taken if needed.
- 🏠 Housing Officer visits – all general needs and sheltered residents receive a visit from their Housing Officer annually. This assists with the identification of any Health and Safety issues, or support required.
- 🏠 Following the introduction of the 'Building Safety Regime' the skills and competencies required for all relevant roles have been established and any areas of improvement have been identified for further training and upskilling to ensure we continue to deliver a quality service.
- 🏠 We now have in place both the Principal Accountable Person and Building Safety Manager in readiness for the new safer building regime.

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- 🏠 We have an inclusive approach to disrepair and put our residents first, we are members of the North Wales RSL forum to share good practice in this area and raise the profile with residents on how to report disrepair.
- 🏠 Home Health checks are completed by the Assets Team and to date 1,600 are complete. The health checks are designed to identify and address any disrepair, safety issues and inform investment decisions.
- 🏠 A risk-based process has been developed to actively seek out and assess any damp related concerns in our homes. We have also run communication campaigns actively encouraging reporting of damp and mould and have established teams to deal with any issues promptly.

ClwydAlyn delivers services which meet the diverse needs of residents

Our Corporate Plan sets out how we are creating an inclusive culture for our Residents. We are generally good at meeting individual needs as they are identified to us but cannot say that we could ever be cognisant of the individual needs of every tenant as these can change in an instant and some residents do not wish to disclose their needs to their landlord.

We believe that we fully comply with this standard.



Evidence and Assurance

- 🏠 Our Inclusion Plan, priorities and objectives were approved by the People Committee. The aims of the Plan are to create an inclusive culture and service, benefitting both Residents and staff.
- 🏠 Work on our Employability Strategy continues with several partnerships ongoing including those with “We mind the Gap,” Project Search, Groundwork and with Creating Enterprise.
- 🏠 We have a No Evictions Policy into homelessness approved by the Board and aims to support Residents to maintain their tenancy through support. We have not evicted anyone in 4 years.
- 🏠 In our Supported Living Schemes all Residents have a person-centred needs and risk assessment completed to identify how the service can support their safety and wellbeing.
- 🏠 In our Extra Care Schemes all potential Residents are jointly reviewed by ClwydAlyn and the Local Authority to determine how and whether their needs can be supported.
- 🏠 For our General Needs, Sheltered and Affordable Homes Portfolio, pre-tenancy work is completed to identify and make sure any support needs can be met.
- 🏠 All Supported Living outcomes are fed into the North Wales Outcomes Monitoring provided to Local Authorities to evidence the progress made for individual service users. North Wales LAs produce an annual report demonstrating outcomes achieved.
- 🏠 Housing restructure completed in response to needs of Residents and feedback received regarding too many officers involved in individual tenancies. We now provide a person-centred service with small patch sizes.
- 🏠 We build lifetime homes, which can be adapted to changing needs.
- 🏠 Property adaptations are undertaken to meet individual Resident needs.
- 🏠 In partnership with Groundworks, we are supporting Residents in Flintshire and Denbighshire who are unable to maintain their gardens.
- 🏠 We work in partnership with Crest to provide white goods and furniture for residents who require assistance.
- 🏠 We provide flooring in all of our new developments.
- 🏠 We provide assistance via our Resident Fund to any resident who requires further financial support, and we are increasing this fund for 23/24 from £25k per year to £100k per year.
- 🏠 For our Supported Living projects, we are developing links with partner agencies to ensure that we can meet the diverse support needs of our Residents. An example of this is the ICAN Hub in Rhyl which opened in 2020 in partnership with BCUHB. The objective being to provide a safe space within a community setting for anybody needing support. The service offers support around housing, mental health, physical health, isolation, relationship breakdown, bereavement, fuel, and food poverty and works with a range of agencies to meet the needs of each individual, to ensure a holistic person-centred approach. The service being accessible seven days per week helps to reduce demand on statutory services.
- 🏠 We work in partnership with Flintshire Refurbs who run workshops to help our residents come together with support to take part in a variety of projects including the upcycling of furniture.
- 🏠 We have a Welfare Rights Team who support Residents with benefit advice and access to benefits.
- 🏠 Diversity and Inclusion training is refreshed every 3 years for all staff and Board Members.

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- 🏠 Prior to Major Improvement works, a resident Liaison officer is assigned to undertake a social survey with the resident to understand the impact and adjust the delivery or specification to better support resident's needs.
- 🏠 We have relaunched our drop in 'Ask Us Anything' sessions and completed four so far with a further two booked in. These drop-in sessions give residents the opportunity to speak to ClwydAlyn staff face to face. We have assets, housing officers, welfare rights officers and resident involvement officers in attendance and residents can bring their housing needs to us or can just pop in for a chat.
- 🏠 Posters outlining our complaints process are displayed in all our schemes in Welsh & English. A Polish version has been created for Penrhos.
- 🏠 We have a number of staff who are bilingual and can meet the needs of a range of tenants.
- 🏠 We have partnered with organisations across North Wales in Croeso Cynnes, providing warm hubs for local residents during the winter months. Three of our Extra Care cafes (Llangefni, Llanrwst and Wrexham) have provided a warm space for people to gather and have a hot drink and some food. Alongside this, ClwydAlyn Welfare Rights and support staff have also attended sessions to provide advice, information, and support to any resident from the community.

ClwydAlyn achieves and maintains high levels of tenant satisfaction with services

We use an independent organisation to evaluate tenant satisfaction with Residents surveyed each year; and in addition, all those who move into a brand-new home. Our Contact Centre staff also complete transactional surveys to assess satisfaction with those who have received services recently e.g., a repair. Our satisfaction levels are high and stable.

We believe that we fully comply with this standard.



Evidence and Assurance

- 🏠 As part of the annual satisfaction report, Acuity benchmarks our performance with other landlords using the Housemark data. During 22/23 when we compare 9 of our indicators to 252 other Landlords, we were top quartile for 7 of the indicators and 2 were median quartile.
- 🏠 Resident satisfaction is reported annually to the Resident Committee and Board.
- 🏠 Satisfaction is reported annually to Welsh Government and Residents can use these results to compare Landlords.
- 🏠 In our Supported Living services satisfaction surveys are completed with Residents at the end of their first month in the project and when they leave the project. All outcomes are fed into the North Wales Outcomes Monitoring system and provided to Local Authorities to evidence the progress made for individual service users.
- 🏠 Extra Care food satisfaction surveys are undertaken quarterly, and any improvements necessary are made as a result of feedback. The most recent satisfaction result was 81%.
- 🏠 Complaints are monitored and reviewed for learning themes in conjunction with Residents on the Complaints Panel and reported to the Resident Committee and Board.
- 🏠 Comments provided by Residents when we are undertaking our surveys are categorised into red, amber, and green flags and Acuity email these to us so we can prioritise the red and amber calls. This process has been set up in our new housing management system so we can report on the outcomes of these calls. This improves resident communication and builds trust as it significantly reduces the time the Resident has to wait for a response.
- 🏠 We operate a process whereby all residents who rate our service below 6 from our internal transactional surveys are contacted by a Manager/supervisor to discuss how to improve the service.
- 🏠 Resident Satisfaction with repairs. Transactional surveys completed and 'Overall satisfaction with the repairs service you received on this occasion' is 85%, 'Overall quality of the work' – 91% and 'Keeping you informed throughout the repairs process' is 89%. We complete 2,800 of these calls annually.
- 🏠 Satisfaction for 'Right first time' for our maintenance repairs is 89%
- 🏠 Development – New homes satisfaction presented to Property Committee and Board. The Development Team analyse the surveys and comments and include service improvements into future developments. Satisfaction with 'Your New Home' in 2022/23 was 97.5%.

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- Extra Care Tenant satisfaction – Annually a residents' satisfaction survey is completed by the Local Authorities which captures resident satisfaction from social activities, does the Scheme/apartment meet their needs and staffing support/care/quality of service provided. Any areas for improvement are acted on.

ClwydAlyn makes its performance information available to residents

Our performance is reported to the Resident Committee, in the Resident 'Lifestyle' magazine, on our website, in the Corporate Plan, Annual Accounts, in a specific performance report to residents and in the Environmental Social and Governance report.

We believe that we comply fully with this standard.



Evidence and Assurance

- During 2022/23 when have been working with residents to launch 'Our Promise' ClwydAlyn's Resident's Charter. We use our promise to measure our performance and drive service improvements. Residents led the creation of Our Promise and were invited to join focus groups to decide how they wanted to measure progress against each promise. We have developed a progress report which will be published annually on our website Our Promise Report 2021-22 by ClwydAlyn - Issuu
- We have published our second Environmental, Social and Governance report which contains performance data. This was promoted by our social media channels.
- KPIs are reported quarterly to the Board and include satisfaction indicators.
- Our Corporate Plan includes performance information and is published on our website
- https://www.clwydalyn.co.uk/media/documents/corporate-plan-2020-25_en.pdf
- Our Self Evaluation is published on our website and includes satisfaction levels.
- We share how we are doing in key areas on social media.
- There is a Mailbag section in Lifestyle magazine for Residents, where they can ask their questions and we will print our reply which covers how we are performing in different areas.
- Complaints Panel – information on complaints is scrutinised by a panel of Residents and Officers and reported to the Board and Resident Committee.
- Business Planning away day sessions held with Residents on an annual basis to review past year's performance and prioritise for the future year, considering the needs of Residents.
- Repairs and Asset management performance is reported regularly to the Resident Committee, Property Committee and Board.

Residents are empowered and supported

RS4. Residents are empowered and supported to influence the design and delivery of services

ClwydAlyn creates a culture which values and promotes resident involvement

We know that involving our Residents through their insights, ideas and challenge makes a positive difference to our services and communities and builds trust and confidence in us. The Resident Involvement Strategy sets out our commitments to how we create a range of opportunities for our Residents that are inclusive, flexible, and meet their life commitments and embed our values of 'Trust, Hope and Kindness.'

We believe that we fully comply with this standard.



Together to Beat Poverty

Evidence and Assurance

- 🏠 The Resident Committee has 7 resident Members and has representation from social rent, affordable rent, sheltered housing and home ownership. The purpose of the Committee is to provide the Board with assurance on Resident engagement, to provide Resident scrutiny on services and to report on performance on service delivery.
- 🏠 We have representation on the Board from two resident Board Members including the Chair of the Resident Committee.
- 🏠 Assurance, People and Property Committee also have representation from residents.
- 🏠 Our Strategic Away Days are held with the Board and all Committee Members giving strong resident representation and influence.
- 🏠 Our Resident Involvement Strategy was developed in partnership with TPAS to ensure that the independent views of residents were captured and fed into the strategy development. Our Strategy evidence how we place the resident at the heart of everything that we do and work in collaboration.
- 🏠 Performance against the Strategy is reported to the Resident Committee at each meeting.
- 🏠 Our internal auditors RSM completed a Resident Involvement Strategy audit and confirmed substantial assurance to the Board that it was suitably designed, consistently applied, and operating effectively and commented 'Through our review of the reporting framework, we confirmed that clear lines of communication have been established between the Resident Committee and the Board. Our sample testing of meeting minutes confirmed that the Resident Committee met to discuss compliance with the Resident Involvement Continuous Improvement Plan and Self-Evaluation, as well as any arising matters following feedback from events / sessions.'
- 🏠 ClwydAlyn promotes employment opportunities for residents via our Employability Strategy. The Resident Committee has influenced and helped to shape the final plan.
- 🏠 #InfluenceUs – a bespoke resident involvement Programme which seeks resident views on all aspects of work across ClwydAlyn. To date we have 113 members.
- 🏠 Resident Committee workshops have been held outside the routine Resident Committee meetings to discuss matters such as resident repairs, Affordable Rent Policy and the 23/24 rent increase to gather additional views to inform recommendations to Board. We can demonstrate significant resident influence in the new Affordable Rent Policy.
- 🏠 We have a Complaints Panel where information on complaints is scrutinised by a panel of residents, #InfluenceUs Volunteers and Officers and the outcomes and learning are reported to the Resident Committee and Board.
- 🏠 Focus Groups – Resident Influencers are involved in service design and re-design. Focus Groups and other feedback opportunities take specific issues and work through these identifying improvements and new ways of working. Several sessions have been held over the last 12 months to provide feedback and influence on the resident magazine, Rightsizing, Resident Concern Policy, Resident Association guide, the cost-of-living crisis, development of Our Promise, Extra Care branding, Storage for mobility scooters, resident satisfaction, website review and damp, mould, and condensation.
- 🏠 We have resident groups in several of our Extra Care Schemes which hold monthly meetings where the Scheme Manager is invited to discuss any issues or improvements to be made. Newsletters are sent to all Residents at the Schemes with feedback and changes implemented from meetings. Hafan Gwydir has a very active residents committee that organise weekly activities and they are supported by the scheme manager. They also have their own groups on social media platforms that enables them to share information and events.
- 🏠 Each of our Care Homes holds resident and family meetings to encourage feedback about how we deliver our services. This has provided best practise evidence in CIW inspections.
- 🏠 We hold monthly meetings with the comms champions from each area of the organisation who come together to discuss what's coming up across the business and what needs to be communicated and when, working together to make decisions and prioritise resources. The Resident Involvement Officer and Community Officer join the meeting to ensure Residents are at the heart of agreeing actions.
- 🏠 A number of 'Meet the Resident Committee Member' articles have been published in the Resident's newsletter to promote the work of the Committee to encourage other Residents to join.
- 🏠 Working with Residents we have changed our Resident newsletter to a 'Lifestyle' magazine.
- 🏠 Our Resident Charter sets out our commitment to delivering excellent services and 'Our Promise' has been developed with the Resident Committee. Performance against 'Our Promise' is monitored and will be launched by the end of March to residents via social media and an annual report.

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- 🏠 We hold community drop-in sessions 'Ask us Anything' for any resident to come along and speak to a member of staff. We have staff available from housing, assets and maintenance, the welfare team and resident involvement to help resolve any issues residents may be facing. To date four of these have been held with a further two scheduled.
- 🏠 Following a suggestion by the Residents Committee an idea to trial the residents 'Self Repair' initiative was agreed. The resident's Self Repair' initiative has continued to run and is gaining momentum. This initiative allows residents to carry out a repair at their own convenience and avoid waiting for an appointment. This also helps reduce the pressure on the Trades Team. Since April 2022, over 100 residents have completed their own jobs and we have received some great feedback.
- 🏠 ClwydAlyn utilise a number of social media channels and newsletters to engage and invite residents to local activities and insight sessions. Feedback is also obtained after each activity / session by the Resident Involvement Officer, who collates the feedback for review by the Resident Committee.
- 🏠 Training around digital processes and use of mobile devices is also being rolled out to residents. This training is led by the Resident Involvement Officer and is communicated to tenants via newsletters.
- 🏠 Our monthly maintenance satisfaction survey is assisted by resident volunteers who call customer back and obtain impartial feedback to help us improve our services
- 🏠 Residents are involved in the Recruitment of staff, new board members including the new Chair; and the Procurement of contractors delivering resident services
- 🏠 Resident involvement is a standing item on all executive and senior team meeting agendas.

ClwydAlyn enables residents to understand the Organisation's approach to resident involvement, how they can get involved and how the Organisation will listen to and act on residents' feedback and learns from complaints.

We are inclusive and offer a range of ways for Residents to be involved that meet their individual preferences. We promote involvement in a number of different ways including the Resident Committee, Board Member roles, quarterly via the Resident Lifestyle magazine and #InfluenceUs. All complaints are seen as an opportunity to learn, by focusing on lessons learnt we create a continuous cycle of improvement and we let Residents know how their feedback has helped to improve the service.

We believe that we fully comply with this standard.



Evidence and Assurance

- 🏠 We have a well-established Complaints Panel who meet on a quarterly basis and consist of Resident Committee Members, wider volunteers within ClwydAlyn and a Senior Officer is always in attendance. This helps to facilitate wider-reaching and more meaningful discussions when reviewing the complaints process and any themes or areas of concern identified.
- 🏠 Our compliments and complaints, together with lessons learnt are reported to the Board and Resident Committee twice a year.
- 🏠 A Compliments and Complaints article is due to be publicised, promoting the value of feedback, outlining the ease in which a complaint can be raised and implementing positive changes to the complaint's practices or processes
- 🏠 In conjunction with an external Agency, an internal follow-up questionnaire is to be sought from each Resident who has lodged a complaint, to gather valuable feedback from their experience of using the complaints procedure, to further improve and make the process as easy and user-friendly as possible.
- 🏠 A one-page flyer and Compliments and Complaints Information Pack has been produced and is readily accessible to all Residents on the Website and Resident Portal to ensure Residents feel that they understand the process and feel better-placed to approach us.
- 🏠 We accept any method of communication, whatever the Resident's preference is. We have the Complaints Flyer in English, Welsh and Polish.
- 🏠 We have seen a reduction in the number of formal complaints by the Complaints Team liaising with relevant departments on behalf of the complainant to resolve an issue quickly. The average time taken to resolve informal complaints is 5 days.

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- 🏠 The Complaints Officer meets with relevant Officers quarterly to establish what positive outcomes have come from implementing feedback into service improvements.
- 🏠 Satisfaction that ClwydAlyn provides you with opportunities to participate in decision-making processes is 70% and ClwydAlyn gives you a say in how services are managed is 67%.
- 🏠 Resident Involvement Strategy – developed in partnership with TPAS to ensure that independent views of Residents were captured and fed into the strategy development.
- 🏠 #InfluenceUs – a bespoke Resident Involvement Programme which seeks Resident views on all aspects of work across ClwydAlyn and has 113 members. #InfluenceUs was awarded 2nd place at the TPAS Good Practice Awards in 2021.
- 🏠 #InfluenceUs is promoted in communication from ClwydAlyn to Residents via events, newsletters, and social media.
- 🏠 Focus Groups – Resident Influencers are involved in service design and re-design. Focus Groups take specific issues and work through these with Residents looking for improvements and new ways of working.
- 🏠 Any negative feedback from surveys is assigned via the new CX Housing system for the manager to call the resident to resolve issues.

ClwydAlyn provides opportunities for residents to be involved, can demonstrate that residents are satisfied with them and can demonstrate the difference involvement is making

We actively encourage Resident involvement at every opportunity because we have seen the benefits that this brings to ClwydAlyn. Our satisfaction surveys seek out feedback, giving us detailed insight into any areas of dissatisfaction allowing us to address concerns directly with Residents and make improvements to services provided.

We believe that we fully comply with this standard.



Evidence and Assurance

- 🏠 The Resident Committee has representation from social rent, affordable rent, sheltered housing and home ownership households. We have two Resident Board Members and 113 #InfluenceUs Members. Influencers respond to monthly surveys relating to specific themes as requested by various departments. During the last 12 months we have received over 257 responses to 9 surveys. One example is the survey requesting feedback on our Extra Care branding. We had 81 responses and also carried out drop-in sessions at all our Extra Care schemes. We have changed our communication approach for our current and future tenants, we now refer to the schemes as Independent Living for Older People.
- 🏠 Influencers helped design and shape our Resident Concern Policy which is our refreshed approach to anti-social behaviour.
- 🏠 During the period, the Resident Committee has influenced and approved the Rent Setting Policy, Chargeable Cost Policy, and Our Promise. They have also been involved in policy discussions and influence in relation to voids and repairs recovery performance, WHQS consultation, Food Poverty – Well Fed, Climate Change work and retro-fit, Property Disposal Strategy and the Renting Homes Act.
- 🏠 Resident satisfaction information is fundamental to improving services across the business. We independently undertake surveys for the 12 Welsh Government questions, complaints, and new builds. We have transactional surveys for our repairs and maintenance service, our food offering in Care Homes and Extra Cares and adaptations. Satisfaction is reported to the Board and Resident Committee, in the Resident Lifestyle magazine, on of website and is included in 'Our Promise.' Residents can also access the data using the Welsh Government Toolkit to compare satisfaction between Landlords.
- 🏠 The restructure in the Housing Team was to enable Housing Officers to be more visible within their communities and to build relationships with Residents, understanding their needs, providing support, and increasing awareness of opportunities.
- 🏠 #InfluenceUs – a bespoke Resident Involvement Programme which seeks Resident views on all aspects of work across ClwydAlyn.
- 🏠 Focus Groups – Resident Influencers are involved in service design and re-design.
- 🏠 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

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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.

- 🏠 We have a dedicated Resident Involvement Officer and Community Development Officer whose role it is to promote the opportunities that exist for our Residents.

ClwydAlyn can demonstrate diverse resident views and expectations inform the development and review of housing and related services, and the response to any under-performance

ClwydAlyn has a range of ways to ensure we have an involvement approach that allows us to engage, listen to and act upon the views of a diverse range of Residents and communities where we provide homes and services. We provide ways for Residents to directly influence and challenge the decisions we make and hold us to account.

We believe that we fully comply with this standard



Evidence and Assurance

- 🏠 The Resident Involvement Strategy was developed with Residents and TPAS.
- 🏠 Revised Customer Services Standards implemented, providing more flexible services to meet the needs of our residents. ‘Our Promise’, a joint Charter developed with Residents which provides a high-level outline of the level of service that Residents can expect from ClwydAlyn.
- 🏠 Our Corporate Plan has a number of actions to ensure Residents receive excellent services and have a strong influence on what we do, how we deliver our services and are reported quarterly to the Board.
- 🏠 Resident Committee Terms of Reference provide a means for the Committee to report to the ClwydAlyn Board and raise any concerns in relation to services that Residents receive.
- 🏠 Housing restructure completed in response to the needs of Residents and feedback received. Resident Committee views were sought outlining the need to change the way we deliver housing services. The new structure created a single point of contact, with smaller patches providing timely and appropriate support.
- 🏠 Complaints Panel – information on complaints is scrutinised by a panel of Residents and Officers and reviewed for learning themes and lessons learnt. The findings of the Complaints Panel are reported within a section of the Complaints Report, to the Resident Committee.
- 🏠 Satisfaction data for General Needs, Sheltered, Supported Living and Extra Care – reported to the Resident Committee and Board twice yearly and annually to Welsh Government.
- 🏠 Comments provided by Residents where they have identified any issues/concerns are followed up by Housing, Maintenance and Asset Officers. Outcomes of these discussions and how the situation has moved on/been resolved are recorded within CX Housing so we can report on service improvements.
- 🏠 Reduction in the number of formal complaints. Concerns being addressed directly by the Housing Officers as a means to deal with any under-performance more swiftly.
- 🏠 Our 113 Influencers respond to monthly surveys relating to specific themes as requested by various departments. During the last 12 months we have received over 257 responses to 9 surveys. One example is the survey requesting feedback on our Extra Care branding. We had 81 responses and also carried out drop-in sessions at all our Extra Care schemes. We have changed our communication approach for our current and future tenants, we now refer to the schemes as Independent Living for Older People.
- 🏠 Following a discussion with our Residents Committee and listening to their idea to trial the residents ‘Self Repair’ initiative, it has gained momentum and become a success. This initiative allows residents to carry out a repair at their own convenience and avoid waiting for an appointment. For every Self Repair carried out the residents are put in a monthly draw where a voucher can be won.

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Rents and Service Charges

RS5. Rents and Service Charges are affordable for current and future residents

ClwydAlyn ensures all applicable rules and statutory guidance (including the current Rent Agreement) are complied with

ClwydAlyn's rent levels for our General Needs and Sheltered properties are informed by the Welsh Government Rental Agreement with which we comply. Our rent uplift is in line with our mission and takes into consideration our Residents' views, circumstances, income and ensures that all rents are affordable for those accessing our properties.

We believe that we fully comply with this standard.



Evidence and Assurance

- 🏠 A new affordable Rent Setting Policy developed in collaboration with and approved by the Residents Committee in January uses the Joseph Rowntree 'Living Rent' methodology. Baseline of rent affordability set at 28% of net income. Commitment not to apply the added £2 for any resident. Commitment not to apply an increase of above £10 per week in real terms over life of the policy.
- 🏠 We have a Value for Money and Procurement Strategy and implementation plans approved by Board.
- 🏠 All residents are provided with a detailed rent brochure which provides information about each element of any service charge; to improve accountability and transparency.
- 🏠 Satisfaction that Rent provides Value for Money is 87%.
- 🏠 Satisfaction that Service Charges provide Value for Money is 73%.
- 🏠 All future residents receive a pre-tenancy assessment to determine whether the rent is affordable and how we can support them with any financial issues.
- 🏠 We have not evicted anyone since 2019.
- 🏠 A Service Charge Review Board and working group was established in 2022/23. 11 Sheltered Housing and 8 Extra Care Schemes have been reviewed and residents have been consulted regarding service charge setting for 2023/24. In Sheltered Housing this work has resulted in a reduction of service charges for 8 out of the 11 schemes for the coming year. The remaining 3 schemes have an increase as a result of individual property energy costs being recovered through the service charges. Learning from the project is now being applied across all tenures.

VfM

RS6. The organisation has a strategic approach to value for money which informs all its plans and activities

ClwydAlyn determines its strategic approach to value for money, ensuring the approach relates to its social purpose, and makes strategic and operational decisions in line with it

ClwydAlyn has a VfM Strategy that is reviewed each year by the Board. The Strategy influences the budget and business planning. Our VfM approach is designed to ensure we make value-based decisions about every pound we spend and to maximise the resources we have available to contribute to our purpose of "beating poverty".

We believe that we fully comply with this standard



Together to Beat Poverty

Evidence and Assurance

- 🏠 Our new Social Value Strategy was approved by the Board in March 2023 and work is underway to meaningfully measure our Social Value impact. We established a group of Social Value Champions representative of all directorates to develop the strategy, associated action plan and changes to working practices.
- 🏠 Our Procurement and VFM Strategies are reviewed annually and set out achievements and priority activities for the coming year.
- 🏠 An additional Procurement Officer has been recruited along with a Grants and Social Value Officer to increase the amount of grants we bid for and the value we receive through our suppliers to ensure our social impact is focused on areas where we have meaningful influence.
- 🏠 The Board approved a 2% procurement savings target which has been included in the 23/24 budget.
- 🏠 Our Contracts Register has been developed and a dedicated cross functional procurement and contract management project is underway to deliver the action plan detailed in the Strategy.
- 🏠 We have a £200k Community Investment Fund which we re-invest to create Social Value.
- 🏠 Where proportionate and appropriate, Social Value is factored into each procurement project. We want to understand and evidence that the supplier is committed to working with us on achieving our objectives. In our tender documentation we reference our four poverty priorities and ask potential suppliers for proposals on how they will work with us on delivering our social value ambitions.
- 🏠 We have in place a Business Enablement Strategy to invest in improved IT systems to enable more streamlined processes, reduce manual intervention and re-keying of data.
- 🏠 We have increased the number of Trainees, Apprentices, and staff on Career Pathways. We currently have 15 staff in these development roles with a further three roles being recruited to for our Trades team using Social Value funding provided as part of our commercial contracts with Travis Perkins and Nationwide.
- 🏠 New projects with Well-fed include the development of a meals on wheels service with Flintshire Council, two mobile shops visiting locations in Flintshire and Wrexham and the offer of a free meal to all staff while at work. Well-Fed's turnover last year grew to £1.4m and it now employs 25 staff. Well-Fed has produced over 800,000 meals from its central kitchen with 250,000 meals produced to target hungry households.
- 🏠 TACP grant from Welsh Government amounting to £1.22m of funding was obtained to pay 80% of the costs of refurbishing 36 poorly performing homes.
- 🏠 The first year's funding of £1.842m for Optimised Retrofit Projects has been drawn down with a further £4.2m allocated for the next two years.
- 🏠 £330k of Welsh Government revenue grant to set up the Zero Carbon Hub was drawn down with a further commitment of £660k.
- 🏠 We have delivered over 250 new low carbon homes and 90% of all new homes will be off gas to ensure our homes are affordable to live in and reduce fuel poverty.
- 🏠 To offset increased building costs of projects on site, £3.7m of MCI grant from Welsh Government was bid for and received in 22/23.
- 🏠 Energy Redress Grant was obtained, and a partnership with Warm Wales Developed to provide a resident focussed service on energy advice and support, including improvements to the home and access to interventions to help beat poverty. We have provided energy support to 3,000 households and energy training to 300 frontline staff.
- 🏠 We have established a Joint Venture Onnen, with Cartrefi Conwy to tackle the retrofitting of existing homes ensuring we combine our purchasing power to deliver economies of scale, social impact through job creation and VFM and deliver our decarbonisation works across our stock
- 🏠 ClwydAlyn utilises the Welsh Procurement Alliance Framework for the majority of its projects; with an emphasis on maximising the use of local materials and local contractors.
- 🏠 We have reviewed our Asset Management plan to ensure our homes are fit for purpose and are invested in.

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ClwydAlyn can demonstrate to Stakeholders, including residents, that it achieves value for money in delivering its Strategy and services

We engage meaningfully with Residents to review services and work with the Resident Committee to improve our performance and deliver VFM. We review all aspects of the business during our Business Planning to ensure services are providing value for money; affordability is a key driver when setting rents and Service Charges. We engage meaningfully with Residents to review services and work with the Resident Committee to improve our performance.

We believe that we fully comply with this standard



Evidence and Assurance

- 🏠 Star Satisfaction for Rent provides value for money is 89% and Service Charges provides value for money is 75%.
- 🏠 New Affordable Rent Setting Policy developed in collaboration with residents using the Joseph Rowntree 'Living Rent model' approved by the Board ensures all rents are affordable for those accessing social housing.
- 🏠 A Service Charge review of 11 sheltered and 8 extra care schemes has taken place. We have reduced costs for 8 of the sheltered schemes and 3 sheltered housing schemes have been identified for further energy saving works to assist in reducing the overall heating and electricity costs.
- 🏠 During 2022/23 we supported 89 residents through the resident's fund and the Board have approved an increase to £100k for the fund to further support residents in financial difficulty.
- 🏠 During 2022/23, £49.9m was drawn down from Welsh Government for providing new homes. All of these projects passed the rigorous value for money procedures underpinned by the work the independent consultants provide in assessing build costs and agreeing contracts in line with market conditions. This, together with the SVM ensures that projects are value for money and financially viable. The SVM has applied the amount of grant for each scheme.
- 🏠 We have developed 'Our Promise' <https://www.clwydalyn.co.uk/ourpromise/> a resident charter which sets out our commitment to delivering excellent services to our residents. Our first end of year performance report was completed in March 23.
- 🏠 Our ESG report provides a clear overview of the social value impact in our communities and directly to our residents.
https://issuu.com/pennafhousinggroup/docs/38741_clwa_clwydalyn_environmental_social_and_gove
- 🏠 Social Value requirements are built into procurement were applicable and proportionate.
- 🏠 We have managed to secure significant external funding during the year to address financial hardship for our residents. This has allowed ClwydAlyn to use its own resources for other priorities. This includes:
Helping our Residents access Physical Adaptation Grants during the year. We completed 114 Major Adaptations to the value of £886,001 and 119 Minor works to the value of £17,594 to ensure residents can continue live independently in their homes.
We supported 23 new tenants to receive carpeting/flooring in their properties in Denbighshire as part of our Floored pilot. (In addition, we provide full carpeting/flooring in all new homes now as part of our standard offer).
We secured a £476k grant from the Energy Saving Trust and have partnered with Warm Wales and TGP Cymru to deliver energy advice and support to our Residents.
During the year ClwydAlyn was asked by Welsh Government to deliver the Ukrainian Welcome Centre in Bangor for single person refugees. We have also received funding for new supported living schemes at The Bell (Conwy), Kingsland (Wrexham) and The Welcome Centre (totalling £1.746m for new services)
Funding for an Early Intervention Officer (£34k); funding from Welsh Women's Aid (Tampon Tax funding) of £67k, from Conwy for two Tenancy Support Workers £78k and from North Wales Police for a Child and Young Persons Worker £30k.

Together to Beat Poverty

Financial planning and management

RS7. Financial planning and management are robust and effective

ClwydAlyn sets financial plans which enable it to deliver its strategy, achieve its social purpose and there is appropriate reporting to the Board against these plans

ClwydAlyn has a robust Financial Strategy to support the delivery of the Business Plan and Corporate Plan, which is regularly reviewed, and risk and stress tested.

We believe that we fully comply with this standard.



Evidence and Assurance

- 🔍 The Board approves the budget and Business Plan annually.
- 🔍 The Board approved the 5-year Corporate Plan and approves the in-year targets and outcomes annually. Performance is reported quarterly.
- 🔍 We hold several Away Days throughout the year to focus on Business Planning with the Board, Committee Members, and senior staff.
- 🔍 Progress against budget is reported quarterly
- 🔍 Our Plans and performance are reviewed and assessed by Credit Rating Agencies annually.

ClwydAlyn is financially viable in the short, medium, and longer-term, and maintains sufficient funding and liquidity to support this

Our Business Plan contains robust forecasts and has a matching Treasury Strategy to ensure development funds are available.

We believe that we fully comply with this standard.



Evidence and Assurance

- 🔍 2-year cashflow forecasts reported to Board quarterly.
- 🔍 Reduced RCF from £35m to £25m as it has never been used and we have strong cashflow forecast for the coming year.
- 🔍 £40m deferred drawdown agreed in 2022 at good interest rates, with £20m due in May 2023 and £20m due November 2023.
- 🔍 The existing corporate bond was due to expire in June 2022, so this was extended meaning we retained access to the remaining £25m.
- 🔍 A tap was undertaken on the bond for £150m meaning we have the framework to continue to draw on it in future.
- 🔍 Business Plan forecast of future debt requirements.
- 🔍 Consultants retained to review market conditions and advise on appropriate financing opportunities.
- 🔍 Monthly review of Development Plan undertaken with Development Team.
- 🔍 We commissioned an independent consultant Altair for reconciliation of the Assets Investment programmes to the Business Plan.
- 🔍 We have undertaken benchmarking of Capital replacement programmes to ensure forecasting is accurate and reflects current market conditions.

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ClwydAlyn monitors, reports on and complies with all covenants it has agreed with Funders

Regular reports are produced for the Board and relevant Lenders as required.

We believe that we fully comply with this standard.



Evidence and Assurance

- 🔗 Interest cover covenant was reviewed and renegotiated with Barclays during the year.
- 🔗 Covenant compliance is reported quarterly to Board.
- 🔗 Reviews undertaken by 2 Credit Rating Agencies annually. S&P undertake a review in June each year and in 2022 we retained our 'A Stable' rating. Moody's undertake their review in November each year and in 2022 we retained our 'A3' rating.
- 🔗 Quarterly reports provided to Funders as required.
- 🔗 Our Investors page is reviewed regularly to ensure it holds the most relevant information
- 🔗 <https://www.clwydalyn.co.uk/investors/>
- 🔗 We produced the second of our ESG reports in October which helps our investors assess our social and environmental credentials
https://issuu.com/pennafhousinggroup/docs/38741_clwa_clwydalyn_environmental_social_and_gove

ClwydAlyn identifies and effectively manages risks to the delivery of financial plans including appropriate stress testing, scenario planning and use of internal thresholds

The Business Plan is stress tested and financial risks are monitored and reported to Board.

We believe that we fully comply with this standard.



Evidence and Assurance

- 🔗 The Treasury Strategy and Policy is approved by Board each year.
- 🔗 Golden Rules established to act as buffer to covenant limits.
- 🔗 Business Plan is aligned with Development Plan and Corporate Plan.
- 🔗 External consultants are currently reviewing our asset management plan to ensure it is affordable in the business plan
- 🔗 Stress testing carried out each year and resulting Resilience Plan approved by Board. Board undertook an externally facilitated stress testing exercise in December 2022
- 🔗 Prudent assumptions built into the Business Plan for delivery of new build properties (e.g., 3-month delay in income assumed between Development Plan and Business Plan).
- 🔗 Strategic Risk Register has section specifically on financial risks and these are regularly reviewed and amended as required and reported quarterly to the Board.

ClwydAlyn has an effective treasury management strategy and associated processes

ClwydAlyn has an appropriate Strategy in place. This is reported annually to the Board and covers all aspects of treasury related risk.

We believe that we fully comply with this standard.



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Evidence and Assurance

- 🏠 Treasury Strategy last approved by the Board in May 2022.
- 🏠 The Strategy has been prepared by the Chatham's – the Group's independent Treasury Advisers.
- 🏠 Golden Rules established to act as buffer to covenant limits – when interest cover covenant came close to golden rule, this was highlighted to board and the covenant was renegotiated to improve the situation.
- 🏠 Cashflow forecasts reported quarterly to Board.
- 🏠 Credit Rating Agencies review cashflow forecasts and liquidity requirements.
- 🏠 External Consultants provide advice and support (Chatham's).
- 🏠 A full review of the corporate bond was undertaken during the year which resulted in the original bond being extended, a tap creating additional capacity was undertaken and a deferred draw down on the existing bond undertaken.

Assets and Liabilities

RS8. Assets and Liabilities are well managed

ClwydAlyn has an accurate and up to date understanding of its assets and liabilities

ClwydAlyn has an up-to-date Asset and Liabilities Register, which will be considered by the Board in discharging its responsibility to approve the Annual Accounts. The Register monitors the value and depreciation of our assets and plays a valuable role in short and long-term business planning.

We believe that we fully comply with this standard.



Evidence and Assurance

- 🏠 Financial information is presented to Board regularly. The Assets and Liabilities register is reported to Board along with the accounts each September.
- 🏠 There is appropriate delegation to the Property Committee through the Scheme of Delegation and Contract Standing Orders.
- 🏠 We have appointed an additional Property Solicitor to our in-house legal team who are working with external solicitors to review all the legal titles and land registry documents
- 🏠 All properties are being reviewed to clarify which are securable for future funding
- 🏠 Secured assets are valued each year by external valuers.
- 🏠 Contracts register is currently being reviewed and updated by a dedicated procurement and contract management project team.
- 🏠 The Board ensures good management of ClwydAlyn's resources through the Business Planning and stress testing process.
- 🏠 We engage specialist professional Advisors as necessary e.g., Chatham's, Anthony Collins, Savills.
- 🏠 We have appropriately skilled and qualified staff and Board Members.
- 🏠 Regular review of assets in place, to ensure that they are being used efficiently and deliver value for money. We undertake Home Health checks (Stock Condition Surveys) annually to collect data on property condition to inform the Register.
- 🏠 Disposal of surplus underperforming assets- one care home was sold during the year.
- 🏠 The Property Committee approved the Homes and Land Disposal policy in January 2023.
- 🏠 Pension fund is reviewed each year by the fund actuaries.
- 🏠 Appropriate insurance is in place and reviewed annually.
- 🏠 We have commissioned an Independent consultant Altair to reconcile the Assets Investment programme to Business Plan.
- 🏠 Our internal auditors RSM review the asset data as part of the Data Integrity audit annually.

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Maximises the use of assets to achieve its social purpose and the objectives of the organisation

The Board approves the Corporate Plan, business plan and budget annually. These set out how we will increase the number of homes we own through new build, to meet the need for more social and affordable housing across North Wales. In addition, these plans set out our increased Investment Plan for existing homes to meet our carbon reduction objectives and to provide high quality, modern and affordable homes.

We believe that we fully comply with this standard.



Evidence and Assurance

- 🏠 Growth Strategy approved by the Board in March 2021 which sets out our plans to increase the number of homes we own to 7,500 by 2025.
- 🏠 As of March 2023, there are currently 558 new homes on site. To date there have been 852 new homes built since the Association refinanced in 17/18. There are a further 487 homes due to start on land we own, approved or in the planning system. There are a further 434 homes or new opportunities that are under consideration. This brings the total Development Programme to 2,331 new homes equating to a total investment of circa £414m.
- 🏠 The Property Committee provides assurance to the Board on the quality, value for money and performance of investment in building new homes and maintaining existing homes.
- 🏠 We have been awarded over £1.1m to refurbish our 36 long term underperforming voids to meet the demands to house Ukrainian Refugees and homeless households.
- 🏠 We have secured a further £5.7m over the next 3 years for decarbonisation works.
- 🏠 Our Environmental and Sustainability Vision approved by the Board and being implemented to reduce our carbon footprint and make our Residents' homes more affordable in use.
- 🏠 Revised development viability model was approved by Property Committee in January 23
- 🏠 We build new homes with extremely high levels of energy efficiency; using innovative building products, Welsh materials, and suppliers to provide local economic benefits.
- 🏠 We build lifetime homes - each home is built so it can be easily adapted for every stage of life, ensuring our residents can live independently for longer.
- 🏠 We have a dedicated group that reviews voids and considers whether houses should be invested in, remodelled, or disposed of.
- 🏠 Plas Bod Llwyd Residential Home sold in 2022, as it could not be improved in a cost-effective way.
- 🏠 Satisfaction levels are independently measured and reported to the Board. Satisfaction with New Homes – 97.5%, Satisfaction with Overall Quality of the Home – 87% and Satisfaction with Neighbourhood as a place to live – 84%.
- 🏠 We have continued to repurpose our Head Office to bring in new income streams and to develop relationships with likeminded organisations and we have improved our hot desking facilities at all our extra care sites to increase the flexibility of staff working practices and reduce vehicle movements.
- 🏠 We have created a new joint venture company Onnen along with Cartrefi Conwy; which will allow us to work together to reduce the carbon emissions from our homes. Through joint work we can achieve economies of scale; create more job opportunities and protect existing jobs by reskilling staff to fit and maintain the technologies of the future. The order book for the Joint Venture with Cartrefi Conwy has been mapped and it will start trading from April 2023.
- 🏠 The Net Zero Carbon Hub has appointed a partner and is going through contract negotiations. This central information sharing, and best practice hub will benefit all social housing in Wales and eventually private housing too.
- 🏠 We are working closely with Auditel to map our carbon footprint as a business. This work will also include an assessment of our water and waste management to provide the baseline for the development of strategies. We will receive an accredited carbon baseline and also recommended carbon reduction methods.
- 🏠 We are actively looking for opportunities to increase biodiversity around our homes. We are in discussions with the National Forest Officer for North Wales at Natural Resources Wales to plan for the creation of a designated woodland around our development site near Pwllheli. We purchased 5.8 acres of undevelopable land in Benllech,

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Anglesey. We will enhance the existing biodiversity on the site and use it as a teaching opportunity for the local area.

- Multiple funding streams have been identified for the decarbonisation of our existing homes. We are targeting homes with an EPC rating of E, F or G. The full decarb strategy is still under development, and we are using software and building surveys to inform the “road map.”

Uses accurate information about assets and liabilities to inform strategic and financial decisions

The Board uses a range of evidence including financial, risk and independent advice to inform all its decisions in relation to our assets and liabilities.

We believe that we fully comply with this standard.



Evidence and Assurance

- Our Corporate Plan is approved by the Board annually and reported quarterly and covers growth, assets, and financial resilience.
- Treasury Strategy approved by the Board in May 2022.
- Strategic Risks reported to the Board which cover Treasury, Assets, and Development risks.
- 30 Year Business Plan approved by the Board annually.
- KPI's reported to the Board quarterly for voids, Health & Safety, and new homes.
- We retain 15% stock as unencumbered (not used as security for loans).
- Independent valuation of our properties is carried out each year
- An external review of our asset management plan is underway to ensure our capital plan remains affordable and component lifecycles are reflected appropriately in the business plan
- We conducted a review of the leases and management agreements for our Group Homes portfolio to ensure that they reflected upcoming changes in health and safety legislation.
- ClwydAllyn has introduced a new Housing management system, CX. CX Assets is the new Asset system which will replace Asset Pro and be introduced in 2023.

High Quality Accommodation

RS9. ClwydAllyn provides high quality accommodation

Ensures publicly funded homes meet all applicable standards, rules and statutory guidance issued in connection with quality of accommodation, including the current Welsh Housing Quality Standard

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

We believe that we fully comply with this standard.



Evidence and Assurance

- All our new homes achieve an EPC A rating. We build to WDQR, Lifetime Homes, Secured by Design and have now embraced the new Beautiful Homes and Places guide from Welsh Government on all new developments and continue to link our projects to the Future Generations Act.
- The quality of our builds on site are monitored by experienced Technical Inspectors. The inspectors work closely with the Contractors and Designers to ensure specifications and workmanship are to our standard. In addition,

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ClwydAlyn has its own standard specification which is reviewed annually incorporating any lessons learnt from our experiences of the development of new homes.

- 🏠 We actively undertake full contract management to ensure those we appoint have the necessary skills to meet New Build safety standards and that product specification is detailed and post inspected.
- 🏠 We are working to our Environmental and Sustainability Vision which was approved by the Board in 2021. We are developing the detailed investment strategy for our homes alongside education to our residents about optimal use of their homes and technology.
- 🏠 We are actively involved with Welsh Government acting as their facilitator to procure and manage the delivery of the Welsh Net Zero Housing Performance Hub. This extends our positive impact to all housing associations and local authorities in Wales to share best practice, recommended solutions and real-life experiences around retrofitting existing housing stock and building new properties.
- 🏠 We have secured almost £6 million in funding from Welsh Government over the next 3 years to retrofit our existing properties through the Optimised Retrofit Programme and are in the process of securing additional grant funding, particularly through ECO4. Under our retrofit programme, we are upgrading heating and hot water systems, installing solar PV panels and battery storage, and increasing insulation levels with external and cavity wall insulation. We are also installing environmental sensors to improve our active asset management and preventative maintenance, whilst looking to reduce energy usage and carbon impact of our homes.
- 🏠 We have strengthened our H&S position by the appointment of a Responsible Individual on the Board for Health and Safety, bringing together the statutory responsibilities and a more co-ordinated approach across the business enhancing corporate oversight. Changes to our structure have been implemented to meet the Fire Safety Act 2021 including the appointment of a new Lead Compliance Officer (Fire Safety) and new Compliance Manager.
- 🏠 We have restructured our Assets Team and formed a new Compliance Team dedicated to ensuring ClwydAlyn remains 100% compliant and residents remain safe in their homes.
- 🏠 We are compliant with all statutory requirements in relation to gas, fire, electrical, asbestos, legionella and Loler. These are reported quarterly to the Board, Property and Assurance Committee. We conduct a deep dive on each of these statutory requirements quarterly, which are reported to the Property Committee. We employ 3rd party, independent specialists to audit a percentage of works for further assurance purposes
- 🏠 We have reviewed our fire evacuation strategies across our portfolios. Within our Extra Care and Care Homes we instigate a 'Safe to Stay, Prepare to Evacuate' strategy. These are in accordance with the Fire Strategies and Fire Risk Assessments.
- 🏠 A full fire door replacement programme is underway, which will assist in stopping the progression of fire in support of our fire strategy and fire-fighting activities.
- 🏠 A Competency Framework describing the required knowledge, skills, qualifications, and behavioural standards for each job role to meet the requirements of the new Building Safety Regime is in place. This is being extended to include Responsible Persons in specific schemes.
- 🏠 100% of homes are fully compliant with Renting Homes Wales Act legislation.
- 🏠 All contractors who conduct work for ClwydAlyn must meet the necessary accreditation standards and have the required competency and qualifications to undertake work such as Gas Safe NICIEE, UKAS accreditation, and Fire Door Inspection scheme.
- 🏠 We keep our residents safe by having in place regular servicing and maintenance schedules to maintain appliances in accordance with legislation. Our 3 lines of defence through regular checks and inspection by external verification process together with our external auditors provide reassurance.
- 🏠 Our approach to fire safety has been strengthened by the additional appointment of fire safety officer to test fire alarms on a regular basis whilst providing a physical inspection to components such as fire doors, all staff associated with fire have the necessary qualifications and certification to undertake this work communal areas.
- 🏠 During 22/23 we have invested £12m in our planned revenue and capital investment improving the quality of our homes.
- 🏠 We have an Asset Management Strategy in place. The Strategy was approved by the Board in January 2020.
- 🏠 Resident satisfaction with overall quality of home is 87% and Satisfaction for thinking specifically about the building you live in, how satisfied or dissatisfied are you that ClwydAlyn provides a home that is safe and secure is 89%.
- 🏠 We have successfully secured a £476k grant from the Energy Saving Trust and have partnered with Warm Wales and TGP Cymru to deliver energy advice and support to our Residents.
- 🏠 Quarterly updates are provided to the Resident Committee and Property Committee in relation to the Planned Maintenance Programme position within the year, with an Annual Performance update to Board.

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- 🏠 During 22/23 we have received 8 new disrepair claims. No cases during this period have escalated to court, we have 6 open cases some of which relate to the last financial year. We have established a Disrepair Working group as well as the North Wales Disrepair Action Group, consisting of the North Wales RSLs combining knowledge and process to support residents, produce comms, procure joint services, and proactively reduce disrepair cases via improved services.
- 🏠 Home Health checks are completed by the Assets Team and to date 1,600 are complete. The health checks are designed to identify and address any disrepair, safety issues and inform investment decisions. A new Asset Management system is being implemented to provide efficiency and increased reporting and integrity.
- 🏠 We are WHQ's compliant with acceptable fails. We have been reducing acceptable fails year on year. We have been supporting and working as part of the WHQs Practitioners group, informing and shaping the new WHQs Standards.
- 🏠 In January 2023, we launched a campaign to provide information and awareness raising about damp in the home, and to encourage residents to raise any issues with us. This involved text and/or emails to our residents, as well as social media, our magazine, and updates to the resident's portal and website. To date we have contacted 3,397 residents. We have prioritised any damp related work and have trained our inspectors and other frontline workers to increase their competency. An internal working group has been established to further improve our service for residents and ensure our record, tracking and follow up of issues are in place to ensure any damp issues are dealt with in a timely manner. We have received 1,045 damp, mould, and condensation orders, with 657 resolved and 388 remain ongoing with support for long term resolution. It was vital we approach residents that have low or minimal interaction with us, so we have contacted over 1,460 residents with potentially higher susceptibility to damp such as historic issues at the home, lower energy efficiency; and overcrowding, so that we can tackle any issues and prevent residents living with damp.

Continuous Improvement Plan	Expected Outcome	Timescale to implement
Review of Board appraisal process and documents by Campbell Tickell	Independent verification and support provided to ensure the Board appraisals are robust and continue to support the delivery of a high performing Board	March 2024
Deliver the second part of the High Performing Board training	Improved Board performance, measured through independent review	March 2024
Change all Operational and Strategic Risks to the 3LoD model	To provide greater assurance to the Board	March 2024
Install smart meters where possible in schemes to ensure that bills are accurate and up to date	Residents will receive bills which are accurate rather than estimated	March 2024
Residents to receive a copy of their Service Charge account in September	Transparent and open service charge setting, and residents consulted during the budget setting	March 2024
Service Charge Review	Roll out of the Service Charge review to all tenures	March 2024
Social Value	Measurement of all ClwydAlyn Social Value projects and activity in 2023/24	March 2024
Procurement/VFM	Deliver Year 1 KPIs of the Procurement Strategy	March 2024
Continue to implement the H&S Competency Framework	To ensure we meet the requirements of the Building Safety Regime	March 2024
Create a plan to ensure our board and staff can support the	Greater awareness of Welsh Language and Culture	March 2024

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Continuous Improvement Plan	Expected Outcome	Timescale to implement
development and understanding of Welsh language and Culture		
Continue to analyse and understand the Census data for North Wales	Better able to meet ED & I needs of residents. Develop plans and priorities to ensure that Board and staff are representative of our communities.	March 2024
Implementation of carbon consultant's recommendations	After establishing a baseline carbon footprint, implementing the carbon reduction measures recommended will enable a certified carbon accreditation and identify a pathway to net zero for the company.	March 2024
Develop Decarbonisation Target Pathways for our homes	To ensure we efficiently plan and invest in our homes through our decarbonisation programmes.	March 2024
Full review of Assets and Liabilities register	To ensure it is up to date and comprehensive	December 2023
Develop more visible leadership for EDI, including board/exec training; consideration of the appointment of diversity champions at Board and exec level; develop reverse mentoring	Fully meet regulatory standards and ensure ClwydAlyn meets its EDI objectives	April 2024
Develop EIA work so that it is more progressive	Mainstreaming EDI into decision making. Better understanding and planning for the implementation of key policies and strategies so that we can work towards becoming a more diverse organisation providing fully inclusive services.	April 2024
Provide anti-racism and zero tolerance training for Boards and all staff on understanding and challenging racism	Part of the Anti-Racist Wales WG Action Plan. Anti-racist thinking and practice becomes the norm in all activity related to the workforce. Creating self-awareness amongst work force, encouraging learning about equality, diversity and inclusion	December 2023
Full review of Supported Living and Care Homes	Ensure that schemes are managed as efficiently as possible and reduce the cost and/or increase income levels while still achieving positive outcomes to ensure the service is viable in the longer term	March 2023
Achieve a 2% saving on procurement in-year	Reduce the cost of new contracts that will either reduce revenue / capital expenditure for the company or reduce service charges for residents while maintaining appropriate levels of service	March 2023

