



# ClwydAlyn

Working together to beat poverty

## Environmental, Social and Governance Report 2020 / 2021



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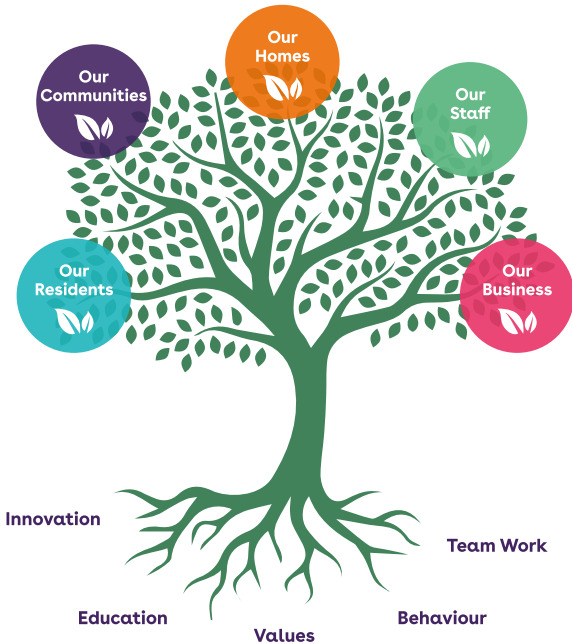
# Introduction

ClwydAlyn is already focussed on tackling ‘Wicked Issues’ such as poverty, health inequality and homelessness. Managing 6,000 homes and employing 750 people who work together to achieve our mission to beat poverty. Our homes and services include care and nursing-care; supported housing for people who’ve been homeless; and the provision of good quality, affordable homes. We work across seven local authorities in North and Mid Wales.

We are much more than a social housing provider. We make a significant contribution to the North Wales economy both as an employer and as an investor, with a significant capital spend of £260m within a five-year development strategy on new housing projects. Our development programme is breaking new ground on effective responses to the climate emergency by embracing new technology to build high quality, ultra-low carbon homes. In addition, the procurement of local goods, trades, and services results in 80% being sourced locally, benefiting business, communities and suppliers.

We have an obligation to the future generations to respond to environmental emergency. Ensuring that we embed our values through our Environmental, Social and Governance Strategy that underpins our business. We recognise that our business needs to change its behaviour to address the urgency of the climate crisis, requiring significant investment in capital, resources and time. We will ensure that our Residents, Staff, Homes, Business and Communities are carefully considered in all that we do.

The Sustainability Reporting Standard (SRS) for the social housing sector was launched in the UK in November 2020. The standard is a voluntary framework for housing providers to report on Environmental, Social and Governance (ESG) performance in a transparent, consistent and comparable way. ClwydAlyn is one of 59 housing associations and 36 lenders and investors to become an early adopter of the standard, and one of only six in Wales. Our early adoption of the SRS standard is a clear indication of the importance we place on addressing the urgency of the climate crisis, while balancing our ambitious poverty priorities, and ensuring our organisation is well governed and financially sustainable for the future.



# UN Sustainable Development Goals

The UN Goals are 17 beautiful ambitions that have the power to change the world. We all face huge challenges both locally in our communities, in the UK and globally, but the Goals are the world changing plan that will help us overcome them. We can be the generation to end poverty and solve climate change, to tackle injustice and inequality, by working together to achieve the beautiful ambition of the Global Goals.

The Global Goals simply cannot be achieved without organisations like us. Through our core operations, financial commitments, employee networks, and high-level influence on our partners, we have a crucial role to play in accelerating progress towards these goals. Every business, employee and person can make a vital contribution to creating a more peaceful, equitable and prosperous future.

We at ClwydAlyn can't do everything but, we believe that with Trust, Hope and Kindness we directly or indirectly impact 13 of the UN indicators through our mission to beat poverty.

Whether it's working with partners to provide healthy meals or providing support to beat fuel poverty. Whether it's providing health and wellbeing support, or opportunities for our residents to gain valuable training and work experience.

Through our core operations, financial commitments, employee networks, and high-level influence on our partners. We have a crucial role to play in achieving the UN indicators. We believe that we directly or indirectly impact 13 goals through our mission to beat poverty.

Whether it's tackling the gender pay gap, or our commitment to being a living wage employer. Whether it's working with our specialist inclusion officers to eradicate inequality, or our contribution to tackling the climate crisis through our environmental strategy. We are leading the way with building innovative new homes to lower bills and protect the environment.

At ClwydAlyn we are committed to playing our part towards a cleaner, healthier, equal and more prosperous place for our communities, residents, staff and stakeholders.

1. END POVERTY



2. END WORLD HUNGER



3. DELIVER GOOD HEALTH FOR ALL



4. PROVIDE QUALITY EDUCATION FOR ALL



5. ACHIEVE GENDER EQUALITY



6. ENSURE CLEAN WATER AND SANITATION FOR ALL



7. SUPPLY CLEAN ENERGY FOR ALL



8. CREATE GOOD JOBS FOR ALL



9. SUPPORT SUSTAINABLE INFRASTRUCTURE & INNOVATION



10. FIGHT INEQUALITY



11. MAKE CITIES SUSTAINABLE



12. CREATE A WASTE FREE WORLD



13. TACKLE THE CLIMATE CRISIS



14. PROTECT THE OCEANS



15. PROTECT LIFE ON LAND



16. END CONFLICT AND CORRUPTION



17. GET EVERYONE INVOLVED IN THE WORLD'S TO DO LIST





# Social

Our mission is 'together to beat poverty' - We want everyone in North Wales to have access to excellent quality housing, and we want to work with partners to address the causes and impacts of poverty. In turn helping to enrich our communities by giving support where it's needed, whether that's helping people to get back into work, combating social isolation, supporting residents in fuel poverty, or providing access to nutritious food. We live by our Values of Hope, Trust and Kindness.



Trust



Kindness



Hope

## Theme 1: Affordability and Security

"We believe everyone should be able to afford to live in a well-maintained home. If people can't afford to live in social housing, then where can they live? That's why we committed to zero evictions back in 2019."

**Suzanne Mazzone**  
Executive Director of  
Housing Services.

Last year we created a new affordable rent policy which takes into consideration our residents' views, circumstances, and income. Creating a benchmark for all rents based on Joseph Rowntree Foundation's affordable rent recommendations. Our aim is to wherever possible make sure our rents fall within 28% of a resident's income

# 88%

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

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

# 0.12%

On average our rent is 0.12% below the Local Housing Allowance for homes under the rent regulation regime.

# 99.05%

We want to provide security to our residents, so they know they have a place to live. 99.05% of our rental homes have an assured tenancy.

### Number of homes by category

Housing Type	Number	As % of stock
General Needs	3,788	62.39%
Homes for Older People	734	12.09%
Affordable Rents	127	2.09%
Care Home	159	2.62%
Low-cost home ownership	703	11.58%
Rent to Own	61	1.00%
Supported Housing	500	8.23%
<b>Total</b>	<b>6,072</b>	<b>100%</b>

### New home completions by category

Housing Type	Number	As % of stock
General Needs	115	48.73%
Affordable Rents	15	6.36%
Rent to Own	24	10.17%
Supported Housing	6	2.54%
Extra Care (Penrhos)	76	32.20%
<b>Total</b>	<b>236</b>	<b>100%</b>

## Reducing the effect of fuel poverty

"Imagine how different life would be if we had no poverty. Everyone having access to high quality, affordable housing; able to afford to heat their homes properly and afford the food they need to stay healthy. We believe that this should be a basic right for everyone in Wales."

**Clare Budden**  
CEO

The Bevan Foundation's Snapshot of poverty in Spring reported that hundreds of thousands of people across Wales are being denied a decent quality of life. 43% of households are spending more on heating, electricity and or water. Leaving people with difficult decisions about cutting back, and between January and May 2021, 16% of Welsh households cut back on heating, electricity and or water. This is only set to get worse.

One of our key priorities is tackling fuel poverty, we focus on helping residents to live well in their homes, whilst reducing the wider impact on health care services and our communities. Success of tackling fuel poverty lies not only in building green homes, retrofitting our existing homes, but in supporting residents with energy advice, and with the behaviour changes required to live low carbon lifestyles.

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

### Investment in existing homes

We've continued to invest in existing homes investing £1.1 million improving 528 homes:

# £1.1 Million

Spent on energy improvements to 528 homes.

# 528

Residents saving up to **£99.70** per year from energy improvements to the home.

# 588 tonnes

Carbon Reduction by improving home efficiency.



Equivalent to 245 avg. Cars off the road for a year.

We plan to improve the energy efficiency of all homes with an EPC rating of less than 'D' by 2023.

### Supporting residents

We work with Warm Wales on an energy advice partnership, providing meaningful energy advice to residents, helping them save money on their energy bills.

"We seconded two staff to Warm Wales to support the work they do in helping to reduce the cost of people's energy bills, gaining valuable knowledge to share back with our welfare teams."

**ClwydAllyn**

# £100,000

Energy grants accessed.





# Case Study Warm Wales Secondment

Linking with our mission of 'Together to beat poverty', Hannah and Karen were seconded to work alongside and support the caseloads of Warm Wales' Community Workers, gaining valuable experience as a result. This involved making referrals for food parcels; helping people reduce the cost of energy bills; making referrals to other providers (for things like new boilers) and helping the team to measure outcomes.

Karen usually works as a Relief Project Worker and feels that the role has given her an insight into supporting people, she said:

"The experience has been very enjoyable - I have learnt so much about fuel poverty and feel I have made a difference to someone's life. I have gained a lot of new skills and knowledge, and it highlights how my knowledge can be shared within ClwydAlun to benefit residents - like with the Welfare Rights team."

Through their secondments both Karen and Hannah have enabled residents to reduce their energy bills, reducing the likelihood of fuel poverty, encouraged them to improve their health and wellbeing, and empowered them to become more resilient and reach their full potential.

"We're also piloting a flooring initiative to provide underlay and carpets to residents who are unable to afford them, helping insulate their homes and reduce energy costs."

## Investment in new homes

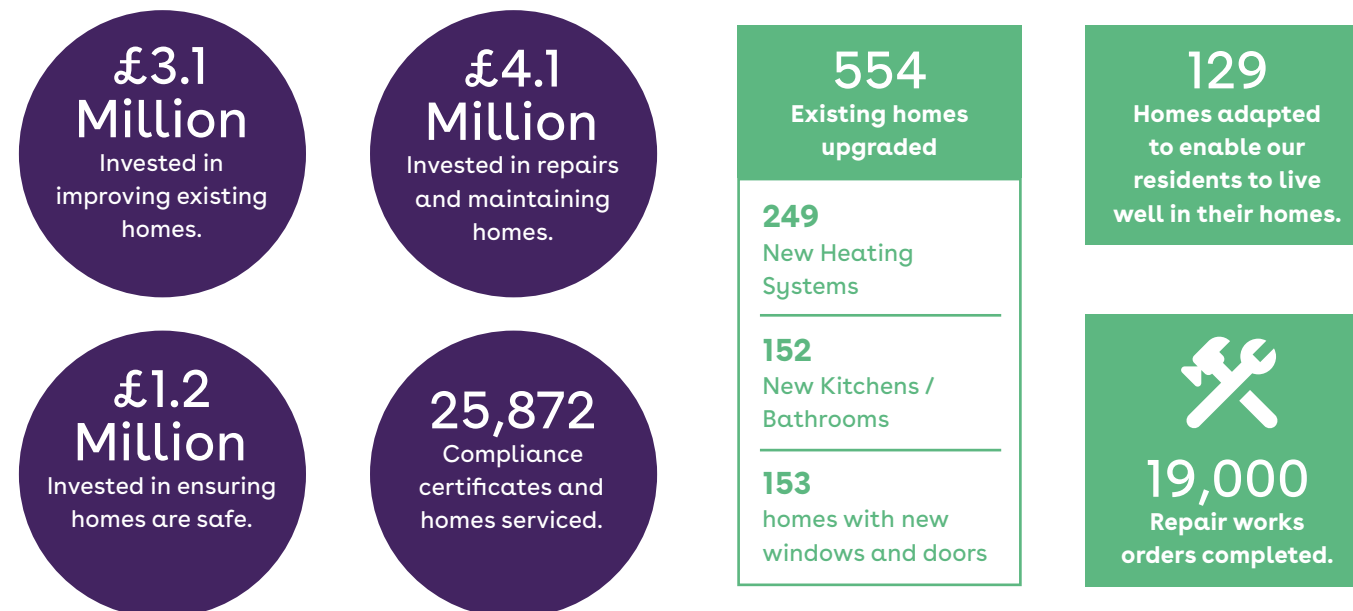
28% of the new homes we built last year were **EPC A rated**. All schemes are built to the 'Beautiful Homes and Spaces' standard, and the majority will meet EPC A. We take a fabric-first approach to maximise U-values utilising new technology to address fuel poverty.

Last year we built **38 Whole-life zero carbon homes** using modern methods of construction, with low running costs for residents.



## Theme 2: Building Safety and Quality

The safety of our residents and their homes is our main priority, and we take our regulatory obligations, compliance and management of associated risks seriously. We promise to provide our residents with a good quality, safe and well-maintained home. Despite the challenges that COVID-19 brought, our maintenance team continued to work through our Safety-First approach to carry out emergency and essential repairs to our residents' homes.



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



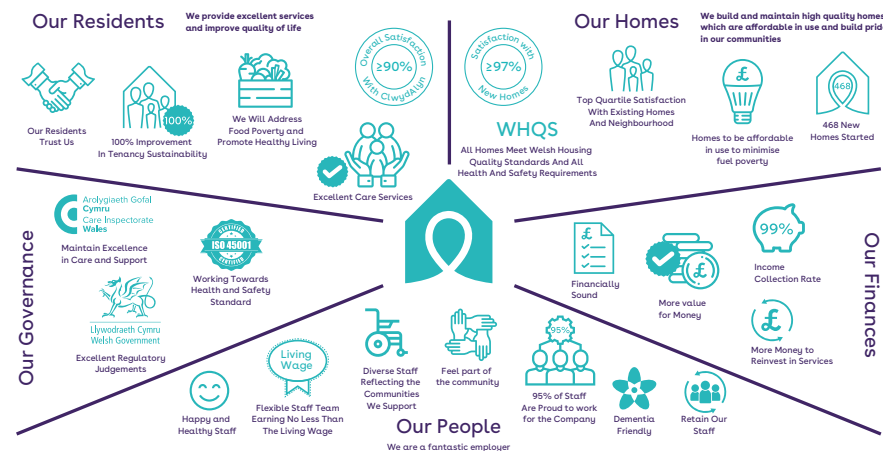
An OAP resident in Tremerichion wanted to thank Tony McGuiness, Electrical Technical:

"I would like to leave feedback on my heating issue. I am very pleased with the help that I have received from yourselves and from Tony your heating manager. I would also like to thank the Heatstore guy that helped set up the system in my home. Once again, a big thanks to you all."



## Theme 3: Resident Voice

Our resident involvement strategy puts residents at the heart of our work. We are transparent and fully accountable to them; we have put in place various ways for our residents to hold us to account.



### Resident Board members

Two members of the ClwydAllyn Board are residents and along with other Board members ensure residents are at the heart of all strategic decisions.

### Resident Committee

We have a diverse Resident Committee with representation from across our services. Ten resident members meet six times a year, providing the Board with assurance on resident engagement, resident scrutiny, and performance of resident services. Aiding improvement of services and capturing the views of residents. The committee brings a valuable mix of skills and experience, is remunerated, and includes current professionals in housing and healthcare. They review resident complaints; scrutinise lessons learnt and make recommendations to the Board and management on improvements.

They also oversee the implementation of all resident involvement strategies and monitor their delivery and effectiveness ensuring successful outcomes. They provide challenge to ensure we are an inclusive organisation, as well as reviewing our compliance with Welsh Government. Scrutinising our self-assessment approach by conducting in-depth reviews of activities affecting residents and making recommendations for service improvements.

### Complaints Panel

The Complaints panel consists of Resident Committee Members and wider resident volunteers, who meet quarterly with a range of senior officers. The panel reviews the latest complaints and identifies any themes or areas of concern. The panel conducts a "deep dive" of three complaints each meeting, providing assurance to the Board and the

Resident Committee that best practice is followed and any lessons learnt are implemented.

### Resident involvement programme #InfluenceUs

#InfluenceUs has over 100 residents who; complete regular surveys; attend focus groups and quarterly service reviews; attend the complaints panel; provide regular feedback and help with reviewing and contributing to our communications.

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

## Resident Satisfaction

Tenant and Resident Satisfaction Surveys (STAR) are completed independently by Acuity. We report on resident satisfaction as part of the regulatory requirements for Welsh Government. Last year, Acuity carried out quarterly satisfaction surveys measuring 12 different areas of satisfaction. We also complete satisfaction surveys for our new homes and complaints process.

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

Last year's results demonstrate continued high levels of satisfaction, which has stayed

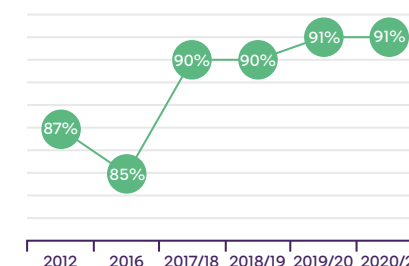
broadly consistent over the last three years. When our results are compared against other landlords (using Housemark's benchmarking 252 social landlords). ClwydAllyn has a strong performance, with most ratings in the top or upper quartile.

*Housemark is the leading data and insight company for the UK housing sector.*

# 91%

91% of residents were satisfied with the overall service provided (Which is 6% higher than the Housemark median).

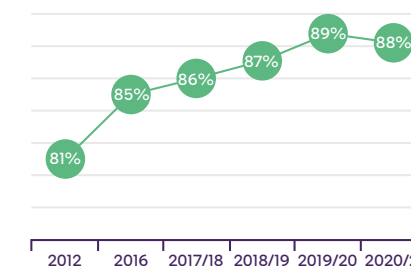
Satisfaction with services over time:



# 88%

88% were satisfied with the overall quality of their home (5% above average).

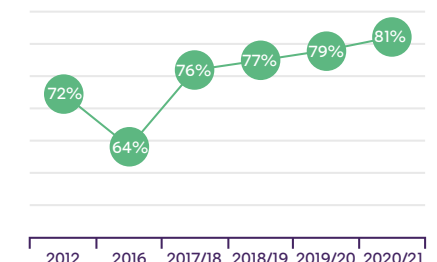
Satisfaction with the home over time:



# 81%

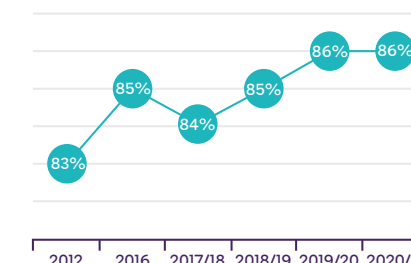
81% were satisfied with how we listen to views and act upon them (13% above average).

Satisfaction with listening to views and acting upon them over time:

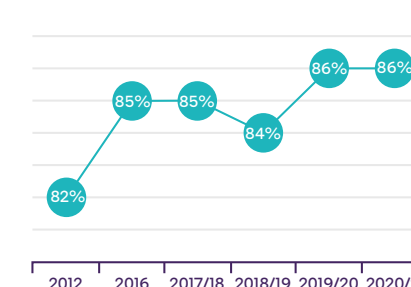


### Our residents trust us and think we treat them fairly:

Satisfaction with perceptions of fair treatment over time:



Perceptions of trust over time:



Our net promoter score is 16 points above the average and is firmly in the upper quartile.

Our Contact Centre completes 230 internal maintenance satisfaction calls each month following routine maintenance works and overall satisfaction stands at 93%.

We achieved 100% satisfaction with our new homes.





### Resident Satisfaction Continued

We came runner up at the UK Housing Awards receiving a Highly Commended in the Landlord of the Year award.



## Complaints

In the last 12 months zero complaints have been upheld by the Ombudsman.

"All complaints are seen as an opportunity to learn, enabling us to make improvements to the services we provide. By focusing on lessons learnt, we can create a continuous cycle of improvement, and we let residents know how their feedback has helped to improve the service."

**Lorraine Orger,**  
Governance and  
Complaints Officer

The Complaints Officer meets with relevant officers quarterly to establish what positive outcomes have come from implementing feedback into service improvements. A lack of consistency in compensation settlements was highlighted as a key theme, new guidance on compensation levels has been implemented to provide clarity, consistency and parity for both staff and residents.

We have a well-established Complaints Panel which consists of Resident Committee Members and 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.

As a further audit, we use an independent agency to conduct quarterly surveys to establish residents' opinions on the service they received, the results are monitored and actioned independently by the Governance Team if any dissatisfaction is identified, the results are reported to the Resident Committee and Board.

We encourage feedback and we **responded to 103 concerns** through our complaints process.

**88 were resolved at the first stage** and 15 were resolved after further review.

There were **2 complaints considered by the Ombudsman**, but neither were upheld.

The newly launched Residents' Portal has an easily accessible compliments and complaints form that is clear and easy to complete.

A General Needs resident in Saltney praised Complaints Admin Carol Woodcock:

"A massive thank you to you, I think I was a little hot headed, and I didn't mean to take my frustration out on anyone but thank you for calming me down and listening to me - I do really appreciate it, it's always nice to talk to someone who listens and acknowledges but who is also calming and reassuring and that was you. I think you saved me from a nervous breakdown yesterday so honestly thank you so much. Thanks for everything you have done I really appreciate it."



## Theme 4: Resident Support

Our housing teams have continued to provide valuable support to residents:

# 5,000

We contacted over 5,000 residents providing practical and emotional support during the first lockdown. Resulting in 80 residents receiving ongoing support from staff, from weekly check-in calls, to help collecting prescriptions and food deliveries.

# 10%

10% of our staff volunteered to take up different roles in our critical services to support our residents.

# 80

We completed 80 gardening projects with Groundwork North Wales supporting residents in Flintshire and Denbighshire who were unable to maintain their gardens, and funded 35 initiatives including other garden enhancement projects, digital inclusions sessions and nature and wildlife projects.

# 209

We delivered 209 wellbeing packs to some of our most vulnerable tenants. The packs contained items for gardening, mental wellbeing, and physical wellbeing.

# BWYDON DDA WELL FED

Working with our food poverty partner Well Fed, we supported initiatives to tackle food poverty across North Wales. Well Fed provided 65,000 healthy meals to people suffering from food poverty.

# 200+

In partnership with Cartefi Conwy and Travis Perkins we delivered over 200 Christmas Hampers, providing residents with a three-course Christmas dinner and goodies for the children at Christmas.

# NO EVICTIONS

Our no evictions approach was more important than ever with many facing increased hardship, and we're proud that there were no evictions during the year and only five notices of seeking repossession were issued, compared to 267 the previous year.

# £1.1m

We also supported nearly 650 residents, generating over £1.1 million in additional income for residents through our welfare rights team

# £250,000

We have a community investment budget of £250,000 to address the impacts of poverty.

## Case Study Supporting Residents



**We're committed to zero evictions; we have switched from being procedural to being supportive. We want to know why people have missed a payment, encouraging conversations rather than formal actions. When people miss a payment, we don't call to tell them, we call to ask if they are ok and link them up with their housing officer and support staff.**

Mrs B was at the point of eviction, concealing debt from her family and was over £4k in arrears. She's now in credit with her rent, has the full support of her family and has managed to control her gambling addiction.

"This time last year I was in large arrears both in my rent and bills. I thought I would lose everything. I kept the problem to myself, was falling sick with anxiety whenever someone called at the door or my phone. But with the help of ClwydAlyn, their team has worked with me to completely turn my life around. I am now free of any debts and can live comfortably in my house. I couldn't be happier, I now live positively without a cloud of debt over my head."

**Mrs B,**  
ClwydAlyn Resident

**Above Pictures:** Staff and residents with our wellbeing packs.

I met ALISHA PARRY WHEN I BECAME HOMELESS AND WAS LIVING AT THE WESTMINSTER HOTEL IN RDM. ALISHA BECAME MY SUPPORT WORKER AND I HAVE NEVER LOOKED BACK. ALISHA IS SO SUPPORTIVE, CARES, AND UNDERSTANDING OF MY CIRCUMSTANCES. I REALLY DON'T KNOW WHAT I WOULD HAVE DONE WITHOUT HER. EVEN NOW WHEN I AM IN MY NEW HOME SHE WILL COME TO SEE ME AND ALSO WHEN I PHONE HER WITH ANY WORRIES OR PROBLEMS THAT I HAVE NOTHING IS TOO MUCH FOR HER TO DO TO HELP AND ADVISE ME. ALISHA HAS HELPED ME WITH MY FINANCES, SORTED OUT MY DIRECT DEBTS AND HAS ALSO SORTED OUT DAF FOR ME. THE DAYS THAT WE HAVE HAVE REALLY HELPED ME THROUGH THIS TIME IN MY LIFE, HER ADVICE HAS HELPED ME TO START TO GO ON MY OWN AND IS HELPING ME

TO GET MY CONFIDENCE BACK. EVEN NOW SHE KEEPS IN TOUCH, AND KNOWING THAT I CAN PHONE HER WITH ANY PROBLEMS THAT I HAVE IS VERY REASSURING. I CAN NOT PRAISE HER ENOUGH FOR HER UNDERSTANDING, CARE, AND PROFESSIONAL WORK. A PLEASURE TO KNOW

Dear Staff of ClwydAlyn,  
We would like to thank you all for making our Diamond Wedding Anniversary into an unforgettable milestone in our lives.  
Sincerely Yours  
Jen and Margaret. xxx





## The Big Virtual Sleepout

Our staff, residents, and partners swapped their warm comfy beds for a sleeping bag and cardboard box to raise much-needed funds for homeless services; as well as raising vital funds for the life-saving North Wales Air Ambulance. In total we raised a whopping £10,022.71.

We also helped:

**£10,022.71  
Raised**

**24**  
Residents  
enter full-time  
employment

**34**  
Residents  
sign up to  
college and  
university  
courses

**17**  
Residents  
attend courses  
and/or take up  
apprenticeships

**77**  
Residents  
move into a  
permanent  
home

**2**  
Residents  
become part of  
the ClwydAlyn  
Residents  
Committee



## Project SEARCH

We are the lead employer with Project Search, transforming young people's lives with learning disabilities and autism, by supporting them into employment.

Of the 9 graduates in 2020, 4 went on to secure employment.



## We Mind the Gap

We also work with We Mind The Gap (WMTG) in Flintshire to 'fill the gap' in disadvantaged, young womens' lives by offering diverse work taster placements across ClwydAlyn. We sponsored 9 young women on a 6-month structured trainee programme.

The programme focussed on confidence building, teamwork and employability skills and offered the trainees a number of formal qualifications as well as work experience.





## Theme 5: Placemaking

We believe people should live in communities where they can thrive, we have signed the Placemaking Wales Charter. We support placemaking in all relevant areas of our work and promote the six placemaking principles in our planning, design, and management of new and existing places.



### Case Study Llanbedr

Last year, we completed our first innovative low-carbon scheme which met all six placemaking principles. Maes Fammu is a development of 38 low-carbon affordable homes, the development is situated in a semi-rural village near the historic town of Ruthin. The development neighbours an Area of Outstanding Natural Beauty (AONB) of the Clwydian range and Moel Famau Country Park, so we wanted to design homes using details and features that closely reflected their natural surroundings, and where possible we used locally sourced Welsh materials.

The village had seen no affordable housing built since the late 1960's, local school numbers declined, and the local pub sadly closed. Whilst our development is still in its infancy, we have ensured that local people, neighbouring villages, and the local town had the opportunity to be considered for this development.

We wanted to create a new community which would fit with the existing community. We created a public open space as part of the development, which can be enjoyed by both residents and the local community. We are passionate about promoting physical and mental health and want to build happy communities where people can thrive. The local pub has now reopened, and our development has had a positive impact on the local economy.

#### 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.

One resident who's enjoying the benefits is Christopher Humphreys.

"I have arthritis and found life difficult in my previous home. ClwydAllyn allocated me a bungalow across the road from my son who has significant disability needs.

My son's bungalow has been fully adapted by ClwydAllyn to help him with his daily activities. He's been able to have his first unassisted shower in over a decade, the change in him is incredible, having his independence back is amazing to see. Living in modern homes that we can keep warm easily, has improved both our lives massively."

Christopher Humphreys,  
ClwydAllyn Resident

### 6 jobs created

The development itself created 6 jobs; 2 apprentices were from disadvantaged backgrounds, and 3 were previously unemployed. 4 permanent employment opportunities were secured.



### 96% sourced locally

The procurement of local goods, trades and services meant 96% was sourced locally. For every £1 we spent £1.95 was reinvested into the local economy.





# Environmental

**Our environmental vision sets out our journey to Carbon Zero by 2050. We will put our people and communities at the heart of what we do. Enabling us to address the social inequalities that currently exist in our society while playing our part to repair our broken climate. We are committed to becoming a sector leader in tackling climate change.**

## Theme 6: Climate Change

This theme seeks to assess how our activities impact climate change. It looks at current practice together with changes being made to improve future performance.

### EPC Rating of existing stock

We're creating a plan to improve the energy efficiency of all homes with an EPC rating of less than 'D' by 2023.

A - 1%

B - 17%

C - 34%

D - 43%

E - 4%

F - 1%

### EPC ratings of new homes completed last year:

We are committed to building green homes and will ensure future homes will be EPC A rated. We do have some homes in the pipeline which will not meet EPC A due to planning delays, meaning they were scoped against an earlier spec, but most of those will meet EPC B.

EPC A - 28%

EPC B - 58%

EPC C - 8% (refurbishment of former listed building)

EPC D - 6% (refurbishment of old Victorian buildings)

"We want to ensure that we are committed to the Future Generations Act to leave a better world for the younger generations."

**Peter Smith Hughes**  
Chair of our Resident Committee.

### Optimised Retrofit Programme

We're working with 26 other RSLs across Wales to support Sero with the Optimised Retrofit project funded by Welsh Government. We're piloting the installation of Intelligent Energy Systems (IES) in 50 properties, which will monitor energy usage within homes. The information collected will be used by Sero to produce an improvement passport, detailing the changes required to reach carbon zero, and we'll create a plan to carry out the work.

### Working with Warm Wales

We're working with Warm Wales on an energy advice initiative, completing a 'Healthy Homes, People, Lives and Communities' assessment to understand our residents' current position in relation to energy efficiency, energy usage and digital capability. They're working closely with our Resident Involvement Officer to ensure our residents are fully supported and understand the improvements required in their homes and the long-term benefits the IES will bring in reducing their fuel bills and achieving carbon zero.

Before we begin to formally track our emissions in terms of scope 1, 2 & 3 our environmental vision sets out our aspirations. We have been making steady progress in key areas such as:

- Switched to buying Green Energy through Auditel.
- 588 tonnes of carbon saved through energy efficiency upgrades.
- £1.1 million spent on upgrading energy measures in existing homes including:
  - 249 heating upgrades
  - 153 homes have had a fabric first approach to address heat loss, including new windows and doors.
  - 528 homes upgraded with an average of £99.70 fuel savings for our residents per year.
  - £51k of savings on electric bills for our residents from free renewable energy.
  - 100 homes now installed with air source heat pumps.
  - 600 homes fitted with solar panels.



### Zero Carbon Housing Performance Hub

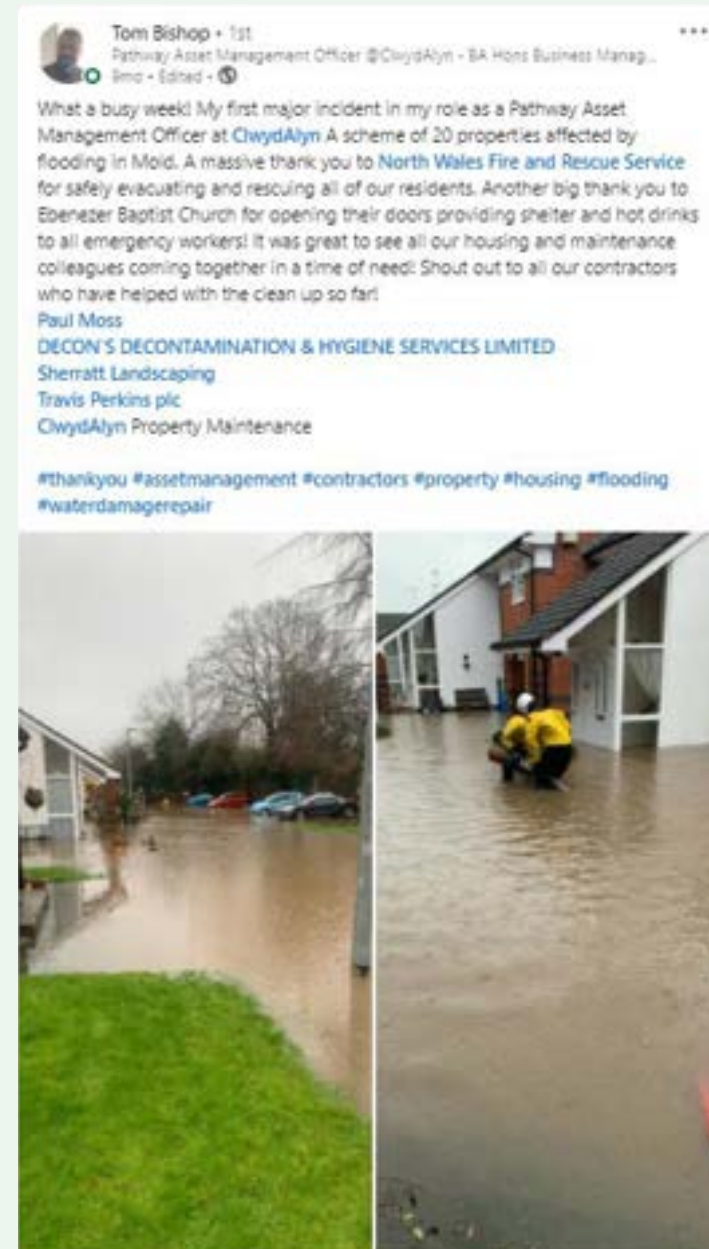
We've led a bid to secure funding for a scoping study to create a Zero Carbon Housing Hub, the hub will play an important role in supporting the housing sector in Wales to meet low carbon and net zero targets by 2050. It aims to provide housing associations with an independent way of assessing their progress against targets, as well as sharing knowledge, best practice and developing performance methodologies that ensure low carbon technologies achieve the performance they set out to.

### Dealing with flood risk

We have a minimal number of homes (approximately 30) in flood risk areas, we have completed work in these homes to mitigate the impact of flooding such as electrical and heating works, flood gates and we have a proactive approach to flood alerts and scheme inspections to ensure infrastructure such as drains, and pumping stations remain operational.

All schemes are evaluated with NRW flood mapping and history, we do flood consequence analysis, hydraulic modelling and introduce flood control methods e.g., bunds, water attenuation, flood basins, Hydro Break, flood angels, tanking systems, 'Water telemetry' and communication plans are put in place to inform residents of emergency procedures linked to National Resources Wales and Welsh Water.

We work extensively with our Local Authorities to develop flood defences for any at risk properties and we are progressing with our plans to reduce the numbers of homes at risk. In the event properties do flood, our dedicated team are on site quickly and work with partner agencies to make sure residents are safe and back in their homes as quickly as possible.



We take a fabric first approach in our homes to improve airtightness and reduce heat loss as well as keeping heat out. We ensure all homes have openable windows. We have installed LED lighting into our homes.

Our heating programmes have thermostats to help residents control the heating and ensure unnecessary over-heating. We also provide window coverings with our new builds. In our schemes, including our extra care schemes we have communal facilities to reduce the number of appliances in homes.

We are currently trialling Passive ventilation systems and Mechanical Ventilation with Heat Recovery systems in some of our EPC A rated new developments. Last year, 28% of our new homes were EPC 'A' rated, compared to the average of 1.5% across the sector (Inside Housing report). We have committed to building only EPC 'A' rated homes in the future and of those in the pipeline 68% will be EPC A rated with the remaining achieving a B rating.



# Supporting Residents With The Information They Need

We know that the success of our environmental strategy lies not only in building green homes, retrofitting our existing homes, but also in supporting residents with the behaviour changes required to live greener lifestyles.

All residents receive a new home pack when they move in, which includes everything they need to live well in their homes. We support residents with using new technology, and we're creating detailed plans to help with the lifestyle changes required. Some residents find it hard to change their behaviour to maximise the benefits the new technology brings (like not needing to open windows). Our engagement programmes include simple user guides, training, videos, and individual support through Housing Officers.

With all new heating installations, we make a referral to an Energy Advice Partner to support residents. We supply factsheets for residents on how best to use their heating and provide individual support in person if needed.

Our schemes have communal recycling facilities, we provide information on how to use them correctly, and our Housing Officers are on hand to provide support. We've also provided individual recycling boxes for some residents living in flats.

We inform residents of their waste and recycle days at the start of the tenancy. All our Local Authorities have recycling policies and facilities. We actively encourage recycling via newsletters and through our communications,

as well as reactively with the local authorities. Many of our Local Authorities are leading the way on recycling, with Wales being the third best recycler in the world and 67% of waste in our local areas is recycled.

Our Residents Newsletter has an environmental section each quarter and shares tips on recycling and upcycling. We also arrange community skip days and work with local partners to advise residents on where they can recycle their larger items.

# Theme 7: Ecology

## Increasing Green Space and promoting Biodiversity

We're passionate about protecting the local environment, every project has dedicated ecologists, with different specialisms so that we can minimise impact. One of our current developments has an existing wildlife site within the development. The ecological plan put in place will ensure that the landowner of the wildlife site will manage the site post-development, which will reverse the current decline in condition due to no management plan being in place; ensuring it is protected long-term with an overall increase in biodiversity.

All new projects in Wales must achieve a Sustainable Approval Body status for drainage. Meaning the creation of wetlands, swales and ponds as part of the new drainage infrastructure for new housing. A project to create a new village in Penrhos Gwynedd is being designed and an integral part of the design team is the specialist landscape Architect and Ecologist who provides advice during the earliest stages to create diverse and sustainable habitats for wildlife. These are just a couple of the examples where we enhance and protect ecology and biodiversity when building new homes.

We actively seek innovative ways of creating green spaces. All new developments have ecological assessments so we

can enhance biodiversity. We work in collaboration with Local Authorities, Ecologists, Arbocultarists, Engineers and landscape Architects to provide unique design solutions for each development.

We also have three areas used for meadows, and we have arranged donations for two schools to improve their grounds for nature and biodiversity. Our office is part of a site of specific scientific interest, we have wildlife ponds which are designed to accommodate wildlife habitats of newts and local biodiversity. We follow strict ecological guidance when managing the biodiversity of plants surrounding the pond and the meadow area is cut once a year by a special licence approved contractor to maintain biodiversity.

# Theme 8: Resource Management

## Responsibly sourced building materials

We're developing an organisational wide approach to responsibly sourcing materials for building. All new developments are compliant with Welsh Government guidance, meaning all developers must show evidence of using responsibly sourced local materials. We measure performance using the 'Community Benefits Toolkit' and provide all related evidence to Welsh Government.

We've continued to procure projects with the right contractors, using locally based companies who provide more local jobs, apprenticeships, and training opportunities as part of their activities.

More supplies and labour were sourced from local communities, and we encourage the use of materials which are sustainable and locally sourced. Following the

completion of our first ultra-low carbon project in Denbighshire using Welsh grown timber from sustainable forestry, we have started a further 115 new homes continuing this initiative.

These homes will be manufactured off-site in a local town, using a timber panelled system to provide the superstructure. As a further pilot, we have partnered with our contractor on these schemes to train and utilise skills from HMP Berwyn in Wrexham to deliver elements of the construction in a factory setting to assist in the rehabilitation of people in the prison system.

One of our current developments in Glas Dir has the following examples:

- The tarmac used on the roads utilises recycled plastic, making it stronger and more durable. This project recycled 1800kg of plastic (this replaced 1800kg bitumen, making a saving of 2790kg of CO2)
- Capping layer under the roads and plots, uses recycled slate waste from the slate quarry on the HorseShoe Pass.
- Uses sustainable Welsh Timber.
- Uses local labour, materials and supply chain reducing transportation carbon during construction.

We're also creating a framework for how we measure social value, which will form part of our procurement process including key environmental considerations.





## Waste management for building materials

Our target is to recycle 85% of all waste from our new build schemes.

All of our consultants and contractors have a Site Waste Management Plan (SWMP) in place prior to starting work, ensuring they comply to all legislative duties when considering waste management during the design and construction of the site, ensuring compliance to SWMP Regulations 2008.

We work with partners who are passionate about using recycled material, we encourage partners to think innovatively about using recycled materials, we actively use material reclaimed from the existing site or off-site demolitions. However, materials will only be re-used where technically appropriate and of a proven quality.

Prior to commencing works the Contractor must complete a written declaration that all reasonable steps will be taken to ensure that:

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

## We recycle any materials we can through our assets and maintenance programmes too:

- As part of any contract negotiation, we ask suppliers to recycle as much as possible – we work with contractors with a strong emphasis on recycling or reusing as much as we can. We recycle all metal and wood.
  - Where space is limited on site with responsive day to day work, everything other than wood and metal will go into a general waste skip which will be taken offsite to be sorted and anything that can be recycled is recycled. We can't do this on site as there are strict rules on waste transfer sites.
  - We have three sites at Travis Perkins where we have dedicated containers to put all electrical waste (Waste Electrical and Electronic Equipment - WEEE) which is disposed of by a specialist contractor.
  - We use charities like Crest and Flintshire Refurb to donate any white goods and furniture.
  - Any leftover clothing goes to clothing recycling bins
  - Boilers and radiators go to scrap metal yards
- We are currently developing a waste management strategy for the whole group.



Travis Perkins plc



## Water Management Strategy

We are developing a water management strategy, that will support and enhance our numerous water management initiatives.

We have Legionella specialists and have created a simple factsheet on Legionella for residents, which has received positive feedback. We've been approached to share it with other housing associations who would like to utilise it in their work.



## Legionella Guidance

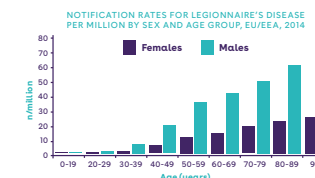


### How do people get it?



People contract Legionnaires' disease by inhaling small droplets of water (aerosols) suspended in the air containing the bacteria. Certain conditions increase the risk from legionella if:

- It is possible for breathable water droplets to be created and dispersed, e.g. aerosol created by shower heads, water outlets, spa baths
- Water is stored and/or re-circulated
- There are deposits that can support bacterial growth e.g. rust, sludge and Limescale
- Outlets are used infrequently



### Legionella – What is it?

Legionella bacteria is found in most water systems, but multiplies and becomes dangerous in stagnant water with temperatures between 20°C and 45°C. It is killed in temperatures outside of these figures. Legionnaires' disease is a potentially fatal form of pneumonia and everyone is susceptible to infection. The risk increases with age but some people are at higher risk including:

- People over 45 years of age
- Smokers and heavy drinkers
- People with diabetes, lung and heart disease
- Anyone with an impaired immune system

Legionella bacteria are widespread in natural water systems however, the conditions are rarely right for people to catch the disease from these sources.



### What can I do to keep my water safe from bacteria?

There are a few simple steps you can follow to help reduce the risk of bacteria and legionnaires disease in your home:

- If you have taps or showers you don't use regularly, run them for 5-10 minutes at least once a month to clear the pipes.
- If showers are used regularly, the risks are reduced, however, you should still regularly clean and disinfect your shower head, ideally every 3 months
- Inform ClwydAllyn if your hot water is not heating properly
- Allow contractors access to your home to carry out a test on your water - This is only carried out on a sample of properties annually



SMOKERS ARE AT INCREASED RISK



99°F IS THE OPTIMAL TEMPERATURE FOR BACTERIA GROWTH

ClwydAllyn is a Charitable Registered Society

### In all our new developments we:

- Install water-saving shower heads
- Install a flow restrictor on all taps that aerate water (spray taps to enhance water economy)
- Fit smaller cisterns that allow for a dual flush to save water
- Fit water butts on all schemes to allow residents to water plants and reduce the rainwater entering the mains system.

All of our new schemes comply with the Welsh Government SUDS (Sustainable Drainage Systems Scheme) and are compliant with the guidance from SAB (Sustainable Approval Body)

SUDS are drainage systems which aim to holistically manage water runoff onsite to reduce the quantity and increase the quality of surface water that drains into sewers from a development. They can take the form of ponds, permeable paving, green roofs, swales, or wetlands. This allows a reduction in rainwater entering mains systems and allows National Resources Wales and Welsh Water to concentrate their efforts on extreme weather events and upgrading existing infrastructure.



# Governance

**We know good governance is fundamental to achieving our mission to tackle poverty. It gives our stakeholders assurance that we act in the best interests of the organisation and our residents. We have simplified our Governance arrangements and have widened the representation of people through our committee structure. The confidence and impact of the Resident Committee has grown; and the launch of our new Resident Involvement Strategy #Influence us has seen over 100 residents regularly engaging with us to give their feedback and views, which is valuable insight to inform service change and improvement.**

## Theme 9: Structure and Governance

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

We submit an annual self assessment report to the Housing Regulator. This report, together with regular monitoring information submitted throughout the year informs the Housing Regulators independent judgement on our financial viability and overall governance. The most recent Regulatory Judgement received from the Welsh Government in March 2021 confirmed the highest possible classification awarded to landlords in Wales.

**Governance**  
Including  
tenant services



STANDARD

**Financial**  
Viability



STANDARD

## Risk Management

ClwydAlyn has a comprehensive Risk Management process in place and risks are categorised as 'Strategic' or 'Operational'. An updated and revised strategic and operational risk register was agreed in March 2020. Risk management implementation is monitored and reviewed quarterly by the Assurance Committee, with strategic risks being reported quarterly to the ClwydAlyn Board.

There are detailed risk maps supporting each risk with specific interventions to mitigate the risk. The key issue to managing all risks is ensuring that agreed mitigating actions are implemented, early warnings and trends are monitored to facilitate early corrective action and regular reviewing of the environment to ensure that any emerging issues affecting the Group's strategy are considered.

The responsibility for risk management rests ultimately with the Board who ensure the Risk Management Policy and Framework is appropriate and regularly reviewed. All strategic risks are reviewed by the Board four times a year or as necessary and the Welsh Government Sector Risks are considered annually so that the Board is assured that we are responding to and managing risks appropriately.

The Assurance Committee is responsible for providing assurance on the Risk Management process as set out in its Terms of Reference and all Operational and Strategic Risks are reported to the Committee four times a year. The Executive and Senior Leadership Team are responsible for the effective implementation of Risk Management ensuring it is fit for purpose.

All staff have a responsibility to comply with ClwydAlyn's Risk Management Policy and Strategy, identifying and mitigating against risks.

Functional Managers are responsible for identifying and managing risks in their area of operation. Our Internal Auditors review the Risk Management Framework and report on the effectiveness of risks as part of their audit. All risks are linked to our Corporate Plan and operational processes.

**We continue to maintain our regulatory standards, and haven't been subject to any adverse regulatory findings.**

## Theme 10: Board and Trustees

### Demographics of the Board

ClwydAlyn strive for a Board that look like our staff and customers and have an organisational culture that is inclusive, values difference and positively encourages discussions and conversations that stretch and challenge thinking, whilst considering the need for appropriate skills and knowledge.

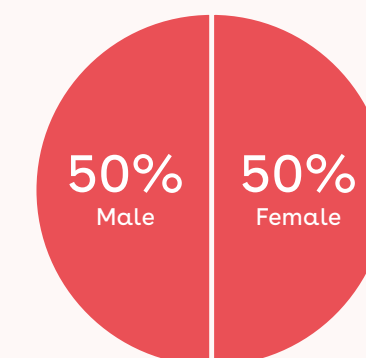
Over the next three years, five of the current members are due to stand down having served their nine-year appointments. Putting us in a unique position to maintain our increased numbers of women on the Board, as well as increasing the number of younger members with lived experience of our services, disabled members, BAME members, and Welsh speakers, so that we can better reflect our communities.

**We've recruited an Inclusion Specialist to help create an inclusive working environment so each person can bring their true selves to work; is valued for their differences and is supported to bring their best contribution towards achieving our mission. The Board have agreed a long-term plan to address succession planning and prioritise diversity gaps on the Board over the next two years.**

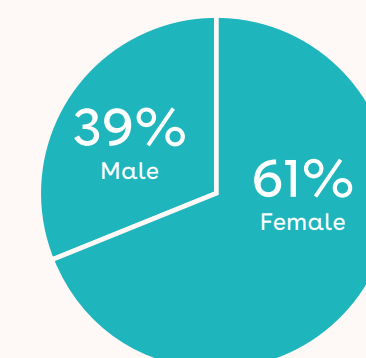
ClwydAlyn has subscribed to a pledge, created by Tai Pawb (an organisation which promotes Equality & Social Justice in Housing in Wales) called 'Deeds Not Words'. As part of this pledge, a commitment has been made to improve the ethnic diversity of board and staff by 2025 through adopting the Rooney rule and ensuring ethnically diverse recruitment panels.

### Demographic profile of the Board and residents:

#### Gender of board



#### Gender of residents



Over the next 3 years, 5 of our current Board members are due to stand down having served their nine-year appointments. Giving us a unique opportunity to prioritise diversity gaps on the Board.



**58**  
Average age  
of Board Members

**53**  
Average age  
of Residents

**7.6%**  
of Board Members  
with a disability

**20.69%**  
of Residents  
with a disability

**0%**  
Of Board  
members are BAME

**2.08%**  
Of Residents are BAME



## Board and management team turnover

## THE BOARD

The Board has 13 members made up of 2 executives, 2 resident members and 9 non-executive members. In the last year, 2 members have left as they had completed their 9 year tenure.

Board turnover during the year was

**15.38%**

**6 YEARS**

Board members' average length of service

The maximum tenure for a board member is

**9 YEARS**

**84.62%**

of the board are non executive directors

The Executive Team is made up of 7 members and this number was increased in May 2020 when the Executive Director of Housing left ClwydAllyn. The purpose of the increase was to support service improvements and change, which are a priority to support our organisational mission.

The Executive Team turnover during the year was

**16.67%**

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

Nia Hughes joined the Board and Assurance Committee in 2019. Nia started her career in audit at PricewaterhouseCoopers (PwC) and is a Fellow of the Association of Chartered Accountants. In 2015 Nia also became an Associate Member of the Association of Corporate Treasures. Since leaving PwC, Nia has gained experience in several finance roles in both the private and not-for-profit sector.

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

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

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

**People Committee**

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

A succession plan has been provided to the board in the last 12 months. Our external audit partner been responsible for auditing the accounts for 4 years. The last independently run board-effectiveness review was in July 2020.

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

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

## Theme 11: Staff wellbeing

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

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

COVID-19 has enabled us to accelerate our plans and has encouraged staff to think differently about how, when and where they work. This is important to us, because we understand the more flexible we are, the better the service we can provide, and the happier our people will be.

We asked each team to create their own team agreement, which sets out the work pattern for their team, giving them the freedom to make their own decisions. The only guidance is that no matter how teams choose to work, over whatever working pattern or hours, we need to meet and exceed our customers' expectations.

Our team agreements aren't just for office-based staff, they also work for our frontline teams. We've found it allows greater flexibility in our services; our homeless services are already enjoying the benefits with staff working different shift patterns, which suit them and our residents better. Our trades team can choose to work weekends and have time off in the week. Staff feel more confident to ask for a shift change when personal issues arise, rather than phoning in sick.

**Case Study  
When working flexibly  
- trust is key**

**We don't believe time is an effective way to manage performance, we'd rather measure the value of work that is being done. We believe this is making us a distinctive business - enabling us to recruit the right people, improve staff wellbeing, be agile for our partners and provide the best service for our customers.**

"I was interested in pursuing a different career, but I loved my zero hours job at ClwydAllyn and wanted to continue part-time. I approached HR and they offered me an annualised hours contract. It means I can do shifts that fit around my children and busy schedule, but I've got a guaranteed wage every month and peace of mind. For ClwydAllyn, they retain my skills and knowledge in the business."

**Kirsty,**  
Project Worker



# We are a living wage employer

## Gender pay gap

**22.2%**  
Median Gender  
Pay Gap

## CEO to worker pay ratio:

**6.1**  
CEO to worker  
pay ratio

During the year, we introduced a consistent pay framework by independently benchmarking all roles against market median pay; it identified that our trades roles were behind market pay. By moving everyone to market median, it's had an impact on our gender pay gap, as many of the positions in our trades teams are filled by men.

We are committed to tackling our gender pay gap and we are proactively tackling gender stereotypes across the organisation, with a particular focus on both our care and trades roles.

## Wellbeing Our approach

Managers take a person-centred and flexible approach when supporting staff to remain well in work. Managers offer support in a collaborative way and draw on expertise from our Occupational Health provider and external specialists to help maintain wellbeing. We work with the National Autistic Society and BiPolar UK and have launched Mind's Wellbeing Action Plans.

We make flexible adjustments and offer alternative work to support staff when recovering from sickness. We have two accredited mental health first aid trained staff, who provide training within the business, and we've trained 77 mental health first aiders. They help to identify the signs of negative mental health and offer appropriate support. We support staff that experience chronic or critical illness, centred around what matters to them, we give flexibility to continue to work (where able) whilst gaining treatment or a diagnosis.

Our HWB is a dedicated space on our intranet full of wellbeing resources, signposting, advice, and support. We actively promote wellbeing events. We've signed up to the Unison Violence at Work Charter and encourage reporting of incidences and utilise learning circles to learn from any incidents and put interventions in place. We provide support through our Occupational Health provider and have a specialist free counselling service in place. We have recently appointed a Workplace Wellbeing Specialist who is leading on becoming a Trauma and ACE Informed Organisation by 2024.

We do quarterly health and wellbeing surveys asking staff how they feel and what improvements we can make:

**93%**  
Of staff said they  
are happy at work

**92%**  
said their manager took  
their health &  
wellbeing seriously

**89%**  
Felt they had  
someone to talk to  
at work

On Employee Appreciation Day we sent every member of staff a handwritten thank you card thanking them for their support and hard work over the year with a £50 voucher.

We are already seeing early indications of success with a 26% reduction in days lost to sickness and a 39% reduction in staff turnover. An average of 5.6 days per employee were lost due to sickness.

## We've also:

- Developed two new roles to promote wellbeing and inclusion. A Wellbeing Specialist and an Inclusion and Employability Specialist
- Established a Health & Wellbeing (HWB) group led by staff who've undertaken mental health awareness training, and created resources for staff to access
- Trained a team of 77 Mental Health First Aiders.
- Offer private counselling (via Medra) to all employees, who can anonymously self-refer themselves.
- Introduced 'Neyber' (Financial wellbeing hub) offering staff guidance and support on money matters.
- Financially rewarded all staff who worked in our critical key worker services during covid including those who volunteered to help (which was many)

**THANK YOU**

Thank you so much for everything you have been doing to care for our residents over the last year. You have kept our scores high and...

The last 12 months has shown we have incredible people at ClwydAllyn

We knew that anyway...  
Thank you!



## Theme 12: Supply Chain

We take a proactive approach to ensuring social value is considered when procuring goods and services. We work with key partners and contractors to ensure that we can deliver community benefits which we track through our community benefit tracker.

We have a £250,000 community investment fund which we re-invest to create social value. Our Partners also support our initiatives such as donating money to our Big Sleepout which raised over £10,000 for homeless people. We also supported our good food partner Well Fed to deliver 65,000 meals to people suffering from food poverty.

ClwydAlyn has been working on establishing a framework which will set out and measure our approach to Social Value. Our long-term vision for social value is aligned with our mission to beat poverty, and our four poverty priorities:

1. **Increasing Employment, training, education, and volunteering**
2. **Digital inclusion**
3. **Food poverty**
4. **Fuel poverty**

Our social value framework will be at the heart of our procurement process. When planning to procure any goods or services, or when we're submitting proposals and tenders to deliver our services to Local Authority or Health Board commissioners, we aim to clearly evidence and measure how we can

evaluate, achieve, or deliver social value as a fundamental consideration.

Where proportionate and appropriate, social value will be factored into each procurement project, ensuring that every opportunity is explored. We want to understand and evidence that the supplier is committed to working with us on achieving our social value objectives. In our tender documentation we reference our four priority areas and will ask potential suppliers for proposals on how they will work with us on delivering our social value ambitions. As part of the evaluation criteria, we would weight the response to this question between 10-20% out of the overall 100% evaluation criteria weighting available.

## Environmental Impact

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

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

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

Our collaboration with other Welsh Housing Associations on a Building Materials framework contract where clear environmental and sustainability targets and KPIs have been established with our preferred supplier.

We procured a group wide supplier of cleaning materials and have set targets for the reduction of the use of plastics and carbon. We will achieve this by adopting a dosing system across our sites that will significantly reduce the use of "single-use" plastics and reducing the delivery of products due to a streamlined ordering process and efficient delivery routing which will ultimately reduce the number of deliveries and our carbon footprint.



### Our poverty priorities for residents

### Our mission

Together to beat poverty

**Social Value scope:** Activities and services that go above and beyond to deliver social value outcomes that contribute to our poverty priorities and mission to beat poverty.

Increase employment, training, education and volunteering

Reduce food poverty

Reduce fuel poverty

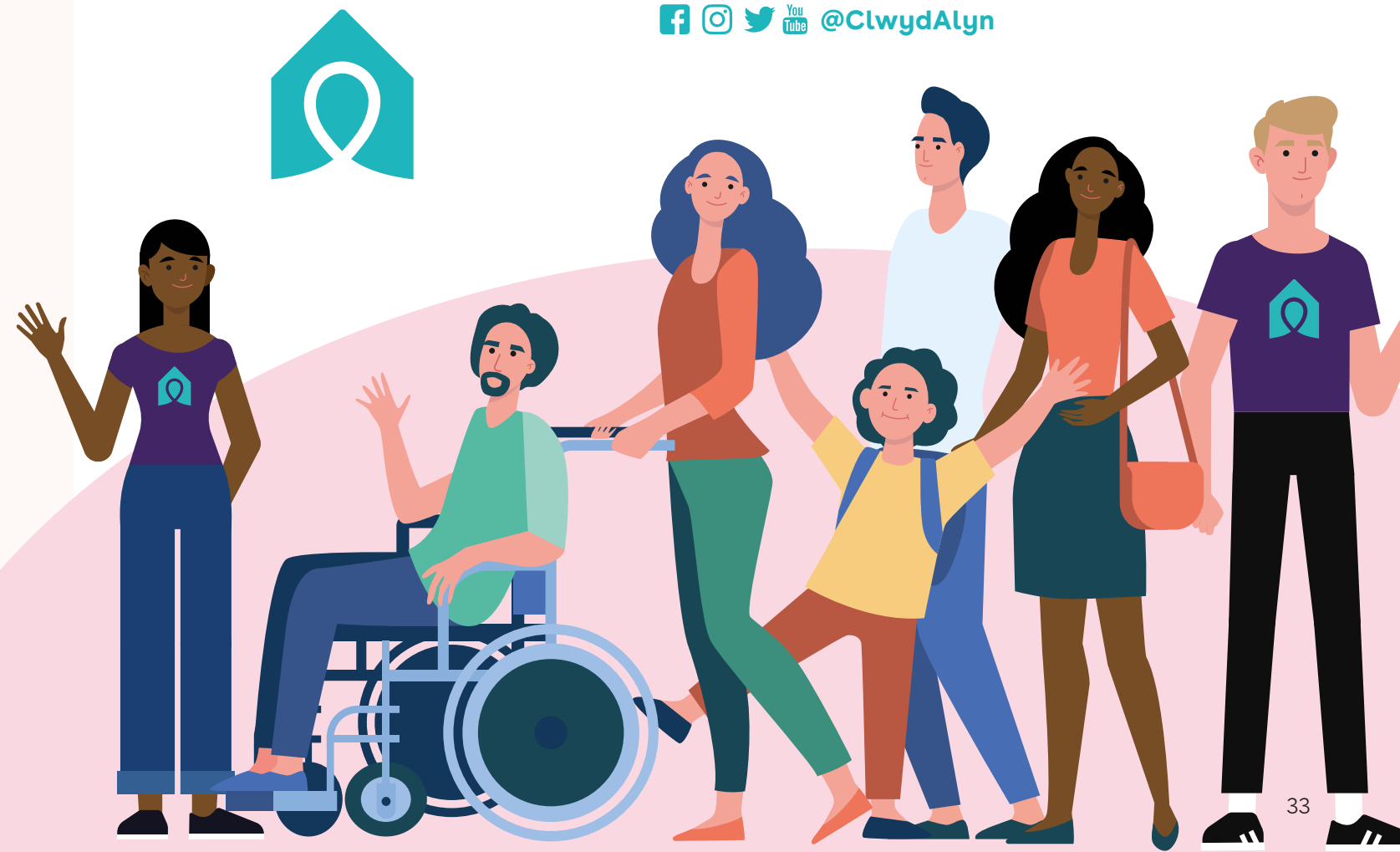
Increase digital inclusion



**ClwydAlyn**

[ClwydAlyn.co.uk](https://ClwydAlyn.co.uk)

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# Thank you for reading our first ESG Report

