



ClwydAlyn

Working together to beat poverty

Environmental, Social and Governance (ESG) Report

2022 / 2023



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Introduction

ClwydAlyn is on a mission to tackle poverty and make life in Wales better for the people living in our communities.

In certain parts of North Wales, people's life expectancy is eight years below the regional average, and they experience nearly twenty years less of healthy life expectancy. We don't believe that's fair, and we know we can't fix it alone, but that won't stop us from trying to do something about it.

Imagine if everyone could afford a warm home and have enough good food to stay healthy. It might sound like a dream, but we're not giving up on it. We believe we can make it happen for as many people as possible. Life is extra tough now with the cost of living crisis, and we feel a responsibility to help our residents and staff through these challenging times.

We manage over 6,300 homes and have 750 talented people on our team. Our mission is to beat poverty, and our homes and services include care and nursing, homes for people who've been homeless, and providing good quality, affordable homes. We cover seven local authorities in north and mid Wales.

We make a significant contribution to the North Wales economy, and we are planning to build 1,000 new homes in the next three years. We're keeping it local, and we make sure we maximise social value in every pound we spend.

Our early adoption of the Sustainability Reporting 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.

Social

Theme 1: Affordability and Security

Our affordable rent policy takes into consideration our resident's views, circumstances, and income. It ensures our social rents remain affordable and are based on up-to-date statistics on the lowest incomes. This new policy has brought standardisation to ClwydAlyn social rents across all counties, ensuring we are consistent and fair in the rent we charge residents.



87%

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

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

The average % difference for a ClwydAlyn rent across 6 Local Authority areas is 11.20% below the Local Housing Allowance based on rents for 2022/23.

Local Authority overall difference	Average ClwydAlyn rent	Average Local Housing Allowance	% Difference
Conwy	£101.79	£108.52	6.20%
Denbighshire	£103.45	£113.70	10.47%
Flintshire	£104.66	£121.27	16.06%
Powys	£107.62	£99.19	-2.63%
Wrexham	£104.76	£112.98	9.90%
Anglesey	£119.36	£107.74	5.52%
All Stock Overall	£107.01	£114.63	11.20%

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

11.20%

On average our rent is 11.20% cheaper than the Local Housing Allowance.

Number of homes by category:

Housing Type	Number	As % of stock
General Needs	4,145	65.26%
Homes for Older People	514	8.09%
Affordable Rents	149	2.35%
Care Home	130	2.05%
Low-cost home ownership	767	12.07%
Rent to Own	95	1.5%
Supported Housing	552	8.69%
Total	6,352	100%

Number of new homes by category:

Housing Type	Number	% of homes built
General Needs	132	88.60%
Rent to Own	13	8.72%
Supported housing	4	2.68%
Total	149	100%

98.83%

We want to provide security to our residents, so they know they have a place to live. 98.83% of General Needs, Sheltered and Extra Care homes have an assured tenancy.



Reducing the effect of fuel poverty



Healthy Homes, People, Lives and Communities programme (HHPLC).

This flagship project set out to deliver a holistic approach that recognises the links between fuel poverty, avoidable health inequalities and wellbeing. Delivered in partnership with Warm Wales and TGP Cymru (Supported Living specialists); HHPLC brings together energy advice and support, social prescribing, and wellbeing to improve people's health outcomes by understanding the root causes. During 2022/23 HHPLC provided:

2392

support interventions.

633

people signposted to other support services.

2456

households received energy saving advice.

Which could result in
£122,800
of savings.

89

ClwydAllyn staff received energy training.

589

vouchers for emergency fuel support (a total of £28,861 in fuel-bank top-ups).

Our front-line teams continue to promote and support residents to sign up to the Help U scheme for those who qualify, which reduces water tariffs for residents and also provides support for any arrears in relation to water supply.

Investing in existing homes

We invested £5.4m to improve 973 homes, including energy efficiency improvements such as new A-rated boilers, double glazed windows and doors, water heating system upgrades and electric heating upgrades.

This has helped 2,978 residents save up to **£62.66 per year** on energy savings.

Retrofitting our homes

We've taken a person-centred approach to allocating work for our Optimised Retrofit Programme (ORP). Housing Officers have worked with our assets and climate team to identify residents who are unable to afford to heat their homes. Officers took a holistic approach when referring people and homes to be included in the programme. The programme not only makes significant improvements to the energy performance of the home, but also reduces the energy costs for the resident.

Flooring Project

We understand how adequate flooring contributes to a warm home and reduces heating costs; we continue to support residents who are unable to afford flooring via our Residents' Fund.

Investing in new homes

We completed 102 new energy efficient homes (achieved A Rated Energy performance). 72 are low carbon green homes & exceed EPC A.

During planning and construction, homes are positioned to maximise solar gain and natural light, and 'Modern methods of construction' are employed, that use as many natural and sustainable materials as possible. Energy efficient technologies installed include air source heat pumps, solar panels and solar electricity storage batteries, and electric car charging facilities.

Cost of our homes

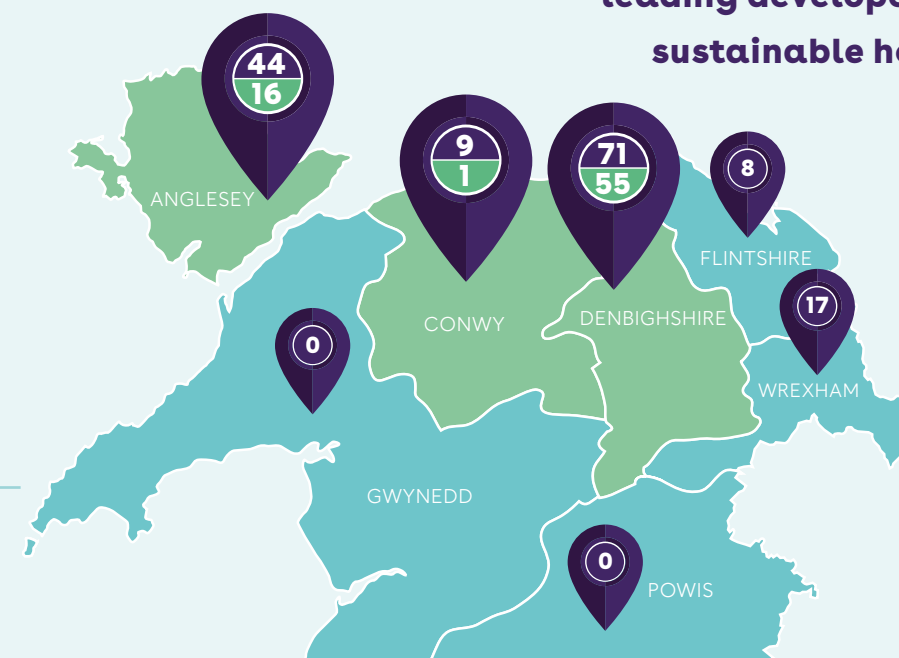
Recognised as one of the UK's leading developers of sustainable homes



£210,000
EPC A New
Property Cost



£245,000
EPC A Low Carbon (Green)
Property Cost



3rd in the UK for building sustainable homes (EPCA) Inside Housing's top 50 Biggest Builder's survey 2023.

We have established Onnen, a Joint Venture with Cartrefi Conwy.

Onnen is committed to delivering energy efficiency work to our existing homes, like installing insulation, solar panels, and greener heating systems.

Onnen will deliver retrofit work at the scale and within the timeframe we need by combining our purchasing power to deliver economies of scale, while maximising social value. Building on the success of Creating Enterprise and ClwydAllyn's Employability Programmes, the company will provide employment opportunities for tenants and the communities in which we both operate.



Service charge review

We have completed a full review of service charges across our 11 sheltered housing schemes. This work has enabled us to understand which services are important to residents and whether they offer value for money. Residents have been fully involved in this work and action plans have been developed for each scheme to progress ideas to help reduce the amount residents pay in service charges. A key element of this work was to look at how we can reduce energy costs within the schemes whilst providing more choice about the services they may want to opt in or out of. Several schemes have been able to make savings that have been used directly towards offsetting the rising cost of gas and electricity. During 2022/23 work has also taken place in our Extra Care schemes to review service charges, particularly around the food provision and energy costs.

A resident wrote in to thank a member of our Gas Servicing team:

" Everything was perfect the gas engineer was a lovely person to deal with and helped me understand my heating system, much appreciated thank you."

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.



Dear John,

I just want to thank you for the completion of my walk-in bathroom. This has helped me tremendously at regaining my dignity and independence being able to shower safely and adequately.

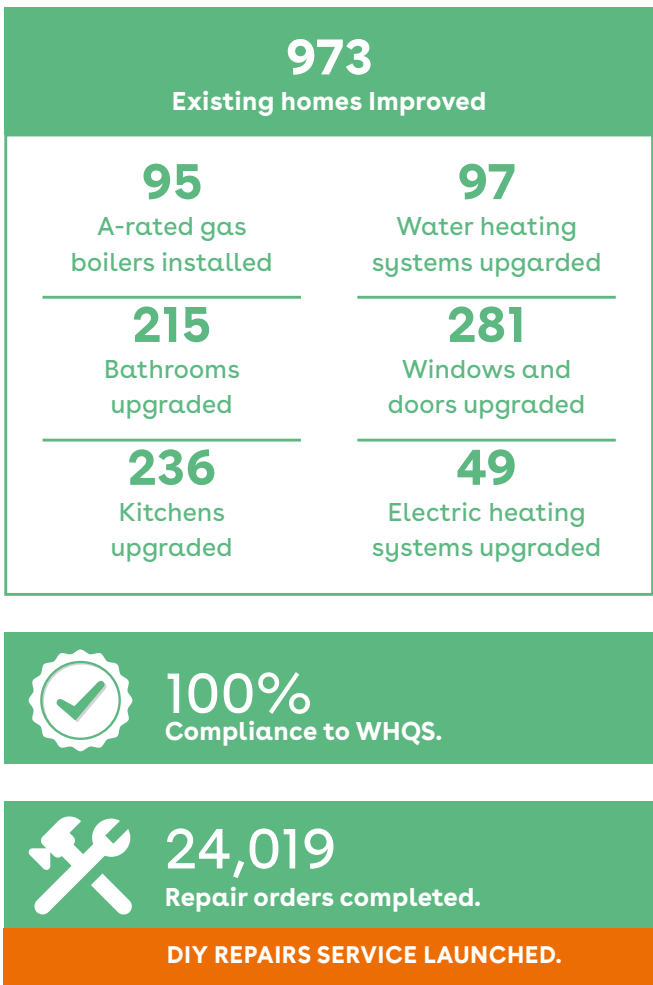
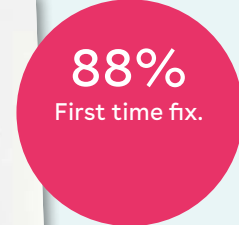
The other thing I would like to thank you for is the installation of my stairlift. This has given me the confidence and hope of leading an independent life as I did before my health conditions as I now unfortunately cannot walk up the stairs unaided without being in pain and feeling completely exhausted.

If the above would not have been organised by yourself and the Clwyd Alyn Team, I do not know what the future would look like as I could not carry on with the way I was struggling to even fulfil the simplest of all day-to-day needs.

Once again, thank you so much for all you have done,

Ms P Markham

To Rachel,
Just a quick note to say thank you for all the support, advice & guidance you offered to Darren over the years, &
Just a note
To say Thank You
stuck with him even when he was being his difficult self.
Many thanks for supporting myself through this difficult journey
Love & Respect You
Many Thanks
Tracy
022



A resident called in to thank a member of our joinery team:

"The guy that attended was very very polite and very knowledgeable. Aswell as carrying out the repair he listened and gave me good advice about other issues to do with the door and the mould around it. He thoroughly checked everything and fixed another issue (door squeaking) and I hadn't reported that but he still made sure it was perfect before he left. Cannot praise that chap enough. Excellent workmanship and great people skills. That man deserves a pay rise."



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



Theme 3: Resident Voice

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 their personal and life commitments.

We provide ways for residents to directly influence and challenge the decisions we make and hold us to account. There are opportunities through the Residents Committee, Resident Board Members, #InfluenceUs, the Complaints Panel and Focus Groups. These are all opportunities for residents to check and assess the quality of our services ensuring we are governed well.

We have a range of ways to engage, listen to and act upon the views of our residents and the communities where we provide homes and services. We provide ways for residents to directly influence and challenge the decisions we make; they can hold us to account through the Resident Committee and strategic away days.

We know that involving our residents, understanding their experiences, and listening to their ideas makes a positive difference to our services. It helps us to build strong mutual respect at every level including our Board. The Resident Involvement Strategy sets out our commitments for creating a range of opportunities for our residents that are inclusive, flexible, and meet their life commitments. Embedding our values of Trust, Hope and Kindness.

Resident Board members

2 members of the ClwydAlyn 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. Eight resident members meet five times a year, providing the Board with assurance on resident engagement, resident scrutiny, and performance of resident services. The committee is competency based and remunerated. They review resident complaints; scrutinise lessons learnt and make recommendations to the Board and Management; aiding improvement of services and capturing the views of residents.

They also oversee the implementation of all resident involvement strategies and monitor their delivery and effectiveness ensuring successful outcomes. They challenge on equality, diversity, inclusion & Welsh language, as well as reviewing our compliance with Welsh Government. They scrutinise our self-assessment approach by doing indepth reviews and making recommendations.



ANDREW O'BRIAN

What made you want to join the Resident Committee?

I wanted to become more active within my community and be a voice for the residents of ClwydAlyn, to help others who are in need and give support through knowledge and learning where I can.

Have you sat on any other Board or Committee before?

I was on a Promotions Board for 8 years interviewing prospective candidates for a role within the Armed forces.

Which aspects of the role do you enjoy the most?

I am fairly new to the role; however I am enjoying learning about the housing sector with the opportunity to educate myself about it, meeting new people and making new friends, also being able to have a voice for the residents.

Was there anything that surprised you?

I did not realise how interesting and in depth the housing sector is and how much there is to learn also what ClwydAlyn offers in support to its residents and the community.

As a resident what is the most important thing to you?

The most important thing to me as a ClwydAlyn resident is security in my tenancy, a good community environment with open policies for all residents to have a voice and know that there is help and support if needed.

What are your hopes and ambitions for ClwydAlyn?

To become a valued member of the community along with learning new skills and being able to put them into practice and to give support where possible.



Is there any advice you would share with someone considering joining the Resident Committee in the future?

I would advise anyone who is considering joining the Resident Committee to come with an open mind as there is a lot to learn and discover about the housing sector, most importantly remember the residents are ClwydAlyn.

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

We have a dedicated Resident Involvement Officer and Community Development Officer. #InfluenceUs our bespoke resident involvement programme seeks resident views on all aspects of work across ClwydAlyn.



Membership of **#InfluenceUs** has **increased by over 37%**, and now has **147 members**, an increase of 40 people from the previous year.

We actively encourage resident involvement at every opportunity because we have seen the benefits that it brings. Our satisfaction surveys ask for feedback, giving us detailed feedback into areas of dissatisfaction, enabling us to address concerns directly with residents and make improvements to services provided.

Resident Satisfaction

The results from the 'STAR' surveys carried out in 22/223 demonstrate that levels of satisfaction remain high for most services delivered by ClwydAlyn. Overall satisfaction is high at 85%, this is backed up by high satisfaction for the overall quality of homes, satisfied with services, neighbourhood, safe and secure homes, and rent providing value for money.

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 bi-annual satisfaction surveys measuring 12 different areas of satisfaction. We also complete satisfaction surveys for our new homes and complaints process. All satisfaction indicators are regularly reported to the Board and Resident Committee.

A resident called in to thank a member of our Electrical Team:

"I was really satisfied with everything, the workers were lovely, and my son is autistic, and they did everything they could to make it easier for him couldn't have asked for nicer people thank you."

70%

70% are satisfied with the opportunities given to them to participate in ClwydAlyn's decision-making processes.



89%

89% of residents feel safe and secure in their home



87%

87% of residents are satisfied that their rent provides value for money.



84%

84% are satisfied that their neighbourhood is a good place to live.



76%

76% are satisfied that ClwydAlyn listens to their views and acts upon them.



87%

87% of residents are satisfied with the quality of their home.



85%

85% of residents are happy with the overall service provided.



80%

80% of residents said they trust ClwydAlyn.



73%

73% are satisfied that their service charges provide value for money.



67%

67% are satisfied with the way ClwydAlyn deals with anti-social behaviour.



Our Promise

Working with our #InfluenceUs volunteers and our Resident Committee we've created Our Promise. A resident charter that sets out our commitment to deliver excellent services, so residents know what they can expect from ClwydAlyn. Residents have decided what they want us to measure so that we can report our progress back to them against each promise.

Complaints

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

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

Results are monitored and where any issues have been identified, these will be added to the Complaints Action Plan which now forms an ongoing improvement plan. Progress on this, alongside any areas of concern, are reported to the Complaints Panel and Resident Committee.

Our new website has a dedicated page for complaints, www.clwydalyn.co.uk/compliments-complaints incorporating details of the team, making it as easy as possible for residents to submit compliments, concerns, or complaints.



Lorraine
Governance & Complaints Manager

My role is to ensure that your complaints are dealt with in a consistent and fair way. I am committed to making sure we respond well to any concerns or complaints you may have about our services. I also work to identify any lessons learnt or service improvements from your feedback.



In the last 12 months:

60

Were resolved at stage 1

3

Were resolved at stage 2

8

Were considered by the Ombudsman

ZERO

Complaints were upheld by the Ombudsman

Theme 4: Resident Support

The support our staff provide to residents is vital in our mission to beat poverty and helps our residents to live healthy and happy lives in their homes.

We have an in-house Welfare Rights and Money Advice Service that provides financial advice and support to our residents. Helping them to maximise their income and receive everything they are entitled to.



Some of the highlights:

617
New residents welcomed.

108
into our supported living schemes.

We helped 432 people gain
£1,009,303.44
 In additional income through our welfare rights team.

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

Our residents' fund is there to help with the cost-of-living crisis, like buying emergency food parcels or helping with gas or electricity. It's also funded essential home items such as carpets, flooring, blinds and curtains and household items such as microwaves, cookers, beds and mattresses. Support was also provided to help residents maintain their homes paying for skip hire, cleaning, and removal of bulky items. In addition, we have also supported with training and employment, helping to buy clothes to attend college.



Our Welfare Rights and Money Advice Officers help with:

- ✓ Welfare Benefit Checks
- ✓ PIP applications and support with appeals
- ✓ Budgeting advice
- ✓ Application for work capability assessments/ESA
- ✓ Application for discounts and bill reductions where eligible
- ✓ Referral for specialist debt support
- ✓ Discretionary Housing Payments.



Our Big Sleepout raised **£4,724.41** for homeless people.



THIS YEAR WE HAVE:

Provided
7
 community groups with
£1,000
 for projects suggested by residents.
3 focused on **digital inclusion**,
2 on **growing food**,
1 on improving **wellbeing of residents** and **1 set up a community group** in one of our new schemes enabling **more social interaction between residents.**

Provided
76
 Residents in crisis with direct food support.

Provided
102
 food vouchers to residents at Christmas.

Staff donated
57
 Christmas gifts for residents in need at Christmas.

Used our resident fund to give
£19,310
 of financial support to
89
 residents for a variety of things like buying emergency food parcels or helping with gas or electricity. It's also funded essential home items such as carpets & cookers.

Through our food poverty partnership with Well-Fed (a partnership between ClwydAlyn, Flintshire County Council and social enterprise Can Cook) delivered over
75,000
 Healthy meals to our Extra Care residents and over
6,000
 Healthy meals to Ukrainian refugees.

Zero
 Evictions into homelessness.

Provided
23
 Residents in crisis with direct fuel poverty support.

Provided
75
 Residents in crisis with health and wellbeing support.

Provided
34
 Residents in crisis with direct support to help them maintain their property.

The restructure of our housing services team is now fully embedded and officers work across community patches with an average of 250 homes per patch. Our focus is on building relationships with residents, and we visit all residents annually.

We have reviewed the way that we approach cases of anti-social behaviour and have developed a policy that is in line with our values, taking a preventative, trauma informed approach. We now begin each case as a 'resident concern' and work with residents to immediately identify ways in which any issues can be de-escalated. We have worked hard to develop partnership working arrangements with local authorities, North Wales Police and Health Services. We continue with our no eviction approach which is more important than ever. We continue to have no evictions and last year served only 11 notices across our general needs and sheltered homes.

We've implemented a social rent setting policy approved by the Board in March 2023, it ensures our social rents remain affordable and are based on up-to-date statistics on the lowest incomes. This new policy has brought standardisation to ClwydAlyn social rents across all counties, ensuring we are consistent and fair in the rent we charge residents.

SUCCESS FOR KICK START TRAINEE



**KICKSTART
SCHEME**



UK Government Wales
Llywodraeth y DU Cymru

A kickstart trainee has been offered a full-time role after completing a 6-month placement with us. Sasha Davies, 22 years old, took up a trainee role with ClwydAlyn through the government funded Kickstart scheme. Designed to enable 16-24-year-olds who are in receipt of Universal Credit, and at risk of long-term unemployment, high quality work placements across the UK.

Sasha trained as an Assistant Project Worker at Wrexham Foyer one of ClwydAlyn's supported living projects that supports young people from 16+ who are homeless or at risk of homelessness. She talked to us about how she came into the role, her amazing progress since, and how working for ClwydAlyn has inspired her to plan her future career with us.

Sasha said:

"It all started while I was at university studying Mental Health and Wellbeing. I decided to take a year out during the pandemic as I had childcare responsibilities. During that time, I came across the government-funded Kickstart scheme and felt it would be a great opportunity for me to develop new skills and experiences that would help me find work after completing the programme."

"I started with ClwydAlyn in March, and began by supporting residents with their daily lives, for example with life skills, budgeting, and signposting to relevant agencies. As I became more comfortable in the role, I was confident enough to carry out support sessions, working 1:1 with residents."

"During my placement I also organised and led tenant participation events, which gave me the opportunity to really get to know the people I worked closely with through taking part in events such as games nights and cooking sessions."

"My 6-month period with Kickstart came to an end earlier this week, and I'm thrilled to reveal that I've been offered a permanent contract as a Project Worker with ClwydAlyn, which is fantastic news. It's a really rewarding job and it's great to know that I'm helping residents and changing their lives."

**Senior Project Officer at ClwydAlyn
Sarah Davenport said:**

"Employing our Kickstart trainee, Sasha, has been amazing for the service. During her time here she has gained knowledge, confidence, experience, and a good understanding of the role as well as built up a great working relationship with staff and residents alike."

"It has been a pleasure to have her on board and to watch her develop her skills; she has become a valued member of the team and I have no doubt she will excel in her new role. The Kickstart experience has been invaluable."

Sasha added:

"My advice to anyone starting out is that if they see the Kickstart opportunity, I'd say grab it with both hands. Don't let fear take over; this role is great and completely different to anything I expected. I'm really enjoying it, and I'd like to progress in the company and see where it goes. I'm so happy with what I'm doing now."

Project SEARCH is a one-year transition to work programme for young adults with a learning disability or autism spectrum conditions, or both. ClwydAlyn provides supported employment internships for young people in their last year of education, helping them to take positive first steps into the world of work.



6 young people graduated from the programme, with **1** gaining employment after the programme.

Delmar's story...

Delmar started as an intern on ClwydAlyn's Project SEARCH programme. His tutor helped him to apply for a job with the domestic team and gave him the opportunity of a working interview. Delmar is now a permanent member of staff at ClwydAlyn.

Delmar said:

"My goal was to get a job and work. I now have a job with ClwydAlyn which is important to me. It has helped me learn new skills, gain self-confidence, allowed me to earn my own money and helped me feel like I belong."



Digital inclusion

Our focus for digital inclusion is people at risk of being digitally excluded, including Supported Living residents and Extra Care.

Supported Living residents need to be digitally connected to meet their basic needs, such as applying for Universal Credit and other benefits, and to help them in their journey towards training or work. Not all residents have their own laptop or phone or have the skills or connectivity to do this.

Support workers help residents to complete online applications for welfare and benefit payments if they don't have their own digital devices. We also help them access relevant training courses online.

ClwydAlyn's Extra Care schemes help our older residents to become more digitally connected. All the Extra Care schemes have IT facilities for tenants to use in either an IT room or in the hobbies room, so they can access a PC and printer if they need to.

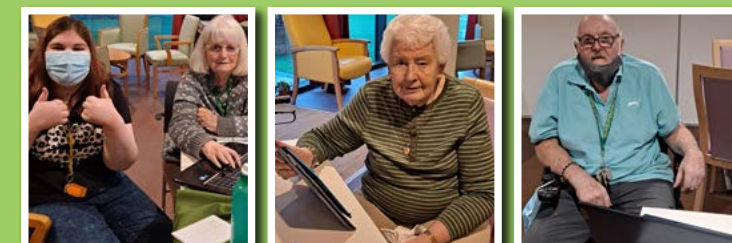
Gorwel Newydd Extra Care scheme received a grant to purchase new laptops and printers, and Digital Wales came to set up a variety of IT equipment like smart speakers and smartphones to connect residents to the community. To compliment this, a local High School is running an intergenerational project at Gorwel Newydd to bring together young people and our residents.

DIGITAL INCLUSION SESSION

Our community team has been busy delivering digital inclusion sessions. Erin has been putting more of her digital training into practice, helping elderly residents learn new IT skills.

These have taken place at our schemes Llys Raddington and Tan Y Fron and we will be looking at offering more training across our communities in the future.

Our residents said they enjoyed the session and are looking forward to learning more digital skills in our next training session!



Theme 5: Placemaking

We have signed up to the Welsh Government Place Making Charter and placemaking is at the heart of our development programme.

We've completed a project of 63 new low carbon homes in Glasdir, Ruthin, where the design was critiqued to ensure the best possible sense of place making in relation to the development's location and surroundings. This resulted in active travel, play, and extending the land to the adjoining school for educational training on biodiversity.

It also incorporated links to neighbouring developments, reducing the reliance on cars and through the design we created homes that not only look beautiful but are practical to live in. We wanted to create a balanced community, which we achieved through a mixture of tenures, ensuring local people could access the homes. We avoided locking out working families who would not qualify for social rented homes. The project was subject to a scrutiny process run by the Design Commission for Wales who worked with our designers to ensure placemaking was at the heart of the development.



We've developed detailed designs to create a new village in Penrhos, Gwynedd, to provide over one hundred low carbon, lifetime homes. The innovative development is a collaboration between ClwydAlyn, Gwynedd Council and Betsi Cadwaladr Health Board. The site is situated in 20 acres of beautiful grounds on the Llyn Peninsula and was originally an RAF air base in World War II. Following the end of the war, the site was used as a demobilisation camp for Polish servicemen and women and then in 1949 the Penrhos Housing Society was formed. Over time, the wooden barracks were replaced by purpose-built accommodation for elderly people requiring sheltered housing, residential and nursing care. The new project will regenerate the site, providing new homes for local people of all needs, alongside homes for people who will work there in the care sector.

The design concept centres around a pre-existing church and surrounding woodland walks, allotments, recreational space and a number of communal facilities accessible for all. These will include a restaurant and care facility – a practical solution to enable people to remain in their new homes if their personal needs change in relation to health. This project will provide a new modern village but with roots linked to its historical past, creating homes as well as employment and care.

The Penrhos Development includes managed woodland, allotments, and circular woodland walking routes, we will retain a significant number of trees.



To watch a video about the redevelopment please scan the QR code:



SCAN ME



Environmental

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

Theme 6: Climate Change

EPC Rating of existing homes

A - 8%

B - 26%

C - 46%

D - 19%

E - 1%

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

We are working with accredited carbon consultants Auditel, to report on our emissions. Scope 1 and scope 2 emissions are tracked. Parts of scope 3 emissions have data missing. The process has allowed us to identify where we need to improve on data gathering and recording. During 2023/24 we will capture the data required to create an accurate baseline and reduction recommendations.

Through the process we've identified that approximately 90% of our carbon emissions are scope 3 emissions, of which roughly 50% of scope 3 emissions come from "regulated" emissions from leased, independently heated homes. Although we are not able to control the usage of these rented homes, we have and will continue to complete retrofit work to upgrade homes, with a focus on treating the worst performing homes in our portfolio.

EPC rating of new homes

EPC A - 68.46%

102 new builds to ClwydAlyn Specification.

EPC B - 25.50%

38 acquisitions of the open market Transitional Accommodation Capital Programme (TACP) funding & rent to own.

EPC C - 6.04%

9 acquisitions from the open market (TACP funding) and a supported living property which has been converted.

Last year we:

Provided energy support and education to

2,456 homes

Completed **95** heating system upgrades

Completed **97** water heating systems

PAS2035 training for 4 internal surveyors

Upgraded

281

homes with A rated windows and full insulation doors

Built

140

new build homes to EPC 'B' or above

Installation of **renewable technologies**

- solar PV, air source heat pumps and batteries

Creation of Onnen as a joint venture to carry out decarbonisation retrofit work and support the local supply chain.

Submission of funding request for PAS2035 surveys, solar PV, batteries, air source heat pumps, smart hot water cylinders, infrared wallpaper, and environmental sensors.

Confirmation of funding for our E, F and G rated properties (approx. 150) to improve them to at least 'C' rated.

Managing Climate Risk

We prioritise sustainable practices in our new housing developments. Our Sustainable Urban Drainage Systems (SuDS) have received approval from SuDS Approval Bodies, featuring swales and ponds to manage surface water effectively. These systems are integrated into the development process and reduce the risk of flash flooding and prevent overloading local infrastructure. Swales also double as habitats for wildlife.

For coastal developments, we've elevated levels subtly but effectively, to safeguard against potential floodplain issues from coastal defences failure. Where necessary, we've installed 'flood angle' demountable wall systems.

Collaborating with local authorities, we address high flood risks by installing additional flood defences and making adjustments to homes at risk. This includes raising electrics, installing flood doors, and carrying out routine maintenance on drainage plans to mitigate flood risks.

To prevent overheating, we've incorporated passive ventilation systems in many new properties. These systems not only maintain optimal temperatures but also monitor CO2 levels, crucial for highly energy-efficient and airtight homes. Despite embracing passive house principles, we ensure residents have the option to open windows based on their preferences.



Sustainable drainage system at Hen Ysgol y Bont

Supporting residents with the information they need.

At ClwydAlyn, we understand that supporting residents with the right information is just as crucial as the energy-efficient measures we implement.

In our new build developments like Glasdir, Pentraeth, Hen Ysgol y Bont, and Valley Mart, we use Mechanical Exhaust Ventilation (MEV) systems. These systems provide room-by-room control of airflows, optimising indoor air quality through smart air inlets and exhaust units. For instance, during the night, the MEV system detects increased humidity in

bedrooms and adjusts the airflow for better air quality. In the day, it responds to shower-generated humidity by activating at the highest airflow.

MEV systems adapt ventilation automatically based on residents' needs in all rooms and times. When homes are unoccupied, airflows are reduced, this can help

to conserve heat in winter, and cuts the energy consumption of the fan. Depending on conditions, MEV can lead to estimated energy savings on heating between 25% and 50%. We're not just building homes; we're creating comfortable, efficient living spaces for our residents.

At ClwydAlyn, we believe in empowering residents to live well in their homes. We've created heating videos accessible on the resident's portal, and when we make retrofit improvements, we provide training and advice on how to use the new technology. Partnering with Warm Wales allows us to support residents throughout their tenancy, offering referrals when needed.

Our maintenance team is hands-on, providing assistance in homes and actively demonstrating how to use various systems. We collaborate with residents to create information that helps them live well, including guidance on maximising the green technology in our low carbon homes. Together with residents, we've reviewed our approach to managing damp and mould, offering proactive guidance to minimise these issues.



A resident called to thank one of our maintenance team:

"Everything was great the person who did the work was very kind and explained everything to us. The most important thing was that he could do it on Saturday and I didn't have to miss the day at work, thank you for that."

In every scheme, we've set up recycling to align with local authority provisions, and our housing officers explain the process to ensure everyone is on the same page. We want residents to feel informed, supported, and involved in creating a positive living experience.



Theme 7: Ecology

Increasing Green Space and promoting Biodiversity

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

Since the start of ClwydAlyn's new Development Programme in 2017-18, an estimated 30 acres of land has or will be provided for open space either for play areas or biodiversity on developments.

This includes:

- ✓ A 5-acre parcel of land of special interest on Anglesey which will remain as such and have a comprehensive management plan to protect it in perpetuity.
- ✓ Around an acre of land given to the local school adjoining our new scheme in Glasdir Ruthin for use in education and biodiversity.
- ✓ The retention and enhancement of around 10 acres including woodland on a low-density new housing development in Penrhos, Gwynedd (also including allotments and woodland walks).
- ✓ A large area of land is provided on a new development in Valley, Anglesey for the habitat of indigenous reptiles.
- ✓ Around an acre for an orchard of fruit trees in Pentraeth Anglesey.

The provision of ponds and swales in our new developments provide new habitats for wildlife which we maintain going forward.

These new ponds and swales developed into wildlife areas with plants and reedbeds adding to the overall biodiversity of our new developments.

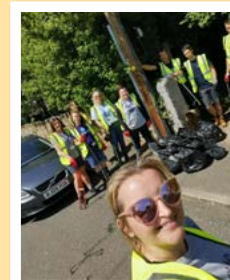
Our staff and residents regularly volunteer to support environmental issues like beach and river clean ups.



RIVER CLEAN-UP

A big shout out to the team of staff that took part in the recent river clean up around Llys Alarch.

The team of volunteers collected lots of rubbish out of the stream, removed non-native species from the riverbank (this was confirmed by the Council as an invasive species) and collected litter from around Llys Alarch.



The craziest find goes to Tom who found a Christmas tree!

All the rubbish will now go to be sorted and recycled where possible by Travis Perkins. The amazing volunteers were Jennifer Toner, Erin O'Donnell, Ami Jones and her daughter, Andy Frazer, James Howsam, Tom Boome, Ellen Wharton and Amy Teodorescu.

Well done and thank you to all of you!!

WELL DONE TO ALL

TALACRE BEACH CLEAN-UP

Summer has finally arrived and as we welcomed the warm weather Cameron Hughes from the Quay project and ClwydAlyn staff got hands on again and recently helped remove old shrubs from the coastline.

Our tenants will also be attending Talacre once a month until the autumn to help the environment, learn about nature and meet others who are passionate about nature.

Thank you for all your hard work!



Theme 8: Resource Management

Managing pollutants

At ClwydAlyn, we are committed to environmental responsibility and are taking measures to actively manage and reduce pollutants across our operations.

We proactively contacted 1,180 residents about the possibility of condensation, damp and mould growth in their home (based on criteria that increased the likelihood of mould in their home, like the EPC rating, financial hardship of residents, or other vulnerabilities of residents). Repair cases were raised to treat the affected areas. We also issued cleaning packs to residents to manage and reduce the possibility of mould growth.

We are in the process of developing a comprehensive Pollutant Management Strategy that will specifically address pollutants such as mould, lead in water pipes, diesel spills, and the disposal of paints. The strategy will be rooted in data-driven assessments, stakeholder input, and industry best practices. It will integrate seamlessly into our broader ESG framework and will be guided by the principles of transparency, accountability, and sustainability.

We anticipate completing and formally launching our Pollutant Management Strategy within 12 months, and we are committed to providing regular updates on our progress in managing and reducing pollutants through our ESG reports and other communication channels.

Responsibly sourced building materials

Our new build specification has been developed over time to maximise the use of responsibly sourced building materials. As part of the decarbonisation framework with Travis Perkins, we have combined our spending power with other housing associations and local authorities to reduce carbon emissions. This framework has also seen 94% of waste diverted from landfill and 98% of timber purchased from Forest Stewardship Council (FSC) or Programme for the Endorsement of Forest Certification (PEFC) certified sources.

The focus on locally sourced building materials not only applies to physical components but also applies to local workforce, with a strong emphasis on using local sub-contractors within a 30-mile radius of the development site.

We engage with our suppliers, including Travis Perkins, to emphasise our expectations regarding responsible sourcing. We encourage suppliers to provide materials that are certified or verified as responsibly sourced.

We are actively working on developing a comprehensive Responsible Sourcing of Materials Strategy. This strategy will outline our approach to ensuring that all materials used in our building works meet responsible sourcing standards.

Key components of our strategy will include:

1. Sourcing guidelines:

Clear guidelines for our teams and suppliers on the responsible sourcing of materials, including certifications and standards to be met.

2. Supplier collaboration:

Strengthening our partnerships with suppliers like Travis Perkins to further enhance the availability of responsibly sourced materials.

3. Tracking and reporting:

Establishing robust systems for tracking, monitoring, and reporting on the percentage of responsibly sourced materials in our projects.

4. Stakeholder engagement:

Engaging with stakeholders to gather insights, share best practices, and ensure alignment with industry standards.

We anticipate finalising and formally launching our Responsible Sourcing of Materials Strategy within 12 months.



Waste management for building materials

All of the waste generated by our planned and reactive maintenance teams is dealt with by a sustainable licensed waste and recycling management facility. When we build new houses, we place a strong emphasis on Site Waste Management Plans and work together with stakeholders to complete a written declaration that all reasonable steps to reduce waste is undertaken.

A Site Waste Management Plan includes:

The target for waste recycled is 85% and is measured by recording outputs.

Consultants and contractors are required to have a Construction Site Waste Management Plan (SWMP) in place before starting onsite and must comply with all legislative duties 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.

Responsibility for the SWMP is the contractors, who must expand and develop the plan in accordance with protocols and procedures, which are to be compliant with SWMP Regulations 2008.

ClwydAlyn encourages the use of recycled material in new construction, or material reclaimed from the existing site or demolitions, or from off-site. We only use materials that meet our quality standards.

As part of developing our waste management strategy, we are working with consultants to identify current waste practices across the business to standardise our approach.

Our waste management strategy will consider the following:

1. Waste reduction targets:

Setting targets for waste reduction, recycling rates, and incorporating recycled materials in our building projects.

2. Supplier engagement:

Working with our suppliers to source materials with reduced environmental impact and improved recyclability.

3. Community involvement:

Engaging with our communities to promote responsible disposal practices, encourage recycling, and share information on the importance of waste reduction.

4. Technology adoption:

Exploring innovative technologies that enhance our waste management processes, such as smart waste monitoring and tracking systems.

5. Transparency and reporting:

Regularly reporting our progress in waste management, including the incorporation of building materials, in our Board, Committee and ESG reports to ensure accountability and transparency.

6. Material tracking:

We will maintain accurate records of the materials used in our building projects, making it easier to track the origins and disposal methods of these materials.

7. Circular economy principles:

We will actively integrate circular economy principles into our waste management practices, striving to close the loop on materials by recycling, repurposing, or refurbishing them whenever feasible.

Water management

We have a comprehensive water management strategy, which outlines key activities within specific timescales. Including, but not limited to:

Water Regulations Advisory Scheme (WRAS) approved fittings to reduce water in all new homes and when retrofitting existing homes.

All developments have Sustainable Drainage Systems (SuDS) to assist in flood alleviation.

All homes free from lead water mains in the next 5 years.

All homes fitted with new energy and water saving hot water systems by 2033.

Communicating with residents to encourage a positive approach to water usage.

Minimise water loss through preventative and control measures across our asset portfolio.

Reduction of scope 1,2 & 3 emissions, supported by our environmental 5-year plan.

Deliver our Water Hygiene Policy supported by our in-house water hygiene technicians.

Reduce water loss by attending to water leaks within 24hours.

Provide efficient unvented hot water cylinders when replacing old ones.

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

Governance

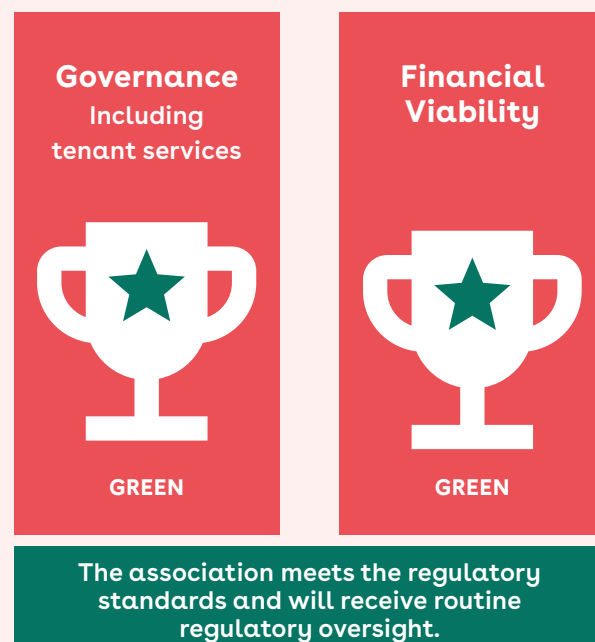
We know good governance is fundamental to achieving our mission to tackle poverty. It gives our stakeholders assurance that we act in the best interests of the organisation and our residents.

Theme 9: Structure and Governance

ClwydAlyn is regulated by the Welsh Government and is required to submit an annual Self-Evaluation and Continuous Improvement Plan to demonstrate how we have complied with each of the Performance Standards set out in the Regulatory Framework. ClwydAlyn is ranked as 'Green' for both financial management and governance, the highest assurance available under the framework.

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

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



Risk Management

The current business environment for housing providers is unprecedented in the challenges ahead; the cost-of-living crisis and the war in Ukraine, the requirement to decarbonise stock, and the increased focus on damp and mould continue to test the robustness of financial plans. Pressures on income and expenditure if not managed well, could ultimately challenge the Group's viability, without adequate steps to mitigate the risks.

ClwydAlyn has a comprehensive and robust risk management process, and the Board ensures that the framework is appropriate and regularly reviewed. Some risks faced by the Group are not fully controllable, such as the Russia/Ukraine war which carries huge risks for the economy. Inflation remains high and households and businesses are under more and more financial pressure and having to make decisions on how they budget in the short to medium term.

The Executive Team and Board ensure that they are represented and active in all areas of influence and use trade bodies such as Community Housing Cymru (CHC) to build input and thinking to all relevant aspects of policy, regulation, and legislation.

Risks are categorised as 'Strategic' or 'Operational' and are monitored and reviewed quarterly by the Board and Assurance Committee. There are detailed risk maps supporting each of the strategic risks with specific interventions to mitigate the risk. The underlying key issues to managing the risks are 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.

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

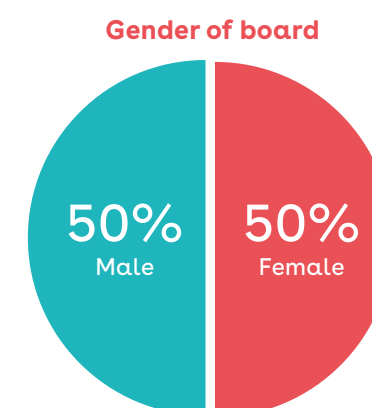
Theme 10: Board and Trustees

Demographics of the Board

ClwydAlyn strives for a Board that is fully reflective of our communities. We have a strong and talented Board, and all the members bring different skills and experiences. The Board is supported by four Committees and an experienced, motivated Executive Team, and committed, enthusiastic and talented staff.

In September we have four new Board members joining at the AGM (due to retirement), giving us the opportunity to increase diversity further.

Demographic profile of the Board and residents:



50% of female Chairs on subsidiary Boards and Committees

We have resident representation on all Committees.

We have independent members on Committees who bring specialist skills and experience.



We have resident representation on all Committees

59
Average age of Board Members

54
Average age of Residents

5.5 Years
Board members' average length of service

23%
of Board members have a disability compared to **21%** of the North Wales population

23%
Welsh speaking Board members compared to **17.8%** of the North Wales population

0% of Board members are BAME compared to **2.5%** of the North Wales population

Board and management team turnover

THE BOARD

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

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

9 year term

Board turnover during the year was

7.69%

84.62%

of the Board are non-executive directors

The **Executive Team** is made up of
7 members with

zero turnover



Board and Trustees

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

Nia joined the Board and Assurance Committee in 2019. Nia started her career in audit at Price Waterhouse Cooper (PWC) and is a Fellow of the Association of Chartered Accountants. In 2015 Nia also became an Associate Member of the Association of Corporate Treasurers. 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 Resources for Muir Housing in Chester after previously working as the Executive Director of Finance at South Liverpool Homes.

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

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

A succession plan has been created in the last 12 months, which shaped the recent Chair and Board recruitment campaign.

Auditors

Our external audit partner been responsible for auditing the accounts for 6 years. Following the tender for the appointment of new auditors, our current auditors were successful and have been reappointed with a new lead auditor.

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

Managing conflicts of interest

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

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

Theme 11: Staff wellbeing

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

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

We are real living wage employer

Gender pay gap

16.89%
Median Gender Pay Gap

CEO to worker pay ratio:

6.1
CEO to worker pay ratio (median)

The median gender pay gap was taken on 5/04/23 but reflects the activity delivered within 22/23 period.

All Staff...

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

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

YOUR LOOK INTO...

YOUR LOOK INTO THE DAY OF... ASSET TEAM MEMBER REBECCA ELDER

I joined ClwydAllyn nearly nine years ago, after deciding upon a career change from childcare. I applied for their traineeship within Development and after nearly three years of intense learning, I applied my knowledge of construction, refurbishment, and maintenance of houses, to secure a role within the Asset team.

The Asset team are responsible for looking after all of ClwydAllyn's buildings and land. We work hard to ensure we are providing safe and secure homes for our residents. We are a very busy department and not one day is the same.

I progressed within the team and have now been working as an Asset Management Officer (AMO) for four years. I am one of six AMOs and look after a patch of nearly 1,000 homes. The main part of my role is to carry out inspections of the houses, to ensure they are safe, secure, warm, and affordable.

If a resident was to report an issue with their home which falls beyond general maintenance repairs, it is likely they will have an inspection from an AMO. The AMO will decide how best to resolve the issue and if needed, arrange for works to be completed.

There is no 'typical day' for me, some days I find myself visiting a number of residents houses and carrying out inspections; some days I am inspecting all communal buildings or empty properties within my patch, and then there are some days where I am responding to emergencies such as a fire or flood damage. This job certainly keeps me on my toes and as the saying goes, every day is a school day.

I enjoy the freedom my job offers, and that I'm not stationed to one location or in front of a computer every day. I love the variety of the work I cover as an AMO. I enjoy meeting new people and working with our residents, ClwydAllyn Property Maintenance, and external contractors. There is a great sense of teamwork, and we are all working towards achieving the same goal.

It's a very rewarding job which allows me to apply my skills and knowledge to solve problems, to help residents in their homes and to ensure I'm contributing towards ClwydAllyn's mission of 'Together to beat poverty'.

Rebecca Elder - Asset Team member

ClwydAllyn

PATHWAY TO Asset Management Officer (AMO)

AIM: To develop and grow during the pathway placement to become a competent Asset Management Officer

LEARN HOW TO

- Assess and inspect properties and carry out Home Health Checks
- Discuss the needs of residents in relation to their properties
- Maintain the company's housing stock and property assets to a high standard and in compliance with the Welsh Government requirements.
- Update the inhouse IT packages for stock condition management
- Follow & Implement Health & Safety Regulations

ASSET MANAGEMENT OFFICER (AMO)

SCOPE OF ROLE:

- Providing a comprehensive Responsive, Planned and Cyclical maintenance service to ClwydAllyn residents and clients and to provide technical support, as appropriate, to the Maintenance Delivery team.

TRAINING/QUALIFICATIONS

- HNC Building or equivalent
- Membership to CIOB
- Ongoing Health & Safety training
- Ongoing continuous professional development

TRAINING:

- Enroll onto a HNC in Construction
- Attend appropriate Health & Safety training

BENEFIT PACKAGE

If you would like to work for ClwydAllyn we regularly update our work for us page here www.clwydalyn.co.uk/work-for-us

We offer a benefits package including membership of pension scheme with employer matched contributions up to 8%, cycle to work scheme, eye care vouchers and a financial wellbeing package, 25 days holiday plus Bank Holidays leading up to 20 days, life assurance, EAP programme and a comprehensive training package, all in a value-based organisation with a great culture.

Wellbeing Our approach

Our dedicated wellbeing team support managers to monitor and manage short term sickness absence (utilising Wellness Action Plans where appropriate). Referrals for one-to-one support can be made by the manager or staff directly, whether they are already off sick or in work.

The team also leads on the Violence at Work Learning Circles and provide post incident support to staff whose wellbeing has been affected by an incident. Data is collected on all support provided and analysed for themes.



We deliver Mental Health First Aid training (2-day course and refresher training) and currently have **145** fully trained **Mental Health First Aiders**



On our journey to becoming a trauma informed organisation, we deliver Trauma and Adverse Childhood Experiences (TrACE) training, and we support the embedding of it to ensure best practice. By shadowing teams during their day-to-day work to gain a better understanding of different roles to support them to embed trauma informed practice in their areas of work. We deliver wellbeing sessions to teams throughout the business, raising awareness and promoting the resources available. We continuously develop and update, the sources of support area on the intranet which includes financial, health and wellbeing advice and resources.

We have
3
Wellbeing Specialists
who provide support to staff & managers

85%
of staff said ClwydAlyn promotes positive wellbeing.

We are currently developing TRiM (Trauma Risk Management) to roll out across the organisation for serious incidents, ensuring we can identify and manage any impacts of trauma on staff.



"I thoroughly enjoyed the TRiM training week and thought the trainers were first class. I would rate the course the best that I have ever been on! I have been on many courses in the Fire Service and work, however TRiM certainly stood out for me."

Brendan McWhinnie, ClwydAlyn.

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.

We publish a monthly health and wellbeing newsletter and provide health and wellbeing information through the weekly staff newsletter. We run regular surveys on things like safeguarding, wellbeing, and incidents to get feedback on knowledge, understanding and experience which informs future plans, ensuring a continuous cycle of improvement.

145
Mental Health First Aiders
who identify and support staff with signs of negative mental health

90%
of staff said their line manager takes their wellbeing seriously.

With the cost-of-living crisis in mind, we launched a financial wellbeing survey, which led to us introducing a number of initiatives for staff:

BWYDYN WELL DDA -FED

22,295

free meals provided for staff in partnership with WellFed and opening our Extra Care restaurants to staff for a free lunch.

458

refreshment packs delivered to our sites, including bread, beans, butter etc.



free eco-friendly period and incontinence products for staff

The eating well free meal scheme has so many more benefits than we imagined:

"I just wanted to express a massive thanks for the well-fed meals, they have made a massive difference to me personally. Being on a very tight budget I would always skip meals and prioritise food for my children, and I regularly only eat one meal a day because of this, I would never justify spending money I haven't got on lunch, its that simple. Sometimes if we have been busy and I haven't had chance to eat it in work, I've taken it home to have for tea, and I'm grateful for this!"

At ClwydAlyn, we're all about creating a welcoming environment where everyone feels happy, comfortable, and safe to be themselves. We champion inclusion by supporting campaigns, sharing stories, and hosting events to spread awareness.

Our Inclusion Specialist leads a network of representatives from across the organisation, shaping plans for staff and residents. Our guidance, aligned with our values, promotes inclusivity and is easily accessible to all staff.

Our staff intranet features an EDI page with resources and information to support staff. We have peer support groups like 'Hafan Pawb' for neurodiversity and 'Menomania' for menopause, run by dedicated staff.

Our Inclusion Specialist provides support and helps with workplace adjustments. We proudly embrace diversity as a Disability Confident Employer and member of Tai Pawb, having pledged to Deeds Not Words.

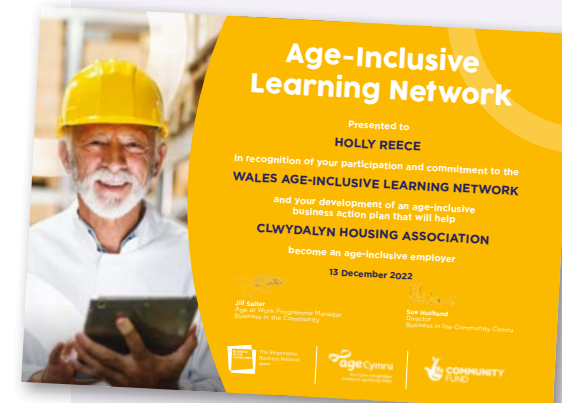
A quote from a manager about Holly our Inclusion Specialist.

"I reached out to Holly when a team member disclosed the struggles they were having and the reasons why. Holly was a great support, she talked to me to help understand more about neurodiversity issues. Arranged for a workplace assessment to be carried out in a setting that made the staff member feel comfortable and relaxed. This session also allowed me to gain more knowledge and recommendations for reasonable adjustments that have been actioned. The whole process of working with Holly was great and led to positive outcomes for all."

For the second year running, we achieved **TOP 30** employer in the Working Families (WF) Benchmark. Showcasing how our flexible working and work-life policies support parents and carers.



We recognise that we have an older work profile in terms of age. With this in mind, we are working in partnership with Business In The Community (BITC) to further develop as an inclusive, age-friendly employer.



An average of
7.5
days
per employee
were lost due to
sickness

Welcome Home induction event

We launched a new induction event this year. The event was called 'Welcome Home'. We had three key aims for the day; to help people to meet others, to help them feel like they've come to work somewhere fantastic and to help them understand how they can make a difference in their role.



43 new starters attended the day.

We asked them to describe the day in three words and this wordcloud shows the feedback. The bigger the word, the more times it was used.



" Huge thanks for making yesterday afternoon's Long Service Recognition event so special, the feel of the room was so positive and everyone I spoke to was having a lovely time!"



Long service and recognition event

In the summer, we held an Afternoon Tea event at our Extra Care Scheme in Flint, to recognise and celebrate the contributions of people who have dedicated 20, 30 and even 40 years to working at ClwydAlyn!



We're a social bunch...

Our Sports and Social Club (SAS) have hosted some fantastic events for staff and residents including a 2-day summer fair! The summer fair included an inflatable obstacle course, face painting, a caricaturist, fairground games, a water dunk chair, human fuzzleball and even a BBQ... Staff and residents absolutely loved it!

" I Would like to thank all the ClwydAlyn staff that were involved in the fun day today it was a fantastic turn out and we all enjoyed it. It was lovely to see how ClwydAlyn were bringing the community together and if there are anymore in the future we will definitely be attending as it was very well set out and managed. Once again a big thank you to you all Thanks!"

Resident



Theme 12: Supply Chain

Our approach to social value

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

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

Each team has a social value plan led by a social value champion. We've delivered social value training this year via Mantell Gwynedd to all our social value champions and have also joined the North Wales Regional Partnership Board Social Value group. We continue to work with key partners and contractors to ensure that we can deliver social value and wider community benefits.

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

Our contractor have supported 24 people into training and employment programmes including:

- ✓ 21 Apprenticeships
- ✓ 2 Traineeships
- ✓ 1 Work Trial for an unemployed person (since employed by the contractor on site).

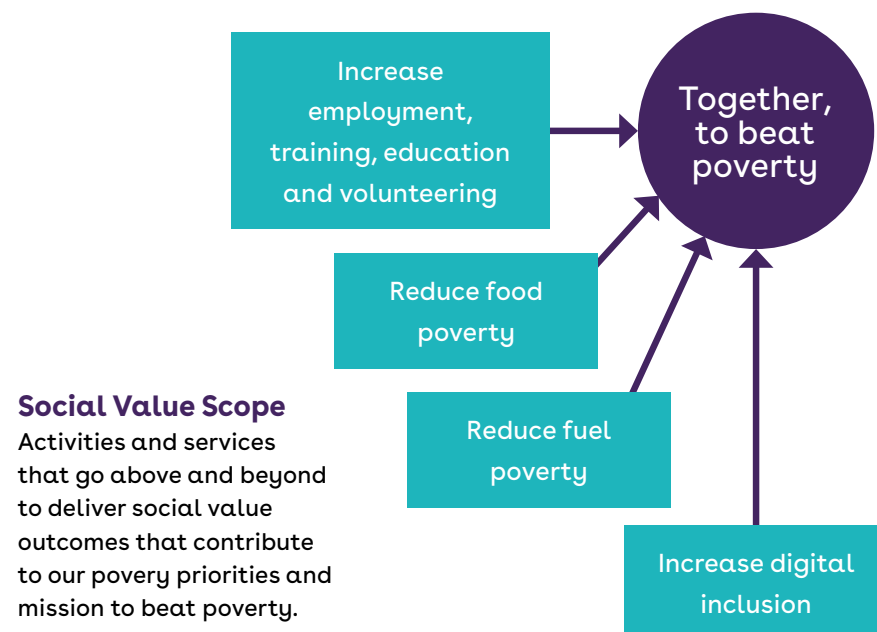
Contractors have donated financially to charities supported by ClwydAllyn (such as the Big Sleepout and local food banks), as well as supplying contributions in kind to local projects, such as garden equipment for local schools and Extra Care schemes and supporting local youth sport teams.

The **total value** of these contributions is **£6,300**.

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

Our Mission

Our poverty priorities for residents



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

Well Fed food for families in crisis...

BWYDO'N DDA - WELL - FED

During 2022-23, **Well-Fed** (our good food partner) provided **1,730 food boxes** to families in crisis, which provided **34,600 meals**.

Well Fed's mobile shops have provided **8,321 meals**.

172 people were provided with a slow cooker and training, including **1,376 bags**, which provided **5,504 meals**.



Williams Homes (Bala) Ltd

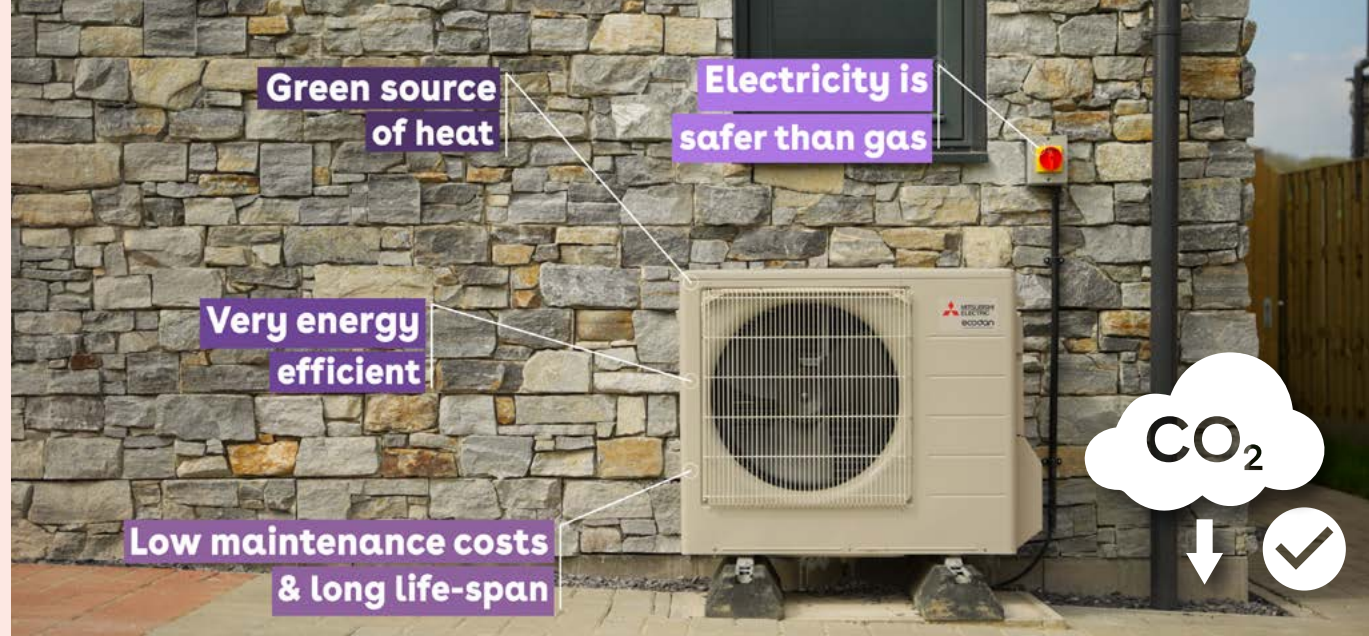
Contractor partner Williams Homes, with support from ClwydAllyn, has set up a factory unit at HMP Berwyn, which produces ready-made housing panels to be used on ClwydAllyn and other new housing developments.

- 📍 The workshop provides practical skills and qualifications for inmates, to equip them to gain employment on release. ClwydAllyn has invested **£41,000** to support the scheme.
- 📍 The factory produces about **130 panels a week**. A total of **62 men** have received training through the scheme, including **23** who are currently participating.
- 📍 Williams Homes and ClwydAllyn have been in further discussions with HMP Berwyn in relation to **supporting employment** of those on release from prison.

" I have worked in the modular housing workshop within HMP Berwyn for around 14 months. I have learned valuable skills that I can now use within the community upon release such as working with a wide range of tools and to be able to communicate and work alongside others.

" Being in this workshop has also helped me stay clean from drug use which was a massive problem for me prior to coming to prison. Because I am busy working, I now feel part of a team and that I can contribute to helping Williams Homes as they have helped me."

Inmate
at HMP Berwyn.



Environmental Impact

We are driven by our commitment to ethical and responsible procurement. It involves making decisions that aren't purely based on economic considerations, but also social and environmental impacts.

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

At the business case stage an environmental impact assessment is conducted.

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

Our frontline teams are assigned to regions that take into consideration the geographical location of their home, to minimise the distance they have to travel and to reduce fuel usage.

Planned work programmes are managed in areas, to enable delivery in a focused area rather than sporadic delivery, providing significant operational advantages, as well as reducing travel and the site resources required.



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

Building Materials Framework:

- We've collaborated with other Welsh Housing Associations to establish environmental and sustainability targets in a building materials framework contract.
- Clear performance indicators are set to ensure sustainability goals are met.
- Collaboration with the Travis Perkins Sustainability Team to measure Scope 3 emissions for all members.

- Working on decarbonisation initiatives through value engineering sessions for product categories.
- Commitment to a circular economy and responsible timber sourcing.

Travis Perkins Environmental Policies:

- As a main supplier Travis Perkins implement various policies, including Sustainability, Carbon, Scope 3 roadmap, Sustainable products, and Environmental Policy.
- Commitment to becoming a net-zero carbon business and collaboration with supply chain partners.
- Board accountability and leadership commitment to environmental targets.

White Goods Leasing Model:

- Feasibility study with Waste and Resources Action Programme (WRAP) and a global supplier of white goods.
- Implementation of a white goods leasing model in supported living sites replacing commercial equipment for energy efficient domestic appliances creating energy and cost savings.

Reducing Plastics and Carbon in Cleaning Materials:

- 95% reduction in single-use plastics across multiple sites through dosing systems.
- Streamlined ordering process, efficient delivery routing, and a 70% reduction in carbon footprint.

Kitchen Supplier with Environmental Commitment:

- Procurement of a kitchen supplier committed to reducing their carbon footprint.
- Policies, accreditations, and systems in place to ensure sustainable and environmentally friendly materials.

Door Upgrade Programme:

- Donating replaced doors to local police forces for training purposes, reducing landfill waste.
- Donation of lock puller kits to reduce door damage during police access, saving costs for residents and preventing premature replacement.



Peter Evans (Travis Perkins), Dave Lewis (ClwydAlyn) & Andy Dunbobbins (Police & Crime Commissioner for North Wales).

Reducing Travel and Implementing Online Meetings:

- 40% reduction in travel associated with contractor management meetings through increased use of MS Teams meetings.
- Transition to online contractor management meetings to reduce mileage and travel impact.

Support of Local Suppliers:

- Spending £1.2m through the Transitional Accommodation Capital Programme (TACP) with contracts awarded to local contractors and social enterprises.

Grounds Maintenance and Electric Fleet:

- Extending grass-cutting intervals to reduce service charges for residents and reducing travel.
- Purchase of electric vans and development of charging infrastructure for future growth of an electric fleet.

These initiatives collectively demonstrate a holistic approach to environmental sustainability, covering supply chain management, waste reduction, energy efficiency, and responsible procurement.



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