





Trust



Kindness



Hope

ClwydAlyn Self-Evaluation 2023-24

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Governance

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

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

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

We believe that we fully comply with this standard.



Evidence and Assurance

- 🔗 The Board agreed a strategic mission "together to beat poverty," which is a long-term goal. A five-year Corporate Plan was approved by Board setting out our priority actions for change and improvement, to work towards achieving this goal.
- 🔗 Year 5 of the 5-year Corporate Plan, 30-year Business Plan and Resilience Plan updated and approved by Board in May 2024.
- 🔗 Annual financial planning to ensure the Corporate Plan and Business Plan are aligned with a re-financing exercise undertaken during 2023, giving access to an additional £40m through our corporate bond.
- 🔗 People priorities are integral to our 5-year Corporate Plan and are aligned to our poverty priorities. Progress is reviewed by our People Committee and Board.
- 🔗 Resident Strategy refreshed and approved by the Resident Committee and Board in February 2024
- 🔗 'Why we care about poverty' workshops have been held with all staff in preparation for setting the new 5 year Corporate Plan.
- 🔗 To build and maintain positive relationships with key stakeholders across our areas of operation to help us further our mission, our Influence Plan has been updated and approved by the Board.

Complies with its own governing documents and an appropriate Code of Governance

ClwydAlyn complies with its governing documents which the Board has oversight of. We adhere to the Community Cymru Code of Governance.

We believe that we fully comply with this standard.



Evidence and Assurance

- 🔗 Board and Committee Standing Orders, Contract Standing Orders, Financial Regulations, Scheme of Delegation, Code of Conduct for Board and Committee and Terms of Reference for Board and Committees all reviewed and approved by the Board during 2023-24.
- 🔗 ClwydAlyn and all subsidiary companies' Rules and Articles of Association have been reviewed and we have in place an Intragroup Agreement and Service Level Agreement between ClwydAlyn and its Subsidiaries.
- 🔗 We have an annual review of the work of the Committees on how effectively they have performed their responsibilities and stayed within their delegated powers is presented to the Board annually.
- 🔗 Independent Board Evaluation takes place every three years and is scheduled for this year.
- 🔗 We assess ourselves against the Code of Governance annually and we comply.

ClwydAlyn sets and delivers measurable, evidence-based commitments for its residents across all areas of its business in relation to equality, diversity, and inclusion reflecting the diversity of its communities

Our Corporate Plan sets out how we will create an inclusive culture which is accessible to all. An Inclusion Action Plan has been approved by the People Committee and Board. Our internal Inclusion group is now very established and has representation from across ClwydAlyn. We recognise there are still gaps in our data for our residents. Our Welsh Language plan has been updated with a broad focus around both Language and Culture. We have developed more visible leadership around EDI and inclusion.

We believe that we partially comply with this standard.



Evidence and Assurance

- 🏠 Gender Pay Gap and Modern Slavery reporting completed annually and published.
<https://www.clwydalyn.co.uk/documents/>
- 🏠 Inclusion Plan in place and 50% complete. The Inclusion Plan is a strategic project for ClwydAlyn with the project Board and the People Committee having oversight for the delivery of the plan.
- 🏠 EDI Guidance has been developed following wide consultation with staff.
- 🏠 We have run a very successful campaign to capture the data we hold about our staff to inform our plans moving forward. We have yet to complete the analysis and agree any priority areas for action.
- 🏠 We have begun our campaign to refresh our resident data and to date 18% of residents have responded.
- 🏠 We take a person-centred approach to all concerns raised and our no evictions approach includes proactive work to understand why people struggle to maintain their tenancy and provides proactive support for mental health, substance misuse and other issues.
- 🏠 Inclusion Specialist in post.
- 🏠 TrACE programme for staff and residents, 224 staff trained, 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 are a Working Families top 30 employer and have been shortlisted by Working Families for its 2024 Best Practice Awards. The Awards celebrate employers whose stand-out cultures and working practices are leading the way in flexible and employee-friendly workplaces.
- 🏠 We have been awarded the Mental Health First Aid Wales Gold Award - we are one of only 5 companies in the whole of Wales to have it.
- 🏠 We are the lead employer with Project Search, transforming young people's lives with learning disabilities and autism, by supporting them into employment and we also work with 'We Mind the Gap' in Flintshire to 'fill the gap' in disadvantaged, young women's lives by supporting them into employment.
- 🏠 Social media campaigns run for Black Lives Matter, Inter Faith week, Pride week and other key campaigns.
- 🏠 We are committed to Tai Pawb's 'Deeds Not Words' pledge as well as Disability Confident Plan.
- 🏠 New build programme designed to provide an easily adaptable home for life.
- 🏠 Balanced approach to roll out of 24/7 services with Resident Portal app in place alongside traditional contact centre and estate-based services.
- 🏠 We thoroughly investigate any concerns that are raised regarding discrimination; the findings are shared with the person who raised the complaint and further action taken if necessary. Where appropriate, we carry out a 'lessons learnt' to ensure any findings are understood and acted upon.

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

ClwydAlyn has a Board that is reflective of our communities. Our recent appointments achieved a more diverse Board. Resident Board Members and the Resident Committee members attend our away-days to challenge our thinking. Expert committee members are in post to strengthen governance.



We believe that we fully comply with this standard.

Evidence and Assurance

- 🏠 New Chair of the Board brings a wealth of sector skills and experience and increased diversity.
- 🏠 62% of our Board are female and 50% of our Chairs on Boards and Committees are female.
- 🏠 15% of our Board has a disability.
- 🏠 8% of our Board are from the BAME community
- 🏠 8% of our Board are LGBTQ+
- 🏠 The average age of our Board Members is 56.
- 🏠 38% of our Board are either fluent Welsh speakers or can speak conversational Welsh and 54% of our members identify their national identity as Welsh.
- 🏠 The Chair and Vice-Chair of the Resident Committee are appointed to the Board.
- 🏠 We have a Board with a wide range of experience in the relevant fields. All Board Members undergo annual appraisals and self-assessment of knowledge and skills which drives personal development, and a skills and diversity gap analysis is completed annually as part of the appraisal process.
- 🏠 Recruitment to the Board is based on merit and objective selection at interview based on competencies required or specific gaps.
- 🏠 We have independent Members on Committees who bring specialist skills and experience.
- 🏠 Our Board and Committee Members received Anti-Racism training in November 2023.
- 🏠 We have appointed an EDI specialist to our Board.

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

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

We believe that we fully comply with this standard.



Evidence and Assurance

- 🏠 Key Performance Indicators support the delivery of our Corporate Plan, and our mission “Together to beat Poverty.” The KPI suite is reviewed annually to ensure that the key measures continue to support the delivery of our priorities along with a set of relevant PI’s reported to each of the Committees.
- 🏠 Strategic away days held with the Board and Committee members including the Resident Committee for more Blue-Sky Thinking.
- 🏠 Good agenda planning ensures that the Board and Committees have a board range of strategic information to support their decision making process.
- 🏠 Use of benchmarking information, research, attendance at conferences and learning events to inform thinking and development of best practice for Board recommendations.
- 🏠 CEO reports on Horizon Scanning at each Board which explores opportunities and potential risks.
- 🏠 We have an Influence Plan and Communication Strategy which are regularly reviewed and approved by the Board.
- 🏠 Robust programme and project management structure in place and regular Board reporting with Bespoke risk maps created for all new projects and aligned to the Risk Management Strategy.
- 🏠 Broad engagement through the Resident Committee, Resident Board Members, and our Engagement Strategy #InfluenceUs.
- 🏠 Resident Committee provides the Board with assurance on Resident engagement, Resident scrutiny, and performance of services.
- 🏠 Internal and external audit and professional advice sought, as necessary.
- 🏠 For complex and sensitive issues, the Board takes an iterative approach to decision making. This includes use of formal Board papers, site visits, more informal discussions, and use of expert advice.

Enables and supports residents to influence strategic decision making

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



We believe that we fully comply with this standard.

Evidence and Assurance

- 🏠 We have a Resident Committee with representation from across our services and tenures. The committee meets six times a year, providing the Board with assurance on Resident engagement, Resident scrutiny, and the performance of Resident services.
- 🏠 Our Resident Committee attend all the Strategic away days to ensure that we hear their voice and that they can influence strategy.
- 🏠 Two Members of the ClwydAlyn Board are Residents and along with other Board Members ensure Residents are at the heart of all strategic decisions.
- 🏠 The Resident Involvement Strategy approved by the Committee and Board in March 2024.
- 🏠 “Our Promise’ which was developed in partnership with Residents and outlines Resident’s service delivery priorities.
- 🏠 The Complaints Panel which is made up of resident’s reviews complaints and works with Officers on the lessons learnt.
- 🏠 For any areas of service improvement or service redesign we work in collaboration with Residents who take key roles on project groups. During the last 12 months we have received over 436 responses to 7 surveys. Examples of this are:

Affordable Rent Review – Resident representatives were members of the working group to review the Rent Policy and propose recommendations for Board

Resident Involvement Strategy – Residents were surveyed as part of this review; residents were asked to share what they would like to see from resident involvement. Views were taken into account which helped to draft our new strategy.

New website - Launched in September 2023, residents have been involved in this project throughout, holding several meetings during the different stages of the project; we held an environmental and sustainability planning workshop, where we looked at the communications used to inform residents on the retrofit upgrades to their home. Resident feedback was used to update the booklet that was handed to residents prior to the works starting.

Our resident Portal 'My ClwydAllyn' - Second phase of work on the portal began in April 2023. We started this consultation by sending a survey to all residents registered to the portal, gaining some great feedback on what does and doesn't work well. We followed this up with a focus group, here we looked into the broader feedback and analysed it further. Many updates have been made to the portal, we have added new pages, news items and community information to keep residents informed and engaged.

Grounds Maintenance – We have emailed and sent letters to every resident who receives the ground maintenance service, we also held drop in session in each county. The feedback will contribute to the new tender and redesigning of the service.

- 🏠 Our resident volunteers complete 200 maintenance satisfaction calls for us every month.
- 🏠 A number of 'Meet the Resident Committee Member' articles have been published in the Resident's newsletter to promote the work of the Committee to encourage other Residents to join.
- 🏠 We hold community drop-in sessions 'Ask us Anything' for any resident to come along and speak to a member of staff. We have staff available from housing, assets and maintenance, the welfare team and resident involvement to help resolve any issues residents may be facing. To date four of these have been held with a further two scheduled.
- 🏠 Resident Committee Members form part of the recruitment panel for senior board roles, staff roles and other key roles. The Resident Committee were part of the interview panel for the new Chair and Board Members and the new Executive Director of People and Comms.
- 🏠 Satisfaction surveys including New Homes, Maintenance, Complaints, and 14 STAR based questions and 5 Social Value questions are reported to the Board and Residents Committee.
- 🏠 We have asked a further 1,100 residents five social value questions so that we can target resources to those most in need and use these conversations to help shape our next 5-year corporate plan.
- 🏠 In our Care Homes we complete Quality Assurance questionnaires, hold Resident Team meetings and feedback to Residents and their families about actions we have taken to respond to feedback.
- 🏠 Through #InfluenceUs we have a more diverse group of Residents who choose to be involved in the areas that interest them.

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

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

We believe that we fully comply with this standard.



Evidence and Assurance

- 🏠 Submission of Regulatory Returns on time.
- 🏠 Regulatory review judgement green and green – March 2022.
- 🏠 Close working and open communication with the Regulator, meeting held quarterly.
- 🏠 Proactive communication with the Regulator, for example reporting potential RHWA Act issue ahead of the implementation deadline.
- 🏠 The Board ensures we meet all regulatory requirements and legislation by having suitably qualified staff who have expert knowledge in place and continuous professional development.
- 🏠 The Board takes advice where necessary in relation to Law, Audit, Treasury, and subject matter expertise.
- 🏠 Additional expertise on the Committees independent of the Board i.e. specialists in Procurement, HR, Development and Cyber.
- 🏠 Safeguarding is reported to the People Committee and Board annually.

- 🏠 The Board, Committee Members, Exec and Senior Team attend networking events to ensure they are up to date with sector information.
- 🏠 Responsible Individual on the Board who provides reports on Care Homes regulatory requirements for Care Inspectorate Wales (CIW) and has accountability for Health & Safety Leadership.
- 🏠 CIW regulation and all Homes compliant under RISCA Regulatory requirements.
- 🏠 All staff and Board receive appropriate training in the areas of Law and Legislation.
- 🏠 Annual report is presented to the Assurance Committee in relation to review of Fraud, Schedule 1, Gifts & Hospitality, Declaration of Interests General Data Protection Regulations and Whistleblowing.
- 🏠 Registration with Financial Conduct Authority (FCA) for debt advice and Chair is the Responsible Individual for the FCA. Head of Governance is the Anti-Money Laundering Officer.
- 🏠 Data breaches reported to the Information Commissioners Office classified as not upheld and all processes followed correctly.
- 🏠 All policies in relation to legislation, Law and Regulation in place and training delivered to all staff and Board i.e., Safeguarding, CIW Compliance, FCA Conduct Rules, Anti-money Laundering.
- 🏠 Comprehensive Internal Audit Programme completed each year by the Assurance Committee with a focus on meeting legal and regulatory requirements. Action Plans for improvement reported to and monitored by Assurance Committee.
- 🏠 Comprehensive External Audit programme agreed and approved by the Assurance Committee.
- 🏠 In-depth independent specialist audit work commissioned for high-risk areas such as compliance.
- 🏠 Quarterly Business Continuity reporting to Welsh Government.
- 🏠 The Code of Conduct for all staff, Board and Committee Members has been reviewed and approved by the Board in May 2024.

Risk

RS2. Robust risk management and assurance arrangements are in place

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

ClwydAlyn has a comprehensive risk management process in place. There are detailed risk maps supporting each risk with specific interventions to mitigate the risk. Early warnings and trends are monitored to facilitate corrective action and there is regular review of the environment to ensure that any emerging issues affecting our strategy are considered. The Board ensure the Risk Management Strategy, Policy and Framework is appropriate and regularly reviewed.

We believe that we fully comply with this standard.



Evidence and Assurance

- 🏠 Risk Management Strategy and Policy in place and approved by the Board.
- 🏠 Risks reviewed annually and approved by the Board and where necessary emerging risks added to the risk register.
- 🏠 We have implemented the 3 LoD model for all operational and strategic risks.
- 🏠 Sector risks are considered by the Board as part of the annual review.
- 🏠 Strategic risks are reported to each Board. Strategic and Operational risks reported to the Assurance Committee quarterly and risks relevant to each committee are reported twice a year.
- 🏠 Financial performance is monitored regularly, and forecasts are stress tested against key risks.
- 🏠 Board and Committee Member away days are used extensively to discuss sensitive or complex topics in detail and to identify key risks, risk appetite and risk management.
- 🏠 Intragroup Agreement mitigates any risk to ClwydAlyn from its subsidiaries.
- 🏠 Subsidiaries have their own Boards, and the Chair is separate to the ClwydAlyn Chair.
- 🏠 Assurance Committee has a Chair that is separate to the Board Chair.
- 🏠 Risks defined in all Board and Committee papers as part of the report.
- 🏠 Risks in relation to Compliance, Regulation and Law are reported annually to Assurance Committee.
- 🏠 Internal Auditors consider the Operational Risks as part of their audits.
- 🏠 Independent professional advice and guidance used e.g., Savills, Trowers, Anthony Collins.
- 🏠 Professional and qualified staff to ensure risks do not emerge i.e., Data Protection, H&S and Legal
- 🏠 All new change projects are approved by the Programme Board and have a project sponsor and risk management plan in place.

- 🏠 Horizon scanning report to each Board identifies any opportunities or risks.
- 🏠 We have been successful in gaining the Cyber Essentials Plus Accreditation

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

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



We believe that we fully comply with this standard.

Evidence and Assurance

- 🏠 The Property Committee have responsibility for Health and Safety and the Board has the ultimate oversight with the Executive Director of Care & Support appointed to the Board as the RI.
- 🏠 Our Executive leadership team have key responsibilities to meet the Fire Safety Bill with the Director of Supported Living as the Principal Accountable Person (PAP) with the Health and Safety team responsible to the Principal Accountable Person.
- 🏠 Appropriate risk planning for new activities.
- 🏠 The Home Health check puts emphasis on the importance of homes being “safe in use” for our Residents. It incorporates reviewing energy and the environment in a more person-centred approach.
- 🏠 Regular compliance audits carried out by RSM.
- 🏠 The delivery of safety compliance works is undertaken by competent contractors and our own teams,
- 🏠 Pro-active and re-active site and scheme inspections/audits and principal contractors monitored for H&S performance on all major projects and Principal designers employed under Construction Design Management.
- 🏠 ClwydAlyn has a robust development appraisal process for all new developments, so that we can be certain that new developments will have a positive impact on the business and not put other assets or services at risk.
- 🏠 We take a person-centred approach to our Housing Management service and a person-centred risk planning approach for individuals who are vulnerable or have specific needs and work with other public services to identify Residents at risk and provide support.
- 🏠 Our Trades staff can activate a ‘wellbeing call’ if they have safety concerns about residents.
- 🏠 Resident home safety information provided in the welcome pack, website, and residents’ newsletter.
- 🏠 Clear lines of responsibility have been developed in a dedicated competency matrix for building safety, compliance and development with CPD, training and key skills identified for job roles.
- 🏠 We have a disrepair action plan and cross sector working with other Housing Associations in North Wales to ensure we all have a single approach to disrepair.
- 🏠 Proactively seek challenge using independent reviews.
- 🏠 Asset and Liability register approved by board in March

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

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

We believe that we fully comply with this standard.



Evidence and Assurance

- 🏠 Business Continuity Plan, Business Recovery Team and Incident Management Team established.
- 🏠 The master Disaster Recovery Plan is reviewed every 6 months, and the Assurance Committee has oversight.
- 🏠 Scheme specific Disaster Recovery Plans are in place and reviewed every 6 months.
- 🏠 Business Continuity Plans can be accessed remotely.
- 🏠 Infrastructure Recovery Business Continuity Plan in place with built in resilience at Head Office.
- 🏠 Copy of Disaster Recovery Plan given to Local Authority Emergency Planning Officers
- 🏠 External Consultants review the plan and run exercises with the executive and senior managers to test its robustness
- 🏠 Appropriate Insurance cover in place

High Quality Services

RS3. High quality services are delivered to residents

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

ClwydAlyn integrates health and safety into all its business activities to promote an active safety culture where risks are managed and reduced to the lowest practicable level. ClwydAlyn complies with all relevant legislation and law to keep its Residents and staff safe. We recognise the value of staff and Resident involvement in achieving continuous improvement.

We believe that we comply fully with this standard.



Evidence and Assurance

- 🏠 The Board has ultimate oversight for all Health and Safety with the Property Committee having delegated authority and has responsibility to monitor, guide and influence landlord safety compliance and ensure adequate and effective controls are in place to manage the risks.
- 🏠 Key Health Checks and Data Integrity Audits are completed by our Internal Auditors, RSM, which include the six property compliance areas; and are reported to the Assurance Committee.
- 🏠 A staff Fire Management Committee has been established to lead and manage the new responsibilities of the Fire Safety Act.
- 🏠 Safeguarding Policy approved by the People Committee and processes in place to report and record.
- 🏠 We have a qualified and experienced Health and Safety Team who report directly to the Responsible Individual who is a member of our Board.
- 🏠 TrACE training (Trauma and Adverse Childhood Experiences) continues to be delivered to all staff within the business so that we can better identify any potential safety issues or risks around the way residents are living and can put support in place or take action to reduce risk.
- 🏠 No Access Process and effective joint working internally to address any issues of no access and ensure we can provide safe homes for our Residents.
- 🏠 Health & Safety checks are carried out weekly across all our Care and Support services. These are recorded with actions completed to address any areas for improvement.
- 🏠 Housing Officer visits – all general needs and sheltered residents receive a visit from their Housing Officer annually. This assists with the identification of any Health and Safety issues, or support required.
- 🏠 Under the 'Building Safety Regime' the skills and competencies required for all relevant roles have been established and any areas of improvement have been identified and are actioned for further training.
- 🏠 We have an inclusive approach to property disrepair and put our residents first, we are members of the North Wales RSL forum to share good practice in this area and raise the profile with residents on how to report disrepair.
- 🏠 Proactive Home Health checks are completed by the Assets Team. The health checks are designed to identify and address any disrepair, safety issues and inform investment decisions.
- 🏠 A risk-based process has been developed to actively seek out and assess any damp related concerns in our homes. We also run communication campaigns actively encouraging reporting of damp and mould and have established teams to deal with any issues promptly.

ClwydAlyn delivers services which meet the diverse needs of residents

Our Corporate Plan sets out how we are creating an inclusive culture for our Residents. We are good at meeting individual needs as they are identified, and we are working to update resident EDI data with a comprehensive campaign in place encouraging residents to provide their information to ensure we can be cognisant to the individual needs of every tenant. However, as these can change in an instant and some residents do not wish to disclose their needs to their landlord this might not always be possible.

We believe that we fully comply with this standard.



Evidence and Assurance

- 🏠 Our Inclusion Plan has been developed to enable us to deliver inclusive resident focused services across the organisation where residents feel supported, empowered and valued.

- 🏠 We understand the value of knowing our residents and the importance of keeping this data up to date so we can tailor our services. We began our campaign to refresh this data and to date 18% of residents have responded. Every Housing Officer has been tasked with holding a Community event within their patch and a key focus for this will be collecting the key data.
- 🏠 We completed a piece of work to prioritise vulnerable clients where no contact had been made with us in a 12 month period, no repairs had been requested and where higher arrears existed.
- 🏠 We have a 'No Evictions' Policy into homelessness which aims to help Residents to maintain their tenancy through support and compassion not judgement. We have not evicted anyone in 5 years.
- 🏠 In our Supported Living Schemes all residents have a person-centred needs and risk assessment completed to identify how the service can support their wellbeing. We have links with partner agencies to ensure that we can meet the diverse support needs of our Residents. The service offers support around housing, mental health, physical health, isolation, relationship breakdown, bereavement, fuel, and food poverty. The service being accessible seven days per week helps to reduce demand on statutory services.
- 🏠 For our General Needs, Sheltered and Affordable Homes, pre-tenancy work is completed to identify and make sure any support needs can be met and post tenancy work we have early intervention officers who work with residents for up to 3 months to ensure tenancy sustainability.
- 🏠 We provide a person-centred housing management service with small patch sizes so housing officers can really know their residents.
- 🏠 We build lifetime homes, which can be adapted to changing needs throughout the residents life stages and undertake property adaptations to meet the individual resident needs to increase the usability of the home and enable them to maintain their independence for as long as possible.
- 🏠 We link in with a number of agencies where needs are identified to provide support and assistance such as; Groundwork are supporting Residents in Flintshire and Denbighshire who are unable to maintain their gardens; Crest provides white goods and furniture for our residents and flooring is provided in all of our new homes and properties that become empty
- 🏠 We provide assistance via our Resident Fund to any resident who requires further financial support. £52,652 has been accessed which has supported 149 of our residents. Examples of this support are emergency food provision, help with gas and electric, pest control, essential furniture, support with rent arrears, property clearance and contents insurance.
- 🏠 Over the last 12 months we have supported 425 residents with wellbeing concerns. Support ranges depending on need, but examples include: - 95 were linked to Food Poverty, 24 were linked to Fuel Poverty, 93 were linked to property condition, 101 were linked to residents Health and Wellbeing, 3 were linked to Employment and Education, 109 were resolved directly by Housing Officer.
- 🏠 We issued food vouchers to the combined value of £3,800 to 128 households during December 2023. ClwydAlyn employees also provided Christmas gifts to 74 residents who were either socially isolated or struggling financially and had children within their household.
- 🏠 Our Welfare Rights Team who support Residents with benefit advice and access to benefits supported 296 residents financially during the year and captured the impact from a range of interventions and total financial gains for the year are £1.2million . This means an average gain per resident of approx. £4,000.
- 🏠 We understand that major improvement works can be difficult for some people, a resident Liaison officer is assigned to undertake an assessment with the resident to understand the impact of proposed works and make any adjustments to meet resident's needs.

ClwydAlyn achieves and maintains high levels of tenant satisfaction with services

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

We believe that we fully comply with this standard.



Evidence and Assurance

- 🏠 We understand the importance of independently assessing our resident satisfaction and Acuity conduct 1,300 resident conversations for us annually. Comments provided by residents when we are undertaking our surveys are categorised into red, amber, and green flags. We contact all residents who have expressed unhappiness. This improves resident communication and builds trust. As part of the annual satisfaction report, Acuity

benchmarks our performance with other landlords using the Housemark data. During 23/24 when we compare our indicators to 46 other Landlords, we were top quartile for 8 of the indicators and 4 were median quartile.

- 🏠 Alongside our independent satisfaction survey, we ask a further 5 questions in relation to Social Value linked to our poverty priorities. From the 2,197 conversations held, 1,795 residents gave consent for us to contact them to have a more detailed conversation about their responses. We are now in the process of developing an engagement plan to take this piece of work further. The aim of this will be to ensure that we are prioritising our work around community involvement in a way that will have the most impact, that we plan our priorities in terms of resident funding and that we develop grant funded projects to target support where residents most need it. The engagement plan will be overseen by and reported to Resident Committee. This work will also form a significant component in developing the next 5 year Corporate plan due at Board for consideration later this year.
- 🏠 We completed our first independently commissioned Leaseholder survey during 2023/24 to provide us with an up-to-date baseline for leaseholders and shared owner satisfaction with their homes and services.
- 🏠 In our Supported Living services satisfaction surveys are completed with Residents at the end of their first month in the project and when they leave the project. All outcomes are fed into the North Wales Outcomes Monitoring system and provided to Local Authorities to evidence the progress made for individual residents.
- 🏠 Extra Care food satisfaction surveys are undertaken quarterly, and any improvements necessary are made as a result of feedback. The most recent satisfaction result was 81%.
- 🏠 Complaints are monitored and reviewed for learning themes in conjunction with Residents on the Complaints Panel and reported to the Resident Committee and Board.
- 🏠 Our internal transactional survey results are high with 'Overall satisfaction with the repairs service you received on this occasion' is 93%, 'Overall quality of the work' – 96% and 'Keeping you informed throughout the repairs process' is 92%. We complete 2,800 of these calls annually.
- 🏠 Satisfaction for 'Right first time' for our maintenance repairs is 87%
- 🏠 Development – New homes satisfaction presented to Property Committee and Board. The Development Team analyse the surveys and comments and include service improvements into future developments. Satisfaction with 'Your New Home' in 2023/24 was 100%.
- 🏠 Extra Care Tenant satisfaction – Annually a residents' satisfaction survey is completed by the Local Authorities which captures resident satisfaction from social activities, does the Scheme/apartment meet their needs and staffing support/care/quality of service provided. Any areas for improvement are acted on.
- 🏠 Satisfaction in Care and Nursing is not measured as part of the Acuity survey. ClwydAlyn encourage feedback on our homes via the website www.carehome.co.uk which is the main website used for people who are researching potential care placements. Chirk Court is now the top ranked Home in the County of Wrexham with an overall rating of 9.8 out of 10. Merton Place is the second ranked Nursing Home in Colwyn Bay with an overall rating of 9.6 out of 10.
- 🏠 Transactional surveys have been introduced for all new owners purchasing Leasehold, Shared Ownership or LSE properties and for all sellers. Results from these have been very positive.
- 🏠 Resident satisfaction is reported annually to the Resident Committee and Board.

ClwydAlyn makes its performance information available to residents

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

We believe that we comply fully with this standard.



Evidence and Assurance

- 🏠 During 2023/24 we published our second report on 'Our Promise' ClwydAlyn's Resident's Charter. We use our promise to measure our performance and drive service improvements. Residents led the creation of Our Promise. We publish the 'Our Promise' dashboard annually on our website. <https://www.clwydalyn.co.uk/our-promise/>
- 🏠 We have published our third Environmental, Social and Governance report which contains performance data. This was promoted by our social media channels. https://issuu.com/pennafhousinggroup/docs/39839_clwa_clwydalyn_environmental_social_and_gove
- 🏠 KPIs are reported at each meeting of the Board and include satisfaction indicators.
- 🏠 PIs are reported to each of the Committees
- 🏠 Our Corporate Plan includes performance information and is published on our website
- 🏠 Our Self Evaluation is published on our website and includes satisfaction levels.

- 🏠 We share how we are doing in key areas on social media.
- 🏠 There is a Mailbag section in Lifestyle magazine for Residents, where they can ask their questions and we will print our reply which covers how we are performing in different areas.
- 🏠 Complaints Panel – information on complaints is scrutinised by a panel of Residents and Officers and reported to the Board and Resident Committee.
- 🏠 Business Planning away day sessions held with Residents on an annual basis to review past year’s performance and prioritise for the future year, considering the needs of Residents.

Residents are empowered and supported

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

ClwydAlyn creates a culture which values and promotes resident involvement

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

We believe that we fully comply with this standard.



Evidence and Assurance

- 🏠 The Resident Committee has 7 resident Members and has representation from social rent, affordable rent, Rent to Own and sheltered housing tenures. The purpose of the Committee is to provide the Board with assurance on Resident engagement, to provide Resident scrutiny on services and to report on performance on service delivery. Two of the Resident Committee are Board Members, and we have resident representation on our People and Property Committee.
- 🏠 Our Strategic Away Days are held with the Board and all Committee Members giving strong resident representation and influence.
- 🏠 Our Resident Involvement Strategy was approved by the Resident Committee and Board in March 2024 and evidence how we place the resident at the heart of everything that we do and how we work in collaboration.
- 🏠 #InfluenceUs – a bespoke resident involvement Programme which seeks resident views on all aspects of work across ClwydAlyn. To date we have 140 members.
- 🏠 Resident Committee workshops have been held outside the routine Resident Committee meetings to discuss matters such as WHQs2, Asset Management and Maintenance to engage with Residents on plans and priorities. WHQs2 was an area with the biggest potential for Resident Involvement and ClwydAlyn wanted to know what mattered most to Residents in terms of where they should start and what the focus should be on.
- 🏠 We have a Complaints Panel where information on complaints is scrutinised by a panel of residents, #InfluenceUs Volunteers and Officers and the outcomes and learning are reported to the Resident Committee and Board.
- 🏠 Focus Groups – Resident Influencers are involved in service design and re-design. Examples of this are:
- 🏠 Affordable Rent Review – Resident representatives were members of the working group to review the Rent Policy and propose recommendations for Board.
- 🏠 Resident Involvement Strategy – Residents were surveyed as part of this review; residents were asked to share what they would like to see from resident involvement. Views were taken into account which helped to draft our new strategy. Following the surveys we also held a focus group which helped to form the 12-month action plan.
- 🏠 New website - Residents have been involved in this project throughout, holding several meetings during the different stages of the project.
- 🏠 Environmental and Sustainability – Workshop held where we looked at the communications used to inform residents on the retrofit upgrades to their home. Resident feedback was used to update the booklet that was handed to residents prior to the works starting.
- 🏠 Our resident Portal ‘My ClwydAlyn’ - The second phase of work on the portal in April 2023. We started this consultation by sending a survey to all residents registered to the portal, gaining some great feedback on what does and doesn’t work well which was followed up with a focus group, here we looked into the broader feedback and analysed it further. Many updates have been made to the portal, we have added new pages, news items and community information to keep residents informed and engaged and we started the consultation process with residents
- 🏠 Ground Maintenance - We have sent out a survey to every resident who receives the ground maintenance service, we also held drop in session in each county.

- 🏠 Review of Service Charges - Residents have been involved in influencing ensuring links are made with affordable rents. This has resulted in reduced service charges of circa 10% for 2024-25.
- 🏠 We have resident groups in our Extra Care Schemes which hold monthly meetings where the Scheme Manager is invited to discuss any issues or improvements to be made. Newsletters are sent to all Residents at the Schemes with feedback and changes implemented from meetings. Hafan Gwydir has a very active residents committee that organise weekly activities and they are supported by the scheme manager. They also have their own groups on social media platforms that enables them to share information and events.
- 🏠 Our Supported Living / Homeless services hold resident meetings to encourage feedback on how we deliver our services. This forms part of our evidence to commissioning local authorities.
- 🏠 Working with Residents we have changed our Resident newsletter to a 'Lifestyle' magazine and a number of 'Meet the Resident Committee Member' articles have been published in the Resident's newsletter to promote the work of the Committee to encourage other Residents to join.
- 🏠 https://issuu.com/pennafhousinggroup/docs/40138_clwa_clwydalyn_residents_newsletter_spr_sum_?fr=sYzgxOTY5OTAwMTA
- 🏠 Our Resident Charter sets out our commitment to delivering excellent services and 'Our Promise' has been developed with the Resident Committee. Performance against 'Our Promise' is monitored by the Resident Committee.
- 🏠 We hold community drop-in sessions 'Ask us Anything' for any resident to come along and speak to a member of staff. We have staff available from housing, assets and maintenance, the welfare team and resident involvement to help resolve any issues residents may be facing.
- 🏠 ClwydAlyn utilise a number of social media channels and newsletters to engage and invite residents to local activities and insight sessions. Feedback is also obtained after each activity / session by the Resident Involvement Officer, who collates the feedback for review by the Resident Committee.
- 🏠 Residents are involved in the Recruitment of staff, new board members including the Chair; and the Procurement of contractors delivering resident services
- 🏠 Resident involvement is a standing item on all executive and senior team meeting agendas.
- 🏠 Satisfaction with 'opportunities given to you to participate in ClwydAlyn's decision-making processes' is 70% and satisfaction that 'ClwydAlyn gives you a say in how services are managed' is 68%.

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

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

We believe that we fully comply with this standard.



Evidence and Assurance

- 🏠 We have a well-established award winning Complaints Panel who meet on a quarterly basis and consist of Resident Committee Members, wider volunteers within ClwydAlyn and a Senior Officer is always in attendance. This helps to facilitate wider-reaching and more meaningful discussions when reviewing the complaints process and any themes or areas of concern identified.
- 🏠 Our compliments and complaints, together with lessons learnt are reported to the Board and Resident Committee twice a year. <https://www.clwydalyn.co.uk/compliments-complaints/>
- 🏠 An internal follow-up questionnaire is sent to each Resident who has lodged a complaint, to gather valuable feedback from their experience of using the complaints procedure, to further improve and make the process as easy and user-friendly as possible.
- 🏠 We accept any method of communication, whatever the Resident's preference is. We have the Complaints Flyer in English, Welsh and Polish. Other languages are available on request.
- 🏠 We have seen a reduction in the number of formal complaints by the Complaints Team liaising with relevant departments on behalf of the complainant to resolve an issue quickly. The average time taken to resolve informal complaints is 5 days.
- 🏠 The Complaints Officer meets with relevant Officers quarterly to establish what positive outcomes have come from implementing feedback into service improvements.

- 🏠 Satisfaction that ClwydAlyn provides you with opportunities to participate in decision-making processes is 70%, Listens to views and acts on the 76%, Trust is 79% and ClwydAlyn gives you a say in how services are managed is 68%.
- 🏠 Every effort is made to identify if an approach can be dealt with in a simple and swift manner without the need to enter into the formal complaints process. All approaches made to the Complaints Team are recorded and monitored. Our aim is to work with Residents to reach the best outcome.
- 🏠 No complaints that have passed to the Public Services Ombudsman for Wales have been upheld.

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

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

We believe that we fully comply with this standard.



Evidence and Assurance

- 🏠 The Resident Committee has representation from all categories of housing. We have two Resident Board Members and 140 #InfluenceUs Members.
- 🏠 #InfluenceUs – a bespoke Resident Involvement Programme which seeks Resident views on all aspects of work across ClwydAlyn. Influencers respond to monthly surveys relating to specific themes as requested by various departments and Focus Groups. Resident Influencers are involved in service design and re-design. During the last 12 months we have received over 436 responses to 7 surveys. One example is the survey requesting feedback on our resident portal. The survey was sent to all portal users to see if the portal was working well for them. The feedback told us that residents didn't feel there was enough information on the portal and would often still need to call, from this feedback we have added several pages to the portal ensuring there is enough information on there for residents to get support and stay engaged.
- 🏠 Resident satisfaction information is fundamental to improving services across the business. We independently undertake surveys for the Welsh Government satisfaction questions, complaints and new builds. We have transactional surveys for our repairs and maintenance service, our food offering in Care Homes and Extra Cares, adaptations, ASB and new lets. Satisfaction is reported to the Board and Resident Committee, in the Resident Lifestyle magazine, on our website and is included in 'Our Promise.'
- 🏠 We have a dedicated Resident Involvement Officer whose role it is to promote the opportunities that exist for our Residents.
- 🏠 Our Resident Volunteers complete 200 maintenance satisfaction calls each month.
- 🏠 We have completed our first Affordable Homes independent survey during 2023 to assess satisfaction amongst our Leaseholders. A action plan has been developed and reported to the Resident Committee and the survey will be repeated annually to assess progress.

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

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

We believe that we fully comply with this standard



Evidence and Assurance

- 🏠 The Resident Involvement Strategy sets out our commitment on how we put our residents at the heart of our work through a range of resident involvement opportunities which are inclusive, flexible and meet residents' personal commitments. To maximise the potential difference resident involvement can make we committed to building a 'culture' of resident involvement that is embedded in the values of our organisation of trust, kindness and hope. We ensure that we are open and accountable, respect each other, and value difference. This requires commitment at every level of the organisation including staff and our Board.
- 🏠 We ensure that all our resident Involvement activities have clear purpose and result in positive outcomes for our residents and the communities we serve. In collaboration with our residents, we have identified the following outcomes to help us collaboratively achieve this aim;

- 🏠 Providing safe and well-maintained homes.
- 🏠 Ensuring our homes are affordable and as cost effective to live in as possible.
- 🏠 Providing excellent and value for money services.
- 🏠 Building trust between us, our residents and our communities.
- 🏠 Ensuring residents have a say in decision making.
- 🏠 Resident Involvement Strategy 2024-2027 (RI-STR-03) Version 3
- 🏠 Uncontrolled document if printed Page 5 of 8
- 🏠 Excellent communication with residents.
- 🏠 Openness and transparency on our performance.
- 🏠 Revised Customer Services Standards implemented, providing more flexible services to meet the needs of our residents.
- 🏠 Our Corporate Plan has a number of actions to ensure Residents receive excellent services and have a strong influence on what we do, how we deliver our services and are reported quarterly to the Board.
- 🏠 Comments provided by Residents where they have identified any issues/concerns are followed up by Housing, Maintenance and Asset Officers. Outcomes of these discussions and how the situation has moved on/been resolved are recorded within CX Housing so we can report on service improvements.
- 🏠 We have seen a reduction in the number of formal complaints. The complaints team work hard to reduce the number of potential formal complaints. In the period, the Complaints Team has dealt with 140 approaches that all could have potentially progressed to a formal complaint, if not dealt with quickly or with a person-centred approach.

Rents and Service Charges

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

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

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

We believe that we fully comply with this standard.



Evidence and Assurance

- 🏠 We have in place a social rent policy which demonstrates affordability and value for money and was developed in consultation with residents.
- 🏠 All future residents receive a pre-tenancy assessment to determine whether the rent is affordable and how we can support them with any financial issues.
- 🏠 All residents now receive a copy of their service charge accounts in September.
- 🏠 Following the initial service charge review a number of improvements have been implemented including; Ownership and accountability for sign off of service charges; consultation with residents prior to service charges being implemented; Installation of smart meters to ensure accurate energy bills; review of the grounds maintenance contract; corporate timeline for service charges and rent uplifts with accountability for sign off at each stage; telecare provision reviewed at each scheme and a number of schemes where energy improvement works are underway in direct response to resident feedback.
- 🏠 Service Charges overall across the Group have decreased by 10.63% for 2024-25. Resident Satisfaction for 'rent provides value for money' currently stands at 85% which is 2% above the UK average. Satisfaction with 'Service Charges provides value for money' stands at 71% which is 4% above UK average.

VfM

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

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

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

We believe that we fully comply with this standard.



Evidence and Assurance

- 🏠 We have in place a Value for Money Strategy, approved by the Board which lays out key themes and objectives. To achieve our VfM objectives we focus on the following themes; Understand what value means for our Residents; Know how our assets perform and decide how to invest resources; Improve the VfM focus of our procurement and Embed VfM in our business and project planning and budget setting.
- 🏠 Social Value is embedded in our Procurement policy, and this is clearly aligned to the Social Value Act, The Wales Procurement Policy statement, and the Wales Future Generations Act. We are committed to delivering social value via our supply chain wherever appropriate and proportionate to ensure that all goods and services that we procure are achieving optimum value. We work with suppliers that have similar values to ourselves and have therefore developed our procurement process to ensure that our social value priorities are incorporated into our procurement process.
- 🏠 Our Procurement actions are reviewed annually and set out achievements and priority activities for the coming year. A 2% procurement savings target for 2023-24 has been met with savings and cost avoidance amounting to £322k.
- 🏠 We have in place an affordable rent policy and Satisfaction that your Rent provides value for money is 85% and Service Charges provides value for money is 71%.

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

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



We believe that we fully comply with this standard.

Evidence and Assurance

- 🏠 We have a £200k Community Investment Fund which we re-invest to create Social Value and a Resident Fund of £100k to support residents in financial difficulty which has supported 149 of our residents during the year.
- 🏠 Over the last 12 months we have supported a further 425 residents with wellbeing concerns. Support ranges depending on need, but examples include: - 95 were linked to Food Poverty, 24 were linked to Fuel Poverty, 93 were linked to property condition, 101 were linked to residents Health and Wellbeing, 3 were linked to Employment and Education, 109 were resolved directly by Housing Officer.
- 🏠 Due to the impacts of the cost-of-living crisis and the financial hardship being experienced by some residents, ClwydAlyn supported by issuing Food Vouchers at Christmas to help residents with purchasing food for this period. We issued food vouchers to the combined value of £3,800 to 128 households during December 2023. ClwydAlyn employees also provided Christmas gifts at to 74 residents who were either socially isolated or struggling financially and had children within their household.
- 🏠 Over the last year, Well-Fed has provided 75,000 meals to ClwydAlyn residents. Over 18,300 meals have been sold through its mobile shops and almost 6,000 meals were delivered to Ukrainian refugees. A further 34,600 meals have been delivered as part of its food store programme for people in distress. In addition, 172 people have gone through slow cooker training and were provided with over 5,500 meals as part of the scheme.
- 🏠 The review of the Grounds Maintenance service delivery with staff and residents has provided excellent feedback to ensuring value for money for our residents.
- 🏠 Our capital works spend of £4,262,976 has been delivered in full.
- 🏠 ClwydAlyn utilises the Welsh Procurement Alliance Framework for the majority of its projects; with an emphasis on VfM and maximising the use of local materials and local contractors.
- 🏠 Over 300 new low carbon homes have been provided with 95% of new homes are off gas making them very affordable to live in and all new homes EPC 'A'.
- 🏠 We have received discounts totalling £600k for our residents who were not eligible for the energy retail discounts offered by the government.

- 🏠 We continue to support our residents directly and in addition to ensuring our rents are affordable we have undertaken a comprehensive review of service charges with residents which has seen reductions across the board; helping to make our services more affordable and cost effective.
- 🏠 Our Physical Adaptations Grant budget of £829k for 23/24 was fully utilised to complete approximately 68 medium-large and 117 minor physical adaptations to homes, ensuring residents can live independently for an extended period.
- 🏠 Our Social Value, Procurement and VFM Strategies are reviewed annually and set out achievements and priorities the year. <https://www.clwydalyn.co.uk/social-value/>
- 🏠 Our Promise is in its second year and sets out our commitment to delivering excellent services including value for money and affordable homes to our residents. <https://www.clwydalyn.co.uk/our-promise/>
- 🏠 Our ESG report provides a clear overview of the social value impact in our communities and directly to our residents.
https://issuu.com/pennafhousinggroup/docs/39839_clwa_clwydalyn_environmental_social_and_gove

Financial planning and management

RS7. Financial planning and management are robust and effective

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

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

We believe that we fully comply with this standard.



Evidence and Assurance

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

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

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

We believe that we fully comply with this standard.



Evidence and Assurance

- 🏠 2-year cashflow forecasts reported to Board quarterly and reduced RCF from £35m to £25m as it has never been used and we have strong cashflow forecast for the coming year. Covenants have been renegotiated and the facility extended by a year to 2027.
- 🏠 £40m deferred drawdown agreed in 2022 at good interest rates, with £20m drawn in May 2023 and £20m drawn November 2023, an interest free loan of £1.4m and a low interest loan of £4.5m were agreed with Welsh Government in February 2024
- 🏠 The existing corporate bond was due to expire in June 2022, so this was extended meaning we retained access to the remaining £25m.
- 🏠 A tap was undertaken on the bond for £150m meaning we have the framework to continue to draw on it in future.
- 🏠 Business Plan forecast of future debt requirements.
- 🏠 Consultants retained to review market conditions and advise on appropriate financing opportunities. We are planning to draw a further £25m of debt in Q4 24/25
- 🏠 Monthly review of Development Plan undertaken with Development Team.
- 🏠 We commissioned an independent consultant Altair for reconciliation of the Assets Investment programmes to the Business Plan.
- 🏠 We have undertaken benchmarking of Capital replacement programmes to ensure forecasting is accurate and reflects current market conditions.

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

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



We believe that we fully comply with this standard.

Evidence and Assurance

- 🔗 Interest cover covenant was reviewed and renegotiated with Barclays during the year.
- 🔗 Covenant compliance is reported quarterly to Board.
- 🔗 Reviews undertaken by two Credit Rating Agencies annually. S&P undertake a review and in 2023 we retained our 'A Stable' rating. We also retained our Moody's 'A3' rating in 2023 and our outlook moved from 'negative' to 'stable'
- 🔗 Quarterly reports provided to Funders as required.
- 🔗 Our Investors page is reviewed regularly to ensure it holds the most relevant information - <https://www.clwydalyn.co.uk/investors/>
- 🔗 We produced the second of our ESG reports in October which helps our investors assess our social and environmental credentials - <https://www.clwydalyn.co.uk/documents/>

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

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

We believe that we fully comply with this standard.



Evidence and Assurance

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

ClwydAlyn has an effective treasury management strategy and associated processes

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

We believe that we fully comply with this standard.



Evidence and Assurance

- 🔗 Treasury Strategy last approved by the Board in May 2024.
- 🔗 The Strategy has been prepared by the Savills – the Group's independent Treasury Advisers.
- 🔗 Golden Rules established to act as buffer to covenant limits – when interest cover covenant came close to golden rule, this was highlighted to board and the covenant was renegotiated to improve the situation.
- 🔗 Cashflow forecasts reported quarterly to Board.
- 🔗 Credit Rating Agencies review cashflow forecasts and liquidity requirements.
- 🔗 Board training event on treasury and business planning to be held in July 24
- 🔗 £40m drawn down during 23/24 as a result of good planning. Further £5.9m of low interest / interest free loans also drawn along with £38m grant.
- 🔗 Strong cashflows and good management of surplus cash delivered an additional £1.2m in investment income.

Assets and Liabilities

RS8. Assets and Liabilities are well managed

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

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

We believe that we fully comply with this standard.



Evidence and Assurance

- 🏠 The Assets and Liabilities register was approved by the Board in March 2024.
- 🏠 Good progress has been made with the review of the outstanding legal titles and land registry documents which has provided properties which are securable for future funding.
- 🏠 Secured assets are valued each year by external valuers.
- 🏠 The Board ensures good management of ClwydAlyn's resources through the Business Planning and stress testing process.
- 🏠 We engage specialist professional Advisors e.g., Anthony Collins, Savills.
- 🏠 We have appropriately skilled and qualified staff and Board Members.
- 🏠 Regular review of assets in place, to ensure that they are being used efficiently and deliver value for money. We undertake Home Health checks annually to collect data on property condition to inform the Register.
- 🏠 Disposal policy approved by the Property Committee and disposal of surplus underperforming assets
- 🏠 Appropriate insurance is in place and reviewed annually.
- 🏠 Our internal auditors RSM review the asset data as part of the Data Integrity audit annually.

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

North Wales. In addition, these plans set out our increased Investment Plan for existing homes to meet our carbon reduction objectives and to provide high quality, modern and affordable homes.

We believe that we fully comply with this standard.



Evidence and Assurance

- 🏠 Growth Strategy approved by the Board in March 2021 which sets out our plans to increase the number of homes we own. As of March 2024, there are currently 485 new homes on site with 1,032 new homes built since 2017/18. There are a further 1,111 homes that are in the pipeline. This brings the total Development Programme to 2,628 new homes equating to a total investment of circa £568m.
- 🏠 The Property Committee provides assurance to the Board on the quality, value for money and performance of investment in building new homes and maintaining existing homes.
- 🏠 We have been awarded over £5.4m during 23/24 to refurbish underperforming voids and to acquire new build properties from developers. We have secured a further £4.1m for decarbonisation works for 24/25.
- 🏠 Our Environmental and Sustainability Vision approved by the Board and being implemented to reduce our carbon footprint and make our Residents' homes more affordable in use.
- 🏠 We build new homes with extremely high levels of energy efficiency; using innovative building products, Welsh materials, and suppliers to provide local economic benefits.
- 🏠 We build lifetime homes - each home is built so it can be easily adapted for every stage of life, ensuring our residents can live independently for longer.
- 🏠 We have a dedicated group that reviews voids and considers whether houses should be invested in, remodelled, or disposed of.
- 🏠 Our joint venture company Onnen has delivered over £600k of works with a target for 24/25 is to deliver over £2m works.
- 🏠 We are working closely with Auditel to map our carbon footprint as a business. This work will also include an assessment of our water and waste management to provide the baseline for the development of strategies. We will receive an accredited carbon baseline and also recommended carbon reduction methods.
- 🏠 Multiple funding streams have been identified for the decarbonisation of our existing homes. We are targeting homes with an EPC rating of E, F or G. The full decarb strategy is still under development, and we are using software and building surveys to inform the "road map."

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

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

We believe that we fully comply with this standard.



Evidence and Assurance

- 🏠 Our Corporate Plan is approved by the Board annually and reported quarterly and covers growth, assets, and financial resilience.
- 🏠 Treasury Strategy approved by the Board in May 2024.
- 🏠 Strategic Risks reported to the Board which cover Treasury, Assets, and Development risks.
- 🏠 30 Year Business Plan approved by the Board annually.
- 🏠 We retain 15% stock as unencumbered (not used as security for loans).
- 🏠 Independent valuation of our properties is carried out each year

An external review of our asset management plan was completed during 2023. This was used to ensure our capital plan remains affordable and component lifecycles are reflected appropriately in the business plan.

High Quality Accommodation

RS9. ClwydAlyn provides high quality accommodation

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

The safety of our Residents and the quality of their homes is a high priority, and we take our regulatory obligations, compliance obligations and the management of associated risks seriously. We provide our Residents with a good quality, safe and well-maintained home. The Property Committee has oversight for and provides the Board with assurance that all property related strategies and policies relating to the standard are reviewed within the expected timeframe as well as the quality of our new homes, maintaining existing homes and the effectiveness of compliance with all Health and Safety Regulation and Law.



We believe that we fully comply with this standard.

Evidence and Assurance

Development

- 🏠 Of the 1,032 new homes completed, 188 are of low carbon by design, exceeding building regulations, with a further 74 of this type on site and due for completion. These homes incorporate a range of features which reduce carbon in their construction and costs in their operation, reducing energy bills for residents.
- 🏠 All our new homes achieve an EPC A rating. We build to WDQR, Lifetime Homes, Secured by Design and have embraced the new Beautiful Homes and Places guide from Welsh Government on all new developments and continue to link our projects to the Future Generations Act. ClwydAlyn was the third highest social housing provider of EPC A rated homes in the UK.
- 🏠 The quality of our builds on site is monitored by experienced Technical Inspectors. The inspectors work closely with the Contractors and Designers to ensure specifications and workmanship are to our standard. In addition, ClwydAlyn has its own standard specification which is reviewed annually incorporating any lessons learnt from our experiences of the development of new homes.

The Environment and Sustainability

- 🏠 Onnen has had a successful trading year undertaking 368 technical surveys, 126 various energy efficient measures consisting of cavity wall insulation (CWI), Solar panels, Solar battery and heat pumps, including the extraction of failed CWI to 31 properties.
- 🏠 Our new build homes adhere to high-quality construction standards and prioritise energy efficiency. All our new homes are built to EPC A, and we continue to build many ultra-low carbon homes utilising off site manufactured systems and including Welsh timber panels. We are also enhancing our existing stock with measures such as external wall insulation, solar PV, battery storage, air source heat pumps, innovative heating systems and a range of other new technologies to minimise our impact on the environment with measures already installed in 78 properties.
- 🏠 We continue to innovate by exploring new technologies and building methods to create the most efficient and lowest possible energy use in new homes. Examples are radiant heat wallpaper systems installed in circa 20 existing homes and consideration of new and emerging off site manufactured products for new homes.

Safe Homes

- 🏠 The Responsible Individual on the Board for Health and Safety, brings together the statutory responsibilities and a more co-ordinated approach across the business enhancing corporate oversight.
- 🏠 We are compliant with all statutory requirements in relation to gas, fire, electrical, asbestos, legionella and Loler. These are reported quarterly to Welsh Government, the Board and Property Committee. We employ 3rd party, independent specialists to audit a percentage of works for further assurance purposes.
- 🏠 All contractors who conduct work for ClwydAlyn must meet the necessary accreditation standards and have the required competency and qualifications to undertake work such as Gas Safe NICIEE, UKAS accreditation, and Fire Door Inspection scheme.
- 🏠 We have low numbers of 'no access' and have a robust process in place which includes legal action/ support to ensure that ClwydAlyn does everything it can to achieve a safe home for our residents. We take a person-centred cross-functional approach to address the more complex cases of 'no access' to ensure we safeguard the resident and that ClwydAlyn has undertaken all that is necessary.
- 🏠 We have strengthened our fire safety team by employing an additional Compliance Co-ordinator.
- 🏠 Our work on Compliance and Building Safety remains a high priority with a range of works completed to homes and complex buildings over the last year to address risk and improve safety such as; investing in fire and building safety; we have done so by undertaking extensive works at Merton Place and Gorwel Newydd. In addition, completing intrusive, compartmentation surveys at all our complex builds so we can better understand our buildings and how they operate.
- 🏠 Radon Wales has rolled out a programme of radon monitoring in our homes.
- 🏠 We have finished our first major asbestos removal programme in Wrexham, and we will continue to remove and reduce the number through our Asbestos Management Plan.

Assets

- 🏠 We appointed a specialist consultant to survey 12 schemes as potentially having RAAC present. All of the sites were found to have no evidence of RAAC.
- 🏠 The WHQs implementation plan is progressing. A new Lead Asset role has been created to lead from an Asset Management perspective and assist the project teams. HHSRS training has been delivered and the property survey module amended to include FFHH and HHSRS alongside WHQs. The Welsh Development Quality Standards (WDQR) will also be incorporated. The changes required to WHQs by April 2025 are on schedule with ongoing workshops to further shape the service delivery ahead of full implementation. A comprehensive WHQs Policy will be finalised and signed, outlining the delivery strategy for the next decade.
- 🏠 We have successfully concluded projects with Altair, merging our Assets and Capital Investment financial data. Parity will be instrumental in aiding future planning and financial forecasting to meet our decarbonisation targets.
- 🏠 To maintain the safety and security of homes, Secure by Design certified products for windows and doors are installed. This standard is also applied to the design of new estates and layouts to mitigate crime, a requirement under the grant regime in Wales. The goal of upgrading 250 homes this year through capital programs is on track. Initiatives such as external lighting, gate locks, and resident education, in collaboration with local police teams, aim to address issues in isolated areas.

Maintenance

- 🏠 During the year we carried out 25,434 repairs. We delivered significant improvements to residents' homes, spending £10.5m in repairing and maintaining them. Our attendance for emergency repairs is 100%, the average completion time for urgent jobs is 5.5 days and our overall time to complete a repair during the year was 30.78 days.
- 🏠 Residents are still finding the self-repair initiative useful, and it allows residents to carry out a repair at their own convenience and avoid waiting for an appointment. During 2023-24, 147 self-repairs have been completed with a total to date of 312. All residents who carry out a repair will receive a £20 voucher. Based on 150 jobs, this initiative will save ClwydAlyn circa £18,360 per annum.

Compliance Improvement Plan	Expected Outcome	Timescale to implement
Analyse staff data and produce an improvement plan to address any gaps/issues identified	Meet our EDI targets and objectives	March 2025
Complete collection of resident data and analyse and produce an improvement plan to address any gaps/issues identified	Ensure our services meet the diverse needs of our residents	March 2025

