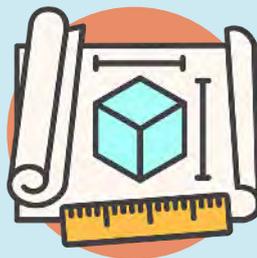




# ClwydAlyn

## Environmental, Social, and Governance (ESG) Report 2023/2024



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# Introduction

**Our mission has always been to beat poverty in North Wales by ensuring everyone in our communities has access to high-quality homes where they can afford to stay warm, eat well, and live comfortably. But this year, as we face the growing urgency of the climate crisis, we're putting an even greater focus on the environment, recognising that a greener future is key to everyone's wellbeing.**

In parts of North Wales, life expectancy is eight years below the regional average, with nearly twenty years less healthy life expectancy. That's not fair, and while we can't fix everything alone, we believe that fighting poverty and protecting the environment go hand-in-hand. From cutting carbon emissions and improving home energy efficiency to ensuring access to green spaces and healthy food, we're determined to create a fairer society and a better future for our communities.

Imagine a world where everyone has an eco-friendly home, affordable energy, and nutritious food—all while protecting the planet. It might sound like a dream, but

we believe it's achievable. With the cost-of-living crisis making life harder, we're committed to supporting our residents and staff in ways that also care for the environment.

We currently manage over 6,500 homes, with 769 talented, dedicated team members providing housing and services across seven local authorities in North and Mid-Wales. Since 2018, we've delivered 730 new homes and plan to add 1,000 more by 2027/28—many with a focus on sustainability. We're also focused on maximising the social and environmental value of every pound we spend, contributing positively to both the local economy and the planet.

By embracing the Sustainability Reporting Standard early, we've shown how seriously we take the climate crisis. We're balancing our ambitious goals to reduce poverty with our environmental responsibilities, ensuring that ClwydAlyn is governed well, financially sustainable, and doing its part to protect the future of our communities and the planet.



# Environmental

## Our path to Net Zero by 2050

We're setting our sights on achieving Net Zero by 2050. We know it's a big challenge, but we're working closely with our tenants, employees and partners to ensure our goals are both ambitious and achievable. To get there, we're creating a detailed Sustainability Strategy aligned with the Science Based Targets (SBT) initiative, covering everything we do - our homes, our businesses and the communities we serve.

We're not doing this alone. With the support of accredited consultants, Auditel, we've been assessing our carbon footprint and setting clear short, medium and long-term targets to guide us toward Net Zero emissions. Our plan will ensure we continue to deliver high-quality homes and services while playing our part in tackling climate change.



### Theme 1:

## Climate Change

### Tackling climate change together

A big part of this journey is understanding our emissions. We've been mapping out our greenhouse gas emissions with Auditel, focusing on Scope 1 (direct emissions like fuel used in our buildings), Scope 2 (indirect emissions from the electricity we use), and Scope 3 (all other indirect emissions from our supply chain and the energy used by residents).



Early data shows that over 90% of our emissions are from Scope 3, with more than 50% coming from the energy used in our homes. This highlights just how important it is to focus on improving the energy efficiency of the homes we provide. In the coming months, we'll be sharing more details in our carbon reduction plan, outlining the steps we'll take to cut emissions and make our homes even more sustainable.

## Energy Efficiency: making homes warmer and greener

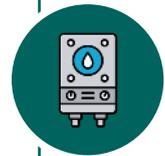
Improving the energy efficiency of our housing stock is key to reducing emissions and ensuring that we're on track to meet our Net Zero targets. Over the last year, we've rolled out a range of retrofit projects aimed at making our homes more energy efficient. Here's what we've been up to:



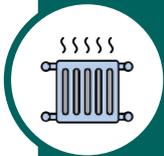
**Insulation Upgrades:** We've increased loft and wall insulation in many of our properties to reduce heat loss, keeping homes warmer in winter and reducing the need for heating.



**Window Replacements:** Older single or double-glazed windows have been replaced with modern, energy-efficient ones that improve thermal efficiency and lower energy bills for residents.



**Smart Technologies:** In some homes, we've piloted the use of smart hot water cylinders that only heat the water residents need, helping to cut down on unnecessary energy use.



**Heating System Improvements:** We've been replacing outdated heating systems with modern, energy-efficient air-source heat pumps that use renewable energy to heat homes more sustainably.



**Renewable Energy Solutions:** Solar photovoltaic (PV) panels have been installed on several properties along with battery systems that store the energy for later use. This helps maximise the use of renewable energy and reduces reliance on the grid.



**Energy Monitoring:** Sensors that monitor CO2 levels, humidity and temperature have been installed to help residents manage their energy use more effectively.

**£2.25 million**

In just the past year, we've replaced 943 windows and 66 doors and carried out retrofit work on 127 homes. Altogether, we've invested £2.25 million in making our residents' homes warmer, greener and more energy efficient.

Catrin Williams and her five-year-old daughter were previously living at her dad's house while on the waiting list for a home. She excitedly said of her new property:

**"I'm so looking forward to us starting this new chapter here, and my daughter's school is only a five-minute walk away too."**



## Tracking our progress

Our retrofit activities are already making a noticeable difference in the energy performance of our housing stock. We use Energy Performance Certificate (EPC) ratings to track how energy-efficient our homes are, and here's how things look right now:

We've made great strides, but there's still work to do. While our formal Net Zero strategy is still in development, these retrofit activities are crucial first steps towards achieving our long-term sustainability goals.

EPC band	Sap Score	# Properties (owned & managed)	% Stock
A	92-100	561	9%
B	81-91	1183	19%
C	69-80	2206	35%
D	55-68	891	14%
E	39-54	78	1%
F	21-38	15	0%
G	0-20	1	0%
Not Available		1416	22%
<b>Total</b>		<b>6351</b>	<b>100%</b>

EPC rating of new homes:

**A - 91.06%**

**B - 8.38%**

**C - 0.56%**



## Preparing for climate risks

Climate change isn't just about reducing emissions – it's also about preparing for the risks it brings. As part of our developing Sustainability Strategy, we're looking closely at the climate-related risks facing our homes and communities.

With the help of environmental consultants, we'll be mapping the geographic vulnerabilities of our housing stock, identifying homes that might be at risk of flooding, drought or overheating as climate

patterns shift. Using Geographic Information Systems (GIS), we can overlay climate data with our housing locations to pinpoint areas that need extra attention.

We're also looking at the wider impacts of climate change on our supply chain. As part of our strategy, we'll be assessing how potential disruptions, from extreme weather to resource shortages, could affect our ability to deliver services. By working closely with our suppliers, we aim to build resilience and ensure we're ready to face these challenges.



Theme 2:

## Ecology

### Boosting green spaces and biodiversity

We believe that sustainability isn't just about energy efficiency - it's also about creating greener, more vibrant communities. That's why we're focusing on increasing green spaces and promoting biodiversity across our developments.



**No-Mow Zones and Wildflower Areas:** We've established areas where natural vegetation can thrive, encouraging diverse species and creating peaceful spaces for residents to enjoy.



**Tree Planting:** We're committed to planting trees throughout our estates, which helps with carbon storage and creates habitats for local wildlife.



**Biodiversity Enhancement:** Over the next three years, we're aiming to boost biodiversity across our housing estates by at least 10%. This will involve planting native and drought-resistant plants that support pollinators, like bees and butterflies, and creating wildlife corridors that connect green spaces across our developments.



Maes yr Ysgol and Bridge Street, Anglesey, a development of 52 homes, with sustainability and community at the heart of planning; with fruit trees and a community herb garden on site.



**Community Engagement:** We actively involve residents in biodiversity projects, such as community gardening and wildlife monitoring, fostering a sense of ownership and environmental stewardship.

**We know how important it is for people to have access to nature, and we're working hard to make sure our communities are greener, healthier places to live.**



## Taking Action on Pollutants: protecting health and the environment

To manage and reduce pollutants, we're actively working on several fronts to address these issues. Here's what we're doing right now:

- ✓ We regularly inspect our homes to spot any harmful pollutants, including asbestos, mould, lead in water pipes and air pollutants.
- ✓ We keep an up-to-date asbestos register and make sure all asbestos is handled and removed by licensed professionals in line with strict regulations.
- ✓ To prevent damp and mould, we're improving ventilation, doing regular maintenance checks and providing residents with tips on managing moisture in their homes. →

New heating system installed changed a residents, life, health and comfort. The resident said:

**"The mould has almost settled completely, the dampness I always noticed in the air has also disappeared. I feel as though I am breathing easier, sleeping better with less asthma medication required which is the best feeling. My heating reaches the desired temperature quickly, and will remain consistent long after the switching off. It is a dream."**

**Tips to reduce risks**  
Here's how to reduce the chances of damp and mould problems effectively

- Ventilation:**  
Ventilate rooms by opening windows regularly, especially when cooking or showering.
- Heating:**  
Maintain a consistent temperature in your home to prevent moisture build-up.
- Moisture control:**  
Use extractor fans in bathrooms and kitchens to reduce excess moisture.
- Clean Safely:**  
Wipe away any early signs of mould, clean it with a bleach solution or a specialist cleaner.

**Report it - get in touch**  
If you notice anything that needs repairing or you are struggling with dampness in your home then please let us know as soon as possible

[help@clwydalyn.co.uk](mailto:help@clwydalyn.co.uk)    [www.myclwydalyn.co.uk](http://www.myclwydalyn.co.uk)    0800 183 5757  
 Email the Customer Service Team with the type of damp you're concerned with along with photos (if possible), your address and contact details.    Using MyClwydAllyn our Residents' Portal    Call the Customer Service Team from 8.00am to 6.00pm Monday to Friday

- ✓ We're also identifying and replacing lead water pipes, prioritising homes where lead levels are above safe limits as part of our wider water quality improvement programme.
- ✓ For hazardous materials like paints and chemicals (including synthetic chemicals like PFAS), we ensure safe disposal following waste management regulations. Our maintenance teams are trained on proper handling, and we use certified waste contractors to prevent any environmental harm.



### Theme 3:

## Resource Management

### Reducing waste and sourcing responsibly

**As we continue to build new homes and maintain our existing ones, we're committed to reducing the environmental impact of our construction and repair activities. We're doing this by using responsibly sourced building materials and cutting down on waste.**

- We prioritise materials that meet sustainability standards, like timber certified by the Forest Stewardship Council (FSC) and products with BES 6001 certification for responsible sourcing. We also work with suppliers who follow ethical sourcing practices and have strong environmental credentials.
- For major construction projects, we conduct lifecycle assessments to evaluate the environmental impact of the materials used, enabling us to choose options with lower carbon footprints and reduced environmental impact. These assessments are reported in our Value Wales Toolkit.
- We explore and adopt innovative, low-impact materials, such as low-carbon concrete, sustainable insulation options and non-toxic paints to reduce the environmental impact of our construction and repair activities.



- We've been adopting design practices that minimise material waste, such as using precision cutting and standardised materials. On construction sites, we sort waste into recyclable categories like metal, wood and concrete, and we make sure hazardous materials like asbestos are disposed of safely by certified contractors.

Right now, 19% of the waste from our large construction projects is being recycled, but we're aiming to significantly increase this percentage as part of our wider sustainability efforts.

# 19%

## Saving Water, One Drop at a Time

Water management is another key part of our Sustainability Strategy. We're working to reduce water consumption across our properties and promote water conservation among our residents.

**Our goal is to cut average water use per household by 15% over the next five years. We're doing this by:**

**Installing water-efficient fixtures** like low-flow toilets, faucets and showerheads in all new developments and during renovations.

**Introducing rainwater harvesting systems** in some projects, which collect rainwater for non-potable uses like toilet flushing.

**Implementing greywater systems** in certain developments, which reuse water from sinks and showers for other purposes, like flushing toilets.

**Designing sustainable drainage systems (SuDS)** to manage stormwater run-off, reduce the risk of flooding, and recharge groundwater.

We're also engaging with residents to raise awareness about water conservation, providing resources and workshops to help them use water more efficiently.





# Social



"We operate across the entirety of North Wales, providing services that meet the needs of people at different stages of their lives, especially those who are vulnerable."

**Clare Budden, Group CEO at ClwydAlyn**

Theme 4:

## Affordability and Security

Our affordable rent policy is built around our residents, considering their views, income, and personal circumstances. We ensure our rents stay affordable, based on the latest data about low-income households. Plus, we've standardised rent across all the counties we serve, so everyone experiences the same fair and consistent approach.



# 85%

85% of our residents say their rent offers good value for money.

# 1.3%

Our rents are, on average, 1.3% cheaper than the LHA, offering extra affordability.

We work in six local authority areas where rent regulations apply. Local Housing Allowance (LHA) rates help calculate how much Housing Benefit (or Universal Credit housing element) tenants can receive, based on private market rents.

### Number of homes by category:

Housing Type	Number	% of stock
General needs	4255	65.74%
Intermediate rent	203	3.14%
Affordable rent	107	1.65%
Supported Housing	545	8.42%
Housing for older people	514	7.94%
Low-cost home ownership	718	11.10%
Care homes	130	2.01%

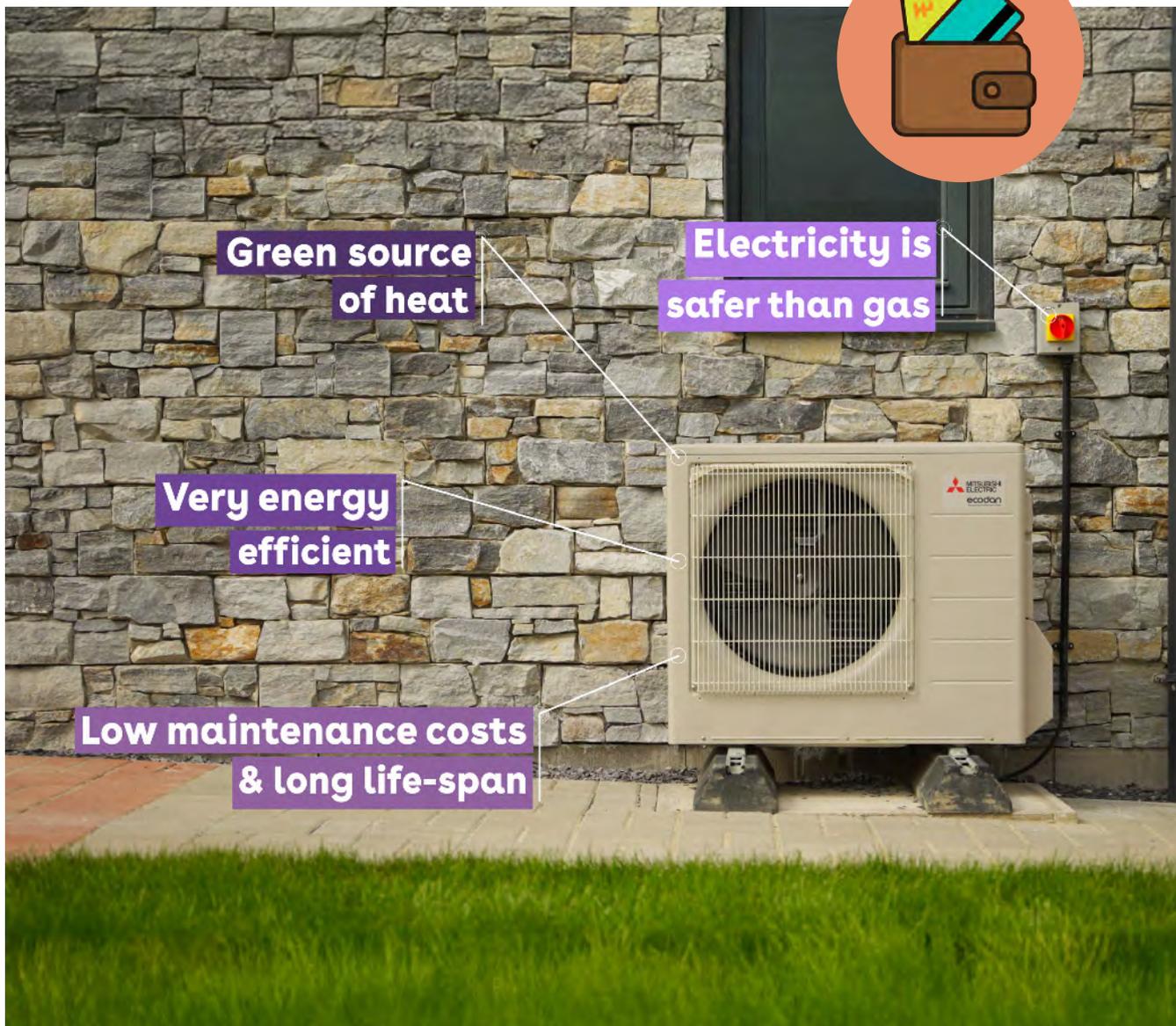


We know secure housing can have a big impact on people's lives, from finding stable work to building strong support networks. That's why we offer secure contracts to residents in General Needs, Sheltered, and Extra Care homes.

Hayley, moved in with her family in March.

**" Oh, I'm excited alright, I can't tell you how much, it's 100% amazing, I still can't believe it, I'm moving from a 2 bedroom flat with a communal entrance, no garden, you can't compare can you. I'm moving to a beautiful 3 bed home with everything done for me, a great garden and it's just great, unbelievable. This is going to make such difference to us all, the children due to their medical needs need their own rooms, which they now have, we are near family for support and I can't thank you all enough".**





### Reducing fuel poverty

We're working with energy experts Warm Wales and Wise Group to support residents struggling with high energy bills.

A resident conveyed how grateful he was to the Welfare Rights and Money Advice Team for helping him with his benefits, which enabled him to apply to live in one of our independent living schemes.

**"I didn't think I could get so much help. ClwydAlyn have been exceptional over the years, and I wouldn't want any other Landlord!"**

### Key highlights:

**£25k →  
£100k**

In 2023/24, we increased our Residents Fund from £25k to £100k a year, with part of this helping residents with gas and electricity costs.

Our Welfare Rights Team and Early Intervention Officers helped 296 residents secure £1.2 million in financial gains - an average of £4,000 per person.

- ✓ **296 residents**
- ✓ **£1.2 million**
- ✓ **£4,000**

**£600k  
+**

After significant efforts, we secured over £600k in backdated energy discounts for residents who had missed out on retail energy discounts.

## Investing in existing homes

This year, we've focused on upgrading our least energy-efficient homes, improving both living conditions and energy affordability. Read Page 4 for more information.

### Retrofitting our homes

As part of the Welsh Government's Optimised Retrofit Programme (ORP), we invested £1.7 million into upgrading homes. These upgrades included:

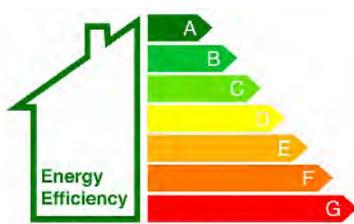
- 47** Solar PV panels in 47 homes
- 73** PV batteries in 73 homes
- 5** NexGen Infra-red heating systems in 5 homes
- 20** Mixergy cylinders in 20 homes
- 60** Iopt Energy & Environment Sensor Systems in 60 homes
- 17** Low energy lighting upgrades in 17 homes
- 22** Insulation improvements in 22 homes



ClwydAlyn trying something new: rather than heat pumps or gas boilers it has gone for the unusual heating solution of infrared wallpaper.

**"I think it's a game changer," adds Mike. "it's brilliant. It heats up the house so quickly, and it's so warm - the cold spots have completely gone."**

We've also updated our EPC data, reducing the number of poorly performing homes. Of the 49 properties rated below EPC D, we improved them to reach a minimum SAP 75 C rating.



# 162 Homes

### Investing in new homes

162 of our new homes we provided in 2023/24 are Energy Efficiency A-rated, designed to reduce energy bills for residents.



### Onnen: our joint venture

Our partnership with Cartrefi Conwy, known as Onnen, has been a great success in tackling the Net Zero challenge. Together, we've delivered green retrofitting measures, including:

- 368** 368 technical surveys
- 126** 126 energy-efficient installations like cavity wall insulation, solar panels, batteries, and heat pumps →
- 31** Extracting failed insulation from 31 homes to improve energy efficiency further.





Theme 5:

## Building Safety and Quality

Making sure our residents are safe and comfortable in their homes is a top priority. We take safety seriously, from staying on top of regulations to keeping homes well-maintained.

**99.8%** of homes have had gas safety checks.

**100%** of homes have had fire risk assessments.

**99.86%** of homes have had electrical safety checks.

All of our homes meet the Welsh Housing Quality Standards (WHQS). With the new WHQS 2 standards coming in by 2034, we're already preparing and working with residents to make sure we're ready for the changes that start in April 2025.



### Damp, mould and condensation

Damp and mould can be a real concern, so we've made sure our team is prepared to help. We've created a plan that involves engaging with residents directly through surveys and providing helpful resources, like advice videos and leaflets explaining how to prevent damp and improve ventilation. Our staff are trained to spot problems early, and we've made sure they have all the tools they need to tackle any issues.

**Link here for video:** <https://fb.watch/uN1mTQYMQj/>

Theme 6:

# Residents Voice

Listening to our residents is at the heart of everything we do. Our Resident Involvement Strategy ensures that residents have plenty of ways to share their ideas and help shape our services. Whether it's through our Resident Committee, Resident Board Members, #InfluenceUs, or focus groups, residents can influence decisions and hold us accountable.

We're proud to have two residents on our Board, ensuring their voices are part of every big decision we make. Our Resident Committee, which meets five times a year, is made up of eight members and reviews policies, complaints and how we perform. Their recommendations make sure we're always improving. The Complaints Panel, a mix of Committee members and volunteers, works with senior officers to review complaints and learn from them.

## Resident Involvement & #InfluenceUs

Our #InfluenceUs programme is led by a dedicated Resident Involvement Officer and this year, we saw a 13% increase in membership, bringing us to 167 residents. We've seen how resident involvement makes a difference, and we encourage feedback at every opportunity. It helps us improve services and directly address any concerns.

We work closely with our residents to make sure their voices are heard, in the last year we have been busy with...



YOUR NEWS

## MEET YOUR

### New Resident Committee Member

# Rachel Masterson

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**1. What made you want to join the Resident Committee?**

I wanted to be on the Resident Committee Board, because I believe in the power of community and the importance of having a voice in shaping the environment we live in. Being a part of the board will give me the opportunity to actively contribute to improving our community and address any concerns or issues that residents may have.

ClwydAlyn's mission, Together to Beat Poverty aligns very closely with my day job, where we offer community-based support to a diverse range of people who face barriers to employment, including those with a disability, health conditions, or criminal record, as well as people who have been out of work for a long time or never worked before.

**3. Which aspects of the role do you enjoy the most?**

As a board member, one of the things I truly enjoy is the opportunity to witness firsthand the upcoming challenges and projects that ClwydAlyn faces. I get to be part of the decision-making process and contribute to shaping the future direction of our organisation. Additionally, being a board member allows me to work with other talented individuals who bring diverse views and expertise to the table, which further enhances my experience and our collective ability to overcome these challenges successfully.

**6. What are your hopes and ambitions for ClwydAlyn?**

My hopes for ClwydAlyn are to see it become a leading organisation in providing affordable housing solutions and support services to those in need. I aspire for ClwydAlyn to continue expanding its reach, working with communities, and making a positive impact on people's lives. Additionally, I hope that ClwydAlyn will prioritise sustainability and innovation in its practices, ensuring long-term success and strength in the face of changing needs.

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**2. Have you sat on any other Boards or Committees before?**

I am on the Senior Leadership Team Board for Maximus, fostering positive relationships in the local community to grow our network and enhance our impact. One of our key strategies is to actively engage with local businesses and organisations, seeking opportunities for collaboration and mutual support. By building strong partnerships, we can leverage resources and expertise to create lasting change in the community.

**4. Was there anything that surprised you?**

One aspect that surprised me was the level of financial scrutiny that comes into play. I was amazed at the complexities involved in managing the organisation's finances and ensuring its long-term sustainability. Additionally, I was pleasantly surprised by the collaborative nature of decision-making among board members, as it allowed new ideas to be brought to the table.

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

One piece of advice I would share with someone considering joining the Resident Committee in the future is to actively listen to the concerns and suggestions of fellow residents. This will help foster a sense of inclusivity and ensure that everyone's voices are heard. Additionally, it is important to be open-minded and willing to collaborate with others in order to effectively address any issues or implement positive changes within the community. It's a great learning experience that can lead to personal growth and a deeper understanding of different perspectives.

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**5. As a resident what is the most important thing for you?**

As a ClwydAlyn resident, what is most important is having a safe and secure living environment that promotes a sense of community and belonging. Additionally, access to quality facilities and services that improve your overall well-being and quality of life is also of great importance.



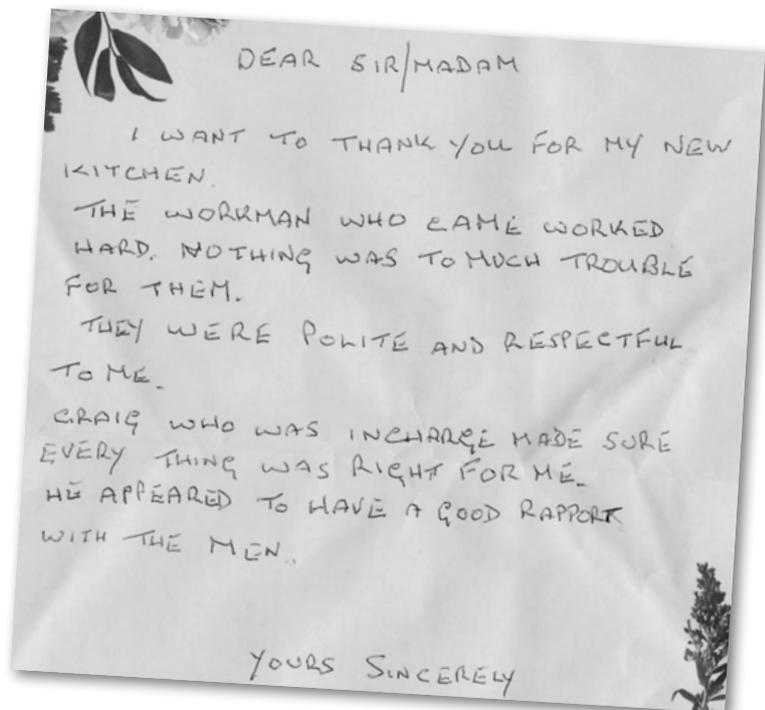
## Resident Satisfaction

Our residents' satisfaction is incredibly important to us, and we're happy to share that, according to the 2023/24 STAR Surveys, 86% of our residents are satisfied with the services we provide. This is a 1% improvement from last year. Residents are also pleased with the value for money they get from their rent and feel safe in their homes. These results are especially meaningful, given the challenges everyone faces with the cost of living.

### Resident feedback and service improvements - examples

When residents raise concerns, we make sure to follow up. Through our "Back to Basics" initiative, we've been able to focus on refining our services, including speeding up repairs and improving appointment processes.

We've increased staffing, added apprentices, and even introduced a self-repair programme where residents can take care of smaller fixes themselves. Last year, 147 self-repairs were completed, saving ClwydAlyn £18k and giving each resident a £20 gift voucher as a thank you for their help.



We've improved transparency in service charges by involving residents in the review process, leading to a 10% reduction in service charges for 2024/25, better aligning with affordable rents.

 **ClwydAlyn** | Tenant and Resident Satisfaction Surveys (STAR).  
**Satisfaction results - 2023/24**

**76%** Listens to views  
 76% of residents are satisfied that ClwydAlyn listens to their views and acts upon them.

**86%** Quality of your home  
 86% of residents are satisfied with the quality of their home.

**70%** Decision making process  
 70% of residents are satisfied with ClwydAlyn's decision-making participation opportunities.

**91%** Safe and secure  
 91% of residents feel safe and secure in their home

**68%** How services are managed  
 68% of residents are satisfied that ClwydAlyn gives them a say in how services are managed.

**78%** Repairs - Overall satisfaction  
 86% of residents are satisfied with our maintenance and repairs service.

**79%** Trusting ClwydAlyn  
 79% of residents said they trust ClwydAlyn.

**83%** Neighbourhood  
 83% of residents are satisfied that their neighbourhood is a good place to live.

**85%** Rent charges  
 85% of residents are satisfied that their rent provides value for money.

**71%** Anti-social behaviour  
 86% of residents are happy with the overall service provided.

**71%** Overall satisfaction  
 71% are satisfied that their service charges provide value for money.



## Our Promise

We've worked with our #InfluenceUs volunteers and the Resident Committee to create "Our Promise" – a resident charter that outlines what residents can expect from us. This charter helps ensure we're transparent and accountable, and residents themselves have chosen the key areas they want us to measure, so we can report back regularly on our progress.

## Complaints

In the last 12 months:

- 11 complaints were considered by Ombudsman
- ZERO cases were determined as maladministration
- ZERO cases were upheld by Ombudsman
- 1 minor recommendation was made

To keep improving, we hold weekly meetings between Housing Officers and Managers to discuss complex cases, and our Complaints Team meets every two weeks to review lessons learned. They also follow up six months after a complaint is resolved to make sure any positive changes stick.

We've also made it easier for residents to submit feedback through our new website, [which has a dedicated page for complaints and compliments.](#)



Theme 7:

## Resident Support

**We ranked 8th out of 126 landlords across the UK for overall satisfaction.**

We take a community-first approach to housing. Our Housing Teams work in small local areas, so each Officer is responsible for about 250 properties. This makes it easier for Officers to get to know residents personally, understand their needs and provide the right kind of support when it's needed.

We base our rent setting on the Joseph Rowntree Foundation's Living Rent model, which helps ensure affordability is built into any rent decisions. Thanks to this approach, 85% of our residents are satisfied with the value for money their rent offers - 2% above the UK average!



### Residents Fund

We know times can get tough, so we have a dedicated Residents Fund to help those facing financial difficulties. Between April 2022 and March 2023, we were able to support 89 residents with a total of £19,310. And in 2023/24, we increased the fund from £25k to £100k, helping 149 residents with a total of £52,652.

**Here are just a few ways we've been able to help:**

✓ Providing emergency food

✓ Assisting with gas and electric bills

✓ Helping with pest control

✓ Offering essential furniture

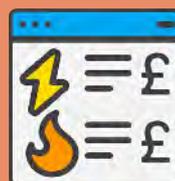
✓ Supporting residents with rent arrears

✓ Property clearance

✓ Providing contents insurance

**We've helped 149 residents with a total of:**

**£52,652**



## Financial gains through support

Our Welfare Rights Team and Early Intervention Officers helped 296 residents secure £1.2 million in financial gains, with an average of £4,000 per resident. This includes support with personal independence payment (PIP) applications, budgeting advice, work capability assessments, discounts, and specialist debt support referrals.



## Wellbeing Support

Supporting our residents' wellbeing is key to maintaining stable tenancies. In 2023/24, we supported 425 residents with challenges they were facing:

**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

### A fresh start at Norfolk House

Resident A's journey at Norfolk House started in 2019 after a year in prison due to struggle with substance abuse and unresolved trauma. Despite initial challenges, they found solace and support at Norfolk House.

Over time, they addressed their mental health issues, received counselling, and successfully overcame addiction. With staff guidance, they accessed medical and mental health services, leading to a diagnosis of ADHD and made significant progress in managing their conditions.



Engaging in crown green bowls, Resident A found stability and purpose in sobriety and participating in tournaments. After setbacks, they secured a flat with staff support and staff continued to assist Resident A, emphasising a person-centred approach to meet their ongoing complex needs.

## Key achievements:

**We earned the Welsh Women's Aid National Quality Service Standards (NQSS) for our services addressing domestic abuse.**

National Quality Service Standards

**We've integrated trauma-informed practices into all our services.**

**We won several tenders to expand supported living services across North Wales.**

**ClwydAlyn led North Wales' response to the Ukrainian crisis, helping over 100 people find permanent homes in Wales.**



**We're opening Tŷ Nos, a new facility in Wrexham that will support 20 homeless individuals.**

### Welcoming new residents

This past year, we welcomed 687 new residents into their homes:

**84**

into Affordable Homes

**108**

into Extra Care

**363**

into General Needs housing

**34**

into Group Homes

**98**

into Supported Living

### Testimonials

Hafan Gwydir

**"If anything needs doing we just have to ring the Head Office, and our Manager is very good and always available to discuss anything."**

General Needs Resident - Anglesey

**"I would like to say they are one of the best housing providers that I have come across."**

General Needs - Wrexham

**"It is perfect and they are unbelievable."**

General Needs - Rhyl

**"No complaints on any level. Been there 9 years and very happy."**

General Needs, Llysfyaen

**"I don't think they could improve by anyway what so ever, i am more than happy as a tenant, they have made my home liveable as a disabled tenant so I can live independently."**

Extra Care - Wrexham

**"My mother is very happy and wishes she moved here years ago."**



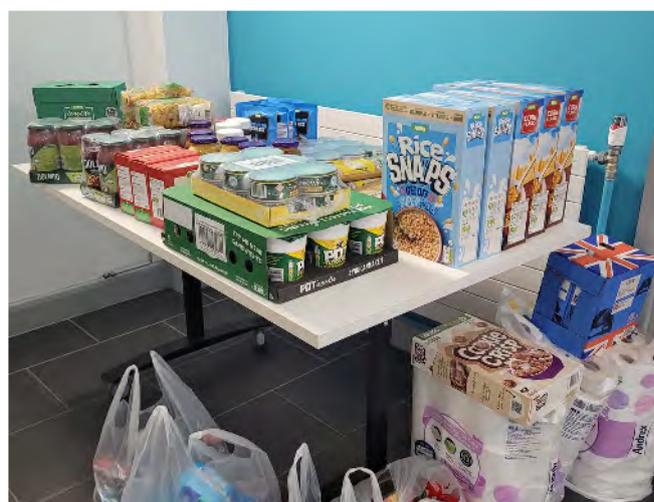
### Christmas support

To help our residents through the cost-of-living crisis over Christmas, ClwydAlyn provided £3,800 in food vouchers to 128 households and gifted presents to 74 residents who were socially isolated or struggling financially, especially those with children. Support services

We offer a wide range of services to support young people, families, mothers and babies, individuals with complex health needs and victims of domestic abuse.

#### Our services include:

- Treatment for alcohol, drug, and health issues
- Benefits help and advice
- Independent living skills like budgeting and cooking
- Physical and mental wellbeing support, including crisis coping
- Help reconnecting with family and friends, or building new social networks
- Assistance with education, training, and employment opportunities



### Ending seven years of homelessness at Tŷ Golau

Resident B has been known to ClwydAlyn for over seven years due to coming in and out of homelessness. During the pandemic, they accessed our services at Tŷ Golau.

To avoid boredom, Resident B helped staff with cleaning to get back into a daily routine. In return, the staff paid for a monthly gym membership to further support building their routine.

Resident B was offered a work placement at one of the CAH development sites by the contractor on a part-time basis.

Resident B has been doing very well in their part-time role with positive feedback from the contractor. They now hope to increase their hours to full-time in the future and move into independent accommodation.

## Theme 8:

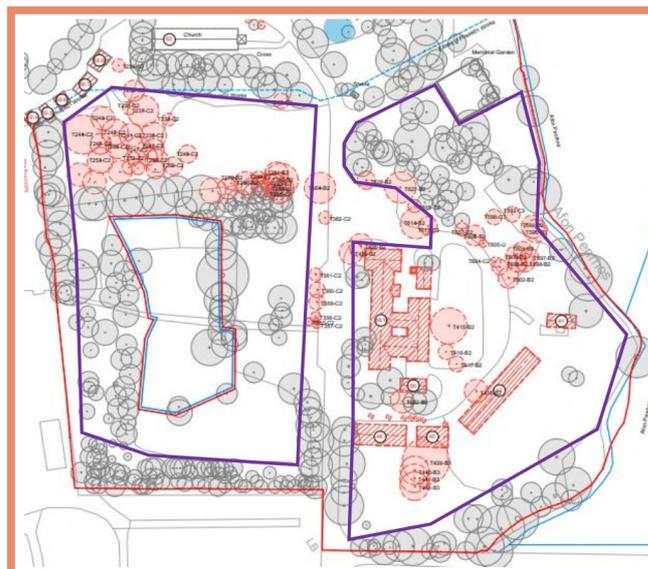
## Placemaking

We're all about creating places where people can truly thrive. That's why we're proud to follow the Welsh Government's Place Making Charter, focusing on sustainability and community connection in every project we take on.

### Penrhos, Gwynedd

We've secured planning permission to develop 107 low-carbon, lifetime homes on a 20-acre site in Penrhos, Gwynedd, and we're planning to break ground in autumn 2024.

This site, with its fascinating history as a former air base for Polish airmen, soldiers and sailors, has seen many uses over the years, including a care home. Now, it's time for a fresh start, and we're transforming it into a lively, village-like community. We've been thoughtful in our design, making sure we respect the site's history while creating a modern, vibrant place to live.



#### Some of the highlights include:

- Keeping the existing central church as a focal point
- Adding woodland walks, allotments and recreational spaces
- Creating communal facilities for all residents to enjoy

We're also setting aside over two acres for a new nursing and care facility, which won't only provide much-needed services but also create local jobs, with some staff even living on-site. This development aims to build a flourishing community that will serve future generations.





We've been busy delivering projects designed with sustainability and placemaking in mind. We focus on building homes that are connected to local amenities and offer active travel options, making it easy for residents to live well without needing to rely on cars. Many of our developments are also close to schools, which is a big plus for families.

**Here are a few of the standout projects:**

- **Pentraeth, Anglesey:** We've created 23 homes, including 10 for the local council and 13 for ClwydAlyn, and even included an acre of orchard and open space for the community to enjoy.
- **Valley, Anglesey:** This development of 54 homes was designed with nature in mind, featuring large areas to protect and accommodate local lizard species.
- **Rhyl Regeneration:** In Rhyl, we're transforming a run-down area by replacing over 30 old flats with 13 energy-efficient homes. These new homes have front and rear gardens, off-street parking, and home office spaces—great for modern living.



All our projects use sustainable construction methods. For example, we're using ponds and swales to manage water and boost biodiversity. Plus, we prioritise working with contractors from Wales, which supports local jobs and the economy. On our Anglesey projects, 100% of the workforce and subcontractors were local.

## Bryn Deva School, Connah's Quay

In 2023, we teamed up with Eber Enterprise to give Bryn Deva School in Connah's Quay a big boost. We updated the flooring in two sensory rooms and built a beautiful pergola in the central courtyard so the kids can enjoy outdoor learning year-round. Studies show that outdoor learning builds confidence, improves social skills and helps kids develop physically and mentally – so this was a really important project for the school.

We were lucky to receive generous donations from our suppliers to help make it all happen, including timber from Travis Perkins, lighting from CEF Electrical and much more. In total, around £6,078 worth of materials and labour were donated.

**Here's what Joanne, the Business Manager at Ysgol Bryn Deva, had to say:**

“The transformation is incredible! Now the children in Years 1 and 2 can use this area all year round, and it's made such a positive impact on their education. They love exploring the frozen sand and water on frosty mornings – it's amazing to see their faces light up with wonder.”



**Before...**



**After...**





### HMP Berwyn, Wrexham

At our Wrexham project with HMP Berwyn, we've seen incredible growth in participation. Starting with 20 volunteers, the number more than doubled to 42 as more people got involved. Together, they've created:

**3,292** modular dwelling panels

**2,738** fence panels →

**4** internal door sets

**51** sheds for The Mart, Valley

**100** gates

**51** bird boxes →

This workshop not only provides essential skills training but also boosts participants' confidence and future employability.



## New build resident satisfaction

We care deeply about how our residents feel in their new homes, so we check in at six weeks post-handover and again at nine months to make sure they're happy.

Here's some feedback from two of our developments:

- Coleg Menai, Pentraeth and Hen Ysgol Y Bont (6-week survey): 100% of residents said they could keep their home warm in winter, and 84% would highly recommend a ClwydAlyn home.
- Hen Ysgol Y Bont and Glasdir (9-month survey): 57% of residents said their physical and mental health had improved, and 70% were highly satisfied with their new home.



Residents' biggest and most important changes include:

- Feeling more secure
- Everything - safe, secure, it's beautiful here
- Lovely homes
- More space for the children, changed jobs, happy living here, love the house

Annest Roberts

**"It is a massive relief to be moving in if I'm honest. I'm a mum to 2 children - my eldest is 2 years old and I have a 9-month old baby. Living here will give them a chance to have their own room; before we were staying at my parents' house in their living room and I was having to sleep on the sofa. We've now all got our own space, and with the school up the road, it is even more convenient. I'm looking forward to seeing how much I save on bills in an energy efficient home, and now that I will be able to create a routine, I will be able to look for part time work in the local area."**





### iCAN: mental health support

We're proud to host the iCAN community hub in Rhyl, in partnership with Betsi Cadwaladr University Health Board (BCUHB). iCAN provides a welcoming, safe space for anyone in need of mental health or wellbeing support. Open seven days a week, the hub offers emotional support, advice and referrals to specialist services. Over the last year, the hub has supported 1,403 people, and we've seen the incredible impact it's had on individuals' lives.

#### Client A shared how iCAN changed their life:

"Having previously given up on life, it is no exaggeration to say that I wouldn't be here today had I not engaged with them. iCAN has assisted me with wellbeing and mental health due to suffering several bereavements in a short time. The people at iCAN are an amazing bunch, they have helped me in more ways than I thought I needed or deserved."

 **747**

The hub has supported over 747 people

**88%** 

88% of clients have reported that they are feeling better around their mental health and wellbeing



 **65%**

65% of people no longer feel isolated

**1874** 

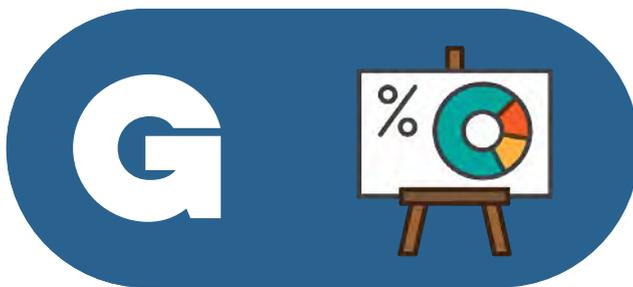
There were 1874 interventions

 **1,403**

In the past year the hub has supported 1,403 people

#### Client B, who lost their spouse and son, told us:

"I lived alone and struggled to engage with people and find support as I felt I didn't deserve it. iCAN offered emotional support and also signposted to a bereavement service. I worked with staff to implement coping mechanisms and I'm now back at work, engaging with activity groups and I've even started painting again and enjoying life."



# Governance

We believe that good governance is key to achieving our mission of tackling poverty. It's how we make sure we're doing what's right for both our organisation and our residents.

Theme 9:

## Structure and Governance

We're regulated by the Welsh Government, and every year, we submit a Self-Evaluation and Continuous Improvement Plan. This shows how we're meeting the Performance Standards set out in their Regulatory Framework.

ClwydAlyn is a Charitable Community Benefit Society under the Co-Operative and Community Benefit Societies Act 2014, which means we operate as a not-for-profit. We're also members of Community Housing Cymru (CHC) and follow their Code of Governance.



**We earned a 'Green' rating – the highest possible – for both financial management and governance.**



Llywodraeth Cymru  
Welsh Government



## Risk management

To keep the business thriving, we conduct an annual review of our Strategic and Operational risks. We follow a 3 Lines of Defence model to manage these risks, and our Board regularly checks that everything is on track. While we can't control every risk (like the financial pressures many face today), our Executive Team and Board actively work to make a difference. They engage with trade bodies, such as CHC, to contribute to policy, regulation and legislation.

We've categorised risks as either Strategic or Operational, and they're always being closely monitored by our Board and Assurance Committee. Strategic risks include environmental issues (like decarbonisation), governance and our Social Values, Poverty Priorities and Culture.

**Good news! We've had no adverse regulatory findings in the last 12 months.**



**Three lines of defence**



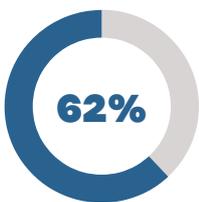
Theme 10:

## The Board

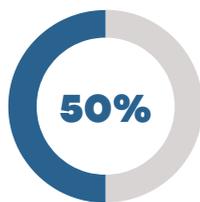
### Diversity and representation

We believe our Board should reflect the communities we serve. Thanks to some recent appointments, we've created a more diverse Board that brings a wealth of experience to the table.

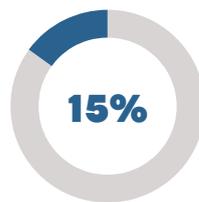
We also conduct annual appraisals to help Board members assess their knowledge and skills. These appraisals guide their personal development, while a skills and diversity gap analysis ensures we're ready for any future Board vacancies.



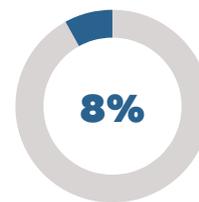
**of our Board are female**



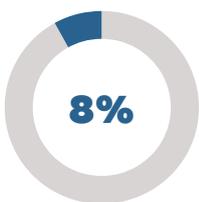
**of our Chairs on Boards and Committees are female**



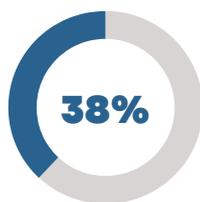
**of our Board has a disability**



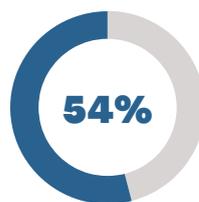
**of our Board are from an ethnic minority**



**of our Board are LGBTQ+**



**of our Board are either fluent Welsh speakers or can speak conversational Welsh**



**of our members identify their national identity as Welsh**

**56**

**The average age of our Board Members is 56**

## Board and management turnover

The Executive Team is made up of seven members with no turnover in a year.

7

5

Five members have stood down in the last year having served their nine-year tenure.

84.62%

of the Board are independent non-executive directors.

The Board has 13 Members made up of two executives, two resident members and nine independent non-executive Members.

13

The turnover last year was 38.46%

## Audit Committee

Two Board members with financial experience serve on the Audit Committee:



.....

### Nia:

Joined the Board and Assurance Committee in 2019. Nia started her career in audit at PWC and is a Fellow of the Association of Chartered Accountants. She's worked in finance across both the private and not-for-profit sectors and is currently Executive Director of Resources for Muir Housing in Chester.



.....

### Rob:

Also joined in 2019. Rob is a Fellow of the Chartered Institute of Management Accountants and the Chief Finance Officer for Caudwell Children. He has over 25 years of experience in senior finance roles across multiple sectors, including not-for-profits.



Auditing our accounts for six years, our external audit partner has been reapointed, now with a new lead auditor.



We created a detailed succession plan last year to ensure a smooth transition in leadership roles.



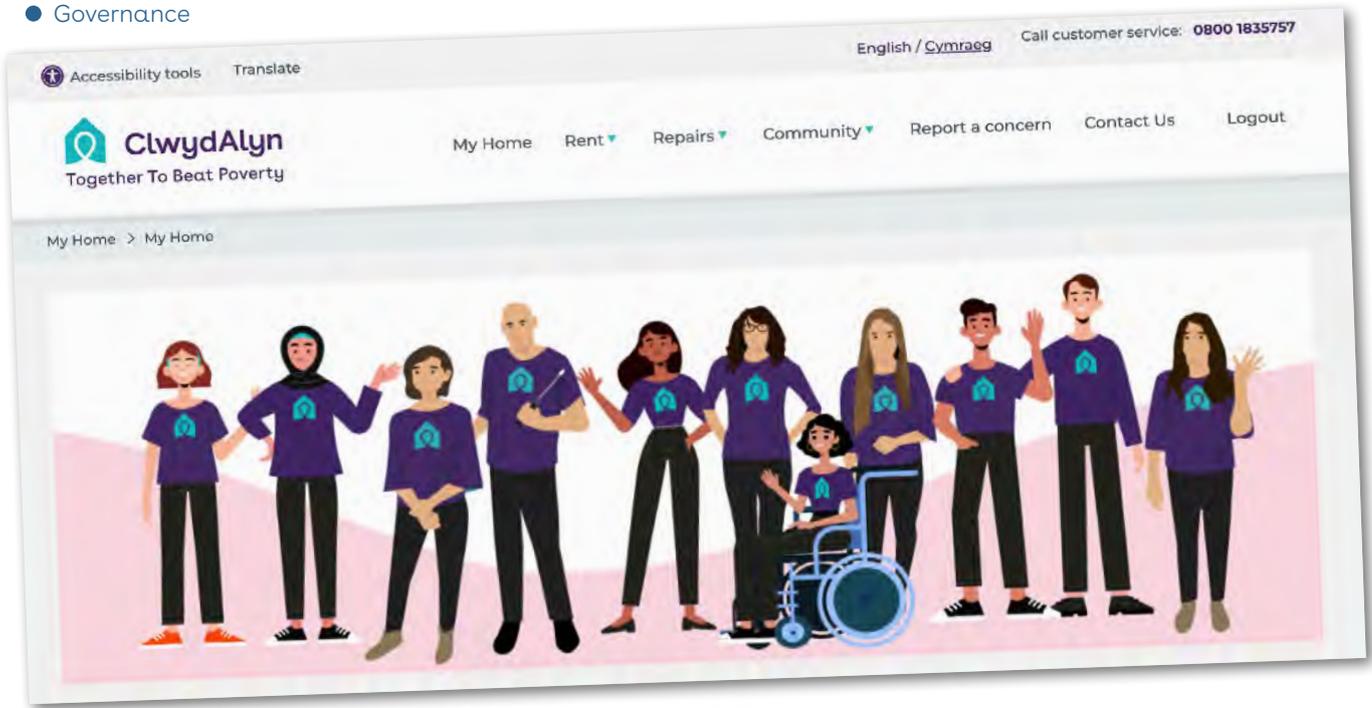
Our last independent review took place in 2022, and the next is planned for December 2024.

## Managing conflicts of interest

We believe in keeping things open and transparent. That's why any conflict of interest (whether real or potential) must be disclosed by our Board, Committee members, and staff. If someone has a conflict, they step aside from discussions and decisions about the matter.

Before every meeting, the Chair asks for any new declarations, ensuring we handle everything above board and by the book.

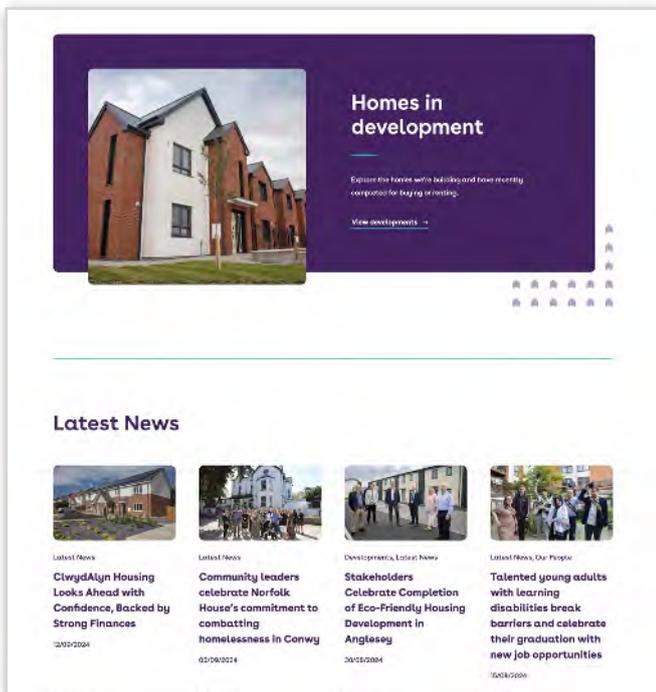
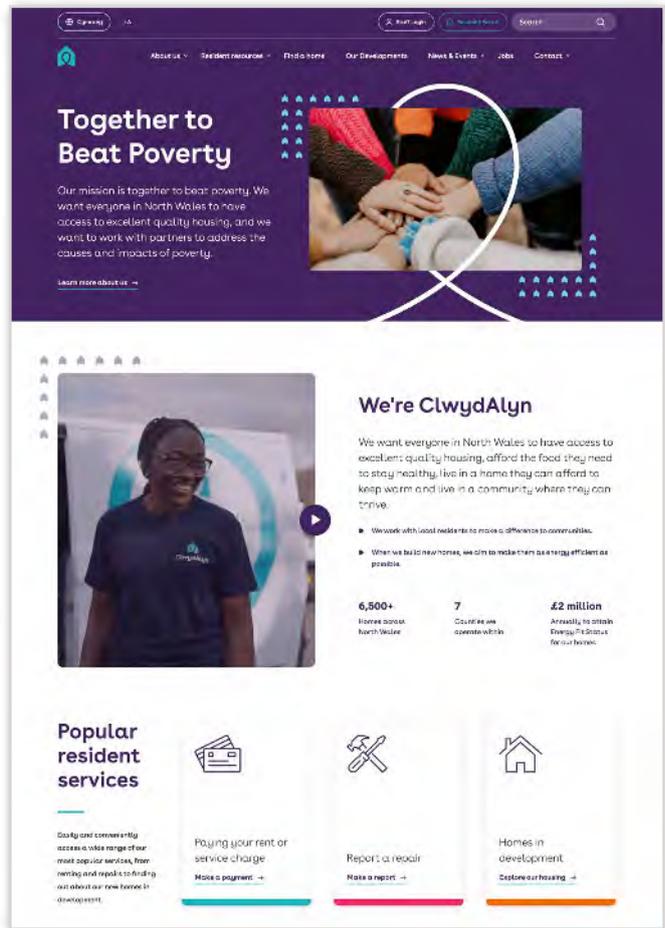




## Resident involvement

As part of our Resident Involvement Strategy (see page 15 for more information), we're committed to keeping residents at the heart of everything we do. The strategy offers flexible ways for residents to get involved, regardless of their schedules. And the feedback we've gathered over the last year has been invaluable - we received 436 responses across seven surveys. Here's a peek at how residents have influenced some of our big projects:

- **Affordable Rent Review:** Residents were part of the group that reviewed the Rent Policy and made recommendations to the Board.
- **New Website:** Residents had a say in every stage of the process when we launched our new website in September 2023.



- **Resident Portal - 'My ClwydAlyn':** Phase two began in April 2023, and we made a range of updates based on resident feedback, from adding new pages to featuring news and community info.
- **Grounds Maintenance:** We reached out to every resident who uses this service through emails and letters and held drop-in sessions in each county. The feedback will help shape the new tender and redesign of the service.

## Resident Voice

Resident voice is heard at the highest level. The Chair and Vice-Chair of the Resident Committee sit on the Board, giving us direct feedback on how we're doing with resident engagement, services, and performance.

- **Resident Volunteers:** Every month, resident volunteers complete 200 maintenance satisfaction calls.
- **Join the Committee:** Residents are encouraged to get involved, with regular invitations in our newsletters.
- **Ask Us Anything:** Community drop-in sessions allow any resident to speak with staff.



- **Resident Committee:** Members are involved in recruiting senior board roles, staff roles and other key positions.
- **Social Value Questions:** Annually, 1,100 residents are asked five social value questions to help target resources and shape our next five-year corporate plan.
- **Quality Assurance Questionnaire:** Feedback is shared with residents and their families, showing actions we've taken in response.
- **#InfluenceUs:** We have a more diverse group of residents involved in areas that interest them.
- **Resident Scrutiny:** Residents help with key decisions, ensuring that their perspective shapes services.



## Employee engagement

We've got a Staff Forum that represents staff views on a range of issues. It's part of our People Committee, which includes Board Members and Independent Committee members. The Forum's Chair and Vice-Chair also attend Board strategic meetings, ensuring staff voices are heard.



## Stakeholder relationships

Building strong relationships with our stakeholders is vital for achieving our goals. We regularly assess these relationships and explore opportunities for collaboration. The Board reviews and approves this plan every year.

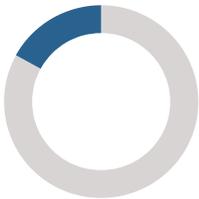
Theme 11:

# Staff Wellbeing

We know our strength comes from our people. That's why we're committed to attracting the best talent and creating a team of diverse individuals who love working together, live our values and truly make a difference. Our employees work flexibly across North Wales, covering seven counties. We encourage creative, flexible working practices that benefit everyone, and teams are trusted to figure out the best ways to work that suit them.

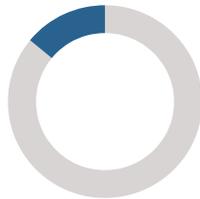
## Equality, diversity, and inclusion (EDI)

We've been working hard on creating a fair and inclusive workplace. Here are some key numbers about our progress:



Gender pay gap:

**16.89%**



CEO to worker pay ratio:

**7:1**

We want to create a place to work where everyone feels valued and included. To guide us, we've created a comprehensive Inclusion Plan that weaves EDI into everything we do. It aligns with important legislation like the Welsh Government's Regulatory Framework for Housing Associations, the Anti-Racism and LGBTQ+ Action Plans, and the Welsh Language Act.

We've even appointed an EDI Specialist to our Board. This person ensures that staff with different needs get the right support and helps managers make necessary adjustments for their team members.



## Celebrating inclusion

We're always looking for ways to celebrate diversity. Here are a few of the awareness days we've supported through social media, our website and internal communication:

- Pride
- National Inclusion Week
- Neurodiversity Week
- Age at Work sessions (with Business in the Community)
- Black History Month (featuring a special 'Let's Talk' session with Bernie Davies for ClwydAllyn staff)
- International Women's Day

## Growing our Inclusion Network

We've expanded our Inclusion Network to give a bigger voice in shaping decisions across ClwydAlyn. We've also boosted EDI training for Board members and staff, covering anti-racism and neurodiversity, and created cultural 'crib sheets' for easy learning.

To improve decision-making, we're piloting a new Inclusive Framework that replaces outdated equality assessments, ensuring we consider impacts on all groups. EDI is now fully integrated into our policy reviews, with guidance and tools for policyholders.

We introduced a 'Getting to Know You' form to better capture EDI info from staff and residents - 80% of staff have completed it so far. We've also improved reporting processes for discrimination and launched a hate crime awareness campaign that's now being extended to residents.

Finally, after reviewing our recruitment, we introduced a recruitment experience survey to gather feedback and make our process as inclusive as possible.



### Getting to know you

Very soon we will be asking all of our residents to complete or update their details on our 'Getting to Know You' form for the variety of reasons outlined below. It is very important to us that we know our communities well so that we can provide the very best services to everyone.

**Forward planning**

We think being able to make decisions on where to direct our plans, initiatives and services by hearing up to the voice of all our residents, we can make sure we're planning our services and services our people have most need for in the communities where we work.

**Get services right**

When our residents share their information it helps help us to see what type of language and communication we should use to make sure we're talking to you in a way that we can be sure you understand and that we can tailor to you.

**Fairness**

We need to make sure that we are being fair in the way we deliver our services to everyone, and that we are removing any barriers our residents may face when accessing our services.

**Confidential**

When you share your personal information, we assure you that we will only use it for the purposes you've agreed. Your data will only ever be shared to ensure that as a whole, we can better support our residents and ensure that we are being properly catered for. There are strict laws in place to ensure that we protect your information and we will comply with them rigorously.

**More Inclusive**

We want to continue to build a culture that is fully inclusive for both our residents and staff members. We are dedicated to taking a person centred approach and supporting people in a way that works for them.

**Know our communities**

We want to create you a 'Welcome' to make sure our staff represent the communities that we serve. We want to be able to plan events, offer support, provide advice and guidance that is appropriate and helpful. We want to make a difference.

**You can tell us to keep our nose out.**  
If you'd rather not share your personal information with us, then you can opt out. You still need to complete the getting to know you form and tell us that you'd prefer not to say.

### Our Approach

The following are the key principles that shape our approach to equality, diversity and inclusion:

- We are a values driven organisation.
- Inclusion is for each and every person.
- We encourage equality of opportunity, diversity and inclusion within our workplace and communities to ensure happy and fulfilling working and living experiences. This includes not unlawfully discriminating against those with protected characteristics such as age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion or belief and non-belief, sex or sexual orientation.
- Inclusion goes much further than protected characteristics and we recognise that our life experiences also impact how we feel about the world around us, how we think in different situations and how we respond to them. We are here to support everyone in their own personal journey and recognise that any one of us could have been impacted by trauma at any point in our lives. We are therefore committed to becoming a trauma informed, TRAICE organisation.
- Please click here for more information

- We are committed to promoting dignity and respect for all, where individual differences and the contributions of all staff and residents are recognised and valued. We strive to create a working environment free of bullying, harassment, victimisation and unlawful discrimination.
- Our practice for and policies include working practices and offer support for staff throughout their time with us, such as support with their daily working life and reasonable adjustments, promotion training or other developmental opportunities, leave for parents and flexible working arrangements.
- Clear targets for training, development and progress are available to all staff, who will be helped and encouraged to develop their full potential, receiving a range of opportunities and ensuring that resources to be fully utilised.
- Our new inclusion networks set up to review employment and resident practices, procedures and services and make the necessary changes where appropriate when considering equality, diversity and inclusion.

We will hold accurate data on the make-up of our workforce with a view to giving equality, diversity and inclusion across the organisation in order to make the most of all the talent we set in the equality, diversity and inclusion business.

We will continue to regularly on how the equality, diversity and inclusion business, and the supporting inclusion plans are working in practice, reviewing them regularly, and acting where appropriate.

We will bring our practice with external partners to encourage good EDI throughout our activity, ensuring that we work in line with any EDI requirements included in the Procurement Bill that comes into effect from October 2024 onwards.

### ClwydAlyn | Inclusion Crib sheets

## A useful guide to becoming an LGBTQ+ Ally within our workplace and our communities

Over a third of LGBTQ+ people still feel they have to hide who they are at work.

This means they have to watch what they say, what they do, and where they apply. It's crucial that LGBTQ+ people have the same opportunities as everyone else to unlock their potential in their career, and YOU can play a part by creating safe spaces in which everyone can thrive.

The Census undertaken in 2021 collected sexual orientation and gender identity data from over 16's for the very first time. 3% of the population in Wales reported that they were gay, bisexual or had a sexual orientation other than heterosexual.

0.4% (82,270) of the population in Wales reported that they had a gender identity different to their sex registered at birth (they were Trans).

These statistics may seem low at first glance, but with 76% of people opting out of the sexual orientation question and 6.3% of people opting out of the gender identity question, the percentage of those who identify as LGBTQ+ could in fact be much higher. It is crucial for us to create a welcoming environment where people feel they belong and can be themselves, which in turn will lead to a healthier, and more innovative and open culture for all.

### What can we do to become a better ally within our workplace and our communities?

- Educate yourself and others.**  
We all have things that we need to learn more about - this isn't a personal failure, it's an opportunity for growth! Take the time to find out more about the experiences of the LGBTQ+ community by reading articles, watching videos, and following advocates on social media. You can then share this information with your colleagues and help foster a culture of learning at ClwydAlyn.
- Don't expect to be perfect immediately.**  
During this learning process, you may hit roadblocks or unintentionally say things that upset others. It's OK to be kind to yourself during this journey and accept the learning curve. But it's also important to be accountable and to make an active effort to change any hurtful behaviours in future.
- Put your pronouns in email signatures.**  
Putting your pronouns in visible places, such as in your email signature or next to your name on Zoom, signifies to all that you recognise the importance of pronouns to many LGBTQ+ people. It also allows those who may be less comfortable being out in the workplace to feel safer when sharing their own pronouns without fear of immediately losing themselves. However, it's also important to remember that some LGBTQ+ people might not be happy to share their pronouns - they may be exploring their identity or just want to maintain a level of privacy.
- Find out about reporting processes within our workplace.**  
Be proactive in learning about our process to report incidents of discrimination and/or hate crime that can help you to be an active member of the community, rather than a passive bystander. Many LGBTQ+ people may not feel comfortable reporting incidents themselves, for fear of outing themselves or risking their job security. That's why it's important for allies to speak up when they witness inappropriate or discriminatory behaviour in the workplace.
- Engage senior leaders to be active champions for Pride networks.**  
Workplaces are the most successful at helping everyone thrive when a culture of inclusion trickles down from the top. Reach out and encourage senior leaders and directors to be vocal champions for inclusion and diversity networks! This helps LGBTQ+ employees feel as if their entire organisation supports them to be truly themselves at work.
- Don't ask LGBTQ+ people intrusive questions.**  
It's never polite to ask probing questions about our colleagues' lives, but LGBTQ+ people often get asked personal questions about topics from their sex lives to their bodies. It's OK to be curious and to want to learn more, but it's often better to wait for a colleague to offer the information themselves. If you feel like you really need to ask them a personal question in order to support them better, perhaps find the time to do so in private, or give them a heads up so they have time to prepare.
- Step back and ensure you're centring the voices of LGBTQ+ people.**  
When taking action to support LGBTQ+ people, remember to recognise your own privilege and step back when needed. It's so important for allies to use their voice to stand in solidarity with more marginalised communities - but it's equally as important to know when not to take up space. Listen to LGBTQ+ people and platform others when appropriate and possible.

Should you need any additional support in providing LGBTQ+ inclusion within your workplace or across our communities, please contact us on our Inclusion Specialist, on [inclusion@clwydalyn.gov.uk](mailto:inclusion@clwydalyn.gov.uk) or call 0782779911.

### ClwydAlyn | Inclusion Crib sheets

## Recruitment

Our recruitment will be fully inclusive, making us an attractive employer from a diverse talent pool, where lived experience will be respected and valued.

**Our recruitment will be fully inclusive, making us an attractive employer from a diverse talent pool, where lived experience will be respected and valued.**

- Develop our status for recruitment to ensure our status is a fair and accessible process for all.
- To ensure non-discrimination and positive recruitment.
- Engage our community to help ClwydAlyn's recruitment process be a reflection of the nature of our communities.
- Develop a staff recruitment plan.
- Develop a plan to ensure support from all community groups and our own residents.
- Engage our staff to help us to recruit people who are diverse.
- Ensure a plan to ensure support from all community groups and our own residents.
- Ensure a plan to ensure support from all community groups and our own residents.

**What can we do to become a better ally within our workplace and our communities?**

- Educate yourself and others.**  
We all have things that we need to learn more about - this isn't a personal failure, it's an opportunity for growth! Take the time to find out more about the experiences of the LGBTQ+ community by reading articles, watching videos, and following advocates on social media. You can then share this information with your colleagues and help foster a culture of learning at ClwydAlyn.
- Don't expect to be perfect immediately.**  
During this learning process, you may hit roadblocks or unintentionally say things that upset others. It's OK to be kind to yourself during this journey and accept the learning curve. But it's also important to be accountable and to make an active effort to change any hurtful behaviours in future.
- Put your pronouns in email signatures.**  
Putting your pronouns in visible places, such as in your email signature or next to your name on Zoom, signifies to all that you recognise the importance of pronouns to many LGBTQ+ people. It also allows those who may be less comfortable being out in the workplace to feel safer when sharing their own pronouns without fear of immediately losing themselves. However, it's also important to remember that some LGBTQ+ people might not be happy to share their pronouns - they may be exploring their identity or just want to maintain a level of privacy.
- Find out about reporting processes within our workplace.**  
Be proactive in learning about our process to report incidents of discrimination and/or hate crime that can help you to be an active member of the community, rather than a passive bystander. Many LGBTQ+ people may not feel comfortable reporting incidents themselves, for fear of outing themselves or risking their job security. That's why it's important for allies to speak up when they witness inappropriate or discriminatory behaviour in the workplace.
- Engage senior leaders to be active champions for Pride networks.**  
Workplaces are the most successful at helping everyone thrive when a culture of inclusion trickles down from the top. Reach out and encourage senior leaders and directors to be vocal champions for inclusion and diversity networks! This helps LGBTQ+ employees feel as if their entire organisation supports them to be truly themselves at work.
- Don't ask LGBTQ+ people intrusive questions.**  
It's never polite to ask probing questions about our colleagues' lives, but LGBTQ+ people often get asked personal questions about topics from their sex lives to their bodies. It's OK to be curious and to want to learn more, but it's often better to wait for a colleague to offer the information themselves. If you feel like you really need to ask them a personal question in order to support them better, perhaps find the time to do so in private, or give them a heads up so they have time to prepare.
- Step back and ensure you're centring the voices of LGBTQ+ people.**  
When taking action to support LGBTQ+ people, remember to recognise your own privilege and step back when needed. It's so important for allies to use their voice to stand in solidarity with more marginalised communities - but it's equally as important to know when not to take up space. Listen to LGBTQ+ people and platform others when appropriate and possible.

Should you need any additional support in providing LGBTQ+ inclusion within your workplace or across our communities, please contact us on our Inclusion Specialist, on [inclusion@clwydalyn.gov.uk](mailto:inclusion@clwydalyn.gov.uk) or call 0782779911.

**"Diversity is a fact. Equity is a choice. Inclusion is an action. Belonging is an outcome."**  
- Arthur Chan, DEI Strategist



## Wellbeing: our approach

Our Wellbeing Team – three amazing staff members – has been supporting 148 team members over the past year. They’ve provided help for those both on and off work, referred people to external counselling services, and worked with managers on Wellness Action Plans. We’re also developing a Work-Related Stress Pathway to support staff further.

We’re proud to be working towards becoming a Trauma and Adverse Childhood Experience (TrACE)-Informed Organisation. Our TrACE training promotes a person-centred approach, and we’re offering this training to all new starters. Additionally, we’re rolling out Trauma Risk Management (TRIM) to help manage the effects of serious incidents on our staff. Our team leads the Violence at Work Learning Circles and provides post-incident support to staff whose wellbeing has been affected. We also track and analyse all support provided.



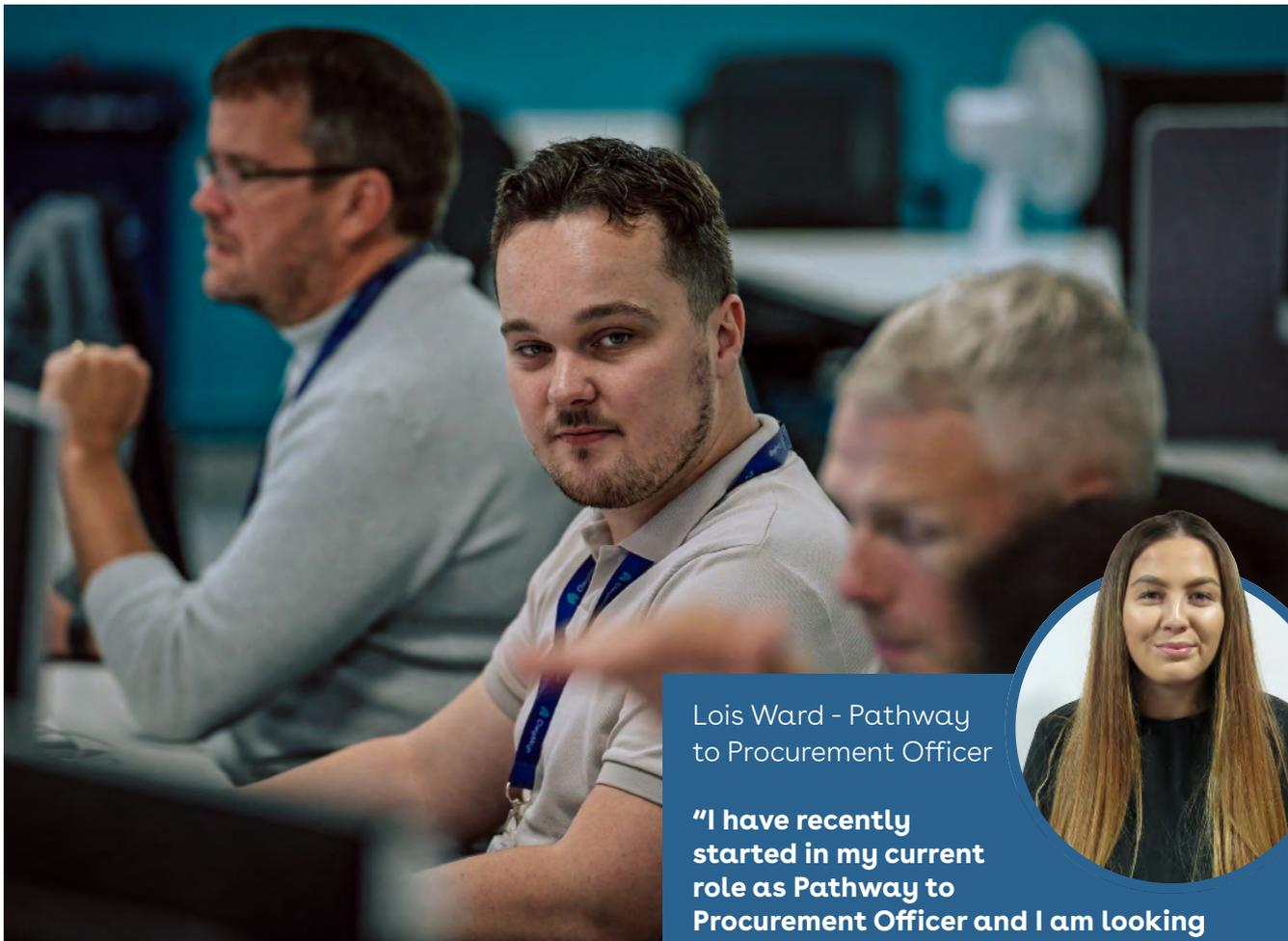
Two members of our Wellbeing Team are licensed to deliver Mental Health First Aid Wales training, and we currently have 150 trained Mental Health First Aiders. We also run wellbeing sessions to raise awareness and provide helpful resources for staff.

To further support everyone, we’ve expanded the ‘Sources of Support’ section on our intranet, offering advice on finances, health and general wellbeing. Our peer support groups – like Menomania (for menopause), Hafan Pawb (for neurodivergent staff) and the Inclusion Network – offer a space for staff to connect and share.

We also publish a regular Health and Wellbeing Newsletter, and we’re planning to launch a Managers’ Wellbeing Newsletter soon.

We regularly run surveys on Safeguarding, Incidents, and Wellbeing to gather feedback and make improvements. In addition, we track and report data on sickness and staff turnover each month to spot trends and develop strategies for improvement.





Lois Ward - Pathway to Procurement Officer



**“I have recently started in my current role as Pathway to Procurement Officer and I am looking forward to expanding my knowledge and skills even further. Working at ClwydAlyn has enabled me to progress over the years into various roles, meet new people and teams, gain experience in different departments and complete qualifications or training opportunities.”**

### Professional development

We believe in investing in our people. We make sure our staff have the skills and knowledge to do their jobs well and develop their careers in the direction they choose. Last year, we secured over £90k in externally funded apprenticeships and qualifications. We also reimburse staff for their professional memberships, giving them access to extra learning resources.

Each year, we hold a Staff Development Review to help staff grow and align their personal goals with the company’s mission. Staff also have opportunities to shadow colleagues, apply for secondments or take on pathway roles for career advancement. In 2023, we introduced a Career Pathways Tool to help staff explore different roles within the company.

We also provided ‘Fierce Conversations’ training to 53 managers to boost leadership skills, focusing on team dynamics, conflict resolution and coaching. This is a key part of enabling our staff to live our values of trust, hope and kindness. In addition, we launched a new Management and Leadership Course to help our managers build great teams.

<b>Male</b>	<b>21</b>
<b>Female</b>	<b>49</b>

<b>Age</b>	<b>Number achieving a professional qualification</b>
<b>Under 20</b>	<b>0</b>
<b>20 - 29</b>	<b>4</b>
<b>30 - 39</b>	<b>15</b>
<b>40 - 49</b>	<b>26</b>
<b>50 - 59</b>	<b>23</b>
<b>Over 60</b>	<b>2</b>

9.3%

of staff completed a professional qualification during 2023/24.

Theme 12:

# Supply Chain

## Social Value: our approach

We believe that everything we do, including how we buy goods and services, should have a positive impact. That's why social value is a key part of our purchasing process, focusing on benefits to the community, environment and economy. We work with suppliers who share our values, making sure everything we buy delivers value to our communities.

### Our poverty priorities for residents

### Our Mission



### Social Value Scope

Activities and services that go above and beyond to deliver social value outcomes that contribute to our poverty priorities and mission to beat poverty.

### Key Highlights:

**Social Value in Contracts:** 10-20% of our procurement evaluations prioritise social value.

**Accountability:** We turn suppliers' social value promises into measurable KPIs that we monitor throughout their contracts.

**Local Focus:** 100% of our development contractors are based in North Wales and hire local people, with 90% of suppliers also being local.

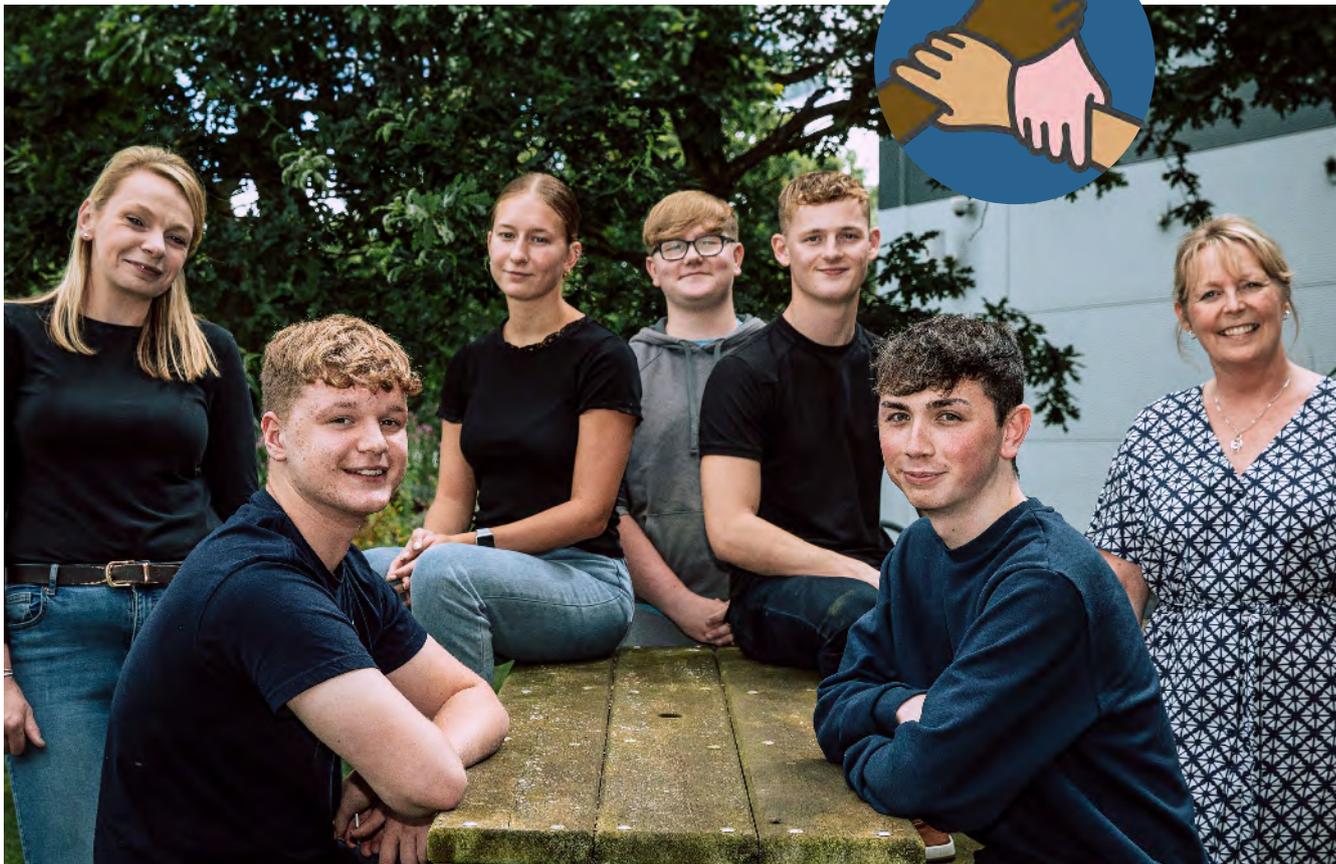
**Community Support:** Our contractors support initiatives like the "We Mind the Gap" project, offering work placements, training and job opportunities.



**Health and Social Care Agency Contract:**  
 Included 10% social value in the selection process. The provider completed garden makeovers at our supported living schemes and will offer training to 15 residents to help them gain employment.



**Annual Foodbank Collections:**  
 We encourage our suppliers to donate food or volunteer time to support local food banks.



### Helping young people step into work

We're passionate about helping young people kick-start their careers. Through internships and programmes like We Mind the Gap (WMTG) and Project SEARCH, we support students and young adults in gaining work experience and transitioning into the workplace.

#### Our Impact in 2023/24:

- We Mind the Gap: Supported four young people, with one now a full-time Maintenance Planner.
- Project SEARCH: Supported seven young people.



- Wrexham WMTG Programme: seven graduates, three of whom are now in full-time jobs.
- Flintshire WMTG Programme: nine graduates, six now employed, two continuing education and one volunteering.

### Partnerships and collaboration

We work with local partners like Housing Associations, Local Authorities, and Welsh Government to increase social value in our communities.



## Environmental impact

We're dedicated to running our business responsibly, making sure our decisions consider the environment as well as people.

### Our Approach:

- **New Strategy:** We're developing an Assets and Sustainability Strategy to present to the Board in October 2024.
- **Supplier Requirements:** We ask suppliers how they will help us reduce environmental impacts and meet sustainability standards.
- **Reducing Travel and Fuel Use:** We assign frontline teams to work in their local regions to minimise travel and fuel consumption.



### Examples of our environmental efforts

**Waste Collection:** Streamlined services to one supplier to reduce contracts and improve sustainability.



**Sustainable Cleaning Services:** We hired a cleaning service with sustainability targets in mind for 2024.



**Building Materials Collaboration:** Working with Welsh Housing Associations to meet environmental goals through the Cymru Materials Framework.



We're also taking steps to improve our environmental impact and reduce costs across our supported living sites.

**White Goods Leasing Model:** We've partnered with a global supplier to explore leasing white goods (like washing machines and dryers) for some of our supported living sites which has already led to reduced energy use, emissions and costs.

### Reducing plastics and carbon in cleaning:

- We've reduced single-use plastics by 95% across 12 sites with a new dosing system and cut deliveries by 70%, lowering our carbon footprint.
- Virtual Meetings: More meetings are now held online, reducing travel and environmental impact.





**ClwydAlyn**

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