



ClwydAlyn

Environmental, Social, and Governance (ESG) Report 2024/2025



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Introduction

2024/25 has been an important year for ClwydAlyn with our 2020-2025 Corporate Plan period drawing to a close.

We've been working hard not just to make sure that we're on track to deliver on our commitments set out in the plan towards our mission to beat poverty, but also to engage the Board and as many colleagues and residents as possible in developing our new five year plan 2025 - 2030 to ensure that our work and resources continue to be targeted where they're needed the most.

Through this work, we're proud to have made a real impact.

Over the last five years, we have not evicted any household into homelessness through our groundbreaking no evictions policy, instead refocussing our approach and resources towards fundamentally changing the relationship we have with our residents to enable them to sustain their tenancies.

We've built and developed partnerships with social enterprises to tackle food and fuel poverty such as Well Fed and Warm Wales, investing in increasing access to healthy, nutritious food for both residents and our colleagues, and providing support for anyone struggling to pay their energy bills.

We also invested £6 million into improving the energy efficiency of our homes, as well as building 877 high quality homes to provide more families with safe homes and secure tenancies.

Recognising that employability support has a crucial role to play in enabling residents to achieve their aspirations, we put in place a wide range of support to enable local people to access job opportunities and boost their skills, including investing in pathway roles at ClwydAlyn to provide routes into housing for local people.

We know we can't tackle poverty without making sure that our own colleagues are well supported, and we're proud to be a living wage employer, in addition to providing colleagues with a free lunch meal option and a wide range of wellbeing and learning and development opportunities.

Our commitment to equality, diversity and inclusion has also made significant strides, because we want everyone at ClwydAlyn to be able to be themselves and feel that they belong when they come to work each day.

Our aim is always to be first and foremost a good landlord, and we've made some real progress in how we work with, involve and engage residents in how our organisation operates so that we are truly resident led.

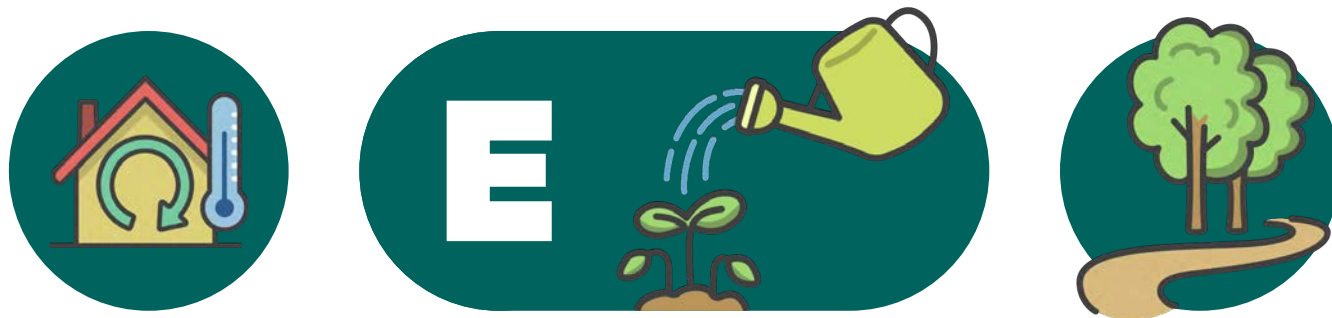
This year's ESG report highlights the progress we've made around all these commitments over the last 12 months.

However, despite these achievements, we know that the challenge of poverty and inequality in North Wales continues to grow. This is why our mission over the next five years will continue to be focused on working in partnership to end poverty through three key priorities:

- **Ending homelessness**
- **Ensuring that residents and our colleagues can live in warm homes**
- **Providing access to good, affordable food in all neighbourhoods**

Working together with our colleagues, residents and our partners, we're determined to create real change for the communities across North Wales.





Environmental



Reducing our impact on the planet

At ClwydAlyn, we work to embed environmental sustainability into everything we do, from how we make decisions and grow our work and influence, to how we develop new homes, maintain our existing homes and run our organisation.

We do this by working together with communities, residents and colleagues to reduce our impact on the planet and crucially, to support our mission to end poverty by ensuring our homes are more energy efficient and affordable to keep warm.

We also want to minimise any negative impact our business has on climate change and make a positive contribution to biodiversity and ecological sustainability. We will do this by delivering improvements to increase our resilience and mitigate our exposure to climate related risks that protect our residents and homes, helping us to become a Net Zero organisation by 2050.



Our Environmental and Sustainability Strategy (2025 - 2030) sets out a road map to guide us towards this aim, with long-term objectives under environmental themes, short-term targets to achieve them and actions for colleagues to mobilise and encourage collective action.

Theme 1:

Climate Change

Improving the energy efficiency of our homes through record investment

Our work to improve the energy efficiency of our homes and make them warmer and more affordable to heat for residents has had a record year, with our biggest investment to date – £4.5 million.

Our retrofit activities follow the PAS2035 methodology, which focuses on fabric measures being installed on a home first before installing renewables and upgrading the heating system.

Each home has a PAS2035 survey with appropriate measures specified and designed for the individual property.



ClwydAlyn's Tom Boome, Head of Technical Innovation and Climate, showing Cabinet Secretary for Housing and Local Government, Jayne Bryant MS, innovative new technology to install infrared panels in 28 homes in St Asaph as part of our retrofit programme.



During the year:

435 retrofit assessments were completed

387 homes were upgraded

This included:



381 solar panel installations

The installation of solar photovoltaic (PV) panels generates renewable energy and reduces reliance on non-renewable energy sources.



30 battery storage installations

By installing batteries connected to solar PV panels, all electricity that is generated but not used in the home is stored for use whenever it's needed. This reduces the demand from the electrical grid and maximises the use of electricity generated at zero emissions.



387 intelligent energy systems and environmental sensors

We have installed sensors to detect levels of CO2, humidity and temperature within habitable rooms, as well as clamps on electrical wiring. The data from these sensors and clamps is displayed on a dashboard allowing residents to use the energy their home needs in the most effective way, supported by our energy advisors.



51 NexGen infrared heating systems

In homes where air source heat pumps aren't practical to install, we have trialled the installation of infrared radiant heating which is fixed to the ceiling. The feedback and data has been very positive, showing a reduction in energy usage and residents reporting that they are very comfortable in their homes.



60 homes with Airex mechanical air bricks

This involved replacing the traditional air bricks in a home with mechanical alternatives that open to allow air to circulate under suspended timber ground floors but then close when ventilation is not needed to prevent drafts and cold air entering the home.



45 solar diverters to hot water

These devices divert any solar generated electricity that is not used in the home to the hot water tank. Using this excess electricity maximises the generation in the home and allows for a secondary benefit after the direct electric use.

We also completed:

228 loft insulations

32 external wall insulations

12 internal wall insulations

120 homes with low energy lighting

25 cavity wall insulations

11 flat roof insulations

7 air source heat pumps



These works are enabling us to reduce carbon emissions. The insulation upgrades, window replacements, and heating system improvements directly reduce energy consumption, which is a critical part of our path to net zero.

By enhancing the thermal performance of our homes and upgrading to more efficient lighting and heating systems, we are also directly contributing to reducing overall energy demand, aligning with our future energy efficiency targets.

Tracking our progress

These works are making a difference in improving the EPC (Energy Performance Certificate) rating of our homes, which is a vital part of our commitment to providing warm homes that are affordable to heat for residents:

EPC rating	# Properties (owned & managed)	% of our homes
A	962	14%
B	1,285	19%
C	2,550	38%
D	1,377	20%
E	40	1%
F	0	0%
G	0	0%
Not Available	563	8%
Total	6,777	100%

During the year we also completed the development of 308 new homes of which:

78% are EPC A 22% are EPC B

CASE STUDY

New 'Ceiling Paper' heating solution helps residents to save money

ClwydAlyn resident Mike, who lives in Conwy, has been delighted by the installation of NexGen Ceiling Paper, a heating solution which has enabled him to make significant savings on his energy bills.

Mike said: "It's marvellous and it's made a big difference to our lives. Even on the coldest days in winter, the heat output is more than enough.

"It took some learning to get used to the app, but now I can be savvy; it's reduced our energy bills by over half.

"And if I go away, I can turn the heating down from the other side of the country using the app!"



Tom Boome, Head of Technical Innovation and Climate, ClwydAlyn explained: "We were looking for a heating solution that would help to reduce energy bills for our residents, whilst fitting well with our sustainability goals.

"The NexGen Ceiling Paper product has offered us a simple, low maintenance option, which is quick and easy to install, without too much disruption for our residents.

"We are seeing very positive feedback from residents, who are delighted with the warmth, significantly lower running costs and the ability to operate the system easily from the smart app on their phone."

Preparing for climate risks

As well as improving the energy efficiency of our homes, it is also important that we proactively mitigate the risks that climate change brings, including overheating, storm and flood damage across our existing and new homes.

To support this, we are working towards:

- Mapping all our homes to understand their exposure to climate risks by 2026.
- Implementing our climate mitigation programme for our existing homes by 2027.
- Incorporating climate mitigation and resilience measures into all our new build homes by 2028.

To help us get there, we will:

- Undertake a desktop exercise with the support of climate risk experts to map and model our homes' exposure to key climate risks using a GIS system and online database.
- Review our complaints records and previous repairs reports to further understand which households are the most exposed to certain climate risks, and fast track measures to mitigate these.
- Explore how we can map the exposure of our existing homes to climate risks into home conditions surveys and build these into our Asset Management Strategy



and voids standard to strengthen their resilience (with measures such as increasing soft landscaping and drainage maintenance).

- Assess the risk of overheating when we're retrofitting and designing new build homes to enable architects and developers to design homes that remain comfortable during the anticipated hotter weather that climate change is expected to bring.

We will also be working with architects and climate experts to make sure that homes are designed with climate mitigation measures from the outset to reduce the need for future retrofit works.



"It was great to call by the old Valley Mill to see ClwydAlyn Housing Association and Isle of Anglesey County Council's new development. They are good-quality homes, taking advantage of the most up-to-date environmental technology to ensure that the properties are as energy efficient as possible to respond to the climate crisis and keep bills down."

Rhun Ap Iwerth MS for Ynys Môn, Leader of Plaid Cymru

Theme 2:

Ecology

Enhancing green spaces and biodiversity

A key part of our Sustainability Strategy is around enhancing green spaces and promoting biodiversity, which is also an important element of the Welsh Housing Quality Standards 2023.

We believe that thriving natural environments are fundamental to supporting the well being of our residents and the long-term environmental sustainability of our communities. That's why we're working both to create new, and preserve existing, green spaces across our developments including:

- **Diverse green spaces:** We're establishing communal wildlife areas and useable open space areas. For example, in Anglesey we created an orchard for the community at our Pentraeth development and provided hedgehog highways in our fences for private gardens at Staad Bryn Glas. This gave residents direct access to nature while contributing to broader urban greening efforts.



- **Native and drought-resistant planting:** We prioritise planting native and drought-resistant species to support local wildlife. This supports local wildlife including vital pollinators like bees and butterflies, creating resilient and sustainable ecosystems.

CASE STUDY

Llys Erw Residents Create an Award Winning Community Garden!

As well as making sure that we create green spaces for residents to enjoy when we're building new homes, we are also supporting residents in a wide range of ways create to their own.

Residents at Llys Erw, an over 55s community in Ruthin, enjoyed creating a stunning communal garden and allotment, which has become the focal point of the vibrant residential scheme.

The inclusive communal space, which was boosted using a grant from Keep Wales Tidy, has been awarded a Green Flag Community Award for its contribution to local biodiversity and embracing sustainability.

The garden, which is cared for by residents, boasts a wide variety of fruits and vegetables; which are all harvested for the benefit of the community.

John, chair of the committee which manages the garden said: "We encourage everyone to come out, whether they are experienced gardeners or not. The garden is designed to be inclusive, accommodating those with walking aids and other mobility needs.

"It serves as a gathering place that connects us all. We have big plans including creating a wildflower meadow for pollinators, and installing bird and bat boxes for local wildlife."





The grand opening of the new sensory garden at Chirk Court, with the help of our local community and residents.

Enhancing biodiversity and connectivity

We're committed to protecting and enhancing biodiversity by creating corridors and areas within our estates where nature and wildlife can flourish, such as:

- **Biodiversity corridors** to link green spaces across estates where we have homes. These corridors provide essential habitats and safe migration routes for local wildlife.
- **No-mow zones and wildflower areas** to encourage natural vegetation growth and support diverse species.
- **Sustainable drainage systems (SuDS)** - As a planning requirement in Wales, we integrate SuDS into our landscaping designs which not only effectively manage water runoff and reduce flood risk but also create new, supportive habitats for local flora and fauna.



Our allotment at Garden City, Deeside.



Bat boxes installed on the side of a new home to support biodiversity and provide safe habitats for protected species.

Measuring impact

We've set some ambitious commitments in our Sustainability Strategy to enable us measure and understand the impact of our work:

- In 2026, after completing site surveys, we will set a target to increase the number of native plants or animals present across our office sites by 20%, as well as a target to create and maintain 30 new habitats to support wildlife to thrive across our portfolio by 2030.
- By 2026, any pesticides and other harmful chemicals that can negatively impact biodiversity and ecosystem health will be phased out.
- We will go live with our Biodiversity Management Plan by 2026.

Through these efforts, we aim to transform our homes and communities into vibrant, biodiverse landscapes that benefit both nature and the wellbeing of our residents.

Taking action on hazardous substances

We're also working hard to manage and reduce hazardous substances because we understand the difference this can make in protecting health and the environment. Here's what we're doing:

- We carefully inspect our homes using the Housing Health and Safety Rating System to assess the likelihood and severity of hazards in a home, such as damp and mould growth, to ensure that any cases identified are dealt with and resolved.
- We keep an up to date asbestos register to ensure that all handling and removal are carried out by licenced professionals in line with strict regulations.
- As part of our current position on radon risk management, we are implementing a five year programme to reduce exposure and ensure we comply with regulatory standards.
- We're ensuring the safe disposal of hazardous materials such as paints, solvents and chemicals to prevent environmental contamination, including training our maintenance teams on proper disposal methods and using licenced waste contractors.

We have also set a long term objective to ensure optimum indoor air quality in our homes to reduce the risk of exposure to health-related issues. As part of this we are aiming to map all our homes by 2028 to highlight internal air quality risks and issues so that we can go live with our air quality improvement plans in 2029.



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

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





Compliance and Building Safety

Asbestos safety in your home

Asbestos is safe when undisturbed but can pose serious health risks if damaged. This information will help you identify and manage potential asbestos in your home.

What is Asbestos?

Asbestos is a natural mineral, and a popular building material used when building or refurbishing homes up until the year 2000, when regulations were brought in restricting its use. The construction industry often used asbestos to keep homes warm and fireproof buildings; asbestos fibres were mixed into cement, plaster and other materials.

Why is asbestos dangerous?

When asbestos is in good condition and not disturbed or damaged it is not a danger. Once disturbed, for example carrying out improvements or DIY works in your home, asbestos fibres can go into the air, and they can cause health risks.

If asbestos fibres are inhaled, they can cause a number of harmful diseases, like Asbestosis and Mesothelioma. It's not until many years after breathing in asbestos that people will start to feel the effects and experience symptoms. That's why it's important to be aware of asbestos now.

All asbestos products were banned from building use in 2000 so if your home was built after this date, it is highly unlikely that it will have asbestos present.

Where can it be found

-  Textured finishes to ceilings and walls - known as Artex
-  Fire break materials used in lofts
-  Bath panels
-  Panels underneath stairs
-  Old toilet cisterns
-  Vinyl flooring and floor tiles
-  Panels above windows and doors
-  Insulation board panels for boxing off pipework in bathrooms and kitchen
-  Corrugated roof sheets to sheds and garages
-  Gas flue pipes and toilet waste pipes

What should I do if I find Asbestos?

! If you are unsure about any material in your home or believe you may have found asbestos-containing material (ACM), call us on **0800 183 5757**. We're happy to chat to you about your worries and send someone to come and inspect your home if we need to.



Asbestos safety in your home

Examples of Asbestos






Fibres Roof sheets Insulation board Artex textured finish

Can I do any DIY?

You can carry out decorating and DIY, but you need to be cautious and may need permission first. Please take note of the advice relating to asbestos that may be present in your home and take extra care when carrying out DIY. Asbestos should not be drilled, sanded, rubbed down or disturbed in any other way. Please contact ClwydAllyn for further advice if you are unsure.

Can I remove asbestos?

No, removing asbestos materials can cause health risks. We have contractors who are trained and licensed asbestos contractors who can assess and safely remove asbestos if it's damaged or in poor condition.

Do's and Don'ts

DO leave asbestos materials where they are and seek advice if needed. If they're in good condition and cannot be damaged, there is no need to be concerned.

DO contact ClwydAllyn if you have concerns about asbestos.

DON'T carry out any work with or remove materials that you are unsure of, as they may contain asbestos.

DON'T drill, scrape or sand down materials that may contain asbestos such as textured coatings to ceilings and walls.

DON'T break off pieces from materials that you are unsure of or know to contain asbestos.

How is ClwydAllyn keeping you safe in your home?

ClwydAllyn meets current regulations by carrying out asbestos management surveys in all properties. Communal areas are re-inspected every year to monitor their condition. Before any major repairs or refurbishments, we complete a detailed asbestos survey to identify materials containing asbestos, ensuring risks are controlled and the safety of residents, visitors, and contractors is always maintained.

Safety At Home: Asbestos

Scan here to watch 

@ClwydAllyn 

clwydalyn.co.uk/compliance-and-building-safety

ClwydAllyn is a Charitable Registered Society



ClwydAlyn Development Manager, Brinley Williams with MS Jack Sargeant who visited our new development in Northern Gateway and was keen to see the measures we've put in place to ensure ongoing affordability in these new homes. We demonstrated the work we do with our technology partners to educate residents; including the efficient use of solar panels and heat pumps which enable energy bills to remain as low as possible.

Theme 3:

Resource management

Reducing waste and sourcing responsibly

We're committed to reducing the environmental impact of our work to build new, and maintain existing, homes by responsibly sourcing building materials and cutting down on waste.

The construction of our new homes is monitored closely to ensure that we prioritise responsibly sourced materials through following standards such as the BES 6001, a framework for the responsible sourcing of construction products, and FSC (Forest Stewardship Council).

We report on our progress to Welsh Government for each project in the Value Wales Toolkit, a set of resources and guidance designed to help organisations in Wales to deliver social value and broader benefits.

By measuring performance using the toolkit we have ensured that:



96%

of spend is on goods/ services in Wales



65%

of materials recycled on site



97%

of waste is diverted from landfill



74%

of materials used are from renewable resources

Our long-term objective for responsibly sourced materials is to enhance the whole life carbon of our new homes, aligning with climate science targets to deliver reduced greenhouse gas emissions and tackle fuel poverty.

To support this objective we have set a number of short term and long term targets. These range from our new homes generating 50% of the energy they need from on-site renewables (short-term), to undertaking pilot studies to calculate and understand the current whole life carbon performance of our new homes and setting targets that align with sector guidance (long-term).

We will also be working with contractors, designers and local planning authorities to scale up onsite renewable energy generated per home, where planning allows.

Supporting all this work, we continually review technology and innovation in the marketplace to ensure the most suitable low carbon, renewable technology is being installed in our homes.

Reducing our greenhouse gas related emissions and pollution

We are working towards targets to improve our waste management practices across our construction and the way we manage our homes to reduce our greenhouse gas related emissions and pollution.



Our goals are to:

- Ensure 100% of our waste is diverted from landfill by 2030.
- Increase our waste recycling and re-use rates to 75% by 2027.
- Reduce the overall production of waste from our asset management and development activities by 50% by 2030.

To enable us to achieve these aims we'll be developing a waste management plan in addition to the waste requirements set out in the Welsh Housing Quality Standards 2023, Welsh Development Quality Requirements 2021 and Workplace Recycling Law 2024.

We'll also be working with our communities and our new waste contractor to track how we are performing around recycling and diversion from landfill and reporting our progress to Welsh Government, as well as updating and increasing the requirements we set for our contractors for our new build homes around use of recycled materials and reduction in on site waste.

Reducing water consumption

Water efficiency is another important part of our Sustainability Strategy, ensuring that we minimise pollutants going into our water systems and improve water efficiency across both our offices and homes.

We aim to achieve this by:

- Reviewing how our business operates to assess what measures we have in place to reduce the pollution being released into the water system from the chemicals and energy we use and waste we produce.
- Rolling out more efficient devices and fittings to ensure water efficiency across our offices.



Across our new and existing homes, our goal is to achieve savings of 110 litres of water per person, per day by 2034 by:

- Mapping 100% of our homes by 2027 to understand the opportunities to improve water efficiency.
- Retrofitting water efficiency improvement measures to 50% of our homes by 2030.
- Developing a water management plan to help us reduce the risk of residents experiencing water poverty.



Social



Theme 4:

Affordability and Security

Our affordable rent policy is built by considering residents views, income and personal circumstances, and takes into account up-to-date data on the lowest incomes. We want to ensure that our rents stay affordable and offer security for residents in a way that's consistent and fair across all our homes.

In 2024/25, the percentage of rent to Local Housing Allowance (LHA) is 81%.

We work in seven local authority areas where rent regulations apply. Local Housing Allowance (LHA) rates help to calculate how much housing benefit (or universal credit housing element) tenants can receive based on private market rents.

In 2024/25, our average rent was 81% of the maximum amount of housing benefit that private tenants could get in these counties. To make sure that this number is as fair as possible, we use the most

expensive private rent benchmark (the highest LHA rate) from any of our six operating areas, because we want to remain as affordable as we can for residents.

Type of home	Number	% of homes
General needs (social rent)	4327	63.85%
Intermediate rent	276	4.07%
Supported Housing	223	3.29%
Homes for older people	550	8.12%
Low-cost home ownership	714	10.54%
Care homes	130	1.92%
Group homes	379	5.59%
Other	178	2.63%

During 2024/25, we completed 308 new homes across a range of tenures to meet different needs and offer choice and affordability to residents, including:

180 for affordable rent

(homes where the rent is set at a rate up to 80% of the market rate, including service charges) - 59%

62 homes for intermediate rent

which allows eligible individuals and families to rent high quality homes at below market rates - 20%

66 homes for older people - 21%



CASE STUDY



New inclusive homes in Mynydd Isa

Providing homes that support a wide range of different needs is vital in addressing the housing shortage and enabling more people to have both choice and security.

This made all the difference to resident Tara Richards and her family who last year moved into our new development of 56 energy-efficient, affordable, lifetime homes at Mynydd Isa, in Flintshire.

We worked alongside developer Castle Green Partnerships, in collaboration with Flintshire County Council and Welsh Government to develop the scheme.

Tara and her husband Danny were happy to be moving into an accessible bungalow which has enabled them to cater to the needs of their disabled son.

Tara said: "Our first impressions are that we love our new home.

"It makes everything so much more accessible. We're moving in for our disabled son to make his life easier, he's eight years old.

"Because it's a bungalow, there's no more stairs for lifting and this will make the biggest impact; everything will be so much better for us all.

"We've moved from private rented accommodation in Mold and were on the waiting list for over three years. We're so relieved to be moving in."

Providing warm homes

Supporting residents that are struggling with the cost of keeping their homes warm continues to be a key priority in our mission to end poverty. Through our partnership with Warm Wales, we are providing residents with bespoke energy advice and support with reducing energy costs, as well as providing funding to help with energy bill arrears through our £100,000 Residents Fund.



ClwydAlyn

Secure tenancies

We understand that security of tenure helps to ensure that residents feel secure in their homes, supporting their ability to find work, access local support networks and services and build their lives.

We offer secure contracts for families and individuals and for our sheltered and extra care homes.

In our supported living schemes, residents start on a licence agreement which changes to a standard supported contract after six months, in line with the requirements in the Renting Homes (Wales) Act 2016.



Our Welfare Rights team and Early Intervention Officers:

➡ Provided support for **331** residents

➡ Secured a total of **£1.5 million** in financial gains, an average of around **£4,500** per person.



Theme 5:

Building safety and quality

Making sure that residents feel safe in their homes is a top priority. We take this extremely seriously, ensuring that we meet all our regulatory requirements, as well as through our commitment to keeping homes well-maintained.

In the past year:



100%

of our homes have had all required safety checks



100%

of our homes have had all required fire risk assessments



99.45%

of our homes have had electrical installation condition reports in line with the five-year testing cycle



100%

of our homes met Welsh Housing Quality Standards



We have also been working with residents to make sure that we're ready for the changes in the updated Welsh Housing Quality Standards 2023, which place a greater emphasis on energy efficiency, health and wellbeing, safety and security and modern amenities.

Damp, mould and condensation

We've been working to strengthen the way that we manage damp and mould, recognising that this can be a real concern for residents.

We have created a new policy which maps out a clear process for managing cases of damp and mould. All reported cases now go through a triage system where our customer team ask key questions when a concern is reported, as well as obtaining photos/videos of any cases where possible.

Cases are then reviewed by our property team within 24 hours and assessed using a traffic light system to determine whether and how quickly a home visit is needed.

RED

High Risk - Category 1 Hazard - Band A-C

- ⊕ Widespread black mould
- ⊕ Persistent damp in multiple rooms
- ⊕ Health impacts (e.g. asthma)
- ⊕ Legal duty to act

AMBER

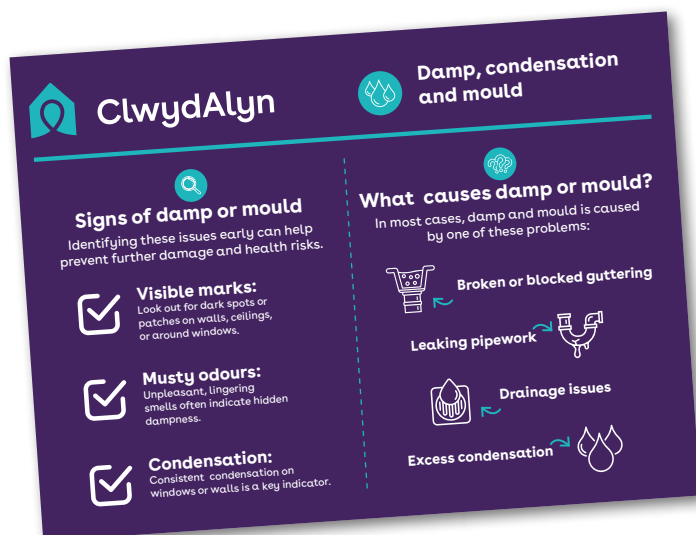
Moderate Risk - Category 2 Hazard - Band D-F

- ⊕ Localised mould (e.g. bathroom)
- ⊕ Condensation issues
- ⊕ Early signs of damp
- ⊕ Discretionary action

GREEN

Low Risk - No Hazard - Band G-J

- ⊕ No visible mould or damp
- ⊕ Good ventilation and heating
- ⊕ Resolved issues
- ⊕ No action required



Theme 6:

Residents voice

Listening to, involving, and enabling, residents to influence how we do things is central to everything that we do at ClwydAlyn. Our Resident Involvement Strategy sets out how we work with residents to enable them to share their ideas and help to shape our services through a range of opportunities to get involved in ways that are inclusive, flexible and meet their personal and life commitments.

We provide ways for residents to directly influence and challenge the decisions we make and hold us to account. From our Resident Committee and #InfluenceUs (see next page), to our complaints panel, focus groups and resident board members, we work together with residents to provide opportunities for them to check and assess the quality of our services and ensure that we are governed well and accountable.



Resident Board Members

Two members of the ClwydAlyn board are residents, who, along with other board members, ensure that residents are at the heart of all strategic decisions.

Complaints Panel

The Complaints Panel is made up of Resident Committee members and resident volunteers and reviews the latest complaints, identifies any themes or areas of concern and conducts a 'deep dive' of complaints, providing assurance to the Board and the Resident Committee that best practice is followed and any lessons learnt are implemented.

Resident Committee

We have a diverse resident committee made up of a range of residents from across our services. The committee reviews resident complaints, scrutinises lessons learnt, helps inform policy and make recommendations to the Board and ClwydAlyn's management.



Resident Involvement & #InfluenceUs

#InfluenceUs is our bespoke resident involvement programme which seeks residents' views on all aspects of work across ClwydAlyn.

In 2024/25:

➔ **23** new members joined #InfluenceUs

➔ There are now **190** members



The Tenant's Agenda Movement

Working in collaboration with residents and housing providers across North Wales, with the support of Wrexham University and a leadership practice that works across England and Wales called Do-Well, we have been exploring how we can work together to develop more active tenant leadership.

Over the last year, this work has involved spending time doing some learning together around systems

leadership and power and taking time to explore what matters to tenants to build a clear, common purpose.

What has emerged from this work is that tenants don't just want to be on the agenda when it comes to being involved in influencing and decision making, they want a greater role in setting the agenda and determining the issues that really matter to them.

We will be continuing to develop this work in the year ahead to enable the tenants involved to build support for, and grow, the movement.

Resident Complaints Panel

Peter Smith Hughes is a member of the ClwydAlyn Board, Chair of the Resident's Committee and a member of the Assurance Committee. Peter said: "As an association, ClwydAlyn welcomes resident input and strives to ensure that resident's voices are heard. I'm proud to be part of an established panel of residents using our lived experience to work in partnership with ClwydAlyn, providing insight, feedback and analysis on services, policies and performance.

The panel represents residents' perspective, ensuring that there is accountability and that any complaints are dealt with appropriately, which in my experience, is very much part of ClwydAlyn's organisational policy.



Members of the ClwydAlyn Resident Voice Panel value the opportunity to be heard, and feel empowered to be part of the decision-making process. Ensuring that outcomes are made without bias and building trust between residents and ClwydAlyn enables the organisation to improve provision, communication and policies.

Feedback from the panel is welcomed and viewed as a positive and necessary step towards transparency and accountability. The Panel is not just for show, it has real meaning, and produces a stronger voice for all ClwydAlyn residents."



Resident satisfaction

At ClwydAlyn, we strive to be first and foremost a great landlord, and we regularly undertake surveys to understand how satisfied residents are with homes and services.

In 2024/25, overall satisfaction with landlord services was 85% - 6% above the UK average and 2nd compared to other landlords in Wales.

We were pleased to have maintained similar high ratings for satisfaction around areas such as residents feeling safe and secure in their homes and quality of homes.

We were also amongst the top 25% across all UK landlords for our approach to dealing with anti-social behaviour, something which is really important to enabling residents to feel safe and secure in their homes and communities.



Satisfaction in care and nursing

Through feedback gathered by www.carehome.co.uk, the primary website used by people researching care homes, our Chirk Court scheme ranked first for all care homes in the county of Wrexham, with an overall rating of 9.9 out of 10.

Merton Place was also ranked fifth amongst all nursing homes in Conwy county, with an overall rating of 7.9 out of 10.



Learning from feedback

As a learning organisation committed to listening to residents' views and feedback to understand where we can improve.

We continue to work with residents to evaluate our satisfaction results and look into areas where satisfaction is lower than we would want.

We treat every complaint or concern raised as an opportunity to learn and gather valuable feedback. If something does go wrong, our aim is for any resident involved to have trust in us that we will do our best to resolve an issue, and that they will be treated with respect and kindness.



In 2024/25:

➔ We received **554** approaches through our complaints process

➔ Of these, we worked with the residents involved to resolve **472** immediately

➔ **55** were resolved at stage 1

➔ **27** were resolved at stage 2

➔ **10** complaints were considered by the Ombudsman, none of which were upheld

We've worked with our Residents Complaints Panel to make it as easy as possible to contact us and make complaints or compliments, because we want to break down barriers, encourage residents to voice any concerns should the need to, and promote our compliments/complaints process so that we can continue to listen and improve.

We're delighted that the number of formal compliments we receive has also increased, with six received in the last quarter of the year.

Example of some compliments received by the Complaints Team over the past year:

"After receiving help from one of Welfare Rights and Money Advice Officers: Resident called to feedback and thank us for the work we had been doing to help with her finances. She was very grateful for our support, acknowledging the valuable service and stated that she can now take her dogs out for a walk and breathe!"

"I just wanted to take a moment to thank you for all the support you've given me recently. Your help with the referrals has been invaluable, and I'm so grateful for the food hamper you brought for us, it truly made a difference during a challenging time. Your kindness and effort haven't gone unnoticed, and I deeply appreciate everything you've done to help us get back on our feet. Thank you so much for going above and beyond."

"I am writing to you today in my professional capacity working on behalf of Children's Services at Denbighshire County Council. I would just like to give you some feedback in regard to one of your employees who works in the Rhyl department. I have been working alongside her on a case and I must say she is a credit to your service. She is amazing with the Resident, going above and beyond to make her feel supported and valued, and much more, I have observed the work that she has been doing and it is excellent. It is very clear the person has been made to feel comfortable and reassured, and a professional relationship has been built. It is clear to me that she is a huge asset to your team."

Theme 7:

Resident support

As part of our zero evictions policy, we focus on working together with residents to understand their circumstances and any support they may need to successfully maintain their tenancies.

This is why we take a community-based approach, with our housing teams working in small community patches of around 250 homes per officer, to enable us to focus on building trusted relationships.

We base our rent setting policy on the Joesph Roundtree Foundation's Living Rent model, which builds affordability into any rent decisions.



**JOSEPH ROWNTREE
FOUNDATION**

Residents Fund

Our Resident's Fund is there to help residents that are experiencing financial hardship or crisis.

During the year, we provided a total of £56,000 of support including:



Providing emergency food ✓



Help with energy bills ✓



Essential furniture ✓



Support with rent arrears ✓



Home clearance ✓



White goods ✓



Contents insurance ✓



Help with pest control ✓

➔ Satisfaction that our rents provide value for money in 2024/25 was **81%**, 1% above the UK average



➔ Overall satisfaction with our services as a landlord was **85%** – 6% above the UK average and 2nd compared to Welsh landlords



➔ Overall satisfaction with our services is **85%** – 6% above the average across UK Landlords and 2nd compared to landlords in Wales



Financial support

As well as helping residents that are struggling with their energy bills, our Welfare Rights team and Early Intervention officers continue to help residents to boost their income, ranging from support with personal independence payment applications and budgeting advice, to work capability assessments, debt support referrals and discretionary housing payments.



Supporting resident wellbeing

Supporting the wellbeing of our residents is not just important in enabling them to manage and maintain their tenancies, it's integral to our mission to end poverty.

We want all our residents to live in warm homes that they can afford to heat and have access to affordable, healthy food that supports their wellbeing.



WellFed Partnership

Our partnership with social enterprise, Well Fed, is enabling us to work towards our shared goal that healthy, wholesome food should be a right, not a privilege.

The rising cost of living has made it challenging for many to access affordable, nutritious meals –between May 2021 and May 2024 food prices rose by 30.6% (CHC Cost of Living Report Autumn 2024).



“The rising cost of living continues to create real challenges for many people when it comes to accessing affordable, healthy food. Well Fed’s services are a great way to make it easier and more affordable to eat well and build on the significant work that they are leading across North Wales to support communities with access to healthy food.” – **Clare Budden, CEO, ClwydAlyn**

Working with Well-Fed, we want to tackle this challenge by providing residents, communities and our colleagues with access to nutritious meals in a variety of ways.

This includes Well Fed’s mobile shops, which provide fresh and healthy food options to communities where there may be limited access to supermarkets, slow cooker packs and recipe bags, ultra processed food (UPF) free ready meals, along with pop up cookery kitchens.

During the year, Well Fed also launched their new MealVend, a smart vending machine solution for workplaces to increase opportunities to access healthy meals during the working day, and MealLockers, refrigerated outdoor lockers that serve as a collection point for communities.

MealLocker

During 2024/2025 we supported 229 residents with challenges they were facing:

- 65** were linked to food poverty
- 15** were linked to fuel poverty
- 70** were linked to conditions in their homes
- 67** were linked to residents' health and wellbeing
- 4** were linked to employment and education
- 8** were resolved directly by their housing officer

Our housing teams have also been working to support 612 residents that have been impacted by the migration to Universal Credit.

Support during the festive period

Due to the impacts of the cost-of-living crisis and the financial hardship being experienced by some residents, ClwydAlyn provided support by issuing food vouchers at Christmas last year to help residents buy the food they need during this period.

We issued food vouchers totalling £1,625 to 87 households during December 2024.

Our colleagues also provided Christmas gifts to 69 residents who were either socially isolated or struggling financially and had children in their household.



With help from our colleagues, residents, contractors and suppliers, we also donated over **£4,000** of food to local foodbanks – equivalent to **1573kg** of food, enough to feed around **224** people.

Welcoming new residents

During the year we welcomed 649 new residents:

- 42** into affordable homes
- 100** into extra care
- 357** into general needs homes
- 57** into group homes
- 93** into supported living



Supported living

Our supported living services provide safe homes and support for people who have become homeless or need specialist support. With supported living schemes across Conwy, Denbighshire, Flintshire and Wrexham, our dedicated teams support people to deal with the issues that caused them to become homeless and to develop skills to help them maintain their own homes in the future.



Over the past 12 months we have support 377 residents, of which:

99

residents have moved on into independent living

122

residents have engaged in employment, volunteering opportunities, training and education courses

156

residents have received support to increase their income and better manage their money

186

residents have received mental health support

96

residents have received support to improve their physical health

12

residents from our supported living services, supported by the ClwydAlyn team, had a day trip to Glan Llyn to experience canoeing, bush craft and high rope skills to help build resilience and social skills.

"At Glan Llyn, I decided to push myself to join activities that felt challenging because of my peripheral neuropathy. I took on kayaking and the high ropes course, even though I was unsure about my ability. This experience showed me that my disability doesn't have to hold me back. I also made connections with residents I don't usually talk to, from working together as a team on the kayaks, and trusting them to hold the rope as I took 'the leap of faith.' This trip taught me that by stepping out of my comfort zone, I can discover new strengths and create bonds with others."



CASE STUDY

Addiction Recovery Course Graduates

Four residents from one of our supported living schemes in Flintshire successfully graduated from a four-day course on 'Intuitive Recovery and Re-education for Addiction'.

The course, run by Intuitive Thinking Skills, is an accredited abstinence program that gives attendees the tools to say 'no'.

The content was tailored to meet the specific needs of the four attendees and was shared in an informal and welcoming environment, to encourage residents to talk openly.

All the attendees committed to making positive changes to improve their lives. One attendee said: "I really enjoyed the workshop. I learned loads about my thoughts and feelings and new ways to cope in difficult times. This course has really opened my eyes."



Scheme manager, Sean, said: "I'm incredibly proud of what the attendees have accomplished. They've come away with a different philosophy and I can see they're going to be able to use what they have learnt in the future."

Through taking part in the course, all four residents felt that they came away with skills, knowledge and tools to recognise their own behaviours and put in place a meaningful plan for their futures.

WeMindTheGap

We have also developed our partnership with social mobility charity, WeMindTheGap to enrol residents onto their employability programmes, which included eight residents from Llys Emelyn Williams.

As part of our support to WeMindTheGap, we also offered volunteer work experience and employed one of the 'Gappies' on a full time, permanent contract, who said:

"I was on the programme with WeMindTheGap for six months and gained confidence, resilience and a different outlook on how people think and feel. Whilst working with WeMindTheGap I was able to push myself out my comfort zone, for example, I had the opportunity to speak for Wales in the Houses of Parliament in London – without WeMindTheGap I would never have got my opportunity with ClwydAlyn."

ClwydAlyn Women's Aid

Our domestic abuse support service supported 712 people. Of those supported:

- 24** have moved on successfully
- 65** have engaged in employment, volunteering opportunities, training and education courses
- 64** have received mental health support
- 291** received support to increase their income and better manage their money
- 391** have been able to improve their physical health with support from the service

Our ICAN hub in Rhyl, which we host in partnership with Betsi Cadwaladr University Health Board to provide a welcoming safe space for anyone in need of mental health or wellbeing support also supported 1,753 people, including:



- 29** clients to access employment, volunteering opportunities, training and education courses
- 210** people have reported improved mental health with support from the service

"Being able to have a chat every week with iCAN staff without judgement and for them to listen to me has been life changing and I am now in a place where I can look forward to returning to work full time and looking at volunteering, I am starting to enjoy life again."

Theme 8:

Placemaking

We believe that good homes need to be part of thriving places and communities.

We follow Welsh Government's Place Making Charter which focuses on creating and managing high quality, sustainable and people centred places, and the Well-being of Future Generations (Wales) Act 2015 which aims to improve the social, economic, environmental and cultural wellbeing of Wales, to deliver new developments in a holistic, sustainable way.

In the past year, we've delivered a number of new projects designed with placemaking at their core, proactively seeking out prime locations that offer excellent connectivity to both local and regional facilities.

These thoughtfully planned developments highlight our commitment to sustainable living through:

- Incorporating active travel to encourage walking, cycling and sustainable travel.
- Ensuring links to wider community facilities so that residents can access them easily.
- Making sure that new homes are situated close to schools and other educational facilities.

By prioritising these elements, we are creating not just houses, but truly connected, accessible, and desirable places where people want to live, learn, and thrive for generations to come.



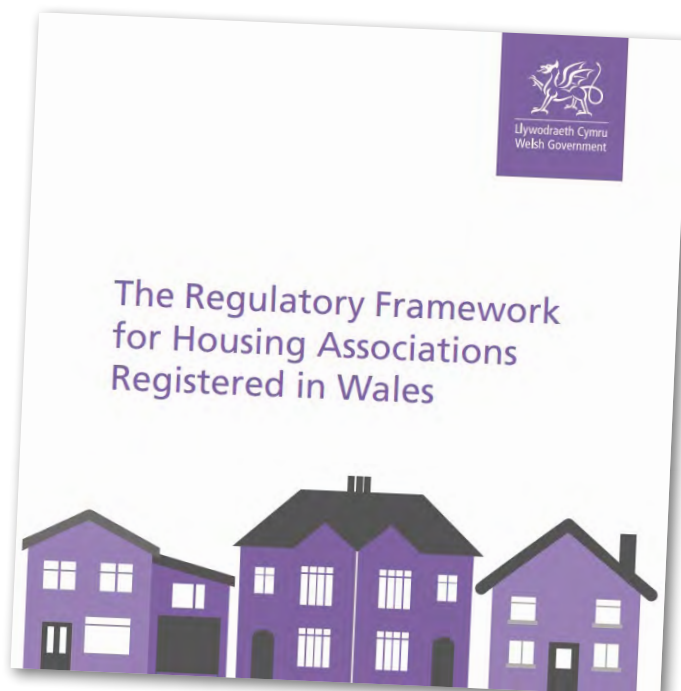
**Creu Lleodd Cymru
Placemaking Wales**

Llofnodydd y Siarter

Charter Signatory



**LLESIANT
CENEDLAETHAU'R DYFODOL
WELL-BEING OF
FUTURE GENERATIONS**



Some examples include:

Northern Gateway, Deeside, Flintshire – We developed 100 new homes as part of a larger strategic residential development to create a new sense of place in an area which was part of the old steel works. The wider development will provide over 1,200 homes with design elements to enhance placemaking centred around creating open spaces, cycle and walking routes and easy access to local facilities.



Edward Henry Street, Rhyl – By demolishing 30 very poor quality flats and bedsits in a long terrace with no parking or gardens, we transformed this area of Rhyl by replacing them with 13 new highly energy efficient three storey homes for families on the edge of the town centre.

“I was really impressed with the detail of work that has gone into these new properties, the finished units really compliment the street itself. The new houses are extremely efficient and have the very latest in energy saving technology. I am glad to see that the properties had not only parking at the back, but also space for EV chargers.”

Councillor Barry Mellor, Lead Member for Environment and Transport at Denbighshire County Council



“We’re so excited, it’s going to make a massive difference to our lives living here!”

Edward Henry Street resident

DIY SAS

At ClwydAlyn, community investment and goes beyond homes –it's about building our values of trust, hope, and kindness into the fabric of the communities where we work.

A great example of this is through our colleague led sports and social committee (SAS), which has become a powerful enabler of placemaking, staff engagement and community cohesion.

Over the past 12 months we have embedded our DIY SAS Volunteer Day programme as a core part of our community investment offer, which encourages colleagues from across the organisation to volunteer their time and skills to improve shared spaces, foster local pride and build trusted relationships with residents.

Last year:

- 12 Volunteer Days were held across ClwydAlyn schemes and neighbourhoods.
- Over 130 volunteers (colleagues, contractors, family members) contributed more than 650 hours of community support.
- 11 new members joined the SAS.
- Donations and funding were secured through internal budgets and through partners in our supply chain supporting our work.

Tan Y Fron courtyard tidy up

Improving the central courtyard's appearance at our Tan Y Fron scheme in Llandudno, creating a more welcoming and sociable environment for residents.



Plas Telford garden party preparation

Tidying up the front and upper grounds of Plas Telford, Acrefair, ahead of a resident garden party. The team also supported resident-led improvements including the installation of a water feature and solar lighting, part-funded by resident contributions.



Dear Clare

I am writing to congratulate you on the work your staff carried out on a voluntary basis to tidy up and restore the communal garden at Tan y Fron here in Llandudno for the 10th anniversary of the development.

It is so good to see these areas being maintained to a high standard and enhanced for the enjoyment of residents and visitors alike. Open spaces and plants are not only good for the quality of life but also have many positive health benefits.

It also shows that social housing can be high quality and well maintained something which is not often portrayed in the media.

With such a demand for housing in our area it is important that we ensure it is high quality, which you are doing.

Once again well done and thanks for all your work here in North Wales.

Janet Finch-Saunders MS, Aberconwy

Llys Emlyn Williams garden revamp

Restoring the garden space at our supported living scheme in Hollywell, cleaning, clearing and replanting to create a bright, usable area for resident enjoyment and wellbeing.



Llys Eleanor garden improvements

Painting benches, assembling garden furniture, and repairing raised beds for residents at our independent living scheme in Shotton who struggle to maintain their outdoor spaces.

CASE STUDY



Chirk Court Opens Vibrant Sensory Garden

Chirk Court's manager Jane Humphreys was the mastermind behind a new sensory garden, which was designed with elderly residents and people living with dementia in mind.

The garden provides a safe, stimulating outdoor environment, where nature, colour, scent, sound and texture combine to support wellbeing, memory and relaxation. From accessible pathways, soothing wind chimes and running water to fragrant blooms, eye-catching features and raised beds ideal for wheelchair users; every element has been carefully



considered to create a fully inclusive, relaxing space.

The creation of Chirk Court's sensory garden was a team effort which involved extensive research, fundraising, and many hours of volunteering from both staff and residents. The result is a magnificent, multi-sensory experience.

Kerry Evans, Disability Liaison Officer from Wrexham AFC came along to jointly open the sensory garden. She said: "I was so impressed with the efforts that had gone into making it a safe, welcoming sanctuary for residents to enjoy.

"For people living with dementia keeping their mind active and stimulated is so important and by having that wonderful new garden you have achieved that in abundance."



Governance

Good governance is key to achieving our mission to end poverty – It's how we make sure we're doing what's right for our organisation, our residents and our colleagues.

Theme 9:

Structure and Governance

We're regulated by the Welsh Government and each year, we submit an annual Self Evaluation and Continuous Improvement Plan to show how we've complied with each of the Performance Standards set out in the 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, and we're members of Community Housing Cymru (CHC) and follow their Code of Conduct.



Governance (including tenant services)

Compliant

Green

The association meets the regulatory standards and will receive routine regulatory oversight.

Financial Viability

Compliant

Green

The association meets the regulatory standards and will receive routine regulatory oversight.

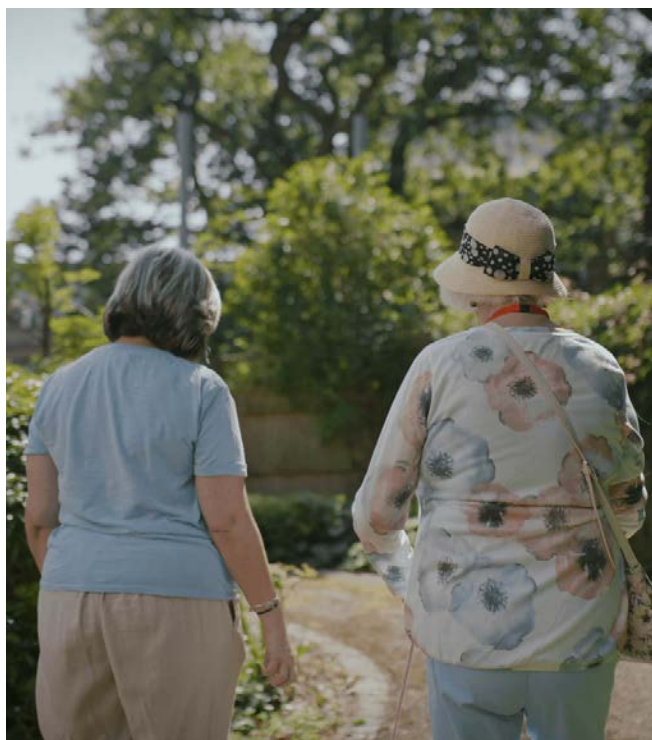


We're ranked as 'Green' for both financial management and governance – the highest assurance under the framework

Maintaining excellent standards of care

As a provider of registered services, we're subject to the Regulation and Inspection of Social Care (Wales) Act 2016 (RISCA), which provides the statutory framework for regulation and inspection of social care in Wales.

Over the past 12 months, our three registered services all received an unannounced inspection from Care Inspectorate Wales. Each service received excellent feedback, with no areas of non-compliance.



Risk management

Managing risk is a critical enabler of our long-term success and resilience, and we take it extremely seriously.

We take a proactive approach, reviewing our strategic and operational risks each quarter.

Our risk management framework is comprehensive and well embedded, underpinned by the Three Lines of Defence Model. ClwydAlyn's Board of Management ensures the framework remains fit for purpose through regular oversight and review.

Environmental, social and governance risks are a core part of this framework, with detailed risk maps in place for key areas including environmental risks (such as decarbonisation and climate resilience), governance and social impact, including our work on poverty, social value and our organisational culture.

Whilst there are some risks that we can't control, such as the increasing financial pressures on households and businesses, our Executive Team and Board play an active role, engaging with sector bodies such as CHC to shape and respond to developments in policy, regulation and legislation.





Theme 10:

The Board Diversity and representation

We're committed to ensuring that our Board, Committees and our Executive Team reflects the communities we serve.

Our recent appointments have strengthened diversity, bringing broader perspectives and lived experiences that enrich our governance and decision making.

We ensure that Equity, Diversity and Inclusion (EDI) is embedded throughout our recruitment and succession planning.

Each of our board members take part in an annual appraisal and self-assessment to identify any development needs, and we also undertake a comprehensive skills and diversity gap analysis each year.

Recruitment is based on merit, with an inclusive and transparent selection process that assesses candidates against the competencies required and any identified gaps ensuring objectivity, while prioritising diversity and inclusion at every stage.

54%	of our Board are female
43%	of our Chairs on Boards and Committees are female
15%	of our Board has a disability
8%	of our Board are from an ethnic minority
8%	of our Board are LGBTQ+
31%	of our Board are either fluent Welsh speakers or can speak conversational Welsh
47%	of our members identify their national identity as Welsh
54	The average age of our Board members is 54
67%	of our Executive Team are female and –
62%	of our Senior Team are female

Board and management turnover

In line with our governance terms, five members reached the end of their maximum nine-year tenure and stood down during 2023/24 and one member stood down during 2024/25.

As a result, Board turnover reduced significantly to 7.69% in 2024-25, reflecting a period of stabilisation following planned succession.

In 2024-25, we welcomed two new appointments to our Executive Team: Sian Williams as Executive Director of People, Communications and Culture, and Sandy Murray as Executive Director of Resources. The overall Executive Team turnover during 2024-25 was 33.33%.



Sandy Murray



Sian Williams



Audit Committee

Our Audit Committee benefits from strong leadership and extensive financial expertise. It is led by our Executive Director of Resources, who brings over 25 years of experience in finance and corporate functions.

The Committee is further strengthened by two Board Members with recent and relevant financial experience, ensuring robust oversight and governance. This includes Nia Hughes, who has served on the Board and Audit Committee since 2019. Nia began her career in audit at PricewaterhouseCoopers and has held a variety of senior finance roles across the private and not-for-profit sectors. She is also a Fellow of the Association of Chartered Certified Accountants and an Associate Member of the Association of Corporate Treasurers.

Rob Morton joined the Board and Assurance Committee in 2019. A Fellow of the Chartered Institute of Management Accountants, Rob is currently the Chief Finance Officer at Caudwell Children and brings over 25 years of experience in senior commercial and finance roles across multiple sectors, including Private Finance Initiatives, the not-for-profit sector, charities, and the oil and gas industry.



Our board is made up of:

- ➔ **13** members
- ➔ **2** executive directors
- ➔ **2** resident members
- ➔ **9** non-executive members
- ➔ **84.62%** of the Board are independent, non-executive directors



Rob Morton



Nia Hughes



Continuous improvement

As part of our commitment to continuous improvement and strong governance, we have appointed external experts to conduct an independent governance review which will assess the effectiveness of our governance structures, Board performance and how we align with best practice standards, including oversight of our environmental, social and governance commitments.

The review will provide valuable insights to support the ongoing development of our Board, enhance transparency, and ensure our governance arrangements remain robust, inclusive, and fit for the future.

Managing conflicts of interest

We believe in maintaining the highest standards of integrity and accountability, operating within a culture of openness, transparency, and trust.

Any conflict of interest whether actual or potential must be disclosed and in the rare event that a conflict is identified, that Board member withdraws from any related discussions and decisions.

Our governance framework is underpinned by Schedule One of the Housing Act 1996, our adopted Code of Conduct, and our organisational values, which guide ethical behaviour and decision-making.



All Board Members sign a service agreement outlining their responsibilities, commit to the Code of Conduct, and complete annual declarations of interest.

Our rules also provide clear guidance on the handling of interests relating to financial gain or personal benefit, ensuring that integrity and public trust remain central to our governance practices.

Resident involvement

Through our Resident Involvement Strategy we ensure that residents have a wide range of ways to get involved and influence the decisions we make and how we do things (see P19 for more information).

This ensures that residents have a real voice in our organisation and hold us to account.

These are also opportunities for residents to check and assess the quality of our services, ensuring we are governed well:

Residents Committee - Meets five times a year providing the Board with assurance on the way we engage with residents and how our services are performing. Resident Committee members sit as part of our recruitment panels and provide a valuable voice when we're recruiting new members of the board, and other key roles within the organisation.

Resident Board Members -

Ensure residents are at the heart of all strategic decisions.

Our Promise - During the year we published our third report called 'Our Promise' which is our resident's charter. An idea led by residents, we use Our Promise to measure our performance and drive improvements to our services.



InfluenceUs

#InfluenceUs - Provides opportunities for a more diverse group of residents to get involved areas that interest them.

Complaints Panel - Any areas for improvement identified by the panel are taken forward by project groups with residents taking key roles.

Ask Us Anything - These community drop-in sessions provide opportunities for any resident to come along and speak to a member of our housing, assets, maintenance, welfare and resident involvement teams who are on hand to help resolve any challenges residents may be facing.

Quality Assurance questionnaires

- Feedback is shared with residents and their families in our care homes highlighting the actions we have taken.

Social value questions - We ask residents five social value questions each year so that we can target resources to those that need it most. These conversations are also used to help shape our five year corporate plan.

Corporate Plan 2025 - 2030

Through a range of engagement events, residents from all tenures have been closely involved in the development of our new Corporate Plan in recent months. This outlines our mission - together we will end poverty.



Listening to our colleagues

We are committed to listening to, and working with, colleagues across our organisation, involving them in decision making and listening to understand how the decisions we make will impact on our diverse workforce.

Our Staff Forum is made up of colleagues who represent teams across the whole organisation. The Forum is represented on our People Committee and members also attend Board away days to ensure the voice of colleagues is represented at Board level.

The Staff Forum plays an active part in key decisions, for example their role in agreeing the 2024/25 pay award.

The Staff Forum were closely involved and engaged throughout the process through a number of consultations sessions. This helped us to ensure that the views of colleagues were taken on board and to reach a pay award decision that colleagues felt was fair and transparent.



"As a resident board member and chair of the Residents' Committee, I've seen first-hand the impact of ClwydAlyn's mission to beat poverty over the last five years. "Crucially, this work and commitment has involved strengthening the voice and influence of residents across the organisation and taking the time and resource to really understand the challenges that residents are facing so that services and support can be designed to meet the needs of everyone."

Peter Smith-Hughes

Stakeholder relationships

We understand how important it is to build and maintain positive relationships with key stakeholders so that we can continue to grow our work and influence and make positive progress with our mission.

We assess our relationships across a range of stakeholders, exploring how our plans and priorities align with those of others, and where there may be potential to work together, to support delivery of shared goals. This enables us to have a clear view on areas where we need to maintain, develop or improve relationships. The Board review and approve this plan annually.

Theme 11:

Staff wellbeing

Ensuring the wellbeing of our colleagues is hugely important to us. We want everyone to feel that they belong at ClwydAlyn so they can thrive in their roles and progress their careers with us.

Everyone at ClwydAlyn truly lives our values of trust, hope and kindness, and we continue to work to embed these values in everything we do.

We also recognise that many of our colleagues, particularly those that work in our support services who are working with vulnerable individuals in need of specialist support, can experience some real challenges in their day to day roles. This is why we have continued to work towards our aim of becoming a Trauma and Adverse Childhood Experience (TrACE) informed organisation.

Equality, diversity and inclusion (EDI)

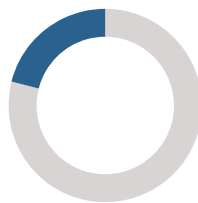
We want our organisation to be a workplace where everyone feels valued and can be themselves.

Our Inclusion Plan is embedded in all areas of the business and aligns with important legislation such as the Welsh Government Regulatory Framework for Housing Associations, Anti racism Wales, LGBTQ+ and Disability Action Plans, Strategic Equality Plan, Welsh Language Act and Welsh Language Standards, The Equality Act and Public Sector Equality Duty.

Our dedicated Inclusion Specialist supports and advises all areas of the business and provides reasonable adjustment and access to work support for colleagues.



We are a Real Living Wage employer



Gender pay gap:

20.45%



CEO to worker pay ratio:

6:1



Celebrating inclusion and raising awareness

We have continued to celebrate and raise awareness of important inclusion campaigns through our social media, website and internally, such as:

- National Inclusion Week.
- Race Equality Week.
- Neurodiversity Celebration Week.
- Pride Month where we held a 'ClwydAlyn Pride Day' reflecting on the link between young LGBTQ+ people and homelessness.

We also hosted a 'Let's Talk' Pride session with Welsh historian and writer specialising in research and history, Norena Shopland, which explored LGBTQ+ activism and social change in Wales.

CASE STUDY

Supporting autistic people in the workplace and beyond

Our project manager Paul Taylor was instrumental in devising and organising a conference in partnership with Wrexham University to spotlight the importance of Supporting Autistic People in the Workplace and Beyond.

The agenda included a variety of presentations from speakers with lived experience of autism, with different perspectives and insights.

Sian Williams, Executive Director of People, Culture and Communications attended the conference. Sian said: "I was so incredibly moved by the conference. Paul and the other speakers shared such impactful stories with us all; it was a day of powerful messages, and I am sure it will lead to meaningful change."

Colleagues were also reminded of the opportunity to take part in Hafan Pawb, ClwydAlyn's neurodivergent peer support group, which is a safe and confidential space, for anyone who wants to share experiences, ask advice and meet other members of the group.



Growing our Inclusion Network

We're proud to have a number of colleague-led networks at ClwydAlyn, and it's been great to see the membership of our Inclusion Network evolving during the year, as well as enabling the network to have a greater influence in key decisions and plans.

Our Hafan Pawb peer led support network for neurodiverse colleagues has also continued to develop and grow in influence, including being instrumental in the roll out of our first organisation-wide reverse mentoring programme.

"Reverse mentoring isn't just about learning, it's about listening, challenging assumptions, and driving real change. When senior leadership can connect with employees from diverse backgrounds, they gain powerful insights that shape stronger inclusion strategies, foster psychological safety, and create a workplace where everyone feels valued and able to bring their true selves to work. It's a simple concept with the power to turn passive support into real action for change." **Paul Taylor - Project Manager.**

"I was proud how our mentors shared their perspectives and insights openly and honestly. We can see actions already emerging highlighting some of the things we can do to foster an inclusive workplace culture that benefits all employees."

Sian - Mentee and Executive Director of People, Culture and Communications



We are working with equality and social justice experts in Wales, Tai Pawb, to create some content on our reverse mentoring programme so that they can share it as 'best practice' for other housing providers in Wales to learn from.

We are working closely with colleagues to expand our network offering – including one focussed on culture and ethnicity, and we have developed a plan to enhance our EDI training for both our Board and colleagues to include topics such as anti-racism and understanding neurodiversity.

Inclusive decision making

Supporting all this work, we began the roll-out of a new Inclusive Decision Making Framework during the year to replace outdated equality impact assessments and enable us to mitigate the impact of our decisions on the diverse groups in our communities.

We've also been working to further develop our recruitment practices by:

- Changing the way we advertise roles – each advert now includes clearer, friendlier sections such as “is this role right for me?” and “what does a typical day look like?” to help candidates from a wider range of backgrounds see themselves in the role.
- Actively reviewing job descriptions and adverts for inclusive, non-discriminatory language and accessibility, removing jargon and replacing it with clearer, values-led wording.

- Implementing a modern Applicant Tracking System that has transformed the candidate and manager experience, offering a more user-friendly application process.
- For the first time we can now monitor EDI data from all applicants – not just those shortlisted or appointed – giving us a fuller picture of who is applying for our roles and where we may need to improve outreach or remove barriers. Launching a Disability Disclosure and Guaranteed Interview Process to allow candidates to confidentially notify us if they have a disability. If they meet the essential criteria, they are guaranteed an interview, ensuring fair access and alignment with our values.
- Holding workshops for colleagues on our Leadership Development Programme around identifying unconscious bias, values-based interviewing, inclusive shortlisting practices, and making fair, consistent decisions.



Supporting the wellbeing of our colleagues

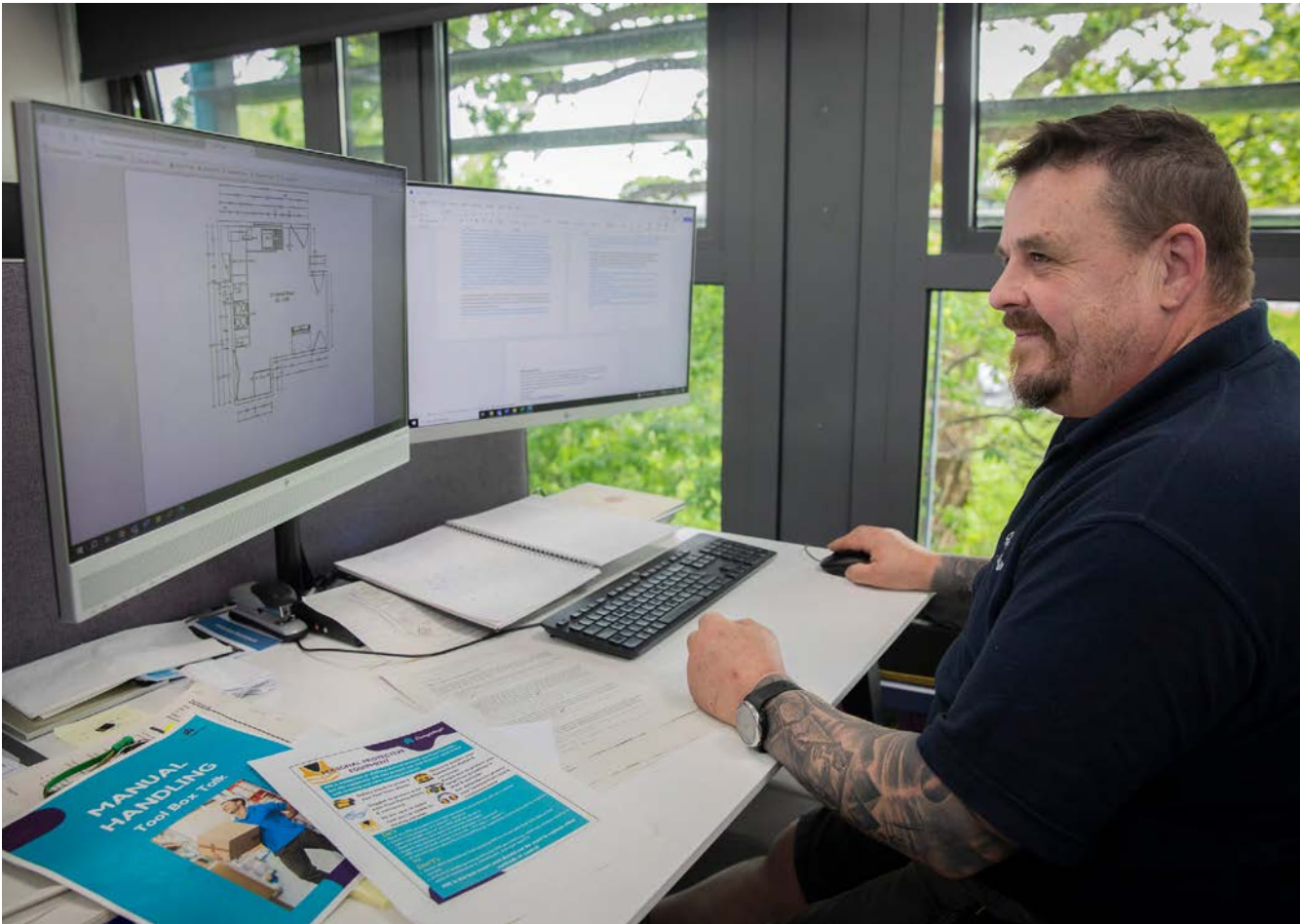
Over the last year, our dedicated wellbeing team has:

- Directly supported 131 colleagues.
- Promoted and referred colleagues to our external counselling service when it's been felt it would be beneficial for them as well as working with them to provide support and advice.
- Provided support to managers to monitor and manage short term sickness absence.
- Developed a Work Related Stress Pathway, enabling us to work together with colleagues to understand the factors that may be causing stress and explore actions we can take to support them.
- Continued our journey to become a TrACE informed organisation, including developing TRIM (Trauma Risk Management) to roll out in the year ahead for serious incidents to ensure we can identify and manage any impacts of trauma on colleagues.

We achieved the Mental Health Wales Gold Award in 2024/25 and The Working Families UK Wellbeing Award for our wide-ranging wellbeing support for colleagues



- Worked with Wrexham University to provide training on reflective practice, resilience and dealing with vicarious trauma to colleagues working in our supported living services.
- Shared regular health and wellbeing advice through our health and wellbeing newsletter and other internal communications channels.



Professional development

We believe in investing in our people to ensure colleagues have the skills and knowledge to carry out their roles safely and effectively and can develop their careers in the way that they choose.

Along with ensuring colleagues are up to date with core compliance training, legislative changes and the latest thinking in the sector, we also accessed over £120,000 last year in externally funded apprenticeships and qualifications.

In addition, we reimburse colleagues for their professional memberships allowing them to access to additional learning resources through their professional awarding body.

Professional development and career aspirations are central to our annual Staff Development Review which helps our teams to grow and develop. Colleagues can arrange to work shadow other roles to gain insight into what they do, or they can apply for secondments or our pathway roles to help with their development.

Our ‘career pathways tool’ also helps colleagues to explore the variety of careers across ClwydAlun and to

review the knowledge and skills needed for their next steps in their professional development.

We continue to upskill our managers through our new management leadership course covering the themes of self awareness, personal leadership and growing great teams.

3% of colleagues completed a professional qualification during 2024/25:

Male	9
Female	16

Age	Number achieving a professional qualification
Under 20	0
20 - 29	4
30 - 39	3
40 -49	9
50 -59	7
Over 60	2

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managers have completed our Leadership Development Programme, with four more cohorts planned in the year ahead.

Theme 12:

Supply Chain

Delivering social value

We know we can't achieve our mission to end poverty without making sure that all our business operations, from how we buy goods and services to how we build our new developments, adds as much value as possible to the local communities where we work, and crucially delivers value for money for our residents.

That's why we work to make sure that social value is part of our culture at ClwydAllyn and our day-to-day business by:

- Embedding social value in our procurement policy, which is clearly aligned to the Social Values Act, the Wales Procurement Policy statement and the Well-being of Future Generations Act.



- Delivering social value through our supply chain wherever possible to ensure that all goods and services that we procure are achieving the best possible value.
- Working with local and regional suppliers, organisations and small businesses that share our values.

CASE STUDY



DFN Project Search

Helping young people into work is an important way in which we work to add social value in our local communities.

We are proud to be part of the DFN Project SEARCH Transition to Work Programme, in collaboration with Flintshire County Council and the charity Hft.

DFN Project SEARCH is a nationally recognised programme, which supports young adults with learning differences or autism to spend a year working with a host organisation. The programme aims to help build readiness for the workplace by nurturing life skills,

supporting confidence and promoting independence.

By providing valuable work placements and actively participating in the interns' career development, we can contribute towards inclusivity, empowerment and play a crucial role in the success of the career progression of many young people.

In 2024 we hosted seven talented young adults – Deanna, Paige, Lewis, Ryan, Finnley, Haydn and Dewi. The interns left with not only a prestigious qualification, but also plenty of hands-on experience, and a real sense of what they can achieve. They joined the ranks of over 1,800 graduates in the UK, 70% of whom secured full-time employment after the programme.

CASE STUDY

Another partnership that supports our social value commitments is with WeMindTheGap

Wiktoria Jasieniewicz, Maintenance Coordinator, came to ClwydAlyn as a Gappie, through WeMindTheGap. She said: "Thanks to WeMindTheGap I was given the opportunity to gain work experience completing admin and reception duties at Chirk Court, one of ClwydAlyn's care homes. It was there that I discovered my passion for the role and developed valuable skills."

Following this, ClwydAlyn offered me a nine-week placement within the maintenance department at their head office in St Asaph, an opportunity I was incredibly grateful for and couldn't wait to begin!

After completing 12 weeks of work experience, I was thrilled to be offered a full-time permanent position as a Maintenance Planner. I now oversee the maintenance scheduling for the plumbing, heating and gas service department, something I never could have predicted when I first started my journey!

Throughout my time at ClwydAlyn, I have developed both technical and personal skills that have helped me grow. Personally, I've grown in confidence and become much less shy.



It's a fast-paced and busy department, handling over 100 jobs a day, which I find both exciting and challenging. Every day is an opportunity to learn something new, and I hope to keep growing in this role for the foreseeable future.

I'm grateful to be part of a team that has helped me develop both professionally and personally, and I look forward to seeing where this journey takes me."

Planning for the future

When we're planning major development works and contracts, social value is included in heads of terms agreement so that anyone interested in working with us understands our social value commitments.

As part of the development of our new five year corporate plan we have also introduced a consistent approach across our development and property services to further embed social value as business as usual. This focused on:

- **Placemaking** - Considering this as part of all development and regeneration to contribute to safe communities, access to employment (transport links) and spaces that promote health and wellbeing.
- **Contributions to community activities or projects** - Either cash, in-kind or labour, aligned with our corporate plan priorities for the next five years of ending homelessness, ensuring everyone can live in warm homes and providing access to good food.
- **Supply chain** - Committing to sourcing goods and services locally to support a prosperous Wales.



Photo: DU Construction worked closely with Ysgol Brynsiencyn and made them raised vegetable patches so they can grow their own vegetables.

- **Environment** - In line with our Environmental and Sustainability Strategy.

Our procurement team works closely with colleagues across the organisation to support, advise and guide them through the procurement process to ensure that all our practices build in social value wherever possible.

We also work in partnership and collaborate on social value with other regional partnerships and stakeholders including other housing associations, local authorities, Welsh Government and the Wales Social Value Network.

CASE STUDY

Primary school students choose name for local housing estate, as well as honing their STEM skills

Working with partners, we ran a competition which saw primary school students at Ysgol Cefn Coch school in Penrhyndeudraeth taking on the challenge of naming a new local housing estate of 41 homes built for ClwydAlyn and Grŵp Cynefin by Williams Homes Bala Ltd.

Williams Homes worked with Penrhyndeudraeth Town Council to run the school competition to name the new development. After much deliberation and fantastic suggestions, the winning entry, "Maes Deudraeth," was chosen.

Partners also used the development as an opportunity to inspire the next generation of builders through an exciting educational event at the school.

Penny Lofts, Land and Acquisitions Manager for Williams Homes, visited the school to deliver interactive



science, technology, engineering and mathematics (STEM) sessions.

Penny helped students from Years 3 to 6 explore how STEM shapes the construction of safe and sustainable homes. Students learned how different professionals – such as architects, engineers, builders and project managers – work together to create safe, sustainable neighbourhoods.

Keeping track of our impact

We set key performance indicators (KPIs) to make sure that we're doing what we say, which are determined by the social value question that we ask of suppliers during the tender stage and built into the contracts that we agree with the successful suppliers.

Every contract is managed by a lead officer who closely monitors the KPIs to ensure they deliver against our objectives.

Where we receive applications to support individual social value proposals through our social value fund, our in-house social value champions take into account a number of important social, economic and environmental considerations. Once a project proposal is agreed, our Procurement and Social Value pathway officer works closely with the project lead to agree how it will be measured and monitored to ensure it achieves the right outcomes.



Environmental impact

Sustainability is becoming a bigger part of our procurement activity, with long term objectives, short term targets and action plans set out in our Environmental and Sustainability Strategy (see P4 for more information).

For example, in the long term we want to introduce sustainable procurement practices across our development and property focused work to support us in delivering social value and reduce the waste these projects produce.

Our targets to achieve this include:

- Engaging with our top 20 suppliers to understand what data we can use to help us track how responsibly we are currently purchasing goods and services to shape the targets we set for our suppliers.
- Developing a process for tracking and monitoring responsible sourcing, building on the Value Wales Toolkit to understand everything from the value of the products, materials and services sourced within a 30 mile radius, to ethical labour practices, transparency of supply chains and social value and community engagement.
- Developing a responsible sourcing policy to ensure our procurement practices align with our wider environmental objectives around reducing greenhouse gas emissions, pollution control and waste management.

CASE STUDY



The Big Sleep Out

As well as working hard to ensure that all our procurement practices achieve the best possible social value for our residents, we're proud that our colleagues continually go above and beyond to add value and make a difference for the residents and communities we serve.

In a collaborative effort to raise awareness of homelessness and fundraise for vital services, many of our colleagues took part in the 11th annual Big Sleep Out event.



Together, with supporting partners from Enhanced Healthcare, Wales Air Ambulance and DHL Logistics, over £1,500 was raised for our Homeless Services.

Lynda Williams, Supported Housing Manager at ClwydAlyn who has developed and led The Big Sleep Out at ClwydAlyn, said: "Over the past 11 years, our amazing volunteers and supporters have helped raise more than £50,000 for homelessness services. These funds are critical, we provide support to over 100 people each year, helping them find a stable place to call home within our residences. Homelessness is a complex and persistent issue, but we are committed to this initiative for as long as it takes."



ClwydAlyn

Finding out more and working with us

If you'd like to find out more about any of the work we've highlighted in this year's ESG report, or would like to explore how we can work together where our priorities align towards our mission to end poverty in North Wales, please get in touch.

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