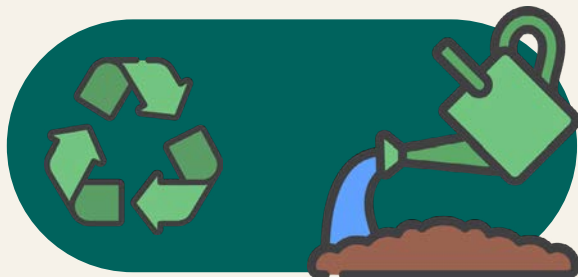




# ClwydAlyn

## Environmental, Social, and Governance (ESG) Report 2025/2026





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# Introduction

**2025/26 marked a significant milestone for ClwydAlyn with the launch of our new Corporate Plan 2025–2030, reaffirming and strengthening our mission: Together, We Will End Poverty.**

This renewed commitment builds on the progress we've made since we set out our poverty mission in 2019, while recognising that poverty and social inequality across North Wales continue to grow. Our new Corporate Plan focuses our efforts and resources on three key priorities:

- **Ending homelessness**
- **Ensuring residents and staff can live in warm homes**
- **Working with partners to provide access to good, affordable food in all our neighbourhoods**

The Plan was launched with colleagues and partners across Welsh Government, local government, housing, education, and the voluntary and private sectors to encourage greater collaboration and maximise our collective impact over the next five years.

Over the past 12 months, we have continued to make strong progress against our environmental, social and governance commitments. This includes investing in well-maintained, energy-efficient

homes that are affordable to heat, alongside delivering a significant new-build programme to help address the housing shortage.

Being a good landlord remains at the heart of everything we do. We have continued to work with residents to shape our services, provide support through our Residents Fund, and expand initiatives that support our good food objectives through our partnership with Well-Fed, including meal centres and food lockers.

The year has also seen significant political change in Wales, with a new governing party and an expanded Senedd. In the year ahead, we will focus on building relationships with newly elected Members of the Senedd to help drive the change needed to end poverty and create sustainable communities where everyone can live safely, thrive, and achieve their aspirations.

This ESG report highlights the progress we've made over the past year in delivering our mission and priorities, as well as our ambitions for the year ahead.

If you'd like to find out more about our work, or explore opportunities to collaborate, we'd love to hear from you.





# Environmental



## Theme 1:

### Climate change

#### Improving the energy efficiency of our homes

**At ClwydAlyn, we are committed to making environmental sustainability a core part of everything we do.**

This includes the way we make decisions, develop as an organisation, and manage our day-to-day operations. We also want to encourage and support our colleagues and residents to play an active role in this commitment.

Our mission is to take a holistic approach to environmental sustainability by working closely with our communities, residents, and partners

to reduce our environmental impact while supporting our wider goal of ending poverty.

We aim to reduce the negative effects our organisation has on the climate while making a positive impact on biodiversity and ecological sustainability. By improving resilience and reducing climate-related risks, we aim to safeguard our residents and homes as we work towards becoming a Net Zero organisation by 2050.

Our Environmental and Sustainability Strategy provides a clear framework for achieving these ambitions. It outlines long-term objectives across key environmental themes, supported by shorter-term targets to help us measure progress. Through clearly defined actions, we encourage colleagues to contribute collectively, ensuring sustainability becomes fully embedded throughout the organisation.



## Retrofitting for the future

In 2025/26 we completed efficiency assessments across our 15 heat networks and are progressing plans to install more efficient Heat Interface Units (HIUs), helping residents benefit from reduced energy consumption through communal heating systems.

Our retrofit programme continues to prioritise

the least energy-efficient homes, while also supporting residents who may be struggling to heat their homes. All retrofit measures are delivered in line with PAS 2035 standards and registered with the Government-endorsed TrustMark quality assurance scheme, ensuring improvements are appropriate, high quality and designed to deliver long-term energy efficiency benefits.



**In 2025-26, spend on retrofit measures totalled £3.25 million.**



**255 retrofit assessments were completed, with 180 homes upgraded.**

Works included:



**168 Solar panel installations**



**57 Battery storage installations**



**180 Intelligent energy systems and environmental sensors**



**3 Air source heat pumps**



**23 NexGen Infrared Heating Systems**



**82 Loft insulations**



**15 External wall insulations**



**6 Internal wall insulations**



**19 Cavity wall insulations**



**18 Flat roof insulation**



**24 Homes with Airex Mechanical Air Bricks**



**77 Homes with low energy lighting**



**41 Solar diverters to hot water**



**All these measures improve the energy performance of our homes.**

## CASE STUDY



### Funding boost for Llys Eleanor's heat network

Llys Eleanor, a purpose-built independent living scheme for older people in Flintshire, benefitted from £100,000 worth of Heat Network Efficiency Scheme (HNES) support, which contributed to efficiency improvements to the building's heat network.

We were able to match-fund the Capital Grant Funding to implement improvements from a recent optimisation study, which included the installation of heat meters, network cleaning, and the installation of Heat Interface Units (HIUs) in individual homes.

**Tom Boome, our Head of Technical Innovation and Climate Services said:**

*"The HNES funding has been pivotal in allowing us to make targeted upgrades to our heat network at Llys Eleanor, including optimisation of the system."*

*"The HNES funded optimisation study has provided significant learning around the improvements we can make, not only at Llys Eleanor, but also to our 15 other heat networks in ClwydAlyn residential schemes across North Wales."*

*"These upgrades are improving efficiency, reducing energy consumption and helping our residents to better manage their heat usage."*



## Tracking our progress

These works are contributing to improving the EPC (Energy Performance Certificate) of our homes, a vital part of our commitment to providing warm homes that our residents can afford to heat:

| EPC rating     | # Properties (owned & managed) | % of our homes |
|----------------|--------------------------------|----------------|
| A              | 630                            | 9.3%           |
| B              | 1,490                          | 21.9%          |
| C              | 2,538                          | 37.3%          |
| D              | 860                            | 12.6%          |
| E              | 39                             | 0.6%           |
| F              | 5                              | 0.1%           |
| G              | 0                              | 0              |
| Not Available  | 205                            | 3%             |
| Not Applicable | 1,033                          | 15.2%          |
| <b>Total</b>   | <b>6,800</b>                   | <b>100%</b>    |



**Of the 210 homes we added to our portfolio in 2025/26:**

**194**

were ClwydAlyn new build homes achieving EPC A ratings

**16**

were existing homes we acquired through grant funded programmes, nine of which were EPC B and seven were EPC C



Jack Sargeant, who was MS for Alyn and Deeside at the time, visited our Northern Gateway development of 100 affordable homes, energy efficient homes in July 2025. The visit was for him to find out more about the 'life time homes', which were designed to be adaptable and meet the changing needs of residents and incorporated sustainable technology to ensure lower running costs including air source heat pumps and solar panels.

*"The way it is energy efficient means it is brilliant for the environment and from a monetary perspective will help us so much."*

**Northern Gateway resident**

## Carbon reduction

Our carbon footprint analysis from 2024 provided a base line for our Environmental and Sustainability Strategy and we continue to work towards the targets set to embed the carbon reduction process into ClwydAlyn's decision making, with officers being trained in house on carbon emissions calculating and reporting.



Through a carbon footprint analysis, we have reduced the carbon footprint of our least efficient homes, reducing our emissions by **113.47 tonnes**.

This is equivalent to planting **5.150 trees** a year or taking **75** cars off the road each year.



## Preparing for climate risks

Our Environmental and Sustainability Strategy recognises flood risk as a key climate related threat to homes and residents.

We continue to strengthen our understanding of climate-related risks across our homes, using climate mapping, property data and operational insight to inform investment decisions. Climate resilience considerations are being incorporated into asset management activities, maintenance standards and the design of new homes, helping to reduce future exposure to flooding and other climate impacts.

Alongside this, we are increasing our understanding of water efficiency and potential future water stress risks across our homes.

During the strategy period, we will assess water performance across our homes, develop a water management approach and identify

opportunities to reduce consumption and improve affordability for residents.

This includes retrofitting existing homes with water-saving measures and ensuring new homes are built to high water efficiency standards.

We are also strengthening our understanding of overheating risk across our homes as temperatures continue to rise. Climate risk mapping, property data and operational insight are being used to identify homes that may be more vulnerable, helping to inform future investment and support for residents.

Overheating considerations are being integrated into stock condition assessments, retrofit programmes and the design of new homes, with recognised standards and specialist expertise helping to ensure properties remain comfortable and resilient in a changing climate.



## Theme 2:

# Ecology

## Enhancing green spaces and biodiversity

**Through our Growth Strategy and Sustainability Strategy (2025-2030), we are committed to creating and protecting green spaces that support nature, strengthen communities and improve resident wellbeing.**

Across our developments, we seek to go beyond planning requirements by delivering environmental benefits alongside new homes.

Recent examples include creating a five-acre woodland and community allotments at Pen y Berth in Gwynedd, setting aside land for community growing spaces at Cae Rhos on Anglesey, and transforming land unsuitable for development in Rhyl into community allotments.



At Garden City, plans are being developed to increase high-quality green spaces as part of wider regeneration activity.

We are currently assessing biodiversity across our sites to establish a baseline from which we can measure progress. Using this information, we will set a target in 2026 to increase native plants and wildlife across our corporate sites by 20% by 2030. To support delivery, we will implement a Biodiversity Management Plan and embed biodiversity priorities into asset management, grounds maintenance and the design of new developments, ensuring nature recovery is considered across our operations.

## CASE STUDY

### Wins for wildlife

The installation of ecology measures such as bird and bat boxes and 'hedgehog highways' in our new build developments are making a real difference for native wildlife.

Bird and bat boxes help ensure that we can:

- Create safe nesting and roosting spots
- Reduce species decline
- Offset habitat loss due to the construction process
- Increase local species diversity

'Hedgehog Highways' which are small 13x13cm gaps between fences, allow hedgehogs to move freely, ensuring they don't get trapped in a garden, by providing safe connection networks.

The highways also make it easier for them to search for food, find shelter, find a mate and make sure they're not forced onto busy roads.

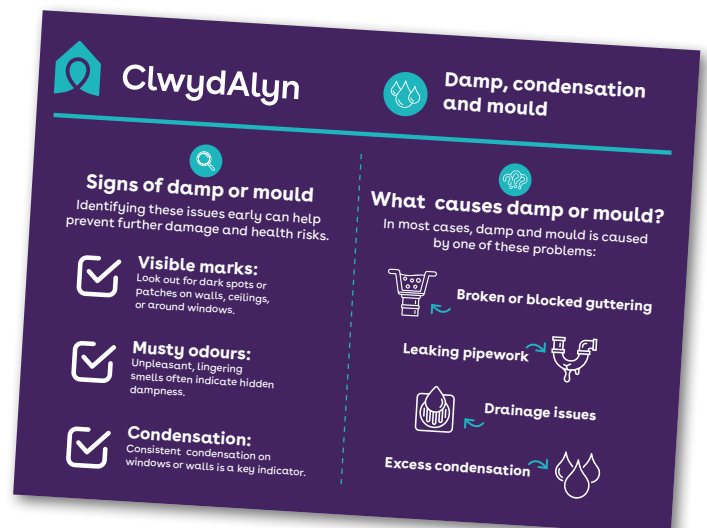


### Reducing pollution and improving indoor environmental quality

We are committed to maintaining safe, healthy homes and workplaces by proactively identifying and managing pollution risks. Our approach includes monitoring and addressing issues such as damp and mould, asbestos, radon, poor indoor air quality and the use of hazardous materials, supported by robust inspection, risk management and compliance processes.

We continue to assess our homes and office buildings to better understand exposure to environmental hazards and prioritise improvements where they are needed most. This includes a phased programme of radon monitoring and remediation, maintaining an up-to-date asbestos management system, and ensuring hazardous materials are handled and disposed of safely and responsibly.

Through our Sustainability Strategy, we are strengthening our understanding of indoor air



quality and wider pollution risks across our homes and operations. Over the strategy period, we will map potential risks, develop targeted improvement plans and embed pollution prevention measures into asset management, maintenance and business planning activities. This will help us create healthier living environments for residents, reduce environmental impacts and support continuous improvement across our organisation.



### Theme 3:

## Resource management

### Reducing waste and supporting a circular economy

Our Sustainability Strategy is also guiding our approach to reducing waste, increasing recycling and making better use of resources across our developments, repairs, maintenance activities and corporate operations. Our approach focuses on preventing waste where possible, maximising reuse and recycling, and reducing reliance on landfill.

We continue to work closely with our contractors and partners to improve waste management practices and strengthen performance monitoring. This includes tracking waste and environmental outcomes through the Welsh Government Community Benefits Toolkit and using data to identify opportunities for further improvement.

Building on our 2023/24 baseline, we have set ambitious targets to eliminate waste sent to landfill by 2030, increase recycling rates and reduce overall waste generation across our corporate estate. A Corporate Waste Management Plan is being developed to support delivery, embed accountability across the organisation and ensure compliance with evolving environmental regulations.

Over the last year, we have achieved:



# 98%

Construction waste diverted from landfill at Tan y Gaer



# 99%

Office waste recycled

Looking ahead we want to achieve:



# 100%

Landfill diversion target by 2030



# 99%

Reduction in corporate waste by 2030

## Improving water efficiency

We are also working to improve water efficiency across our homes and buildings, helping to reduce resource consumption, support affordability for residents and prepare for future water stress challenges.

We are increasing our understanding of our water use to identify opportunities for improvement and target investment where it can have the greatest impact. This includes developing a water management approach, implementing water-saving measures in existing homes and ensuring new homes are designed to high water-efficiency standards.

By combining improved monitoring, targeted retrofit activity and sustainable design principles, we aim to reduce water consumption over the long term while supporting residents to manage household costs and use water more efficiently.

## Keeping track of how we're doing

We will continue to track our performance against building regulations and the Welsh Housing Quality Standards for water efficiency in new homes, as well as using data to inform targets and monitoring our progress over time.

### Our key targets are:



# 110 Litres

Target daily water consumption per person by 2034



# 100%

Of homes to be assessed for water efficiency opportunities by 2027



# 50%

Of homes to receive water-efficiency improvements by 2030



# 2028

Implementation of corporate water-efficiency improvements begins following baseline assessments





Huw Irranca-Davies MS visited a development in Penrhyndeudraeth to see how the use of Welsh timber was benefitting the development of affordable homes in the area; championing the use of local, energy efficient building materials, as part of the 'Making Wood Work for Wales' timber industrial strategy.

## Responsible and sustainable procurement

Sustainability is an important consideration in our procurement decisions, alongside quality, cost and service. We work with suppliers who share our commitment to environmental responsibility, ethical business practices and social value, helping to deliver positive outcomes for residents, communities and the environment.

Through our procurement processes, we encourage suppliers to reduce carbon emissions, minimise waste, source materials responsibly and comply with relevant environmental and regulatory standards. Sustainability requirements are embedded within our tendering and contract management arrangements, with supplier performance reviewed throughout the life of contracts to support continuous improvement.

We also seek to maximise local economic benefits by supporting local supply chains where appropriate. Across our development programme, our contractors have consistently demonstrated high levels of local sourcing, helping to create employment opportunities, strengthen local businesses and reduce transport-related emissions.



# 90%+

Local contractors, suppliers and materials used on many new-build developments



# 100%

New homes delivered by North Wales-based principal contractors



# All tenders

Include environmental sustainability evaluation criteria



# Local supply chains

Supporting employment, skills and community benefits across North Wales

## CASE STUDY



### Residents welcomed into their new homes at Guilsfield, Welshpool

In Autumn 2025, residents were welcomed into their new homes at Guilsfield near Welshpool.

The new development of 28 Welsh timber-framed, energy efficient houses and apartments was the result of an £8.7 million scheme, built by Williams Homes on behalf of ClwydAlyn, in partnership with Powys County Council and Welsh Government.

Where possible, the construction was done using locally sourced materials and with a local workforce and suppliers.

*"This development is a fantastic example of how we're tackling the housing emergency in Powys – by delivering high-quality, energy-efficient homes that are affordable and built with sustainability at their core. These homes will not only help reduce fuel poverty but also support the health and wellbeing of our residents."*

#### **Cllr Matthew Dorrance**

Powys County Council's Deputy Leader and Cabinet Member for a Fairer Powys



*"We love the whole thing and as our children have additional needs, the space of having four bedrooms will really benefit us. Our boys are autistic and were sharing a bedroom before, so to have their own rooms makes a massive difference. The garden is great and I'm speechless at everything! The house has everything we need."*

**Danielle and Stephen**  
Residents



# Social



## Theme 4:

### Affordability and security

**We work with our Residents Committee to understand residents' views on our affordable rent policy, as well as taking into account the latest 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. Our rent setting is based on the Joseph Rowntree Foundation – Living Rent model, which builds affordability into any rent setting decisions.

We work in seven local authority areas for homes that are under the rent regulation regime.

**In 2025/26 we completed 210 new homes of which:**

- 177 were for affordable rent (where rents are below market levels but higher than social rent)
- 33 for intermediate rent (aimed at households that can't afford market housing but can't access social housing)

| Type of home                                                           | Number | % of homes |
|------------------------------------------------------------------------|--------|------------|
| General needs (social rent)                                            | 4,462  | 65.61%     |
| Intermediate rent (higher than social rent but below open market rent) | 318    | 4.68%      |
| Supported Housing (hostels and foyers)                                 | 216    | 3.18%      |
| Homes for older people                                                 | 556    | 8.18%      |
| Low-cost home ownership                                                | 693    | 10.19%     |
| Care homes                                                             | 76     | 1.12%      |
| Group homes                                                            | 321    | 4.72%      |
| Other                                                                  | 158    | 2.32%      |

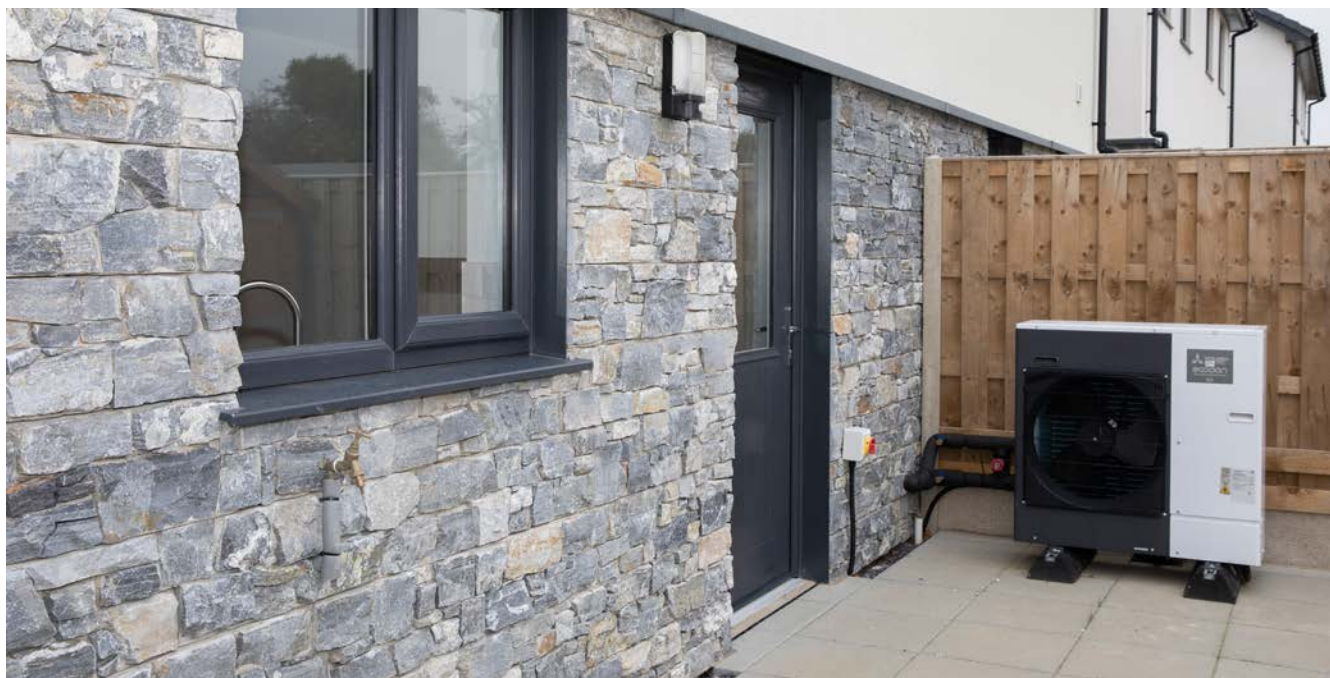
**Our average rent for a three-bedroom home is 8% lower than the highest three-bedroom Local Housing Allowance rate across the seven areas where we operate.**

## Warm homes

Through our priority to ensure all our residents have access to warm homes that they can afford to heat, we continued to offer support through our £50,000 Resident Fund to help residents in financial difficulty with help towards their energy bills.

In the last 12 months we have supported **478** residents, securing **£1.6 million** in financial gains, an average of around **£3,400** per resident helped.

Our Welfare Rights team and Early Intervention Officers provide support to residents if they are struggling with their finances or in managing their tenancy.



### Theme 5:

## Building safety and quality

Making sure that residents feel safe in their homes is our top priority. We take this extremely seriously, ensuring that we meet all our regulatory requirements and keep our homes well maintained.

### In the past year:



**99.85%**  
of homes

received all required gas safety checks, reflecting our commitment to resident safety and regulatory compliance



**100%**  
of homes

have an up-to-date fire risk assessment, ensuring fire safety risks are identified and managed effectively



**99.82%**  
of homes

completed required electrical safety checks, helping to maintain safe living environments



**100%**  
of homes

have current asbestos surveys or re-inspections in place, enabling proactive management of potential risks



**100%**  
compliance

was achieved for legionella risk assessments, supporting the safety and quality of our water systems



**100%**  
of required lift safety checks

were completed, helping to ensure communal lifts remain safe and dependable for residents

These results provide strong assurance that our homes are being managed safely and responsibly. Where performance falls slightly below 100%, robust processes are in place to address outstanding cases quickly and effectively. Overall, our performance reflects our commitment to maintaining safe, high-quality homes, meeting regulatory requirements, and delivering positive outcomes for residents.

## Welsh Housing Quality Standards

The introduction of the updated Welsh Housing Quality Standard (WHQS) has changed how compliance is assessed and reported.

Under the previous WHQS framework, 100% of our homes met the standard. While the latest return records 0% compliance, this does not reflect the actual condition of our homes.

The new reporting methodology only records a home as compliant when all supporting evidence has been fully validated and evidenced. As a result, many homes that meet the standard are not yet counted as compliant within the new reporting framework.

We are continuing to strengthen our data, complete property assessments and deliver investment works in line with the updated WHQS requirements.



## Welsh Housing Quality Standard

As this process progresses, we expect our reported compliance position to provide a more accurate reflection of the quality of our homes.

## Damp, mould and condensation

We take a proactive approach to managing emergency hazards, including damp and mould, through clear policies, defined performance measures and effective risk management processes. All reports are assessed promptly, with urgent cases prioritised for rapid inspection and remedial action to protect residents and their homes.



Alongside responding quickly when issues arise, we focus on prevention through planned maintenance, regular property assessments, ventilation improvements and resident engagement. By using data to identify risks early, investing in our homes and continuously developing staff expertise, we aim to prevent problems before they occur and provide safe, healthy living environments for our residents.

## CASE STUDY



### Bike hangar scheme ensures safe outdoor storage for residents

We partnered with Transport for Wales on a scheme to install cycle hangars across several of our residential developments, helping residents to access secure, weather-proof storage for bicycles and other essential items.

Transport for Wales funded this scheme as part of its Phase 1 Cycle Hangar Programme. The project supports our ongoing commitment to meeting the objectives of the Welsh Housing Quality Standard 2023 (WHQS), which places emphasis on external storage and sustainable living.

#### **Ynyr Parri, our Property Manager (WHQS), said:**

*"As part of the new WHQS standard, we're committed to providing robust and lockable external storage for our residents. These solutions help residents safely store items such as bicycles, garden equipment, pushchairs and mobility aids, while encouraging sustainable travel."*

*"We have plans to continue working with Transport for Wales to install further hangars, enabling even more residents to benefit from cycle storage."*

We have installed four cycle hangars for residents to use, in Prestatyn, Bagillt, Mold and Wrexham.



## Theme 6:

## Resident satisfaction and service quality

**We strive to be first and foremost, a great landlord.**

We believe in listening to the experiences of our residents and using their feedback to inform and improve how we do things.

Our 2025/26 resident survey results show that satisfaction with ClwydAlyn's services remains strong, with 84% of residents satisfied with the services we provide.

We continue to perform well compared with other Welsh housing associations, achieving upper quartile performance in 9 out of 12 measures and scoring above the Welsh median across all areas measured.



### Key performance highlights



# 84%

Overall resident satisfaction with ClwydAlyn



# 90%

 (up from 88% last year)

Residents feel their home is safe and secure



# 86%

 (up from 81% last year)

Residents believe their rent offers good value for money



# 82%

 (up from 81% last year)

Satisfaction with the neighbourhood as a place to live



# 78%

 (up from 76% last year)

Satisfaction with our repairs service



These results reflect continued improvements in areas that matter most to residents, including home safety, repairs, neighbourhood quality and value for money.

To complement our annual perception surveys, we gather feedback throughout the year through transactional satisfaction surveys completed immediately after residents receive a service.

This enables us to monitor performance in real time, understand resident experiences and identify opportunities for improvement. Results are regularly reviewed by our Executive Team and Resident Committee, helping to ensure resident feedback continues to shape service delivery and drive continuous improvement.

## Satisfaction surveys

Transactional satisfaction surveys, completed immediately after a service has been delivered, provide valuable insight into residents' day-to-day experiences and help us monitor service quality throughout the year.

Results for 2025/26 demonstrate consistently strong performance across our key services.

These results provide ongoing assurance that residents are receiving high-quality services across a range of customer touchpoints and help us identify opportunities for continuous improvement.



## Listening and responding to resident feedback

We work closely with residents to understand satisfaction levels and identify where improvements can be made. During 2025/26, we held a series of resident workshops to explore survey findings in greater depth and better understand the experiences of different resident groups.



### Service satisfaction highlights

**98.4%** Satisfaction with repairs services

**90-100%** Satisfaction with planned improvement works

**94%** Satisfaction with Older Persons Residences (ORP) services

**88-100%** Satisfaction with general needs lettings services

**75-94%** Satisfaction with anti-social behaviour (ASB) case management

**87.5%** Satisfaction with complaints handling

Key areas of focus include:

- **Increasing resident influence and involvement** by strengthening feedback loops, demonstrating how resident input leads to change, and expanding engagement opportunities to reach a more diverse range of residents.
- **Maintaining high-performing core services**, including repairs, building safety and neighbourhood management.
- **Improving transparency and communication** by helping residents better understand how rents and service charges are used and how their feedback shapes service delivery.
- **Targeting support and engagement** where satisfaction is lower, using survey insights to tailor communication and involvement opportunities for younger residents and those living in affordable housing.

## Satisfaction in care services

### Chirk Court

Resident and family feedback for our care services is gathered independently through Carehome.co.uk, one of the UK's leading care home review platforms. Chirk Court in Wrexham continues to perform exceptionally well, achieving an overall rating of 9.9 out of 10, ranking among the top three care providers in Wrexham and within the top ten care homes in Wales.

This independently verified feedback provides assurance that residents and their families continue to receive high-quality care and support.



### Llys Marchan adult mental health service

Feedback from residents at Llys Marchan in Ruthin is gathered through dedicated satisfaction surveys. The most recent survey found that residents valued the supportive environment created by staff, highlighting that team members listened carefully, responded positively to concerns and demonstrated a strong understanding of individual needs.



Residents described the service as providing a safe, supportive and positive environment in which to live. Any areas for improvement identified through feedback are reviewed and addressed as part of our ongoing commitment to continuous improvement.

Given the specialist nature of the service and the varying support needs of residents, participation levels and responses may vary over time. However, feedback continues to provide important insights into resident experience and informs service development.

## Resident voice and influence

Putting residents at the heart of decision-making is central to our approach. Our Resident Involvement Strategy creates a range of flexible and inclusive opportunities for residents to shape services, influence decisions and hold us accountable. By listening to residents and acting on their feedback, we continue to improve services and ensure they reflect the needs of the people and communities we serve.

## Resident representation at every level

Residents are represented throughout our governance structure, ensuring their voices help inform both operational and strategic decisions.

## Resident Board Members

Two members of the ClwydAlyn Board are residents (below), ensuring resident perspectives are reflected in strategic discussions and decision-making. Their contribution helps keep residents' interests at the forefront of Board deliberations and long-term planning.



## Resident engagement highlights



179

Active members of our #InfluenceUs resident involvement network

22

New members joined during 2025/26

2

Resident Board Members helping shape strategic decision-making

7

Resident Committee members providing scrutiny and assurance





## Resident Committee

The Resident Committee plays an important role in providing independent challenge and assurance. The committee brings together residents from across our services to review performance, scrutinise resident feedback and complaints, and monitor how effectively we engage with residents.

Meeting five times each year, the committee:

- Reviews service performance and resident satisfaction
- Monitors delivery of the Resident Involvement Strategy
- Scrutinises complaints and lessons learned
- Provides recommendations to the Board and Executive Team
- Reviews equality, diversity, inclusion and Welsh language considerations
- Supports service improvement through resident-led challenge and scrutiny

This helps ensure that resident insights directly influence decision-making and continuous improvement.

## Complaints panel

Residents also help oversee our approach to complaints through a dedicated Complaints

Panel. Working alongside senior colleagues, panel members review complaint trends, explore areas of concern and undertake detailed reviews of selected cases.

This process provides assurance that complaints are handled fairly, lessons are learned and service improvements are implemented where needed.

## #InfluenceUs: Resident-led improvement

Our #InfluenceUs programme provides residents with opportunities to share their views on policies, services and future plans across the organisation. Supported by a dedicated Resident Engagement and Communications Specialist, the #InfluenceUs enables residents to contribute through surveys, focus groups, consultations and engagement activities. Feedback gathered helps shape service design, identify areas for improvement and ensure resident experiences remain at the centre of our decision-making.

The continued growth of the programme demonstrates residents' willingness to work with us to improve services and strengthen communities.





## Listening to residents and acting on feedback

Resident feedback is gathered through a variety of channels, including involvement activities, satisfaction surveys, focus groups and service-specific engagement exercises.

### Understanding residents' experiences helps us:

- Improve service quality
- Design services around resident needs
- Build trust and transparency
- Strengthen accountability
- Deliver better outcomes for residents and communities

## Resident voice in care and support services

Across our Care and Support services, regular resident meetings provide opportunities for people to share their views, raise concerns and suggest improvements. Feedback gathered through these sessions helps shape day-to-day service delivery and supports continuous improvement across our specialist housing and care settings.

By embedding resident voice throughout our governance, service delivery and improvement activities, we continue to strengthen accountability, improve customer experience and ensure residents remain at the centre of everything we do.

## CASE STUDY



## Young Llandudno resident records song to celebrate homelessness support

**Callum Roberts arrived at The Bell emergency support living centre, after finding himself homeless at just 16 years old.**

The placement had a profound effect on Callum's life, and he channelled his gratitude and the hope he felt, into creating a song which expressed the emotions he experienced at the time. 'Blessings in The Bell' was written and recorded entirely on his own over the course of a week.

Callum attended the Community Housing Cymru Annual Conference in Cardiff in 2025, where the song was played to attendees, who were able to hear the message behind the song, and see the genuine impact that emergency accommodation can make in a time of need.

**Said Callum:** *"The staff and the other residents looked after me. I felt safe. I wanted to write something that explained what that meant to me."*

The lyrics reflect not only the struggles that Callum faced, but also the hope he found in the weeks and months following becoming homeless.

*"I put my emotions into it because I want people to know that no matter what you're going through, there's always hope."*

*"I was really proud to hear my song played at the conference and hopefully, I will be able to carry on making music."*

**Susan Stephenson, manager at The Bell said:**

*"It was fabulous to hear 'Blessings in The Bell' so loud. Callum was beaming with pride and so were we!"*

*"It's wonderful to see Callum using his talent to inspire others."*

**Edward Hughes, Executive Director of Care and Support at ClwydAllyn said:**

*"Callum is proof that a safe, warm home and the right support can help to transform a young person's life. We are looking forward to seeing what the future holds for Callum."*

## Complaints, feedback and learning

We view every complaint, concern and piece of feedback as an opportunity to learn and improve. Our aim is to deliver services that reflect our values of Trust, Hope and Kindness, while ensuring residents feel listened to, respected and supported when things do not go as expected.

Many concerns can be resolved quickly without the need for a formal complaint.

During 2025/26, our teams focused on early resolution wherever possible, helping residents receive a timely response and reducing the need for escalation.

### Complaints performance highlights

**479**

Resident contacts received by our Resident Support and Resolution Team

**63%**

Resolved immediately through early intervention or a quick resolution

**78%**

Of formal complaints resolved at Stage 1

**88%**

Stage 1 complaints responded to within target timescales

**90%**

Stage 2 complaints responded to within target timescales

**11**

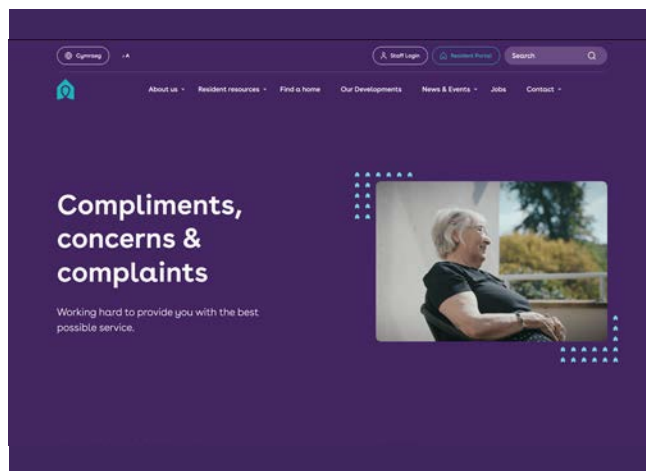
Cases considered by the Ombudsman

**Zero**

Ombudsman complaints upheld against ClwydAlyn

Of the 479 contacts received, 302 were resolved quickly and informally, often through a practical solution, explanation or agreed compensation where appropriate.

The remaining 177 concerns entered the formal complaints process, with most resolved at the earliest stage.



The fact that no Ombudsman investigations were upheld highlights the robustness of our complaints handling processes and decision-making. Improvements to how we compile and present case evidence have also reduced the time taken for Ombudsman decisions, helping residents receive outcomes more quickly.

### Resident-led scrutiny and accountability

Residents play an active role in reviewing our complaints performance through our Complaints Panel, which includes members of the Resident Committee and volunteers from our #InfluenceUs network.

**The panel meets quarterly with senior colleagues to:**

- Review complaint trends and emerging issues
- Examine individual cases in depth
- Assess the quality of complaint responses
- Monitor lessons learned and service improvements
- Challenge and influence future actions
- Deliver better outcomes for residents and communities

Findings and recommendations are shared with both the Executive Team and Senior Leaders, ensuring complaints and resident feedback directly inform organisational learning and decision-making.



### Compliments

Your feedback is really valued. When you receive an excellent service from one of our trained staff, we would love to hear about it.

Compliments are always passed on to the individual and their manager and help to let us know we're getting things right!

[Make a compliment →](#)

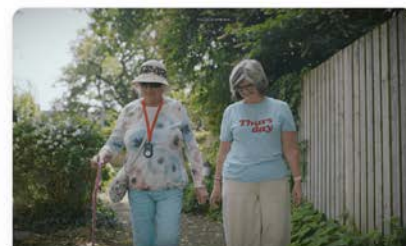


### Concerns

If you feel unhappy with any part of a service you receive from ClwydAlyn, we are here to listen to you.

If you are not sure if it is a complaint or would like to talk to us, we can help guide you through the process, to make it as easy as possible.

[Raise a concern →](#)



### Complaints

A complaint can be where you are not happy with the standard of service, or we have failed to do something we have agreed to.

It could also be where you have experienced poor treatment from ClwydAlyn or where a repair has not been carried out within a set timeframe.

[Make a complaint →](#)

## Learning and continuous improvement

We have continued to strengthen our complaints approach through closer alignment with best practice and a stronger focus on learning from feedback.

### During 2025/26 we:

- Updated our complaints policy and resident guidance
- Delivered additional training for managers and senior leaders
- Introduced more accessible information to help residents understand the complaints process
- Developed new engagement materials, including a simple complaints guide and team information resources
- Improved internal learning processes to ensure feedback drives service improvements

An action plan is reviewed regularly to monitor progress and ensure learning is translated into meaningful change for residents.

## Improving accessibility

We want residents to be able to raise concerns in a way that works for them. To support this, we have improved accessibility through:

- A redesigned and more user-friendly complaints webpage
- Multiple communication channels for raising concerns
- Clearer information about the complaints process
- Ongoing resident feedback following complaint resolution

To reinforce our customer-focused approach, the service has been renamed the Resident Support and Resolution Team, reflecting our commitment to resolving issues positively, rebuilding trust and strengthening relationships with residents.

By combining effective complaint handling with resident-led scrutiny and a strong learning culture, we continue to improve services and ensure resident feedback remains a key driver of organisational improvement.

Theme 7:

## Resident support

### Supporting residents and strengthening communities

**We have continued to deliver our community-based approach to housing services.**

Our Housing teams work in small community patch areas with around 250 homes per officer. Working in this way allows officers to build relationships with our residents to understand their circumstances and needs and provide targeted support where it's needed.

We are committed to helping residents thrive, not just by providing homes, but by offering practical support that helps people overcome challenges, improve wellbeing and build financial resilience.

### Residents Fund

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

**153** Residents supported  
**£40,600** invested

Support provided during 2025/26 included:



**Emergency food provision**



**Help with fuel poverty and energy costs**



**Health and wellbeing support**



**Digital inclusion support**



**Property-related assistance**



**Essential household appliances**

The fund provides timely assistance when residents need it most, helping to reduce financial pressure and support tenancy sustainment.

## Supporting residents into training and employment

Across our supported living schemes, we continued to provide a wide range of support to enable residents to live independently. Through this support:

- 116 residents moved on into permanent homes
- 129 residents signed up for college or university
- 96 residents started training courses or apprenticeships
- 137 residents entered full time employment

### Safe, Warm Homes

Providing safe, warm homes is a key priority for ClwydAlyn, with our development programme a significant part of this focus.

Here are some comments our residents shared as they moved into their new homes:

**One resident who recently moved into their new home at Bodedern said:** *"I feel very lucky.*

*"Where we were living before I felt very isolated, but living here is a big change and a fresh start! The bills will be much cheaper too, and I'm so looking forward to living here."*

**Another resident who moved into their home at Bodellwyddan said:** *"We will finally be able to settle down as a family, and we are looking forward to our future here."*

**Two residents moving into their new homes at Rhoslan said:** *"My first impression of my new home is that I love it; I feel really lucky to be moving in here. Previously, my baby boy and I were in temporary accommodation in a small flat, and with our little dog as well, it was difficult. This is going to be so much better for us, and we feel a lot better with having so much more space now."*

*"After private renting for 12 years, it is fantastic to be with ClwydAlyn. We were threatened with eviction in our last property and could have been made homeless or had to move into shared accommodation because the private rents for a family our size are high."*

*"It was incredibly stressful and was affecting my mental health, but after viewing our new home last week, we got the keys today! I'm so happy to have long term security for my three girls; we're so grateful for this opportunity going forward."*

## Financial inclusion and welfare support

Our Welfare Rights Team and Early Intervention Officers work closely with residents who are experiencing financial difficulties or require support to maintain their tenancy.

# £1.6 million+

Financial gains secured for residents

# 369 residents

Supported by our Welfare Rights Team

# 367 residents

Supported by our Early Intervention Service

Through personalised advice and advocacy, residents were supported to access additional income and financial assistance, including:

- Personal Independence Payment (PIP) applications and appeals
- Pension Credit claims
- Employment and Support Allowance (ESA) and work capability assessments
- Budgeting and money management advice
- Utility discounts and bill reductions
- Discretionary Housing Payments
- Specialist debt advice and support

This work helps residents maximise their income, reduce financial hardship and improve long-term financial wellbeing.

## Wellbeing support

Supporting resident wellbeing is essential to helping people sustain their homes and live independently.

During 2025/26, we provided wellbeing-related support to 158 residents living in general needs and affordable homes.



Our housing teams increasingly play a key role in identifying wider wellbeing needs and connecting residents with appropriate support and services.

# 54 residents

Financial gains secured for residents

# 51 residents

Supported with property condition issues

# 41 residents

Supported with food poverty challenges

# 16 residents

Supported with fuel poverty concerns

# 2 residents

Supported with employment and education needs

# 2 residents

Supported with digital inclusion needs

## Welcoming new residents

During 2025/26, we welcomed 838 new residents into ClwydAlyn homes and services:

**486** General needs

**152** Extra care

**91** Supported living

**66** Affordable homes

**43** Group homes

Providing safe, affordable and supportive homes for a diverse range of residents remains at the heart of our social purpose.



## Christmas support

**57 residents**

Received Christmas gifts

**26 households**

Received food vouchers

**£680**

Provided food voucher support

Support focused on households experiencing financial hardship, families with children and residents at risk of social isolation, helping to ensure they felt supported during the festive season.

## CASE STUDY



## Creating opportunities and supporting independence

### Putting Digital Literacy in the Spotlight

We continued to strengthen digital inclusion across our Extra Care schemes through dedicated support for residents to improve their confidence and skills in using technology.

Residents benefited from both one-to-one support and group sessions, helping them access online services, stay connected with others and build digital confidence.

Our digital inclusion initiative has been designed to assist residents with technology use, ensuring that we offer support to residents who are keen to increase their digital literacy.

**Gill Edgar, Community Support Officer, is responsible for facilitating the scheme: Gill said:**

*"The majority of the time, our residents have devices; a smartphone or a tablet. It's helping people to utilise their devices to suit their needs*

*that is important; that can be downloading an app, booking appointments or setting up TV streaming services."*

*"We can help with all kinds of knowledge our residents need. This could be setting up an email account, installing a messaging app or using a supermarket shopping app. The sessions help residents to understand how digital technology can enhance their lives."*

**Joan is one of the residents who received digital inclusion support. Said Joan:** *"I'm really benefitting from the sessions with Gill. Today, she showed me how to book a doctor's appointment online, and also how to use my phone as a diary, which will really help me!"*

*"I would definitely recommend the digital inclusion sessions; Gill has a lovely way with her, doesn't rush me and is always smiling. Her whole demeanour really helps me learn, and I'm a happy bunny working with her."*

## Employment, education and skills

Our Project SEARCH programme, based at Llys Raddington, continued to provide valuable work experience and placement opportunities, supporting participants to develop skills, gain experience and improve future employment prospects.

At Llys Marchan, residents were supported to access educational opportunities, employment and community engagement activities, helping individuals build confidence, independence and social connections.



### Theme 8:

## Placemaking

### Building stronger communities

Across our communities, we continue to facilitate activities that bring people together and reduce social isolation.

#### Examples include:

- Intergenerational activities involving local schools
- Parent and toddler groups
- Community reading groups
- Social and wellbeing activities for older people

These initiatives help strengthen community connections, support mental wellbeing and create opportunities for residents of all ages to engage with and support one another.



## Promoting wellbeing and independence in supported living

Residents living in our Supported Living services participated in a wide range of activities designed to improve wellbeing, build confidence and encourage healthy lifestyles.

#### Activities included:

- Wellbeing events
- Conferences and learning opportunities
- Outdoor activities
- Drug awareness training
- Community participation initiatives

These opportunities enabled residents to develop new skills, strengthen resilience and increase their independence while reducing social isolation and improving overall wellbeing.

# 158 residents

supported with wellbeing concerns

Through targeted support, financial inclusion, wellbeing services and community programmes, we continue to create positive social impact, helping residents live independently, build resilience and thrive within their communities.

## Community investment and social impact

We continue to invest in activities and partnerships that strengthen communities, reduce social isolation and create opportunities for residents to thrive.

## Community engagement

During 2025/26, our Housing and Affordable Homes teams worked with local partners to deliver eight community events, supporting more than 240 residents across North Wales.



# 240 residents

Supported through community events and activities

## 8 events

Delivered across North Wales communities

Events included seasonal family activities, community clean-up days, wellbeing events and social gatherings for older residents. Alongside creating opportunities for residents to connect with one another, these events provided access to practical support, including welfare benefits advice, energy efficiency guidance, community safety information and housing support services.

## CASE STUDIES

### Pini the cat moves into Chirk Court

Home is a place where residents can feel comfortable and connected; and this aspect of placemaking is incredibly important in the care environment.

At Chirk Court, the arrival a two-year-old rescue cat has offered residents companionship, comfort and a sense of connection; as well as encouraging conversation and reminiscence.

Pini (short for Pinata) quickly became a much-loved member of the Chirk Court community and is helping to support residents' wellbeing and create the homely environment which improves quality of life.

**Jane Humphreys, manager at Chirk Court said:**

*"Since welcoming Pini into Chirk Court, we have seen a positive impact on residents and colleagues. Pini brings a sense of companionship and playfulness; lighting up a room when she walks in. She's a real asset to Ceiriog household and we are all really enjoying having her around!"*



### Llys Raddington residents receive Mayor's Community Award

Residents in our Flint independent living scheme came together to create an award-winning Remembrance Day poppy display, which transformed a shared space into a place to reflect and remember.

They planned, crafted and collaborated; working together to form a striking installation to commemorate the 80th anniversary of the end of World War II.

**Mayor of Flint, Cllr Russell Davies selected the residents to receive a Mayor's Community Award. He said:** *"Their creativity and dedication have produced a beautiful and meaningful tribute, honouring such a special day of remembrance. Thank you for your time, effort, and inspiring work."*

This is an example of resident-led placemaking in action; benefitting a community, celebrating identity, improving wellbeing and expanding community spirit.



## Food security and financial resilience

We continued to support our community allotment project in Garden City, providing opportunities for residents to learn new skills, build confidence and strengthen community connections.

## 22 active plots

In use at the Garden City allotment

The project has also supported volunteer development, with residents taking on leadership and site management responsibilities as part of their journey towards employment and greater independence.

Due to its success, a second community growing project has been identified in Rhyl.



### CASE STUDY

## New MealCentre and food locker bring healthy, nutritious and affordable food choices to residents

Escalation of our partnership with social enterprise and affordable food provider Well-Fed is helping to ensure that we can offer more of our resident's access to affordable, nutritious meals.

Addressing food insecurity, and the rising cost of living we have collaborated with Well-Fed to establish a new MealCentre in Rhyl and a Food Locker scheme in St Asaph. This brings the total number of Well-Fed MealCentres available across the area to six.

Located in Rhyl's Holy Trinity Building in the grounds of St Thomas's church, the new MealCentre offers a varied selection of meal kits and slow cooker kits at an affordable, subsidised cost. At the same time, users of the MealCentre are given the confidence and skills needed to understand how to feed themselves and their families well!



**One resident who attends the MealCentre, said:** "It is a brilliant idea, it's both a great resource for our community but also looking after our health. I think the project has got great potential to grow and help more people."

## Digital inclusion

Access to technology is essential for everyday life. During 2025/26, we delivered a Welsh Government-funded Digital Inclusion pilot to help residents overcome barriers to connectivity, devices and digital skills.

# 125 residents

Supported through the pilot programme

# 33 new devices

Provided to residents

# 2 refurbished devices

Distributed to households



Residents received personalised support through home visits, group sessions and digital drop-ins. Support included accessing online services, setting up devices, improving digital safety and developing confidence using technology.

The pilot was originally designed to support 40 residents and significantly exceeded this target.

## Extra care and specialist services

We continue to invest in specialist housing and care services that support independence, wellbeing and quality of life.

During the year, we opened Neuadd Maldwyn Extra Care Scheme in partnership with Powys County Council, creating new homes that help older residents remain independent while accessing care and support when needed.

**Investment was also made across existing schemes, including:**

- Improvements to homes and communal spaces at Gorwel Newydd
- Installation of modern telecare systems to enhance safety and independence
- Development of respite facilities and specialist adaptations
- Expanded resident-led activities supporting wellbeing and community participation

Residents continue to play an increasingly active role in designing and delivering social activities across our Extra Care communities.



## Chirk Court ↓

Through partnership funding, Chirk Court developed a sensory garden and outdoor wellbeing spaces for residents.

The project received national recognition, including acknowledgement in a letter from King Charles III, and additional funding has been secured to create a dedicated sensory room within the home.

Regular community events, support groups and information sessions continue to strengthen links between the care home, residents' families and the wider community.



## Llys Marchan ↑

At Llys Marchan, improvements to outdoor spaces and community facilities have created additional opportunities for social engagement, independence and wellbeing.

Residents participated in community events and awareness campaigns throughout the year, helping to reduce stigma around mental health and strengthen community inclusion.



## Supported living services →

Our Supported Living services continued to focus on helping residents build confidence, independence and stronger community connections.

### Residents participated in:

- Wellbeing and community events
- Training and awareness sessions
- Outdoor activities
- Creative projects and exhibitions
- Community engagement programmes

These activities supported residents to develop new skills, improve wellbeing and participate more fully in community life.

## Social value through procurement

We aim to ensure that our investment in homes and services creates wider social and economic benefits for local communities.

Social value considerations are embedded within our procurement processes, with suppliers encouraged to deliver outcomes such as:

- Local employment opportunities
- Apprenticeships and work experience placements
- Support for local businesses and supply chains
- Community investment initiatives
- Equality, diversity and inclusion outcomes

Delivery is monitored through contract management arrangements and forms part of ongoing supplier performance reviews.

## 17 apprenticeships

Supported across major development projects

## 3 work experience placements

Delivered through development partnerships

## Up to 100%

Of project spend retained within Wales on some schemes

By working with suppliers who share our commitment to social value, we maximise the positive impact of our investment and help support local economies, skills development and employment opportunities across North Wales.

### Community impact at a glance

# 240 residents

engaged through community events

# 125 residents

supported through digital inclusion initiatives

# 20 residents

supported through our Food Hub pilot initiatives

## 22 active allotment plots

supporting wellbeing and community connections

## Neuadd Maldwyn

opened to provide new Extra Care homes

These initiatives demonstrate how we create social value beyond housing, helping residents and communities build resilience, improve wellbeing and access opportunities that support long-term success.



Celebrating Project SEARCH interns - Alex, Hannah and Emma celebrated a huge personal and professional achievement; graduation from their successful DFN Project Search internships with ClwydAlyn, an initiative which supports young adults with learning difficulties or autism to spend a year with a host organisation to help build readiness for work and build skills and confidence.

## CASE STUDY



## ClwydAlyn's Capital Works Officer Angharad Kellett crowned 'Apprentice of the Year in Administration and Customer Service' at Grŵp Llandrillo Menai, North Wales Work-Based Learning Awards Ceremony

In February 2026 Angharad finished her apprenticeship with Grŵp Llandrillo Menai and joined ClwydAlyn upon successful completion. She chose to further her career within housing and her journey and achievements were highlighted in a video released by Grŵp Llandrillo Menai, in which Angharad shares how the apprenticeship provided a strong foundation and paved the way for her to pursue a career in the social housing sector.

Since joining ClwydAlyn, Angharad has been an excellent addition to the Property Team. Her skillset has proved valuable to ClwydAlyn's approach to data management, resident

engagement, and communication.

Angharad, who studied for a Business Administration Level 4 qualification, was proud to be recognised as Apprentice of the Year, Business Administration, Retail and Customer Service.

**She said:** *"I think the best thing about doing an apprenticeship is being able to learn on the job whilst having support from your employers. It's also great to be able to make money whilst you're learning because if you're in school, you don't do that. An apprenticeship was great for me and through doing my apprenticeship I learned new skills; it was great to be able to learn at my own pace and do my own work."*



# 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

**The Welsh Government regulates and closely monitors social housing providers in Wales to ensure tenants are protected.** The regulatory framework is based on a co-regulation model, meaning organisations retain operational independence while boards remain accountable and are subject to effective oversight.

**This approach ensures that we are:**

#### ● Well governed

Led by capable boards, executives, and staff who make sound, strategic decisions while working closely with tenants and partners.

#### ● Delivering high-quality homes and services

Providing homes and services that meet a wide range of needs, with a strong focus on quality, value for money, and continuous improvement.

#### ● Financially robust

Maintaining strong financial management, with the resources and cash flow required to meet both current obligations and future commitments.

In addition to meeting regulatory standards, our credit profile reflects our focus on social housing lettings, which provide stable and predictable income. This is supported by a strong market position in Wales and a prudent approach to borrowing, reflected in low levels of gearing.

We also benefit from the strong regulatory framework governing Welsh Housing Associations.



Our care homes have the highest regulatory rating from Care Inspectorate Wales

**Moodys rating – Aa3 Stable**

**Standard & Poors rating – 'A' Stable**



**We received green ratings for both governance and service delivery and financial viability in our latest regulatory judgement, the highest assurance under the framework**



Members of our executive and senior leadership teams hosted a visit to the Builder Street development in Llandudno. This development will provide 100% affordable homes with sustainable credentials and low running costs, in an area where there is an independently identified shortfall.

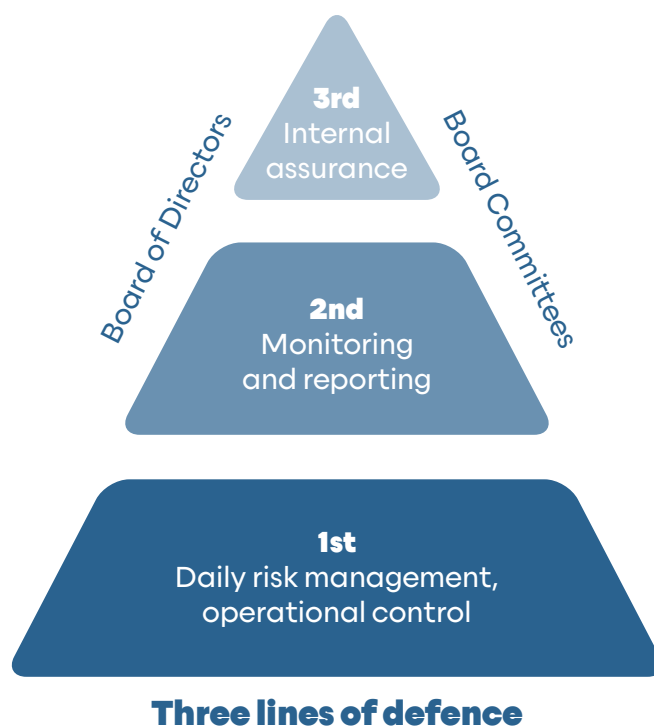
## Risk management

During the year, our Board undertook a comprehensive review of our risk management framework, ensuring that it remains robust, proportionate and responsive to a complex operating environment.

Our Board monitors the effectiveness of the framework, providing oversight and challenge to support informed decision making.

We use the Three Lines of Defence model to support strong governance and provide assurance, and our strategic and operational risks are regularly reviewed by the Executive Team, Board and Committees to identify any emerging risks and opportunities.

We proactively monitor external challenges including economic uncertainty, cost of living pressures and political and regulatory changes to mitigate their potential impact.



Environmental, social and governance considerations are fully embedded in our risk framework.

We also assess and monitor risks around these priorities including:



Decarbonisation



Climate resilience



Governance



Social value



Poverty reduction



Customer wellbeing



Organisational culture



#### Theme 10:

## The Board

### Diversity and representation

**Our governance is strengthened by actively engaging with residents, colleagues and partners, ensuring decisions are informed by a broad range of perspectives.**

Resident voice is central. Flexible engagement channels enable residents to shape services and priorities, while formal structures—including the Resident Committee and Board representation—provide assurance on performance, customer experience, and strategic direction.

We embed co-production across the organisation, involving residents in service reviews, policy development, and improvement activity. We are committed to listening to residents, acting on their feedback and making changes to our services to reflect what's important to them.

**Our governance is informed by a wide range of perspectives and lived experiences so that we can make better decisions that have the biggest impact for our residents, communities and partners.**



Listening to our colleagues is also a vital part of our governance approach. Our Staff Forum provides a mechanism for colleagues to share feedback, challenge proposals and influence decisions. The Forum is represented in our governance structure through our People Committee and colleague representatives take part in Board away days.

We work closely with local authorities, health partners, community organisations, sector bodies and funding partners to understand diverse external perspectives, to inform how we make decisions and develop our understanding of the communities we serve. Our stakeholder influencing plan is reviewed annually by the board to ensure that our influencing work remains aligned to our strategic objectives and our poverty mission.

## Bringing partners together to explore collective action to end poverty

In September 2025, we brought a wide range of regional partners together to launch our Corporate Plan 2025 – 2030 but with a much wider focus to engage local and national partners and community leaders in exploring how we can work collaboratively to end poverty where our priorities align.

The event attracted prominent political figures, third sector leaders, thought leaders, and housing professionals. Our CEO, Clare Budden was joined by four impactful speakers who shared their perspective on Wales' poverty crisis, including ITV Cymru News presenter Carole Green, leadership-practice Do-Well's Ken Perry, Carol Shillabeer the Chief Executive of Betsi Cadwaladr University Health Board (BCUHB) and Steffan Evans, Director of the Bevan Foundation.



The speakers collectively voiced support for ClwydAllyn's clear focus on ending homelessness, providing safe warm homes and working with partners to ensure access to good affordable foods in all their communities.



"Lasting change happens when we work together. We are united in our commitment to be braver and bolder in facing these challenges and in finding collaborative solutions that offer our communities hope and opportunities."

– **Cris McGuinness · Chair of the Board, ClwydAllyn**

"I was delighted to present and listen to the other speakers at the event to achieve the vision of ending poverty in North Wales, led by ClwydAllyn.

Health and housing are inseparable pillars of wellbeing; when they work together, they don't just reduce poverty, they build resilience, dignity, and opportunity for all."

– **Carol Shillabeer · Chief Executive, Betsi Cadwaladr University Health Board**



## Diversity in recruitment

We have made changes to the way that we recruit to all roles including to our Board, Committees and Executive Team to support our commitment to equality, diversity and inclusion. This includes rolling out a new applicant tracking system to give us better visibility across the recruitment journey and enabling us for the first time to monitor EDI data from all applicants, not just those that are 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.

We also actively review job descriptions and adverts for inclusive, non-discriminatory language and accessibility, removing jargon and replacing it with clearer, values led language.

## Board and management turnover

The ClwydAlyn Board has 13 members with a diverse mix of skills, experience and perspectives including →



- ➔ 2 Executive Directors
- ➔ 2 Resident Board Members
- ➔ 9 Independent Non-Executive Directors - 84.62%

Our Board turnover rate between 2024 -2026 was **15.38%** over the two year period, bringing the opportunity to bring fresh perspectives and expertise into the Board room.

Our Executive team turnover over the last two years was **33.33%**



ClwydAlyn's Executive Director of Resources was recognised as the region's leading financial director at the Financial Director of the Year Awards 2025 in recognition of her strong financial leadership.



"I'm motivated by efficiencies; because the more efficient we can be, the more services we can provide and people we can help. That's something I think about often. How many people can we prevent from becoming homeless or move out of unsuitable temporary accommodation? It's very important to me and to everyone at ClwydAlyn."

**Sandy Murray - Executive Director of Resources, ClwydAlyn**

## Assurance Committee

Our Assurance Committee plays a key role in providing independent oversight of financial reporting, risk management, internal controls and regulatory compliance.

It is supported by financial and commercial expertise, led by the Executive Director of Resources, who brings more than 25 years of experience across financial, treasury and corporate service, ensuring robust financial management and informed decision making.

## Continuous improvement

In 2026, we commissioned Campbell Tickell to undertake an independent review of our governance arrangements, Board performance, decision making processes and how we align with good practice in the sector.

This provided valuable, independent assurance and identified opportunities for us to further strengthen our governance framework. An action plan has been developed to deliver the improvements identified, which have been approved by the Board and will be monitored regularly.

## Conflicts of interest

We are committed to maintaining the highest standards of integrity and accountability, operating within a culture of openness, transparency and trust.

We have a clear expectation that any conflict of interest whether actual, potential, or perceived is promptly disclosed. All Board and Committee members, as well as colleagues, are required to declare any conflicts as they arise.

To reinforce this, Board Members are asked at the start of every meeting to declare any interests related to the agenda. In the rare event that a conflict is identified, the individual is required to withdraw from related discussions and decisions.

**Our governance framework is underpinned by:**

- Adherence to Schedule One of the Housing Act 1996
- Our adopted Code of Conduct
- Our organisational values, which guide ethical behaviour and decision-making.



**Trust**



**Kindness**



**Hope**

All Board Members sign a service agreement outlining their responsibilities, commit to the Code of Conduct, and complete annual declarations of interest, which are updated as necessary throughout the year.

Any personal relationships or circumstances that may give rise to a conflict must be declared to the Chair or the Group Chief Executive. Our rules 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.

Theme 11:

## Staff wellbeing

Supporting the wellbeing of our colleagues is fundamental to creating thriving communities.

We are committed to creating a workplace where people feel valued, supported and able to bring their best selves to work.

Over the past 12 months we have continued to strengthen our wellbeing offer, focusing on both physical and mental health while fostering a culture where seeking support is encouraged and wellbeing conversations are part of every day working life.

## Mental wellbeing

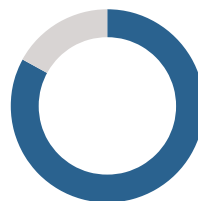
Throughout the year, colleagues have had access to a range of resources and services designed to provide both preventative support and early intervention. This included access to:

- Trained mental health first aiders – we currently have over 140 mental health first aiders
- Occupational health services
- Wellbeing and lifestyle benefits through VivUp, our employee benefits scheme
- Resilience training
- Informal wellbeing conversations and targeted awareness campaigns
- Promotion of national wellbeing initiatives throughout the year including Mental Health Awareness week and International Men's Day, helping to reduce stigma and encourage open conversations about mental health

## Our colleagues

**We are a Real Living Wage employer\***

**LIVING WAGE EMPLOYER**



**Gender pay gap:**

**16.79%**

(reduced from 20.45% in 2024/25)



**CEO to worker pay ratio:**

**Median**

(50th) percentile – £27,549

**\*Mean pay gap:** the difference in average pay between men and women. **Median pay gap:** the difference in pay between the middle-paid man and middle-paid woman in the organisation.

- Personalised one to one support for any colleagues that needed it to provide access to targeted interventions and specialist services such as counselling, workplace support plans, domestic abuse support services, community mental health teams and occupational health referrals where appropriate.



## Physical wellbeing

We recognise that physical health plays an important role in overall wellbeing and have continued to invest in initiatives that encourage healthier lifestyles and preventative healthcare.

During the year, colleagues were offered:

- Subsidised gym memberships
- Free winter flu vaccinations to help protect health during the colder months
- Access to HEP B vaccinations for those working in high risk areas of the business
- Workplace health assessments, giving colleagues valuable insight into key health indicators such as blood pressure, cholesterol levels and lifestyle-related health risks.
- Free eye tests continue to be part of our offer, alongside physiotherapy and osteopathy treatment where needed.

Our regular wellbeing communications have promoted healthy lifestyle choices, including advice and guidance relating to nutrition, exercise, sleep, financial wellbeing and maintaining a healthy work-life balance.

By providing practical tools and accessible health information, we aim to empower colleagues to make positive choices that support their long-term wellbeing.

## Creating a supportive wellbeing culture

Alongside direct wellbeing support, we have continued to focus on creating an organisational culture where wellbeing is understood, supported and embedded across the business.

During the year, we redesigned our wellbeing resources and support pages, making it easier for colleagues to identify and access the most appropriate support for their individual circumstances. We also developed dedicated manager guidance to help leaders navigate wellbeing conversations and confidently signpost colleagues to available support.

Managers play a critical role in colleague wellbeing. During 2025/26, tailored support and guidance was provided to 37 managers helping them support team members experiencing mental health challenges and enabling earlier



In January, colleagues were invited to join in with a 'Step Challenge'. Those staff who wanted to take part, formed teams and recorded their step counts throughout the month. It was a very popular challenge and sparked a variety of 'walking meetings' and team building strolls. Across the organisation, colleagues cumulatively walked over 21,000 km during the month!

# 34%

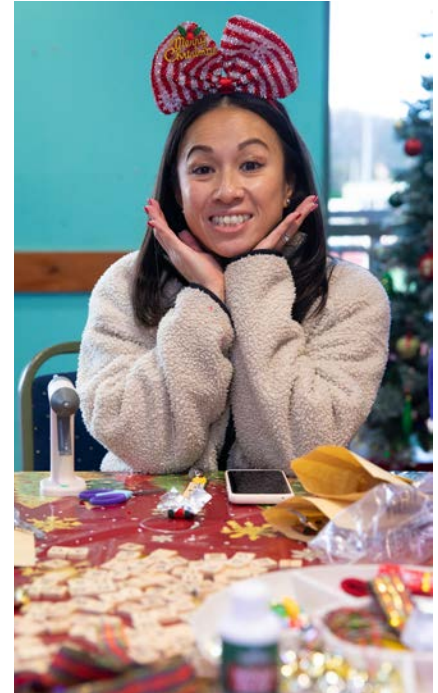
34% of colleagues who accessed individual wellbeing support reported that the intervention helped prevent them from either taking sickness absence or leaving the organisation altogether.

# 20%

We saw a significant reduction in mental health related sickness absence with days lost reducing by 20%

intervention where concerns arose.

To ensure wellbeing remains visible throughout the year, colleagues receive bi-monthly wellbeing newsletters covering topics including mental health, physical health, financial wellbeing, family support and sources of help both within and outside the organisation.



## Bringing colleagues together to celebrate success and look to the future

In December 2025, over 400 colleagues from across ClwydAllyn joined together for our staff event at Eirias Park, Colwyn Bay.

Developed and delivered entirely by staff volunteers, the large-scale event, which included a Christmas market and fun activities for colleagues to take part in, was an opportunity to launch our new Corporate Plan to colleagues and raise awareness of our poverty mission and priorities.

Importantly, the event also enabled us to raise awareness of the benefits and wellbeing support that ClwydAllyn colleagues can access, as well as celebrating the dedication and achievements of our colleagues who work hard every day to make a difference to our residents and communities through our staff awards.

A fun, festive celebration was had by all!



## Equality, diversity and inclusion

We have made significant improvements and progress around our EDI commitments over the last five years. Building on this work, in 2025/26 we refreshed and updated our equality and inclusion plan which will cover a three-year period, in line with Tai Pawb's quality, equality and diversity standard framework.

As the sector experts for advancing equality and social justice in housing in Wales, we continue to work with Tai Pawb to gain external assurance for our EDI approach.

We signed up to Tai Pawb's Deeds Not Words 2.0 pledge in January 2026, reaffirming our commitment to tackling racial disparities in housing through taking action around the pledge's four themes of:

- Standing against racism: Implementing zero-tolerance approaches to racism and countering negative narratives about migrant communities.
- Addressing housing disparities: Identifying and rectifying inequities in repairs, maintenance, and housing access.
- Advancing representation: Creating opportunities for ethnic minority individuals to enter leadership roles and ensuring better staff representation.
- Utilising data and engagement: Driving change through data collection, tracking progress, and listening to the voices of those with lived experience.



Key progress this year includes:

- Strengthening managers' capability through disability confidence and reasonable adjustment training.
- Promoting inclusion through organisation-wide campaigns (e.g. Inclusion Week, Race Equality Week, Neurodiversity Celebration Week, Pride).
- Joining Inclusive Employers to enhance learning, support and external assurance.
- Supporting colleague networks, including Inclusion Network, Hafan Pawb, neurodiversity peer support, and Un To (culture and ethnicity).
- Expanding EDI training for Board and staff, with a focus on topics such as anti-racism and neurodiversity.
- Embedding our Inclusive Decision-Making Framework to ensure diverse perspectives shape strategies and policies.
- Improving inclusive recruitment through more accessible job adverts and a guaranteed interview scheme for disabled applicants meeting essential criteria.

Through our reverse mentoring programme that focused on neurodiversity in the workplace, we listened to the experiences of our colleagues and made changes based on what we learnt. This included creating a 'quiet room' in our head office for colleagues who told us that they need a quiet space away from the often louder office environment, to work at their best.



## CASE STUDY



### Conference success for second year

#### Supporting autistic people in the workplace and beyond

A conference founded by ClwydAlyn project manager, Paul Taylor, which educates employers on how to best support staff with autism, was a resounding success when it returned to Wrexham University in March 2026.

The event is a conference which is run by ClwydAlyn, in partnership with leadership practice, Do-Well, and with support from Wrexham University.

A project manager in our Business Intelligence and Transformation team, Paul was instrumental in founding, devising and organising the conference, now in its second year.

The event showcased a variety of speakers with lived experience of autism, alongside group work centred around the value of inclusion. It helped to connect people from across North Wales and educate delegates to learn more about supporting people with autism in the workplace.

*"Autistic employees face the widest pay-gap. There are some very simple systemic changes that employers can make, which would make a huge difference to people who are neurodiverse; inclusivity means no one has to struggle."*

*"We need to normalise discussions around neurodiversity and autism; and create a network of people, who can support the struggles and make the strengths shine."*

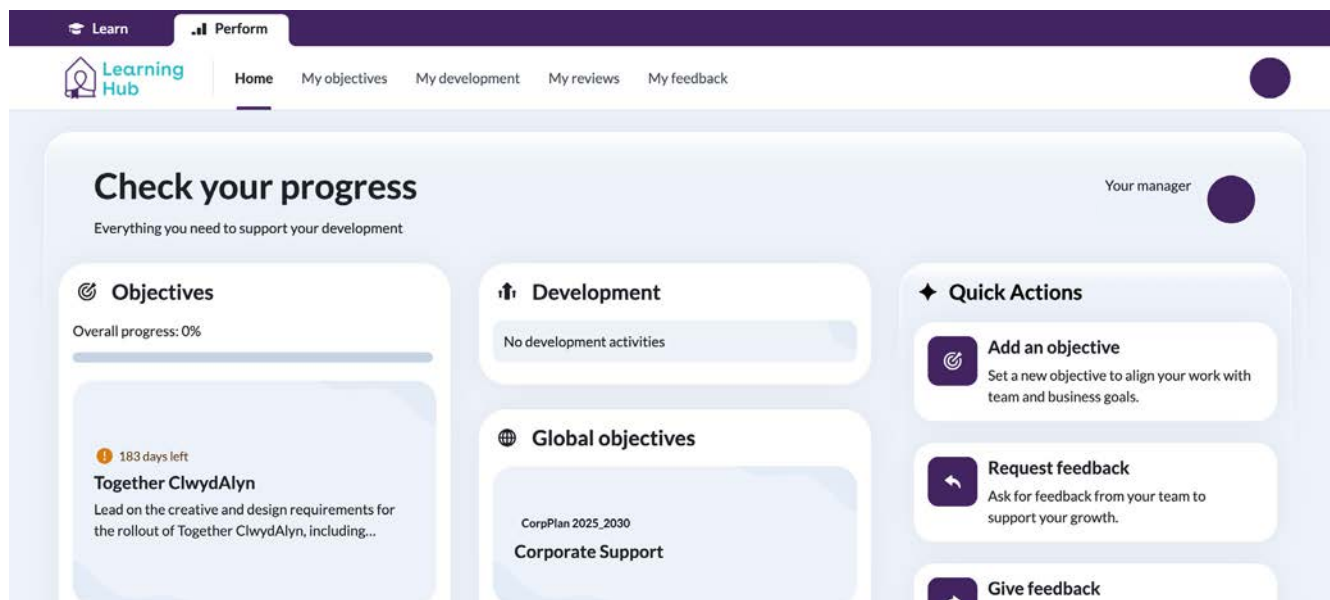
**Paul Taylor, Project Manager, ClwydAlyn**

This included actionable, implementable ways that they can commit to making real change within their own workplaces.

Attendees from over 40 public, private and charity organisation took part in the event including Betsi Cadwaladr University Health Board, Conwy and Denbighshire County Council, Cyngor Gwynedd, Denbighshire County Council, Grŵp Cynefin, HMP Berwyn, North Wales Fire and Rescue Service, Wrexham Council, We Mind the Gap, Transport for Wales and Serco.

Delegates made actionable pledges as part of the event that they committed to implementing in their workplaces, including values-based interviewing and provision of interview questions in advance, to reverse mentoring schemes and more training and awareness for managers.

Other work led by Paul throughout the year to raise awareness of neurodiversity in the workplace in addition to developing our colleague led peer support network, Hafan Pawb to drive change within ClwydAlyn, includes establishing a Neurodiversity Network for Wales, bringing employers together from housing associations across Wales to share and learn from good practice.



## 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 that they can develop their careers in the way that they choose.

Our training budgets ensure staff are kept up to date with various core compliance training, legislative changes and with the latest thinking in their sector.

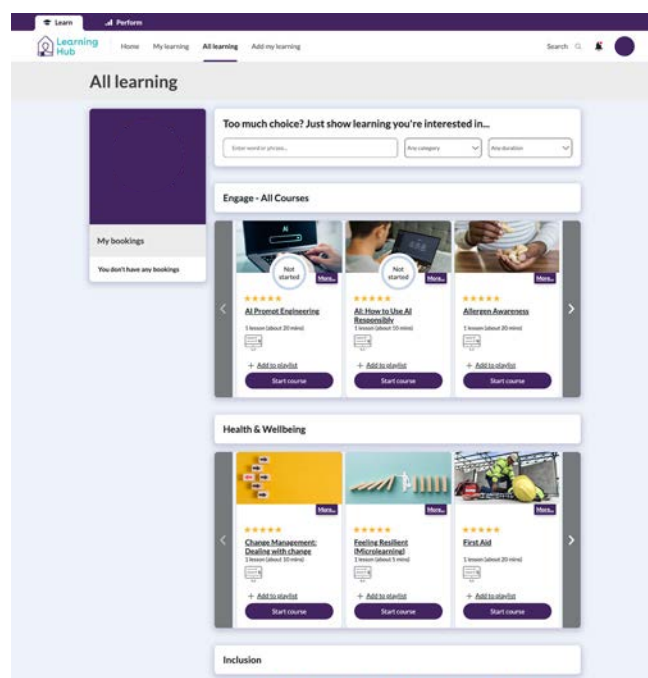
Last year we supported 22 staff to gain a variety of external professional qualifications from; Housing, Accountancy, Leadership and Management, Human Resource Management, Procurement to Health and Social Care, Catering and Building Safety, all of which improves their specialist knowledge and confidence to deliver excellent services to our residents and ensures the building safety of our resident homes.

We also reimburse staff for their professional memberships allowing staff access to additional learning resources through their professional awarding body.

## Talent management

We have introduced a new approach to talent management and now have a better understanding about the 'health' of our workforce in terms of skills and have been able to identify staff with high potential to those who may need additional support.

This will enable us to ensure all colleagues have the right development plans in place to help them grow and have the right skills in place for their



current or future roles.

We have also launched a new Learning Management System which includes a space to set development plans, 1:1 reviews and log continuous professional development. Having these tools allows staff to remain compliant, gives them easy access to online learning for self development and encourages continuous learning, improving staff engagement and retention.

We have continued delivery of our leadership development programme which includes modules to upskill in coaching, change management, conflict resolution and relating to others. This programme has developed our managers, giving them space to self-reflect on their own leadership styles and improve how they lead teams through our values.



#### Theme 12:

## Supply chain

### Delivering social value

Social value is a core part of how we manage our procurement process. It is guided by national regulations as well as our own organisational priorities. We deliver and measure social value in three main ways: by meeting regulatory requirements, building it into our procurement decisions, and ensuring it creates real benefits for local communities.

### Meeting our regulatory requirements

Creating social and economic benefits is a required condition of our funding from the Welsh Government's Social Housing Grant. We carefully monitor our procurement outcomes using the Welsh Government's Community Benefits Toolkit, which provides independent checks and a final audit once each project is complete.

In addition, as part of our Growth Strategy (2025-2030), we have committed to carrying out

detailed Community Impact Assessments for all new projects. These assessments help us track, measure, and improve the social impact of each development from the earliest planning stages through to completion.

### Strategic Procurement Integration: The Driving Value Strategy

We are moving away from treating social value as a separate strategy and instead building it directly into how we buy goods and services. Through our new Driving Value Strategy, we are linking social value measures to our core procurement performance indicators. This means that every pound we spend is expected to create wider social and economic benefits for our residents and local communities.

This approach also strengthens how we measure and manage performance, with clear and accountable targets for both our internal teams and our suppliers. It shows that social value is not an extra cost, but an essential part of delivering long-term efficiency, stronger services, and a more resilient organisation.



## Localised socio-economic delivery: performance highlights

Our commitment to supporting local communities is demonstrated through job creation, skills development, and keeping investment within the regional economy:

- **Jobs, skills and apprenticeships:** our projects create real opportunities for local people. Across sites, we have delivered multiple apprenticeships, trainee roles, and work placements—helping build long-term skills and employment in the areas we serve.
- **Local economic impact:** we prioritise local suppliers to keep money in the Welsh economy. Recent projects have retained between 82% and 100% of contract spend within Wales, ensuring investment directly benefits local businesses and communities.

### Examples include:

- At our Guilsfield development in Powys, Williams Homes delivered six apprenticeships, whilst also keeping £6.95 million of the £7.1 million contract spend within Wales.
- Castle green Homes supported seven apprentices at our Well Street development in Buckley (above). K&C Construction also appointed four specialised electrical apprentices at Cae Rhos, Anglesey
- In Craig y Don, Anglesey, 100% of the £3.2 million spent to date has been retained entirely with Wales based contractors and suppliers Williams.

## CASE STUDY

### Partnering with DU Construction to provide inspiring outdoor learning space for local primary school

As part of our social value objectives, we funded a brand new outdoor learning environment for the students at Ysgol Goronwy Owen in Benllech, delivered by Holyhead's DU Construction.

The new outdoor space has been specially designed to inspire exploration, discovery, imagination, and curiosity. It includes all weather turf, a look-out cabin, bug hotel, large planter, outdoor seating, a chalkboard, outdoor easel and more.

Also, in Benllech, ClwydAllyn's £6.5 million development, Craig y Don, will provide the community in the heart of Anglesey, 17 new energy efficient, affordable homes. These homes are being built by DU Construction on behalf of ClwydAllyn and in partnership with Anglesey Council and the Welsh Government.

#### Headteacher, Dr Elfed Morgan Morris, said:

*"I want to express my deepest and most sincere gratitude for the extraordinary outdoor learning*



*area you have created for us through your community funding project. Your work has not only transformed a physical space, it has transformed the very possibilities of what learning can be for our children."*

*"You have gifted [the children] an environment that inspires curiosity and nurtures a love of the outdoors, an environment that will shape the way they experience learning forever. That is an extraordinary legacy, and one we will always treasure."*



## Governance, monitoring and assurance

We track and manage social value through a clear governance framework that links project delivery with senior oversight and accountability.

- **Performance and oversight:** social value is built into our procurement and contract management processes, alongside cost, quality and performance. We are introducing clear Social Value KPIs, which will be monitored and reported at senior level to ensure consistent performance and accountability.
- **Contract management:** social value commitments made by suppliers form part of contractual expectations. These are reviewed through regular performance meetings, with suppliers asked to provide evidence of outcomes such as local jobs, training, and community initiatives. Where performance falls short, we work with suppliers to drive improvement.
- **Targeted local impact:** community Impact Assessments (CIAs), required under our Growth Strategy (2025–2030), help ensure activities are tailored to local needs and deliver meaningful benefits from the outset.
- **Independent verification:** all social value outcomes are externally verified through the Welsh Government's Community Benefits Toolkit, providing transparent, consistent measurement of our impact.





## 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.

@ClwydAlyn     

**[www.clwydalyn.co.uk](http://www.clwydalyn.co.uk) • 0800 183 5757**  
**email: [help@clwydalyn.co.uk](mailto:help@clwydalyn.co.uk)**

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