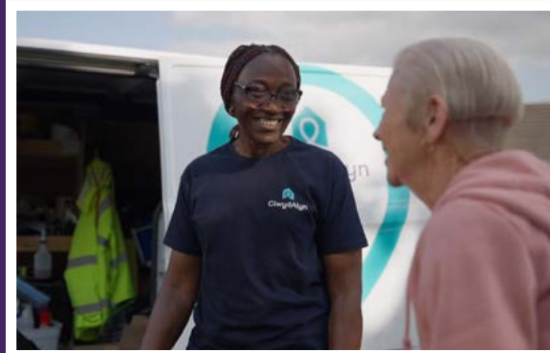


ClwydAlyn Housing Board Member Recruitment Pack



Contents

Welcome letter.....	3
Our mission.....	4
About ClwydAlyn.....	4
Our governance structures.....	10
Meet the team.....	11
Who we are looking for.....	13
Your commitment.....	15
How to apply.....	15



We believe...

having a safe, high-quality home really matters and a home should be more than just four walls and a roof. Our resident charter sets out our commitment to deliver excellent services to our residents and Our Promise was created in collaboration with our residents.

Welcome letter

Thank you for expressing an interest in **ClwydAlyn** and our vacancies for **Board Members**. We are an ambitious Housing Association and very driven by our values and mission. We believe that it is wrong that there is still so much inequality and poverty across our region, and we know that this impacts every aspect of people's lives. We took a strong position to end evictions four years ago and we use our money and influence to do all we can to support those experiencing poverty and to champion for change across our country.

We are also a large developer of new homes with over 600 currently on site. We pride ourselves in building high quality homes; all built to at least EPC A; making them affordable for our tenants to live in and helping to reduce carbon emissions. We have built a number of innovative housing schemes utilising local Welsh builders; Welsh timber frames built in Berwyn prison and the latest air source heat pumps and battery technology etc. Our programme is 80% social housing, but we also build homes for intermediate rent and assisted purchase.

We own 6,300 homes of various ages and types and are committed to an extensive programme of retrofit over the next 10 years or so.

Developing a strong voice for residents is important and our refreshed governance structure is certainly supporting this. Residents are at the heart of our decision making and influence what we do and how we do it. We welcome feedback even when it is uncomfortable and want to do all we can to meet resident expectations.

We are a strong believer in the benefits of collaboration and working in partnership. We have developed positive relationships at local, regional, and national level, which our new Board Members will want to support and encourage.

We have a strong credit rating and sufficient borrowing at fixed interest rates, to fund our development programme for the next few years. We have the highest regulatory ratings from Welsh Government for both finance and service delivery, and we have no formal improvement actions from recent Care Inspectorate Wales regulatory visits

Our priorities for the next few years include; rebuilding our operating margin post covid; developing an affordable and deliverable plan to reduce our carbon emissions; making sure that all our residents live in safe; high quality homes they can afford to heat; meeting the requirements of the Building Safety regime and investing more to address the impacts and causes of poverty in our communities. We want to be an exemplar of good practice for inclusion and diversity both as an employer and service provider.

We are a top 30 employer across the UK for working families and offer our staff an exciting and fun place to work with a good rewards package and flexibilities to manage their work and personal lives well. Our staff satisfaction levels are high, and we have replaced a number of policies with guidance allowing our Managers to operate in a flexible person-centred way; whilst meeting business needs for service quality and performance.

We have a strong and talented Board, and all the Members bring different skills and experiences. The Board is supported by four Committees and an experienced, motivated Executive Team, and committed, enthusiastic and talented staff. The information below provides you with a more detailed picture of the Group. We would expect the new Board Members to also be a member of at least 1 Committee.

We are centrally located along the North Wales corridor, 35 minutes from Bangor and Wrexham and an hour away from Manchester. In the last few years, we have significantly developed our approach to agile working and expect to continue to have a blended approach to meetings in the future. We are a very proud Welsh company and would welcome applications from Welsh speakers, and members of minority and diverse communities.

I am standing down at the end of September at our AGM, having served almost nine years, with many proud achievements; and having successfully appointed the next Chair its an exciting time for ClwydAlyn. If you are passionate about our mission and values, then we really look forward to hearing from you.



Kind regards
Stephen Porter
Chair ClwydAlyn



Cris McGuinness
Incoming Chair
ClwydAlyn

Our mission

NO POVERTY. Imagine how different Wales would be if we had no poverty. Everyone having access to high quality, affordable housing. Able to afford to heat their home properly and afford the food they need to stay healthy. It might sound far-fetched, but at ClwydAlyn we don't think so. We believe that we can and should aim to make this a reality for as many people as possible.

Our mission is ambitious, but by working together with external partners, we believe that we can tackle poverty. The current cost of living pressures following on the heels of two years of pandemic, means the stresses and strains faced by everyone are becoming harder to deal with. We have a clear responsibility to our residents and staff to support them through these difficult times. Our mission is more important than ever.

We're so much more than a social housing provider. We make a significant contribution to the North Wales economy both as an employer and as an investor, using as many local companies as possible and maximising the social value of every pound we spend.

The pace of change within the housing sector presents both significant opportunities and challenges. We're an agile organisation that proactively adapts to change. We challenge thinking and we're bold and open with our conversations. We are creative and imaginative in overcoming new challenges, finding and maximising new opportunities in our mission to beat poverty, whilst also delivering excellent services for our residents. Our strategy is underpinned by strong financial leadership and management, delivering agreed annual surpluses to invest in our homes and services. We meet our financial covenants, and we deliver value for money.

To find out more about what we do please read our latest environmental, social and governance report here:



About ClwydAlyn

ClwydAlyn was formed in 1978 as a non-charitable Registered Social Landlord and now manages over 6,300 homes and employs 770 staff, to deliver a range of housing management related services, which includes care and supported housing, development, and repair and maintenance services across North Wales (Denbighshire, Flintshire, Conwy, Wrexham, Powys, Gwynedd and the Isle of Anglesey).

Our homes and services include social family housing and single person accommodation, supported living accommodation and specialist care and nursing services, low-cost home ownership, leasehold management services and intermediate and market rented housing. The Group's turnover is £49m.





Our people & values

Our values of **Trust, Hope and Kindness** drive everything we do.

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



Trust

We trust our people to make good decisions and to do what's right in a given situation.

We treat each other with respect. We are not rule bound and we are free to work flexibly and creatively in the best interests of our residents and the organisation.



Hope

We believe we can make a difference. We provide hope to the people who live in our homes and to each other.

We believe that everyone comes to work to do the best job possible and we'll help each other to achieve our dreams and goals.



Kindness

We are kind. We are compassionate and care for each other, as colleagues and residents.

We believe everyone matters, and we have an open culture which values differences. We will go the extra mile for each other; our people and residents will recognise kindness in the way we deliver our services.

Living & leading our values:



Your Promise

- I trust first ✓
- I am true to myself ✓
- I use my own judgement to do the right thing ✓
- I speak up and do what I say I'm going to do ✓



Our Promise

- ✓ We walk the talk
- ✓ We are bold and open with our conversations
- ✓ We encourage people to take ownership and make their own decisions



- I am compassionate ✓
- I build meaningful relationships ✓
- I believe that everybody matters ✓
- I value difference and embrace individuality ✓



- ✓ We bring people together
- ✓ We have an open door to everyone
- ✓ We lead with positivity, purpose and open-mindedness

- I am ambitious ✓
- I give it my all ✓
- I am not afraid to get it wrong ✓
- I believe that I can make a difference ✓



- ✓ We champion our mission
- ✓ We celebrate positive contributions and learn from our experiences
- ✓ We believe everyone comes to work to do the best job possible



Our Homes

Our longer-term development plans are ambitious and underpinned by our Growth Strategy. Over the next 5 years, we expect to complete a further 1,343 homes giving a total of 2,204 homes since the development programme was expanded in 2017/18 by utilising our Bond. By the end of 2024/25, our portfolio will have reached over 7,000 homes, including social and affordable rented homes, affordable home ownership, and other housing tenures where it benefits the business and meets our values.

The programme consists of new build and refurbishment projects including listed buildings. Our development programme provides major local benefit through investment in local trades, suppliers, training, and apprenticeships and supports the Welsh economy. Most new homes will be 'off gas' using air source heating systems and other environmentally sustainable ways of heating. Over 240 new homes will be ultra-low carbon, using off site manufacturing and low embodied carbon construction processes. All our new homes achieve an EPC A rating, are lifetime homes and built to the Welsh Governments generous space standards.

Our social purpose

Providing social value is key to what we do. We want to make sure that every pound is spent as effectively as possible so we can have a bigger impact on our communities.

Our new social value strategy takes a proactive approach to ensuring social value is embedded across the organisation and sits at the heart of our procurement plans.

Our social value framework focuses on our four poverty priorities:

Our poverty priorities for residents

Increase employment, training, education and volunteering

Reduce food poverty

Reduce fuel poverty

Increase digital inclusion

Our Mission

Together, to beat poverty

Social Value Scope

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



**BWYDO'N WELL
DDA -FED**

Our Regulation

Welsh Government oversee and monitor social housing in Wales to ensure our tenants are protected.

The Regulatory Framework is built upon the principle of co-regulation where autonomy and independence of Boards and effective regulation ensures we are:

Well-governed - led effectively and well managed by our board, executives and staff, working with tenants and partners to make and implement effective business decisions.

Delivering high quality homes and services - providing homes and services that meet people's diverse needs and expectations, with an emphasis on high quality services and continuous improvement.

Financially viable - with well-managed finances, and the resources and cash flow to meet current and future business commitments.



Our recent Welsh Government's Regulatory Judgement is the highest possible and confirmed as:

Governance (including tenant services) Green and Compliant

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

Financial Viability - Green and Compliant

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

Our Care and Nursing Homes are regulated by Care Inspectorate Wales (CIW). CIW are an independent regulator of social care who inspect to improve the quality and safety of services for the well-being of its residents. We have three homes under this regulatory regime.

We are regulated by the Financial Conduct Authority for the debt advice we provide to our residents. Part of the Chair's role will be as the responsible person for the activities carried out by ClwydAlyn.

Governance
Including tenant services



GREEN

Financial Viability



GREEN

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

Our Governance and Legal Structure

Our Group consists of **ClwydAlyn Housing**, the parent, and principal operating company, and three subsidiaries, **PenArian**, **Tir Tai** and **Tai Elwy**.



ClwydAlyn

ClwydAlyn Housing Limited

A charitable Registered Social Landlord which develops, owns, manages and maintains housing, as well as providing housing and care & support services



TirTai

Tir Tai Limited

The development arm of the Group, undertaking all the development activities on behalf of the Group.



PenArian

PenArian Housing Finance Plc

A special purpose vehicle set up to administer the £250m bond finance to the group.



TaiElwy

Tai Elwy Limited

The commercial vehicle to undertake activities and projects outside of ClwydAlyn's charitable aims - particularly without grant funding. (currently Dormant)

Our Board and Committees

The **ClwydAlyn Board** is supported by four Committees, the Assurance Committee, the People Committee, the Property Committee and the Resident Committee.

Assurance Committee

The Assurance Committee provides the Board with assurance on the effectiveness of the Group's internal control system (which includes risk management, operational and compliance controls), internal & external Audit, health & safety, financial reporting & Care Inspectorate Wales compliance.

People Committee

The People Committee provides the Board with assurance that the organisational climate and culture is operating and developing in keeping with the group's values and mission to fulfil our purpose and manage risks well.

Property Committee

The Property Committee provides the Board with assurance on the quality, value for money and performance of investment in both building new homes and maintaining existing homes.

Resident Committee

The Resident Committee provides the Board with assurance on resident engagement, resident scrutiny, performance on services to residents and resident influence on services.

Meet the Team

ClwydAlyn is led by a Board and Executive Team with a wide range of experience in relevant fields, who are responsible for leading the strategic direction and development of the Group. Further details about our Executive Team and Board can be found on our website.

<https://www.clwydalyn.co.uk/the-board-and-management-team/>

The Executive Team

EXECUTIVE LEADERSHIP STRUCTURE	
Group Chief Executive	→ Executive Director of Asset Management - David Lewis
	→ Executive Director of Development - Craig Sparrow
	→ Executive Director of People, Communications and Marketing - Elaine Gilbert
Clare Budden	→ Executive Director of Resources - Paul McGrady
	→ Executive Director of Care & Support - Ed Hughes
	→ Executive Director of Housing Services - Suzanne Mazzone

Our Board

Stephen Porter – Chair and Member of the Property and People Committee

Steve has worked in the Social Housing Sector for 41 years and brings with him a wealth of experience. Prior to his retirement in 2013, he was Chief Executive of a large housing association in the North-West of England. Steve is due to stepdown in September after serving his nine-year term on the Board.

Cris McGuinness – Board member and incoming Chair

Cris McGuinness has recently been appointed as the new Chair of ClwydAlyn and will formally take up the position in September 2023. Cris is a KPMG trained Chartered Accountant who has spent her career to date working in social housing, with a couple of minor detours – one to work with asylum seekers and another to help expand public transport in Greater Manchester. Cris is currently Chief Financial Officer for Riverside where she has been responsible for all things finance and development since 2018. Originally from South Wales, Cris is passionate about equality, diversity and making a positive difference where she can.

Paul Robinson – Vice Chair and Chair of Assurance Committee

Paul is an experienced Regulation and Governance Manager with extensive knowledge in the fields of governance, regulation, compliance, customer engagement, policy development, performance review and marketing initiatives. He has over 20 years' experience within strategic management. Paul is due to standdown in September after serving his nine-year term.

Sara Mogel OBE – Board Member and Chair of People Committee

Sara retired as a College Principal in 2013 after a career in schools, colleges, local authority, and a national inspectorate. She was awarded an OBE for services to vocational education in January 2014. Sara is due to standdown in September after serving her nine-year term.

Hayley Hulme – Board Member and Chair of Property Committee

Hayley is Managing Director of Starts with You, a Housing Association subsidiary Social Enterprise. Hayley is passionate about doing business responsibly and enabling people and places to make positive change and has 30 years' experience in the Housing and Social Enterprise sector.

Peter Smith-Hughes – Board Member, Chair of Resident Committee and Member of Assurance Committee

Peter worked as a Senior Manager in Retail Development which involved acquiring and developing sites. Peter believes his experience brings a balanced view of various issues offering a logical thinking process with a desire to improve the lives of tenants.

Sandy Mewies – Board and Property Committee Member

Sandy is a former Assembly Member for Delyn of 13 years. Previously she has been a Journalist, a Councillor in Wrexham, and a Home Office Appointee to the former North Wales Probation Board. Sandy is an Honorary Fellow at Wrexham Glyndwr University.



Nia Wynne Hughes – Board and Assurance Committee Member

Nia started her career in audit at PWC and is a Fellow of the Association of Chartered Accountants. In 2015 Nia also became an Associate Member of the Association of Corporate Treasurers. Since leaving PWC in 2010, she has gained experience in a number of finance roles in both the private and not-for-profit sector. Nia currently works for Muir as Executive Director of Resources.

Rob Morton – Board and Assurance and property Committee Member

Rob is a qualified accountant and the Commercial Director of Finance at the Honeycomb Group. He has over 20 years' experience in senior commercial and finance roles within the Private Finance Initiative sector and Oil and Gas Sector.

Roger Rowett – Board and People Committee Member

Roger works independently as part of Taith Ltd with a focus on stakeholder engagement, organisational development, and service review. He has also worked as an HMI (Her Majesty's Inspector) within Estyn, Senior Inspector with the Care Standard Inspectorate for Wales, and Workforce Development Officer with the Care Council for Wales. Roger has a particular interest in strength-based approaches and is a member of the Association for Business Psychology. He has also written publications and guidance on Person-Centred Planning and Appreciative Inquiry.

Frazer Jones – Board and Assurance Committee Member

Frazer is a retired Chief Superintendent for the North Wales Police, having served with the Force for 30 years. Frazer is due to standdown in September having served his nine-year term.

Sheila Powell – Board and Resident Committee Member

Sheila joined the ClwydAlyn Board in May 2021 and has been a Resident of ClwydAlyn for three years. Sheila has worked and volunteered in all levels of society including working with the homeless. Sheila worked as a Town Councillor and for the CAB, Ministry of Justice and the Welsh Government both on a professional and personal level, with the aim to combat homelessness and poverty. Sheila uses her life experiences and work background to pass on what she has learned and feels humbled to work for the good of the Residents of ClwydAlyn.

Clare Budden – Group Chief Executive and Board Member

In addition to her 37 years' experience in housing, Clare has held a number of governance roles in Housing Associations in England and in the social enterprise and not for profit sector. Clare's strong values base and drive to address inequalities are embodied in ClwydAlyn's mission to work with others to beat poverty.

Ed Hughes – Executive Director of Care & Support and Board Member

Ed joined ClwydAlyn in January 2017 having spent 8 years working for the Riverside Group in Liverpool, one of the largest Housing Associations in the UK. Ed is the Responsible Individual on the Board for the Group's portfolio of Care & Nursing Homes. In addition, Ed has responsibility for Extra Care & Supported Living services and has considerable experience of partnership working across Housing, Health, Local Authority & the Third sector.

Board Member - Person Specification

Purpose

To collectively determine the overall purpose, vision and values, strategic direction, and core principles for ClwydAlyn

Key Responsibilities

Essential

- 🏠 A passion for our purpose and mission to end poverty
- 🏠 Sound understanding of the role of a non-executive
- 🏠 Ability to think strategically, make informed decisions, synthesise complex information, weigh up options, develop policy and measure risks.
- 🏠 Champions high ethical standards maintaining the respect of those we serve by demonstrating empathy.
- 🏠 A sound understanding of the needs and aspirations of our local communities, stay abreast with local and regional issues and changes that might impact on our customers, staff, stakeholders, and communities
- 🏠 Ability to understand financial information and evaluate associated risks.
- 🏠 Ability to address difficult issues with consistency and diplomacy.
- 🏠 Ability to think independently and provide challenge and support in equal measure.
- 🏠 The ability to live our values of trust, hope and kindness
- 🏠 Participate effectively in discussions, decision-making, and planning of the Group's work, setting objectives and monitoring performance against these.
- 🏠 Add value to the dialogue of the Board.

Desirable

Experience of the Welsh Housing and Regulatory context and a sound understanding of the issues it faces.

It is important to us that the Board reflects the views of our diverse communities, we know that a Board full of people from diverse backgrounds and communities makes us better at what we do. This means building a more inclusive and diverse Board and promoting equality for all regardless of what you look like, where you come from and who you love. We are an equal opportunities employer and welcome applications from everyone.

We would particularly welcome applicants with experience and or skills in the following areas:

- 🏠 Social Housing and Supported Housing Leadership and management
- 🏠 Commercial building and construction
- 🏠 Audit
- 🏠 Health and Safety
- 🏠 Legal
- 🏠 IT

Experience of building productive and proactive relationships with a broad range of stakeholders and operating with a high level of public scrutiny and accountability.

Financial & Governance

- 🏠 Ensure that ClwydAlyn exercises efficient and effective use of its resources to deliver strategic objectives, maintaining our long-term financial viability, and safeguarding of assets.
- 🏠 Ensures that Officers comply with the Rules, Scheme of Delegation and Standing Orders.
- 🏠 Ensure efficient conduct of the governance, legal and regulatory obligations

Collective Key responsibilities of the Board

- 🏠 Be able to work as a part of a high performing team, build respect, listen to and influence others.
- 🏠 Understand and advocate for our customers and communities. Be in tune with our current and future customer base, their needs, challenges, and aspirations. Promote diversity and inclusion.
- 🏠 Ensure compliance with regulatory and relevant legislation and law.
- 🏠 Ensure high standards of corporate governance and financial probity
- 🏠 Provide scrutiny and ensure corrective action is taken where necessary
- 🏠 Provide support and challenge to officers

- 🏠 Prepare appropriately for and attend Board and Committee meetings regularly, training sessions, and other related events.
- 🏠 Contribute to, and share responsibility for, Board and Committee decisions
- 🏠 Act as an ambassador for ClwydAlyn
- 🏠 Appoint the Chief Executive, determine the terms and conditions of employment and monitor performance
- 🏠 Approve the appointment of the Executive Team

Key Relationships

- 🏠 Chief Executive and Executive Team - A strong and positive relationship between the CEO and Execs is essential for the effective performance of the Board
- 🏠 Stakeholders - Promotes the work of ClwydAlyn and maintains positive relationships with the exec team, staff, tenants, and other agencies and stakeholders involved in our activities.

Your Commitment

- 📍 Commitment to our vision, values, and purpose
- 📍 Commitment to our tenants, ensuring they are at the heart of everything we do
- 📍 Respect diversity, inclusion, and value the contribution difference brings
- 📍 Make time to prepare, attend and contribute to Board and Committee meetings both virtually and face to face
- 📍 Commitment to strategic away-days, training, and development
- 📍 Represent ClwydAlyn to further its mission
- 📍 6 Board meetings annually
- 📍 Our Committees meet 4 times a year
- 📍 Annual visit to our Homes

Our Meetings

We have a blended approach to our meetings via Teams and at our offices in St Asaph. Strategic awaydays are held off site at one of our schemes or suitable location.

Remuneration

This position attracts £5,175 per annum. Remuneration is reviewed every three years by the People Committee to ensure that it remains in line with sector norms. Members may claim for mileage at a rate of 45p per mile and certain other expenses incurred in fulfilling their role.

Training

Training is important and Members are invited to attend an initial induction (at a mutually agreed time) and ongoing continuous professional development is provided.

On-going personal development and representation at conferences, seminars, formal / informal training is essential. In addition, there is an annual appraisal conducted by the Chair.

How to Apply

Thank you very much for your interest in this post.

We are committed to building a healthy, vibrant, and inclusive organisation that treats people with respect and creates opportunities for all.

We particularly encourage applications from individuals who are from diverse backgrounds that are currently under-represented. Those with the ability to speak Welsh are particularly enhancing the Board's Welsh language skills, knowledge and understanding of bilingualism, will help deliver better services for everyone.

You can apply in a number of ways:

The more traditional approach

Send an up-to-date CV which shows your full career history and a statement explaining why you are interested in this role and the skills and experience you can bring to the role.

Send us a short film

Maximum 5 minutes explaining why you are interested in this role and the skills and experience you can bring.

Please send your CV or short film to Rachel.storr-barber@clwydalyn.co.uk

Applications must be received by the **7th May 2023**. Applicants will be invited for interview with members of the Board, our Resident Committee and staff group.

These interviews will take place on **22nd May 2023** at our offices in St Asaph.

If you would like an informal chat about the position please call Clare Budden, CEO on 07909 893520.

Want to know more about our mission and what it's like to be part of the team then click here...

www.joinclwydalyn.co.uk