

# Annual Review



NORTH WALES  
HOUSING



TAI GOGLEDD  
CYMRU

2020/2021

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# Welcome

This year has again been different from most, a year of adjustments and doing our best to continue to provide a service to our tenants. Thanks to the hard work and dedication of staff I believe we have done this to the best of our ability; thank you to you all.

I'm pleased to say that the pandemic hasn't stalled our progress, as we have made headway in many areas. This year's Annual Review is evidence of that, and I hope you enjoy reading it.

This year we welcomed two new Board members to the Group Board, Sarah Davies and Derwyn Owen, bringing additional skills to the group. You can find out more about Sarah and Derwyn, and some other updates from the Board on page 33.

Work was carried out on the new Corporate Plan this year, consulting with tenants and staff as well as the Board. You can read the end result on our website, detailing what our objectives are for the next 3 years and how we intend to achieve them. Keep an eye on our website as we will be updating you on how we are performing.

I would like to take this opportunity to thank all our staff for their hard work over the last 12 months. I would also like to thank our Board Members – a dedicated team of individuals committed to ensuring that everyone at North Wales Housing delivers on our promises to tenants and residents and the corporate objectives we aspire to achieve.

*Catherine Dixson*

Group Chair



# An overview of the year

Welcome to this year's Annual Review. It's great to look back over the year and reflect on all the things our people at North Wales Housing have achieved, working with our residents and in our wider communities. This Annual Review will give you a flavour of some of the highlights. There is a lot more we simply could not pack into one document. If you would like to know more about our work, please do contact us through our Customer Services Team.

Covid and its restrictions has continued to bring an extra focus to the need to care for our residents and staff. We have adapted the way

we work and engage with customers and continued to provide all of our services, thanks to the help of our dedicated staff.

The 2020/21 year was the last of the Corporate Plan we agreed soon after I joined North Wales Housing. You will read plenty of examples of some great work over the year from our people, in this Review. One highlight was becoming accredited by Best Companies as a "One to Watch" good organisation to work for.

We are mindful of the health and wellbeing of our people, doing our utmost to support them during

the year. The wellbeing of staff and their mental health was more important than ever as we worked from home, sometimes juggling other responsibilities as well as work. Having signed up to the 'Time to Change' pledge, we also took part in the 'It's good to talk' day, as well as other virtual engagement activities over the year. As restrictions eased, we introduced a new way to meet with colleagues, having 'walk and talk' meetings; what better way to help our wellbeing than to get some exercise and have a chat?

Although Covid initially put a stop to development work, we were able to

complete new developments over the year, handing over keys to 47 new happy tenants. We also have several new developments under construction and in the pipeline, which you will see come to fruition over the next few years.

During the year we developed our new ambitious objectives for the next three years, which will see us continue to put our residents at the heart of everything we do. We refreshed our vision, which is, **to make a difference to people's lives, by providing homes to be proud of and creating communities in which they can thrive**, and we reconfirmed our values of Open, Trust, Responsive, Fairness and Learning are what we believe in.

I would like to take this opportunity to thank all of the people that work for North Wales Housing and our Board

members for your dedication and hard work throughout the year; without you, none of our achievements would have happened. Plus a thank you to our partner organisations who work along side us to help us achieve our ambitions.

I hope that you enjoy reading this Annual Review and looking back on the year. We are certainly looking forward to the next year of achieving the ambitions we have, supporting each other every step of the way and most importantly continuing to serve our customers and communities across North Wales.

*Helena Kirk*

Chief Executive



# How we responded to Covid-19

You couldn't get more unexpected than the coronavirus pandemic. North Wales Housing has done its utmost to support tenants and its People as much as it could during this challenging time.

One way we did this was by carrying out welfare calls to tenants. Staff with capacity contacted tenants to check on their wellbeing and to help with their concerns, starting with the most vulnerable.



**We carried out 241 welfare calls by the end of June.** As a result of these calls we

helped tenants with their shopping, picking up prescriptions and help with electricity/gas meter top ups etc.

Our Rents team also contacted tenants, offering their advice on any change in circumstances and financial support available to them.



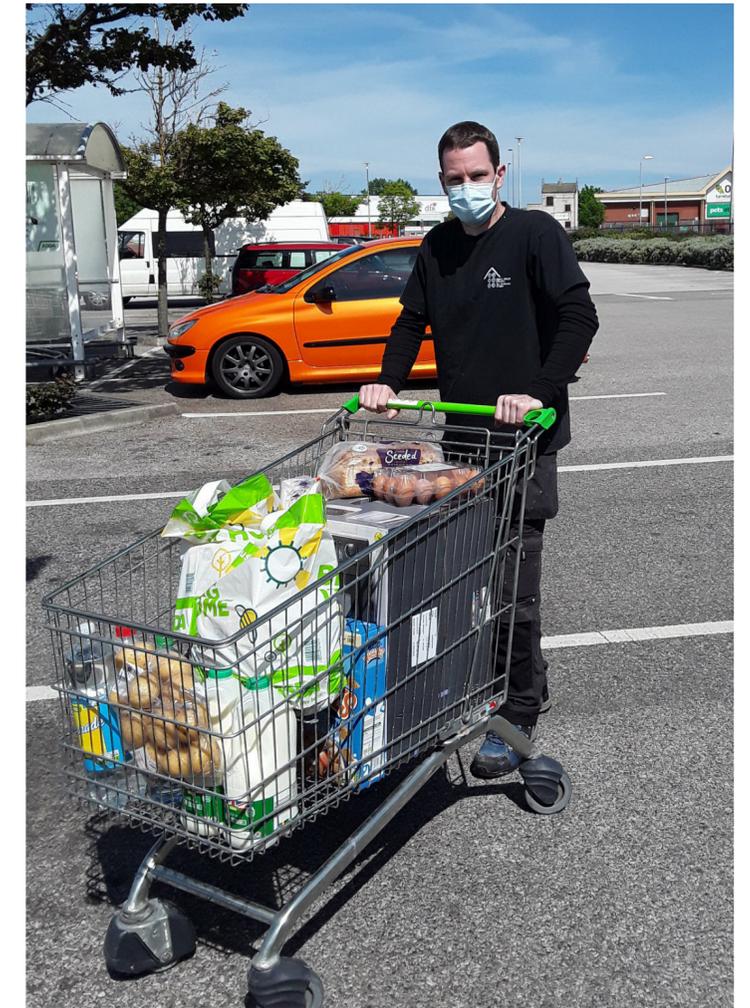
Residents at our Older Persons schemes were particularly affected by the first lockdown, as they were asked to self-isolate for a long period. The Older Persons team went above and beyond to help and support residents, offering them practical support as well as carrying out activities remotely to keep morale high.



We continued to provide services such as repairs and housing management with the level of service determined by the restrictions at the time. Emergency repairs and gas servicing were carried out throughout, practicing social distancing and wearing relevant protective equipment.



The Outreach and Resettlement team have played a vital role in the homelessness response to the Coronavirus Pandemic. They worked closely with Gwynedd Council at the beginning of the pandemic, working hard to make sure that all known rough sleepers in the Gwynedd area were off the streets and were housed in suitable accommodation.



It was almost business as usual for the Supported Housing team, as they had to continue to offer a service to service users; in fact some needed their support more than ever as the Covid pandemic put pressure on their mental health and access to some services was limited.

# Building new homes

Providing affordable new homes across North Wales is very important to us. In 2020 - 2021 we handed over 47 new affordable homes, 29 of which were in Anglesey and 18 in Denbighshire.

An ambitious new development programme was developed, supported by a re-financing deal which improved the liquidity of the organisation, reduced interest costs, removed a number of restrictive covenants and raised new funds.

25 of these new homes were part of the Gerddi Canada development in Holyhead, a two-phase development in partnership with Anglesey Council and Welsh Government.

Another new development was handed over in Anglesey in November 2020. The Glan Aber development in Llanerchymedd, is a terrace of four 2 bed 4 person houses situated on a small parcel of land close to the village centre. The Neighbourhood team handed over the keys to the happy residents' new homes early November.

In January 2021 six new homes were handed over at the beautiful Cae Mair development in Llanfair DC. The homes were a mix of two 2bed 3person bungalows, two 2bed 4person houses and two 3bed 5person houses.





## Consultation event with a difference

An online consultation event took place to share plans for the Plas Penrhyn development in Penrhyn Bay. The disposal of the Council owned Plas Penrhyn site has provided a unique opportunity to develop much needed affordable homes within Penrhyn Bay. We will be collaborating with Adra on the 21 unit mixed tenure site to meet current housing need in the area.

Subject to planning permission, the development will be a mix of houses and bungalows; social rent, intermediate rent and tenure neutral. Tenure neutral will start off on intermediate rent and residents will be given the option to buy shares in the home after a set amount of time.

The consultation event went well and offered a great opportunity to share the plans and answer any concerns local residents may have had.

The webinar went well and offered a great opportunity to share the plans and answer any concerns local residents may have had.

# Better places to live

It is in our interest to improve the quality and safety of existing homes. We have an in-house Repairs team who carry out day to day repairs to tenants' homes, as well as a team who concentrate on planned replacement and improvement works.

Restrictions during Covid meant that during part of the year the maintenance team were limited as to what work they could do. Emergency repairs and vital services such as gas servicing were still carried out, and we put in place measures to ensure everyone's safety e.g. full protective equipment was worn by staff as well as practicing social distancing.

This would sometimes change following each announcement, which means we had to

be responsive. We developed a red/amber/green system to reflect restrictions and help communicate what services we could carry out.

During the first lockdown, when we were very limited to what work we could do, some of the maintenance team helped the business in other ways. Following welfare calls to tenants they helped isolating tenants by doing their shopping, picking up prescriptions and any other errands they needed.



The team also played a crucial role in the regional distribution of hand sanitiser when there was a shortage, as part of a project led by Community Housing Cymru (CHC).



## How we repair and maintain homes

It is in our interest to improve the quality and safety of existing homes. We have an in-house Repairs Team who carry out day to day repairs to tenants' homes, as well as a Team who concentrate on planned replacement and improvement works.

## Day to day repairs



**£2.5 million** was spent on Reactive and Cyclical Repairs in 2020-21.



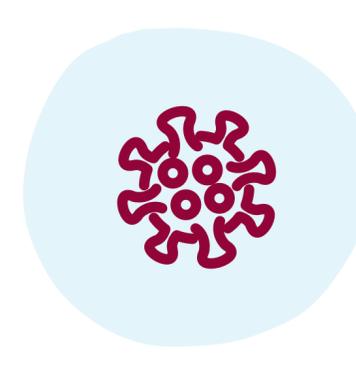
**9344** responsive repairs over the year (9611 the previous year).



Average of **18** days completion time (up from 11 last year).



Tenant satisfaction with responsive repairs has remained exactly the same as the previous year at **82%**.



Due to the **Covid pandemic** and lockdown restrictions, at some parts of the year only emergency repairs were carried out.



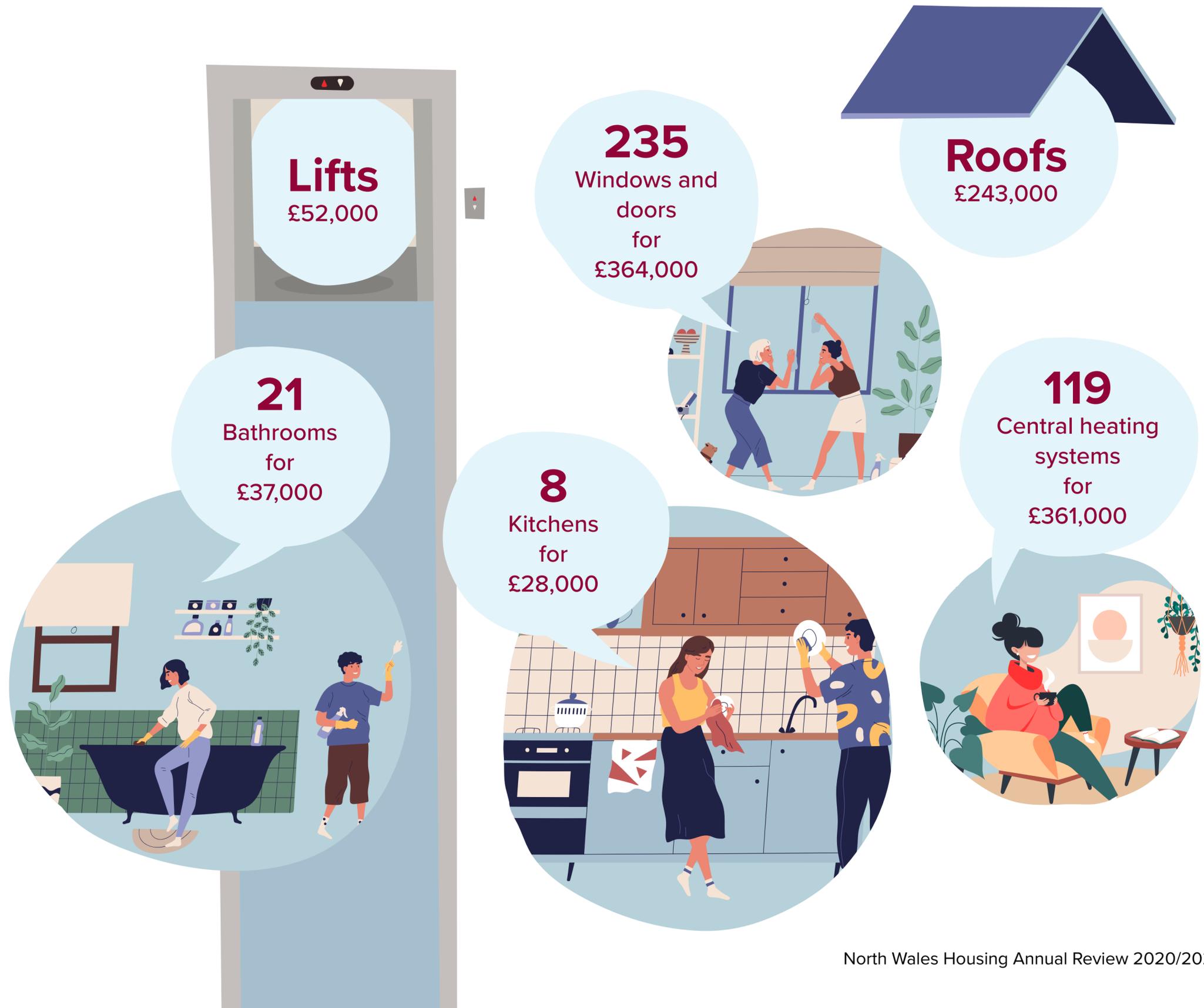
**98%** of our emergency repairs were done within the target 24 hours, an improvement on **94%** the previous year.

## Investing in our homes

In 2019/20 we spent £1.5M on investment works such as bathrooms, kitchens, windows and doors etc.



With the restrictions from Covid our planned investment was significantly reduced from our original plans, spending a total of £1.2M in 2020/21



## Work on void properties

Whereas some works was limited by Covid, work on void/empty properties could continue to some extent. Using PPE clothing and working alone or social distancing meant that work could continue on these properties, carrying out repairs and getting them back to lettable standard for when they could be let again. This helped speed up the letting process when moves were allowed again.



Rakes and Ladders are North Wales Housing's in-house grounds maintenance team. They work on 145 sites across North Wales, from Wrexham, Abersoch, Llanrwst and Holyhead.

The work carried out varies depending on the time of year. Over the summer they carry out works such as grass cutting, hedge trimming, weed killing, strimming and litter picking. Over the Winter, one half of the team help out

# RAKES & LADDERS

Maintenance, carrying out works such as guttering, jet washing, slabbing, fencing, gates, empty properties garden works, drain clearance and gate repairs etc. Winter works also includes cutting back shrubs and hedges, tree pruning, weedkilling and litter picking.

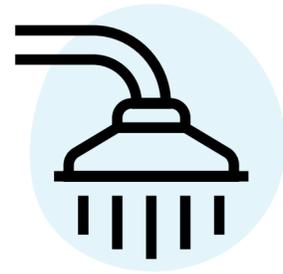
Because their work is outdoors, the team were able to continue to do some of their works, depending if they were able to socially distance etc.



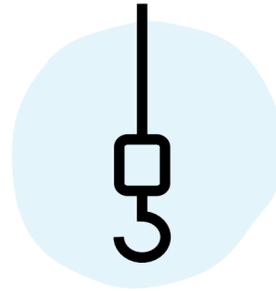
## Aids and adaptations

Sometimes it only takes a small change to your home to make life easier for you. This can be installations such as hand rails, ramps, changes to bathrooms or even new handles and doors. We may be able to install these for you, or we can help you apply for funding for bigger works.

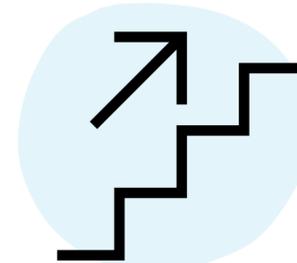
**In 2020/21, we did 18 major adaptations which consisted of:**



**13 level access showers**



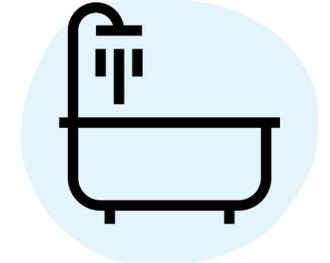
**1 hoist**



**1 stairlift**



**1 specialist toilet**



**1 specialist bath**



**In addition to this, we also carried out minor works to 58 properties in the financial year.** These works ranged from grab rails, extra stair banisters, ramps and fitting of key safes for carers to access tenant homes.

**Here's an example of how we can adapt a home to a resident's need...**  
The resident in question is in a wheelchair and struggled with her back garden. To make it easier for her, level paving was laid, and a ramp to help her get in and out. This has made a huge difference to her wellbeing as she can now enjoy her garden easier.

## Keeping our customers safe in their homes

NWH take responsibility for safety in the home very seriously, and it is important to us that residents are able to live safely in their home. We carry out a programme of work to ensure safety in the home, and regularly review our compliance figures.

As of the end of March 2021, the compliance with our health and safety responsibilities are:



99.99% of gas appliances serviced



100% of water hygiene tests completed and follow up work



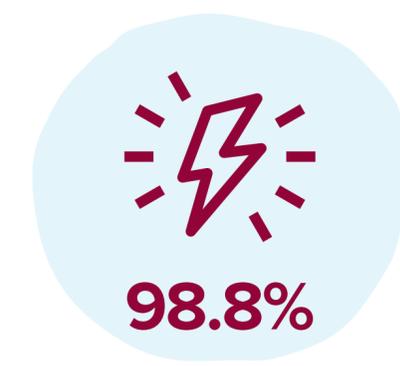
100% of asbestos re-inspections completed



100% of fire risk assessments completed



100% of lift maintenance inspections carried out



98.8% of electrical periodic tests up to date (5 yearly)

## Improving neighbourhoods: Tre Cwm Wall Project



The Tre Cwm housing estate in Llandudno consists of North Wales Housing properties, Cartrefi Conwy properties, and a small number of private properties. This housing estate is encompassed by a wall, segregating the community living there from the surrounding town.

The Tre Cwm Wall Project is a partnership project with North Wales Housing, Cartrefi Conwy and CALL (Culture Action Llandudno). The aim of the project has been to develop artworks with the community which transforms this wall, addressing issues of exclusion, division and social isolation. Culture Action Llandudno (CALL) have secured a grant

from the Paul Hamlyn Foundation which has helped commission two artists to deliver the project.

The project started before Covid, and a number of activities were carried out to engage with young people on the estate, such as art workshops, a treasure hunt around the estate, and open days.

The final design received approval from residents and planning permission was received. The design can now proudly be displayed on the wall, a great welcome to Llandudno.





## Improving neighbourhoods: Maesgeirchen park transformed thanks to partnership

The park on Maesgeirchen housing estate in Bangor has seen improvements thanks to a partnership with Maesgeirchen community group and housing association Adra. The 'Funzone' has been landscaped as well as installing new equipment. NWH's grounds maintenance team Rakes and Ladders has also been busy planting flower beds in the park; here are some photos of them hard at work.



# Tenant Participation



When Covid-19 hit us back in March 2020, all face to face tenant engagement and events were cancelled. However, when it became clear that this was going to be our new norm for a while we had to get creative and think how we could still make sure we had conversations with our tenants, and collect their views.

Due to the pandemic, tenant participation wasn't quite business as usual in 2020-21. Face to face consultations were put on hold, and we found a new way of engaging with our customers.

Resident meetings moved to online, supported by the NWH IT team and the Tenant Participation Co-ordinator, and training and support provided every step of the way.

Both the Tenants' and Communities Panel and the new Tenants Forum moved to online meetings. Our website and social media were also used to engage and consult with our customers. We consulted on the Tenant Portal and a proposed rent freeze in 2020-21. Work also progressed on consulting on the new Tenant and Participation Strategy.

Partnership work on Y Wal project has continued, working with residents at Tre Cwm estate in Llandudno to develop an eye-catching new mural to be placed on boundary wall around the estate. Planning permission was granted in March '21 for the mural, capturing many of the things most associated with Llandudno, including the Kashmiri goats.



Tenant Participation

## NWH Gardening Competition

The NWH Gardening Competition went ahead in 2020, but judges relied on photos to make their all important decisions.

Entries hit record numbers as many turned to their gardens during the first lockdown as a safe haven. By the standard of entries it was obvious that entrants had been working hard and had taken great care of their garden areas.





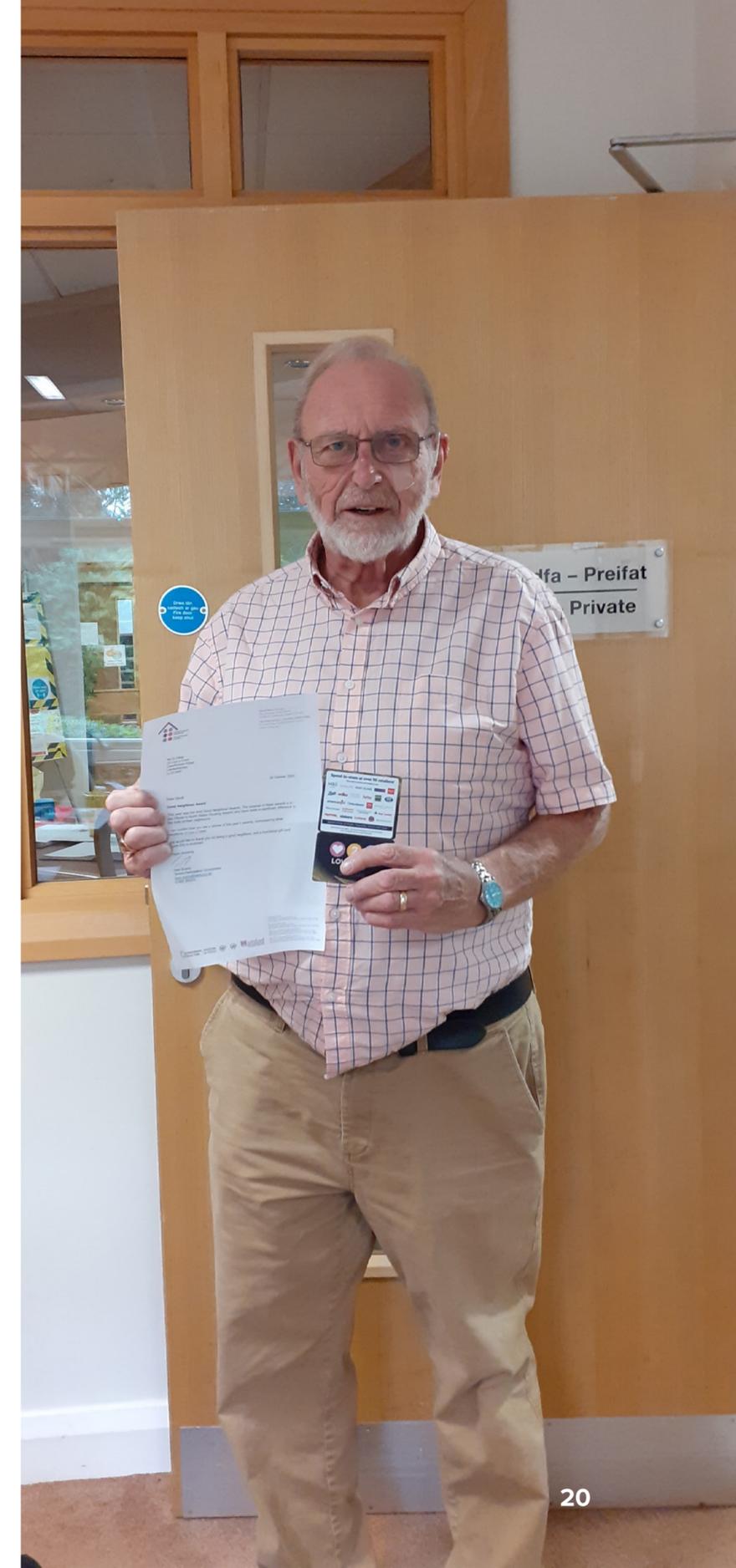
## Good neighbours more important than ever

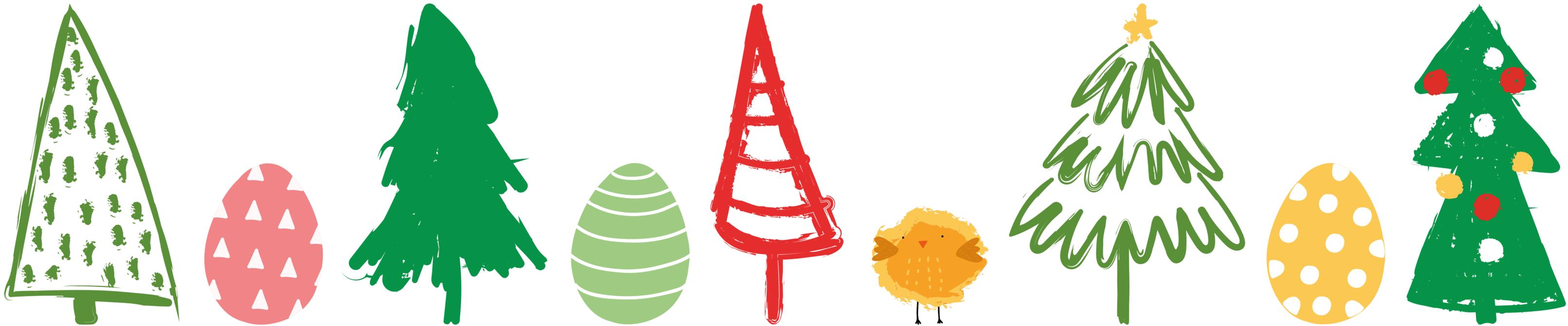
North Wales Housing celebrated community spirit with their 'Good Neighbours Award' for the third year running. The popular competition pays tribute to North Wales Housing tenants who have made a significant difference to the lives of their neighbours.

Entries were at a record high as neighbours rallied together in the fight against Coronavirus, helping each other in their time of need.

Our Older Persons schemes found it particularly difficult with the restrictions enforced this year, and they really helped each other during this time. Therefore it's no surprise that the two winners are from our Extra Care schemes.

We are pleased to reveal that this year's winners are Geoff Uttley of Llys y Coed and Jean Hayward of Hafod y Parc.





## Seasonal competitions good distraction for tenants

A number of tenants took part in our seasonal competitions such as our Egg-cellent Easter and Festive Christmas art competition.

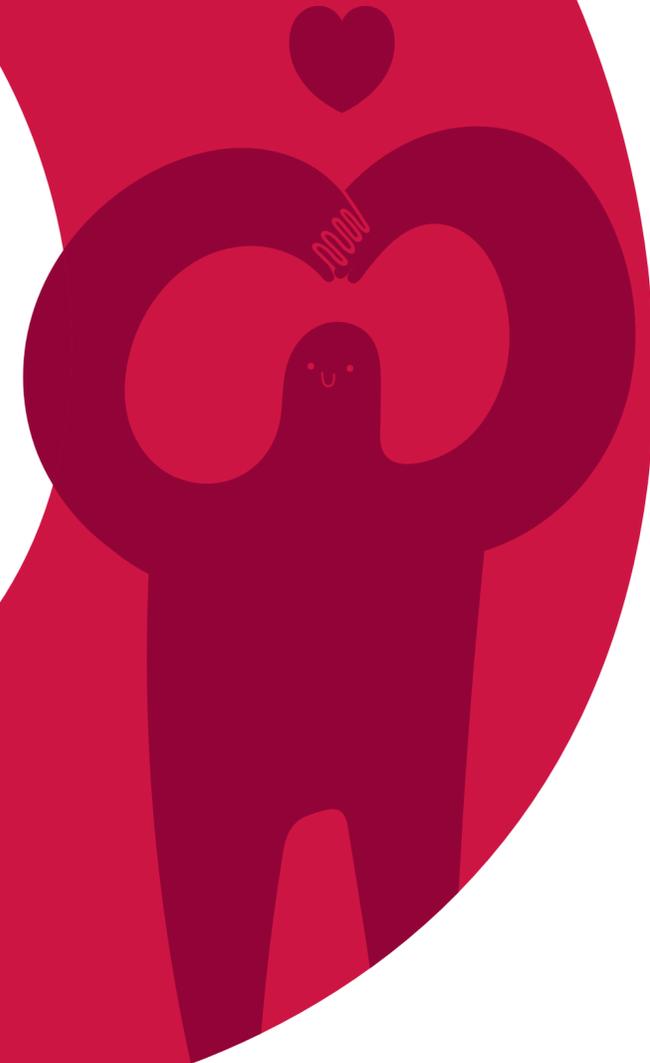
### Tenant Forum member Bethan says:

*“Being part of the tenant’s forum gives us a voice – sometimes as a landlord North Wales Housing might have different priorities and systems that might overlook what we need, so our input helps develop the bigger picture. We are a group of tenants from different locations and a range of ages, feedback we give helps North Wales Housing see the effect on the tenant to develop a better tenant experience for others.”*

North Wales Housing is an established supported housing provider in North Wales and has provided homes and services to vulnerable service users for over 20 years.

We provide over 300 supported housing units for vulnerable people including the homeless, people with drug and alcohol problems, mental health issues, ex-offenders, people with learning disabilities and young people leaving care.

The good work continued through the pandemic, and the service continues to be delivered, albeit in a slightly different way. With offices closed, some staff worked from home, whilst others remained working in the hostels. PPE was provided and social distancing was adhered to. But the excellent level of support continued.



# Supported Housing

## Homelessness

The Outreach and Resettlement team have played a vital role in the homelessness response to the Coronavirus Pandemic. They worked closely with Gwynedd Council at the beginning of the pandemic, working hard to make sure that all known rough sleepers in the Gwynedd area were off the streets and were housed in suitable accommodation. Some were more of a challenge than others, reluctant to leave the streets that they were used to. However, the team's hard work and determination paid off and most individuals agreed to move and settled well in their accommodation.

**A combined total of 168 individual rough sleepers, sofa surfers, resettled clients and those threatened with**

**homelessness have sought our assistance over the year.**

Despite working from home, the team has maintained a constant daily presence on the streets of Bangor, Caernarfon and surrounding areas during this period. This has proved invaluable in conducting daily welfare checks on existing service users and identifying those who may not be known to the Local Authority or accessing services.

The team continued to work with partner agencies to encourage service users to access health care services and benefits. The team have had to adapt in how this support is delivered without the use of an office or the gateway service at St Mary's Hostel.

**The team has provided service users with practical assistance from our services a total of 456 times over the year.**

Close working in partnership with Bangor Cathedral's Food Bank and the Arfon Food Bank in Caernarfon proved invaluable during this period. All rough sleepers who were housed in temporary accommodation received weekly food parcels. The team even delivered these food parcels directly to the service users' accommodation in circumstances where it was not possible for the service user to collect the parcels themselves; whether due to geographical reasons, self-isolation, or shielding.

**The team facilitated 540 Food Bank referrals during this period**



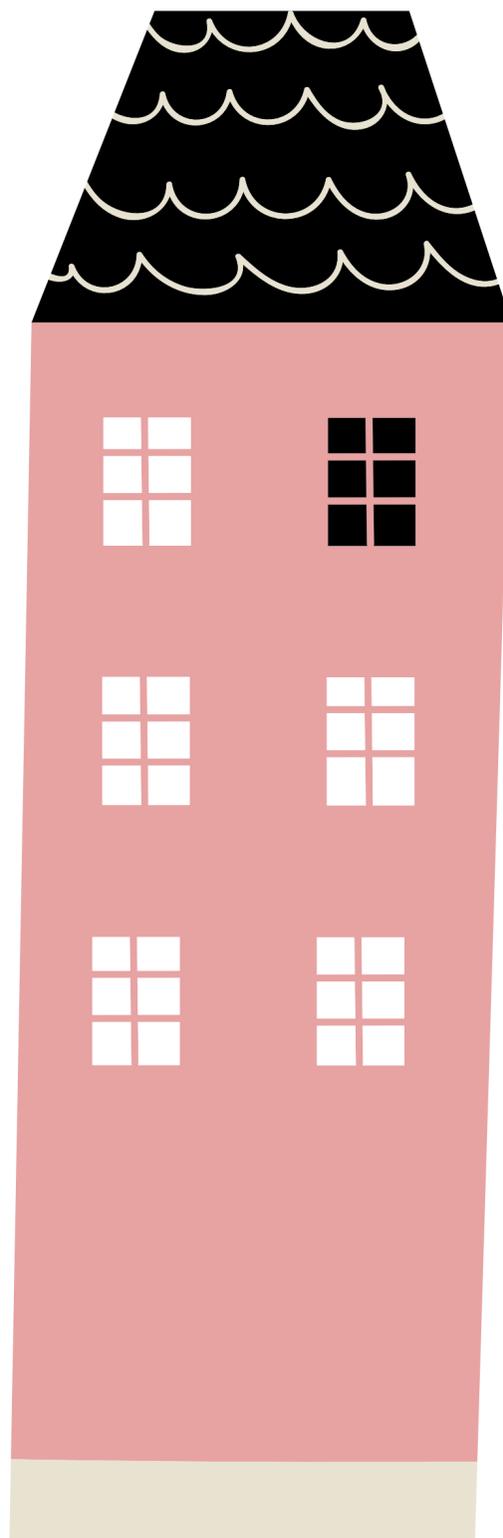
**March was the busiest month in terms of Food Bank referrals and deliveries; 43 referrals were made with 24 food parcels delivered to service users.**

## Homeless hostels

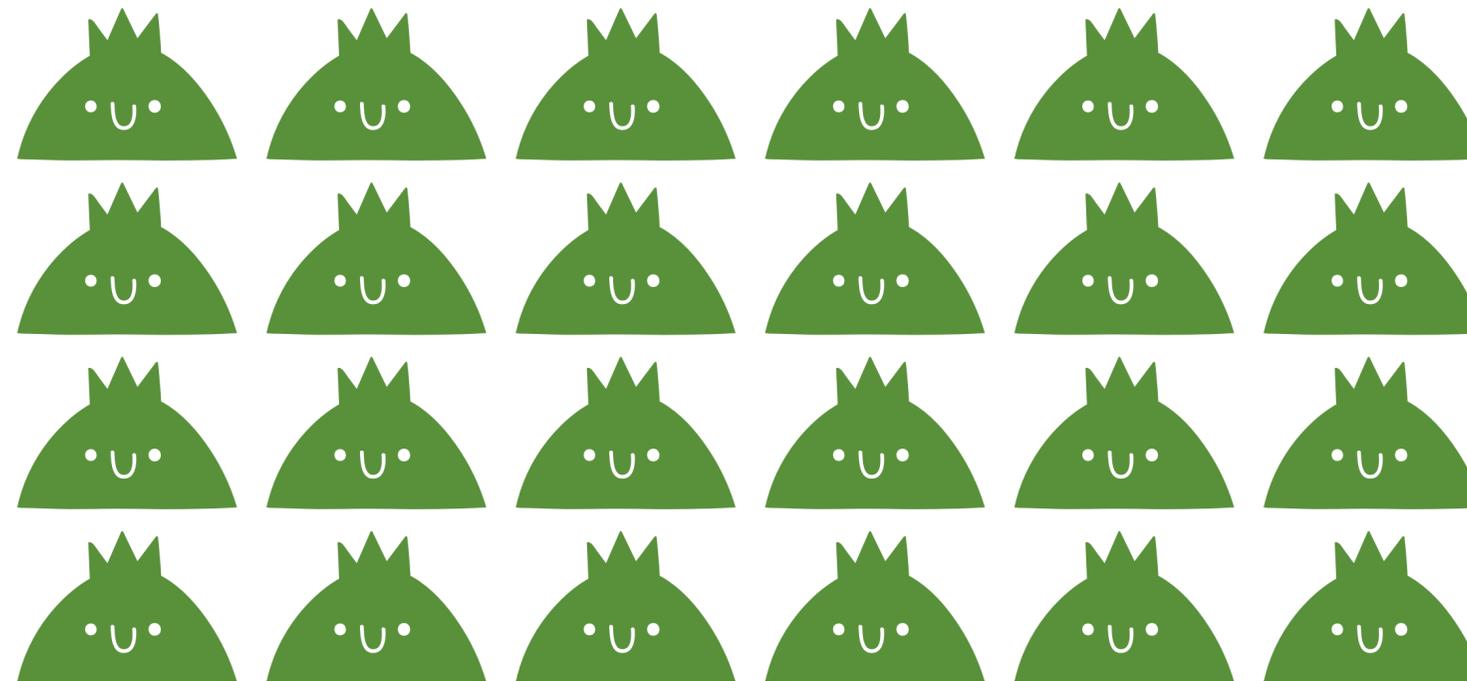
North Wales Housing have three homeless hostels across Gwynedd and Conwy that provide support to help vulnerable people live independently and move on to their own accommodation. **St Mary's Hostel (Bangor), Pendinas (Bangor) and Noddfa (Colwyn Bay) have supported a total of 46 people in 2020/2021.**

Hostel residents still needed to be supported, and it was almost business as usual as staff continued to support them during Covid. Staff did their utmost to encourage residents to keep to lockdown requirements, as well as keeping them occupied.

Some residents, as with many others, turned to the garden to keep them occupied, transforming them with a lot of hard work.



## Mental Health schemes



**24 people were supported by Conwy Mental Health scheme in the last year.**

Mental Health was put under the test in the last year, and our Mental Health schemes felt the need for support more than ever.

North Wales Housing offer supported accommodation to those who are recovering from, or have, a long-term mental health issue. It's not just about

the accommodation in these schemes, it's about the help and support offered by the Project Workers and through partnership working with agencies. During the year access to services changed, but NWH staff were there to support residents as much as we could, helping to keep them safe and supported.

# Older Persons

We offer a number of affordable housing options for those aged over 55 across North Wales. These properties enable residents to live independently in an easy to manage home, leaving them free to enjoy life with the peace of mind that support is on hand when they need it.

Activities are planned in all our schemes to help combat loneliness and encourage learning. Covid has had a massive impact on this age group, but the Older Persons team have gone above and beyond to help and support residents, carrying out activities remotely and keep morale high.



Residents at our Older Persons schemes were particularly affected by the first lockdown, as they were asked to self-isolate for a long period, with limited contact from family and friends.

NWH supported residents in many ways, regularly providing them with newsletters, entertainment, organised VE day celebrations with a difference, and treats throughout. Most importantly we helped keep residents safe.



Meals were delivered 7 days a week direct to residents' flat doors by NWH staff, catering contractors and care staff while the residents were unable to use the dining rooms due to social distancing. Scheme Managers also helped residents with shopping, collecting prescriptions etc.

When restrictions gradually eased, the team did everything they could to make it as easy as possible for residents to meet with family by responding quickly to changes and setting up special areas outside so that residents could safely be reunited with family and friends.



# Our People

As the reality of the pandemic set in, we settled to life working from home. Luckily, we were fairly well equipped to work remotely, but supported by the IT team, any teething issues were resolved and we started on our new working from home journey.

As it became clear that we were in this for the long haul, the introduction of new technologies and equipment helped us in our new way of working; video calls that were so alien to us to begin with soon become our norm.

The health and wellbeing of staff is important to us, and during the pandemic we understood the importance of supporting our people however we could. Managers made a commitment to check in on staff daily, asking how they were every morning. We also offered flexibility to staff, with some working different hours to accommodate other commitments such as childcare and the dreaded home-schooling.

We often refer to ourselves as the NWH family, and this never felt truer during this challenging year. Everyone pulled together, helping each other and continuing to provide a service to tenants; some going above and beyond their roles!



## Staff satisfaction

At the end of 2020/21 **90%** were satisfied, compared to 86% for the previous year.



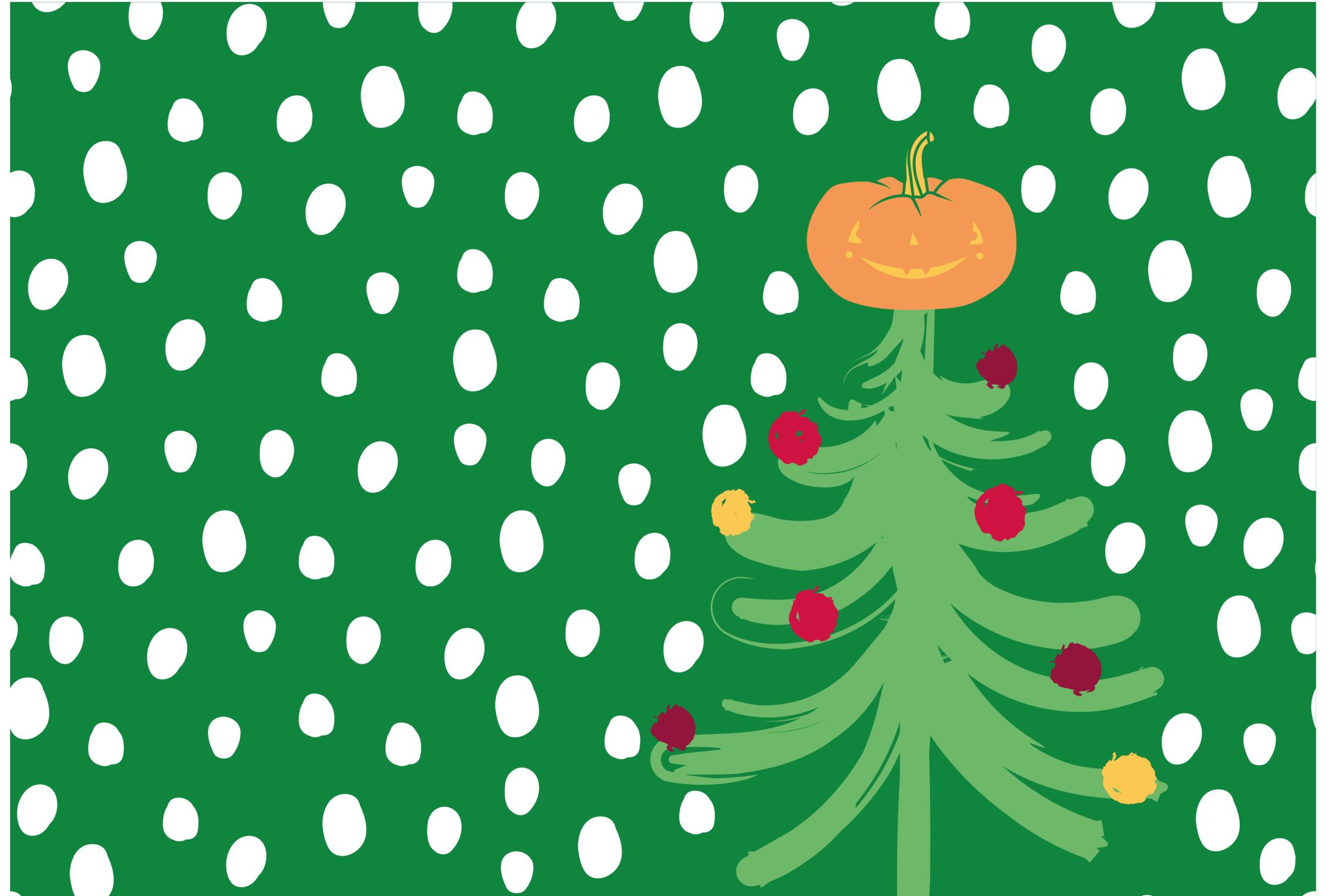
## Internal communication

**84%** of staff felt communication was good, very good (26%) and fairly good (58%) July 2020

## Health and Wellbeing



It is recognised that our staff are key to our success; happy people means a happy organisation. A successful Health and Wellbeing project group, branded as CALON, has seen more engagement with staff over the last year, with participation in competitions such as a pumpkin carving at Halloween and Best Christmas workspace in December. The group also helps promote awareness campaigns such as World cancer day or world stop smoking day, etc.



## Committed to ending stigma about mental health

Chief Executive Helena Kirk signed the Time to Change pledge on Friday 2nd October, formalising our commitment to change the way we think and act about mental health at work.



As part of our ongoing commitment to this, we supported Time to Talk Day on Thursday 4th February 2021, the day that the nation got talking about mental health. On the day, the Health and Wellbeing group held virtual 'Time to talk' drop in sessions for staff, for no reason other than to have a chat. We were overwhelmed with the response, a number of people popped in to say hello, and enjoyed chatting to colleagues they may not have seen since the beginning of the pandemic.

As part of our commitment to health and wellbeing, 39 Leaders, Health and Wellbeing champions and First Aiders have been provided 'I-Act Promoting positive mental health and wellbeing' training. This course aims to support employees to improve their workplace wellbeing, and support others who may experience a mental health or wellbeing issue.





## Best companies

We were accredited as ‘One to watch – a good organisation to work for’ from Best Companies in 2021. This award was accredited following a survey completed by NWH staff as well as supporting evidence supplied. We appreciate that this is an amazing achievement given the challenging times we are operating in, and a testimony to how we are working together to emerge stronger from the pandemic.

## Leadership Network

We realise that to be the great organisation we desire to be, we must have great leaders. That is why we are investing time and money in our Leadership team to help and support them to become better leaders. As part of this, all Line Managers are part of the Leadership Network, and 28 Managers have also taken part in ASK Leadership Training.

The Leadership Network continued to meet, but moved to virtual meetings. They continued to share best practice.

All Line Managers took part in an ASK Leadership programme. As part of the programme they were put into groups and asked to put together a project proposal that would benefit NWH. Projects included the Health and wellbeing 80 days challenge, which you’ll read more about later on.

## Rising Stars

The Rising Stars programme is now in its third year, and 11 people have benefited from the programme so far. The programme gives members of staff the opportunity to get one to one mentoring/coaching, job shadowing, and involvement in projects across the organisation.

Although this year's programme was a little different due to restrictions, the three Rising Stars didn't let that deter them and have all embraced the experience and implemented an improvement project of their own.

*“It was also a shame that COVID prevented me and the other Rising Stars from getting out and about a bit more, whether that be visiting different offices/schemes or other organisations. However, during my year as a Rising Star I have met with a number of colleagues from across the organisation who have provided me with great insights into their roles, responsibilities and how this all links in with the Corporate Plan. We really do have some fantastic people here and it was lovely listening to them all talk about their roles so enthusiastically. I really enjoyed meeting (virtually) with Sharon Crocket from Melin Homes who talked passionately about all things culture, health and wellbeing.”*

**—Julie Jones**

*“I felt that becoming a Rising Star was a good stepping stone for me to get my name known throughout the business, to showcase my skills and abilities and put myself in a position to take on extra duties and responsibilities to lead on to other opportunities.*

*I felt I achieved what I wanted to achieve, helping me create brand Martyn, becoming known throughout the organisation and hopefully set me up for future development opportunities. I particularly found the mentoring sessions by Brett useful, helping point me in the right direction, and helped with projects within the organisation.”*

**— Martyn Crimmins**

## Extra Mile awards

Each month we reward a member of staff with an Extra Mile Award, an employee award scheme where employees nominate a colleague who they think has gone the extra mile. This scheme highlights some great work by individuals throughout the organisation; work that otherwise would have gone unrecognised. Winners receive vouchers and a certificate of recognition each month.

Multiple people were awarded an Extra Mile for April 2020, due to their hard work and dedication throughout covid and the first lockdown. Nine people, including a whole team, were rewarded thanks to their hard work, dedication, and flexibility, which resulted in ensuring the safety of staff and residents.



## Charity work



Awyr Las  
Blue Sky

Elusen GIG Gogledd Cymru  
The North Wales NHS Charity

Our chosen charity for 2020–21 was Awyr Las, the local NHS charity. As we settled into life working from home, fundraising has been a bit more of a challenge, but that hasn't stopped us.

We raised  
a total of  
**£3,010**  
for Awyr Las

We have carried our fundraising activities virtually, varying from raffles, fantasy footballs, bingo sessions and more.



## Around the World in 80 days' challenge

Our biggest fundraiser started at the end of October 2020 as we launched an 'Around the World in 80 days' challenge. This was a wellbeing/fitness challenge for NWH staff and our families aiming to walk/cycle/run as far as we can around the world in 80 days - a target of 24,901 miles. The good news is that we succeeded! It also meant we raised money for Awyr Las as well as help to boost staff morale.

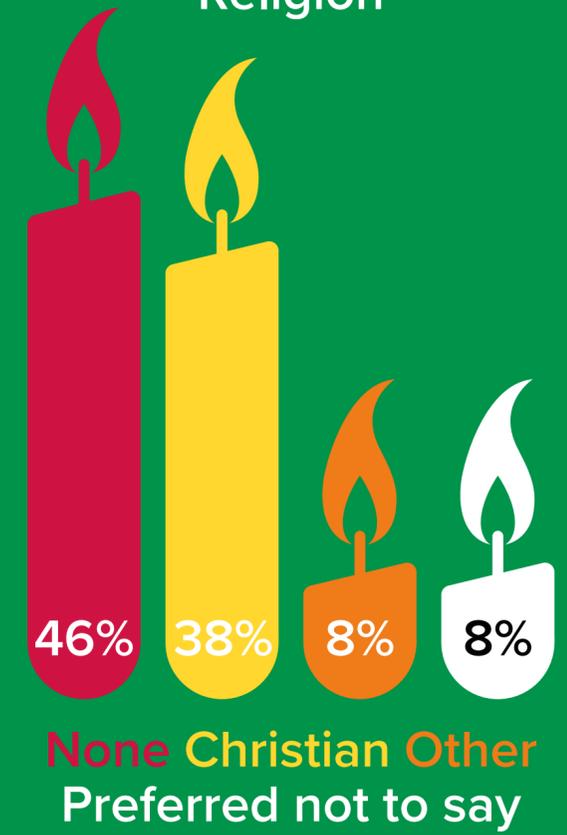
# Staff Diversity



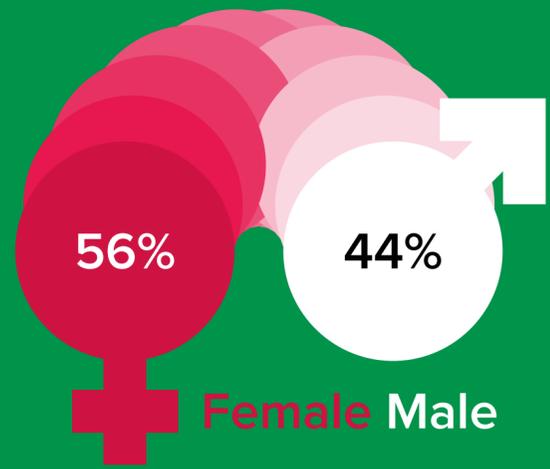
### Sexual Orientation



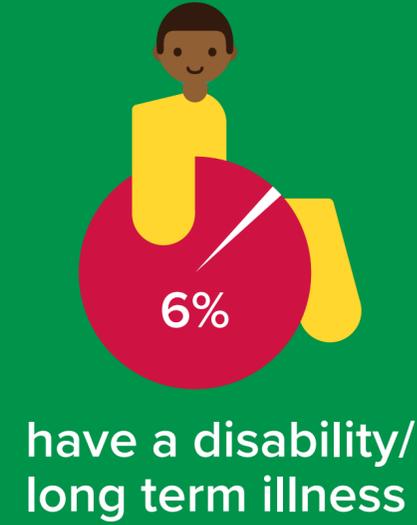
### Religion



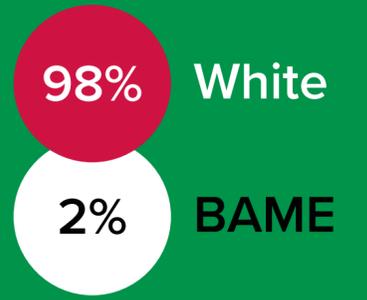
### Gender



### Disability



### Ethnicity



# Governance

We are committed to achieving good governance at North Wales Housing and comply with Community Housing Cymru's Code of Governance. The code is designed to help housing associations to develop good governance structures and to support continuous improvement.

North Wales Housing is led by a Group Board, supported by a Tenants' and Communities Panel, Audit and Risk Committee and a Remuneration and Membership Committee.

We have nine Board Members. They are responsible for providing the strategic direction for the organisation.

The main change to governance and the board in 2020-21 was that meetings were held virtually instead of face to face. Thanks to video call technology this was made possible, and following training these meetings went well.

## Group Board



**Catherine  
Dixon**  
Chair



**William (Bill)  
Farnell**  
Vice Chair



**Janet  
Roberts**



**Ian  
Alderson**



**Carol  
Downes**



**Dylan  
James**



**Sian  
Williams**



**Sarah  
Davies**



**Derwyn  
Owen**

## New appointments to the Board

The Group Board welcomed two new members this year, Sarah Davies and Derwyn Owen, bringing additional skills to the group.



**Sarah Davies**

Joined: September 2020

Sarah is the Head of Consultancy for Pennington Choices, providing strategic support to organisations across a range of sectors across the UK. Sarah previously worked at Muir Housing Group as Assistant Director of Business Support and Head of Strategic Change for Cheshire Police and Fire. Sarah has many years' experience across the public and not-for-profit sectors leading complex and large-scale digital and organisational change programmes. Sarah spent eight years with the Audit Commission as a Corporate Assessment Inspector and Performance Specialist, as well as time with the HMIC and Cabinet Office as a Gateway Assurance Reviewer for major government projects. Sarah is the Vice Chair of the Women in Social Housing (NW) Network and a member of the Institute of Risk Management. She has a Masters Degree in Business Administration (MBA) and a Joint Honours Degree.



**Derwyn Owen**

Joined: September 2020

Derwyn is a Chartered Architect and works as the Corporate Landlord at Walsall Metropolitan Borough Council and specialises in the Estate Management and Development within the Public Estate. He has a wide range of experience in both the Private and Public sectors having previously worked as Head of Property Management and Asset Services at Conwy Council and Director of Property and Campus Services at Bangor University.



## Tenant Board member retires from Group Board

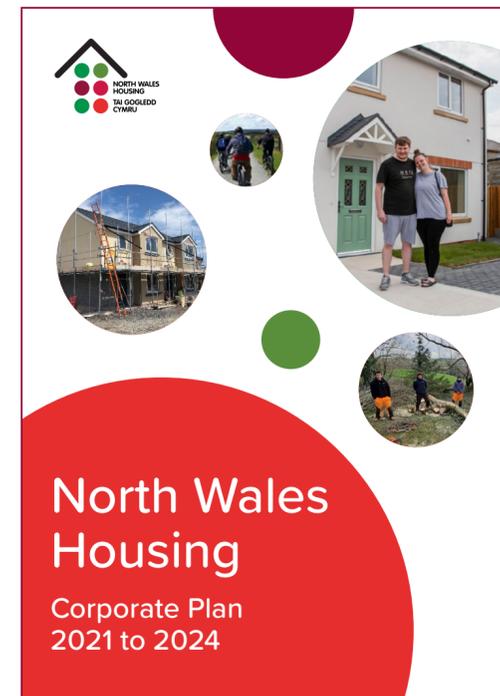
Board member Carol Downes will stand down at this year's Annual General Meeting (AGM), as she has completed the maximum term of 9 years. As a NWH tenant Carole has taken part in a number of important consultations, and has provided very useful tenant insight. Thank you to Carole for your enthusiasm and commitment, particularly tenant participation and ensuring residents are at the heart of what we do.

## Board Member remuneration approved

Following the approval of a robust Business Case, we introduced Board Member remuneration in April 2020. A combination of external challenges, greater expectations and a more competitive market for Board members with future recruitment challenges, were the main drivers for this significant change to our operating environment.

Work to adapt our Model Rules was completed and was formally approved by our Shareholders in June 2020. A partial amendment to the Rules was further agreed at our Annual General Meeting in September 2020 which gives us the agility to hold virtual meetings.

The Board, together with some of our Tenant members, took part in a variety of training and strategy days, with a workshop style event held to review North Wales Housing's vision, mission, and values and to explore new corporate objectives. This initial work resulted in the production of a new Corporate Plan approved by the Board in January 2021.



## Panad and catch up



The Senior Leadership team (SLT) started to meet with the Board for a 'Panad (cuppa) and catch up', helping communication in-between meetings.

The Board also receive monthly communication updates, highlighting any useful updates and news.

**Tenants and  
Communities  
Panel Members**

Janet Roberts – Chair  
Carol Downes – Vice Chair  
Sian Williams  
Tenant members

**Audit and  
Risk Committee  
Members**

Dylan James – Chair  
William (Bill) Farnell – Vice Chair  
Sarah Davies  
Derwyn Owen

**Remuneration  
and Membership  
Committee**

Sian Williams – Chair  
Catherine Dixson  
Ian Alderson

# Performance

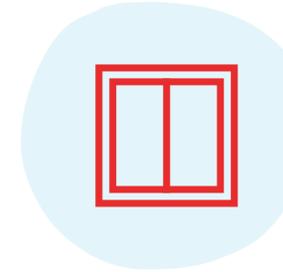
How we performed in 2020/21



**99.99%** compliance with gas servicing and 100% fire risk assessments



**82%** satisfied with responsive repairs



Installed windows and doors in **235** properties



**100%** of our properties passed WHQS



**80%** of tenants were satisfied with NWH service overall



**78%** of tenants say rent is value for money



Installed **21** bathrooms



**9344** repairs jobs were completed



**83%** satisfied with customer services



It took an average of **57** days to let a property



Installed **8** kitchens

# Financial Performance

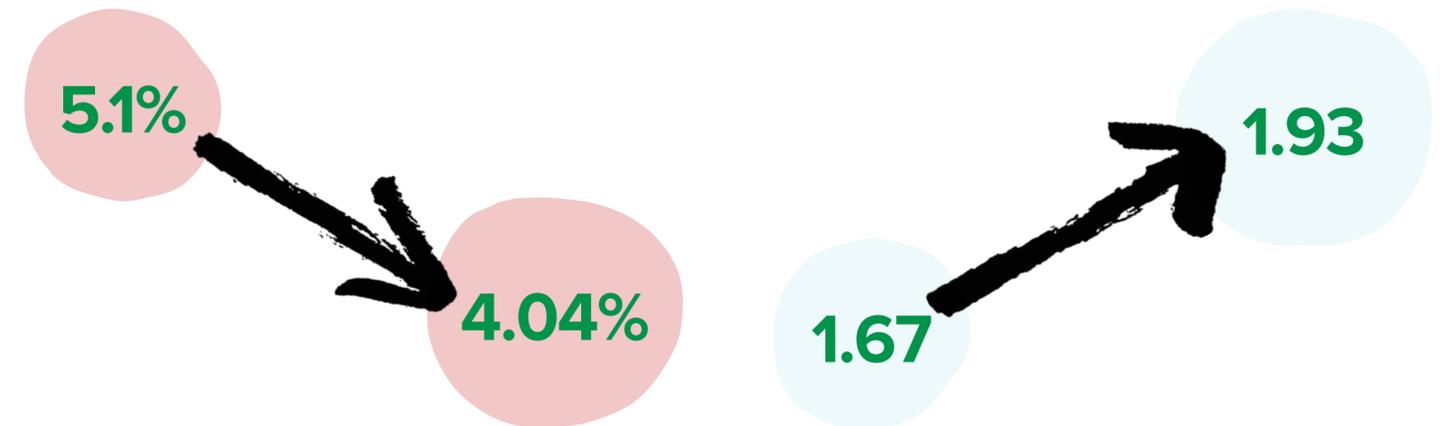
## We are a financially sound and viable business

We are financially viable in both the short and long term, despite possible changes to the external environment. North Wales Housing continues to enjoy a strong financial position in terms of operating profit, interest cover and liquidity. We have maintained this position during the pandemic through effective management of resources and by supporting tenants to access all the financial support available to them to keep them from falling into arrears.

We stress test our Business Plan every year to assess the potential impact of changes to our external environment.

Our internal auditors have reported on the effectiveness of our control environment and note our excellent performance in implementing their audit recommendations.

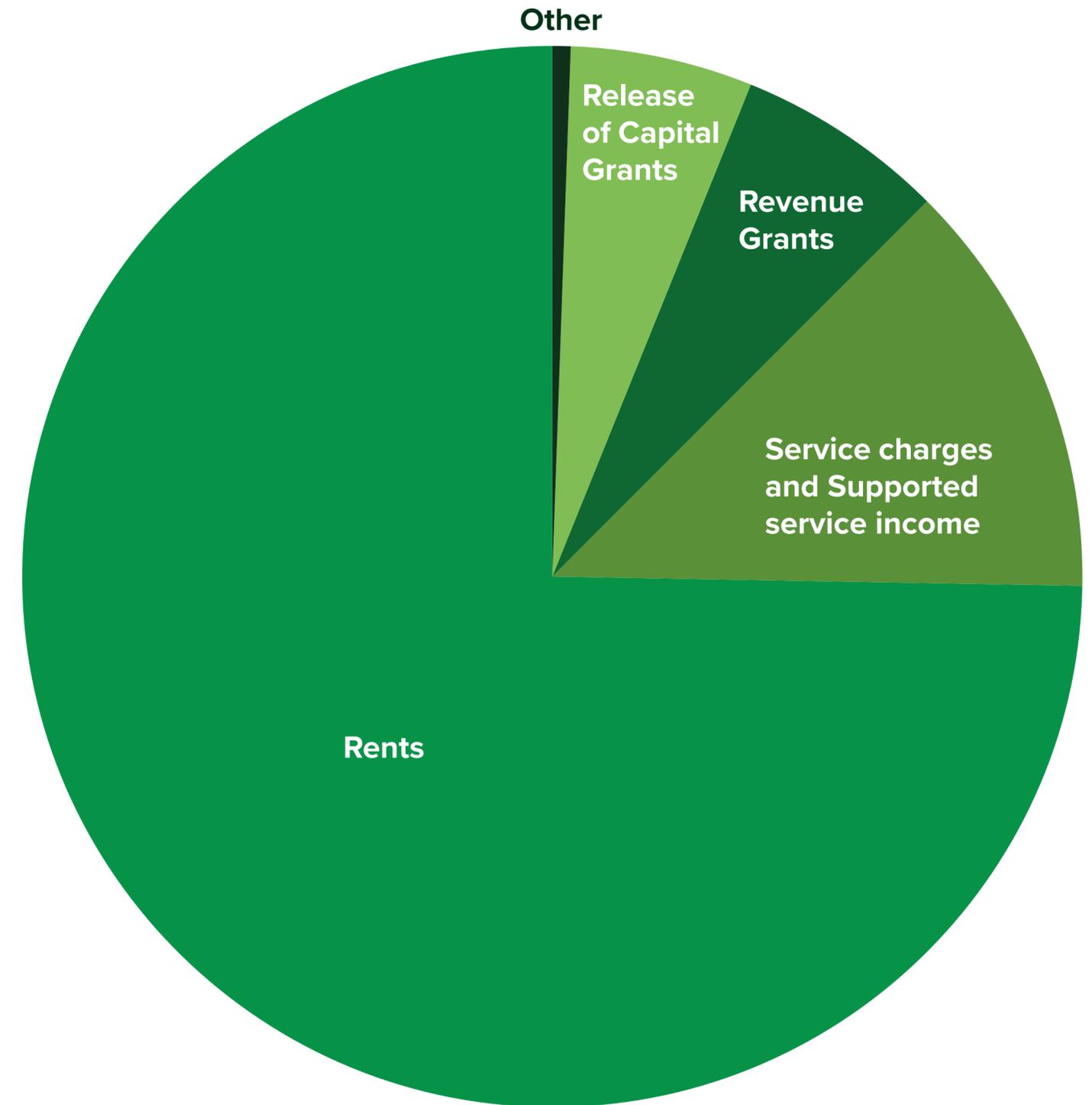
In 2019 we completed a refinance exercise with key aims, 5 of which were achieved. We reduced the number of funders from 8 to 5 and the loan portfolio from 17 to 10.



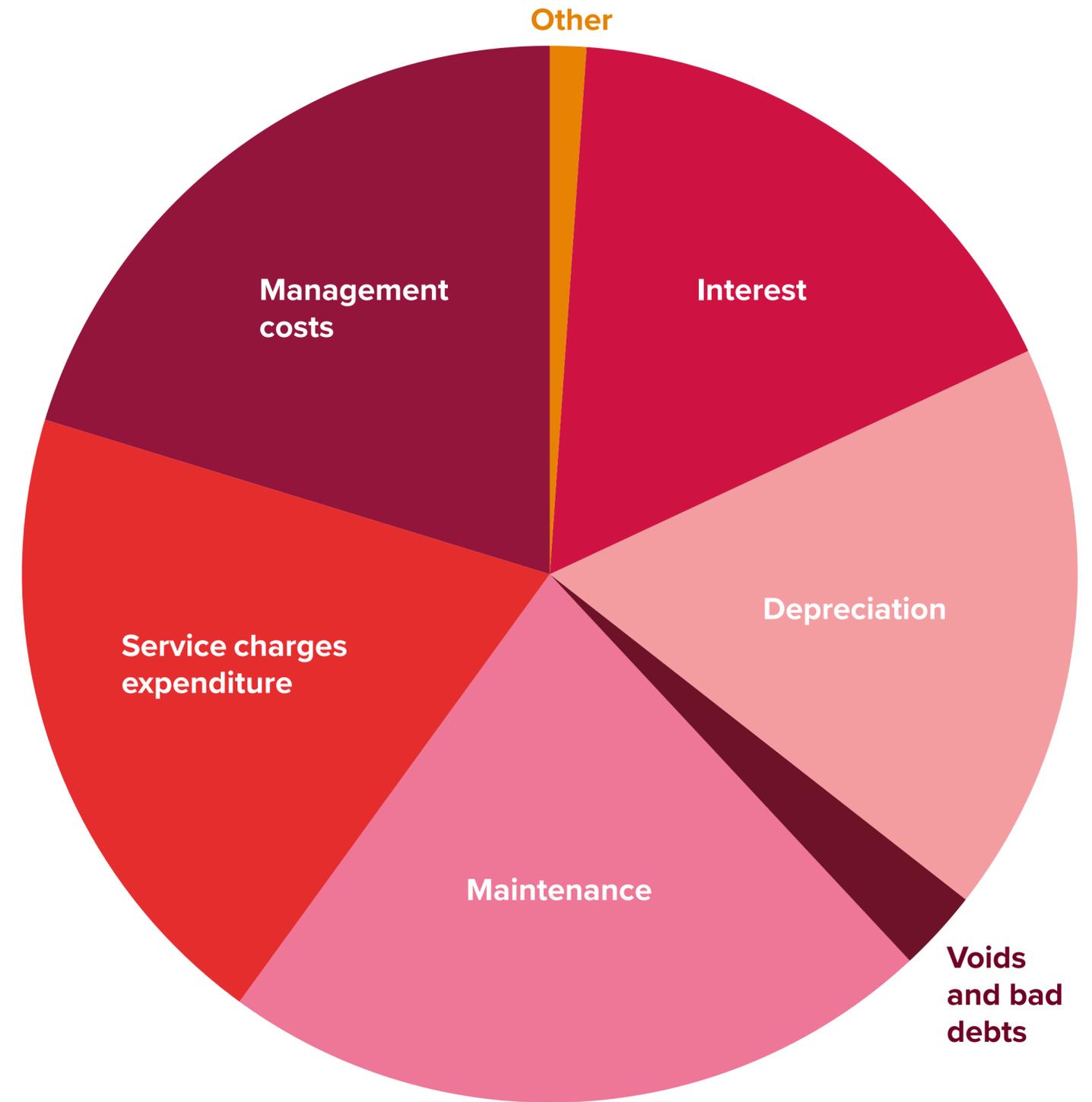
**Our weighted average cost of capital has reduced from 5.1% to 4.04%.**

**Our interest cover headroom increased from 1.67 at the end of 2018/19 to 1.93 in 2020/21.**

<b>Income summary</b>	£(000)
Rents	£13,155
Service charges and Supported service income	£2,228
Revenue Grants	£1,136
Release of Capital Grants	983
Other	£96
<b>Total</b>	<b>£17,598</b>



<b>Expenditure summary</b>	£(000)
Management costs	£3,058
Service charges expenditure	£2,993
Maintenance	£3,316
Voids and bad debts	£370
Depreciation	£2,663
Interest	£2,557
Other	£197
<b>Total</b>	<b>£15,154</b>
Other Comprehensive Income	£1,784
Total Comprehensive Income for the year	£660
Capitalised development and major repairs expenditure	£6,510





**INVESTORS IN PEOPLE™**  
Rydym yn buddsoddi mewn Pobl Ar

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