

Residents are satisfied with the services we deliver

Performance Standard. Effective and appropriate tenant involvement and high quality and improving services

Performance Standard. Clearly evidenced Self-Evaluation

Performance Standard. A track record of achieving positive outcomes, responding appropriately to new challenges and performance issues

How have we done?

Development of a New Resident Engagement Strategy

The current Resident Engagement Strategy was approved in 2017 and the Service Improvement Committee took the decision to undertake a new review of the Strategy in early 2019, which is now underway. The rationale for the review was a desire to promote effective engagement with all Residents, ensuring that they can play a full role in influencing the way services are delivered and that volunteers are satisfied that their involvement is making a difference, and that we can demonstrate this.

During this year the Service Improvement Committee has been involved with the recruitment of TPAS Cymru to assist Tenants and Residents in developing a new strategy and recruiting Resident Committee Members to the new Committee, following the governance review of ClwydAlyn. Considerable progress has already been made in the last 12 months; achieving outcomes such as, creating a suite of modern options for Residents to be involved in a way which suits them, Residents have been consulted regarding their requirements via a focus group on social media, self-service, the website and surveys. The ClwydAlyn Board has agreed to pay Resident Committee Members so that we can have a dynamic and diverse Committee that provides strong governance for the Group. Resident engagement days are planned to consult with Residents and their families in an informal and fun way, to gather feedback on service improvement priorities and perceptions and views on the best ways to engage with all Residents.

President's Fund

The President's Fund is a fund of £30k that has been established for Residents in need, to access help to sustain their tenancies and prevent homelessness. Applications have been made via the Housing Officers for financial support to sustain tenancies, which includes help towards furnishing homes, bus passes to enable Residents to get to work, clothes to attend job interviews and work; and in one instance we have paid for a Resident to have his car fixed so that he could attend work. This has been an extremely successful initiative providing help in cases of extreme hardship, assisting vulnerable Residents with gardening and tidying their homes as well as ensuring people have enough food and can heat their homes. The Board agreed an increase of £5k for the financial year 19/20 to ensure we continue to help our most vulnerable Residents live well.

Food Poverty

During the month of December, we provided Christmas food parcels to some of our most disadvantaged families across all 6 counties. The aim was to provide a full Christmas dinner to 60 families. The food was prepared and delivered to our Head Office on the 23rd December with staff from the Contact Centre then taking time out to deliver the food packages to our Residents.

Whilst it was nice to give at Christmas, January is when many people struggle the most. On the back of this, we explored how we could extend the offering. With the success of the Christmas campaign, we were again able to source funding to arrange further deliveries in January. With our increased aspiration, this



time we highlighted 143 individuals that would benefit from the food packages and ensured delivery of 715 meals (5 for each individual) in consecutive weeks. This meant that over 1,400 meals were given out over a two-week period. The meals provided a different option for each of the 5 days. Each option was made with fresh ingredients that provided a healthy, nutritious meal.

One Resident testimonial stated “I wish to thank you and your staff for the kind gesture of the food hamper. It was very nice of you and your colleagues to take care of my Christmas dinner. I am eternally grateful and wish you and your staff a very Merry Christmas and a Happy New Year. Your gesture meant a lot to me as I’ll be alone this Christmas. Thank you so much”.

ClwydAlyn has committed in its Business Plan to help to tackle food poverty and this work has begun by continuing to work with the local Food Banks, supporting Flintshire County Council holiday hunger campaign to provide food to children during the school holiday period, through financial support and staff time as well as exploring the establishment of a Food Enterprise Company to address food poverty.

Community Development

During 18/19 a total of 97 Community Development activities were organised and supported by ClwydAlyn, working with and for Residents across the communities where we operate, many in partnership with relevant agencies. The outcome of these events contributes towards digital inclusion, financial inclusion, enhanced environmental and local biodiversity, helping Residents feel more involved in their community, community cohesion, improved mental health and wellbeing by preventing and alleviating loneliness and enhanced physical health. Satisfaction is high at 95% overall for our Community Development activities.

Working with local Resident Associations and Community Groups to secure external grant funding and, ‘in kind’ contributions, make a very positive difference to local Residents’ quality of life and enhance the communities where we operate. During 18/19, the Community Development Officer secured grants totalling £52,500 as well as ‘in kind’ contributions.

The Community Involvement Officer manages much of the Group’s ‘involvement activities’, from Interview Panels; Quality Partner Scrutiny Groups; Service Improvement Committee; Residents’ Conference and Events, through to the volunteers who work in our Contact Centre making out-bound satisfaction calls. The Resident Volunteers during 2018/19 have given 3,161 hours to the Group, with an estimated value of £27,000 based on living wage, to help us shape our services for current and future Residents.

Raising Customer Service Standards

Our Resident led Service Improvement Committee continued to work during the year to make sure that ClwydAlyn’s Board are assured that policies that improve services are being properly considered and that Resident Engagement is at the forefront of the work of the Group. During the year members received presentations and reports and influenced service delivery in areas such as: The Renting Homes Wales Act, Anti-Social Behaviour, The Electrical Heating Programme, Universal Credit roll out, Group key performance indicators, New Pets Policy, proposed rent setting approach, review of service charges and Passenger Lift Contingency Plans.

The Communications Panel met to agree new Contact Centre Service Standards for all Residents and members of the public who contact us and to ensure that these reflect Residents’ views as customers of the services provided. Throughout the year, volunteers have assisted the Quality and Administration staff by contacting Residents over the telephone to find out what the Resident population thinks about the repairs service.

Resident volunteers met with the Head of Resident Services to discuss concerns over the amounts payable in our Decant Policy. Recognising that needing to move out temporarily to have work done can be a stressful experience, the Group proposed new arrangements for allowances to be paid and revised payments were agreed by the Service Improvement Committee in July.



Our Leaseholders Forum met a number of times in the year and continues to work with Officers on a range of subjects including: examining Leaseholder complaints over the last 5 years, approving the Revised Arrears Collection Policy and Procedures before submission to the Board of Management, approving the list of competent solicitors to be forwarded to buyers/sellers, discussing and approving the Shared Ownership Strategy, approving the Team's Annual Plan to March 2020, Taking part in two evening sessions called "Meet the Team" where Leaseholders were invited to meet and ask any questions of the Leasehold Team, and agreeing to carry out a survey of how much Fair Rent Shared Owners knew about the rent increase process.

A Service Charge Review Group met following discussion at the Service Improvement Committee. As a result, the information provided to Residents in the rent increase letters, included information about service charges payable have been simplified and made more understandable for the wider Resident population. It was also agreed that this meeting be followed up by a Service Charge Panel to meet in 2019 to drill down on individual scheme services to ensure that the costs are accurate and provide value for money.

The Quality Partners met throughout the year, routinely on the first Tuesday and third Friday of each month. They worked on a Pet's Policy audit coming up with a number of recommendations and a new policy was devised as a result. They also looked at our Allocations Policy but felt our room for action on this was limited by our membership of SARTH and other common allocations schemes.

Our Customer Service Ambassadors continued to work with staff with the aim of ensuring services are customer focused. A particular focus has been examining the quarterly Wave satisfaction data to start to identify trends over time based on the customer experience of the Resident members.

Influencing the way we work

A small number of key Resident volunteers have joined staff on Recruitment Panels for front line staff vacancies, playing a full part in the interviews and subsequent discussions ensuring the views of customers are heard when recruiting new, customer facing staff, to the Group.

Residents from the Service Improvement Committee and the Quality Partners met for a 'Participation without Meetings' seminar facilitated by TPAS Cymru. The aim of the session was to introduce volunteers to ideas about how we might involve people outside the more formal meeting environment. This is now being considered in detail as part of the new Resident Engagement Strategy consultation.

Residents and staff met for the Resident Engagement Conference. Subjects for debate included the Resident Engagement and Community Regeneration Strategies and starting to look at action plans for the Digital and Financial Inclusion Strategies. The issues from this day highlighted by Residents included: Improve the Residents Portal, More local contact with Residents in our communities and community activities, Use social media more and provide training to help Residents make use of it effectively, Be more effective in communicating and feeding back to Residents and Value for money for Service Charges and rents. These will all be taken forward as actions for the new Resident Committee.

Residents and staff met together to receive a presentation from HouseMark on how we perform against a range of other Landlords. Residents offered the customers point of view about how we can ensure that all the services we provide offer value and noted that Resident Engagement continues to provide value for money.

Our annual Business Planning for Residents Focus Group has taken place. Residents' priorities have been collated and included in the Business Plan for 2019/20. These have included: improving communication and feedback, contact with Residents, greater visibility in our communities, Resident Engagement and Community Regeneration, continue to develop and involve more Residents, creating opportunities for involvement, bring communities together, provide support for Residents especially with regard to Universal Credit and support good mental health, respond to food poverty, homelessness and



look to ease loneliness and isolation, upgrade more of our older properties, continue to provide information about the Planned Maintenance Programme and demonstrate value for money across all we do including for service charges.

Residents in our Supported Living schemes attended focus groups to provide feedback on services that have fed through into the Supported Living Review undertaken by an independent expert, this has resulted in recommendations to change Resident participation and involvement and these will be developed with Residents in 2019/20.

The Group has undertaken a full review of its Older Persons' services including sheltered housing and this involved full Resident consultation at the Group's 9 sheltered housing schemes and covered areas such as telecare, communal areas, external areas including parking & scooter storage and also health & wellbeing. Officers also undertook a survey of Residents and to date has received 192 responses – the Service Improvement Committee is considering next steps on the review with a detailed action plan being developed for actions and next steps.

Improving Communication

Our Resident led editorial panel met three times in the year, taking on a greater role in producing the Residents Newsletter, providing articles and interviewing key Residents and Staff members, along with agreeing the content. They aim to strike a balance between providing Residents with important information about the work of the Group, whilst at the same time, making the magazine a fun and informal read. In response to demand we have now moved to four newsletters a year.

In June, one of our volunteers joined the interview process for a new telephony system, ensuring that the customer perspective was included in the deliberations for a new system. Three of our Resident Volunteers met with Officers to talk about how our website could be made more Resident friendly. New features have been added to make navigating and searching through the site easier for our Residents and the general public.

A number of 'You Said We Did' meetings took place in the year including Llys Alyn, Ochr Y Bryn, Llys Garry Speed, Maes Helyg and Clos Cwm Eirias. These meetings allow Residents the opportunity to interact with the Senior Managers and for the Executive Directors in turn to appreciate, at first hand, the needs and aspirations of our customers.

Residents from the volunteer database joined Officers for a Digital Technology Focus Group, facilitated by TPAS Cymru. A range of techniques and formats were discussed and will feature in a new Resident Engagement Strategy. This will include many of the digital options to both broaden involvement to the wider Resident population and, at the same time, focus on involving harder to reach groups.

Young Residents from our Supported Living Projects and members of the Service Improvement Committee took part in a workshop looking at options for re-branding the Association. They ensured that that the views of as wide as possible demographic of our Residents were fed through to the decision-making process which has resulted in the Organisations re-brand. As a result of these meetings one of our new core values 'Hope' came from a Resident who stated that now we have provided a safe home; what he needed was hope for his future.

Improving Quality of Life

New Resident Groups set up in the year, at Llys Alyn, Rhos on Sea and Llys Raddington, Flint. Llys Alyn were able to use their constituted position to support a successful community awards application to undertake much needed environmental improvement works at the scheme. At Llys Raddington the new Residents Association is now working hard to provide a range of community activities for Residents.



Our Landscape Champions Group re-convened after a number of years. Plans are being discussed for this to become more of an Environmental Improvement Group, allowing the general Resident population to comment on the landscape maintenance service via landscape portals operated by the two landscape maintenance companies.

An Older Peoples' Services Focus Group met to review the service we provide to Residents as they get older and to ask what additional services they may need. This is part of a wider piece of work on this area, including completion of a survey and Sheltered Housing Review, to continue into 2019.

Improving Skills and Knowledge

A number of our Resident volunteers undertook SOVA / safeguarding training in the year to help ensure that their skills and knowledge are up to date in relation to this important area. Residents also attended Equality and Diversity awareness training. Volunteers also benefited from attending TPAS networking events at which the hot topics in the sector are discussed. They were able to interact with Residents from other Landlords exchanging good practice and making connections.

Quality Partners and the Service Improvement Committee took part in their first group appraisal session, facilitated by TPAS Cymru. They had the opportunity to review their work and express their view that they would like more feedback on how far their recommendations have been taken on board. Key issues to come out of this were for Members to take greater responsibility over the agenda for each session. Members now also have a regular 'members only' meeting where they can discuss issues relating to their work and forthcoming meetings, without the presence of Officers. This encourages them to take a greater sense of ownership of the meetings and ensures that they are better prepared to carry out their roles.

The TPAS Conference in November 2018 was also an opportunity for Resident Board Members and Service Improvement Committee Members to receive policy information from across the sector in Wales and beyond and to network with other Residents and representatives from Welsh Government and other Landlords and agencies, reporting back on their experiences for discussion at the Service Improvement Committee.

Community + Awards

ClwydAlyn launched their 'Community Plus Awards' in June 2018, as part of ClwydAlyn 40th birthday celebrations; they aimed to make a positive difference within local communities where we operate. Residents were invited to nominate projects that would make a difference to their communities and there were 6 categories that Residents could apply for. A total of 11 projects received a share of £12k to complete their projects.

Complaints and the Complaints Panel

ClwydAlyn welcomes complaints as an opportunity to: communicate openly and empathetically with the Residents, assist to arrange swift, informal resolutions wherever possible; use the complaints process and protocol to assure all complainants receive a personal, yet consistent and regulated approach to their concerns and to identify service failures and implement service improvements.

Of the 283 approaches to the Complaints Team, 89 were formalised, falling under the definition of a complaint, where it had been perceived by the complainant that the Group had failed to provide a service, or standard of service, that should be expected. Year on year, complaints received by the Group have fallen from 194 in 2015 to the current position of 89 for 18/19. We received 252 compliments from Residents in the year. This is an excellent result and an improvement on last year's total of 215. A primary role of the Complaints Team is to identify where service improvements might be possible. During last year a total of 21 potential service improvements were identified and implemented. A few examples of these are: bereavement training for visiting and housing officers; review of the Pet Policy to make it less prescriptive; improvement in neighbour consultations prior to large Physical Adaptation Grant adaptations;



changing the electricity meters at Gorwel Newydd to ensure correct billing; Leasehold & Sales to review the Rents Policy; review of gardening contractor service standards and to avoid delays in sourcing parts for specific brands of toilet, arranged with Wholesalers to order materials on Group's behalf, to keep in stock – reducing repair time.

A Complaints Panel has been established comprising of between 6-10 Residents. The purpose of the Panel is to check the quality of responses to concerns and complaints raised by service users. The criterion to be used in assessing the quality of responses was determined by the Panel, having undergone training via TPAS Cymru, and includes: was the complaint acknowledged and responded to within the set timescale, did the summary of the complaint adequately cover all the points that the complainant raised, where an extension to the timescale was required, was the reason for this explained to the complainant, did the complaint response address all the issues raised by the complainant; where the complaint or elements of the complaint were found to be justified, was an apology given in a meaningful way; where appropriate did the response explain what actions would be taken to put matters right, and did the response explain what actions and service improvements would be implemented to prevent a repeat of a similar complaint. The Panel meets 3 times per year and is provided with a summary of all complaints/concerns received within the interim periods. The Residents then pick three cases for a deep dive to ensure the process has been correctly followed and makes recommendations for service improvements.

Satisfaction Surveys

A range of surveys are completed within the Group to ensure continuous improvement in all areas. Maintenance, ASB, Complaints and Resident Services use the 'STAR T' set of questions to measure transactional satisfaction. The responses are fed back into service improvements by calling or visiting all Residents that gave a lower score to address these issues. In terms of maintenance, we discuss with the operative's small steps that can be put in place to improve the service we provide. We have increased the frequency of 'Toolbox Talks' and we are working with other areas of the business such as the Contact Centre to optimise our service delivery.

We independently measure wider satisfaction via Acuity. 1,200 of our Residents are contacted annually and any dissatisfaction is dealt with by managers contacting Residents to discuss how we can make improvements. Of the ten indicators we measure, four increased in satisfaction, four remained the same and two decreased. As a result of the decrease in 'trust', a Working Group consisting of Officers has set up a deep dive to assess the level of satisfaction and understand the link between the indicators so we can increase satisfaction.

Welfare Rights and Money Advice

The role of the Welfare Rights and Tenancy Support Officer is to provide benefit and money advice by phone or in person, which can involve referral to other organisations if cases are complex and involve insolvency. Referrals can be received from various sources, both internally or externally, and for potential Resident affordability checks. Financial gains for our Residents during 2018/19 were £558,927, with 1250 referrals being dealt with by the Team.

The Team has also delivered ten sessions of Debt training in relation to Universal Credit, Disability Benefits and a general overview to new staff members. The role of the Tenancy Support Officer is to provide short term support to Residents who have been identified as needing extra support by the Visiting Officer roles.

ASB

The Group is committed to preventing ASB by tackling the root causes. There were 125 fewer incidents of ASB recorded during the year. Satisfaction with the way we deal with ASB has steadily increased year on year and is currently 77%. In response to 'You Said We Did', Residents wanted a quicker response time to ASB incidents. During the last 12 months only one ASB case has not met the timescales of this new process. The Team aim to target resources to tackle neighbourhoods experiencing ASB by holding



community events, working in partnership with other agencies, community clean up days and sourcing funding to run awareness sessions.

Awards

The Group has been successful in gaining a number of awards which demonstrates the commitment of our staff in improving the services we deliver to our Residents. The awards gained under Resident Services are as follows: Care Forum Wales - Bronze Award, RSPCA - Bronze Award for promoting pet welfare with Residents, High Sheriff's Award presented to ODEL Involve in recognition of their work supporting vulnerable people in Flintshire, UKHA Inside Housing Awards 2019 - Older Persons' Landlord of the Year, Highly Commended, UK National Contact Centre Awards – Most positive impact on the Community – First place, Erw Groes Family Centre has received a TPAS Cymru Gold award for 'Community Partnership – Children and Families and were third in the 'Participation in Supported Housing' category. Our Resident volunteer, David Hughes has won a Silver award for TPAS Cymru 'Tenant of the year'.

ODEL

Our ODEL Team in partnership with Flintshire County Council reached 140 clients during 18/19. Of those 140 clients, 182 Supporting People outcomes were achieved such as: leading a healthy and active lifestyle, mentally healthy, physically healthy, engaging in employment or voluntary work, engaging in education, managing money, feeling part of the community, managing relationships, managing accommodation, contributing to the safety of themselves and others, feeling safe and form filling.

The ODEL Involve Team organised various training courses, to meet clients' needs and develop 'job ready skills', including: 3 CSCS courses for people who were keen to get into construction work.

The Team also delivered workshops that enhanced Residents' essential 'soft skills' such as communication and teamwork. These sessions were especially useful for clients that were less 'job ready' e.g. people who were Not in Education, Employment or Training and/or Supported Living Residents and helped participants to 'feel part of the community' and in terms of their mental health and wellbeing, by preventing/alleviating loneliness and/or isolation.

The ODEL Involve Team accrued a total social value of £79,046 relating to Flintshire Residents who were helped into volunteering and training.

Resfest

Resfest, the annual celebration event for Supported Living Residents was held in August and was attended by 90 of our Residents. The theme 'Mash Up' was a celebration of the ten years of the festival and, gave people who have previously experienced homelessness the opportunity to showcase their talents, mix with other Residents and attend a number of themed workshops. The outcomes for the day included: dealing with relationships, feeling part of the community, leading a healthy and active life, managing money, education and volunteering, mental and physical health and wellbeing.

Supported Living Review

A full-scale independent review carried out by Neil Moorland of the Supported Living services has been commissioned to ensure we can assist the Local Authorities to deliver their Strategy to end youth homelessness by 2027. The review covered the services we provide, our buildings, partnerships with the Local Authorities, our staff and their skills and training, stakeholder engagement and the service user experience.



Actions for 19/20

- * Provide Residents with employment, education, volunteering and training opportunities to develop skills, knowledge and experience that will assist them in gaining employment.
- * Improve service delivery so that Residents feel informed about services available and improved satisfaction with the services we provide.
- * Increase satisfaction with neighbourhoods by ensuring the grounds maintenance element of the Service Charge is viewed as value for money, community involvement initiatives to be developed to improve environmental issues, landscape portals to be developed so that Residents can monitor their contracts and enjoy greater peace of mind through living in a nicer environment.
- * Ensure all written communication is provided in an easy format that is jargon free.
- * Provide transparency and clarity in relation to Service Charges by critically examining scheme specific Service Charges to ensure they are fair and transparent.
- * Measure the reduction in tenancy terminations for avoidable reasons.
- * Achieve a 10% reduction in tenancy turnover.
- * In partnership with Crest and Flintshire Refurb, consider the options for providing furnished properties.
- * Working with key partners to develop a Food Enterprise Initiative that will seek to provide the main part of the daily meal to the Group's Tenants and Residents in the Extra Care, Care Homes and Nursing Home through a new Food Enterprise being set up in North Wales. This will also provide local employment opportunities, a catering school and free meals to those Residents experiencing food poverty.
- * Review of the Induction Program for new staff and the Customer Service Standards to further embed customer engagement and satisfaction.
- * Gain Board Approval for the Resident Involvement Strategy and begin to implement improvements.
- * Implement the recommendations made by the 'Deep Dive Team' set up to address concerns around 'Trust', the Service I Expect and 'Listens to Views'.
- * Deliver a communication plan that demonstrates that we are listening to our Residents, learning lessons and sharing those improvements and that Residents are communicated to in the way they want to be.



Satisfaction - STAR

PI Description	2017/18			2018/19			Improving/Worsening
	Value	Target	Status	Value	Target	Status	
Satisfaction with overall service provided by ClwydAlyn	90%	88%		90%	90%		
Rent provides value for money	87%	87%		88%	88%		
ClwydAlyn listens to your views and acts upon them	77%	70%		77%	78%		
Repairs and maintenance	79%	83%		82%	83%		
How satisfied are you with the overall quality of your home?	87%	83%		87%	88%		
Neighbourhood as a place to live.	91%	84%		88%	90%		
Anti-social behaviour	75%	68%		77%	75%		
I trust ClwydAlyn	85%	89%		84%	86%		
ClwydAlyn treats its Residents fairly	84%	89%		85%	89%		
ClwydAlyn is providing the service I expect from a landlord	85%	89%		85%	86%		
Service Charge provides value for money	N/A	N/A	N/A	72%	75%		
How satisfied are you that we communicate well with you?	N/A	N/A	N/A	81%	80%		

