

**Residents are satisfied that their homes are built and maintained to an agreed standard**

**Performance Standard 10.A clear understanding of liabilities and asset performance.**

**How have we done?**

### **New Schemes and Developments**

The development activities of the Group impact on our Residents, potential Residents, communities, stakeholders, external organisations and internal departments. New housing development is a core activity for ClwydAlyn, to provide affordable high-quality homes. Some of the positive impacts and outcomes for our Residents and communities are; the increase in affordable housing supply, creation of neighbourhoods, economic benefits locally in terms of construction, labour, materials and employment, provision of specialist accommodation, positive partnerships with external organisations, delivering the Welsh Government housing ambition, assisting Local Authorities in the delivery of housing and related services and maximising grant expenditure across our region.

The programme to deliver 1,500 new homes is progressing well. Since 17/18, the Group has delivered 412 new high-quality affordable homes for families, couples and single people for social rent, affordable rent, home ownership and supported housing with the future programme focusing on increasing our general needs social housing to further assist in providing a safe, affordable home for our potential Residents.

### **Grants Accessed**

The Group accessed £15.9M of Welsh Government funding during 18/19. In addition to the mainstream grant funding, several funding streams emerged during the year and our bids were successful. These bids included an Innovative Housing Project, Targeted Regeneration Investment Programme Funding, further Rent to Own funding and Land for Housing funding.

ClwydAlyn has accessed significant Rent to Own grants over the past year and the demand for these homes is buoyant. The Welsh Government have provided a three-year fund of £3.5m to ClwydAlyn for circa 60 further homes under this model, ClwydAlyn's approach is to target good quality homes on vibrant new private housing developments where markets for home ownership are strong.

### **Innovative Housing Programme**

ClwydAlyn continues to pursue and submit bids to Welsh Government for the Innovative Housing Programme. We deliver projects with extremely high levels of energy efficiency, innovate building products, the use of Welsh products including home grown timber and low carbon construction. The first of ClwydAlyn's projects is currently on site in Llanbedr DC in Denbighshire and two further bids are being progressed. One of the bids is a collaborative bid with ClwydAlyn, Grwp Cynefyn, CCG and North Wales Housing covering Gwynedd and Anglesey with a focus on maximising the numbers of new homes and using a dedicated design team and contractor. The aim is to deliver 236 new homes in partnership. The second bid is a submission by ClwydAlyn for 75 new homes in Ruthin.

### **New Extra Care Schemes**

Our three new Extra Care Schemes opened their doors and welcomed their first Residents in 2018. The three Schemes represented an investment of £30m and provided 196 self-contained homes for Residents aged over 60, allowing them to live independently in a home of their own whilst being able to access 24-hour care. These Schemes already have very active Resident Groups and the activities in each of these Schemes creates friendships and prevents loneliness and isolation.

## **Development Awards**

The Development Team have gained a national recognition for their development at Gronant Street and Abbey Street, Rhyl where they were overall winners of the 'Regeneration Project of the Year' and runners up in 'Best Residential Development and Best Affordable Housing Developments'. Llys Raddington, one of our new Extra Care Schemes, was a runner up in the Northern CIH Inside Housing awards in the 'Regeneration Category' and Hafan Cefni, another of our new Extra Care Schemes in Anglesey, was the overall winner for 'Best Sheltered or Supported scheme'.

In addition, our partners in the three new Extra Care Schemes; Engie for Maes Y Dderwen, Wrexham, Anwyl Construction for Llys Raddington, Flint and RICS Architects for Hafan Cefni, Anglesey won Local Authority Building awards.

## **WHQs**

The Group achieving is above average levels for seven of the ten main WHQs components. The other remaining three components which are currently below the average are bathrooms at 78% compliance compared to an average of 89%, central heating 92.5% compared to an average of 96% and energy 80% compared to an average of 93%. Work programmes are in place to address acceptable fails within our control which includes elimination of 'Timing of Remedy' fails wherever possible.

It is envisaged bathroom and central heating acceptable fails will be brought up to or above average levels by 2020. The Group will carry circa 11% of acceptable fails for energy due to the 'physical constraints' of its stock. This 11% will be addressed by the review of Affordable Housing and consideration of energy efficiency of homes and the rents charged will be taken into account under the review. Increases in stock numbers for new homes will assist in reducing this percentage further.

## **Home Improvement Plans**

Home improvement Plans are in the process of being sent out to all Residents as part of the new communications approach. The 'HIPs' will provide Residents with information on their planned improvement works, compliance to WHQs and information on the energy efficiency in their home. These have been created as a result of feedback given by Residents in the STAR survey as these areas directly impact satisfaction and the customers' experience of living in our homes.

## **Stock Condition and Environmental Works**

It is recognised that our property portfolio is aging and requires independent validation and assessment of stock condition to ensure that all major expenditure is accounted for, and the stock performance is aligned with the financial modelling. The plan to deliver the stock condition assessment will commence in April 2019 and will be implemented alongside the new Asset Management Strategy.

Stock condition data continues to be undertaken and the Group has no homes classified as in 'Poor Condition'. An emphasis on improving communities and schemes as a whole is underway, with two sites identified for environmental improvement at Halkyn Road Flint and Rhoslan, Holyhead.

A £50k investment has been approved this year for the environmental works at Halkyn Road. Consultation with Residents has already taken place and we have gathered their views of the works they would like to improve the aesthetics of the estate. A fun day has been arranged with the Residents in August to finalise the requirements so that the works can begin.

In order to address concerns about the removal of the caretakers at certain schemes, Clwyd Alyn Property Maintenance services have set up a rapid response service where they will attend within 24 hours to address fly tipping issues on our estates.

In order to further address dissatisfaction with the Neighbourhood, the Community Development Officer has supported a number of enhanced environmental and local biodiversity days e.g. Community clean up and gardening days with our Residents. The work of the Community Development Officer contributes to the continuous improvement of our communities and we will continue to deliver these projects in order to address any dissatisfaction in the neighbourhoods we operate in.

## **Asset Management Strategy**

The current Asset Management Strategy remains on target to achieve its objectives. With the Group's changing culture, work to produce a new Asset Management Strategy is underway to further improve the environment of our homes, energy efficiency and the impact on our Residents' wellbeing.

The Strategy over the last 2 years has enabled the Group to invest £15.6M in keeping our Residents safe, bringing homes up to the WHQs standard and helping to reduce the number of reactive maintenance repairs to our properties by 5% per year. In addition, the Internal Repairs and Maintenance Team has increased its operating work streams by 4% against a target of 3%, by undertaking works in-house including gas servicing, electrical heating upgrades, C2-C3 electrical remedial works, and cleaning services for communal areas. This has resulted in the employment of 17 additional staff.

Over the last 2 years there has been a positive upward trend in customer satisfaction with the repairs and maintenance services; which has increased by 9% since 2016. WHQs is nearing completion with 100% of stock compliant, with 18% acceptable fails at the end of March 2019.

The new Asset Management Strategy will enhance the importance of maintaining and investing in our homes and communities but will also consider the holistic approach to improvement and development. The new Strategy will be developed and rolled out in April 2020 following completion of the WHQs Strategy currently in place.

## **Electrical Heating Upgrade and the Modernised Heat Initiative**

In response to the increasingly important anti-poverty agenda and requests over a period of time from Residents, the Group approved a programme of replacement of the electric heating systems to more modern systems. Residents were invited to a demonstration day from suppliers in July 2018 to choose the new heating systems to be installed in 570 homes.

The New Modernised Heat initiative is now underway and over the next 4 years the Group will invest £6.7 million in improving the energy efficiency and carbon footprint of our homes, whilst aiming to help tackle fuel poverty by making Residents' homes more affordable by providing Energy Fit Homes. The current programme includes the replacement of storage heaters, reducing heat loss by upgrading doors and windows to high insulation ones, upgrading technology with gas boilers to 'A rated' energy efficient ones and providing Residents with LED lighting upgrades. To date, 1,055 homes have benefitted from the investment saving approximately £33.70 in utility bills per annum equating to 1,740 tonnes of carbon in the environment.

222 homes have already received their upgraded heating system. Of the remaining homes, 134 will receive alternative gas heating and 38 will have Air Sourced Heat pumps installed. The remaining 176 will have their Economy Seven heating replaced with the heating system chosen by Residents in July.

## **Maintenance Awards**

The Assets Team were shortlisted for the TPAS Cymru Participation award for 'Tenants at the Heart of Everything' for engagement with Residents on the Electric Heating Initiative, Home Improvement Plans and the fact sheets developed for Residents. The Asset Team received a Bronze award for their initiative.

## **Satisfaction**

In order to understand what drives our satisfaction levels we undertake on average 200 'STAR T' internal transactional surveys monthly, assisted by our involved Residents as well as 300 'STAR' surveys independently through Acuity. Our internal scoring system requires all detractors who score the services received less than 6 on the Net Promotor Score system, or feedback any negative comments via Acuity, to be called back by the Manager for the service, information on service improvements obtained during the phone call are then implemented by our Managers.

Prior to 2016, we did not have an appointment system in place, so it can be assumed that a contributing factor for the 9% increase in satisfaction can be associated with our appointment system which was

launched in August 2017. This appointment system has allowed Residents to book an appointment, we also have text communication to inform Residents of their appointment date and time.

To implement further improvements, we are currently looking at changing the appointment system to accommodate more flexibility within the scheduling system to allow trade staff to take ownership of the work and re-book future appointments at source, keeping the Resident informed of what is happening with their repair. We will be working with the IT Team to implement this by August 2019. To further enhance the repairs experience we will be exploring with our Trade Teams' other options such as weekend and evening appointments within the next 12 months.

### **Legacy Fund**

Through effective procurement and negotiations, the Asset Team have made available £25k of cash for reinvesting into our communities through the Travis Perkins Legacy fund which has also been supported by our contractors, who have supplied labour on projects to enhance facilities in local communities.

### **Gas Servicing Contract**

The Gas Servicing Contract was brought in-house in August 2018 providing further local recruitment to the area. By doing this, we have been able to have control over the safety of our Residents' homes, provide a greater focus on delivering an excellent service whilst aiming to improve Residents' confidence and increase customer satisfaction with the services provided.

### **Compliments and Complaints**

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.

Complaints have decreased significantly, and compliments have increased for our Maintenance and Assets teams. During 18/19, a total of 50 complaints were processed which is consistent with the previous year. In order to meet customer expectations and further reduce complaints, service improvements have been implemented for example, review of the gardening contractors, avoiding delays in sourcing parts for specific brands by ensuring that wholesalers retain stock, therefore reducing the repair time, analysing van stock to ensure the correct level of parts are being carried and proactively working to replace hot water systems before they fail. The Team received 91 compliments an increase of 10 on the previous year.

### **Resident Volunteers**

As part of our commitment to ensuring that Residents are central to everything we do, a team of Resident volunteers spend their valuable time in our Contact Centre making outbound satisfaction calls. We currently have four volunteers who receive professional Data Protection and Customer Service training before making out-bound calls. Of the 2491 calls made to assess satisfaction, half of these were made by our volunteers who are able to build a rapport and empathise with fellow Residents, as well as providing valuable independent feedback.

## Actions

- \* Resident Energy Education – ‘Getting the most out of your heating’ videos for electric heating and air source heat pumps will be created for Residents in 19/20 to ensure that they use their new appliances in the most effective and efficient way.
- \* Energy Advice - A working relationship with LEAP has been established, to provide energy advice for Residents. All homes undertaking a fuel source change will receive individual energy support and advice via the Warm Homes Fund, the grant we are utilising to support delivery of this work.
- \* LED Lighting - Free LED bulbs will be provided to homes on the Electric Heating Program and homes which are an acceptable fail under Welsh Housing Quality Standards (WHQs). They will also be available by request to all other Residents via the website within 19/20.
- \* New build Development Satisfaction surveys to be carried out independently by Acuity.
- \* Assess the success of adaptations delivered to Residents in relation to an improved quality of life by following up with Residents via Acuity surveys.
- \* Pennington Choices, an external Consultant, has been engaged to help facilitate workshops with stakeholders so that the Asset Management Strategy can be written with Residents in mind to deliver a dynamic Strategy.
- \* Address stock with a SAP rating of below 65.
- \* Further invest in energy measure to benefit a further 1,500 homes delivering an average annual saving of £31.00 per home to help address the groups mission to beat poverty.
- \* Continue to build homes to meet the target of 1,500 by 2022.
- \* The Group needs to ensure that Service Charges continue to represent value and we know that this is a very important focus for our Residents. The Group has therefore committed to review with Resident involvement the Door Entry System, Lift Maintenance, Laundry Equipment Contract, TV Aerials and complete a Sheltered Housing Review.

- \* Work with staff to develop a flexible approach to repairs so people who work can have the same service. A more flexible repairs service will be explored during 2019/20. Offer weekend and evening appointments. If there is a demand, without increasing costs, this will be considered along with the flexible approach to working for all our staff.
- \* Address any dissatisfaction with communication between Clwyd Alyn Property Maintenance Services and our Residents to increase satisfaction and trust.
- \* In order to improve average time to complete a repair we have looked at repair hot spots to address cover and availability of appointments in busier areas and will increase the operatives and days in those areas and following on from feedback received from our operatives, the time slots allocated for some of the smaller jobs are too long. We will build in shorter appointment times to allow for more jobs to be completed each day.
- \* If a Resident cancels an appointment, the Contact Centre will contact Residents who have future appointments already booked in to see if they would like to bring their appointment forward if it's convenient for the Resident. This will prevent leapfrogging of appointments and increase satisfaction if we are exceeding expectations.



Tackling Fuel Poverty and ensuring homes are Energy Fit and affordable to live in.



## Providing controllable heat - Electrical Heating Upgrades

**£150,000** Investment has improved **40** Homes with New Electric High efficiency heating

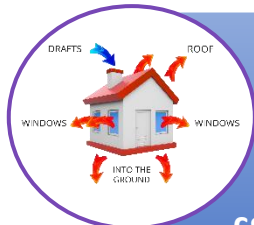
Collaborate Venture with Flintshire County Council Established, meaning;

- ✓ **134** Electric heated homes forecast to have Gas Boilers installed
- ✓ **38** properties forecast to have Air Source Heat pumps
- ✓ The Group is accessing **£400k** of energy grants to make this work possible by 2022.
- ✓ All works subject to resident choice.

Remaining **358** Electric Homes remain for completion by 2022.



On Target



## Reducing Heat Loss

**£862,000** Investment has improved **368** Homes with either New Energy Efficient Windows or Doors reducing Heat loss by up to **15%** in these homes.



## Upgrading Technology

**£330,000** Investment has improved **182** Homes with a New **A Rated** Efficient Gas Boiler

LED Lighting Upgrades for **465** Kitchens and bathrooms and **2** Large Communal Schemes











































**£33.70** Average savings per year for **1,055** Homes

# The Impact

£1.5 million investment in energy measures in our homes has created a £35,560 estimated savings for our residents, making our homes more affordable and helping to combat fuel poverty.

1,740 tonnes of carbon reduction predicted to be saved, enough to offset the emission of 240 cars.

PI Description	2017/2018			2018/19			Improving or Getting Worse
	Value	Target	Status	Value	Target	Status	
Number of Adaptations Fitted to help people remain in their homes	143	N/A		157	N/A		
Customer Satisfaction - How was the workers overall performance in terms of their attitude, treatment of your home and tidying up after work?	94.12%	97%		96%	97%		
Customer Satisfaction - % Overall satisfaction with the repairs service you received on this occasion?	86.76%	92%		93%	93%		
Customer Satisfaction - How easy was reporting the repair?	94.61%	92%		95%	95%		
Customer Satisfaction - How good or poor do you feel we are at keeping you informed throughout the repairs process?	94%	92%		87%	92%		
Satisfaction with Adaptations	94%	95%		98%	95%		
Resident Satisfaction with New Homes	86%	95%		96%	95%		
Number of Orders Completed	19,964	N/A		18,074	N/A		
Average Time Taken to complete a repair	17.11	15		17.59	15		
Appointments kept	95.35%	90%		96.5%	90%		
Number of Bathrooms replaced	339	N/A	N/A	297	N/A	N/A	
Number of Kitchens replaced	131	N/A	N/A	168	N/A	N/A	
Number of Boilers replaced	159	N/A	N/A	143	N/A	N/A	
Repairs and maintenance (STAR)	79%	83%		82%	83%		
How satisfied are you with the overall quality of your home? (STAR)	87%	83%		87%	87%		
Neighbourhood as a place to live?	91%	84%		88%	90%	