

ClwydAlyn Housing Limited
Committee Member
Recruitment Pack
2019



ClwydAlyn

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Welcome letter

Dear Applicant,

Thank you for expressing an interest in ClwydAlyn Housing and our Committee Member vacancy.

This is an exciting time to join us, to help realise our ambitions. We are looking for Committee Members to assist the Board and Executive Team to build on the Group's success and to influence and shape our future strategy. As Chair I want us to be able to remain an association with a large development programme and positive financial rating; but one which uses surplus positively to invest more in addressing poverty and inequality; this includes a commitment to improve the quality and energy efficiency of older homes.

We want to be an exemplar as an employer doing more to invest in the health and well-being of staff. We also want to refresh our ways of working so we can be a leading-edge business which can recruit the best talent in the sector and offer great career development for all our people.

ClwydAlyn is recognised as a solid, diverse and long-established Group, with a strong Welsh Government regulatory judgement, which evidences the quality of our services and financial management. In 2017, the financial subsidiary of the Group PenArian, issued a £250m public listed bond; the first in Wales. This has enabled the organisation to set an ambitious target to increase our stock by 25% in the next 4 years.

We have a strong Board and an experienced, motivated Executive Team, and are supported by our committed, enthusiastic and talented staff. The attached information provides you with a more detailed picture of the Group.

We are very centrally located along the North Wales corridor, 35 minutes from Chester, 45 from Liverpool and an hour from Manchester. We are a proud Welsh company with English as our business language.

If you are able to offer the necessary skills and commitment to become a Committee Member, then we really look forward to hearing from you.

Kind regards



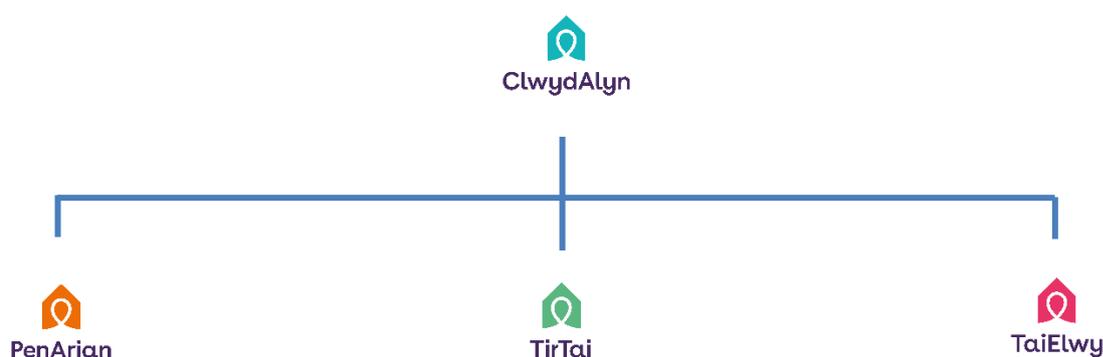
Stephen Porter
Chair ClwydAlyn

About ClwydAlyn

ClwydAlyn operates across the seven local authority areas in north and mid Wales and has 6,100 homes in management with a large development programme on site. The Group's turnover is £45m and the Group is supported by over 750 committed and enthusiastic staff members.

Group Structure

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



ClwydAlyn Housing Limited – a charitable Registered Social Landlord providing housing and related care and support services.

Tir Tai Limited – the development arm of the Group, undertaking all the development activities on behalf of the Group.

Tai Elwy Limited - the commercial vehicle to undertake activities and projects outside of ClwydAlyn's charitable aims – particularly without grant funding.

PenArian Housing Finance Plc - a special purpose vehicle set up to administer the £250m bond finance to the group.

Committee Structure

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

Assurance Committee - The Assurance Committee provides the Board with assurance on the effectiveness of the Group's internal control system (which includes Risk Management, Operational and Compliance controls), Internal & External Audit, Health & Safety, Financial Reporting & Care Inspectorate Wales compliance.

People Committee - The People Committee provides the Board with assurance on; Organisational climate and culture is operating and developing in keeping with the agreed business plan, Staff reward, engagement and development, Board remuneration, performance and contractual arrangements, and Staff and Volunteer wellbeing and fairness.

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

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

Development

Longer term development plans for the Group are ambitious and underpinned by the Growth Strategy. The Group has drawn down loans of £160m enabling it to consolidate its debt and deliver a large development programme. Our plan, providing grant funding is available, is to provide over 1500 new homes by 21/22. Recent development activity has resulted in 412 new homes with a total investment of £61m. The programme consists of new build and refurbishment projects including listed buildings and these activities are seeing major added local benefit and investment in trades, suppliers, training and apprentices supporting the Welsh economy.

Welsh Government Regulatory Judgement – Co-regulation Status

Welsh Government's Regulatory Judgement in September 2018 was the highest possible and confirmed the following:

Governance and Services – Standard

- Identifies and manages new and emerging risks appropriately

Financial Viability – Standard

- Meets viability requirements and has the financial capacity to deal with scenarios appropriately

Leadership at ClwydAlyn Housing Limited

ClwydAlyn is led by a Board and Executive Management Team with a wide range of experience in relevant fields, who are responsible for leading the strategic direction and development of the Group.

The Executive Leadership Team

EXECUTIVE LEADERSHIP STRUCTURE		
Group Chief Executive Clare Budden	→	Executive Director of Resident Services Paul Seymour
	→	Executive Director of Asset Management David Lewis
	→	Executive Director of Commercial Services Craig Sparrow
	→	Executive Director HR, Communications and Marketing Elaine Gilbert
	→	Executive Director of Resources Paul McGrady

Clare Budden – Group Chief Executive

Clare joined the Group in April 2018 and is ClwydAlyn’s Group Chief Executive. She has extensive experience in Local Government and the Housing Association sector. She has also held a number of governance roles in Housing Associations in England and in the social enterprise and not for profit sector.

Paul Seymour – Executive Director Resident Services

Paul has a vast range of experience in the housing industry and was formerly the Group Director, Landlord Services, for Your Housing Group. A UK top 20 Registered Housing Provider with more than 2000 staff, managing 32,000 properties and with an annual turnover of £158 million.

David Lewis - Executive Director Asset Management

Dave first joined the Group in 1991 as an apprentice heating and plumbing engineer for ClwydAlyn. Dave has held a number of roles within the Group and currently manages the Group’s in-house specialist maintenance business.

Craig Sparrow - Executive Director of Development

Craig started his career in housing when he joined ClwydAlyn Housing as a trainee and has now gained over 30 years of experience in the sector. He managed the development function until leaving in 2008, returning to the Group as a Director in 2017.

Elaine Gilbert – Executive Director of HR Communications and Marketing

Elaine joined in 2015 as Director of Human Resources having held a number of senior positions within the Pharmaceutical, Aviation, and Not for Profit Sectors. In August 2018 Elaine took on a wider remit which included responsibility for the Marketing and Communications team and a role on the Executive Team.

Paul McGrady – Executive Director of Resources

Paul joined ClwydAlyn in 2019 as Executive Director of Resources having held a number of senior positions in the Local Government and Housing sectors. He currently sits on the board of Glyndwr University where he is Chair of the Audit Committee and is a non-executive director of NEW Homes, Flintshire Council's housing development company.

The Board

Stephen Porter – Chair

Stephen has worked in the Social Housing Sector for 41 years and brings with him a wealth of experience. Prior to his retirement in 2013, he was Chief Executive of a large housing association in the North West of England.

Dr Sarah Horrocks

Sarah is a retired Consultant Community Paediatrician with Betsi Cadwaladr University Health Board. Sarah joined the ClwydAlyn Board in July 2011.

Paul Robinson

Paul is an experienced Regulation and Policy Manager with extensive knowledge in the fields of governance, regulation, compliance, customer engagement, policy development, performance review and marketing initiatives. He has over 20 years' experience within strategic management.

Mike Hornsby

Mike is a Chartered Quantity Surveyor and Registered Member of the Association for Project Safety. He has 26 years' experience in providing professional quantity surveying services and has been a director in private practice for over 16 years.

Sara Mogel OBE

Sara retired as a College Principal in 2013 after a career in schools, colleges, local authority and a national inspectorate. She was awarded an OBE for services to vocational education in January 2014.

Frazer Jones

Frazer is a retired Chief Superintendent for the North Wales Police, having served with the Force for 30 years.

Sandy Mewies

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

Eileen Stevens

Eileen joined the Group as a Resident Board Member in July 2016. Eileen is a former Bank employee for 25 years. She has served on the National Executive Committee of the Bank's Staff Union and as a Town Councillor in Penmaenmawr.

Owen Watkins

Owen is a Chartered Accountant and Member of the British Computer Society. He has over 25 years' experience of governance roles in practice and large multinational companies.

Nia Wynne Hughes

Nia started her career in audit at PWC and is a Fellow of the Association of Chartered Accountants. In 2015 Nia also became an Associate Member of the Association of Corporate Treasurers. Since leaving PWC in 2010, she has gained experience in a number of finance roles in both the private and not-for-profit sector. Nia is currently the Executive Director of Finance at South Liverpool Homes having previously spent 5 years as Assistant Director in a Chester based Housing Association.

Rob Morton – Co-Opted

Rob is a qualified accountant and Executive Director of Staffordshire Housing Group. He has over 20 years' experience in senior commercial and finance roles within the Private Finance Initiative sector and Oil and Gas Sector. Rob joined the Board in August 2019.

Clare Budden – Group Chief Executive

Clare joined the Group in April 2018 and is ClwydAlyn's Group Chief Executive. She has extensive experience in Local Government and the Housing Association sector. She has also held a number of governance roles in Housing Associations in England and in the social enterprise and not for profit sector.

Job Description – Committee Member

Specific responsibilities of the Committees are to:

- Ensure compliance with regulatory and relevant legislation.
- Ensure high standards of corporate governance and financial probity.
- Provide scrutiny and ensure corrective action is taken, where necessary.
- Provide support and challenge to the Officers.
- Act as an Ambassador for the Group.

Key responsibilities of Committee Members are to:

- Uphold the values, objectives and core policies of the Group.
- Abide by the Group's Code of Conduct.
- Ensure the Group's best interests and its statutory and regulatory responsibilities are upheld.
- Declare any relevant interests.
- Respect confidentiality of information.
- Prepare appropriately for and attend Committee meetings regularly (a target of 80% has been set for this), training sessions, and other related events.
- Participate effectively in discussions, decision-making, and planning of the Group's work, setting objectives and monitoring performance against these.
- Contribute to, and share responsibility for, Committee decisions.
- Abide by decisions of the Board and its Committees.
- Represent the Group as appropriate: visiting schemes; meeting residents and relevant agencies in order to keep in touch and understand the Group's activities.
- Participate in annual appraisals.
- Not to do anything to undermine the work or good name of the Group as a whole.

Person specification

Relevant Experience and knowledge

We have 2 vacancies on our Assurance Committee and 1 on our People Committee

- We are seeking individuals with experience in the following sectors:
 - Care and Nursing
 - Human Resources
 - Organisational Development
 - Health and Safety
- An understanding of risk and audit is desirable.

Advantageous for this role

- Voluntary and Community Sector experience
- Legal and regulatory knowledge/experience in one of the sectors specified above
- Care & Support Sector experience/knowledge
- Property Management including Health and Safety
- Customer service
- Resident involvement and customer insight

Skills and Abilities

- Ability to understand complex issues and the impact on the business.
- Ability to make informed decisions, thinks strategically, critically and challenge where necessary.
- Ability to recognise wider business opportunities, sector risks and pressure points specific to the industry in order to deliver the Group's objectives.
- Ensures strategies, budgets, performance and business plans are compatible with the vision of the Group.
- Articulates opinions in a clear and concise manner.
- Adds value to the dialogue of the Committee.

Behaviours and Personal Qualities

- Acts on morals and values by demonstrating standards of personal and professional integrity
- Maintains the respect of those we serve by demonstrating empathy
- Ability to be objective for the greater good of the Group
- Prepares well for Committee meetings and attends at least 80% of meetings held
- Acts wholly in the best interests of the Group
- Demonstrates a commitment to the vision and values of the Group
- Is accountable for the decisions made by the Committee
- Has an inquisitive and independent mind
- Good Interpersonal and listening skills along with the ability to communicate clearly

- Presents a positive and caring image when acting as an ambassador for the Group
- Resists and challenges inappropriate behaviour and endeavours to generate a culture of respect, openness and listen to other member views and perspectives

Committee Meetings

The position is for a Committee Member for the ClwydAlyn and is remunerated as such.

Time Commitment

Members need to allow time to read papers and prepare themselves for the Committee meetings.

The Group produces an annual Committee Schedule in August for the year which runs from September to July. Occasionally, it might be necessary to convene additional meetings.

You would be required to attend a minimum of 80% of meetings.

- The Assurance Committee meets 4 times a year.
- The People Committee meets 4 times a year.
- There are two 6 monthly scheme visits.
- There are 6 awaydays with the Board and other Committee Members.
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The Assurance Committee usually convenes 4 pm and the People Committee usually convenes at 2 pm meetings last for approx. 2.5 hours.

Location of Meetings

The majority of the Group's Committee meetings are held at the St Asaph Business Park office.

Training

Training is considered essential and Members will be required to attend initial induction at mutually agreed timescales. Thereafter, ongoing training is undertaken periodically.

A formal induction process of core training and on-going personal development through attendance at conferences, seminars, formal / informal training and on-the-job training is encouraged. In addition, new Members will have a Mentor to assist in the 'settling in' period, if required.

Thereafter, there is a formal system of 2-way appraisal annually conducted by the Chair of the relevant Committee. This process will allow you to indicate how well you feel the Committee is operating and gives the opportunity to discuss your contribution and your future training and development needs as a Committee Member.

Expenses

Members may claim for mileage and certain other expenses incurred in fulfilling their role. Full details are included in the Members Reference Pack issued to all new Committee Members. Mileage at HMRC rates (maximum currently 45p per mile and subject to tax for all meetings held at the St Asaph office).

Remuneration

Remuneration is an important tool in ensuring that the its Committees are able to recruit and retain appropriately skilled, knowledgeable and experienced individuals to support the delivery of the Groups objectives. Remuneration will be reviewed every three years by the People Committee to ensure that we remain in line with sector norms. Any changes on the recommendation of the Committee must be approved by the Board. This position attracts remuneration of £3,500 per annum.

How to Apply

To apply for the Committee Member position at ClwydAlyn, please submit your CV to the Governance and Regulation Team, 72 Ffordd William Morgan, St Asaph Business Park, St Asaph, LL17 0JD or governanceteam@clwydalyn.co.uk

Further information

For further information about the recruitment process please contact our Governance Team at governanceteam@clwydalyn.co.uk

Timescales

The closing date to receive CV's and expressions of interest is the 11th October with interviews expected to be held on the 25th October 2019 for the People Committee and the 4th November 2019 for the Assurance Committee.

The assessment and selection process

All CV's will be considered and assessed against the requirements of the person specification in order to select an initial list of candidates.

Interviews will take place with the Chair of relevant Committee and representatives of the Executive Team.



APPENDIX 1



ClwydAlyn

Business Plan 2019 / 2020

How we do things



Trust

We trust our people to make good decisions, and to do what's right in a given situation. We will not be rule bound and we will free staff to work flexibly and creatively in the best interests of our residents and of our company, and in a way which meets their personal/family life commitments.



Kindness

We are kind. We respect each other and care for each other, as colleagues and residents. We have an open culture which values difference. We all voluntarily go the extra mile for each other. Our people and residents recognise kindness in the way we deliver our services.



Hope

We provide hope to the people we house or deliver services to; so that as well as living in a great home, we will also help with access to volunteering, training, work, activities and fun. Our staff know that they can expect good career planning, training and development with us to achieve their dreams and goals.

Our Mission - Together to beat poverty

Why is this important to us?

There is a significant shortfall of social and affordable housing across Wales, with too many people living in poor quality housing, which is often more expensive than they can afford to pay. As a high performing Housing Association, also delivering care, nursing and supported housing; we will always focus on building and managing excellent quality homes; but we know we can do more...

Austerity is having an impact on many people in Wales. There are many people suffering income, food and fuel poverty.

- The level of food bank growth is shocking; but they are much needed
- Life expectancy across North Wales is currently 7 years different on average between those living in the poorest neighbourhoods and those in the wealthier areas
- People living in poorer areas can endure up to 15 years more ill health in their lives; with all the disadvantages this can bring
- Young people are struggling to leave home, causing pressure on families and with street homelessness at an all-time high
- Domestic violence is more predominant and can be more enduring in social housing. Poverty and stress can exacerbate this
- Drug dealing has become a more dangerous problem in our communities, with County Lines targeting vulnerable social housing tenants
- Poor mental health can lead to issues for people in keeping their home and living well in the community

There are growing problems which can affect us all as staff too:

- Some of our colleagues are feeling the effects of increased costs of living with wages not keeping up
- Health services are under pressure, with waiting lists too long for planned treatments, GP appointments
- Loneliness is a growing issue which can be exacerbated by low incomes which exclude people from community life
- Poor Mental health is becoming an increasing concern for employers and health services
- There will be between a 20% and 30% increase in the elderly population across the 6 North Wales counties over the next 15 years, and social care and health services are struggling to cope with current demand. Many more of us have caring responsibilities and this is likely to grow.

Looking Ahead

- We will do more to support residents into work, training, volunteering etc
- We will do more to make our homes energy efficient and to make all our neighbourhoods great
- We will do more to enable people to manage their homes successfully
- We will provide good food through a new business we are creating

For our staff

- We will do more to support health and well being
- We will review terms and conditions so they are fair and attract and keep the best people
- We will have more fun at work, work better as teams and feel like we are all working to the same goals

How We Do Things



Trust



Kindness



Hope



ClwydAllyn

Business Plan 2019 / 2020

Our Residents

We provide excellent services and improve quality of life



Our Residents Trust Us



100% Improvement In Tenancy Sustainability



We Will Address Food Poverty and Promote Healthy Living



Our Homes

We build and maintain high quality homes which are affordable in use and build pride in our communities



Top Quartile Satisfaction With Existing Homes And Neighbourhood



Homes to be affordable in use to minimise fuel poverty



468 New Homes Started

All Homes Meet Welsh Housing Quality Standards And All Health And Safety Requirements

WHQS

Excellent Care Services



Maintain Excellence in Care and Support



Working Towards Health and Safety Standard



Excellent Regulatory Judgements



Happy and Healthy Staff



Flexible Staff Team Earning No Less Than The Living Wage



Diverse Staff Reflecting the Communities We Support



Feel part of the community

Our People

We are a fantastic employer



Financially Sound



More value for Money



Income Collection Rate



More Money to Reinvest in Services



95% of Staff Are Proud to work for the Company



Dementia Friendly



Retain Our Staff

Our Finances

How We Do Things



Trust



Kindness



Hope



APPENDIX 2

Link to Business Plan Animation 2019

<https://www.youtube.com/watch?v=IJdlUlt6V6E&t=1s>