



Grŵp Cynefin

Mwy na thai • More than housing

2020/2021

Annual Report



Shan and Carys

Welcome and look back

Needless to say, our seventh year of operations, 2020-2021 was dominated by the Covid-19 pandemic, bringing unique and significant challenges to every department.

But those challenges were met with admirable energy to do our best to support our tenants and customers, and each other, across all our departments.

From Information Systems and human resources, to those working on the front line in our extra care accommodation and our support services, everyone stepped up magnificently.

While we had already been making strides towards agile and remote working, it was thanks to great forward planning by the IT team that almost everyone was able to make the change to remote working at such speed, as a huge multi-year project was condensed into just two weeks. It is also a huge credit to our staff that they were able to adapt so quickly.

At the start of the lockdown, as the 2019-2020 financial year ended, and the year covered by this annual report began, supporting our tenants, customers, staff and contractors for whatever lay ahead with the pandemic became our top priority.



Supporting our tenants and communities

Adjusting our working practices, we made sure that we were there for our customers, making check-in calls, maintaining safety and compliance standards and using innovative ways to communicate and carry out previously in-person processes remotely. Feedback from our tenants and customers has been very positive.

We took part in new partnership initiatives with local authorities, communities and Betsi Cadwaladr University Health Board.

We also saw staff members volunteer to completely switch departments to better support clients, with many of those who usually work on community initiatives moving across to extra care and sheltered accommodation, which were one of our key priorities.

As the year progressed, the scale of the pandemic and how stay-at-home measures impacted our tenants meant our work became ever-more important.

Financial gains attracted into the communities through the work of our Community Initiatives Team included over £1.5 million towards regenerating and supporting businesses and community enterprises. On top of this, our Energy Warden Team achieved savings worth over £150k for customers during the year. Their work also contributed towards helping those at risk of fuel poverty.

There were some interruptions to our work on our housing stock, with repairs impacted by regulations on when it was safe to enter homes to carry them out. However, our service response is now back in line with the standards we expect from it. We would like to take this opportunity to thank all our tenants for their understanding as we worked to maintain essential services during covid.

Despite the pandemic, we are making steady progress against the commitments made in our 2019-2024 corporate plan and undertook a mid-term review in March 2021, looking at the achievements to date and at the areas where there is more work to do.

We also continued to retain the highest rating for our governance and financial viability from the Housing Regulation Team at Welsh Government.

Diversity

While in some ways, Grŵp Cynefin and its board does a very good job of reflecting society and Wales as a whole in its makeup, every organisation should always be striving to find ways of improving.

Diversity across ethnicity, disability, sexual orientation and other measures is something we value, not only in its own right, but also for the benefits that diversity brings to Grŵp Cynefin, our tenants and wider communities. It's for this reason we have signed up to Tai Pawb's 'Deeds not words' pledge.

An opportunity for change

As we move on in a post-Covid-19 Wales, it's clear that, having listened to and learned a lot from our tenants through our weekly Zoom meetings, how we work will never be the same again.

There have been so many opportunities to improve and provide better value for money, as well as re-shape our leadership team to better pursue the vision for Grŵp Cynefin for the future.

Key to this is getting back to our roots, to build sustainable communities in rural areas where housing is becoming increasingly unaffordable due to a number of reasons.

Canolfan Lleu, our flagship health and wellbeing development at Penygroes is central to this, with other key developments across north and mid Wales also important.

We would like to thank our board members for all their support, as we stepped into completely unfamiliar territory.

However, our greatest admiration is for our staff, who have gone above and beyond for our tenants and customers, and in supporting each other.



Carys Edwards, Chair Grŵp Cynefin (left) with Shan Lloyd Williams, Chief Executive during a visit to the association's homes at Cae Magw, Rhosgadfan.

More than housing

At Grŵp Cynefin, while investing in our homes is a key priority, we are proud to provide our tenants with more than the roof over their heads. Our grants, totalling over £19,500, employment support services and our business unit Gorwel are just some examples of how we create welcoming and supportive communities, which are vital for continued health and wellbeing.

Community Grants and supporting our tenants into work

During 2020/21, we awarded £5,862 to 21 groups across north Wales for projects, aiding arts and craft clubs and sports clubs, as well as helping improve facilities such as community centres and gardens.

Due to the unique challenges we experienced during the year, we also created a new temporary grant to help communities respond to Covid-19. A total of £11,639.86 was awarded to 26 groups, which went towards items including PPE, activity packs, food packages and essentials.

We also supported 22 tenants towards paid work, including awarding £2,097.90 in Steps to Employment grants. The programme provides unemployed tenants with up to £300 to access childcare, transport to work, clothes for interviews and other short-term help into work.

Creative Internship Programme

In its ninth year of running the creative internship programme, Arts & Business Cymru approached Grŵp Cynefin to become involved by having our head of finance, Nia Owen, act as a business mentor to a Bangor University music graduate. The innovative scheme places recent graduates into arts organisations as trainee fundraisers throughout Wales.

Nia mentored Aled Rosser, who was working in a creative fundraising role for the Frân Wen theatre company in Menai Bridge as they focused on a major capital redevelopment project, providing a new home for their theatre company in Bangor, called "Nyth".

Art produced by children with packs provided by Grŵp Cynefin.



Osian Ellis, Assistant Manager at Gorwel



Mair Edwards (right), Head of Community Regeneration, Grŵp Cynefin, with Wyn Thomas (left) from Betsi Cadwaladr Health Board and Cllr Dafydd Meurig, Gwynedd Council's Cabinet Member for Adults, Health and Wellbeing, at Dyffryn Nantlle

Gorwel tackling homelessness

The pandemic has further illustrated how important it is to have a safe place to call home. Along with our partners, we have helped people experiencing or at risk of homelessness, or living in temporary accommodation to move into a permanent home with tailored support.

Dyffryn Nantlle

We continue to develop a vision for a new multi-use, named Canolfan Lleu, which will provide homes, healthcare facilities and more for the town's residents across the generations.

The project will create a geographical hub to strengthen the communities across Dyffryn Nantlle, hosting several core and specialist community medical services, a new home for Theatr Bara Caws, a nursery, a residential home and independent living flats, plus office space for Grŵp Cynefin itself.

And in-line with our commitment to sustainable communities, once constructed, the development will achieve net zero operational emissions, using locally-sourced and re-used materials that can go on to be used again in future buildings.

Supporting independent living

Canllaw and Conwy and Denbighshire Care and Repair both continued to function throughout the pandemic.

The Hospital to Healthier Homes programme's vital work in adapting residences to speed up discharges or even prevent admissions taking on an extra dimension of importance.

In total, 4,656 bed days were saved based on National Institute for Clinical Excellence (NICE) guidelines, helping to relieve pressure on hospitals in north Wales at a time of exceptionally high demand.

During the pandemic, Canllaw and Conwy and Denbighshire Care and Repair collected donations of PPE, which they delivered to key locations for Betsi Cadwaladr University Health Board.



Safeguarding staff, tenants and customers

As well as the devastating impact that Covid-19 continues to have on individuals, the pandemic also brought other problems around loneliness, isolation and stress, for which Grŵp Cynefin has worked hard to develop and implement solutions.

Keeping our customers safe

Following the tragedy at Grenfell Tower, how landlords listen, understand and respond to customer need has been at the top of the agenda when it comes to ensuring safety and rebuilding trust. Making sure we were on top of all essential emergency works required, to keep our customers safe, continued to be a high priority.

Because of our ongoing commitment to quality and safety, we worked with partners to deliver asbestos, legionella, lifts and fire risk assessments throughout the year. We also continued work on fire prevention methods in many of our properties.

Wellbeing and importance of communication while working remotely

We understand that people want to know they are valued, that if they have an idea or opinion that could make working life better, that they can voice it.

This is important normally, but absolutely vital when the workforce is working remotely.

We now carry out monthly surveys to gauge staff morale and how well supported they feel, and feed these results back regularly to management. This contributes to a trusting and communicative atmosphere across the organisation.

With the added stress caused by the pandemic and home working, we have increased our focus on employee health and wellbeing which has included organising webinars on managing different aspects of mental health.



During the pandemic, sessions to support staff and tenant wellbeing were held over Zoom.



Digital transformation

Grŵp Cynefin has long sought to plan for the future and make the right choice with investing in technology, and have been working towards allowing remote access for staff for some time as part of a three-year digital transformation strategy to deliver services in a modern, digital, safe and effective way.

However, when lockdown measures were first introduced, our IT services team condensed what was originally intended to be an 18-month project down into two weeks, bringing more than 90 per cent of our staff online remotely without any significant outlay. This meant that tenants saw no disruption as calls were diverted to staff working from home.

And by introducing a live chat function on our website as well as creating our own app, ApCynefin, both of which enabled tenants to contact us and manage their accounts without having to call or visit one of our offices.

It also includes features to help residents track rent payments and balances, prepare budgets and check their entitlement to benefits or tax credits.

Grŵp Cynefin launched a year-long wellbeing scheme for staff under the name Byd o Les, which translates as "A world of good".

Safe at home – Gorwel

"They've done lots with me around my housing as well. I've got a support worker and he's really helped with lots of different issues. They call me most mornings to check I'm ok. I owed a lot of money and he's helped sort those things out. I'm nearly through that now, it's such a relief."

A Grŵp Cynefin tenant who accessed Gorwel's services

Gorwel has continued to support the vulnerable in our communities, with more resources now supporting victims of domestic abuse after a rise during the pandemic.

In addition, a social value study carried out for Gorwel found that for every £1 invested in its domestic abuse services, £20 was returned in savings for local authorities, healthcare, missed employment and more.



Awel y Coleg is Grŵp Cynefin's extra care scheme in Bala, Gwynedd.

Investing in extra care housing

Covid-19

The 2020/21 year was headlined by the covid pandemic, and our utmost priority was to the safety of our residents at our four extra care facilities: Awel y Coleg in Bala, Penucheldre in Holyhead, Llys Awelon in Ruthin, and Hafod y Gest in Porthmadog, as well as our sheltered accommodation at Maes y Môr in Tremadog and Hen Felin in Dolgellau.

All communal areas were closed, but we maintained constant communication with our tenants to ensure they felt secure and part of the community still.

In addition, we supported them by delivering daily meals right to their doors, aiding them with any medical requirements such as prescriptions and continuing with any emergency repairs and appointments.

Grŵp Cynefin also arranged for residents to receive their vaccination as soon as possible, which included the vaccine to be rolled out on site where possible.

We continued to provide online activities to keep our tenants entertained, such as art and keep-fit classes. Our community initiatives team also distributed activity packs with puzzle books and other gifts as well as funding projects designed to encourage tenants to look after their own mental health and wellbeing.

We are proud of our team for the way they handled covid risks in our extra care facilities, and their dedication and commitment played a vital role in protecting residents. In addition, we are thankful to the staff from different teams within the organisation who also contributed when needed.

Awel y Dyffryn

Construction at our £12m extra care facility in Denbigh continued throughout the pandemic, with our contractors RL Davies adhering to strict covid measures to ensure all workers and site visitors were safe.

Awel y Dyffryn is the most ambitious project of its type in the history of Grŵp Cynefin, with 66 self-contained apartments: 42 two-bedroom and 24 one-bedroom.

People living in Denbighshire and aged 60 and over have been given priority, cementing our commitment to offering local people the first chance to move into homes in their own community.

Awel y Dyffryn has resulted in significant local investment, with 80 per cent of subcontractor and major supplier appointments made within 30 miles of the extra care scheme and local apprentices from further education institution Grŵp Llandrillo Menai, and other trainees benefiting from work experience.

Grŵp Cynefin's head of neighbourhoods, Noela Jones, said: "Everybody in Grŵp Cynefin is excited about this new development. We're looking forward to welcoming residents through the doors of Awel y Dyffryn and we hope the modern apartments and wider facilities such as the landscaped garden and communal areas will make it feel like home."

Llys Awelon

In addition to the construction of new extra care facilities, it's important for Grŵp Cynefin to continue to invest in its existing sites.

Which is why the organisation was thrilled to secure £5m funding from Denbighshire County Council as part of plans to extend Llys Awelon in Ruthin.

The extension to the scheme will include 35 apartments for over 60s in need of 24-hour extra care facilities, with priority given to those already living in Denbighshire.

To be constructed using locally-sourced materials, the site will be built with an eco-friendly passivhaus certification. It will include 17 one-bed and 17 two-bed apartments as well as one guest suite.

Construction is due to begin in 2022.

User experience

As part of our focus on digital, we have also started to produce dedicated pages on our website to each extra care facility.

This provides a comprehensive and detailed look at each facility, allowing prospective residents as well as their loved ones to see inside show flats and communal areas, hear the thoughts of those currently living there, and find out how to make further inquiries and other information.

They really help build trust and reassurance that a Grŵp Cynefin extra care facility is the perfect environment as individuals grow older.

Awel y Dyffryn, Grŵp Cynefin's new extra care facility in Denbigh.

"These types of schemes are vital in communities as they enable older people to continue living independently and enjoy the independence they had before, whilst being assured there is always access to care and support."

Grŵp Cynefin's head of neighbourhoods, Noela Jones



Our homes

Investing and developing

New developments were impacted by the pandemic, with 20 homes completed, which was fewer than originally planned. These units were a mix of social, intermediate rent and open market properties. In addition, 19 properties were bought, from a developer, through Welsh Housing Partnership and Rent to Own funding programmes.

We currently have in development 119 social rented units (which includes 71 extra care units) at our sites in Denbigh, Bethesda, Gwalchmai, Bontnewydd, Waunfawr and Holyhead. During 2021-2022 we have already completed the purchase of five properties through the Rent to Own scheme and sold an open market property.

We have begun work at the landmark Maes Dulyn development in Penygroes, which, with the help of an innovative housing grant, will provide 24 homes, all of which will receive an A rating on their energy performance certificates. This is part of our commitment to warmer, more efficient homes as we reduce carbon emissions and provide improved homes for tenants.

Rhewl development

In partnership with Denbighshire County Council, and Welsh Government funding, we developed a new site in Rhewl.

Of the ten properties built at Lôn yr Eglwys, a multi-tenure estate, seven have been properties sold on the open market, with two purchasers receiving assistance through the Help to Buy Wales scheme and one as shared equity property. The remaining two have been let as intermediate rent.

As part of the development, funding was made available to the Community Council to invest and improve the quality of outdoor play equipment at the Rhewl Playground for children and families of the village.

Chair of Grŵp Cynefin, Carys Edwards, (yellow jacket) with L-R: Jon Bond, Williams Homes Bala; Sue Lewis Denbighshire County Council; Annette Jones, resident; and Bryn Davies, Grŵp Cynefin; at the Lôn Yr Eglwys development, Rhewl near Ruthin.

Grŵp Cynefin's development Cae Magw, Rhosgadfan.

Tai Teg and the Rural Housing Enabler teams

Grŵp Cynefin hosts the Tai Teg affordable homes register on behalf of 13 partners (Registered Social Landlords & Local Authorities in north Wales & Powys). The number of applicants assessed and nominated to affordable properties (intermediate rent, rent to own, shared equity, shared ownership, discounted, Homebuy and self-build applications) during 2020-2021 was 352, an increase of 52 applicants from the previous financial year.

The Rural Housing Enablers team continued to engage with communities, using online surveys and webinars to support consultation and engagement events as they looked to identify needs for affordable housing in rural areas in north Wales.

As a result of their work, planning applications were submitted for affordable houses in Penygroes, Betws y Coed, Glasinfryn and Llanwnda, with the team also working to support community-led initiatives in Penmachno and Aberdyfi.

Working towards our future sustainable homes

The housing sector plays an important role in achieving carbon neutrality. Working towards net zero is making a positive impact on the environment and also benefitting our tenants.

Over the year we've been working on our carbon footprint and have started investing in carbon literacy training for staff and board members.

Working across the group with our subsidiary companies Canllaw and Conwy and Denbighshire Care and Repair, we have also started developing a new sustainability strategy and action plan to reduce our emissions, and also help tackle fuel poverty, which many of our tenants experience.

We are fully committed to building homes to the highest standard recognised by Energy Performance Certificates (EPC), as well as retrofitting our existing housing stock.

This has been planned into future developments at Maes Dulyn and at our health and wellbeing project in Penygroes as well.



Optimised Retrofit Scheme

Grŵp Cynefin was chosen to be part of a consortium awarded £7m Welsh Government funding for targeted de-carbonisation work on properties to help cut bills and move Wales' homes closer to net zero carbon emissions.

The Optimised Retrofit Programme takes into account the materials our homes are made from, the way we heat and store energy and the way energy is supplied.

Some of the upgrades that are to be trialled will include the installation of new heat pumps, intelligent energy systems and solar panels.

Investment in current housing stock

Non-essential repairs were suspended at times during the highest levels of lockdown, but we delivered all emergency and urgent repairs, kept gas servicing up to date and completed our main health and safety programmes.

Despite the challenges presented by Covid-19 we were able to carry out a limited range of planned investment works inside properties, managing to replace more boilers, doors and windows than in the previous year.

We also worked in our empty properties, where we could continue making homes ready for new customers while still observing social distancing measures. In addition, we continued to provide external improvements to homes, such as fitments around guttering, garden walls and fencing.



Governance

As a non-profit organisation, we have a responsibility to our clients to ensure the best outcomes possible. This all starts with good leadership, which Grŵp Cynefin has always looked to guarantee with the help of high-quality feedback from trusted organisations.

The pandemic resulted in changes to governance arrangements, with meetings not only becoming virtual but also more frequent. The board and leadership team met for a series of virtual strategic away days during the autumn to discuss key themes, aspirations, and strategic direction to take forward during the year.

In addition, Grŵp Cynefin commissioned TPAS Cymru to carry out a review on the requirements set out in Welsh Government's 'The Right Stuff' report, developing and implementing an action plan in response.

The review itself looked at our governance framework, and whether tenants are at the heart of all that the association does. The findings were reported to, and scrutinised by, our Customers and Communities Committee.

Independent governance assessment

Shortly after the year ended, Grŵp Cynefin underwent a Governance Assessment Process, the benchmark by which public and third-sector organisations are judged on how well they manage themselves, which has been developed by The Governance Forum.

Grŵp Cynefin's governance scored highly in all three key areas: resources, competency, and execution, resulting in the highest-possible award.

In the words of The Governance Forum, this means Grŵp Cynefin "is seeking to maximise its performance through the efficiency and the effectiveness of protocol, procedures, and practice."

Organisational Restructure

In order to demonstrate the best leadership, governance, and management practice for the organisation and to take forward the chief executive's new vision, we carried out a restructure of the leadership team, with changes operational from 1 April 2021.

We now have three new departments:

- Resources, which covers finance, human resources, governance and compliance, and health and safety.
- Operations, which covers housing, supported housing, Gorwel, maintenance, and our two subsidiary companies.
- Innovation and Growth, which includes development, transformation, and community regeneration.

Listening to our customers

With the unique challenges of the year meaning offices were closed and face-to-face meetings not possible, keeping our tenants and other service users front and centre, and involving them in our decision making processes, was both more difficult and more vital than ever.

When the crisis hit, we immediately went to work providing support, information and advice for tenants through a range of methods – online meetings, phone-calls, texts, dedicated newsletters, e-mails as well as regular updates and more light-hearted material on social media.

We also increased the frequency of meetings between staff and members of the tenants working group by shifting them online and holding them weekly. We are very grateful to the group's members for their dedication and time, and would like to express our thanks.

Following this, we were then thrilled to be recognised for this work by the Tenant Participatory Advisory Service (TPAS) Cymru.

Grŵp Cynefin was chosen as winner of the Communication During a Crisis category at TPAS Cymru's annual awards, as well as being named runner up in the Maintaining Tenant Participation During Lockdown award.



Board and Committee Membership

@ 31.03.21

Grŵp Cynefin Board of Management

- Carys Edwards (Chair)
- Elen Williams (vice-Chair)
- John Arthur Jones
- Julia Hughes
- Llinos Iorwerth
- Dafydd Lewis
- Geraint George
- Chris Schoen
- Clifton Robinson
- Tony Jones
- Jane Lewis
- Mike Corfield

Audit and Risk Committee

- Mike Corfield (Chair)
- Geraint George (vice-Chair)
- John Arthur Jones
- Julia Hughes
- Tim Jones (Canllaw Board rep.)
- Gwenan Carrington (CDCR Board rep.)

Finance and Growth Committee

- Dafydd Lewis (Chair)
- Jane Lewis (vice-Chair)
- Tony Jones
- Elen Williams
- Janet Ellis (Canllaw Board rep.)
- Paul Quirk (CDCR Board rep.)

Customer and Communities Committee

- Clifton Robinson (Chair)
- Catherine Jones (vice-Chair)
- Llinos Iorwerth
- Trudy Edwards
- Janet Milligan
- Chris Schoen
- Bob Jones

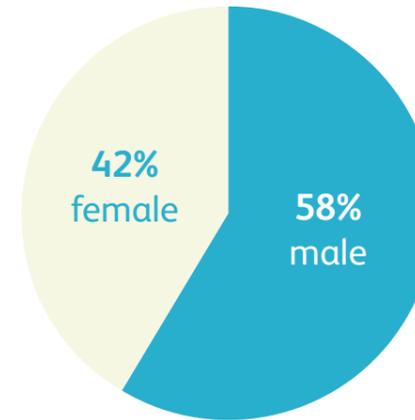
Gorwel Committee

- Carys Edwards (Chair)
- Sara Evans (vice-Chair)
- Julia Hughes
- Dafydd Lewis

Governance Management Committee

- Carys Edwards (Chair)
- Elen Williams
- Clifton Robinson
- Mike Corfield
- Dafydd Lewis
- Brenda Roberts (Canllaw Board Chair)
- Gwynne Jones (CDCR Board Chair)

Board Member Diversity Stats



Welsh language

58% fluent
8% intermediate understanding
17% basic understanding
17% non-Welsh speaking

Ages

30-44



45-64



65+



Ethnic diversity

White



Black British



Finances

In December 2020 the Welsh Government published its Interim Regulatory Judgement on Grŵp Cynefin, and Grŵp Cynefin received a 'Standard' judgement for both Governance and Services and Financial Viability. As a result, the Regulator is of the opinion that Grŵp Cynefin identifies and manages new emerging risks appropriately as well as meeting its viability requirements, and has the financial capacity to deal with scenarios appropriately.

Grŵp Cynefin's financial performance for the year ending 31 March 2021 was strong, showing a surplus for the year of £2.5m and net assets of £26.4m. This allowed us to comfortably comply with our lender's financial covenants and comply with our own 'Golden Rules'. Net current assets stood at £6.7m as at 31 March 2021, and due to new recent funding has sufficient liquidity to fund the business plan until approximately July 2024.

The pandemic has had a significant effect on Grŵp Cynefin, as there were significant savings in central costs as the majority of staff were working from home. In addition to this, there was a delay in the completion of certain repair work as restrictions hindered Grŵp Cynefin's ability to complete internal works and re-let properties. However, by the end of the financial year Grŵp Cynefin had caught up with the repairs and maintenance work that was planned for the year.

Staff are committed to improve the efficiency of the business and deliver better services to its customers and communities. Good progress has been made with the procurement processes in 2020-21, with the approval of a new Procurement Policy, in establishing a new Procurement Framework and by gaining access to many more Frameworks.

A new Strategic Value for Money Action Plan was also approved in 2020-21, and many of the work streams within the plan manifested themselves naturally as working practices changed overnight to deal with the pandemic. A new way of working over the past year has enabled Grŵp Cynefin to digitalise many processes, and work remotely with ease. These new processes will undoubtedly form foundations to a more efficient and effective way of working, and savings of this nature will assist us in achieving more in terms of social value for Grŵp Cynefin's tenants and the communities it serves.

L-R: Steve Dawson Construction Director, Watkin Jones; Gwyndaf Williams Development Manager Grŵp Cynefin; Geraint George Board Member Grŵp Cynefin; Shan Lloyd Williams Grŵp Cynefin Chief Executive; Chris Schoen Board Member Grŵp Cynefin; Bethan Davies Housing Officer Grŵp Cynefin; during a tour of the Grŵp Cynefin Homes at the Cae Capel development, Bontnewydd.



Income £'000



	2021	2020
Rents	19,913 63%	19,444 68%
Capital grant amortisation	2,461 8%	2,432 8%
Gorwel	2,269 7%	1,688 6%
Property Sales	1,791 6%	285 1%
Service Charge	1,382 4%	1,361 5%
Conwy and Denbighshire Care and Repair	1,264 4%	1,216 4%
Other Projects	1,205 4%	1,121 4%
Canllaw (Eryri) Cyf	1,065 4%	1,057 4%
Other	28 0%	20 0%

Total	31,378 100%	28,624 100%
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Expenditure £'000



	2021	2020
Upkeep and maintenance of housing stock	8,347 29%	8,478 31%
Staffing costs	5,144 18%	5,190 19%
Housing stock depreciation and impairment	3,528 12%	3,602 13%
Mortgage interest	3,496 12%	3,564 13%
Other projects	2,722 9%	2,201 8%
Other	1,784 6%	1,713 6%
Property Sales	1,740 6%	379 1%
Conwy and Denbighshire Care and Repair	1,129 4%	1,164 4%
Canllaw (Eryri) Cyf	1,000 4%	993 4%

Total	28,890 100%	27,284 100%
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Our performance

	2020/21	2019/20	2018/19
 Percentage of tenants satisfied, or very satisfied with the services provided by Grŵp Cynefin	87%	86%	86%
 Tenant Satisfaction with maintenance work	98%	98%	98%
 Number of calls handled by Cyswllt Cynefin, our customer service centre	36,549	56,195	60,975
 Number of staff employed	266	257	246
 Number of full time equivalent staff	234.31	206.69	195
 Number employed by Canllaw and Conwy & Denbighshire Care & Repair	37	43	38
 Number of days to let a property	55	26	31
 Number of properties let to tenant	285	384	374
 Percentage of our homes that passed the Welsh Housing Quality Standard subject to acceptable fails	100%	100%	100%
 Number of new bathrooms fitted	30	41	84
 Number of new kitchens fitted	27	37	56

 Number of new boilers fitted	120	87	101
 Financial gains for our tenants provided by our Welfare Team	£1,026,671.77	£938,347	£985,000
 Percentage of emergency repairs completed within 24 hours	98%	99%	97%
 Number of people helped by Conwy & Denbighshire Care & Repair & Canllaw (adaptation work)	5,502	7,643	7,401
 Average cost of a repair	£155	£135	£132
 Number of service users supported by Gorwel's domestic abuse and homelessness prevention services	1,801	1,701	1,525
 Percentage of tenants who have been with us more than 10 years	44.4%	40%	37%
 Percentage of our properties with gas had received the annual inspection by anniversary date	97.4%*	99.94%	99.8%
 Percentage of rent loss due to arrears	2.99%	3.01%	3.1%
 Number of new anti-social behaviour cases	506	562 new	433 new
 Number of requests for repair work	12,321	14,361	14,946
 Percentage of repairs completed within target time	84%	92%	90%

* This drop was due to increased challenges in accessing properties prompted by understandable concerns over Covid-19 among tenants. Grŵp Cynefin has no liability for overdue inspections as all reasonable steps to prevent contravention were taken.

Looking Forward

In the months following the end of the year covered by this report, Grŵp Cynefin has continued to respond well to the challenges of the pandemic, and we can look ahead with optimism and anticipation.

We are now entering an exciting new era, with two new directors and a new head of development joining in summer 2021 as part of changes to our revamped senior leadership and management teams. Charged with implementing Grŵp Cynefin's vision, the wealth and experience and fresh ideas across all levels of the organisation bodes well for the future.

As well as this, our shift to a more agile and remote working model has given us the foundations and confidence to find further ways we can increase efficiency and better serve our residents and communities, without compromising standards.

This provides opportunities to reduce our carbon footprint, a key priority for us, as Wales as a nation targets net zero emissions by 2050. Homes are a significant aspect of this, and we recognise we are morally obligated to invest in improvements so we can contribute to the full extent.

We will be looking at how to make new developments eco-friendly, as well as seeking retrofit projects to provide our tenants with reduced energy bills in addition to decreasing our carbon footprint.

Assisting our tenants with reducing their household bills also fits with our drive to give value for money, sitting alongside our affordable rent policy.

We will continue to place the people who reside in our properties at the core of what we do, which means maintaining our focus on quality service.

In addition to building more high-quality homes, we will invest further in repairs and maintenance of properties as well as continue to improve our communication with residents.

In next year's annual report, we will be able to provide more details on the opening of our £12m extra care facility in Denbigh, Awel y Dyffryn, as well as the progress of our extension at Llys Awelon and further development on the Dyffryn Nantlle health and wellbeing hub project in Penygroes.

We will do our utmost to contribute towards helping solve the rural housing crisis, whilst also minimising the effect on communities, the Welsh language and culture.

Our fundamental duty is to provide homes that meet local needs and keep local people in their communities, and by building the right homes in the right places, we intend to continue to do so in the years to come.



L-R: Claire Shiland, Shan Lloyd Williams, Bryn Ellis, Mel Evans.

New Leadership Team

Shan Lloyd Williams, Chief Executive

Bryn Ellis, Group Director of Resources

Mel Evans, Group Director of Innovation and Growth

Claire Shiland, Group Director of Operations

New Management Team

Mair Edwards, Head of Community Regeneration

Arwyn Evans, Head of Development

Meilir Hughes, Head of Asset Management

Noela Jones, Head of Neighbourhoods

Nia Owen, Head of Finance

Gwenda Squire, Human Resources Manager

Mari Williams, Communications and Marketing Manager



Grŵp Cynefin

Mwy na thai • More than housing



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We are able to provide information in other formats including print, large print, audio tape and Braille. Please contact Grŵp Cynefin for further assistance.

Grŵp Cynefin is a registered society under the Co-operative and Community Benefit Societies Act 2014 under number 21194R and is a charitable housing association registered with the Welsh Government under number LO29.