
Environmental, Social, and Governance Report 2024/25



Grŵp
Cynefin

Grŵp Cynefin – Who we are

Grŵp Cynefin is a housing association in North Wales. We provide safe, sustainable, and quality homes. Our two subsidiary companies, Canllaw and Conwy and Denbighshire Care and Repair offer care, repair and adaptations services, allowing people to live independently within their community of choice. Our subsidiary companies also offer gardening and technical services.

We own and
manage **5,000**
homes

We serve **5,000**
tenants and provide
housing and
supportive services
to approximately
15,000 customers
annually

We have
322 members
of staff

Our operating
area is the six
counties of north
Wales, and
Powys

Our Strategic Vision and Mission Statement



Our Strategic Vision:

To be an inclusive and effective organisation that provides safe, quality and sustainable homes.

Mission Statement:

We will deliver our vision by focusing on the provision of quality, safe, sustainable homes, by:

- Being a high performing housing provider
- Continue to be a community-driven and collaborative organisation which empowers our tenants, customers, staff, and communities to thrive
- Being an inclusive organisation, by celebrating our Welsh Identity.

By delivering the above, we will:

- **Focus on the provision of quality, safe and comfortable homes** through the delivery of high performing housing services
- Drive **value for money** across the Group to ensure the efficient and optimal use of resources (financial, human and physical) for the benefit of our customers, tenants and communities
- Embrace becoming a **data-driven organisation** through an ambitious **Digital Transformation Strategy** (DTS) which supports data security, integrity compliance and innovation, ensuring **Data Driven Decision Making**.
- **Modernise our operating model to strengthen connectivity across the Group** to improve joint working and maximize our material advantages
- Build **leadership capacity of our tenants** to play a leading role at the highest levels of the Group
- Become an **excellent employer** by offering purposeful work and flexibility through **high support and high challenge ethos**.

Environmental, Social Governance Report

This report outlines Grŵp Cynefin's performance and impact across the Environmental, Social, and Governance (ESG) dimensions of our operations.

Grŵp Cynefin is committed to utilise the Sustainability Reporting Standard for Social Housing, which was developed by the Environmental, Social, and Governance (ESG) Social Housing Group (a collaborative working group of housing associations, lenders, investors, and industry experts) in 2020.

The purpose of the ESG Standard is to streamline and standardise ESG reporting to ensure comparable and transparent performance and to ultimately attract more investment into social housing.

The 3 ESG reporting pillars are:

1

Environmental:

How Grŵp Cynefin impacts the planet. This includes carbon emissions, energy use, waste management, and climate change resilience.

2

Social:

How Grŵp Cynefin manages relationships – with employees, tenants, customers, suppliers, and communities. This includes issues such as diversity and inclusion, working practices, and community engagement.

3

Governance:

How Grŵp Cynefin is run. This includes governance and leadership structures, regulatory landscape, transparency, risk, and ethical business practices.

ENVIRONMENT

Climate Change

Criteria	2024/25 Results
Distribution of EPC ratings of existing homes (those completed before the last financial year).	<div>% of Homes rated A = 1.2 % % of Homes rated B = 14.3 % % of Homes rated C = 49.4 % % of Homes rated D = 27.6 % % of Homes rated E or worse = 7.5 %</div>
Distribution of EPC ratings of new homes (those completed in the last financial year).	<div>% of Homes rated A = 29 % % of Homes rated B = 64 % % of Homes rated C = 7 %</div>
Does the housing provider have a Net Zero target and strategy?	<div>Grŵp Cynefin Sustainability Strategy 2021-2030 establishes a series of corporate targets, including a target to reduce emissions by 4 % annually and reaching Net Zero Carbon status by 2044. A strategic review of the Sustainability Strategy will commence in 2026 to ensure full alignment with the new Corporate Plan.</div> <div>Grŵp Cynefin is also proactive in protecting and enhancing biodiversity, with each development placing biodiversity at the heart of plans, including ecology, sustainable drainage schemes (SUDS), and landscaping schemes. Grwp Cynefin also delivers specific project aimed at enhancing biodiversity at a localise level, e.g. bulb planting project. The dedicated Energy Wardens also help tenants to live more sustainably and to save money at the same time.</div>

ENVIRONMENT

Resource Management

Criteria	2024/25 Results
Does Grŵp Cynefin have a strategy to use or increase the use of responsibly sourced materials for all building and repairs works? If so, how does Grŵp Cynefin target and measure performance?	Yes. All new build Framework Contractors are required to provide evidence of responsibly sourced materials. In addition, Grŵp Cynefin’s WHQS Compliance policy sets out the implementation of other measures as part of the Capital Investment programme. Grŵp Cynefin is fully compliant with Wesh government and regulatory requirements.
Does Grŵp Cynefin have a strategy for waste management incorporating building materials? If so, how does Grŵp Cynefin target and measure performance?	Yes . All new build Framework Contractors are required to provide evidence in relation to waste management. In addition, Grŵp Cynefin’s WHQS Compliance policy sets out the implementation of other measures as part of the Capital Investment programme. Grŵp Cynefin is fully compliant with Wesh government and regulatory requirements.
Does Grŵp Cynefin have a strategy for water management? If so, how does Grŵp Cynefin target and measure performance?	Yes. All new build Framework Contractors are required to provide evidence of water management. In addition, Grŵp Cynefin’s WHQS Compliance policy sets out the implementation of other water efficiency measures as part of the Capital Investment programme. Grŵp Cynefin is fully compliant with Wesh government and regulatory requirements.

SOCIAL

Affordability and Security

Criteria

2024/25 Results

For properties that are subject to the rent regulation regime, report against one or more Affordability Metric:

1) Rent compared to median private rental sector (PRS) rent across the relevant Local Authority

2) Rent compared to the relevant Local Housing Allowance (LHA)

1 bedroom: 97 % of LHA Rent
2 bedrooms: 99 % of LHA Rent
3 bedrooms: 94 % of LHA Rent
4 bedrooms: 84 % of LHA Rent

1 bedroom: 54 % of Market Rent
2 bedrooms: 61 % of Market Rent
3 bedrooms: 57 % of Market Rent
4 bedrooms: 60 % of Market Rent

Share, and number, of existing homes (owned and/or managed) completed before the last financial year allocated to:

- General needs (social rent)
- Intermediate rent
- Affordable rent
- Supported Housing
- Housing for older people
- Low-cost home ownership
- Care homes
- Private Rented Sector
- Other

General Needs (social rent): 60.30 %
Intermediate: 4.71 %
Affordable (Rent to Own): 0.32 %
Supported Housing: 6.71 % (Includes 4.73 % Bed Spaces, 1.98 % Additional Self Contained or Individual Properties)
Housing for Older People: 7.34 %
Low-cost Home Ownership: 0.45 %
Care Homes: 0 %
Private Rented Sector: 0 %
Other (Managed): 0.34 %
Other (Extra Care): 4.71 %
Other (Home Buy & Shared Equity): 15.13 %

Share, and number, of new homes (owned and/or managed) that were completed in the last financial year, allocated to:

- General needs (social rent)
- Intermediate rent
- Affordable rent
- Supported Housing
- Housing for older people
- Low-cost home ownership
- Care homes
- Private Rented Sector
- Other

29 Home buy = 35 %
33 Extra Care Flats = 40 %
4 Supported Housing = 5 %
1 Intermediate Rent = 1 %
15 Social Rent = 19 %

SOCIAL

Building Safety and Quality

Criteria	2024/25 Results
<p>Describe the condition of the housing provider’s portfolio, with reference to:</p> <p>% of homes for which all required gas safety checks have been carried out.</p> <p>% of homes for which all required fire risk assessments have been carried out.</p> <p>% of homes for which all required electrical safety checks have been carried out.</p>	<p>Landlord Gas Safety Record (LGSR) = 100 %</p> <p>Fire Risk Assessments (FRAs) = 100 %</p> <p>Electrical Testing = 99.98 %</p>
<p>What % of homes meet the national housing quality standard?</p> <p>Of those which fail, what is the housing provider doing to address these failings?</p>	<p>The Welsh Housing Quality Standards (2) came into effect in April 2024. Due to this being the first year of reporting against new standard, Grŵp Cynefin (like other housing associations) are working with Welsh government to confirm data assumptions, integrity and validation, and compliance before the results are shared. Welsh government are due to confirm data for 2024/25 by end of Q2 2025.</p>
<p>How do you manage and mitigate the risk of damp and mould for your residents?</p>	<p>Grŵp Cynefin has adopted a Damp and Mould Policy, and any concerns or reports of damp and mould by tenants and customers are logged with inspections raised for our Area Maintenance Officers to visit, inspect, and deal with the issues. Grŵp Cynefin currently undertakes stock condition surveys of our properties with 86 % completed to date and continuing on a 20 % rolling programme where any damp and mould concerns by the surveyors are reported back for us to review and respond to.</p>

SOCIAL

Resident Voice

Criteria	2024/25 Results
<p>What are the results of the housing provider’s most recent tenant satisfaction survey?</p> <p>How has the housing provider acted on these results?</p>	<p>76 % of Grŵp Cynefin’s customers are satisfied with the service we provide. Grŵp Cynefin has acted on the results by:</p> <ol style="list-style-type: none">1. Following Grŵp Cynefin’s most recent responses, follow up calls were made to all dissatisfied customers to gain greater understanding of their dissatisfaction. The majority of dissatisfaction were in relation to required repairs works, antisocial behaviour and service charges.2. Grŵp Cynefin has commenced a significant Planned Maintenance capital investment programme to help meet the Welsh Housing Quality Standard (WHQS) 2023. At the same time, the Optimised Retrofit Programme (ORP) is continuing to improve energy efficiency in homes. An updated WHQS Compliance Policy has also been launched to support these efforts.3. Of the antisocial behaviour dissatisfaction 29 % were current cases (and all low to medium level). The remaining cases provided were historical, or hadn’t been reported to Grŵp Cynefin. Grŵp Cynefin has an active programme to reduce ASB dissatisfaction and is a strategic priority identified within Grŵp Cynefin’s new Corporate Plan, where a Zero tolerance approach is adopted. Grŵp Cynefin will also report on additional performance measures from 25/26 in terms of measuring the length of time cases are held open.4. Of the service charges dissatisfaction, either the issues had already been dealt with or were being progressed at the time the follow up calls. However, a strategic review of Service Charges including processes and value for money will be undertaken in 2025/26.
<p>What arrangements are in place to enable residents to hold management to account for the provision of services?</p>	<p>Grŵp Cynefin operates an active and robust tenants’ participation structure at both strategic and operational levels, ensuring tenants play a central role in shaping and scrutinising services. At the heart of this structure is the Tenants Committee, a formally constituted sub-committee of the Management Board. Meeting regularly, this committee—made up of tenants, Executive Leadership Team (ELT) members, and Board representatives—holds oversight of all work undertaken across the group and provides a direct channel for tenant-led governance. In addition, the Tenants Forum meets weekly to discuss service delivery and endorse documents using the Tenant Approved Stamp, reflecting their role in quality assurance and decision-making. The Forum also initiates Task and Finish Groups to explore specific topics such as the Good Neighbour Policy and Tenants Handbook. Their involvement recently extended to co-designing Grŵp Cynefin’s new Corporate Plan for 2025–28, highlighting their integral role in strategic development.</p>

SOCIAL

Resident Voice

Criteria	2024/25 Results
<p>In the last 12 months, in how many complaints has the national Ombudsman determined that maladministration took place?</p> <p>How have these complaints (or others) resulted in change of practice within the housing provider?</p>	<p>In the last 12 months, Grŵp Cynefin we had no complaints that the national Ombudsman determined that maladministration took place. 5 complaints were brought to our attention by the Ombudsman (5) but none proceeded to maladministration. Grŵp Cynefin is continuously reviewing the complaints outcomes to learn lessons and from 10th June 2025 a new Satisfaction and Complaints Group will be meeting with tenants and staff membership, which will be looking at how Grŵp Cynefin can change and improve services as a result of complaint outcomes (Stage 1 and 2)</p>

GOVERNANCE

Board and Trustees

Criteria	2024/25 Results
<p>How does the housing provider ensure it gets input from a diverse range of people, into the governance processes?</p> <p>Does the housing provider consider resident voice at the board and senior management level?</p> <p>Does the housing provider have policies that incorporate Equality, Diversity and Inclusion (EDI) into the recruitment and selection of board members and senior management?</p>	<p>Grŵp Cynefin reviews Boards skills and Succession Plan on an annual basis as part of the Board Appraisal process. Skills requirements and Board diversity is also assessed. Grŵp Cynefin Recruitment Policy also states the need to target and include under-represented groups within the governance structure. Grŵp Cynefin is also part of the ‘Pathway to Board’ framework which supports ethnic minority individuals to become Board Members.</p> <p>Considering resident voice is of vital importance and to Grŵp Cynefin. The Governance Structure was reviewed to include a Tenants Committee, made up of mostly tenants seats, and the Committee oversees the work of the Tenant’s Forum (who meet weekly), and presented a ‘Tenant’s Voice’ report to Board on a quarterly basis showing how tenants have contributed and made a difference in remotion strategic matters.</p> <p>A new EDI Strategy was approved in 2024, and the Strategy’s Action Plan is currently being implemented. Grŵp Cynefin is also working towards achieving an EDI accreditation (QED ‘Quality in Equality and Diversity’) by the end of 2025-26.</p>

GOVERNANCE

Board and Trustees

Criteria

2024/25 Results

What % of the housing provider's Board have turned over in the last two years?	Board Turnover = 46 % (due to the 9 year rule, and some co-opted appointed in support of Grŵp Cynefin reviewed regulatory position)
What % of the housing provider's Senior Management Team have turned over in the last two years?	Senior Management Team Turnover = 0 %
Number of board members on the housing provider's Audit Committee with recent and relevant financial experience.	From the current 5 members on Grŵp Cynefin's Audit and Risk Committee, and based on their skills assessment; <ul style="list-style-type: none"> - 1 has 'very high' relevant experience (Chair), - 2 'high', - 2 'medium'
What % of the housing provider's board are non-executive directors?	All are Non-executive Directors, of which 10 are full Board Members. 3 are co-opted.
Has a succession plan been provided to the housing provider's board in the last 12 months?	Yes, in September 2024.
For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?	6 years. The auditors are Beever and Struthers.
When was the last independently-run, board-effectiveness review?	Autumn of 2023; report presented and approved by Board January 2024.
How does the housing provider handle conflicts of interest at the board?	Conflicts Policy and procedures in place Annual process to ask for any conflicts Standard meeting agenda item asking for conflicts