

CCG self evaluation statement

Cartrefi Cymunedol Gwynedd (CCG) is a housing association established in 2010. CCG aims to *"be a leading provider of quality housing - meeting the needs of customers, valuing communities"*.

It is regulated by the Welsh Government and as part of the Welsh Government requirements, CCG must complete a self evaluation to rate its performance against 10 performance standards. The aim of this document is to provide a summary of CCGs self assessed status against each standard, acknowledging areas of achievement and areas that require improvement.

The Board of Management are responsible for providing the assurance to the Welsh Government that CCG meets the performance standards and it will have endorsed that the statements contained within this summary are an accurate reflection of CCGs operating activities prior to its publication on the CCG website and its submission to the Welsh Government.

Performance Standard 1:

Effective Board and executive management with a clear and ambitious vision for the Registered Social Landlord

CCG has set out its vision and how it intends to deliver that vision within its corporate Plan 2015-2020 'Designing the future'. The corporate plan is currently under review in preparation for a new corporate plan as the Board and the leadership team have recognised that the commitments within the corporate plan are due to be realised ahead of schedule.

CCG has a an established Governance system, which includes clear lines of decision making and accountability. CCG operates in accordance with the 'Rules of Cartrefi Cymunedol Gwynedd Cyfyngedig'. The Board of Management has overall responsibility for the strategic direction of CCG which is delivered by the Chief Executive supported by an Executive Leadership team and a Senior Leadership team. CCG has achieved and maintained its ISO 9001 Quality Management System certification as part of its commitment to delivering quality within its services.

Welsh Government Opinion

In December 2017 the Welsh Government published its Regulatory Judgement on CCG, it gave CCG its highest possible level of assurance, concluding that:

- **Governance and Services - Standard judgement**

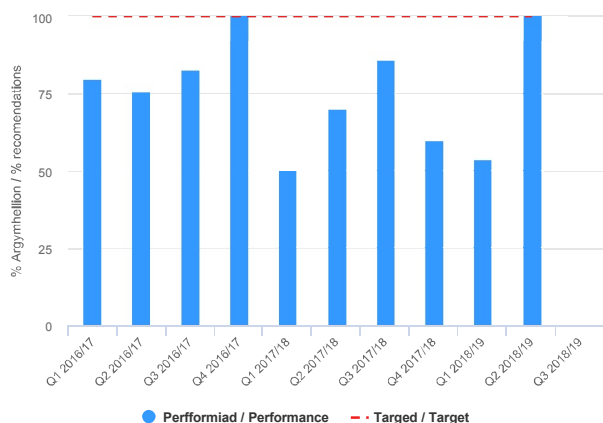
The regulator concluded that CCG identifies and manages new and emerging risks appropriately.

- **Financial Viability - Standard judgement**

The Regulator concluded that CCG meets viability requirements and has the financial capacity to deal with scenarios appropriately.



Llywodraeth Cymru
Welsh Government



Monitoring performance

To embed self assurance of the quality of governance systems within the organisation, CCG has established and monitors a number of key performance indicators. These include:

- Monitoring the compliance level with the Community Housing Cymru Code of Governance Checklist. The most recent review concluded that CCG met or exceeded expectations in 97% of fields.
- Monitoring attendance of Board members. Currently CCG has two Board member vacancies.
- Monitoring of the Regulator returns submitted within timescale.
- **Monitoring the number of internal audit recommendations completed within timescale, to the satisfaction of the auditors (see summary chart)**

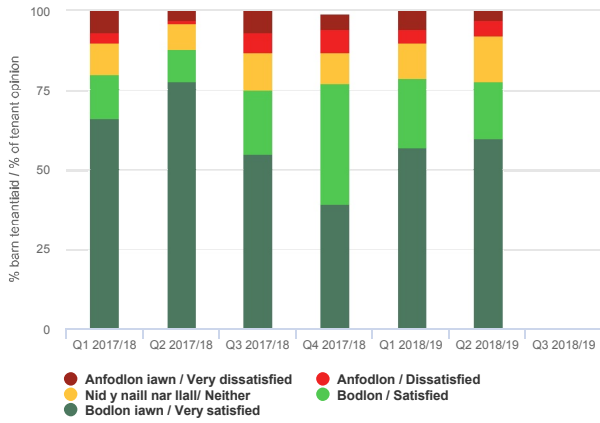


Performance Standard 2:

Effective and appropriate tenant involvement and high quality and improving services

CCG has five values - to be fair, accountable, open, innovative and approachable. CCG believes that encouraging tenant involvement in services is at the core of delivering appropriate services.

To facilitate tenant involvement CCG has established various ways for people to become involved in CCG. These are set out in more detail within the CCG Customer Participation Framework



Tenant survey

CCG regularly asks tenants their level of satisfaction on their experiences with CCG. This information is then used to identify areas of our services which may need improving, in addition to being reported to the Regulator. During 2017/18 over 1,000 tenants participated in the survey:

- 80% of respondents stated they were satisfied with the level of service they receive, with 60% very satisfied
- 81% of respondents stated they were satisfied with the quality of their home, with 61% very satisfied
- 88% of respondents stated they were satisfied that their rent provides value for money, with 60% very satisfied
- 84% of respondents stated they were satisfied that they were provided with the level of service they expected, with 66% very satisfied
- 85% of respondents stated they trusted CCG, with 70% stating they trusted the organisation a lot
- **80% of respondents stated they felt that CCG listened to their views and acted upon them (see chart)**

Tenant involvement

CCG encourages tenants to be involved in the delivery of its services, some key activities include:

- CCG has established a facebook account, currently it has over 3,000 followers
- CCG has established a twitter account, currently it has over 1,700 followers
- In 2017/18 CCGs community involvement team engaged with 292 tenants, which is additional to those who contacted CCG for day-to-day activities.
- In accordance with its operating rules CCG has four tenant members on the board of management. Two of these roles are currently vacant, and to support potential candidates CCG has run a Tenant Board Academy with six tenants graduating in 2017/18

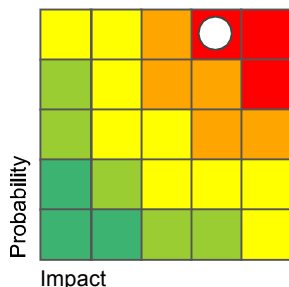


★ Performance Standard 3:

Comprehensive assessment of the business impacts of current and emerging risks, including new business and development opportunities, with robust risk management arrangements

CCG is committed to developing the organisation in order to improve services offered to current tenants and prepare the organisation for the future. To ensure decisions are appropriate CCG has developed and implemented a risk management framework. CCG aims to identify risks on both an operational and strategic level, and give clear ownership to the management and monitoring of those risks. In addition each proposed new development and project operated by CCG undergoes a risk assessment. CCG conducts environmental scanning to identify new and emerging risks for the sector in addition to information provided by the Regulator.

Diwigio lles/welfare reform



Risk register

CCG operates a risk management framework. It identifies risks by continually assessing its operating environment including advice received from the Regulator. The Board reviews the organisations risk registers at regular intervals and clear risk owners are identified within the organisation, the risks are scored on a 5x5 assessment, assessing impact and probability. At present the highest risk identified by CCG is welfare reform.

CCG is preparing for the potential impact of welfare reform on tenants. A dedicated project has been established to ensure that CCG is prepared for the introduction of the changes and that it can support tenants and protect the financial position of the organisation.



Performance Standard 4:

Clearly evidenced self evaluation and statement of compliance

In producing the Annual Statement of Compliance CCG prepares a detailed self-evaluation statement against each performance standard. These statements are expected to provide evidence to support the organisations assessment of its own performance. The Senior and Executive Leadership scrutinise the statements to ensure that they honestly and adequately reflect the organisations position and this is subjected to further scrutiny prior to the Board approving the final Annual Compliance statement.



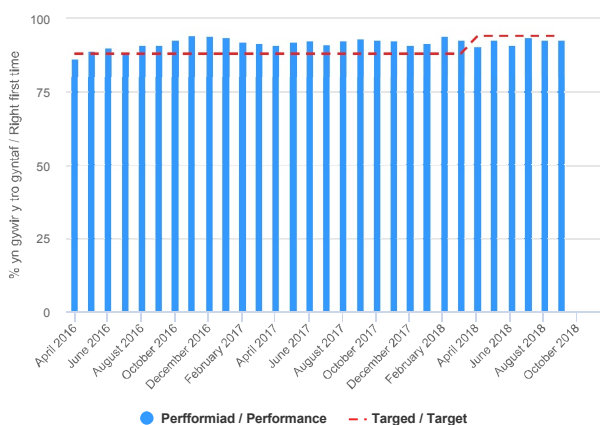
Performance Standard 5:

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

CCG has a performance management framework aligned to the priorities and vision established within the corporate plan. Each priority is linked to key performance indicators (KPIs) which are regularly monitored by the Board and the members of the Senior and Executive Leadership teams. Together with other activities including the management of risk (see performance standard 3) this work enables the organisation to identify new and emerging opportunities and challenges that may impact or enhance performance.

Making the CCG vision a reality was central to CCG successfully undertaking the improvements to its housing stock required by the Welsh Housing Quality Standard (WHQS), CCG has retained its full compliance with the WHQS.

Increasing focus has been made on measuring outcomes for tenants, and their satisfaction with the service they receive (see tenants survey under performance standard 2)



Case study - 'Team trwsio'

CCG identified that it wanted to significantly enhance the capability and capacity within 'team trwsio', the organisations repairs and maintenance department. It established challenging performance indicators and targets, to both monitor tenants opinion and the organisational data used to manage performance.

- 96% of tenants said they turned up on time to complete the repair, 99% said they were friendly and professional, 94% said the quality of the work was good and 98% said they left the property clean and tidy after completing the work
- Since 2014/15 the number of complaints received relating to trwsio has reduced from 152 to 112 in 2017/18
- **The chart shows one of the linked performance indicators for team trwsio, the amount of responsive repairs completed on a right first-time basis.** This PI is important as it enables the organisation to view that the service has the relevant information it needs to enable an appropriate response and solution to be provided to the tenant. In 2015 78% of repairs were completed on a right first-time basis with recent performance being above 90%



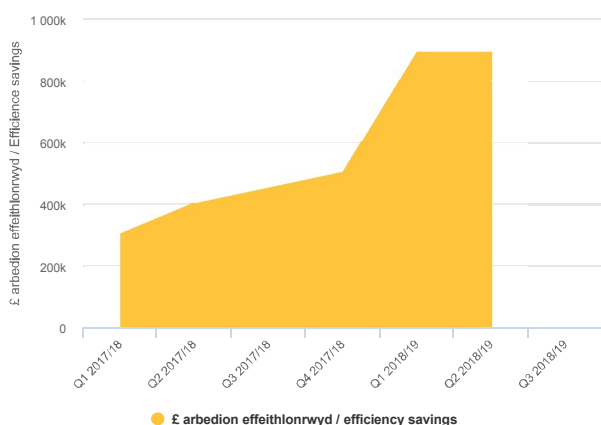
Performance Standard 6:

Delivering value for money in all areas of the business

CCGs corporate plan is underpinned by six operating principles, which includes 'value for money' it states CCG "will deliver value for money services and review how we do things to ensure services improve to meet customer needs." Since 2015 CCG has implemented a Value for Money Strategy, which explains CCGs approach to benchmarking, performance monitoring, procurement and culture change in respect of Value for Money. In 2017/18 a strategic audit of value for money was conducted, and provided assurance on CCGs activities in addition to recommendations to support the strengthening of this critical area of operation.

The Board, together with the Communities and Assets Committee and the Audit and Assurance Committee, monitors CCGs expenditure programme, and monitors several linked KPIs.

CCG prepares an Annual Financial Statement which is independently audited and submitted to the regulator.



Efficiency

CCG has developed processes to improve the way the organisation does business, as part of the implementation of the Value for Money strategy. These efficiencies are intended to improve service delivery and where possible achieve financial savings that can be re-invested in the business.

A key part of achieving organisational efficiencies has been the enhancement of capabilities in procurement. CCG has been recognized for excellence in this field making the shortlist for the Wales and UK Government Opportunities Excellence in Public Procurement Awards in several categories including the Leading Procurement Practice Award, and being highly commended in both Procurement Leadership and Innovation or Initiative of the year award.

To further identify and realise potential efficiency savings CCG has a project team, which undertakes regular business transformation initiatives, working along side services to identify potential improvements that can be made, this runs alongside the corporate projects programme which manages projects to address larger scale business change.

88% of tenants who were surveyed in 2017/18 stated they were satisfied that their rent provides value for money, with 72% very satisfied.

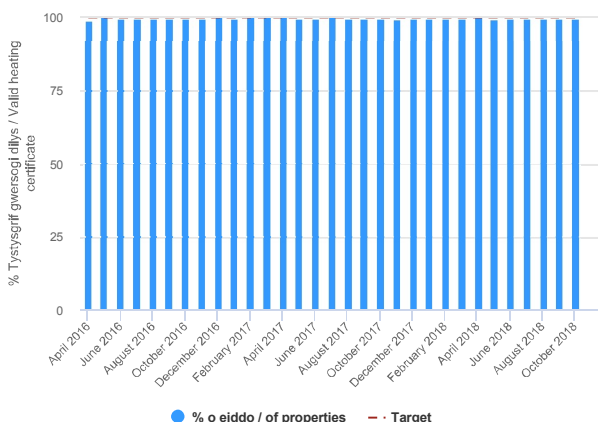


Performance Standard 7:

Compliance with regulatory and statutory requirements and guidance

CCGs vision outlines its intention to be a leading provider of quality housing. It aims to comply with statutory standards as a minimum, and to this end it monitors a suite of KPIs dedicated to ensuring the safety and quality of the housing stock, in addition to ensuring the safety of tenants, staff and members of the public.

Regular reports on compliance are provided to the Board in addition to the Leadership teams, in recognition of the significance of this area of business CCG also undertakes regular compliance auditing to ensure the validity and integrity of activities undertaken, and has commissioned a industry expert to conduct an in depth review of activities relating to safety compliance in 2018 to ensure that learning from other areas is incorporated into CCG operations in addition to ensuring that our performance in this area is of the highest standard.



Compliance with health, safety, quality and environment (HSQE)

CCG has a dedicated HSQE team, who continually monitor compliance against the statutory requirements.

CCG has maintained its 100% compliance with requirements to conduct Fire Risk Assessments (FRAs), legionella inspections, and asbestos inspections. Compliance in these areas is monitored through Key performance indicators and overseen by the regulator. The chart shows CCGs performance relating to ensuring that all properties have a valid heating certificate.

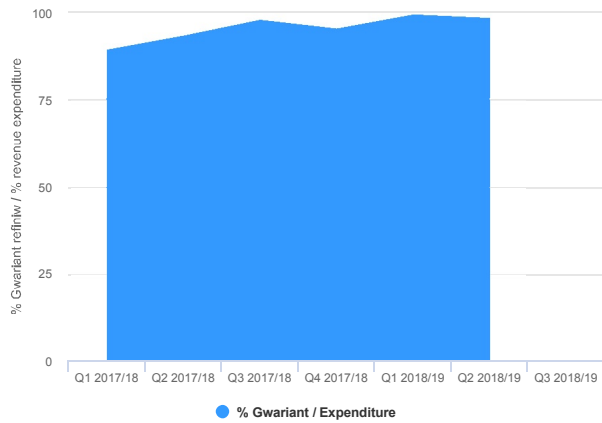


Performance Standard 8:

A financial plan which delivers and supports the business plan and effective monitoring of financial performance

CCG has a 30 year business plan which is provided to the regulator as assurance of sustainability, in addition CCG sets a Medium Term Financial Plan (MTFP) to guide the production of the annual business plan, which is also provided to the regulator. CCG has a Treasury Management Strategy (see performance standard 9).

The Board together with the leadership teams assess the viability of CCGs financial planning, part of this process includes 'stress testing' of the business plan to ensure that it is robust enough to meet a dramatic change in the agreed planning assumptions used in the development of the business plan.



Management of business plan

CCG manages and monitors the performance against the business plan through the board, relevant committees and senior management teams. A suite of KPIs are in place to monitor progress against the plan including capital and revenue expenditure.



Performance Standard 9:

Effective management of treasury operations ensuring sufficient liquidity at all times

CCG has a Treasury Management Strategy which is refreshed on an annual basis, guided by CCGs Treasury Management Policy. The Strategy aligns with the business plan (see performance standard 8). CCG has internal and external auditors who review accounting arrangements at regular intervals, in addition to monitoring by Board members and senior leaders.

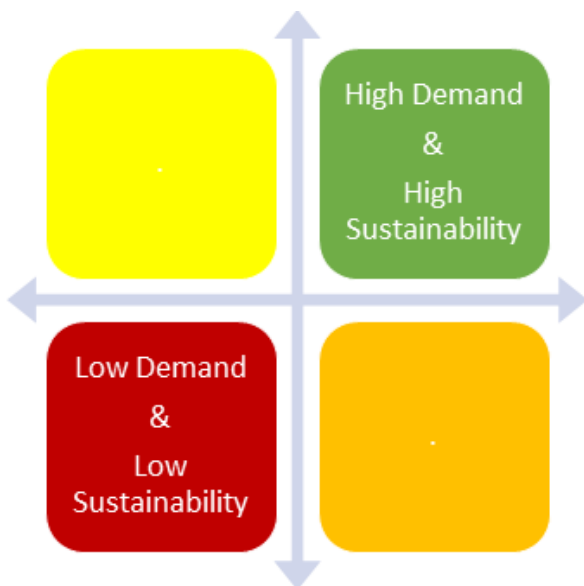
Treasury management

CCG manages and monitors the performance against the Treasury Management strategy through the board, relevant committees and senior management teams. Arrangements are in place to monitor progress against the plan including compliance with loan covenants and the organisations liquidity. The business plan is subject to regular stress testing to ensure that CCG is able to cope with changes to planning assumptions, and that it can react and alter the desired level of liquid assets to meet its obligations as an organisation.

★ Performance Standard 10:

A clear understanding of liabilities and asset performance

As part of CCGs financial management processes the performance of its assets and liabilities are regularly reviewed. This forms part of the planning to inform the Business Plan, Medium Term Financial Plan and 30 year Business Plan (see performance standards 8 and 9). CCG utilises Asset Performance Modelling to ensure clear identification of assets and liabilities.









Management of assets

CCG has Asset Management Strategy for the continuation of the management of the housing stock and other assets. The programme takes into account anticipated works either required to maintain statutory standards or to improve the asset, such as improved SAP energy efficiency. Each property is assessed on a matrix to review its sustainability and the level of housing demand in its locality.

CCG has a surveying team, which aims to ensure that each asset receives a stock condition survey every five years in addition the surveyors conduct WHQS compliance verification audit to ensure that information is up to date and accurate.

Self assessment rating system

CCG uses the following rating system to self assess against the performance standards

Rating	What does it mean?
	We're doing well, but we need to keep going
	We're doing well but we can still get better
	We're doing ok, but we know what we need to do to get better
	We're doing ok, but we need to put plans in place to get better
	We need to improve, but we know how to get better
	We need to improve, and we need to understand what needs to be done