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# ANNUAL REPORT 2016/17

MAKING A DIFFERENCE



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## A WORD FROM THE CHAIR

It's been a particularly exciting year for CCG as we rose to the challenge of meeting the ambitious targets set by the Welsh Government for social housing in Wales. Board and Senior Management have worked in tandem to ensure that our core business as a social housing provider remain central to our priorities, and improvement and investment in our stock continues.

Continued internal efficiencies, together with an increase in funding from Welsh Government have enabled us to revise our Development Strategy to deliver an improved growth plan. We will now seek to build and acquire 300 more homes by 2020. This strategy is supported by a clear framework for managing risk, and robust processes for business and financial planning and capacity. This includes a focused business transformation programme to make more efficient use of our office accommodation, modernise working practices and transform internal culture, enabling us to better meet customer needs making CCG a modern, customer-focused, efficient and cost-effective organisation.

We've continued to place emphasis on strong collaboration to maximise our impact within communities. Our work with North Wales Police on an Early

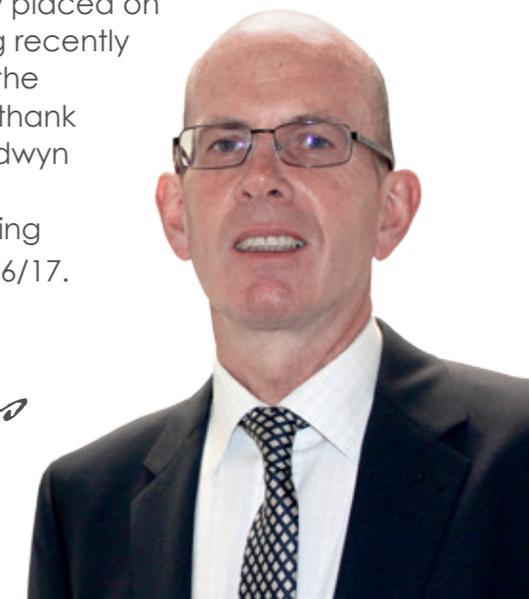
Intervention approach has helped to build safer communities, and we continue our participation in the Gwynedd Tackling Poverty workgroup and the Gwynedd Digital Resilience project.

Strong partnership between tenants, staff and Board members is vital in delivering our vision and meeting the needs of our customers. The launch of our new Customer Participation Framework has ensured that our tenants' voice is central to shaping our evolving services.

I wish to pay tribute to fellow Board members for their commitment to CCG by attending the many meetings held during the year – they give of their time voluntarily and the responsibility placed on them is great. Having recently taken on the role of the Chair, I would like to thank my predecessor, Medwyn Hughes, who did an excellent job of leading the Board during 2016/17.



**Mark Jones, Chair**



## ADAPTING HOUSES TO IMPROVE LIVES

Homes are at the heart of our communities and our everyday life. There is ample proof of the close links between quality of homes and people's health and wellbeing. Unlike many other housing associations, we employ an Occupational Therapist that provides a valuable house adaptation service to our tenants.

During 2016/17 we invested over £671,000 to adapt nearly 500 homes to suit our tenants' needs so that they can live more comfortably and safely in their homes and communities.

*"My previous home was on two floors and the lift would often break. Now that everything is all on one level I don't have to worry so much about getting around my home. It's also convenient to have a parking space outside the house so that my carer can come to help me. I'm a local lad and this is where my family live – I'm relieved that I've been able to have a house locally so close to them."* Wayne Jones, Pwllheli



## MODERNISING OUR REPAIR SERVICE



A key highlight during the year was the significant improvements to our Repairs and Maintenance Service – Tîm Trwsio. The team have embraced change on a phenomenal scale to include clearing a backlog of over 3,000 historic work cards, increasing responsive repair jobs per day from 2.7 to nearly 5.5 and providing our workforce with skills to comply with new regulatory requirements. Procuring new fleet, materials, a new heating contract and a new tenant initiative for all first-time access properties have also contributed towards increased efficiencies and a better customer experience.

*"Having had involvement as a tenant with CCG in giving opinion on the development of the Repairs and Maintenance team I must say the result is beyond anything that I could have expected, and the co-operation and information I have received along with the service improvements is astounding."* Alan Field, CCG Board member and tenant representative

# KEEPING OUR COMMUNITIES SAFE

Our Neighbourhood Services Team – Tim Bro – play a vital part to ensure sustainable tenancies, prevention and enforcing on anti-social behaviour and welfare issues, such as domestic violence, safeguarding children and mental health.

During the year, they dealt with over 560 cases and worked as part of the Early Intervention Team to ensure agencies like the Police and other housing associations share information to tackle anti-social behaviour.

They succeeded in beating their corporate target of 92% for dealing with anti-social behaviour by resolving over 97% of the cases dealt with.

During 2016/17 our Legal Team opened 50 cases on behalf of the team with 39 cases going to court. We are yet to lose any of these cases.

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*Following months of preparation and collecting evidence, a possession order was granted against a tenant who was behaving anti-socially at a block of flats in Dolgellau.*

*“The atmosphere here now is much better. Everyone is much happier and people are not afraid of leaving their flats any more. We'd stopped using our communal room as well. I had fantastic advice and support from CCG staff. It was a difficult experience giving evidence in court, but I'm so glad that I stood up for myself and for others.”* Mrs Pickering, Dolgellau

The Early Intervention Team



*“I live in Penrhyndeudraeth and I often work at our new office Tŷ Madog, Porthmadog. This allows me to spend less time travelling to my usual location at Bangor and offers a better work-life balance for me. It also helps me keep fit as I often cycle or walk when I work from Porthmadog.”* Iestyn Williams, Finance Team

# TRANSFORMING THE WAY WE WORK

To enable more efficient ways of working and provide value for money for our customers, our business transformation project will change the way we work. This project has been a substantial part of what we achieved last year.

Implementing this work means that staff can work more flexibly to offer a better work-life balance and offer services to customers in ways they favour and at a time that suits them.

We've established offices that are convenient to tenants and staff, invested in mobile devices for our repairs and maintenance team to minimise travel time and time spent in offices, and introduced multi-skilled jobs within our services.

Work has also started to plan ways to digitalise the way we offer our services, streamline the way we work outside our offices and modernise our internal working processes.

# GOVERNANCE AND PERFORMANCE REPORT

## Board of Management

There are twelve members on CCG's Board. Four are tenant members, four are local authority nominees and four are independent members. They are all Non-Executive Directors of CCG bringing together a wide range of experiences – local, commercial and professional – to ensure we are governed responsibly and robustly.

Board members set the agenda and strategic direction for the organisation, ensuring that the company remains solvent, well run and delivers the outcomes for which it has been set up. Being a Board member brings with it important responsibilities and all our members are volunteers.

We are committed to achieving good governance and to complying with Community Housing Cymru's Code of Governance. The governance structure comprises the Board and four standing Committees that include Audit and Risk, Assets and Infrastructure, Customers and Communities and Resources. These have delegated powers that enable effective scrutiny of operational issues.

A total of seven Board meetings were held during the year and six awaydays which are opportunities for members to plan for the future.

## Shareholders

At the end of the year, CCG had 49 shareholders. Being a shareholder gives individuals the right to vote at our general meetings and a voice in the way CCG operates and delivers services.

## Regulation

Late in 2016, CCG was assessed as part of the Welsh Government's Regulatory Assessment. This enables tenants, service users and other stakeholders to understand how well we are performing, at a specific moment in time, against the delivery outcomes relating to landlord services, governance and financial management. Following the assessment we received a positive regulatory judgement confirming that the company remains financially viable, with adequate resources to meet its current and forecasted future business and financial commitments.

The conclusions were accepted as a reasonable and fair assessment by the Board. The relationship with the Regulator remains healthy with regular contact maintained over the financial year.

## Members who served on our Board during 2016/17:

### Tenants:

*Alan Field\*\**

*Lari Parc\*\**

*Margaret Bracegirdle\**

*Nerys Williams\**

*Anne Foote\**

### Independent Members:

*Medwyn Hughes*

*Mark Jones*

*Abigail Tweed*

*Paula Jewson\*\**

*David Halsall\**

### Members nominated by Gwynedd Council:

*Cllr Anne Lloyd Jones*

*Cllr John Wyn Williams*

*Cllr Michael Sol Owen*

*Cllr Stephen Churchman*

\* Retired / resigned during the year

\*\* Joined during 2016/17

## HOW ARE WE PERFORMING?

Our measures show we are performing well in all the things that matter – from collecting rent to letting of new homes and repairing and improving the homes we manage.



16

New houses built



93%

Repairs made right first time



98%

Anti-social cases resolved successfully



96%

Repair appointments made and kept



1.89%

Current tenant rent arrears as a % of rent due



1.11%

Rent lost due to properties being empty

*What matters to our tenants matters to us – our annual tenant satisfaction survey last year told us that:*

**81%**

satisfied with their neighbourhood as a place to live

**85%**

of our tenants are proud of their homes

**93%**

satisfied with the attitude of our repairs team

**87%**

satisfied with being able to report a repair

**88%**

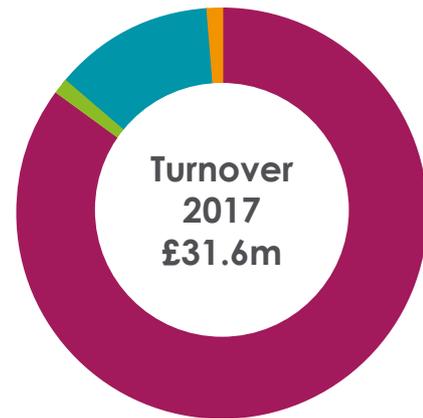
satisfied that they received a friendly response when contacting CCG

## FINANCIAL REPORT 2016/17

<b>Income &amp; Expenditure</b>	<b>2017 £'m</b>	<b>2016 £'m</b>
Turnover	31.560	30.282
Operating Surplus	9.093	7.360
Surplus for the Year	8.144	4.875
Interest Payable	3.751	3.787
<b>Cash Flow</b>		
Net Cash Generated from Operating Activities	14.758	10.818
Net Cash Inflow / (Outflow)	1.376	(0.733)
<b>Balance Sheet</b>		
Tangible Fixed Assets	125.103	116.102
Long Term Loans	55.600	55.850
Net Assets	48.114	42.504

# FINANCIAL REPORT 2016/17

Turnover	2017 £'m
Rent of Houses, Garages and Other Property	26.7
Service Charges	0.4
Welsh Government Grant	4.1
Other	0.4



Expenditure	2017 £'m
Services	2.1
Management	8.3
Repairs & Maintenance	7.2
Improvements to Housing Stock	11.7
New Developments	2.6
Interest	3.8
Housing Depreciation	5.0

