

Result 1: People live and work in environmentally sustainable homes, workplaces and communities

Overview:

We are committed to making a positive contribution to tackling climate change and the impact it has on our communities. This extends to our place of work and to the homes we provide. We want our tenants to live in homes that are energy efficient. We want to ensure that we work and deliver services in a way that minimises our carbon footprint. We believe that by providing high quality homes, maximising office energy efficiency and improving our working practices, we can make a significant difference to the lives of the people we house, our communities and to the national agenda on climate change.

What does environmentally sustainable homes, workplaces and communities look like?

- Tenants live in homes that are as energy efficient as possible and they spend less of their disposable income on energy bills.
- Tenants understand the green technology in their homes and tell us that they are satisfied with how much it costs them to heat their homes and to pay for the electricity they use.
- The priority we place on sustainable working practices achieves a year on year reduction in our carbon footprint per employee.

1.1 ENERGY PERFORMANCE

How will we know if we have made a difference?

The environmental performance of our homes will have improved

How do we know?

The percentage of homes that meet the minimum WHQS SAP rating will increase

	March 2018	March 2017	March 2016	March 2015	March 2014
%	99%	99%	99%	99%	99%

(Indicator 1.1, Measure 1.1.2)

Is anyone better off?

The percentage of tenants living in homes that are more energy efficient increases

	March 2018	March 2017	March 2016	March 2015	March 2014
%	99%	98%	99%	99%	99%

(Measure 1.1.3)

Story behind the baseline data

We measure the energy efficiency of our homes by using an industry measurement tool called SAP (Standard Assessment Process). This takes in to consideration the various building elements such as the fabric construction, insulation, double glazing and boiler type (gas or electric). The calculation then provides a score for each property between 1 & 100 – 100 being the most energy efficient. The minimum WHQS requirement is >65.

In 2015, 99% of our homes met or exceeded the minimum requirement. This equated to just 17 homes below the 65 rating. These homes are predominantly of solid wall construction. Within the last year we have removed the last of the less efficient old back boilers and replaced them with category 'A' condensing boilers. Overall, homes continued to have their SAP ratings improved, through measures such as schemes being switched from electricity to gas or replacement windows etc. In addition to this, the photovoltaic panels installed a few years ago, annually generates circa of 312,000 KW, which on average saves the tenants approximately £260 per household, per year who have the benefit of the system.

Progress on last year's actions

We have a planned program of 64 boilers to complete by the end of this financial year. We've been conducting boiler replacements on breakdown only for the past two years. Boiler programs will continue for the foreseeable future.

We have had a fuel switching programme the last two schemes from electrical to gas heating. There are 9 remaining properties in this process, out of 18. These 9 properties have not been completed as tenants have refused the switchover.

Future actions

Other work will continue across our stock as we try to keep energy efficiency measures as up-to-date as possible, including window and door upgrades, replacement heating upgrades, and looking at opportunities to appropriately insulate homes or make use of greener technology, particularly on the homes that currently are below SAP 65.

1.2 CARBON FOOTPRINT

How will we know if we have made a difference?

Our Carbon Footprint will be reduced

How do we know?

The overall amount of CO2 emissions (tonnes) will reduce

	March 2018	March 2017	March 2016	March 2015	March 2014
CO2 Emissions	-	126.22	127.22	137.15	147.02

(Indicator 1.2, Measure 1.2.1)

Is anyone better off?

	March 2018	March 2017	March 2016	March 2015	March 2014
The percentage in overall CO2 emissions reduces	-	-1.98%	-7.18%	-7.36%	3.58%
The percentage of CO2 through Cadwyn miles reduces	-	-10.48%	-14.92%	-32.30%	28.39%

(Measures 1.2.10, 1.2.12)

We have not been able to collect the data for these measures this year, and will be looking at ways that we can collect going forward, or look for alternative measures as part of the Performance Measurement review.

Result 2: People have access to well managed and maintained homes
Overview:

Providing good quality homes and services to our tenants and access to homes for as many people as possible is our core business. As well as continuing to develop traditional housing for rent we operate a leasing scheme for homeless people and a social lettings agency providing an alternative to the private rented sector. We want our tenants to value their homes and the services we provide, and to feel proud to live in them. We believe good quality, safe and secure housing can provide the foundation for people to live fulfilled lives and contribute to their community's wellbeing.

What does this look like?

- Our properties are of a good standard and are well looked after.
- People are safe, tenants choose to stay with us and we deal with ASB well when it happens.
- We continue to provide more homes through the private sector as well as through traditional ownership
- We don't have many complaints and we learn from those we do.

2.1 PROPERTY
How will we know if we have made a difference?

The proportion of properties reaching WHQS will increase

How do we know?

The percentage of homes that comply with WHQS will increase

	March 2018	March 2017	March 2016	March 2015	March 2014
% compliance	97%	97%	97%	96%	96%

(Indicator 2.1 Measure 2.1.2)

Is anyone better off?

	March 2018	March 2017	March 2016	March 2015	March 2014
The number of people living in properties that are fit for purpose (modern, weather proof, up to standard etc) will increase	Approx 3000	Approx 3603	3603	3561	3636
The percentage of people living in properties that are fit for purpose (modern, weather proof, up to standard etc) will increase	97%	97%	97%	96%	96%

(Measure 2.1.5 and 2.1.6)

Story behind the baseline data:

WG required that all properties met the WHQS by 2014. The standard is to ensure that all properties are well maintained. We continue to invest in our properties to ensure that they are fit for purpose and that our tenants enjoy the environment in which they live. We have prioritised our expenditure and are delivering improvement through annual programmes. The reported figure of 97% is based on WHQS compliance including properties that fail compliance, but meet the necessary criteria to say that their failures are 'acceptable'. The four categories of acceptable failure are 'cost of remedy', 'timing of remedy', 'resident choice' and 'physical constraint'. The vast majority of acceptable failures fall into the 'timing' category. If a property moves into a failure category, because the kitchen or bathroom no longer meets the standard, as long as the replacement of those items is programmed within a reasonable timescale, the failure is considered acceptable due to timing. A small amount of acceptable fails are due to the physical constraints of the building e.g. some flats in roof spaces cannot accommodate showers. Given these items, which will either remain as acceptable fails or will continue to produce a small percentage of acceptable fails each year, the figure of 97% is unlikely to be improved upon. However as all properties either meet compliance or are classed as acceptable fails, we can say that our WHQS pass rate is 100%. The number of tenants living in properties that comply with WHQS is an estimate of household occupancy based on overall tenant numbers.

The number of people living in our homes has seen a decrease due to reporting on more accurate data. While this information will always be an estimation due to occupancy numbers and not always being recorded on the tenancy, we believe this estimation to be more accurate due to better data analysis compared to previous years.

In 2017/18 we spent circa £716,293 delivering WHQS related improvements across 250+ households. Tenant satisfaction levels for the delivery of this work were at 98%.

In addition, we have also restructured the Asset Management department which will provide a more focused and efficient service whilst achieving value for money.

Progress on last year's actions

We've continued with our planned component replacement program.

Future actions

Significant amounts of WHQS related component replacements are all delivered by CanDo Contractors and investment costs are expected to fall as this work is delivered at cost, while the service delivery and high tenant satisfaction levels are maintained.

2.2 REPAIRS
How will we know if we have made a difference?

The effectiveness of the reactive repairs service will improve

How do we know?

The average end to end times for completing reactive repairs will reduce.

	March 2018	March 2017	March 2016	March 2015	March 2014
CanDo Contractors	21	12	13.6	11	7.28

(Indicator 2.2, Measure 2.2.4)

Is anyone better off?

	March 2018	March 2017	March 2016	March 2015	March 2014
Overall satisfaction with the standard of maintenance - is everything working as it should?	80%	98.94%	87.7%	86.5%	82.2%
Overall satisfaction with the standard of planned maintenance / improvements	88.3%	98.45%	98.64%*	94%	97.5%

(Measure 2.2.8 and 2.2.9)

Story behind the baseline data:

There's been significant change to the Asset Management and CanDo Contractors teams during this financial year. This first year has been about continuation of the already planned works. This has resulted in an increase of future planning using better data and systems.

During this financial year we've increased our inspection program with Surveyors, which includes the implementation of stock condition surveys for all of our properties.

We've provided a strong presence for maintenance across all Cadwyn properties during 2017/18 with Surveyor visits. This has and will provide us with strong data to enable us to make sound decisions and plan for the future programs.

End to end times have seen a increase in 2017/18. This has been the result of much change to services carried out in CanDo Contractors and various resource issues during this financial year. We have addressed a number of resourcing issues and our end to end time in August 2018 was 15 days.

We have seen a decrease in Maintenance Satisfaction this is reflected in the tenant's survey. In part, this has been a result of some tenant's work being delayed due to other priorities in maintenance. We have also begun to be clearer on our responsibilities as a landlord and in line with tenancy agreements in relation to the works that we will carry out.

Progress on last year's actions

The completion of stock condition surveys will allow to plan better in future programs and conduct maintenance programs more effective and on time.

Future action

The review of our data and stock condition surveys are resulting in more accurate planning for 2019/20. This will ensure we can proactively tenants' expectations in the future.

We are currently reviewing the resources in CanDo Contractors to ensure we have the right skillsets against the demand of works. This is part of our data analysis which will allow us to be more accurate in our scheduling in the future.

We will be reviewing the services provided by CanDo Contractors for 2019/20. At present we have made alternative arrangements with an external contractor to deliver the Voids service. We will be reviewing this arrangement in order to ensure value for money for this service in 2019/20. This work will begin in January 2019 which will either result in tendering the work externally or conducting the void work through CanDo Contractors.

While we have been more selective this year in relation to the works that have been carried out in 2017/18, we are seeking to provide value for money but also encourage tenants to carry out work that is their responsibility under their tenancy agreement.

2.3 SAFETY

How will we know if we have made a difference?

The level of safety of tenants, residents and staff will improve

How do we know?

The percentage of properties where gas servicing has been completed will increase

	March 2018	March 2017	March 2016	March 2015	March 2014
CanDo Contractors	99.99%	100%	99.95%	99.99%	99.8%

(Indicator 2.3, Measure 2.3.2)

Is anyone better off?

	March 2018	March 2017	March 2016	March 2015	March 2014
The percentage of residents that feel safe in their homes (Nightingale House) will increase	100%	93%	98%	96%	94%
The percentage of tenants that feel safe in their homes will increase	81.6%	81.6%	87.6%	86%	73%

(Measures 2.3.10 and 2.3.11)

Story behind the baseline data:

CanDo Contractors

We have recruited a Compliance Officer, who is responsible for the administration of all compliance areas relating to all of our properties. This has resulted in a better understanding of the performance of our properties and a far more proactive management process. The Board considered the annual H & S report in September. This report demonstrated the level of compliance across all of our Landlord H & S responsibilities.

Nightingale House

Providing a safe accommodation for our homeless families remains our top priority. From our exit questionnaires we had a pleasing 100% score around feeling safe whilst residing at the hostel. However, it is worth noting that we were not able to capture all of the families Exit Interviews achieving a 63% return rate which is fairly consistent based on previous years returns. We continue to receive feedback from social services, local authority's housing department and most importantly residents who have accessed other hostels around the high levels of safety within the hostel. This has coincided at a time when we have moved away from issuing warnings and evictions other than in the most extreme circumstances. It is therefore heartening that this has not impacted upon people's perception of feeling safe. This can be attributed to the skill of the staff within the hostel that are able to communicate effectively with the residents affected when issues arise.

Progress on last year's actions
CanDo Contractors

While we are using Oneserve for compliance areas such as Gas and Electrical Testing, we are in the process of procuring a more effective an Asset Management system to better record and utilise compliance information. We are seeking to install the new system by March 2019.

Nightingale House

All staff received Safeguarding and Child Protection training for external experts. Our Supported Housing policy and Procedure was reviewed along with that of the organisation. A more robust and effective visitor procedure was implemented through the year which is tested by the Hostel Management team at regular intervals.

We continue to strive for Nightingale and Hafan to become trauma-informed. This has meant staff using "elastic tolerance" when dealing with incidents within the hostel.

Future actions
CanDo Contractors

Further development of our systems will allow better profiling of our properties and enable effective data management. At present our use of data is limited and we are developing systems that will improve our understanding of our performance and as a result operational performance, productivity and management of cost will improve.

Nightingale House

- To move away from House Rules and replaced by guidelines agreed by residents
- Use of "elastic tolerance" which is in keeping with creating a psychologically informed environment to cater for the needs of our residents – leading to fewer evictions and reductions in warnings

2.4 ANTI SOCIAL BEHAVIOUR
How will we know if we have made a difference?

The rate and effectiveness of the ASB service will improve

How do we know?

The number of ASB cases will decrease

	March 2018	March 2017	March 2016	March 2015	March 2014
Live cases	22	23	15	7	21

(Indicator 2.4, Measure 2.4.1)

Is anyone better off?

	March 2018	March 2017	March 2016	March 2015	March 2014
The number of cases resolved will increase	130	76	120	108	79
The percentage of cases resolved will increase	95%	74%	77%	64%	32%
The percentage satisfaction (we helped with problem) will improve	61%	46%	66%	36%	50.5%
The percentage of tenants feeling safe in their communities will increase	83%	-	85%	85%	57.8%

(Measures 2.4.6, 2.4.7, 2.4.8, 2.4.9)

Story behind the baseline data:

The data above shows that more ASB cases are now being resolved and more customers are satisfied than the previous year. It is difficult to always satisfy an ASB complainant because sometimes we cannot meet their expectations, e.g. by evicting/moving out their neighbour.

Over the past 12 months we have been implementing Restorative Approaches (RA) in Housing Services. This has been a steep learning curve as RA in a ASB setting is most successful when at least one party has admitted they were at fault or when both parties want to reach some middle ground.

We also had an ASB audit in early 2018 which highlighted the need to be better at keeping tenants informed and at recording progress with cases. The tenant survey results supported the audit's findings but also showed that there have been some improvements over the past three years.

There has been a slight drop in the number of tenants who feel safe in their communities although the tenant survey results show that there was a 2% drop in those who experienced ASB compared to three years ago so 'feeling safe' may be attributed to other, external, factors.

Progress on last year's actions

1. *Train remaining staff in Restorative Approaches* – all staff have now been trained in RA and it is being implemented across Housing Services.
2. *Review our 'offer' to tenants – this will include how we respond to reports of anti-social behaviour* – we are communicating to complainants how we will address ASB (restoratively) and what their responsibilities are within this.
3. *Implement a victim risk assessment and triage form for new cases* – this has not been actioned but the intention still is to have a victim risk (triage) assessment.

Future actions

1. Continue to embed Restorative Approaches in the Neighbourhood Team (reflective practice, behaviours)
2. Meet the ASB audit recommendations
3. Implement a victim risk assessment.

2.5 STOCK NUMBERS**How will we know if we have made a difference?**

The number of homes socially managed by Cadwyn will increase

How do we know?

The number of new homes handed over / managed by Cadwyn, CanDo, Calon / TA will increase

	March 2018	March 2017	March 2016	March 2015	March 2014
Core Stock	33	0	55	13	9
Core Commercial	3	0	4	2	-
CanDo	136	242	292	359	404
TA	301	306	302	356	335

(Indicator 2.5, Measures 2.5.1, 2.5.5, 2.5.9)

Is anyone better off?

	March 2018	March 2017
The total number of stock available to people in need will increase	1976	2007
There will be a percentage increase in our stock	-1.6%	

(Measure 2.5.3, 2.5.4, 2.5.7, 2.5.8, 2.5.11, 2.5.12)

Story behind the baseline data:

Core

In development terms, construction operates in cycles depending on when we secure social housing grant, start on site and most importantly the term of the building contract. Most building contracts are generally 10 to 18 months long depending on size of scheme, hence subject to when a scheme starts on site, could complete in the following financial year.

In 2017/18 we completed 33 residential units and 3 commercial units. In addition to this, we also completed 7 apartments in Pembroke and sold those directly to Ateb Group, formerly known as Pembrokeshire Housing Association for affordable housing.

In addition, we have acquired various parcels of land for our sustainable development programme. We are now branching out in to open market sales and further package deals with the Local Authority to help increase the supply of affordable housing in Cardiff whilst using less social grant.

We were successful in securing nearly £5M in loan for housing funding with either 0% interest or very low rate of interest on the open market schemes.

CanDo Lettings

In the previous annual report card the future action discussed that the unit numbers on CanDo Lettings were to be reduced to 126 over the following 12 months to reduce the financial risk associated with the loss of the service charge and ability to secure bond funding. At year end (March 2018) unit numbers were in excess of this figure, this was due to a change in legislation in 2017 around the management charge payments from DWP and a strategic decision by Cadwyn to begin retaining units.

CalonTA

It has been a difficult year attracting and retaining properties on the leasing scheme and we have done well to maintain the portfolio at 301. Ten privately owned units are being used for the Syrian Refugee Programme and all RSLs committed to supporting this scheme by making an agreement to backfill and provide units from their social stock for use on TA.

Progress on last year's actions**CanDo Lettings**

Unit numbers were strategically reduced in line with the new business objectives. In 2017 it was announced that CanDo Lettings would not lose the service charge as initially advised. This placed CanDo Lettings in a much stronger position and the approach was altered to retain units at 145. However, landlords continued to withdraw from the scheme, many citing selling as the reason or moving to the open market where they could achieve higher rents.

Calon/ TA

The strategy detailed in last year's report was executed well. A new website was launched, new social media platforms were established and content is published daily showcasing the good work that we do. The retention strategy was met with good feedback and something we will continue to develop and implement in future. We made attempts to gather feedback from landlords but the response is very limited and doesn't give us much to go on.

Future action**Core**

We have a commercial development programme with over 200 units in the pipeline of various tenures, including mixed use developments and open market sales. We will continue to source land and investments with an emphasis on affordable housing, mixed use & open market sales or other income generation initiatives such as package deals.

CanDo Lettings

No marketing has been promoted for CanDo Lettings as unit numbers were being strategically reduced but as the position has now changed, a new marketing strategy is in development to attract more landlords to the service and increase supply of homes.

The staffing resource has been reviewed to reflect the reduction in numbers and this will continue to be monitored to ensure financial viability.

When landlords advise they want to withdraw we continue to sell Four Walls Online as a selling and professional letting option so we can retain the business in-house.

Calon / TA

A new marketing campaign is in development (amalgamating Calon and CanDo Lettings) to attract more landlords to both services.

Cross departmental working continues with Four Walls, so that landlords are directed to Calon/CanDo Lettings if they are looking for a different service offer.

Continue to work with our RSL partners to offer a leasing service for their difficult to let properties.

2.6 COMPLAINTS**How will we know if we have made a difference?**

The rate of complaints will decrease

How do we know?

The percentage responded to in a timely way (resolved within 20 days) will increase

	March 2018	March 2017	March 2016	March 2015	March 2014
No of complaints	48	44	50	46	48
Percentage resolved within deadline	85.4%	97.7%	81%	94%	70.8%
Percentage upheld	46.7%	45%	44%	48%	46.4%

(Indicator 2.6, Measure 2.6.1, 2.6.4, 2.6.6)

Is anyone better off?

	March 2018	March 2017	March 2016	March 2015	March 2014
The percentage of complainants satisfied will increase	43.8%	-	44%	44.7%	58.9%

(Measure 2.6.7)

Story behind the baseline data

The percentage of complaints resolved within deadline has decreased this year. This relates to 7 of the 48 complaints not having a close off letter sent within the timescale. The Managers all make contact or meet the complainant within the timescale, however there is not always a formal sign off. We have recently moved to a different way of monitoring the process of complaints, a web based system called TRELLO, and this is helping to remind managers of these time frames, and there has been an improvement in the last few months.

Future action

We will continue to monitor whether complaints are resolved in a timely manner and ways we can improve the system.

2.7 SUSTAINING TENANCIES

How will we know if we have made a difference?

The rate of tenancies sustained will improve

How do we know?

The percentage maintaining tenancy for over 1 year after end of support will increase

	March 2018	March 2017	March 2016	March 2015	March 2014
Actual	96%	97%	97%	99%	98.8%

(Indicator 2.7, Measure 2.7.14)

Is anyone better off?

	March 2018	March 2017	March 2016	March 2015	March 2014
The percentage of evictions will decrease	0.47%	1%	0.16%	0.39%	0.13%

The percentage of people feeling settled in their community / committed to staying will increase	62%	-	72%	72%	75.6%
The percentage of tenants actively looking to move will decrease	20%	14%	16%	16%	10.7%

(Measure 2.7.10 & 2.7.11)

Story behind the baseline data:

Of the 96 tenants who received support in 2016/17 only 4 of them moved on in what can be described as a negative way: 2 went to prison, 1 was evicted and another abandoned their tenancy. The other 92 remain in their tenancies. The slight drop from 96% in 2018 from 97% in the two previous years is explained by the much higher number of tenants supported in 2017/18. This was a direct result of the change in the Supporting People funding regime that reduced the maximum length of support from 2 years to 3 months.

In total, 6 tenants were evicted in 2017/18. Three for arrears and three for anti-social behaviour. All three anti-social behaviour evictions were prolific cases which involved noise nuisance, drugs, and, in one case, firearms. The three arrears cases totalled £7,283: one tenant returned to Africa, another had his benefits cancelled due to a fraud investigation and the third was a non-EU national whose residency status changed and was no longer entitled to benefits.

With all tenants eviction is a last resort and we do everything we can to avoid it. In these exceptional cases we were unable to as we have to take into account the effect on neighbours and the local community as well as our responsibilities as a landlord.

Less tenants feel settled in their community than in previous years and more want to move. The Tenant Survey showed that there are various reasons for this such as car parking and noisy neighbours. Noise nuisance continues to be one of the main reasons for ASB complaints.

Progress on last year's actions

Adopt a holistic approach to tenancies at risk by ensuring that tenants support needs are addressed with a view to tenants remaining with us – tenants who are at risk are referred to internal and/or external agencies depending on their needs. For example, we have a Financial Inclusion Coach and a Progress Coach within Housing Services who deal with complex money management and other support needs.

Future actions

Remain up to date with the rules applying to EEA Nationals and benefit entitlement, particularly at the lettings stage.

Result 3: Communities are Strong and Resilient

Overview:

As a landlord, our core purpose is to provide affordable good quality homes and manage and maintain them well. However, we know that while a home is essential for health and wellbeing, so being part of, and contributing to, a strong and resilient community makes a positive difference to people's lives. Our key partner, Cardiff Council, has also adopted an outcomes approach to evaluating its service delivery, and values the contribution we make to the wider community agenda.

What does this look like?

- Tenants are equipped to participate with us and in the broader community through their engagement with us, they feel they understand about services and satisfied with their ability to influence and participate through traditional and digital means.
- Debt is minimised and people have access to financial services and assistance to help them into work.
- Tenants feel positively about the communities they live in and access to housing and services is fair to all sections of the community.
- Tenants have access to employment and training opportunities to enhance their chances of getting into work

3.1 TENANT INVOLVEMENT

How will we know if we have made a difference?

The rate of tenant involvement will increase

How do we know?

The percentage of tenants and residents involved will increase

	March 2018	March 2017	March 2016	March 2015	March 2014
Core Stock	31%	30%	30%	27%	27%
NH	69.8%	53%	56.6%	60.9%	67.3%

(Measure 3.1.2 & 3.1.12)

Is anyone better off?

	March 2018	March 2017	March 2016	March 2015	March 2014
The percentage of tenants volunteering in the community will increase	13%	18.4%	16%	16%	15.6%

(Measure 3.1.5)

Story behind the baseline data:

Core

Less tenants appear to be volunteering than in previous years. In the Tenant Survey we also asked was anyone interested in volunteering and around 25% said they were. Realise Your Potential have since contacted these tenants to follow this up and discuss opportunities.

Tenant involvement for core stock has remained steady, with Cadwyn Service Improvement Team playing an important role in scrutinising service areas. The group completed a review of Digital Services during the year which was well received by the Board. This is an area we are continuing to develop by identifying new ways of involving tenants.

Nightingale House

Our numbers of families engaging in activities within Nightingale House has seen a significant improvement. A large part of this is the recruitment and retention of our 2 Weekend Activity Coordinators which supplement the activities and trips which go on during the week.

Progress on last year's actions

Core

1. *Review our Tenant Participation Strategy in conjunction with our Customer Services Improvement Team taking into account further opportunities for digital engagement* - due to our Tenant Participation Officer being seconded to another role this review has not been completed.
2. *Involve tenants in the review of the Older Persons Strategy* – older tenants were contacted as part of the review and asked for feedback on services. The feedback was then incorporated into the new strategy.

Nightingale House

We have retained our Weekend Activities Coordinators which involved the recruitment of a new member of staff to replace the previous staff.

We have a planned range of activities that are arranged at the most convenient times for residents.

Future action

Core

1. To contract for a consultant to assist us with tenant engagement including:
 - a. Reviewing the Tenant Participation Strategy in conjunction with our Cadwyn Service Improvement Team and a more diverse range of tenants, taking into account further opportunities for digital engagement.
 - b. Further consultation on the key areas identified in the Tenants Survey with the aim of increasing customer satisfaction.

Nightingale House

We have retained our Weekend Activities Coordinators which involved the recruitment of a new member of staff to replace the previous staff.

We have a planned range of activities that are arranged at the most convenient times for residents.

3.2 EMPLOYMENT AND TRAINING

How will we know if we have made a difference?

The rate & effectiveness of Employment, Training, Volunteering, Education [Realise Your Potential scheme] improves.

How do we know?

The number of tenants and non-tenants supported through RYP scheme increases

Annual Performance Report 2017/18

	March 2018	March 2017	March 2016	March 2015	March 2014
Tenants	50	52	34	47	36
Non-tenants	24	24	33	38	40
Total	74	76	67	85	76

(Indicator 3.2, measures 3.2.1 & 3.2.4)

Is anyone better off?

The number of tenants and non-tenants who gain employment with the support of the service increases

	March 2018	March 2017	March 2016	March 2015	March 2014
Tenants	14	10	11	12	7
Non-tenants	15	4	12	14	15

Story behind the baseline data:

The data shows that the number of tenants and non-tenants signing up throughout the year has remained pretty static with a combined total of 74, down 2 from the previous year. The percentage split has also remained constant with tenants amounting to around two thirds of total members.

In total we worked with 113 members through our scheme within the year as the above number documents the on-flow onto the scheme.

We have seen a pleasing increase (almost double) in the number of members entering employment. This has occurred to a greater focus in job outcomes not just concentrating on the process of moving someone closer to work.

Progress on last year's actions

- We have established close links with the Rents team to “fast track” Universal Credit claimants who will be adversely affected.
- Staff have been trained in Benefit changes to ensure all info is fully up to date and informs the member.
- We have increased the amount of working from Hubs, within members own community to encourage engagement.
- We have built up an effective network of partners where we can signpost to ensure the member receives the support they need in the most efficient way.
- We considered applying for ESF funding but discounted it due to it not being financially attractive.

Future actions

- To attain a 75:25 split tenant: non-tenant through our marketing activities in order to position service to mitigate tenant arrears as a consequence of Universal Credit
- To look at effective use of Cadwyn resources in helping those most affected by welfare reform

3.3 FINANCIAL HEALTH

How will we know if we have made a difference?

The financial health of tenants and residents will be improved

Is anyone better off?

	March 2018	March 2017	March 2016	March 2015	March 2014
The number of tenants capable of managing their finances and paying their rent will increase	-	1161	1147	1184	962
The percentage of tenants capable of managing their finances and paying their rent will increase	-	91%	89%	92%	77%
The percentage of tenants paying their rent on time will increase	-	87%	86%	89%	40%
The amount of rent arrears will decrease	£56.6k	£62.8k	£47.6k	£47.5k	£59k
The percentage of rent arrears will decrease	1%	2%	1%	1%	1.44%

(Indicator 3.3, measures 3.3.8, 3.3.7, 3.3.8, 3.3.9, 3.3.11)

Story behind the baseline data

(Three sets of data for 2018 are not available as there have been ongoing reporting issues with the housing management system. We are looking at ways that we can collect this data or change how we collect this information)

We have continued to put a strong performance in our core stock in terms of being proactive in avoiding and/or minimising rent arrears. We have worked hard to prepare our tenants for the introduction of Universal Credit (UC) and encouraged tenants to build up a credit by paying their rent in advance. Tenants have been very receptive to this idea due to the potential impact of UC and gaps in payments. All new tenants are required to pay a week's rent in advance and meet with the Rents Team for an interview before signing for their tenancy. We are also now credit checking all new tenants so that we can have an open and honest conversation with them about money, from the start of the tenancy.

Progress on last year's actions

Implement the Insights software so that we can identify tenants in financial difficulty other than rent arrears - the Insights software was implemented in September 2017.

Future actions

Develop the role of the Financial and Digital Inclusion Coach to support more customers.

3.4 EQUALITY

How will we know if we have made a difference?

Access to our services will be fair

How do we know?

The percentage of tenants housed by equalities strands will be reflective of the communities we serve

		March 2018	March 2017	March 2016	March 2015	March 2014	Census data (2011)
Gender	Female	59.8%	60.3%	60.5%	61.3%	60%	50.9%
	Male	40.2%	39.7%	39.4%	38.7%	40%	49.1%
Age	Under 25	1.5%	1.7%	2.4%	3%	2.6%	35.7%
	25-34	13.1%	14.3%	14.2%	15.1%	15.2%	16.1%
	35-44	21.1%	21.5%	21.0%	21.8%	22%	12.9%
	45-54	29.9%	29.3%	28.6%	27.7%	29.6%	12.3%
	55-64	20.5%	19.8%	20.2%	19%	17.6%	9.8%
	Over 65	13.6%	13.2%	13.4%	13.1%	2.7%	13.2%
Disabled		43%	43%	-	23.5%	39.3%	18%
Ethnic Origin	White British	73.2%	73.5%	73.9%	60.7%	62.0%	80.3%
	BME	20.6%	21.4%	19.3%	13.2%	14.2%	15.3%
Religion & Belief	Have a religion or belief	49.5%	51.1%	52.2%	45.1%	45.2%	0.5%
	None	47.3%	46.5%	45.9%	33.9%	34.1%	31.8%
Sexual Orientation	LGBQ	7%	7.7%	9%	7.6%	7.5%	-
	Heterosexual	83.6%	76.6%	84%	54.8%	56.1%	-
	Prefer not to say	9.3%	9.6%	7.3%	37.6%	36.2%	-

(Indicator 3.4, measure 3.4.2)

Is anyone better off?

	March 2018	March 2017	March 2016	March 2015	March 2014
Tenants feel they are treated fairly	79.7%	90.4%	96.5%	89%	81.9%

(Measure 3.4.12)

Story behind the baseline data:

Generally the demographics of the tenants we house does not change much year on year, and the key service areas are aligned with this data also, however there are some areas which need a bit more investigation.

The key areas where we do not match up and needs further attention is the staff profile and recruitment.

The percentage of tenants feeling that they have been treated fairly has dropped significantly, and this is an area that we are picking up with the work on Tenant Survey.

Future action

We have pulled together an action list for areas where we do not match with the Cardiff Census information, and looking at areas where we can tailor our services and we will continue to monitor progress.