

TAFF

Annual Report

2022/2023



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Welcome!

From Chair of Board Andrew Knight and
Chief Executive Helen White



The cost-of-living crisis has undoubtedly hit our tenants and the wider local community hard this year. The UK experienced record levels of inflation and increases in the costs of consumer goods alongside soaring fuel and food bills. This has also impacted us as a business, with challenging supply chain bottlenecks, increasing costs and difficulties accessing some of the goods and services we need.

Against this backdrop, we have continued to focus on our strategic priorities and ensure that our tenants remain at the heart of what we do. Now a turbulent 2022/23 has come to an end, we're able to look back with pride on what we have achieved as well as preparing ourselves, our tenants, and communities for the challenges ahead.

Safety remains a top priority for us at Taff. We are pleased we have maintained consistently high levels of compliance with our statutory landlord health and safety activity. The tragic death of Awaab Ishak in Rochdale was a sobering reminder of how important it is to keep our homes safe.

We know that for many of our tenants the current cost-of-living crisis has created even more hardship and difficult choices around heating homes. We welcomed many of our tenants to our Winter Wellbeing Club sessions, offering a hot meal, friendship advice and warmth over the Winter.

We know that the sector faces a number of significant challenges ahead - from the ongoing cost-of-living crisis to building safety and decarbonisation.

After another unprecedented year in terms of the challenging external landscape, we are proud of how colleagues have continued to support our tenants and service users.

We would like to thank all our tenants, service users, colleagues, partners and stakeholders for their ongoing support – we know we couldn't achieve without you.

A handwritten signature in black ink, appearing to read 'A Knight', with a horizontal line underneath.

Andrew Knight,
Chair of Board

A handwritten signature in black ink, appearing to read 'H White', with a horizontal line underneath.

Helen White,
Chief Executive

About Us

We've been providing social housing and housing related support for over 45 years. We provide almost 1,600 homes to more than 4,000 people across Cardiff, alongside the delivery of support services across South East Wales.

Our Mission

Our mission is to provide great homes and services and to support communities to thrive.

Our Values



**We inspire
Trust**



**We are
Ambitious**



**We are always
Learning**



**We are
Kind**



Delivering great homes and services



Keeping our tenants homes safe

We were deeply saddened and shocked by the death of Awaab Ishak who died as a result of a severe respiratory condition caused by prolonged exposure to toxic black mould in his home.

- This tragedy has rightly raised significant concerns around how housing associations deal with damp, mould, and condensation (DMC).
 - We are committed to ensuring that all our tenants and service users feel safe and supported in their homes.
-

To ensure we work proactively with our tenants on tackling issues relating to damp and mould. We have implemented a comprehensive plan and established a DMC action group, focusing on the following actions:

IDENTIFY-

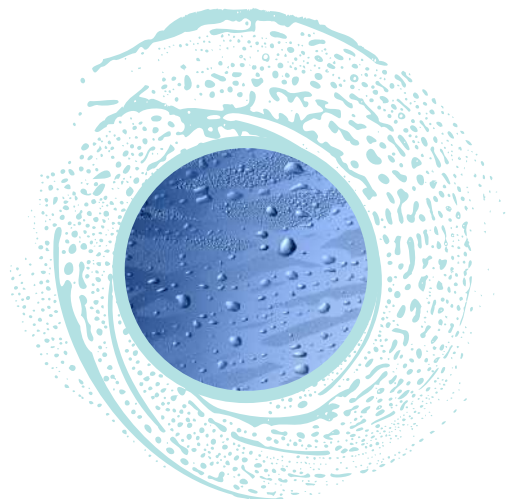
Understand where all cases of DMC are in our homes and how we will improve systems to ensure we can proactively intervene in cases at an early stage

PREVENT & RESOLVE-
Upon identification, we will seek to resolve the root cause of the DMC as well as alleviate the immediate effects

COMMUNICATE-

Regularly and appropriately communicate with our tenants and colleagues around the importance of reporting DMC and our responsibilities to act swiftly

Following the result of the inquest into the case in Rochdale, we undertook some immediate actions. Aimed at ensuring we are aware of all the cases of DMC in our homes and tenants are empowered to report any issues to us.



Working with Vivus Solutions



We have continued our work with Vivus Solutions completing works on the Decarbonisation Render Project in Ethel Street, Canton, helping alleviate damp and improve thermal performance. The project was part funded by Welsh Government's optimised Retrofit Programme

Feedback and comments on the results from our tenants has been positive. With more tenants requesting their homes are also included in the future projects.



I've been living here for years and years, and I always had my central heating on at 30 degrees to keep it comfortable. I probably like my house warmer than others, but now I've got it set at 18 degrees. The central heat is on only half the time now, but it's already more comfortable. And the front room is no longer raw cold when I come down in the morning.

- Odette, Project Tenant (One month after Vivus Exterior Render)



Tenant Outcomes

Tenants are giving a very positive response stating their homes are warmer, drier, and more comfortable to live in.

Tenants have reported a reduction in mould formation on furnishings against external walls.

As well as seeing a 50% reduction in the energy required to heat the home.

Psychologically informed practice



A psychologically informed environment (PIE) is one that recognises the impact of the psychological trauma on individuals and their ability to function in their day-to-day lives. It's a space designed to promote healing and recovery, and to provide support and care for those who are often at risk. This type of environment is particularly important for those who are experiencing homelessness, as they are often at higher risk of experiencing mental health issues and other challenges.



Being trauma informed means that we are aware of the prevalence and impact of trauma, and that we are prepared to respond to it in a way which is supportive and compassionate. This involves understanding how trauma can affect individuals, and developing strategies and interventions that are sensitive to their needs. It's about creating a safe environment where individuals can feel comfortable sharing their experiences and receiving the support and care they need to heal.



Taff recognises the importance of creating a psychologically informed environment and being trauma informed to provide the best possible support for our service users. We work to ensure our colleagues working in Support Services are trained in trauma informed care, and that our facilities are designed to promote healing and recovery. This includes providing access to mental health services, creating safe and supportive living spaces, and developing programs and services that are tailored to needs of our users.

Psychologically informed practice

However, we also understand that this is not just the responsibility of our Support Services team. We apply this approach across all aspects of our work, from our Neighbourhood Teams to our Repairs and Maintenance Team

Integrating psychologically informed practice means taking into account the impact of homelessness and housing insecurity. This means we are designing our housing policies and procedures with the needs of our tenants and service users in mind, and that colleagues are equipped to respond to their needs in a sensitive and compassionate way

PIE in action

Our Neighbourhood Officers work to ensure that our tenants have access to safe and secure housing, and that they are provided with the support they need to maintain their tenancy. This includes providing access to money advice, signposting to other agencies who can help as well as referrals to our own Community Inclusion Team.



Our Repairs Team work to ensure that our tenants have access to safe and well-maintained housing, and that any repairs or maintenance work is carried out in a timely and sensitive manner. This means they are taking into account the impact of our work on our tenants, and that we are working to minimise disruption or stress that may result from our maintenance and repair work.

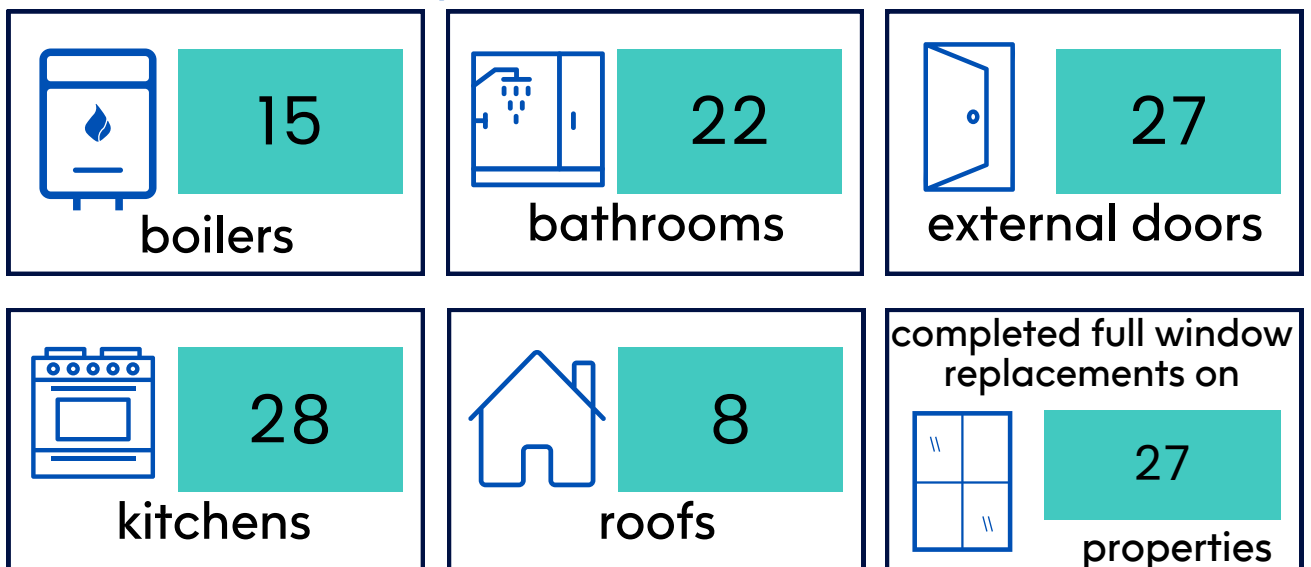


Maintaining and improving existing homes

It's important that our tenants have access to safe and well-maintained housing. Our repairs team ensures that any repairs or maintenance work is carried out quickly and with minimal disruption or stress to our tenants. They take into account the impact of their work on our tenants and strive to work in a way which minimises any inconvenience.



In 2022/2023 we replaced:



Tenant's satisfaction with how we manage our Repairs service remains one of the core drivers of overall tenant satisfaction.

Satisfaction levels for repairs have maintained high over the year, averaging between: 97-99%

Investing in your homes



Work commenced on the site of the former Radiocraft building in Canton. The former site will provide ten, much needed affordable homes, as well as a retail unit.



With 12 new homes delivered and 10 under construction during the year.

These properties are helping to address the chronic shortage of affordable homes in Cardiff.



All the new homes built by Taff are developed to the highest environmental standards, with solar panels and batteries, as well as mechanical ventilation and heating systems.

Radiocraft Redevelopment



Together at Taff

Tenant Engagement is a key priority for Taff, and we are committed to working closely and in partnership with our tenants and communities to ensure their voices are heard, their needs are met and that they play a key role in shaping decisions about our services.

Together at Taff



Throughout the past year, we have implemented a range of initiatives to meet the aims of our Together at Taff strategy with a clear focus on, promoting tenant engagement and to ensure tenants are driving our future directions and plans.

Launched in 2022, our Tenant Engagement Strategy has a separate annual report. The report reflects on our key achievements in engagement with our tenants over the last year as well as looking ahead to the work we need to continue to do.

We are committed to continuing our efforts to engage with our tenants and to ensure that we listen and act on their feedback. We recognise that effective tenant engagement is essential to Taff and we remain dedicated to promoting a culture of openness, transparency and collaboration with our tenants and communities.

Our Tenant Engagement report
will be available in July

Targeted support and access to integration opportunities



Taff was held up in the Senedd as an example of best practice with regard to our work supporting refugees to resettle here in Wales. Our Afghan Resettlement Support Team developed a way to support refugees that celebrates cultural differences whilst encouraging independence and embracing a new way of life.

We work 'with' people not 'too' or 'for' people. Our Afghan Resettlement Team encourages ideas and service user led activities, as part of the overall support programme.

During the year we have also recruited 14 new colleagues to roles at Taff who initially joined us as refugees. These individuals have played a vital role in assisting with the settlement of further refugees. The common language, lived experience, understanding of culture and showing people a reflection of themselves has enabled positive interaction with great support outcomes!

The team have developed an 'award winning' delivery model and is now being replicated across the UK and ensuring Taff remains a best-practice example and partner of choice.

In 2022, our team was named Team Of The Year in the UK wide Housing Heroes Awards,. We were also proud to receive a TPAS Good Practice Award for the Best Resident Support/Advice programme in Wales, highlighting the innovative way in which we support refugees to resettle and thrive. Looking ahead, we are committed to continuing our work with refugees and asylum seekers and adapting our services to meet evolving needs. We recognise that the challenges facing refugees are complex and multifaceted, and we remain dedicated to providing the support and guidance necessary to help these individuals rebuild their lives here in the UK.

A chance to change homeless law

START

Our Bridgend START (Support to Achieve Resettlement Together) aims to support people who have been released from prison. The program builds links with the social and rented sectors to find appropriate housing for those released from prison, threatened with homelessness or are homeless.

This year the Welsh Government were looking at changing the law to improve how we prevent and respond to homelessness in Wales. As such START felt it important to encourage our service users to have the opportunity to discuss their experience of homelessness with people who could listen and hopefully make positive changes.

One of our service users, who had experienced homelessness for many years, very bravely wanted to come along and be heard. Supported by START colleagues they attended a key event in Cardiff focused on possible changes to homelessness law in Wales. The event was hosted by Cymorth Cymru and attended by members of the expert review panel.

This was an incredibly emotional experience for them, but after speaking with Support colleagues from START, they said:



“ Although I found it hard, it was important for me to have my experiences heard and to show how far I have come with support, if it can help others like me then, I am glad I have come along to speak. ”

Transforming our communications



During the year Taff appointed Grasshopper, a communications agency, to help develop our approach to external communications. Alongside Grasshopper we have appointed a Communications Officer who is working for Taff whilst also studying for a degree in Marketing as part of the University of South Wales Network 75 Apprentice Scheme.

Our Communications Strategy has been developed collaboratively with Taff and Grasshopper colleagues working together.



The Communications Strategy aims to amplify the work we do, sharing our success, progress and challenges with our tenants, stakeholders, other partners and the wider community.

We have developed a set of communications principles to underpin our approach and ensure that we are consistently representing our ethos, brand and culture.

These include:

Being genuine,
authentic, and
transparent

Showing how
we care and-
going the 'extra
mile'

Demonstrating
innovation and
forward thinking

Tackling issues
facing our
tenants



Being financially
resilient



Key financial performance



The financial result for 2023 was a surplus of £617K (2022: £1,318K) before re-measurement loss of the pension liability resulting in Total Comprehensive Income of £309K (2021: £3,090K).

Operating

Our Operating Surplus was £2,588K (2022: £2,563K). Our margin on Operational Surplus for the year was reduced to 18.4% (2022 20%) reflecting inflationary cost pressures.

Capital & Reserves

Capital and Reserves have increased by £309K (2022 £3,090) despite the increased pension liability and are now £16,983K (2022: £16,674K).

Loan Covenant

Taff's strictest loan covenant limits are 120% for Interest Cover and 55% for Historical Cost Gearing (NBV). The Board are satisfied that the Association has remained compliant with all financial covenants.

Turnover

The Association's turnover increased on the previous year to £14,060K (2022: £12,798K) driven by the annual regulated rental increase and new support contracts.

Investment

Investment in maintaining Taff properties was £4,744K in the year (2022 £4,016), including capitalised expenditure on maintenance of £949K (2022 - £842). This includes the on-going costs required to continue to maintain our homes to Welsh Housing Quality Standard and for landlord safety compliance.

Interest

Interest and financing costs were £1,755K (2022: £1,443K) the increase driven by new loans and increased interest rates.

[Click here to view our full Financial Statement](#)

Commitment to good governance

Even though 2022/23 saw the organisation moving out of the period of Covid restrictions, the external environment remained challenging with the pressures of inflation, increased interest rates and the cost-of-living crisis. The Board have received regular updates on the additional challenges with controls being adapted, where appropriate, to reflect the different risks and working practices.

Taff has consistently achieved and maintained the highest regulatory judgement of standard for Governance, including tenant services and Standard for Financial Viability, most recently published by Welsh Government in March 2021



“To be well governed” is a key commitment in our corporate plan. As such the Association undertakes an annual appraisal of compliance with the Regulatory Framework for housing associations registered in Wales and with the Community Housing Cymru Code of Governance. The Association considers it is fully compliant in all



material respects. We use all reasonable endeavours to ensure compliance with all relevant law. Our procedures ensure that we comply with statutory guidance within areas such as landlord health and safety.

[Read more about our Governance in our Financial Report](#)

Complaints 2022-2023

We are keen to drive a culture of being receptive to all feedback from tenants and service users about their customer experience. We want colleagues to feel empowered to resolve complaints swiftly.

Our new policy, implemented in October 2022, reflects this approach and emphasises that as an organisation we should always learn from our experiences and look to apply any improvements.

To ensure that our colleagues are well-equipped to handle complaints effectively. Colleagues received training from the Ombudsman to support them in recognising and dealing with complaints in the best way for our tenants and service users.

All complaints are recorded whether formal or informal. This aims to ensure we are transparent about how we are doing as an organisation and help to drive improvements from listening to our service users.

We had **110** complaints

17

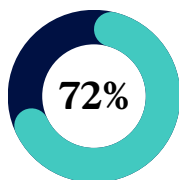
Formal
Complaints

92

Informal
Complaints

1

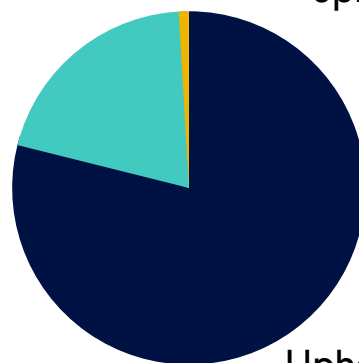
Ombudsman



complaints
were resolved
within the
timescale

Not Upheld
22

Ombudsman not
upheld
1



Upheld
86

Upheld (Agree with complaint)

Not Upheld (Disagree with complaint)

Ombudsman Not Upheld (Ombudsman disagree with complaint)

Income Team: Rent arrears

The Income Team at Taff has had a successful year, reducing arrears from 4.33% to 3.24% across the Association's 1,367 properties. The team has worked hard to ensure that tenants are supported in managing their finances and that rental payments are made on time.

The team has been responsible for collecting rechargeable repairs and former tenant arrears, providing budgeting advice, liaising with housing benefit and universal credit departments, conducting financial health checks, providing service charge consultation, and managing rent increases. They have also provided support referrals and general housing advice to tenants as needed.

Despite the challenges posed by inflation and the cost-of-living crisis, the Income Team has continued to provide excellent service to tenants. They have worked proactively to support tenants who have been impacted by increased costs, providing advice and support with rent payments and signposting tenants to other services as needed. This has led to an additional £112,000 being collected in discretionary housing payments from Cardiff Council along with zero evictions

This year, the team has seen a big decrease in rent arrears from

£373,356.33

to

£266,656.79

The lowest since May 2019 has been achieved. Through their hard work and dedication. The Team has ensured that Taff is able keep tenancies financially sustainable, while also helping to maintain the financial stability of the organisation.

Overall, the Income Team has performed extremely well over the past year, and we are proud of their achievements. Their work has been an essential part to the success of Taff.



New contract for supporting Afghan families

Back in September 2021, Taff were approached by the Cardiff Local Authority to provide support within the welcome centres for Afghan refugees. We accepted this opportunity and provided support for an initial period of six months.



Since 2021, we have supported 100 families consisting of 211 adults and 289 children. Helping to re-establish their identity, skills, aspirations, and new life in Wales. While assisting in education and finding new career pathways.

We are delighted to announce that their work has led to a new contract supporting Afghan families resettle in St Athans, Cardiff.

The contract will ensure a safe transition to independent living for families in order to continue with the progress they've already made towards long-term integration. As well as give certainty and reassurance by providing a dedicated point of contact; to build resilience and develop the confidence necessary to live independently without support.

It's hard to convey just how far the team have gone and continue to go to give the refugees the best possible start here in Wales. Their energy, enthusiasm, and resilience in the face of what can often feel like insurmountable hurdle after hurdle is inspiring. Not only do they support the refugees, but they support each other, living up to our Taff values of Trust, Ambition, Learning and Kindness every single day!

Providing support where its needed



At our hostel Ty Seren, we work with young women to help them become more independent and positively move on from the homeless system. Our trauma informed approach is centred around building relationships, and we believe that positive change is only possible when we take the time to understand everyone's needs and circumstance.

Chloe, one of many women and girls that Ty Seren has helped rewrite their life script, where their past does not dictate their future. We believe everyone deserves a fresh start, and our team is committed to helping our residents move beyond their past experiences and create a brighter future. Our colleagues engage in therapeutic training, embedded reflective practice, clinical supervision, and mindfulness workshops.



Chloe's time at Ty Seren marked a turning point. With the opportunity to make friends with other residents, some of whom she remains close to today. Chloe has gone on to studying in college towards getting her childcare qualifications and works in a nursery.



While she has now moved on with her life and has a job and a roof over her head, Chloe remains in contact, sending letters to thank them for the support they provided her whilst at Ty Seren and occasionally visits.

[Click here to read Chloe's Full Story](#)

Celebrating 15 years of the Lighthouse Project



*We are thrilled to be celebrating a momentous milestone
- 15 years of the Lighthouse Project*

The Lighthouse Project has been providing housing related support to people in Newport. Cover various client groups which include Refugees, Hospital Discharge patients, Learning Difficulties and many more

During this period, the project has supported over 2000 people from these groups, some of which have been street homeless, or those at threat of eviction. The project's success is a testament to the hard work and dedication of the Lighthouse Team and volunteers. They have worked tirelessly to support those in need, and their efforts have made a significant impact on the lives of many people in Wales.



Comment from a service user

If I hadn't had support, I would probably still be in the one bed flat struggling with two toddlers and that my relationships with my older children may not have been maintained. Each support visit from the Lighthouse Project made a huge difference to me. I am truly grateful for every bit of support.



Community matters



During the year, the Community Inclusion Team at Taff has continued to provide excellent support and assistance to our tenants. The team has worked to help tenants manage the cost-of-living crisis, providing advice and guidance on a range of issues including budgeting, debt management, and helping to access to benefits.

In addition to their ongoing work, the Community Inclusion Team launched a the Winter Well-being Club. This club provided a range of activities and events designed to support tenants during the winter months, when many people experience increased isolation and loneliness.



The Winter Well-being Club included a variety of activities, such as craft workshops and speakers. These activities were designed to help tenants connect with one another and build supportive relationships within their community.

The Team also continued to provide a range of other services throughout the Year, including support with job searching, training and education, and access to community resources. They have worked closely with tenants to identify their needs and provide tailored support as required

Through their hard work and dedication, the Community Inclusion Team has helped to build a strong and supportive community between Taff and its Tenants. They have made a real impact on the lives of tenants, providing essential support and services that have helped many people to manage the challenges of daily life.

Community matters

With assistance of external funding from C3SC and LCB, the Team has run 11 Winter Wellbeing Club sessions this Autumn/Winter

Served

248

hot meals

Welcomed

6

external speakers

Distributed

270

fruit bags

- Enjoyed Wellbeing workshops including crafts and yoga
- Provided a range of advice and support around the cost of living including access to grants and vouchers
- Had a visit from Jane Hutt MS and featured BBC 6pm News!



A Little Wish Project

Taff colleagues have organised the Little Wish project since 2020. The project gives an opportunity for tenants struggling with the cost of Christmas to get free gifts for children/young people living in a Taff home. Christmas 2022 has been the busiest year so far for Little Wish!

We have been fortunate to receive support and donations from local businesses, contractors, members of the local community and even Taff colleagues

The donations to our appeal provided 43 families and total of 99 children with a gift for Christmas.

Thank You!

- Gibsons
- Travis Perkins
- Glanmore
- St Davids Appeal
- Interstrand
- SR Building Solutions
- Advanced corporate Facilities
- Phoenix LTD
- Ventro Group
- Principality Building Society
- Asda (Leckwith)
- FJ Lowry
- Solar Windows
- Benchmark Kitchens
- Bell Group
- Advanced Fire Tech
- Troika
- IDM Doors
- Julia- Local Resident
- Canton Traders
- Loft Pro



Transforming neighbourhoods



Taff worked in partnership with Cardiff and Vale College (CAVC) to produce art work for the site hoardings at our Tudor Street and Agate Street Developments. We asked students to create designs that reflected Taff's values within these areas. Taff colleagues voted for their favourite, and the winning design went up on at Agate Street in January 2023



The runners up designs were put up along the hoarding at Tudor Street. On Tuesday 20th December, we held an event to reveal the designs. Inviting the students to come along to see their hard work unveiled for the first time. We were also joined by Cllrs. Lynda Thorne and Leonora Thomson who attended with representatives from Cardiff Council and Taff. The event was a great opportunity to discuss the scheme and our future aspirations for Tudor and Agate Street.

We have been very impressed with the quality of the artwork produced by the students and thrilled we've been able display their work on this key gateway into the City. We challenged the students to design artwork reflecting the topics of diversity, community and unity, with each piece presenting a unique take on this theme. Once the refurbishment works are completed, we hope to find new permanent homes for each piece of artwork



Powered by great people

Enabling colleagues to thrive at work

Taff believe in the power of our colleagues. They turn up daily in every sense of the word, supporting us in delivering great homes and services to our customers, enabling communities to thrive.



To support colleagues, we look to provide a working environment and culture underpinned by the principles of good work, where work:

- is fairly rewarded and gives people the means to securely make a living.
- allows for work–life balance.
- gives opportunities to develop and ideally a sense of fulfilment.
- provides a supportive environment with constructive relationships.
- gives employees the voice and choice they need to shape their working lives.
- is physically and mentally healthy for people.

An environment where: **Trust** is implicit in all we do; performance and **ambition** prevail; we **learn** and grow together as individuals; and where we are **kind** in all we do, demonstrating empathy, understanding, respect, and care in our conversations and decision making. A culture and environment where people can be themselves, where they feel safe, respected and included. A culture where people feel they belong.

Our desire is to create an environment where colleagues are considered:

Adults

where we use light touch principles rather than policies; encourage colleagues to use their own judgement; and where colleagues own their own performance and career

Consumers

where we recognise colleagues have different needs, wants and preferences

Humans

where we base our approaches on how we actually think, feel, and behave

Transforming people practice

Our first step has been to transform our approach to People Practice, from one based on traditional, prescriptive policy to one underpinned by our values, our individuality, empowerment, and taking personal responsibility. It is these four principles, alongside fairness and equity, that drive our conversations and decision-making at Taff.



This transformation has already led to redevelopments in our approaches to discipline and grievance which focus on justice, learning and restorative practice; performance based on empowerment and accountability; and pay based on supporting lower paid colleagues, internal equity, and market rates. We have further removed our probation periods for new colleagues and those moving to new roles within the organisation, strengthening instead our approach to supporting colleagues to 'settle-in' to the organisation and their new role.



Transforming performance

Investing time in supporting performance is essential for ensuring teams, services, and Taff are providing safe, comfortable homes; places of sanctuary; and supporting steps toward fulfilling lives for our customers and communities.



TALK performance

Our agile approach to performance support: 'TALK Performance', provides for continuous, collaborative conversation, focusing on how colleagues can do their best work, both now and in the near future. In line with the People Practice principles, how performance support is undertaken, is a decision for colleagues and their manager.

All we ask, is that:

Conversations happen regularly.

Colleagues understand what they need to deliver and how these support Taff priorities.

Colleagues are supported, motivated, and empowered to deliver.

Great performance is recognised and celebrated

Time is taken to learn and reflect

Underperformance is recognised and managed with kindness and understanding.

Deeds Not Words

In line with our commitments to Tai Pawb's Deeds Not Words programme we continue to use the Rooney Rule in our selection processes and ensure, as far as we are able, we have tenant representation on our recruitment panels. Colleagues also receive anti-racism training.



Our involvement with sector colleagues in the Step into Housing Programme has seen the appointment of two exceptional candidates following the conclusion of their initial placements. We continue to work with both individuals in the development of their skills and the progression of their careers.

The Deeds Not Words group are forming at this point; however, ideas have been formulated and the desire to set up a Community Academy supporting those from Black, Asian, and Minority Ethnic communities to join Taff, or for those already working with us, evolve and grow with Taff. This will be based on the use of work-based learning (apprenticeships) and work placements.

Working with colleagues, this year we will also reflect on our strategy to equality, diversity, and inclusion, ensuring we can bring a full sense of belonging to those working for or involved with Taff.

Health and Wellbeing



The Taff Wellbeing Club was rekindled in March 2022. A wellbeing calendar was put in place to coincide with various wellbeing events that ran throughout the year.

At Taff we recognise there is a direct correlation between colleague engagement, happiness and wellbeing, and as such organised a Strategy and Wellbeing Day in October 2022 to work with colleagues on our vision, developing their understanding of this and, with them, establishing how they contribute to its delivery.

We also explored the vision for our colleagues, what this looked-and felt like to them and how again we could create the conditions to achieve this desired position. Alongside this, we held a wellbeing fair, with partners attending to talk about financial wellbeing; menopause; support available through our Simply Health and Canada Life plans, as well as providing massages, lunch, and the opportunity for colleagues to come together.



Health and Wellbeing

All of this activity, together with our response as an employer to COVID and our strategic and cultural developments, have led us to successfully maintaining our Corporate Health Standard Silver Award.



Based on a staff survey in late 2022, we have identified a need for Menopause awareness and a focus on Mental Health (men's mental health specifically). We therefore strive to foster a culture where colleagues feel able to talk openly about mental health and menopause, have quality avenues of support at the right time to achieve optimum health and resilience.



In 2023 we aim to host two events each month within Taff. For example fundraising activities, mental health and menopause awareness, massage sessions, meditations, lunchtime walks, or gardening days



A great place to work

Colleague Voice

In developing a trusted, ambitious, learned and kind organisation, our Staff Forum has been established. Currently in their forming stages, the group and the colleagues they represent will support Taff in creating the conditions that make us a great place to work and enable colleagues to thrive. The group will explore what a great place to work looks and feels like and the practices that allow for this, and will provide thoughts, ideas, and constructive challenge to Senior Leadership.



A Great Place to Grow

At Taff we love to see our colleagues grow and develop, to not only meet but also exceed their potential.

Our 'grow our own' strategy has opened the doors to new ways of recruiting colleagues for example in using the University of South Wales Network75 scheme, where colleagues work for us three days per week and attend university for the remaining two, we have been able to fill hard to recruit roles such as those in PR & Communications, broadening the provision of the service on a cost neutral basis. We pay the fees for the course and provide a bursary to our colleagues. We have also used the Venture Graduate scheme which is underpinned by further training and development to attract those interested in the field of data analytics, governance and performance.

Colleague Diversity

At Taff, we want to enable our colleagues to thrive at work, creating an environment where people feel they truly belong, are valued, and have the right skills, attitudes and behaviours to deliver outstanding housing and support services to our diverse communities; an environment where opportunity exists for all.

We aim to be sector leaders in our approach to diversity and wellbeing; being more reflective of the communities we serve and embracing a zero-tolerance approach to discrimination of any kind. We have adopted an ambitious plan 'Deeds Not Words' to address race inequality and take an actively anti-racist approach with everything we do.

Our Data



57% Of whom

- **22.7%** identify as Black, Asian or Minority Ethnic
- **43.14%** work Part-time
- **25.5%** are employed on Temporary Contract
- **68%** work in Professional Level 1 and Level 2 roles
- **7%** work in Senior Leadership roles



43% Of whom

- **19.7%** identify as Black, Asian or Minority Ethnic
- **15.79%** work Part-time
- **15.8%** are employed on Temporary Contract
- **59.2%** work in Professional Level 1 and Level 2 roles
- **3.9%** work in Senior Leadership roles



Average Age: 44 years and 4 Months

Average FTE: 0.82

Average (Median) Pay: £12.97 per hour



Average Age: 44 years and 1 Months

Average FTE: 0.92

Average (Median) Pay: £13.43 per hour

[Click her to read our full colleague Diversity Report](#)

TAFF

www.taffhousing.co.uk

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