

Tai Teulu



Family Housing

Making a positive difference to people's lives

Self-Evaluation 2020



About this Report

The Welsh Government requires all Housing Associations to publish their “Self-Evaluation” against a set of performance standards which are in the [Regulatory Framework](#).

Our tenants are very important to us and are placed at the heart of everything we do, so we always aim to deliver the right service at the right time. We are also continually looking to improve.

This report is a summary of our performance on how we are currently doing and what we will do to keep improving our services.

A little about us...

Family Housing continues to change and evolve. In the last year we have welcomed a new Chair, Jackie Royall and Chief Executive, Marcia Sinfield. A new governance structure has been implemented with committees supporting the focus we need to meet the challenges within the sector and our business objectives of being able to develop and innovate.

We have responded to the on-going presence of Covid-19, putting the safety of our tenants, staff and contractors first. Our business continuity plan has been full tested and has performed well with operational and financial resilience demonstrated.

As a organisation we are very excited about the next stage in our journey and look forward with optimism that Family Housing will achieve its Vision of being a landlord, employee and partner of choice.

After listening to the views of our tenants and stakeholders we are continually looking to improve all our services to ensure they meet their needs.

Our mission... is to create strong, vibrant and resilient communities where people can live active, fulfilling, lives - living independently and safely.

Our Vision... is that by 2025 we will be a landlord; employer and partner of choice; we will continue to make a positive difference to the lives of our tenants, staff and the communities we work in; we will have achieved an ambitious development programme and supported the circular economy within the areas we work in Wales.

Our Values... Our behaviour demonstrates what we value – our values determine how we behave towards our customers, our colleagues, our partners and our work; our values influence the decisions we make as individuals and as an organisation.

Our Performance

When we reviewed our performance, we measured ourselves against the Welsh Government's Performance Standards.

FHA Self-evaluation areas	Link to WG Performance Standards
1. Leadership and our Business Plan	1. Effective Board and executive management with a clear and ambitious vision for the Registered Social Landlord
2. Hearing our Tenants' voice	2. Effective and appropriate tenant involvement and high quality and improving services
3. How We Manage Risk	3. Comprehensive assessment of the business impacts of current and emerging risks, including new business and development opportunities, with robust risk management arrangements
4. Evidencing our Progress	4. Clearly evidenced self-evaluation and statement of compliance
5. Continuously Improvement	5. A track record of achieving positive outcomes, responding appropriately to new challenges and performance issues
6. Delivering Value for Money	6. Delivering value for money in all areas of the business
7. Complying with Regulatory and Statutory Requirements	7. Compliance with regulatory and statutory requirements and guidance
8. Being financially stable and Delivering Against our Business Plan	8. A financial plan which delivers and supports the business plan and effective monitoring of financial performance
9. Managing our Treasury Operations	9. Effective management of treasury operations ensuring enough liquidity at all times
10. Our Assets and How We Look After Them	10. A clear understanding of liabilities and asset performance

These standards inform our objectives to ensure:

The rest of this report is our summary of how we have performed in each of these areas and what we plan to do to improve.

1 Leadership and our Business Plan

We have a clear vision and values for the organisation and ensure that we have governance arrangements in place to maintain clear roles for the Board, Chair and the Leadership Team. We have put in place a 5 year fully financed business plan with an ambitious development programme. We have improved our governance by introducing a Development & Asset Management Committee and a HR & Remuneration Committee.

What have we done?



Recruited a new CEO at the start of the year.



We have changed our staffing structure to enable colleagues to spend more time with tenants in their own homes and communities.



Launched our new business plan and included the part we play in delivering the aims of the Future Generation Act.



We consulted with staff and tenants to understand their aspirations and roles they will play in achieving our new ambitious business plan.



We recruited new Board Members with the right skills to help deliver our new business plan.



We have developed a co-produced Tenant Involvement Strategy ensuring tenants are involved through our decision-making process.

What difference has it made?



We have a Board with the breadth of knowledge and skills to ensure good governance of the organisation.



Staff, Board Members and tenants use our values consistently across the organisation in everything we do.



We have adopted the new Model Rules to enable the organisation to have the strongest possible governance arrangements.

What can we improve?



We need to ensure that governance remains strong, therefore we will continue to monitor compliance of the new Sector Code of Governance.

We will keep the new Board structure under review to see that it continues to deliver key objectives of the Association's 5 year Business Plan.

We are undertaking a Board appraisal to make sure the Board continues to have the right tools and skills to run the organisation.

2 Hearing our Tenants' Voice

We consult with and involve our tenants and people that use our services in a range of ways to find out what they think about what's working well, what isn't and what they would like to see us doing in the future. We are co-producing a new Tenant Involvement Strategy with Tenant and Board members which will provide a formal route for the Tenants' Voice to be heard by Board. We are working on getting to know our tenants better by improving the quality of information we have to help us shape our services to meet their needs.

What have we done?



82% of tenants are satisfied with us as their landlord & over **71%** agree that we listen to their views and act upon them.



Feedback from Tenants throughout Covid 19 has led to a new project to provide IT devices to help tackle digital isolation, food deliveries, access to our buildings.



We have introduced new methods of communication such as Live Chat and Whatsapp video calling. We also set up virtual coffee mornings to help Tenants continue to meet during Covid-19.



We have launched our tenants' app – My Home 24/7 improving the way tenants access services and we continue to use feedback to improve the app.



Included Tenants in the recruitment of new Board Members and Staff, reviewing policies and procedures, attending tender interviews and presentations.



We co-produced a detailed review of Tenant Involvement with Tenants, Colleagues, and Board Members, which built on the Tenant Scrutiny Panels' report 'Tenants at the Heart'.



Our community engagement activities have included community issues such as fly tipping, anti-social behaviour and social isolation.



We co-produced with Tenants a new approach to anti-social behaviour.



We consulted Tenants through workshops and questionnaires when devising our affordable rent policy. This helped define affordability.



We carried out a survey with Tenants in our WISH projects on how Covid19 had affected their mental health so that we could tailor our services to help support them.



Tenant satisfaction is regularly reported and monitored & we have improved our performance monitoring reports to the Board of Management.



Tenants co-produced the restaurant provision in our Carmarthenshire Extra Care Schemes and sat on the interview panel.



The Chair of the Scrutiny Panel regularly attends the Audit and Risk Committee.



We co-produced a review of allocation criteria for our Older Persons Schemes which resulted in **60%** of all residents across **11** schemes getting involved.



A new Tenant Involvement Strategy has been approved, developing clear links between our Tenant Involvement structure and Board to ensure tenants are involved at all levels.



We have created two new posts with responsibility for health and safety and Managers have completed IOSH training. We have also increased our Duty of Care internal audits.

What difference has it made?



When we asked our Tenants to provide us with feedback through the tenant satisfaction survey, we utilised the data we hold to identify communication preferences and sent out the survey in the required format, particularly those who required information in large print.

Our Tenants developed a set of meaningful service standards which they use to hold us to account.



By using social media and our app we have been able to engage with more Tenants.



By involving Tenants in decisions about their homes they have greater ownership of the decisions. Changing the age for some of our homes to 50+ has increased demand for empty homes.



Board and our Audit and Risk Committee have increased assurance on Health and Safety.



We used Tenant feedback to develop a lottery funded project to help tackle social isolation by increasing access to digital devices and provide training to tenants on how to use them.



We have improved Tenant satisfaction with how we deal with anti-social behaviour.



We are more transparent when setting rents, can demonstrate that our rents are affordable and Tenants have information on what their rent pays for.



Our community events have led to a decrease in anti-social behaviour in the areas where they are held.



Our WISH colleagues have developed relationships with other organisations to help Tenants gain access to their services. In response to the survey, we also developed bespoke services to support Tenants through Covid19 lockdown.

What can we improve?



We need to use data insight more effectively to develop and target services and help inform decision making, including for service reviews and to inform where we will undertake Scrutiny reviews.

We need to make better use of IT so that it is supporting our staff and making things easier for our tenants. This means that staff can focus their time and energy where it's needed most.



Improve response rates for surveys, and better utilise the findings to inform service improvements.



Implement the recommendations in our Tenant Involvement Strategy so that the Tenants can influence decisions made by our Board.



Continue to promote My Home 24/7 app to tenants and increase uptake.



Improved engagement with Tenants on services paid for by service charges.

3 How we Manage Risk

Our risk management is linked to our performance management framework. We have introduced a Strategic Risk and Assurance Register, risks are considered throughout the year, and for each risk we consider mitigations should the risks materialise. We also stress test our Business Plan as well as having recovery plans in place. There is a specific committee dedicated to risk, the Audit and Risk Committee. This Committee considers the risks and provides direction and guidance. Board sets the risk appetite for Family Housing.

What have we done?



We have achieved the highest rating concerning the way we lead the organisation from the Welsh Government.



We regularly stress test our budget and business plan, by Board and external consultants.



Board has articulated its risk appetite against risk areas identified by the organisation.



Our Strategic Risk and Assurance Register is monitored by our Audit and Risk Committee.



Golden rules are established with minimum headroom against covenants and this is monitored monthly.



Regular reports are provided to Board and to the Audit & Risk Committee.



We have employed a Health & Safety Manager to continue to ensure compliance with regulations.

What difference has it made?



Leadership team working with Audit and Risk Committee developed our new approach to risk management to give our Board and the Welsh Government further assurance that we are managing risks that we face.



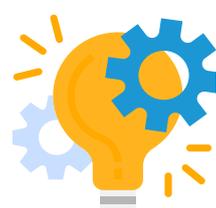
Despite the challenges of universal credit and Covid -19 our rent collection rates has been above sector average



We have been working hard to keeping our homes and tenants safe:

- **99.88%** Gas servicing completed to time
- **100%** of homes with a valid electrical certificate
- **100%** of properties comply with Control of Asbestos Regulations
- **95.10%** of tenants were satisfied with their most recent repair
- **89%** of repairs completed Right First Time
- **99.83%** Emergency repairs completed on time

What can we improve?



We need to work to make sure staff throughout the organisation understand and are able to contribute to the identification, monitoring and management of risk to safeguard tenants, their homes and communities.

4 Evidencing our Progress

Last year we asked our tenants to tell us how we are performing in key service areas. They said that we are making improvements, but we also know we have a lot more to do. We benchmark our performance against other housing organisations to make sure we are delivering value for money but also the best services we can to our tenants. Most recent comparison indicates that we are performing well against the sector, but we also recognise we can do better.

What have we done?



Covid -19 brought new challenges to us and the people who live in our homes, so our teams continued to provide support to our tenants in these difficult times.



We held 'engaging with tenants' sessions in local communities to understand our tenants needs better.



We enhanced our digital presence to provide further options for tenants to engage and express their opinion with the services they receive.



70% of tenants are satisfied with the outcome of their anti-social behaviour complaints.



78% of tenants told us that they are satisfied with the way we look after their home.



81% of tenants surveyed agree that we provide information that is helpful and easy to understand when we communicate with them.

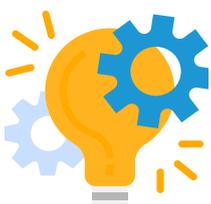
What difference has it made?



The Money Solutions Team are on hand to help tenants facing financial hardship. This year, the team successfully:

- Helped our Tenants access housing and other benefits totalling over **£266k**
- This year the team have helped **236** Tenants to generate **£939,316**

What can we improve?



We will further invest in technology to enable staff to spend more time with tenants in their own homes and communities.

We will find ways to gather the views of a wider range of tenants on their levels of satisfaction with their homes and the services we provide.

5 Continuous Improvement

We worked with our partners to deliver new, affordable homes to help alleviate homelessness and to meet local housing need. We recognise we have a role to play in helping our tenants sustain their tenancies, to build independence and to be part of their community. We know that to do this we need to have productive partnerships with other organisations working in the communities that we serve and keep our empty homes to a minimum. We have embarked upon an ambitious new development programme which will see the delivery of 700 new affordable homes over the next 10 years in line with our Business Plan objectives.

What have we done?



We supported our tenants to successfully access over **£330k** of grants to adapt their homes, helping them to live in their homes for longer.



100% of tenants who received support from our WISH project were happy with support they received.



Last year we have helped meet the housing needs of **312** people and supported our partner local authorities in meeting their homelessness responsibilities.



We have developed partnerships with support agencies and local authorities to make a positive contribution to the well-being of our tenants and to support them in sustaining their tenancies.



In our care and support services we have developed a bespoke psychological framework to support people who access our services called 360o. This framework that we have developed is a component part of our Psychologically informed environment framework (PIE) and is both Trauma and ACE informed. We are currently reviewing our key policies and procedures in line with our new approach. So far we have developed our:

- Quality assurance policy
- Co-production policy
- 360 Support Planning Guidance

What difference has it made?



We built **53** new homes last year. This will further help meet housing needs of individuals and families, providing them with safe and affordable homes that will have a positive impact on their health and wellbeing.



Our Supported Housing services provide specialist mental health support to a range of individuals in both short and long-term provision. Our service users have provided very positive feedback on the care and support that we provide them with:

*“all the staff here are **caring and kind**.... they always sit and talk with me when I’m upset”*

“If we didn’t have housing (organisation) like Family Housing, where would people like me be”

*“Yes, **staff are supportive** I can go to them with anything”*

*“I can’t say anything wrong, **everything is good**”*



Carmarthenshire Floating support services has received positive feedback about the support we provide to people living in Carmarthenshire for example:

*“I was previously homeless and **if it wasn’t for FHA** I would still be on the streets” - Service User”*

*“**Very friendly, easily accessible and contactable**” - Housing Officer*



Hazel Court Domiciliary Care Service provides care to people living in Hazel Court, feedback received is:

*“Overall, we found that people using this service can be confident that the provider makes **every effort** to ensure the continued **high standard of care** offered. People’s well-being is promoted as much as possible, and the provider is committed to delivering person centred support”- Most recent CIW report*

“I don’t know what I’d do without them. They help me all the time” – Service user

What can we improve?



We will forge partnerships with communities to support tenants in managing their finances, identify ways back into employment, and improve their health and wellbeing.

We will support and develop our staff and contractors to be able to identify at an earlier stage tenants who may be having problems managing their tenancies, in order that we can better offer support when and where it is needed.



We will improve how we support people to be more resilient and independent.



We will continue to benchmark our performance against our peers to deliver best value for money to our tenants and always look to improve.

6 Delivering Value for Money

Tenants income have been affected by welfare reform. COVID-19 will also have an impact on their income. This means that we need to be efficient at collecting our income, economic with how we use it and make sure that when we invest, the money is used effectively to benefit our tenants. To do these things we know that we need to listen to what our tenants want and be innovative in how we provide services, saving time and money wherever possible. We will strive to maximise the value from all our activities e.g. seeking opportunities to invest in the local economy; seek volunteering, employment, or training opportunities for our tenants; local community or environmental enhancements.

What have we done?



Family Housing has been working to improve governance and financial performance. Improvements can be seen across the organisation.



Board of Management approved an increase in the planned maintenance budget of **£2.2m** to be spent by 31st March 2021.



82% of tenants we surveyed told us that their neighbourhood is a good place to live.



We have significantly reduced empty homes in our extra care schemes, increasing income and housing more people.



77% of tenants surveyed told us that the rent they pay provides value for money with **70%** of those who pay a service charge on top of their rent, feel that it provides value for money.

What difference has it made?



Continuing to comply with Welsh Housing Quality Standards is a priority for us and we are committed to reducing the number of acceptable fails.

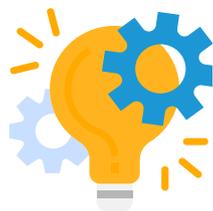


In addition, we also spent a total of **£358k** on adapting homes to meet tenants needs.



During 2019/20 we spent **£1.15m** on improving tenants' homes, this included the installation of: **139** new Kitchens, **66** new boilers, **73** properties had new windows installed, **52** new bathrooms.

What can we improve?



Undertake a review of our Value for Money approach to develop an organisation wide strategy to further support and strengthen this area of our work.

As a responsible business we will contribute our fair share in achieving the ambitious vision set by the Welsh Government in its Well-being of Future Generations (Wales) Act.



We will aim to spend 95p in every pound in Wales, supporting local businesses and the Foundational Economy.



We need to improve reporting and effectively communicate our performance and how well we are doing against other similar organisations.



Continue working with other community-based associations and Welsh Government to explore how we can achieve the Welsh Governments target of Energy Performance Certificate (EPC A) on all our homes by 2030.

7 Complying with Regulatory and Statutory Requirements

We have had feedback from the Welsh Government about our progress, and in 2019 they published their regulatory judgement about us. They think we are doing well in managing the business. We also have a wide range of internal measures that we continue to review ourselves against, that help us understand what we are doing well at and where we need to focus on delivering improvements.

What have we done?



We have appointed a Board Member as the Responsible Individual for our Care Services.



We have worked with our Regulator to deliver on the joint regulatory plan we put together.



We have rigorous internal and external audits which provide further assurance we are compliant.



We monitor our progress of our health and safety action plan to ensure we are always compliant with all health & safety laws and regulations.



We are regularly inspected by the Care Inspectorate Wales for the regulated care services we provide and from the Housing Support Grant commissioners for our support services.



What difference has it made?

The Welsh Government reviewed our business against the performance standards, and in 2019 they published their regulatory judgement about us. They think we are doing well in managing the business and made huge progress since last year.



An assurance plan has been co-developed with the Welsh Government and we are in regular contact, providing input into plans and the way we manage the business.



Our Board are very well informed about the quality of our care services.



Feedback from our commissioners have been very positive:

“Stakeholders particularly valued the expertise in the area of complex mental health which the project has developed over many years.” – Supporting People

What can we improve?



Approach to compliance and regulation is always changing. Therefore, we will make sure that we have the right processes and resources in place to always deliver on the regulatory expectations.

8 Being Financially Stable and Delivering Against our Business Plan

Our long-term financial plan is thoroughly scrutinised by and our financial performance is published on our website. We have made improvements in our financial position. We want to be more resilient to external shocks and be able to develop more homes, invest in our current stock and services and to be able to support our staff to grow and develop. To achieve these business priorities, we have created greater financial capacity.

What have we done?



We have a 5 year fully financed business plan and have had it stress tested.



We have seen improvements across the board on our financial position which has allowed us to confidently plan our long-term business aspirations.



We are in the process of restructuring the Finance Section to ensure that we have capacity to meet the financial complexity of the business.



We have developed a long-term financial plan that will enable us to achieve our goals and build new homes over the next few years.



We have delivered **12** new homes in the last financial year.



We have reviewed and repositioned the format of our Management Accounts ensuring that the documentation is more effective for our Board Members.



We have improved our relationship with both our internal and external auditors.

What difference has it made?



Last year we achieved an operating surplus of **£6.2m** which will support further investment in our homes and services to tenants.



Changing our reporting method allows us to identify and monitor performance in different areas of the business such as Extra Care. This has enabled Board and Leadership Team to make better informed decisions about service improvements.



Our Audit and Risk Committee and Board are better able to review our Management Accounts documentation provided and provide constructive challenge and support.



We embedded ownership of budget monitoring and forecasts across our leadership team which has resulted in greater accuracy of forecasting.



We have received positive commentary from our internal and external auditors on the approach adopted.

What can we improve?



Staff will be more involved with their department's budget to support better understanding of costs and how resources are spent when delivering and improving services.



We will look to make further improvements to our financial processes and systems following the implementation of the Finance Restructure.



We will complete the recommendations of external audit in line with our Action Plan and report progress to the Audit and Risk Committee.



We will undertake further training across Board and staff to ensure that our business model and financial resilience is understood..

9 Managing our Treasury Operations

Our long-term financial plan is delivered by having an effective treasury strategy in place. We have used the support of external advisors and a Board Member Task and Finish Group to redefine our Treasury Strategy. The first phase of our treasury refinancing is complete and has delivered interest rate savings and further flexibility to undertake a second tranche of refinancing to manage interest rate hedging risk to develop new homes, invest in our current stock and services and to be able to support our staff to grow and develop. To achieve these business priorities, we have created greater financial capacity.

What have we done?



We have a Treasury Strategy aligned to our Business Plan which enables us to achieve our objectives to develop and grow.



We refinanced our loan in March 2020, breaking our fixes and allowing us flexibility to achieve our Business Objectives.



We have a Treasury Task and Finish Group in place with Board Members who can support this process.



We have a Development and Asset Management Committee which has agreed a Development Governance Framework.



We engage specialist support from treasury advisors and legal specialist on securitisation of assets.



We have reformatted our Management Accounts to lengthen our cash flow forecast.



We have produced a Treasury Performance Dashboard so that Board and Committee can monitor our compliance with our covenants and associated loan documentation.



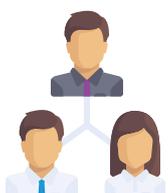
We are implementing a Finance Restructure which will provide additional capacity to support treasury management activities.



We have agreed a set of financial hurdles and assumptions for new developments which will support the delivery of our business objectives in line with our treasury strategy.



We have refreshed our Treasury Policy and Treasury Management Guidelines to ensure that they match our current business model.



We are implementing a Development Restructure which will provide additional capacity to hold and analyse our stock.



We have completed Business Continuity Return to Welsh Government during Covid-19 providing assurance that sufficient liquidity is in place.



We are reviewing opportunities to release stock against secured loans.

What difference has it made?



Board Members are more involved in the development of our Treasury Strategy through their involvement in the Treasury Task and Finish Group.

We have increased Committee and Board Member visibility of our treasury management activities and cash flow.



We have made funding covenant monitoring more transparent within our updated Management Accounts.

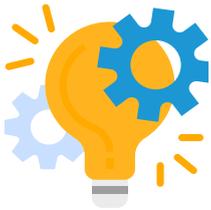


We have taken steps through the Development Section restructure to improve our approach to the securitisation of our stock and the holding of records.



Our Audit and Risk Committee and Board are better able to review our treasury activity and provide constructive challenge and support.

What can we improve?



We will implement the Finance and Development structure and monitor improvements in relation to the securitisation of our stock and treasury management processes.

We will take forward phase 2 of our treasury refinancing to meet the requirements of our ambitious Development Strategy.

10 Our Assets and How We Look After Them

We have homes across south and west Wales. We maintain an accurate and up to date record of our assets and liabilities. Data on the financial and social performance of our homes is used to inform decisions and long-term investment. We ensure that our homes are maintained and kept in good order aligned to the Welsh Housing Quality Standards. We maintain and use data on energy efficiency to help us meet the challenge of zero carbon homes by 2030.

What have we done?



We have a register to identify all of our assets and liabilities.



We have categorised our homes depending on qualitative, property and financial data and use this to inform decision making on our assets.



We have established a Development and Asset Committee which is a subgroup of the Board.



We inspect **20%** of our homes each year and look at how they are going to perform over the next 30 years.



We have an Asset Management Strategy in place which sets out how we will manage our stock.



The Development and Asset Committee approved a new option appraisal framework and the priorities for carrying out option appraisals on our existing homes.



We invested over **£1.15m** in planned improvements to our homes during 19/20.



We installed **309** over bath showers, **15** bathrooms and **24** electric heating systems.



We installed **139** new kitchens, **52** bathrooms, **66** new boilers, **22** electric heating systems and new windows in **73** homes.



We spent **£3.6m** repairing and looking after our tenants' homes.



We invested **£790,000.00** on WHQS improvement works during 19/20.



We have made it easier for Tenants to report repairs by introducing Myhome app.



81% of tenants surveyed told us that they are happy with the quality and condition of their home.



New homes are built to Welsh Government standards.



We have developed a Fire Door register to record condition surveys of Fire Doors and trained our colleagues to carry out repair work.



We have co-produced with Board, Tenants and Partners a Development Strategy to support us to achieve our business objective.



We have restructured our Development Section to provide additional capacity to deliver our business objective to develop and grow.

What difference has it made?



We ran rubbish clearance days in our larger estates. Local tenants were involved in cleaning their neighbourhood. As a result, it has reduced the number of complaints we receive and has increased tenants' pride in their neighbourhood.

We are making decisions on the investment or disposal of our stock in a standardised informed way.



Tenants who received improvement works reported increased satisfaction.



100% of Tenants who had adaptations their homes reported that it made a positive difference to their lives.



99.42 pence of every **£1** spent on Maintenance activities has been delivered through Welsh companies.



Tenants have told us that they are pleased with improvements carried out in their homes.



We have an ongoing programme of repairing and renewing fire doors which will make Tenants homes safer.

What can we improve?



We need to ensure that our repair strategy is informed by our data and that we have sufficient resources to implement the strategy.

We need to carry out whole home surveys which meet PAS 2035 requirements and develop pathways to zero carbon for our homes.



Role out carbon literacy training to colleagues and Tenants.



We will work with our partners to identify opportunities to develop new homes and continue our ambitious plan to deliver around 700 new homes over the next 10 years.



Innovate in the delivery of new homes to reduce the cost of construction and in running homes.



We will adopt Zero Carbon standards for new homes we build.



We will continue to meet WHQS standards.

Conclusion

In this report we provided an overview of our performance, highlighting where we are doing well, the difference we have made and where we recognise we need to improve.

We would also like to hear your views. By listening to your feedback, we know we can make a difference to our tenants' lives and the communities they live in.

We'd love to hear from you. Tell us on:



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* All satisfaction results are taken from our Tenant Satisfaction Survey completed in 2019, nearly 900 tenants responded to the survey.