



# Value for Money Strategy

# VALUE FOR MONEY STRATEGY

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**Incorporating:** Continuous Improvement  
Procurement  
Quality Management



# 1 INTRODUCTION

- 1.1 We are here to deliver the best possible outcomes for our tenants and communities from the resources we have available. Our ambition is to deliver high quality customer service, and incorporate value for money in its widest sense, with continuous improvement as a thread throughout all our corporate priorities.
- 1.2 Only through ensuring our approach to VFM is embedded across the business will we be able to maximise our investment into our homes, neighbourhoods and services and protect our financial viability. In the current challenging economic climate, this is increasingly important.

## What do we mean by Value for Money (VFM)?

- 1.3 VFM is an ongoing process where there will always be more that can be achieved and where changing circumstances need to be accommodated and adapted to. We have defined **VFM** as:

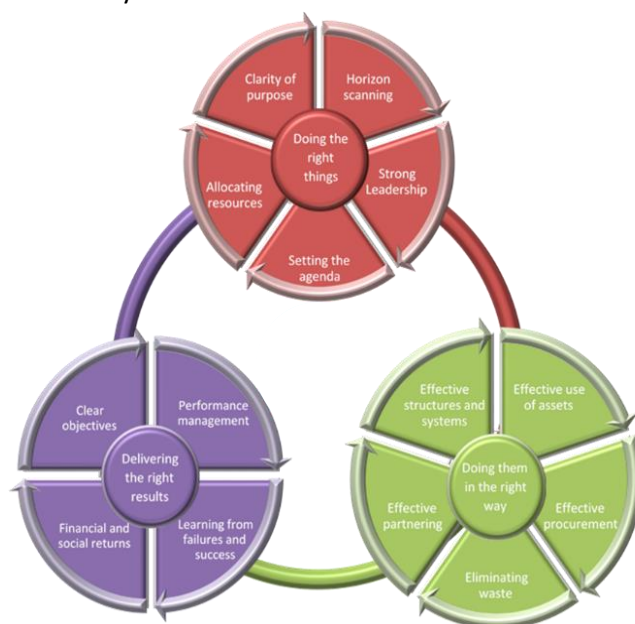
*“Making the most of all the resources we have available to optimise the delivery of our corporate objectives.”*

- 1.4 At its core it is about Cobalt being a well-run effective social business. It is having a clear understanding of what we are here to achieve and then continually re-engineering our business so that we optimise delivery.

## Our Approach to Value for Money

- 1.5 Our approach is based upon a continual drive to achieve three key elements:

- **Doing the right things:**  
Having clarity of purpose and objectives, agreed in the light of stakeholder expectations. Making strategic choices about our use of resources and the inevitable trade-offs this will involve.
- **Doing them in the right way**  
Making the best use of all the assets and resources available to deliver expected standards of service quality.
- **Delivering the right results**  
Achieving the required outcomes and impacts in both financial and social value.



- 1.6 Our approach to continuous improvement is based on Lean Six Sigma improvement methodology, incorporating PDCA (plan-do-check-act) cycles. We drive organisational knowledge of these methodologies through delivery of a range of general and bespoke training suitable for individuals and teams across the organisation. We are working to ensure that there is consistent use of these methodologies throughout the organisation via training, Transformation Steering Group project monitoring, internal and external audits and a consistent communication plan.

1.8 Triggers for initialising an improvement project can come from many different places and examples include:

Trigger	Example
Regulatory breach	A regulatory or statutory breach.
Customer voice	Customer feedback from all sources that our services or our homes are failing to meet their expectations.
Complaints	Analysis of complaints management data and information to highlight trends and identify the root causes.
Tenant Scrutiny	Tenants carrying out reviews to highlight areas for improvement.
Spotlight Reviews	Service/area reviews led by an independent manager, using data and customer feedback to identify improvements via an action plan.
Regulations	Compliance with new or changed regulations.
Financial imperative	Higher than planned spend requires cost-reduction measures.
Strategic priorities	Changes to service delivery to meet new strategic objectives.
Business intelligence	Reports, scorecards, or dashboards that point to gaps in actual vs desired results for services or processes
Data Analysis	Trend identification for preventive actions.
Service reviews	Benchmarking, consultation, resources, outcomes, cost effectiveness and value for money considerations
Audits	Internal, external or ISO audits identify variances in performance, risk and compliance issues and opportunities for improvement.
Technology	New technology offers opportunities to improve service delivery.
Process reviews	Reviews highlight where working practices have been amended and provide clarity of direction/responsibilities.
Risk management	Risk assessments and implementation of controls.

## 2 THE STRATEGIC CONTEXT

2.1 The operating environment for social landlords is increasingly challenging. Providers face a range of competing demands for increased investment at a time when their income is constrained. Optimising VFM is essential if we are to adequately protect our long-term financial viability and deliver the quality of homes and services that our customers deserve:

- ✦ The social housing sector is under intense scrutiny for not genuinely listening to its customers and acting upon what they are being told, or evidence suggests. In recent years we have been able to capture the views of a much wider tenant-base, giving us more confidence that the results are representative of our communities. Unfortunately, we have also seen a reduction in satisfaction with our services overall, our repairs service and the quality of our homes.
- ✦ Our customers face a cost of living crisis with day to day living costs rising more quickly than incomes. The affordability of our rents and the impact of rent increases at a time when families face financial hardship is a key concern.

- ✦ Cobalt's costs are rising more quickly than its income. A below inflation rent increase in 2023 has put further pressure on our operating margins, financial headroom and capacity to invest.
- ✦ The safety of those living in our homes is a key priority and we have a robust approach to managing and maintaining building safety. We do not have any high-rise homes and so do not face some of the remediation challenges associated with combustible cladding or other significant fire safety issues.
- ✦ The quality of social housing has been in the spotlight in recent years. Too many homes across the country have been exposed as unfit for purpose, with repairs left unresolved, complaints unresolved and homes not getting the investment needed. The prevalence of damp, mould and condensation across all housing tenures is a national priority. In making strategic choices, Cobalt has always and will continue to prioritise investment into its existing homes.
- ✦ Decarbonisation and the move towards net-carbon-zero by 2050 represents a significant challenge both in terms of installing appropriate technological solutions and the funding requirements. In its plans to 2022 Cobalt included provision for investment into energy efficiency and decarbonisation, however we anticipate that the actual costs will be significantly higher and from 2023 we will need to start identifying how this can be funded.
- ✦ Our annual investment into our existing homes has been comparatively low in the five years to 2023, in line with the stock condition need. Looking forward, much higher levels of stock re-investment are planned.
- ✦ The development of much needed new homes is dependent upon our ability to identify and secure viable opportunities. In recent years, the number of homes being sold to tenants under the Rights to Buy and Acquire has exceeded the number of new homes added. Falling unit numbers puts pressure on our unit costs and long-term viability.

2.2 Despite the challenges ahead, Cobalt remains well placed to overcome them. We have a track record in delivering improved VFM across our services, with lower than average total unit costs and good quality homes. We have comparatively low levels of borrowing and significant capacity to invest. That said, our resources are still finite, and difficult choices will still be required.

2.3 There is scope for us to achieve more and there are areas where we know we can and must improve.

2.4 We report on VfM performance within our Annual Report and Financial Statements. Our latest self-assessment is published on our website and can be accessed through the link below:

[Cobalt Website: Value for Money](#)

### **Regulatory and Legislative Compliance**

2.5 The framework and regulatory expectations of the Regulator of Social Housing are set out in the Value for Money Standard 2018. Although this VfM strategy has been developed to achieve the right outcomes for Cobalt and its stakeholders, it would be inappropriate to ignore the regulatory requirements.

2.6 To satisfy the regulator we need to demonstrate:

- a) a robust approach to value for money – this must include a robust approach to decision making and a rigorous appraisal of potential options for improving performance

- b) regular and appropriate consideration by board of potential value for money gains – this must include full consideration of costs and benefits of alternative commercial, organisational and delivery structures
- c) consideration of value for money across our whole business including our approach to investment in non-social housing activity and whether this generates returns commensurate to the risk involved and justification where this is not the case
- d) that we have appropriate targets in place for measuring performance in achieving value for money in delivering our strategic objectives, and that we regularly monitor and report our performance against these targets

2.7 By September each year, we are required to publish evidence in our statutory accounts to enable stakeholders to understand our:

- a) performance against our own value for money targets and any metrics set out by the regulator, and how that performance compares to peers
- b) measurable plans to address any areas of underperformance, including clearly stating any areas where improvement would not be appropriate and the rationale for this

2.8 Although the VfM standard has not changed since it was published in 2018, the regulatory focus on VfM is now around ‘strategic choices’ about the use of resources and the trade-offs between competing priorities that these choices inevitably involve.

2.9 We believe that this VfM Strategy and our approach to achieving, improving and demonstrating VfM in the delivery of our objectives, meets all the regulatory requirements.

### 3 CORPORATE PLAN PRIORITIES AND STRATEGIC CHOICES

3.1 Our Corporate Plan for 2023-2028 describes our mission and purpose:

**Our Purpose** We will provide quality homes and services and maximise the positive impact of our investment for the communities we serve.

**Our Vision** Everyone deserves a community they can call home; a place to make their own, feel safe and secure and set down firm foundations. The right home will help people to live well, realise their potential and achieve the things that are important to them.

3.2 It also sets out our four corporate priorities:



3.3 Our allocation of finite resources between competing priorities involves prioritising, agility and compromises. As part of its budget setting and financial planning process, the board considers the impact of these trade-offs.

In discussions about options to adjust our spend up and down, the board have agreed a number of red-lines principles that guide our budget setting:

**We will provide excellent customer services.**

Our aim is to provide high quality, flexible and accessible services from a competitive cost base making the most appropriate use of technology to minimise waste. We recognise that quality costs and we will not conflate economy for value. Achieving excellent service outcomes for customers will remain the priority.

**We will support our communities to thrive.**

Our wider neighbourhood and community catalyst role is part of what makes Cobalt unique. Partnerships with those best placed to deliver what our communities need will maximise our collective impact. Our focus for investment will be on those areas where we can have the biggest collective impact.

**We will invest in quality homes.**

We will ensure that our spending proposals adequately reflect the stock condition re-investment needs of our existing homes. We know this will mean Cobalt becoming “high-cost” in the coming years, but this is not poor VfM provided the outcomes for residents are commensurate with our investment.

We do not face many of the building health and safety challenges of our peers, but any issues identified will be prioritised for resolution. The net carbon zero and energy efficiency agenda are expected to require significant additional investment in the coming years.

The scale of developing new homes will be determined based on affordability and viability after the resources necessary for maintaining our existing homes have been set-aside. Where resources are constrained, our approach will be to build fewer homes that meet our wider regeneration and asset management ambitions, rather than compromise on quality.

**Positive people**

Our services to customers are managed and/or delivered by our staff. We will ensure our staff are appropriately rewarded for the work they do and the skills they possess. Through better use of technology and targeted automation of processes, we will help our staff focus on the activities where they can add the most value to customers, utilising their time and skills to best effect.

**4 OUR VALUE FOR MONEY VISION & OBJECTIVES**

4.1 Our aim is to optimise the social and financial returns achieved from our assets and resources. This does not necessarily mean increasing our “profitability” or improving our financial results. VfM is about “profit for a purpose” releasing resources to allow the organisation to do more.

4.2 Our vision is to be:

*“A successful, high performing, innovative and ethical social business that makes the most of all its assets to deliver lasting social value.”*

4.3 VfM is clearly about much more than costs, however the amount we spend on service delivery is an important element of not just VfM, but also of our financial viability and our capacity to support investment into new and existing homes.

4.4 In pursuit of delivering this social and business success we have identified seven strategic VfM objectives.

#### **OBJECTIVE 1: Effective Governance**

The Board owns the Value for Money agenda, providing a clear strategic direction and setting ambitious targets for improvement. The Board carefully considers the implications of its strategic choices when allocating finite resources between competing priorities. The Board regularly considers alternative models, ways of working and delivery structures.

##### **We will achieve this objective through:**

- i. Board approval of clear and transparent priorities and targets for VfM.
- ii. The strategic allocation of resources in line with agreed corporate priorities.
- iii. Board scrutiny of a robust and comprehensive annual self-assessment of VfM.
- iv. Monitoring of progress achieved against agreed targets holding the executive to account.
- v. The assessment of VfM for all key investment decisions.
- vi. Regular consideration of alternative delivery structures and operating models.

#### **OBJECTIVE 2: A Business Efficiency Culture**

To embed Value for Money into the culture of Cobalt, encouraging and empowering all staff to make Value for Money part of their day job. Motivated, skilled and knowledgeable employees are a valuable source of ideas for improvement and deliver improved Value for Money.

##### **We will achieve this objective through:**

- i. Promoting the awareness of employees' and partners' role in delivering and improving Value for Money.
- ii. Reinforcing Value for Money in employee appraisals, team meetings and the ideas scheme, encouraging staff to challenge the status quo and suggest new ideas.
- iii. A participatory approach to service reviews and change initiatives with employees involved throughout.

#### **OBJECTIVE 3: Best Use of Our Resources**

We have limited resources at our disposal and it is our duty to stakeholders to ensure that they are used wisely and directed to achieve the maximum impact. We will use our resources as effectively as possible, providing high quality services and achieving our corporate objectives at the best possible price.

##### **We will achieve this objective through:**

- i. Analysing sources of good practice from within and outside our sector.
- ii. Targeted benchmarking and comparison of costs, standards and performance with high performing organisations.
- iii. Focussing resources on priority areas with savings reinvested to deliver improved outcomes.
- iv. Effective use of technology and automation where appropriate to remove duplication, waste and other process inefficiencies.



- v. Challenging spending proposals to demonstrate that Value for Money is being achieved and that practical alternatives have been considered.
- vi. Robust and comprehensive financial controls with budget holders having clear accountability, authority and support to act on over spends

#### **OBJECTIVE 4: Optimal Return on our Assets**

There are substantial resources tied up in our assets and significant sums are invested every year into their upkeep. By understanding the return on our assets, both now and projected for the future we can take action to improve our results. A clear understanding of the financial and social returns from all our assets will be used to make informed strategic investment decisions.

#### **We will achieve this objective through:**

- i. A comprehensive understanding the condition of our homes and their performance socially, economically and environmentally.
- ii. Understanding the neighbourhoods and local markets we operate in.
- iii. Understanding the needs and expectations of both current and potential future customers.
- iv. Identifying the current and long-term future re-investment needs and local management priorities.
- v. Assessing the viability of options for remodelling, alternative use, disposal and rationalisation of poorly performing assets

#### **OBJECTIVE 5: The Customer Voice**

Meaningful tenant involvement, engagement and accountability plays a vital role in decision making, shaping services, setting standards and holding the association to account.

#### **We will achieve this objective through:**

- i. Ensuring that all our customers can feedback on and influence the services they receive from us.
- ii. Enabling customers to influence our housing priorities and provide a critical challenge about the way we shape, deliver and improve services.
- iii. Enhancing our understanding of evidential customer needs and expectations through objective 4.
- iv. Developing a customer-focused culture built on relationships and trust.

#### **OBJECTIVE 6: Quality Management and Assurance**

Without a focus on quality and compliance our business systems are unlikely to support delivery of the customer experience to which we aspire. Embedding a culture of quality management and assurance will maintain effective business systems and delivers improved services and productivity.

#### **We will achieve this objective through:**

- i. Maintaining our ISO 9001 quality management systems to:
  - Develop high quality services that are consistently delivered with effective outcomes for customers.

- Promote and support a culture of continuous improvement, risk management and stakeholder involvement.
- ii. Utilise effective business intelligence to proactively identify and resolve the underlying causes or issues behind service failures.

#### **OBJECTIVE 7: Effective Procurement and Partnering**

We spend millions each year buying in goods and services from others. Robust procurement practices ensure we continue to enjoy competitive pricing as well as innovations in the products and services available. We will procure the goods and services we need at the optimum mix of whole-life cost, quality and social value, using modern procurement methods, innovative contract packaging and effective strategic partnering.

- iii. The co-ordinated and consistent review of strategies and policies in accordance with an agreed Review Schedule.
- iv. A programme of process reviews to identify service improvements and clarify responsibilities.

#### **We will achieve this objective through:**

- i. Embedding robust and effective procurement and contract management practices across the business.
- ii. Effective contract performance and risk management.
- iii. Making best use of data, market intelligence and category management when procuring.
- iv. Optimising added social value and local economic benefit from procurement activity.
- v. The use of procurement frameworks and traditional procurement routes.

## 5 BENCHMARKING

5.1 We benchmark our costs and performance with similar peer group organisations to identify areas where our costs appear high or our performance appears poor. The main sources of benchmarking information we use are:

### i. The Regulator of Social Housing (RSH)

The RSH provides an annual analysis of the financial results of all registered providers using their set VfM metrics. We use this data to identify organisations that share characteristics with Cobalt. The key factors we use are:

Factor	Peer Group Selection	Rationale
Location	Northwest England	Location impacts on wages rates and contractor prices, property values and rent levels.
Size	3,000 to 8,000	Within +/- 2,000 units of Cobalt – excludes organisations that are much smaller and potentially specialist providers and much larger and potentially much more complex.
Type	LSVT's* more than 12 year old	Excludes more recent LSVT's as they are potentially still delivering on their transfer promises.
Tenures	25% of less supported or homes for older people	Excludes specialist organisations where costs of provision could be higher.

\* LSVT's refers to Large Scale Voluntary Transfer organisations.

### ii. Housemark

Housemark is a subscription-based benchmarking club. Membership provides access to a more detailed level of unit cost and operational performance for peer group organisations. Membership is discretionary and many potential peers do not subscribe and so comparative data is not available.

### iii. Liverpool City Region Peers

We share cost and performance information with other landlords in the Liverpool City Region. While this group includes organisations much larger than Cobalt and structured very differently, it provides valuable insight about those operating in similar neighbourhoods to our own.

5.2 We undertake our main benchmarking annually to support our self-assessments of VfM and to provide meaningful comparative analysis within our annual financial statements. The results are used to support target setting for operational performance, our VfM metrics and to help inform our priorities for service review.

## 6 VALUE FOR MONEY METRICS

### Regulatory VfM Metrics

- 6.1 The board agrees targets and/or thresholds for performance against the required VfM regulatory metrics each year. They are designed to ensure that the company delivers great VfM and operates within agreed financial limits, maintains its financial strength and has adequate headroom to cope with unforeseen events or adverse financial scenarios.

VfM Metric	LONG TERM TARGET	Long Term Target Narrative
Reinvestment %	No target	Context measure. Actual results will depend upon timing of stock condition spending.
New supply delivered % (social housing units)	c.2.00% pa	Ambition to develop and acquire 1,000 new homes by 2033. 57 completed to date with a further 88 on-site at March 2023.
New supply delivered % (non-social housing units)	Nil	No target for non-social housing.
Gearing	Below 40%	Board has set a ceiling on gearing set at 40%. Current gearing is negative as cash and investments exceed debt.
EBITDA MRI Interest Cover	Above 150%	Board has agreed a floor on interest cover at 150% for the next five years.
Headline social housing cost per unit	Outperformance against budget	Target is not for lower costs than our peers, but outcomes commensurate with agreed investment.
Operating margin (social housing lettings)	Above 25%	Long term target is to maintain a margin above 25%. It is recognised that it may take some time to achieve this.
Operating margin (overall)	Above 20%	Overall margins below the 20% target have been agreed for the next four years as we investment into IT and regeneration activity.
Return on capital employed	Above 3.5%	Long term target is to achieve a return above 3.5%.

### Local VfM Metrics

- 6.2 The board also periodically determines its own local measures of performance, economy, efficiency and effectiveness linked to our corporate objectives. The targets and performance are reported in our Annual Report and Financial Statements.
- 6.3 Appendix A sets out the measures agreed for 2023.

### Regulatory Compliance

- 6.4 Regulatory compliance is a key measure of our effectiveness. Our ambition is to maintain regulatory compliance.

## Tenant Satisfaction Measures (TSM's)

- 6.5 The Regulator of Social Housing has created a new system for assessing how well social housing landlords in England are doing at providing good quality homes and services. In addition to introducing revised consumer standards, this involves a set of tenant satisfaction measures (TSMs) that social housing landlords must report on. People will be able to use these measures to understand how well landlords are doing.
- 6.6 The TSM's will be key measures of the outcomes for our customers and the results will form part of our VfM assessment process.

## 7 FINANCIAL EFFICIENCY TARGETS

- 7.1 The board sets targets for financial efficiency gains each year. The five year targets agreed in 2023 are set out below:

Activity/Cost Area	2023-24	2024-25	2025-26	2026-27	2027-28	Target Achieved By:
Void losses	£150	£160	£170	£170	£180	Keep void losses to 0.5% of rent due
Management	£50	£100	£150	£200	£250	Team structure reviews, efficiency gains and dilution through growth.
Maintenance	£50	£100	£150	£200	£250	Focus on right first time repairs, high volume repairs and disrepair.
Bad debts	£220	£240	£250	£260	£270	Maintain rent collection of 99.25% or better
Interest receivable	£400	£40	£60	£40	£-	Better returns in 2023-24 and higher balances to invest as savings achieved
Interest payable	-	-	-	£60	£170	Lower borrowing as cashable savings are achieved
<b>Cashable savings v approved plan</b>	<b>£870</b>	<b>£640</b>	<b>£780</b>	<b>£930</b>	<b>£1,120</b>	<b>Cashable savings of £4.3m over the next five years</b>

## 8 DEVELOPMENT AND CONSULTATION

- 8.1 This strategy was developed by Cobalt's Executive Management Team in consultation with:
- i. the Board of Management
  - ii. the Tenant Consultative Panel
  - iii. customers registered on our engagement platform (My Voice Matters)
- 8.2 It has been developed with regard to the regulatory requirements of the RSH.
- 8.3 The strategy is subject to periodic review as is updated to reflect changes in context and the latest targets approved by the board.

## 9 BOARD ASSURANCE OF DELIVERY

- 9.1 The delivery of this strategy will be monitored by the board who will receive regular reports on financial performance against our plans and our achievement of corporate objectives.

9.2 The board will also receive a full self-assessment of VfM on an annual basis.

## **10 LINKS TO OTHER KEY DOCUMENTS**

10.1 This strategy will be supported by and should be read in conjunction with the following other key Cobalt documents:

- ◆ Corporate plan
- ◆ Procurement policy and action plan
- ◆ Financial regulations
- ◆ Quality management policy
- ◆ Value for money annual self-assessment
- ◆ Customer Engagement Strategy
- ◆ Asset Management Strategy



## Key Performance Indicators and Local Value for Money Measures



**We will provide the best possible services to our customers. We know that we have work to do to improve some of our services, including repairs, and we are continuously reviewing and developing ways to do this.**

The key performance indicators agreed for 2023-24 for this priority are:

Performance Measure	Measure of:	2021/22 Actual	2022/23 Target	2022/23 Actual	RAG Status	2023/24 Target	Notes
% Rent Loss (General Needs)	Efficiency	0.6%	0.5%	0.7%	🟡	<1.0%	Void losses increased slightly year on year.
% Tenancy Turnover	Effectiveness	4.6%	5.0%	4.5%	😊	5.0%	Our drive to create sustainable tenancies in thriving communities is maintaining very low tenancy turnover.
Actual Re-let Time	Efficiency	43 days	35 days	54 days	😡	35 days	Relet times worsened in 2022-23 as a number of homes needed significant repair. This remains a key focus for improvement.
% Rent Collected	Efficiency	99.4%	99.25%	99.7%	😊	>99.25%	Rent collection was ahead of target and improved to 99.7%
% Current Tenant Rent Arrears (excl. amounts due to Hsg Ben)	Efficiency	4.5%	4.7%	4.3%	😊	<4.7%	Rent arrears ended the year lower than target at 4.3%.
% Former Tenant Rent Arrears	Efficiency			1.3%	😊	<1.5%	New KPI introduced for 2023



**We will ensure that the significant resources we invest in our homes, services and the wider community, achieve targeted and measurable outcomes for the benefit of Croxteth, Norris Green and Fazakerley and Sparrow Hall.**

The key performance indicators agreed for 2023-24 for this priority are:

Performance Measure (All homes)	Measure of:	2021/22 Actual	2022/23 Target	2022/23 Actual	RAG Status	2023/24 Target	Notes
% Properties failing to meet the Decent Homes Standard	Effectiveness	0%	0%	0.53%	🟡	0%	Thirty-one homes failed the decent homes standard due to HHSRS hazards identified. All hazards have been rectified in 2023.
% properties with a Landlord Gas Safety Record	Effectiveness	99.9%	100%	99.98	🟡	100%	A single property was overdue for inspection at the year-end. Appropriate legal action is being pursued to gain access.
% of properties that have had all necessary asbestos surveys (TSM)	Effectiveness					100%	New measure for 2023
% properties with valid Electrical certificate	Effectiveness	99.8%	100%	99.93%	🟡	100%	Four properties were overdue for inspection at the year-end. This included two that were not occupied.
% properties with a valid Fire Risk Assessment (TSM)	Effectiveness	100%	100%	100%	😊	100%	Full compliance achieved
% of homes rated EPC C or above	Effectiveness			66.5%	-	69%	New measure for 2023 as we aim for 100% of homes where possible to be rated EPC C by 2030.



Performance Measure (New homes)	Measure of:	2021/22 Actual	2022/23 Target	2022/23 Actual	RAG Status	2023/24 Target	Notes
Starts on site	Effectiveness	None	88	88		47	Number of starts achieved target. The forty-seven for 2023-24 is our financial plan target for new starts.
New homes completed or acquired	Effectiveness	7	50	50		Nil	Fifty homes completed in line with target. Next completions not due until 2024-25.
Strategic land and property acquisitions	Effectiveness	2	10	2		10	Opportunities to acquire suitable existing properties in and around our operating area were limited.
% Tenant satisfaction with new build	Effectiveness	100%	90%	98%		90%	Delighted to report 98% tenant satisfaction from tenants moving into our new homes.
Value of development schemes in the pipeline	Economy					£20m	New measure for 2023
In year planning approvals obtained	Effectiveness					4	New measure for 2023



**Our wider investment in community support and development will be closely aligned to what our communities tell us their needs are, and what we know will make the most positive impact on their lives.**

The key performance indicators agreed for 2023-24 for this priority are:

Performance Measure	Measure of:	2021/22 Actual	2022/23 Target	2022/23 Actual	RAG Status	2023/24 Target	Notes
Number of tenants supported into employment opportunities	Effectiveness	14	15	116		150	We were able to support many more tenants into employment opportunities.
Number of tenants supported into training opportunities	Effectiveness	125	125	148		175	We were able to support many more tenants into training opportunities.
Amount of additional welfare benefit awarded to tenants	Effectiveness	£1.5m	£1.2m	£1.5m		£1.3m	We secured significant additional benefit awards for our tenants during the year.
% of new tenancies sustained beyond 12 months	Effectiveness	93.9%	95%	90.5%		95%	Tenancy sustainability reduced slightly in 2022-23. A new role of Tenancy Wellbeing Officer has been introduced to improve things.
%age spend with businesses based in Liverpool City Region	Local Economy	52%	50%	72%		>50%	Our spending power can make a positive contribution to the local economy.





Successful delivery of our Corporate Plan is based on the creation of an environment where we attract, retain and support talented people who share our values, and who are in turn valued and supported.

The key performance indicators agreed for 2023-24 for this priority are:

Performance Measure	Measure of:	2021/22 Actual	2022/23 Target	2022/23 Actual	RAG Status	2023/24 Target	Notes
Health and safety breaches (including RIDDOR)	Effectiveness	2	None	5	☹️	None	There were 5 RIDDOR Reportable incidents, 2 for injuries and 3 for Gas incidents. All were investigated to prevent re-occurrence.
Working days lost to sickness	Efficiency	10.4	7	6.5	😊	7	Significant reduction in instances of long-term sickness absences has been achieved.
Investors in People accreditation	Effectiveness	Silver	Silver	Silver	😊	Silver	Silver accreditation was maintained.
% employees paid (at least) the real living wage	Economy	-	-	100%	😊	95%	Cobalt pays all its employees, excluding apprentices, in excess of the real living wage.
Median gender pay gap	Economy	Nil	-	Nil	😊	No gap	There is no median pay gap within Cobalt.