Tai Tarian

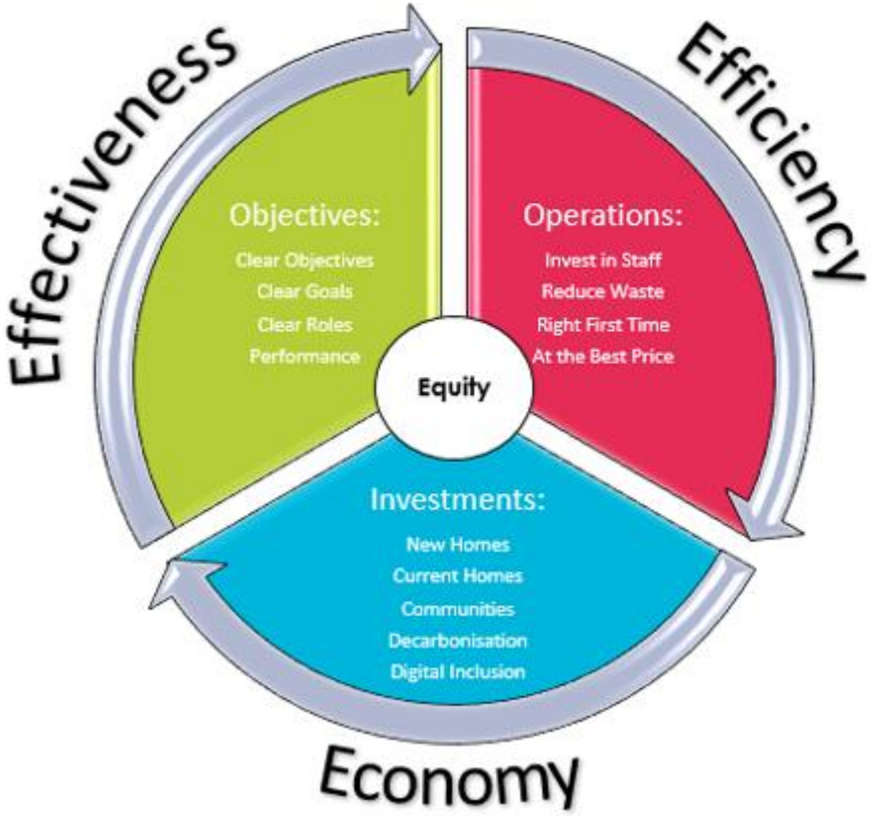
Value for Money Statement 2026

Value for Money

Value for Money (VfM) is about getting the best outcome for our tenants from the rent they pay.

Our VfM model aligns the 4 E's of VfM:- Effectiveness, Efficiency, Economy and Equity with our Objectives, Operational Costs and Investments, with Equity (fairness) at the centre of the model, to ensure we do not disadvantage any individuals or communities in our pursuit of VfM.

As part of our Annual VfM Statement we set future targets as well as measure and report our performance against previous targets.



Our Corporate Plan for 2025-2030

Sustainable Homes

Creating homes where people can thrive

- Provide and manage great homes that meet the evolving needs of our customers
- Support people in their homes to maintain successful tenancies

Sustainable Communities

Communities achieving their full potential

- Use our assets, resources, and opportunities to benefit local communities in meaningful ways
- Work with our partners to create places in which people are proud to live

Sustainable Planet

Changing our behaviours today for the generations of tomorrow

- Make bold decisions on our carbon neutrality journey
- Achieve our environmental impact ambitions by working alongside our tenants and communities

Sustainable Business

Working together for a brighter future

- Operate as a strong, financially sound business, driven by colleagues who feel valued and deliver excellent customer service
- Transform our business by building on brilliant basics to continuously improve

Sustainable Homes – Affordable homes for our tenants

Our Average Living Rent

18.5%

Joseph Rowntree Foundation set out affordable rent standard to be 28% or below of weekly earnings, we perform to the lower quartile of earnings, demonstrating a standard of affordability of our rents to tenants

2,066 tenants

were helped to claim additional benefits, supporting tenants with their rent and living costs resulting in £5.5 million in additional benefits help

Weekly Rent – 3 bed house

£129.09 per week @ Tai Tarian

£216.81 per week @ Private Rent in NPT

Rent Inflation

4.3% @ Tai Tarian

9.6% @ Private Rent in NPT

Weekly Service charge – average charge

£9.30 (current charge)

£8.25 (last year)

Sustainable Homes – Provide and manage great homes

Investing in Homes

Maintaining high standards and longevity of homes and value

	2025/26 Target	2025/26 Actual	2026/27 Target
Investment	£8,977,420	£11,856,000	£12,206,000
Total Homes	9,219	9,229	9,281

New Development Investment

	2025/26 Target	2025/26 Actual	2026/27 Target
Investment	£10,679,307	£11,981,000	£15,991,000
Grants*	£5,464,693	£3,449,322	£10,161,500
Total Homes	57	45 (63)	52

Individual Components Replaced in 2025/26

Windows	Kitchens	Boilers	Bathrooms
305	**126**	**148**	**182**

During 2025/26 45 new homes were completed (plus 18 acquisitions), comprising of 14 units as part of the final phase at County Flats, 18 units at Eagles House, Port Talbot. 13 of 43 new homes were also handed over at Heol Crwys, Cwmavon.

We are anticipating handing over a total of 52 new homes in 2026/27, 30 at Heol Crwys and 22 at Tudor Inn

**Grant received for developments completed in year not grant received within a given year.*

Making Properties Greener – Provide and manage great homes

Energy Performance Improvements

We have continued to invest in the installation of solar PV on our properties to complement the previously completed fabric first improvement measures.

The solar PV produces zero cost, clean off grid energy for our tenant's homes reducing the reliance on grid produced energy. This investment in solar PV for our homes will help to reduce the homes electricity running costs for our tenants and in many cases helping to alleviate fuel poverty. Whilst helping with energy costs these works have the added benefit of helping to us achieve our carbon reduction goals.

During 2025/26 we invested **£7.3 million** directly on the installation of solar PV and invested **£2.4 million** in purchasing solar PV materials as part of the 2026/27 PV programme, with the money being secured through Optimised Retrofit Programme funding.

	2025/26 Target	2025/26 Actual	2026/27 Target
Investment	£6,718,069	£11,597,000	£13,053,000

Sustainable Homes – Support people to maintain successful tenancies

2,066
Tenants Successfully assisted in accessing additional benefits

£5.5m
Additional benefits claimed for the tenants

268
Tenants assisted to stay in their homes by accessing Discretionary Housing Payment

111
Tenants assisted with Universal Credit Digital

655
Affordability checks carried out, assisting many into tenancies

432
Foodbank Vouchers were provided to tenants

560
Tenants assisted with accessing energy support

£28.3k
Total energy grants awarded to tenants assisted

Our housing teams not only maximise rental income for the organisation but also provide invaluable support to tenants. They help residents access benefits, reducing financial pressure, preventing debt and improving overall quality of life. As the cost-of-living crisis continues to affect those on the lowest incomes the most, teams have supported tenants at the most challenging times with energy and food assistance, while also guiding them through the final stages of migration to Universal Credit (5,782 tenants now on UC). Affordability checks further support new tenants in starting their tenancy on a sustainable footing, helping to minimise financial risk and reduce void costs.

Sustainable Homes – Support people to maintain successful tenancies Provide and manage great homes

Housing Operations

Over the last year, the team have identified several areas for review and improvement……

Applications & Lettings Review

Review of the existing ways of working within the service to ensure efficiency, value for money and to prepare for forthcoming changes that will be implemented following the Social Housing and Homelessness Allocations Bill.

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Review Rent and Service Charge Setting Policy

Tai Tarian's approach to rent and service charges is founded on affordability, fairness and value for money

In setting rents, Tai Tarian will consider the Welsh Government's commitment to exploring rent convergence in Wales, recognising the complexity of its implications for affordability, funding and welfare interactions. Any consideration of convergence will be firmly guided by our commitment to keeping homes affordable.

We will co design our rent and service charge strategy with tenants, balancing affordability with financial sustainability, to deliver long term value for money, sustainable homes and a resilient organisation.

Reactive Repairs Co-Design

We have worked with a group of tenants to co-design our repairs policy and charter.

Five co-design sessions took place over 4-5 weeks, focusing on the following themes

1. Emergency repairs,
2. Priorities and timescales,
3. Non-access process (incl. consequences of no access – pending legal advice)
4. Communications (incl. how to report)
5. Quality

A progress update session is being delivered in June with a view to identify a small number of tenants champions to continue to work with us to make further improvements in service delivery and scrutiny.

Sustainable Homes – Support people to maintain successful tenancies Provide and manage great homes

Housing Operations – Unit 2

Last year saw the Operations Directorate establish an operating procedure for Unit 2 which has continued to evolve.

We have now set about expanding this further through our ‘supplier arrangements’ project where we have duplicated, on a smaller scale the same principles at Varteg Road. We are aiming to prove concept and expand further to Glyn Neath and Gwaun Cae Gurwen as well as identifying additional locations.

This aims to support our trade teams to complete jobs on time and in full by having a core lists of supplies at key locations beyond the traditional van stocks. This seeks to reduce travel time, support customer satisfaction and job completion.

Responsive Repairs Maintenance Framework

An area of focus for the year has been to procure a maintenance framework for use on responsive maintenance.

We have recently appointed eight contractors to a framework valued at more than £4 million over four years. Interest in the work was high, and award was possible following completion of a procurement exercise which included meet the buyer sessions and a competitive tender.

The additional capacity will support our in-house maintenance teams, providing a reliable service that will deliver for our customers and ensure we achieve our legislative and regulatory requirements.

Sustainable Communities – Community Partnerships

Through our procurement contracts and other activities, we have raised:

£96,813

Supporting over

100

groups and communities including:

x8

Eight men's mental health groups across the borough received donations to support their activities. Including, capentry, inclusion football and craft workshops

We continued our commitment to support local foodbanks within Neath and Port Talbot by providing monthly food donations.

Through our partnership with the Heartbeat Trust, we have funded and installed **3** defibrilliators and **4** critical bleed kits, helping to ensurevital, life saving equipment is accessible where it is needed most.

As part of this initiative, the Heartbeat Trust also provided a full day of complimentary training, empowering local people with the skills and confidence to respond effectively in emergency situations.

41 Community Sports & Arts Groups

In the past year, we have proudly sponsored more than 41 groups, which included multiple rugby and football teams as well as Taekwondo, wheelchair rugby, classical music initiatives and women-only self-defence classes.

Additionally, numerous donations were made to arts & crafts and knitting groups helping to strengthen social connection and creativity across the community.

Sustainable Planet – Our Carbon Neutrality Journey

Energy Efficient Homes

Installed over **1,600** solar PV arrays to our properties, allowing for free off grid energy usage for our tenants at their homes, further reducing the carbon emissions of our properties.

Installed External Wall insulation to **40** properties to reduce heat loss, reducing the heating demand.

Environmental Education

We have trained **9** students from the 'Green Skills Partnership Programme' via our Cyfle Partnership.

Carbon literacy training programme offered to all staff, during 2025/26 an additional **45** employees have been trained and certified

Electric Fleet

We have continued our journey to electrify our fleet with **31** vehicles now being electric, with an additional **4** vehicles being procured in 2026/27, further reducing our carbon emissions.

Sustainable Procurement

Economy – Environment - Society

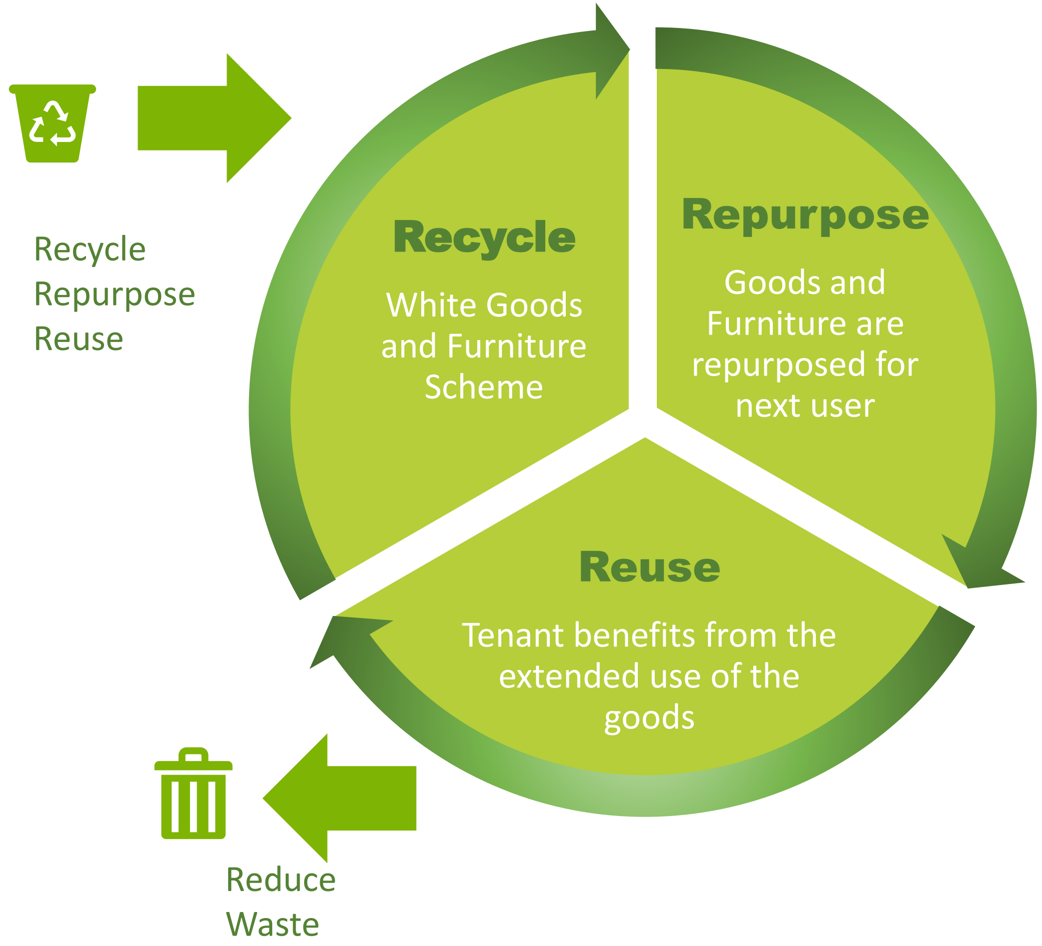
By ensuring we maximise our expenditure in the local economy we contribute to a <u>Foundational Economy</u> of local people in local jobs

Foundational Economy

	2023/24 Actual	2024/25 Actual	2025/26 Actual
	164 suppliers **£18,412,000** 53.9%	175 suppliers **£21,489,000** 50.0%	142 suppliers **£23,150,987** 49.6%
 Rest of Wales	94 suppliers **£10,877,000** 31.8%	104 suppliers **£10,135,000** 23.6%	94 suppliers **£13,034,790** 27.9%

Working towards the principles of the <u>Circular Economy</u> to ensure sustainable product sources through to waste reduction. We have started a recycling scheme that reduces wastes and benefits tenants to access furniture and white goods

Circular Economy



Sustainable Business – Our People

A sustainable business starts with our employees. A sustainable business includes a skilled and engaged workforce that delivers high quality services for our tenants

Trainees & Apprentices

Trade Apprentices
These undertake a 3 or 4-year training programme (depending on Trade discipline)

2024 - 9
2025 – 9
2026 – 5

Trainees

2024 - Housing Trainees (x2)
2024 - Trainee Surveyors (x2)
2024 - Trainee QS

2025 – Trainee Inspector (X2)

2026 – Trainee Leader
2026 - Housing Trainees (x2)

FUNDING

We have accessed over **£100,000** in Welsh government funding in 2025/2026 to support further and higher education, including short courses that support our sustainably agenda.
This enables our employees to develop, without further financial burden to our tenants.

Copper Foundation

We continue to support our local community with skills and employment opportunities through our Copper foundation Programme

2025 – 5 Copper Intake
2026 – 10 Copper intake

With 6 gaining permanent roles with Tai Tarian over the recent years.

Workforce Planning and Succession

A sustainable business requires a detailed analysis of our workforce.

Every year we conduct a full analysis of our workforce demographics, in house talent and future succession needs to ensure we are business ready for the future.

Training & Health Surveillance Cycles

Some of the services we provide to our customers are seasonal, therefore we arrange training, health screening and activities for these teams during low season, so they can maximise their service delivery around seasonal demands.

STAFF ENGAGEMENT

We rely on our people to delivery first class service to our customers. How our employees perform depends on a variety factors, including understanding our organisation as well feeling supported, valued and safe.

Some of these measures form part of our colleague engagement survey

2024 Survey
83% Participation Rate
80+% Satisfaction Rate

2026 Survey
96% Participation Rate
90+% Satisfaction Rate

Value for Money – Measures

We use the following Welsh Government's key performance indicators to compare our year-on-year annual performance.

Key Performance Indicator	2025/26 Actual	2024/25 Actual	
Operating Margin	19.3%	20.5%	Decrease in line with above inflationary cost increases
Gearing	20.5%	20.6%	Gearing remains low
Average Interest Rate	4.6%	5.6%	Full benefit of refinancing realised in 2025/26
Social Housing Cost per Unit	£6,641	£5,807	Inflationary increases plus increased property investment (solar pv)
Management Cost per Social Housing Unit	£1,367	£1,319	Above inflationary impact due to increase in insurance premiums
Routine Maintenance Cost per Social Housing Unit	£2,254	£2,114	Above inflationary increase across materials plus increased compliance work
Major Repair Cost per Social Housing Unit	£2,594	£1,910	Increases property investment across solar pv (grant funded)
Void Loss per Social Housing Unit	£76	£94	Decreased 'void to let' turnaround times
Arrears per Social Housing Unit	£237	£298	Year on year fluctuations
Growth in Turnover	3.2%	6.6%	Increased in line with Welsh Government rent policy
Growth in Operating Costs	4.7%	10.2%	Above inflationary increases
Growth in Total Fixed Assets	9.5%	7.9%	Continued property investment plus investment in our systems (transformation)
Growth in Debt	7.5%	-11.0%	Planned drawdowns
Social Housing Stock (available for letting)	9,229	9,167	Developed units (45), Acquisitions (23), Disposals (6)

Value for Money Measures - Looking Back

Actions in 2025 Statement to achieve VFM	Actions undertaken in 2025/26 in achieving VFM
Review of Housing (Operations) Activities	
Out of Hours Review • Outsource call handling • Review and procure new contracts to work alongside trades colleagues to deliver out of hour repairs	Outsourcing of the call handling for the Out of Hours emergency repairs service has seen a significant financial saving in addition to improving the quality of the service being provided.
Contract and Contractor Management • Implement suite of KPIs • Review high value contracts and identify efficiencies	We have finalised a procedure and employed a Contracts Manager to manage and adopt a consistent approach to contracts and contractor management within the Operations Directorate. This will support KPI's, performance and ways of working which ensures we are maximising contract performance and value. We are in the final stages of creating training for all applicable staff members across the organisation and are introducing our suite of KPI's to new contracts as they are procured.
Intensive Housing Management Service • We will review and implement a new service offer	This year, we successfully implemented a new service model and structure that is demonstrating strong performance against defined standards. A core principle of this redesign was ensuring value for money, with service charges carefully assessed and validated in partnership with the Housing Benefit team to confirm they represent a fair and proportionate cost to tenants. The enhanced model has enabled us to extend support to 150 of our most vulnerable tenants, significantly strengthening our preventative and person-centred approach. Demand for the service remains high, reflected in 81 new referrals received during the year, indicating both need and confidence in the offer. The quality and impact of the service has also been externally recognised, with the team shortlisted as finalists in the CIH Housing Awards, highlighting excellence and innovation in service delivery.

Value for Money Measures - Looking Back

Actions in 2025 Statement to achieve VFM	Actions undertaken in 2025/26 in achieving VFM
Corporate Plan 2025-2030 (year 1)	
Agree new Value for Money measures for the business aligned to strategic priorities.	We have drafted new design principles for a refreshed take on Value for Money which now incorporates Social Value. This will ensure all stakeholders interests are represented in the design and evaluation of value for money. It will also help us focus the direction of our Elevate programme towards what matters most to our tenants, colleagues and partners, and to measure the impact of our investment on improving these outcomes. Work is planned with the Board and Tenants early in the current year to validate these principles and codesign meaningful measures to transparently reflect where we are achieving value and where there is more to do. The output of this work will be reflected in a new format value for money statement in 2026/27.
Embed the sustainable change framework to ensure that we deliver agreed outcomes to agreed timescales whilst living within our means.	We have embedded our Sustainable Change framework and are utilising this to prioritise organisational change initiatives; delivering to agreed outcomes and timescales whilst ensuring we have appropriate resource and budget in place.

Value for Money Measures - Looking Back

Actions in 2025 Statement to achieve VFM	Actions undertaken in 2025/26 in achieving VFM
Corporate Plan 2025-2030 (year 1)	
Reinvigorate our approach to social value agree our methodology and put in place mechanisms to capture outcomes	Our approach to social value will now be incorporated under the ongoing, wider value for money piece of work (discussed on the previous page).
Delivery of year one activity of our transformation programme to increase efficiencies and service delivery	We are preparing to launch our new customer portal, marking a significant step forward in enhancing our customer experience by giving tenants greater choice and flexibility through self-service options. Alongside this, we have successfully implemented and embedded a new asset management system. This provides improved visibility of data across teams, enabling more efficient and effective decision-making to ensure the ongoing safety of our tenants' homes and the delivery of planned improvements. We have also introduced a business process management tool, making it easier for colleagues to access and understand our core processes. This is driving greater consistency, improving efficiency, and supporting teams to work more effectively across the organisation. In addition, we have launched a structured approach to tracking benefits and value for money across all transformation initiatives. This ensures we are capturing impact, demonstrating outcomes, and maximising the return on our investment in change initiatives.

Value for Money Measures – Looking Forward

Actions in 2026/27 to achieve VFM:
Operations Activities
Review rent and service charge setting strategy
Review of the current repairs and maintenance service with Altair. Focus on how the current service is operating, how customers access the service, and to identify future opportunities that are reflective of: 1) proven practices elsewhere; 2) Tai Tarian's emerging customer model; 3) the features of service delivery that matter most to customers.
Corporate Plan 2025-2030 (year 2)
Continued delivery of our transformation programme to enhance customer experience and our approach to service delivery, increase efficiency and effectiveness and enhance our colleague experience.
Embed and iterate on our approach to tracking benefits and value for money across all transformation initiatives, ensuring we are capturing impact, demonstrating outcomes, and maximising the return on our investment in change initiatives.