



Self-evaluation 2026

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What is self-evaluation?

Self-evaluation is a routine part of our improvement cycle and a vital tool to improve service delivery. It's firmly embedded into our activity all year round and is structured around our own expectations and those of our customers, as set out in our corporate plan, our local outcomes, plus the standards as set by Welsh Government within the regulatory framework.

Our self-evaluation is undertaken annually, working alongside our tenants to assess and evaluate our work. This report is then reviewed and approved by our Board, before being submitted to Welsh Government who consider this as part of our Regulatory Judgement.

This document is a summary of our current self-evaluation.

Regulatory Standard 1: Strategic leadership and governance

Corporate Plan

Our corporate plan 2025-30 sets out the organisation's strategy. It builds on the previous corporate plan and was developed collaboratively with the Board and our colleagues. It is based on research conducted on the issues our tenants and communities face and has a strong focus on improving the lives of our tenants.

Following the strategy session "Corporate Strategy 2025 and beyond" held at the Board Development Day (BDD) on 28th November 2024, the corporate strategy (plan) 2025-30 was approved by Board on 24th April 2025, and the year one activity plan was scrutinised by Board at the BDD 15th May 2025.

Our plan includes four key themes, all around the sustainability of our homes, communities, planet and business.

Further reviews of the delivery of our strategic goals will be provided to Board at future development days.

Board Development Days

Our Board holds two development days each year which have a strategic focus. The latest session, on 23rd October 2025, was delivered in partnership with CHC Cymru, titled '2030: Insight to Action'. The horizon scanning session enabled the Board to identify major external changes and the associated risks to ensure it remains proactive in delivering services and shaping the future.

Delivering our plans

Delivery of our corporate plan is overseen by the Programme Management Office, and accountable roles are identified to ensure colleagues understand their contribution through both business as usual and project activity.



Our Elevate programme includes a dedicated target operating model focused on colleagues, ensuring people, structures and capabilities align to future needs. Robust governance supports progress reporting and risk management.

Workforce planning

Workforce planning ensures we have the skills required for both now and the future, leading to targeted investment in areas such as apprenticeships, green energy and DMC, after identifying risks including an ageing workforce and emerging skills shortage. A session on this was delivered to Board at the BDD in November 2024.

Our values

Our values were last reviewed and updated in 2023, with the Board contributing to and approving the final set of values of 'Be Bold, Be Fair, Be Kind'. They are embedded in everyday language, our appraisal process and the delivery of services, ensuring that they reflect our commitment to equality, diversity and inclusion.

A values session was held at the staff conference in June, where staff shared how our values are lived day to day, and following positive feedback, workshops are planned in the next 12 months for this to be delivered to other colleagues.



Board make-up

We have a skills-based Board, including three Non-Executive Board Directors (NED) who are tenants, and a whole Board skills audit is undertaken annually to support succession, diversity and community representation. A bespoke induction training programme is in place for new NEDs, with an annual development programme for all Board.

Individual performance reviews are conducted annually utilising the Let's Talk appraisal process and triennial independent appraisals are carried out on the Board as a collective.

Reports to Board and committees provide key information considering current and emerging risks and opportunities, key performance information and where applicable views of the tenants to support informed decision making.

Board compliance

Our last appraisal tested our compliance with the Code of Governance and that governance is aligned to the spirit of The Right Stuff, the resulting action plan is nearing completion and will be fully delivered in 2025. Our annual assessment of compliance with the Code of Governance was last undertaken in October 2025 by the Audit & Risk Committee and Board, with continued compliance confirmed.

EDI

The Board-appointed Equality, Diversity and Inclusion (EDI) Board Champion, meets quarterly with the People and Culture team

to monitor delivery of the organisation's EDI framework action plan.

The EDI action plan details our continued work in this area with targeted delivery dates. Research is ongoing to plan how we will work towards Tai Pawb's QED award. The champion attends meetings with Tai Pawb along with the EDI officer to support and understand the principles of the action plan.

The Nominations and People Committee receive an annual progress report against the EDI action plan. Staff and Board members are required to complete routine mandatory EDI training.

Tenant engagement

Our Tenant Engagement Framework sets out how tenants can influence decision making. The framework was co-created with tenants following several consultation events (see RS4 for detail).

Special interest groups have been set up which will help influence the organisation on key areas that matter to tenants.

Regulation

We have a robust process in managing our statutory returns to all external bodies. We have adopted a core regulatory approach and work collaboratively with the regulator. We have skilled specialist staff within the organisation who keep abreast of current and emerging legislation to ensure that we are fully compliant.

An independent review of governance, undertaken by Campbell Tickell in 2023 confirmed that "there is a strong collective commitment amongst the Board and the Executive team to Tai Tarian's social purpose and mission, and this commitment to social housing and improving services, homes and lives of tenants is reflected in the corporate strategy."



Regulatory Standard 2: Robust risk management and assurance

Our Board approved Assurance Framework sets out how they gain assurance that risk is being managed within agreed tolerances, and in line with their appetite for risk.

Risk management policies and procedures are in place together with a comprehensive corporate risk register. The Board has oversight of risk, and all committees have oversight of risks relevant to their areas of responsibility.

The Board consider their appetite to risk annually, ensuring that it does not restrict the stimulus for growth, whilst also protecting its tenants by ensuring that the organisation considers its long-term financial viability.

Barcud, our internal auditors, facilitated a Board Training and Appetite Setting session at the Board Development Day on 23rd October 2025.

Our internal audit programme is overseen by the Audit and Risk Committee, with the committee

scrutinising all internal audit reports, and the ongoing monitoring of implementation of recommendations raised via audits.

Following the independent Whole Board Appraisal in 2023, a full and collaborative review on the way risks to the Board was undertaken with Barcud. A reset of the Risk Framework was delivered to Board at the November 2023 Board development session.



Within risk reporting, 'Top Risks' are included as an appendix to the risk report and the full register available on 'Decision Time', our risk platform, for Board to review. Risks within the report include a full description on the risk and associated mitigating actions, as well as a summary on the new/emerging risks facing the organisation.

Emerging risks arising within the sector are discussed at each Board meeting via the 'Risk' paper and through the chair or CEX updates, and additional assurance sought.

The Risk Register records risks and measures their likelihood and impact of occurring.

'Top Risks' that may threaten the delivery of the corporate plan objectives are presented to Board

at every Board meeting. Committee reviews risks associated with their remit, and seek assurance that mitigating actions are in place and working.

Deep dives are also undertaken by committees on individual risks, where controls are assessed for effectiveness.

The Risk Register takes the 'three lines' approach, which includes controls and internal/external assurances, together with the inherent/residual score, and the Board appetite/target for the risk.

Independent internal and external auditors provide assurance over processes and controls to manage risk.



Tirnod

Our subsidiary, Tirnod closely monitors risks based on the obligations set out in the Strategic Partnership Agreement and the Lease Agreement and raises any matters of concern to the parent Board via the Tirnod Chair's Assurance Report.

Business continuity

In 2024/25, we worked in collaboration with Biscon, a risk and business continuity consultancy, to develop a modernised approach and framework to business continuity. The aim of the review was to provide Tai Tarian with a modernised approach and framework, and a revised set of documents.

A major part of the review required the business to feedback on what it considers the critical business activities, recovery time objectives and resources. Revised Business Continuity Policy (BC Policy), Business Continuity Plan (BCP) and Business Impact Analysis (BIA) documents have been developed and approved by the Audit

and Risk Committee and will be presented to the Board for review and approval in November 2025.

The new BCP is designed to be a flexible recovery tool for use by members of the Incident Management Team (IMT) in the event of a significant incident which affects the organisation or its customers.

Incident response training

In December 2024 the Senior Management Team were involved in an incident response activity (training exercise), supported by external consultants.

We are committed to running BCP exercise annually. These will take the form of a real-world scenario, facilitated by an external provider.



Regulatory Standard 3: High quality services are delivered

Our in-house repairs team ensures properties are maintained to the required standard, with regular Board and committee oversight of performance.

Service review

In 2025, the service was reviewed collaboratively with staff, tenants and the chair of the Asset Management Committee, through a series of five co-design sessions supported by an independent facilitator. The findings from these sessions have already resulted in a tenant song and will be further used to shape a tenant charter and guide revisions to policy and practice. We remain committed to maintaining meaningful engagement with our tenants throughout this process.

Supporting tenants

We support tenants to sustain their tenancies through a range of initiatives. Our 'Protecting

People and Property' initiative makes it everyone's responsibility across the organisation to ensure that tenants' needs are recognised and heard.

In addition, our dedicated Financial Inclusion Team works closely with tenants to maximise household income, achieving a total financial gain of £5,653,941.64 in the 2024/25 financial year.

In 2025, we also reviewed our Intensive Housing Management offer for our most vulnerable tenants. This project was delivered in partnership with the council and a specialist consultant and has been recognised through a shortlisted entry at the CIH awards 2025.

We have robust policies and procedures in place for addressing ASB, hate crime, and safeguarding. All related policies have been reviewed and approved by our EMT and/or the Board in 2025, with deep dives undertaken or scheduled with the Operations Committee.



Our KPIs in this area were reviewed and implemented from April 2025, including the introduction of a new KPI relating to the completion of risk assessments for ASB cases, which is reported to Operations Committee.

Partnership working

We continue to work collaboratively with a range of partners, including the Safer NPT Partnership Board, the police, the local authority, and specialist forums such as MARAC. Where appropriate we implement managed moves and target hardening measure to ensure the safety and wellbeing of our tenants.

Through our Shared Lettings Policy, we allocate homes fairly and transparently, prioritising those in greatest need, including homeless applicants.

We work with the council to meet statutory duties under the Housing (Wales) Act 2014, arranging direct lets and leasing properties to the local authority for use as temporary accommodation.

Where applicants are assessed as requiring support to sustain a tenancy, multi-agency meetings are arranged to agree and facilitate arrangements for resettlement support or longer-term support with the correct agencies or with our own Enhanced Housing Team.

Listening to tenants

We undertake the annual Welsh Government perception survey with the results being considered by our management team to understand the actions required to be taken forward. Where a tenant identifies an issue or concern, we follow this up where appropriate.

In addition to the perception survey, we also carry out tenant satisfaction surveys in connection with repairs throughout the year to help us understand how we're performing and areas for improvement. Concerns raised during a survey conversation is dealt with immediately to resolve outstanding matters for the tenants.

Reporting performance

Performance is provided within our annual report and financial statements, with some performance information also published on our website. We will look to improve our approach to publishing performance reporting.



Regulatory Standard 4: Tenants are empowered and supported to influence the design and delivery of services

Giving tenants a voice

Building on the co-design work undertaken to develop the Tenant Charter and Tenant Engagement Strategy, a project was undertaken through our transformation programme, Elevate to review our current offering. The aim was to ensure our approach to tenant engagement was robust to deliver the significant amount of engagement required as we move through our transformation programme.

Our Tenant Engagement Framework and Tenant Engagement Policy were developed in 2025 through engagement activities with tenants, such as the Tenant Talk Roadshows, Family Fun Days, attendance at community and partner events, as well as considering results from the tenant engagement surveys and tenant satisfaction surveys. Our Chair of Board, Vice-chair of Board, and Chair of Operations Committee have also provided input to the development of the framework.

The framework sets out our commitment to tenant engagement and how tenants can become involved. This includes new Tenant Voice groups, which will help influence the organisation on key areas that matter to tenants.

The framework was presented via a video to our shareholding members at the AGM in July. Our work was recognised at the annual TPAS Tenant Engagement Awards where we received an award for our 'On the Road' campaign.

Tenants have their say

Routine surveys are undertaken annually, with results being scrutinised by Board and committees. All tenants are surveyed and face-to-face consultations are undertaken in workshops as part of our rent affordability consideration each year, with results being considered by Operations Committee. This is to ensure that the views of tenants are considered as part of the Local Rent Setting and Service Charge Policy approved by Board.

There have also been several Repairs Roadshows and consultations on WHQS 23, as well as the repairs co-design work, which resulted in our tenants re-shaping how we undertake repairs.

We test tenant satisfaction with our tenants each year, via an all-tenant satisfaction survey. 59.5% of tenants were satisfied that we listen to their views and act upon them, with 20% dissatisfied.



Handling complaints

Our Service Issues, Concerns, and Complaints Policy and Procedure set out our approach to complaint handling with investigations adopting a lessons learned approach, and a process in place to close the loop and obtain feedback from tenants on how the complaint was handled.

With the Public Services Ombudsman Wales signalling its intention to increase scrutiny and raise expectations around complaint handling, a project group under the 'Customer' workstream of Elevate is reviewing how we manage our complaints to align with the upcoming changes.

The Operations Committee receive an annual update on complaints and compliments for scrutiny, key themes and how concerns are addressed.

Hearing the tenant voices

Minutes of the Operations Committee demonstrate the challenge to the executive on how the 'tenant's voice' is heard.

Tenants are provided with an opportunity to ask questions of the executive on various matters at our AGM, and NEDs are in attendance to hear first-hand what concerns tenants have.

We have three Board members who are tenants, one of whom progressed through our Tenant Academy group.

Within the Governance Framework, a standard annual update to Board has been added to allow officers to present the variety of engagement levels that has been undertaken throughout the year and the impact of the engagement. The latest session was delivered at the Board Development Day October 2025.

Roadshows

Where business activity requires tenant engagement, this is undertaken. An example of this includes the roadshows where consultations with tenants were undertaken for the new WHQS 23 standard.

The next series of roadshows will take place at the HAPS (Homes as Power Stations) property in Margam, with tenants having an opportunity to experience first-hand the new technologies being used to decarbonise our homes. This will provide valuable feedback and insights into tenants' priorities, and what matters most to them, helping to shape and influence the programme moving forward.



Regulatory Standard 5: Rents and service charges are affordable for current and future tenants

Sustainable Homes

One of our corporate plan themes is Sustainable Homes. Within this we have a high-level goal to ensure we provide affordable homes to our tenants.

We ensure compliance with the Welsh Government's expectations in relation to the Welsh Government Rent Standard and any additional requirements examples including:

- No evictions due to financial hardship
- Providing targeted support to tenants
- Undertaking annual tenant satisfaction surveys
- Having a tenant hardship fund

Working together

Each year we undertake an affordability review to ensure our annual rent and service charge is in line with the principles set out in our Board-approved Rent and Service Charge Affordability Policy.

The policy was developed taking a co-design approach with tenants, and at each annual review point, our tenants are consulted on any proposed changes for the coming financial year.

This year, Board member, Natalie Morgan, was involved in the planning, and attended the tenant sessions held.

In preparation for the 2026/27 rent setting period, a rent and service charge cost of living survey was issued to 8,892 tenants, with 993 (11%) responses. Consultation was carried out at 23 events including meetings with Haven tenants and summer community events across the borough, allowing us to hear

the views of over 150 tenants.

In addition, five co-design sessions with 16 tenants were held. These were facilitated by the Tenant Participation Advisory Service (TPAS) around the cost-of-living feedback of survey findings, and the proposed rent uplift for 2026/27.

Haven feedback

Following feedback from tenants, we held separate co-design sessions with Haven tenants and general needs tenants in recognition of the unique service provision offered by our Haven schemes.

During the sessions, tenants have been supportive of changes to our co-designed rent and service charge affordability principles.

Scrutinising our approach

Scrutiny of the tenant engagement was undertaken by the Operations Committee in their meeting on 25th November 2025 with Board consideration for the rent uplift 2025/26 at the Board meeting on 26th November 2025.



Regulatory Standard 6: Strategic approach to value for money

Our Value for Money strategy sets out how we achieve the best from our resources and ensuring our tenants rent payments go further.

Our annual Value for Money (VfM) statement provides an overview of the work being undertaken and VfM being achieved across the business.

Through our Elevate programme, a VfM project is ongoing to strengthen our approach to delivering and measuring VfM. As part of this process, we will fully engage with our tenants and other stakeholders to ensure that we measure value for money from all perspectives and identify measures that capture both the qualitative and quantitative aspects of our performance.

We expect the output of this work to identify explicit criteria (aspects of performance) and standards (levels of performance) that provide a transparent basis for making sound judgements about performance and VfM. The outcome of the project and the revised VfM strategy will be presented to the Board at a session planned for the Board Development Day in May 2026.

Financial planning, monitoring and reporting cycles assist in ensuring value for money through budgets, forecasts and management accounts which are reviewed by EMT, Audit and Risk Committee and the Board.

Procurement

Our procurement strategy builds on the successes delivered and sets out the key

objectives for procurement and how these objectives will be implemented throughout the organisation. The strategy delivers the principles of our procurement policy and is supported by our corporate procurement rules (CPRs). These detail the procedures which must be followed by anyone undertaking procurement activity across the organisation, to ensure that consideration of VfM is included within all procurement activity.

Following the changes to procurement legislation, our procurement policy and corporate procurement rules were updated to reflect these legislative changes, and both documents were approved by the Audit and Risk Committee in March 2025.

We have taken the opportunity presented with new Competitive Flexible Procedure of the Procurement Act, to split our process into two stages; a request to participate stage, which allows us to short-list interested suppliers, followed by an invitation to tender stage, allowing us to bring in further stages such as demonstrations and interviews.

We have also introduced a 'lighter touch' tender threshold so that procurements between £30k-£120k can be tendered by targeting a selected group of suppliers, such as local SMEs (small and medium sized enterprises). Our procurement strategy annual update provides assurance to Audit and Risk committee that we are delivering against the outcomes within our corporate plan, whilst ensuring that VfM is embedded into the culture of the organisation and day-to-day activities through competitive procurement contracts.

Regulatory Standard 7: Robust and effective financial planning

30-year business plan

Our 30-year business plan informs the Board, our funders and Welsh Government that we have the finances in place to deliver our strategic objectives and meet key constraints, such as our borrowing limits and loan repayment deadlines.

Updates and stress testing to the business plan is also undertaken annually with several scenarios being presented to the Board for consideration.

The plan shows we are a financially viable organisation with resources to deliver our objective, however the cost to deliver de-carbonisation is reliant on the availability of additional funding.

Refinancing

The organisation continues to demonstrate strong financial health, evidenced by a successful refinancing exercise in 2025 that has

secured improved funding terms. This financial strengthening enables continued growth and investment in new homes into the future.

Budget process

The budget process, along with management accounts and forecasts, provide a system of planning, co-ordination, and control for the organisation, confirming it is financially sound and meeting its covenants.

Our Treasury Management Policy and annual report show the current position and any changes within the year. It also outlines any potential future risks and changes, and our annual financial statements and covenant compliance are independently audited.

New viability modelling software has been introduced for reviewing development schemes and its associated programme monitoring software which supports treasury management associated with development spend.



Regulatory Standard 8: Assets and liabilities are well managed

Assets and Liabilities Register

An Assets and Liabilities Register is in place and is subject to regular review by our Audit and Risk Committee (ARC).

In 2024, our internal auditor, Barcud Shared Services, undertook a review of the register and substantiated the contents providing assurance to the ARC.

Plan and strategy

Our Asset Management Strategy (AMS) has been developed with our Asset Management Committee (AMC) and has five long-term objectives for managing and maintaining our property portfolio. The AMS compliments our Sustainable Planet Strategy with forms an integral part of our corporate plan and wider sustainability ambitions.

Our Asset Management Plan (AMP) provides a full overview of how our assets are working to maximise their value and contribution to our objectives and business plan, including the framework in which we currently operate.

Our AMP is approved by the AMC and ongoing monitoring is in place. In addition, our Asset Management database has been used to assess financial, physical asset and housing related criteria of each property, street, and local area.

Surveying our homes

Ongoing stock condition surveys help understand the condition of each property. Asset component lives as set as part of our accounting policies and drive component replacement cycles, which are used to determine costs for inclusion in our 30-year business plan.

Our 'Whole Home Survey' allows us to complete multiple surveys in a single visit, improving the quality of our data and reducing the number of repeat visits to tenants' homes. It provides the organisation with a more comprehensive and integrated dataset for future investment planning.



As part of the surveys, we can also survey the property against the HHSRS criteria and subsequently report against this. We have integrated WHQS assessments into all property surveys, enabling us to closely monitor compliance and generate detailed reports for both internal and Welsh Government use, straight out of the software.

Our new asset management system, Lifespan, was introduced to deliver our property surveying operations. All surveys are now conducted using mobile devices and uploaded directly into Lifespan, whilst on-site and predefined data entry options improve the consistency and accuracy of the information.

We have completed over 8,000 stock condition surveys, with all outstanding stock surveys on target for completion by March 2026. This will ensure we have a full and up-to-date understanding of our housing stock to support future planning, investment and compliance efforts.

Working with Welsh Government

We have been working collaboratively with Welsh Government on our progress of WHQS 23, which aligns closely with our sustainability and decarbonisation ambitions.

Several sessions have been held with a Welsh Government appointed consultant, Sustenic.

They were appointed to help the sector create a blueprint of how to create a sector-wide approach to a Whole Stock Assessment (WSA) and Target Energy Pathway (TEP), which is a requirement of WHQS 23.

As part of this review, Sustenic reviewed our property data, which was highly commended and well received. Following the review, we engaged an energy software specialist, Sava, to provide further insight into the energy performance of our properties. Pleasingly, the data submitted scored 100 out of 100, compared with a sector wide score of 75.

We have continued to progress in this area, and we now have a 'live' WSA and TEP ahead of the WHQS 23 milestone of date of March 2027.

This now feeds directly into our WHQS 23 journey, corporate plan and 30-year business plan.

In recent months, we have had several workshops with Welsh Government on our progress and findings, and have been asked to continue working with them with a view to sharing our thinking, progress and plans with the wider sector.



Regulatory Standard 9: Providing safe, high-quality accommodation

Asset management

The Assets directorate has created a new service to develop an implementation strategy to comply with WHQS 23.

The service is made up of an asset management team who will manage the data and planning of future works and an operational surveying team, responsible for the surveys required for the delivery of the programmes. Details of progress are provided in the Asset Management Plan which is monitored by the Asset Management Committee and includes tenant non-executive directors.

All new homes are delivered to the standards as set out in the Welsh Development Quality Requirements 2021 (WDQR '21) for new build, social housing grant-funded properties. We also undertake routine surveys on our repairs services, and on our new developments, to assess whether tenants are satisfied with the quality of their home.

All properties are subject to routine checks/assessments on all key areas of landlord health and safety, which includes a dedicated damp mould and condensation team.

Performance monitoring

Performance is monitored by our committees and Board via routine performance reports. Audits are also undertaken by our internal auditors, Barcud as part of the Internal Audit Strategy. In 2023/24 this included damp, mould and condensation with legionella and fire management added in 2024/25. Electrical safety was added in July 2025, with two further audits planned

within this year's Audit Schedule for lift safety in February 2026 and heating safety in March 2026.

All recommendations from the audits are scrutinised and monitored by the Audit and Risk Committee.

Continuous improvement

We continuously review and improve performance and adopt proactive measures. This includes carrying out height surveys on properties identified as being over 11 meters tall, in readiness for the implementation of the Building Safety (Wales) Bill in 2026.

The damp, mould and condensation team has reduced open cases to the lowest level since tracking began, while dual trades and contractor support have enhanced capacity and efficiency.



Compliance Improvement Plan

Regulatory Standard	Action	Update
RS1 (c)	Achieve the QED (Quality in Equality and Diversity) mark during 2026.	Work continuing with Tai Pawb.
RS1 (c)	Develop Equality, Diversity and Inclusion key performance indicators for routine monitoring.	Completed.
RS1 (f)	Working towards achieving the approved Tenant Engagement Action Plan, to increase tenant engagement at a strategic level.	Completed. The Tenant Engagement Action Plan has been delivered, and received an award by TPAS for our "On the Road" campaign.
RS2 (a)	Review the top risks within the risk register, to ensure they are relevant, and that controls, assurances and actions are appropriate.	Completed.
RS3 (d)	Explore additional methods for making our performance information more available for tenants.	Performance information will be included in our tenant newsletter, Cartref, to extend the reach to all tenants.
RS4 (a)	Development of the Tenant Engagement Framework.	The Tenant Engagement Framework which was developed with tenants was launched to staff in January and will be launched to tenants in February 2026.
RS6 (a)	With the global accounts moving away for VFM, we need to consider our own benchmarking/VFM metrics in the future and make our continuous improvement plan more visible.	A Value for Money project is ongoing, and the outcome of the project and the revised Value for Money strategy will be presented to Board in May 2026.



Regulatory Standards: At a glance

Key	
Green	Meeting the expectations of the Regulatory Standard
Yellow	Meeting the expectations with some minor improvements required
Orange	Not meeting the expectations but can meet with some effort
Red	Not meeting the expectations and significant work required to meet the expectations

RS1. The organisation has effective strategic leadership and governance arrangements which enable it to achieve its purpose and objectives	Outcome
Has a strategy which reflects its vision, culture and values and sets out how the organisation will achieve its core purpose as a social landlord and ensures its workforce is competent to deliver the strategy.	Green
Complies with its own governing documents and meets the requirements of an appropriate code of governance.	Green
Sets and delivers measurable, evidence-based commitments across all areas of its business in relation to equality, diversity and inclusion (including anti-racism and tackling hate crime).	Yellow
Has a diverse Board, reflecting the communities the RSL works in and with, and has the skills and knowledge required to be effective.	Green
Makes logical decisions based on clear, good quality information which includes assessment of risk and, where appropriate, the views of tenants.	Green
Enables and supports tenants to influence strategic decision making.	Green
Complies with all relevant legislation, regulatory requirements and statutory guidance and communicates in a timely manner with the regulator, including on material issues that relate to actual or potential non-compliance.	Green



RS2. Robust risk management and assurance arrangements are in place	Outcome
<p>Has an effective framework for risk management, internal controls and assurance that:</p> <ul style="list-style-type: none"> enables the identification and management of existing and emerging risks which threaten delivery of its strategy or compliance with legislative or regulatory requirements. ensures that social housing assets are not put at undue risk. This includes understanding and managing the risks posed by subsidiaries, joint ventures and other similar entities. 	
Maintains accessible and up to date business continuity, disaster recovery and cyber security plans.	

RS3. High quality services are delivered	Outcome
<p>Delivers, high quality services including (but not limited to):</p> <ul style="list-style-type: none"> Provision of effective repairs, maintenance and adaptations service. Support to maintain tenancies. Personal safety, including response to ASB, domestic abuse and hate crime. Allocation of homes to meet housing need including homelessness. 	
Achieves and maintains high levels of tenant satisfaction with services.	
Ensures that services are fair and deliver equitable outcomes for tenants in response to their individual needs.	
Makes landlord performance information available to tenants which is sufficient to enable scrutiny and challenge.	

RS4. The organisation's culture supports and empowers tenants to influence the design and delivery of services	Outcome
Has an effective framework for tenant involvement that is well publicised, provides a range of opportunities for tenants to be involved and can demonstrate that tenants are satisfied with the framework.	
Can demonstrate the difference tenant involvement is making to the design and delivery of services including listening and acting on tenants' feedback and the lessons learnt from complaints.	
Can demonstrate diverse tenant views and expectations inform the development and review of housing and related services, including the response of the RSL to any significant service failure.	



RS5. Rents and service charges are affordable for current and future tenants	Outcome
Ensures all applicable rules, and statutory guidance and any supplementary sector agreements are fully complied with.	
RS6. The organisation has a strategic approach to value for money which informs all its plans and activities	Outcome
Determines its strategic approach to value for money and can demonstrate that it achieves value for money in delivering its strategy and services to stakeholders, including tenants.	
RS7. Financial planning and management is robust and effective	Outcome
Sets financial plans which enable it to deliver its strategy and achieve its social purpose, and there is appropriate reporting to the Board against these plans.	
Is financially viable in the short, medium and longer-term, and maintains sufficient funding and liquidity to support this.	
Identifies and effectively manages risks to the delivery of financial plans including appropriate stress testing, scenario planning, mitigation planning and use of internal thresholds.	
Has an effective treasury management strategy and associated processes.	
RS8. Assets and liabilities are well managed	Outcome
Has an accurate and up to date understanding of its assets and liabilities and uses this to inform strategic and financial decisions and maintains complete, accurate and up to date stock condition data.	
Maximises the use of assets to achieve its social purpose and the objectives of the organisation, including understanding the social and financial performance of assets.	
RS9. The organisation provides safe, high-quality accommodation	
Ensures publicly funded homes meet all applicable law, standards, rules and statutory guidance issued in connection with the quality and safety of accommodation and the current Welsh Housing Quality Standard.	
Keeps tenants safe in their homes and promptly identifies and corrects any under-performance or non-compliance on all landlord health and safety requirements.	



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