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INFORMATION

Board Members

INDEPENDENT BOARD MEMBERS:	Co-Opted	Appointed	Resigned
Jonathon Davies – Chair	22 nd September 2016	22 nd March 2017	
Harry Lloyd	28 th June 2012	27 th July 2012	28 th July 2020
Shelley Bosson	22 nd September 2016	24 th July 2018	
Mike Jones	25 th May 2017	24 th July 2018	
Andrew Lycett	28 th March 2019	23 rd July 2019	
Jonathon Hughes	1 st July 2019	23 rd July 2019	
Samantha Taylor	1 st November 2019	28 th July 2020	
Rachel Rees	1 st October 2020		
Lisa Murray	1 st October 2020		
TENANT BOARD MEMBERS:			
Denise Davies	26 th March 2015	28 th July 2015	
Samantha Jones	6 th July 2015	28 th July 2015	
Daniel Smith	11 th February 2019	23 rd July 2019	
COUNCIL BOARD MEMBERS:			
Steffan ap Dafydd	N/A	31 st May 2017	Passed away 10 th July 2020
Sonia Reynolds	N/A	19 th March 2018	17 th September 2020



Executive Management Team

Linda Whittaker	Chief Executive
Sian Ross	Director of Finance
Claire Maimone	Director of Housing & Corporate Services – until 31 st March 2021 Deputy Chief Executive - Appointed 1 st April 2021 Company Secretary
Andrew Carey	Director of Assets
Clare Way	Director of Housing - Appointed 1 st April 2021

Other information

Registered Office: Tŷ Gwyn
Brunel Way
Baglan Energy Park
Neath
SA11 2FP

External Auditors: Bevan Buckland LLP
Langdon House
Langdon Road
Swansea
SA1 8QY



INFORMATION

Internal Auditors: Barcud Shared Services
2 Alexandra Gate
Ffordd Pengam
Cardiff
CF24 2SA

Bankers: Barclays Bank
3 Windsor Place
Cardiff
CF10 3ZL

Funders:	Royal Bank of Scotland	Nationwide	Santander
	9 th Floor	Kings Park Road	100 Ludgate Hill
	250 Bishopsgate	Moulton Park	London
	London	Northampton	EC4M 7RE
	EC2M 4AA	NN3 6NW	

Solicitors:	Hugh James	Devonshires	Blake Morgan
	Two Central Square	30 Finsbury Circus	One Central Square
	Cardiff	London	Cardiff
	CF10 1FS	EC2M 7DT	CF10 1FS
	Geldards	Capsticks	Addleshaw Goddard
	4 Capital Quarter	1 St Georges Road	3 Sovereign Street
	Tyndall Street	Wimbledon	Sovereign Street
	Cardiff	London	Leeds
	CF10 4BZ	SW19 4DR	LS1 4ER

Welsh Government Registration No: L154

FCA Company Registration No: 31041R



Subsidiary Companies

Company	Company No
Tirnod Limited	12761146

The registered office of the above company is Ty Gwyn, Brunel Way, Baglan Energy Park, Neath, SA11 2FP.

Tai Tarian acquired the above subsidiary on 9th March 2021 and owns 100% of the entity's share capital.

Board Members

Jonathan Hughes – Chair	Appointed 10 th November 2020
Samantha Taylor	Appointed 10 th November 2020
Andrew Carey	Appointed 10 th November 2020
Sian Ross	Appointed 10 th November 2020

Directors

Andrew Carey	Director – Appointed 9 th March 2021
Sian Ross	Director – Appointed 9 th March 2021
Jonathan Hughes	Director – Appointed 9 th March 2021
Samantha Taylor	Director – Appointed 9 th March 2021
Claire Maimone	Company Secretary – Appointed 9 th March 2021



The Board presents its Strategic Report, Board Report and the audited Financial Statements for Tai Tarian (the Group) for the year ended 31st March 2021.

STRATEGIC REVIEW

1. PRINCIPAL ACTIVITIES

The Group comprises Tai Tarian (“the organisation”), and its subsidiary undertaking Tirnod Limited (“Tirnod”). The organisation was established as a result of a large scale voluntary transfer (LSVT) from Neath Port Talbot County Borough Council’s (NPTCBC’s) housing stock on 4th March 2011. The organisation then acquired a 100% shareholding in Tirnod Limited on 9th March 2021 to form the Tai Tarian Group.

The principal activities of the organisation are to provide affordable homes and assist in community development, within the County Borough of Neath Port Talbot and surrounding areas. It owns, manages and maintains 9,001 rented properties, 473 leasehold flats, 17 shops and 782 garage plots as at 31st March 2021.

The principal activities of Tirnod is the development of modern building projects. The company did not trade between its acquisition and the year end.

2. VISION AND VALUES

The Group has adopted **‘Making a Difference’** as its vision which is supported by our mission of **‘Great Homes, Great Communities’**. Staff, tenants and Board members worked together to agree the values:

- teamwork
- honesty
- professionalism
- respect
- commitment

Sitting alongside our Corporate Plan we also have a set of local outcomes that have been developed by staff, tenants, Board members, leaseholders and community partners which are aligned to the Welsh Government’s delivery outcomes. The local outcomes are set out below and describe the desired impact of our work on customers and other stakeholders and ensure we are all working towards achieving the same goals.



Local Outcomes

Theme: Sustainable Homes
<ul style="list-style-type: none"> ▪ We repair and maintain homes in an efficient, cost effective and responsive way ▪ Tenants feel secure in their homes ▪ Tenants are confident that we will help them to sustain their tenancies through providing additional advice and support ▪ Tenants feel our homes are affordable ▪ We work with our tenants and partners to provide tailored services
Theme: Sustainable Communities
<ul style="list-style-type: none"> ▪ Customers are proud of their neighbourhood as a place to live ▪ Our communities are safer places to live ▪ We create and sustain local employment and create training opportunities ▪ We have a positive impact on our communities through active engagement ▪ We work with our partners to deliver services that matter to our customers ▪ Theme: Sustainable Communities
Theme: Sustainable Planet
<ul style="list-style-type: none"> ▪ We work to become carbon neutral ▪ We make the best use of our assets ▪ We use local resources in our activities where possible
Theme: Our Business
<ul style="list-style-type: none"> ▪ We are an employer of choice ▪ The whole organisation is effectively governed and is aligned to delivery of its vision
Theme throughout all Storyboards
<ul style="list-style-type: none"> ▪ VFM - We deliver value for money to make the best use of our resources ▪ We listen, learn and act – <ul style="list-style-type: none"> ○ We are accountable to our customers ○ Customers have opportunities to make a choice ○ We act on our customers’ feedback and are committed to continuously improving our services ○ We understand our customers and deliver services that meet their needs ○ Our tenants and members are able to influence decision making and shape our services

We undertake regular self-evaluation to measure our performance against these outcomes. This enables us to clearly identify the good work we are doing in achieving desired outcomes and it also helps us to identify areas for improvement.

Details of the self-evaluation we have undertaken during 2020/21 can be found on our website.



3. STRATEGIC OBJECTIVES

Delivering our Corporate Plan 2020-2025

Our Corporate Plan was developed to take us from 2020 to 2025, it includes our long term vision, mission and strategic objectives. Our priorities for the next five years take into account the need to support delivery of both the Foundational and Circular Economies and this is reflected in our three high level themes and six priorities, as follows:

Theme 1: Sustainable Homes

- **Affordable homes for our tenants**

We want to ensure we provide warm, energy efficient homes for our tenants, through the new homes that we build and also by improving the energy performance of our existing homes. We will upskill our staff to work with tenants to make sure they understand how to minimise the cost of energy and the positive financial impact this may have, at the same time ensuring our rents are fair and affordable.

- **Tailored services to support tenants in their homes**

We will gain a better understanding of our tenants in order to ensure we're able to provide the right support, either directly or through the partnerships forged within our communities. Our aim is for all tenants to have a personal housing plan, which will help us to focus support where it's needed, providing tailored services to individuals. Where possible, we also aim to deliver services digitally, bringing our tenants on this journey with us.

Theme 2: Sustainable Communities

- **Community partnerships delivering services that matter to our customers**

We will work with our communities and partners to understand the issues at a community level and develop plans to influence change, having a positive impact within our communities. Working with our partners we will identify funding opportunities to support and promote the sustainability of tenancies and the wider community.

- **Tenants supported to be healthy and active within their communities through focused and targeted involvement and learning opportunities**

By working with our tenants we will understand their aspirations for involvement and create opportunities for their views to influence services and decisions. Working with our partners we aim to increase the learning and employment opportunities across our communities, we will also connect with those involved in social prescribing, to achieve our aim of improving the health and wellbeing of our tenants, so that individuals can actively contribute to their communities.



Theme 3: Sustainable Planet

- **To be carbon neutral (net zero) by 2030**

We have our sights firmly set on becoming globally responsible for climate change so that we can make it easier for our tenants, communities and staff to do the same. By ensuring that our homes are energy efficient, our tenants can benefit from improved health and wealth leading to a better quality of life and in our communities, making the most of our landscapes will be instrumental in offsetting our unavoidable carbon footprint. We will also ensure our employees are doing their bit too by creating a zero carbon work environment.

- **Implement the principles of the circular economy and maximise any potential for the foundational economy**

Underpinning our organisation is a deep-seated aspiration to reach a circular economy here in Wales for the benefit of future generations. By embedding resource efficiency and waste prevention at an operational level, we aim to influence those around us to join in our plight to save the planet and build community capital. Working with partner organisations, our aspiration is to motivate our tenants to reduce, reuse and recycle more in our homes and communities.

Development and Acquisition Opportunities

We continue to increase the number of additional homes we provide to meet the growing and varied needs of people across the Borough. This is an important part of our work, however it is not purely about numbers – it is about providing the right homes in the right location for the people who need them.

During the year, Tai Tarian has successfully delivered two new development schemes comprising of 15 new homes at Llys Wern II, Caewern and Evelyn Terrace, Port Talbot. In addition to this, we completed the purchase of 25 properties across Neath Port Talbot County Borough and surrounding areas as part of our acquisition programme. In total, the Development and Acquisition programme has delivered 40 additional homes to our stock holding during 2020/21.



STRATEGIC REPORT

Llys Wern II

The development comprises of four, two bedroom houses and one, two bedroom bungalow, all with associated car parking spaces amidst a mixture of our own housing stock and owner occupiers.

The contract was delivered by a local contractor and the properties were completed in August 2020.

This was the second phase of three proposed developments within the area, with the third and final phase now on-site at Llys Wern III.



Evelyn Terrace



This scheme comprises six, two bedroom flats and four, single bedroom flats constructed to EPC rating 'A'. These are accommodated within a pair of two storey buildings with associated car parking spaces at the front located in an already established residential area.

The scheme was completed by a local Port Talbot based contractor and handover took place in September 2020.

At 31st March 2021, there were three schemes that were ongoing on site. Two of the schemes, Parc Newydd and Melyn Close had commenced in the previous financial year and are anticipated to be completed in 2021. The third scheme, Llys Wern III commenced on site during the year.

Llys Wern III (Phase 3)

This small in-fill development forms the third and final phase of the wider development plan at Llys Wern. The scheme consists of a pair of semi-detached two bedroom bungalows and a terrace of three, two bedroom bungalows. The new homes will all be built to achieve EPC rating 'A'.

The site is situated within the same residential area as the two previous phases in the area. This scheme is due to complete in December 2021.



STRATEGIC REPORT

In 2021 we will also commence work on the following five schemes;

County Flats

This flagship, hybrid scheme will incorporate the refurbishment of 72 existing properties and the construction of 55 new-build, one and two bedroom modular units. The scheme will be the first of its kind in Wales and will combine modular construction with a commitment to drive down fuel poverty and assist with affordability, as well aligning itself with our ambition to be carbon neutral by 2030.

The scheme will utilise PV (solar panels), battery storage, an intelligent energy system (IES), air source heat pumps as well as a fabric first approach as part of the modular and panelised construction. The properties will reach EPC 'A' standard and will be delivered by local contractor Hale Construction and sister company Seven Oaks Modular (SOM) over a 36 month programme. Completion is due autumn 2024.



The Big Cam

This scheme will convert the upper floors of a former public house into seven, one bedroom flats and three, two bedroom flats. This scheme will complement the town centre regeneration being undertaken by the local authority and provide much needed, sustainable town centre residential accommodation constructed to achieve an EPC rating of 'A'. The scheme is due to be completed in March 2022.

Skewen Snooker Club, Cae Nant Terrace

This development involves the demolition of the former snooker club building and the construction of two blocks of flats containing ten new, one and two bedroom homes. The scheme will consist of six, one bedroom flats and four, two bedroom flats constructed to EPC 'A' standard.

Eaglesbush

This development consists of 52 new homes on a privately owned Greenfield site. The scheme will be a mix of one and two bedroom flats, two bedroom houses and bungalows and three and four bedroom houses, built to EPC 'A' standard.



Pant Celydd, Margam

The scheme will develop a privately owned disused area of overgrown land in a well populated residential area. The site has suffered historically from fly-tipping and anti-social behaviour so the development will help to alleviate these issues as well as providing twenty five much needed new homes in the Margam area. The development will consist of one and two bedroom flats and two and three bedroom houses all constructed to reach an EPC rating of 'A'.

To date the above schemes have attracted just over £14.7 million in confirmed grant funding from the Welsh Government, with two schemes still awaiting confirmation of their funding allocation.

We also continue to pursue strategic opportunities to purchase suitable existing properties in order to address demand for smaller (one and two bedroom) homes and to replace stock lost through the Right-to-Buy. Our acquisitions programme allows us to provide additional homes and choice for our tenants.

We are committed to looking forward, and maximising new and existing opportunities to ensure we achieve our plan of providing sustainable new homes.

Reducing Our Carbon Footprint

With the effects of climate change becoming clearer, the Group is committed to do its part to reduce its impact on the planet and deliver against its commitment to become carbon neutral by 2030.

It is estimated that the Group's carbon emissions for 2020/21 was 22,390 tonnes, with the housing stock contributing 21,900 tonnes and the operations including van fleet contributing 490 tonnes.

Tai Tarian's footprint has reduced by 200 tonnes during 2020/21, primarily due to the pandemic. There has also been a small reduction in carbon emissions from tenant homes as a result of applying external wall insulation and upgrading heating systems.

Due to the circumstances behind this year's reduction being temporary, it is unlikely that this reduction will be maintained in the short term, particularly as restrictions lift and the organisation adjusts to a new way of working. Therefore it is likely that there will be an increase in carbon emissions at the end of 2021/22 before a return to a gradual reduction to achieve net zero by 2030.

The organisation will continue improving its understanding of its carbon emissions by moving away from estimates and assumptions for energy used in home and commuting by actively engaging colleagues to capture more data. The organisation will also present this year's footprint fully in-line with industry guidance.



STRATEGIC REPORT

We continue with actions to reduce our emissions and improve services. During 2020/21 the organisation:

- Launched its Corporate Strategy which sets out its priorities for Sustainable Homes, Sustainable Communities and Sustainable Planet
- Worked in collaboration with partners and Welsh Government on initiatives to reduce carbon emissions from homes, e.g. the Optimised Retrofit Programme
- Completed the installation of the electric car charging points and purchased five electric cars for use by colleagues travelling to and from visits



- Trialled electric vehicles for use in the fleet as alternatives to the diesel and petrol fuelled vehicles currently used



- Continued with the tree planting programme and other initiatives including our Bee-Line project, which aim to improve biodiversity.

Other actions planned in 2021/22 include:

- Delivering a programme of Carbon Literacy across the organisation
- Transformation of how technology is used in the way colleagues work
- Trialling alternatives to gas space and water heating in our tenants' homes
- To continue with the fabric programme, improving the energy efficiency of our tenants' homes
- To build new homes to energy performance certificate band A.



Collaboration with Sevenoaks Modular Ltd

Modern Methods of Construction

It has been recognised by Welsh Government that one of the key housing challenges over the next 10 years will be how to build sustainable homes that achieve EPC A standard. There are many build options available but timber frame and modular construction is seen as one of the most sustainable ways of building new homes in Wales, particularly if the build process can adopt the principles of the Circular Economy.

The Welsh Government is very clear in their publication ‘Re-imagining house building in Wales’ that off-site manufacturing is seen as the way forward and will be particularly important with Social Housing Grant funded schemes, linked with successful collaboration schemes. In order to support this aim, Welsh Government is providing funding by way of an interest free loan to support modular factory projects delivering social homes, built in Wales using Modern Methods of Construction (MMC) and Off Site Manufacturing.

In response to Welsh Government’s plans, Tai Tarian and Sevenoaks Modular Ltd (SOM), a local company specialising in timber frame/modular manufacturing, have entered into a collaboration to increase housing supply, utilising Welsh Government’s loan finance to acquire new equipment and platform, to hugely increase timber frame/modular build capacity within the factory.

Expected Outcomes:

- An increase in the number of new homes being built in Wales, which are sustainable and affordable for our tenants
- Opportunities to provide employment within the Borough
- Opportunities to provide training within the Borough
- Opportunities to collaborate with other stakeholders and research establishments
- Ability to develop our own Foundational/Circular Economy objectives

The project provides an excellent opportunity for the creation of a large scale project that directly aligns with all elements of our Corporate Plan. It also provides a great opportunity to invest in the Foundational Economy, which is at the centre of our new Corporate Plan.

The collaboration with Sevenoaks Modular Ltd was approved by the Board on 10th November 2020 and Tai Tarian acquired the subsidiary, Tirnod Limited on the 9th March 2021.



4. BUSINESS ENVIRONMENT

Principal Risks and Uncertainties

Tai Tarian recognises that taking risks in a controlled manner is fundamental to its activities and a higher risk may be applicable for some activities, such as the development of new housing schemes, compared to other ongoing activities. The level of uncertainty in the external environment may also determine the acceptable level of risk. It is the responsibility of the Board to articulate clearly their risk appetite and to gain assurance that we are identifying and managing risk effectively. The Welsh Government’s assessment of housing sector risks is considered as part of the process for identifying the risks facing the organisation.

In order to manage and mitigate risks, the organisation has a Risk Management Policy in place, which aims to help the organisation deliver informed strategic decisions, successful delivery of change and increased operational efficiency.

Under its Risk Management Policy the organisation records the risks it faces in a register and assesses the likelihood of it occurring together with its impact, whether financial, operational, regulatory, reputational or relating to health and safety. This gives an overall score for each risk. Each risk is then ranked and a range of responses agreed which include actions to tolerate, treat, transfer, terminate or exploit the risk.

Risk management is embedded throughout the organisation’s culture and a continuous process of monitoring and review is undertaken dependent on the activity, impact and likelihood of each risk occurring.

Financial Risk Management

Cash Flow Risk

The organisation has a treasury function within its finance department whose activities are defined as “the management of the organisation’s cash flows, its banking, money market and capital market transactions and loan management; the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks”.

The organisation acknowledges that effective treasury management provides support towards the achievement of its corporate objectives. The treasury operation is not a profit centre. Its objective is to manage risk on a cost effective basis and speculative transactions are not permitted.

Budgets, forecasts and long term business plans are used to ensure that the business always has access to the funds required to deliver its objectives.



Credit Risk

The organisation's principal financial assets are bank balances and cash, rent arrears and other receivables.

The organisation's credit risk is primarily attributable to its rent arrears which are actively managed. The amounts presented in the Statement of Financial Position are net of allowances for bad debts.

Liquidity Risk

Tai Tarian uses a combination of long term and short term debt finance to maintain liquidity, ensuring that sufficient funds are available for ongoing operations and future developments. The organisation holds cash, short term investments and has access to grants and a £129m loan facility with a syndicate of funders, led by Banco Santander.

The loan facility is measured against covenants (including net debt per unit, cumulative cash flow deficit and value of loans outstanding compared to the value of housing stock) whose output levels are set by funders' approval of the 30 Year Business Plan which is updated each year.

Details of the loan facilities in place can be found on page 61 of the financial statements.

The organisation has not entered into trading transactions in financial instruments and has further minimised its risk by not having any abnormal exposure to price, credit, liquidity and cash flow risks arising from its trading activities.

Strategic Risk Management

The top strategic risks which the organisation is currently addressing are:

Pension scheme deficit

The LGPS is a funded defined benefit plan with benefits earned up to 31 March 2014 being linked to final salary. Benefits after 31 March 2014 are based on a Career Average Revalued Earning scheme. Therefore there is a risk of increased exposure to rising pension contribution costs and deficit related to our membership of the Local Government Pension Scheme.

The FRS 102 accounting results at 31st March 2021 have resulted in a significant increase in the amount recognised in the Statement of Comprehensive Income, actuarial loss of £10.9m (2020 £3.1m loss) and within the Statement of Financial Position, pension liability increase of £12.4m. Although the net return on assets over the period has been higher than expected, the impact of changes to assumptions has had a significant impact on liabilities. Further information is available within Note 32, page 67.

A defined contribution scheme for new starters was introduced in April 2016 to reduce the impact of this risk.



Dowry Gap Funding – Welsh Government

The organisation receives Dowry Gap Funding of £6.2m per annum. The funding is subject to an annual monitoring report and approval by Welsh Government, guaranteeing funding for a following two years. If we do not receive this funding there will be a loss of £6.2m, impacting on wider budgets and the ability to deliver objectives. The business plan is stress tested with a variety of scenarios and reviewed by Board.

Data Protection

Tai Tarian must comply with the requirements of the UK Data Protection Bill 2018 and other associated legislation. If we do not have robust data protection arrangements in place and comply with legislation we risk; significant breaches, fines, reputational damage and legal action. The risk is mitigated by policies, procedures and mandatory GDPR staff training.

Rent Policy – Welsh Government

Welsh Government’s rent policy determines the maximum rent levels that tenants can be charged. We are currently in year two of a five year rental agreement which links an annual rent uplift to CPI + 1%. A change to Welsh Government’s rent policy may result in reduced income in comparison to inflation and the ability to afford long term budget. The business plan is stress tested with a variety of scenarios and reviewed by Board.

COVID-19 Pandemic

The COVID-19 outbreak is an unprecedented risk in terms of likelihood and impact and a new risk was added to our Corporate Risk register in March 2020. Tai Tarian is responsible for ensuring that appropriate action is taken to protect employees and tenants as far as practicable whilst continuing the operation of the organisation and delivery of services. Over the year, there has been continued to monitor the situation, updating risk assessments and reflecting changes in legislation or guidance.

A Sub-Group of Board has been established as part of the Board’s governance arrangements in response to the Coronavirus (COVID -19) pandemic. The Group is responsible for providing scrutiny, support and steer on behalf of the Board on significant matters and risks escalated by the Incident Management Team.

Longer term impacts and actions are constantly monitored and are in regular communication with our funders. The business plan has been updated to incorporate the Coronavirus risks, stress tested and reviewed by Board.



5. BUSINESS PERFORMANCE

Performance and Position

The organisation reports a surplus for the year of £7.2m (2020: £6.6m) after accounting for net interest charges of £7.5m (2020: £7.6m) and profit on sale of fixed assets of £0.1m (2020: £2.4m). During the year, the organisation spent £13.1m (2020: £13.6m) on reactive, cyclical and planned repairs on its housing properties, with £17.2m (2020: £20.4m) spent on improving its properties. The works were financed through operating surpluses and cash balances.

Value for Money

The drive to pursue and achieve value for money is embedded across the organisation. Our value for money strategy directly supports our corporate objectives and has been updated in line with our 5 year Corporate Plan.

A number of interlinked practices support the delivery of value for money:

- A culture of learning and continuous improvement
- Engaging with tenants to ensure we are maximising benefit and doing the things that matter to them
- Investing in our staff to deliver high quality performance including a culture of innovation and development
- Ensuring all staff and partners have a clear understanding of what Value for Money means to the organisation.



A comparison of our performance using the ten financial value-for-money measures which have been developed by the sector is set out below:

Value for Money Indicator	2020/21 Actual	2019/20 Actual	Comment
Operating costs for lettings per Social Housing unit	£2,992	£3,166	Decreased Pension costs for 2020/21 (lower by £1.1m), plus lower void costs.
Management costs per Social Housing unit	£1,281	£1,376	Decreased Pension costs for 2020/21 (lower by £1.1m).
Reactive repair costs per Social Housing unit	£1,142	£1,176	Lower void repair costs, lower number of voids and lower average cost.
Major repairs and component costs per Social Housing unit	£1,110	£1,623	Component replacement costs continue to fall following completion of WHQS, plus impact of COVID-19
Bad debts per Social Housing unit	£28	£49	Arrears have not increased during 2020/21 as predicted, therefore requirement for additional bad debt provision has decreased.
Weighted average cost of capital	8.30%	8.39%	Remains high due to impact of fixed rate hedges taken out at Transfer.
Free cash flow (before draw down or repayment of loans) per Social Housing Unit	£377	(£41)	Increase in free cash flow reflects reduced spend on component replacements.
Gross Arrears/Social Housing turnover	5.65%	5.62%	Arrears have remained static, shorter waiting times for new Universal Credit claimants, daily managed payments (APAs) and an increase in tenants paying by direct debit.
Total rent per Social Housing unit	£5,010	£4,916	Increased in line with Welsh Government rent policy.
Rental void loss per Social Housing unit	£90	£90	Void losses remain static



Key Achievements in 2020/21

Key Performance Indicators

Businesses use measurements to assess how well they are performing. These measures are used to manage operational activity, assist with service improvement and provide information to assist the Board and the Executive Management Team with strategic and other relevant business information.

With the introduction of the new Corporate Plan in 2020, a full review of performance indicators was undertaken to incorporate measures to monitor the delivery of the new Corporate Plan together with business critical measures, those which will have a significant impact on the business should performance be lower than expected levels.

It is through these performance indicators that the Group's Board and Executive Management Team receive regular information during the year on various aspects of performance.

The dashboard below provides a high level overview of the progress made by the Group in respect of performance against a suite of indicators.

Sustainable Homes & Environment					
		2020/21	2019/20		Comments
Reinvesting & Regeneration	Void turnaround time	53 days	56 days	✓	Void turnaround time has reduced
	Routine repairs completed on time	84%	-	-	Newly introduced measure
Repairing our homes	Emergency repairs completed on time	100%	-	-	Newly introduced measure
	Number of new homes built	15 homes	-	-	Newly introduced measure

Tenant Engagement & Sustainable Communities					
		2020/21	2019/20		Comments
Tenant Sustainability	Evictions	0	-		Newly introduced measure
	Tenancies ending in less than 24 months	68	-		Newly introduced measure
	Tenancies ending in less than 12 months	51	74	✓	As a result of the lockdown restrictions introduced due to the COVID-19 outbreak, there have been less tenancies ending and therefore less tenancies ending within 12 months.
Tenant Satisfaction	Overall satisfaction	94%	97%	✗	Collection of tenant satisfaction data was on hold during 2020 since the COVID-19 outbreak in March 2020. At the start of 2021 we took the decision to re-introduce the tenant satisfaction and therefore the data included for 2020/21 is only from February and March.



Organisational Health					
		2020/21	2019/20		Comments
Financial Health	Current tenant arrears	2.46%	2.29%	✗	Current tenant arrears has increased this year and this is in part due to the impact which the lockdown restrictions has had on tenant's financial circumstance as well as the continued roll out of Universal Credit.
	Former Tenant Arrears	0.67%	0.97%	✓	Former tenant arrears has reduced and this is due to less tenants leaving us and therefore less former tenant arrears and less recharges being raised.
	Rent Loss	1.80%	1.81%	✓	Rent lost on empty homes has reduced
Staff Health	Staff sickness	0.36	0.61	✓	Staff sickness has reduced this year.
	Staff Leavers (voluntary turnover)	3.28%	5.77%	✓	Voluntary turnover has reduced this year which may be due to the period of uncertainty which has been caused by the COVID-19 pandemic resulting in less staff choosing to leave the organisation.

Doing the right thing					
		2020/21	2019/20		Comments
Staff Safety	RIDDORs	5	7	✓	Less RIDDORs have been reported this year, this is likely to be related to a number of services being paused and staff being furloughed due to COVID-19.
	Accident Rate	23.19	63.74	✓	Less accidents have been reported this year, this is likely to be related to a number of services being paused and staff being furloughed due to COVID-19.
Customer Safety	Gas	99.62%	99.91%	✗	Gas compliance has reduced this year this is mainly as a result of the COVID-19 pandemic. There has been an increase in non-access as a result of tenants shielding and self isolating.
	Electrical	99.63%	99.95%	✗	Electrical compliance has reduced this year this is mainly as a result of the COVID-19 pandemic. There has been an increase in non-access as a result of tenants shielding and self isolating.
	Fire Safety	100%	93.33%	✓	Fire safety compliance has increased
	Asbestos	100%	100%	—	Performance remained the same
	Legionella	100%	100%	—	Performance remained the same
Organisational Compliance	Data Protection	22	31	✓	Data protection breaches have reduced
	Regulatory Judgement	Standard	Standard	—	Performance remained the same

Regulatory Judgement

Each year Welsh Government, through its Housing Regulation Team, carries out an assessment on how we are performing and whether we are meeting the required standards. Due to the pandemic the Regulator has provided interim judgements to all housing associations in Wales in the last 12 months, based on risk and financial viability. Our interim regulatory judgement rating for 2021 was 'Standard/Standard'. This is the top rating achievable and provides assurance to our Board, tenants, leaseholders and other stakeholders that we are achieving the required level of



compliance in all areas of governance, services and financial viability. The interim judgement can be viewed on our website.

Compliance with Community Housing Cymru (CHC) Code of Governance

An independent review was conducted of our compliance with CHC's Code of Governance in May 2019 and the review also considered the Regulatory Board for Wales' report 'The Right Stuff'. The review concluded that we are compliant with CHC's Code of Governance.

Community Reinvestment

Local Multiplier 3 (LM3) is a tool that is used to measure local economic impact. LM3 measures how money flows in the local economy and how organisations can practically improve its local economic impact via its procurement decisions.

For every £1 spent on our major works and development programme a further £1.99 is reinvested in our local community out of a maximum achievable £2.

High-performing workforce

Tai Tarian provides a working environment that fosters a culture of continuous learning in which both formal and informal learning experiences are recognised and the organisation's performance is clearly linked with its people's individual performance. We have developed a framework to create a 'Learning Organisation' in which people can respond to and meet the changing demands and priorities of the organisation and its service users.

Organisational Wellbeing

Tai Tarian places a strong emphasis on employee Wellbeing. During the pandemic the organisation reacted quickly to prioritise this issue given the challenges of rapidly adapting to home working. A "Winter Wellbeing" programme was developed and communicated to colleagues through a video animation explaining the plan. A number of essential programmes were put in place to support employees and to develop the skills of managers to help manage their team's wellbeing. The organisation has also recently been re-awarded its Gold and Platinum Corporate Health Awards by Public Health Wales.

Our Work in the Community

During the year, despite the pandemic and the many restrictions, we have contributed a significant amount of donations and support to the community, connected with our communities in alternative ways and established new links and partnerships that we wish to carry forward into 2021/22.



STRATEGIC REPORT

Covid-19

As a result of the pandemic, staff from across the organisation came together in a huge logistical challenge of calling every single tenant to check on their wellbeing and ensure they had support from family and friends. Also through our partnership work with NPT CVS, we offered our services for voluntary work in the local community including delivering food parcels and manning the entrance door at our local Co-op.

The “Act of Kindness Fund” has been set up in the year through staff contributions, which aims to help local good causes, charities or buy essential items for individual tenants who may be experiencing a particularly tough time. Its aim is that a small act of kindness can make a big difference to people’s lives.



As a way to engage with our tenants and the wider community during the lockdown, we introduced a number of alternative approaches. This included a new Economic & Social regeneration leaflet, tree planting leaflet, website development and a variety of competitions.

Community Benefits and Target Recruitment

The Community Benefits programme is a scheme where every contractor who works with us gives something back to the local community or helps to maximise employment opportunities. The programme has helped to donate nearly £27,000 to our communities within Neath Port Talbot through donations, sponsorship, competitions and the community challenge.

We were made aware of a group of Young Carers within the community who were caring for relatives whose demands had increased due to the pandemic and their own physical and mental health also impacted. Through our Community Benefit scheme we were able to donate a Christmas gift pack to each young carer.



STRATEGIC REPORT

Open spaces and Biodiversity Projects

We are working with external partners, contractors, schools and the communities to develop open spaces for environmental projects. We have co-ordinated and delivered 19 Biodiversity projects in the community, primarily focusing on enhancing our own land for tree planting projects in keeping with the carbon neutral initiative as well as the plantation of native plants and other environmental initiatives.



We were able to help install a butterfly garden in a community garden, create shrub and flower beds and plant numerous trees throughout the community as well as engage with local school children for a design to mark out open spaces and biodiversity projects.

Funding Partnerships

We have continued to work with Neath Port Talbot County Borough Council's Connecting Green Infrastructure Project, Buglife Cymru B-lines Project and the Orchard Project. It is through these partnerships that we have seen a donation of 1,800 trees to our Biodiversity project, identification and improvement of green space for the benefit of both people and wildlife as well as a community orchard installed at one of our Haven Schemes.

Equality and Diversity

We are committed to equality and diversity throughout the organisation. During 2020/21 we achieved this by:

- Equality impact assessments have been used to assess the impact of our policies on protected characteristic groups along with consulting on our public facing policies with a wide range of stakeholders.
- The composition of our Board has become more diverse; giving protected characteristic groups more of a voice in our decision making.
- Staff have been involved in promoting national campaigns to raise awareness of issues. For example, regular events have been held to support mental health.



6. GOVERNANCE

Board Structure and Membership

During 2020/21 our Board composition changed, this was due to the removal of the two Local Authority nominees. On 5th October 2020, Neath Port Talbot County Borough Council notified Tai Tarian that following a review of its governance arrangements, it had been agreed by its Cabinet that from the 17th September 2020, they would no longer appoint elected member representatives to the Board of Tai Tarian. This resulted in a change to the composition of Tai Tarian’s Board reducing its composition from 12 to 10. Changes in the Board membership during the year and up to the date of this report, are set out on page 3.

The revised composition of the Board are drawn from the following groups:

- 3 Tenant Members** Elected by the tenants of the organisation
- 7 Independent Members** Who are recruited through an open selection process

On 31st March 2021 the Board had 9 full members and 2 independent co-opted members. A co-optee may act in all respects as a Board member but they cannot take part in the deliberations nor vote on the election of officers of the organisation nor any matter directly affecting shareholders.

Each Board member’s learning and development needs are identified on an annual basis as part of their appraisal and a robust training programme is delivered to meet their needs. There are a number of mandatory courses including Finance, Risk Management, Data Protection, Health and Safety, Equality and Diversity that all Board members must undertake.

Board Responsibilities and Operation

Board members have a legal obligation to comply with the Rules of the organisation and promote the success of the organisation. The overall purpose of the Board is to provide strategic leadership and control of the organisation. It takes overall responsibility for decisions about the organisation’s finances, standards and policies. It monitors performance and holds management to account. Executive management responsibility including operational matters is delegated to the Chief Executive. The Board is accountable to the general members when carrying out these responsibilities. Day-to-day management is delegated to the Chief Executive and other senior executives who meet regularly and attend Board meetings.



STRATEGIC REPORT

Board Committees

There are five committees that report to the Board:

The Audit and Risk Committee - has delegated responsibility for all matters relating to investment appraisal, internal and external audit, internal control, insurance and risk, finance and treasury, subject to those identified as requiring a recommendation to the Board.

The work of the Committee shall comply with the Wales Audit Office's Code of Audit Practice.

Schedule 1 and Membership Committee - has delegated responsibility for all matters relating to approval of the use of exemptions under Schedule 1 of the Housing Act 1996 and applications for associate membership.

Development and Asset Disposals Committee - has delegated responsibility for considering and where necessary reporting to Board for approval all matters relating to the development, acquisitions and disposal programme. The limits included in the main duties below are aligned to the limits included in the Financial Regulations and Schedule of Delegated Authority.

Remuneration and Nominations Committee – has delegated responsibility for considering and making recommendations to Board for approval of all matters relating to establishing and reviewing the remuneration package, terms and conditions and severance conditions in relation to the Executive Management Team, the core terms and conditions of other staff and the annual cost of living award, support the Chair of the Board on the appointment or dismissal of the Chief Executive, nominations to the Board Membership and review Non- Executive Board member pay and conditions of service.

Operations Committee – has delegated responsibility for monitoring the effective and efficient provision of services for those people living in Tai Tarian homes and those who seek assistance in meeting their housing needs. It also has delegated responsibility for monitoring staff performance, development, engagement and health and well-being.

The Board and its Committees obtain external specialist advice from time to time, as necessary.

Approved by the Board on 24th June 2021 and signed on its behalf by:

Jonathan P. Jones
Board Chair

[Signature] *[Signature]*



BOARD REPORT

LEGAL STATUS AND PRINCIPAL ACTIVITIES

Tai Tarian is authorised and regulated by the Financial Conduct Authority as a registered society under the Cooperative and Community Benefit Societies Act 2014 with charitable rules as a not-for-profit social enterprise. It is a Registered Social Landlord (RSL). The Group's subsidiary Tirnod Limited is a private limited company registered in England & Wales.

The organisation's principal activities are to provide affordable homes and assist in community development primarily within the County Borough of Neath Port Talbot.

The organisation is owned by its members, all but one of whom are individuals holding one £1 share and are Board members, residents, local community groups or business members of Neath Port Talbot. The one exception is the Local Authority which also holds one £1 share.

GOING CONCERN

After making enquiries and considering the impact of the COVID-19 outbreak, the Board has a reasonable expectation that the organisation has adequate resources to continue operations for the foreseeable future. For this reason the going concern basis has been adopted in these financial statements.

POST BALANCE SHEET EVENTS

There have been no events since the financial year-end that have had a significant effect on the financial position of the organisation.

BOARD AND SENIOR EXECUTIVES

The Board members (as detailed on page 3) have held office during the whole of the year and to the date of this report unless otherwise stated.

The senior executives (as detailed on page 4) are appointed by the Board and have held office during the whole of the year and to the date of this report, unless otherwise stated.

The Group has insurance policies that indemnify its Board members and senior executives against liability when acting on its behalf.

REMUNERATION OF BOARD AND SENIOR EXECUTIVES

Board

Board members receive remuneration for their services. They also receive expenses to reimburse costs incurred, for example, in attending Board meetings.



BOARD REPORT

Senior Executives

- **Policy**

The Board agrees the appointment of senior executives and their remuneration.

- **Service contracts**

Five senior executives are appointed under employment contracts with a three month period of notice.

- **Pensions**

Four of the five senior executives appointed under employment contracts are members of the Local Government Pension Scheme which is a defined benefit pension scheme. The fifth senior executive is a member of the defined contribution scheme. These senior executives participate in the scheme on the same terms as all other eligible staff.

- **Terms and Conditions**

Senior executives are not entitled to any special benefits over and above those available to other eligible staff.

EMPLOYEES

The Board recognises that the success of the organisation and its ability to meet its objectives in an efficient and effective manner, depends on the commitment, quality and engagement of its employees.

The organisation has maintained investment in staff through training and other self-development opportunities. Additionally, the organisation continues to maintain and develop its best practice for promoting health and wellbeing for all employees. All employees have access to our Employee Assistance Programme (EAP), a 24 hour helpline to support staff and their immediate family through any of life's issues or problems.

The Board is also aware of its responsibilities on all matters relating to health and safety. The organisation has clear health and safety policies and provides staff training and education on health and safety matters.

The organisation is further committed to equal opportunities for all its employees and supports the employment of disabled people.

WELSH LANGUAGE SCHEME

Legislation requires us to produce and publish an annual compliance report.

A copy of Tai Tarian's Welsh Language Scheme Tracking report to the Welsh Language Commissioner is available at our head office Tŷ Gwyn or on our website.



BOARD REPORT

MODERN SLAVERY ACT 2015

Legislation was introduced in 2015 which requires us to produce an annual slavery and human trafficking statement.

A copy of Tai Tarian's Anti-Slavery and Human Trafficking Annual Statement is available at our head office Tŷ Gwyn or on our website.

GENERAL DATA PROTECTION REGULATION (GDPR)

Revised legislation was introduced in 2018. The Board acknowledges its responsibility for ensuring that appropriate internal controls are in place for compliance and received an annual assurance report. The Audit and Risk Committee receive reports on activity.

FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Board acknowledges its responsibility for the management of the organisation's assets to ensure its long-term financial viability and the delivery of its business strategy for the benefit of its tenants. The management of risk is acknowledged to be a top priority of the Board with detailed monitoring performed by the Audit and Risk committee. For further information on the organisation's risk strategy, see page 16 of the Strategic Report.

INTERNAL CONTROL

The Board acknowledges that it is ultimately responsible for ensuring that a system of internal control and risk management is in place that is appropriate to the business and its operating environment and that the effectiveness of controls are regularly reviewed throughout the year.

The Board is committed to these responsibilities having appointed the external auditor and external independent internal auditor who work in partnership with other similar organisations to promote best practice and increase business intelligence.

Through the Audit and Risk Committee, the Board reviews the effectiveness of the systems of internal control by approving the work programme for internal audit, which reflect the main risks identified in the organisation's strategic risk register. Outcomes of both internal and external audit reviews are considered by the Committee with all recommendations appropriately acted upon.

In addition, the Board and Committees receive regular reports from the executive on all matters, including performance and governance. These reports are explicitly linked to the organisation's risks, governance and finances.



BOARD REPORT

As part of the holistic view of internal control the organisation has implemented a number of key processes to its system of internal control:

- Policies and procedures are in place that are well regulated and reviewed
- Monthly management reports are tailored to each strategic level that report revenue and costs; these are designed to identify any exceptions or lack of control
- IT systems have been implemented to create a more efficient and effective operating environment that comes with a greater degree of transparency and control
- Experienced and suitably qualified staff are employed and performance monitored through regular one-to-one meetings and annual appraisals; each staff member's goals, objectives and deliverables are aligned to that of the organisation
- All items of capital expenditure and/or major commitment are subject to formal authorisation procedures requiring executive approval prior to seeking Board approval.

The Audit and Risk Committee has reviewed the effectiveness of the system of internal control in the organisation for the year ended 31st March 2021. No weaknesses were found in internal controls which resulted in material losses, contingencies or uncertainties which require disclosure in the financial statements or in the Auditor's Report on the financial statements and the Board is not aware of any such weaknesses from 1st April 2021 to date.

DISCLOSURE OF INFORMATION TO THE AUDITOR

In the case of each of the persons who are Members and Senior Executives of the organisation at the date when this report was approved:

- So far as each are aware, there is no relevant audit information (as defined in relevant legislation) of which the organisation's auditor is unaware; and
- Each have taken all steps that they ought to have taken to make them aware of any relevant audit information (as defined) and to establish that the organisation's auditor is aware of that information.

STATEMENT OF BOARD'S RESPONSIBILITIES

The Board is responsible for preparing the Report and Financial Statements in accordance with applicable law and regulations.

The Co-operative and Community Benefit Societies Act 2014 and other legislation covering registered social landlords require the Board to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the organisation and of the surplus or deficit for that period. In preparing these financial statements, the Board is required to:

- select suitable accounting policies and then apply them consistently
- make judgements and estimates that are reasonable and prudent
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements



BOARD REPORT

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the organisation will continue in business.

The Board is responsible for keeping proper accounting records that are sufficient to show and explain the organisation’s transactions and disclose with reasonable accuracy at any time the financial position of the organisation and to enable it to ensure that the financial statements comply with the Co-operative and Community Benefit Societies Act 2014, Schedule 1 to the Housing Act 1996, (as modified by the Housing (Wales) Measure 2011), the Housing and Regeneration Act 2008 and the Accounting Requirements for Registered Social Landlords General Determination (Wales) 2015. It is also responsible for safeguarding the assets of the organisation and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board is responsible for the maintenance and integrity of the organisation’s website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

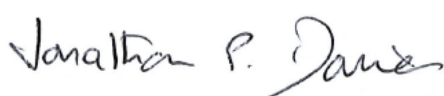
AUDITORS

The auditors, Bevan Buckland LLP, were reappointed in the year for a three year term.

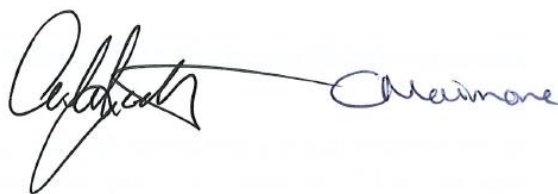
ANNUAL GENERAL MEETING

The Annual General Meeting will be held on 27th July 2021.

Approved by the Board on 24th June 2021 and signed on its behalf by:



Board Chair




Independent Auditor's report to the members of Tai Tarian registered under the Co-Operative and Community Benefit Societies Act 2014

Opinion

We have audited the financial statements of Tai Tarian Limited (the parent organisation) and its subsidiary for the year ended 31 March 2021 which comprise the consolidated and organisation statements of comprehensive income, the consolidated and organisation statements of changes in reserves, the consolidated and organisation statements of financial position, the consolidated cash flow statement and its related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent organisation's affairs as at 31st March 2021 and of the group's and parent organisation's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been properly prepared in accordance with the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008 and the Accounting Requirements for Registered Social Landlords General Determination (Wales) 2015.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group, in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:



- the Board's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Board have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Group's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other Information

The Board are responsible for the other information. The other information comprises the information included in the Group annual report, other than the financial statements and our auditor's report thereon. The Board are responsible for the other information.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Co-operative and Community Benefit Societies Act 2014 require us to report to you if, in our opinion:

- a satisfactory system of control over transactions has not been maintained; or
- the parent association has not kept proper accounting records; or
- the parent financial statements are not in agreement with the books of account; or
- we have not received all the information and explanations we need for our audit.



Responsibilities of the Board

As explained more fully in the Statement of Responsibilities of the Board (set out on page 31), the Board is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intend to liquidate the group or the parent association or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Extent to which the audit was considered capable of detecting irregularities, including fraud

We identify and assess the risks of material misstatement of the Financial Statements, whether due to fraud or error, and then, design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

We discussed our audit independence complying with the Revised Ethical Standard 2019 with the engagement team members whilst planning the audit and continually monitored our independence throughout the process.

Identifying and assessing potential risks related to irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- enquiring of management, including obtaining and reviewing supporting documentation, concerning the organisation's policies and procedures relating to:
 - identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;



- detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud;
- internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations;
- discussing among the engagement team how and where fraud might occur in the Financial Statements and any potential indicators of fraud. As part of this discussion, we identified potential for fraud in the following areas;
 - Purchasing in relation to the development and maintenance programmes, including any sales to connected individuals at below market value;
 - The recognition of development and maintenance expenditure in the correct period;
 - The rationale of any major fund flows during the period;
 - The potential of rent fraud arising as a result of collusion between the asset and housing teams.
- obtaining an understanding of the legal and regulatory frameworks that the organisation operates in, focusing on those laws and regulations that had a direct effect on the Financial Statements or that had a fundamental effect on the operations of the Group.

Audit response to risks identified

In addition to the above, our procedures to respond to risks identified included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with relevant laws and regulations;
- enquiring of management concerning actual and potential litigation and claims; performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reading minutes of meetings of those charged with governance and reviewing correspondence with HMRC; and
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments;
- assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and
- evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.



A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Auditors.

Use of our report

This report is made solely to the Association's members, as a body, in accordance with Part 7 of the Co-operative and Community Benefit Societies Act 2014. Our audit work has been undertaken so that we might state to the Group's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the association and the association's members as a body, for our audit work, for this report, or for the opinions we have formed.



Bevan Buckland LLP
Chartered Accountants & Statutory Auditors
Langdon House
Langdon Road
Swansea
SA1 8QY

Date: 24th June 2021



INDEPENDENT AUDITOR'S REPORT

In addition to our audit on the financial statements for the year ended 31st March 2021, we have reviewed the Board's statement of Tai Tarian compliance with the Welsh Government Circular 02/10, Internal Financial Control and Financial Reporting ("the Circular").

The objective of our review is to enable us to conclude on whether the Board has provided the disclosures required by the Circular and whether the statement is consistent with the information of which we are aware from our audit work on the financial statements.

We are not required to form an opinion on the effectiveness of the organisation's corporate governance procedures or its internal financial control.

Opinion

With respect to the Board's statement on internal financial control on page 30, in our opinion the Board of Management has provided the disclosures required by the Circular and the statement is consistent with the information of which we are aware from our audit work in the financial statements.

Bevan Buckland

Bevan Buckland LLP
Chartered Accountants & Statutory Auditors
Langdon House
Langdon Road
Swansea
SA1 8QY

Date: 24th June 2021



**GROUP & PARENT
STATEMENT OF COMPREHENSIVE INCOME
AT 31ST MARCH 2021**

	Note	GROUP		TAI TARIAN	
		2021 £'000	2020 £'000	2021 £'000	2020 £'000
Turnover	3	52,746	51,123	52,746	51,123
Operating expenditure	3	(37,523)	(38,881)	(37,523)	(38,881)
Surplus on disposal of fixed assets	4	117	2,380	117	2,380
Operating surplus	3	15,340	14,622	15,340	14,622
Interest receivable	5	80	171	80	171
Interest and financing costs	6	(7,510)	(7,588)	(7,510)	(7,588)
Local Government Pension Scheme (LGPS) net financing loss	31	(700)	(610)	(700)	(610)
Surplus before taxation		7,210	6,595	7,210	6,595
Taxation	10	-	-	-	-
Surplus for the year		7,210	6,595	7,210	6,595
Actuarial (loss)/gain in respect of pension scheme	31	(10,870)	(3,100)	(10,870)	(3,100)
Total comprehensive income for the year		(3,660)	3,495	(3,660)	3,495

All items dealt with in arriving at the surplus for the year relate to continuing activities.

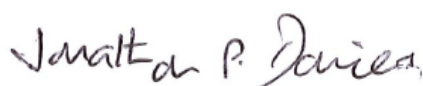


**GROUP & PARENT
STATEMENT OF FINANCIAL POSITION
AT 31ST MARCH 2021**

	Note	GROUP		TAI TARIAN	
		2021 £'000	2020 £'000	2021 £'000	2020 £'000
Fixed assets					
Housing properties	11	204,922	197,704	204,922	197,704
Other fixed assets	12	4,659	4,597	4,659	4,597
Intangible assets	13	13	27	13	27
Investment in subsidiaries	14	-	-	-	-
		209,594	202,328	209,594	202,328
Current assets					
Stocks	15	201	83	201	83
Debtors	16	161,578	163,763	161,578	163,763
Cash and cash equivalents		20,557	10,221	20,557	10,221
		182,336	174,067	182,336	174,067
Creditors: amounts falling due within one year	17	(28,375)	(25,560)	(28,375)	(25,560)
Net current assets		153,961	148,507	153,961	148,507
Total assets less current liabilities		363,555	350,835	363,555	350,835
Creditors: amounts falling due after more than one year	18	(246,314)	(242,324)	(246,314)	(242,324)
		117,241	108,511	117,241	108,511
Pensions liability	32	(44,060)	(31,670)	(44,060)	(31,670)
Net assets		73,181	76,841	73,181	76,841
Capital and reserves					
Non-equity share capital	22	-	-	-	-
Revenue reserve		73,181	76,841	73,181	76,841
Total capital and reserves		73,181	76,841	73,181	76,841

The financial statements on pages 39 to 70 were approved by the Board of Management on 24th June 2021.

Signed on behalf of the Board:



Board Chair



Board Member



Secretary



**GROUP & PARENT
STATEMENT OF CHANGES IN RESERVES
AT 31ST MARCH 2021**

	GROUP		TAI TARIAN	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
At beginning of year	76,841	73,346	76,841	73,346
Surplus for the year	7,210	6,595	7,210	6,595
Actuarial loss	(10,870)	(3,100)	(10,870)	(3,100)
At end of year	73,181	76,841	73,181	76,841



**GROUP & PARENT
STATEMENT OF CASH FLOW
AT 31ST MARCH 2021**

	Note	GROUP		TAI TARIAN	
		2021 £'000	2020 £'000	2021 £'000	2020 £'000
Net cash generated from operating activities	27	26,330	24,734	26,330	24,734
Cash flow from investing activities					
Purchase of tangible fixed assets		(17,662)	(21,508)	(17,662)	(21,508)
Proceeds from disposal of tangible fixed assets		410	3,890	410	3,890
Grants received		8,590	1,809	8,590	1,809
Interest received		80	171	80	171
		(8,582)	(15,638)	(8,582)	(15,638)
Cash flow from financing activities					
Interest paid		(7,412)	(7,562)	(7,412)	(7,562)
New loans		-	-	-	-
Repayment of borrowing		-	-	-	-
		(7,412)	(7,562)	(7,412)	(7,562)
Net change in cash and cash equivalents		10,336	1,534	10,336	1,534
Cash and cash equivalents at beginning of the year		10,221	8,687	10,221	8,687
Cash and cash equivalents at the end of the year		20,557	10,221	20,557	10,221



NOTES TO THE FINANCIAL STATEMENTS

1. ACCOUNTING POLICIES

Basis of Accounting

The financial statements have been prepared under the historical cost convention in accordance with Financial Reporting Standard 102 (FRS 102) issued by the Financial Reporting Council and comply with the Statement of Recommended Practice for Registered Social Housing Providers 2018 (SORP) and the Accounting Requirements for Registered Social Landlords General Determination (Wales) 2015. Tai Tarian is a public benefit entity, as defined in FRS 102, and applies the relevant paragraphs prefixed 'PBE' in FRS 102.

The accounting policies within this note have been applied consistently.

Basis of Consolidation

The Group financial statements consolidate the financial statements of Tai Tarian and its subsidiary as at 31st March. The organisation is required under the Co-operative and Community Benefit Societies Act 2014 to prepare Group Accounts. The consolidation has been carried out in accordance with current accounting standards in order to show the financial information for the Group as a single economic entity. Where any conflict arises between the Housing SORP 2018 and applicable financial reporting standards, then the Housing SORP 2018 prevails.

Subsidiaries are consolidated from the date of acquisition. This is the date upon which the Group achieves control. This is defined as the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities. Subsidiaries continue to be consolidated until the Group ceases to have control, with any minority interest of other shareholders removed in accordance with FRS102.

Going Concern

Tai Tarian's activities, its current financial position and factors likely to affect its future development are set out within the Strategic Report. The organisation has in place long-term debt facilities which provide adequate resources to finance committed reinvestment and development programmes, along with its day to day operations. The organisation also has a long-term business plan which shows that is able to service these debt facilities whilst continuing to comply with lenders' covenants.

On this basis and considering the current situation with regard to Covid-19, the Board has a reasonable expectation that the organisation has adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the annual report and financial statements.

Turnover

Turnover represents rental and service charges receivable (net of rent and service charge losses from empty properties). It also includes revenue grants reimbursing specific expenditure items,



amortisation of Social Housing and other Government grants and other sundry income receivable. Rental and service charge income is recognised in line with tenancy and lease agreements.

Social Housing Grant (SHG) and other Government Grants

Government grants are recognised using the accrual model and are classified either as a grant relating to revenue or a grant relating to assets. Grants relating to revenue are recognised in income on a systematic basis over the period in which related costs for which the grant is intended to compensate are recognised. Where a grant is receivable as compensation for expenses or losses already incurred it is recognised as revenue in the period in which it becomes receivable.

Dowry Gap Funding is recognised in income over the period in which the grant is intended.

Grants relating to assets are recognised in income on a systematic basis over the expected useful life of the asset. Grants received for housing properties are recognised in income over the expected useful life of the housing property structure. Where a grant is received specifically for components of a housing property, the grant is recognised in income over the expected useful life of the component.

Grants relating to the Coronavirus job retention scheme are recognised in income in the period to which they relate to.

Housing Finance Grant (HFG)

HFG is paid by Welsh Government towards the costs of housing assets over a period of 30 years to subsidise the capital and interest costs for the provision of affordable housing. The net present value of the HFG receivable over the agreed payment term is recognised as a capital grant and a deferred debtor.

Upon receipt of the grant payments, the debtor decreases by the capital element and the difference between this and the amount of grant received is credited to surplus or deficit in the Statement of Comprehensive Income as a contribution towards the financing cost of that scheme.

The capital grant element of HFG previously received is deemed to be repayable upon disposal of a related housing asset.

Recycling of Grants

Where there is a requirement to either repay or recycle a grant received for an asset that has been disposed of, a provision is included in the Statement of Financial Position to recognise this obligation as a liability. When approval is received from the funding body to use the grant for a specific development, the amount previously recognised as a provision for the recycling of the grant is reclassified as a creditor in the Statement of Financial Position.

On disposal of an asset for which a Government grant was received, if there is no obligation to repay the grant, any unamortised grant remaining within liabilities in the Statement of Financial



NOTES TO THE FINANCIAL STATEMENTS

Position related to this asset is derecognised as a liability and recognised as revenue in the Statement of Comprehensive Income.

Capital Expenditure

Capital expenditure is defined as expenditure where the benefits last more than 12 months and relates to the acquisition, creation or enhancement of a fixed asset such as land, housing properties, new buildings, vehicles, furniture and equipment. This is different to revenue spending, which covers day-to-day items to run services such as staffing and purchase of services.

A de-minimis cost threshold of £1,000 for capitalisation applies to other fixed assets.

Any abortive costs incurred relating to developments that do not proceed are written off to the Statement of Comprehensive Income in the year.

Intangible Assets

Intangible assets are stated at historic cost, less accumulated amortisation and any provision for impairment. Amortisation is provided on all intangible assets at rates calculated to write off the costs of each asset on a straight-line basis over its expected useful life.

Intangible assets includes capitalised salaries in respect of in-house development of software, creating internally generated assets.

Fixed Assets

Fixed assets are stated at cost or valuation, net of depreciation and any provision for impairment. The surplus or deficit made on the disposal of fixed assets is recognised in the Statement of Comprehensive Income in the period of disposal.

Housing Properties

Housing Properties are those available for rent.

Housing properties principally comprise:

1. The properties transferred from Neath Port Talbot County Borough Council (NPTCBC) on 4th March 2011 which were initially recorded at nil cost and subsequently include the value of the works required to bring them up to Welsh Housing Quality Standard.
2. Purchased properties cost is the cost of acquiring the property plus associated fees and works required to bring them into use.
3. New development is where new homes are commissioned and built. These properties are held at cost. The development cost of properties includes the following:
 - cost of land and buildings
 - professional fees
 - management costs directly related to the development scheme



NOTES TO THE FINANCIAL STATEMENTS

- interest incurred during the development period is capitalised and added to the cost of completed housing properties based on the organisation's net investment and its average borrowing costs during the year
- provision for the cost of work completed but not paid for at the year end.

The cost of housing properties includes directly attributable costs in bringing them into working condition for their intended use or developing new properties. Directly attributable costs are the labour costs of the organisation's employees arising directly from the construction or acquisition of property and incremental costs that would have been avoided only if individual properties had not been constructed or acquired.

Expenditure on existing housing properties is capitalised to the extent that it improves the economic benefit of the asset. Such enhancement can occur if the improvements result in either:

- an increase in rental income
- a material reduction in future maintenance costs
- a significant extension to the life of the property
- a significant increase in the market value of the property.

Only main component improvements that meet these criteria are capitalised and these are depreciated over their estimated component life span, on a straight line basis.

Depreciation periods are shown below. All other costs are written off to the Statement of Comprehensive Income as incurred.

Surpluses or deficits on sale of properties are recognised at the date a sale becomes certain. The surplus or deficit is the difference between the sale price and the aggregate of the depreciated cost and any allocated cost of disposal such as legal and valuation fees.

Depreciation

Freehold Land

Freehold land is not depreciated.

Housing Properties and office premises

Depreciation of buildings is charged by component so as to write down the net book value to their residual value on a straight line basis from first full year in use, over their estimated useful economic lives to the business.



NOTES TO THE FINANCIAL STATEMENTS

The estimated economic lives of the principal components are as follows:

Structure	100 years
Roof Structure and Coverings	40 years
External Wall Finish	30 years
Electrical Installations	30 years
Doors	25 years
Windows	25 years
Bathrooms	25 years
Kitchens	15 years
Heating	15 years
Landscaping and Groundworks	60 years

Other Fixed Assets

Depreciation is calculated to write off the cost of the fixed asset less any residual value, on a straight line basis over its estimated useful economic life. The rates used for other assets are:

Motor vehicles	5 years
Office furniture and other equipment	5-10 years
IT	2-5 years

Intangible Assets

Computer Software	2-5 years
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Impairment

Housing properties are subject to an annual impairment review in accordance with FRS 102. Any impairment of fixed assets is written down to the recoverable amount and the write down is charged to the Statement of Comprehensive Income.

Investment in Subsidiary

Investment in the subsidiary is accounted for at cost less any impairment.

Cash and cash equivalents

Cash and cash equivalents in the Statement of Financial Position comprise cash at banks and in hand and short term deposits with an original maturity date of three months or less and bank overdrafts. Bank overdrafts, where applicable, are shown within borrowings in current liabilities.



NOTES TO THE FINANCIAL STATEMENTS

Financial instruments

Financial assets carried at amortised cost

Financial assets comprise rent and service charge arrears, other debtors, prepayments and cash and cash equivalents. Where the effect of discounting is material, financial assets are measured at amortised cost using the effective interest method.

A financial asset is derecognised when the contractual rights to the cash flows expire, or when the financial asset and all substantial risks and rewards are transferred.

Financial liabilities carried at amortised cost

Financial liabilities include trade and other creditors and interest bearing loans and borrowings.

Loans which are classed as basic financial instruments under FRS 102 are measured at amortised cost using the effective interest method, with interest and related charges recognised as an expense in finance costs in the Statement of Comprehensive Income.

A financial liability is derecognised only when the contractual obligation is extinguished, that is, when the obligation is discharged, cancelled or expires.

Stocks

Stocks are stated at the lower of cost or net realisable value, measured on a first in first out basis. Cost includes all costs incurred in bringing each item to its present location and condition.

Bad and Doubtful Debts

Provision is made against rent and service charge arrears for both current and former tenants and against sundry debts to the extent that they are considered by management as irrecoverable.

Operating Leases

Costs in respect of operating leases are charged to the Statement of Comprehensive Income in the period to which they relate. Operating lease premiums are accounted for within debtors as lease prepayments and are amortised over the life of the lease period.

Interest and Financing Costs

Financing costs are interest and other costs incurred in connection with the borrowing of funds, including fees paid to financing parties for their commitments to lend money to Tai Tarian in the future. Borrowing costs are amortised over the period that the company derives benefit from a financial instrument, such as a loan, using the effective interest rate method.

Pension Costs

The organisation is a member of the Local Government Pension Scheme (LGPS), a defined benefit scheme operated by The City and County of Swansea. Contributions are based on the advice of an independent actuary. In accordance with FRS 102, the Fund is valued by a qualified independent



NOTES TO THE FINANCIAL STATEMENTS

actuary in order to ascertain the value of the Fund at the year end. For more information see Note 32.

The organisation offers a defined contribution scheme which came into effect in April 2016, this scheme is open to all employees.

Tirnod Limited has no employees therefore there is no pension scheme in place.

Taxation

Tai Tarian is treated as a charitable organisation for taxation purposes. This was confirmed by HM Revenue & Customs (HMRC) on 1st February 2011, (effective date 15th September 2010, ref no XT26558). Consequently, the surpluses derived from primary charitable activities are exempt from taxation. This treatment is reviewed annually in line with the activities undertaken by the organisation to ensure the exemption still applies.

Tirnod Limited did not trade between acquisition and year end, therefore no provision has been made for Corporation tax or any group taxation charge.

Value Added Tax (VAT)

The organisation is registered for VAT. A large proportion of its income, rents and service charges, is exempt for VAT purposes thus giving rise to a partial exemption calculation whereby the organisation is only able to recover a proportion of its input VAT. An approved VAT Shelter is in place for housing stock transferred from NPTCBC such that VAT on works carried out under the VAT Shelter is fully recoverable.

Tirnod Limited, will separately register for VAT but had not done so at 31st March due to no trading activity up to that date.

2. SIGNIFICANT MANAGEMENT JUDGEMENTS AND KEY SOURCES OF ESTIMATION

UNCERTAINTY

Preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about the carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected.



NOTES TO THE FINANCIAL STATEMENTS

SIGNIFICANT MANAGEMENT JUDGEMENTS

The following are management judgements in applying the accounting policies of the organisation that have the most significant effect on the amounts recognised in the financial statements.

Impairment of social housing properties

The organisation has to make an assessment as to whether an indicator of impairment exists. In making the judgement, management considered the detailed criteria set out in the SORP.

Estimation Uncertainty

The organisation makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

Bad and Doubtful Debts

Provision is made against rent and service charge arrears for both current and former tenants and against sundry debts to the to the extent that they are considered by management not to be recoverable at their full value. The level of provision is based on historical experience and future expectations.

Economic Life of Assets

An estimation of the useful economic life of the organisation's assets are determined by management and disclosed in Note 1: Accounting Policies. The estimates are based on industry standards adjusted to reflect our own experience, quality of components and maintenance procedures. Depreciation is calculated on useful economic life of the asset and charged in the first full year the asset is bought into use and charged in full in year of disposal.

Defined Benefit Pension Scheme

The organisation has obligations to pay pension benefits to certain employees. The cost of these benefits and the present value of the obligation depend on a number of factors, including; life expectancy, salary increases, asset valuations and the discount rate on corporate bonds. Management uses independent actuaries to advise on suitable estimates for these factors in determining the net pension obligation in the Statement of Financial Position. The assumptions reflect historical experience and current trends.



NOTES TO THE FINANCIAL STATEMENTS

3. TURNOVER, OPERATING COSTS AND OPERATING SURPLUS

INCOME AND EXPENDITURE FROM SOCIAL HOUSING LETTINGS - GROUP & PARENT

	2021 £'000	2020 £'000
Income		
Rents receivable	42,501	41,673
Service charges receivable	2,246	2,306
	44,747	43,979
Welsh Government Dowry	6,200	6,200
Amortisation of Social Housing & other Government grants	266	235
Covid job retention scheme grants	850	-
Other income from social housing lettings	683	709
Turnover from social housing lettings	52,746	51,123
Expenditure		
Management costs	11,903	12,690
Service costs	2,467	2,765
Maintenance costs	13,098	13,649
Losses from bad debts	180	684
Depreciation and amortisation	9,875	9,093
Operating costs on social housing lettings	37,523	38,881
Surplus on disposal of fixed assets	117	2,380
Operating surplus on social housing lettings	15,340	14,622
Rent loss due to voids (memorandum note)	(813)	(806)

4. SURPLUS ON DISPOSAL OF FIXED ASSETS - GROUP & PARENT

	2021 £'000	2020 £'000
Disposal proceeds	418	3,936
Disposal costs	(301)	(1,556)
Surplus on disposal	117	2,380



NOTES TO THE FINANCIAL STATEMENTS

5. INTEREST RECEIVABLE - GROUP & PARENT

	2021 £'000	2020 £'000
Bank and short term deposit interest receivable	80	171

6. INTEREST AND FINANCING COSTS - GROUP & PARENT

	2021 £'000	2020 £'000
Bank interest payable and similar charges	6,975	7,052
Non-utilisation fees	471	472
Amortisation of deferred financing costs	64	64
	7,510	7,588

Bank interest payable and similar charges includes security and other fees paid. Non-utilisation fees relate to charges incurred on the loan balance not yet drawn.

In line with requirements of FRS 102 the amortisation of deferred financing costs represents the allocation to the current year of arrangement fees for the loan facility combined with the effect of smoothing interest charges over the life of the loan using the effective interest rate method.

7. OPERATING SURPLUS - GROUP & PARENT

	2021 £'000	2020 £'000
Operating surplus for the year is stated after charging:		
Depreciation and amortisation of fixed assets	9,680	9,093
Accelerated depreciation on component disposal	195	-
Amortisation of deferred Government grants	(266)	(235)
Covid job retention scheme grants	(850)	-
Operating leases		
- Property	75	77
- Vehicles	563	521
- Other	236	245
Auditor's remuneration (inclusive of VAT)		
- Statutory audit fees	20	16
- Other professional fees	1	1



NOTES TO THE FINANCIAL STATEMENTS

8. EMPLOYEE NUMBERS AND COSTS - GROUP & PARENT

The average monthly number of staff - full time equivalent, comprising of the following service areas, was:

	2021 Number	2020 Number
Central Support	57	53
Operational delivery		
Housing	126	124
Assets	313	324
	439	448
Total	496	501

The basis of the calculation of full time equivalent number of employees is the total number of employees paid in each month divided by a standard 37 hour week, shown as an annual average. In total, the actual average monthly number of staff was 518.

The aggregate employment costs of these persons were as follows:

	2021 £'000	2020 £'000
Wages and salaries	14,174	13,754
Social security costs	1,303	1,250
Other pension costs - employer's contributions payable (Legal & General defined contribution scheme)	185	142
Other pension costs - employer's contributions payable (LGPS defined benefit scheme)	2,384	1,960
Other pension costs - difference between current and past service cost and contributions payable (LGPS defined benefit scheme)	820	2,340
Total	18,866	19,446

9. BOARD MEMBERS' AND DIRECTORS' REMUNERATION - GROUP & PARENT

	2021 £'000	2020 £'000
Directors		
Salaries and fees	464	467
Pension contributions	99	48
	563	515



NOTES TO THE FINANCIAL STATEMENTS

Social security costs and irrecoverable VAT on fees which are costs to the organisation are not included in directors' remuneration.

Board members

Total remuneration paid to Board members was £67,626 (2020: £61,445). The total of expenses paid to the Board was £300 (2020: £3,615).

Remuneration of the highest paid director, excluding pension contributions and social security costs:	2021 £'000	2020 £'000
Salary	144	141

The highest paid director (Chief Executive) is an ordinary member of the LGPS pension scheme and no enhanced or special terms apply. Tai Tarian's contribution in respect of the Chief Executive's pension fund amounted to £37,807 (2020: £24,016).

The full time equivalent number of directors who received remuneration, including pension contributions but excluding social security costs, in excess of £50,000 are shown below:

	2021	2020
£100,000 - £109,999	-	2
£110,000 - £119,999	1	-
£120,000 - £129,999	-	2
£130,000 - £139,999	2	-
£160,000 - £169,999	-	1
£180,000 - £189,999	1	-

In respect of Tirnod Limited, the Board members and directors are unpaid.

10. TAX ON SURPLUS ON ORDINARY ACTIVITIES

The organisation is registered with charitable status and is a registered society under the Co-operative and Community Benefit Societies Act 2014. It benefits from corporation tax exemptions available to charitable bodies. On the basis that its activities fall within its charitable purposes and its funds are applied only for these purposes, no provision for corporation tax is made.

No provision for corporation tax has been made in respect of Tirnod Limited as the company did not trade during the period and therefore gave rise to no profit or loss.



NOTES TO THE FINANCIAL STATEMENTS

11. FIXED ASSETS - HOUSING PROPERTIES - GROUP & PARENT

	Freehold Housing Properties held for letting £'000	Freehold Housing Properties under construction £'000	Total £'000
Cost			
At beginning of year	237,541	2,702	240,243
Additions during the year:			
Completed properties acquired	2,358	-	2,358
Components capitalised	9,995	4,800	14,795
Transfers on completion	2,140	(2,140)	-
Disposals during the year	(920)	(32)	(952)
At 31 st March 2021	251,114	5,330	256,444
Depreciation			
At beginning of year	(42,539)	-	(42,539)
Charged during the year	(9,417)	-	(9,417)
Eliminated on disposals	434	-	434
At 31 st March 2021	(51,522)	-	(51,522)
Net book value			
At 31st March 2021	199,592	5,330	204,922
At 31 st March 2020	195,002	2,702	197,704

	Cost £'000	Dep'n £'000	2021 £'000	2020 £'000
Housing properties held for letting comprise:				
Freehold property capitalised repairs, replacements and improvements	231,091	(50,116)	180,975	180,397
Freehold property constructed	10,312	(771)	9,541	7,051
Freehold property under construction	5,331	-	5,331	2,702
Freehold property acquired	9,710	(635)	9,075	7,554
	256,444	(51,522)	204,922	197,704



NOTES TO THE FINANCIAL STATEMENTS

Houses and bedspaces in management at the end of the year	2021 Number	2020 Number
Housing accommodation		
General needs	8,569	8,565
Sheltered accommodation (Haven Housing)	432	432
	9,001	8,997
Leasehold management services	473	486
	9,474	9,483

12. OTHER FIXED ASSETS - GROUP & PARENT

	Office premises £'000	Motor vehicles £'000	Office furniture and equipment £'000	IT £'000	Total £'000
Cost					
At beginning of year	4,528	31	554	2,920	8,033
Additions during the year	-	-	66	441	507
Disposals during the year	-	(31)	(35)	-	(66)
At 31 st March 2021	4,528	-	585	3,361	8,474
Accumulated Depreciation					
At beginning of year	(782)	(31)	(238)	(2,385)	(3,436)
Charged during the year	(108)	-	(89)	(247)	(444)
Eliminated on disposals	-	31	34	-	65
At 31 st March 2021	(890)	-	(293)	(2,632)	(3,815)
Net book value					
At 31st March 2021	3,638	-	292	729	4,659
At 31 st March 2020	3,746	-	316	535	4,597



13. INTANGIBLE FIXED ASSETS - GROUP & PARENT

	Computer software £'000
Cost	
At beginning of year	928
Additions during the year	-
Disposals during the year	-
At 31 st March 2021	928
Amortisation	
At beginning of year	(901)
Charged during the year	(14)
Eliminated on disposals	-
At 31 st March 2021	(915)
Net book value	
At 31st March 2021	13
At 31 st March 2020	27

14. FIXED ASSET INVESTMENTS

	GROUP		TAI TARIAN	
	2021 £	2020 £	2021 £	2020 £
Investment in subsidiaries	-	-	1	-

On 9th March 2021 Tai Tarian acquired 100% of the issued share capital of Tirnod Limited, a company incorporated in the United Kingdom. Tirnod Limited is not a Registered Social Landlord. The registered office of Tirnod Limited is set out on page 6.

The financial results and position of Tirnod Limited for the period 9 March 2021 to 31 March 2021 have been consolidated into the group financial statements.

Aggregate share capital and reserves	£	1
Profit & Loss	£	-



15. STOCKS - GROUP & PARENT	2021	2020
	£'000	£'000
Raw materials	105	83
Finished goods	96	-
Stock of materials	201	83

16. DEBTORS - GROUP & PARENT	2021	2020
	£'000	£'000
Amounts due within one year		
Arrears of rent and service charges	2,550	2,487
Less: provision for bad and doubtful debts	(900)	(865)
	1,650	1,622
VAT Shelter agreement (note 31)	12,500	15,500
Other debtors and prepayments	2,872	2,993
Less: provision for bad and doubtful debts	(552)	(612)
Escrow deposit (note 19)	7,729	2,853
	24,199	22,356
Amounts due after more than one year		
VAT Shelter agreement (note 31)	136,175	140,189
Other debtors and prepayments	1,204	1,218
	137,379	141,407
	161,578	163,763



NOTES TO THE FINANCIAL STATEMENTS

17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR - GROUP & PARENT

	2021 £'000	2020 £'000
Housing loans (note 21)	1,140	1,136
Escrow loan (note 19)	7,729	2,853
Trade creditors	5,726	4,874
Taxation and social security	332	318
Rent and service charges received in advance	604	586
Deferred Income: Social Housing and other Government Grants	311	267
VAT Shelter agreement (note 31)	12,500	15,500
Other creditors	33	26
	28,375	25,560

18. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR - GROUP & PARENT

	2021 £'000	2020 £'000
Housing loans (note 21)	89,340	89,280
Deferred Income: Social Housing and other Government grants	20,799	12,855
VAT Shelter agreement (note 31)	136,175	140,189
	246,314	242,324

19. ESCROW DEPOSIT ACCOUNTS - GROUP & PARENT

	2021 £'000	2020 £'000
Sevenoaks Modular Ltd	2,853	2,853
County Flats Refurbishment	4,876	-
	7,729	2,853

As at the 31st March 2021 Tai Tarian held Welsh Government loans of £7,729,000 in escrow deposit accounts. Devonshires Solicitors held £2,853,000 in respect of collaboration with Sevenoaks Modular Ltd and Hugh James held £4,876,000 in respect of the County Flats refurbishment. Funds will remain in the escrow deposit accounts until the conditions of the draw down are met.

In accordance with Financial Reporting Standard 102 (FRS 102), Tai Tarian must recognise the amount of £7,729,000 as a non-cash asset in the Statement of Financial Position and is disclosed within debtors (Note 16, page 58).



A corresponding liability of £7,729,000 is also required to recognise the Welsh Government loans, within short term creditors (Note 17, page 59). The amount represents restricted cash and is not available for use by Tai Tarian for any other purpose other than those set out in the conditions of the loan agreement.

20. DEFERRED INCOME - GOVERNMENT GRANTS - GROUP & PARENT

Grants	Freehold Housing Properties held for letting £'000	Freehold Housing Properties under construction £'000	Recycled Capital Grant Fund £'000	Total £'000
At beginning of year	8,337	6,084	-	14,421
Transferred on completion	1,245	(1,245)	-	-
Additions during the year	-	8,254	-	8,254
Disposals during the year	-	-	-	-
Transferred to RCGF	-	(41)	41	-
At end of year	9,582	13,052	41	22,675
Amortisation of Grants				
At beginning of year	(1,299)	-	-	(1,299)
Charge for the year	(266)	-	-	(266)
Disposals during the year	-	-	-	-
At end of year	(1,565)	-	-	(1,565)
Net book value				
At 31st March 2021	8,017	13,052	41	21,110
At 31 st March 2020	7,038	6,084	-	13,122
Amounts falling due:				
Due within one year	311	-	-	311
Due after one year	7,706	13,052	41	20,799



21. DEBT ANALYSIS - GROUP & PARENT

	2021 £'000	2020 £'000
Bank Loans		
On demand or within one year	1,200	1,200
Less: transaction costs on issue	(60)	(64)
	1,140	1,136
Between one and two years	1,500	1,500
Between two and five years	11,400	8,100
After five years	77,400	80,700
Less: transaction costs on issue	(960)	(1,020)
	89,340	89,280
	90,480	90,416

A loan facility of £129m is in place with The Royal Bank of Scotland, Santander and Nationwide to enable Tai Tarian to undertake a major improvement programme to the housing stock, as well as build and acquire new homes. The total facility is split between £21m revolving and £108m term loan, both expiring 31st March 2041.

The maturity and interest rates applicable to the loans outstanding at year end are as follows:

Term Loan:

Facility	Loan	Fixed / Variable	Balance (£m's)	Fixed Rate	Margin	Total	Maturity	Maturity
A - Term Loan	3	Fixed	12.00	4.97%	2.50%	7.47%	21/09/2034	21/09/2034
A - Term Loan	4	Fixed	17.55	5.02%	2.50%	7.52%	21/03/2035	21/03/2035
A - Term Loan	5	Fixed	20.25	5.04%	2.50%	7.54%	21/03/2036	21/03/2036
A - Term Loan	6	Fixed	40.50	5.18%	2.50%	7.68%	21/03/2034	21/03/2034
A - Term Loan	Total	Total	90.30					

Variable Loans:

Facility	Loan	Fixed/Variable	Balance (£m's)	3 Month LIBOR	Margin	Total
A	6	Variable	1.20	0.0835%	2.50%	2.58%

The term loans are at fixed interest rates plus a margin of 2.5% from 1st April 2016.

At 31st March 2021 the organisation had unutilised facilities of £37.7m (2020: £37.7m).

Housing loans are secured by fixed charges over the organisation's housing stock.



NOTES TO THE FINANCIAL STATEMENTS

22. NON-EQUITY SHARE CAPITAL - GROUP & PARENT

	2021 £	2020 £
Shares held by members - £1 each fully paid and issued:		
At beginning of the year	254	268
Issued during the year	2	3
Cancelled during the year	(13)	(17)
At end of the year	243	254

The shares provide all members (apart from associates and leaseholders over 5% of the total number of shareholders) with the right to vote at general meetings, but do not provide any rights to dividends, redemption or distribution following a winding up. Details of the membership and their voting rights are set out below:

Category	Member	Voting Shares
Tenant	201	201
Leaseholder	6	6
Independent	6	6
Associate	30	0
Total	243	213

The Associate members cannot vote in general meetings but are eligible to take part in other membership committees and forums.

The rules of the organisation state that most decisions at general meetings can be settled by a simple majority of voting shares. Certain matters, such as Rule changes, can only be amended or rescinded by way of a written resolution or by the percentage of votes cast at a general meeting.



23. FINANCIAL INSTRUMENTS - GROUP & PARENT

	Note	2021 £'000	2020 £'000
Financial assets			
Measured at undiscounted amount receivable			
Rent arrears and other debtors	16	161,578	163,763
Financial liabilities			
Measured at amortised cost			
Loans payable	20	90,480	90,416
Measured at undiscounted amount payable			
Trade and other creditors	17,18	184,209	177,468
		274,689	267,884

The group's income, expense, gains and losses in respect of financial instruments are summarised below:

		2021 £'000	2020 £'000
Interest income and expense			
Total interest payable and similar charges for financial liabilities at amortised cost	6	(7,510)	(7,588)

24. RELATED PARTY TRANSACTIONS

All transactions with related parties are made at arm's length, on normal commercial terms and the related parties cannot use their position to their advantage.

During the year the organisation provided rented accommodation to 3 (2020: 3) Board members. The total rent payable was £14,347 (2020: £14,354). At the year-end £Nil (2020: £252) was owed to the organisation, of which £Nil (2020: £Nil) was overdue. In addition rented accommodation was provided to 2 (2020: 1) close relatives of Board members.

NPTCBC is a party to the Transfer Agreement that established the organisation and holds the right to one member vote at the AGM. On 5th October 2020, Neath Port Talbot Council notified Tai Tarian that following a review of its governance arrangements, it had been agreed by its Cabinet that from the 17th September 2020, Neath Port Talbot Council would no longer appoint elected member representatives to the Board of Tai Tarian (2020: 2).

During the year the organisation made payments of £0.19m (2020: £0.15m) to NPTCBC relating to a satellite office's rent, rates and service level agreements. As at the year end, the organisation owed NPTCBC a total of £777 (2020: £35) and was owed a total of £4,218 (2020: £32,663) by NPTCBC.



NOTES TO THE FINANCIAL STATEMENTS

No expenses have been incurred during the year relating to debt due from related parties.

The Group has taken exemption under paragraph 33.1A of FRS102 in relation to related party transactions between members of the Group which are wholly owned subsidiaries.

25. OPERATING LEASES - GROUP & PARENT

Total future minimum lease payments under non-cancellable operating leases as follows:	2021		2020	
	Land and buildings	Other	Land and buildings	Other
	£'000	£'000	£'000	£'000
Lease payments due:				
within 1 year	75	808	75	699
between two and five years	171	905	51	1,114
in over 5 years	419	-	267	-
	665	1,713	393	1,813

26. CAPITAL COMMITMENTS - GROUP & PARENT

	2021	2020
	£'000	£'000
Expenditure contracted but not provided for	21,029	21,638
Expenditure authorised by the Board but not contracted	12,585	10,927
	33,614	32,565

Capital commitments are those which are due within a year, of which £13.2m (2020: £14.7m) relate to major works and will be funded by cash generated from operations, grant income and our existing loan facilities as detailed in Note 21.



27. NET CASH GENERATED FROM OPERATING ACTIVITIES - GROUP & PARENT

	2021 £'000	2020 £'000
Surplus for the year	7,210	6,595
Adjustments for non-operating activities		
Surplus on disposal of fixed assets	(117)	(2,380)
Interest receivable	(80)	(171)
Interest payable	7,446	7,524
Local Government Pension Scheme (LGPS) net financing loss	700	610
Adjustments for non-cash items		
Amortisation of intangible assets	14	27
Depreciation of tangible fixed assets	9,861	9,066
Impairment of housing properties	-	-
Amortisation of deferred grant income	(266)	(235)
Amortisation of deferred financing costs	64	64
Pension costs less contributions payable	820	2,340
Decrease in debtors	1,982	7,803
Decrease in creditors	(1,186)	(6,506)
Decrease in stocks	(118)	(3)
Net cash generated from operating activities	26,330	24,734

28. RECONCILIATION OF NET CASH INFLOW TO MOVEMENT IN NET FUNDS/(DEBT) - GROUP & PARENT

	2021 £'000	2020 £'000
Increase in cash	10,336	1,534
Increase in loans	-	-
Increase in net debt	10,336	1,534
Net debt at start of year	(81,279)	(82,813)
Net debt at end of year	(70,943)	(81,279)



29. ANALYSIS OF NET DEBT - GROUP & PARENT

	Cash at bank & in hand	Loans due in less than one year	Loans due in more than one year	Changes in net debt
	£'000	£'000	£'000	£'000
At beginning of year	10,221	(1,200)	(90,300)	(81,279)
Net cash flows	10,336	-	-	10,336
At 31st March 2021	20,557	(1,200)	(90,300)	(70,943)

30. FREE CASH FLOW - GROUP & PARENT

	2021 £'000	2020 £'000
Net cash generated from operating activities	26,330	24,734
Interest paid	(7,412)	(7,562)
Interest received	80	171
Taxation paid	-	-
Adjustments for reinvestment in existing properties		
Component replacements	(14,795)	(17,264)
Purchase of other replacement fixed assets	(507)	(451)
Component replacement grant received	-	-
Free cash consumed before loan repayments	3,696	(372)
Loans repaid (excluding revolving credit and overdrafts)	-	-
Free cash consumed after loan repayments	3,696	(372)

31. VAT SHELTER / DEVELOPMENT AGREEMENT

Upon the transfer of the housing stock, NPTCBC contracted Tai Tarian to carry out an agreed schedule of refurbishment works to the properties (the Development Agreement). The work was costed at £346.3 million of which £197.7 million (2020: £190.7m) has been completed.

The cost to NPTCBC of these works was offset by an equal increase in the purchase price for the housing stock paid by Tai Tarian, and payment between the parties was assumed to have taken place on the transfer date. In accordance with FRS 102, the resulting debtor and creditor are disclosed separately in the financial statements. The arrangement constitutes an allowable VAT shelter, whereby Tai Tarian is able to reclaim VAT charged by suppliers and contractors in fulfilling the works.



It is forecast that the work will be performed over a 15 year period and the costs will be capitalised as they are incurred, in accordance with the organisation’s accounting policy. Should the work not be completed as specified, the Development Agreement may be terminated with no financial loss to Tai Tarian.

32. PENSION

The organisation is an admitted body to the Local Government Pension Scheme (LGPS) operated by the City and County of Swansea (the Fund). The organisation was admitted to the Scheme on 4th March 2011.

The LGPS is a funded defined benefit scheme, with the assets held in separate trustee administered funds. The funded nature of the LGPS requires participating employers and its employees to pay contributions into the Fund, calculated at a level intended to balance the pension liabilities with investment assets. Employer and employee contributions in the period totalled £3.0m (2020: £2.6m).

In accordance with the requirements of FRS 102, the Fund has been valued by a qualified independent actuary, Aon Hewitt Limited in order to ascertain the value of the Fund as at the year end.

The Fund Regulations require that a full actuarial valuation is carried out every third year, the purpose of this being to establish that the Fund is able to meet its liabilities to past and present contributors and to review employer contribution rates. The last full actuarial valuation as at 31st March 2019 was prepared by Aon Hewitt Limited.

The FRS 102 accounting results at 31st March 2021 have resulted in a significant increase in the amount recognised in the Statement of Comprehensive Income, actuarial loss of £10.9m (2020 £3.1m loss) and within the Statement of Financial Position, pension liability increase of £12.4m. Although the net return on assets over the period has been higher than expected, the impact of changes to assumptions has had a significant impact on liabilities.

Principal assumptions used within this valuation were:

	2021 % pa	2020 % pa
CPI Inflation	2.7	1.9
Pension accounts revaluation rate	2.7	1.9
Rate of increase in salaries	4.2	3.0
Rate of increase in pensions	2.7	1.9
Discount rate	2.1	2.3



Mortality assumptions:

The mortality assumptions are based on the recent actual mortality experience of members within the Fund and allow for expected future mortality improvements. The assumed life expectations on retirement at age 65 are:

	2021 Years	2020 Years
Males		
Retiring today	22.3	22.2
Retiring in 20 years	23.3	23.2
Females		
Retiring today	24.3	24.2
Retiring in 20 years	25.8	25.7

The analysis of the Fund assets was as follows:

	31 st March 2021 % pa	31 st March 2020 % pa
Equities	77.6	78.4
Government bonds	4.4	9.8
Other bonds	7.1	1.2
Property	3.9	3.8
Cash/liquidity	1.8	3.1
Other	5.2	3.7
Total	100.0	100.0

Other holdings include hedge funds, currency holdings, asset allocation futures and other financial instruments.

Amounts recognised in the Statement of Comprehensive Income

	2021 £'000	2020 £'000
Current service cost	3,230	3,500
Past service cost	-	810
Interest on pension liabilities	2,080	2,210
Interest income on assets	(1,380)	(1,600)
Pension cost expensed	3,930	4,920
Recognised in other comprehensive income	10,870	3,100
Total pension cost recognised in the Statement of Comprehensive Income	14,800	8,020



Amount included in the Statement of Financial Position	2021	2020
	£'000	£'000
Present value of scheme liabilities	(121,560)	(90,810)
Fair value of scheme assets	77,500	59,140
Deficit in the scheme	(44,060)	(31,670)

Movements in the present value of defined benefit obligations during the year:

	2021	2020
	£'000	£'000
Opening present value of liabilities	90,810	88,890
Current service cost	3,230	3,500
Interest cost	2,080	2,210
Contributions by the participants	610	620
Past service cost	-	810
Actuarial (gains)/losses on liabilities	26,140	(3,930)
Benefits and transfers paid	(1,310)	(1,290)
Total value of liabilities	121,560	90,810

Movements in the fair value of scheme assets during the year:

	2021	2020
	£'000	£'000
Opening fair value of assets	59,140	63,270
Interest income on assets	1,380	1,600
Actuarial gains/(losses) on assets	15,270	(7,030)
Contributions by the employer	2,410	1,970
Contributions by the participants	610	620
Benefits and transfers paid	(1,310)	(1,290)
Total fair value of plan assets	77,500	59,140
Interest income on assets	1,380	1,600
Actuarial gains/(losses) on assets	15,270	(7,030)
Actual return on assets	16,650	(5,430)



Discount rate assumption

Adjustment to discount rate	+0.1% p.a.	Base figure	-0.1% p.a.
Present value of total obligation (£m)	118.76	121.56	124.36
% change in present value of total obligation	-2.3%		2.3%
Projected service costs (£m)	4.62	4.78	4.95
Approximate % change in projected service cost	-3.4%		3.5%

Rate of general increase in salaries

Adjustment to salary increase rate	+0.1% p.a.	Base figure	-0.1% p.a.
Present value of total obligation (£m)	122.17	121.56	121.07
% change in present value of total obligation	0.5%		-0.4%
Projected service costs (£m)	4.78	4.78	4.78
Approximate % change in projected service cost	0.0%		0.0%

Rate of increase to pensions in payment and deferred pensions assumption, and rate of revaluation of pension accounts assumption

Adjustment to pension increase rate	+0.1% p.a.	Base figure	-0.1% p.a.
Present value of total obligation (£m)	123.75	121.56	119.37
% change in present value of total obligation	1.8%		-1.8%
Projected service costs (£m)	4.95	4.78	4.62
Approximate % change in projected service cost	3.5%		-3.4%

Past retirement mortality assumption

Adjustment to mortality age rating assumption*	-1 year	Base figure	+ 1 year
Present value of total obligation (£m)	126.06	121.56	117.18
% change in present value of total obligation	3.7%		-3.6%
Projected service costs (£m)	4.98	4.78	4.58
Approximate % change in projected service cost	4.2%		-4.1%

