



OUR BUSINESS



Introduction

Throughout the year we assess our performance and the difference we are making not only for our tenants but for our communities too.

Our Storyboards have 4 key themes:

- **Sustainable Homes**
- **Sustainable Communities**
- **Sustainable Planet** and
- **Our Business**

All align closely to our Corporate Plan.

For each theme, local outcomes have been developed with key stakeholders, including our staff and tenants, that also fit with the expectations set out by Welsh Government.

We work with an independent group of tenants and associate members known as the Academy to review the outcomes of our work and provide feedback through several storyboards.

Our Business

The storyboard titled 'Our Business' captures outcomes in the areas of governance and organisational development.

This storyboard has two local outcomes, these are:



The whole organisation is effectively governed and is aligned to delivery of its vision



We are an employer of choice





The whole organisation is effectively governed and aligned to its vision

Strong governance is essential for the organisation to succeed and it's also an area the Welsh Government oversees, to ensure our services are delivered with good levels of tenant engagement, that we have appropriate governance arrangements in place and that we continue to be financially viable. Every year we are audited by independent experts to make sure that our financial management controls are robust.

Academy evaluation



The Academy were happy that we try to use mainly local contractors and that we spend the majority of our money within Wales. The Academy felt that including community benefit clauses in all of our contracts, no matter how small, was very impressive.

However, the Academy asked to see more videos of the community challenge projects being completed in future, as we have been unable to document these as much as previous years due to COVID 19 restrictions.

The Academy felt reassured with our 30 Year Business Plan, as they can see we are looking ahead and looking into preventative measures to limit the impact of the cost of living crisis on tenants and the business.

They also recognised the positive impact that our value for money strategy has on tenants, their homes and the business as a whole, and that the money the organisation spends is then reinvested back into the local area. The Academy were happy that the Copper Foundation continues to thrive and that we have started implementing the use of electric cars. They also felt the risk management process was robust to limit any risks and their impact on the business.

Overall, the Academy feels that we are very well governed and were satisfied with the Board recruitment process. As committees now undertake regular 'deep dives' into areas of the business they felt confident that we are able to react quickly to changes without governance procedures being compromised as the committees are able to provide scrutiny, support and steer on significant matters as they arise.

Procurement

Whilst 2021/22 has been another challenging year with spiralling inflation presenting greater challenges ahead, the procurement team have continued to award contracts to support the whole organisation.

Through our procurement activity

17 contracts were awarded in 2021/22 

with a total value of

£4.6m



This has allowed us to generate social, economic and environmental growth in our local communities:



£29.9m

was spent by us in 2021/2022



£20.5m

of this was spent in Neath Port Talbot, Swansea and Bridgend area



£6m

of this was spent in the wider Wales area



88% was spent in Wales



68%

was spent in Neath Port Talbot, Swansea, or Bridgend area



Community benefits



Community benefit clauses are built into every tender to ensure that our suppliers 'give something back' into our local communities and for our customers. Out of the contracts awarded via a tender process, **100% have Community Benefits included as a condition of the contract.**

Our Procurement team works closely with our Community team to ensure the 'offered promises' are delivered for each contract, such as building work or community events, free of charge. Community benefits are an integral part of the tendering process to ensure Value for Money goes 'beyond the £' spent on just the goods or services procured.

Last year, working in partnership with our contractors, we **completed 10 Community Challenges** to celebrate our 10th Anniversary. **Contractors contributed £17,691.00 towards these community challenges.**

Business Plan

We have a 30 year business plan which provides our financial forecast over the next 3 decades. This is an important planning tool to ensure we meet our service delivery needs and that we are financially viable. This forms part of the regulatory assessment the Welsh Government undertakes on us each year.

Key Aims by 2030:

Invest

£71m



to build over 600 new homes

Invest

£106m



in improving existing homes
(including an external boundaries and regeneration programme)

Significant investment

in decarbonisation in areas such as external wall insulation and other energy efficient measures



Value for money

Value for money is about getting the most for our money and ensuring that customers rent payments go further.

It ensures that every £1 spent by the organisation maximises benefits in achieving our Corporate Plan objectives, best value for our operations and greatest benefit from our investments.

Tai Tarian's value for money strategy aligns the following:



Effectiveness

Objectives
clear objectives
clear goals
clear roles
performance

Economy

Investments
new homes
current homes
communities
decarbonisation
digital inclusion

EQUITY

Efficiency

Operations
invest in staff
reduce waste
right first time
at the best price



Value for money and the Corporate Plan



Sustainable Homes

We acknowledge the 'Living Rent Model' which sets a maximum ratio of income that should be taken up by housing costs; which is not more than **28%** of net income for rent only and up to **33%** where service charges are included. **Our living rent is 19.6%.**

 **80%**

tenants say they are satisfied their **rent provides value for money**

 **1,980**

tenants assisted in **claiming additional benefits**

Energy grants totalling

 **£5,301** awarded to tenants




Sustainable Communities

 **80**
good causes supported

 **£63,295**
provided to support community groups

 **15**

people currently on a 1 year placement with our Copper Foundation

 **2/3rds**
of previous placements found full time employment



Sustainable Planet

 **21**

sites incorporating solar panels into the design

 **16,639**
miles driven in our electric cars

 **£7,487**
mileage allowance saved



Social value

Definition:

Social value is the value that people place on the changes they experience in their lives.

In addition to delivering value for money we will look to establish the social value of some of our work over the next year. Social value is an important element of delivering value for money and something the organisation has been focusing on with the development of the Strategy during 2021. Our first focus will be on measuring social value on projects such as money mentors and energy advice.



Welsh Government regulatory judgement

Each year the Welsh Government publish a regulatory judgement for each housing association in Wales. The purpose of the assessment is to ensure the organisation is well governed, with good levels of tenant involvement. It also assesses if risks facing the business are well managed, that there are robust processes in place to assess performance and that measures are being taken to continually improve the services offered to customers.

The assessment also looks at our financial performance to ensure that we are financially sound and are delivering value for money in all areas of the business.

Our regulatory judgement is published on our website and is shown below.

Welsh Government
Housing Regulation



Llywodraeth Cymru
Welsh Government



Standard,
the highest possible rating.

This means that we are identifying and managing risks well and have the financial capacity to deal with these risks appropriately.



Risk management

Risk = uncertainty that matters

Our corporate risk register is used to record the risks to the business, together with the action taken to reduce the likelihood of risks materialising. Every Board member, manager and employee has some responsibility for risk identification and risk management.

Our Board and Committees routinely monitor the significant risks facing the organisation, including world events and emerging risks that may not already be included, together with how risks are being managed, providing assurance to Board that risk is being managed and any gaps are being addressed.

Our Board

Our Board oversees the organisation and its performance, and their decisions set the direction of the organisation.

Along with our Board, we also have 5 sub committees and a subsidiary board that report to Board.



Audit and Risk Committee



Asset Management Committee



Operations Committee



Remuneration and Nominations Committee



Schedule One Committee



Tirnod Board

Board Recruitment

During this year we will be looking to appoint new tenants onto our Board and tenant board member recruitment is currently underway, with a view to appoint co-optee Board members early in 2023.

Information briefings will be delivered to prospective members for them to find out more about our business, along with the fundamentals of being a Board Member.

There will also be training covering the role of a Board member and an introduction to housing associations, before the recruitment exercise begins at the end of the year.



We are an employer of choice



Academy evaluation

The Academy felt that we go above and beyond what is required of us as an organisation. They were pleased that recruitment times have reduced, and that staff terms and conditions have been improved to ensure everyone has the same amount of leave over the Christmas period.

They also noted that although not all staff are contracted to work flexible hours, those experiencing difficulties with set working hours were able to speak to their line manager to explore other options and come to an agreement to suit everyone.

The group were also pleased that there is a 'talent-pool' system in place for recruitment, where unsuccessful candidates remain on our system and can be contacted if other suitable vacancies become available.

This helps to reduce recruitment time and allows individuals to secure jobs suitable for their skillset.

Looking after our staff

Our organisational development team have embedded health and wellbeing within the organisation and also provided comprehensive training and support.

i-Act



In partnership with i-Act, the UK's leading provider of workplace mental health and wellbeing training, all managers have been trained in how to look after the wellbeing of their staff and themselves. The target was reached in just under a year. The i-Act course has given managers the tools to recognise when a member of their team may be struggling, and the resources needed to step-in and help, or sign post the colleague to others who can help bring them back to good mental health. The training has been delivered by our organisation development and learning manager, who qualified as an i-Act instructor so we could deliver the course to colleagues.



165 managers trained



320 staff trained

Skillbox

Skillbox, our e-learning platform, contains a wealth of wellbeing resources so staff are able to access material in their own time. This includes courses, pre-recorded material, toolkits and tips on managing wellbeing.

Following on from Men's Health Week, we entered a 3 year sponsorship with Mates in Mind, who specifically look after the wellbeing of men working in the construction industry.



Due to our commitment to looking after the health and wellbeing of our staff, we were shortlisted for the Best Staff Wellbeing award at the Wales HR Awards.

Men's Health Week



We marked Men's Health Week with face to face and virtual workshops, along with a number of online tools being provided.

Zoey Jones, Development Assistant at Tai Tarian, said:

“The training I have undergone has helped me realise when I am dipping in and out of low moods and has given me the skills to improve my own wellbeing. It has also helped me approach situations differently, giving me the confidence to support friends, family and colleagues if they are struggling with their mental health. I can't recommend the work Tai Tarian does enough, both on a professional and personal level.”

Opportunities for staff training

We are committed to ensuring staff have the training they need to be able to carry out their jobs effectively.



6.3 training days on average per year

83 new courses designed, created and published

3272 training days

723 e-learning training days

£106,821 spent on safety training

65% of all our training is Health and Safety

96% compliance with training

In addition to ensuring staff training is up to date, we also encourage staff development and in the past year have supported 77 employees to undertake further or higher education qualifications.

£71,300 to fund these courses.

We also want to encourage those who show an appetite for progression. This is identified through regular performance reviews.

 **47** promotions in 2021
36 promotions to July 2022



Recruitment



We are an employer of choice and are continuing to grow our workforce.



During the recruitment process, we have a system known as ‘talent pooling’, This is where we will save the details of unsuccessful applicants who share our values and would be an asset to us, should any further role become available.

The individuals who have been ‘talent pooled’ can then be contacted when a similar or suitable role becomes available, to see if they are still interested in working for us.

The pay gap between men and women also continues to get closer, with women receiving higher levels of pay in some areas of the business. The key driver for this result has been a significant change in the numbers of females employed relative to males which, at the snapshot date, shows a positive trend toward females.

Kayleigh Andrus was hired through the talent pool process. Kayleigh narrowly missed out on a role, but when the position became available six months later, she was contacted to see if she was still interested.



We have improved the candidate experience by changing our recruitment processes, reducing the time it takes from application to hire.

Kayleigh spoke about her experience:

“When I was unsuccessful for the job I applied for, the interviewers told me they would like to consider me for future roles. I was contacted 6 months later as a position had become available, and they thought I would be suitable.

I was reinterviewed and offered the job and have been happily working in the role ever since. It was nice to know that they could see potential from my first interview, and that they remained true to their word of keeping me in mind for any future jobs and made it such a positive experience.”



Average number of days from advert to offer:

45
days

October-December 2020

34
days

January-March 2022

15% less time

We have also improved employee terms and conditions:



2 weeks paid paternity leave



3.1% pay increase

Living Wage

All employees to receive a minimum of the real living wage at **£9.90 an hour** including apprentices and copper foundation employees



Uplift of **2 days Christmas leave** for employees who joined after April 2016

What's next?

We continue to develop and implement new processes to ensure we remain an employer of choice. Some future developments include:




MADD



The MADD process was paused due to the pandemic, but it has now been redesigned ready to be launched in January 2023. It's purpose is the same, to review performance and create action plans for success.

Employee Voice

Employee Voice is a series of different platforms for all employees to have their ideas and voices heard so they can influence change and help shape the future of the organisation. It also allows leaders to relay key messages to employees and gather feedback. It is important for employees to see that their suggestions are playing an integral role in business decision making so that they feel engaged. Engaged employees will:

-  **Feel valued, trusted and happy**
-  **Be more motivated and demonstrate a feeling of attachment to the business**
-  **Be more dedicated to their work which will improve performance**

The Great Place to Work Group is part of the employee voice, a diverse body of employees representing their colleagues from all areas of the business. They review organisation updates, developments, or any significant change programmes, getting views from their peers and giving feedback to senior managers. The group is able to raise concerns from an employee perspective, which creates a two-way forum for employees and managers to have open communication.



Employee gain



Training to develop their **communication skills**



Hear first-hand the developments in the organisation and help to shape the future



Become the voice of their colleagues

Our gain



Gain an insight into what is important to employees



Higher employee retention achieved through giving employees a voice which will be heard



An environment which is **inclusive for all**

Our values

All employees were given the opportunity to be involved in selecting our new values and employees voted on which they believe are most suitable for Tai Tarian. The new values were announced to staff in July and launched at our AGM on 26th July. They will now be incorporated into our daily work.

Future of Work

Over the next few years many of our staff will transition to a more hybrid way of working, both from home and in the office, enabling us to realise our vision of being a carbon neutral organisation by 2030. We will use this time to revisit and implement our new values and ensure that we have the skills, knowledge, tools, process, conditions and measures in place to support a remote workforce. The result will be an organisation that is able to draw upon and embrace the range of talents and strengths of all colleagues.

This will ensure a trusting working environment where colleagues are free to deliver outstanding results, supported by a creative and inspiring culture and working environment.



Action Plan

The Academy felt that they would benefit from visiting our development sites and would like to see some of the work that the neighbourhood team is carrying out throughout the community.



Tai 
Tarian



www.taitarian.co.uk