



Self-Evaluation Against Regulatory Performance Standards September 2025

Applies to: All stakeholders

Document Control: -

Author: CEO

Version: V5

Approval Required by: Board of Management

Date Approved: 25th September 2025 (some minor amendments made post approval to ensure the document is up to date)

Review Period: Annual

Next Review: September 2026

Contents

1 Introduction 3

1.1 Self-Evaluation & the Regulatory Framework 3

2 Meeting the Regulatory Standards..... 4

2.1 Summary of Material Changes 4

2.2 Hearing the Tenants’ Voice 4

2.3 Demonstrating a robust process 4

2.4 Statement of Compliance 5

2.5 Key operational and strategic risks and mitigations..... 28

2.6 Compliance Improvement Plan 29

1 Introduction

1.1 Self-Evaluation & the Regulatory Framework

This self-evaluation reflects our performance against the Regulatory Framework for Housing Associations Registered in Wales. The Framework, published by Welsh Government and updated in August 2025, applies to housing associations registered and regulated by the Welsh Ministers under Part 1 of the Housing Act 1996.

Back in January 2024, Taff received the highest regulatory judgement grading of 'Compliant' in both areas of 'Financial Liability' and 'Governance and Tenant Services'. We are proud to have sustained the highest regulatory performance, but we are not complacent. Every year, we aim to demonstrate how we are sustaining the performance level required, alongside demonstrating continuous improvement.

Following the publication of the updated Regulatory Framework in August 2025, we have updated how we present this self-evaluation to ensure we include all the required elements. Within this document, you will find:

- A Board approved summary of any material changes relating to our governance, service quality and tenant engagement and financial viability since the last judgment was published.
- A statement demonstrating how the views of tenants have been understood and considered in the self-evaluation exercise, highlighting how those views were taken into account and the difference they made.
- A statement demonstrating the process is robust and certifying the Board has confidence in the evaluation outcome and process.
- An explicit statement of compliance/non-compliance with each of the regulatory standards (and its components) and a short summary of how the conclusion has been reached.
- A current assessment of compliance with the CHC Code of Governance with any non-compliance to be highlighted and explained.
- A statement of the key operational and strategic risks, along with mitigations the Board has identified for the coming year/cycle.
- A Compliance Improvement Plan which sets out how any areas of non-compliance (or partial compliance) with the standards will be addressed.

2 Meeting the Regulatory Standards

2.1 Summary of Material Changes

Since our last judgement, a new Chair and Chair of Audit and Risk Committee have been appointed, and the number of Board Members has been reduced. There have been no other material changes to governance, service quality, tenant engagement or financial viability. Taff Chief Executive Helen White will be leaving the organisation in January 2026 to commence a new role. The process to recruit a replacement has commenced.

2.2 Hearing the Tenants' Voice

Tenants' needs and interests are vitally important to regulation and so the Regulatory Standards place clear expectations on housing associations to demonstrate that tenants are enabled and supported to influence strategic decision-making, and that tenants are enabled and supported to influence and shape the delivery of services.

Taff are committed to making sure our decision making is driven by the needs of our tenants. We have continued to invest in this area to create a culture that values and enables tenant involvement at all levels of decision making.

Our annual report on Tenant Engagement¹ sets out how we have supported tenants to influence strategic decision making and the services we provide. We have used the most recent data on tenant satisfaction with our services alongside insight gathered from complaints and other feedback to measure our performance.

This is an area we will continue to develop as we implement our Customer Voice Strategy. Our most recent governance review looked in detail at the role and influence of tenants in our governance arrangements, providing areas of good practice as well as areas for further development.

2.3 Demonstrating a robust process

Board have scrutinised the self-evaluation and supporting evidence. Our self-evaluation complements the information Board received throughout the year to ensure they are discharging their governance and fiduciary duties effectively.

¹ Tenant Engagement Annual Report

2.4 Statement of Compliance

Summary

RS1 - The organisation has effective strategic leadership and governance arrangements which enable it to achieve its purpose and objectives. The social landlord;

(a) - Has a strategy which reflects its vision, culture and values and sets out how the organisation will achieve its core purpose as a social landlord and ensures its workforce is competent to deliver the strategy.

Commentary

In October 2024, Taff adopted a new strategic plan – **Great Homes and Places 2024 – 2029**², setting out our ambitions and commitments for the next 5 years. Within the plan we set out our vision ‘*to provide great homes and services and enable communities to thrive*’ is underpinned by three clear priorities:

- Homes
- Customers
- Performance and Resources

Progress against the Plan is monitored by the Executive team and discussed by the wider leadership (ETHOS) team and at departmental meetings. Progress is reported, reviewed and scrutinised annually by Board. Performance is reported to Board quarterly via a suite of key performance indicators with performance trends identified. Our Annual Report³ also provides oversight of our performance throughout the year and is available on our website.

We have developed a ‘golden thread’ to ensure the ambitions of the strategic plan are underpinned are delivered by strategies, policies and procedures.

We are clear with colleagues that how we work is an important as what we do. We have developed a blueprint for colleagues outlining how our values of TRUST, AMBITION, LEARNING and KINDNESS can be demonstrated in all our work.

² Great Homes and Places 2024 -2029

³ Annual Report 2024/2025

We maintain an up-to-date training matrix ⁴that aligns the qualifications and skills required for different roles across the organisation and ensure training and CPD is undertaken as required.

(b) - Complies with its own governing documents and meets the requirements of an appropriate Code of Governance

We comply with our governing documents which have been reviewed and approved by the Board. We have adopted the CHC Code of Governance and although we have identified areas where we can improve, an independent Governance Review⁵ reported to Board in Summer 2024 Taff to be generally compliant with the CHC Code of Governance.

In 2024, we commissioned Campbell Tickell to undertake an external review of our governance arrangements. The resulting report covered a set of themes that were specified in the brief for the work, including:

- Role and influence of tenants within the Governance of the Association
- Composition and quorum of Board and committees
- Board calendar
- Process and quality of decision making
- Appropriateness of current board skills
- Board member induction and training

We are pleased the Review identified strengths including a positive and supportive culture in the boardroom, and diverse Board membership, with considerable thought having been given to equality, diversity and inclusion within the organisation. Appreciation was shown throughout the review for the skills and contribution of both the Chair and the Chief Executive.

The findings have been reported to Board and discussed in detail.

The Governance Review acted as a 'deep dive' into the standard of governance, and an Action Plan ⁶ has been developed with implementation overseen by a Board Governance Task and Finish Group.

⁴ [Training plan.xlsx](#)

⁵ Governance Review

⁶ Governance Review Action Plan

(c) Sets and delivers measurable, evidence based commitments across all areas of its business in relation to equality, diversity and inclusion (including anti-racism and tackling hate crime)

Our Strategic Plan clearly outlines our ongoing commitment to be an organisation that reflects the diverse communities we serve.

We have a key focus on equality, diversity and inclusion at Taff. This includes working in partnership with other organisations to address racial inequity in housing. Two key projects that are driving this are Get into Housing and Pathway to Board, both of which have delivered visible results in the diversity within our colleague base and Board room.

We gather and monitor data to help us assess how well we are achieving our ambitions with progress reported to Board and published on our website⁷. Initially focussed on race, and the implementation of our Deeds Not Words plan⁸, we are now taking a co-ordinated approach across all diversity strands by pulling together our work in this area in our EDI Strategy⁹ enabling us to have better oversight and monitoring of how we are doing.

Our EDI Strategy sets out a number of clear and measurable commitments including our commitment to achieve the QED accreditation.

RS1 (d) Has a diverse Board, reflecting the communities the RSL works in and with, and has the skills and knowledge required to be effective

We review how the Board is made up every year and report Board Diversity in a return to Welsh Government¹⁰. Prior to the recruitment of our new Chair, we undertook a skills audit¹¹ of all Board Members. This was used to guide future board membership and recruitment. There is a good mix of skills, experience and diversity on the Board which reflects the communities we serve.

(e) Makes logical decisions based on clear, good quality information which includes assessment of risk and seeks assurance on the accuracy and quality of data underpinning Board reporting

⁷ Colleague Diversity Report 2024

⁸ Deeds Not Words Action Plan and report to Board

⁹ EDI Strategy

¹⁰ Board Diversity WG return

¹¹ Board Members Skills Audit

The Governance Review saw examples of good decision-making and met some impressively committed involved tenants.

Governance documentation was judged to be of a good standard and up to date.

Our Scheme of Delegation¹² approved and reviewed by Board annually, clearly outlines decision-making responsibilities. The Audit and Risk Committee annually approve a Statement of Internal Controls¹³. This detailed report provides assurance in relation to the system of controls in place.

There is also a section in the report focussing on how we comply with the law.

We utilise Decision Time to support effective Board engagement both before and during Board meetings. Risks and links to the Strategic Plan priorities are clearly identified in each Board Paper.

(f) Can demonstrate the difference tenant involvement and feedback makes to strategic decision making

Our Customer Voice strategy¹⁴ sets out our commitment to ensuring tenants are at the heart of our what we do and the decisions we make.

Adopted in June 2025, this strategy will build on the work done to date, looking to further embed our tenants into all our decision-making processes. We are keen to ensure we do not rely on a small group of engaged residents but enable our 'customer voice' to be heard in a broad range of ways.

We continue to run specific consultations on strategic matters such as rent affordability, with the findings used to inform decision making.

The tenant led scrutiny panel¹⁵ report directly to Board with their findings.

We commence each Board meeting with a Customer Insight report. This gives insight into a specific customer/tenant experience or challenge, ensuring Board members are given a greater understanding of the customer experience.

In January 2025 we facilitated two tenant led secret shopper sessions. The sessions were facilitated by the Customer Engagement team. The sessions were designed to be inclusive. The secret shoppers (tenants) involved in the sessions ranged in age, ethnicity, vulnerability, language, gender, and disability.

¹² Scheme of Delegation

¹³ Statement of Internal Controls

¹⁴ Customer Voice Strategy

¹⁵ Tenant Scrutiny Panel ToR

The secret shoppers used mostly on-going real issues to test out the Taff response, enabling learning and feedback to be developed and discussed with teams, as well as recommendations being made to Board about service improvements.

Recommendations adopted by the Board included;

- the inclusion of ‘lived experience’ in in Taff’s training, induction and onboarding for our customer facing role.
- Development and implementation of a structured plan to increase the level of customer data we hold, and how we use this data to improve our services
- The provision of a hearing loop in our reception area
- The introduction of measures to Ensure the procurement and management of contractors takes account of how well their values match the organisations.

In-between November 2023 and October 2024, the Housing & Communities Department received 52 complaints. Addressing these complaints helps us identify and correct service issues, ensuring continuous improvement. Of the 52 complaints, 26 were upheld, with lessons learned and implemented.

Examples of lessons learnt from complaints within the department include:

<ul style="list-style-type: none">• Expanded the number of colleagues who can code and authorise refunds in our Kefron invoicing system to avoid delays in rent refunds being paid.
<ul style="list-style-type: none">• Reinforcing the importance of Neighbourhood Officers updating residents on open housing management cases and meeting customer service standards.
<ul style="list-style-type: none">• Utilising a cleaning contractor during periods when our Estates Team are short staffed to maintain communal maintenance standards.
<ul style="list-style-type: none">• Updating our mutual exchange acknowledgment letter to advise applicants up front of timescales to complete the process by to avoid having to start the process again.
<ul style="list-style-type: none">• Reintroducing our Taff parking permit scheme for residential car parks to help resolve parking issues from Taff non-residents.

FURTHER IMPROVEMENT ACTION: Following on from our Governance Review we have been seeking to build on our work to ensure tenants influence strategic decision making. We have established a Strategic Tenants Involvement Group that will formalise some of the arrangements currently in place to ensure ongoing influence at a strategic level.

(g) Complies with all relevant legislation, regulatory requirements and statutory guidance and communicates in a timely manner with the regulator, including on material issues that relate to actual or potential non-compliance

The Board has an open and honest relationship with both the Regulator and the Executive Team. Strategic risks are aligned to the decisions made at Board to enable thorough scrutiny, oversight and challenge.

We continue to monitor any changes to legislation we are required to comply with.

A Statement of Controls is reported to Board annually for scrutiny. We also provide assurance via both internal and external audit.

RS2 - Robust risk management and assurance arrangements are in place. The social landlord:

(a) Has an effective framework for risk management, internal controls and assurance that

- **enables the identification and management of existing and emerging risks which may threaten delivery of its strategy or compliance with legislative or regulatory requirements**
- **ensures that social housing assets are not put at undue risk. This includes understanding and managing the risks posed by subsidiaries, joint ventures and other similar entities**

Taff has a comprehensive approach to risk management supported by Decision Time software. Strategic risks are reviewed and approved by Board quarterly¹⁶ and reviewed and scrutinised at each Audit and Risk Committee meeting.

Each risk is scored and has a series of controls and mitigations as well as being complemented by associated operational risks. Risk appetite is set¹⁷, approved and reviewed by Board and in turn informs our ARC approved Internal Audit programme¹⁸.

¹⁶ Most recent Board Risk Paper

¹⁷ Risk Appetite Board Report

¹⁸ ARC approved Internal Audit programme

Progress against all audit recommendations is reported to and monitored by Board. The Executive Team reviews all risks monthly with the Board reviewing the strategic risk register on a quarterly basis. Audit and Risk Committee scrutinise the operational risk register and Welsh Government Housing Sector risks are considered at least annually. Risk workshop/training sessions are held for all Board Members run by our external auditors.

External compliance reports ¹⁹ provide additional assurance on matters such as our Landlord Health and Safety obligations.

We have reviewed our approach to safeguarding²⁰ and rolled out a mandatory training programme for all colleagues to strengthen arrangements.

Our annually reviewed and approved Treasury Strategy ²¹sets out our 'golden rules'. Board monitors our performance against these rules, ensuring we remain financially resilient and compliant. We have also invested in improving our Assets and Liabilities register ²²to support greater assurance for Board in this area.

The Health and Safety of our tenants is of paramount importance. Board review and approve our Health and Safety policy ²³annually and compliance is reported to Board and scrutinised by Audit and Risk Committee, as well as being subject to regular internal audit 'health checks'.

We have a Development and Assets Committee who provide additional scrutiny in this area and make decisions and recommendations to Board in accordance with the groups Terms of Reference and Scheme of Delegations²⁴.

RS2 (c) Maintains accessible and up-to-date business continuity, contingency and disaster recovery plans

Our Business Continuity Plan ²⁵was developed by working with external consultancy Biscon. The Plan is reviewed regularly, and any updates are made as required. We have also implemented lessons learned following both mock scenario testing and application of the plan in real life situations.

¹⁹ [External compliance report](#)

²⁰ Safeguarding Policy

²¹ Treasury Strategy

²² [Assets and Liabilities register](#)

²³ Health and Safety policy

²⁴ Development and Assets Committee ToR and Scheme of Delegation

²⁵ Business Continuity Plan

All colleagues must undergo mandatory cyber security training. Our digital transformation includes moving data from on-premises to the Cloud.

RS3 - High quality services are delivered. The social landlord;

(a) Delivers, high quality services including (but not limited to):

- **Provision of effective repairs, maintenance and adaptations service**
- **Support to maintain tenancies**
- **Personal safety, including response to ASB, domestic abuse and hate crime**
- **Allocation of homes to meet housing need including homelessness**

Our most recent tenant satisfaction data tells us 78% of tenants are highly or fairly satisfied with the way we deal with repairs and maintenance²⁶.

Our repairs & maintenance services are delivered to our tenants 24 hours a day and 365 days a year. We have an out of hours service in place for taking emergency calls and a dedicated out of hours contractor that responds to any emergency repairs supported by a Taff out of hours officer to support with any queries or escalations.

Repairs and maintenance is delivered by both our in-house operatives and external contractors.

Our Customer Repairs Agents are a direct point of contact for tenants who want to report any concerns or request repairs. Colleagues are trained to diagnose and support a tailored service to allow for swift action to be taken that will be right first time that takes into account the diverse nature of our tenants.

We have colleagues who can speak various community languages and have made some customer facing roles 'community language essential' to support the accessibility of our service delivery.

Our Community Inclusion Team work directly with tenants who require additional support.

²⁶ STAR Survey responses September 2025

We have continued our work to tackle over crowding in homes and completed a number of loft conversions to create additional space in existing homes.

We have undertaken a number of adaptations to enable tenants to remain in their homes.

We send out communications to tenants to raise awareness on such matters as asbestos and fire safety. We proactively promote high levels of tenant engagement and awareness on matters relating to health and safety in the home through attendance at community 'Pop up' events.

Taff provides a range of Neighbourhood based services to support and maintain tenancies. Performance is reported annual to Board in our Housing and Communities Performance Report²⁷

Between 1st of November 2023 and 31st of October 2024, the Community Inclusion Team has focused on money advice, cost of living support, and tenancy-related assistance for Taff residents. They provided financial advice to 150 residents, mainly for food vouchers, Personal Independence Payments, Universal Credit, and energy advice. The team issued over 150 Foodbank vouchers, 170 Fuel bank vouchers, and over £3k from the Hardship Fund for furniture grants and white goods. The Money Advisor helped residents increase their income by £157k per week and secured £7k in Discretionary Assistance Fund Grants.

Satisfaction with ASB case management is high, with 93% of complainants reporting a reduction in ASB after our interventions. We received no poor satisfaction responses to any questions about handling ASB complaints. We currently use telephone surveys to gather feedback, which may affect the reliability of positive responses. Previous postal and text message surveys had significantly lower response rates. High response rates are likely due to keeping cases open until complainants are satisfied or no further action is required.

All colleagues undertake mandatory training on safeguarding and are empowered to report and take action as required.

Taff is part of the common housing register in Cardiff and meets quotas set by the Local Authority. Post-pandemic, the Local Authority ask that 80% of *relets* are allocated to homeless applicants. Over the last 12 months, 61% of relet homes went to homeless applicants, lower than usual due to rehousing Bartley Wilson Way residents. With these now complete, homeless applicants are our priority for void properties.

²⁷ Housing and Communities Board Report 24.157

We have been proactive in identifying and acting on matters relating to damp and mould, ensuring both tenants and all colleagues who enter tenants' homes are aware of the need to report any cases so further action can be taken. We report on the number of cases to Board and to Welsh Government.

RS3 (b) Achieves and maintains high levels of tenant satisfaction with services

Working in partnership with tenants we have developed a Customer Service Standard²⁸ to clearly set out what our tenants can expect from us.

Our most recent tenant satisfaction survey has seen an increase in our overall tenant satisfaction levels with 82% of tenants telling us they are very or fairly satisfied with the service we provide.

We seek feedback following every repair undertaken, during the last 6 months we have received over 450 feedback surveys, giving us an excellent understanding of tenant satisfaction and an ability to take action to improve when required.

RS3 (c) Ensures that services are fair and deliver equitable outcomes for tenants in response to their individual needs

Taff ensures its services are fair and deliver equitable outcomes for tenants by embedding equality, diversity, and inclusion throughout its policies and practices. The organisation actively involves tenants in shaping policies, plans, and actions, ensuring their voices are heard and their needs are reflected in decision-making. This includes ongoing engagement through Tenant Engagement Groups, feedback routes, and regular consultations, which help tailor services to the diverse communities served.

Staff are trained in cultural competence and sensitivity, enabling them to identify and address individual needs, including those related to ethnicity, disability, and vulnerability. Adaptations are made to homes to support independent living, and specialist professionals are consulted to assess property suitability for tenants with specific requirements. Taff also promotes and supports safeguarding reporting, with all colleagues receiving training in this area.

²⁸ Customer Service Standard

Strategies are assessed for their impact on equality strands, with initial Equality Impact Assessments carried out and further consultation planned to ensure no group is disadvantaged. The organisation's commitment to EDI is further demonstrated by its approach to asset management, where services and adaptations are designed to meet the cultural and practical needs of tenants, and by promoting digital inclusion to ensure all tenants have access to services regardless of their ability to engage online.

Taff's Value for Money Strategy also places equity at the heart of service delivery, ensuring resources and benefits are distributed fairly and that tenant insight is used to guide improvements. Continuous improvement is driven by learning from complaints and dissatisfaction, with clear avenues for tenants to raise concerns and influence strategic decisions.

RS3 (d) Makes landlord performance information available to tenants which is sufficient to enable scrutiny and challenge

Landlord performance information ²⁹is published on our website and included in our Tenant Newsletter. We continue to look at new ways to share performance information with tenants and stakeholders using 'live' information.

We continue to work with our Have Your Say Group to further develop performance information for tenants.

RS4 - The organisation's culture supports and empowers tenants to influence the design and delivery of services. The social landlord:

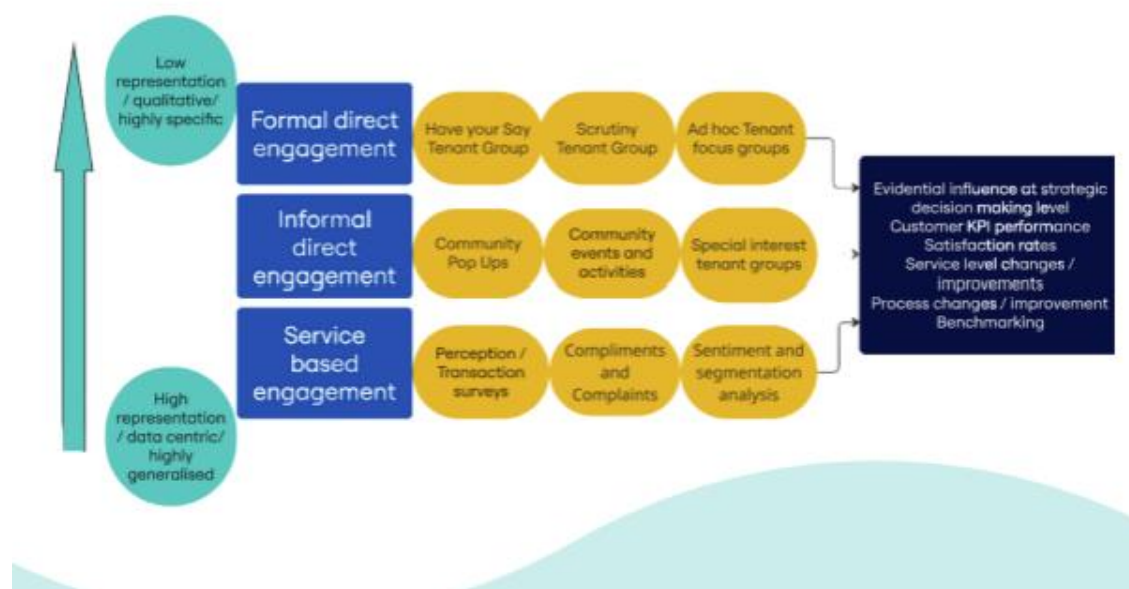
(a) Has an effective framework for tenant involvement that is well publicised, provides a range of opportunities for tenants to be involved and can demonstrate that tenants are satisfied with the framework

67% of our tenants are very or fairly satisfied with the opportunities given to them to participate in our decision-making process.

Our commitment to promoting tenant involvement is explicit in our Corporate Plan. We have numerous mechanisms in place to ensure we are involving tenants in strategic decision making, building upon their insight, ideas and challenges.

²⁹ Repairs Performance example - <https://taffhousing.co.uk/wp-content/uploads/2025/05/Repairs-Performance.pdf>

Our approach is set out in our Customer Voice Strategy³⁰. We are committed to listening to our customers, ensuring their influence improves our services. We do this via effective use of customer insight and making all of our contacts with customers count. We continue to hold Have Your Say Group meetings with tenants and use this mechanism to consult, seek feedback and discuss issues relating to service improvement. clear structure to ensure we capture and act upon the customer voice.



RS4 (b) Can demonstrate the difference tenant involvement is making to the design and delivery of services including listening and acting on tenants' feedback and the lessons learnt from complaints

Our Customer Voice Strategy sets out our commitment to ensuring tenants are at the heart of our what we do and the decisions we make. Working with tenants we identified the five main strategic themes`;

- Knowing our customers
- Making every contact count
- Acting upon customer feedback
- Developing qualitative feedback
- Demonstrate the difference we make

³⁰ Customer Voice Strategy

Our Strategy is published on website and promoted via social media and at community based 'pop up' events. We report annually to Board on our tenant engagement activity in our Tenant Engagement Annual Report³¹. This report evidences the impact and difference customer voice makes at Taff.

Our Complaints policy ³²reflects a restorative approach, good practice and Public Service Wales Ombudsman standards. Lessons from complaints are learned through a structured and reflective process. When a complaint is resolved, a feedback form is completed by the complainant, which helps the organisation to gather insights and improve its services.

The Executive Leadership Team reviews a summary of all complaints quarterly, ensuring that formal complaints requiring investigation are brought to their attention. Additionally, the Board receives anonymised summaries of complaints and outcomes annually, supporting accountability and service improvement.

Our approach enables a range of ways for tenants' views and expectations to shape our work. Board reviews all complaints annually looking for trends to ensure any areas of repeat underperformance are dealt with.

RS4 (c) Can demonstrate diverse tenant views and expectations inform the development and review of housing and related services, including the response of the RSL to any significant service failure

Taff demonstrates that diverse tenant views and expectations inform the development and review of housing and related services through several key approaches:

- **Active Tenant Involvement:** Tenants are actively involved in shaping policies, plans, and actions. Their input is fundamental to ensuring transparency and accountability, and tenants have a significant influence on decision-making processes. This involvement is ongoing, not just at the point of policy creation, but throughout the life of the policy via engagement frameworks and contact points.
- **Consultation and Feedback Routes:** Taff gathers insights from tenants through community work, various feedback routes, engagement frameworks, and data analysis. Tenants have played an integral role in developing compliance policies, ensuring these reflect their priorities, preferences, and needs. Regular engagement with Tenant Engagement Groups and other contact points ensures that tenant voices are continually heard and acknowledged.

³¹ Tenant Engagement Annual Report.25.051

³² Complaints policy

- **Equality, Diversity, and Inclusion:** Taff is committed to promoting equity, embracing diversity, and challenging discrimination. All services and employment practices are designed to be fair, accessible, and appropriate for the diverse communities served. Policies are implemented in line with the Equality, Diversity, and Inclusion Policy, and impact assessments are carried out to ensure no group is disadvantaged.
- **Response to Significant Service Failure:** In the event of a significant service failure, Taff's approach is restorative and focused on putting things right. The organisation seeks to repair relationships, apologise, and learn from mistakes. Feedback from complaints is used to improve services, and lessons learned are shared with leadership teams and tenant panels. This ensures accountability and demonstrates how tenant feedback leads to tangible service improvements.
- **Ongoing Review and Monitoring:** Policies and strategies are reviewed regularly, with tenant input considered essential to these reviews. The Executive Leadership Team and Tenant Panel oversee complaint performance and service delivery, ensuring that tenant feedback is central to continuous improvement.
- **Communication and Engagement:** Taff's communication strategy emphasises open, honest, and culturally aware dialogue, with opportunities for tenants to provide feedback and engage in two-way communication. This ensures that communications and service developments are relevant and accessible to all.

In summary, Taff's approach is collaborative, inclusive, and responsive, ensuring that diverse tenant views are not only heard but actively shape the development, review, and improvement of housing and related services, including the response to any significant service failure.

RS5 Rents and service charges are affordable for current and future tenants. The social landlord:

(a) Ensures all applicable rules and statutory guidance and any supplementary sector agreements are fully are complied with

Taff adheres to all relevant legislation such as the Renting Homes (Wales) Act 2016, the Landlord and Tenant Act 1985, and Welsh Government Rent Setting Policy. Service charges are set out in leases and occupation contracts, and are calculated in accordance with statutory definitions and guidance, including the Department for Work and Pensions' Universal Credit Service Charges Guidance.

Our rent uplift is in line with our values and our Rent Setting Policy and Service Charge Policy are reviewed and approved by the Board. The Board takes into consideration our

tenants' views, circumstances, income and ensures that all rents are affordable for those accessing our properties. These policies are subject to regular review cycles to remain current with changes in legislation and best practice.

In November 2024 Board approved a change to our Rent Policy to reflect the average income levels associated with all full-time jobs only, set at the 25th percentile (lower quartile). From this we calculate the net income and set our affordability ceiling at 28% of net income, increasing to 33% for those subject to a service charge.

To ensure affordability, we assess the total rent including service charge against our affordability criteria as per the Rent Policy. We consider capping the service charge in line with the Rent Policy for the year if the total rent falls outside the set affordability criteria.

Before introducing, varying, or removing services that affect service charges, Taff consults with contract holders. This consultation is carried out in line with section 20 of the Landlord and Tenant Act 1985, ensuring tenants are informed and have the opportunity to respond to proposed changes.

Our Neighbourhood Team focus on tenancy sustainability and reducing legal actions – with zero evictions on rent arrears during the year.

Board also approved a change to the rent affordability ceiling on homes that meet a high level of energy efficiency, defined by homes with an EPC A, SAP 92 rating, increasing maximum allowable rent and service charge levels to 30% of net income, and 35% for those subject to service charge. Any additional rental income we charge will support our work to invest in energy efficient homes.

72% of tenants have told us they are very or fairly satisfied their rent provides value for money.

The work of our Community Inclusion Team resulted in £163,013 of total financial gains being achieved for tenants between October 2023 and September 2024.

All policies are implemented in line with Taff's commitments to Equality and Diversity, ensuring fair and non-discriminatory practices. Equality Impact Assessments are carried out to identify and mitigate any adverse effects on protected groups.

Taff's approach is informed by sector agreements and best practice guidance, such as the National Housing Federation's service charge guide and Welsh Government standards. The organisation works collaboratively to ensure accountability and continuous improvement.

In summary, Taff's compliance with statutory and sector requirements for rents and service charges is assured through a structured approach combining policy,

consultation, monitoring, and regular review, underpinned by a commitment to transparency, fairness, and legal adherence

RS6 The organisation has a strategic approach to value for money which informs all its plans and activities. The social landlord:

(a) Determines its strategic approach to value for money and can demonstrate that it achieves value for money in delivering its strategy and services to stakeholders, including tenants

Taff has a Board approved Value for Money (VFM) Strategy ³³that provides a clear and robust approach to VFM. It provides a framework to obtain best value, successful outcomes and an effective use of resources to embed a VFM culture across Taff.

Our Financial Statements published information on the VFM savings achieved during the year.

A system for tracking VFM savings has been introduced which identifies:

- Economy- identified through buying well, and by accessing new funding that will allow us to deliver our programmes more quickly for our customers.
- Effectiveness- changing systems and ways of working, so we get a good return on investment.
- Efficiency- Making homes more energy efficient and cheaper to run for our tenants.

In the 2024/25 financial year £90.3k of savings were delivered in year through system savings and the procurement of contracts for goods and services. We have identified £240k of specific savings to be achieved in 2025/26 which will be monitored through the year, ranging across a number of expenditure areas. A further £100k is targeted in 2026/27. The aim is to improve our external benchmark position within our peer group, whilst maintaining services and the quality of homes for our customers

We have invested in our approach to Procurement and provided training to all relevant colleagues to ensure we are delivering VFM when procuring products and services. Our Procurement Strategy was approved by Board in November 2023.

Taff's Value for Money Strategy sets out five guiding principles:

- listening to tenants and focusing on what matters to them;

³³ Value for Money (VFM) Strategy

- making the best use of resources;
- securing the best deal in procurement;
- balancing social and business priorities;
- and benchmarking costs against others. These principles underpin all decision-making and evaluation processes.

Taff actively seeks tenant involvement in service reviews, procurement decisions, and strategic planning. Satisfaction surveys, engagement methods, and scrutiny panels ensure tenant views inform service delivery and improvements. Transparency around service-related charges and honest conversations about VFM are promoted.

VFM metrics are tracked and reported regularly. These include operational costs, management costs, repairs, bad debts, rent per unit, and rental void loss. Progress against VFM objectives is reported bi-annually to the Board, and annual VFM statements are included in statutory accounts.

Taff benchmarks its costs and performance against other organisations, using sector-wide monetary measurements and ESG criteria. This enables conscious decisions about cost and performance, and ensures compliance with the regulatory framework.

RS7 Financial planning and management is robust and effective. The social landlord:

(a) Sets financial plans which enable it to deliver its strategy and achieve its social purpose, and there is appropriate reporting to the Board against these plans



Maintaining financial resilience is a key priority of our Strategic Plan. We have robust, Board approved and reviewed strategies to support this. Our 30-yr financial plan ³⁴ is approved by Board following scrutiny at ARC. This includes stress testing ³⁵ and examples of mitigation for worst case scenarios

The annual budget is scrutinised by ARC prior to approval at Board.

Taff's financial planning is directly linked to its Strategic Plan, which outlines priorities such as delivering great homes and services, ensuring financial resilience, and supporting communities to thrive. The business plan is reviewed and approved by the Board, ensuring alignment with the organisation's social purpose and long-term objectives.

³⁴ 30-yr financial plan

³⁵ Stress Testing Paper to Board 25.050

Each year, Taff Board reviews and approves the Treasury Strategy, developed in conjunction with external advisors and senior finance colleagues. This sets out treasury management aims, objectives, and activities for the coming year, taking into account current loan borrowings, cash balances, funding requirements, and market conditions.

The Board approves a 30-year Financial Plan, which models income, expenditure, investment, and borrowing requirements over the long term. This plan is regularly updated to reflect changes in assumptions, regulatory requirements, and strategic priorities.

The Board receives regular, detailed reports on financial performance, including Quarterly Treasury Reports and management accounts. These reports cover treasury transactions, debt finance, cash investments, liquidity forecasts, covenant compliance, and any breaches or remedial actions.

Progress against financial plans is monitored through key performance indicators, benchmarking, and regular review of action plans. The Board reviews performance of all activities in light of strategic aims and takes corrective action as needed.

In summary, Taff's approach to financial planning is comprehensive and closely integrated with its strategic objectives. The Board is kept fully informed through regular, transparent reporting, enabling effective oversight and ensuring that financial plans support the delivery of Taff's social purpose

(b) Is financially viable in the short, medium and longer-term, and maintains sufficient funding and liquidity to support this

Our Business Intelligence Group reviews financial performance every month, comparing actual outturn to our budget for the year. Where significant variances have arisen, they look for explanations and ensure corrective action or other mitigations are being taken.

Board monitors financial performance quarterly via of our scrutiny of management accounts. Prior to being presented to Board, additional scrutiny takes place at ARC.

Our approach to treasury management includes a series of 'golden rules' ensuring longer term funds are available and managed appropriately. Our Treasury Management 'golden rules' ³⁶set clear parameters for us to monitor each month relating to liquidity. We have enough cash to cover at least 24 months' worth of capital commitments.

³⁶ Treasury Management 'golden rules'

(c) Monitors, reports on and complies with all covenants it has agreed with funders

All covenants are monitored closely in accordance with our Treasury Strategy³⁷. The strategy is reviewed annually by external financial consultants who present their findings to Board for discussion.

Performance against our internal Treasury 'Golden Rules' as well as compliance with lender covenants are closely monitored to ensure sufficient headroom is maintained. We also have 'triggers' in place to drive corrective action should this be required.

(d) Identifies and effectively manages risks to the delivery of financial plans including appropriate stress testing, scenario planning and use of internal thresholds

The 30 Year Business Plan is stress tested using a number of Board approved scenarios. Stress testing results are discussed and approved by Board.

Board assesses risk appetite ³⁸and sets tolerance around strategic risks accordingly alongside appropriate mitigations, controls and actions.

(e) Has an effective treasury management strategy and associated processes

We have an appropriate strategy in place. External financial Consultants undertake a review of Taff's Treasury Strategy annually with the findings presented to Board for discussion and scrutiny.

Board approves the statement of internal controls ³⁹to ensure appropriate oversight and process is in place.

RS8 - Assets and liabilities are well managed. The social landlord:

(a) Has an accurate and up to date understanding of its assets and liabilities and uses this to inform strategic and financial decisions and maintains complete, accurate and up to date stock condition data

³⁷ Treasury Strategy

³⁸ Risk appetite Board discussion Paper 25.017

³⁹ statement of internal controls 25.054 (update post Sept Board)

We hold a register of assets, liabilities, and contracts⁴⁰. We proactively monitor a number of performance indicators relating to our strategic risk regarding failure to invest adequately in existing homes.

During the last 18 months we have invested in additional resources to drive improvements in the quality and accuracy of our asset data.

Our internal audit programme includes a series of Data Integrity Audits and Key Control Health Checks throughout the year to ensure Audit and Risk Committee and Board have full oversight and understanding of the quality and credibility of our data.

We keep our Stock Condition data up to date and have a rolling programme of surveys taking place.

Our Asset Register acts as reference point enabling us to have access to all relevant up to date documentation for decision making

For example:

- Accessible cost information on our historical cost of properties if we are carrying out any option appraisals
- We have full information on our properties and value of our unencumbered stock to ensure we have the means to borrow money for our development ambitions.
- We can easily identify what properties are linked to what loans for our treasury management.
- We have full access to our commercial leases and our maintenance teams know our repair obligations when needed.

(b) Maximises the use of assets to achieve its social purpose and the objectives of the organisation, including understanding the social and financial performance of assets

The Board approves the Strategic Plan and budget annually. These set out how we will invest in new homes to meet housing need and invest in existing homes.

Examples of assets being used for social purposes include;

- Loft conversions to tackle overcrowding

⁴⁰ Register of assets, liabilities, and contracts

- Close liaison with Cardiff City Council on ensuring allocations are prioritised at tackling homelessness.
- We continue to access Transitional Accommodation Capital Programme funding to bring void properties back in to use
- We continue to progress conversations with partners to establish closer partnership working leading to an increase in the number of homes we develop.
- We invite local community groups to use our Conference Centre.
- Social value from procurement
- Allotments Project
- Low evictions rates/voids, tenancy turnover
- Money advice

RS9 The organisation provides high quality accommodation. The social landlord:

(a) Ensures publicly funded homes meet all applicable standards, rules and statutory guidance issued in connection with quality of accommodation, including the current Welsh Housing Quality Standard

Taff is working towards ensuring that publicly funded homes meet all applicable standards, statutory rules, and guidance—including the current Welsh Housing Quality Standard (WHQS23).

Taff is fully committed to upholding statutory landlord obligations, which encompass a wide range of safety and maintenance regulations mandated by law and have consistently performed well in this area. Taff is dedicated to maintaining full compliance with both statutory requirements and the elevated standards of WHQS 2023, whilst being conscious of the funding challenges and responsibility to spend available funds in the most responsible way possible to deliver our tenants, value for money.

Taff's approach is data-driven, risk-based, and customer-informed. The organisation aims to maintain up-to-date asset management data through rolling stock condition and energy survey programmes, which inform an annually reviewed 30-year business plan and our WHQS 23 Compliance Policy⁴¹.

Asset management software and compliance reporting are aligned with WHQS23 assessment criteria and checklists. Housing assets are segmented using a Green/Amber/Red 'traffic light' system to denote the extent to which each element of the Standard can be achieved or afforded, with annual reviews in tandem with business planning.

⁴¹ WHQS 23 Compliance Policy 25.016

Assessment of compliance is rigorous: each home is evaluated against WHQS23 elements and classified as 'Pass', 'Fail', 'Conditional Pass', or 'Temporary Fail' according to specific reason codes. Conditional Passes and Temporary Fails are reviewed periodically, and works are programmed for future investment cycles if immediate compliance is not feasible. Taff does not allow tenants to refuse works related to health and safety, legal, or regulatory requirements, ensuring statutory obligations are always met.

All properties are inspected prior to letting in line with the Renting Homes (Wales) Act 2016 and The Renting Homes (Fitness for Human Habitation) (Wales) Regulations 2022. New tenants receive a WHQS23 Compliance Statement detailing the home's compliance status and any outstanding elements, alongside the Energy Performance Certificate.

Taff's compliance policy is reviewed every two years, or sooner if triggered by legislative changes, tenant feedback, or compliance failures. The organisation consults with tenants and stakeholders to ensure the policy remains effective and aligned with best practice.

As part of compliance framework for WHQS23, we submitted our Compliance Policy and Whole Stock Assessment to Welsh Government by 31 March 2025.

We have worked with ARK Consultancy, who have undertaken a 'whole stock assessment' of our homes, utilising real world assessments of our standard architypes and data we currently hold in our Lifespan Asset Database. This work has provided us with an indicative investment profile, both in terms of our standard component replacements, and with the additional costing for decarbonisation work.

This will provide us with a baseline in which we can make reasoned decisions about our path towards compliance and enable us to model various scenarios through our 30 year business plan.

Our whole stock assessment has been provided to WG to allow them to understand the cost considerations associated with meeting the Standard.

We monitor the levels of disrepair claims across all of our homes and have been clear to all colleagues visiting tenants' homes that any issues of concern should be brought to the organisation's attention immediately. We currently have 3 open claims.

Our Complaints process is endorsed by the Public Service Ombudsman for Wales meaning we can identify trends more effectively.

We continue to develop new homes and are progressing well against our development pipeline. We have successfully utilised both the SHG and TACP funding programme to deliver new and additional homes. During the 2024/25 financial year we completed 39 new homes to the highest energy performance standards.

(b) Keeps tenants safe in their homes and promptly identifies and corrects any underperformance or non-compliance on all landlord health and safety requirements

Landlord Health and Safety works are managed by our internal Compliance Team. Performance is reported to the Executive Team and our internal monthly Business Intelligence performance monitoring group. Landlord H&S performance is also scrutinised by Board as part of our KPI reporting to Board and ARC as well as being subject to regular external audit.

Performance remains consistently high with action taken swiftly to rectify any areas of concern and any material matters reported to the Regulator.

We send out communications to tenants to raise awareness on such matters as asbestos and fire safety. We promote awareness on matters relating to health and safety in the home through attendance at community 'Pop up' events.

2.5 Key operational and strategic risks and mitigations.

There are 12 specific Strategic Risks recognised and approved by Board and 68 separate Operational Risks that are linked to the Strategic Risks.

Risks are managed by the Senior Leadership team, and throughout the year information is scrutinised by the Audit and Risk Committee and Board with a focus on various aspects including horizon scanning, risk appetite and risk maturity all in line with our Risk Management Framework.

Taff uses Decision Time software to ensure risks, actions and mitigations are recorded formally and used to drive business decisions and actions. A Strategic and Operational Risk Report is included in this self-evaluation.

2.6 Compliance Improvement Plan

R.F Ref	Action	By when?
RS1 (f) Can demonstrate the difference tenant involvement and feedback makes to strategic decision making	Ongoing support to the Strategic Tenants Involvement Group to ensure influence and impact.	July 2026
RS9 The organisation provides high quality accommodation. The social landlord: (a) Ensures publicly funded homes meet all applicable standards, rules and statutory guidance issued in connection with quality of accommodation, including the current Welsh Housing Quality Standard	Periodically review Conditional Passes and Temporary Fails and ensure works are programmed for future investment cycles if immediate compliance is not feasible.	In accordance timescales set out in WHQS2