

Hendre Self-Evaluation

2025 report (updated May 26)



Tenant community day at Heol Dwyntwen

Executive Summary

This resubmitted self evaluation reflects the revised position driven by recent leadership changes, a whistleblowing disclosure and the ensuing comprehensive independent review. The actions arising from this process are being implemented at pace and are included in the Compliance Improvement Plan. Since the previous submission, further analysis, consultation and operational learning have informed a clear understanding of the requirements and next steps as a result of the change in leadership. The revised report outlines the rationale for the changes made to RS1a, details are in the enhanced actions. This updated submission aims to provide a transparent, evidence based account of action to date while reaffirming the organisation's commitment to continuous improvement and regulatory expectation.

1. Strategic Plan Evolution: A Customer-Centric Approach

Learning from the tragic events arising from Grenfell and Rochdale, and our own customer feedback, Hafod embarked on the repurposing of its Mission in early 2024. The Board and Executive Team prioritised direct engagement with frontline colleagues and stakeholders, through a series of extensive dialogues, encompassing twelve town hall meetings, dedicated strategy sessions, and colleague-focused discussions. This was combined with customer-informed data and a commitment to understanding the lived experiences of our residents supported by our Customer Scrutiny Panel.

The rich insights gleaned from these interactions were developed into a clear Mission, underpinned by three core commitments:

Get the basics right:

- We are dedicated to delivering high-quality housing, care, and support.
- We actively listen and are committed to continuous improvement.
- We will evolve our working practices while retaining our personal connection with residents.

Connect with you:

- We will enhance our visibility within the communities we serve.
- We will improve accessibility and responsiveness for our residents.
- We will empower residents and communities to achieve their aspirations.

Invest for a better future:

- We will prioritise the well-being of both our residents and colleagues.
- We are committed to providing healthy and environmentally sustainable homes.
- We will ensure the long-term sustainability of the organisation by strategically focusing on key priorities.

These commitments were discussed with colleagues at a conference in June 2024, providing an opportunity to shape service delivery in alignment with these principles. The outcomes were communicated to customers via newsletters, our website, and social media campaigns, and also through a greater presence in local neighbourhoods and estates.

Indications and data suggests that the engagement process has begun to foster a positive cultural shift, empowering individuals, teams, and departments to proactively address customer needs.

2. Right-Sizing the Organisation to Deliver Our Mission

We operate in an uncertain economic climate, where global and geo-political dimensions raise fundamental challenges regarding board assurance. Few predicted the Chancellor's National Insurance and Real Living Wage increases in November 2024 and subsequent burden on employers.

With no serious alternatives, we embarked on a necessary cost reduction exercise to generate approximately £2.5m in savings. The exercise is completed with targets largely met. The process also provided an opportunity to realign resources around organisational priorities. Central to the plan is a target operating model underpinned by a regional service delivery model, consisting of four multi-disciplinary teams afforded greater autonomy to make decisions locally, with a central customer operations team to support those regions. We believe this will enable a more customer-responsive culture.

[\(Reference Target Operating Model Case Study\).](#)

The Board established clear principles to guide this exercise:

- Resource adjustments would not compromise the organisation's capacity to deliver its Mission and frontline services.
- Back-office functions would be strategically realigned to effectively support the Mission and frontline delivery.

- The process would be transparent and inclusive for colleagues, with appropriate support provided throughout the transition.
- Efficiency savings will be realised in the short and long term and will drive positive cash generation for the organisation.

This robust right-sizing exercise commenced with a voluntary redundancy option for colleagues, followed by a compulsory redundancy process.



Executive Summary

3. Quarterly Strategic Performance Reporting

Methods of board reporting have continued to evolve to correspond with board, regulatory, lenders, customers and stakeholder requirements.

Since September 2023, Hafod has implemented a Quarterly Strategic Priority Report. Developed in collaboration with the Board, this report provides a clear and concise overview of the organisation's progress against its strategic objectives.

The report offers a snapshot of Hafod's performance through key performance indicators (KPIs), presented with a clear RAG (Red, Amber, Green) rating system for ease of interpretation. This visual overview is followed by detailed narrative analysis for each measure.

Furthermore, the report includes an overview of the operating environment from the Chief Executive, alongside an assessment of key organisational risks and mitigation strategies.

Demonstrating our commitment to transparency and impact, the report has evolved to incorporate case studies that highlight the positive outcomes Hafod is achieving for its residents.



4. Governance

Following submission of our original self-evaluation, the organisation experienced a period of leadership transition, including the departure of the Chief Executive and concerns raised relating to organisational culture.

The Board responded swiftly and decisively by appointing an Interim Chief Executive and initiating strengthened oversight arrangements. Evidence presented to the Board over the subsequent months demonstrates that this leadership transition has been well-managed to provide organisational stability.

Under the delegated authority of the Board, the Chairs' Group undertook a focused review of the organisation's governance arrangements. This review assessed key aspects including purpose, culture, legacy, reporting, cost, and structure, with the objective of ensuring that governance is effective, efficient, and fully aligned with Hafod's Mission.

The review targeted delivering a governance model that is fit for the future, supported long-term sustainability, ensured continued regulatory compliance, and enabled high organisational performance. The scope of the review was formally agreed by the Board on 17 February 2025.

In their deliberations, the Chairs' Group carefully considered the merits of a common versus individual board structure, the advantages and disadvantages of a unitary versus supervisory board model, board composition and required skills, as well as the schedule, subject matter, and frequency of Board meetings for the 2025/26 cycle. The process concluded with a common board structure in place from the August 2025 AGM.

Further improvements have been made to the Terms of Reference for the Finance, Audit and Risk (FRAC) Committee to ensure oversight and scrutiny of our Development function and programmes.

As part of our self-evaluation, we have provided an explicit statement in relation to each of the regulatory standards (and each individual sub-standard) to confirm our level of compliance therewith.

We completed our annual gap analysis against the CHC Code of Governance in March 2025 with compliance across all areas. Our Customer Scrutiny Panel has reviewed and provided feedback on the self-evaluation document.

We have a robust process for carrying out our self-evaluation which involves reporting this to the Board and demonstrating to them the evidence that we have collated to support our assessment of compliance with each standard and sub-standard.

We have a strategic risk register and board assurance framework in place, with further plans to review risk appetite with the Board later this year.

We have included our Compliance Improvement Plan as an appendix to this document having identified actions to further strengthen specific areas as well as to achieve full compliance in others.

This executive summary and self-evaluation were approved by Board on 19 May 2025, with addendum agreed on 24th November 2025.

Regulatory Standard 1:

The organisation has effective strategic leadership and governance arrangements which enable it to achieve its purpose and objectives

1a: 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
Partially Comply

Position Statement

Hafod maintains a strong social purpose and a clear commitment to delivering services that reflect its mission, values and responsibilities as a social landlord. Our strategic approach has consistently aligned with these principles and is underpinned by a long-standing focus on community impact, customer wellbeing and organisational accountability.

Following submission of our original self-evaluation, the organisation experienced a period of leadership transition, including the departure of the Chief Executive and concerns raised in relation to organisational culture. The Board responded promptly and decisively by appointing an Interim Chief Executive and implementing strengthened governance and oversight arrangements. Evidence presented to the Board throughout this period demonstrates that the transition has been managed effectively, ensuring organisational stability and continuity of service delivery. As part of this process, strategic priorities were reviewed and re-prioritised to ensure that emerging legal and legislative obligations could be met within the context of organisational capacity and resources.

Our approach to the workforce has historically been shaped by the People Plan 2020–2024, which clearly reflected Hafod's vision, culture and values and supported delivery of our core purpose as a social landlord. This has since evolved into a broader strategic people approach aligned to the Mission introduced in 2024, with a strong emphasis on “Belonging” to ensure inclusivity is embedded across all aspects of the colleague experience.

The revised workforce approach is centred on being people-focused and has included the development of a dedicated manager portal to support management capability, encourage self-service and strengthen access to people-related guidance and support. This has been further enhanced through the introduction of a Behaviour Framework, which now provides a consistent organisational foundation and a clear behavioural “golden thread” across the business.

In 2025, the People Team underwent a restructure which placed People Systems, People Operations, and Talent and Development at the forefront of the people agenda. This has strengthened organisational focus on training compliance, performance management, colleague development and strategic business partnering.

During this period, Hafod also commissioned Campbell Tickell to undertake an organisational culture scan (Hafod Culture Scan Report on Findings, December 2025). The findings from this review, together with the outcomes of the colleague survey issued to all colleagues on 1 June 2026, will inform the development of a new People Strategy. This strategy will form an integral part of the organisation's Corporate Plan 2026–2030 and will be prioritised by the incoming Chief Executive upon commencement in post on 1 June 2026.

Key areas of assurance include:

- Stability of the organisation and clarity of strategic direction – The Interim Chief Executive has established stability across the business, ensuring alignment around clear strategic priorities and supporting disciplined resource planning for delivery.
 - Evidence; ICEO report to Board, 24.11.25, attached
- Financial strength and resilience – Hafod's financial position remains robust, with Q2 reporting demonstrating an improved headroom of 14.2% and a positive variance of almost £1m against forecast.
 - Evidence; Q2 Financial report, 24.11.25, attached
- Operational improvements – Sustained improvements in repairs and maintenance and complaints handling demonstrate strengthened service delivery and performance oversight.
 - Evidence; case study within ICEO report, 24.11.25, attached
- Independent assurance – Campbell Tickell (CT) stated: “Our review of the self-assessment for this regulatory standard is consistent with findings from our initial investigation of whistleblowing disclosures. This did not support assertions of weakness in governance and showed a reasonable level of evidence-based assurance being provided, linking performance to strategic objectives through a suite of KPIs.”
 - Evidence; self evaluation validation report, CT, November 2025, attached

Evidence and Assurance (Link here)

- Committed and involved Board (Evidence 1, 2, 3)
- New strategy for 2024 developed with large-scale engagement (Evidence 4)
- Organisational principles and behaviours (Evidence 5)
- Strategic reporting against priorities (Evidence 6, 7, 8, 9)
- Regeneration strategy (Evidence 10)
- People strategy (Evidence 11, 12)
- Raising concerns at work policy and procedure (Evidence 13)
- Culture scan report (Evidence 14)

1b: Complies with its own governing documents and meets the requirements of an appropriate Code of Governance
Fully Comply

Position Statement

We comply with our own governing documents which are a set of Standing Orders that constitute the rules within which the organisation must comply, and these are reviewed annually. We have adopted the Community Housing Cymru (CHC) Code of Governance and undertake a gap analysis against the code on an annual basis. We have an established Governance Framework which is the golden thread throughout the organisation.

Evidence and Assurance (Link here)

- Standing Orders in place and last reviewed in September 2024 (Evidence 1)
- Gap analysis against CHC Code of Governance undertaken in March 2025 with compliance across all areas (Evidence 2)
- Governance Framework last reviewed and approved by RAG in October 2024 (Evidence 1)
- RAG is in place to oversee all of our governing documents (Evidence 3)
- Robust programme of Internal Audits (Evidence 4)

Regulatory Standard 1:

The organisation has effective strategic leadership and governance arrangements which enable it to achieve its purpose and objectives

1c: 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)
Partially Comply Ref: CIP Action 1

Position Statement

Hafod has numerous processes and practices in place to support its commitment to Equality, Diversity and Inclusion (EDI). The Chair of Hafod is the Equality, Diversity and Inclusion Board Champion, and our aims are as follows:

- Enable a diverse and inclusive organisation where the status quo is subject to meaningful and constructive challenge to ensure inclusive practices are in place for customers and colleagues.
- Enable a diverse and inclusive organisation which improves outcomes for customers, colleagues, communities and the wider society.
- Play our part to deliver a positive shift in societal norms where structural inequalities are dismantled.
- Take positive action by setting out an annual action plan and publicising the progress we have made.

Commitments

- Celebrate – Promoting, championing and celebrating EDI
- Embrace – Removing bias / inequalities in our processes
- Share – Growing and learning about EDI together
- Analyse - Collating and publishing meaningful EDI data
- Measure – Be representative of our diverse communities

We have a rolling action plan to support the delivery of our EDI commitments which is overseen by the EDI Steering Group and scrutinised by the board. In 2023, the board requested a deep dive into EDI, following this a review of customer and colleague data was considered to inform our 2023 - 2025 action plan. We want to improve the quality of customer data and this will be achieved in part with the implementation of our new housing management system in autumn 2025. We have developed our EDI action plans alongside the Welsh Governments Anti-racism and LGBTQ+ action plans and will include key actions from the Disability Rights Action Plan Wales when it is launched.

In 2024 we introduced a Physical Adaptations Panel to assess our customers high level physical adaptation requests. The panel is made up of Hafod customers and colleagues, who assess any physical adaptations requested by customers.

This process ensures that our customers’ homes can be adapted to meet their physical needs enabling them to remain safely in their homes. A Hafod customer shared his thoughts on being a PAG panel member - “As someone who lives with adaptations in their home, I understand how difficult it could be without them. I want to be able to help others by making things easier for them to stay in their homes.”

To deliver true inclusivity, we believe it is essential that our workforce reflects the communities we serve. Our work around ensuring inclusivity in the workforce and taking action to address under-represented groups has led to considerable progress in reducing Hafod’s Gender Pay Gap and us employing a higher percentage of Black, Asian and Minority Ethnic colleagues that the % stated in the Wales national census. We are also pleased that our Great Places to Work survey shows that 90% of our colleagues do not think gender or ethnicity are barriers to progress. We are also proactive backers of the Get into Housing programme hosting eleven placements and we are active employers of sponsored workers which has particularly enriched diversity within in our care operations and more generally across the organisation. From a recruitment perspective, we involve customers in the appointment of key roles, and this has resulted in strong influences from customers in appointment decisions.

Evidence and Assurance (Link here)

- EDI policy and procedure, statement and steering group (Evidence 1, 2)
- Signed up to Deeds not Words Pledge (Evidence 3)
- EDI action plan 2023-2025 (Evidence 4)
- Pathway to Board Members (Evidence 2)
- Great Place to Work survey results (Evidence 5)
- Gender & Ethnicity Pay Gap report (Evidence 6)
- Anti-Racism Wales training for Board members and Executive Team (Evidence 7)
- Equality Impact Assessment process and training implemented (Evidence 7, 8, 9, 10, 11)
- Commitment statement around sexual harassment in the workplace (Evidence 12)
- Hate crime case study (Evidence 13)
- Domestic Abuse policy and procedure (Evidence 14)
- PAG process (Evidence 15)

1d: Has a diverse Board, reflecting the communities the RSL works in and with, and has the skills and knowledge required to be effective
Partially Comply Ref: CIP Action 2

Position Statement

Composition of the Board ensures due consideration is given to the protected characteristics, backgrounds, lived experiences, diversity of thinking, behaviours and communities we serve. Much of the success highlighted in Section 1 (c) can be attributed to the board leadership to fulfil our commitment and obligations to a fair, inclusive, equitable society. Annually the composition, skills and demographics of board and committee members are assessed by the Remuneration and Governance Committee (RAG). Where there are gaps, RAG will plan out the actions that need to be taken including recruitment activity.

Regulatory Standard 1:

The organisation has effective strategic leadership and governance arrangements which enable it to achieve its purpose and objectives

Where recruitment is necessary RAG will also consider using positive action to address the composition needs. In the past this has led to applicants from under-represented groups being given the opportunity to be guaranteed an interview. We are also founding and financial partners of the Pathway to Board scheme where we work with other RSL's to bring under-represented groups into boards across south Wales.

We intend to improve the quality of our tenant data through our tenant census later this year which will further inform any future board recruitment to ensure that all communities are fully represented via the Board.

Evidence and Assurance ([Link here](#))

- Board skills matrix reviewed after Board appraisals to identify any skills gaps (Evidence 1)
- Board Diversity monitoring and reporting (Evidence 2)
- Board development and appraisals (Evidence 3)
- Board composition statement (Evidence 4)
- Board EDI training (Evidence 5)
- Diversity data comparison for Board against our communities (Evidence 6)

1e: Makes logical decisions based on clear, good quality information which includes assessment of risk and seeks assurance on the quality of data underpinning Board reporting
Fully Comply

Position Statement

We have a Board Reporting Framework and Schedule in place which has been developed in line with the Governance Framework. This ensures that the organisation has sound, appropriate and timely information which in turn allows for good decision-making and complies with the regulatory framework and our Rules. The reporting framework is used as a tool to systematically manage our reporting requirements and ensure nothing falls between the gaps.

Evidence and Assurance ([Link here](#))

- Development schemes are approved by FRAC as an additional line of assurance (Evidence 1, 2)
- Risk Management Framework and Policy Statement (Evidence 3)
- Risks are reported to each Finance, Risk and Audit Committee (FRAC), identifying any high scoring risks as well as horizon scanning future potential risks for the organisation (Evidence 4, 5, 6)
- Data protection breaches are closely monitored (Evidence 7, 8)
- Digital transformation programme closely monitored by the Board as well as a Digital Leadership Group to ensure risks are identified, mitigated and monitored (Evidence 9)
- Quarterly reporting on Landlord Health & Safety compliance to the Board (Evidence 7, 8)
- Hafod Connect e-newsletter (Evidence 10, 11)

1f: Can demonstrate the difference tenant involvement and feedback makes to strategic decision-making
Fully Comply

Position Statement

Hearing the customers voice is essential to the strategic decision-making of the organisation. It ensures that services that are developed are aligned to those needs enabling the organisation to fulfil its Mission. To ensure that we maximise how we hear the voice of our customers, as well as being able to offer flexibility to suit our customers lives, we offer different ways for our customers to engage and examine our services, as well as direct contact on specific matters and targeted communication campaigns. These include Scrutiny Panel, Mystery Shoppers, Question of the Month, focus groups and voting responses via our monthly Hafod Connect e-bulletin newsletter.

However, our most critical method of understanding our customers and how they impact our decision-making is the relational model we employ across our Housing, Care and Support services. The relational model ensures that there is direct face to face contact between our tenants and colleagues and key stakeholders. Our colleagues understand the key issues that our residents are facing and use this information to shape the services that are offered now and in the future. Colleagues are encouraged to share their feedback and ideas and provide the Board with quarterly case-studies. We value customer views and feedback and a recent example of where this has impacted decision making is with our Service Charge team. Customer feedback led to a review process, this culminated in an overhaul of the team, systems and processes, and adopting a culture in which customers have transparency regarding charging policy and recompense where overcharging has taken place.

Evidence and Assurance ([Link here](#))

- Case studies from Housing, Support and Care of services and support provided (Evidence 1, 2)
- Good news sharing at Board meetings (Evidence 3, 4)
- Dedicated customer experience team (Evidence 5)
- Newly established adaptations panel (Evidence 6, 7)
- Customer voice audit (Evidence 8)
- Case study of feedback leading to the development of a Customer-Led Operating Model (Evidence 9)
- Feedback from tenants involved in recruitment processes (Evidence 10, 11)
- Service charge case study (Evidence 12)

Regulatory Standard 1:

The organisation has effective strategic leadership and governance arrangements which enable it to achieve its purpose and objectives

1g: 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

Fully Comply

Position Statement

The Board has a robust Assurance Framework which is a mechanism to deliver assurance to the Board that the organisation is achieving its objectives as intended, that risks are being identified and managed at a level acceptable to the Board and that working controls are in place. The organisation has an open and honest relationship with the Regulator, and we ensure that we are proactive in communicating any potential matters of regulatory interest.

Evidence and Assurance [\(Link here\)](#)

- Board Assurance Framework (Evidence 1)
- Internal Audit programme (Evidence 2)
- External Auditors in place (Evidence 3)
- Use of external consultants where relevant and appropriate
- Submissions matrix in place (Evidence 4)
- CIW inspections (Evidence 5)



Regulatory Standard 2:

Robust Risk Management and assurance arrangements are in place

2a: 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 and ensures that social housing assets are not put at undue risk. This includes understanding and managing the risks posed by subsidiaries

Fully Comply

Position Statement

We have a robust and established Risk Management Framework in place and all risks are managed using a Strategic Risk Register. The Risk Management Framework delivers consistent risk management across the organisation and is an integral part of decision-making and the strategic planning process. Full compliance with all Regulation, Legislation and Law and approved Codes of Practice is overseen by a specialist team focusing on health & safety compliance with the aim to achieve 100% with all landlord compliance; gas, electric, asbestos, fire risk assessments, legionella and LOLER.

Hafod annually reviews and updates its 30-year financial plan to ensure long term viability, the plan is created based on a set of key assumptions approved by the board, and is then stress tested to understand how resilient the Association is to both changing economic circumstances and to changes in its internal operating environment.

Evidence and Assurance (Link here)

- Risk Management Framework and Policy Statement (Evidence 1)
- Strategic Risk Register reviewed quarterly or as otherwise required by risk owners (Evidence 2, 3)
- Independent Finance, Risk and Audit Committee (FRAC) in place (Evidence 4)
- Treasury Management Policy (Evidence 5)
- 2024 tender process to reappoint Internal Auditors followed by a risk workshop with Board and Executive Team (Evidence 7, 8)
- Internal Risk Audit programme (Evidence 9)
- Risk horizon scanning (Evidence 10)
- Quarterly health & safety compliance reporting to the Board (Evidence 11, 12)
- Landlord Health & Safety Compliance audits undertaken on a regular cycle (last completed in 2023 with reasonable assurance) (Evidence 13)
- Tenant Satisfaction survey undertaken in 2023 confirmed 85% felt that they were provided with a home which is safe and secure (Evidence 14)
- 30-year business plan and financial stress-testing (Evidence 15)

2b: Maintains accessible and up-to-date business continuity, disaster recovery and cyber security plans

Fully Comply

Position Statement

We have a dedicated Business Continuity policy which was reapproved earlier in 2025. Actions from the Emergency Planning internal audit carried out in 2023 have been completed with a revised Overarching Business Continuity plan in place which links to separate departmental plans where required and also provides access to the out of hours escalation process.

We have employed dedicated Cyber security resource in our IT department to ensure that wherever possible we are mitigating against risk and threats, activities include Phishing testing and training, Multi Factor Authentication on all devices, system backups, email filtering, Geo settings, and Endpoint protection. We are currently working towards Cyber Essentials certification.

Evidence and Assurance (Link here)

- Business Continuity Policy (Evidence 1)
- Business Continuity plans (Evidence 2)
- Business continuity stress testing recording procedure in place (Evidence 3, 4)
- IT Disaster Recovery plan (Evidence 5)
- SIRO reporting on Cyber Security (Evidence 6)



Regulatory Standard 3:

High quality services are delivered

3a: Delivers high-quality services including (but not limited to)
• Provision of effective repairs, maintenance and adaptations services • Support to maintain tenancies • Personal safety, including response to ASB, domestic abuse and hate crime • Allocation of homes to meet housing need including homelessness
Fully Comply

Position Statement

We want to ensure that our engagement and feedback with our customers is transparent and holistic and rather than rely on one source of mandatory feedback via the STAR (satisfaction of tenants and residents) survey. We undertake over 11 different reach-out contact methods to consistently hear our customer’s views. This ensures we do not hear single annual snapshots of evaluation from our customers, but that we have continual feedback that aids our continuous improvement aims.

We regularly seek the views of our tenants on their homes, communities and our services through our STAR survey, the results in 2023 showed marked improvement in all areas of satisfaction; from our repairs and maintenance service to the way we deal with anti-social behaviour and value for money as well as our overall service.

The group refinancing exercise completed in 2024 created additional capacity for new homes but also removed restrictive covenants that previously had limited investment into existing stock. Subsequently, we have increased capital investment and successfully deployed Welsh Government Optimised Retrofit monies to ensure homes are fit for the future, accelerating kitchen, bathroom and roofing replacement programmes, and improved thermal insulation standards to reduce incidences of damp and mould as well as reducing household energy costs.

Research shows there is a correlation between failing to address underlying health issues and ability to prolong independent living. The consequences are ever more pressures on health services, but also reduced quality of life. According to Star Survey data half our customers contain one or more people with a registered disability or long-term limiting illness. The CTMUHB joint health and housing data project shows social housing tenants disproportionately impacted by the pandemic as well as general accessibility to primary and community-based health services. This issue has been central to our work for several years, trying to align our work to the wider public health ecosystem. It is central to the next iteration of the neighbourhood coaching model which focuses on collaborative long-term approaches building on attributes of the locality, multi-agency working and engaging local communities to take ownership.

An example of this is establishing a series of local hubs, not all situated in Hafod owned assets, so that we can work across agencies with customers able to influence content and direction.

The food pantry situated in Fir Tree Drive estate, Merthyr Tydfil, exemplifies responsiveness to local needs. Responding to the needs of customers where we have smaller stock holding with a mobile customer service is another.

We take all reports of anti-social behaviour including hate crime extremely seriously, and we investigate every case that is reported to us, supporting our customers throughout the process to the extent that is reasonably practicable, and liaising with third party services such as PSG (Problem Solving Group) and MARAC (Multi Agency Risk Assessment Conference). Our neighbourhood teams attend the Vale Community Cohesion groups on a regular basis, working in partnership with other agencies in the prevention and management of issues including anti-social behaviour and hate crime.

Evidence and Assurance [\(Link here\)](#)

- Increase in overall satisfaction in the STAR survey from 67% in 2021 to 69% in 2023 (Evidence 1)
- Dedicated customer experience function (Evidence 2)
- Neighbourhood Coaching model (Evidence 3)
- Review and refresh of coaching approach (Evidence 4)
- Community presence (Evidence 5)
- Varied contact methods (Evidence 6)
- Specialist income coaches (Evidence 7)
- Damp and mould policy and procedure (Evidence 8)
- Hate crime case study (Evidence 9)
- Domestic Abuse Policy (Evidence 10)
- Housing Management Policy - ref ASB and Hate Crime (Evidence 11)



Regulatory Standard 3:

High quality services are delivered

3b: Achieves and maintains high levels of tenant satisfaction with services
Partially Comply

Position Statement

In 2025, we restructured our Operational Teams based on feedback from both tenants and colleagues. Feedback from tenants gathered through individual coaching conversations, tenant meetings, complaints, satisfaction surveys and other methods of capturing tenant voice (i.e. question of the month) was that we needed to make improvements around the following key areas in particular:

- Improvements in repairs
- Increase visibility on site/estates and addressing issues more effectively and efficiently
- Improvements around customer experience and our contact centre

Therefore, we have transformed our operational teams as follows:

- Adoption of a place-based approach through establishing multi-disciplinary regional teams ensuring faster decisions and solutions through the integration of housing and assets services. This includes Neighbourhood Coaches, Surveyors, Compliance & H&S Operatives and now Community Caretakers working in collaboration to address issues and improve service delivery in each region.
- Moved from specialist to generic neighbourhood coaching roles focusing on all housing management as well as creating tenure neutral patches which enabled a reduction in patch sizes for an individual coach from 450 to 225 properties. This has enabled coaches to have a stronger on-site presence and build better and more trusting relationships with tenants.
- Our Customer Services calls are actively monitored with enhanced coaching where customer satisfaction issues are identified.
- Retention of specialist teams and roles to support operational colleagues and tenants.
- Community Investment & Partnerships Team providing support to operational teams across the Regional Hubs covering income recovery, community safety, financial inclusion, community development /community investment and customer engagement, service charges & leasehold services, and digital adoption/skills.
- Customer Operations Team providing support to operational teams across the Regional Hubs covering customer experience, tenancy support and property support functions.

The priorities for the Regional Teams and Operations Directorate as a whole have been and continue to be:

- Increasing our presence on sites and building relationships with tenants through:
- Establishing a regular programme of tenant drops ins and hubs where colleagues can work in the regions;

- Visiting sites with ‘DAVE’ our Delivering Advice and Engagement vehicle where multi-disciplinary teams visited sites over a 26-week period.
- Organising community events.
- Investing in our communities and supporting tenants through our social value funding and customer assistance fund including campaigns such ‘Back to School’ and ‘Christmas Kindness’.
- Development and delivery of Regional Plans that strengthen local presence and development and provide an excellent person-centred service where we know every one of our residents.

The Community Engagement team has enabled us to bring customer and community engagement initiatives closer to our operational delivery and ensure the customer voice is at the heart of service delivery. Examples of the impact of the tenant voice in service delivery is included in our Tenant Voice Dashboard but include:

- Scrutiny Panel
- Question of the Month – feedback impacting service delivery
- Tenant involvement in tender processes for new contracts including Grounds Maintenance consultation (112 customers shared views on contract review) and tenant involvement in reviewing repairs and maintenance tenders
- Mystery Shopping
- Tenant involvement in recruitment process
- Undertaking regular satisfaction surveys (indicator within quarterly report)
- Social Value
- PAG Panel
- You said We Listened approach

Evidence and Assurance (Link here)

- Scrutiny Panel (Evidence 1)
- Question of the Month (Evidence 2)
- Tenant involvement in tender process (Evidence 3)
- Mystery Shoppers (Evidence 4)
- Tenant involvement in recruitment process (Evidence 5)
- Regular satisfaction surveys (Evidence 6)
- Social Value (Evidence 7, 8)
- PAG Panel (Evidence 9)
- You said, we listened (Evidence 10)
- Homes & Communities Board Presentation December 2025 (Evidence 11)
- Regional Team Dashboard (Evidence 12)
- Tenant Voice Dashboard (Evidence 13)
- Tenant Events & Meet Your Coach (Evidence 14)
- Impact report (customer satisfaction) Evidence 6)
- Complaints Board report (Evidence 15)

Regulatory Standard 3:

High quality services are delivered

3c: Ensures that services are fair and deliver equitable outcomes for tenants in response to their individual needs
Fully Comply

Position Statement

As an organisation we work hard to understand the individual needs of our customers. Committing to a fair and equitable outcome stem from our core purpose and values, so it important we are able to identify and support vulnerable households. Evidence shows they may have suffered trauma, experienced homelessness, domestic violence, mental health etc. Our frontline and customer centre colleagues are trained to detect distress signals which is then captured on the system. We have continued to grow the hardship fund, developing resourceful ways to extend help, often involving voluntary sector partners, and working on initiatives to encourage self-help as a sustainable longer-term solution.

As part of the continuing process we conduct regular surveys, interviews and focus groups to understand diverse experiences as well as involving tenants in service design and decision-making wherever appropriate. We provide training for our colleagues on unconscious bias and trauma-informed practice. All new and revised policies now include an Equality Impact Assessment (EQIA) to ensure equitable outcomes for all.

Evidence and Assurance (Link here)

- Coaching model (Evidence 1)
- Case study around tenants influencing service design and decision-making (Evidence 2)
- Unconscious bias training records (Evidence 3)
- Trauma-informed practice training records (Evidence 4)
- Trauma informed housing-related support quarterly reporting (Evidence 5)
- EQIA process (Evidence 6)

3d: Makes landlord performance information available to tenants which is sufficient to enable scrutiny and challenge
Fully Comply

Position Statement

Performance information is made available to our customers in various different ways; through our Annual Report and Financial Statements, Self-Evaluation, newsletter, social media channels and website.

Our performance standards are available publicly and often serve as the best measure through customer complaints and general customer feedback to gauge accountability. Our Scrutiny Panel members, mystery shoppers, Question of the Month and Physical Adaptation Panel play a crucial role in highlighting the aspects of our service that matter most, from timely repairs to respectful communication, this customer-led approach ensures our performance metrics reflect real tenant priorities, not just operational targets.

Evidence and Assurance (Link here)

- Annual Report and Financial Statements on our website (Evidence 1)
- Value for Money report on our website (Evidence 2)
- Self-Evaluation published on our website (Evidence 3)
- Hafod Connect e-newsletter to customers (Evidence 4)
- Question of the month around survey completion (Evidence 5)
- Question of the month around what should go in the newsletter (Evidence 6)
- Question of the month around the benefits of newsletter content (Evidence 7)
- Case study – making landlord performance information available to tenants (Evidence 8)



Regulatory Standard 4:

The organisation’s culture supports and empowers tenants to influence the design and delivery of services

4a: 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

Fully Comply

Position Statement

We have a tenant engagement framework which has three central pillars. The first is communication which demonstrates our two-way communication and information sharing practices. Secondly is insight, detailing how our tenants can give their views relating to service delivery, policies and procedures. Thirdly, how our tenants can influence decision-making and service design. We use our Hafod Connect e-newsletter, our Social Media channels and other forms of contact with our customers to promote all the varying types of opportunities we have which enable our tenants to get involved. We have an annual customer engagement plan which outlines the ambition behind the engagement piece, along with set targets, the method of engagement and how this links to the organisation’s Mission.

Evidence and Assurance (Link here)

- Tenant Engagement Framework (Evidence 1)
- Use of the Coaching Model rather than the traditional Housing Officer enforcement approach (Evidence 2, 3)
- Hardship fund introduced following tenant feedback (Evidence 4)
- Customer Voice audit completed in 2023 (Evidence 5)
- Increase in tenant satisfaction that they feel their views are listened to (Evidence 6)
- Customer engagement plan 2025-26 (Evidence 7)

4b: 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

Fully Comply

Position Statement

We have a range of different opportunities for customer engagement, such as; Scrutiny Panel. Question of the Month, Physical Adaptations Grant (PAG) Panel who look in detail at applications received for property adaptations, to mystery shopping, other topic and customer groups and community engagement events. We closely monitor all complaints received and in keeping with the organisation culture have a lessons learnt approach towards improving service delivery. Complaints are recorded and reported to the Board on a quarterly basis. We also report our complaints quarterly to the Complaints Standards Authority, part of the Public Services Ombudsman for Wales.

Evidence and Assurance (Link here)

- Dedicated section of our Annual Report to customer engagement and how customers are engaged in decision-making (Evidence 1)
- Hafod Connect e-newsletter (Evidence 2)
- Feedback received from customers on our community engagement events (Evidence 3)
- Adoption of the Public Services Ombudsman for Wales’ complaints standards and appropriate reporting to them (Evidence 4, 5, 6)
- Quarterly reporting of complaints to Board (Evidence 7, 8, 9)
- Increase in tenant satisfaction that they feel their views are listened to (Evidence 10)
- Lessons learnt captured from complaints on annual basis to drive service improvement (Evidence 11)
- Case study – the difference tenant involvement makes in the design and delivery of service charges at Hafod (Evidence 12)

4c: Can demonstrate diverse tenants views and expectations inform the development and review of housing and related services, including the response of the RSL to any significant service failure

Partially Comply Ref: CIP Action 4

Position Statement

Feedback is welcomed and comes from across the spectrum of all customers. The increase in satisfaction in our most recent tenant survey demonstrates that we have improved around listening and responding to feedback from customers. As already recognised, we have gaps in our data which we are working hard to fill with our tenant census 2025. In the meantime, we rely on the last census data, mid-term projections and wider data sets as referenced elsewhere in the document. Once the internal data gathering exercise data is achieved, we will have further work to do to ensure that we are reflecting a diverse range of views and working to achieve positive outcomes for all our tenants. This will be further enhanced with the forthcoming introduction of the new CRM enabling better systematic capture, monitoring and actions.

Evidence and Assurance (Link here)

- Satisfaction increase in the most recent tenant survey (Evidence 1)
- Specific customer engagement section within our Annual Report (Evidence 2)
- Our Customer Experience team’s role in ensuring our service standards to customers are delivered (Evidence 3)
- Feedback from community engagement events (Evidence 4)

Regulatory Standard 5:

Rents and service charges are affordable for current and future tenants

5a: Ensures all applicable rules, statutory guidance and any supplementary sector agreements are complied with

Fully Comply

Position Statement

We set our rents in line with Welsh Government policy whilst also considering the organisation's financial viability and the cost of living. We have recently adopted the Joseph Rowntree Foundation model for setting our 2025/26 rents to ensure our tenants received rent and service charge increases which remained affordable.

Evidence and Assurance (Link here)

- Annual completion of the Welsh Government rent self-certification form (Evidence 1)
- Affordable rent policy (Evidence 2)
- Adoption of the model led and developed by the Joseph Rowntree Foundation (Evidence 3)
- Communication to tenants about rent increases by letter and on our website (Evidence 4, 5)
- Seeking resident feedback was essential for the organisation when considering rent setting to take account of customer concerns around cost of living (Evidence 6)
- Hardship fund in place to assist those in particular need (Evidence 7)



Regulatory Standard 6:

The organisation has a strategic approach to value for money which informs all of its plans and activities

6a: 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

Fully Comply

Position Statement

We have a Value for money Strategy which details our commitment as an organisation to maximising value for our customers, stakeholders and the wider community. Value for Money (VFM) is about delivering services in the most effective and efficient way. Our annual Value for Money statement is produced and published in order that our stakeholders and customers can see where we are making inroads into our Value for Money strategy. Our procurement activities use the "Most Advantageous Tender" to ensure that contracts are awarded to a supplier that offers the best value, considering not only price but also factors like quality and social value.

Within our communities, our neighbourhood coaches are asking what would make a difference to them, so we can build a picture of what matters the most. In order to align value for money with customer impact, our social value clauses provide both financial and non-financial commitments ranging from providing apprenticeships, support for community projects, improving community facilities and reducing food or financial poverty. We can match supplier commitments to those communities it will serve best.

Evidence and Assurance (Link here)

- Value for Money Strategy (Evidence 1)
- Value for Money Report 2024 (Evidence 2)
- Social value as part of procurement contracts (Evidence 3)
- Social value policy (Evidence 4)
- Social value steering group (Evidence 5, 6)
- Social value commitments (Evidence 3)
- Procurement KPI's on MAT/Social Value (Evidence 7)
- Social Value requests (Evidence 8)

Regulatory Standard 7:

Financial planning and management is robust and effective

7a: Sets financial plans which enable it to deliver its strategy and achieve its social purpose, and there is appropriate reporting to the Board against the plans
Fully Comply

Position Statement

Long-term financial planning is a fundamental principle of good governance and demonstrates the Group’s financial viability to a range of stakeholders, including the Board and colleagues, Welsh Government and lenders. The 30-year financial forecast projections include the identification and management of financial and operational risks. While the publication of the Board approved business plan is annual in line with Welsh Government and lender requirements, the business planning process is constant and influences day-to-day decisions and actions.

Evidence and Assurance (Link here)

- 30-year business plan including stress-testing (Evidence 1)
- Business plan and budget (Evidence 2)
- Ongoing financial monitoring through management accounts (Evidence 3, 4)

7b: Is financially viable in the short, medium and longer-term, and maintains sufficient funding and liquidity to support this
Fully Comply

Position Statement

A refinancing exercise completed in 2024 has significantly increased our covenant headroom. We are not exposed to interest rate risk within the next 12 months from our current drawn debt portfolio, with all drawn debt at a fixed rate of interest and a closely managed fixed to variable ratio of all drawn debt managed in line with our treasury management policy. Our cash and liquidity position remain strong and are managed through daily, weekly and monthly cash management and forecasting.

Evidence and Assurance (Link here)

- Regular monitoring and reporting on cash and liquidity position (Evidence 1)
- Treasury management policy (Evidence 2)
- Quarterly management accounts (Evidence 3)
- 30-year business plan in place (Evidence 4)

7c: Monitors, reports on and complies with all covenants it has agreed with funders
Fully Comply

Position Statement

We report on our covenant compliance within each set of quarterly management accounts. Early Warning Indicators are in place to ensure that regular monitoring of the covenant position minimises the risk of breaching any covenants.

Evidence and Assurance (Link here)

- Quarterly management accounts (Evidence 1, 2)
- Clear set of Early Warning Indicators (Evidence 3)

7d: Identifies and effectively manages risks to the delivery of financial plans including appropriate stress testing, scenario planning, mitigation planning and use of internal thresholds
Fully Comply

Position Statement

We review our 30-year business plan annually. This review includes appropriate stress-testing of the plan to identify any potential risks and ensure that mitigations are in place. Significant organisational restructuring has taken place in early 2025 to identify savings and efficiencies and to ‘right-size’ the organisation for the future, delivering a stronger operating and financial model, and mitigating rising costs resulting from the changes to National Insurance, Real Living Wage and ongoing inflation.

Evidence and Assurance (Link here)

- 30-year business plan (Evidence 1)
- Early Warning Indicators (Evidence 2)
- Right-sizing presentations / communications to organisation (Evidence 3)

7e: Has an effective treasury management strategy and associated processes
Fully Comply

Position Statement

We have a detailed Treasury Management Strategy and Policy in place which are reviewed on an annual basis.

Evidence and Assurance (Link here)

- Treasury Management Strategy (Evidence 1, 2)
- External Treasury Advisers in place (Evidence 3)
- Approved Treasury Management Policy (Evidence 4)
- The policy is monitored using a robust set of Early Warning Indicators (Evidence 5, 6)

Regulatory Standard 8:

Assets and liabilities are well managed

8a: Has an accurate and up to date register of its assets and liabilities and uses this to inform strategic and financial decisions

Partially Comply Ref: CIP Action 5

Position Statement

We have an Assets & Liabilities register which is a working document and provides us with a platform to track our assets and security position as well as monitoring our liabilities. Our Capital Investment Group meets several times a year and ensures that we have effective arrangements in place for managing and monitoring the short, medium and long-term capital investment programme for the Development and Asset Management directorates. We are in a process of transitioning to a new asset management system and as part of that process are working on data cleansing to ensure that the data which is input into the new system is correct. We have a specific project team in place for this transition.

Evidence and Assurance (Link here)

- Assets & Liabilities Register (Evidence 1)
- Contracts register (Evidence 2)
- Capital Investment Group (Evidence 3, 4)
- Financial viability exercises on all future development schemes (Evidence 5)
- Planned development schemes now approved by Finance, Risk and Audit Committee (Evidence 6)
- Early Warning Indicators (Evidence 7)
- Financial forecast reporting and 30-year business plan (Evidence 8, 9, 10)
- Project plan for the digital transformation programme (Evidence 11)
- Asset management strategy (Evidence 12)
- Stock condition survey plan to achieve full data on our properties by March 2026 (Evidence 13)

8b: Maximises the use of assets to achieve its social purpose and the objectives of the organisation, including understanding the performance of social and financial assets

Fully Comply

Position Statement

We have a clear development plan in place to ensure that we are building affordable, sustainable homes within our communities, aligned to our placemaking agenda. We are working to a retrofit programme aligned with our decarbonisation strategy in order to improve and future-proof our existing homes, continued investments in carbon reduction combined with delivery of WHQS 2023 will ensure our assets are well maintained and fit for our customers now and in the future. We are working to achieve higher SAP ratings across our existing stock with the use of Optimised Retrofit Programme funding. We have a Social Value Policy in place, the aim of which is to ensure we are utilising social value clauses to deliver benefits to customers and communities. We apply social clauses within all our procurement activity, ensuring our customers and communities receive direct benefit from the outcomes.

Evidence and Assurance (Link here)

- Social Value Policy (Evidence 1)
- Development plan (Evidence 2)
- Quarter 3 decarbonisation report (Evidence 3)
- Optimised Retrofit Programme funding confirmation (Evidence 4)
- Financial forecast reporting and 30-year business plan (Evidence 5, 6, 7)

Regulatory Standard 9:

The organisation provides safe, high-quality accommodation

9a: Ensures publicly funded homes meet all applicable law, standards, rules and statutory guidance issues in connection with quality and safety of accommodation and the current Welsh Housing Quality Standard. This should include:

- Maintaining complete and accurate stock condition data
- Setting investment plans in response to environmental sustainability targets

Fully Comply CIP Action 6

Position Statement

Landlord Health & Safety and compliance is a particular area of focus for the organisation with a dedicated team responsible for ensuring the highest possible compliance across all areas at all times. We take our regulatory obligations, compliance obligations and the management of associated risks seriously. In 2023 we moved from a 5-year plan to achieve full stock condition data to a 3-year plan and are on target to achieve this by April 2027. We have also completed a case study on our stock condition verification process to ensure accurate and reliable data is available going forward to meet WHQS2023 requirements, develop long-term investment plans and budgets, prioritise planned maintenance, identify hazards to act upon them and help inform our decarbonisation process.

Evidence and Assurance (Link here)

- Landlord Health & Safety Compliance monitored daily and reported to the Board on a quarterly basis (Evidence 1, 2)
- WHQS Compliance Policy in place (Evidence 3)
- Regular performance monitoring and reporting against WHQS (Evidence 4)
- Specific policy and procedure in place to address damp and mould issues (Evidence 5)
- Disrepair process in place (Evidence 6, 7)
- Decarbonisation strategy in place (Evidence 8)
- Stock condition survey case study (Evidence 9)
- Modelling investment scenarios to deliver decarbonisation in our business plan. (Evidence 10)

9b: Keeps tenants safe in their homes and promptly identifies and corrects any underperformance or non-compliance on Landlord Health & Safety matters.

Fully Comply

Position Statement

We have a robust Health & Safety Framework in place which provides the structure for a good safety performance and compliance culture. The framework details our approach to health & safety matters, affirms our commitment to preventing harm and helps to promote safe working practices. Within the framework there are clear monitoring process in place and escalation points to identify and deal with any underperformance.

Evidence and Assurance (Link here)

- Quarterly Health & Safety performance reporting (Evidence 1, 2)
- External validation via Internal Audit process (Evidence 3, 4)
- Landlord Health & Safety is recognised on the risk register (Evidence 5)
- Internal audits of health & safety compliance across the business carried out (Evidence 6)
- Consistently high performance in all landlord compliance areas (Evidence 1, 2)
- Specific Damp & Mould policy and process in place (Evidence 7)

Hendre Compliance Improvement Plan 2025

Action	Standard	Compliance Improvement Action	Responsible Senior Person	Timetable for Implementation
1	RS1a	Recruitment of a permanent chief executive	Chair of Hendre Board	Mid Jan 2026
2	RS1a	Recruitment of additional Board member(s) and independent committee member	Hendre Board	March 2026
3	RS1a	Board commissioned culture scan	Chair of Hendre Board	Jan 2026
4	RS1c	Improve data quality around diversity of customers and communities to enable us to connect better with them and better understand their needs	Chief Operating Officer	March 2026
5	RS1d	Understand our communities through tenant census in order to inform future Board recruitment	Chief Operating Officer	March 2026
6	RS2a	Complete session with Board around strategic risks and mitigations and generate operational risk registers where appropriate	Chief Financial Officer	January 2026
7	RS4c	Increase diversity of tenant views received to inform service design and best practice	Chief Operating Officer	March 2026
8	RS8a	Implementation of new asset management system which will greatly improve our asset data	Chief Operating Officer	April 2026
9	RS9a	Adopt ESG and sustainability reporting from 2026 in order to support future investment and growth	Chief Financial Officer	July 2026