



SELF EVALUATION 2025



TABLE OF CONTENTS

1. Background	2. RS1. Governance	3. RS2. Risk	4. RS3. High Quality Service
5. RS4. Empowering Tenants	6. RS5. Rent and Service Charges	7. RS6. Value For Money	8. RS7. Financial Planning
9. RS8. Assets and Liabilities	10. RS9. High Quality Accommodation		



Background

The Welsh Government requires all housing associations, as part of the co-regulatory framework, to undertake a self-evaluation. The updated Welsh Government Regulatory Framework was published in August 2025 and the Regulatory Standards are set out in the table below, together with our response and evidence. We consider that the Regulatory Framework is strong and will update our Compliance Improvement Plan following Board approval of the self-evaluation document, as part of the ongoing cycle of improvements that all organisations can make.

Our overall approach is based on hearing the tenants' voice, and the self-evaluation document will provide assurance, through evidence-based statements, that:

- Tenants are enabled and supported to influence strategic decision-making.
- Tenants are enabled and supported to influence and shape the delivery of services.
- High quality services are delivered to tenants.

Caredig continues to put the safety of tenants, staff and contractors first, with a specific Caredig Objective 'Safe', focused on further improving our approach and our Business Continuity Policy, which has been the subject of an independent test and in actual use, ensuring operational resilience. Similarly, through our ongoing management of the Business Plan and associated Treasury Strategy, we continue to demonstrate financial resilience and have sought external verification of these through Centrus.

At the same time we have continued to develop the organisation, its governance and assurance foundations are strong with a positive Governance Effectiveness Review provided by Campbell Tickell in March 2023. Our next Governance Effectiveness Review is being scoped and will be undertaken in the final quarter of 2025/26. Furthermore, this year we have gained Substantial Assurance in our Internal Audit of Governance – Strategic Planning. Our People and Customer Services Committee, continues to go from strength to strength with a focus on setting an environment of transparency and debate for tenants and staff.

The Board Assurance Framework includes an Equality, Diversity and Inclusion Strategy, as well as key assurance document in areas of concern across the sector, particularly a Damp and Mould Policy. An Asset Management Policy is in place, and our Development Strategy was updated and approved by the Board in November 2025.

Our Audit and Risk Committee continues its focus on assurance in respect of Landlord Health and Safety and the development and use of our Strategic Risk and Assurance Register. Fire Safety has been a particular area of risk and assurance, and we have and continue to devote significant time and resources to provide assurance in this area.

The Executive team has been strengthened with the recruitment of a Director for Growth & Development and a Director for Finance & Governance. The Board and Committee Chairs work together to consider how the Terms of Reference interact, and the addition of a Senior Independent Director supports an environment of challenge and support between Board Members as well as the Executive. Board Member development and appraisals have led to highly developed relationships and open approaches to develop strategic, generative and fiduciary approaches to governance against a Board goal.

Caredig carried out a significant piece of work in its Vision, Values and revised Caredig Objectives focused on ensuring services are 'Reliable' the organisation is 'Efficient', people are 'Safe' and that we 'Grow' sustainably to meet the needs of our communities – all underpinned by a focus on ensuring we have Happy, Healthy Staff. It has also put in place key results against which success will be measured and has updated the alignment of its key performance indicators, allowing them to be reviewed against regulatory standards, Caredig objectives and Committee Terms of Reference. This has been completed with full engagement with staff, tenants and stakeholders to support this, with assurance provided by Astari. Caredig has secured further funding in the way of a £20m facility to assist in achieving its Caredig Objectives and longer-term planning.

This self-evaluation document seeks to meet the following requirements of the Regulatory Framework as follows:

- A Board-approved summary of any material changes relating to the Registered Social Landlords (RSL) governance, service quality and tenant engagement and financial viability since the last judgement was published – *Caredig's Board summary of any material changes relating to governance, service quality and tenant engagement and financial viability since the last judgement was approved by the Board in December 2025.*
- An explicit statement of compliance/non-compliance with each of the regulatory standards (and it's components) and a short summary of how the conclusion has been reached – *Caredig's statement of compliance/non-compliance with each of the regulatory standards (and it's components is shown in the table below. Evidence links were available at the point of Board approval and to the Regulator).*

- A current (within the last 12 months) assessment of compliance with the adopted Code of Governance adopted by the RSL with any non-compliance to be highlighted and explained – *Compliance assessment of the CHC Code of Governance was undertaken by the People and Customer Experience Committee in July 2025 and subsequently approved by the Board.*
- A statement demonstrating 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 – *We consulted the tenants' Hub in July 2025 in preparing the Self-Evaluation document and have taken account of their feedback in the preparation of the document. We have also taken into account wider feedback from tenants across the document in terms of the details and evidence provided and ratings against each of the standards.*
- A statement demonstrating the process is robust and certifying the Board has confidence in the evaluation outcome and process – *The Board have considered the Self Evaluation documentation and had access to the evidence provided. The statement of Board confidence was specifically approved in December 2025.*
- A statement of the key operational and strategic risks, along with mitigation the Board had identified for the coming year/cycle – *16 key risks have been identified and linked to the Strategic Risk and Assurance Register provided. This Register along with the Making the Connections report has been presented to each Board Meeting to provide clear links between objectives, performance and risk, while also detailing the change in risk during the period between meetings. The key red residual strategic risk is Strategic Risk 10 Our approach to fire safety does not meet relevant regulations and good practice. The Board review the planned journey, through further control and assurance actions, to achieve the Target Risk score each quarter. The detail within the target score shows the actions that are needed to meet the target score. Mitigations and controls are detailed within the Strategic Risk and Assurance Register.*
- A Compliance Improvement Plan which sets out how any areas of non-compliance (or partial compliance) with the standards will be addressed. The plan must include a timetable and identify a responsible senior person – *A Compliance Improvement Plan is provided in a separate document which links to the Regulatory Standards and provides evidence, identifies a responsible senior person and time linked improvements.*

RS1

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

Strategic Leadership and Governance

**We partially comply
with the RS1 standard**



Caredig has a strategy/Business Plan 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.



Caredig has a Vision and Caredig Objectives in place. This reflects not only its vision but also its values, cultures and behaviours. Key Results have been set to monitor the journey from Vision to Delivery.

Statement

Board Away Days support strategic direction using the Jim Collins “Good to Great” methodology as recognised in the Substantial Assurance–Governance–Strategic Planning Internal Audit.

Staff, tenants and Board worked collaboratively to develop our Vision – “The Caredig Way, Together, we Proudly Provide Great Places to Live and Work”, alongside our Values of Trust, Kind, Innovation and Accountability.

We have worked collaboratively with staff to review and redefine Good, Bad and Ugly behaviours associated with each of our values

To take this from Vision to Delivery we review our Caredig Objectives and Key Results in collaboration with all staff annually.

We measure staff understanding of our Caredig Objectives through our staff survey – recent survey 92% understand how their work contributes to the achievement of the Caredig Objectives.

Our Key Performance Indicators link to Regulatory Standards, Risks and Caredig Objectives.

The culture of the organisation is positive as demonstrated through our staff surveys, which are completed quarterly. In our most recent survey, September 2025 results:

- Our engagement score – 73%
- Our Wellbeing score – 81%
- Our Diversity & Inclusion score – 82%
- Understanding of our Caredig Objectives & overall goals – 92%
- Understanding of our overall Values– 94%
- Our response rate at 78% is significantly above comparable benchmarks

Evidence

Reports on Vision, Values & Caredig Objectives

Board Away Day Presentations

Values & Behaviours Framework

Workbuzz Survey Results

Internal audit report – staff performance and development

**Continuous Improvement
Reference RS1A/CIP25**

Caredig complies with its own governing documents and meets the requirements of an appropriate Code of Governance.



The Board of Caredig has assurance that it complies with its governing documents and meets the CHC Code of Governance 2021. The independent Governance Effectiveness Review, published in March 2023 highlighted strength in governance whilst suggesting areas where we can further improve.

Statement

Evidence

The Association produced a Board Assurance Framework setting out its key documents and who was responsible which was reviewed and approved by ARC in July 2024.

Board Assurance Framework

An Astari Internal Audit Report on Governance Strategic Planning was completed in March 2025 with a Substantial Assurance outcome.

Internal Audit Governance Strategic Planning Report

The Association undertook a review of assurance against the CHC Code of Governance 2021. This was presented to the Board in July 2025 as compliant with the Code.

Board Report CHC Code of Governance Review

The People & Customer Experience Committee reviewed compliance against the Code of Governance for Board to sign off in July 2025.

Governance Effectiveness Review Completion Report

Caredig has reviews its Rules on a periodic basis to ensure that they are fit for purpose and seeks professional support to assist in the process.

Committee Terms of Reference Reviews

Campbell Tickell undertook a Governance Effectiveness Review in March 2023. The actions from the review have all been completed including the establishment of the People and Customer Services Committee, which has a tenant and staff focus and also the introduction of a Senior Independent Director.

Committee Annual Reports

A review of all Committee Terms of Reference has been undertaken and highlighted a need for a further review in 2025/26 and Annual Reports prepared for each Committee.

Governance Assurance Framework

**Continuous Improvement
Reference RS1B/CIP25**

Caredig 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) reflecting the diversity of the communities it works in and with



Caredig has baseline, measurable data and sponsorship led EDI commitments in place across the business, for both staff and tenants when compared with the communities we work in, this includes anti-racism. We consider that we can do more to measure progress and embed further.

Statement

Evidence

We have committed to the Tai Pawb's 'Deeds not Words' pledge and created a specific Anti Racism plan and Board and Senior staff have received Anti Racism training.

EDI Strategy

Our EDI Strategy and action plan was developed in consultation with staff, tenants and Board.

EDI Action Plan

Our progress in implementing our EDI strategy and other key issues are reported to each PACE meeting and overseen by our EDI working group (with a Board lead).

Anti Racism Action Plan

We train all staff on EDI and Unconscious Bias and Sexual Harassment, refreshed every 2 years – 86% of staff have completed

EDI Update report to PACE

We train Board in Unconscious Bias and general EDI.

People Matters Report

We adopt the Rooney rule for recruitment – to help underrepresented ethnic candidates.

Tenant EDI data

We have a positive and clear Equality, Diversity and Inclusion (EDI) statement for all recruitment adverts.

Sample Recruitment Pack Board

We place our job adverts in places that help us reach and attract a more diverse range of candidates (for example BAWSO, EYST, Tai Pawb).

Comparison of Staff and Community EDI Profile

We report our workforce profile annually and compare with Welsh Government Labour force data for the local authority areas we operate in, to identify areas for improvement.

Workbuzz Survey Results

Board Diversity Mapping

We hold equality data in respect of staff and have compared this against our communities using census data, our data demonstrates that we reflect our communities in terms of ethnicity – our EDI action plan reflects how we aim to improve this

We hold equality data in respect of residents, and are working to improve and update our knowledge so we can use this data to analyse performance and how well we represent our communities

We have an up to date Hate/Mate Crime policy

We include an analysis of satisfaction by diverse groups through our bi-annual STAR survey

We measure staff satisfaction with EDI through our staff surveys, which are completed quarterly. In our most recent survey results:

- I can be myself at work' – 92%
- I am treated fairly equally and with respect' – 83%
- I am satisfied with Caredig's efforts to improve diversity and inclusion' – 79%

Caredig has a diverse Board, reflecting the communities the RSL works in and with, and has the skills and knowledge required to be effective



Caredig has a skills and knowledge-based Board and have undertaken a Board Member recruitment exercise. We have compared this to the communities we serve and will encourage further diversity in future recruitment.

Statement

Evidence

The Board Member recruitment pack has been strengthened in respect of diversity statements.

Board Member Recruitment Pack

The advert was also placed across a wider range of channels and resulted in a significantly broader number of diverse candidates applying and being shortlisted.

Audit & Risk Chair Recruitment Pack

The People and Customer Experience Committee review Board Member recruitment for both diversity and skills.

Advertising summary – Board Recruitment July 2024

The Board Diversity return is considered.

Applicant Diversity Summary

Our Board Skills Matrix is regularly reviewed and has been recently updated.

Board Member Recruitment & Succession Planning

We continue to participate in the Pathway to Board programme – observer has joined the Board and mentoring provided as part of 2025 intake.

Board Diversity Return

Board Skills Matrix

Board Diversity Mapping

**Continuous Improvement
Reference RS1D/CIP25**

Caredig 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



Caredig has processes to assist in making logical decisions based on a range of good quality and accurate information, which includes an assessment of risk and a link to the strategic risk register in each Board report.

Statement

Evidence

All Board Members are invited to take part in Q&A documents prior to each meeting.

Example Q&A document

Board and the Executive reflect after each meeting on how the meeting worked well and what could be improved. Board pre-meetings have also been introduced.

Example Board & Executive reflections document

Board hold a pre-meeting to highlight areas that require discussion and clarity.

Rents and Service Charge Task and Finish Group Presentation

The Governance Effectiveness Review highlights good governance in decision making.

Rent Setting Board Report

There is a Board Assurance framework in place to set out key documents and responsibilities, reviewed and approved by Audit & Risk Committee.

Internal Audit Organisational Performance Management Report

Our Internal Auditors gave us reasonable assurance that the organisation has robust structures and processes in place to report on performance to the Board and sub-committees; and ensure the validity, integrity and timeliness of that information.

Internal Audit Governance Strategic Planning Report

Internal audit held in March 2025 on Governance Strategic Planning with substantial assurance.

Internal Audit Risk Management Report

The header sheet for Board and committee reports includes a checklist of information to be provided in the document, which includes a link to the strategic risks and link to Caredig Objectives.

Making the Connections Report

The header sheet for Board and committee reports includes a checklist of information to be provided in the document, which includes a link to the strategic risks and link to Caredig Objectives.

STAR Survey Action Plan

The header sheet for Board and committee reports includes a checklist of information to be provided in the document, which includes a link to the strategic risks and link to Caredig Objectives.

There is a strategic risk register in place that is reviewed quarterly and reported to ARC & Board.

Risk Management audit in 2024-25 provided reasonable assurance and noted risk management structures are embedded and effective.

Key Performance Indicators reported to Board quarterly and link directly to risks and objectives.

We gather the views of all tenants through our bi-annual STAR survey and use this information to improve services with specific action plans and feedback to Committee and Board

We survey tenants at the point of delivery of key services and report the results monthly to Leadership team and quarterly to Board

We consult with tenants annually when we set our rents and service charges with 374 responses

We report to Board on themes, patterns and performance relating to complaints, including lessons learned and actions taken as a result, every 6 months

We have developed a clear plan to improve our repairs service based on data and feedback from tenants

Rent & Service Charge Survey

PACE Postcard example

Tenant and Community Involvement Bulletin

PACE Committee Terms of Reference

Complaints policy to comply with the Complaints Standards Authority

Caredig can demonstrate the difference tenants involvement and feedback makes to strategic decision making.



Partially comply

Caredig involves tenants in a number of ways and can evidence the difference this has made in a range of areas, including customer service, rent setting and changes to our Extra Care and repairs services. We have also adapted our governance structures to include a new People and Customer Experience Committee focused on staff and tenant issues but recognise we can do more to ensure representative tenant insight, involvement and feedback drives our strategic decisions and direction.

Statement

Evidence

A Tenant Involvement Strategy was co-created with tenants and staff in July 2024

We responded to Tenant feedback by implementing a new communication strategy for rent and service charge increases in our larger schemes, including face to face meetings with Executive Team members, a specific Tenant Newsletter and explanation sheets.

Feedback from tenants has led to our new approach to Customer Service, with a dedicated Housing Services team and a 70% increase in calls answered during 2024/25.

Tenant feedback about our repairs service has led us to implement new Total Mobile software to improve call handling, repair ordering, our ability to schedule appointments and communication with tenants.

Tenant volunteers attend every PACE meeting, and we include specific feedback from tenants in every meeting which is considered at Board.

Caredig Reviewers have led reviews that have developed new approaches towards complaints and refuse collection and are working on a review of service standards.

Tenants are part of the steering group for the Caredig Objective: Reliable.

Tenant
Insight and Involvement
Strategy

PACE Terms Of
Reference

Rent & Service Charge
Task and Finish Group

Rent Setting Board
Report

Caredig Objective
Reliable PACE Report

Care and Support
Bulletin 24-25

Housing and Extra Care
Bulletin

	Tenants are involved in recruitment across the organisation, including for Senior recruitment roles.
	We consult tenants through a variety of channels including the Hub, and over 250 members of our Caredig Community Facebook page.
	Engagement with tenants covers strategic matters including our approach to rent setting in December 2024, which was considered by our Rent Task and Finish Group and Board
	PACE and Board are kept updated on the way we involve tenants across the organisation.
	Tenants are involved in procurement work for relevant contracts.

You Said We did ASB
Policy example

Winter Newsletter
2024-5

Repairs Service
Improvements

STAR survey
recommendation

Caredig 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



Caredig complies with relevant regulatory requirements and statutory guidance and communicates regularly with the Regulator on matters that risk potential non-compliance.

Statement

Evidence

KPIs (Key Performance Indicators) are reported to Committees and Board as well as the Regulator regularly to give assurance of progress and meeting standards.

Regulation Quarterly Return

Communicating timely with the regulator on matter of actual/potential non-compliance.

Quarterly KPI reporting to Audit & Risk Committee

Staffing Issues: Property and Assets are staffed to have sufficient resources to ensure that we can meet and monitor compliance with legislation and regulatory requirements.

Briefings, reports and e-mails

Tenants are communicated with throughout our repairs process, from booking to completion of work, using text messaging through our IT software TM (Total Mobile), reminding tenants of appointments to support compliance of homes to meet HHSRS and FFHH under the RHWA. Tenants are surveyed at the end of each work activity to check for satisfaction.

EICR as part of FFHH audit documents

WG consultation return documents

Governance issue: Changes to Board Membership have strengthened oversight through ARC bringing in new members with subject area expertise.

Rent Standard Return

Reg 80 Board report

Reputational risk – Electrical Certificates have been issued to tenants along with notifications of remedial works to both homes and communal spaces with records of this stored on databases to comply with the RHWA. We complete internal audits of all processes and procedures for this and cooperate with WG in any review of the RHWA.

Safeguarding Report to Board

We follow RHWA requirements in terms of issuing Occupation Contracts and notifications in relation to issues such as rent increases, service charge amendments and supported living.

Our tenancy support and care services are overseen by our Responsible Individual who is a Board Member and reports directly to Board, with any recommendations presented. Services are regularly monitored and assessed by our Commissioners and Care Inspectorate Wales.

Safeguarding updates are reported to Board on a 6 monthly basis with updates on material processes included.

RS2

Robust risk management and assurance
arrangements are in place

Risk

**We fully comply with
the RS2 standard**



Caredig 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 mapping the risks posed by subsidiaries, joint ventures and other similar entities



Caredig has an effective strategic and operational risk management framework in place and has undertaken a full review of this and its internal controls with regular audits by Astari and Pure Cyber, which supports the identification and management of all existing and emerging risks. The quarterly Making the Connections report to Board monitors the key performance indicators and highlights issues and mitigations in place.

Statement

Risk Management Policy updated in February 2025.

Caredig's Strategic Risk & Assurance Register allows risks to be mapped, control measures identified and managed using the three lines of assurance model and responsibility allocated, ensuring the effective and transparent management of risk by making accountability clear.

The Leadership team have revised the Strategic Risk and Assurance Register, streamlining the register, connecting it to the Caredig objectives and making it more user friendly, supporting further developments in the process around risk appetite, challenge and presentation of outcomes.

The revised register continues to prioritise high-level risks that may affect the ability of the association to achieve its objectives and is triangulated against the Quarter 4 Management Accounts, key performance indicators and the forward forecast for 2025/26.

The 16 identified strategic risks have been mapped to the Welsh Government Regulatory Standards for completeness. The summary page includes a direction of travel indicator, designed to flag if the residual risk has worsened, is unchanged or has improved since the last report.

Evidence

Risk Management Policy

Strategic Risk and Assurance Register Update Report to Arc (Q4 FY24/25)

Risk Appetite Report to ARC

Risk Compass Risk Appetite presentation to Board

Risk Management Internal Audit Report

Operational Risk Register

Deep dives programme

	Deep dives reported to ARC on strategic risks	Quarterly H&S reporting to Audit & Risk Committee (Q2 2025.26)
	Risk appetite is set and updated six monthly to reflect current economic uncertainty.	Compliance reporting to Audit & Risk Committee.
	The register is reviewed and updated on a quarterly basis and presented to ARC. The quarterly review allows for the discussion and challenge of strategic risks and the levels of assurances the Board have identified for those risks and also identifying new and emerging risks that have not yet appeared on the risk register.	Astari Property & Assets audits.
	Board Members have considered individual and collective risk appetites.	D&AMC Disrepair (HHSRS, FFHH, Damp Mould & Condensation) Reports
	Risk Management Audit undertaken by Astari, reported with a Reasonable opinion.	Stock condition surveys status update
	Operational Risk Register implemented during 2024/25, reported at summary level to ARC annually.	Red and emerging risks Board report Sept 25

Caredig maintains accessible and up-to-date business continuity, contingency and disaster recovery plans



Caredig maintains accessible and a newly reviewed and Business Continuity Policy (BCP), including Disaster Recovery and Emergency response plans and we regularly test and review these to ensure they remain up to date

Statement

Evidence

Our Strategic Risk register includes specific risks of Cyberattack/Business Continuity and data management.

Strategic Risk & Assurance Register

We have contracts in place with a Managed System provider (ARO) and Managed Security System provider (Pure Cyber) which ensure 24 hour/365 days cover and support

Pure Cyber BCP test review June 24

We have a range of system controls designed to prevent and reduce the impact of cyber attacks

Pure Cyber report on Cyber Security Governance

We have received audits and reviews on GDPR (Astari) and Cyber security (Pure Cyber)

Cyber Essentials + Certificate

We have updated our GDPR and Information Security Policies and action plans, which have been approved by Board

IMT Incident log 24-25

We have a Business Continuity Policy in place, approved by Board in 2024, which covers Disaster Recovery and Operational Emergencies. This was developed with managers and our Managed Security Service Provider Pure Cyber

Updated Business Continuity Policy Nov 2025

We provide regular updates to Board and Committees regarding Cyber security, data management, Business Continuity and Disaster Recovery issues

We are accredited with Cyber Essentials Plus

We carry out regular testing and evaluation of security of our ICT systems

Risk appetite is set and updated six monthly to reflect current economic uncertainty.

We carry out regular phishing simulations and provide awareness training on the threat of cyber attack to staff. This is a KPI reported quarterly to Board and ARC

RS3



High quality services are delivered

High Quality Services



**We partially comply
with the RS3 standard**



Caredig delivers high-quality services, including (but not limited to):

- **Provision of effective repairs, maintenance and adaptation 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



Caredig delivers and is able to demonstrate quality housing services that meet tenants' needs. Satisfaction with our repair service is high, and we provide a range of maintenance and adaptation services that make improve tenants' homes and lives. We have a comprehensive range of support services for tenants through our Supported Living, Floating Support and Dechrau services which support over 450 people to find and maintain a home and live a good life. We also work with a range of external agencies to maximise the support tenants can access and ensure our approach to personal and community safety is effective for people of all backgrounds. We work closely with our local authority partners when letting homes through common housing registers and nomination agreements and strive to maximise the number of homeless people who can provide a stable home for. We continue to work on improving the insight and feedback from tenants and on ensuring further service improvements are delivered through our Reliable Objective.

Statement

Evidence

We meet the needs for adaptations through Disabled Facility Grants reviewing individuals needs, the implementation of these grants supports facilitating sustained tenancies by helping tenants remain in their homes for longer.

Lone Working reporting

Repairs Service Improvements

We spent £304k adapting homes to meet tenants' personal needs.

Dechrau PACE presentation – Jul 24

We have clear policies in place to deal with ASB, Hate Crime and Safeguarding, which we developed in consultation with tenants and other professionals.

You Said We did ASB Policy example

Our approach to ASB and community safety has been reviewed following feedback from tenants, and we received a Substantial Assurance from our Internal Auditors in 2025.

Support Service Overview

We received Reasonable Assurance from our Internal Auditors in relation to our Allocations procedures in 2024.

ASB follow up internal audit report

Allocations and lettings audit report

We work closely with a range of other agencies to deliver housing, care and support services including the Police, Social Care, third sector and Health, along with Local Area Co-Ordinators in Swansea.

We work closely with Local Authority partners to let homes, as part of a Common Housing register in Ceredigion and Carmarthenshire and through nominations in Neath Port Talbot, Swansea and Pembrokeshire including letting supported living schemes.

Dechrau, our wellbeing project, helped over 209 tenants in 24/25 improve their health and wellbeing. Over 95% people supported by the project reported that they are more positive about the future and have benefitted from improved mental wellbeing.

We comply with relevant safeguarding legislation and good practice, ensuring that we work closely with relevant agencies and stakeholders.

We provide training for staff in health and Safety, along with Safeguarding, mental health awareness and other relevant topics.

We provide customer facing staff with 'Lone Working' devices to support personal safety when working away from the offices.

We work with a range of other agencies, including the Police, Social Care, third sector and Health to improve services for people with physical and mental ill health.

We provide floating, housing related support to over 450 people in Pembrokeshire, Ceredigion, Carmarthenshire and Swansea.

We directly provide Domiciliary Care for around 20 tenants in Hazel Court, helping to arrange care for individual tenants in other properties as required.

We deliver temporary and long-term specialist care and support services to over 100 people living in supported housing in Neath Port Talbot and Swansea, working closely with local authorities and Health Boards to deliver psychologically informed support, that empowers people with a range of support needs.

Service standards 2025-27

STAR survey recommendation

**Continuous Improvement
Reference RS3A/CIP25**

Caredig achieves and maintains high levels of tenant satisfaction with services.



Caredig achieves and maintains high levels of tenant satisfaction with its services, which we can evidence. We have also improved our monitoring of satisfaction relating to specific services and the actions we take to improve as a result of the feedback we receive and plan to build on the actions we are currently taking in response to feedback from tenants to further improve satisfaction and ensure this drives a culture of continuous improvement.

Statement

In 2024, our STAR Tenant Satisfaction survey, 35% Tenants told us that 78% were satisfied with our services. 73% with our repair service and 78% with the overall quality of their home.

We have established a specific STAR action plan to address areas of concern identified by tenants in the survey, which is linked to the Caredig Objective: Reliable. This involves tenants and is reported to PACE and the Board with a focus on repairs, access to services and improving communication.

We changed the way we answer phone calls into our head office following feedback from tenants. This has significantly improved performance and we consistently answer over 80% calls.

We survey tenants at the point of delivery of our repairs, complaints and anti-social behaviour services with high levels of satisfaction.

At the end of March, 84% tenants were satisfied with the way we dealt with their complaint.

On average, 87% tenants tell us they are satisfied with the way we dealt with their most recent repair.

Evidence

6Extra Care Overview

Support Services Overview

RI Reg 80 report April – Oct 24

CIW inspection report 2024

Dechrau PACE presentation – Jul 24

Care and Support bulletin 24-25

Tenant Involvement Annual report including Dechrau 22-23

Housing and Extra Care Bulletin 24-25

Rents and Service Charge Task and Finish Group Dec 24

	72% tenants surveyed told us they were satisfied with our handling of their ASB case.
	87% tenants who moved home were satisfied with the quality of service they received.
	We received 76 compliments relating to our service delivery in 24-25, up from 56 the previous year.

- Caredig Annual Report 2024.25
- STAR survey action plan 24-25
- STAR survey results Exec Summary
- Making the Connections Performance Board report May 25
- Complaints policy to comply with the Complaints Standards Authority Oct 2025
- STAR survey recommendation

Caredig ensures that services are fair and deliver equitable outcomes for tenants in response to their individual needs.



Partially comply

Caredig delivers a range of services to people who use our services, including supported living, Extra Care, Older Persons schemes and general needs accommodation (flats, houses and bungalows) that cater for a wide range of demand. We also provide support through our floating support and Dechrau teams, which provide much needed additional help and support for those who need it, as well as working with other agencies to ensure tenants can access their services where we cannot help. We will do more to demonstrate we do this by delivering the actions set out in the EDI Action Plan, particularly improving our knowledge of tenants, as well as improving the way we measure and use feedback from tenants.

Statement

Evidence

In addition to our general needs homes we also provide 715 homes specifically designated for people over 50.

STAR survey results Exec Summary

We provide 100 specialist accommodation homes for people with enduring mental ill health and substance misuse, where we provide tenant led support

Making the Connections Performance Board report May 25

We have a Responsible Individual on our Board who oversees quality and assurance in Care and Support services.

Complaints and Compliments PACE report 24-25

We provide specialist Older Persons Accommodation for Chinese Community at Swan Gardens and have adapted the lettings criteria in response to changing demand.

Housing and Extra Care Bulletin 24-25

We spent £304k adapting homes to meet tenants' personal needs and develop a range of new homes that meet different needs, including physical adaptations

RI Reg 80 report April – Oct 24

We provide housing-related support for around 450 people in Pembrokeshire, Ceredigion, Swansea and Carmarthenshire to help them maintain their tenancies.

CIW inspection report 2024

Our 'Dechrau' Wellbeing service has helped over 500 people, 95% of whom are more positive about the future as a result of the support they received.

Dechrau PACE presentation Jul 24

We provide domiciliary care to around 20 people in our Extra Care scheme, Hazel Court

At our Extra Care schemes, we have continued to develop tenant focus groups, Cost of living 'Hubs' and drop-in sessions to help tenants feel more included and listened to.

We use data relating to income status in our decision making (e.g. rent increases).

We work with Local Area Co-Ordinators and other local agencies to maximise the services and support tenants can access.

We deliver services in person centred ways, in Support through Individual support plans and 360 support model[MS1] , in housing through a flexible approach to income collection and ASB and in repairs through our flexible Scope of service which caters for individual needs e.g. changing light bulbs. [MS1]Should we include this model in the evidence column?

We use PCFRAs and PEEPs, working with tenants individually to ensure they are safe at home and have the right equipment and services available – we use this data to target services in emergencies.

We provide additional overnight services for tenants in Extra Care schemes to cater for their specific needs based on the profile of tenants in those schemes.

We have provided over £40k in financial assistance for tenants through our hardship fund and Homes not Houses initiative

We also provide funding so tenants can access supplies from Cwtch Mawr, food poverty initiatives, mental health and money counselling and advice and period poverty initiatives.

We provide targeted advice and support based on individual needs.

Care and Support
bulletin 24-25
Extra Care Overview

Support Services
Overview

STAR survey
recommendation

Caredig makes landlord performance information available to tenants, which is sufficient to enable scrutiny and challenge.



Caredig makes landlord performance freely information available to tenants through different channels and have improved the information we provide to tenants through our Rent increase process (including Rent Roadshows, and regular Focus Groups). We have also consulted tenants on a number of operational policies and fed back to them how we used this through our “You Said, We Did” approach. Tenants have also actively taken part on the Steering Group of our Caredig Objective Reliable and in PACE meetings, which provide opportunities to feedback and challenge Senior Staff and Board members.

Statement

Performance information is available on our website for 2024/25 and published in our annual Tenants Newsletter.

We publish updates on the actions we take to respond to feedback from tenants on our website “You said, we did”

We publish the results of our STAR Survey on our website, social media and in our newsletter, including comparison with other Welsh Social Landlords

Tenants worked with us to develop our STAR survey action plan following the survey in 2024.

We publish information for Tenants on Value for Money in our newsletter and as part of our annual rent setting consultation.

We share with Tenants a breakdown of what their rent is spent on in communication regarding rent increases and include support and advice information.

Tenants are part of the Steering Group for our Caredig Objective Reliable, and scrutinise and input into progress, including performance information.

Evidence

Link to Website Performance Information [link](#)

You Said We did ASB Policy example

Winter Newsletter 2024-5

Caredig Concerns – Complaints – Compliments leaflet Caredig Annual Report

Wider Reliable Steering Group meeting

Caredig Objective Reliable PACE report March 25

STAR survey action plan 24-25

Tenants attend and contribute to PACE meetings, including discussing performance.

Our Annual Report also provides performance information for residents and other stakeholders

Annual bulletins for key housing and support services are published on our website.

We consult with tenants in schemes about rent and service charge increases, providing a range of information to help them understand and challenge our decisions. This includes members of our Executive team attending Rent Roadshows and local Focus groups.

360° Support Planning procedure

STAR survey recommendation

Draft Tenant Engagement Internal

Audit report (Substantial Assurance)

RS4

Tenants are empowered and supported to influence the design and delivery of services

Empowering Tenants

**We partially comply
with the RS4 standard**



Caredig has an effective framework for tenant involvement that is well published, provide a range of opportunities for tenants to be involved and can demonstrate that tenants are satisfied with the framework.



Partially comply

Caredig has a range of ways for tenants to get involved that are well known, well publicised and well used, all set out in our Tenant Insight and Involvement Strategy. Feedback from tenants about our communication on rent and service charges, and the opportunities for involvement in support housing is high and we have responded to feedback by increasing our visibility through our estate walkabout programme and tenant events which are also well received and popular. We know we can do more to embed this approach across the organisation and improve the results relating to involvement and influence from our STAR survey and are working towards this with tenants and staff as we implement our new Tenant Insight and Involvement Strategy.

Statement

Evidence

We developed and implemented our Tenant Involvement Strategy with staff and tenants in 2024

Tenant Insight and Involvement Strategy

A staff group has been established to co-ordinate tenant involvement across Caredig, which includes operational and senior staff from across the business.

PACE committee terms of reference

Two dedicated staff members are in place to co-ordinate our day to day Tenant Involvement activity.

Tenant and Community Involvement Bulletin 24-25

We have implemented a programme of Estate walkabouts and other community events which we work with tenants to organise.

Website link to Tenant Involvement Information [Your Community - Caredig](#)
Diverse range of tenant involvement opportunities

Tenant Bulletins are shared with and considered by PACE committee.

We have demonstrable evidence of Tenant involvement across a diverse range of mediums and activities.

We have a co-production strategy in place across care and support which we use to develop and improve services.

Caredig Co-Production policy

Strategic Risk Register

We have created a Community Facebook Page with over 200 tenants interacting with us.

We carried out over 50 staff and tenant surveys and consultations covering a range of service and policy areas.

We recognise the importance of involving tenants in our strategic risk register.

We have developed plans with our Board to increase the focus on customer insight to inform strategic decisions, including through our People and Customer Experience Committee.

Tenants regularly sit on interview panels for staff recruitment across the organisation and at all levels.

Tenants worked with us to procure a new maintenance contractor in January 2025.

Tenants are involved in and attend PACE meetings

We carried out over 70 tenant events in our communities, which were well attended and have a positive impact on tenants and communities, including fly tipping and ASB.

Our STAR survey showed that 65% tenants were happy that we listened to their views and acted on them. We are using this feedback to identify our priorities and focus on improving the way we communicate and deliver services.

Our Extra Care focus groups have enabled us to work closely with tenants to address a number of issues and ensure we effectively respond to their concerns. Since we created these groups complaints from tenants in extra care regarding rent and service charge increases have reduced from 13 in 2023 to 1 in 2024

We have a range of ways available for residents to get involved, including the Hub, Caredig Reviewers, focus groups, operational groups, rent roadshows local events and Caredig Circle, 28 estate walkabouts, all of which are publicised on our website and through local events.

Recruitment & selection procedures

You Said We did
Allocations Policy
example

Report of TI in Repairs
contract procurement

STAR survey results Exec
Summary

**Continuous Improvement
Reference RS4A/CIP25**



Caredig demonstrates 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.



Caredig works with tenants to identify ways we can improve through regular surveys and collaboration. We have worked closely with tenants to understand feedback in our STAR survey and how to improve, overseen by a steering group tenants are part of and our PACE committee, which tenants attend and contribute to. We have also worked closely with tenants to redesign the way we deliver our repairs service, answer incoming queries and handle and respond to complaints. The actions we are taking will ensure we continue to take a whole organisation approach and improve our collection and use of feedback from a wider group of tenants.

Statement

Evidence

- Our approach to tenant involvement was co-produced with tenants and is set out in the Tenant Involvement and Insight Strategy, which is overseen by the Hub.
- We gather the views of all tenants through our bi-annual STAR survey and use this information to improve services with specific action plans and feedback to Committee and Board.
- We received a Reasonable Assurance in an Internal Audit on our approach to Service Design in 2024.
- We have a number of ways for tenants to get involved publicised through events, leaflets, our newsletter and website. We also discuss with tenants who attend community events.
- We have created a “You Said, We did” section on the website which sets out how we have used feedback from tenants.
- We are implementing new scheduling software to compliment our Repairs Customer Journey and allow appointments to be booked at first point of contact in response to feedback from tenants – who have told us this is their priority.

- Tenant Involvement and Insight Strategy report to PACE
- Tenant and Community Involvement Bulletin 24-25
- PACE Guidelines for Staff and Tenants
- Service Design Internal Audit report
- Repairs Service Improvements presentation to leadership team
- Caredig Objective Reliable PACE report March 25

Caredig Reviewers, a group of tenants who scrutinise our services have led a review of our how we handle and respond to complaints and refuse collection and we have implemented their recommendations.

We are developing a new set of Service standards with tenants that will provide a clear framework for service delivery.

Our Complaints assurance groups include operational managers and leaders and ensure we improve our complaint handling and respond to feedback from residents 6 monthly update to PACE.

We publicise information relating to tenant involvement in our Tenant Newsletter and on our website.

We have a clear Complaints policy and leaflet which is published on our website and provided to tenants.

STAR survey action plan 24-25

Complaints policy to comply with the Complaints Standards Authority Oct 2025

STAR survey recommendation

Draft Tenant Engagement Internal Audit report (Substantial Assurance)

Caredig 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



Partially comply

Caredig provides a range of housing and related services informed by diverse tenant views and expectations, but recognise that we have further work to do to demonstrate that we reach and achieve positive outcomes for a representative range of tenants. We work closely with tenants and residents whom we provide support to, to ensure they are able to influence the services they receive through our co-production policy and individual support plans (through our 360 degree support model).

Statement

Evidence

We work with residents to ensure supported housing projects provide appropriate, homely environments using the PIE Framework.

STAR survey Action Plan

We work with people we support to create and work to Individual support plans which are developed to ensure we work with them in ways that suit their needs.

Making the Connections May 25 report

We use tenant feedback from reviews of new developments to inform future developments.

Complaints update 24-25

We developed Dechrau in response to an identified gap in services for people with mental ill health

Caredig Objective Reliable PACE report April 25

Our 360 psychological model to providing support was developed with service users

EDI report to PACE

We worked with the Caredig Reviewers to address issues with our complaints process and refuse collection services

Rents and Service Charge Task and Finish Group Dec 24

We have created a new Housing Services team and amended our telephone system in response to feedback from tenants, continually changing and improving this in response to insight from tenants. Calls answered have increased from 46% to 80%

Rent Setting Board Report

We are implementing new scheduling software to compliment our Repairs Customer Journey and allow appointments to be booked at first point of contact in response to feedback from tenants

Repairs Service Improvements presentation to the leadership team

We have developed an EDI action plan which includes improving our knowledge of tenants and analysis of the impact our services have for all tenants

We use a Service Design approach to service improvement to ensure we always take account of a range of tenants' views

We have responded to feedback from tenants and auditors about our ASB service by reviewing the way we work and the structure of our housing teams

We have introduced new services in Extra Care, including Solar PV panels and Night Concierge in response to feedback and concerns from tenants.

Our consultation with over 370 tenants regarding rent increases fed directly into our new Rent Policy for 2024-25

We breakdown feedback through our STAR survey to ensure we review results from tenants in different schemes and from different backgrounds and use this to inform actions and improvements

Tenants are part of the steering group for Reliable, which is overseeing a range of improvements, including the implementation of our STAR survey action plan – including improvements to repairs, call handling and other key services

We are developing a new set of Service standards with tenants that will provide a clear framework for service delivery.

We Complaints assurance groups include operational managers and leaders and ensure we improve our complaint handling and respond to feedback from residents 6 monthly update to PACE.

Our Extra Care focus groups have enabled us to work closely with tenants to address a number of issues and ensure we effectively respond to their concerns. Since we created these groups complaints from tenants in extra care regarding rent and service charge increases have reduced from 13 in 2023 to 1 in 2024.

Complaints and
Compliments PACE
report 24-25

STAR survey results Exec
Summary
360° Support Planning
procedure

STAR survey
recommendation

**Continuous Improvement
Reference RS4C/CIP25**

RS5

Rents and service charges are affordable for
current and future tenants

Rent and Service Charges

**We fully comply with
the RS5 standard**



Caredig ensures all applicable rules and statutory guidance (including the current rent agreement) are complied with



Caredig ensures all applicable rules and statutory guidance for rent setting is complied with by modelling affordability, following the WG rent policy uplifts, ensuring Caredig's rent and service charge policy is updated in line with any changes and notifications to contract holders.

Statement

A dedicated Rent Task and Finish Group, including Board Members reviewed rent increase proposals in light of VFM and other statutory guidelines, along with impact on sustainability of the business. The findings directly influenced decisions made by Board regarding Rent Setting for 2025/26.

Our Rent and Service Charge policy includes a commitment to ensuring affordability, based on the JRF model. It is reviewed annually and was last approved in December 2024. Caredig's Rent policy is based on the principles of being Affordable, Sustainable, Engage, Fair and Accountable. We are currently affordable at 100% in terms of rent and rent plus service charges.

We meet the wider sector agreement regarding EPC A, evictions into homelessness, support for tenants facing financial hardship and have committed to investing in existing homes to keep them safe, warm and affordable to live in, and these are explicitly considered by Board annually.

We have consulted widely with tenants regarding rent and service charge increases, with Leadership team attending the five extra care sites to present and take questions.

We follow the requirements of WG rent policy in rent setting models and work with the Board working group to do this and evidence our compliance.

Evidence

Rent setting and Rent Policy and Board Report

Rent Standard

Astari report on Rent setting, collection and arrears

A delivery plan (supported by grant funding from WG) to ensure all our homes meet SAP75 EPC C mid-point by 2030

Rents and Service Charge Task and Finish Group Dec 24

The requirements of Renting Homes Wales Act have been reflected in the new occupation contracts issued to all tenants and relevant notifications and variation notices.

We have worked closely with tenants particularly affected by the cost of living and increased utility bills in Extra Care and other schemes, installing PV to reduce energy costs as well as negotiating fixed cost energy contracts between 2.5 and 3 years to generate certainty of cost for tenants.

RS6

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

Value For Money

**We fully comply with
the RS6 standard**



Caredig 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



Caredig has determined its strategic approach to value for money and links this to both social purpose and the strategic and operational decisions it makes.

Statement

Caredig has a Value for Money Framework in place which sets out the links.

Caredig's objectives, especially '*Efficient & Growth*' are linked to our vision and are underpinned by value for money and are reported to the relevant committee on a quarterly basis

Each Caredig Objective identifies areas for improvement and an action plan on how to achieve these. Progress on the action plans are reported to the relevant committee on a quarterly basis

We have worked with contractors to create 4 partnerships with local schools and 3 specific budgets for local communities to use.

Detailed Value for Money report prepared each year and made available to tenants via Caredig website and Tenants Newsletter

When rents are set, tenants are provided with Value for Money infographics.

Tenant Roadshows held with tenants to discuss the services being provided.

Stakeholder newsletter every 6 months

In our 2024 STAR survey 73% tenants told us they believe their rent provides value for money and 63% felt their service charge is value for money.

We include an annual consultation with tenants regarding value for money through our rent and service charge setting process - over 370 tenants responded.

Evidence

Value for Money Framework

Value for Money Statement 2023/24

Caredig Objective Reporting

Tenant Roadshow example
Stakeholder newsletter

Caredig Objective Reporting

Winter Newsletter 2024-5

Internal Audit Report Value for Money Q2 2025/26

**Continuous Improvement
Reference RS6A/CIP25**

RS7

Financial planning and management is robust
and effective

Financial Planning

**We fully comply with
the RS7 standard**



Caredig 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



Fully comply

Caredig sets financial plans which allows it to achieve its purpose, such as annual budgets with a Board approved framework, year end forecasting highlighting areas of concern and a longer term business plan.

Statement

Evidence

Annual budgets are set which support the achievement of Caredig's defined business objectives.

Board approve the budget setting framework annually

Regular reporting against the annual budget takes place alongside key performance indicator reporting.

To support a "forward controlling" approach, an up to date view on the full year forecast outturn is maintained and reported in the quarterly management accounts, with mitigating actions taken as required.

Quarterly Management accounts also include a detailed section on areas for forward focus, to ensure clear lines of sight and accountability and are triangulated to the Strategic Risk and Assurance Register, Key Performance Indicators and Caredig vision and Caredig objectives.

A 30 year business plan is prepared and reviewed and updated regularly. The plan is shared with funders and WG.

All financial reports shown above are approved at Audit & Risk Committee and Board.

Budget Setting
Framework Report to
Board

Budget report for ARC
and Board for FY24/25
Q4

management
accounts
Q4

Management
Accounts Appendices
30 Year business plan
and supporting
information

**Continuous Improvement
Reference RS7A/CIP25**

Caredig Is financially viable in the short, medium and longer-term, and maintains sufficient funding and liquidity to support



Caredig is financially viable over the short, medium and longer-term and maintains sufficient liquidity to support this.

Statement

Sufficient liquidity in the bank in line with Treasury Policy and Strategy.

Centrus review Treasury Management Policy each year.

Treasury task & finish group in place to look at options and requirements

Treasury Strategy in place to pursue further liquidity to support the development programme. Independent Treasury Consultants, Centrus, commissioned to review BP and report on funding options available and required.

Caredig loanbook is 97% fixed, following a refinance in FY22/23, which resulted in a new ESG based RCF with Santander for £20m and consolidation of existing loans, into a new ESG 25 year fixed interest loan with Principality for £26m.

Work has commenced on identifying the next stage of treasury management for FY2024/25.

Work has commenced on identifying the next stage of treasury management for FY2025/26.

The stock security position is monitored to ensure optimal unencumbered stock available. Cash flow monitoring on a weekly, monthly and quarterly basis is undertaken. With the management accounts including up to 36 months cash flow forecast.

Cash flow monitoring on a weekly, monthly and quarterly basis is undertaken. With the management accounts including up to 36 months cash flow forecast.

Evidence

Treasury Policy and Treasury Strategy

Board report on Treasury Strategy

Summary of stock and security by Funder including unencumbered stock

Extract of weekly cashflow report

Business Plan – cashflow

Covenant reporting actual and forecast as Appendices in the Management Accounts

**Continuous Improvement
Reference RS7B/CIP25**

Caredig monitors, reports on and complies with all covenants it has agreed with funders



Caredig monitors and reports the results to Audit & Risk Committee, the Board, funders the regulator and complies with all funder covenants.

Statement

Regular covenant monitoring in place showing actual against budget performance and forecasts, as part of quarterly management accounts

Quarterly reporting pack of management accounts and appendices are submitted to both funders and Welsh Government.

Regular meetings held with funders to ensure they are fully briefed on Caredig's current and forecast performance.

Bevan and Buckland, external auditors, audit the annual compliance certificates.

All financial and audit reports shown above are approved at Audit & Risk Committee and Board.

Evidence

Q4 management accounts

Q4 Management Accounts Appendices

External Auditor covenant compliance certificate

Annual Treasury Update

**Continuous Improvement
Reference RS7C/CIP25**

Caredig identifies and effectively manages risks to the delivery of financial plans, including appropriate stress testing, scenario planning, mitigation planning and use of internal thresholds.



Caredig identifies the risks of delivering financial plans and undertakes stress testing, scenario planning and use of internal thresholds whilst having an effective treasury management strategy in place.

Statement

Evidence

Stress testing and scenario planning (mitigation plan) undertaken each year.

Internal golden rules in place and monitored by the DFG, ARC and Board – encapsulated in the Risk Appetite Statement which is currently reviewed six monthly given macroeconomic issues.

Treasury Management Strategy reviewed by Board and Treasury Task and Finish Group.

Independent Treasury consultants, Centrus, employed to review Business Plan and report on stress testing scenarios used.

Independent consultant Castleton employed to review and audit Caredig use of BRIXX 30 Year Business plan tool.

Focus on five year Medium Term Financial Plan (MTFP) not just the current year.

Stress testing and mitigation plan considered by the Board

Golden rules set and reviewed by ARC and Board as part of Risk Appetite

Treasury and Funding Strategy

Board Treasury Strategy and Policy Update May 2024

Annual Treasury Update

**Continuous Improvement
Reference RS7D/CIP25**

Caredig has an effective treasury management strategy and associated processes



Caredig has an effective treasury management strategy in place and aligned cashflow monitoring processes.

Statement

Treasury Management Strategy reviewed by Board and Treasury Task and Finish Group, recommendations of the strategy are completed.

Quarterly Management Accounts reported to ARC & Board show forecasts and include a Treasury section and cashflow for 36 months

Detailed cashflow in place internally.

Development scheme cashflows are in place and fed into detailed cashflows.

Evidence

Board Treasury Strategy and Policy Update

Q4 2024/25 Management accounts report

Q4 2024/25 Management Accounts appendices

Extract of weekly cashflow report

**Continuous Improvement
Reference RS7E/CIP25**

RS8

Assets and liabilities are well managed

Assets and Liabilities

**We fully comply with
the RS8 standard**



Caredig 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.



Caredig has an up to date understanding of its assets and liabilities and maintains complete, accurate and up to date stock condition data

Statement

We have an up-to-date Assets and Liabilities Register. The Asset and Liabilities Register is not a standalone document; it links to the:

- Asset Management Strategy
- Development strategy
- Treasury strategy
- Risk Management strategy
- Business plan stress testing

We have accurate property asset information, which is held in Lifespan and will be corroborated and brought up to date through refreshed SCS (stock condition surveys) that are programmed. Recent SCSs corroborated that the data held was relevant with deviations largely within 1 or 2 years of historic data.

We also have an asset report with has ranked our homes according to qualitative and quantitative data.

Caredig objective 'Efficient': 'We invest our resources efficiently and effectively to provide great homes' measured through key results, brings an organisation wide focus on supporting this standard.

We balance investment through component replacement with fire safety and decarbonisation through legislation change on a risk based framework to ensure value for money against meeting our liabilities.

Evidence

Paving Report and further paper to DAMC in April and July 2025

Asset and Liabilities Register

Asset and Liabilities Register update report to ARC May 25

Caredig objectives 2025

Stock Condition Survey reports up to date/relevant (supporting decision making)

**Continuous Improvement
Reference RS8A/CIP25**

Caredig 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



Caredig maximises the use of assets to achieve its social purpose and the objectives of the organisation. We provide a diverse service including care and support and allocations for homelessness.

Statement

Evidence

We consider our social purpose as part of our Development Strategy.

Development Strategy

We consider our social purpose, including sustainable location and community benefits when considering new development appraisals.

Asset Management and Development Strategy paving report June 2023

We are engaged with supporting local needs through the Transitional Accommodation Capital programme to prevent homelessness through the loss of valuable housing stock.

Example of a new development appraisal

We are engaged with supporting local identified service user needs through the Housing Care Fund funding platform, creating homes designed to meet service user needs.

Post Project Review Option Appraisal Framework

We have secured service contracts to provide mental health care, drug and alcohol support programmes that are delivered through the homes we manage.

Example of an options appraisal

We undertake post project reviews of completed developments to ensure they meet requirements.

Stock Rationalisation report

We consider our social purpose when undertaking options appraisals on existing homes and ensure we support tenants should we need to lose any building/home for whatever reason and look to relocate into other Caredig homes close by wherever possible.

Financial appraisal model for new developments

We are developing a Community Benefit document; it is a draft/working document that will be finalised in the next year.

Asset Management strategy 2024 and Development Strategy paving report June 2023

We have valuations of our stock carried out on a periodic basis and analyse the results.

We have developed a new asset management strategy to further enhance the use of assets in supporting customers in their homes, where we show consideration to:

- Creating safe, sustainable and secure homes
- Building communities

We use data from our stock condition surveys and component lives to inform appraisals, the budget and 30-year business plan decisions.

We use asset and liability data to support decision-making – for example a Stock Rationalisation proposal we received.

We have updated our Option appraisal model to ensure it covers both quantitative and qualitative factors.

We include life cycle asset information in our financial appraisal model using for new developments.

We developed a new AMS (asset management strategy 2024) to maximise value for money for customers, where we show consideration to:

- Maximising component lifecycle and minimising repair interventions
- Maximising performance of the asset and minimising customer energy use

We are balancing the quality of the components with maximising value for money.

RS9

The organisation provides high quality accommodation

High Quality Accommodation

**We partially comply
with the RS9 standard**



Caredig ensures publicly funded homes meet all applicable law, standards, rules and statutory guidance issued in connection with quality and safety of accommodation and the current Welsh Housing Quality Standard.



Caredig has plans to ensure that its publicly funded homes meet all applicable standards, rules and statutory guidance included in the revised WHQS standard (subject to additional grant funding from WG).

Statement

We confirm that all our homes met WHQS with a small number of acceptable fails. As of 31st March 2025, the number of acceptable fails (excluding Tenant Choice) were 88 of which 61 were tenants' choice, 25 were physical constraint, and 2 were timing of remedy.

We are planning delivery of the revised standard WHQS23 which presents significant challenges without additional funding, the main areas increased in the standard are:

- Floor coverings in voids – we are compliant with this element
- SAP75 (EPC C mid-point) – we have a costed plan and subject to continued ORP funding will achieve the standard for most homes by 2030
- Water butts for all homes – we are not compliant for this area and note that around half our homes do not have direct gardens so this might not be appropriate
- Cycle storage provision, most homes with a garden have an outside store but we are not compliant with this area for individual homes or flats

We have reviewed the WG Social Housing Conditions and Disrepair document for assurance. We are compliant with the physical delivery within the RHWA (Renting Homes Wales Act) keeping tenants safe in their homes, but like most Housing Associations in Wales we had some gaps around the administration processes for EICRs which has been addressed.

We are engaged in WG consultation over HHSRS and FFHH to ensure that our homes and works meet the required standards.

92% tenants who moved said they were satisfied with the quality of their new home

Evidence

Development and Asset Committee WHQS compliance report

Disrepair (Damp and Mould) Reports to D&AMC & ARC

Update Reports to Development and Asset Committee

Housing and Extra Care Bulletin

**Continuous Improvement
Reference RS9A/CIP25**

Caredig keeps tenants safe in their homes and promptly identifies and corrects any underperformance or non-compliance on all landlord health and safety requirements.



Partially comply

Caredig has processes and procedures in place to meet all applicable standards, rules and statutory guidance included in the Renting Homes in Wales Act, HHSRS, Our Repairs Standards and the revised WHQS standard (subject to additional grant funding from WG). We are audited internally and externally and report our performance and audit results to our Audit and Risk Committee and Board. We have recorded partial until the fire safety plan is completed and returned to cyclical fire safety only.

Statement

We have robust compliance processes and procedures to deliver compliance elements relating to each home & communal space for the 'Big6' and remaining HHSRS elements of compliance.

We have policies for disrepair, including Damp, Mould, & Condensation, and we audit and report to the Committee and Board on these.

We have processes and procedures to meet the requirements of the Renting Homes in Wales Act and we self-audit as well as have external audits on EICR elements to ensure our tenants remain safe in their homes.

We have reviewed the WG Social Housing Conditions and Disrepair document for assurance. We are compliant with the physical delivery within the RHWA (Renting Homes Wales Act) keeping tenants safe in their homes, but like most Housing Associations in Wales we had some gaps around the administration processes for EICRs which has been addressed

We are engaged in WG consultation over HHSRS and FFHH to ensure that our homes and works meet the required standards.

We have been working towards addressing significant fire safety issues at our Extra Care schemes and fire safety works commenced with sprinkler suppression systems at 3 schemes being completed so that all 5 schemes have a system to mitigate high risk fire risk actions. Tenants were engaged in this process and feel safer because of the mitigation.

Evidence

Quarterly H&S + Compliance report to Audit & risk Committee.

Report to D&AMC and ARC on Fire Safety Works delivery plan

HHSRS & Disrepair reports to Audit & Risk Committee (during the year 2025/26).

Quarterly RSL report to WG

External third party audits (Corgi, NICEIC).

We identified a plan of fire safety works and have budgeted for delivery of these works over a rolling 5-year period with 25/26 being year 1

We commissioned cladding fire safety surveys on extra care schemes (Bro Preseli and Maes Mwldan, and Hazel Court) and have included them in our 5-year delivery plan: we continue to lobby WG for additional funding to support delivery of these works.

We are audited on landlord and health and safety compliance by our internal auditors.

We have implemented specific processes for carrying out Person Centred Fire Risk Assessments (PCFRAs) and Personal Emergency Evacuation Plans (PEEPs) which follows good practice, and we have trained staff accordingly.

We have additional mitigation in place in the Extra Care schemes with a sleep over service to assist tenants in the event of an emergency

Our audits relating to this area resulted in:

- Q4 Fire Management – Substantial assurance
- Q4 FFHH (Fitness For Human Habitation) – Reasonable assurance
- Q3 Electrical Testing – Substantial assurance
- Q1 Corporate Health & Safety – Reasonable assurance

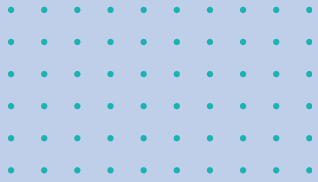
We provide customer facing staff with 'Lone Working' devices to support personal safety when working away from the offices.

We report compliance and Health and Safety information to ARC and put in place actions to manage access issues for compliance related activities.

Astari Audits;
Q4 Fire Management – Substantial assurance.
Q4 FFHH (Fitness For Human Habitation) – Reasonable assurance.
Q3 Electrical Testing – Substantial assurance.
Q1 Corporate Health & Safety – Reasonable assurance.

Caredig Objective 'Safe' reports

More Information About Us



PEOPLE

People and relationships are at the heart of everything we do

HOMES

We create homes where people feel safe and secure

COMMUNITY

We help to build thriving communities where people can flourish

Contact Us :



Phone Number
01792 460192



Email Address
info@caredig.co.uk



Office Address
43 Walter Road, Swansea SA1 5PN