



Self-evaluation: May 2026.

This self-evaluation has been prepared in accordance with the Welsh Government's Regulatory Framework for Registered Social Landlords. It provides a Board approved, evidence-based assessment of our governance, service delivery, and financial viability over the past year.

Self-evaluation reflects our commitment to co-regulation, transparency, and continuous improvement, and demonstrates how we have engaged with customers, responded to key risks, and maintained compliance with the Regulatory Standards. It covers the Hedyn Group, including Candleston & Almshouses and sets out our approach to assurance, accountability, and improvement. It is a continuous process Hedyn keeps under regular review through a rolling programme of review and engagement.

It is Board-owned and overseen by a dedicated working group, ensuring rigorous scrutiny and alignment with our Strategic Planning Framework. The voice of the customer is central, with regular feedback mechanisms and bespoke sessions with our resident panel 'Consultative Panel & 'Buzz' directly informing our assessment and compliance ratings.

Underpinned by robust, outcomes-based evidence drawn from across the Group. Our assessment references a wide range of documented assured sources, including Board assurance reports, performance information, independent reviews, and direct feedback from customers. All compliance statements and improvement actions are supported by clear, accessible evidence, ensuring that our conclusions accurately reflect the reality of our governance, service delivery, and financial viability.

Key to assessment levels	
	Compliant: Meet the standard and includes continuous improvement
	Compliant: Partly meet the standard with actions identified for full compliance
	Non-compliant: Partly meet the standard with considerable improvement needed to comply.
	Non-compliant: Do not meet the standard and significant improvement required



Compliance Summary.

Material Changes in the Year		Assessment
Governance	Group formation: Hedyn established on 1 April 2025 following voluntary merger of Melin Homes and Newport City Homes after extensive due diligence and engagement. Adoption of Model Rules for Housing Associations in Wales 2021; Board approved Hedyn Group Rules, Standing Orders, Financial Regulations, Scheme of Delegated Authority, CHC Code of Governance.	
Financial Viability	We maintain a strong and sustainable financial position. Our annual budget and 30-year business plan are approved by the Board and fully aligned with our Strategy and Corporate Plan to deliver our priorities. The business plan undergoes annual independent analysis to confirm financial strength, supported by third-party assurance from our treasury advisors. Comprehensive stress testing is undertaken, with mitigation plans reported to the Board to ensure resilience under a range of scenarios.	
Service Quality	As a new organisation, Hedyn has established a unified approach to service quality by implementing a new Strategy, Corporate Plan, and Customer Experience Strategy, as well as a codesigned Customer Promise. These set clear service expectations, shaped by resident feedback, and are underpinned by robust monitoring and reporting mechanisms. This framework ensures ongoing scrutiny of service delivery, enabling us to act promptly on issues and continuously improve outcomes for our customer	
Resident Engagement	As a newly formed organisation, Hedyn has established a new, integrated approach to resident engagement, building on best practice from both legacy associations. We have launched a Customer Experience Strategy and created new resident-led groups, such as Buzz and the Consultative Panel, to ensure their voice shape our services and governance. Our engagement framework is embedded at all levels, ensuring meaningful involvement in decision-making from the outset.	



Compliance Summary

Assessment

Compliance with each of the regulatory standards	We undertake a thorough, evidence-based assessment of compliance against each of the Welsh Government Regulatory Standards and their components. This assessment is reviewed and approved by the Board, supported by documented assurance and linked evidence sources.	
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Code of Governance	Hedyn operates under the Model Rules for Housing Associations in Wales 2021 and has adopted the CHC Code of Governance. The Board is undertaking an annual 'comply or explain' review, confirming full compliance, with any actions for further improvement monitored quarterly	
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Views of tenants have been understood and considered in the self-evaluation exercise.	Hedyn has regular mechanisms for customer feedback embedded across the association from surveys to learning from complaints and compliments. In addition, bespoke sessions were held with our resident panel 'Buzz', firstly on the revised Regulatory Framework and the changes and secondly on our approach to self-evaluation and to check and challenge our assessment and compliance ratings.	
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A statement demonstrating the process is robust and certifying the Board has confidence in the evaluation outcome and process.	Hedyn's self-evaluation process is embedded within our Strategic Planning Framework, ensuring alignment with routine reporting and assurance against strategies and delivery plans. This provides robust evidence base for assessment. The Board established a dedicated working group to oversee the process, scrutinise evidence, and confirm its integrity. The Board retains ownership and applies rigorous challenge to ensure the evaluation accurately reflects performance and is informed by the real experiences of our residents.	
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Board oversight of key operational and strategic risks, along with mitigations.	Hedyn's Board approved Risk & Assurance Approach provides a robust framework for identifying and managing operational and strategic risks. Our risk register is continuously reviewed, with key concerns and mitigations reported quarterly to the Board. This ensures oversight of major risks, the effectiveness of controls, and alignment with our strategic priorities. Stress testing, scenario planning, and assurance mapping underpin our approach, enabling proactive action to maintain resilience and safeguard delivery of our objectives.	
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RS1: The organisation has effective strategic leadership and governance arrangements which enable it to achieve its purpose and objectives.

A	B	C	D	E	F	G

RS2: Robust risk management and assurance arrangements are in place

A	B

RS3: High quality services are delivered

A	B	C	D

RS4: The organisations culture supports and empowers tenants to influence the design and delivery of services

A	B	C

RS5: Rent and service charges are affordable for current and future tenants

A

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

A

RS7: Financial planning and management is robust and effective

A	B	C	D	E

RS8: Assets and liabilities are well managed

A	B

RS9: The organisation provides safe, high-quality accommodation

A	B

RS1	The organisation has effective strategic leadership and governance arrangements which enable it to achieve its purpose and objectives.	
A	Has a strategy which reflects its vision, culture and values and sets out how the organisation will achieve its core purpose as a social landlord.	
	Hedyn has a Board-approved strategy, adopted in April 2025, which reflects its vision, culture and values and sets out how the organisation will achieve its core purpose as a social landlord. The strategy articulates our ambition to deliver high-quality, affordable homes and services that strengthen communities, promote equity and sustainability, and improve lives across South-east Wales. It is deliberately high-level and long-term, while remaining flexible to respond to changing circumstances. The strategy is underpinned by Hedyn's vision of connected communities where everyone can live well, our mission to use expertise, scale and local knowledge to deliver excellent customer services, and values that were shaped and embedded through colleague engagement. Delivery is supported by a Board-approved three-year rolling corporate plan, with performance monitored quarterly through Strategic Performance and Assurance Reporting. The Board reviews strategic effectiveness through regular Strategic Planning Days, providing assurance that the strategy remains aligned to purpose, values and delivery. • Continuous Improvement: Maintain regular review and refresh of the Strategic Planning Framework to ensure it remains focused, coherent and responsive to a rapidly changing operating environment.	
B	Complies with its own governing documents and meets the requirement of an appropriate Code of Governance	
	Hedyn was formed through the voluntary merger of Melin Homes and Newport City Homes on 1 April 2025, following extensive due diligence and engagement. Hedyn (Tai Hedyn Ltd) is a registered society under the Co-operative and Community Benefit Society Act 2014, operates under the Model Rules for Housing Associations in Wales 2021, is a charity by law, and is registered with the Financial Conduct Authority and regulated by the Welsh Government. Hedyn complies with its governing documents and meets the requirements of an appropriate Code of Governance. The Board has approved and adopted the Hedyn Group Rules, Group Standing Orders, Financial Regulations, Scheme of Delegated Authority and the Community Housing Cymru Code of Governance. Compliance is assessed annually through a 'comply or explain' review, with any actions monitored by the Board to support continuous improvement. Governance compliance is supported by the Governance Team and Group Company Secretary. Hedyn is the sole trustee of two Almshouse charities and ensures these operate in line with their governing documents. Candleston, Hedyn's development subsidiary, operates within its own Articles and a Group Relationship Agreement, with clear and proportionate governance arrangements reviewed annually by the Board.	

C	Sets and delivers measurable, evidence-based commitments across all areas of its business in relation to equality, diversity, and inclusion (including anti-racism and tackling hate crime)	
	Equality, diversity and inclusion (ED&I) are embedded across Hedyn's business and form a core element of our Strategic Planning Framework. Hedyn's Equity, Diversity and Inclusion Pledge, approved by the Board in November 2025 following consultation with customers, colleagues and partners, sets clear commitments to promote equality of access to homes and services, build an inclusive workplace culture, operate as an anti-racist organisation and tackle hate crime. The pledge recognises the intersectional nature of inequality and articulates how ED&I supports improved decision-making and service outcomes. Delivery of the pledge is supported by a policy and an action plan with measurable, evidence-based commitments, alongside routine use of Equality Impact Assessments to inform policy and service design. Key performance metrics, including workforce diversity data, are reported through Strategic Performance and Assurance Reporting, with an annual ED&I report to provide Board-level scrutiny. Delivery is led by a dedicated ED&I Business Partner. Building on strong legacy practice, Hedyn has committed to Deeds Not Words Pledge 2.0 and is commencing the new Tai Pawb QED accreditation journey in 2026 to provide independent challenge and assurance. • Continuous Improvement: Develop a revised ED&I Policy for Hedyn to replace legacy association policies. • Continuous Improvement: Develop a Welsh Language Policy following Hedyn's final compliance notice from the Welsh Language Commissioner.	
D	Has a diverse Board, reflecting the communities the RSL works in and with, and has the skills and knowledge required to be effective	
	Hedyn recruited a skilled-based, combined Unitary Board drawn from former Melin Homes and Newport City Homes Board members in June 2024, following a competitive and robust recruitment process. The Board initially operated on an interim basis to support due diligence and the merger, before formally transitioning to the Hedyn Board on 1 April 2025. Hedyn remains committed to maintaining a diverse, inclusive and skilled Board that reflects the communities we serve across South-east Wales and has the capacity and capability to deliver the strategy effectively. Board composition is kept under regular review, with skills, experience and succession monitored through an annually refreshed skills and succession matrix, supported by formal Board effectiveness reviews. Diversity is monitored through recruitment data reported annually to Welsh Government and reinforced through the Board-approved ED&I Pledge. Hedyn also actively supports sector initiatives that promote inclusive governance and is currently recruiting additional Board members through an open, transparent and accessible process designed to attract candidates from a wide range of backgrounds and experience.	

E	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	
	Hedyn makes logical, evidence-based decisions informed by a clear understanding of risk, opportunity and the quality of information presented to the Board. The Strategic Planning Framework governs priority-setting and ensures decisions are taken at the appropriate level, informed by robust evidence, customer insight and an understanding of the operating environment. The impact of decisions is monitored, enabling assurance over delivery of strategic objectives for customers and communities. Decision-making is supported by the Group Risk and Assurance Approach, which identifies and assesses strategic and operational risks, clarifies ownership and aligns actions to the Board's agreed risk appetite and tolerance. Risk considerations are explicitly reflected in Board and Audit and Assurance Committee (AAC) reports, providing transparency over exposure, controls and capacity to take well-managed risks. The Board places strong emphasis on receiving high-quality, decision-useful information. Reports are underpinned by accurate, timely and relevant data, supported by clear metric definitions, consistent methodologies, validation of sources and embedded quality checks. Data is triangulated across systems, including during the post-merger period. Dedicated Data and Insight functions, alongside internal audit and committee oversight, provide assurance that decisions are well informed and governance responsibilities are effectively discharged.	
F	Can demonstrate the difference tenant involvement and feedback makes to strategic decision-making	
	In preparation for the merger, a combined Joint Customer Panel (JCP), drawn from legacy organisations, was embedded within the merger governance framework to ensure customers were empowered to influence the formation and direction of the new association. Supported by an Independent Tenant Advisor in line with good practice, the JCP played a pivotal role in shaping key strategic outcomes, including supporting the appointment of the Chief Executive, selecting the organisation's name and co-producing <i>Our Promise to You</i>, which underpins service delivery commitments. This work was nationally recognised through shortlisting at the Welsh Housing Awards. Post-merger, customer influence has been sustained and strengthened. The Board-approved Customer Experience Strategy places meaningful engagement at the centre of Hedyn's approach, setting out clear participation pathways to inform, consult, co-produce and engage. Customers are actively involved in reviewing performance information, shaping service improvements and influencing policies, strategies and self-evaluation activity. Customer-led scrutiny is now delivered through <i>Buzz</i>, supported by a wider Consultative Panel, with formal reporting into the Audit and Assurance Committee providing independent assurance. The Customer Voice Panel further demonstrates impact through quarterly reporting, evidencing how customer feedback informs service improvement, resource allocation and strategic	

	priorities. Collectively, these arrangements show that customer involvement directly shapes decisions and outcomes across Hedyn.	
G	Complies with all relevant legislation, regulatory requirements and statutory guidance and communicates in a timely manner with the regulator, including on material issues that relate to actual or potential non-compliance	
	Hedyn complies with all relevant legislation, regulatory requirements and statutory guidance through robust governance arrangements, active monitoring and strong assurance. Compliance is supported by horizon scanning and ongoing engagement with sector partners to anticipate and respond to emerging legal, regulatory and policy changes. Clear internal escalation routes ensure that any material issues relating to actual or potential non-compliance are identified promptly and addressed transparently. Hedyn maintains open and timely communication with the regulator, with regular meetings in place and matters escalated in line with the regulator's aide-mémoire where required. The Audit and Assurance Committee (AAC) receives a quarterly compliance statement covering key areas including data protection, fraud, bribery and money laundering, safeguarding, modern slavery, litigation, ombudsman complaints, cybersecurity and disrepair. The AAC also receives quarterly Safety, Health and Wellbeing reports and oversees regular statutory submissions to Welsh Government, alongside publication of the Modern Slavery Statement and Gender Pay Report. Independent legal advice is used proactively and on an ad hoc basis to support compliance and decision-making. A structured, risk-based internal audit programme provides independent assurance over governance, financial controls, service delivery, data protection and health and safety. Audit actions are monitored through to completion, with oversight from the AAC. There are currently no known material breaches of law, regulation or statutory guidance. <i>Continuous Improvement: Introduce mandatory training for relevant colleagues on modern slavery awareness.</i> <i>Continuous Improvement: Evolve our reporting capabilities for any concerns or incidents with greater assurance.</i>	

RS2	Robust risk management and assurance arrangements are in place	
A	Has an effective framework for risk management, internal controls and assurance that enables the identification and management of existing and emerging risks which may threaten delivery of its strategy or compliance with legislative or regulatory requirements and ensures that social housing assets are not put at undue risk. This includes understanding and managing the risks posed by subsidiaries	
	Hedyn's Board approved the Group Risk & Assurance Approach and Risk Register in April 2025, embedding a framework that identifies and manages	

	risks and opportunities across the Group. Risk appetite is defined annually through our strategic appetite statement, supported by Golden Rules and monitored through Strategic Performance and Assurance Reporting (SPAR). The Audit & Assurance Committee (AAC) oversees the approach, reviews emerging risks and controls, and receives quarterly updates, including in-depth risk reviews aligned to the internal audit programme. A live risk register assigns clear ownership and accountability, identifies causes and controls, and sets out key sources of assurance, supported by assurance mapping and the three lines of defence. The approach is subject to annual independent review of its effectiveness, with assurance reported to the AAC, alongside external audit and sector benchmarking. Horizon scanning informs strategic discussion at Board and committee level, supporting identification of emerging risks and opportunities. Subsidiary risks are managed within the same approach, with Candleston maintaining an operational risk register and clear escalation routes into the strategic register where required. Collectively, these arrangements provide assurance over compliance, internal controls and the protection of social housing assets, while enabling informed and proportionate risk-taking in support of the strategy. • Continuous improvement: <i>Delivery of risk and assurance mapping workshops for all risk owners to enhance the effectiveness of the first two lines of defence.</i>	
B	Maintains accessible and up-to-date business continuity, disaster recovery and cyber security plans	
	Hedyn holds and maintains accessible, up-to-date and proportionate business continuity, disaster recovery and cyber security arrangements to ensure the continuity of critical services and the protection of customers, colleagues and assets. These arrangements address a wide range of plausible disruption scenarios, including loss of premises, digital or data outages, cyber-attack, supply chain failure and workforce disruption, and are reviewed regularly to reflect changes in the operating environment. Legacy organisations received reasonable assurance from an internal audit of business continuity in 2021, with all identified management actions now implemented. Business Impact Assessments, an overarching Business Continuity Plan and supporting operational plans were refreshed with external specialist support. These arrangements were applied in practice during the Duffryn incident in February 2023, when a significant number of customers experienced prolonged loss of heating and hot water. A structured lessons-learned review was completed, with improvements identified and embedded to strengthen future preparedness. Cyber security arrangements have also been subject to independent evaluation post-merger, providing assurance, with all improvement actions implemented. Hedyn has achieved Cyber Essentials Plus accreditation and applies Information Security Management System (ISMS) principles across prevention, detection, monitoring, incident response and recovery. Disaster recovery plans for digital and data services are being reviewed alongside business continuity and departmental response plans to ensure	

	customer-facing services can be maintained in the event of system disruption, providing further independent assurance on resilience. This includes a planned scenario testing such as fuel supply disruption, to further stress test our resilience and response to sudden events.	
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RS3	High quality services are delivered	
A	Delivers, and maintains strong tenant satisfaction with, high quality services including repairs, maintenance and adaptations, support to maintain tenancies, personal safety including response to ASB, domestic abuse and hate crime as well as the allocation of homes to meet housing need including homelessness.	
	Hedyn is committed to delivering high-quality, customer-focused services that sustain strong customer satisfaction across all areas of service delivery. Our immediate priority has been the continuity of services while establishing the foundations for service transformation through co-design and customer engagement. Hedyn's repairs and maintenance services operate on a <i>right-first-time</i> principle supported by effective triage and contractor performance monitoring, with customer experience embedded as a strategic priority through the Customer Experience Strategy. Customer feedback shows that homes are generally well maintained, with 70% satisfaction with repairs and 74% satisfaction with the quality and condition of homes, supported by reasonable assurance from a recent repairs audit. Timely and effective adaptations support customers to live independently and safely, delivered through clear prioritisation and partnership working. Tenancy sustainment is underpinned by the Board approved Successful Homes Policy, with a strong emphasis on prevention, early intervention and person-centred support, including access to tenancy support, and money and energy advice. Customer safety is a priority and supported by robust safeguarding, ASB, domestic abuse and hate crime policies, specialist capacity and ongoing assurance through performance reporting, panels and audit. Homes are allocated fairly and transparently through Board-approved policies and partnership arrangements with local authorities, supporting homelessness prevention and long-term tenancy sustainment. • Continuous improvement: Refresh and enhance 'Moving In' processes across merged service areas to improve the sustainment of tenancies based on the customer defined service purpose.	
B	Achieves and maintains high levels of tenant satisfaction with services	
	Maintaining and improving customer satisfaction is a key strategic priority for Hedyn and is recognised by the Board and Executive Team as an area for focused action. Hedyn uses a combination of perception data from the STAR survey and transactional and service-specific feedback to develop a robust,	

	evidence-based understanding of customer experience, supported by strong internal data and insight capability. The Customer Experience Strategy sets out Hedyn's commitment to delivering services that reflect customer needs and expectations and is underpinned by a co-designed <i>Customer Promise</i>. The Promise defines clear standards for engagement, communication and responsiveness and is embedded across service areas to drive consistency, accountability and improved outcomes. Baseline satisfaction data from the joint STAR survey demonstrates generally positive perceptions, alongside clear insight into areas requiring improvement, particularly customer engagement and repairs timeliness. These insights are actively used to prioritise service improvement, alongside complaints trends, audit findings and customer scrutiny. Complaints are treated as a key source of intelligence, with learning embedded through governance and customer oversight arrangements to ensure feedback leads to sustained improvement. Collectively, these arrangements demonstrate that customer satisfaction is measured rigorously, acted upon consistently and improving over time. • Improvement Action: <i>Implement the Customer Experience Strategy Delivery Plan to deliver on the Strategy's ambition.</i>	
C	Ensures that services are fair and deliver equitable outcomes for tenants in response to their individual needs	
	Hedyn is committed to delivering services that are fair, inclusive and responsive to the diverse needs of our customers. We recognise that fairness is achieved through tailoring services to individual needs, ensuring all customers can access services and achieve positive outcomes. This is embedded through our Customer Experience Strategy and place-based approach, which consider both individual circumstances and the wider community context. Our Successful Homes Policy sets out how we deliver person-centred services that support tenancy sustainment and long-term wellbeing. Through early intervention and proactive engagement, we identify risks such as financial hardship and vulnerability at the earliest opportunity. Tailored support includes access to tenancy, money and energy advice services. This is complemented by a £340k hardship fund, providing targeted financial support to prevent arrears, eviction and tenancy breakdown, ensuring those most at risk receive proportionate assistance. Customer insight is central to ensuring equitable outcomes. Resident-led scrutiny through Buzz, alongside complaints, performance and satisfaction data, is used to identify patterns and disparities in customer experience. This insight has driven targeted improvements, including strengthening feedback mechanisms within repairs. Satisfaction is monitored through SPAR reporting, reviewed by the Executive Team, Board and Committees, enabling corrective action where inequalities are identified. Customer segmentation is being embedded to further tailor services to different groups, strengthening our ability to respond to diverse needs. Our ED&I Pledge demonstrates our commitment to addressing inequality and bias, with an ED&I Delivery Plan currently in development to establish clear	

	objectives and measurable outcomes. Progress will be overseen through the AAC. Hedyn's Digital Inclusion Charter accreditation ensures equitable access, with flexible service channels and targeted support delivered through a dedicated Digital Inclusion Business Partner, ensuring no customer is excluded. • <i>Continuous Improvement:</i> <i>Develop and implement the ED&I Pledge Delivery Plan to ensure embedment and that services are fair and delivery equitable.</i>	
D	Makes landlord performance information available to tenants which is sufficient to enable scrutiny and challenge	
	Hedyn ensures landlord performance information is accessible, comprehensive and sufficient to enable effective customer scrutiny and challenge. Building on strong legacy arrangements, both predecessor organisations published Annual Reports and Financial Statements containing key performance metrics, audited accounts and strategic updates, available online and on request in alternative formats. These were supported by regular customer communications, ensuring transparency and helping customers understand and interrogate performance. This approach is being strengthened through Hedyn's Communications & Marketing Strategy, which sets out clear, consistent mechanisms for sharing performance information in ways that are accessible, meaningful and enable accountability. Performance data, including regulatory returns, customer satisfaction and value for money, continues to be made available and is being enhanced through the development of a new corporate website. This will provide clearer, organisation-wide reporting tailored to the combined organisation, improving transparency and usability. In addition, performance information is shared through a structured programme of engagement with our formal customer Groups "Buzz" and the "Consultative Panel". • <i>Action:</i> <i>Introduce a regular customer-facing communication that shares performance insights, building on the strong engagement practices of Hedyn's legacy organisations.</i> • <i>Action:</i> <i>Deliver the Insight & Data Project to align core data sets and strengthen data integrity, providing trusted performance and assurance information and insight that supports evidence-based decision-making and drives customer-focused service improvements</i>	

RS4	The organisation's culture supports and empowers tenants to influence the design and delivery of services	
A	Has an effective framework for tenant involvement that is well publicised, provides a range opportunities for tenants to be involved and can demonstrate that tenants are satisfied with the framework.	

	Hedyn has an effective and well-established approach to customer engagement that is clearly communicated and offers a wide range of opportunities for customers to participate. Customers can engage through a variety of formal and informal mechanisms, ensuring inclusivity and accessibility for different needs and preferences. Key engagement structures include the Customer Voice Panel, Buzz, and the Consultative Panel, alongside community-based and transactional engagement opportunities. While Hedyn's approach to tenant involvement is strong, well-established and demonstrates clear impact, we recognise that it will not yet meet the highest level of compliance in terms of being fully publicised and accessible until the new, Board-approved Participation Model is formally published on the Hedyn website. This will strengthen transparency, consistency and accessibility for all customers, ensuring the full breadth of opportunities to engage is clearly set out and visible. Our Customer Voice Panel provides a structured forum for customers and Buzz representatives to review performance data relating to customer satisfaction and the wider customer experience. This strengthens transparency and enables informed scrutiny and challenge on where Hedyn is delivering against its commitments. The effectiveness of our engagement framework is supported through our Customer Experience Strategy, which is actively monitored and subject to regular review. This ensures our approach remains responsive, outcome-focused, and aligned to customer expectations. Formal engaged groups such as Buzz and the Consultative Panel play a key role in overseeing and scrutinising how customer feedback is used to inform both strategic direction and operational delivery. These groups also provide direct opportunities for customers to shape and review progress against the Customer Promise through the Customer Promise Delivery Plan. We place the customer voice at the heart of our governance arrangements, embedding it within decision-making structures and assurance processes. This is evidenced through merger-related engagement work, which has received a 'reasonable level of assurance', alongside legacy internal audit findings which provided 'substantial assurance' on the effectiveness of customer voice arrangements. Customer insight is routinely considered alongside performance, risk and financial information, ensuring it influences decisions at all levels of Hedyn. • <i>Continuous Improvement:</i> Publish the new Board approved Participation Model on the new Hedyn website building on the strong engagement practices of Hedyn's legacy organisations.	
B	Can demonstrate the difference tenant involvement is making to the design and delivery of services including listening and acting on tenants' feedback and the lessons learnt from complaints.	
	Hedyn can demonstrate the impact of customer involvement on service design and delivery. Customers co-produced <i>Our Promise to You</i> , which underpins service standards and commitments, ensuring services reflect customer priorities from the outset.	

	The impact of engagement is evidenced through structured feedback loops, including bespoke “You Said, We Did” reports provided to engaged groups and a regularly monitored action log. These demonstrate how customer recommendations directly inform service improvements, including policy development and operational changes, providing transparency and reinforcing accountability. Customer feedback directly influences how services evolve. Hedyn applies a “check, plan, do” service design methodology, defining service purpose through the customer voice and focusing on “what matters” based on real demand, feedback, and lived experience. This ensures a clear line of sight between what customers tell us and the changes we implement. Lessons learned from complaints are systematically reviewed and used to drive service improvement. Insights from complaints, Ombudsman cases, and independent assurance reports are monitored through strategic panels and committees, ensuring learning is embedded into service delivery and informs policy development, including our Complaints Policy. Customer involvement also directly informs strategic priorities. Within the integration programme, high-volume and high-impact services are prioritised based on customer feedback, ensuring resources are focused on areas that matter most to tenants and where improvements will have the greatest impact. This structured approach demonstrates that tenant involvement is meaningful and outcome-focused, shaping processes, driving measurable improvements, and ensuring services are aligned to customer needs and expectations. • <i>Continuous Improvement:</i> Produce Annual Customer Voice Assurance Report authored by Buzz to AAC & Board the level of assurance of whether Hedyn is meeting ‘Our Promise’ to residents and that Hedyn is embedding the Customer Voice across its services and decision-making.	
C	Can demonstrate diverse tenant views and expectations inform the development and review of housing and related services, including the response of the RSL to any significant service failure	
	Hedyn can demonstrate that diverse tenant views and expectations actively inform the development and review of housing and related services, including our response to significant service failure. Service Offers for each service area have been co-produced with customers, ensuring delivery standards are shaped by customer priorities and reflect a wide range of needs and lived experiences. We have embedded learning from historic service issues, including the Duffryn Heating System failure, to strengthen our approach. This has informed improvements to Business Continuity Plans, enhanced testing and assurance protocols, and proactive alignment with evolving regulatory expectations, including the Building Safety Act and lessons arising from Grenfell. A structured “lessons learned” approach is in place, ensuring that service failures lead to tangible and embedded improvements in service design and resilience.	



	Customer insight is systematically captured and reviewed through our Customer Voice Panel, a multi-disciplinary forum with resident representation. The panel considers feedback, complaints data, and service performance, including learning from service failures, to ensure customer experience directly informs continuous improvement and service redesign. Our ED&I Pledge and Customer Voice Strategy further strengthen this approach by ensuring that seldom-heard and underrepresented groups are actively engaged. This helps ensure a broad range of perspectives are reflected in decision-making, supporting fair, inclusive services that respond to diverse tenant needs.	
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RS5	Rent and services charges are affordable for current and future tenants	
A	Ensures all applicable rules, statutory guidance and any supplementary sector agreements are fully complied with	
	Hedyn ensures full compliance with all applicable rules, statutory guidance, and sector agreements through a Board-approved Rent Setting, Service Charge and Affordability Policy, which is reviewed annually. The policy embeds the requirements of the Renting Homes (Wales) Act, including extended notice periods for rent changes, and is supported by a comprehensive rent setting assurance map to provide ongoing compliance oversight. Annual Board workshops consider the Welsh Government Rent and Service Charge Standard (2026–2036) alongside Hedyn’s affordability ambitions. These are informed by robust customer insight, including an affordability survey in 2025 with over 1,100 responses, ensuring a diverse range of tenant views shape decision-making. This has directly influenced outcomes, including the freezing or reduction of service charges where affordability concerns were identified. As a result, 17 homes assessed as unaffordable at a 33% rent and service charge threshold are being subsidised, and 18 homes exceeding a 28% rent threshold will have rents reduced. Hedyn maintains a £340k hardship fund to support tenants experiencing financial difficulty and undertakes annual lessons-learned reviews to strengthen its approach. Internal audit activity provides further assurance, with all identified improvement actions delivered, demonstrating a strong control environment and ongoing compliance with regulatory and sector standards. Together, these arrangements ensure rents and service charges are set transparently, responsibly, and with a clear focus on affordability and customer wellbeing. • Continuous Improvement: <i>Implement lessons learned from annual rent setting review process.</i> • Continuous Improvement: <i>Develop a separate Service Charge Policy for Hedyn.</i>	

RS6	The organisation has a strategic approach to value for money which informs all its plans and activities	
A	Determines its strategic approach to value for money and can demonstrate that it achieves value for money in delivering its strategy and services to stakeholders, including tenants	
	Hedyn has a clear and strategic approach to Value for Money (VfM), focused on maximising outcomes for residents through effective use of resources rather than purely driving efficiencies. VfM is embedded across planning, service delivery, procurement, and financial management, supported by Board oversight through quarterly SPAR reporting, including cost, performance, and customer satisfaction metrics. Approved VfM and Procurement Approaches ensure consistent application of VfM principles, balancing cost, quality and outcomes, while a rolling VfM Action Plan drives continuous improvement. Socially responsible procurement and strengthened financial management arrangements support delivery of measurable value. Customer insight is central, with feedback on rents and service charges directly informing policy and decision-making. Assurance is provided through governance, internal audit, and annual VfM reporting, demonstrating that Hedyn consistently achieves value for money in delivering its strategy and services to tenants and stakeholders.	

RS7	Financial planning and management is robust and effective	
A	Sets financial plans which enable it to deliver its strategy and achieve its social purpose, and there is appropriate reporting to the Board against these plans	
	Hedyn sets robust financial plans that are fully aligned to its Strategy and Business Plan, ensuring resources are effectively deployed to deliver its social purpose and strategic priorities. These plans are developed through an integrated corporate planning and budget-setting process, which aligns financial capacity with organisational objectives and long-term investment priorities. The Board receives regular and comprehensive SPAR reports which includes financial performance, budget monitoring, forecasts, and detailed variance analysis. These are reviewed quarterly, providing clear oversight of performance against approved plans and enabling timely identification of emerging risks or pressures. In addition, targeted deep-dive sessions are undertaken on key financial risks and assumptions, supporting informed decision-making and ensuring that financial plans remain sustainable and responsive to change. This structured reporting framework ensures strong governance, transparency, and accountability, with a clear line of sight between financial performance and	

	strategic delivery. It provides assurance that Hedyn's financial planning is effective, well managed, and consistently supports the achievement of its social purpose and long-term objectives.	
B	Is financially viable in the short, medium and longer-term, and maintains sufficient funding and liquidity to support this	
	Hedyn demonstrates financial viability across the short, medium and longer term through robust financial planning, prudent treasury management, and effective risk oversight. Post-merger financial due diligence ensured the sustainability of the combined organisation, including integrated forecasts, stress testing, and alignment of investment plans to resources. Liquidity is actively monitored and maintained above regulatory expectations, supported by diversified funding and strong lender relationships. A robust Treasury Strategy ensures access to sufficient cash and committed facilities to meet operational needs, fund investment, and manage financial risks. Ongoing Board oversight of liquidity, covenant compliance, and financial performance provides assurance that Hedyn remains financially resilient and well positioned to deliver its strategic objectives and social purpose.	
C	Monitors, reports on and complies with all covenants it has agreed with funders	
	Hedyn maintains a proactive approach to monitoring, reporting on, and complying with all financial covenants agreed with funders. As part of the merger process, all legacy loan agreements and covenant obligations from Newport City Homes and Melin Homes were reviewed, consolidated, and incorporated into a unified treasury management framework that increased the merged organisation's financial resilience and capacity. Covenant compliance is embedded within Hedyn's financial reporting cycle. Key covenant metrics, such as gearing, interest cover, and liquidity, are tracked monthly and reported to the Board and Audit & Assurance Committee (AAC) quarterly. This ensures early identification of any potential breaches and enables timely corrective action if required. Hedyn also undertakes annual covenant compliance reviews as part of its year-end process and maintains open communication with funders, providing covenant certificates and supporting information in line with agreed timelines. Any emerging risks are escalated promptly, and mitigation plans are implemented to ensure ongoing compliance.	
D	Identifies and effectively manages risks to the delivery of financial plans including appropriate stress testing, scenario planning, mitigation planning and use of internal thresholds	
	Hedyn undertakes regular stress testing and scenario modelling to assess the resilience of its financial plans under different conditions, with outcomes informing Board decisions on investment and risk mitigation. We undertake a robust approach to identifying and managing risks to the delivery of our Business Plan. This includes regular stress testing and scenario	

	modelling to assess resilience under a range of adverse conditions, such as inflationary pressures, interest rate fluctuations, and changes in rent policy or regulatory requirements. These exercises are embedded within our financial planning cycle and are designed to test the impact of severe but plausible scenarios on liquidity, covenant compliance, and long-term viability. Outputs from stress testing and scenario planning directly inform mitigation strategies, including adjustments to investment programmes, cost controls, and contingency planning. Internal thresholds, such as minimum liquidity days and gearing limits, are applied to ensure early warning and proactive management of emerging risks. Findings are reported to the Board and incorporated into decision-making on capital investment, development commitments, and risk appetite, ensuring that strategic choices are grounded in a clear understanding of financial resilience.	
E	Has an effective treasury management strategy and associated processes	
	We have an effective Treasury Management Strategy, aligned with CIPFA guidance, reviewed by our treasury advisors, and approved annually by the Board. The strategy sets clear principles for liquidity management, borrowing, investment, and risk mitigation to maintain financial resilience and support the long-term business plan. It is underpinned by robust processes, including cashflow forecasting and liquidity planning to meet operational and strategic commitments, borrowing and refinancing protocols to optimise cost of capital while maintaining covenant compliance, and investment guidelines prioritising security, liquidity, and yield in line with Hedyn's risk appetite. Regular reporting and oversight ensure transparency and compliance, providing assurance that treasury activities are well-managed and aligned with strategic objectives.	

RS8	Assets and Liabilities are well-managed	
A	Has an accurate and up to date register of its assets and liabilities and uses this to inform strategic and financial decisions	
	We maintain an up-to-date assets and liabilities register, reported annually to the Audit & Assurance Committee and the Board, and all lender covenants are fully complied with. Housing assets are assessed through Hedyn's asset appraisal framework, which draws on financial, technical, service and place-based considerations to inform strategic decision-making. Poorly performing homes or areas are identified through structured analysis and option appraisal, informed by current asset data, strategic priorities and local context. Options considered include targeted reinvestment, estate-based improvement, regeneration or redevelopment, business-as-usual retention, or disposal. In line with Hedyn's approved Asset Management Strategy and Growth Strategy, regeneration priorities are being reset and will be determined	

	through a clear, evidence-led framework supported by improved stock condition intelligence, ensuring decisions are robust, transparent and aligned to long-term value, safety and placemaking outcomes. We maintain an up-to-date assets and liabilities register, reported annually to the Audit & Assurance Committee and the Board, and all lender covenants are fully complied with. Housing assets are assessed through Hedyn's asset appraisal framework, which draws on financial, technical, service and place-based considerations to inform strategic decision-making. Rather than relying on static or legacy classifications, poorly performing homes or areas are identified through structured analysis and option appraisal, informed by current asset data, strategic priorities and local context. Options considered include targeted reinvestment, estate-based improvement, regeneration or redevelopment, business-as-usual retention, or disposal. In line with Hedyn's approved Asset Management Strategy and Growth Strategy, regeneration priorities are being reset and will be determined through a clear, evidence-led framework supported by improved stock condition intelligence, ensuring decisions are robust, transparent and aligned to long-term value, safety and placemaking outcomes. Whilst, we have a commercial subsidiary in Candleston, there are no activities that could pose a threat to social housing assets. Commercial activities are designed to complement the delivery of our core housing services. The Board has agreed a golden rule that limits the association's exposure to commercial risk. Asset management is a key priority within the merger integration programme, which is focused on establishing an aligned baseline for stock condition data. This will inform the development of Hedyn's Asset Management Strategy and subsequent decarbonisation roadmap. • <i>Continuous Improvement: Implement the Asset Management Strategy through an agreed delivery plan, with regular performance and assurance reporting to provide clear oversight of investment, compliance and asset outcomes.</i>	
B	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	
	We maximise the use of our assets to deliver our social purpose and organisational objectives by maintaining a clear understanding of both social and financial performance. Our asset appraisal model evaluates properties against financial viability and social value, informing decisions on investment, regeneration, and disposal to ensure resources create the greatest impact while safeguarding long-term sustainability. Our commercial properties within communities generate surplus for reinvestment into housing while supporting social enterprises and community services, such as the Re:Make café and The Gap cycle initiative. Activities are governed by a golden rule limiting exposure to commercial risk, ensuring alignment with our core purpose. Accurate asset data underpins our investment strategy, supported by robust data governance and assurance checks. Properties are assessed using a RAG rating system, with option appraisals for poorly performing homes considering regeneration, refurbishment, or disposal. The Board provides regular oversight	



	through annual business plan reviews and strategic planning sessions, ensuring asset management strategies remain aligned with our mission, risk appetite, and long-term priorities, including decarbonisation and development.	
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RS9	The organisation provides safe, high-quality accommodation	
A	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. Including maintaining complete and accurate stock condition data and setting investment plans in response to environmental sustainability targets	
	We ensure all publicly funded homes meet applicable law, standards, and statutory guidance, including full compliance with the Welsh Housing Quality Standard (WHQS). All our homes achieve WHQS (100%, excluding acceptable fails), monitored through Welsh Government's Compliance Regulatory Return. Progress on WHQS compliance and investment delivery is reported quarterly to the Board via the SPAR report, covering metrics such as SAP75 (EPC C rating), retrofit progress, and landlord health & safety compliance. Work is underway to meet WHQS23 requirements, supported by legacy compliance policies and a new Asset Management Strategy. Our minimum letting standard reflects WHQS23, and tenants receive WHQS Compliance Certificates confirming regulatory compliance and planned dates for any outstanding elements. We maintain complete and accurate stock condition data through a rolling programme of physical surveys, with failures captured in our Asset Appraisal Model (AAM) to inform a three-year capital investment programme. Our 30-year business plan aligns investment with environmental sustainability targets, including decarbonisation, energy efficiency, and climate resilience. Investment is prioritised for homes with the greatest need, and non-compliance is addressed through planned works or immediate repairs. All new developments meet WDQR standards for space, accessibility, and sustainability. Compliance is overseen by the Safety, Health & Wellbeing Panel and Audit & Assurance Committee, and reported through quarterly Welsh Government returns and annual SH&W reports. • Continuous Improvement: Develop Targeted Energy Pathways (TEPS) for all homes.	
B	Keeps tenants safe in their homes and promptly identifies and corrects any under-performance or non-compliance on all landlord health and safety requirements	
	We adopt an uncompromising approach to landlord health and safety, ensuring tenants are safe in their homes and any under-performance or non-compliance is promptly identified and addressed. Compliance is demonstrated through quarterly Welsh Government regulatory returns and SPAR reporting to the	



	Executive Team and Board. More detailed analysis is provided to the AAC from the Safety, Health & Wellbeing (SH&W) Panel, chaired by the Executive Director of Design, Placemaking & Engagement. AAC and Board receive quarterly reports on health, safety, and wellbeing matters, reviewed and recommended by the SH&W Panel. Our landlord health and safety management is fully aligned with legislation and regulation. Compliance is monitored weekly via dashboards covering asbestos, fire, electrical, gas, legionella, damp, mould & condensation and lifts, including remedial actions. Stock condition surveys are complemented by damp and mould programmes, asset appraisal data, and customer feedback to target investment. Qualified officers lead all building safety roles, and all new-build specifications meet WDQR standards. As part of service integration, we are prioritising data integrity through independent reviews and audits, informing an improvement plan and the Asset, Compliance & Building Safety Project, which provides monthly executive oversight and quarterly Board reporting. Our three lines assurance model underpins landlord safety, supported by assurance maps and a robust internal audit programme covering the “Big Six” compliance areas plus damp and mould. • <i>Continuous Improvement:</i> Complete the ‘check, plan, do’ cycle for priority compliance areas as part of the Asset & Compliance Data Project, strengthening data quality and assurance so that compliance performance is reliable, transparent and provides the Board with greater confidence in regulatory and safety outcomes. • <i>Continuous Improvement:</i> Enhance landlord health and safety assurance through continued improvement in data quality, process consistency and clarity of oversight, supporting robust, evidence-based assurance.	
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