

# Self Evaluation 2025

**beacon** 

## The Foreword

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### Introduction to the Self Evaluation:

The Regulatory Framework for Housing Associations Registered in Wales requires all housing associations to publish an annual self-evaluation which must include:

1. A Board approved summary of any material changes relating to the RSL's governance, service quality and tenant engagement and financial viability since the last judgment was published.
2. An explicit statement of compliance/non-compliance with each of the regulatory standards (and its components) and a short summary of how the conclusion has been reached. The statement must include links to (or a list of source documents – page numbers) to the outcomes-based evidence and assurance relied on by the Board to make their assessment.
3. 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.
4. A statement demonstrating how the views of tenants have been understood and considered in the self-evaluation exercise, highlighting how those views were taken into account and the difference they made.
5. A statement demonstrating the process is robust and certifying the Board has confidence in the evaluation outcome and process.
6. A statement of the key operational and strategic risks, along with mitigations the Board has identified for the coming year/cycle.
7. 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 copy of the Regulatory Framework is available on Welsh Government's website ([The Regulatory Framework for Welsh Registered Social Landlords](#)).

### Beacon's Self Evaluation Process:

The Self Evaluation is an ongoing process, with the Board, Executive and Director Teams regularly reflecting on the organisation's strengths and areas of improvement which are detailed in the report.

The Executive and Director Teams reviewed and updated the compliance statements for both the Regulatory Standards and the Code of Governance, which are then reviewed by the wider Board. The compliance statements detail how Beacon has met all regulatory standards, and all outcomes and recommendations in the Code of Governance and will be submitted to Welsh Government as supporting evidence as part of the Regulatory Assessment. A high-level overview of the information detailed in the compliance statements has been included in this report.

### Introduction to Beacon

In January 2025 Coastal Housing Group and RHA Wales merged to form Beacon Cymru Group. Beacon was formed to create a stronger more resilient organisation, with greater capacity and better placed to deliver more for our residents and the communities within which we operate.

The past 12 months have naturally had a strong focus on ensuring the successful integration of both organisations. This has been a complex and intensive programme of work which has enabled Beacon to bring together systems, structures and new ways of working which are the best model for the new organisation. Our Board and Executive team have been clear that Beacon must not compromise our day to day business and services as a result of this work and we have maintained our performance across all of our key services during this time. Our intention is that the work we are putting in place through merger integration will have significant benefits for our residents in the coming years.

We are pleased to be able to provide our Board of Management self-evaluation following the first 12 months of merger. We have spent time considering our key areas of performance against the 9 regulatory standards and challenged ourselves to explore how we can further improve into the future. We are pleased to confirm that we are able to evidence strong compliance levels across all regulatory areas, and the following document considers these in more depth and provides any improvement areas which the organisation will be focusing on in 2026.



**Debbie Green**  
Chief Executive

## The Resident in Governance

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Prior to merger, both organisations undertook resident engagement on the merger itself. A joint working group was established in early 2024, collaborating on communications and planning for engagement activities. We engaged residents through a brand survey and invited feedback by telephone, email and via a feedback form. We provided callbacks to any residents who requested them and arranged three in-person events across RCT, Swansea and NPT. The in-person events had four '*conversation stations*' staffed by people at all levels; setting the scene/why merge?; branding and values; what should we stop/start/continue; and priorities for future investment. The intelligence gathered from these sessions was presented to both boards in July and August 2024.

Post merger, we have been focused on integration, systems and resourcing. We have engaged widely across the business to test ambition on embedding resident voice across all areas, not just operational service delivery and brought insight into that approach from engaged residents who have been supportive. The new strategy was approved in November 2025 and launches early 2026, with a clear focus on three key themes – investment in homes (linked to WHQS), rent setting policy (linked to affordability) and service charge standards (linked to transparency and accountability). During 2025, we have also engaged residents on several key business areas - WHQS, building safety, complaints practice, rent management, annual report as well as carrying out the biennial STAR survey which we have recently received and will be presenting to Board in January 2026.

Currently, resident voice is heard through:

- **Interventions** – demand analysis and ‘what matters’ (e.g. rent intervention)
- **Policy/strategy** – feedback gathered through a variety of methods (e.g. complaints policy)
- **Reference groups** – subject specific (e.g. fire safety, EDI, opening hours)
- **Surveys** – transactional (e.g. repairs) and biennial STAR survey
- **Communications** – feedback gathered through a variety of methods (e.g. annual report, service charge letter)

From 2026 when the new strategy is launched, resident voice will be heard through:

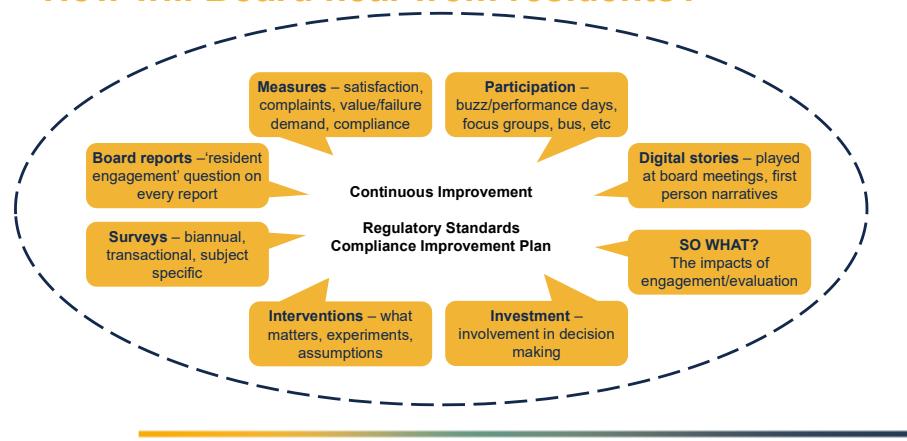
- **Inform** – communication channels and methods, broadcast bulletins, buzz days
- **Engage** – demand analysis, interventions, active outreach (Beacon Bus), digital stories, Blueprint groups, performance cafes and surveys
- **Entrust** – recruitment and training, investment, procurement, contractor reviews, service reviews and community led housing.

The Beacon Board report template has several mandatory sections which need to be completed, e.g. link to regulatory standards, strategic risk register, etc. and this includes resident voice. This provides clarity to Board about when resident voice is (and isn't) heard on cross business matters and enables Board to consider resident voice when discussing strategic items on the agenda.

The approach to resident engagement was discussed during a Board away day in October 2025, facilitated by an external consultant and an independent Governance Review planned for Q1 2026 will enable Beacon to settle on the potential scope of resident involvement within our Governance Structure taking on board current best practice and the best fit for Beacon.

The current arrangements were largely driven by needing to prioritise breadth of views in a post-merger environment, as opposed to relying on a small number of voices – acknowledging these facilitate depth of contribution. The new Resident Engagement strategy already identifies several special interest groups which are intended to have dynamic membership and contribute (through a variety of methods) to specific subjects e.g. affordability, building safety, new homes, etc. These are known as Beacon Blueprint Groups. Board is keen to ensure we keep this approach under review, as we deliberate on future committee structures. It is anticipated that the breadth of activities and engagement committed to in the new strategy may enable us to identify those residents who do wish to be involved in a more formal way and/or Board may be assured the new approach is facilitating residents' voices to be sufficiently present and heard in the governance of the organisation.

## How will Board hear from residents?



As we have only recently approved our strategy and due to the timing of this self-evaluation, we have not been able to engage residents in the self-evaluation process directly. A Beacon Blueprint Group for self-evaluation will be established in 2026 and shape future submissions.

## Compliance with the Regulatory Standards

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### **RS1: The organisation has effective strategic leadership and governance arrangements which enable it to achieve its purpose and objectives**

Beacon has a skills-based Board who believe in strong and robust governance arrangements to enable us to deliver the organisation's objectives, as set out in the Corporate Plan. Board complies with the CHC Code of Governance, and the organisations constitutional documents, and will regularly challenge its performance and compliance with this document.



RS1a: Has a strategy which reflects its vision, culture and values and sets out how the organisation will achieve its core purpose as a social landlord and ensures its workforce is competent to deliver the strategy.

Beacon has a Corporate Plan ([Beacon-Corporate-Plan Web.pdf](#)) which outlines the vision, culture, values, and purpose of the organisation, and is clear about how we will achieve our purpose as a social landlord. An action plan has been developed, specifying outcomes to be achieved to support the delivery of the plan. The Executive and Directors Team are responsible for the delivery of this action plan, with regular updates being provided to the Board as required.



RS1b: Complies with its own governing documents and meets the requirements of an appropriate Code of Governance

Beacon is fully compliant with all outcomes detailed in the CHC Code of Governance, and compliance is monitored through the Code of Governance Compliance Statement. A summary of compliance is included later in this report.



RS1c: 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)

The ED&I Strategy is in place and is owned by the Board. A new strategy, which will build on the existing strategy, is being developed and is due for completion in early 2026. The Board receive a regular update from the Director of People, which includes an overview of progress against all ED&I matters.

Beacon have adopted the Rooney Rule for all recruitment, and ED&I data is captured as part of the recruitment process to enable us to monitor (and subsequently improve) reaching candidates from all protected characteristic groups. Gender Pay Gap Reporting is in place and this is published on Beacon's website ([Document Library - Beacon Cymru Group Ltd.](#)). Beacon is a 'disability confident' employer.

Beacon has signed the Deeds Not Words 2.0 pledge ([Deeds not Words DNW 2.0 pledge](#)) and will deliver this along with the commitments in Welsh Governments Anti-Racist Wales Action Plan, via a working group formed of staff from across the business. Both documents set clear expectations on associations, along with a requirement to report on progress against these expectations.

With regards to resident services, a Community Safety Team is in place to manage cases of ASB and Hate Crime, and the establishment of this team is a direct result of resident feedback on ASB. All complaints in relation to ASB are recorded and monitored.

Beacon's Lettings Policy considers individual specific circumstances (including in relation to hate crime), and front line staff are trained to ask the right questions to ensure residents are suitably housed.



**RS1d: Has a diverse Board, reflecting the communities the RSL works in and with, and has the skills, knowledge required to be effective**

Beacon has a skills-based Board. Annually, a report is presented to the Board on Board Membership which will provide an overview the skills composition and diversity of the Board. The report will consider any upcoming Board Member retirements for Board Members to consider if recruitment is required. The 2025 Board Membership Review recognised that as part of the merger, Beacon has lost diversity at Board, particularly in relation to gender, ethnicity, sexual orientation and disability. Board Members have approved the recruitment of two new Board Members to address the skill and diversity gaps.

A project is underway to capture the protected characteristic information on our residents. Once this information has been captured, we will be able to better compare the diversity of our Board against the diversity of our residents to ensure they are representative. In the meantime, we have compared our Board Diversity against the census data (where available) for the five local authority areas where we operate.

A full training plan is in place for the Board, which includes a mix of virtual and in-person training. As part of Board Member appraisals, Members are asked whether any additional training is required. If any training is identified, this will either be incorporated into the wider training plan, or an individual plan will be created. Three site visits a year are arranged for Board Members. Board Members will also have spotlight sessions on topics which are pertinent to either Beacon or the wider sector.



RS1e: 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

The Board requires reports to include good quality, relevant and accurate data which enables evidence based decisions to be made and risks associated with decisions to be fully understood. The Board also have access to a Power BI Dashboard which includes measures related to Beacon's strategic priorities and organisational health such as finance, underpinned by accurate data.

Beacon's strong commitment to being a data driven organisation evidenced in our Corporate Plan and to ensure continuous improvement in this area, at the point of merger a new 'Transformation and Business Insight' department was created. The purpose of this department is to lead transformation and modernise our technology and data management architecture to ensure we continue to have a strong foundation for actionable insights and proactive service delivery that is aligned to the needs of our residents.

During 2025, to achieve this vision, our strategy has been focused on integrating systems and reviewing, and improving our data, and embedded a culture where data is valued as an asset. As part of this we have launched a data project which include implementing a new Electronic Document & Records Management System, developing a data warehouse and a suite of new Power BI dashboards.

Beacon has reviewed its approach to risk assessment during 2025 and has introduced a new Risk Management Framework and a new Strategic Risk Register format. This is regularly reviewed by the Board, the Audit Assurance and Risk Committee, and the Executive and Director Teams.



RS1f: Can demonstrate the difference tenant involvement and feedback makes to strategic decision-making

Beacon was formed from the merger of Coastal Housing Group and RHA Wales, in January 2025. Both organisations operated strong, but different approaches to resident engagement. Work has been undertaken throughout 2025 to develop the Beacon Resident Engagement Strategy, and this has now been approved by Board. The priority in 2026 is to engage residents in key areas - building safety (which has already started), property investment (to inform WHQS programme), rent setting (to inform rent setting policy) and service charge standards.

Whilst the strategy was being developed, Beacon continued to ensure residents were involved in strategic decision making. An example of this would be the Rent Intervention, which was needed as there were two different approaches to

managing rent in the pre-merger associations. Residents were engaged with as part of this work, to determine 'what matters', through a survey (with 611 responses) and a focus group with residents. The outputs of this have shaped the new rent management policy, practice and the structure of the housing teams. Following a previous rent intervention, and low residents' satisfaction in ASB, the Community Safety Team was created.

The STAR survey is completed every two years, with the first survey as Beacon being completed in 2025 by a third-party company. It was important to generate the most accurate baseline as possible, as a newly merged association, hence inviting all residents to complete as opposed to a sample size. The result of this survey is being consolidated and will be presented to the Board in early 2026, and committed actions will be monitored and reported back to Board accordingly.

The Beacon Board has agreed it is important to have multiple sources of assurance and the triangulation of information in relation to resident engagement, and as such, in addition to the STAR survey, the Board will receive a report on resident engagement twice a year, a detailed complaints report once a year (performance measures on complaints are provided through the measures dashboard), and resident satisfaction on repairs is included in the Board Measures dashboard. We are planning to extend the range of transactional surveys from repairs, to include complaints, ASB, etc. In addition to this, the Board reporting template has a section for 'Resident Engagement', ensuring this is considered for all Board reports from all areas of the business.



RS1g: 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

Beacon complies with all relevant legislation, regulatory requirements and statutory guidance. We have good working relationships with Welsh Government, CHC and our legal partners, and actively engage with them as and when there are legislative, regulatory and statutory changes.

Beacon's CEO, DCEO and Governance Manager alongside its Chair have a proactive relationship with the regulator. Meetings are held on a regular basis, and the regulator is kept updated on material changes and key updates within the organisation. Beacon recognises its responsibilities in co-regulation and will, and has, notified the regulator on material issues and notifiable incidents.

## RS2: Robust risk management and assurance arrangements are in place

Beacon has a strong risk management process, with Board, Committees, Executive and Directors all having a clear role to play in monitoring and managing the risks facing the organisation.



### RS2a: Has an effective framework for risk management, internal controls and assurance that:

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

Beacon has a Risk Management Framework in place that includes the Risk Management Policy, the Board Assurance Framework, the Strategic Risk Register and Beacon's Business Continuity Plan. The Risk Management Policy establishes roles and responsibilities for Board, Committees and staff. It also includes the Board's risk appetite and provides detailed information on how Beacon will identify, analyse and manage strategic risks through the strategic risk register. In addition, it includes definitions in relation to risk likelihood and impact, (with associated scoring matrix) and risk velocity. The Policy is reviewed annually by Board.

The Board reporting template has a section for 'Risk', ensuring this is considered for all Board reports, from all areas of the business. Sector reporting is considered by both the Board and the Leadership Team, with reports such as the RSH Sector Risk Profile and Ombudsman Lessons Learnt documents being shared with both groups to consider risks, and impact on the organisation and wider sector.

In 2025, a new template for Beacon's Strategic Risk Register was introduced. The Risk Register links strategic risks to Beacon's Corporate Plan priorities to ensure that Beacon's ambitions can be delivered and that objectives are delivered in line with the Board's risk appetite. This is an important way in which Beacon ensures that its assets are not put at undue risk from potential opportunities. We recognise that whilst our subsidiary Pennant Homes is largely inactive in terms of homes for sale we are utilising this for delivery of construction activity and in light of this, an additional tab is added to our risk register to identify this as separate to the main group activities and risks.



#### RS2b: Maintains accessible and up-to-date business continuity, disaster recovery and cyber security plans

Beacon's Business Continuity Plan (BCP) was approved by the Board in 2025. Two subsequent Business Continuity Planning Sessions (including a BCP simulation exercise) have also taken place to further develop the process and provide training for the Leadership Teams.

During 2025, due to the merger there has been a need to review and create a new technological architecture for Beacon. As part of this we have reviewed and improved our cyber security arrangements to ensure they offer the most robust and enhanced protection and mitigation against cyber threats. This includes:

- Education, Training & simulations
- Network Security
- Endpoint Security
- Application Security
- Identity and access management
- Incident Response and Monitoring including 24 hour Security Operations Centre
- Data Protection
- Policies and Procedures
- Transformation of our technological architecture
- Dedicated Cyber Security Officer role who is responsible for co-ordinating the various parts of our Cyber security provision. This role works closely with our security partners to ensure all of our services operate in tandem to provide a robust security stance. The role also looks at our cyber education needs for staff and ensures that this is up to date and people have the skills to keep themselves, and Beacon, safe.

A spotlight session on Cyber was recently held at the Audit and Risk Committee which was opened out to the whole Board evidencing the journey Beacon has taken alongside the enhanced controls now in place.

Disaster Recovery Plans are in place which reflect the former infrastructures of the two former organisations. Alongside our technological and infrastructure transformation, we are in the process of updating our Disaster Recovery Plans to reflect the new environment and this will be tested and simulated in early 2026.

## RS3: High quality services are delivered

Beacon recognises that high quality services are important to residents. Beacon operates a varied operating model where services are delivered to residents across maintenance, repairs, housing management and community engagement activities. We provide residents with a professional, timely, person centred and efficient service in all areas of service delivery.



### RS3a: Delivers, high quality services including (but not limited to):

#### i) Provision of effective repairs, maintenance and adaptations service

Beacon has two main service delivery models for repairs and maintenance to homes, operating a large in house repairs team and utilising local contract services to deliver some repairs and maintenance. We ensure we manage this service delivery closely and regularly gain feedback from our residents on how we are performing to ensure we are continuously improving.

#### ii) Support to maintain tenancies

We offer a range of support to residents providing advice and assistance across a range of complex areas such as income management, financial hardship and access to resources to enable contracts to be sustained. Beacon teams have long established relationships with a range of external support partners who we work closely with and partner with many organisations including statutory services, third sector and community groups. We can demonstrate that by working in partnership we maximise support to residents to maintain contracts.

#### iii) Personal safety, including response to ASB, domestic abuse and hate crime

Beacon has a dedicated community safety team to respond quickly and effectively to matters that require this specialist support and assistance. We work closely with community safety partners and are engaged in relative multi-agency partnerships, forums and problem-solving groups. We work with solicitors to gain injunctions to protect both resident and staff safety and managed complex community cases where whole schemes have faced extensive disruption and criminal activity. We are experienced in managing prejudice motivated ASB.

#### iv) Allocation of homes to meet housing need including homelessness

Beacon works closely with local authority partners across regions to ensure that we assist with housing need and tackling homelessness. In several areas we are partners in a common housing register and where this is not in place, we have established nominations agreements. We work with local authority partners to ensure we can assist with increasing homelessness demand, including flexing nominations agreements in response to escalating demand and are involved in work to prepare for upcoming homelessness legislative changes.



### RS3b: Achieves and maintains high levels of tenant satisfaction with services

Beacon can demonstrate overall strong levels of resident satisfaction, and ensure that the STAR survey is conducted every two years. During the year we have access to regular transactional survey data from areas such as repairs and maintenance. We also conduct ad hoc surveys dependant on areas of work being completed with residents through the year.



### RS3c: Ensures that services are fair and deliver equitable outcomes for tenants in response to their individual needs

Beacon is clear that a 'one size' service does not meet all needs and strives to deliver what matters and respond to unique circumstances with a tailored service. This is challenging, but we believe important if we are to move from a traditional view of 'equal' services/outcomes to 'equitable' ones. For instance, a Beacon resident was experiencing domestic abuse, and we arranged for the locks to be changed and fencing around the property improved; this wouldn't be completed for all residents but the individuals circumstances were considered.

Alerts for resident circumstances are recorded on the housing management system, where they are required. These alerts can consider personal circumstances (e.g. no solo males, no access when only the female is in the property) or could be in relation to medical conditions (e.g. resident is hard of hearing, text when outside).

Work is underway to capture the protected characteristics of residents, as currently we have 77% (Board Measures Dashboard). This will allow us to capture (and where required address) any themes from complaints/surveys disproportionately impacting protected groups, enabling us to evidence provision of equitable services or tackle any issues identified.

We have recently launched a Customer Experience Project to review key aspects of resident's experience and journey when accessing services. This will include a Customer Segmentation Data Project to ensure services meet the needs of residents and are equitable.

The STAR Survey does capture protected characteristics, and it is possible to cross reference this with the satisfaction levels. The 2025 survey results have recently been received, and this process will be picked up as part of the next steps



### RS3d: Makes landlord performance information available to tenants which is sufficient to enable scrutiny and challenge

Following merger Beacon is in the process of reviewing and implementing a new suite of performance measures and power BI dashboards. These will be made available to residents on the website and through social media once finalised and will enable residents to have access to more 'real time' performance and satisfaction data. We have provided performance information in our annual report, and this is readily available.

The resident engagement strategy identifies a variety of ways in which performance data will be shared and considered by residents including through performance cafes and improved communications, as part of the commitment to greater accountability and transparency.

Welsh Government publish RSL Satisfaction Data ([Social landlords: tenant satisfaction survey 2025 \[HTML\] | GOV.WALES](#)) and RSL Regulation Survey Data ([Registered social landlord regulation surveys | GOV.WALES](#)).



## RS4: The organisation's culture supports and empowers tenants to influence the design and delivery of services

Insights from residents are hardwired into the culture of Beacon. Whether through studying demand and analysing levels of value and failure demand, carrying out interventions and finding out 'what matters' to residents in the design of a service, subject specific surveys or through focus groups and direct engagement, it is 'the way we do things around here'. The new strategy embeds resident voice across all aspects of the business.



RS4a: Has an effective framework for tenant involvement that is well publicised, provides a range of opportunities for tenants to be involved and can demonstrate that tenants are satisfied with the framework

The new Resident Engagement Strategy is due to be launched in early 2026 (following approval in November 2025) and the communications plan is currently being written. The strategy provides a range of ways for residents to be involved. Built into the action plan is the need to establish if residents are satisfied with the strategy and the opportunities to be involved.



RS4b: 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

During 2025, we have engaged residents on several key business areas - WHQS, building safety, complaints practice, rent management and the annual report as well as carrying out the biennial STAR survey which we have recently received and will be presenting to Board in January 2026.

Whilst work is underway to fully analyse the results and understand what actions need to be taken, overall, 75.4% of residents who responded to the STAR survey are either satisfied or very satisfied. This can be further broken down into the following satisfaction headlines:

- Homes are safe and secure: 82.1% of responders are satisfied or very satisfied
- Overall quality of home: 80.5% of responders are satisfied or very satisfied
- How Beacon deals with repairs and maintenance: 73.8% of responders are satisfied or very satisfied
- Service provided by Beacon: 75.4% of responders are satisfied or very satisfied

Resident feedback on building safety is informing works on fire safety remediation and preparation for the Building Safety (Wales) Bill; feedback on WHQS provided key priorities for future programmes (which will be built on through more engagement in 2026); feedback on complaints practice has

shaped the new Beacon complaints policy, particularly on communications; feedback on rents management through an intervention has re-shaped policy, systems and team structures; and feedback on the annual report will mean this is more accessible. Complaints are considered by all housing managers on a regular basis and we are expanding our approach to lessons learned through the development of new systems.



**RS4c: 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**

The Resident Engagement Strategy has been designed with diverse views at the forefront, to ensure these are captured at local and/or subject specific levels to inform services that matter to residents. Engaging with residents in their communities means we will be more able to understand issues at neighbourhood level and respond appropriately. We have now remediated two large housing schemes (in Swansea) that had cladding and are on site with three more currently. We have evolved our approach to this through active engagement with residents.



## RS5: Rents and service charges are affordable for current and future tenants

Our approach to setting rents and service charges ensures we carefully consider affordability for residents.

Beacon adopts the 'living rent' model which is based on work by the Joseph Rowntree Foundation, Cambridge Housing Society, and the University of Westminster, which was developed further for the Welsh context by [Community Housing Cymru and Altair](#). The model assumes a 'Living Rent' is affordable for a household with someone in full-time employment, working the average number of hours and paying no more than 28% of net income (rent only) and 33% (if service charges apply) on rent costs. These data sets are applied to rents to assess affordability informing rent setting decisions.



### RS5a: Ensures all applicable rules, statutory guidance and any supplementary sector agreements are fully complied with

Beacon complies with all applicable rules, statutory guidance and sector agreements.

Variable service charge complies with the legislation and has been reviewed as part of our internal audit plan in 2025. Legal advice has been sought on service charges to ensure we fully understand which regime applies to each scheme (fixed or variable) and external expertise has also been commissioned to further improve this area.

Beacon has complied with the relevant Welsh Government policy on rents and can demonstrate applying increases differentially in accordance with affordability data, as well as taking below maximum increases for several years.



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



RS6a: 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

Beacon has a Value for Money (VfM) strategy in place. The VfM strategy illustrates how VfM forms an integral part of the way Beacon works. It recognises our systems thinking approach, which means that resources are directed towards doing the things that add value to services and homes, that matter to residents, and that eliminate waste. It also means that we aim to make savings at a whole system level and avoid unintended consequences from looking at savings in an over-siloed way.

Pre-merger the Board agreed to revise the VFM strategy post-merger so that the opportunities for efficiency savings, economies of scale and reinvestment of savings identified in the merger business plan can be evaluated and integrated into the revised strategy. This work will be informed by the financial results from the current financial year, the budget for 2026/27 and resident priorities. Some examples of VFM activity are:

**Financial framework** – in year one of Beacon a key piece of work has been to develop a Beacon suite of Financial Regulations and Scheme of Delegated Authority to set the framework, controls and delegation levels for us to operate within. This ensures limits are in place to demonstrate VFM through procurement and contract award.

**Procurement** – We are currently concluding a project to map our procurement needs, ensure compliance with Procurement Legislation and achieve VFM including delivery of Social Value outcomes for residents and communities. Beacon has appointed Barcud to support us with this work. This work will result in a new Procurement Strategy, VFM Statement and Social Value Strategy to ensure Beacon has robust evidence to demonstrate VFM. A set of measures will be in place to monitor and evaluate outcomes achieved through the Social Value Strategy and these will be reported to Board. In the interim, 16 of our Grant Funded Construction projects have substantial Social Value Clauses included as per grant requirements. As part of this project, we will also be prioritising reviewing contracted services that we recharge via service charges, involving residents at a scheme level in future decision making.

**Sustainability and decarbonisation** – we aim to create value for residents, Beacon and the planet through our investment in sustainability and

decarbonisation. To do this in the most effective, and data driven way, we have an ongoing partnership with SHIFT sustainability environmental consultants and are pleased that in year one of Beacon we retained the SHIFT gold standard for our sustainability strategy and progress towards zero carbon in our homes and wider operations.

**Repairs scheduling and direct labour** – We have an in-house direct labour team for repairs and services in all our geography except Rhondda. We know resident satisfaction with in-house repairs service is higher than average in the sector. Investment in new repairs scheduling software, implemented in September, should result in better logistics, so less lost travel time and better productivity for this team. In 2026/2027 we will be able to compare resident satisfaction and costs of contracted in and contracted out services to inform future service delivery.



## RS7: Financial planning and management is robust and effective



RS7a: 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

**Budgeting** – The group's annual budget is set by the board each March. It identifies our key activities and areas of spend and ensures they are affordable overall. The budget forms year one of the business plan approved by the board each July. Budgets and business plan are set with headroom over our 'golden rules' to ensure long term viability whilst balancing the need to focus spend on service and stock improvements in line with resident priorities. Significant work has been undertaken to understand service charge costs and ensure service charges for residents and leaseholders are accurate and represent value for money.

**30-year plan** – There is close working with Board in the process of preparing the business plan. This starts with a discussion with board about assumptions and stress testing and whether Board considers these to be appropriate or whether further / additional stress testing is required. Economic assumptions are provided by Beacon's treasury advisors, Centrus. Stress testing reflects Beacon's risk register and wider sector risks and is incorporated into the final business plan which is presented and discussed in Board.



RS7b: Is financially viable in the short, medium, and longer-term, and maintains sufficient funding and liquidity to support this

Beacon's treasury management policy requires a minimum of 18 months liquidity. Monthly cash flow modelling is undertaken to ensure re-financing point within this threshold is identified at an early stage. The cashflow forecast is presented to the Senior Leadership Team monthly, and to Board on a quarterly basis. Availability of security for charging is RAG rated and the finance team works closely with Development to ensure all documentation is in place to allow smooth charging.



RS7c: Monitors, reports on, and complies with all covenants it has agreed with funders

Monthly management accounts presented to Senior Leadership Team include covenant calculations and any risks are also modelled to calculate revisions to headroom. The quarterly accounts are presented and discussed at Board and this suite of information also includes covenant reporting.



RS7d: Identifies and effectively manages risks to the delivery of financial plans including appropriate stress testing, scenario planning, mitigation planning and use of internal thresholds

Business plan assumptions and stress testing are approved by the Board and align to the sector and Beacon specific risks. Assumptions in terms of rates are provided by Centrus. Covenant breaches are modelled and mitigating levers available are discussed and approved by Senior Leadership Team and Board.



RS7e: Has an effective treasury management strategy and associated processes

Beacon's Treasury Management Policy was approved in January 2025. Beacon Cymru works closely with Centrus to determine our treasury strategy. The Treasury Management Policy is reviewed annually by Board to mitigate risk



## RS8: Assets and liabilities are well managed



RS8a: 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

**Asset and liability data** - We have a comprehensive and robust Assets and Liabilities Register which is reported to Board annually. We make sure our property details are up to date and reconciled with the land registry numbers which are then held on our housing management system. Because our property data is accurate this helps us to charge unsecured stock in a timely manner.

**Stock condition data and decisions** - Our stock survey data is modelled in Lifespan which is used to produce the aggregated data to inform the 30-year business plan programme of investment in our homes.

In May 2025, Beacon was required to submit its first WHQS Data Quality Return to Welsh Government. This required Beacon to submit data across 109 fields separated into 5 thematic data categories. This is the first time that Beacon has been required to provide this level of data in relation to WHQS, however only two areas were identified by Welsh Government as having a data quality issue that required cleansing. This is very positive, comparing well with other RSLs in Wales, and the two areas have been addressed in time for the December 2025 resubmission deadline.



RS8b: 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

We undertook a whole stock assessment of ex Coastal stock in 2017-19 (circa 6,000 homes) to understand individual property performance, value and return on investment. In Rhondda a stock condition survey programme (circa 2,000 homes) was commenced in 2023, with the aim that 100% of homes would have a survey of less than 2 years old. This programme is nearing completion, and we are continuing to undertake stock condition surveys so that our data remains current.

A new Asset Management Strategy (planned for 2027) is being developed, and this will pave the way for next 10 years. As part of that, Beacon will be reviewing some of the older schemes and stock to make sure they are still fit for purpose and meet the needs of current tenants, future tenants and communities. Resident engagement will be key to understanding resident priorities and needs as part of this process. Where properties are not considered fit for purpose without significant investment, we have brought them back into our lettable stock using available grants for example TACP.

We also look to reacquire leasehold stock (sold under RTA or RTB) if it is part of an existing scheme (usually block of flats), where the acquisition makes housing management more effective, and asset management more robust, for example in relation to fire safety. Similarly, to maximise community impact and housing management efficiency, our strategy is to acquire geographically co-located stock, e.g. we recently acquiring stock in our operational area from Wales and West.

**Social Value:** When undertaking our work in relation to this standard we will endeavour to build in social value requirements to our contracts to ensure maximisation of assets isn't purely bricks and mortar, so that our outcomes are connected to wider community benefits and social value.



## RS9. The organisation provides safe, high-quality accommodation

Beacon is committed to ensuring residents safe in their homes is prioritised. We have a strong programme of compliance to ensure statutory testing and cyclical works are completed. Our approach to fire safety and investment in remediation demonstrates that this has been a major area of focus and we are committed to continually improving our approach in this area. Our financial planning is robust, and we ensure we have a clear long-term plan in place to ensure that homes are of high quality.



RS9a: Ensures publicly funded homes meet all applicable law, standards, rules and statutory guidance issued in connection with the quality and safety of accommodation and the current Welsh Housing Quality Standard

Beacon can evidence that we meet all applicable laws, rules and statutory guidance to ensure homes are of a high quality. There is an ongoing programme of stock condition surveys being undertaken to regularly inform us of the condition of properties and future investment requirements.

At merger, Beacon recognised the priority of landlord compliance and established a new senior Head of Compliance role to oversee Beacon activities in this area. In addition, we retained an external consultant who specialises in landlord health and safety compliance to support the review of compliance data recording, reporting, policies, procedures, systems and structures.

Internal electrical and gas trades teams have all the required skills, competencies and qualifications to fulfil the role and have passed inspections and assessments by relevant regulatory and professional bodies. All internal trades teams have been trained in asbestos and other key safety areas related to landlord compliance.

Surveyors have been trained in the Housing Health and Safety Rating System and a new structure has been established to support apprentice surveyors into the organisation as well as new managers overseeing these key areas of work..



RS9b: Keeps tenants safe in their homes and promptly identifies and corrects any under performance or non-compliance on all landlord health and safety requirements

Beacon acted promptly when the issue of completed EICRs not sent to converted contract holders surfaced and, as recognised in the recent high court judgement, owned the 'honest mistake' it made. We acted to put that mistake right not only for Beacon but on behalf of all residential housing sectors in Wales.

As Beacon has some incidence of high-rise buildings within its estate, when the Government produced Phase Two of the Grenfell report late 2024, the Beacon Executive reviewed the reports and held a cross functional workshop (Feb 2025)

to understand the lessons / recommendations, especially because of the cultural shortcomings identified not least the failure to listen to persistent complaints / warning signs. In March 2025 at a Board away day with the Grenfell report on the agenda, the Beacon board supported escalation of steps with other stakeholders with whom we operate when it became clear that evacuation plans in some cases were potentially leaving vulnerable residents exposed.

Beacon regularly reports and monitors compliance performance which is overseen at executive level. We can evidence improvements where areas have been identified as needing improvement and act swiftly to address.



## Compliance with the Code of Governance

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Beacon has adopted [CHC's Code of Governance](#). This Code of Governance contains 25 outcomes (and 87 recommended practices) which are spread across 7 principles. A Code of Governance Compliance Statement is in place to monitor and manage our compliance with the requirements of the Code. Beacon is 100% compliant with the outcomes of the Code.

### **Principle 1: Organisational Purpose**

The Board have final approval of Beacon's Corporate Plan, Vision, Purpose and Beacons. The delivery of this Corporate Plan is managed by the Executive and Director Teams via an action plan, and progress is reported to the Board as required. The Corporate plan is underpinned by a number of strategies, and Board and Committee's have oversight of the delivery of these strategies.

A Board Performance Measures Dashboard is in place where Board can review performance against the key themes of the Corporate Plan.

### **Principle 2: Leadership**

The Board Member Policy sets out that Board Members are required to uphold the beacons (values) of Beacon. Board Member Appraisals take place annually, and incorporated in the appraisal meeting is a discussion on the organisations values and beacons, including a whether Board Members are reflective of these.

The Board Members Agreements and job description's outline Board Member responsibilities. The Board Member Policy also sets out that Board decisions are made as a collective and that all Board Members are responsible for any decisions made.

### **Principle 3: Integrity**

Rules, Terms of References (ToR) and a Schedule of Delegated Authority (SODA) are in place and are clear on the powers of the Board and the Leadership Team. The ToR and Rules are also clear on quoracy and voting requirements.

The Board ensures that it creates an inclusive culture and that the association is accessible to partners, stakeholders and residents. The Board will seek feedback from periodic stakeholder surveys (with Beacons first Stakeholder Survey scheduled for 2026) and resident surveys (with Beacons first Resident Survey having taken place in 2025).

The Board Member Policy is clear with regards to managing conflicts of interest. Board Members must all abide by the Declarations of Interest policy, which includes the completion of the annual Declarations of Interest form. Every Board and Committee

agenda includes an item asking Board Members to declare any interest in relation to any item on the agenda.

As detailed in RS1d, Beacon has a skills based Board, and the Board are responsible for reviewing Board Membership annually, considering the skills composition and the diversity of the Board.

An external assurance review will be completed every three years to consider all aspect of Beacon's governance, including governance processes and dynamics in the Boardroom. Beacon's first external assurance review is being scheduled for early 2026.

#### **Principle 4: Decision-making, risk and control**

The Board Member Policy clearly stipulates that Board Members should remain strategic and avoid operational discussions.

SODA and ToR are in place for responsibilities delegated to Committees and Leadership. These documents are owned and regularly reviewed by the Board. The Board are sighted on Committee Meeting packs and minutes and receive updates from the Committee Chairs on the work of each Committee at every Board Meeting.

As outlined in RS3, a robust Risk Register and Risk Framework/Policy is in place for Beacon and this is actively managed by the Executive and Director Teams, and regularly reviewed by the Board and the Audit, Assurance and Risk Committee.

#### **Principle 5: Board effectiveness**

Beacon's Board is a skilled based Board and Board Members are recruited on their skills and in line with the skills matrix. The skills matrix sets out the skills required on the Board to be able to deliver the organisation's objectives and manage the risks facing the organisation and the wider sector. A strong training plan has been developed to ensure Board Members have the skills required to meet their obligations as a Board Members and they are kept abreast of changes in the sector and within the organisation.

Board Members skills will be reviewed annually by the Board Chair as part of the appraisal process, with feedback from the Chief Executive and the Committee Chairs, as part of the appraisal process. The Board review the wider Board Membership on an annual basis, considering whether the Board have appropriate skills, knowledge and diversity. The Board will also consider whether new skills need to be added to the skills matrix, considering the business needs and external landscape/pressures. Board Membership, including the composition of skills on the Board, is also considered as part of the three-yearly external governance review.

The Board Member Policy is in place which sets out how Board Members should work together and will be discussed as part of Board Members Appraisals. The Board Chair Role profile sets out how the Chair should manage conflicts of interest between Board Members.

#### **Principle 6: Equality, diversity and inclusion**

Beacon has an Equality, Diversity, and Inclusion Strategy which provides a vision and framework for ensuring services, policies and procedures are inclusive, and do not disadvantage residents, employees or Board Members on the basis of the characteristics defined in the Equality Act. Our strategy relates to culture and purpose in that it underpins our commitment to develop strong diverse communities as well as a committed, diverse workforce and board.

This strategy is underpinned by our polices on Housing Management, which further outline our commitment and obligations to resident services, our Equality and Diversity Policy and our Bullying and Harassment Policy.

We are developing a new strategy for Beacon, which is due for Board approval in early 2026. This strategy will build on the existing strategy and will contain clear objectives and a high-level action plan specifying outcomes to be achieved that support delivery of the strategy.

We are Stonewall Cymru Diversity Champions, partner with Race Council Cymru and are Disability Confident Employers.

Beacon have signed up to the Deeds Not Words 2.0 Pledge and an internal working group has been established to implement the requirements of that Pledge, alongside the requirements set out in Welsh Governments Anti-Racist Wales Action Plan.

#### **Principle 7: Openness and accountability**

Resident Surveys are issued on a two-yearly basis, with Beacon's first survey being completed in late 2025. The results of this will be presented to the Board in early 2026. Beacon also undertake regular tenant satisfaction surveys in relation to repairs and maintenance. The results of these surveys are included in the Board Performance Measures, which are accessible to Board Members at any time, and formally presented on a quarterly basis.

As detailed earlier in the report, Beacon's Resident Engagement Strategy was approved by the Board in November 2026, and this strategy sets out clear commitments and routes for tenant engagement, including proactively bringing the engagement to the tenants with increased visibility in the community. This will enable us to capture the views of residents we may not have previously heard.

As part of our recruitment and induction process, we will ensure Board Members are aware of the 'beacons' (values) of the organisation. The Board regularly self-evaluates itself to consider its culture and decision making process.

The Board Appraisals process will incorporate on the organisation's values and behaviours, including whether Board Members are reflective of these.



## Continuous Improvement Plan

As set out above, there are three Regulatory Standards where we have identified we are 'partially compliant'. We have identified the following actions which, once completed, will ensure we are fully compliant.

Regulatory Standard	Improvement Action
RS1d: Has a diverse Board, reflecting the communities the RSL works in and with, and has the skills, knowledge required to be effective	<p>Diversity of Beacon Board to be considered and addressed as part of the Board Member recruitment taking place in early 2026.</p> <p><b>Lead:</b> Governance Manager and Exec Director of people</p> <p>In Autumn 2026, to help diversify the Board and bring new voices into the sector, Beacon will be looking at introducing a Board Apprenticeship Programme (either joining an existing programme or establishing its own)</p> <p><b>Lead:</b> Governance Manager and Exec Director of People</p>
RS3d: Makes landlord performance information available to tenants which is sufficient to enable scrutiny and challenge	<p>Performance information to be published on Beacon's website upon completion of the implementation of Beacon's suite of performance measures in 2026.</p> <p><b>Lead:</b> Head of Business Improvement &amp; Insight</p>
RS4a: Has an effective framework for tenant involvement that is well publicised, provides a range of opportunities for tenants to be involved and can demonstrate that tenants are satisfied with the framework	<p>Launch and embed the Resident Engagement Strategy in 2026.</p> <p><b>Lead:</b> Executive Director of Operations</p>
RS6a: 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	<p>Procurement / VFM / Social Value Strategies and supporting measures to be introduced in 2026. Engagement with Residents and stakeholders in developing these strategies.</p> <p><b>Lead:</b> Executive Director of Development and Growth</p>

## Beacon's Strategic Risks

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The Board Assurance Framework is a key document that forms part of the overall Risk Management Framework and details all of the ways in which Board receives assurance regarding risk management in Beacon.

The Risk Register includes 15 Risks and a summary tab for ease of reference. The Risk Register is reviewed at every meeting by the Audit, Assurance and Risk Committee and formally every 6 months by Board. Any new risks that are added to the Register within year are reviewed by AARC and reported to Board at the relevant point.

The table below provides an overview of the top 5 risks on Beacon's Strategic Risk Register and a summary of how they are managed and mitigated. Other risks relate to Asset Management; Health and Safety; Values, Culture and Staff Retention; Regulatory and Legal Compliance; Development; IT Transformation; Governance and Leadership; and Meeting Residents Needs. Due to being a recently merged organisation, Beacon also has the delivery of the Merger Integration Plan on its strategic risk register. Finally, one of Beacon's Fire Remediation Projects in relation to a tall building is included on Beacon's Strategic Risk Register at present due to it being a large and complex project with financial and reputational implications.

Risk	Risk Description	Summary of Mitigations
<b>Cyber Security</b>	Failure to protect Beacon's systems and data against a cyber attack leading to system downtime, loss or corruption of data, inability to provide services, financial loss and reputational damage.	<ul style="list-style-type: none"><li>• Education, Training &amp; simulations</li><li>• Network Security</li><li>• Endpoint Security</li><li>• Application Security</li><li>• Identity and access management</li><li>• Incident Response and Monitoring</li><li>• Data Protection</li><li>• Policies and Procedures</li><li>• Transformation of tech architecture</li></ul>

<b>Data Integrity</b>	<p>Inability to identify problems and or trends promptly and respond effectively; poor data leading to uninformed and 'wrong' decisions; decline in financial health; decline in health and wellbeing and staff morale, sub-optimal investment in homes. Non compliance with laws and regulations that relate to data and undermining of ability to harness benefits of AI and new technologies. Insufficient understanding of needs of our residents in order to assess whether our services deliver fair and equitable outcomes.</p>	<ul style="list-style-type: none"> <li>• Business Insight Team in place</li> <li>• System Integration and Migration</li> <li>• Migration of data management systems to Sharepoint</li> <li>• New EDRM</li> <li>• Data Quality Projects</li> <li>• Power BI Dashboards</li> <li>• Data Policies</li> <li>• Data Champions</li> <li>• Surveys</li> <li>• Development of a Data Warehouse</li> </ul>
<b>Rent Affordability</b>	<p>Escalating rent debt and/or unaffordability leads to significant shortfall in rental income versus business plan</p>	<ul style="list-style-type: none"> <li>• Annual Rent Affordability Assessment and resident consultation</li> <li>• Policies and Procedures</li> <li>• Experience and appropriately trained staff</li> <li>• Housing Management System</li> <li>• Relationships with external agencies and support services</li> <li>• Access to legal advice and training</li> <li>• Review of Rent Service to inform service design</li> </ul>
<b>Financial Viability</b>	<p>Rising costs, inflation and interest rates materially squeezing budget</p>	<ul style="list-style-type: none"> <li>• Stress testing of business plan and loan covenants</li> <li>• Budget setting process and forecasting</li> <li>• Strong relationships with lenders</li> <li>• Policies and Procedures</li> <li>• Treasury Strategy and advisors</li> <li>• Rigorous cash flow monitoring</li> <li>• Procurement</li> </ul>

		<ul style="list-style-type: none"> <li>• Review of services and service design to ensure value for money</li> </ul>
<b>Procurement and Contract Management</b>	Beacon does not sufficiently plan its procurement programme, leading to insufficient timescales for undertaking procurements properly, resulting in poor value for money, potential breaches of the Procurement Act 2023, missed strategic target dates due to supply chain delays or leaseholder objection, and an increased risk of reputational damage	<ul style="list-style-type: none"> <li>• New Procurement Policy (Dec 2025)</li> <li>• New Scheme of Delegated Authority</li> <li>• Central Procurement and Contract Register in development</li> <li>• Leaseholder engagement</li> <li>• Supplier due diligence</li> <li>• Review of processes and procedures and training</li> </ul>

## Statement of the Board

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### **Board Statement of Assurance**

Beacon's Board recognise the critical importance of the Self-Evaluation as part of the overall Regulatory Framework and have examined in detail each limb of the standard to determine its compliance.

As set out by Debbie and Luke in the preamble, Beacon (formed through the merger of Coastal and RHA Wales) has only a year on the clock. Whilst the year has been one of significant change, not once have the Board been deflected from the belief that the new body will deliver improved outcomes for our residents and create additional capacity to do more in the communities we operate.

Let there be no doubt however that merger is a complex, difficult process with many intricacies, but the Beacon board remains confident that it remains firmly on path. The year has been one laying strong foundations with a focus on values, culture, and understanding where the opportunities lie for improvement. Difficult decisions have been taken with colleagues, and we have sought to confront challenges early within the merger to provide clarity / certainty. Meantime, maintaining service levels and listening to the voice of our residents has remained a priority as we transition the organisation. We are entirely satisfied we have met these objectives but as ever there is so much more we can do.

Prior to attesting to each standard, we have paused on some of the assurance steps we have taken along the way as follows:

### **Assurances obtained by Beacon board as part of the Self-Evaluation**

- As part of its data-led approach, the Board supported the development and implementation of a dashboard and the evolution of a suite of measures ensuring Beacon's performance is consistent with the 4 pillars of its anchor strategy. These are around People, Place, Planet and our Platform. Individual tiles within this dashboard provide fresh data around how Beacon performs. There is emphasis on areas of utmost importance to our residents – safety, quality and timeliness of repairs, alongside consideration of complaint trends. These have remained robust throughout the period and provide a platform for future investment / service priorities.
- The Audit, Assurance, and Risk Committee summary of work 2024/5 provided an overview of oversight activity which has covered multiple elements of the Self-Evaluation report. Regularly standards 1,2,3,7,& 9 in particular have been subject to scrutiny.
- A report from Astari (our external appointee to support Internal Audit) reviewed compliance with the Code of Governance, providing "substantial assurance" around compliance.
- The 2025/26 rent setting decision considered affordability and consistency of both rents and service charges through multiple lenses with fairness / consistency the arbiters of how it was ultimately applied (RS5). The Board are pleased the team have shone a torch into Service Charges in particular – an area where residents indicate greater levels of dissatisfaction.

Moreover, as referenced within the report, the Board were eager to commission a Governance Review at the earliest feasible opportunity for Beacon (Q1 2026) with Campbell Tickell appointed. This will help crystallise our thinking around how we further deploy our residents voice with strategic decision making (RS1) and design of services (RS4). Furthermore, in early 2026 the Audit, Assurance and Risk Committee will review an independent report from Barcud around compliance with emergent Procurement legislation / best practice (RS6). The Board will naturally consider any recommendations from both reports for folding into the Continuous Improvement Plan.

We have been entirely candid / transparent with our Regulatory Team that direct resident involvement in the oversight of this return has not been straightforward given the inaugural nature of this report, and the weight of issues being faced into in the immediate aftermath of merger. Whilst there has been an understanding of this position, there is a mutual determination that our second year Self-Assessment will be materially different in terms of involvement, and the impending launch of the Resident Engagement Strategy will be pivotal. This approach – not only fusing the best elements of engagement from the constituent associations but with new innovations – will provide the bedrock evidence base for successor returns.

In the meantime, in this summary statement Board are asked to attest to each of the standards which is provided in the table below with particular focus areas that are complementary to the Continuous Improvement Plan:

No	Standard	Compliance Status	Focus Area
1	Strategic leadership	Mostly compliant	Board recruitment / diversity
2	Risk management	Compliant	Vigilance across all areas.
3	High quality services	Mostly compliant	How we best share performance levels
4	Culture empowering tenants to influence / design services	Partially compliant	Launch of our residential engagement strategy / governance review.
5	Affordable rents and service charges	Compliant	Complete our work with Service Charges.
6	Value for money	Partially compliant	Further development of procurement / VFM / social value strategies.
7	Robust / effective financial planning	Compliant	Further iteration of planning to unleash full potential of merger.
8	Well managed assets and liabilities	Compliant	Keep abreast / respond to emergent WHQS / Stock Condition data
9	Provision of safe / high quality accommodation	Compliant	Retain laser focus on Beacon's health and safety compliance.

### Looking Forward

The regulatory standards understandably set a very high bar given the trust bestowed in Registered Social Landlords and Beacon's Board are acutely aware of declining trust across the public in light of widely reported sectoral failures. Against this backdrop we recognise providers cannot afford to let their guard down. Whilst we can't attest to full compliance with every single limb of the Regulatory Standards (due to the reasons outlined above), we are confident that our plans / areas of focus will

see us quickly close any gaps and leave us even better equipped to provide safe, secure, and affordable homes for our residents.

An important piece of the foundational work undertaken during the year was aligning on our values and purpose – the latter defined as “*to deliver lasting change you can see through affordable homes, sustainable neighbourhoods, and vibrant town and city centres*”. We aim to achieve this guided by values (Trust, Respect, Integrity), and principles (Relationships, Community, Listening) which are entirely consistent with the spirit of the Regulatory Standards. Beacon colleagues / Board have all aligned behind this and although the sector faces some formidable challenges we face 2026/7 with both confidence and optimism.

We invite and stand ready to answer questions around this Self-Assessment.



**Peter Hughes**  
Chair of the Board