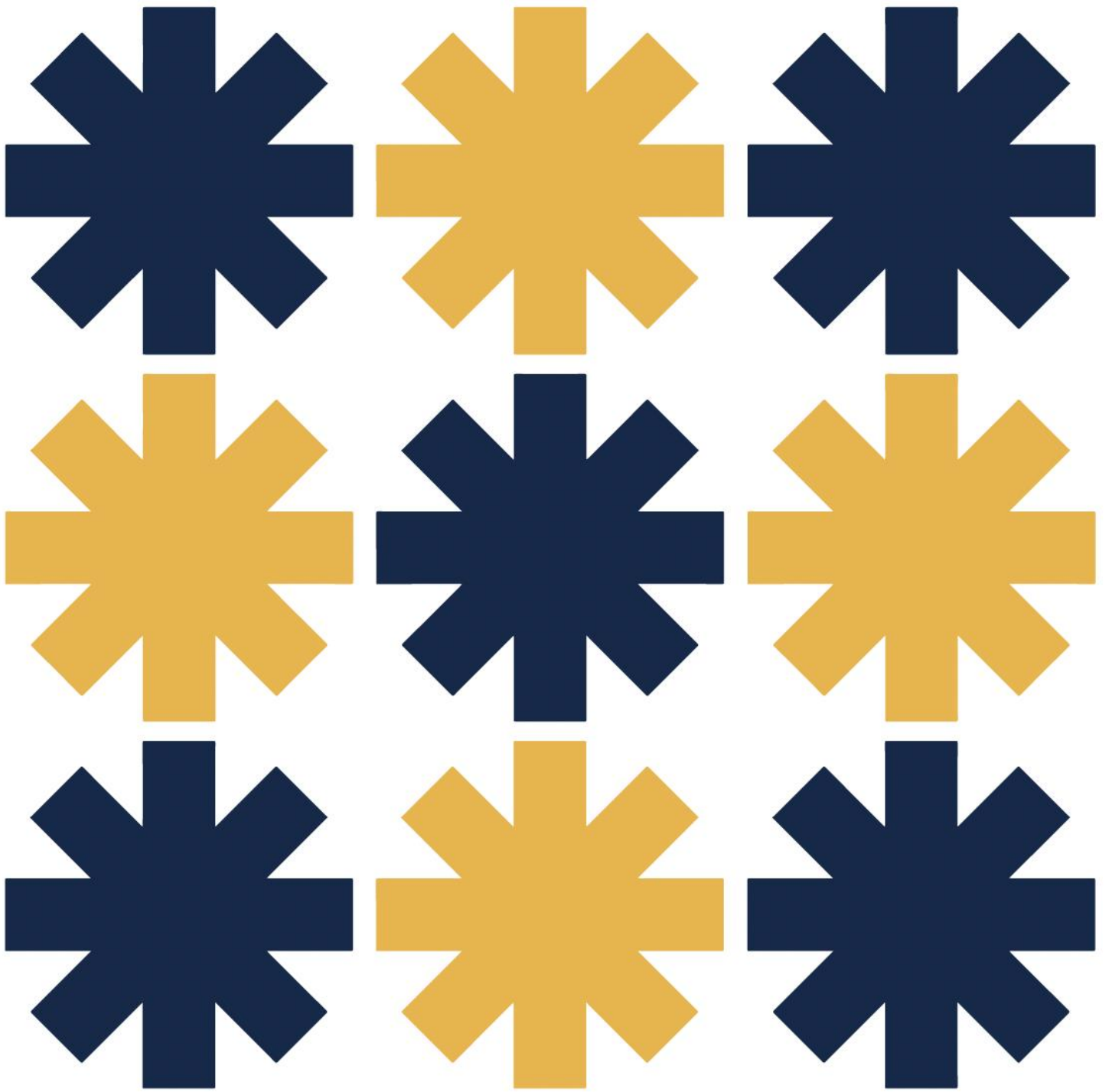




Self Evaluation 2026

The Foreword

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:

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

The Executive and Director Teams reviewed and updated the compliance statements for both the Regulatory Standards and the Code of Governance, which were then reviewed by the 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.

Progress since the 2025 Self Evaluation Report:

Over the past year, Beacon has continued to make good progress in strengthening our compliance with the Regulatory Standards and ensuring that we have strong governance and effective services for residents.

This year's assessment includes two changes to our compliance ratings. RS3c (*Ensures that services are fair and deliver equitable outcomes for tenants in response to their individual needs*) has moved from fully compliant to partially compliant. This does not reflect a decline in our services. Instead, as part of our ongoing work to improve and combine information from across the organisation, we have identified some gaps in our resident data that need to be addressed. While we have a clear plan in place to resolve these issues, we feel it is important to be open and transparent until we can demonstrate full assurance in this area.

We are pleased to report that RS1d (*Has a diverse Board, reflecting the communities the RSL works in and with, and has the skills, knowledge required to be effective*) has moved from partially compliant to fully compliant. This is to reflect the skills gap analysis carried out on Board in late 2025, which subsequently led to the appointment of four new Board Members in 2026.

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*) has also moved from partially compliant to fully compliant. This reflects the progress made through the introduction of our Resident Engagement Strategy and the launch of the Beacon Promise, which have created more opportunities for residents to get involved and influence the services they receive.

Beacon continues to assess itself as fully compliant with all outcomes within the Code of Governance. During the year, we commissioned an independent governance review to help us identify areas where we could further strengthen our arrangements. We are now taking forward the agreed recommendations from that review and are confident that this work will help us maintain strong and effective governance.

Managing risk remains a key priority for Beacon. We continue to monitor and manage risks carefully, ensuring that the Board has oversight of the issues that could affect the organisation and our residents. This year, 'External Environment and Economic Uncertainty' and 'Climate Change' have become more significant risks for Beacon and will continue to receive close attention.

Ensuring that residents' voices are heard in the Boardroom remains a priority. While we have made significant progress over the past year, we recognise there is still more to do. We are particularly pleased that residents have contributed to this year's self-

evaluation. Their feedback has provided valuable insight into both our strengths and the areas where we can improve further. We welcome their views and are committed to acting on the opportunities they have identified.

We are pleased to present Beacon's Board of Management Self-Evaluation for 2026. It reflects the progress we have made over the last year, while also recognising the areas where we will continue to learn, improve and strengthen our services for residents.

Luke Takeuchi
Group CEO



Compliance with the Regulatory Standards

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 provide to the Board as required. We ensure that our strategies are aligned to our overall Corporate Plan objectives and through this, ensure that our workforce is aware of and able to deliver effectively, and teams have been structured and aligned accordingly.



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.

To provide additional assurance, an internal audit was carried out on Beacon's Code of Governance Compliance Statement in 2025. This audit provided substantial assurance in relation to how Beacon views and monitors their compliance with the Code of Governance.



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 approval in November 2026, following consultation with staff and residents. The Board

receive a regular update from the Director of People, which includes an overview of progress against all ED&I matters.

Beacon has signed the Deeds Not Words 2.0 pledge ([Deeds not Words DNW 2.0 pledge](#)), and the commitments in this pledge have been used as the basis of the new ED&I Strategy. This Strategy will be delivered 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, along with a requirement to report on progress against these expectations.

Beacon has 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.

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. A home safety team is also in place who specialise in adaptations for residents with disabilities. The adaptations policy was recently revised and approved by Board.

The Resident Engagement Strategy, approved by Board in November 2025, has EDI embedded throughout. It is explicitly referenced in the strategy purpose, engagement principles and methods. EDI data is included in the measures and there are multiple actions within the action plan, including a specific objective on improving inclusivity. Progress against this strategy is reported to Board every 6 months.



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. The Board comprises of 12 NED's with a wide range of skills, experience and professions. Annually, a report is presented to the Board on Board Membership which provides an overview of the skills composition and protected characteristics diversity of the Board. The report

considers any upcoming Board Member retirements for Board Members to consider if recruitment is required.

The 2025 Board Membership review identified upcoming skills gaps in finance, as well as existing gaps of digital, change management and assets. As a result, a recruitment campaign took place, and four new Board Members were appointed to address these skills gaps.

The 2025 Review also recognised that some of the changes to the Board as a consequence of the merger, had led to the Board being less diverse in relation to protected characteristics, particularly in relation to gender, ethnicity, sexual orientation and disability. Beacon considered this in the recent recruitment, and three of the four appointments are female and will address the gender imbalance. Beacon recognises there remains to be a lack of diversity in relation to disability and race, and future Board recruitment will consider how this imbalance is addressed.

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 is either incorporated into the wider training plan, or an individual plan is created. Board Members 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 has access to a Power BI Dashboard which includes performance measures related to Beacon's strategic priorities and organisational health, such as finance, underpinned by accurate data.

Beacon has a strong commitment to being data driven and focused on continuous improvement. To enable this, a 'Transformation and Business Insight'

department was created at the point of merger. 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.

To achieve this vision, our Transformation and Data Strategy, Project Illuminate is focused on integrating and optimising systems and reviewing and improving our data, by embedding a culture where data is valued as an asset. As part of this we have launched a number of data focused projects, including implementing a new Electronic Document & Records Management System, developing a data warehouse and a suite of new Power BI performance dashboards, implementing a new Data Assurance Framework and creating a number of data communities who are accountable for delivering of data improvement plans and overseeing the governance and a management of individual data elements.

Beacon has a robust risk management process in place, underpinned by the Risk Management Framework and a Strategic Risk Register. 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

In late 2025, Beacon's Board approved the new Resident Engagement Strategy. As a result of engaging with residents on this Strategy, the Strategy was further developed for a resident facing audience to create the '[Beacon Promise](#)'; Beacon's commitment to listening to residents and acting on their feedback to inform service design and delivery.

The priority in 2026 was to engage residents in key risk and service areas - building safety (in preparation for the Building Safety Act), rent setting (to inform the rent setting policy) and service charge standards. To date 1,054 residents have signed up to be involved, and confirmed what blueprint groups (resident groups focusing on specific areas of the organisation) they are interested in.

In April 2026, the second building safety resident engagement event was held resulting in capturing communication preferences for residents in high rise buildings, categorised as category 1 under the Building Safety (Wales) Act 2026, and shaping future engagement requirements to inform the scheme resident engagement strategy (required under the Act)

On the 12th and 13th of August 2026, Beacon held resident engagement events in relation to developing a single Rent Setting Policy, with the groups consisting of residents who had expressed an interest in rents and affordability.

Residents surveyed from the 'rents and charges' blueprint group stated location and size were the most important factors in setting rents, energy efficiency and property age were the next important factors. These factors will now be embedded into rent setting mechanisms, but the overall principles they told us were:

1. Affordability
2. Fairness
3. Transparency
4. Effective communication
5. Value for money

The valuable feedback from these sessions informed, and were embedded, in the [Rent Setting Policy](#) which was approved by the Board in September 2026:

Residents told us	We changed
Keep rents affordable	Affordability is explicitly the primary consideration in rent setting
Decisions should be fair	A single Beacon-wide framework has been introduced
Explain how rents are set	Section 4 (eligible rents section) now sets out the factors considered
Listen to residents	Resident feedback forms part of annual rent reviews
Show value for money	Section 7 (VfM section in policy) has been strengthened
Improve communication	Resident assurance commitments added throughout the policy

An update on progress against the Resident Engagement Strategy was presented to Board in June and will continue to be presented on a 6 monthly basis, providing them with oversight of progress against the commitments made.

The STAR survey is completed every 2 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 results of this survey were presented to the Board in January 2026 and committed actions are reviewed and monitored by the Integration, Transformation and Resources Committee (ITRC) on a 6 monthly basis. 26.5% of residents completed the survey.

Beacon recognises the value of the insight and feedback provided in the STAR Survey, and as such, in July 2026, a new 'pulse' survey was introduced based on the questions from the STAR survey. This divides the 12 STAR questions into four groups and every quarter; one quarter of residents will receive three of the questions.

The Beacon Board has agreed that it is important to them 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 commitments, ITRC will receive a detailed complaints report once a year (measures on complaints are also provided through the Board Dashboard).

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 and have trialled this in some key service areas. 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. Staff and Board are provided with key updates in relation to Legislative and Regulatory matters via Blink (our internal communications platform), and working Groups are also in place to support the implementation of significant pieces of legislation (e.g. Building Safety (Wales) Act; and Renter Rights 2025).

Beacon's CEO, Chair and Governance Manager 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 roles and responsibilities 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 that any risks associated with the subject of the report are included for all Board reports and 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.

Beacon's Strategic 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 we have reviewed our Strategic Risk Register to ensure all risks related to activity undertaken by the subsidiary is captured within the main strategic risks set out within the register. The activity is kept under constant review, and should new risks emerge that are not covered under the Strategic Risk Register the risk and relevant mitigations and assurance measures will be added.

An internal audit is carried out on our Risk Register on an annual basis, with the findings being presented back to the Audit, Assurance and Risk Committee (AARC). In 2026, AARC also introduced Risk Deep Dives, where Committee Members scrutinise the controls and mitigations in place to manage risks and identify any gaps in assurance that need to be addressed. To date, Deep Dives have been carried out on the Data Integrity and Cyber Security risks.

An overview of Beacon's key strategic risks, and the mitigations in place to manage these risks, are detailed later on in this report.



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.

Beacon continues to review and improve our 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 provided for 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.

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 late 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 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.

Surveys are issued to residents following a repair, and the responses to these continue to demonstrate high satisfaction rates: STAR Survey results for Beacon (2025) report 74% satisfaction and our transactional satisfaction survey results show satisfaction with the repairs service is currently at 87%. This data is reported in the performance dashboard and quarterly performance reports presented to the Board. The Homes, Investment and Sustainability Committee (HISC) also receive a quarterly 'Assets and Maintenance Update' Report which provides an overview of all areas of repairs and maintenance, including the fire safety remediation programme, decarbonisation programme, planned programme, WHQS as well as insights into sector risks and legislative or regulatory changes.

Beacon has commenced an external review (Altair) of our estates services which will result in an integrated target operating model designed by the end of 2026/27. This will resolve legacy differences in service design in predecessor organisations and will impact beyond estates into landlord safety/compliance and cleaning. The outcome will be a more consistent customer experience, evidence value for money, more transparency in service charges and improved service quality.

Beacon will be undertaking a review of how it delivers its repairs service to residents in 2027/28, with a view to implementing this in 2027-8. We will be engaging with residents to help us make this decision.

Post merger, we engaged ARK to deliver a session at a Board away day on asset management, followed by a session with senior managers (attended by the Chair of HISC). This was to assist Board members to consider post-merger asset

management strategies and priorities, as well as offer insights into stock profile and benchmarks with others.

An interim asset management strategy (26-28) was presented to HISC in September 2026 and approved by Board in October. This strategy details current investment priorities, strengths and challenges, priority data gaps, strategic priorities and critical deliverables.

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.

Following a recent restructure (Feb 26) made following the Rent Intervention, there are 12 Rent Officers in place, who manage complex, high-level arrears to provide the information, guidance and advice residents require to sustain their homes.

While some cases involve complex and intensive support over several years, many residents simply need timely advice, information and signposting to access the benefits and support they are entitled to.

Between February and August 2026 alone, Beacon Cymru provided advice, guidance and financial support on 1,516 occasions, benefiting more than 750 households.

Occupation contract turnover is regularly reported to Board via the Board Performance Dashboard, and the Quarterly Performance Report.

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.

An Internal audit on ASB was completed in 2026 and presented to AARC in July 2026. The Audit awarded 'Reasonable Assurance', with 2 recommendations identified. These recommendations are being progressed, and progress will be reported to AARC via the Internal Audit Recommendations Report (reported every meeting).

Following a discussion at Board on safeguarding and approval of the Safeguarding Policy in Feb 26, Board members requested an annual report on safeguarding. The first of these is being tabled at the November 26 Board.

All resident facing staff in housing and maintenance were trained in 'conflict management/resolution' in 2025, with mop up sessions for non-attendees in 2026. All call handlers were trained in 'dealing with difficult conversations in the latter part of 2025. A new tool was designed by the Health and Safety team for capturing incidents and near misses, which has resulted in increased reporting. This data is reported to Board six-monthly as part of the wider Health and Safety reporting.

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 (e.g. increasing access beyond nomination agreement levels to new/vacant properties for families in temporary accommodation) and are involved in work to prepare for upcoming homelessness legislative changes.

A Void Taskforce is in place to oversee the reduction of empty homes in Beacon, ensuring these properties are turned around quickly and to a high standard for us to make available to residents. Empty homes data is detailed in the Board's performance dashboard, and a regular update on the taskforce is presented to HISC as well as regular updates on Blink, which all Board members can access.



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. Post merger, we invited 100% of residents to respond to the STAR survey and contracted an external company to carry this out, who reported findings directly to Board. As detailed in RS1f, in recognition of the value of the insight and feedback provided in the STAR Survey, a new 'pulse' survey was introduced based on the questions from the

STAR survey. This divides the 12 STAR questions into four groups and every quarter, one quarter of residents will receive three of the questions.

During the year we have access to transactional survey data. Currently this includes repairs and maintenance (detailed in RS3a), lettings, services associated with rents and customer services. The average satisfaction across these areas is 8.8 out of 10 as at the end of August 2026. Where residents report low scores on transactional repairs surveys, we will reach out to them to understand more about dissatisfaction. Where there are issues identified, line managers are informed and expected to address with relevant colleagues.

We are currently working to design more transactional surveys, including following closed complaints, closed ASB cases, post lettings (new and existing homes). These are planned for implementation in Q3 2026/27.

A new Complaints Policy was implemented in August 2026, which has been confirmed as compliant with the Complaints Standard Authority by the Public Services Ombudsman for Wales. Rolled out with the new complaints policy in is a 'lessons learned' form that ensures all complaints handlers capture any lessons learned from complaint investigations.

High level complaints figures are included in the Board Performance Dashboard and the Quarterly Performance Report presented to Board. An annual report on complaints was presented to the Board at the meeting in July 2025. It has been agreed, as part of ITRC taking responsibility for 'Resident Insight', that the complaints report will be reported to ITRC going forward (next scheduled review of complaints is October 2026). We have received our annual letter from the Public Services Ombudsman for Wales for 25/26 which confirms the number of complaints about Beacon they handled (30), the intervention rate (0) and overdue recommendations (0). This is being presented to ITRC alongside the annual complaints report in October 26.

An Internal Audit on Compliments and Complaints has taken place confirming reasonable assurance and was presented to AARC in November 2025. Two recommendations were identified, and work has progressed on these. These actions are monitored as part of the Internal Audit Recommendations Tracker, which is reported to AARC at every meeting.



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 individual's 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% of this data, and this has been identified as a priority piece of work for 2027 with a specific Data Community to be established to oversee this. This improvement in data will allow us to improve our understanding of our residents and 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 established a Welsh Language Standards Project to ensure that we can meet our responsibilities in this area from October 2027.



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

Performance information is included in our annual report, and this is readily available. In addition to the annual report, and as part of our commitment to greater accountability and transparency, the resident engagement strategy outlines the other ways that performance data will be shared and considered by residents including through performance 'cafes' and the publication of performance information on the website and through social media. This is currently in development, but once live, will enable residents to have access to performance and satisfaction data at more regular intervals throughout the year.

Welsh Government publish RSL Satisfaction Data ([Social landlords: tenant satisfaction survey 2026 | GOV.WALES](#)) and RSL Regulation Survey Data ([Registered social landlord regulation surveys | GOV.WALES](#)).

The results of our two-yearly STAR Survey is published on our website: [Beacon Performance - STAR \(Survey of Tenants And Residents\) - Beacon Cymru Group Ltd.](#)

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 to inform any redesign 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, establishing engagement as a corporate priority not a function solely within the operations directorate.



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

As set out in RS1f, Beacon's Resident Engagement Strategy was approved in 2025 and launched in 2026. The new strategy is framed in three areas - inform (building awareness of service areas, expectations and opportunities for engagement), engage (a variety of ways in which the residents voice can be heard, indirectly and directly), entrust (involvement in decision making). The strategy distributes responsibilities for engaging with residents across all areas of the business, not just housing related services and clarifies how those insights shape services and inform decisions.

An example of indirect insight is through the routine study of demand analysis, enabling us to identify failure demand and address that.

An example of direct insight will be through community outreach via the Beacon Bus, which will mean we can gather views from all localities. The Beacon Bus will be on the road from October 2026, and a plan has been developed on how the Beacon Bus can best be utilised to reach out to communities of Beacon residents ([Resident engagement at Beacon - Beacon Cymru Group Ltd.](#)).

The resident engagement team met with a group of engaged residents to shape the strategy, as well as once the strategy was created to discuss implementation and promotion. The latter resulted in the creation of The Promise, a more accessible summary of how residents can engage with Beacon to ensure their voices are heard.

Since the launch of the Strategy, 1,054 Residents have signed up to be involved in Beacon. To date, meetings have already taken place with residents in relation to setting rents and charges, communication and governance in 2026. We engaged with residents in Swansea and Tonypandy in September 26 on the new Resident Portal, gathering their insights into design, functionality and rollout.



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

Over the past year, Beacon has continued to engage with resident to inform the design and delivery of our services.

Wherever possible, we will communicate with residents on how their feedback is helping shape Beacon's service, either via 'You Said, We Will' Commitments published on Beacons website ([Beacon Performance - STAR \(Survey of Tenants And Residents\) - Beacon Cymru Group Ltd.](#))

One example of the engagement work completed with residents was in 2025, where feedback has directly influenced the 2026/27 Rent Setting Policy.

Case Study

Rent Intervention (2025): The Intervention Team listened to recorded calls related to rents queries to understand the type and nature of demand, and whether this was failure or value demand. Failure (or preventable) demand is where residents are contacting us about a matter they've contacted us about before but it hasn't been resolved (e.g. 'no-one has called me back as promised') or where contact is made because no self-service is available (e.g. asking for a rent balance) or where we haven't adequately advertised the services we have available. Value demands are first requests for help or assistance in areas of service that we provide. A survey of residents was carried out, with 611 responses and there were focus groups with residents in person. In addition, there were full case reviews of rents cases.

All of this feedback created a new purpose for the rents system and established principles for the way we work which were co-designed with staff, residents, and partners, to enable us to ensure 'what matters' is reflected in our day-to-day work.

Residents informed us that the following principles were important:

- 'Allow me to access and understand information relating to my rent at a time that suits me'.
- 'Ask me how I want to be communicated with'.
- 'Explain what I am paying for, how my service will be delivered and reviewed'.
- 'Tell me about the support and advice available to me'.
- 'Listen and understand my situation, show me empathy and compassion through a consistent approach'.

The new design of the teams as a result of this feedback:

- Having more people in the rent management team able to take calls trained to a high level to be able to answer queries not having to wait for a call back from and ""expert"".
- Having benefit experts available on the phone to answers queries provide advice and guidance and book appointments with, to make benefit claims.
- Introducing rent officers across the whole of Beacon that are able to work with residents when their case is complex and involves debt.

We are structuring the teams so that accounts are monitored on a daily basis and where a resident needs help assigning these cases quickly to the housing officer to act when help and assistance can be provided at an earlier stage, e.g. make UC claim as this benefit cannot be backdated.

The Rent Setting Policy, which reflects the learning from the Rents intervention, was approved by Board in September 2026.



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

Existing Homes and Services:

Surveys (including the STAR survey) are issued to all residents, rather than relying on a small group of residents acting on behalf of others (see RS1f). Resident views are imperative to shaping our services, and can be demonstrated in the work detailed above in RS4b. Diversity data (protected characteristics) was captured, and analysed as part of the STAR survey. This included asking residents who responded to the survey to tell us about their age, Welsh language ability (speaking/reading/understanding), ethnicity and disabilities/health.

Engaging with residents in their communities means we will be more able to understand issues at neighbourhood level and respond appropriately. As detailed above, the Beacon Bus will have a programme of engagement activity to gather insights across multiple geographies.

Building Safety and Landlord Compliance:

Post merger, where we identified improvements were needed in rates of landlord compliance of EICRs, we identified additional resource to act on no-access cases swiftly and seconded a housing officer to work more closely with the compliance team on these cases. Following a successful programme of intervention, we established new practices and data systems that resulted in the responsibilities of that seconded officer being transferred back into the patches of multiple housing officers. We have a case management system in Civica CX

to manage all no access cases, increasing visibility and ability to report. We also established monthly meetings, chaired by the CEO, to review progress across the big six areas of compliance. We subsequently identified a need to focus in on fire safety, particularly tracking remediations linked to FRAs and have established a monthly meeting for oversight of this area of responsibility.

Development:

For all potential new schemes, the development team will liaise with housing, who have engaged with residents on the housing mix and design specification (subject to the LA requirements). An example of this is Ty Menyn in Swansea. Due to the location of the scheme, which was in an ethnically diverse part of Swansea, the team engaged with EYST (Ethnic Minorities & Youth Support Team (EYST) Wales) to understand if there were any design preferences. Whilst there were limitations due to the need to comply with Welsh Government Design Standards, it was possible to take some of the feedback on board with a view of understanding how this could be incorporated into future schemes, and to shape discussions with Welsh Government on their design standards and grants.

Surveys are issued 6 months after handover residents have moved into their property. In our post-merger year we haven't used this data however this is an area for improvement for us going forward.

Sector Learning:

Beacon's Board and Leadership Team proactively look to learn from the sector, considering reports from the Ombudsman, Regulators and Partners. Where sector failings are identified (such as Damp, Mould and Condensation), the organisation will move quickly. Housing and Maintenance work closely, and will do this when required. For example, with damp, mould and condensation, joint visits were carried out allowing both teams to know their roles in addressing the issue.



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.

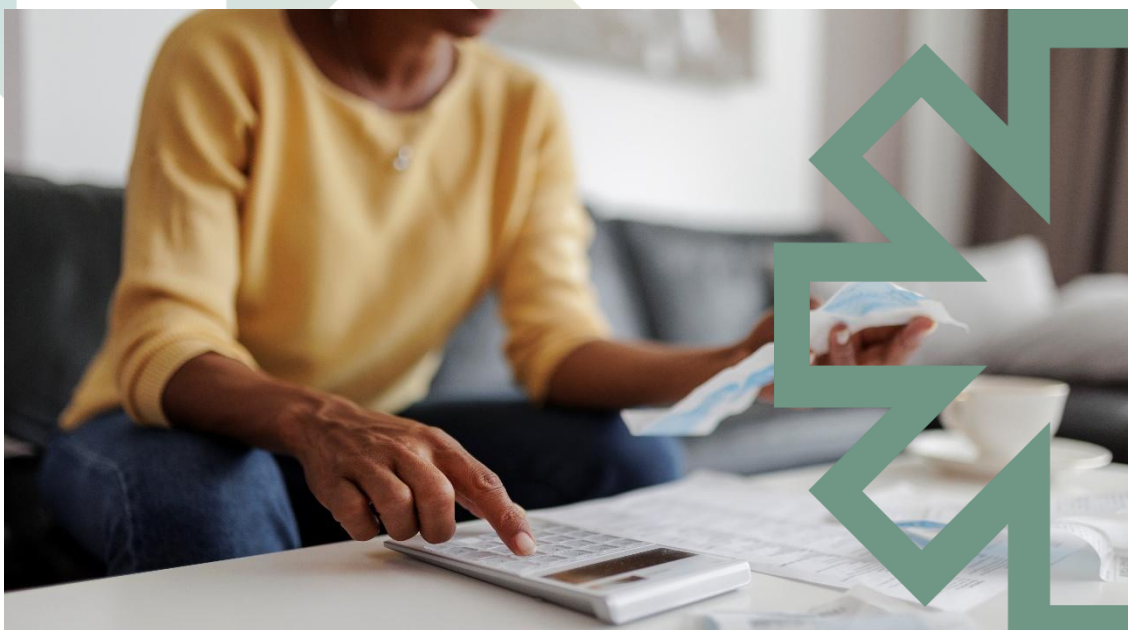


RS5a: Ensures all applicable rules, statutory guidance and any supplementary sector agreements are fully complied with

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

Social Value and Financial Framework: An interim Social Value Strategy has been produced with a clear timeline of work required to lead us to a final Beacon Strategy in 2027.

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.

A critical area of work linked to this standard that is under review is Procurement in Beacon. There is a project ongoing to map our procurement needs, ensure compliance with Procurement Legislation and achieving VFM including delivery of Social Value outcomes for residents and communities. As this work unfolds in 2026/27 a new Procurement Strategy, VFM Statement and Social Value Strategy will be produced to ensure Beacon has robust evidence to demonstrate it's achieving VFM in delivering our strategies and corporate plan. The interim Social Value Strategy is due for formal approval in December 2026.

Since May 2026 Social Value has now been reported strategically to HISC demonstrating the added value being delivered in Beacon for residents and stakeholders due to effective procurement and clear social value outcomes embedded in contracts. Performance measures are being developed and will be in place in early 2027 to monitor and evaluate outcomes achieved through the Social Value Strategy and these will be reported to HISC and Board. We will also make this information easily available to residents.

We included a social value question in our STAR survey to gain an understanding of what matters to residents when Beacon is considering our social value activities.

Sustainability and decarbonisation: We launched our new Sustainability Strategy 'Beacon for the Planet' in 2025 which delivers against the Planet focused objectives of our Corporate Plan. Through this Strategy 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 in house estates and trades (electrical, gas and heating, multi-skilled repairs and decorators) teams in all areas, except in RCT where there are more contractors and a smaller number of in-house provisions. In September 2025, we implemented Total Mobile for repairs scheduling and have been working with the BI team throughout 2026 to utilise the enhanced functionality to understand true costs of in-house services, which will be a key element of the planned review in early 27/28. We are working to ensure we can compare resident satisfaction data from in-house vs contracted services, which will also inform the review.

We are currently reviewing our estates services (with Altair) to inform a target operating model for all Beacon schemes (legacy arrangements are still in place). Value for money is a core element of the review.

Rents and Charges

We understand that resident satisfaction with value for money on rents and service charges is an area we need to focus on (STAR Survey). We are currently consulting residents on a new service charge policy, along with a universal variation to occupation contracts which support more effective consultation with residents about service charges in their schemes. In addition, with the work we are undertaking on procurement, combined with the aspirations in the Resident Engagement Strategy to entrust shared decision making on contracts that directly serve residents (many of which are service chargeable), we expect to see improvements in evidencing value for money in this key area in the future.



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 March 2026. The Treasury Management Policy is reviewed annually by Board to mitigate risk. Beacon Cymru works closely with Centrus to determine our treasury strategy, and the most recent iteration of this was approved by the Board in July 2026.

In September 2026 the Board approved indicative terms on new funding to enable Beacon to deliver the Business Plan



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: Latest asset programmes are modelled in the Business plan to determine a programme of capital investment.

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

There is an ongoing programme of stock condition surveys being undertaken to regularly inform us of the condition of properties and future investment requirements. This is currently being reviewed to understand additional staffing requirements to meet WHQS deadline of whole stock assessments by March 2029.

An interim Asset Management Strategy was approved by Board in October 2026, and this paved the way for a future long-term strategy to be ready for Board approval in Q4 2027/28. An action plan for delivery of this strategy will also be approved, and progress on delivery against this action plan will be provided as part of the regular assets and maintenance reports that go to HISC. This strategy outlines all the areas where data gaps need to be closed to gain a comprehensive understanding of performance, including a single asset data platform by the end

of Q3 26/27, a unified asset performance framework (financial, social and strategic performance) by Q1 27/28 and a comprehensive review off future investments and liabilities by Q3 27/28.

We continue 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

We are engaging with other Housing Associations on potentially transferring stock in accordance with our strategic priorities or where we believe there are risks (financial or service delivery) in retaining.

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. As set out in RS6a, this Social Value Strategy is due to be approved in December 2026.



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.

Beacon has carried out a complete review of compliance, data recording and reporting, with new policies, procedures and teams structured to manage this effectively. Beacon recognise the priority of landlord compliance and established a Head of Building Safety role to oversee Beacon activities in this area.

Beacon take compliance and safety requirements seriously, and we have been successful in securing circa £70m of grant funding for important fire safety and cladding work. Beacon continues to work its way through this program to ensure residents homes are as safe as possible. Three major remediation works have commenced, two of which are nearing completion. A further 4 sites have had sprinklers installed, with two nearing completion. Resident engagement is ongoing to ensure effective liaison throughout the remediation, but also to help shape the most suitable communications on fire safety generally. This work is also aligned to our continued preparation for the Building Safety (Wales) Act 2026, for which we have assembled a project team to work together on.

The organisation(s) were 100% compliant with the first WHQS, and we are currently reviewing the impact of WHQS23, and the energy and cost implications of meeting this new standard. Reports on WHQS have been presented to HISC (and were made available to Board), providing an overview not just on our own assessment of compliance to WHQS23 but also on our data quality, with an associated data improvement programme ongoing.

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 have recently completed accredited training in managing damp, mould and condensation.



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 invests considerably in ensuring homes are safe and all areas of compliance are adhered too and acts promptly when areas of non-compliance are identified. A Landlord Compliance Policy is in place and is approved by Board on an annual basis, with it last being approved in June 2026.

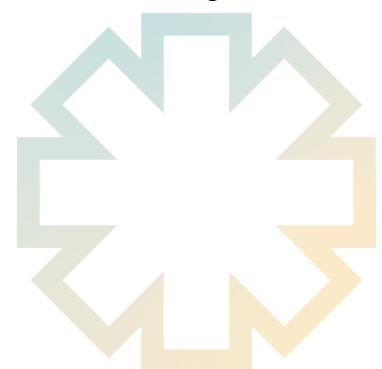
The Compliance Team monitor certifications into the organisation. There is CEO led oversight, with a reduction from 426 (January 2025) to 126 (August 2026) properties out of compliance for all core compliance reporting areas. These meetings include members from all operational teams to ensure their focus remains on supporting engaging with residents and securing access. As a result of the success of these CEO led meetings, a Monthly Fire Safety Meeting has been introduced and is underway. Feedback on the progress made is shared with the Board through the CEO Updates.

We are currently in the process of specifying a specific compliance management system (Project Nexus), which will bring the management of compliance across all areas into one system to enable a single source of the truth for compliance data and performance. This is included in the Interim Asset Management Strategy, with a completion date of Q3 27/28.

Compliance Performance is included in the Board Performance Dashboards and Quarterly Performance Reports.

Health and Safety is a risk on the Strategic Risk Register, which is regularly reviewed by AARC and Board. The Risk Register clearly identifies the controls and mitigations in place which include, but is not limited to:

- Policies and procedures in place for landlord health and safety;
- Monthly reporting of all incidents and accidents to senior management, including lessons learnt from any occurrences
- Risk Assessment Programme and Registers
- Legislation Matrix



- Health and Safety Management System in place to organise, manage and administer all elements of Health and Safety
- Performance Reporting to Board and Senior Management
- Mandatory employee training programme
- Safety Information provided to residents

Landlord Compliance is also included in the internal audit plan, and a minimum of one internal audit takes place every year on landlord compliance areas, such as Asbestos (2025/26); Damp, Mould and Condensation (2025/26), Electrical Testing (2025/26). The management of Fire Safety is on the audit programme for 26/27, scheduled for Q4.

WHQS Addendum (Hazards):

Following the introduction of this hazards rule in April 2026, we have been working to design, implement and refine how we evidence performance against this requirement. We have reported to HISC our approach in June and September 2026. We have been designing and testing a new module in Total Mobile to support improved case management of housing hazards, and expect this to go live by the end of October 2026



The Voice of Residents in Governance

Ensuring that the voices of residents are heard within the Boardroom is a key priority for Beacon. We are committed to placing residents at the centre of decision-making and ensuring that Board and Committee discussions are informed by resident experiences, insights and feedback. Whilst this remains an evolving area of development, significant progress has been made, and we are committed to strengthening resident influence further.

Resident Engagement Strategy

The Resident Engagement Strategy was approved in late 2025, followed by the launch of the Beacon Promise in 2026. Progress against the strategy is being actively delivered, with several resident Blueprint Groups now established, including Rents and Charges, Communications (including Resident Portal), and Governance. Updates on progress and outcomes are reported regularly to the Board.

Complaints Reporting

An annual complaints report was presented to the Board in July 2025. Following a review of governance arrangements, responsibility for oversight of resident insight, including complaints, has been delegated to ITRC. Future complaints reporting will therefore be considered by ITRC, with the next scheduled review due in October 2026.

Resident Digital Stories

In September 2026, Beacon introduced Resident Digital Stories. These short films provide residents with the opportunity to share their lived experiences of Beacon's homes and services in their own words. The stories are presented at the start of each Board meeting to ensure that resident experiences are central to discussions and decision-making throughout the meeting.

The purpose of these stories is to provide valuable insight into how Beacon's services can be improved and how residents can be better supported. Feedback from Board Members has been overwhelmingly positive, and Resident Digital Stories are now a standing agenda item at all Board meetings.

Customer Satisfaction and Resident Feedback

Beacon commissioned an independent organisation to undertake its first post-merger STAR Survey in 2025. As a newly merged association, it was considered important to establish the most accurate baseline possible; consequently, all residents were invited to participate rather than relying on a sample approach. The survey achieved a response rate of 26.5%.

The results were presented to the Board in January 2026, and delivery against agreed actions is monitored by ITRC on a six-monthly basis.

Recognising the value of ongoing resident feedback, Beacon introduced a quarterly Pulse Survey in July 2026. Based on the STAR framework, the twelve STAR questions have been divided into four groups, with a different set of three questions issued to a quarter of residents each quarter. This approach provides more regular insight into resident satisfaction and enables the organisation to monitor trends and respond more effectively to emerging issues.

Resident Engagement with the Board

On 11 August 2026, Beacon held its first Meet the CEO and Board event. Approximately 25 residents attended, meeting with the Chief Executive Officer, Board Chair and four Board Members. The event provided an opportunity to discuss Beacon's strategic ambitions under the leadership of the new Chief Executive and Chair, explore residents' priorities, and understand the area's residents believe the Board should focus on over the coming year.

The event was well received by attendees and provided valuable insight for both residents and Board Members. As a result of its success, similar engagement events will be scheduled on a regular basis.

Future Development

An external governance review, together with feedback received through resident engagement activities such as the Meet the CEO and Board event, has highlighted opportunities to further strengthen the role of residents within Beacon's governance framework. Consideration of future arrangements will form part of a Board Away Day scheduled for October 2026, after which further engagement will take place with residents to help shape the preferred approach.

While there remains further work to do to enhance resident involvement in governance, Beacon has made significant progress in ensuring that resident voices are heard and considered within Board and Committee decision-making. The organisation remains committed to developing meaningful opportunities for residents to influence strategy, scrutinise performance and shape services.

The Role of Residents in our Self Evaluation Process

The first Regulation and Governance Blueprint Group took place in August 26. Attendees were provided with an overview of the Regulatory framework, and an in-depth discussion took place on the regulatory standards, considering what each of the standards mean to residents, how they feel Beacon is performing against each, and where they feel Beacon could strengthen compliance.

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

- Residents expressed interest in greater involvement in governance and board-level discussions.
- Discussion took place on some of the routes where residents can play an increased role in governance, considering the pros and cons of each:
 - Resident Board Members
 - Resident Committees
 - Voluntary Resident Advisors to the Board and Committees
 - Clear alignment and reporting mechanisms from blueprint groups to Board and Committees
- Residents were interested in being involved in key strategic decisions. Four residents were involved in the recent recruitment (July 26) of the Assets Director, and residents advised they would like to continue being involved in recruitment panels for mid and senior-level roles.
- Residents sought more information about Board composition following the merger. It was explained that the Board was formed through a recruitment process whereby Board Members from the pre-merger organisations had to apply for the Beacon Board Member role. Appointments were made based on the skills required for the Beacon Board, and further appointments post-merger have taken place, which also addressed skills gaps.
- The rationale for the merger was discussed, highlighting shared values and the aim of creating a stronger housing association.
- Feedback indicated that communication and engagement opportunities have reduced since the merger.

RS2: Robust risk management and assurance arrangements are in place

Residents did not feel they had sufficient information or insight to comment on this regulatory standard, but were comfortable risks were being appropriately managed.

RS3: High quality services are delivered.

- Overall feedback on services was positive.
- Out-of-hours services received praise.
- Areas for improvement included:
 - Better knowledge of individual properties by staff and contractors.
 - Confirmation messages and quality checks following completed repairs.
 - More opportunities for residents to provide contractor feedback.
 - Post-repair satisfaction surveys for all repairs.

- Residents strongly supported the reintroduction and enhancement of a resident portal, particularly for:
 - Reporting repairs.
 - Uploading photographs of property issues.
 - Tracking progress on repairs.
 - Providing feedback on services.

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

- Residents highlighted a need for:
 - Clearer and more consistent communication.
 - Better explanation of responsibilities (e.g. insurance cover and ownership of issues).
 - More regular updates on key strategic decisions and progress against those.
- Resident engagement at senior leadership level was viewed positively and gave reassurance that concerns would be acted upon.
- Suggestions included:
 - Voting mechanisms for property or scheme-based decisions.
 - Dedicated communication channels and working groups for involved residents.
- Publication of resident feedback and actions taken

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

Residents acknowledged that Beacon's rents follow the requirements set by Welsh Government. Residents noted that consultations take place in relation to rent and they have an opportunity to feedback via that route.

In relation to services charges, residents suggested:

- Reviewing service charges where residents do not benefit from specific services.
- Ensuring services are tailored to the needs of different property types and schemes.

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

- Residents felt unable to fully assess value for money without access to supporting information.
- Suggestions included:
 - Considering more durable solutions (e.g. brick walls instead of fencing).

RS7: Financial planning and management is robust and effective

Residents did not feel they had sufficient information or insight to comment on this regulatory standard, but were comfortable that Beacon appropriately manages their finances

RS8: Assets and liabilities are well managed

- Residents and staff highlighted the importance of detailed knowledge of housing stock and individual properties.

- Greater transparency was requested around planned maintenance and replacement programmes, particularly for older properties.
- Residents would like estimated timescales for works such as window replacements to aid personal planning.

RS9. The organisation provides safe, high-quality accommodation

- Concerns were raised regarding:
 - Anti-social behaviour in communal areas.
 - Fire safety communication and awareness.
- Residents requested clearer communication about cladding programmes and the reasons some buildings have been prioritised over others.
- Energy efficiency, carbon emissions and future sustainability initiatives were discussed, and solar panels and energy-saving measures were identified as priorities.
- Residents expressed concerns around homes overheating, specifically as a result of the heatwaves experienced, and asked that this issue is considered and addressed by Beacon.
- Residents expressed a desire to be involved in future discussions and decision-making relating to sustainability improvements.

Next steps

- **Residents in Governance:** Members noted that the residents in governance options are being considered by the Board in the Autumn. Following this discussion, the Governance Manager confirmed she would provide an update to the Blueprint Group. After which, wider comms will be issued to residents on any decisions made.
- **Resident Portal:** Since the Regulation and Governance Blueprint Group met, we have engaged residents in the development of our resident self-service app which will be launched in Q3 26/27. Feedback from residents has influenced the design and content of the app, as well as giving helpful insights into how best to utilise the Beacon Bus for community engagement.
- **Communications:** Beacon utilises a number of tools to communicate updates with residents, including the Beacon Bulletin ([ISSUE 1](#)), social media and articles on our website (for example the aforementioned 'You Said, We Will'). Where specific information is requested, other methods of communication may be issued, for example, we recently produced a leaflet outlining repairs responsibilities for landlord and residents.

The Communications Blueprint Group met in August 26 to give insights into the Beacon Bulletin and the Annual report. Beacon are committed to continuing to strengthen or communication and engagement with residents, and we will work with the Communications Blueprint Group to review all resident facing communications and further improve what we do.

- **Service Charges:** We are currently consulting residents on our service charge policy, standards and contract terms ([Universal Contract Variation - Beacon Cymru Group Ltd.](#)) through a variety of methods, including reaching out directly into communities through the Beacon Bus (timetable is published on the



website). The feedback on the policy will be presented to Board in November 2026 to enable them to consider as part of the policy approval process. Communication of the outcome of this consultation will be published in due course, both directly to residents with service charges and more widely in the Beacon Bulletin, website, etc.

- ASB: We recognise this is a major concern for residents and that experiences vary widely across different demographics and localities. As a social landlord who have invested heavily in regeneration of town and city centres, we know that these localities tend to have higher rates of crime and anti-social behaviour, and issues with community cohesion. We appreciate that satisfaction in this area is low, which is why we brought forward an internal audit on ASB in the 2026/27 planned audit programme. Reasonable Assurance was provided on this audit, but we will continue to work to understand what is and isn't in our control to address resident concerns.
- Fire safety communication and awareness: We specifically asked questions in the STAR survey on fire safety and whether respondents considered they had sufficient information on safety, with 88% satisfied with the information and advice we provide. We are engaging residents in one of our Category 1 buildings to shape the bespoke resident engagement strategy needed for these schemes once the Building Safety (Wales) Act 2026 obligations go live.
- Overheating homes: This is an emerging Climate Emergency impact for the sector and one we will continue to stay close to, both policy and practice, to understand the range of interventions and solutions needed. This has been a more significant factor in schemes we are remediating, where opening windows and accessing balconies has been restricted, and we whilst we have identified bespoke solutions in these cases, we are increasingly seeing this develop as a factor across housing stock.



Compliance with the Code of Governance

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 Committees 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 organisation's values, including a whether Board Members are reflective of these values.

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.

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 are 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 a three-yearly external governance review.

An external Assurance Review takes place every three years, where boardroom behaviours and dynamics are considered and reviewed. Beacon's first review was carried out by Campbell Tickell in 2026. The findings of this review were presented to Board in July 2026. A wider discussion on the findings, considering the

recommendations and agreeing which of those will be progressed, is scheduled for the Board Away Day scheduled for 7th October.

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 policies 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 December 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 has signed the Deeds Not Words 2.0 pledge and the commitments in this pledge have been used as the basis of the new ED&I Strategy. This Strategy will be delivered along with the commitments in Welsh Governments Anti-Racist Wales Action Plan, via a working group formed of staff from across the business.

Principle 7: Openness and accountability

As detailed in RS1f, Board Members are sighted on the results of the two-yearly STAR Survey. ITRC has responsibility for the oversight of progress against actions resulting from the STAR Survey. Beacon also undertake regular tenant satisfaction surveys in relation to repairs and maintenance. The results of these surveys are included in the Board Measures, which are accessible to Board Members at any time, and formally presented on a quarterly basis.

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. Progress against this report will be presented to Board/ITRC on a 6 monthly basis.

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.



Compliance Improvement Plan

A Compliance Improvement Plan is in place, which details improvement actions to strengthen compliance against Regulatory Standards. Actions aren't only in place against Regulatory Standards where we are partially compliant, but they are also in place against Regulatory Standards where we are fully compliant, but feel we could still strengthen that compliance. A total of 32 actions have been identified in the Compliance Improvement Plan.

The actions below summarise the key actions associated with partially compliant standards. The full Compliance Improvement Plan containing 32 actions is maintained separately and monitored through Board and Committee reporting.

Regulatory Standard	Improvement Action
RS3c: Ensures that services are fair and deliver equitable outcomes for tenants in response to their individual needs	We plan to undertake 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 all residents and are equitable. This will be in 2027/28. Lead: Jen Ellis, Executive Director of Transformation and BI The STAR Survey captures protected characteristics, and it is possible to cross reference this with the satisfaction levels. This will be investigated further in Q3/4 2026/27 as part of our ongoing improvement in relation to resident satisfaction reporting. Lead: Jen Ellis, Executive Director of Transformation and BI As part of the delivery of our Transformation and Data Strategy we are establishing Data Communities to improve data in key areas across the business. A Data Community for Resident Data will be established in Q3 2026/27 Lead: Jen Ellis, Executive Director of Transformation and BI

	As part of our work to develop the insight we gain from transactional surveys we plan to triangulate service requests/issues with protected characteristic data. An initial report based on the data we currently have will be produced by end of Q3 2026/27. Lead: Jen Ellis, Executive Director of Transformation and BI
RS3d: Makes landlord performance information available to tenants which is sufficient to enable scrutiny and challenge	Performance information to be published at regular intervals on Beacon's website from October 2026. Lead: Nicky Fisher, Head of Business Improvement & Insight
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	Procurement / VFM / Social Value Strategies and supporting measures to be introduced in 2026. Engagement with Residents and stakeholders in developing these strategies. Lead for Social Value: Rhianydd Jenkins, Executive Director of Development and Growth Lead for Procurement: Rod Gregory, Director of Facilities Lead for VFM: David Thomas, Executive Director of Finance Complete resident engagement on service charge policy and universal variation of occupation contract (Completion expected November 2026) Lead: Serena Jones, Executive Director of Operations Involve residents in procurement processes for repairs, maintenance and service chargeable services in 2027/28. Lead: Serena Jones, Executive Director of Operations

Beacon's Strategic Risks

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

The Risk Register includes 16 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.

Beacon's most significant strategic risks are largely driven by external factors including economic uncertainty, regulation and legislation, and climate change. Across these risks mitigations include robust governance, long-term planning, regulatory engagement, business continuity arrangements, and using data and insight to support proactive decision-making. Other risks relate to Asset Management; Health and Safety; Values and Culture; Development; IT Transformation; Cyber; Data Integrity; Financial Viability; Governance and Leadership; and Meeting Residents Needs. 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.

Summary of the top 5 Strategic Risks:

1. External Environment and Economic Uncertainty

- Beacon faces risks from geopolitical instability, economic volatility, inflation, rising energy costs, interest rate changes, and evolving Welsh Government policies and regulations.
- These external pressures could impact tenancy sustainment, investment in homes, decarbonisation programmes, and financial resilience.
- Key mitigations include business plan stress testing, treasury management, political engagement, horizon scanning, and the use of business insight and analytics to support decision-making.

2. Climate Change and Resilience

- Climate change presents broad operational and property-related risks including overheating of homes, flooding, droughts, wildfires, infrastructure disruption, and challenges arising from decarbonisation programmes.
- There are potential impacts on residents, staff, assets, service continuity, and future investment requirements.
- Mitigations focus on retrofit and decarbonisation planning, business continuity arrangements, stock condition surveys, climate adaptation measures, and ongoing monitoring of property and infrastructure risks.

3. Rent and Service Charge Affordability

- Economic pressures on residents create risks of increasing rent arrears, service charge debt, affordability concerns, and reduced income collection.
- The legacy impact of merger-related differences in rent and service charge approaches also adds complexity.
- Controls include affordability testing, service charge reviews, rent-setting policies, modern housing management systems, performance monitoring, staff expertise, and an ongoing service charge improvement project.

4. Regulatory and Legal Compliance

- The regulatory and legislative landscape for Welsh housing associations is becoming increasingly complex, with significant requirements linked to building safety, housing quality standards, and tenant engagement.
- Failure to comply could lead to regulatory intervention, reputational damage, and loss of funding.
- Mitigations include internal and external audits, governance reviews, regulatory reporting, specialist advice, board oversight, compliance monitoring, and regular engagement with Welsh Government regulators.

5. Procurement and Contract Management

- Risks arise from merger-related inconsistencies, changing procurement legislation, grant funding requirements, and the need for improved contract management.
- Non-compliance could result in legal challenges, financial penalties, and reduced value for money.
- Existing controls include procurement policies, delegated authorities, supplier due diligence processes, and central procurement and contract registers.

Statement of the Board

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 element to determine its compliance.

The Regulatory Standards and Code of Governance Compliance Statements were scrutinised by AARC in September 2026, and the full Self Evaluation was then reviewed and approved by the Board in October 2026. Board have reviewed the evidence lists in the Compliance Statements and are assured that our compliance with the Regulatory Standards and Code of Governance is accurately reflected in this Self Evaluation

The Board can confirm compliance for 2026 and focus areas for 2027 as follows:

No	Standard	Compliance Status	Focus Area
1	Strategic leadership	Compliant	Consider opportunities, such as a Board apprenticeship Programme to further diversify Beacons Board
2	Risk management	Compliant	Continue to monitor existing risks and mitigations, and continue to identify new risks as they arise.
3	High quality services	Mostly compliant	Continue to improve our data, and use that data to help inform and improve our services and the support we provide to residents.
4	Culture empowering tenants to influence / design services	Compliant	Continue to embed the Resident Engagement Strategy. Consider options to strengthen the residents role in the Boardroom.
5	Affordable rents and service charges	Compliant	Continue to ensure our rents and service charges are affordable for residents.
6	Value for money	Mostly compliant	Continue to ensure VfM is a priority when procuring services and embed the new Procurement Policy to ensure we are fully compliant with incoming legislation.
7	Robust / effective financial planning	Compliant	Continue strong financial management
8	Well managed assets and liabilities	Compliant	Continue with the stock condition survey programme to ensure we have a full, up to date understanding of Beacon's stock.
9	Provision of safe / high quality accommodation	Compliant	Continue to keep Health and Safety as a priority for Beacon

Patrick Hoare
Chair of the Board