

Regulatory Framework Continuous Improvement Plan 2024/25

Valleys to Coast Housing, Registration No 30205R

Registered Office – Tremains Business Park, Tremains Road, Bridgend, CF31 1TZ

Our Self Evaluation at a Glance

RS1	RS2	RS3	RS4	RS5	RS6	RS7	RS8	RS9
a	a	a	a	a	a	a	a	a
b	b	b	b		b	b	b	
c	c	c	c			c	c	
d		d	d			d		
e						e		
f								
g								

Ref	Regulatory Standard				
RS1	The organisation has effective strategic leadership and governance arrangements which enable it to achieve its purpose and objectives				
Requirements	Improvement action	Responsible Lead	Deadline	Status	Evidence
a) Has a business plan which reflects its vision, culture and values and sets out how the organisation will achieve its core purpose as a social landlord	Undertake annual review of objectives to ensure that they remain aligned with the corporate plan and fit for purpose in light of any new or emerging challenges.	Group CEO	February 2025		
	Comprehensive review of KPI suite and Board and Committee reporting format and cycle.	Executive Director of Finance and Corporate Services	October 2024		
b) Complies with its own governing documents and meets the requirements of an appropriate Code of Governance	Comprehensive independent governance review to be undertaken in year with findings report presented to the Board.	Director of Governance and Assurance	End December 2024		
	Agree governance improvement action plan and implement.	Board/Director of Governance and Assurance	End December 2024		
c) Sets and delivers measurable, evidence based commitments across all areas of its business in relation to equality, diversity and inclusion (including anti-racism and tackling hate crime) reflecting the diversity of the communities it works in and with	Deliver organisation wide training on anti racism, unconscious bias and EDI in partnership with Tai Pawb.	Executive Director of Housing, Customers and Communities	End March 2025		
	Over the next 12 months we will work towards producing all corporate documents in the public domain bilingually, in English and Welsh.	Executive Director of Housing, Customers and Communities	End March 2025		

d) Has a diverse Board, reflecting the communities the RSL works in and with, and has the skills and knowledge required to be effective.	Biannual review of Board composition to ensure it remains appropriately skilled and diverse to be effective.	Director of Governance and Assurance	October 2024/April 2025		
e) Makes logical decisions based on clear, good quality information which includes assessment of risk and, where appropriate, the views of tenants	Comprehensive review and update of Strategic Risks and Risk Management approach.	Leadership Team/ARC/Board	October 2024		
	Comprehensive review of KPI suite and Board and Committee reporting format and cycle.	Executive Director of Finance and Corporate Services	October 2024		
f) Enables and supports tenants to influence strategic decision making	Workshop with the Board on amplifying the customer voice.	Executive Director of Housing, Customers and Communities	May 2024		
	Co-produce the new customer engagement strategy with the support from the co-production network	Executive Director of Housing, Customers and Communities	December 2024		
g) Complies with all relevant legislation, regulatory requirements and statutory guidance and communicates in a timely manner with the	Review and development of Corporate Induction content and rolling mandatory training programme for all colleagues.	Executive Director of Finance and Corporate Services	March 2025		

regulator, including on material issues that relate to actual or potential non-compliance		Comprehensive review of KPI suite and Board and Committee reporting format and cycle.	Executive Director of Finance and Corporate Services	October 2024			
Ref	Regulatory Standard						
RS2	Robust risk management and assurance arrangements are in place						
Requirements		Improvement action	Responsible Lead	Deadline	Status	Evidence	
a) Has an effective framework for risk management, internal controls and assurance that enables it to successfully identify and manage existing and emerging risks which threaten delivery of its strategy or compliance with legislative or regulatory requirements		Comprehensive review and update of Strategic Risks and Risk Management approach.	Executive Director of Finance and Corporate Services / Director of Governance and Assurance	ARC October 2024			
		Strengthen our risk management process to include the configuration, implementation and roll out of the Risk module in Decision Time.	Director of Governance and Assurance	Q3 2024/25			
b) Does not put social housing assets or tenants at undue risk		Continue to implement improvements set out in our 2 year Health & Safety Improvement Programme	Executive Director of Development, Assets and Sustainability	October 2024			
		Complete independent 'health check' assessment of Asset Management services and adopt improvement plan	Executive Director of Development, Assets and Sustainability	September 2024			
c) Maintains accessible and up-to-date business continuity, contingency and disaster recovery plans		Review and refresh our Business Continuity Plan	Executive Director of Finance and Corporate Services/ Director of	End Q4 2024/25			

		Governance and Assurance			
	Review and refresh of contingency and incident management plans to ensure consistent, clear and appropriate.	Heads of Services	End Q4 2024/25		
Ref	Regulatory Standard				
RS3	High quality services are delivered to tenants				
Requirements	Improvement action	Responsible Lead	Deadline	Status	Evidence
a) Keeps tenants safe in their homes and promptly identifies and corrects any under-performance or non-compliance on landlord health and safety matters	Continue to implement improvements set out in our 2 year Health & Safety Improvement Programme	Executive Director of Development, Assets and Sustainability	October 2024		
	Complete independent 'health check' assessment of Asset Management services and adopt improvement plan	Executive Director of Development, Assets and Sustainability	September 2024		

	Refocus and realign the housing customers and communities department to focus more time and resources on working with customers in chaotic and vulnerable periods of their life which results in issues with compliance.	Executive Director of Housing, Customers and Communities	End July 2024		
b) Delivers services which meet the diverse needs of tenants	See action at 1c above - Deliver training in partnership with Tai Pawb to ensure colleagues have the skills required to meet the diverse needs of customers.	Executive Director of Housing, Communities and Customers	End March 2025		
c) Achieves and maintains high levels of tenant satisfaction with services	Develop our customer insight approach to provide more information on a monthly basis	Executive Director of Housing, Communities and Customers/Executive Director of Development and Growth	End July 2024		
	Improve the speed of response to our complaints and improve the quality of the response	Executive Director of Housing, Communities and Customers	End December 2024		
	Introduction of text surveys for repairs undertaken by Llanw with the implementation of Service Connect	Executive Director of Development and Growth	End July 2024		

	Implement a new housing management system to enable improved first point of contact customer service	Executive Director of Housing, Communities and Customers	End March 2025		
	Implement a new repairs and maintenance system to enable improved customer repair experience	Executive Director of Development and Growth	End May 2024		
	d) Makes landlord performance information available to tenants	A performance update will be provided to customers on a quarterly basis.	The Board	End August 2024	
Ref	Regulatory Standard				
RS4	Tenants are empowered and supported to influence the design and delivery of services				
Requirements	Improvement action	Responsible Lead	Deadline	Status	Evidence
a) Creates a culture which values and promotes tenant involvement	Co-produce the new customer engagement strategy with the support from the co production network	Executive Director of Housing, Customers and Communities	End December 2024		
	Develop team improvement plans to facilitate forward planning of engagement activities throughout the business	Respective Heads of Service	End December 2024		

b) Enables tenants to understand the organisation's approach to tenant involvement, how they can get involved and how the organisation will listen to and act on tenants' feedback and learns from complaints.	Publicise the new engagement strategy on our website and promote through our literature.	Executive Director of Housing, Customers and Communities	End March 2025		
	Complete the organisational complaints refresh training to highlight the lessons learned approach	Executive Director of Housing, Customers and Communities	End August 2024		
c) Provides opportunities for tenants to be involved, can demonstrate that tenants are satisfied with them and can demonstrate the difference involvement is making	Increase the number and frequency of community drop-in events throughout the next 12 months and adapt in accordance with any customer feedback received	Executive Director of Housing, Customers and Communities	March 2025		
d) Can demonstrate diverse tenant views and expectations inform the development and review of housing and related services, and the response to any under-performance	Use the customer voice to inform the development and implementation of the new housing management systems processes.	Executive Director of Housing, Customers and Communities	End March 2025		

Ref	Regulatory Standard				
RS5	Rents and service charges are affordable for current and future tenants				
Requirements	Improvement action	Responsible Lead	Deadline	Status	
a) Ensures all applicable rules and statutory guidance (including the current rent agreement) are complied with	We will help to shape and inform the rent setting policy for the coming year by ensuring appropriate colleagues are involved in relevant CHC and WG policy setting working groups.	Executive Director of Finance and Corporate Services	End December 2024		
	We will increase our engagement with customers in relation to rent and service charges to inform the proposals for the year ahead.	Executive Director of Housing, Customers and Communities	End December 2024		
Ref	Regulatory Standard				
RS6	The organisation has a strategic approach to value for money which informs all its plans and activities				
Requirements	Improvement action	Responsible Lead	Deadline	Status	
a) Determines its strategic approach to value for money, ensuring the approach relates to its social purpose, and makes strategic and operational decisions in line with it	Update our VFM Strategy to reflect any changes to our definition.	Executive Director of Finance and Corporate Services	End June 2024		

	Embed the VFM strategy across the business to ensure a consistent approach and that VFM is considered as part of strategic and operational decision making.	Executive Director of Finance and Corporate Services	End August 2024		
	Review organisational Procurement strategy and implement plan.	Executive Director of Finance and Corporate Services	End September 2024		
b) Can demonstrate to stakeholders, including tenants, that it achieves value for money in delivering its strategy and services	As set out above, work to review and better understand what VFM means in the context of Valleys to Coast will enable us to share how we achieve this with our stakeholders.	Leadership Team	End September 2024		
Ref	Regulatory Standard				
RS7	Financial planning and management is robust and effective				
Requirements	Improvement action	Responsible Lead	Deadline	Status	
a) Sets financial plans which enable it to deliver its strategy and achieve its social purpose, and there is appropriate reporting to the Board against these plans	Review and revise budget and operational planning processes in accordance with the annual business cycle.	Executive Director of Finance and Corporate Services	End September 2024		

	Simplification of Board and Committee reporting to align with key strategy, risks and KPI	Executive Director of Finance and Corporate Services	End September 2024		
b) Is financially viable in the short, medium and longer-term, and maintains sufficient funding and liquidity to support this	Revision of business cycle of reporting into key elements of the year	Executive Director of Finance and Corporate Services	End June 2024		
	Development of long term growth strategy to meet long term aspirations of V2C	Executive Director of Finance and Corporate Services	End of September 2024		
	Embed the VFM strategy across the business to ensure a consistent approach and that VFM is considered as part of strategic and operational decision making.	Executive Director of Finance and Corporate Services	End of August 2024		
c) Monitors, reports on and complies with all covenants it has agreed with funders	Simplification of performance reporting to bring greater clarity to Board	Executive Director of Finance and Corporate Services	August Board 2024		
d) Identifies and effectively manages risks to the delivery of financial plans including appropriate stress testing, scenario planning and use of internal thresholds	Undertake scenario stress testing of longer term plans utilising latest scenarios.	Executive Director of Finance and Corporate Services	Q3 2024/25		
	Strengthen our risk management process to include the configuration, implementation and roll out of the Risk module of Decision Time.	Executive Director of Finance and Corporate Services	Q3 2024/25		

e) Has an effective treasury management strategy and associated processes	Refresh of treasury strategy in line with longer term strategic goals and in accordance with requirement for funding in 2025.	Executive Director of Finance and Corporate Services	End December 2024		
Ref	Regulatory Standard				
RS8	Assets and liabilities are well managed				
Requirements	Improvement action	Responsible Lead	Deadline	Status	
a) Has an accurate and up to date understanding of its assets and liabilities	Strengthen Performance reporting to highlight the key balance sheet elements including any associated risks.	Executive Director of Finance and Corporate Services	August 2024		
	Develop a reporting framework which provides a clear understanding of balance sheet performance	Executive Director of Finance and Corporate Services	August 2024		
b) Maximises the use of assets to achieve its social purpose and the objectives of the organisation	Develop a reporting framework which provides a clear understanding of balance sheet performance and how the development of the balance sheet has delivered the organisations social purpose.	Executive Director of Finance and Corporate Services	September 2024		
c) Uses accurate information about assets and liabilities to inform strategic and financial decisions	Strengthen Performance reporting to highlight the key balance sheet elements including any associated risks	Executive Director of Finance and Corporate Services	July 2024		

	Develop reporting to include the impact of balance sheet on longer term decisions (e.g. financing, Grant)	Executive Director of Finance and Corporate Services	September 2024		
Ref	Regulatory Standard				
RS9	The organisation provides high quality accommodation				
Requirements	Improvement action	Responsible Lead	Deadline	Status	
a) Ensures publicly funded homes meet all applicable standards, rules and statutory guidance issued in connection with quality of accommodation, including the current Welsh Housing Quality Standard	<p>Work towards compliance with WHQS2.</p> <ul style="list-style-type: none"> • Adopt WHQS compliance policy and submit to WG • Complete whole stock assessment and target energy pathway 	Executive Director of Development, Assets and Sustainability	<p>31 March 2034</p> <p>31 March 2025</p> <p>31 March 2027</p>		

This improvement plan was approved by the Board of Directors on 13 May 2024, Resolution No. B06.24/25.

Signed:



[Chair]



[Chief Executive]

Date: 13 May 2024