

Self Evaluation

2022



Housing associations in Wales are regulated by Welsh Government the purpose of which is to protect residents and investment in housing associations. Every year we measure our performance against 9 indicators known as Regulatory Standards. The standards cover governance, service delivery and financial viability



Well governed

To be led effectively and be well managed by boards, executives and staff. Working with residents and partners to make and implement effective business decisions.



Delivering high quality homes and services

To provide homes and services that meet people's diverse needs and expectations, with an emphasis on high quality services and continuous improvement.



Financially viable

Having well-managed finances, and the resources and cash flow to meet current and future business commitments.

Our Self-Evaluation

We use a wide range of information to evidence our self-evaluation, including performance measures, financial reports and forecasts, resident satisfaction and feedback, and annual reports. The Board reviewed the self-evaluation in July 2022. This document summaries we are delivering on the Regulatory Standards and sets out the areas where we plan to make improvements. The areas for improvement will be monitored to ensure sufficient progress is being made.



RS1. Strategic leadership and governance arrangements

- Clear strategy reflecting vision, culture and values
- Has a diverse board
- Support residents to influence strategic decisions
- Committed to equality, diversity and inclusion
- Complies with law and regulations

RS2. Robust risk management and assurance arrangements

- Has an effective risk management framework and manages current and emerging risks
- Does not put residents or assets at undue risk

RS3. High quality services are delivered to residents

- Keeps residents safe in their homes
- Delivers services which meet the diverse needs of residents
- Maintains high levels of resident satisfaction with services
- Makes landlord performance information available

RS4. Residents are empowered and supported to influence the design and delivery of services

- Provides opportunities for residents to be involved and promotes involvement
- Demonstrate diverse resident views and expectations inform the development and review of housing and related services

RS5. Rents and service charges are affordable for current and future residents

- Ensures all applicable rules and guidance are complied with

RS6. Strategic approach to value for money

- Makes decisions in line with value for money approach
- Demonstrates that it achieves value of money

RS7. Financial planning and management

- Sets financial plans which enable it to deliver its strategy
- Is financially viable in the short, medium and longer-term

RS8. Assets and liabilities are well managed

- Understands the assets and liabilities of the organisation
- Uses this information to inform decisions
- Maximises the use of assets to achieve its social purpose

RS9. Provides high quality accommodation

- Homes meet appropriate standards including Welsh Housing Quality Standard

RS1. Strategic leadership and governance

- We have a Corporate Plan which runs to 2025. The plan sets our priorities and how we'll achieve our social purpose
- We have a group structure which includes Pennant Homes. This subsidiary operates independently but within a group relationship which ensure that Coastal (the parent) has control over the activities of its subsidiary
- We regularly review board membership so we have a good mix of skills, experience and diversity on the board
- Our overall governance framework is contained within the Association's Rules, Standing Orders and Financial Regulations. These set out the roles, responsibilities and accountabilities of The Board, Chair and Group Chief Executive

We are;

- Implementing any changes required as a result of the review against Community Housing Cymru's Code of Governance
- Increasing board diversity as part of the next round of board member recruitment
- Implementing the Equality, Diversity and Inclusion strategy and increase data collection
- Reviewing the Performance Management Framework

RS2. Robust risk management and assurance arrangements

We are;

- Developing a Business Continuity Plan and Disaster Recovery Plan

- The Board approved the Risk Management Policy, Strategic Risk Schedule and Committee Terms of Reference
- We have a comprehensive Strategic Risk Register monitored regularly at both executive and board level
- The Board and Executive attend annual externally facilitated risk workshops by risk experts
- We have a robust internal audit programme that provides The Board with assurance on key areas of risk identified in the business

RS3. High quality services are delivered to residents

- We can demonstrate consistent performance in all areas of compliance
- We have a range of processes in place to monitor compliance on landlord health and safety matters and ensuring our residents are kept safe in their homes
- We publish information on our activities and performance [on our website](#)
- High levels of satisfaction are reported in regular post repair surveys, service specific surveys and system interventions where resident feedback and resident demand data is central to service redesign. Satisfaction levels with reactive repairs continue to be high
- We complete a bi-annual resident survey and use the results to improve what we do

We are;

- Implementing a new IT system to manage health and safety information
- Redesigning services in the areas of rent management and the management of anti-social behaviour
- Developing an approach to the collection, retention and use of resident equality data

RS4. Tenants are empowered and supported to influence the design and delivery of services

We are;

- Developing our approach to resident engagement and provide opportunities for residents to influence strategic decision making

- Residents' views are central to the redesign of services and shape service delivery. We use the Vanguard method of continuous improvement which ensures that the resident experience is actively sought out to redesign the way we work and deliver the best services
- 88% of residents in the 2021 survey said we were easy to contact and deal with

RS5. Rents and service charges are affordable for current and future residents

- We have had a local Rent Setting Policy since 2019. The policy sets out the principles applied, including the analysis to compare total rents to local markets and to local income
- We ran a major service charge intervention in 2019 and rebuilt the entire system of service charging. We operate a variable service charge regime, so charges are reviewed annually, and the appropriate adjustments made

In the 2021 resident survey;

How satisfied or dissatisfied are you that your rent provides value for money?

👍 79.5%

How satisfied or dissatisfied are you that your service charges provide value for money?

👍 67.9%

We are;

- Capturing resident feedback on the Rent Setting Policy
- Gathering resident views on estates charge

RS6. Strategic approach to Value for Money

We are;

- Reviewing Coastal's fleet vehicles and consider the use of pooled electric vehicles

- We have a board-approved Value for Money (VfM) Strategy the purpose of which is to support our corporate objectives and it illustrates how VfM forms an integral part of the way Coastal works. It recognises our systems thinking approach, which means that resources are directed towards doing the things that add value, that matter to residents and that eliminate waste
- Board receives an annual VfM update which includes our financial performance, social value and community benefits

RS7. Financial planning and management

- 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
- The business plan is stress tested for an agreed perfect storm scenario and a mitigation plan set out to ensure this could be managed
- In accordance with the Treasury Management Policy we aim to have liquidity available to cover at least 18 months

We are;

- Identifying opportunities to improve covenant headroom
- Reviewing Rent Management Policy following a rent intervention

RS8. Assets and liabilities are well managed

We are;

- Increasing the number of stock condition surveys and number of EPCs
- Involving the Resident Liaison Officer in consultation with residents on planned maintenance programme

- We have a full Assets & Liabilities Register which is reported to board annually
- We make sure our property details are up to date and reconciled with the land registry so that property can be secured for lenders in a timely manner
- We use an Asset Investment Model (AIM) to study and analyse the performance of our property assets, informing how we plan, invest, and potentially dispose of assets over the medium to longer term

RS9. Provides high quality accommodation

- We achieved WHQS (1) compliance in 2012-13 and report on this annually to board
- We have assembled a project team in readiness for implementation of WHQS (2) and the Fitness for Human Habitation standards
- We are developing a Sustainability Strategy which will inform multiple aspects of how we work including energy efficiency, adaptation to climate change, water efficiency, waste management, fly-tipping, ecology/biodiversity, green transport, and pollutants and will cover all aspects of our operations – existing homes, new homes, estates, housing management, facilities, IT, and human resources

We are;

- Completing electrical PIR checks every 5 years in line with Renting Homes (Wales) Act
- Agreeing with residents our approach to how we prioritise meeting WHQS2 (once the standard is finalised)