

Our Year

Annual Review

2025 – 2026

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Welcome

A welcome from our Chief Executive and Chair of the Board

This year marked a special milestone for Tai Tarian as we celebrated 15 years since the organisation was formed in 2011, then known as NPT Homes.

During this time, we've invested millions in modernising homes and building new ones, supported thousands of tenants, strengthened communities, and created opportunities for local people. So much has changed, but one thing has remained constant, our commitment to our tenants and the communities of Neath Port Talbot.

In the past 12 months, we have continued to improve our homes, carrying out upgrades to make them warmer, safer and more comfortable. More energy-efficient homes have been built in our communities, and engagement with tenants has been strengthened so we can hear their voice on important topics like repairs and rent.

We're proud to have helped tenants access over £5 million in additional benefits that would otherwise have gone unclaimed, and to have supported them to get online through our digital connections project.

£96,000 has been spent locally through our community benefits initiative, with our Community Challenge and newly



established Time to Thrive fund supporting good causes across our area.

The year ahead will also mark a change in leadership, as Linda prepares to retire as chief executive. Her strong leadership has helped the organisation grow since 2011, delivering significant investment in homes, enhancing services for tenants, and improving our communities.

Behind the scenes, we have continued to progress our transformation programme, enabling us to work smarter to enhance services and support tenants more effectively. Over the coming year, tenants will begin to see the benefits of these changes as we continue our focus on providing sustainable homes, supporting sustainable communities, and protecting our planet, all underpinned by a strong, and sustainable business.

We hope you enjoy this brief look back at some of the things we've achieved during the past year.

Chief Executive

A handwritten signature in black ink, appearing to read 'Linda Whittaker'.

Linda Whittaker

Chair of the Board

A handwritten signature in black ink, appearing to read 'Fiona Jones'.

Fiona Jones

Celebrating 15 years of Tai Tarian

This year marked a significant milestone for Tai Tarian as we celebrated 15 years since the organisation was formed, then known as NPT Homes.

For 15 years, colleagues across the organisation have lived our values, showing kindness, fairness and bold thinking in everything they do. From creating warmer, modern homes to supporting tenants through financial challenges, strengthening our workforce and helping communities thrive, our work continues to make a real difference. We've seen apprentices grow into skilled tradespeople, tenants build new lives in safe, secure homes, and strong partnerships flourish across our communities.

Chief executive Linda Whittaker, who has led the organisation since inception said:

"I have taken immense pride in everything we have achieved over the past 15 years.

From the success of WHQS, to the creation of new homes as part of our development programme, we've also established new teams to address tenants' needs. All this ensures we can provide a best-in-class service to our tenants, who we always put at the heart of everything we do."

Over the past decade and a half, we've invested millions into improving and modernising homes, from new kitchens and bathrooms to energy-saving technologies such as solar panels and air source heat pumps. We've supported tenants to access over £55 million in unclaimed benefits, expanded our local workforce, and created pathways into long-term careers through initiatives like our Copper programme.





Our repairs teams have completed millions of jobs, while our development programme has delivered hundreds of high-quality, sustainable new homes.

We've also strengthened tenant voice, supported schools and community groups, and gone beyond our role as a landlord to improve local spaces and tackle financial hardship - including our partnership with Michael Sheen to challenge high-cost credit. Alongside this, we've championed sustainability, inspired young people through projects like Fusion, and transformed our Haven schemes into warm, modern homes where community spirit is thriving.

As we look back with pride on the past 15 years, we remain focused on the future - continuing to build homes, support communities and make a positive difference for the lives of our tenants.

Scan the QR code to watch our video:



Tenant voice - shaping our services

Listening to our tenants and learning from their lived experiences continues to shape the way we work. Over the past year, the tenant voice has played a bigger role than ever in influencing decisions and improving services.

Through Tenant Talk sessions, family fun days, community events and workshops, we've been out across Neath Port Talbot, meeting tenants where it suits them best.

These conversations have given us valuable insight into what matters most, whether that's repairs, rent and service charges, communication or how we deliver services day to day.

Our repairs co-design workshops brought tenants and colleagues together to share experiences and help create a more responsive, trusted service. Feedback from these sessions is already making a difference, helping to inform improvements and guide the development of our new repairs policy and charter.



More widely, tenants have also shared their views on the future of housing, being part of discussions with Swansea University around energy efficiency, sustainability and how homes could look in the future.

We have launched our Tenant Voice groups, giving tenants the opportunity to get involved and have their say on the services that matter most to them, whether that's repairs, the environment or how we communicate. Training will begin soon, with groups being established later this year so residents can come together, share their experiences and help shape our services.

As our tenant engagement officer, Katie John, explains: "We've listened to tenants every step of the way. Now, we're offering something built around their interests and a genuine chance to influence how we work together."

Watch our video here:



Building skills, opportunities and brighter futures

Our apprenticeship programme and Copper Foundation has continued to play a vital role in creating job opportunities throughout Neath Port Talbot.

We currently have 15 apprentices working across a range of trades, from carpentry and plastering to electrical and plumbing. Through hands-on experience and support, they are developing valuable skills while helping to maintain and improve tenants' homes every day.

Our Copper Foundation complements this by supporting people into work and giving them the skills and confidence to take the next step in their careers. Since launching in 2017, more than 110 people have come through the programme, with many going on to secure long-term jobs with Tai Tarian or our contractors, with some progressing into apprenticeships.

Both initiatives have provided a pathway into work, giving people the chance to earn while they learn, gain recognised qualifications, and build the skills,



confidence and experience needed for their next step into work. As one apprentice said, it's about gaining real skills and making a difference:

Working with Tai Tarian has been one of the best things for me, we make a real difference in our local communities, and it feels good to be part of that. For anyone thinking about applying for an apprenticeship, I'd say Tai Tarian is one of the best places you could choose. The support, the training, and the chance to experience different parts of the organisation is brilliant. It's a great company to join at any age, and the opportunities it offers are fantastic."

Kyan Martin, plastering apprentice

Looking ahead, we're excited to continue this journey, with another Copper intake and a further five apprentices joining us later this year.

Watch our Copper video here:



Delivering sustainable homes and stronger communities

As demand for social housing continues, we have remained committed to building new homes.

At County Flats, Sandfields, the redevelopment of Flint and Morgannwg House has been completed, delivering modern, energy-efficient homes and helping to regenerate the local area. Plans for Phase 2 of the County Flats development will see 50 existing flats refurbished and 101 new homes built, alongside improvements to the surrounding area. The scheme includes partial demolition of one block, new one- and two-bedroom homes, parking, and landscaped green spaces with eco-friendly features.



In Port Talbot town centre, Eagle House has been completed, with residents now moved into 18 energy-efficient apartments offering convenient town-centre living. The scheme also includes supported housing elements designed to promote wellbeing and independence.

At the heart of our developments are the people who live in them. At Golwg y Foel in Cwmafan, tenants are already settling into their new homes and building a strong sense of community. Many residents are reconnecting with the area or starting a new chapter, in modern energy-efficient homes.

One tenant, Jennifer, said:

“It’s so lovely to be back in Cwmafan. This new home is where I want to see out the rest of my days.”

Progress at Golwg y Foel is continuing at pace, with a total of 43 homes being delivered in phases throughout the next year.



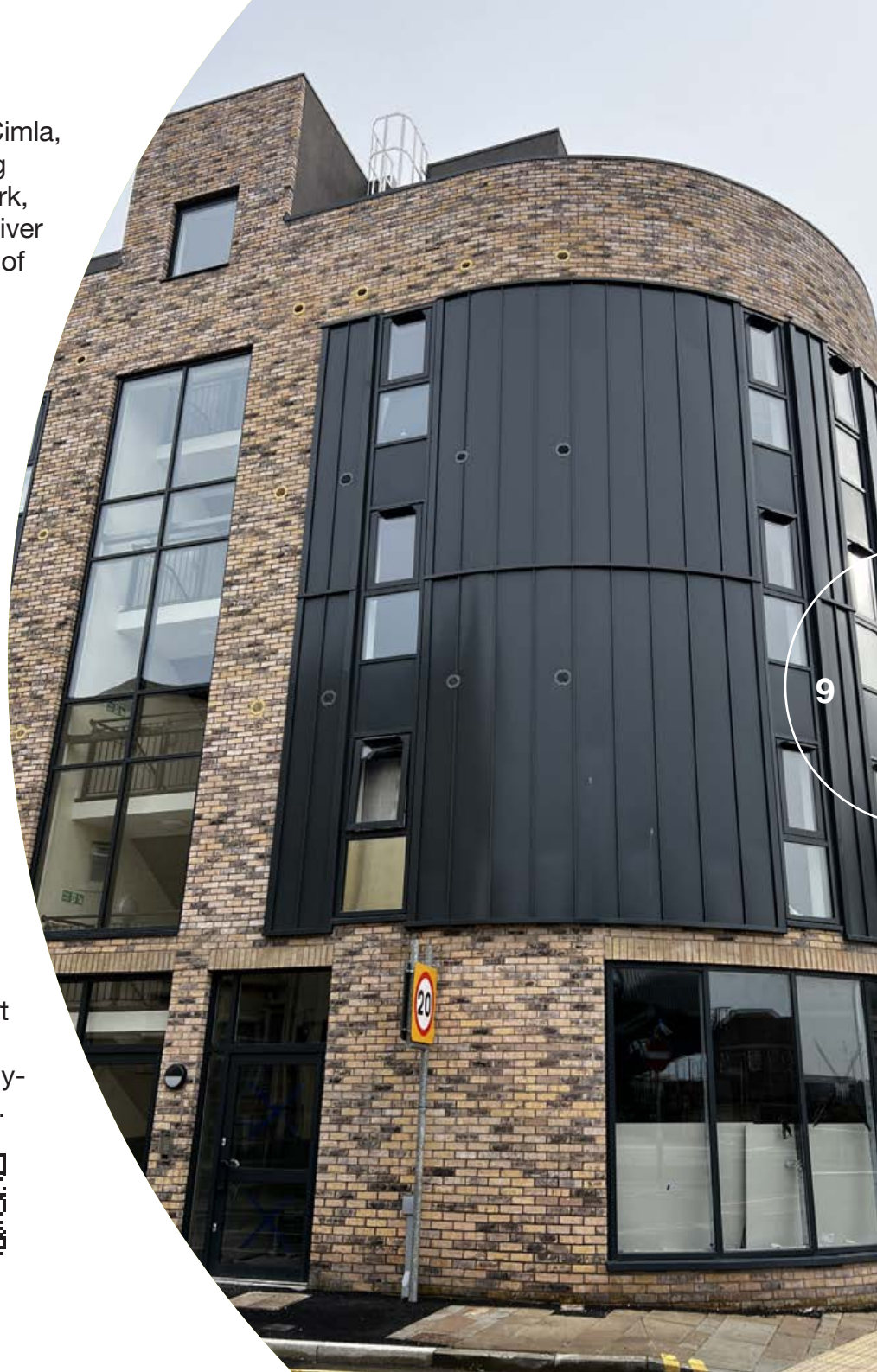
At the former Tudor Inn site in Cimla, work is now underway following demolition and initial groundwork, with the development set to deliver 22 new homes, including a mix of one-bedroom apartments and two-, three- and four-bedroom properties, transforming a previously unused site.

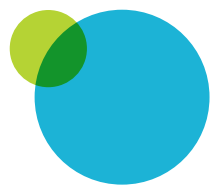
Plans for a veterans housing scheme in Port Talbot are gathering pace, providing six high-quality, self-contained homes with shared communal space, designed to promote independence, foster peer support and help tackle social isolation.

Things are also progressing at the Red Dragon site in Sandfields, where 22 new energy-efficient flats will be developed to help meet local housing demand.

These developments will play a vital role in addressing housing need across Neath Port Talbot, with a continued focus on delivering sustainable, energy-efficient homes for local people.

Watch our video of our Golwg y Foel development here:





Investing in our homes

Over the past year, we have continued to invest in our homes and communities, delivering a wide range of improvements to enhance the quality, comfort and energy efficiency of our properties. Works included new insulation, replacement windows and doors, roofing upgrades and improvements to external areas, helping to create homes and neighbourhoods that tenants can be proud of.

Alongside these improvements, we carried out major internal upgrade works including electrical rewires, modern heating systems, and new kitchens and bathrooms. These investments are helping us provide safer, warmer and more modern homes for our tenants, while also supporting our ongoing commitment to achieving WHQS23 standards and progressing towards our net zero ambitions.

We continued to make strong progress through the Optimised Retrofit Programme (ORP), delivering a significant programme of energy efficiency improvements across our homes during 2025/26. As part of the programme, we installed 1,639 solar PV



systems, with ORP grant claims totalling £3.1 million for these works. In addition, 76 new electric storage heater systems were installed in two Haven complexes, supported by funding of £340,776.

We also completed an Air Source Heat Pump (ASHP) trial programme, installing three systems alongside solar PV and battery storage technology, with ORP supported funding of £108,515. External Wall Insulation (EWI) works were also completed to over **120 homes**, further improving the energy efficiency and comfort of our properties.

Tenants like Hayley from Baglan have already experienced the benefits of solar panels first-hand:

“The consultation and information we had beforehand was really thorough and we were excited to see the difference solar panels would make to us. The whole process was done in a day and the cuts to our energy bill have been really helpful, especially in the current climate with rising prices. I would thoroughly recommend solar panels to anyone who may be on the fence, they’ve been a great addition to our home.”

Hear more about our solar panel programme here:



“We can make sure we’re delivering the right improvements in the right homes, creating places that people are proud to live in now and for years to come.”



Working towards safer, greener and better homes

The Welsh Housing Quality Standard (WHQS23) is a national standard set by the Welsh Government to ensure all social housing in Wales is safer, greener and better by 31 March 2034. The standard sets out the quality homes should provide for tenants, including being safe, secure, energy-efficient, comfortable and affordable to heat, with modern kitchens and bathrooms and suitable outdoor spaces where possible.

Over the past year, we have continued to make strong progress towards meeting these standards across our homes and communities.

More than 90% of our homes have now been surveyed, helping us build a detailed understanding of the improvements needed across our housing stock and allowing us to plan future investment effectively.

We have also continued delivering improvements to make homes warmer, more energy-efficient and more comfortable for tenants, including insulation and other energy-saving measures designed to reduce energy use and improve living conditions throughout the year.

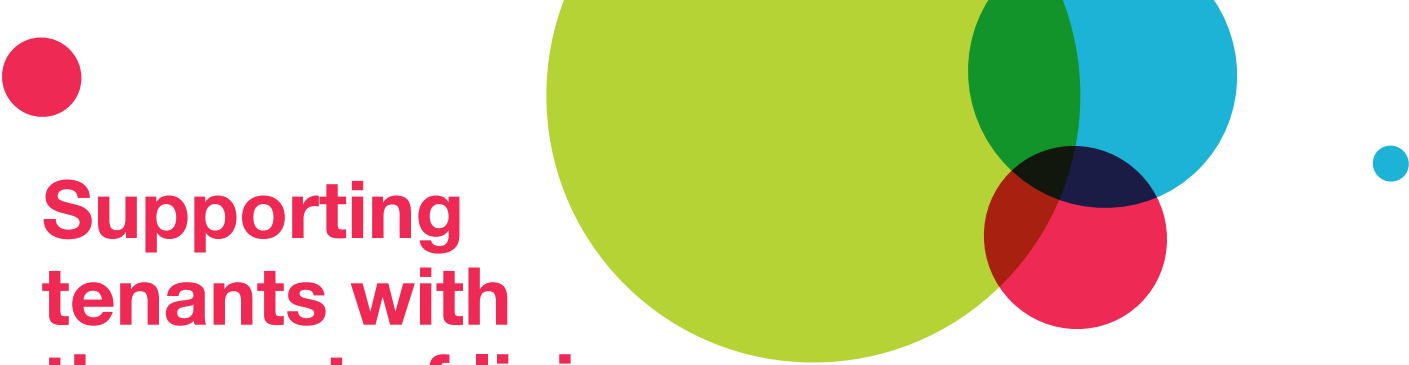
Tenant feedback has remained central to our approach. Through events, consultations and engagement activities, tenants have helped shape our plans and priorities, ensuring future improvements reflect the needs of our communities.

“Improving the quality, safety and energy efficiency of our homes is a key priority for us. WHQS23 has given us a clear framework to deliver meaningful improvements for our tenants, while also supporting our long-term commitment to reducing carbon emissions. By listening to our tenants and using detailed data to guide our programme, we can make sure we’re delivering the right improvements in the right homes, creating places that people are proud to live in now and for years to come.”

Craig Maybery-Thomas, head of asset management and decarbonisation

A long-term investment programme is in place to deliver works through to 2034, prioritised based on the condition of homes and the improvements needed.





Supporting tenants with the cost of living

Supporting tenants to manage their money has continued to be a priority, and over the past year our financial inclusion and income teams have made a real difference to people's lives.

This year also marked a major achievement, as we reached the end of a decade-long journey supporting tenants through the move to Universal Credit, one of the biggest changes to the welfare system in a generation.

The team have offered guidance to thousands, helping them with the transition and a new way of managing their income.

Alongside this, our financial inclusion team has continued to deliver vital money support, helping almost 3,000 tenants access over £5.6 million in benefits in the last year alone, money that may otherwise have gone unclaimed.

Income manager, Leah Manna, who works closely with teams supporting tenants through financial challenges, said:

“Colleagues have supported tenants again this year to access millions in unclaimed benefits, benefit appeals and through the final stages of the Universal Credit transition. They have ensured people had the help they needed when it mattered most.”

Our teams continue to help tenants feel more confident, supported, and in control of their finances and we're proud of the difference that has been made again this year.



Getting tenants connected

Being online plays an important role in everyday life—from staying in touch with loved ones to managing essentials like shopping, banking and applying for jobs, but we know lots of tenants are digitally excluded.

Over the past few months, our new Digital Connections team has been making a real difference, helping tenants build confidence with technology and get connected. Funded by the Welsh Government, the project focuses on breaking down barriers by offering practical, tailored support, whether that's learning to use a device, setting up online services, or getting online for the first time.



The team has supported tenants to reconnect with family overseas, set up online shopping when getting out is difficult, and helped people gain confidence through community sessions.

One tenant, Mr M, got in touch after struggling with a slow tablet that had become his lifeline for company. Following a home visit, the team provided a new device and within minutes he was back online, enjoying his favourite music and apps.

The team also supported 101-year-old Lil to make her very first video call to her family in Australia. Already a keen laptop user, Lil is now confidently emailing and video calling. For her, the new skills have been lifechanging:

“It was lovely, something I never knew about. I can’t wait to do it again.”

The team have made a huge difference helping people feel more connected, more confident, and better equipped to embrace the digital world.

If you, or a tenant you know, needs a bit of extra help to get online, we’re here. Call Hannah or Emma on 01639 506694 / 01639 506026.



Recognising excellence across Tai Tarian

Over the past year, the dedication and innovation of our teams has been recognised across the housing sector, with award wins and nominations celebrating the difference being made to tenants and communities.



Our tenant engagement work for Tenant Talks received a silver award at the TPAS Cymru Good Practice Awards, recognising the impact creating meaningful opportunities for tenants to share their views and help shape our services.

We were also proud to achieve five nominations at the prestigious Welsh Housing Awards, recognising excellence across a wide range of areas including customer service, community support, development and professional learning.

Alongside this, our commitment to sustainability was recognised with an Electric Fleet Race award, highlighting our work to reduce carbon emissions and lead the way in decarbonisation within the housing sector.

As our chief executive Linda Whittaker said:

“Being recognised by the housing sector for our work is testament to the passion, collaboration and commitment of colleagues across Tai Tarian, and the positive impact they continue to make every day.”

Building friendships through darts

Our Connections at the Oche project, led by our independent living officers, helps to bring tenants together, reduce isolation and improve wellbeing across our Haven older persons schemes.

Developed in response to tenant feedback, the initiative has grown from a single group into a thriving darts community, with over 60 tenants taking part each week.

Tournaments between schemes have helped form friendships, bringing together tenants who had never previously engaged in activities. Whether taking part, helping to organise events or cheering from the sidelines, more people than ever are getting involved.

For many, the project has been life changing. Jeff (83), from the Gwyn Court Dinosaurs, shared his experience:

“When I first moved in, it was during the pandemic, and I was very down in the dumps. But now there is a real community atmosphere and the chance to socialise is great. I love being part of the darts set up,



it's something I enjoyed when I was younger and it's just great to know I can still do it.”

The league has also become a platform for fundraising, with residents recently completing a 12-hour darts marathon, raising over £1,100 for Macmillan Cancer Support, bringing together not just tenants but friends and families too.

Connections at the Oche is helping people rediscover old hobbies and build friendships. Sometimes the simplest ideas can make the biggest difference.

Watch our video here:





Giving back to our communities

Supporting our communities is a big part of what we do, and over the past year we've continued to make a real difference across Neath Port Talbot.

We've invested over £96,000 into local projects, working closely with our contractors to support good causes. This has helped fund a wide range of initiatives from installing life-saving defibrillators and bleed kits, to providing sports club donations, making improvements to local foodbanks, and supporting mental health and community groups.

Our investment in foodbanks has helped ensure they can continue to offer essential support in a safe, welcoming environment. In Cwmafan, a £4,000 refurbishment delivered much-needed upgrades including new kitchen units, storage and equipment.

£10,000 for repairs and upgrades have improved PANTRY foodbank Pontardawe, creating a warmer, safer and more welcoming space, with better facilities and easier access.

Alongside this, our Community Challenge has again brought colleagues and contractors together to deliver improvements to local facilities.

At Taibach Welcome Garden, volunteers painted fences, benches and planters to give the much-loved community space a fresh new look, while at Neath Methodist Church the upstairs area was redecorated, creating a brighter, more welcoming space for local groups and activities.

Barbara, a lifelong member of Neath Methodist Church, was delighted that we could support them:

"The church is old and has become dilapidated and we really needed the help of somebody to come in and do some work for us. We were delighted Tai Tarian and their contractor D&M could help. The improvements mean that we can offer our rooms to the community and for anyone we can support and help in any way."



During the festive period, we also worked with partners to deliver Christmas dinners, gifts for young carers and hampers for elderly residents, ensuring no one felt alone at a time that matters most.

Our Time to Thrive grants programme launched at the start of the year and is already making a real difference.

It has helped Ysgol Bae Baglan launch a new breakfast club and funded free holiday sessions in Glynneath. It has also supported upgrades at Tata Steel Cricket Club and creative activities such as children's cookery sessions and hobby groups. The programme is creating more opportunities for people of all ages to thrive.

Watch our community challenge video here:



Supporting schools and protecting nature

We have continued to support local biodiversity, creating greener, more sustainable communities again this year.

We've visited primary schools, treating pupils to eco sessions focused on nature and sustainability. The visit is made extra special with an appearance from our mascot, Barnabee, and the donation of plants and trees to enhance outdoor learning spaces.

Our community benefits have supported environmental improvements and outdoor wellbeing activities, including walking groups and community projects, helping to connect people with nature across the borough.

Alongside this, we have been taking action to protect and enhance biodiversity across our communities. This includes installing 50 swift boxes on our homes to support a species whose numbers have declined significantly in recent years, helping provide safe nesting spaces and encouraging birds to flourish.

At our Cimla development, we've also taken care to protect local wildlife, safely relocating a population of protected slow worms to a specially created habitat at our head office, before construction began.

Over the winter months, our dedicated grounds and biodiversity team prepared land and planted more flowers and shrubs in readiness for the grass-cutting season, which began in March.

We are proud to support young people and our communities to create greener, more sustainable places for everyone to enjoy.

Watch our slow worms on the move video:



“We are proud to support young people and our communities to create greener, more sustainable places for everyone to enjoy.”



Our Performance

2,890 | Referrals received for advice

2,066 | Successful benefit claims

84% | Benefit appeal success rate

655 | Affordability checks completed

432 | Food bank vouchers issued

560 | Energy support vouchers

111 | Digital support

Community reinvestment

Using the Welsh Government's Value Wales Community Benefits toolkit, we have been able to demonstrate that, for every **£1 spent** on our major works programmes, **£1.99 is reinvested** in our local community out of a maximum £2 achievable.

Financial support for tenants

Our financial inclusion team provides help and advice to customers experiencing financial difficulties. Working jointly with our income team they provide support and advice on benefit changes including the ongoing migration to Universal Credit. The team help with benefit claims including reviews and appeals providing digital support to those who need it.

£5,516,926

Money raised in benefit claims

Our People

As a large employer within the borough, we create and sustain employment for many people within our community.

607 | Staff

451 | live and work within Neath and Port Talbot

74% | of staff live locally

88% | of our staff stayed with us during the year

Training

We continue to invest in developing our colleagues, ensuring they have the skills and knowledge needed to deliver high-quality services.

- Maintained 100% compliance for all mandatory training, managing over 18,000 training records
- Improved efficiency by reviewing safety training, reducing course time by 2.5 days for manual roles
- Increased attendance to 99.6%, reducing non-attendance by 34% and cutting associated costs by 25%
- Secured £125,000 in funding for further and higher education and short courses, a 108% increase on last year
- Delivered new manager workshops, refreshed conflict management training, and relaunched trainee and apprentice programmes with a structured learning framework

Feedback

In the last year
we received

204 | Complaints

237 | Compliments

502 | Service enquiries

321 | Member/local councillor enquiries.

Here are some of our favourite compliments.

“I’d like to reiterate how helpful you’ve been throughout this process. Your support has not gone unnoticed, and you’ve been consistently professional and supportive from start to finish.”

“I’m writing to say how impressed I was with the plumber who visited this morning. Rob arrived with a smile and fixed the issue within five minutes, which was a huge relief. He was cheerful, friendly and very reassuring. Many thanks to him.”

“Compliments to the Tai Tarian team for an excellent, high-quality job replacing and plastering the ceiling. They cleaned up afterwards, leaving everything tidy and looking great.”

“The staff member was brilliant and worked to a very high standard. Nothing was too much trouble, and they went above and beyond. I’m really pleased with the work carried out to the front of my property, and everything was left clean and tidy.”

“I wanted to pass on a compliment about the cleaning team. They’ve done a ‘sterling job’, were happy to chat and we are very pleased with the standard of work.”

“I’d like to thank the team for the service we recently received. Everyone in the office was lovely on the phone, and the carpenter and painter were friendly, professional and a pleasure to have in our home.”

“I’d like to compliment the team regarding the work at Villiers Court. The staff member was fantastic, and the work carried out to cut back the bushes was done to a very high standard.”

Repairs

We want our tenants to feel proud of their homes and our dedicated staff and contractors are committed to delivering a high-quality repairs service.

During this year we completed:



8,727

emergency repairs



99.92%

electrical testing



305

window upgrades



97.80%

made safe or
attended within
target



100%

fire safety checks
completed on our
communal areas and
haven schemes*



648

external boundary
upgrades



28,274

non-emergency
repairs



100%

asbestos checks
completed on our
communal areas and
haven schemes



158

heating replacements



88.05%

completed on time



115

rewires



70

new roofs including 30
“mansard” insulated
roof upgrades



126

kitchens



83%

of tenants were satisfied
with how we deal with
repairs and maintenance
(from our repairs texts survey)



182

bathrooms



117

external wall insulations
(EWIs)



470

lofts insulated



99.99%

gas safe homes*



1639

PV installations (solar panels)

Customer satisfaction



*October 2024

Procurement

Through the procurement process we have awarded 26 contracts to the value of approximately £26,200,000.

All tenders are evaluated based on price, quality of work and service to identify the most advantageous supplier and demonstrate value for money.

Tenant feedback

As part of our commitment to hearing tenant voice, we carried out a survey, receiving 453 responses and valuable feedback from tenants across our communities. While tenants told us our staff are helpful and easy to contact, they highlighted communication, repairs timescales and grounds maintenance as key areas for improvement.

There was strong support for introducing a digital portal or app to book and track repairs, manage accounts and contact staff, alongside a clear appetite for more face-to-face engagement. Encouragingly, over 100 tenants also expressed interest in getting more involved, helping to shape future services.

A tenant satisfaction survey will be carried out in June, covering key areas such as the quality of homes, repairs and neighbourhoods, value for money, trust, and how well we listen to and act on tenant feedback.

Corporate Plan

Our five-year Corporate Plan, launched in June 2025, is at the heart of everything we do. Its four strategic themes run throughout this annual review, with stories and statistics demonstrating the work, achievements and impact across all areas of the business.



Sustainable Homes

We are committed to creating homes where people can thrive, tailoring services to support tenants in their homes and providing well-managed, high-quality homes that meet the evolving needs of our customers. Helping us to achieve these goals are several activities such as:

- Working with tenants to co-design our repairs policy
- Exploring how we can meet evolving customer needs when planning new housing developments
- Remodelling our enhanced housing team, ensuring a strong focus on delivering excellent outcomes for tenants

Here, we've selected more initiatives that demonstrate how we're delivering against these priorities and driving meaningful change for our tenants, communities and staff.



Sustainable Planet

We are making bold decisions on our carbon neutrality journey and are changing our behaviours today for the generations of tomorrow. We are looking to achieve our environmental impact ambitions by working alongside our tenants and communities through:

- Reviewing lessons learned from the work undertaken to date, fostering a culture of support and providing a feedback loop for our tenants
- Developing and building our supply chain and using innovative procurement methods to deliver better outcomes for tenants



Sustainable Communities

We want to see our communities achieving their full potential so will work with our partners to create places in which people are proud to live while using our assets, resources and opportunities to benefit local communities in meaningful ways. We are achieving these goals through activities such as:

- The creation of our Digital Connections team, who will increase digital confidence and reduce barriers to online access for tenants and communities
- Learning from complaints to help us understand what matters most to our customers, enabling us to identify service improvements and respond more effectively
- Exploring communities in more depth to understand what exists, identify gaps, and shape meaningful engagement



Sustainable Business

We are committed to operating as a strong, financially sound business, driven by colleagues who feel valued and deliver excellent customer service, continuously improving and working together for a brighter future. Helping us to achieve these goals are several activities such as:

- Developing a customer portal to provide tenants with a choice to self-serve at a time to suit them
- Working with tenants to shape the way we deliver services as we move forward
- Purchasing new I.T. systems to enhance the way we work and improve our colleague and customer experience

Our Money

On 1st April 2025 we had total cash of £7.9 million

We had money coming in from...

£m

Rents	53.2
Service charges	3.2
Grants from Welsh Government and Local Authority utilised within one year	6.2
Property and other sales	0.3
Other income	1.9
Total	64.8

We spent it on...

Improving and repairing your homes and communities	46.3
Buying and building more homes for rent	12.8
Service costs	4.7
Tenancy management and support services	17.1
Interest payments and finance costs	4.1
Total	85.0

To do this we had to borrow	10.5
We repaid loan borrowing of	4.3
We received deferred grant funding	12.7
This left us with total cash of	6.6

Who are the Board and Senior Management Team?

We are governed by a Board of Non-Executive Directors made up of tenants and independent members. The Board provides strategic leadership and has overall responsibility for:

- Setting a clear vision and strategy, that the organisation's values and culture are aligned to support delivery of its aims and ensuring that the organisation is accountable to tenants and stakeholders
- Monitor performance so that the organisation is delivering the outcomes set out in our Corporate Plan
- Ensures the organisation is meeting all required Performance Standards to maintain high levels of governance, ongoing financial viability and services to tenants

Non-Executive Board Members



Fiona Jones
Chair of Board



Lisa Murray
Vice-Chair of Board; Chair of Nominations and People Committee



Andrew Lycett
Chair of Audit and Risk Committee



Jonathan Hughes
Chair of Asset Management Committee.
Resigned February 2026.



Rachel Rees
Chair of Operations Committee



Rowland Jones
Chair of Tirnod

Our Senior Management Team



Phineas Brooks



Ananda Woodley



Huw Freeman



Ceri Wiggins



Natalie Morgan



Lianne Caulfield



Linda Whittaker
Chief Executive



Nick Tagg
Director of Finance



Angela Priestley
Director of Central Services
and Company Secretary



Andrew Carey
Director of Assets



Clare Way
Director of Operations

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