



# Tenant Board Member Forum

Thursday, 11th June 2026: 11am -12:30pm



David Lloyd

Programme Director  
TPAS Cymru



# Croeso/Welcome

**Introductions**

**5 Simple Reasons Why Tenant Voices Matter to Effective Boards**

**Housing Sector News**

***Confidentiality!***

# Tirlun tai sy'n newid yng Nghymru

## A changing housing landscape in Wales:



## Beth welwn ni:

- **Mwy o bwysau ar wasanaethau tai**
- **Archwiliadau dyfnach ar wariant cyhoeddus**
- **Disgwyliadau cryfach ynghylch llais tenantiaid**
- **Polisi a deddfwriaeth sy'n esblygu'n gyflym**
- **Ffocws cynyddol ar atebolrwydd a chanlyniadau**

## What we are seeing:



- **Increased pressure on housing services**
- **Greater scrutiny on public spending**
- **Stronger expectations around tenant voice**
- **Rapidly evolving policy and legislation**
- **Growing focus on accountability and outcomes**

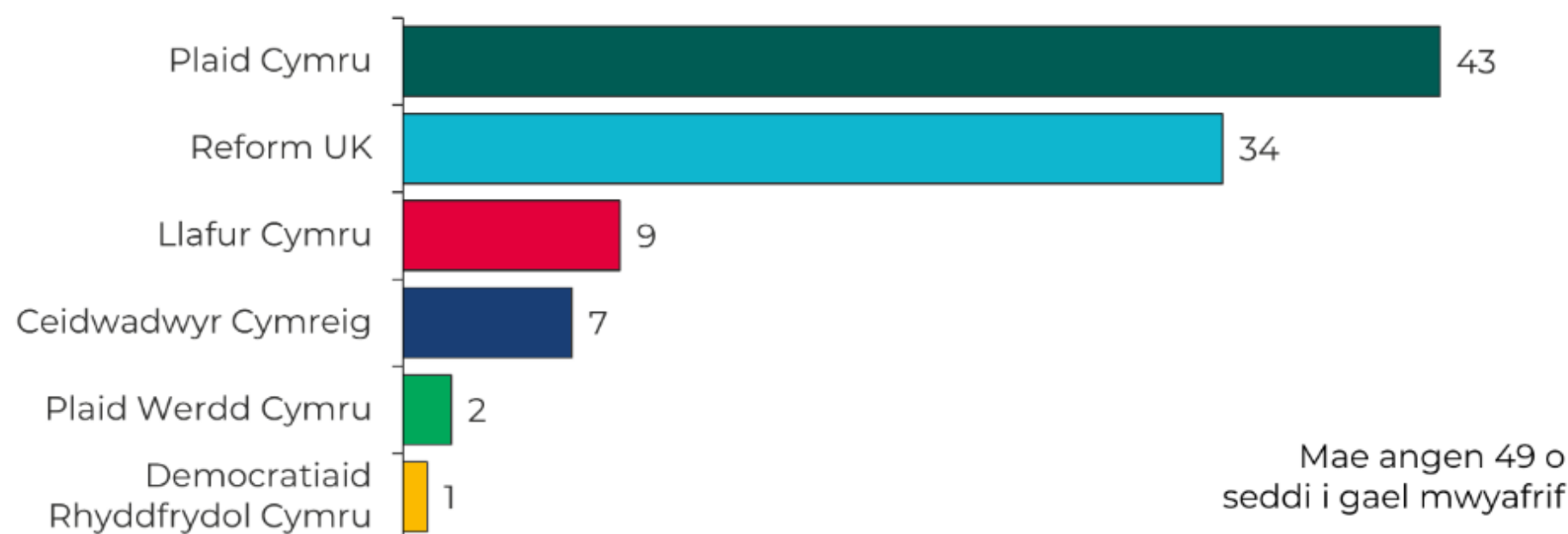
# Y Senedd

# The Senedd



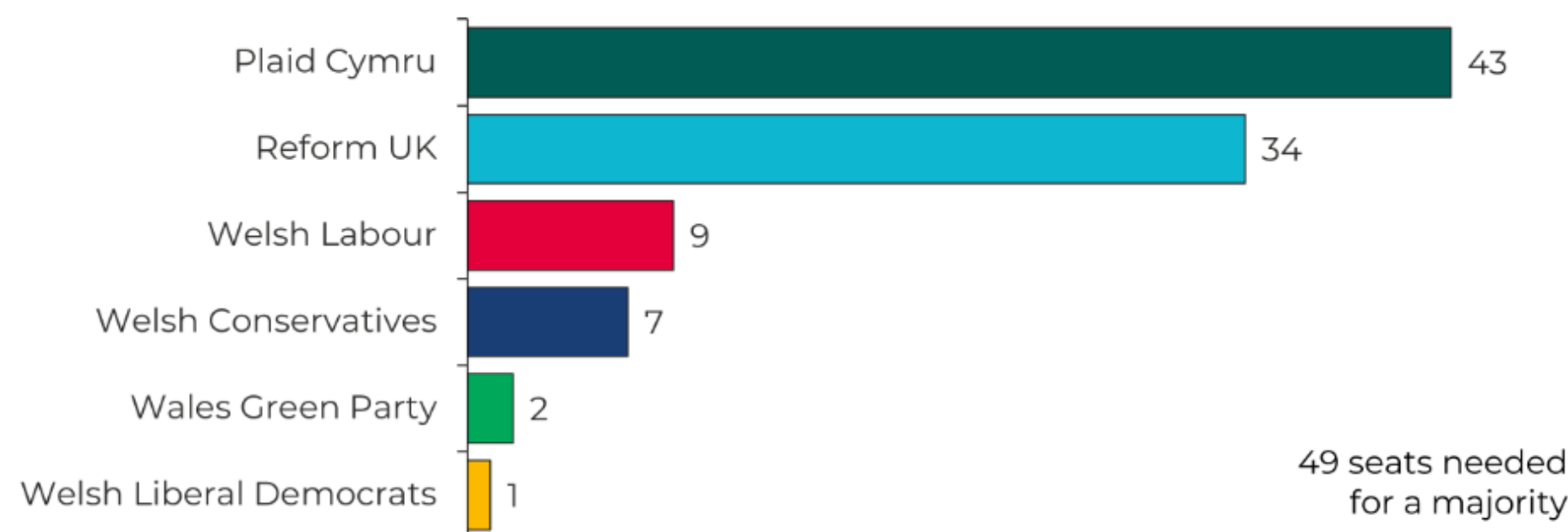
# Canlyniadau etholiadol y Senedd

## Senedd Election Results



- **Plaid Cymru sydd wedi ffurfio llywodraeth lleiafrifol yn y Senedd**
- **Mae'r nifer o Aelodau Seneddol wedi'u cynyddu o 60 i 96.**

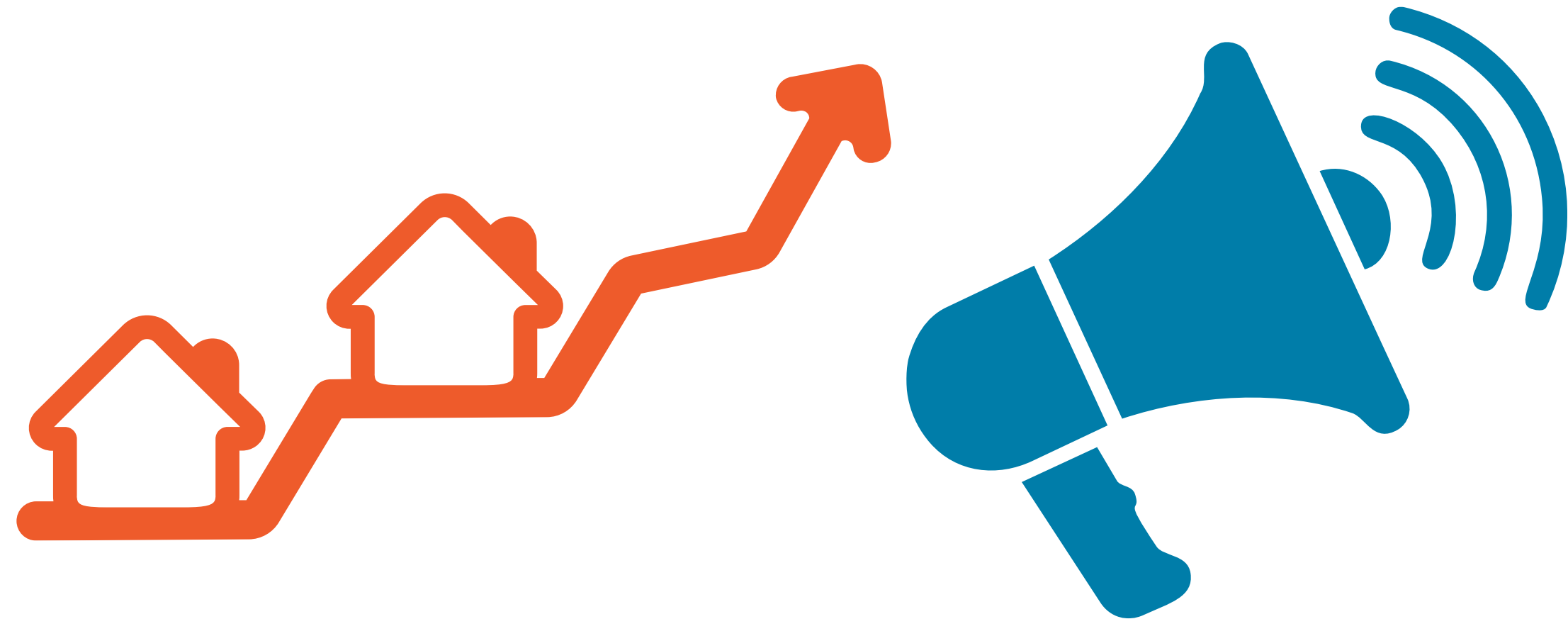
- **Plaid Cymru have formed a minority Government in the Senedd.**
- **The amount of MSs has increased, from 60 to 96.**



# Safbwynt a chynigion tai Plaid Cymru:

## Plaid Cymru position and housing

### commitments:



# WG Tenant engagement expectations:

Some headline policies/ changes:



# WG Tenant engagement expectations:

**Annual Self-Evaluation  
(Regulatory Framework)**

**Welsh Housing Quality  
Standard Compliance**

**Tenant Satisfaction Surveys**

**Rent and service charge  
standard 2026 to 2036**



# Regulatory Framework for Welsh Registered Social landlords

<b>RS3 High quality services are delivered</b>		<b>RS4 The organisation's culture supports and empowers tenants to influence the design and delivery of services</b>	
a)	<p>Delivers, high quality services including (but not limited to):</p> <ul style="list-style-type: none"> <li>• Provision of effective repairs, maintenance and adaptations service</li> <li>• Support to maintain tenancies</li> <li>• Personal safety, including response to ASB, domestic abuse and hate crime</li> <li>• Allocation of homes to meet housing need including homelessness</li> </ul> <p><i>Note – services can be RSL dependent</i></p>	a)	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
b)	Achieves and maintains high levels of tenant satisfaction with services	b)	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
c)	Ensures that services are fair and deliver equitable outcomes for tenants in response to their individual needs	c)	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
d)	Makes landlord performance information available to tenants which is sufficient to enable scrutiny and challenge		

[Home](#) > [Housing](#) > [Social housing regulation](#) > Regulatory judgements on housing associations

COLLECTION

# Regulatory judgements on housing associations

**Assessments about how well housing associations are meeting the standards.**

Part of: [Social housing regulation](#)

First published: 12 February 2019

Last updated: 8 June 2026

**In this collection**

**2026**

Rating	Governance (including Service Delivery)	Rating	Financial Viability
Green	The RSL meets our requirements.	Green	The RSL meets our requirements.
Yellow	The RSL needs to make improvements in some areas to continue to meet our requirements.	Yellow	The RSL meets our requirements and needs to continue to manage material risks to maintain this position.
Amber	The RSL does not meet our requirements and is working closely with the Regulator to ensure that serious regulatory concerns are addressed.	Amber	The RSL does not meet our requirements and is working closely with the Regulator to ensure that serious regulatory concerns are addressed.
Red	The RSL does not meet our requirements, and it is necessary to take statutory action in response to serious regulatory concerns.	Red	The RSL does not meet our requirements, and it is necessary to take statutory action in response to serious regulatory concerns.

## Improvements Required

The assessment showed that compliance with the Regulatory Standards detailed below must be improved or material risks closely managed, to continue to meet our requirements:

<b>Regulatory Standard</b>	<b>Improvement required or material risk to be closely managed</b>
<b>RS5: Rents and service charges are affordable for current and future tenants.</b>	
a) Ensures all applicable rules, statutory guidance and any supplementary sector agreements are fully complied with.	Ensure that effective tenant engagement and consultation takes place when setting rents in accordance with the Welsh Government Rent and Service Charge Standard.

## Judgement

<b>Governance and Service Delivery</b>	
<b>Green</b>	<b>The RSL meets our requirements.</b>
<b>Financial Viability</b>	
<b>Yellow</b>	<b>The RSL meets our requirements and needs to continue to manage material risks to maintain this position.</b>

A change to financial viability rating (Green to Yellow) indicates that our requirements have been met but the financial profile of the RSL means it may be more challenging to mitigate the impact of a risk, or combination of risks, should they occur.

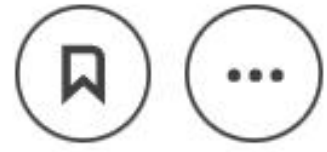
Background image showing a table with project tasks and a text snippet about meeting notes.

# Effective Boards and Why Tenants Matter



**Peter Brown**

Chair and Non Executive Director. Specialise in housing, social policy, environment, finance.



June 7, 2026

Corporate governance frameworks often treat boards as purely rational, data-driven engines. Regulatory compliance, financial data and risk registers dominate the documentation. However, the most significant risks to board effectiveness are not structural - they are behavioural.

Boards operate as elite, episodic groups tasked with making high-stakes decisions under **conditions of uncertainty**. When these groups fall victim to psychological pitfalls,

# 5 Simple Reasons Why Tenant Voices Matter to Effective Boards



## 1. Even good boards can still make bad decisions.

Boards are made up of experienced people, but they can still fall into common traps such as agreeing too quickly, groupthink, overconfidence, or relying too heavily on past successes.

## 2. Some Boards do not always see the full picture.

Most information comes through reports and management updates. This can mean important issues experienced by tenants are missed or overlooked. This can create an "echo chamber" where directors hear mainly what confirms existing assumptions.

## 3. Listening to tenants brings reality into the boardroom.

Hearing directly from tenants helps board members understand what is really happening on the ground and whether decisions are having the intended impact. This helps challenge assumptions, identify hidden risks, and improve decision-making.

# 5 Simple Reasons Why Tenant Voices Matter to Effective Boards



## 4. Constructive challenge leads to better decisions.

Effective boards encourage constructive debate about strategy, risk, and performance while avoiding personal conflicts. Challenging ideas should be normal; challenging people should not.

## 5. The Chair and meeting agenda sets the tone.

A good Chair and agenda creates an environment where board members feel comfortable speaking up, raising concerns, and discussing difficult issues. By actively encouraging different perspective, including tenant voices, the Chair can help the board make better-informed decisions. His helps the board make more informed decisions.