

Tai Pawb Strategy

2026-2030



Our vision:

A Wales where everyone has
the right to a good home.



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Foreword

This is a defining moment for equity in housing in Wales.

We start from a strong foundation. Over recent years, Wales has made important progress on housing rights, homelessness, social housing and equality and Tai Pawb is proud to have played a key part in helping to shape that change.

Despite this, the housing emergency is deepening, public debate is becoming more contested and the people most affected by inequity are carrying the greatest burden. Tai Pawb's role is to stay bold, compassionate and connected.

This strategy is about holding ambition and reality together. We know the sector is under pressure, and we know Tai Pawb is a small organisation with finite capacity. That makes focus even more important. Over the next four years, we will concentrate our energy where we can add the greatest value: influencing the systems that shape people's lives, supporting members to turn commitments into practice, strengthening the role of lived experience, and building shared leadership across the sector.

We will do this rooted in our values and in partnership with others. We will speak clearly for equity and human rights, but we will not work as though the responsibility sits with us alone. Lasting change will depend on members, partners, communities, leaders and people with lived experience acting together. Our contribution is to help create the conditions for that change: with evidence, practical support, trusted relationships and a firm belief that everyone in Wales should have the right to a good home.



Alicja Zalesinska,
Chief Executive,
Tai Pawb



Craig Stephenson OBE,
Chair, Tai Pawb

The Reality

Our strategy begins with a clear understanding of the reality facing Wales.

Strategy 2026-2030

1

Wales is in a housing emergency

This is not a marginal issue. It is a defining social and economic challenge. Too many people are unable to access a safe, suitable and affordable home and the pressure is being felt across communities, public services and the wider economy.

2

The emergency is complex and interconnected

It is not only about supply. It is also about availability, rising homelessness, high and insecure rents, unsuitable or inaccessible homes, impact on Welsh language and some of the poorest quality homes in the UK.

3

Home underpins everything else

When housing fails, other systems struggle to cope. Pressures on the NHS and other public services are felt directly - through the impact of poor housing on health, and indirectly - through the diversion of limited resources to manage housing-related crises. These pressures also shape public debate, creating space for division, misinformation and blame when the causes of the housing emergency are misunderstood.

4

Home matters deeply to people

It is consistently one of the issues the public cares most about. Its importance becomes even more immediate when people face financial pressure, insecure work, poverty or limited housing choices. A stable, affordable and good quality home shapes people's lives and opportunities, and is fundamental to giving children and young people hope for the future.

5

Our homes and futures are being reshaped at speed

Climate change, decarbonisation, AI and digital systems will shape what home means, how housing is delivered and who benefits from change. These shifts bring real opportunities, but only if equity is built in from the start.

What this means

The housing emergency is not experienced equally.

The people most affected are those already facing disadvantage, discrimination or exclusion. Housing insecurity and poor-quality homes deepen existing inequalities, affecting physical and mental health, income, education, safety and life chances.

Poverty both drives and is reinforced by housing insecurity, placing the greatest burden on those with the least financial resilience. It also leaves many households caught between systems: unable to afford home ownership, unlikely to be prioritised for social housing, and reliant on insecure and often unaffordable private renting.

This means the housing emergency is not only a supply issue. It is also an equity, human rights and poverty issue, shaped by who has access to safe, secure, suitable, affordable and accessible homes and who is most likely to be left waiting, unheard or failed by the system.





Our vision:

A Wales where everyone has the right to a good home.

This means a Wales where everyone can live with security, peace, dignity and belonging, in a home that is safe, suitable, affordable and accessible.



Our mission:

To advance equity and social justice in housing in Wales.

We do this by influencing policy, supporting practice, amplifying lived experience and bringing people together to build a fairer housing system.

We use the word equity because people do not start from the same place or face the same barriers. Advancing equity means working for fair outcomes by recognising different needs, experiences and forms of disadvantage.

Our Values

Our values describe how we will work and what people can expect from us. They matter because the next four years will require clarity, collaboration and care. We will be:

Strategy 2026-2030

Bold. Compassionate. Connected

Bold.

Being clear what we stand for

We will be clear about what we stand for and willing to speak up for equity, human rights and social justice in housing.

● How we show it

We will use evidence, lived experience and our relationships across the sector to challenge inequity, influence change and support others to act with confidence.

● Where we hold firm

Being bold does not mean being careless or combative. We will challenge harmful narratives and poor practice, but we will do so with purpose, integrity and care.

Compassionate.

Doing difficult work with care.

We will do difficult work in a way that recognises people's dignity, experience and humanity.

● How we show it

We will create space for honest conversations, support learning, protect wellbeing and approach challenge with empathy and care.

● Where we hold firm

Being compassionate does not mean accepting harm, discrimination or exclusion as simply another point of view. We will hold firm to equity, human rights and the safety of people most affected by inequity.

Connected.

Staying close to people

We will stay close to members, partners, communities and people with lived experience, recognising that lasting change depends on shared responsibility.

● How we show it

We will listen, convene, collaborate and build relationships across communities, housing, equity, homelessness, health, social care and local government.

● Where we hold firm

Being connected does not mean being neutral. We will listen, learn and seek common ground, but we will not allow collaboration to dilute our values, treat harmful views as simply another perspective, or use people's lived experience without care and accountability.

How our strategy works

Our strategy has three connected parts.

Strategy 2026-2030

1 Our objectives: what we want to change



Change the system



Strengthen practice



Shift power



Build the movement

2 Our focus areas: where we will concentrate our effort

- The right to a good home
- Cohesion, migration and anti-racism
- Inclusive and accessible housing
- Just futures in housing

3 Our foundations: what will sustain us

- **The Anchor**
Our values, boundaries and red lines
- **The Hearth**
Our people, wellbeing and organisational resilience
- **The Compass**
Our focus and discipline

Our strategic objectives

Our objectives describe the long-term change we want to help make in Wales. They are deliberately broad, because housing inequity is shaped by many different systems, organisations and decisions. They will guide our work over the next four years and provide the main structure for our annual action plans.



Objective 1

Change the system

What we want to achieve

Equity and human rights are built into housing policy, legislation, regulation, funding and decision-making in Wales. Designing equity into the foundations of housing and public voice.

How we will make change

We will:



Help shape policy, legislation, regulation and system design so equity and human rights are built in from the start.



Bring together data, evidence, research, lived experience and practical insight from the sector to show what needs to change.



Work with members, partners and allies across housing and public life to strengthen our collective influence.

Examples of work this may include

- Taking the Right to Adequate Housing campaign into its next phase, with a focus on effective legislation, public understanding and political support.
- Developing a targeted engagement strategy for Members of the Senedd, Welsh Government, committees, officials and other key stakeholders.
- Setting out what the right to a good home means in practice for people, communities, public services and decision-makers.
- Taking forwards our mantra that policy-making should have equity at the core; develop what this means in practice and clear expectations that we can have of policy-makers who adopt it.
- Engaging with urgent conversations around reducing poverty, highlighting how housing inequity shapes whether recovery is felt fairly across communities.

- Producing evidence, briefings and thought leadership that connect housing inequity with health, poverty, education, social care, community cohesion and the wider economy.
- Working with people with lived experience, data and storytelling to shape policy, strengthen influencing and challenge myths about housing, homelessness, migration, allocations and who is seen as “deserving” of help.
- Responding quickly and credibly to emerging legislation, policy risks, narratives and misinformation where housing equity is at stake.

Why this matters

Housing systems are not neutral. Decisions about supply, access, allocations, homelessness, adaptations, decarbonisation, digital systems and funding can either reduce inequity or deepen it. If equity is not considered from the start, systems can reproduce the same patterns of exclusion, disadvantage and harm.

We know the political and public context will continue to change over the life of this strategy. Tai Pawb will remain independent, non-partisan and rooted in our charitable purpose, working constructively with decision-makers across parties and institutions while using evidence, lived experience and human rights principles to make the case for equity in housing.

How we will know we are making progress

Policy makers, regulators and decision-makers use Tai Pawb evidence, insight and recommendations. Equity and human rights are more visible in housing policy and system design. Members and partners are clearer about what rights-based and equity-led housing means in practice.

Objective 2

Strengthen practice

What we want to achieve

Housing sector is more confident, capable and accountable in turning equity, human rights and social justice commitments into everyday practice.

How we will make change

We will:



Equip members with practical, tailored and innovative support and best practice from governance and leadership to frontline services.



Help the sector draw on evidence, data, insight and the expertise of people with lived experience



Create opportunities for peer learning, shared standards, collaboration and collective problem-solving, to build confidence and centre equity

Examples of work this may include

- Helping members take the fear out of equity conversations, with practical support on anti-EDI narratives, misinformation, difficult conversations, staff and tenant safety and maintaining equity as core business.
- Growing QED in a way that works for different organisations, including options for non-RSLs, lighter-touch models, consultancy support, surveys, analysis and governance assurance.
- Creating digital tools and self-service resources, such as policy templates, equity impact assessment tools, board reporting formats, short explainers, videos, e-learning and member portals.
- Developing shared sector resources and standards, including common approaches to equity data, benchmarking, impact assessments and shared learning.
- Developing a stronger bank of practical examples, case studies and good practice resources, so members can learn from what is working across the sector.
- Moving beyond one-off training towards deeper learning programmes that help change practice over time, including leadership, governance, frontline services, anti-racism, accessible housing, LGBTQ+ and trans-inclusive practice, Welsh language, data and AI.
- Supporting boards, executives, managers and frontline teams to lead confidently on equity, including through workshops, coaching, risk and assurance framing, governance audits and support with public challenge.
- Strengthening EDI Connect and other peer spaces so they become live, practical networks for problem-solving, sharing practice and reducing duplication across the sector.
- Building a more proactive member engagement model, including regular check-ins, site visits, targeted communications and stronger connections with the people delivering equity work inside member organisations.
- Exploring and developing a stronger local authority offer that supports housing teams to deliver fair, consistent and rights-based services.

- Extending our support offer on understanding and addressing the equity issues within repairs, maintenance, disrepair, housing conditions and asset decisions.

Why this matters

The sector does not only need strong values; it needs practical tools, leadership, learning, data, support and confidence. Equity has to be visible in governance, service design, tenant involvement, complaints, allocations, repairs, adaptations, recruitment, communication and organisational culture.

How we will know we are making progress

Members report increased confidence, capability and clarity. More organisations use Tai Pawb tools, learning and resources. Practical changes are made to policies, services, governance and culture. Equity moves beyond one-off training and becomes more embedded in everyday housing practice.

Objective 3

Shift power



What we want to achieve

People most affected by housing inequity shape the decisions, services, campaigns and narratives that affect their lives.

How we will make change

We will:



Amplify lived experience and support people most affected by housing inequity to shape change across policy and practice.



Involve people meaningfully, ethically and accessibly and support others to do the same



Combine stories, evidence and data to show what needs to change.

Examples of work this may include

- Creating a lived experience model that is stable, ethical and co-designed, rather than relying on one-off consultation.
- Developing a lived experience network, panel or bank that can inform Tai Pawb's influencing, training, resources, campaigns and member support.
- Building a bank of lived experience content, including stories, case studies, audio, video and written testimony, so people's experiences shape policy, practice and public understanding.
- Strengthening lived experience within the Right to Adequate Housing campaign, so decision-makers understand the real impact of housing policy and legislation.
- Working with TPAS Cymru, grassroots organisations, tenant voices and community partners to support tenant champions and community voices to influence locally and nationally.

- Helping members involve people with lived experience in ways that are ethical, accessible and useful, including through guidance, training, project design and evaluation.
- Combining research, data and personal experience so that housing inequity is understood through both evidence and real lives.

Why this matters

Housing inequity cannot be understood or solved without the people who experience it. Lived experience must be more than consultation. It should influence priorities, policy, practice, services, communications and accountability.

How we will know we are making progress

People with lived experience influence Tai Pawb's work and priorities. Participants feel respected, supported and able to contribute meaningfully. Tai Pawb, members and partners involve people with lived experience in more ethical and effective ways. Policy and practice outputs show clear evidence of lived experience influence. There are more structures that support this in a more sustainable way.



Objective 4

Build the movement

What we want to achieve

More organisations, leaders, communities and allies act together for equity and human rights in housing.

How we will make change

We will:



Convene members, partners, leaders, allies and communities.



Support more voices to speak confidently for equity and human rights, equipping people and organisations to act



Create shared narratives, evidence and messages that help people understand what is at stake .

Examples of work this may include

- Developing long-term strategic partnerships across housing, homelessness, health, social care, local government, equity, Welsh language, research, tenant representation and community sectors.
 - Convening EDI and human rights policy organisations to share insights, coordinate responses, develop joint positions and ensure organisations do not have to speak out alone.
 - Strengthening senior-level engagement through targeted CEO, board and senior leader roundtables on risk, governance, communications, community cohesion and leading equity in contested environments.
 - Supporting champions, allies and credible voices across the sector to speak and act with confidence on housing equity and human rights.
 - Supporting members and partners to speak with a stronger collective voice through joint statements, shared campaigns, briefings and practical commitments.
 - Developing shared messages, explainers and narrative tools that help people talk clearly about equity, rights, migration, anti-racism, accessibility and housing justice.
 - Building collective responses to hostile narratives, misinformation or attacks on equity, so the sector can respond with confidence, evidence and care.
 - Positioning Tai Pawb as a specialist partner rather than the lead on everything, including through joint bids, commissioned programmes, academic partnerships and co-delivery with organisations that bring complementary expertise.
- Using partnerships to platform lived experience, strengthen community voice and connect housing equity to wider work on health, poverty, safety, public services and social justice.

- Engaging with current and potential funders to build understanding of housing equity, align opportunities with our strategic priorities and support sustainable delivery.

Why this matters

Neither Tai Pawb nor housing organisations cannot carry this work alone. In a more contested environment, equity in housing needs collective leadership, stronger partnerships, shared evidence and more people willing to speak and act with confidence. Lasting change depends on shared responsibility.

How we will know we are making progress

More partners speak and act with Tai Pawb. Members feel part of a shared movement for equity and human rights in housing. Collective responses to divisive narratives are stronger. Partnerships lead to practical change, influence, funding, shared delivery or increased confidence across the sector.

Our focus areas

We will not try to lead on every equity issue. Over this strategy period, we will focus on a small number of long-term housing equity issues where Tai Pawb has a clear role, strong evidence of need and the potential to make a meaningful difference.

These focus areas are connected. They are not separate strategies or fixed workstreams, and they will not all require the same level of activity at the same time. They help us stay focused, build depth over time and make clearer choices about where our effort can have the greatest impact.

Our focus areas will be delivered through our four objectives: changing the system, strengthening the sector, shifting power and building the movement.



Focus area 1:

The right to a good home

What this includes

Work to strengthen housing rights and improve fair access to safe, suitable, affordable and accessible homes. This includes Right to Adequate Housing, homelessness, allocations, housing conditions, affordability, poverty and the ways housing systems can create unequal access, outcomes or experiences for different people and communities

What we want to see

People most affected by inequity have fairer access to safe, suitable, accessible and affordable homes and housing rights are strengthened in law, policy and practice. The right to adequate housing is enshrined in law.



Focus area 2:

Cohesion, migration and anti-racism

What this includes

Work to support anti-racist housing practice and strengthen safety, trust and cohesion in communities. This includes race equity, migration narratives, sanctuary seeker experience, representation, community confidence and the role of housing in helping people feel secure, respected and connected.

What we want to see

Racism and migration-based discrimination are challenged in housing policy, services and public narratives, and ethnic minority people, migrants and sanctuary seekers are safer, heard and better served.



Focus
area 3:

Inclusive and accessible housing



What this includes

Work to ensure housing services, homes and communities are designed around people's dignity, access needs, safety and lived realities. This includes accessibility, ageing, inclusive service design, mental health and LGBTQ+ inclusion.

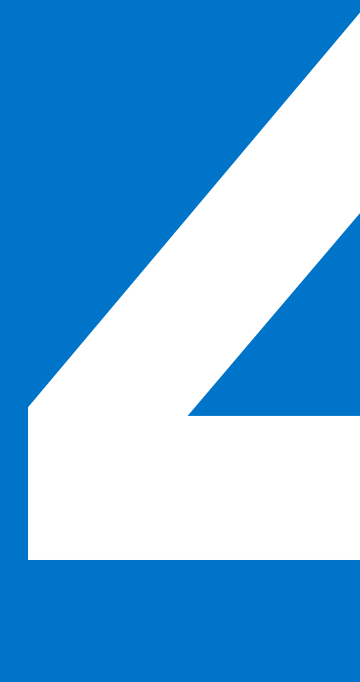
What we want to see

Housing services, homes and communities recognise people's dignity, identity, access needs and safety, and respond fairly and respectfully to people's lives.



Focus
area 4:

Just futures



What this includes

Work to help shape the future of housing so that change strengthens equity, rights and justice rather than deepening inequity. This includes climate justice, decarbonisation, AI, Welsh language and children and young people's housing futures. This work also focuses on the intersection of poverty and housing; we know that poverty is now entrenched in our communities after decades of failed attempts to curb the trend. Housing equity and poverty are inextricably linked, and we will work to promote new thinking and ideas on how we tackle this.

What we want to see

The changes shaping the future of housing are designed around equity, rights and justice from the start, rather than deepening existing inequalities.

This focus area will be developed mainly through partnership, evidence, targeted support and horizon scanning, rather than by Tai Pawb leading major programmes on every emerging issue.



Our foundations: what will sustain us

Our foundations describe what we need to remain effective, focused and resilient as a small organisation working in a challenging environment. Our foundations are:

Anchor. Hearth. Compass.

Together, these parts help us stay ambitious without trying to do everything. They give us a clear structure for planning, decision-making and accountability, while allowing us to respond to change with purpose and discipline.



The Anchor

Our values, boundaries and red lines.

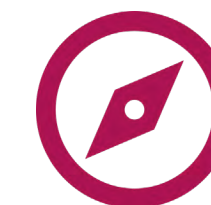
We will stay rooted in equity, human rights and social justice, even when the external context is difficult.



The Hearth

Our people, wellbeing and organisational resilience.

We will protect staff wellbeing, psychological safety, reflective practice and sustainable workloads.



The Compass

Our focus and discipline.

We will make deliberate choices about where Tai Pawb adds most value, and we will not try to do everything, including how we engage with funders and pursue opportunities.

We will pursue funding and partnership opportunities that align with our strategy, values and capacity, rather than stretching Tai Pawb beyond where we can add most value.

What success looks like

By the end of this strategy, success will mean:

- Wales has a legal right to adequate housing, helping to make the right to a good home a reality
 - Housing services are more inclusive, and homes are safer, more suitable, more affordable and more accessible
 - Stronger anti-racist housing practice, community cohesion and responses to harmful narratives
 - Future housing change, including decarbonisation, AI and wider reform, is shaped by equity, rights and justice from the start
 - Equity and human rights are more visible in housing policy, legislation, regulation and system design
 - More housing organisations are confident and equipped to put equity and human rights into everyday practice, from board to frontline
 - People most affected by housing inequity have greater influence over policy, services, campaigns and public understanding
 - More partners, leaders, allies and communities are speaking and acting together for equity and human rights in housing
 - Tai Pawb is a more focused, resilient and influential organisation, clear about where we add most value and confident in the choices we make
- Annual action plans will set out the steps towards this, including what we aim to achieve in the shorter term and how progress will be reviewed with the Board.
- We will measure progress through a small number of indicators, including policy influence, member confidence and practice change, lived experience influence, partnership strength, use of our tools and resources, and Tai Pawb's organisational focus and wellbeing.

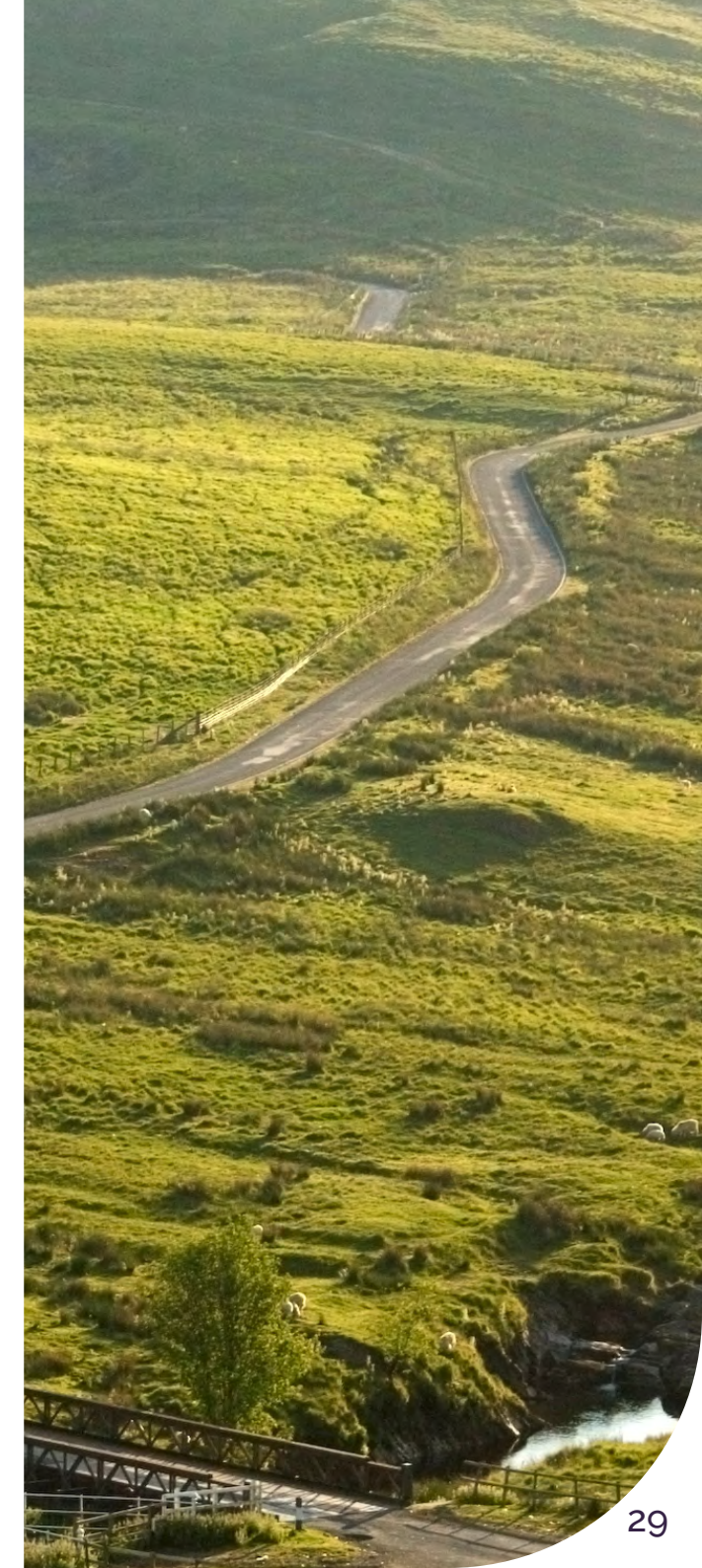
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Where we go from here

We are small, but we are not alone.

Over the next four years, Tai Pawb will work with members, partners and people with lived experience to keep equity, human rights and social justice at the heart of housing in Wales.

We will be bold in what we stand for, compassionate in how we create change and connected in how we work. That is how we will play our part in making the right to a good home a reality.





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