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## AGENDA

Pwyllgor	PWYLLGOR CRAFFU GWASANAETHAU OEDOLION A CHYMUNEDOL
Dyddiad ac amser y cyfarfod	DYDD MERCHER, 10 MAWRTH 2021, 4.30 PM
Lleoliad	CYFARFOD O BELL
Aelodaeth	Cynghorydd Jenkins (Cadeirydd) Y Cynghorwyr Ahmed, Carter, Gibson, Philippa Hill-John, Lent, Lister, Mackie a/ac McGarry

Tua  
Amser.

### 1 Ymddiheuriadau am Absenoldeb

Derbyn ymddiheuriadau am absenoldeb.

### 2 Datgan Buddiannau

I'w wneud ar ddechrau'r eitem ar yr agenda dan sylw, yn unol â Chod Ymddygiad yr Aelodau.

### 3 Cynllun Busnes Cyfrif Refeniw Tai 2021-22 (Tudalennau 5 - 116) 4.35 pm

Craffu Cyn Penderfyniad.

### 4 Diweddariad a Chaffael Tai Adeiladu Ty Newydd y Cyngor trwy Drefniant Bargen Pecyn - Wyndham Crescent (Tudalennau 117 - 150) 5.20 pm

Craffu cyn penderfynu

Nid yw'r Atodiadau i'r adroddiad hwn i'w cyhoeddi gan eu bod yn cynnwys gwybodaeth eithriedig o'r disgrifiad a gynhwysir ym mharagraff 14 ac 16 o Ran 4 a pharagraff 21 o Ran 5 o Atodlen 12A i Ddeddf Llywodraeth Leol 1972

### 5 Materion Brys (os o gwbl)

### 6 Busnes y Pwyllgor (Tudalennau 151 - 158) 5.50 pm

### 7 Y Ffordd Ymlaen 5.55 pm

8 **Dyddiad y cyfarfod nesaf - 10 Mai 2021 am 4.30pm**

**Davina Fiore**

**Cyfarwyddwr Llywodraethu a Gwasanaethau Cyfreithiol**

Dyddiad: Dydd Iau, 4 Mawrth 2021

Cyswllt: Andrea Redmond, 02920 872434, [a.redmond@caerdydd.gov.uk](mailto:a.redmond@caerdydd.gov.uk)

## **GWE-DARLLEDU**

Caiff y cyfarfod hwn ei ffilmio i'w ddarlledu'n fyw a/neu yn olynol trwy wefan y Cyngor. Caiff yr holl gyfarfod ei ffilmio, heblaw am eitemau eithriedig neu gyfrinachol, a bydd y ffilm ar gael ar y wefan am 12 mis. Cedwir copi o'r recordiad yn unol â pholisi cadw data'r Cyngor.

Gall aelodau'r cyhoedd hefyd ffilmio neu recordio'r cyfarfod hwn

Ar ddechrau'r cyfarfod, bydd y Cadeirydd yn cadarnhau a gaiff y cyfarfod cyfan neu ran ohono ei ffilmio. Fel rheol, ni chaiff ardaloedd y cyhoedd eu ffilmio. Fodd bynnag, wrth fynd i'r ystafell gyfarfod a defnyddio'r ardal gyhoeddus, mae aelodau'r cyhoedd yn cydsynio i gael eu ffilmio ac y defnyddir y lluniau a recordiadau sain hynny o bosibl at ddibenion gwe-ddarlledu a/neu hyfforddi.

Os oes gennych gwestiynau ynghylch gwe-ddarlledu cyfarfodydd, cysylltwch â'r Gwasanaethau Pwyllgorau ac Aelodau ar 02920 872020 neu e-bost [Gwasanethau Democraidd](#)

Mae'r dudalen hon yn wag yn fwriadol



**CYNGOR CAERDYDD  
CARDIFF COUNCIL**

**COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE**

**10 MARCH 2021**

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**HOUSING REVENUE ACCOUNT (HRA) BUSINESS PLAN 2021-22**

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**Purpose of Report**

1. This report provides the Committee with background information to enable Members to carry out pre-decision scrutiny of the Housing Revenue Account (HRA) Business Plan 2021-22 prior to its consideration by the Cabinet on the 18<sup>th</sup> March 2021.
2. A copy of the draft Cabinet Report is attached at **Appendix A**, which in turn contains, **Appendix B**; the HRA Business Plan 2021/22.

**Background**

3. All Local Authorities in Wales have the responsibility to plan for the housing needs of their population in their role as Strategic Housing Authority. However only 11 of the of the 22 authorities in Wales have retained their council housing stock and consequently a role in the direct delivery of affordable, good quality homes as a social housing landlord.
4. Cardiff Council's landlord functions are managed within a ring-fenced Housing Revenue Account. Every year, each of the 11 stock retaining authorities are required to present an "acceptable" Housing Revenue Account (HRA) Business Plan (including a 30 year financial model) to the Welsh Government. This is to allow the Welsh Government to assess the progress of local authorities in meeting and/or maintaining the Welsh Housing Quality Standard (WHQS) in order to be eligible for the Major Repairs Allowance (MRA) Grant (currently £9.5m).

## **Rent Policy**

5. Members are to note that whilst the responsibility for setting rents for dwellings rests with the council, it is necessary to operate within a policy framework set by the Welsh Government (WG). A new five year Social Housing Rent policy was introduced by the WG in 2020/21. This will run from 2020/21 to 2024/25 and allows for a maximum 1% rent increase above the rate of the consumer price index (CPI). The Consumer Price Index was identified in September 2020 as 0.5%.
  
6. In line with the above policy, and as detailed in the HRA Business Plan, it is proposed that rents increase by CPI + 1%. As such, the average rent for a council home in Cardiff will increase by £1.59 per week (£1.69 based on 49 week collection) exclusive of service charges for 2021/22. This results in an average weekly rent of £107.80 for standard housing stock.

The table below sets out the proposed average rent per property type for Cardiff for 2021/22:

<b><i>No. of Bedrooms</i></b>	<b><i>Estimated Average Rent 2021/22</i></b>
1	£96.76
2	£111.45
3	£128.15
4	£141.99

7. During consideration of the draft 2021/22 Budget Proposals at its February meeting, Committee Members were informed that the proposed rent level increase were below the Joseph Rowntree Foundation Living Rent Model; and the Joseph Rowntree report was subsequently circulated to Members for their information.

## Overview

8. The Cabinet Report, attached at **Appendix A**, gives an overview of what is contained in the HRA Business Plan 2021/22. This includes:
  - The Welsh Government five year rent policy which provides a maximum annual uplift of Consumer Price Index (CPI) 0.5% +1% each year from 2020-21 to 2024-25.
  - New Build Housing Programme, including the Cardiff Living Partnership
  - Maintenance of the Welsh Housing Quality Standard (WHQS)
  - Delivering energy efficiency
  - Remodelling and Refurbishment of existing homes
  - Neighbourhood Regeneration
  - Capital Improvement & Fire Safety works
  - Support for tenants, including providing advice and information, managing antisocial behaviour and supporting vulnerable people.
  - Impact of Welfare Reform, Covid-19 and Brexit.
  
9. The HRA Business Plan 2021/22 attached as **Appendix B** aims to;
  - set out Cardiff's purpose and vision as a social housing landlord;
  - set out its objectives and standards for the service;
  - plan how the service aims to achieve the objectives and standards set out (the strategies);
  - plan resource and financial requirements;
  - provide a framework for monitoring and evaluating the progress of the housing 'business';
  - communicate Cardiff's plans to its tenants, members, the Welsh Government, other key stakeholders, partners and the wider community.
  
10. Members are required to reflect on the content of the HRA Business Plan, and can refer to the following sections for details. Please note that the page numbers listed below ***refer to the pages of the original document in Appendix B.***

<b>Section of HRA Business Plan</b>	<b>Pages in Appendix B</b>
<b>Building for the Future</b> ( <i>includes Council House Build Programme, Cardiff Living Partnership and Availability of Housing Stock</i> )	12-23
<b>Improving Homes &amp; Neighbourhoods</b> ( <i>includes Typology of Housing Stock, Welsh Housing Quality Standards, Planned Improvement of works 2021-22, Programme of Works Spend 2021-22, Neighbourhood and Asset Regeneration</i> )	26-39
<b>Helping Residents Live Independently</b> ( <i>includes Community Living, Older Persons Housing Schemes and Developing Older Persons Housing</i> )	42-47
<b>Listening to Tenants</b> ( <i>includes Tenant Participation</i> )	50-53
<b>Helping Communities and Individuals</b> ( <i>includes Welfare Liaison Team, Community Safety Partnership, Tenancy Sustainment, Managing ASB, Addressing Homelessness</i> )	56-77
<b>Covid-19 Heroes</b> ( <i>includes information on officer redeployment</i> )	80-83
<b>Working Together Addressing Climate Change</b> ( <i>includes One Planet Cardiff, Zero Carbon Homes, Decarbonising and Retrofit</i> )	86-91
<b>Finance</b> ( <i>includes Financial Resources &amp; Planning</i> )	94-105

## Previous Scrutiny

11. Each year the HRA Business Plan has to be presented to the Welsh Government. In March 2020, the Community & Adult Services Scrutiny considered the previous year's Plan<sup>1</sup>. Some of the areas explored during the meeting included:
- a. Members noted the format of the Business Plan is prescribed by Welsh Government.
  - b. Members explored the challenges in meeting the Welsh Housing Quality Standards Objective that households are 'located in attractive and safe environments' for properties developed previously and heard it is the ambition that this standard is maximised in respect of current new build schemes.
  - c. Members raised concerns over quality of council houses given the Responsive Repairs Unit receives over 100,000 request for repairs each year and that the cost of repairing stock (*including void properties*) cost the

<sup>1</sup> [Letter from Cllr Jenkins, Chairman of CASSC, to Cllr Thorne, Cabinet Member, dated 13 March 2020.](#)

Council, on average, £18m per annum. Members were informed that repairs are managed through a 'Repair Finder' system with an operative attending the site to help determine if the request is a repair or improvement, helping to ensure costs and extent of work are at the appropriate amount. Members were further informed that a report is run each month to look at number of repairs raised across all properties in a rolling 12 month period

- d. Members raised concerns regarding the level of void properties and questions what measures were put in place to mitigate properties falling into a state of disrepair. Members heard that in an effort to mitigate properties falling into disrepair, Housing Management carry out over 2,000 proactive visits each year. They also carry out circa 250 tenancy audits.
- e. Concerns were also raised regarding the Wales Audit Office WHQS Review 2017-2018 which stipulated that 62% of respondents felt the Council listens to them and acts on their concerns. Members explored how complaints are managed and addressed by the Council and were informed that the Council operates a 'one stage' complaint policy where every effort is made to resolve complaints positively and at the earliest opportunity.

## **Way Forward**

12. At this meeting, the following witnesses will be in attendance:

- (i) Councillor Lynda Thorne, Cabinet Member, Housing & Communities
- (ii) Sarah McGill, Corporate Director for People and Communities
- (iii) Jane Thomas, Director Adults, Housing & Communities
- (iv) Colin Blackmore, Building Improvement & Safety Operational Manager

13. Pre-decision scrutiny aims to inform the Cabinet's decisions by making evidence based recommendations. Scrutiny Members are advised to:

- i) look at the information provided in the report to Cabinet to see if this is sufficient to enable the Cabinet to make an informed decision;
- ii) check the financial implications section of the Cabinet report to be aware of the advice given;
- iii) check the legal implications section of the Cabinet report to be aware of the advice given;

iv) check the recommendations to Cabinet to see if these are appropriate.

14. Members will then be able to decide what comments, observations or recommendations they wish to pass on to the Cabinet for their consideration prior to making their decisions.

### **Legal Implications**

The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

### **Financial Implications**

The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to

Cabinet/Council will set out any financial implications arising from those recommendations.

## **RECOMMENDATIONS**

It is recommended that the Committee:

- i. Consider the proposed draft report attached and decide whether it wishes to relay any comments or observations to the Cabinet at its meeting on the 18 March 2021; and
- ii. Decide the way forward with regard to any further scrutiny of this issue.

**DAVINA FIORE**

**Director of Governance and Legal Services**

**4 March 2021**

Mae'r dudalen hon yn wag yn fwriadol



**BY SUBMITTING THIS REPORT TO THE CABINET OFFICE, I, (SARAH MCGILL) (CORPORATE DIRECTOR, PEOPLE & COMMUNITIES) AM CONFIRMING THAT THE RELEVANT CABINET MEMBER(S) ARE BRIEFED ON THIS REPORT**

**CARDIFF COUNCIL  
CYNGOR CAERDYDD**

**CABINET MEETING: 18<sup>th</sup> March 2021**

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**HOUSING REVENUE ACCOUNT (HRA) BUSINESS PLAN**

**HOUSING AND COMMUNITIES (Councillor Lynda Thorne)**

**AGENDA ITEM:**

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**Reason for this Report**

1. To seek Cabinet approval for the Housing Revenue Account (HRA) Business Plan 2021-2022.

**Background**

2. All Local Authorities in Wales have the responsibility to plan for the housing needs of their population in their role as Strategic Housing Authority. However only 11 of the 22 authorities in Wales have retained their council housing stock and consequently play a role in the direct delivery of affordable, good quality homes as a social housing landlord.
3. The Council's landlord functions are managed within a ring-fenced Housing Revenue Account.
4. The 11 stock retaining authorities in Wales are required to present an "acceptable" Housing Revenue Account (HRA) Business Plan (including a 30 year financial model) to the Welsh Government each year in order that the Welsh Government can assess the progress of local authorities towards meeting and/or maintaining the Welsh Housing Quality Standard (WHQS) in order to be eligible for the Major Repairs Allowance (MRA) Grant (currently £9.5m).
5. The Plan must conform to a structure and Business Plan parameters as set out by the Welsh Government.

6. This plan also provides the link with the Service Delivery Plan.

## **Issues**

### **Housing Revenue Account Business Plan**

7. The HRA Business Plan attached in appendix 1 aims to;
- set out Cardiff's purpose and vision as a social housing landlord;
  - set out its objectives and standards for the service;
  - plan how the service aims to achieve the objectives and standards set out (the strategies);
  - plan resource and financial requirements;
  - provide a framework for monitoring and evaluating the progress of the housing 'business';
  - communicate Cardiff's plans to its tenants, members, the Welsh Government, other key stakeholders, partners and the wider community.
  - identify the estimated stock and management needs over a 30 year period, against forecast resources to demonstrate that the Housing Revenue Account remains viable over that period.
8. The Business Plan ensures;
- efficient use of housing assets;
  - increased transparency of the HRA;
  - precise planning of the Council's housing management strategy;
9. The Welsh Government has introduced a five year rent policy which provides for a maximum annual uplift of CPI +1% each year from 2020-21 to 2024-25 using the level of CPI from the previous September each year. The September 2020 CPI was 0.5%. CPI+ 1% will be the maximum increase allowable in any one year but landlord decisions on rent must also take into account the affordability of rents for tenants. Should CPI fall outside the range of 0% to 3%, the Minister with responsibility for housing will determine the appropriate changes to rent levels to be applied for that year only.
10. In line with the above policy rents have been increased by the full amount of CPI & 1% for 2021. The average rent for a Council home in Cardiff will increase by £1.59 per week (£1.69 based on the 49 week collection) exclusive of service charges for 2021/22. This results in an average weekly rent of £107.80 for standard housing stock. This approach was

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agreed at Budget Council on 4th March 2021 following consideration of the affordability and value for money of council rents.

11. It is considered that the rent uplifts proposed above will allow for obligations to tenants and lenders to be met and help to support the financial viability of the Housing Revenue Account whilst ensuring that rents remain affordable for current and future tenants. This level of increase will also allow for the continuation of the Council's ambitious new build plans.
12. Cardiff Council was the first authority in Wales to declare achievement of the Welsh Housing Quality Standard (WHQS), almost two months ahead of the Welsh Government deadline date of December 2012.
13. Following the completion of the WHQS for existing council housing, the Business Plan ensures the maintenance of the WHQS and sets out the Council's objective to deliver high quality and sustainable housing. The individual component details of every council property are held on a stock condition database which includes dates of installation or upgrade with associated component lifespan. This enables planned programmes of work to be developed for future works and the setting aside of sufficient financial budgets.
14. A **new build housing** programme is being undertaken which will deliver at least 2,000 new council homes, of which 1,000 will be completed by 2022.
15. A summary of the various delivery streams is highlighted in the table below:

Scheme	Target Number	Complete (as at Jan 21)
Cardiff Living	250	178
Additional New Build	400	8
Open Market Buy-backs	100	109
Developer Package Deals	100	30
Converting Buildings to Council Homes	50	18
Meanwhile Use of Land	50	13
Council Assisted Home Ownership	50	44
<b>Totals</b>	<b>1,000</b>	<b>400</b>

16. A partnership with a national housing developer is already in place via the **Cardiff Living** innovative building partnership. This 10 year development programme will deliver around 1,500 new homes in total with a minimum of 600 of these being new council homes. These homes will be built over 40 sites across Cardiff split into 3 phases of development.
17. Other **Additional New Build** programmes (new build housing projects outside of the Cardiff Living scheme) are being developed in order to achieve the overall target of building 1,000 new council homes by 2022

## APPENDIX A

and 2,000 in the long term. There are currently 59 development sites across Cardiff in the programme and will deliver a wide range of new homes for all types of tenants including older people, families, specialist housing and homelessness & supported housing schemes. One such scheme which has recently undertaken public consultation is the proposed redevelopment of the Channel View estate in Grangetown. This will replace existing housing with new, sustainable, energy efficient homes.

18. There is also a real focus on delivering exciting new **community living** “care-ready” schemes offering quality, flexible homes for older people which in turn will free up family homes for rent.
19. Cardiff have also been successful in bidding for Welsh Governments **Innovative Housing Programme** (IHP) with around £3.8m of grant being awarded to deliver four new build schemes using innovative techniques.
20. The Council’s **buy-back** policy sets out the criteria for the purchase of properties (both flats and houses) from the market. Often these properties will be ex-Council properties, although this will not always be the case. In determining which properties to purchase there is a focus on those in high demand and where the new build programme is unlikely to meet the need. These would include properties such as larger 3 or 4 bedroomed family homes, which would be costly to build, as well as adapted properties and ground floor flats suitable for tenants who are less mobile. Properties will also be purchased where necessary to deliver redevelopment or improvement schemes and to meet social care needs. The properties are all surveyed and valued by an independent surveyor before purchase to ensure value for money.
21. **Package deals** are where the Council buys new properties straight from a developer. The first scheme with Cadwyn Housing Association has delivered 30 flats.
22. **Converting Buildings to Council Homes** has been possible at two sites to date including one previous children’s home. Other sites will be considered as opportunities arise.
23. **Meanwhile use of land** includes temporary accommodation solutions located on land awaiting permanent development.
24. The **Council Assisted Home Ownership** scheme is available to first time buyers to help them get a foot on the property ladder. The Council retains an equity share in the property, normally 70% owned by the resident and 30% by the Council.
25. As part of the overall strategy to build 2,000 new homes, work is underway to identify suitable council owned land or property for council housing development. In the case where council land or property is identified as being suitable for development, consideration will be given to the appropriation of this land/property from the General Fund into the

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Housing Revenue Account. Each case will be considered on its merits, in accordance with the overall budget framework and, if approved, an assessed price representing a market value will be transferred.

26. The application to suspend the **Right to Buy** in Cardiff was approved by the Welsh Government in July 2017 which means that any properties purchased or built will remain available for those in housing need in Cardiff.
27. Delivering **energy efficiency** has been a key part of the HRA Business Plan in recent years with the upgrading of boilers in the housing stock being a key focus. 99% of all council homes have “A” rated energy efficient boilers delivering energy cost savings for tenants. The energy efficiency of a property is assessed using a government approved Standard Assessment Rating (SAP). Cardiff’s average SAP rating is currently 71.5 which is well above the Welsh Government good practice level of 65. The ambition in the medium to long term is to raise the average SAP rating to 75 in all Council homes.
28. Other plans to decarbonise and improve the energy efficiency of our existing stock includes the acceleration of additional loft and wall insulation programmes, renewing outdated energy systems with alternative energy heating such as ground or air source heat pumps, installing external wall insulation to all low rise blocks of flats and moving forward with renewable energy sources such as solar panels.
29. In a response to the climate emergency the Council’s first PassivHaus (ultra-low energy efficiency in buildings) scheme is underway at Highfields in Heath. This will deliver 10 new council homes and will provide the opportunity to evaluate how PassivHaus works for tenants. The award of a Welsh Government Innovative Housing Programme grant of £3.8 million will allow the service to deliver the Council’s first Zero Energy housing scheme. The Cardiff Living development at the former Rumney High school site will deliver 214 new homes to a high energy efficiency specification incorporating solar PV with batteries, ground source heat pumps and electric vehicle charging points.
30. The Business Plan also sets out plans for:
  - The **Remodelling and Refurbishment** of existing homes over the life of the plan. Following a review of the suitability of the Council’s sheltered housing accommodation a phased plan to upgrade the schemes has been agreed. One sheltered block (Sandown Court) was initially refurbished and rebranded as the Council’s first Community Living Scheme. The scheme offers a modern and welcoming environment which allows older persons living outside of the scheme to access the health care and social activities on site. Similar works have now been completed at Brentwood Court in Llanishen, Clos-y-Nant in Fairwater and Minton Court in Splott. Work is currently underway at Nelson House in Butetown similar improvements are due to start in the spring at Popular House in Whitchurch and Broadland Court in St Mellons.

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- Major **Neighbourhood Regeneration**, works are underway at Bronte Crescent and Arnold Avenue in Llanrumney and Roundwood in Llanedeyrn. Residents are also being consulted on proposals for schemes in Trowbridge Green, Rumney and Lincoln Court, Llanedeyrn.
  - Other **smaller scale projects** are planned throughout the city and include garage sites refurbishments, courtyard improvements, gullies and alley gating schemes to tackle anti-social behaviour and crime issues.
  - Large scale **Capital Improvement Works** continue to be implemented including roofing to houses and flats, front door upgrades to flats, window replacements to both flats and houses and works to re-clad Lydstep Flats in Gabalfa are progressing and a contractor has been appointed. Final design and safety checks are underway and residents helped chose the final design option following a lengthy consultation period.
  - **Fire Safety works** – sprinkler systems will be installed in all Cardiff high-rise and installations have already started at Loudoun and Nelson House in Butetown.
  - The delivery of **Community Benefits** in partnership with our external building contractors has continued, delivering apprenticeships for people living in Cardiff communities and the volunteering of staff time.
31. The Business Plan also sets out how the Council manages its homes as effective housing management is a key part of WHQS. This includes:
- Focusing on improving **Tenant Participation and Consultation** including examples of community projects, information on grants available and advice on how to make a difference in a community.
  - Working to improve services to tenants and ensure these are **cost effective**.
  - **Supporting vulnerable people**, assisting older people with independent living services, housing vulnerable homeless people through hostels and rough sleeping projects, and providing additional support to help them sustain their tenancies.
32. **Providing advice and information to tenants** is a key focus of the Business Plan. Community Hubs are designed to bring together services, share resources and enable integrated investment in better quality facilities. Services delivered through the Community Hubs are responsive to the needs and priorities of individual neighbourhoods with housing services being a key component.
33. The impact of **welfare reform and the economic impact of Covid-19 and Brexit** have been taken into account in developing the Business Plan. Financial modelling has been carried out to account for potential increases in rent arrears. A Welfare Liaison Team is in place to assist and advise tenants with debt management and budgeting, minimising the impact as far as possible. The Team has had increased staffing

numbers in recent years to deal with the increased volume of complex cases. Advice and Into Work assistance is also available through the Advice Line, website and in the Hubs when Covid restrictions allow.

### **Scrutiny**

34. The draft HRA Business Plan was presented at Communities and Adult Services Scrutiny Committee on 10th March 2021. The letter from Scrutiny is tabled and considered as part of the Cabinet meeting.

### **Reason for Recommendations**

35. To comply with the requirement to present the HRA Business Plan to the Welsh Government.

### **Financial Implications**

36. The HRA Business Plan has a prescribed format and content which is a requirement of application for the Major Repairs Allowance grant (MRA) from Welsh Government. It informs Welsh Government about plans for development of new homes and should be used by local authority landlords to drive improvements and value for money in the HRA.

The Business Plan is underpinned by a thirty year financial model which sets out estimates of planned Capital and Revenue income and expenditure over the period. This business plan is intended to be used as a planning and modelling document forming the basis of the HRA business, to safeguard the interests of current and future tenants and other service users and to demonstrate the long term sustainability of the HRA.

Any financial deficit and liabilities of the HRA are ultimately liabilities of the Council.

Whilst the assumptions are robust in the very short term, medium and longer term assumptions are based on a number of judgements and parameters set out by Welsh Government. It is essential that the Capital Investment Programme is based on deliverability and a sound understanding and modelling of the condition of existing housing stock to ensure all future requirements are captured.

The financial model includes many assumptions, particularly in respect of expenditure forecasts, capital financing, projected income levels and inflation rates. Due to the long term nature of the forecasts within the model, the uncertainty of the economic climate and the demands on the housing environment generally, these assumptions are extremely sensitive to change.

37. A number of crucial assumptions are, as follows:
  - Rent increases in line with the Welsh Government Social Housing Rent policy through to 2024/25 and taking account of forward

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indicators for inflation factors (CPI assumed to increase incrementally to 2% by 2024/25 and through to 2050/51)

- Service charges are increased for future years in line with inflation for full cost recovery
- Void rent loss projections vary within a range of 1.68% and 2.5%
- Bad debts vary within a range of 1.45% and 2.2% over the life of the plan to take into account the potential impact of Welfare Reform and the transfer to Universal Credit
- Consumer and retail price indexes are estimated to be within a range of 0.5% and 2.6% throughout the model
- The Welsh Government Major Repairs Allowance receivable is assumed to remain at previous levels of £9.5 million per annum.

38. Future rent modelling is based on incremental increases in CPI up to 2% by 2024/25 as set out in Annex 2 of the Budget Proposals Report March 2021. Lower rates of CPI, and lower rent increases than assumed within the model will have an impact on the available revenue resources to support the plan and deliver key commitments. Rent Policy is outside of the Council's control as a tool to support financial resilience of the business plan.

39. The Capital Investment Programme assumes a significant increase in additional borrowing to build new housing, investment in disabled adaptations and to support investment in the existing stock. This will result in additional revenue implications in terms of interest payments and provision of repayment for borrowing. Affordability is considered as part of the budget including consideration of prudential indicators.

Where capital investment is proposed this must be based on informed criteria, including viability or payback assessments. This is essential to demonstrate value for money, effective use of rent payer funds and to mitigate against future risks to the affordability and viability of the HRA. There should be a robust governance process that sets out the requirements and approval of investment proposals at agreed stages, reviews costs before they are incurred and as projects progress as well as the effectiveness of delivery of targets. Value for money should be assessed against set benchmarks and to ensure investment is repaid over a prudent period having regard to future rent payers. The effectiveness of that governance should be reviewed and assessed regularly.

Consideration will be given to bringing forward future year's budget to allow flexibility to acquire sites and buildings at an earlier stage as part of the overall programme. This must only be after consideration of viability and affordability and relevant governance processes.

40. Given the significant uncertainties and risks included in the financial modelling, the Business Plan includes a risk assessment setting out a number of key variables and any changes in these are likely to necessitate a review of priorities both in terms of capital investment and for revenue budgets.



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41. A robust risk review and monitoring process should be set in place to review the HRA risk register specifically and any emerging issues that could impact on the viability of the HRA. This is to ensure that the level and quality of service provision to tenants is not affected and the HRA continues to be viable. Where necessary, mitigating actions will need to be taken including reducing revenue costs or reviewing plans for new build affordable housing programmes and other capital expenditure aspirations.

### **Legal Implications (including Equality Impact Assessment where appropriate)**

42. There are no direct legal implications but the requirement for a plan is set out in the body of the report. The approval of the Business Plan is an executive function which does not have to be referred to Council.

### **HR Implications**

43. There are no direct HR implications for this report.

### **Property Implications**

44. Any resulting property transactions should be managed through the agreed property process.

## **RECOMMENDATIONS**

(1) Cabinet is recommend to approve the Housing Revenue Account (HRA) Business Plan - 2021-2022 for presentation to Welsh Government.

<b>SENIOR RESPONSIBLE OFFICER</b>	Sarah McGill
	February 2021

*The following appendices are attached:*

**Appendix 1** - *HRA Business Plan 2021-2022*

*The following background papers have been taken into account*

- *30 Year Business Plan for Welsh Housing Revenue Accounts - Financial Model*

Mae'r dudalen hon yn wag yn fwriadol



# Housing Revenue Account (HRA) Business Plan 2021-22



Gweithio dros Gaerdydd, gweithio gyda'n gilydd  
Working for Cardiff, working together  
Tudalen 23

CARDIFF CAERDYDD  
Llywodraeth Cymru  
Welsh Government



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# Foreword

*Housing need is increasing year-on-year so it's essential that we have plans in place to deliver new homes for people who need them. We're setting high standards for ourselves to deliver new homes in volume and at pace and as well as helping to tackle housing pressures in the city, we want to ensure that the new homes we deliver are high-quality builds, designed to regenerate existing estates and create well-connected, sustainable communities across Cardiff.*

*The Council remains committed to delivering 1,000 council homes by 2022 with an additional 1,000 programmed to be built in the following years.*

*The Council is extremely pleased to provide innovative and sustainable solutions to help tackle housing need in the city. Our proposals will create a more attractive local environment for everyone with impressive architecture, a strong emphasis on place-making and incorporating innovative, green infrastructure.*

## **Councillor Lynda Thorne**

Cabinet Member for Housing and Communities



*In a year hopefully like no other, I would like to express my gratitude to the staff of the Communities and Housing Directorate. Their flexibility, dedication and sheer determination to support our service users has been truly inspirational. The Directorate had to change how it worked literally overnight and this would not have been possible without the commitment of the whole service.*

*Whilst the Directorate had to adapt how it delivered its service it has tried methods which it may not have been considered previously e.g. "virtual" property viewings.*

*The dedication of our staff and its enthusiasm to embrace new ways of working has ensured that the Directorate has continued to deliver on its ambitious plans. The service will of course embrace these new ways of working and build on any other lessons learnt to continue to be there for our tenants, staff and other stakeholders.*

## **Sarah McGill**

Corporate Director People and Communities  
Tudalen 25







# Ambition

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## Capital ambition

Cardiff Council published its Capital Ambition in 2020, making clear its ambitions for a greener, fairer and stronger capital city that plays a leading role in creating a better future for Wales.

In delivering its Capital Ambition, the Council will focus on four main areas:

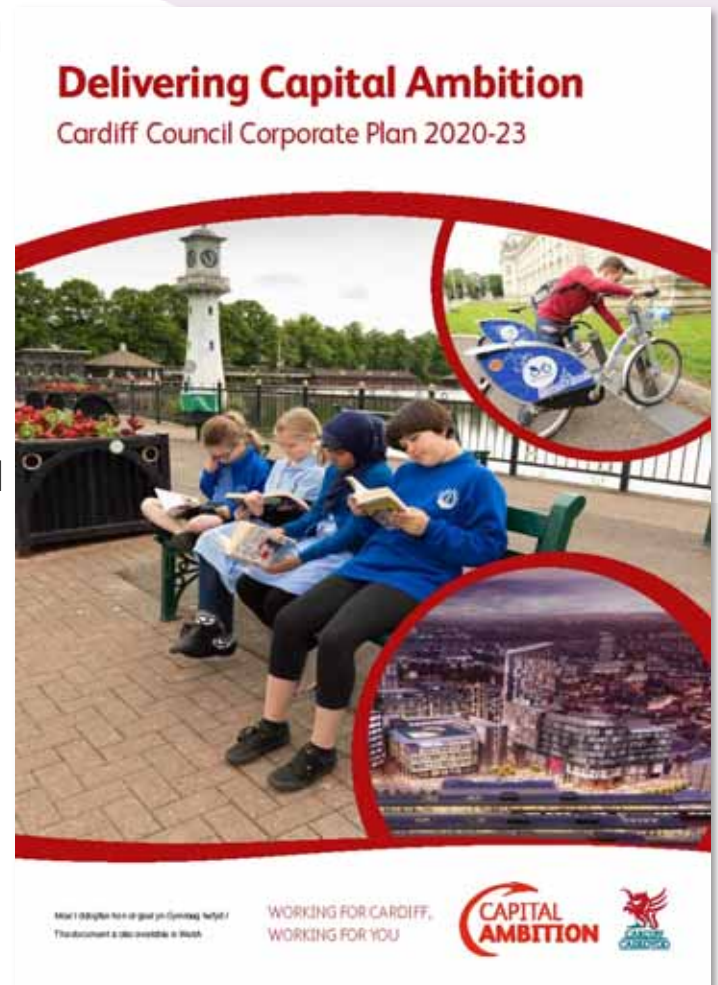
**Working for Cardiff** – Making sure that everyone who lives here can contribute to and benefit from the city's success.

**Working for Wales** – A successful Wales needs a successful capital city.

**Working for the Future** – Managing the city's growth in a sustainable way.

**Working for Public Services** – Making sure public services are delivered efficiently, effectively and sustainably in the face of rising demand and reducing budgets.

Capital Ambition makes clear that working to end the city's housing crisis, tackling homelessness and investing in safe communities will represent major priorities for the Council.



Housing & Communities will play an important role in delivering a number of the commitments included within Capital Ambition, with the service area leading on four key priorities:

- **Working to end the city's housing crisis:**

To tackle the city's housing crisis, we are building new council houses at scale for the first time in a generation, and reducing the number of people on the waiting list through improving the offer in the private rented sector.

Our new housing strategy represents the largest council house-building programme in Wales and a £280m investment into building affordable, high-quality, sustainable and energy efficient homes across the city.

- **Tackle homelessness and end rough sleeping**

Like all major British cities, Cardiff has experienced a dramatic rise in the number of people homeless or sleeping rough. Working with partners we have put support in place so that nobody has to spend a night out on the streets.

We have made significant progress in reducing the number of individuals sleeping rough, which is now at its lowest level for six years. The next step is to review our services for single homeless and vulnerable people to improve prevention, assessment of need and to ensure we have the right accommodation pathways in place.

- **Invest in local communities**

Access to services and a healthy local economy is essential for strong and safe communities, so we are working with our partners to design and deliver a wide range of regeneration schemes across the city.

Major projects include leading on the regeneration of the Channel View Estate and South Riverside Business Corridor, the second phase of the Maelfa scheme, new youth hubs in Butetown and the city centre.



## Our ambitions for the coming year

Next year we will spend £60m building new homes for the city. Including £35m for Innovative housing schemes.

We will spend over £19m on improving our existing homes.

Develop a Rehousing team which can meet the challenge of rapid rehousing and address overcrowding.

Develop an onsite construction training hub to train up to 750 people a year and offer employment or apprenticeships to over 200 .

Roll out innovative decarbonisation projects across the city.

Complete the modernisation of our community living (sheltered housing) complexes.

**Upgrade roofs to over 700 homes across the city.**

**Deliver 3 new family homeless centres, a single homeless assessment centre and 2 large projects for clients with complex needs.**

**Set up Local Teams under the banner, “Teaming up to clean up” to improve neighbourhoods and help residents take pride in where they live.**

**Deliver a zero carbon housing development at the old Eastern High School site.**

**Deliver estate regeneration works in Trowbridge Green, Rumney & Lincoln Court, Llanedeyrn.**

**Continue to assist tenants impacted by Covid-19. Helping with budgeting, re-skilling, emergency assistance and foodbanks.**

**Further develop the HUB website to help alleviate social isolation and loneliness, recommencing face to face events as soon as Covid-19 restrictions allow.**



# Building for the future

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## New homes for Cardiff

Cardiff Council has set a target of building at least 1,000 new council homes by 2022 and at least 2,000 new council homes in the longer term to meet the increasing demand for high quality, sustainable and affordable social housing.

Our award winning development programme currently represents one of the largest council housing building programmes in Wales and will see around £450 million invested into delivering new council homes in volume and at pace. There are currently 59 development sites across Cardiff in the programme.

Our programme will deliver a wide range of new homes for all types of tenants including older people, families, specialist housing and homelessness & supported housing schemes. We will deliver homes that are very much needed in the right areas close to services and facilities.



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## Programme Core Data – January 2021



### Projected Programme

	2019/20	2020/21	2021/22	Dec-22
In year	230	246	201	446
Total	316	562	763	1008

Our programme utilises a number of delivery routes and includes the Cardiff Living Programme, our additional build programme, partnerships with Housing Associations, market buy-backs and developer package deals.

We want to be at the forefront of innovation and test new technologies. We have already delivered schemes that use modular buildings, repurposed shipping containers, Passivhaus energy standards, renewable energy sources and we are on site building our very first zero carbon certified development.



By January 2021 we had delivered 400 new council homes and have over 1,100 going through the development process from planning to completion. Our programme is capable of delivering over 2,700 new homes in total and 1,000 by the end of 2022.

### **Our standards.**

The new homes that we build meet very high standards of design, they are highly energy efficient helping to tackle fuel poverty and enabling us to move towards the council's aspiration to build to a zero carbon standard. The new homes have good storage, are more accessible, have dedicated home working space and access to private outdoor areas. Our homes are homes for life that reduce the need for future adaptations.

Our larger developments also deliver a high quality urban design and place-making to ensure we create attractive and pleasant places to live. We have developed our own 'Cardiff Design Standard' which our schemes need to meet.



**Silvervale, St. Mellons – Completed 2021**

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Captain's View, Braunton Crescent, Llanrumney. Completed

### **Why build new homes?**

There is a high demand for social housing in Cardiff and a limited number of properties become available to let each year. The housing need is increasing year on year with just under 8,000 people on our waiting list, and only an average of 142 properties available to let per month. In addition we receive on average 450 new applications each month adding to the demand and strain on what is available.

### **Now is the time for action.**

The Local Housing Market Assessment identified that at least 2,024 new homes are required per year to meet current demand. In the last five years the social housing sector has completed on average 250 new homes each year - leaving a significant gap between demand and supply.



## Cardiff Living

Cardiff Living is an innovative 10 year development partnership between Cardiff Council and Wates Residential. The scheme will deliver around 1,600 new homes, 700 of which will be affordable housing for Cardiff Council, the remainder will be for private sale. All the properties built will achieve very high design standards and high levels of energy efficiency so that the homes are affordable to heat and power.

As well as providing council homes, the Cardiff Living Scheme is providing excellent options for first time buyers. To date 157 families have moved into Wates properties bought on the open market through the scheme, many of whom are local to the area.

**At Captain's View in Llanrumney, which was completed in 2019, around 90% of buyers were from the local area. 70% were first-time buyers, while 63% of the homes were bought using the Government's Help to Buy Scheme.**

All the properties across the Cardiff Living sites are being built to high energy efficiency and design standards and are tenure-blind, creating an environment which enhances the existing community and creates a great place to live.

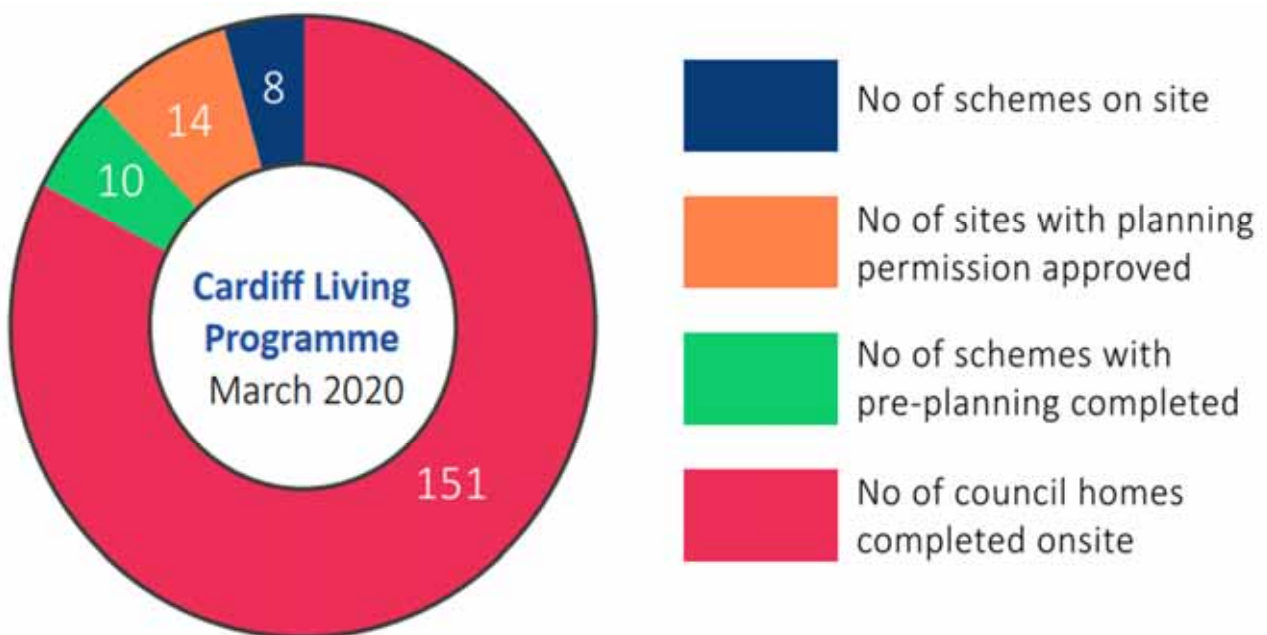


Walker Mews, Llanishen – completed 2019  
Tudalen 36





Captain's View, Braunton Crescent, Llanrumney – completed 2019

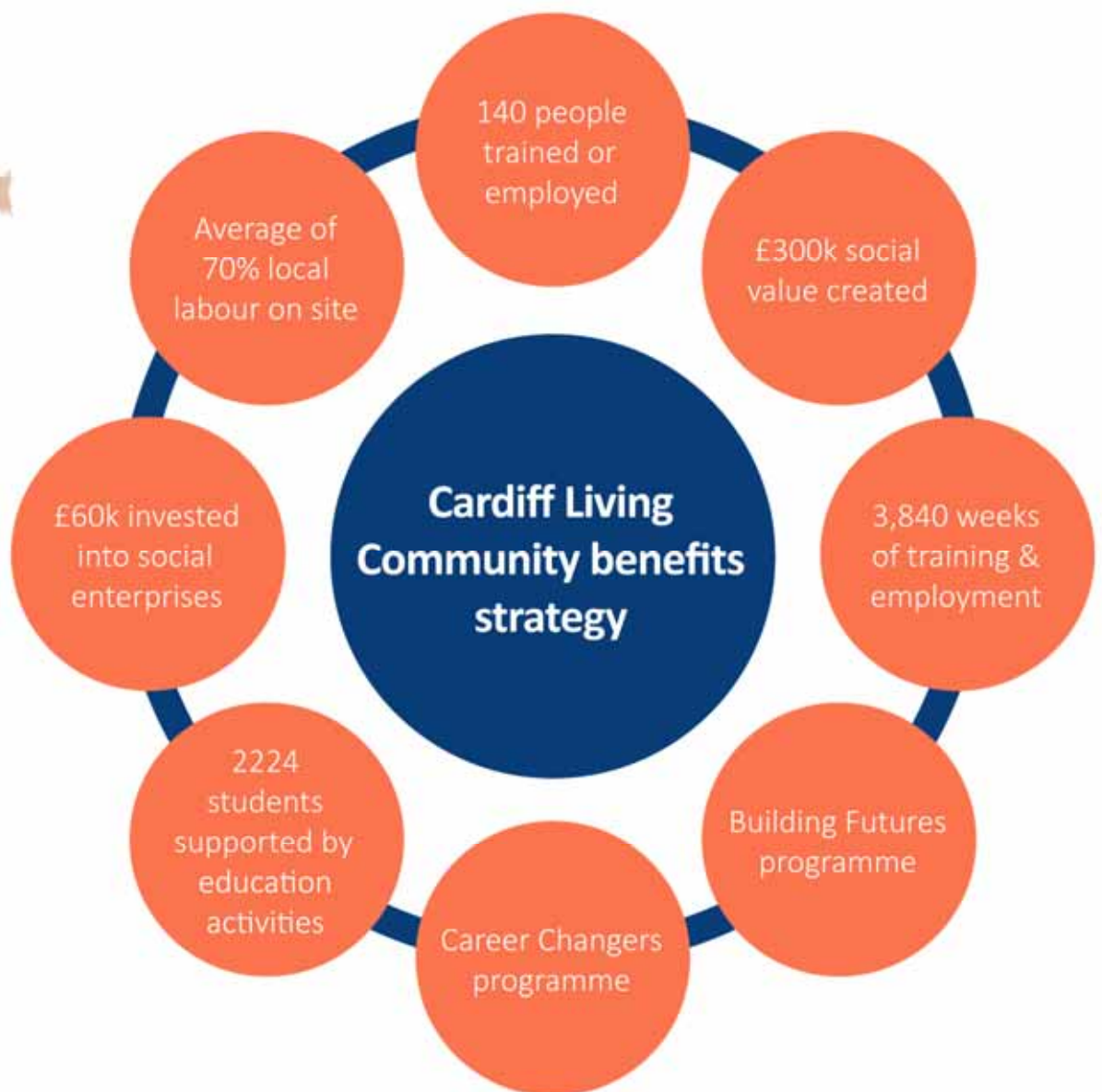


## The Council's Cardiff Living partners

As well as delivering new homes the Cardiff Living Scheme is delivering much wider community benefits.

These include:

- Local employment and training initiatives.
- The 'Building Futures' programme.
- An annual week long community and conservation week – working on local projects.





# Flagship schemes

A new development built through Housing Development's flagship housebuilding programme has been crowned 'Best Starter Home Scheme' at the prestigious national 'What House Awards' in London. The Captain's View and Captain's Walk site in Llanrumney won the GOLD Award at the ceremony.

The site, which delivered 106 new homes including 40 new council properties, was the first to reach completion under the Council's Cardiff Living Programme, a ten-year partnership between Cardiff Council and Wates Residential to increase the number of affordable homes for local people.

We won the award due to our quality, value for money and the variety of options and initiatives offered to help first time buyers onto the first rung of the housing ladder. At Captain's View, around 90% of buyers were from a four mile radius of Cardiff, 70% were first-time buyers, while 63% of the homes were bought using the Government's Help to Buy Scheme. Judges said the Llanrumney site is a 'shining example' of what partnerships can achieve.



'What House Awards' in London



Highly Commended;  
best large development



2019 Integration & Collaboration  
Award winners (Cardiff Living)



2019 Gold winners for best  
starter home scheme



Winners for residential  
(Silverdale)

# Affordable first homes for first time buyers

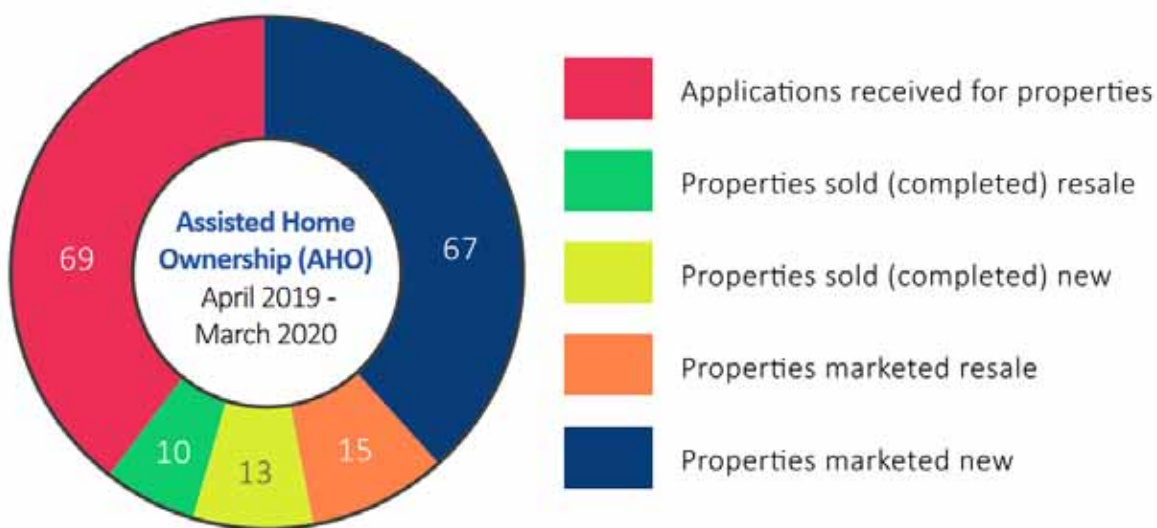
## Assisted home ownership

The scheme offers newly built properties to first time buyers registered with us on a shared equity or shared ownership basis.

This usually means that the applicant will finance 70% of the property purchase and the council will finance the remaining 30%. There is no rent to pay on the councils share. This helps to make home ownership affordable for first time buyers who are unable to buy in their own right.

The properties are made available by private sector house builders on sites in Cardiff as well as on our own development schemes.

You will repay the share you don't own when you sell the property or you can buy it outright when you can afford to do so. This will be based on the market value at the time.





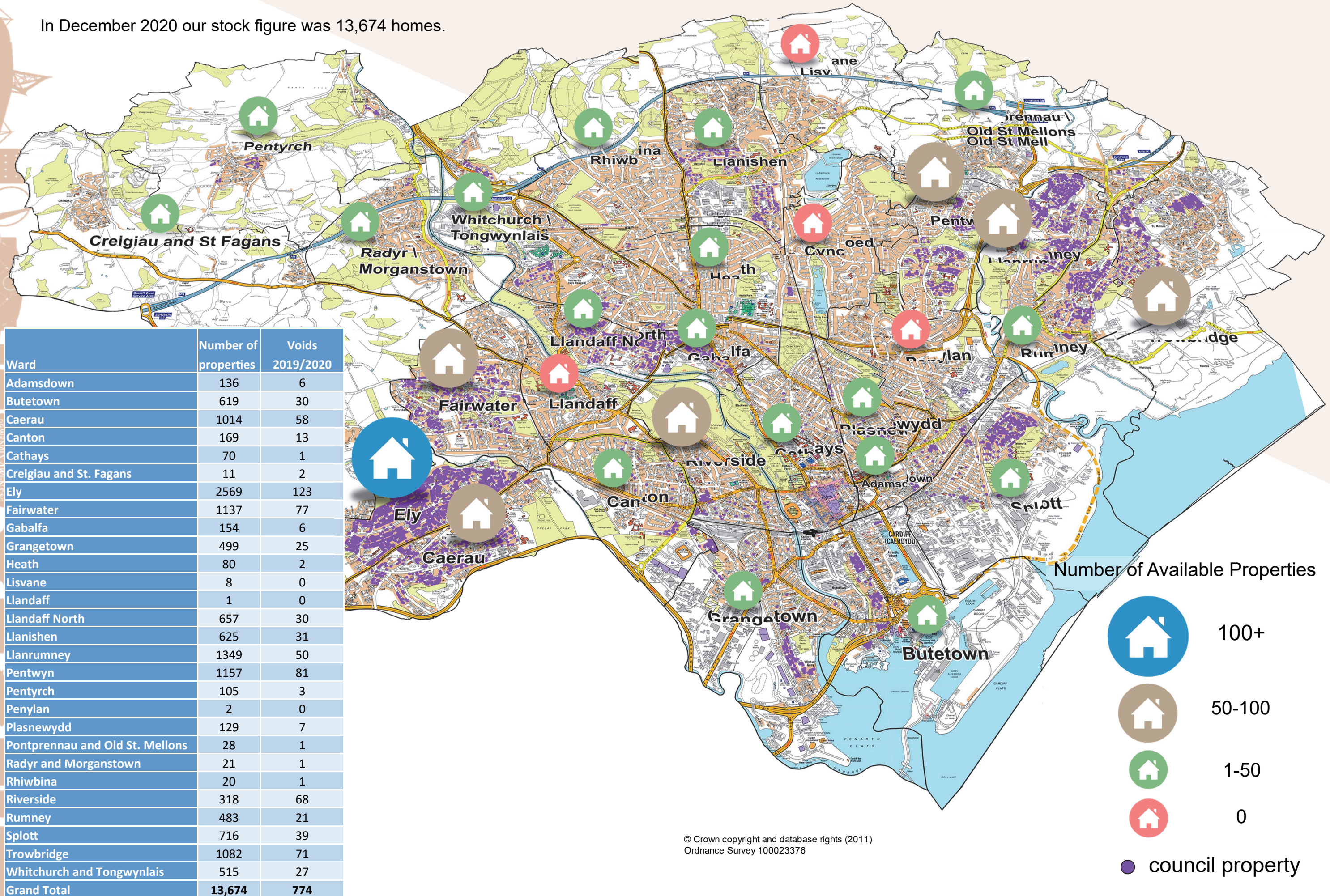
Silvervale, St. Mellons – Completed 2021

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## Number of properties and availability during 2019 - 2020

In December 2020 our stock figure was 13,674 homes.



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Ordnance Survey 100023376



# Improving homes & neighbourhoods

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# Typology of the housing stock

Building Type	1900-1944 (3,130)	1945-1964 (4,964)	1965-1989 (5,257)	1990-Date (323)	By 2022 (Target of 1,000)
<b>Detached</b> (19)					
<b>Semi-Detached</b> (3,377)					
<b>Terraced</b> (4,593)					
<b>Flats and Maisonettes</b> (5,685)					





# The Welsh Housing Quality Standard and beyond

The Welsh Housing Quality Standard, (WHQS) arose from the National Housing Strategy for Wales 'Better Homes for People in Wales'. The Standard was developed by the Welsh Government to provide a common target standard for the condition of all housing in Wales. The WHQS states that all households should have the opportunity to live in good quality homes that are:

- In a good state of repair.
- Safe and secure.
- Adequately heated, fuel efficient and well insulated.
- Contain up-to-date kitchens and bathrooms.
- Well managed.
- Located in attractive and safe environments.
- As far as possible suit the specific requirements of the household, (e.g. specific disabilities).

In September 2012 Cardiff was the first council in Wales to achieve full 100% WHQS accreditation.

The Welsh Government has recognised that the standard cannot always be reached because of issues outside of the control of the council. It has therefore introduced the concept of "Acceptable Fails" into the Welsh Housing Quality Standard revised guidance in order to recognise legitimate areas which would restrict a council from reaching the required standard. We have a number of acceptable fails, (largely due to resident's choice) and have implemented measures in order to re-visit and maximise achievement of the Standard.

There are four elements:

- |                     |   |                       |   |
|---------------------|---|-----------------------|---|
| • Cost of remedy    |  | • Timing of remedy    |  |
| • Resident's choice |  | • Physical constraint |  |

We review the standard when properties become vacant and are working closely with the Tenant Participation Team to enable tenants that have not received WHQS works or have changed their minds to contact us.

In 2018 the Council engaged independent surveying consultants to carry out WHQS audit checks, 98.7% of properties inspected were found to be compliant.

# Welsh Housing Quality Standard Attainment tracker

WHQS Standard achieved	2008	2009	2010	2011	2012	2013-Date
Roofs						
Windows	97%	99%	99%	100%		
External Doors	93%	98%	100%			
Door Entry Systems	99%	100%				
Kitchens	23%	26%	43%	71%	100%	
Bathrooms	24%	28%	44%	72%	100%	
Energy Efficiency Pass	0%	0%	48%	52%	100%	
Central Heating	100%					
Electrical Systems	0%	0%	50%	73%	100%	
Smoke Detectors	99%	99%	98%	100%		
Environmental Works	51%	52%	67%	79%	100%	

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## WQHS review by Wales Audit Office

As part of their performance audit programme the Welsh Audit Office (WAO) reviewed the Council's arrangements to maintain the WHQS in 2018.

The review sought to determine whether the Council has effective arrangements in place to enable it to maintain the WHQS and address the number of acceptable fails.

The auditors carried out fieldwork and undertook document reviews, interviewed a number of key officers and members, and ran focus groups with a sample of frontline staff. The auditor concluded that the Council met the WHQS in 2012, and its arrangements to maintain compliance with the WHQS are effective and making a positive difference to residents' lives. WAO came to this conclusion because:

- ✓ The Council's approach to the WHQS is well-integrated into its strategic housing function.
- ✓ The Council has comprehensive information on the condition of the whole of the housing stock to direct investment priorities.
- ✓ A financed and deliverable programme is in place for the repair and improvement of the housing stock, including addressing acceptable fails.
- ✓ The Council has effective arrangements to monitor and scrutinise its progress to maintain the WHQS and has learnt from its progress to date.
- ✓ The Council has a strong customer care focus to the way it interacts with its tenants.
- ✓ The Council's integrated approach to the WHQS is making a positive difference to the lives of its housing tenants.

The Council has robust, comprehensive and wide-ranging plans in place to support its ambitions in maintaining its achievements against the WHQS. These include the Cardiff Housing Strategy 2016-2021, annual Housing Revenue Account (HRA) business plans, and annual WHQS Compliance Policies. There is clear evidence in these plans of the position and compliance against the Standard.



WALES AUDIT OFFICE  
SWYDDFA ARCHWILIO CYMRU

Archwilydd Cyffredinol Cymru  
Auditor General for Wales

## Welsh Housing Quality Standard review including tenants' views – **Cardiff Council**

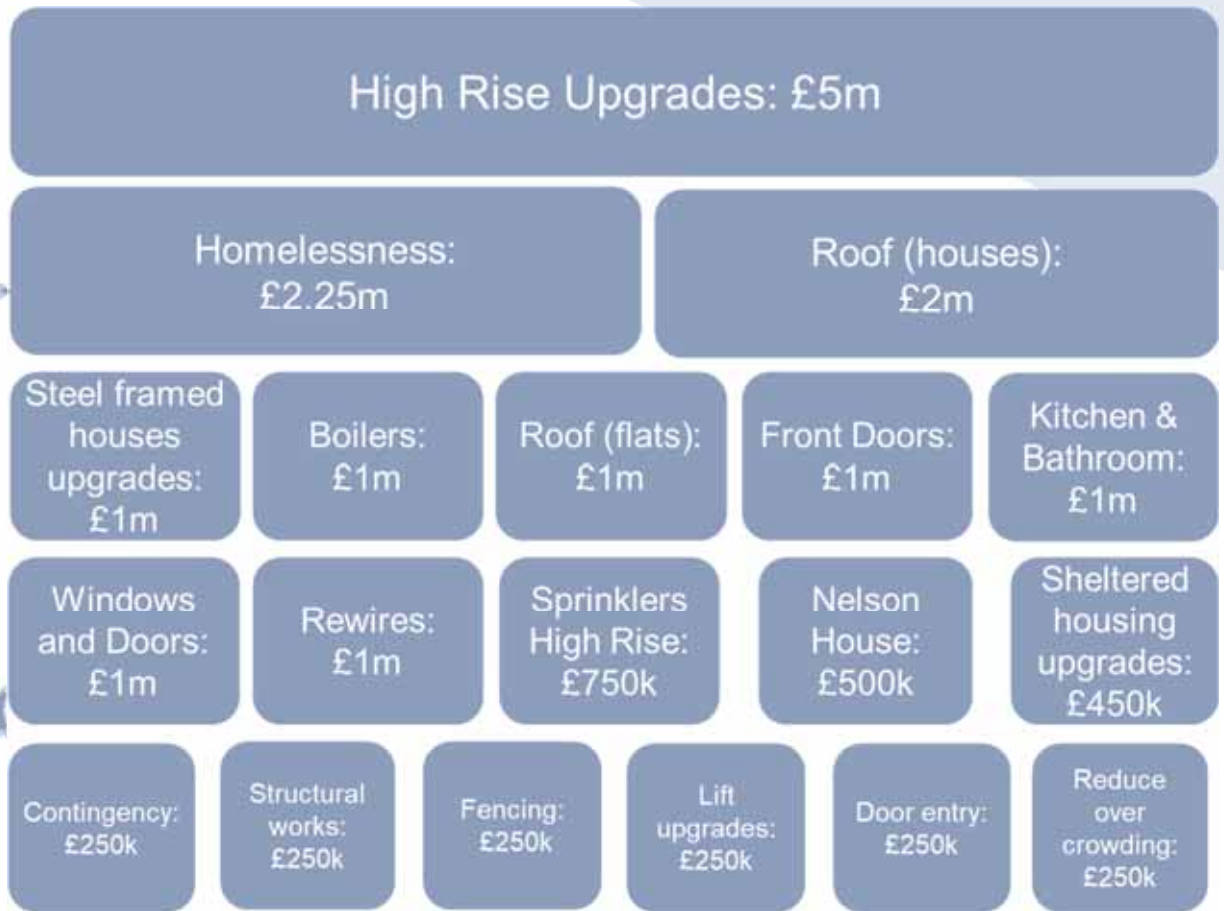
Audit year: 2017-18

Date issued: October 2018

Document reference: 807A2018-19



## Planned improvements in 2021/2022



Now that Cardiff has met the WHQS it is important to ensure it is maintained and investments are planned accordingly. The level of actual investment required will vary annually and consequently detailed programmes of work require adjustment on a yearly basis.

The Business Plan includes a provision for kitchens and bathrooms that are deemed as acceptable fails, e.g. tenant refusal. These will be improved as properties become vacant or tenants change their minds.

### 30 Year Plan

The 30 year plan incorporates life cycles of property elements such as roof upgrades and budgetary commitments. Due to the high amount of work completed on properties in the run up becoming WHQS compliant a large number of elements become due for renewal in a short space of time. To ease the impact on budget and improve efficiency of renewal the 30 year plan goes through a smoothing process.



## Component Lifespan

The Council's stock condition database provides details of the improvements carried out to each property or blocks of flats/ maisonettes. This provides more accurate forecasts and will allow for the programmed works to be planned, costed and tendered accordingly. The Council will seek to achieve value for money in all respects.

## Sustainability

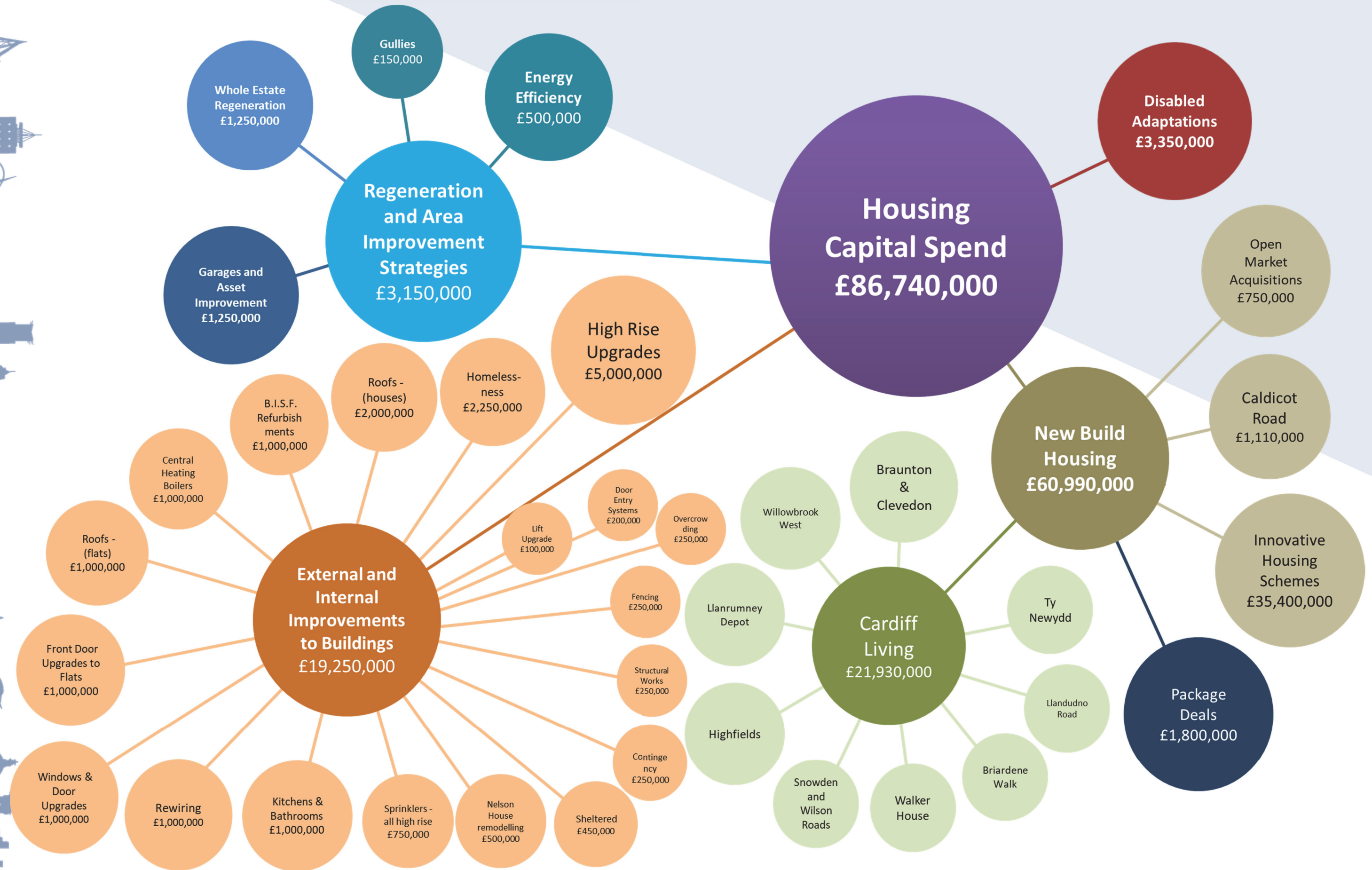
The Council works in partnership with suppliers and contractors to acquire the best quality materials for the best value. We ensure that environmental criteria are used in the awarding of contracts. When assessing value we consider the whole life cycle of a material, including installation, maintenance and final disposal. The Council will source green energy wherever possible and consider suppliers' environmental credentials. This means that the cheapest product does not necessarily deliver the best value.



Winning choice for Lydstep Flats Cladding, Gabalfa Tudalen 50



Programmes of work spend 2021-2022



## Teaming up to clean up

The new Local Teams will work to improve neighbourhoods by working with residents and encouraging them to take pride in where they live. The teams will bring together resources to provide a comprehensive estate management service.

The Local Teams will focus on former council estates in the areas below:-

- Caerau/Ely
- Fairwater/Gabalfa estate, Llandaff North
- Llanrumney/Trowbridge
- Butetown/Tremorfa



### The new teams

Each of the four areas will have a Local Estate Co-ordinator, working within the community to:

- Identify hot spots, plan and co-ordinate activities.
- Bring residents and services together to address the issues.
- Work with other services to develop solutions and take enforcement action when required.
- When Covid-19 restrictions allow they will also develop “street champions” and co-ordinate street action days.
- **A Local Action Team**, will proactively check problem areas, remove rubbish and respond to any issues or complaints on both housing and private land.
- **A Local Garden Team** will address issues with overgrown areas, remove smaller trees, problem branches and bushes. They will also help residents to get their gardens under control and work with third sector and voluntary groups to develop schemes to help older residents to continue to maintain their gardens.

### Asking the community to identify the issues and hotspots in the area

A resident survey will be undertaken in each ward to identify and respond to issues.



# Estate Regeneration

The Estate regeneration programme aims to create better and safer places to live. Consultation with tenants and residents is undertaken to identify priorities and to agree plans before delivery starts.

These could include defensible space improvements, boundary walls, on-plot parking, better lighting, improved footpaths and gulley closures.

- Estate regeneration schemes are ongoing in Bronte Crescent / Arnold Avenue in Llanrumney and Roundwood in Llanedeyrn.
- Residents are also being consulted on schemes in Trowbridge Green, Rumney and Lincoln Court, Llanedeyrn with work due to start in 2021.
- In Ely, environmental improvements to the public realm of a number of road end closures are being designed and rolled out from early 2021.
- In Plasnewydd, a scheme to introduce defensible space improvements is also being designed and consulted on.
- One-off improvements to address specific environmental issues are also undertaken in response to requests from residents and councillors.



## Regeneration schemes

### **Courtyard and Defensible Space Improvement Programme**

The Courtyard and Defensible Space Programme focuses on identifying and delivering schemes that enhance the external fixtures and boundaries to houses, flats and land. The programme aims to tackle community safety issues, lack of defensible space and waste storage areas for flats. The overall aim is to provide estates that are safe and attractive places to live in, as social housing has a unique and positive part to play in housing people and helping communities thrive.

Improvements include:

- Work to make homes more secure.
- Improving access by removing trip hazards and providing level access.
- Upgrading front & rear defensible space.
- Improving courtyard surface condition.
- Installing purpose built bin stores to comply with the waste strategy to provide sufficient waste and recycling storage capacity between bin collections.







We are developing the use of secure waste bin storage. This will eliminate unscheduled waste collections due to “fly tipping”, increase recycling participation and facilitate recycling segregation. This will make waste and recycling storage more hygienic and accessible.

Fire safety and usability are a key factor when designing bin stores. The aim is to reduce fire risk by providing secure storage for waste and recycling and positioned away from the property to ensure that fire is contained in the event of bins being set alight. Improvements to bin stores will increase recycling rates and limit cross contamination. Cleaner courtyards and separate bin areas will improve the appearance of our communities, reducing fly-tipping and anti-social behaviour.

### **Garage Improvement**

The garage improvement programme is continuing to be rolled out across the city. The works for the sites include:

- Improving the security of the garage site.
- Refurbishment of individual garage units.
  - new doors.
  - new roofs.
  - new guttering.



# Helping residents live independently

Tudalen 56





## Community Living (Sheltered housing)

2020 was a challenging year with Covid-19. The Community Living Team continued to provide much needed support and advice to all its residents.

This included extra welfare calls to more vulnerable residents to ensure that they are well. Welfare calls have also been provided to tenants who previously did not have them. Over 500 extra welfare calls have taken place since the beginning of the pandemic.

The Scheme Managers provide residents with a familiar face and reassurance. Where needed, meals on wheels have been organised for those tenants who were struggling with cooking for themselves, food boxes have been delivered and over 100 shopping requests, pharmacy visits and liaising with GP's and other health providers.

The team continue to work with other departments and external providers to support residents with any issues, concerns or requirements they may have.

Whilst events and activities have not been possible during the pandemic, the team are now working towards helping residents to get involved via digital platforms, there is funding



Community Living Team Tuddalen 57



to purchase tablets which we are hoping to distribute to schemes, and begin virtual activities.

### **Partnership Work**

Partnership work with Public Health Wales has continued. Stay Steady—Virtual Clinics offer consultations with a falls specialist physiotherapist which can be carried out over the phone or a secure video link.

- Further Health information resources including Public Health Wales 'Stay Well Whilst Staying at Home – A Wellbeing Guide for Older Adults' have been distributed to all schemes.



**Scheme Manager Leeann keeping residents safe**

- Rubicon Dance are providing digital sessions.
- Working with Digital Communities Wales to help provide training and equipment for those residents who require it.
- Exploring the use of technology including welfare call system to help alleviate social isolation and loneliness.

### **Supporting Older People living with vision loss**

We are working with the RNIB to develop Vision Friends, still in its infancy – similar to Dementia Friends.

This will involve staff being trained in using a toolkit, helping them to recognise sight issues residents may be facing, providing a range of useful resources to help support residents.

## Improving our older persons homes

The community living refurbishment schemes programme focuses on upgrading communal rooms, other communal areas and creating flexible rooms which can be used for various activities.

This will enable the residents living within the complex and the older residents living in the wider local community to share activities in a safe, secure and welcoming environment. New technology is also being installed within the properties, including improved CCTV, upgraded Telecare, power assisted doors and scooter charging rooms.

The residents have been involved in the refurbishment process from the concept, right through to the construction and completion.

There have been many consultation events which have included coffee mornings, meet and greets with the contractors and progress meetings. The residents have had the opportunity to choose the colour schemes for the communal areas and they have also had the opportunity to



Clos y Nant, Fairwater communal room upgrade



**Clos y Nant, Fairwater corridor improvements**

try out the new furniture before choosing which tables and chairs they would like.

The improved schemes are completed to the RNIB Visibly Better Standards, enabling residents with sight loss and dementia to navigate independently around the building.

We are also working towards receiving RNIB Standard Award for all schemes. Sandown Court has achieved the highest accreditation of Platinum Standard, and other schemes going through this process include Brentwood Court and Minton Court.

The refurbishments to the communal facilities have provided a modern and welcoming environment that has enhanced the resident experience and improved the community living feeling.

Events and activities are not currently taking place within communal rooms due to current Covid-19 restrictions. We hope however to restart these as soon as possible.



## Developing older persons housing

A new standard of older person focused housing known as 'Community Living' is being built through our programme. The first scheme, called Addison House, is currently being built on the site of the former Rumney High School site and will deliver 44 accessible and flexible flats for older people.

The scheme also includes a roof garden and residents lounge and will have a wide range of communal spaces on the ground floor. This is intended to deliver a hub of services for the wider older person community. These spaces will play a key roll in helping to tackle social isolation and helping people to live independently for longer.

Two more schemes at St. Mellons and Maelfa have planning consent and are out to tender for a contractor to build them. Between them they will deliver over 100 older person flats as well as the communal spaces. A further three community living schemes for Butetown, Grangetown and Riverside/Canton are being designed.



Artist impression of Addison House, Rumney

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**Artist impression of Maelfa Older Persons Community Living, Llanedeyrn**



Tudalen 62





# Listening to tenants

Tudalen 63



# Tenant participation

## Tenant participation

The Tenant Participation Team is dedicated to engaging with the tenants and leaseholders of Cardiff Council, and the wider community, on any issues affecting them. The team have a dedicated website informing of upcoming events and issues that impact on tenants: [www.cardiff tenants.co.uk](http://www.cardiff tenants.co.uk).

The pandemic has brought many challenges for the Tenant Participation Team with lockdowns and social distancing guidelines hindering the usual planned activities that they would arrange.

However, this did not stop the team who adapted their ways of working to ensure that they were able to communicate with tenants through these times.



**Good Neighbour Award**

£100 PRIZE FOR THE WINNER!

Do you live near someone who makes a positive difference in their community?

Please send all entries to [tenantparticipation@cardiff.gov.uk](mailto:tenantparticipation@cardiff.gov.uk)

Show your appreciation for a good neighbour

Tudalen 64

TEFNIAID WYBUDD  
TENANTS FOR BETTER  
CARDIFF  
CAERDYDD

The poster features a diverse group of people (two women in hijabs, a man with a cane, a woman with glasses, a man with a backpack, a woman, and a child) standing in front of a colorful cityscape. A speech bubble from the woman with glasses says 'Show your appreciation for a good neighbour'. Logos for 'TENANTS FOR BETTER' and 'CARDIFF CAERDYDD' are in the bottom right corner.

The team ran competitions throughout lockdown to keep up engagement. The 'Good Neighbour Award' gave the opportunity to nominate someone who has made a positive difference in their community and a competition for the best window display also took place.

### **Digital Blooming Marvellous**

This year's Blooming Marvellous

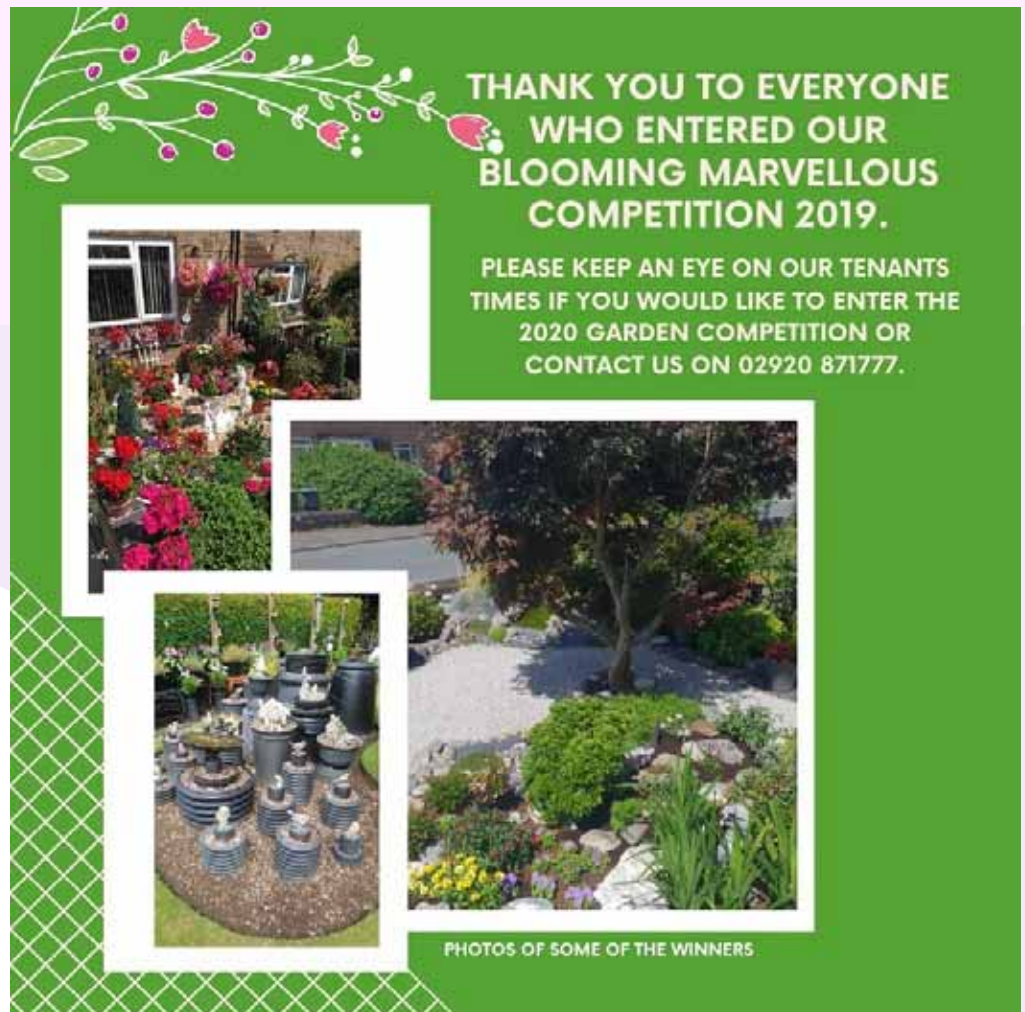
competition looked a little different than previous ones and went digital.

Participants sent their own pictures in of their gardens, encouraging tenants to take care of their garden and get outdoors during times of lockdown.

### **Future Plans**

In 2021, it is planned to join up the Tenant Participation Team with Hubs & Community Services.

This will serve to strengthen the community links. Having Tenant Participation Officers and Community Inclusion Officers all anchored within Hubs & Libraries will allow for the enhancement of community reach, with all officers working together towards relieving social isolation and delivering events following the return to a 'new' normal. It will allow for a united presence and ensure best use of resources.





## Tenant participation

### Tenants Conference 2021

The Tenants Conference in 2021 will be a celebration for all the community. The Rainbow Event will celebrate the hard work of the care workers, NHS and key workers that have helped us through the pandemic. The hope is to bring all communities together in one big celebration.

### Other Future Activities

The uncertainty of changing restrictions has meant that planning future activities has been difficult for the Tenant Participation Team, however communication will continue with tenants and our residents until restrictions are lifted.

### Drop in Sessions

There are plans to introduce loneliness 'drop ins' in an outdoor space where older people or those isolated will be able to visit for a chat, where all safety measures will be enforced.



**Do you have the best window display showing appreciation to our NHS & care workers?**

**Enter the competition now by sending us a picture of your displays for a chance to win a £30 gift voucher!**



Please send all entries to  
[TENANTPARTICIPATION@CARDIFF.GOV.UK](mailto:TENANTPARTICIPATION@CARDIFF.GOV.UK)  
Deadlines for entries is 20th June 2020

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Tenant Participation staff members at community event. \*pre Covid-19

## Online Games

The team also plan to set up online games on residents' phones so that mini competitions can be held, and residents can interact with one another digitally.

## Meet & greet days & focus groups

When restrictions allow, meet & greet days will be organised so residents can meet the Tenant Participation Team. This will be a chance for residents to see what Tenant Participation can do for them.

Focus groups are also planned, residents will be able to voice opinions on the issues that are affecting them and on what they would like to see in the community. Tenants can attend a meeting in person (if guidelines in place at the time are adhered to) or contact the team via telephone or email.

The team are also hoping to engage more with schools and parents in the upcoming year to hear what the issues are affecting them and how they can help.



# Helping communities and individuals

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# Helping communities and individuals

## Into Work Advice Service

The Into Work Advice Service is Cardiff Council's employment and skills team, which supports council tenants and Cardiff citizens into employment or to upskill, regardless of circumstance or location in the city. The team provides informal job club sessions and one to one, specialist employment help in Hubs and other community locations and has recently adapted to deliver services virtually.

As well as direct help to support council tenants into employment, the service also consists of specialist teams that provide work skills and digital training, volunteering opportunities, and self-employment advice.





**Hub staff member assisting customers. \*Pre Covid-19**

## **Adult Learning**

Council tenants are able to access free pre-employment and accredited training through Adult Learning (which has recently joined the Into Work Advice service), to prepare for their return to work or further enhance their career. The team adapt training programmes to mirror the local labour market, giving learners the best chance of success at interviews, and create bespoke training programmes for employers that are looking to recruit local workers.

The Into Work Mentors are also able to access additional funding for council tenants, this funding can be used to procure specialised work related training, such as teaching assistants, SIA security guard training, and forklift training.

As well as running regular sessions for basic digital skills, the Digital Team also provide cutting edge digital courses including coding, web design and animation. With it being more important than ever to be digitally included, the team also runs a tablet gifting scheme (with 4G if



required) for council tenants, who do not have access to a digital device or internet (subject to eligibility criteria).

## **Cardiff Works**

Another recent addition to the Into Work Advice Service, is Cardiff Works – the Council’s in-house temporary recruitment service. This means that customers supported through job clubs and mentoring, will be able to access these temporary opportunities that can lead to more sustainable employment. Cardiff Works has recently had success in recruiting for track & trace staff, home carers, cleaners and clerical workers.

## **Employer Liaison team**

The Employer Liaison Team work with employers to access job opportunities and work experience placements (social value/community benefits) for Into Work customers, specifically for those who are from under-represented groups, such as care experienced young people, BAME, and people who are affected by poverty. During the last financial year, the team worked with over 190 employers.

As well as organising city wide, local and now digital jobs fairs, the team also delivers multi-agency redundancy packages to support people back in to work, in partnership with Careers Wales.

## **Impacts of Covid-19**

The Gateway Team have recently adapted their services to provide digital job clubs as a response to the Covid-19 pandemic. The team has scaled up its operations to help to meet the needs of council tenants and other Cardiff citizens who have seen their jobs adversely affected by Covid-19. This will mean the team can support at least another 8,000 individuals and an additional 50 employers each year.



### **Adult learning at local Hub**

Ongoing monitoring of the service will continue to ensure the service can meet demands.

### **Future plans**

with the anticipated economic downturn as the fallout of Covid-19 is realised, it will be more important than ever the Into Work Service continues to scale up to meet the ongoing demand in Cardiff. It is vital the service helps mitigate the impact so that the most vulnerable in society are not disproportionately affected.

The future will see more partnership working, reskilling clients into areas of growth (construction, driving, care, IT) and closer work with employer and businesses to support clients into work.

## Helping tenants

The Welfare Liaison Team assists council tenants with income maximisation and budgeting help. It provides a holistic Money Advice Service and acts impartially to work out affordable repayment plans for rent and other household bills.

The team visits tenants in their homes and in local Hubs to assist with any financial issues. Due to current Covid-19 restrictions, most appointments are carried out over the phone, with staff visiting the doorstep in emergencies to ensure tenants have the help they need.

The team helps with:

- Advice and assistance to downsize to a suitable home.
- Advice about the Benefit Cap and the schemes available to help tenants get back to work.
- Budgeting and basic debt advice.
- Digital and budgeting support to assist tenants on their Universal Credit journey.
- Establishing affordable repayment arrangements towards rent, utilities and debts.

Since starting in August 2015, the team has grown in line with demand from five officers helping 400 tenants between August 2015 to December 2015, to 14 officers helping 1,280 tenants between August 2020 and December 2020.

Two senior officers are in place to support the team and help deal with cases that are more complex.

The Welfare Liaison Team ensures vital support is available to tenants struggling to meet their rent and payment of arrears.

Through joint working between the Finance Team and Welfare Liaison Team, there is now much greater emphasis on:

- Early intervention and prevention
- Having an open conversation with the tenant to



**Socially distanced Welfare liaison team helping tenants**

- understand underlying causes of arrears.
- Targeting support towards tenants facing change / crisis.

Despite the affects of Covid-19, the team continues to adapt and assist the growing number tenants affected financially.

The number of tenants needing assistance is growing with more tenants asking for help with applying for benefits, budgeting due to furlough and decreased wages, emergency cash for gas and electricity, as well as food bank assistance.

Between April 2020 and January 2021 the team has achieved:

Affordable  
rent  
repayment  
plans  
exceeding  
£19k

Applications  
for other  
benefits  
exceeding  
£1.4m

Applications  
for rent  
related  
benefits  
exceeding  
£16k

Budgeting  
support and  
savings on  
household  
bills of over  
£123k

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## Managing anti-social behaviour (ASB)

As a landlord we will take firm action to eliminate ASB. We have a dedicated Anti-social Behaviour Team that use a victim led approach in dealing with anti-social behaviour, focusing on what really matters to tenants.

Our ASB teams:

- Provide support to victims.
- Work with perpetrators to help them change their behaviour.
- Act against perpetrators who continue to be anti-social.

We also recognise that some of our tenants are vulnerable and need support to maintain their tenancies and avoid ASB.



Council action - April 2020 to December 2020:

- Over 600 police referrals.
- 233 new referrals received in December.
- 100% of urgent cases tenants were contacted within 24 hours. (Target 95%).
- 98% of non-urgent cases tenants were contacted within 7 working days. (Target 95%).

During the pandemic the ASB, Tenancy and Sustainment Teams have maintained a service for tenants, working closely with agencies such as the Police and the Mental Health Services to deal with issues within the constraints of the pandemic.

The ASB Team has gained 14 injunctions over the period March to October 2020 to limit behaviour where other enforcement action has not been possible.

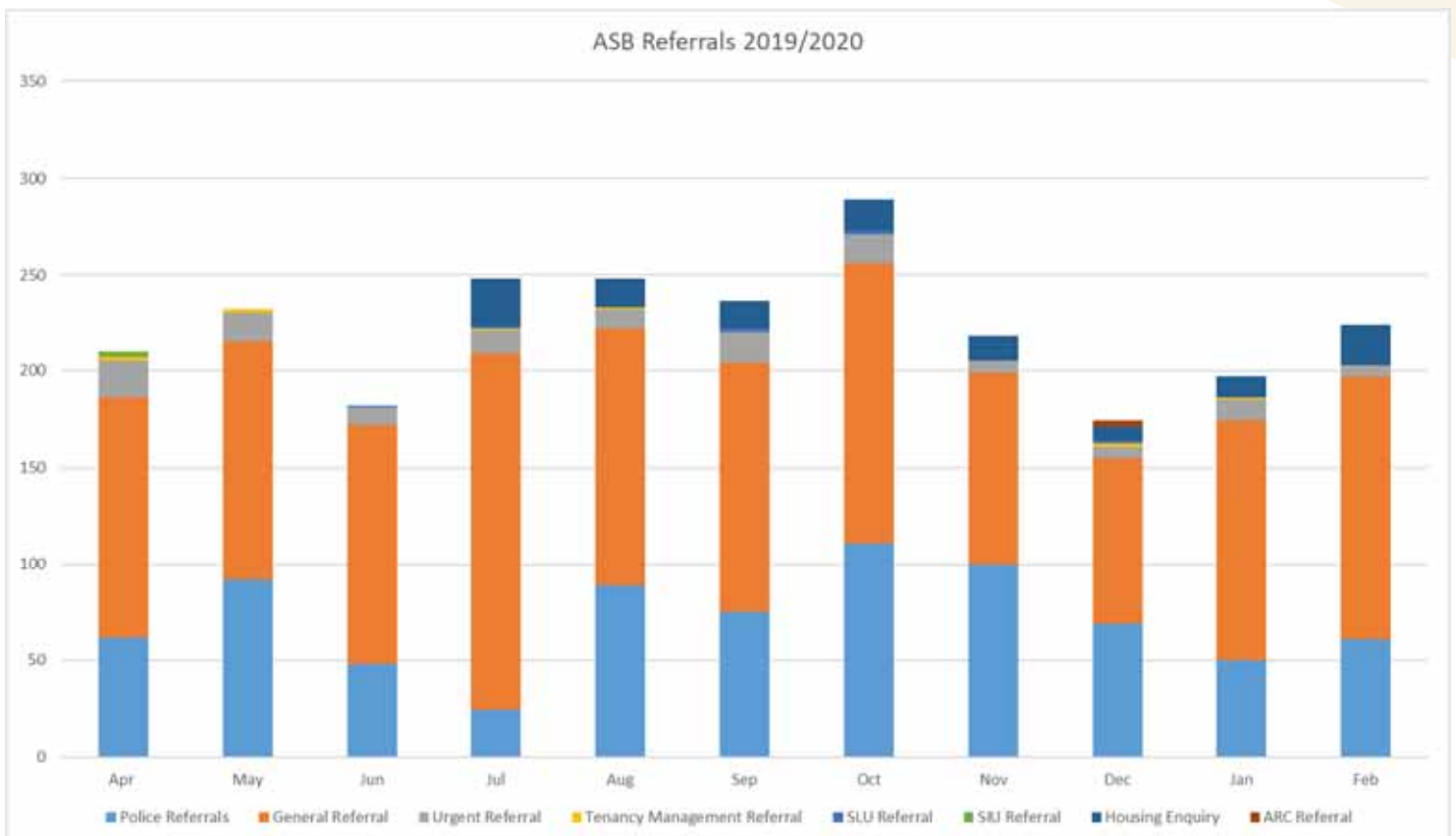
The teams have also been kept busy with 7 Officers being redeployed to work shifts in the hostels for 5 months.

### Community safety partnership

The area based working pilot in Butetown was a success, work continuing includes:

- Reviewing hotspots for CCTV and moving locations as needed.
- Joint working with Police and other agencies.

Area based work is also being developed in Tremorfa, with joint work being carried out in hotspots with the Police. This has included proactive visits to new build blocks and will be developed further as Covid-19 restrictions are lifted.



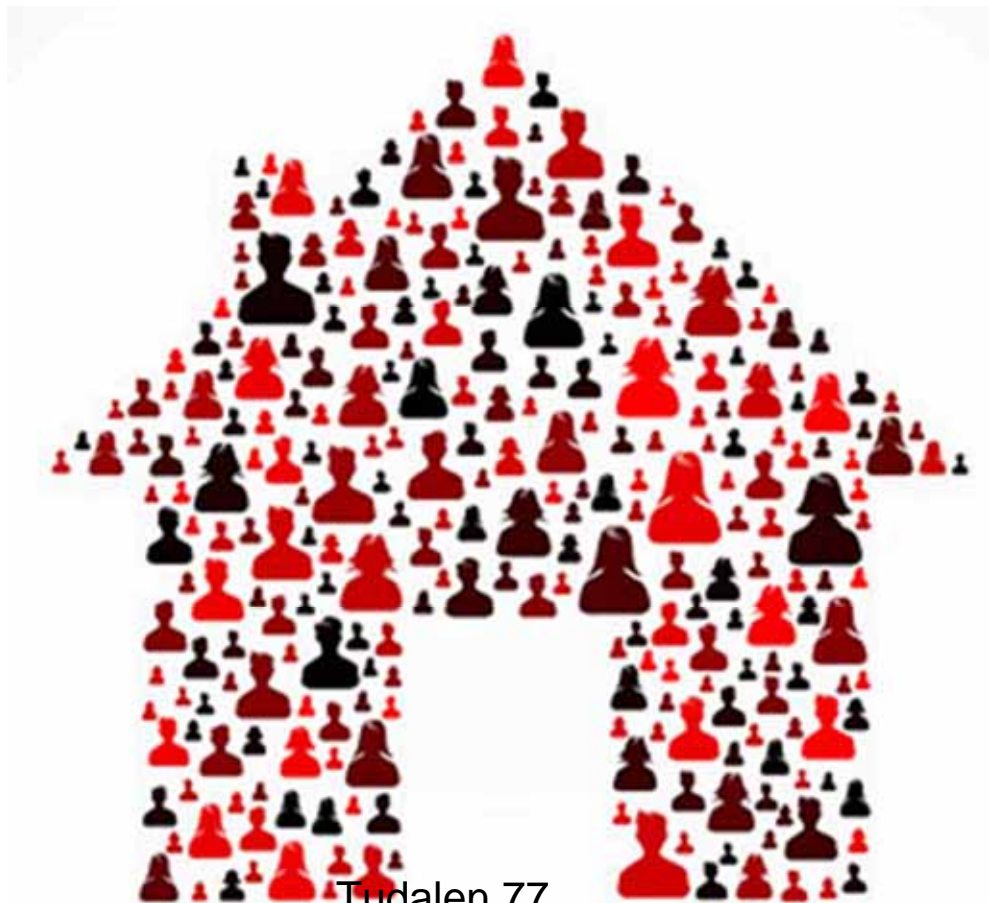
## Tenancy sustainment

The Tenancy Sustainment Team provides a more intensive service to tenants that are struggling to sustain their tenancies and are at risk of tenancy enforcement action.

The team work closely with the Tenancy Management and Anti-social Behaviour Teams, to identify tenants most at risk of tenancy failure. The Tenancy Sustainment Officers work with tenants who are likely to disengage with internal services and external agencies. The team also look at early intervention, to stop tenancy issues from escalating.

The team work with tenants using a person-centred and a needs led approach, helping tenants to look at what issues may be affecting their tenancy; they also help them to access services to improve their health, wellbeing and lifestyle.

The team offers practical solutions to the issues that tenants identify and work in a multi-disciplinary way with mental health services, social services, Police and various 3rd sector agencies.



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A large portion of the team's work is working with tenants who are hoarders. They provide practical, hands on assistance to support tenants in de-cluttering their homes.

This is carried out at the tenant's own pace by providing regular support, whilst other teams are kept updated on tenant's progress. The progress of reducing the tenant's hoard often has a direct impact on housing management functions and repairs.

The team deliver the service in a way that recognises the impact of Adverse Childhood Experiences upon our tenants and work in a trauma informed way. They do this by being empathetic to the individual experiences of tenants and working in a strengths based way, to develop the resilience and wellbeing of tenants.

The Tenancy Sustainment Team also develop the Personal Emergency Evacuation Plans for all tenants in high rise blocks. This is also extended to any tenant that has been identified by the Compliance Team, or other internal departments as requiring a Personal Evacuation Plan.

## Rapid rehousing

**A Rapid Rehousing approach to homelessness - making homelessness rare, brief and non-recurrent.**

### **Prevention**

Early intervention has been identified as key to successfully tackling homelessness. Cardiff Council has a good record of preventing homelessness where people seek help in time. In 2019/20, 78% of all households who sought help had their homelessness prevented.

Early intervention and advice have produced successful outcomes where clients have engaged with the service, however in many cases there is not the opportunity to work with clients before they become homeless.

We will be addressing this by promoting the services available and making help more readily available to people in local hubs and community settings.

### **Rapid Rehousing**

Wherever possible we work to prevent someone from becoming homeless. If this cannot be achieved, we want to ensure that homelessness is brief and does not reoccur. Central to this is a rapid rehousing approach.

By providing accessible prevention advice and assistance, expert multi-agency assessment and integrated, dynamic allocation of housing, we will transform the rehousing service and embed a rapid rehousing approach so that homelessness is rare, brief and non-recurrent.

Within the new rapid rehousing approach, the allocation of social housing, private rented and temporary accommodation will be integrated and aligned, providing a dynamic system that responds to changing need.

Cardiff has a good range of temporary accommodation, however the length of stay within that accommodation can be long and move on to permanent accommodation can be too slow. Spending long periods in temporary accommodation is unsettling for homeless households and can affect children's

education. We will repurpose some of our temporary accommodation pathways to provide clear, rapid move-on routes.

We will provide a tailored package of assistance to permanently house people before they become homeless, and for those clients who do become homeless, we will ensure that they quickly exit homelessness and return to permanent housing by prioritising social housing lets to homeless clients.

We will take a multi-agency and holistic approach, ensuring solutions are found for those with multiple or complex housing needs, including those overcrowded or with a medical need.

This new rapid rehousing approach will be achieved by working strategically with our social housing partners. We will ensure that quotas and targets are set and will make changes to the Allocations Policy as required to ensure we are prioritising lets on the Cardiff Housing Waiting List to those most in need.

We will monitor properties that become available for letting closely, ensuring that they are offered swiftly and ensuring that our own housing stock is utilised for those most in need.



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## Helping single and vulnerable people

Tackling the housing crisis and addressing rough sleeping was a priority for the Council, prior to the Covid-19 pandemic. A strategic approach has been adopted with partners, with significant progress made in reducing the number of rough sleepers in the city.

The Council's Hostel and Outreach Team

have taken a leading role in addressing rough sleeping and addressing the complex needs of many single homeless people, working with statutory and third sector partners to put in place a range of services for homeless clients.

At the start of the Covid-19 pandemic, 30 people were sleeping rough and 140 clients were in emergency accommodation. In total 182 additional units of supported accommodation were established, where clients could shield or self-isolate. This was made up of 20 isolation units, 2 large hotels, and re-purposed accommodation. The accommodation was set up by the Councils Hostel and Outreach Team but the services provided within the facilities were delivered by a wide range of organisations.

This included therapeutic interventions and counselling



Nurse led substance misuse services in the hotels

sessions delivered on site. The pandemic highlighted that good quality accommodation with support on site can make a real difference in helping chaotic individuals and lessons learned throughout the pandemic will be taken forward into future service delivery.

## **Assessment Centre**

Creation of a new Assessment Centre for single and vulnerable homeless people will help us to better understand the needs of people presenting with complex needs.

The main building will provide health and homeless services and a base for the expanded Homeless Outreach and Multi-disciplinary Team. There will also be 19 self-contained units on site to provide emergency accommodation for immediate overnight need.

Developing this self contained accommodation ensures we are meeting the Welsh Government's aim to move away from a shared floor space model as emergency accommodation.



## Further development of the Multi-disciplinary Team

The Multi-disciplinary Team (MDT) works to assertively target service users caught in the 'revolving door' of homelessness and prolonged periods of rough sleeping. The team will be based at the new assessment centre and will allow individuals to have immediate access to assessment, advice, support and harm reduction services.

The team has been expanded this year in order to offer consistent health care and case management approaches. An additional three therapeutic workers will be recruited, raising the total to six. A probation officer has also been recruited and is now working within the team.

### **Expansion of the Housing First Scheme**

Housing First offers direct placement into council, housing association and private rented sector tenancies with intensive wraparound support. There are currently two Housing First schemes in Cardiff, one operated by the Council and one by the Salvation Army.

This year the total number of units has been expanded from 40 to 55. We also plan to increase the current Supported Accommodation Independent Living Team (SAIL) to work with complex high need clients using critical time intervention approaches.

The team will provide more intensive support to clients that are in supported accommodation and ready to transition into independent living. Tudalen 83



Lewis providing counselling to clients.



## Kevin's story

Before the Covid-19 crisis, Kevin was sleeping rough on the steps of Cardiff Crown Court following a difficult period in his life. Kevin describes himself as being in a "state of despair" and feeling like there was no hope. Kevin said "when you are in despair and can't see a way out, it is difficult to say no to drugs". Kevin was using substances heavily and felt his mental health and well-being were on a downward spiral.



Kevin getting the keys to his new flat

Cardiff Council's Outreach Team engaged with Kevin and secured accommodation for him at the OYO Hotel. Kevin engaged well with support at the hotel and was referred to the Homeless Multi-Disciplinary Team and began accessing telephone counselling. Kevin felt having a private room, 24 hour staff support and food provision gave him the space he needed to focus on himself. Kevin began to feel positive about the future and with support and advice from staff, he felt motivated to stop using substances.

Kevin was keen to move on to independent living. A personalised

housing plan was completed with Kevin and he was referred to Housing First.

Kevin met regularly with his Housing First key-worker for pre-tenancy support before a property was sourced in his preferred area of Cardiff. Kevin viewed the property and did not hesitate to say how much he liked it and wanted to accept! Kevin went shopping in local charity shops with his key-worker to find affordable second-hand furniture and used his Housing First individual budget to buy a TV and a rug to "make his flat feel homely".

Kevin beams with pride when showing people his new home and hopes to one day volunteer as a peer mentor to help others achieve their potential. Kevin hopes to re-home a Jack Russell from a local shelter (with permission from his landlord) once he has settled in and enjoys taking long walks in his local park. Kevin says, **"the support I received has saved me from a life of drug abuse and misery and I cannot thank the staff enough for their help"**.

## Innovative housing solutions

A new Cardiff Council scheme delivered in partnership with Cadwyn Housing Association is the meanwhile use of land at the former PDSA site on Bute Street.

This has delivered 13 new homes constructed from refurbished shipping containers.

The scheme consists of seven two-bed units comprising a 40ft and 20ft container and six one-bed units made from 40ft containers and is a truly innovative housing solution.

It was supported by Welsh Government's Innovative Housing Grant and intended to provide temporary accommodation for homeless families until more permanent housing can be found.

During Covid-19 the units have been repurposed for use as isolation units for homeless people.



# Pipeline innovative solutions



CGI of Ferry Pods – due for completion

The council is working with Beattie Passive to quickly increase the city's supply of temporary accommodation with new high quality, high performance homes to cater for homeless families.

Beattie Passive are creating 48 new modular homes for the city, with their state of the art Haus4 builds at the Gasworks site in Grangetown. The scheme will deliver 48 modular-build one, two and three-bedroom flats that will provide temporary homes for families while a more permanent housing solution is found. The first block will be handed over in June 2021 and the entire scheme will be completed by November 2021.

The timber-framed units, built for a 60+ year lifespan, are manufactured off-site using sustainable materials with a low carbon footprint, and delivered to site for installation. The homes deliver high levels of sound, fire, flood and radon protection.

The 29 acre former gas works on Ferry Road in Grangetown was acquired by the council earlier this year for inclusion in its ambitious housing development programme. The council intends to deliver a mixed tenure development of up to 500 new homes on the site.

Welsh Government is providing £4.5 million in funding for the Gasworks scheme, as part of a multi-million pound package announced over the summer to tackle homelessness across Wales.



## Supported living schemes

Cardiff Council have a number of supported living properties throughout the city. Some of these house adults with learning difficulties, who require live in support, others house young adults between the ages of 16 and 21 who also require live in support.

A number of these properties require refurbishment, however it is important to manage this process carefully due the complex needs of many of the residents.

We have developed a programme refurbishing these properties and we are working with our colleagues in adult services to ensure suitable arrangements are made to allow us to complete these refurbishments.

- We are currently working on Ty Danescourt, which is a property that houses six young adults and their support workers.
- Works being undertaken include fitting a new kitchen, new bathrooms, upgrading the electrics, refurbishing all bedrooms and upgrading all communal living space.
- The refurbished property will allow the young adults to live in a safe, welcoming and comfortable property. This will allow them to develop their independent living skills and in the near future, be able to move into their own homes.



## Good quality homeless accommodation



### The purchase of the YHA Hotel

During March 2020 as a response to the pandemic it was crucial that significant levels of additional self-contained accommodation was sourced quickly in order to ensure that no-one remained on the street and specifically that individuals could self-isolate and be protected from the virus. The YHA was originally secured to provide the additional space needed on a short term basis. The accommodation provided is in the form of 80 rooms with en-suite facilities. The site is staffed 24/7 with a wide range of support and health services on site.

The scheme's location and facilities have proved to be invaluable to Cardiff in responding to Covid-19 and the plan is to now purchase the site to be able to continue to offer high quality self-contained accommodation with support on a longer-term basis.



## Improved Accommodation & Support

Working in partnership to address homelessness the Councils Hostel & Outreach teams have lead in developing new schemes to address homelessness.

### **Ty Casnewydd supported accommodation**

The Council is currently developing a range of permanent schemes to replace the hotels that were used in the early stages of the Covid-19 pandemic. The first of these, Ty Casnewydd opened in September based in former student accommodation, owned by Pobl Group. The learning from the pandemic in terms of offering the full range of health and therapeutic services on site has been taken forward. The project houses 42 individuals within en-suite units. It is a place where those with medium to low needs can obtain security and stability, and continue to address their support needs until they are ready to move on to independent living. The project is staffed over a 24 hour period every day and clients are able to access support whenever they need it.

### **Adams Court**

Adams Court, a United Welsh owned building, which has been a family hostel is being refocussed to provide 103 self-contained apartments for single people. The properties will be let using Housing First principles and a trauma-informed approach, with a focus being on individuals with complex or high support needs. Single people housed here will be able



Adams Court, City Centre  
Tudalen 89



to access support and health services with substance misuse and harm reduction facilities being delivered at the facility. Support around accessing education, work and training will also be available.

### **Baileys Court**

Again working in partnership with United Welsh, 47 self-contained flats will be developed at Baileys Court. The aim is to provide stable accommodation for individuals with complex or high support needs. Improved homeless centres for temporary accommodation outside the city centre are being developed to ensure there is a sufficient supply of temporary accommodation for families.

Family homeless centres are being delivered at United Welsh owned Briardene in Gabalfa, Harrison Drive in Trowbridge and the Gas Works site in Grangetown, and will be completed by Spring/Summer 2021. All three centres will offer



good quality, family accommodation with staff on site during the day and other provision such as Early Help family services, health visiting and parenting support.

### **Welsh Government private rented sectors leasing scheme**

As part of the Welsh Government's PRS Leasing Scheme, Cardiff Council will manage up to 67 properties on behalf of private landlords for up to five years. These properties will be held alongside council housing stock to ensure effective and efficient management. Any landlord wanting to participate in the scheme can access a grant to carry out any necessary repairs that may be required at the property.

Those involved in the scheme will receive a guaranteed minimum rental income at the Local Housing Allowance rate for these five years. Any damage when a tenant leaves that is above usual wear and tear will be repaired by the Council. The properties will be leased to homeless clients and anyone accessing these properties will be able to access housing-related support and other support as needed.



# Covid-19 Heroes

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## Giving something back to support homeless clients

Officers from the Council's housing service have been doing their bit to support vulnerable individuals throughout the pandemic, by working at one of the hotels acquired by the Council to help homeless people stay safe. On top of their 'day' jobs as Finance and ASB Officers, Sandra, Tina, Kelly and Anna have been working evening shifts and weekends at the YHA hostel, which the Council took over in March 2020 as a rapid response to supporting individuals off the streets and to provide self-contained accommodation for clients during the crisis.

Sandra said:  
"When the country went into lockdown and the Council opened the YHA, they asked for volunteers to help out. We put our names forward for extra shifts on top of our normal roles and the rest is history."



**Council staff helping out at the hostels**

Kelly said: "Covid-19 has given people a new perspective. I felt like during this time, I needed to be able to give something back. None of us needed to shield so we were capable of helping out. Over a period of time, through a consistency in our approach to residents, relationships improve and it's great to see people progressing. Those small wins are actually massive. I go home and have a sense of achievement."

Anna has been able to use her native Polish language skills to help some clients overcome a language barrier that has previously prevented them from accessing the support they needed.

Now, 11 months later, the four Housing Officers are determined to carry on working at the temporary hostel until they're no longer needed, as their way of giving back during these challenging times.



## Caretaking teams working through the pandemic

At the start of lockdown two mobile operatives and a caretaker were redeployed to Dominions Way where they supported the warehousing and delivery of important Personal Protective Equipment and food parcels around the city, to council Premises and schools alike.

Block cleaning in the low-rise flats was suspended while attention was focussed on hostels, high-rise and sheltered accommodation sites. The team supported all these sites around Cardiff with constant sanitisation of buildings. This included cleaning vacant rooms in sheltered complexes and hostels, to enable the Allocations Team to re-allocate them quickly where needed. The team also cleaned rooms when people were hospitalised with suspected cases of Covid-19 to ensure the safety of other residents. In hostels, the team took on the greater challenge of sanitising the new sites used constantly seven days a week. A difficult task given the issues and needs of many of the hostel residents.

- Mobile caretakers have completed over 1500 Covid-19 related cleans since April.
- Clean and clears have completed over 500 Covid-19 related clearance jobs since April.
- Jet spray operatives are still supporting sanitisation work in the hostels and sheltered sites.



**Housing Services team picking up food parcels from a local Hub**

## Covid-19 heroes

Jorge and his partner Ana have been cleaners at Llandaff North and Gabalfa Hub over recent years and helped support the phased reopening of hubs, when additional cleaning measures were introduced to keep staff and customers safe.

Throughout the temporary closure of the hubs during the recent firebreak, Jorge was redeployed, like many other staff, to fill roles elsewhere in the Council and on the front line.

Jorge was sent to support Meadowbank Primary School, with the plan of returning to his hub duties after the firebreak. However his methodical and reliable approach and friendly manner towards school staff and pupils meant that they didn't want to let him go.

Meadowbank requested that Jorge could stay as a lunchtime cleaner, supporting enhanced health and safety measures and so he has continued helping the school as well as returning to hub duties with Ana.

Headteacher of Meadowbank Primary, Claire Hardy said, "When we found out that Jorge was being re-located we were really disappointed as we didn't want to lose him.

The pupils were used to Jorge and looked forward to seeing him every day and staff were confident that he was continuing to keep the environment clean and safe. We're all really pleased that he is able to stay part of the Meadowbank family as we successfully continue to keep schools open."

Senior Hub Officer at Llandaff North and Gabalfa Hub, Lucien Wise, said: "We are all immensely pleased and proud of Jorge, as much as we would like him to ourselves! He is talented, good willed and hardworking. I know full well what an asset he will be for Meadowbank, while still keeping his normal duties here at the hub."



Jorge & Ana in Llandaff North Hub

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Working together addressing climate change

Tudalen 96



## One Planet Cardiff - a strategic response to the climate emergency.

The effects of climate change are already shaping our lives. As greenhouse gas emissions have increased, Cardiff has experienced all of the key symptoms of man-made climate change, including erratic weather patterns, air pollution, heatwaves and changes in biodiversity. This has also come with associated economic and social costs as businesses and citizens have struggled with issues like flood damage, poor air quality and other interruptions to their daily lives.



In 2019, Cardiff Council declared a Climate Emergency. This means we as an organisation recognise the challenge and are prepared to play our part. Alongside other cities around the world, we are committed to taking the action needed to prevent climate change becoming much worse.

### **Largescale housing retrofit**

Under-insulated housing is a major source of community (fuel) poverty, poor air quality and energy wastage across the city. Upscaling and accelerating work to make existing homes more energy efficient and comfortable not only addresses this but could also stimulate new areas for skills development and employment. We will be developing our ideas and funding proposals on this to present to potential delivery partners who could assist us in realising this ambition, possibly at a regional or national scale.

Since 2013, we've installed around almost 10,000 energy efficiency measures in homes across Cardiff, reducing



energy demand by improving building standards.  
These measures include:

- 1,200+ External Wall Insulation.
- 8,500+ Internal insulation and boiler upgrades.

We've been working on a series of energy efficiency improvements and retrofits to our stock which has helped to reduce our energy consumption and consequent carbon emissions ahead of the targets set in our 2015 Carbon Reduction Strategy of a 5% per year annual carbon reduction.

### **Planned actions**

Our immediate plans to respond to the Climate Emergency and become Carbon Neutral by 2030 include:

- Updating our property strategy to support achievement of a carbon neutral 2030 target for the Council, including accelerated asset consolidation, retrofit and utilising renewable energy generation.
- Delivering 1,500 high quality sustainable homes through the Council's Cardiff Living Scheme, including quick build and energy efficient modular housing, and Passivhaus homes.
- Delivering a zero carbon pilot housing estate project at the former Eastern High School site.
- Improving energy efficiency measures to existing housing stock. E.g. installing loft insulation top ups to properties with less than 200mm.



Tudalen 98



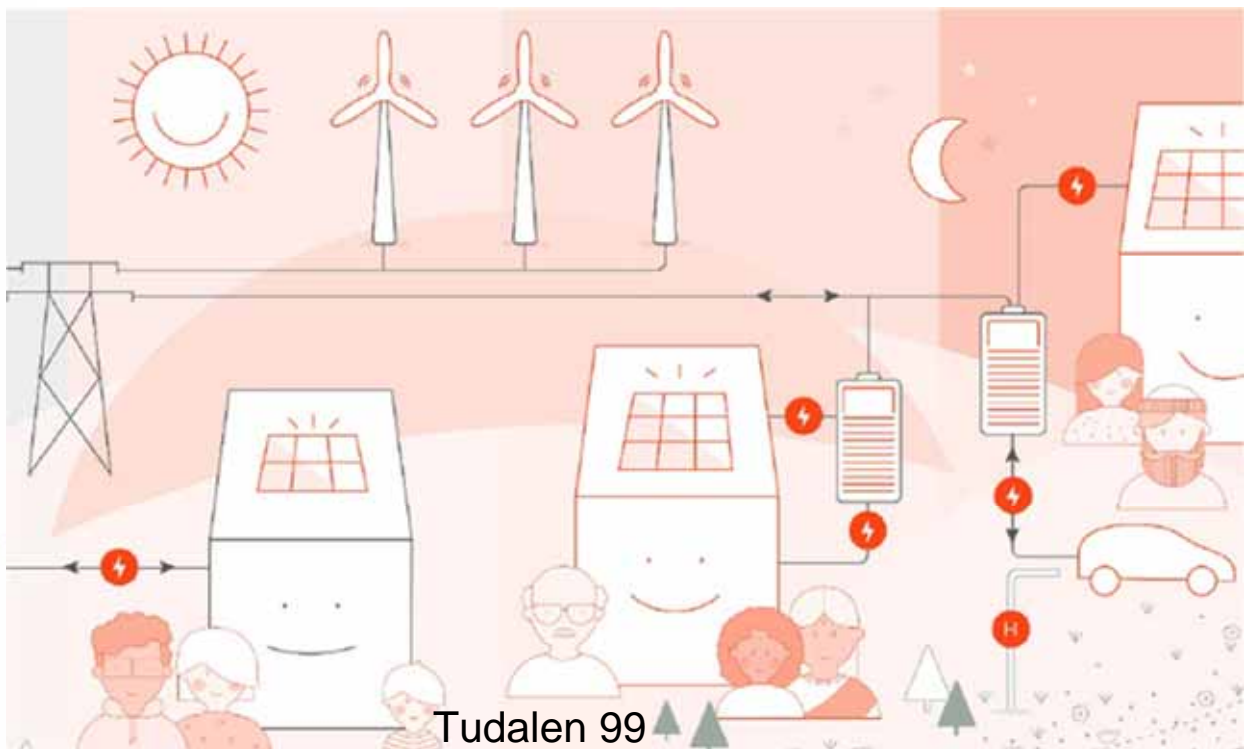
## Moving towards zero carbon homes

An exciting low-carbon council development has begun on the site of the former Rumney High School site.

This scheme is the largest development in the Cardiff Living Programme delivering 214 low carbon mixed tenure homes (70% market sale and 30% council). The scheme includes Addison House and the entire development will meet a low-carbon standard, hugely reducing fuel bills for residents and massively reducing carbon emissions. The innovative technology includes;

- Ground source heat pumps.
- Heat storage.
- Solar PV panels and batteries for every home.
- Car charging for every homes.
- Average 95% improvement against Building Regulations.
- SAP rating 'A'.
- Projects heating/power bills of £398 per year.
- No gas at all on the site.

The entire scheme will act as an 'energy store' with batteries, heat storage and car charging. Surplus energy from the grid can be stored, and our surplus energy from site sold to the grid. This will not only reduce our carbon output but reduce bills.





CGI Eastern High houses, Rumney – handing over from 2022

We have received additional grant funding from the Welsh Government, (Innovative Housing Partnership Grant of £3.8 million) and the council is working in partnership with Wates and Sero Energy to manage the energy supply for the site once built. This additional management will enable the entire scheme to benefit from free excess energy in the grid to charge batteries.

This development is our first of many that will help move us to our goal of building net zero carbon homes. Net zero carbon homes mean:

- Minimise energy demand – make the building as thermally efficient as possible.
- Only use renewable Energy – no gas & only use sources of renewable electricity.
- Ensure the construction has very high quality control on site.
- Low energy use.
- Minimise embodied carbon in the construction.
- Off set carbon by using timber construction.

## Decarbonising and retrofit

The Council has worked to continually improve Energy Performance Certificate, (SAP) levels in all its stock with only 4% now below the Welsh Government required standard. The average SAP value for our properties is 71.5, the Wales national average is 61. Our intention is to raise this to 75 on average. Our goal is in line with the Welsh Government's strategy to get homes to SAP 92+ net zero carbon by 2050.

Every effort is being made to improve energy efficiency, including increasing the amount of loft and wall insulation. There are ongoing programmes of work rolling out loft and cavity wall insulation across the city.

"A" rated energy efficient boilers have already been fitted to 98% of all council properties, in the future we will start to use alternative energy heating such as ground or air source heat pumps.

Moving forward, the service intends to pilot the retrofitting of renewable energy sources such as solar panels.

A 'Cardiff Standard' has been set for all council new builds. This requires a fabric first approach to delivering energy efficient homes. This means that the external fabric of the building is as effective as possible in reducing heat loss thereby reducing bills and helping to tackle fuel poverty.

A 2021 Wales national survey of social tenants found that 78% would be happy to have substantial works carried out on their properties for the purpose of improving fuel efficiency.

An initial pilot project that is being investigated and costed is heating upgrades to the sheltered schemes. Previous heating upgrades on communal boilers resulted in an energy use reduction of 54%.



## Proposal for external wall insulation and renewables to council owned dwellings

Over cladding and solar panels fitted to date:-

- 354 houses and 145 blocks have been thermally over clad.
- 59 houses have received solar water heating Panels.
- 107 houses and 1 block have received Solar PV (electric) Panels.

### Blocks of flats

Thermal over cladding to blocks of flats has been ongoing for a number of years using both Capital funding, and Welsh Government funding under the “ARBED” schemes.

The proposal to over clad all of our low rise blocks of flats is currently being investigated and evaluated. Wherever possible the inclusion of renewables will be considered within the scheme, solar panels for example.

Any programme of works would be subject to full resident consultation and cost analysis, the works would be prioritised by need for energy efficiency improvements. Priorities would include blocks that are half timber clad, ‘no fines’ blocks and sheet metal clad blocks, where insulation is particularly poor.

Completion of works would project an average SAP value of 90 per property.



Tudalen 102  
Over clad properties in Llanedeyrn



# Managing our finances responsibly

Tudalen 103



## Financial Resources & Planning

### Introduction

The Housing Revenue Account (HRA) records income and expenditure in relation to Council Housing. This is required to be 'ring fenced' in accordance with the Local Government and Housing Act 1989. The ring fencing of the account means that local authorities must not subsidise costs relating to Council Housing from the General Fund (i.e. from Council Tax or from the RSG) or subsidise General Fund costs from the HRA.

The main expenditure items within the account include repairs and maintenance costs, supervision and management costs (including tenant consultation, rent collection, housing allocations and property and estate management) and capital financing charges on the HRA's outstanding loan debt (interest and provision for repayment). The major income streams include rents and income from service charges.

The above items are in accordance with legislation and guidance.

### Financial model

The HRA Business Plan has a prescribed format and content which is a requirement of application for the Major Repairs Allowance grant from Welsh Government.

The Business Plan is underpinned by a thirty year financial model which sets out estimates of planned Capital and Revenue income and expenditure over the period. This model is intended to be used as a planning and modelling document forming the basis of the HRA business, to safeguard the interests of current and future tenants and other service users and to demonstrate the long term value for money and sustainability of the HRA.

Given the period the Business plan covers, uncertainty remains over the medium to longer term, particularly in relation to capital expenditure commitments, rental income and ongoing investment requirements linked to stock condition.



## **Rent Policy**

The Council sets the level of rents within a policy framework set by the Welsh Government (WG). A five year Social Housing Rent policy was introduced by the WG from 2020/21 to 2024/25 which allows for a maximum 1% rent increase above the rate of the consumer price index (CPI). There is no confirmation of approach beyond this period and this represents a significant risk when business planning.

In line with the new policy, an increase of 1.5% for 2021/22 for all tenants was approved by Council as part of its annual budget in March. This provides for a maximum annual uplift of CPI +1% each year from 2021/22 to 2024/25 using the level of CPI from the previous September. The September 2020 CPI was 0.5%.

Future modelling has been based on incremental increases in CPI up to 2% by 2024/25 in line with WG guidelines and taking account of forward indicators for inflation factors.

It is considered that the rent uplifts proposed above will allow for obligations to tenants and lenders to be met and help to support the financial viability of the HRA whilst ensuring that rents remain affordable for current and future tenants. This level of increase will also allow for the continuation of the Council's ambitious new build plans.

## **Value for Money and Affordability**

The WG Rent Policy recognises the need to balance the needs of landlords and the interest of tenants and therefore the policy includes a requirement that social landlords make an annual assessment of affordability, cost efficiencies and demonstrate that their homes and services represent value for money.

The WG have made clear that affordability should include all costs of living in a property including rent, service charges and energy costs. A review has therefore been carried out of the affordability of living in a Council property in Cardiff.

The review used the Joseph Rowntree Living Rent Model which states that a rent should be affordable for a household with someone in full-time employment and earning around the minimum wage. The model uses the earnings of the lower quartile of earners resident in Cardiff and assumes that 28% of income is available to pay rent and is adjusted for the size of the household.

## Financial Resources & Planning

The review indicated that Council rents are affordable when compared to the Joseph Roundtree Living Rents.

Value for Money is achieved by focusing on key priorities in the pursuit of social objectives that benefit a range of stakeholders/service users and delivering these priorities in an effective and efficient way. Cardiff aims to achieve this in the following ways:

- Maintaining homes to a high standard.
- Building new homes.
- Delivering a high standard of tenancy services.
- Community investment such as work to increase employability, financial and social inclusion.
- Meeting the housing needs of the most vulnerable.
- Preventing evictions.
- Supporting people to live independently.
- Supporting national and local policy objectives.

In order to continue to demonstrate value for money, during 2021/22 and in future years, the Council will undertake the following:

- Review all costs to reflect activity and value for money
- Seek opportunities to undertake external benchmarking and self-assessment with peers
- Continue to follow the Council's best practice in relation to procurement of goods and services
- Secure maximum value from assets through an understanding of stock and making intelligent (social) business decisions based on that understanding. This will necessitate:
  - Understanding condition of stock
  - Maintenance costs and investment needs
  - Demand within our communities
  - Performance of the stock at an appropriate and proportionate level of detail
  - Variation in performance across the stock
  - Priorities for improvement

In 2019/20 the service commenced a review of spend and costs, to ensure that good value for money is being achieved. The review indicated a number of areas where efficiencies could be made, including the level of repairs carried out on void properties and recharges from other services.

Additional opportunities for efficiencies include a proposed review of office accommodation in line with increased home working and office rationalisation. Also there are plans for a further review of responsive repairs.

It is planned that this work will be continued into 2021/22 with a full review of all costs and overheads.

### **Rent and Other Assumptions 2021/22 to 2025/26**

The table below sets out the rent uplifts referred to above and other assumptions within the model over the period.

	<b>2021/ 22</b>	<b>2022 /23</b>	<b>2023/ 24</b>	<b>2024 /25</b>	<b>2025/ 26</b>	<b>2026/27 Onwards</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
CPI	0.50	1.50	1.75	2.00	2.00	2.00
RPI	1.10	2.10	2.35	2.60	2.60	2.60
Rent Uplifts (inclusive of CPI)	1.50	2.50	2.75	3.00	2.75	2.75
Bad debts	1.45	1.60	1.73	1.88	2.02	2.20
Void rents	1.68	1.83	1.95	2.09	2.23	2.50

In addition, service charges are assumed to increase in line with inflation for full cost recovery.

### **Revenue expenditure and income**

The model details the planned revenue budget and the resources, with the first five years is shown on the next page.



## Financial Resources & Planning

Revenue Estimates	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
Employees	23,822	24,952	25,651	26,420	27,371
Premises - Council House Repairs	20,632	21,319	22,022	22,661	23,319
Premises - Other Repairs & Maintenance	1,495	1,533	1,569	1,610	1,652
Premises - Other Premises Costs	4,213	4,426	4,557	4,692	4,831
Transport	180	186	193	200	208
Supplies & Services	4,454	4,799	5,056	5,377	5,699
Support Services	6,638	6,836	7,050	7,247	7,449
Capital Financing	30,148	31,234	35,538	38,580	40,702
Contribution to reserves/General	250	250	0	0	0
<b>Total Expenditure</b>	<b>91,832</b>	<b>95,535</b>	<b>101,636</b>	<b>106,787</b>	<b>111,231</b>
Rents and Service Charges	(85,923)	(89,563)	(95,428)	(100,475)	(104,814)
Fees & Charges	(644)	(651)	(659)	(668)	(676)
Other Income	(5,265)	(5,321)	(5,549)	(5,644)	(5,741)
<b>Total Resources</b>	<b>(91,832)</b>	<b>(95,535)</b>	<b>(101,636)</b>	<b>(106,787)</b>	<b>(111,231)</b>

### Capital Investment Programme and Funding

Planned capital investment and resources assumed to pay for the investment are also identified within the model, with the first five years shown on the next page.

Expenditure commitments proposed over the next 5 years include:

- Regeneration and area improvement projects - to create better and safer places to live by undertaking environmental works including defensible space, demolition, conversion and road/footpath realignment; energy efficiency schemes; garages, gullies and open spaces.
- Planned maintenance projects - to enhance the standard and safety of existing dwellings including central heating, fencing, roofing, high rise upgrades, door entry systems, window and door upgrades, kitchens and bathrooms and energy efficiency measures.

Capital Programme	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
-------------------	-----------------	-----------------	-----------------	-----------------	-----------------	---------------

Regeneration and External and Internal	3,150	4,150	5,150	5,150	5,150	22,750
New Build and Disabled Facilities	60,990	89,085	69,250	50,750	32,790	302,865
	3,350	3,350	3,350	3,350	3,350	16,750
<b>Total Expenditure</b>	<b>86,740</b>	<b>117,685</b>	<b>91,350</b>	<b>70,350</b>	<b>51,240</b>	<b>417,365</b>

Major Repairs	(9,500)	(9,500)	(9,500)	(9,500)	(9,500)	(47,500)	12
Additional	(63,706)	(95,320)	(66,750)	(50,350)	(34,340)	(310,466)	74
Direct Revenue	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(12,000)	3
Grant estimates and Capital Receipts	(10,734)	(6,565)	(7,700)	(3,900)	0	(28,899)	7
	(400)	(3,900)	(5,000)	(4,200)	(5,000)	(18,500)	4
<b>Total Resources</b>	<b>(86,740)</b>	<b>(117,685)</b>	<b>(91,350)</b>	<b>(70,350)</b>	<b>(51,240)</b>	<b>(417,365)</b>	<b>100</b>

- Meeting demand for new, affordable housing via a number of routes such as construction by the Council and working together with developers to acquire completed sites.
- Disabled adaptations - to enable eligible tenants to live independently and improve their movement in and around the home.

Expenditure commitments beyond the very short term are assumed based on existing asset condition data and will therefore be subject to a level of risk and uncertainty.

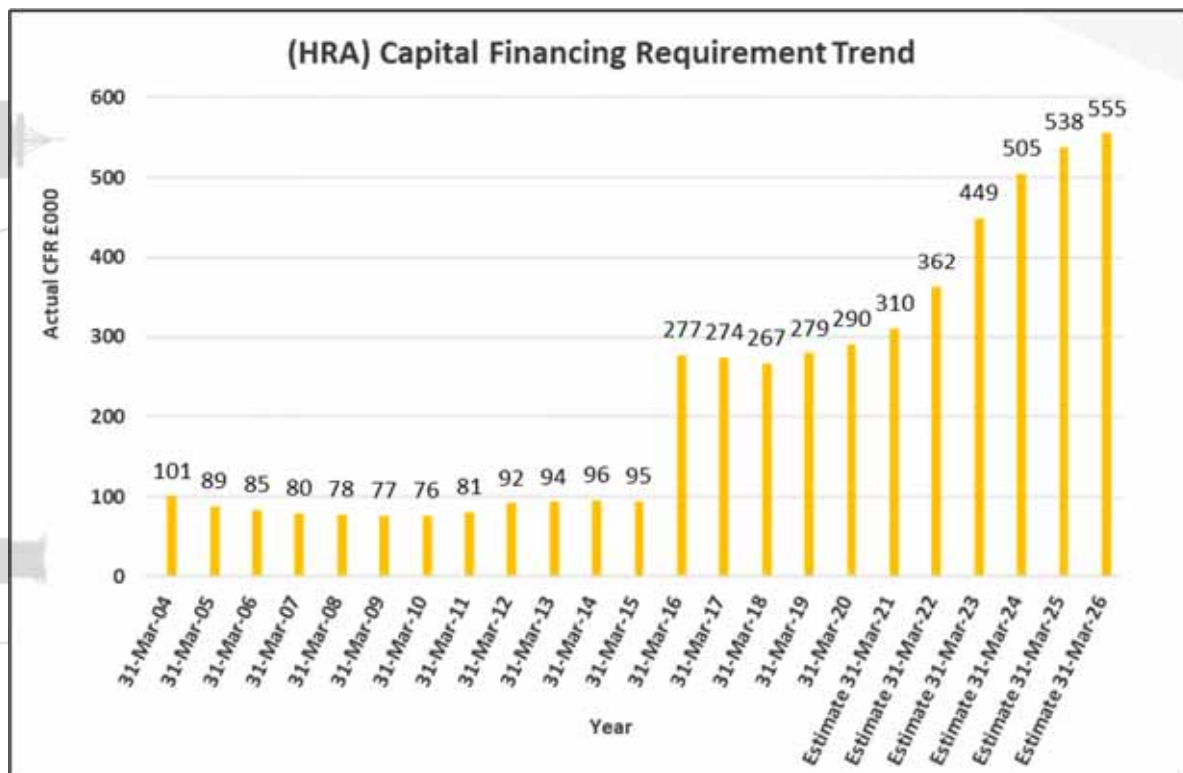
The financial model assumes that the Council continues to receive the Major Repairs Allowance (MRA) grant from the WG at existing levels of £9.5 million per annum. The plan also assumes a significant level of additional borrowing to pay for investment in the existing stock and to create new affordable housing.

HRA debt is measured through the Capital Financing Requirement (CFR). This is the underlying need to borrow for capital expenditure purposes.

## Financial Resources & Planning

The chart above shows an increasing trend, with borrowing resulting in additional financing costs including:

- Interest payable and



- Prudent revenue provision for the repayment of capital expenditure paid for by borrowing.

These financial commitments arising from borrowing must be paid over future generations and are long term financial commitments for the rent payer. As such, expenditure creating such liabilities should be reviewed regularly to ensure that expenditure remains prudent, affordable and sustainable and considers the future asset management requirements of the housing stock.

### Sensitivity Analysis

The table below sets out a number of scenarios for key variables within the plan and measures the potential impact on those variables over the first ten year period as compared to the base model.

This is on the assumption that all other factors remain constant and no mitigation/offsetting actions are in place. In reality, as set out within the Risk Matrix table on page 103,



mitigation would need to take the form of numerous and varied measures to bring the model back into a viable financial position.

- - negative impact on the HRA + positive impact on the HRA

## CPI and Rent increases

Key Variables	Base Plan	£m	Scenario 1	£m	Impact on HRA over 10 years	Scenario 2	£m	Impact on HRA over 10 years
CPI and rental income due	1.5% to 3%	984.9	1% to 2.5%	961.9	-23.00	2.5% to 4%	1030.9	+46.01
Assumed pay award and staffing growth	2% to 4%	254.5	1.5% to 3.5%	248.5	+5.99	3% to 5%	266.5	-11.98
Construction price inflation and revenue repairs and maintenance costs	3% to 4%	250.8	2.5% to 3.5%	245.5	+5.94	4% to 5%	261.7	-11.87
Percentage empty (void) properties and rental loss	1.68% to 2.5%	29.4	1.18% to 2%	24.0	+0.69	2.68% to 3.5%	40.3	-1.38

Rent uplifts are assumed to increase incrementally over the ten year period from 1.5% to 3% in line with Welsh Government guidelines for forward indicators for inflation factors.

A reduction in CPI of 0.5% would reduce rental income due by circa £23 million over the ten year period which would have a significant impact on planned development and new build aspirations, unless mitigating actions were taken.

Conversely, an increase of 1% over the period is estimated to generate an additional £46 million. Rent increases/decreases via the rent policy impacts on the affordability of new housing. In very broad terms, for every £1m extra income in rent after all additional costs are met, circa 100 properties can be built through additional borrowing.

The Council will continue to maximise its ambition to deliver new affordable housing but will also ensure any plans are financially viable.

Tudalen 111

## Financial Resources & Planning

### **Employers' pay award**

In the absence of an Employers agreed pay award, a 2% uplift has been assumed for 2021/22 reducing to 1.5% from 2022/23 onwards. Provision is also made for employers' National Insurance and Superannuation contributions, employee incremental pay progression as well as other full year impacts of the costed establishment including Apprenticeship levies and the Voluntary Living Wage. This results in a range of uplifts between 2% to 4% over the ten year period.

A pay award increase 1% higher than budgeted would result in an increased funding requirement estimated at £11.98 million.

Conversely, a reduction in the Employers pay award of 0.5% would result in additional resources available estimated at £5.99 million.

### **Construction Price Inflation for revenue repairs and maintenance.**

CPI as related to the costs of materials and labour for revenue repairs and maintenance is assumed within a range of 3% to 4% within the model over the initial ten year period. An increase in CPI of 1% would require additional funding estimated at £11.87 million. A reduction of 0.5% in construction price inflation would release resources of £5.94 million.

### **Void property percentage**

The level of void properties is budgeted within a range of 1.68% and 2.5% over the ten year period with an estimated rental loss of £29.4 million.

A 1% deterioration in this position to a range of 2.68% to 3.5% void rent loss would result in additional rent loss of £1.38 million whilst an improvement in this position by 0.5% over the period would increase available revenue resources by £690,000.

# HRA business plan risk matrix

Due to the long term nature of the Business Plan, many variables and assumptions are included which are subject to a high degree of risk and uncertainty.

The Risk Matrix below details a number of key risks and sets out the potential impact, pre and post mitigation and appropriate mitigating controls.

Risk Description	Impact	Pre Mitigation Risk Analysis	Mitigating Controls	Post Mitigation
Governance Arrangements	Ineffective governance leads to non-compliance with regulatory requirements, inappropriate decision making and a failure to deliver expected outcomes.	Amber	Effective control measures are in place to ensure compliance via specific targets. Increased transparency ensures outcomes are met in a timely manner consistent with policies and procedures.	Green
Asset Management	Inadequate asset management leads to a decline in stock condition and/or a failure to maximise income from assets.	Amber	Business plan resources and property improvement plans are based on periodically reviewed and tested stock condition data.	Green
Business Continuity	Failure to prevent or recover quickly from significant loss of service.	Amber	Robust facilities management and health and safety regimes are in place. Data protection policies and procedures to ensure safety and security with robust cyber security arrangements.	Green
Disaster Recovery	Failure to prevent or respond appropriately to a major incident affecting our assets.	Red	Emergency contact arrangements are in place for key staff and partners. Robust emergency plans including fire safety assessments and clear evacuation guidance.	Green
Impact of Welfare Reform and Universal Credit	Impact on tenants' ability to pay rent, resulting in increased rent arrears, requirement for bad debt provision and increased debt collection and recovery costs.	Amber	Understanding of the Welfare Reform regime and risks. Information and advice to tenants, for example through Into Work Services. Maximisation of funding for promotion of available benefits and specific support e.g. the Hardship Fund and Discretionary Housing Payments grant. Regular review of bad debts provision.	Amber/Green



# HRA business plan risk matrix

Risk Description	Impact	Pre Mitigation Risk Analysis	Mitigating Controls	Post Mitigation
Contractor availability and capacity	Failure to carry out planned revenue repairs and planned capital programmes and to bring vacant properties back into use.	Amber	Upskilling of existing internal workforce through staff development programme with additional recruitment to specialist posts. Allocation of works to other contractors within existing frameworks.	Amber/Green
Health and Safety requirements	Regulations resulting in additional works / cost. Examples include sprinkler systems for new build, statutory maintenance programmes e.g. gas safety works and scaffolding.	Amber	Ensure awareness of and compliance with new and updated regulations and standards. Training and development of staff.	Amber
Restricted rent uplift for 2021/22 and future years due to the impact of lower CPI and potential changes to the rent policy beyond 2024/25	Significant reduction in available revenue resources to support the HRA budget and key commitments impacting on level and quality of service provision to tenants and capital schemes that can be taken forward. Affordability, prudence and sustainability of additional borrowing. Impact on local and national affordable housing targets.	Red	<p>Ongoing multivariate sensitivity and stress testing to determine potential impact. Identify operational efficiencies and savings. Revise budget and avoid over commitment of new build programme.</p> <p>Planned build-up of reserves and general balance to support financial resilience.</p>	Green
Cost inflation increase above rent uplifts	Increase in costs of supervision, management and repairs and maintenance.	Amber	Review and reprioritise revenue operating costs and consider reductions in any planned expenditure proposed to be funded by borrowing.	Green
A reduction in the (£9.5m p.a.) WG Major Repairs Allowance (MRA) grant	Impact on the achievability of the Capital Programme.	Red	Review and reprioritisation of the Capital Programme allowing for committed spend but realigning future spend plans.	Amber
Treasury Management	Increased costs of interest and prudent repayment of any borrowing undertaken to pay for capital expenditure proposed in the HRA capital programme.	Red	Integrated Council wide Treasury Management policies and strategy. Regular reporting in line with best practice and independent treasury advice. Review of programme in line with affordability and government policy changes such as rent. Commitment to Wellbeing and Future Generations (Wales) Act. This all allows the Council to respond to issues quickly and appropriately.	Amber

Risk Description	Impact	Pre Mitigation Risk Analysis	Mitigating Controls	Post Mitigation
Financial Viability	Failure to react to adverse financial events resulting in significant increases in costs arising from Capital Programme schemes or other projects undertaken.	Red	Robust approach to business cases and viability assessments to inform decision making prior to implementation. Review of Earmarked / general reserve balances.	Amber
Challenge of Decarbonisation	Failure to plan and invest strategically in order to meet carbon reduction targets could result in failure to meet WG target and will impact on tenants energy costs.	Red/Amber	Work closely with WG to understand key requirements, targets, delivery methods and costs.	Amber
	This will impact on tenants' energy costs.		Plans in place to pilot renewable technology in order to meet the challenge.	
	The requirement to meet the cost of decarbonisation without additional funding will impact on other spend – could reduce borrowing capacity and reduce funds available for new build.			
Impact of Covid 19	Increase in unemployment impacting on tenants' ability to pay rent, resulting in increased rent arrears, and requirement for bad debt provision and increased debt collection and recovery costs.	Red	Information and advice to tenants, for example through Into Work Services. Maximisation of funding for promotion of available benefits and specific support e.g. the Hardship Fund and Discretionary Housing Payments grant. Regular review of bad debts provision.	Amber
Impact of Brexit	Shortage of supply and cost inflation of materials due to increased bureaucracy and uncertainty.	Amber	Maintain communication channels with suppliers and contractors including seeking alternative sources of supply. Embrace post-Brexit procurement opportunities to ensure regime is simple, efficient and delivers greater value for money.	Amber/Green

Mae'r dudalen hon yn wag yn fwriadol



**CYNGOR CAERDYDD  
CARDIFF COUNCIL**

**COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE**

**10 March 2021**

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**Council Build Programme Update and Acquisition of New Build Housing  
Through a Package Deal Arrangement on Land at Wyndham Crescent Cardiff**

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*The Appendix to this report is not for publication as it contains exempt information of the description contained in paragraph 14 and 16 of Part 4 and paragraph 21 of Part 5 of Schedule 12A to the Local Government Act 1972*

**Purpose of Report**

1. To provide Members with background information to enable their pre-decision scrutiny of the report to Cabinet regarding the acquisition of properties through a package deal arrangement at Wyndham Crescent.
2. The Cabinet Report, attached at **Appendix A** (*and its subsequent Appendices*) are due to be considered by Cabinet at its meeting on 18 March 2021.
3. Members should note that Appendices of the Cabinet report are exempt from publication. Members are requested to keep this information confidential, in line with their responsibilities as set out in the Members Code of Conduct and the Cardiff Undertaking for Councillors.

**Structure of the meeting**

4. This item will be considered in two parts: an open session, where Members will receive a briefing by Officers which will include an overall update on the Council House Build Programme, the updating of the Cardiff Design Standards and an overview of the proposals to Cabinet in the attached Cabinet Report. Members will be able to ask questions on the issues and papers that are in the public domain; and a closed session, where members of the public will be excluded, should Members hold any questions that pertain to the detail of the Appendices.

5. Councillor Lynda Thorne (Cabinet Member – Housing & Communities), Sarah McGill (Corporate Director – People & Communities) and Dave Jaques (Operational Manager – Development & Regeneration) will be available to answer Members questions.
6. Following this item, Members will then be able to decide what comments, observations or recommendations they wish to pass on to the Cabinet for their consideration prior to making their decisions.

### **Structure of the Papers**

7. To facilitate the scrutiny, the following appendices are attached to this report:

#### **Appendix A – Cabinet report**

##### *Acquisition of New Build Housing through a Package Deal Arrangement on Land at Wyndham Crescent, Cardiff*

The following confidential Appendices are attached to Appendix A:

- **Appendix 1** – Heads of Terms – which includes Costs associated with acquisition of additional property
- **Appendix 2** – Viability Assessment of the Schemes costings
- **Appendix 3** – Indicative Plans & Elevations of the Scheme
- **Appendix 4** – *External Legal Advice*

### **Background**

8. Currently, there are just under 8,000 people on the housing waiting list. A Local Housing Market Assessment indicated that 2,024 new affordable homes are required each year to meet the demand. However, on average over the last 5 years the social housing sector has only delivered around 250 new homes each year.
9. The Administration's 'Capital Ambition: Our Continuing Commitments for Cardiff' policy statement contains a commitment to deliver at least 2,000 new Council homes, of which 1,000 will be completed by 2022, and to work with developers and partners to deliver 6,500 affordable homes across the city by 2026.

10. In order to achieve this, the Council has established a number of development delivery routes as follows:

- Cardiff Living Development (300 target)
- Additional New Build Programme (outside of Cardiff Living) (400 target)
- Open Market Buy-Backs (100 target)
- Developer Package Deals (100 target)
- Convert buildings to Council Homes (50 target)
- Meanwhile Use of Land (50 target)

*(N.B The targets listed above relate to the 1,000 properties aimed to be complete by December 2022)*

### **Progress to Date**

11. A Cabinet Report approved in November 2020, details that as of September 2020, the Council House build Programme has delivered 381 new homes. With an additional 178 homes on site, 101 out to tender for a new contractor, 145 with planning consent in place and 104 homes where planning has been submitted for approval (*totaling 909 homes going through the development process*).
12. In terms of finance, the Council House Build Programme benefits from a significant HRA Capital allocation but also attracts external funding in the form of Grants, Planning Gain and income from the sale of land or low-cost homes through the Assisted Home Ownership scheme. Currently, just under £31 million has been achieved through these routes.
13. To date, the Council House build programme has successfully bid for 5 Welsh Government Innovative Housing Grants attracting over £8.7 million to deliver innovative and low-carbon schemes.
14. Previously, the Social Housing Grant (SHG) had only been available to Housing Associations however the Welsh Government has recently confirmed that from April 2021, Council's with a Housing Revenue Account will be able to apply for the Grant, which in turn will help provide a Capital subsidy for its developments.
15. Schemes approved for SHG funding will be required to meet the standards and viability parameters set by Welsh Government. Committee Members have previously been advised that the Social Housing Grant is limited and not every council scheme will benefit from it.



## **Package Deals**

16. Package deals' are where a contractor takes the lead in procuring the acquisition, design and construction of a project.
17. The council has been approached by a developer, Ventura properties (Cardiff) Ltd, to consider an acquisition of new flats once built on the former Seal & Co building site on Wyndham Crescent, Cardiff. The scheme will deliver new flats suitable for older people in an area of the city which has a high demand for new council housing but scarce existing stock and limited opportunities to build.
18. The proposed scheme will deliver 31 x 1 bed older person apartments, all with access to private outdoor space. Indicative elevations of the proposed scheme are provided in **Appendix 3**.

## **Issues**

19. The draft Cabinet Report outlines a number of areas for consideration under this acquisition, the first of which being costings. The Report outlines that the council will enter into an appropriate form of agreement to purchase the development only once the total schemes costs have been independently reviewed and confirmed to be consistent with current build costs. The current estimated costs for the acquisition are detailed in **Appendix 1**.
20. Members will note that a viability assessment of the current indicative scheme costs has been undertaken using the ProVal viability Toolkit, with the baseline viability indicating that the scheme would achieve a payback of 41 years, with an allocation of subsidy. The viability Report is provided in **Appendix 2**.
21. To ensure the council's proposed acquisition is compliant with the Public Contracts Regulations external legal advice has been sought which is attached at **Appendix 4**.
22. There are a number of conditions that must be discharged by the developer before the council can enter into a legal agreement. These are listed below:
  - A satisfactory planning permission being granted for a 31 unit scheme including for any Section 106 Agreement;
  - A satisfactory valuation of the proposed scheme;
  - A satisfactory review of the proposed scheme costs;

- A positive financial viability assessment of the total scheme costs using the Proval viability tool;
- Formal approval of the SAB proposal for the scheme;
- Completion of due diligence of the developer to ensure ability to deliver the project;
- Satisfactory completion of the procurement due diligence as detailed in legal advice at Appendix 4.

### Proposed Recommendations to Cabinet

23. The report to Cabinet contains the following recommendation:

*'Cabinet is recommended to:*

*To delegate authority to the Corporate Director for People & Communities, in consultation with the Cabinet Member for People & Communities and Head of Estates to enter into a legal agreement (following satisfaction of the conditions highlighted in this report) with Ventura properties (Cardiff) Ltd for the acquisition of 31 new apartments on land at Wyndham Crescent, Cardiff in accordance with the Heads of Terms substantially in the form contained in at Appendix 1.'*

### Previous Scrutiny

24. At its October<sup>1</sup> meeting, Committee Members' received an update on the Council House Build Programme which included an update on the current status of property developments, the impact of Covid-19 on the programme and progress of the Design Standards update. With regard to updating the Design Standards, Members were informed the draft form was nearly complete; with consultation aiming to begin in November 2020. Members were further informed that the draft Design Standards would cover the following:



<sup>1</sup> [Chair's Letter, October 2020: Council House Build Programme Update.](#)

25. In addition, during the October meeting Members were also provided with an overview of the June Cabinet Report which included proposals to purchase additional properties from Wates along with the proposal for a potential change in Council contracts; moving from Developer partnerships to Contracting partnerships. Although this movement in contracts would mean the Council taking a developers risk, Members were informed it provides the opportunity to reinvest profits fully back into the development programme and greater control of tenure.

25. During Committee's November<sup>2</sup> meeting, Members consider the progression of Phase 1 of the Channel View Redevelopment scheme which included aspirations around waste management and energy efficiency. As part of their consideration, Members' requested a breakdown of the proposed property types within the *overall* Council House Build Programme and were subsequently provided with the following table:

	1 bed flat	2 bed flat	3 bed flat	1 bed bungalow	2 bed bungalow	2 bed house	3 bed house	3 bed house	Totals
New Build Programme	623	425	67	0	10	202	213	117	1,657
Cardiff Living Phase 1	62	94	0	0	2	89	21	20	288
Cardiff Living Phase 2	109	78	12	6	2	106	71	32	416

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Cardiff Living Total	171	172	12	6	4	195	92	52	704
Overall Totals	794	597	79	6	14	397	305	169	2,361

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<sup>2</sup> [Chair's Letter, November 2020: Channel View Redevelopment – Progression of Phase 1.](#)



## **Scope of Scrutiny**

26. During this scrutiny, Members have the opportunity to review the Cabinet Report and explore:
- I. Key factors shaping the proposed acquisition, identified issues and proposed solutions
  - II. Financial implications
  - III. Risks to the Council
  - IV. Next Steps and timelines
  - V. Reflect on the updates provided at Committee regarding the progress of the Programme and the updating of Design Standards.

Members will then be able to decide what comments, observations or recommendations they wish to pass on to the Cabinet for their consideration.

## **Legal Implications**

The Scrutiny Committee is empowered to enquire, consider, review and Recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

## **Financial Implications**

The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

## **RECOMMENDATIONS**

The Committee is recommended to:

- i. Consider the information provided in this report, its Appendices and information received at the meeting;
- ii. Decide whether it wishes to relay any comments or observations to the Cabinet.

**DAVINA FIORE**

**Director of Governance and Legal Services**

**4 March 2021**

**BY SUBMITTING THIS REPORT TO THE CABINET OFFICE, I, SARAH MCGILL (DIRECTOR OF COMMUNITIES, HOUSING AND CUSTOMER SERVICES) AM CONFIRMING THAT THE RELEVANT CABINET MEMBER(S) ARE BRIEFED ON THIS REPORT**

**CARDIFF COUNCIL  
CYNGOR CAERDYDD**

**CABINET MEETING:**

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**ACQUISITION OF NEW BUILD HOUSING THROUGH A PACKAGE DEAL ARRANGEMENT ON LAND AT WYNDHAM CRESCENT, CARDIFF.**

**CABINET PORTFOLIO: HOUSING AND COMMUNITIES  
(COUNCILLOR LYNDA THORNE)**

**AGENDA ITEM:**

**The Appendix to this report is not for publication as it contains exempt information of the description contained in paragraph 14 and 16 of Part 4 and paragraph 21 of Part 5 of Schedule 12A to the Local Government Act 1972**

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**Reason for this Report**

1. To approve the Council entering into a legal agreement with Ventura properties (Cardiff) Ltd for the acquisition of land comprising new flats to be built at Wyndham Crescent, Canton for an agreed contract sum detailed in appendix 1, subject to the satisfactory completion of due diligence, financial viability and the proposed scheme achieving a planning consent

**Background**

2. Through Capital Ambition the Council has set a target of delivering at least 1,000 new council homes by 2022 and to have a development programme capable of delivering over 2,000 new council homes in the

## APPENDIX A

longer term. These targets have been set in direct response to the increasing demand we face for affordable housing in our city.

3. A Cabinet report approved in November 2020 gave an update on the development programme and detailed the delivery routes being utilised in order to meet our targets and deliver new council homes. These routes included the continuation of the Cardiff Living programme, entering into developer lead Package Deals, the development of new homes through the Additional Build programme and the purchase of property from the open market.
4. The council has been approached by a developer Ventura properties (Cardiff) Ltd to consider an acquisition of new flats once built on the former Seal & Co building site on Wyndham Crescent, Cardiff. The scheme will deliver new flats suitable for older people that will meet a strategic housing need in an area of the city in which we have a very high demand for new council housing but scarce existing stock and extremely limited opportunities to build ourselves.
5. The site is very well located in terms of access to the city centre and to nearby amenities along Cowbridge Road. A bus stop is located directly outside of the site and a doctor's surgery adjoins the site.
1. The proposed scheme will deliver 31 x 1 bed older person apartments, all with access to private outdoor space. Indicative elevations of the proposed scheme are provided in appendix 3.
2. Pre-application planning advice has been sought by the contractor. This initial advice has led to the scheme being scaled back from the original proposal of 35 apartments. The design process is on-going and entering into an agreement to purchase the property is conditional on the developer obtaining a planning consent.
3. The properties will be designed to be fully compliant with Welsh Government's Design Quality Requirements (DQR).

### Issues

4. Costs – the scheme is being offered to the Council under a 'package deal' arrangement. 'Package deals' are where a contractor takes the lead in procuring the acquisition, design and construction of a project. In such arrangements this must be an opportunity that only the developer can deliver to the council and this is case as the developer owns the land.
5. The Council will enter into an appropriate form of agreement to purchase the development only once the total schemes costs have been independently reviewed by Chartered Quantity Surveyors on behalf of Cardiff Council and confirmed to be consistent with current build costs.
6. The current estimated costs are detailed in Appendix 1.



## APPENDIX A

7. Procurement due diligence is being undertaken to ensure the council proposed acquisition is compliant with the Public Contracts Regulations (2015). External Legal advice has been sought on this and contained in Exempt Appendix [ 4 ].
8. **Conditions of the deal** – there are a number of conditions that must be discharged by the developer before the council can enter into a legal agreement. These are listed below:
  - A satisfactory planning permission being granted for a 31 unit scheme including for any Section 106 Agreement;
  - A satisfactory valuation of the proposed scheme
  - A satisfactory review of the proposed scheme costs
  - A positive financial viability assessment of the total scheme costs using the Proval viability tool.
  - Formal approval of the SAB proposal for the scheme
  - Completion of due diligence of the developer to ensure ability to deliver the project
  - Satisfactory completion of the procurement due diligence as detailed in legal advice at Appendix [ 4 ]
9. The conditions relating to formal planning approval and SAB approval must be satisfied before completion of the acquisition but may not prevent an exchange of contract.
10. A viability assessment of the current indicative scheme costs has been undertaken using the ProVal viability Toolkit, with the baseline viability indicating that the scheme would achieve a payback of **41 years**, with an allocation of subsidy. The amount of subsidy required represents the same as the rate (58%) a Registered Social Landlord (RSL) would use when applying to Welsh Government for funding. The viability report is provided in appendix 2.
11. The scheme is accounted for within the current HRA Business Plan and within the current Housing development programme.

### Local Member consultation (where appropriate)

12. Local Ward Members have been consulted and are supportive of the scheme.
13. Councillor Thorne, Cabinet Member for Housing & Communities is fully supportive of the scheme.

### Reason for Recommendations

14. To progress the acquisition of new council homes in order to meet the Council's aspirations of delivering 1,000 new council homes in line with housing need by March 2022.

### **Financial Implications**

The report proposes the purchase of Housing units to make available for Social Housing. Funding is available in the Housing Revenue Account Capital Programme approved in March 2021 as part of the budget proposals.

The report appendices suggests, the development of the site will attract a subsidy in the form of grant or a planning obligation, however the specific details of this are not confirmed at the time of drafting this report.

In advance of entering into a legal agreement, and subject to a separate officer decision report, part of the land on which the development will take place is to be sold to the developer, which will generate a capital receipt for the Council.

In the event that the Council does not enter into a legal agreement with the developer to acquire the units after entering into a heads of terms agreement, the council will be required to pay abortive costs to the developer.

### **Legal Implications (including Equality Impact Assessment where appropriate)**

#### Property

Section 120 of the Local Government Act 1972 enables the Council to acquire land for either (a) the benefit, improvement or development of its area or (b) for any of its functions under any enactment. The Council's Disposal and Acquisition of Land Procedure Rules requires the decision maker to have regard to advice from a qualified valuer, to ensure value for money.

**Section 17 Housing Act 1985 enables the Council as local housing authority to acquire properties or land for housing accommodation.**

External procurement legal advice has been obtained in connection with this proposals contained in this report and contained in Confidential Appendix [ 4].

The Cabinet needs to take account of the Council's fiduciary duties to the local residents and taxpayers. As such, proper consideration needs to be given to the risks, rewards and potential future liabilities of the proposals which are the subject of this report. The issue concerns whether the potential risks and liabilities described in the report and in Confidential Appendix 15 are proportionate to securing housing accommodation in this locality and thereby in the best interests of the local taxpayers and residents.

#### Equalities & Welsh Language

In considering this matter the decision maker must have regard to the Council's duties under the Equality Act 2010 (including specific Welsh public sector duties) . Pursuant to these legal duties Councils must, in making decisions, have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of

## APPENDIX A

protected characteristics. Protected characteristics are: (a) Age, (b) Gender reassignment, (c) Sex, (d) Race – including ethnic or national origin, colour or nationality, (e) Disability, (f) Pregnancy and maternity, (g) Marriage and civil partnership, (h) Sexual orientation, (i) Religion or belief – including lack of belief.

An equalities impact assessment is attached to this report and the decision maker should have regard to the same in reaching its decision.

The decision maker should be mindful of the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards.

### The Well-being of Future Generations (Wales) Act 2015

The Well-Being of Future Generations (Wales) Act 2015 ('the Act') places a 'well-being duty' on public bodies aimed at achieving 7 national well-being goals for Wales - a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language, and is globally responsible. In discharging its duties under the Act, the Council has set and published well being objectives designed to maximise its contribution to achieving the national well being goals. The well being objectives are set out in Cardiff's Corporate Plan 2020 -23

When exercising its functions, the Council is required to take all reasonable steps to meet its well being objectives. This means that the decision makers should consider how the proposed decision will contribute towards meeting the well being objectives and must be satisfied that all reasonable steps have been taken to meet those objectives.

The well being duty also requires the Council to act in accordance with a 'sustainable development principle'. This principle requires the Council to act in a way which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. Put simply, this means that Council decision makers must take account of the impact of their decisions on people living their lives in Wales in the future. In doing so, the Council must:

- Look to the long term
- Focus on prevention by understanding the root causes of problems
- Deliver an integrated approach to achieving the 7 national well-being goals
- Work in collaboration with others to find shared sustainable solutions
- Involve people from all sections of the community in the decisions which affect them

The decision maker must be satisfied that the proposed decision accords with the principles above; and due regard must be given to the Statutory Guidance issued by the Welsh Ministers, which is accessible on line using the link below: <http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>

### HR Implications

22. There are no HR implications for this report.

**RECOMMENDATIONS**

Cabinet is recommended to:

To delegate authority to the Corporate Director for People & Communities, in consultation with the Cabinet Member for People & Communities and Head of Estates to enter into a legal agreement (following satisfaction of the conditions highlighted in this report) with Ventura properties (Cardiff) Ltd for the acquisition of 31 new apartments on land at Wyndham Crescent, Cardiff in accordance with the Heads of Terms substantially in the form contained in at Appendix 1.

<b>SENIOR RESPONSIBLE OFFICER</b>	<b>SARAH MCGILL</b>
	December 2021

*The following appendices are attached:*

**Appendix 1** – Draft Heads of terms (including total scheme costs)

**Appendix 2** - Proval Viability Assessment

**Appendix 3** – Scheme plans & elevations

**Appendix 4** – External Legal Advice



Yn rhinwedd paragraff (au) 14, 16 Rhan (nau) 4 a 5 o Atodlen 12A  
o Ddeddf Llywodraeth Leol 1972.

Mynediad Cyfyngedig i'r Ddogfen

Mae'r dudalen hon yn wag yn fwriadol

Yn rhinwedd paragraff (au) 14, 16 Rhan (nau) 4 a 5 o Atodlen 12A  
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Mae'r dudalen hon yn wag yn fwriadol



**CYNGOR CAERDYDD**

**CARDIFF COUNCIL**

**COMMUNITY AND ADULT SERVICES SCRUTINY COMMITTEE**

**10 MARCH 2021**

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**COMMITTEE BUSINESS REPORT**

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**Background**

1. This report sets out a summary of committee business which includes:
  - An update on Committee correspondence;
  - An indicative Forward Work Programme, April – July 2021 attached at **Appendix A** for information.

**Correspondence update**

2. Since the reestablishment of scrutiny committees following the initial outbreak of covid-19, to date, Committee has met six times and the current position regarding its correspondence is set out below for Members' information:

**14 September 2020**

- *Response received* – from the Chair to the Cabinet Member for Social Care, Health and Wellbeing providing the Committee's comments and recommendations on the Extra Care & Supported Living Services for Older People and Adults with Disabilities and Social Services Annual Report 2019-20.

**7 October 2020**

- *Response received* – from the Chair to the Cabinet Members for Social Care, Health & Wellbeing and Housing & Communities providing the Committee's comments and recommendations on the proposed changes to the senior management arrangements, Q4 and Q1 performance reports and the Council House Build Programme.

#### **4 November 2020**

- *Response received* – from the Chair to the Cabinet Member for Housing & Communities providing the Committee’s comments and recommendations on the Council New Build Delivery Programme & Channel View Redevelopment Scheme.
- *Response received* - from the Chair to the Cabinet Member for Social Care, Health & Wellbeing providing the Committee’s comments and recommendations on the Cardiff and Vale of Glamorgan Regional Safeguarding Board Annual Report 2019-2020 & Annual Plan 2020-21.

#### **2 Dec 2020**

- *Awaiting a response* – from the Chair to the Cabinet Member for Housing & Communities providing the Committee’s comments and recommendations surrounding the council’s approach to addressing Homelessness.

#### **Feb 2021**

- *Due to be circulated to Committee Members for any final comments prior to its distribution* - from the Chair to the Cabinet Members for Social Care, Health & Wellbeing and Housing and Communities providing the Committee’s comments and recommendations on how the council is both mitigating and addressing social isolation & loneliness faced by Cardiff residents following the outbreak of Covid-19.
  - *Response received* - from the Chair to the Cabinet Members for Finance, Modernisation and Performance, Social Care, Health & Wellbeing and Housing and Communities providing the Committee’s comments and recommendations on the councils draft 2021/22 Budget Proposals and draft Corporate Plan 2021-24.
3. Copies of the letters can be found on the Council’s website page for the relevant Committee meeting, through the hyperlink provided at the top of the page, entitled ‘*Correspondence Following Committee Meeting*’. Access to the page can be found [here](#).

## **CASSC Forward Work Programme April – July 2021**

4. Attached at **Appendix A** is an indicative Forward Work Programme for Members information. At this meeting of the Committee, Members will have the opportunity to review the agenda for May 2021 in line with the verbal updates they receive.
5. Members are reminded that due to the need for the work programme to remain responsive to Council developments, the scheduling of items within the work programme are subject to change.

### **Way Forward**

6. During the meeting, Members may wish to:
  - Reflect on the correspondence update;
  - Note the update and provide any comments on the indicative Forward Work Programme attached at **Appendix A**;

### **Legal Implications**

The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

## **Financial Implications**

The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

## **RECOMMENDATIONS**

The Committee is recommended to:

- i. Reflect on the correspondence update;
- ii. Note the indicative Forward Work Programme attached at **Appendix A** and provide any additional comments;

**DAVINA FIORE**

**Director of Governance and Legal Services**

**4 March 2021**



## Community and Adult Services Scrutiny Committee - Forward Work Programme April – July 2021

### April 2021

No Committee dates currently scheduled in April due to the pre-election period.

### 10 May 2021

#### Drug Related Crime in Cardiff during the Covid-19 Pandemic

For Members to undertake in-depth consideration of drug dealing and drug related crime in Cardiff both pre and post outbreak of Covid-19, and to assess measures currently in place to address both drug-dealing and drug-related crime within Cardiff.

#### **Invitees**

Cabinet Member Housing & Communities  
Co-Chairs of the Community Safety Leadership Board  
Co-Chairs of the Community Safety Delivery Board  
Head of Performance & Partnership  
Community Safety Manager  
*Additional invitees to be scoped*

#### Performance Reports - Adult Social Services and People and Communities: Housing and Communities

For Members to monitor Council Performance during Quarters 2-4, 2020-21 within the areas of Adult Social Services and Housing and Communities.

#### **Invitees:**

Cabinet Member, Communities and Housing  
Cabinet Member, Social Care, Health and Well-being  
Corporate Director, People and Communities  
Director of Social Services, Housing and Communities  
Assistant Director of Social Services  
Assistant Director, Communities and Housing

#### CASSC Annual Report 2020-2021

For Members to receive, consider and possibly amend the Committee's Annual Report documenting its work.

#### **Invitees:**

None required

2 June 2021

[Social Services Directorate Delivery Plan 2021-22](#)

For Members to pass comments and feedback to the Cabinet Member and senior officers for their consideration before they finalise the Directorate Delivery Plan.

**Invitees:**

Cabinet Member, Social Care, Health and Well-being  
Corporate Director, People and Communities  
Director for Adults, Housing and Communities

[People & Communities Directorate Delivery Plan 2021-22](#)

For Members to pass comments and feedback to the Cabinet Member and senior officers for their consideration before they finalise the Directorate Delivery Plan.

**Invitees:**

Cabinet Member, Housing & Communities  
Corporate Director, People and Communities  
Director for Adults, Housing and Communities

[PREVENT Strategy Committee Briefing](#)

For Committee Members to receive a briefing on the Cardiff Prevent Strategy & Programme delivery plan, aimed to safeguard and support those that are vulnerable to radicalisation and stop them from becoming terrorists or supporting terrorism.

**Invitees:**

Cabinet Member, Housing & Communities  
Head of Performance & Partnership  
Operational Manager, Prevent

7 July 2021

[Access to Community Mental Health Services](#)

For Members to undertake in-depth analysis of an individual's access to community mental health services. For Members to receive insight through an individual's pathway to services, in order to both understand and assess an individual's access to service, the partnership work in place with relevant bodies and to determine capacity and demand.

**Invitees:**

Cabinet Member, Social Care, Health and Well-being  
Corporate Director, People and Communities  
Director for Adults, Housing and Communities  
*Additional Invitees to be scoped*

[Adult Strategy for Social Services](#)

To carry out pre-decision scrutiny on Adult strategy prior to its consideration by the Cabinet.

**Invitees:**

Cabinet Member, Social Care, Health & Wellbeing

Corporate Director, People and Communities

Director for Adults, Housing and Communities

Mae'r dudalen hon yn wag yn fwriadol