

Housing Revenue

Account (HRA)

Business Plan 2023/24

Cardiff Council



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Foreword

I am pleased to share with you Cardiff's Housing Revenue Account (HRA) Business Plan for 2023/24.

The pressures on housing need in the city have never been so high. There are a high number of households on our housing waiting list and record numbers accessing our homelessness services. This year with the cost-of-living crisis affecting many people across the city, it is more important than ever that we are able to provide good quality, affordable housing to those who need it most, and effective advice and support to our tenants. As Cabinet Member for Housing & Communities I am committed to addressing the challenges we face.

Although the construction market remains challenging for new development, our new build programme continues to deliver high-quality, sustainable and innovative homes across the city. We remain committed to building over 4,000 new properties including 2,800 affordable homes to tackle the housing crisis. This includes a number of Community Living Schemes for older people with adaptable, accessible, and care-ready flats to ensure older people are able to remain independent for as long as possible.

We are committed to delivering our One Planet commitments to reduce the carbon footprint of our housing stock. It has never been more important to ensure that our homes are energy efficient and warm, our external cladding programme will help to deliver real improvements and reduce fuel poverty for our tenants.

We will also continue to invest in our neighbourhoods, improving our estates through the work of our Local Action Team and through an enhanced programme of community and district centre regeneration schemes.

Councillor Lynda Thorne

Cabinet Member for Housing & Communities



Foreword

It has never been more important to provide support to our tenants, given the very challenging times that we are currently living through.

We will ensure that joined up advice and support is available for everyone through our Community Hub programme, including providing warm and welcome spaces for those who need them.

Our Hubs will continue to expand their services in partnership with Health, with a focus on improving health and wellbeing. We are committed to ensuring that all our tenants can access the excellent services on offer in the Hubs. Our new “Hubs for All” project will support people with care needs and their carers, to make full use of the Hubs and to stay connected to their communities.

This coming year will see the opening of our first new older persons housing scheme at Addison House in Rumney, this will be the first of our high quality developments aimed at supporting older people to stay independent in their communities.

We are committed to ensuring that our homes are safe and well maintained. A rolling programme of improvement will see £15.85 million invested in our existing homes this year. We are also redoubling our efforts to ensure that we address any issues such as damp and condensation in an effective and co-ordinated way.

Sarah McGill

Corporate Director - People and Communities



Introduction

The Housing Revenue Account (HRA) records income and expenditure in relation to Council Housing and is required to be 'ring-fenced' in accordance with the Local Government and Housing Act 1989. This money cannot be used for any other purpose.

The main source of income to the HRA is from tenants in the form of rents and service charges. Rental income allows the Housing Service to invest in the maintenance and improvement of existing homes and neighbourhoods, provide good tenant support services, contribute to the funding of our community Hubs and also build new homes.

Each year the HRA Business Plan is reviewed and updated. This Housing Revenue Account (HRA) Business Plan sets out our key council housing priorities and details how we will continue to develop these to support tenants across the city.

Strategic Context

The plan is set within a wider strategic context of the overall ambitions of Cardiff Council. **'Stronger Fairer Greener'** sets out Cardiff Council's policy agenda for the next five years around the following key themes:

A stronger city, with an economy creating and sustaining well-paid jobs, with an education system that helps our young people reach their potential, with good, affordable housing in safe, confident and empowered communities, all supported by well resourced, efficient public services.

A fairer city, where the opportunities of living in Cardiff can be enjoyed by everyone, whatever their background, where those suffering the effects of poverty are protected and supported, where a fair day's work receives a fair day's pay, and where every citizen is valued and feels valued.

A greener city which, through our One Planet Cardiff programme, takes a lead on responding to the climate emergency, including increasing energy efficiency and reducing carbon emissions via our Housing Energy Efficiency Retrofit programme and building new homes with climate resilience and a low-carbon footprint.

Our Business Plan fully reflects the Council's ambitions and aligns with various Welsh Government strategies and plans.



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Overview of the Business Plan

Key Priorities

We have identified the following key priorities for the year ahead, each is reflected in a separate section of the plan:

- Section 1 - Building new council homes
- Section 2 - Delivering the Welsh Housing Quality Standard
- Section 3 - Maintaining our homes
- Section 4 - Moving towards zero carbon homes
- Section 5 - Improving our neighbourhoods
- Section 6 - Providing safe and inclusive communities
- Section 7 - Supporting tenants through the cost-of-living crisis
- Section 8 - Preventing and addressing homelessness
- Section 9 - Listening to our tenants
- Section 10 - Modernising and improving our services for our tenants.
- Section 11 - Financial Resources and Planning

Commitments in this Business Plan are aligned with the Council's Corporate Plan and the Directorate's Delivery Plan in which key steps and performance measures for housing services are identified and reported against quarterly.



Financial Planning and Assurance

A key function of the HRA Business Plan is to plan resource and financial requirements and to demonstrate that the Housing Revenue Account remains viable into the longer term. Detailed analysis has been undertaken for the next 5 years with a high-level review also undertaken over the 30 year period with the aim of ensuring the resilience and viability of the HRA into the future.

Section 11 provides an overview of Financial Resources and Planning and includes a summary of:

Anticipated Income and Expenditure, both revenue and capital. The information in section 11 is supported by **Appendix A** which includes detail of the HRA Revenue and Capital budget forecasts for the next 5 years. Key assumptions need to be made to support these forecasts, including estimates of inflation (CPI), rent levels and rent recovery and these assumptions are set out at **Appendix B**. A longer-term view can be found at **Appendix E**, which sets out a high level projection for the HRA for the next 30 years.

Both the 5 year and 30 year projections indicate that the HRA remains viable based on the current assumptions. The Housing Revenue Account sustains a good level of balances throughout the 30-year period. While in some years a contribution from reserves and balances is necessary to support the capital investment, other years show contributions being made to replenish balances and reserves where possible resulting in an overall improvement in the level of balances by the end of the 30 years.

There are a number of key variables and risk factors however within the HRA and these are set out below:

Rent Setting – how rents are set is included in section 11 with the level for 2023/24 set at 6.5%. Rents form the largest element of income to the HRA, along with fees and charges and other income including grants such as the Major Repairs Allowance and Affordable Housing grants. It is considered that the anticipated income will allow for the obligations to tenants and lenders to be met and will support the viability of the HRA into the future, including funding the Council's ambitious new build plans and a programme of ongoing building improvements. Uncertainty remains however about future rent levels and this forms a key risk within our Risk Matrix as set out below and at **Appendix C**.

The level of HRA borrowing is also set out in section 11. The increase in borrowing reflects the new build programme. New homes will deliver an income from future rents and the programme is now supported by Welsh Government Social Housing Grant and other grant programmes, however a significant amount of borrowing is still required to support the plan. Therefore the viability of the new build programme is key to the future sustainability of the plan. Each new build scheme undergoes a viability assessment at various stages in

the preparation process, before the development goes ahead to ensure that debt can be repaid over a set period of time.

How financial management and monitoring takes place within the HRA is also set out in section 11. It is vital that regular budget monitoring takes place to ensure that any issues are addressed at an early stage in the year.

Risk Matrix

Our risk matrix can be found at **Appendix C**. The risk matrix clearly shows the identified areas of risk, the impact these may have and the steps that the Council is taking to address them. While many of the risks can be mitigated, some remain significant after any mitigation and are largely outside the Council's control. This includes uncertainty about the annual rent uplifts going forward, which is subject to Welsh Government policy decisions. Also of concern is the challenge of decarbonisation, where there is uncertainty over future requirements and funding. The risks are reviewed and updated regularly.

Sensitivity Analysis

Forecasting income and expenditure over an extended period of time requires a number of key assumptions to be made. These assumptions are set out at **Appendix B**. The sensitivity analysis set out at **Appendix D** tests these assumptions against possible variations shown as "revised assumptions". The Sensitivity Analysis shows the financial impact of these revised assumptions and potential mitigating actions. This analysis together with the risk matrix as set out above increase the resilience of the plan. The HRA also has a good level of balances and earmarked reserves which can help to mitigate the impact of any unforeseen changes.



Governance

Strong governance arrangements are in place to oversee the HRA Business Plan and to ensure transparency in its delivery. The governance arrangements and oversight that is in place are shown below.

Housing Management and Maintenance Board

Chair: Director Adults Housing and Communities

Detailed review of all aspects of housing management and maintenance reviewing performance, compliance and informing the business plan.

Housing Development and Capital Finance Delivery Board

Joint Chairs: Corporate Director People and Communities & Corporate Director Resources

Oversees both revenue and capital expenditure and all aspects of the housing development programme.

Community and Adult Services Scrutiny Committee

Scrutinises housing issues including the HRA Business Plan and any major issues prior to cabinet decision, receives regular reports on performance and carries out deep dives into aspects of housing management.

Cabinet

The Council's cabinet approves the HRA Business plan and all key decisions relating to the council's housing stock, including the new build programme and reviews performance against key indicators.



1 - Building New Council Homes

Our innovative and award-winning development programme remains the largest council housing build programme in Wales and will deliver new homes at both scale and pace. All the homes we build achieve very high-quality energy efficiency standards to ensure homes are affordable to run for our tenants and are comfortable to live in, as well as helping the council achieve its decarbonisation objectives. A map outlining our schemes can be found on page 16.

With over 8,000 people on the social housing waiting list and private sector rents continuing to increase being beyond reach for some people, the need for affordable housing within the city is more imperative than ever.

Our development programme is tasked with delivering a total of 4,000 new homes, of which at least 2,800 will be council properties and 1,200 will be for sale. We have a number of delivery routes including the Cardiff Living programme with our partner, Wates Residential.

Due to a number of factors currently affecting the construction industry, we are experiencing delays in appointing contractors to build our projects and some schemes are taking longer to complete when on site. Although this is affecting the house building sector as whole, we are continuing to deliver new homes.

How we will meet our target

Award winning Cardiff Living

Our Cardiff Living partnership with national developer Wates Residential is proving to be a real success. The programme will see 1,500 properties built across 26 sites in Cardiff. Around 700 of the properties will become affordable council housing. This programme has delivered 566 new homes to date and a further 340 new homes are being constructed on site.

Other Build projects

Cardiff Living alone won't build all the homes we need and therefore we are building new homes on sites outside of the partnership with Wates. Our in-house Development Team manages an additional build programme focused on building the properties in most demand including larger family homes, older person properties suitable for downsizing and supported housing schemes.

Buying property from the market

Buying suitable homes for sale on the market, is a much quicker way to increase our stock than new build. Adopting this approach compliments our new build programmes. Our Housing Development Team and Housing Allocations Team work closely together to understand the needs of those waiting for housing and buy accordingly.

A second partnership

The success of our partnership with Wates Residential has shown that collaborative working can be more efficient and help us speed up new development. Cardiff's Cabinet recently approved a proposal to put in place a second Housing Partnership which will be taken forward later this year.

Our Current Progress

As at January 2023, the new build programme has delivered 1,077 homes of all tenures which includes 822 council homes and 255 homes for sale. A further 540 homes are currently being built on site, and 2 projects have contractors appointed due to start on site this spring, delivering a further 86 homes. Another 5 projects are due to commence on site within 2023 that will deliver a further 153 new homes. The overall development programme currently includes 60 sites which have the capacity to deliver at least 3,500 new homes in total.

We are working to increase the number of sites, to ensure that the longer-term target of 4,000 new homes of which 2,800 will be council homes and 1,200 homes for sale can be achieved.

Our Current Schemes

Repeating our Success—Croft Street, Plasnewydd

Our Cardiff Living Partnership with Wates Residential has delivered 9 new council homes on Croft Street in Plasnewydd. This innovative scheme of 2 bedroom council homes was delivered using a modular system, a first of its kind in Cardiff, which has been recognised with a national award.

The modular homes were each built in two parts in a factory and delivered to site fully completed with kitchens and bathrooms already installed.

The use of modular homes on this site reduced the impact construction had on the surrounding residents and has resulted in handing over the new homes more quickly – the scheme was delivered in around half the time of a traditional project.

The modular homes are highly energy efficient with no gas and include solar panels with battery storage and a highly insulated building fabric. This means low-running costs for our tenants, helping to reduce fuel poverty.



Eastern High – Award Winning, Net Zero Ready

Our housing development on the Rumney High School site pushes the standards for mixed tenure development.

The scheme is delivering zero carbon ready residential development at scale. Every home will be highly sustainable and energy efficient with measures including ground source heat pumps, Solar Photovoltaic panels and electric vehicle charging points for every home.

214 new homes are being built including:

- 149 Homes for sale
- 15 Homes for affordable rent
- 6 homes for low-cost home ownership
- 44 older persons apartments for affordable rent in a Community Living block

Work began on the site in October 2020 and the programme is estimated to be completed in Summer 2024. The development has been recognised with a national award for the best climate crisis initiative.



Delivering New Older Persons Homes

Our Older Persons Housing Strategy set out a commitment to deliver new homes that meet older persons housing needs and aspirations, promoting independent living.

In response to this, our development programme is investing over £150 million to build 10 new older person community living schemes.

Our Community Living Schemes include adaptable, accessible, and care-ready flats. Delivering on our Older Persons Housing Strategy's aim to deliver the best housing outcomes for all older people in Cardiff, the Community Living developments include open plan living-dining, increased storage, level access showers, communal facilities, and a hub of services for older people. The developments will also remove the need for future adaptations, increasing the time that older people can continue to live independently and comfortably.

We plan on delivering:

- 10 older person schemes
- Over 600 new apartments

Shown below are just some of the high-quality housing schemes that we are delivering for older people:

Addison House

- 44 apartments with balconies or private patios (1 & 2 bedrooms)
- Care-ready standard
- Communal facilities
- Estimated completion – November 2023



Maelfa

- 41 apartments with balconies or private patios (1 & 2 bedrooms)
- Roof Terrace
- Hub Services
- Estimated completion - September 2024



Riverside / Canton Community Living

- 41 apartments with balconies or private patios (1 & 2 bedrooms)
- Care-ready standard
- Communal facilities
- New community centre & communal garden
- Estimated completion – February 2025



Bute Street / Butetown

- 45 apartments with balconies or private patios (1 & 2 bedrooms)
- Ground floor community space
- Roof Garden
- Estimated completion – February 2025



Channel View - Phase 1

- Replacement of an existing sheltered housing scheme
- 81 apartments (1 & 2 bedrooms)
- Estimated completion – March 2025



St Mellons

- 60 apartments with balconies or private patios (1 & 2 bedrooms)
- Care-ready standard
- Communal facilities & communal garden
- Estimated completion – November 2025



Michaelston College, Ely - Wellbeing Village

The proposed development of a 'Wellbeing Village' on the former Michaelston College site in Ely will be the first of its kind for the city.

The project is a collaboration between Cardiff Council and Cardiff & Vale University Health Board. It is a multi-functional space that will contribute to the regeneration of Cardiff, bringing health and housing together.

As well as delivering over 100 new older person apartments, the wellbeing village will include:

- GP building
- Pharmacy
- Community Centre & Council Hub
- Children's Respite centre
- Supported living scheme for people with learning disabilities

The village will improve access to a range of services with the hope of decreasing the demand for urgent care by providing services closer to home within the community.



Housing Development - New Build Sites

Accommodation Type

- Council Affordable Housing
- Mixed Tenure
- Temporary Accommodation
- Older Persons Community Living

Cardiff Living

PHASE 1

1. Snowden & Wilson
2. Ty Newydd
3. Llanrumney Depot
4. Llandudno Road
5. Willowbrook West
6. Briardene (TA)
7. Highfields
8. Walker House
9. Braunton & Clevedon - Captains Walk & Captains View
10. Ty To Maen

PHASE 2 & 3

11. Croft Street
12. Howardian Centre
13. Rumney High School/Eastern High
14. Brookfield Drive
15. Cherrydale Road
16. Willowbrook North
17. Llanrumney High School
18. Willowbrook South
19. Ely Housing Office
20. Citadel YP Hostel
21. Waungron Road
22. Star Centre
23. Cae Glas
24. Former Fairwater RFC Site
25. Michaelston College
26. Gasworks Meanwhile use Phase 2

Additional New Builds

27. Maelfa Phase 2 ILU
28. St. Mellons Community Centre
29. Wakehurst Place
30. Iorwerth Jones
31. Leckwith Road (Canton Comm. Centre)
32. Bute street
33. Meteor Street
34. John Kane Court (Thornhill Rd)
35. Caldicot Road
36. Courtenay Road
37. Green Farm Containers
38. Bute Street Containers
39. Hayes Place
40. Column Road
41. Gasworks (temp use)
42. Gasworks bungalows

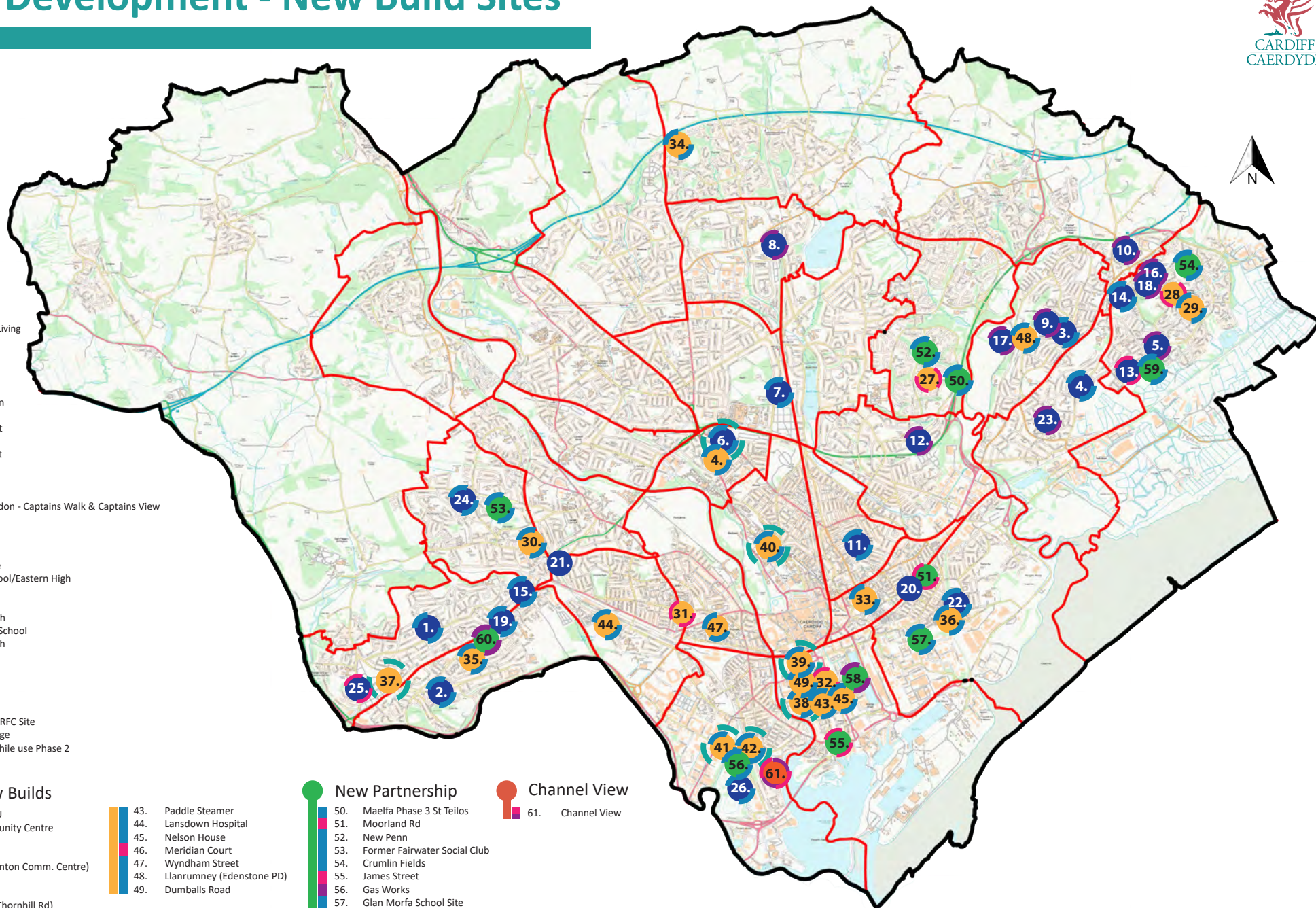
43. Paddle Steamer
44. Lansdown Hospital
45. Nelson House
46. Meridian Court
47. Wyndham Street
48. Llanrumney (Edenstone PD)
49. Dumballs Road

New Partnership

50. Maelfa Phase 3 St Teillos
51. Moorland Rd
52. New Penn
53. Former Fairwater Social Club
54. Crumlin Fields
55. James Street
56. Gas Works
57. Glan Morfa School Site
58. Atlantic Wharf
59. Area 11, St Mellons
60. Narbeth Road

Channel View

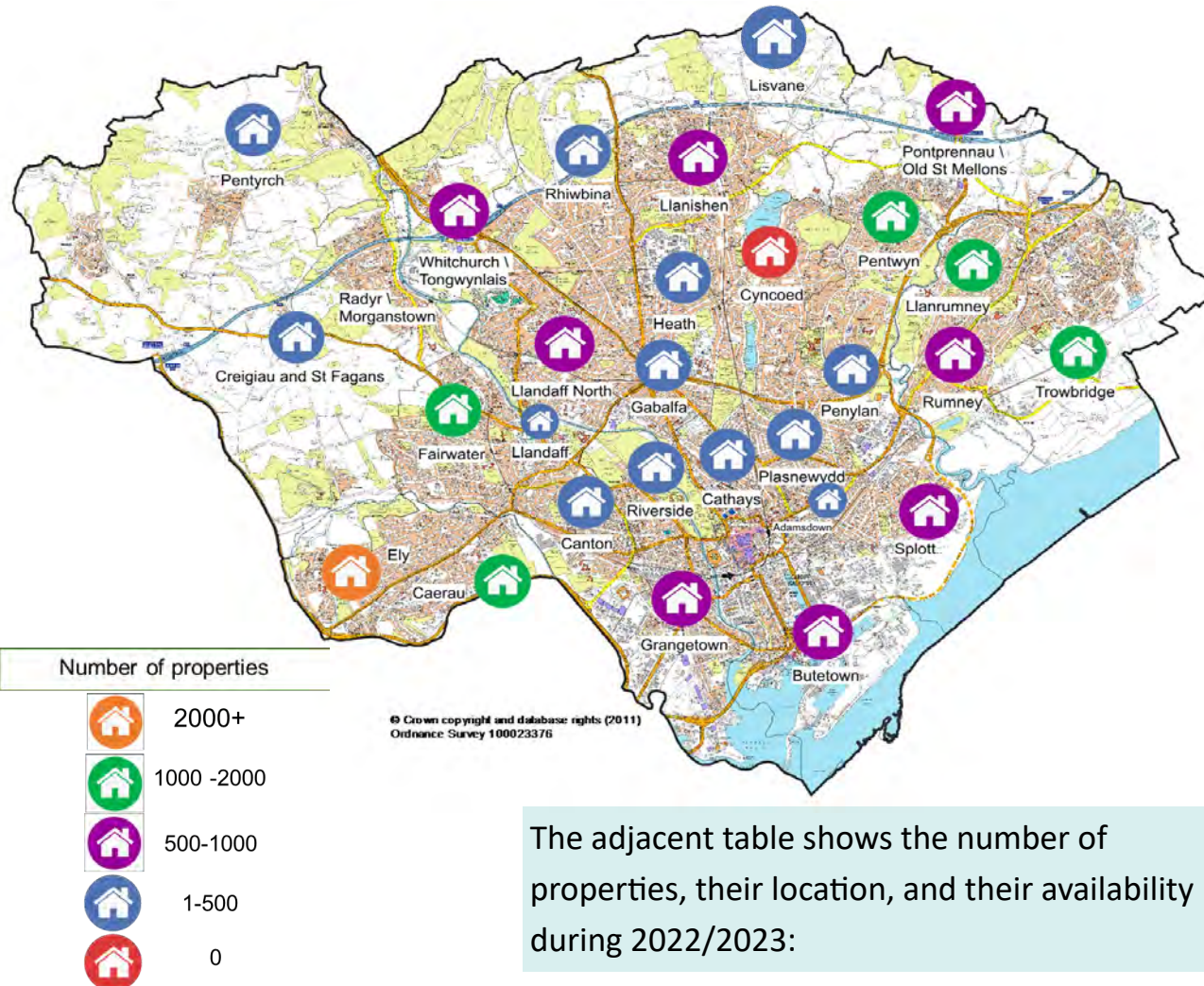
61. Channel View



Our Housing Profile

Number of Properties and Availability During 2022-2023

In January 2023, our stock figure was 13,895 homes.



The adjacent table shows the number of properties, their location, and their availability during 2022/2023:

Ward	Number of properties	Properties becoming Void 2022/2023
Adamsdown	138	8
Butetown	623	37
Caerau	1,031	62
Canton	169	7
Cathays	65	4
Creigiau and St. Fagans	11	0
Cyncoed	0	0
Ely	2,571	116
Fairwater	1,138	84
Gabalfa	193	2
Grangetown	554	28
Heath	116	3
Lisvane	8	2
Llandaff	1	0
Llandaff North	657	24
Llanishen	625	32
Llanrumney	1,355	66
Pentwyn	1,159	53
Pentyrch	105	8
Penylan	2	1
Plasnewydd	141	11
Pontprennau and Old St. Mellons	28	0
Radyr and Morganstown	21	2
Rhiwbina	20	3
Riverside	317	14
Rumney	512	19
Sploot	717	47
Trowbridge	1,103	51
Whitchurch and Tongwynlais	515	34
Grand Total	13,895	718

Our Housing Profile

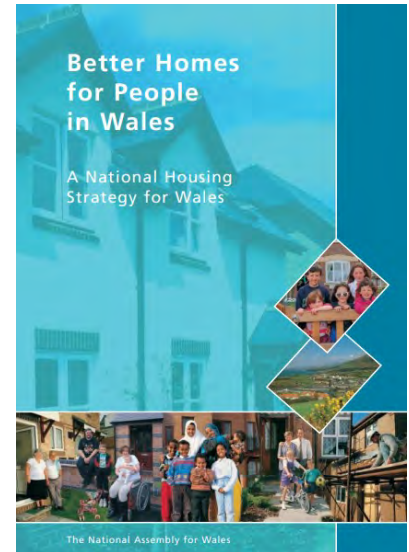
The following graphic shows details of our current 13,895 properties, the period of construction and the property type.

Total Stock 2023: 13,895	1900-1944 (3133)	1945-1964 (4978)	1965-1989 (5266)	1990 - Date (518)
Detached (21)				
Semi Detached (3414)				
Terraced (4626)				
Flats and Maisonettes (5834)				



2 - Delivering the Welsh Housing Quality Standard

The Welsh Housing Quality Standard (WHQS) arose from the National Housing Strategy for Wales report '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



Well managed



Contain up-to-date kitchens and bathrooms



Located in attractive and safe environments



As far as possible suit the specific requirements of the household (e.g. specific disabilities)

Cardiff was the first council in Wales to achieve full 100% WHQS accreditation. In 2018 the Council engaged with an independent surveying consultants to carry out WHQS audit checks. Of the 626 homes surveyed, 98.7% of properties inspected were found to be compliant.

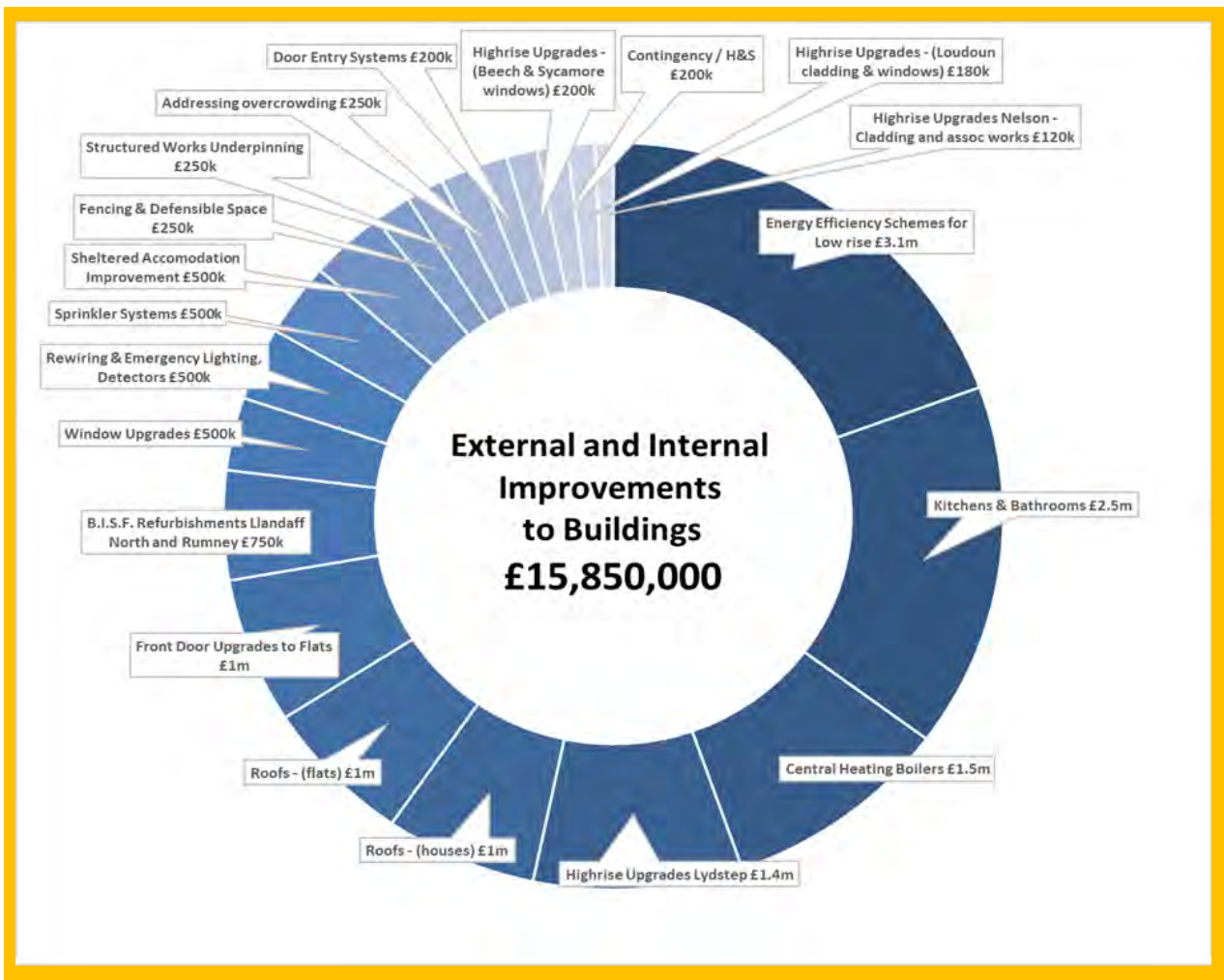
The Welsh Housing Quality Standard is currently being reviewed by Welsh Government and a new version of the standard is due to be introduced in 2023. The updated "2023" standard is expected to contain all the requirements above, but with more emphasis on decarbonisation and safety within homes.

3 - Maintaining our Homes

Planned Maintenance

It is essential that we maintain our homes to a high standard. Our stock condition database provides details of the improvements required to be carried out to each property or blocks of flats/maisonettes. This provides accurate forecasts and allows for the programmed works to be planned, costed, and procured accordingly.

Planned Improvements 2023/24



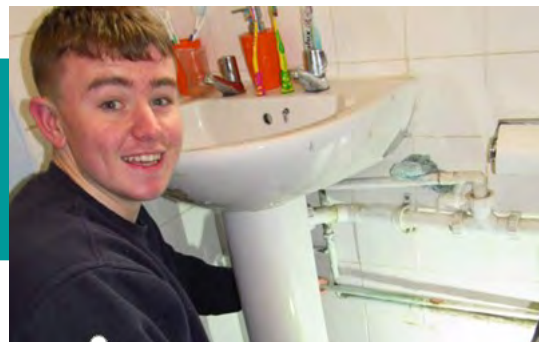
Our 30 Year Plan incorporates the expected life cycles of property elements and uses this to predict when improvements such as roof upgrades will be needed. This allows us to plan our budgetary commitments into the longer term.

Due to the large amount of work completed on properties during the process of becoming WHQS compliant, a large number of property elements will 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 to ensure less peaks in both cost and volume of work required.

Responsive Repair Service

Our Responsive Repairs Service carry out repairs to council owned housing stock. The pandemic placed severe pressure on the service as operatives could not enter tenants' properties for long periods of time during the lockdowns. This created a backlog of over 5,000 jobs. We have now cleared this backlog and our outstanding works are now at the same level as prior to the pandemic

The Responsive Repairs Service is currently undergoing transformational changes to improve the experience for tenants. Maintenance Persons now complete minor jobs in our properties, allowing our skilled tradespeople more time to carry out the more complex work and ensure a more rapid response to tenants.



Repairs Academy

Our new Repairs Academy has been launched for apprentices and trainees. It provides the opportunity for people to learn new skills within the Responsive Repairs Unit. This ensures that there is a rich pool of qualified operatives who can step into trade jobs when they become vacant, helping to maintain an excellent standard of service. The Academy works closely with our Into Work team and our Onsite Construction Academy to ensure a pipeline of new candidates who are from within our communities.



Award Winning Apprentice

Hamza joined the Housing team as an apprentice within the Responsive Repairs Unit three years ago. He has been working hard and training as a Domestic Plumbing and Heating engineer. He has worked alongside our qualified operatives and managers gaining practical skills while also studying his gas qualification with Cardiff and Vale College (CAVC.) Hamza has gained a vast amount of knowledge and experience over the last three years and has progressed to a high standard. He has proved this with his knowledge for the trade and his ability to work on his own and alongside his mentor.

The Cardiff and Vale College (CAVC) Apprenticeship Awards celebrates the success of standout apprentices that have studied there over the academic year.

Not only is Hamza now a fully qualified Domestic Plumbing and Heating engineer he has also won the prestigious title of "Apprentice of the Year" from CAVC.

Hamza was thrilled with his award "I didn't expect to get an award for being apprentice of the year, but I was extremely happy to find that the work I put in daily for the Council and during my studies was acknowledged. I hope I can continue to follow through with my consistent performance for as long as I am working with the Council and improve along the way."



Addressing Damp & Mould Issues

We have always had a strong focus on addressing damp and mould issues in our housing stock with regular monitoring in place. However, there is always room for improvement and following a review we have identified changes that can be made to improve our response to this important issue.

More resources have been re-directed to carry out inspections where damp and mould is reported, wherever possible appropriate remedial works are completed at the initial visit. At this, and any subsequent visits, our tenants are provided with information and advice on how to reduce mould and condensation in their homes. There are plans in place to provide more information and support including preventative advice, which is fully accessible through a range of channels, including leaflets, short videos, and information in community languages.

To resolve more severe damp and condensation cases, a pilot has recently been carried out which involves insulating the properties internally. This has proved successful, however, as this work is intrusive it can only be carried out when a property is empty.

While our properties generally have a higher Energy Performance Certificate (EPC) level than any other tenure of housing in Cardiff, some of our properties do fall short of the expected standard. Where this is the case these are reviewed to ensure that, where possible, additional insulation is provided. This helps to ensure cold spots are prevented which can also contribute to condensation and other issues.



Our repairs staff have been informed that they should consider if the tenant they are visiting is suffering fuel poverty. Leaflets can be issued to tenants to inform them of where and how they can receive support with this.

Additional work is planned for this coming year to improve the co-ordination of complaints about damp and mould and to create dedicated resources to improve and speed up our response. This includes a new dedicated in-house damp and mould repairs team. This new, additional team will be led by a qualified manager concentrating solely on damp and mould issues in tenants homes. The team will also consist of additional tradespeople and a coordinator. This will provide a case management approach and will identify where any larger works may be required. The creation of this new team will also ensure inspections and any required repairs are carried out quickly.

4 - Moving Towards Zero Carbon Homes

In 2019, Cardiff Council declared a Climate Emergency. This means we, as an organisation, recognise the challenges associated with tackling climate change 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.



Our One Planet Cardiff Strategy sets out the Council's ambition to be Carbon Neutral by 2030.

As part of delivering this agenda, we aim to produce sustainable new development. However, how we manage and use our existing buildings is also one of the biggest areas of impact that can be practically addressed to tackle climate change. Creating bespoke building renovation roadmaps to tackle the decarbonisation of our properties will be crucial in delivering the Council's ambition to be Carbon Neutral. We are continuing to improve our properties through established measures such as external wall insulation but are also embracing new and emerging technologies that will help us on this journey.

Decarbonisation of our Existing Homes

Under-insulated housing is a major source of fuel poverty, poor air quality and energy wastage throughout the city. Our improvement programme of works in existing council stock includes fabric energy efficiency measures, ensuring our homes are warmer for our tenants. We are also providing renewable energy generation which reduces carbon emissions and energy consumption – all of which helps our planet.

These improvement works on existing council properties not only makes them more energy efficient and comfortable but also stimulates new areas for the upskilling of our workforce and creates local employment. The aesthetic improvement of the properties also contributes to the regeneration of the local area.

Cardiff has been fortunate in achieving grant funding to offset costs of current cladding schemes, however uncertainty remains about future funding availability to address carbon reduction.



Progress to date

Since 2013, we have installed over 10,200 energy efficiency measures in homes across Cardiff, reducing energy demand by improving building standards. These measures include:

- 1,200+ External Wall Insulation.
- 9,000+ Internal insulation (i.e. loft and cavity insulation) and boiler upgrades.
- “A” rated, energy efficient boilers have already been fitted to 99.8% of all council properties and in the future we will start to use alternative energy heating such as ground or air source heat pumps.

Future Plans

Plans for the future are to accelerate external wall insulation and solar panels installations in order to decarbonise our homes and further reduce fuel poverty. Schemes currently planned or underway include:

- External over cladding and insulation of high-rise flats
- Installation of external wall insulation on low rise blocks on a phased approach
- Installation of external wall insulation to the remaining British Iron & Steel Federation (BISF) houses in two city locations
- Window replacement
- Roof replacement
- Boiler replacements (as required)

Decarbonising our Vehicle Fleet

An electric vehicle pilot is to commence shortly in our responsive repairs service, this involves installing charging points at the operatives’ own homes as our workforce is fully mobile. The findings from this pilot will be used to inform the roll out of more electric vehicles across the service.

The Cost of Decarbonisation

Uncertainty over the cost of decarbonisation and the funding available to deliver this has been identified as a significant risk in our Risk Matrix at **Appendix C**. There is a need to plan and invest strategically in order to meet both Welsh Government objectives and to deliver improved energy costs for tenants. This will require considerable investment both in planning and delivery of improvements. Meeting the cost of decarbonisation without additional funding would impact on other programmes of work, reduce borrowing capacity and therefore reduce funds available for new build. To date Cardiff has been very successful in securing grant funding to support decarbonisation and insulation projects, however far more funding will be needed to deliver a more comprehensive approach to Zero Carbon.

5 - Improving our Neighbourhoods

We are committed to making housing estates safe, clean and welcoming places to live.

A rolling programme of regeneration activity delivers around two schemes per year in priority estates in the city. The work aims to make the environment safer, easier to walk around and more pleasant for people who live there. Improvements include upgrading the rear courtyards of flats to make them private and secure for residents, new drying facilities, new bin stores and new pedestrian pathways throughout the area.



Schemes at Roundwood, Llanedeyrn and Arnold Avenue, Llanrumney have recently been completed and schemes at Lincoln Court and Pennsylvania are nearing completion.



In addition to this regeneration activity, consultations are carried out with our tenants and residents to identify what really matters to them, so that work can be planned to address these issues.

Trowbridge Green is the next estate to benefit from improvements and consultation with residents for a new scheme in Penmark Green / Caerwent Road in Ely will start in Spring 2023.

Major Regeneration Works Continue in 2023

One of the biggest refurbishment schemes is on target to be completed in 2023. The removal of cladding from 3 of our high-rise blocks at Lydstep Flats and upgrading of windows, balconies and external insulation encased in an energy efficient mixed brick design will re-energise the area as well as bringing much needed energy savings for residents.

Work has also begun on the first phase of the Channel View regeneration project. The scheme will deliver around 350 sustainable, low carbon homes for the local community and well as investing significantly in the local area and the Marl Park.



Local Action Team

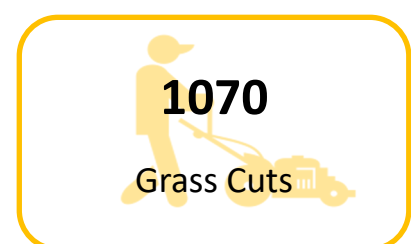
Our Local Action Team works with tenants and residents to improve neighbourhoods and encourage them to take pride in where they live.

The team assist tenants in a number of different areas from removing rubbish and waste from their gardens to cutting back and removing overgrowth.

An Estate Coordinator works directly within the community to manage and monitor the hot-spots for fly tipping and also works in partnership with other services and residents to address issues within these areas, develop solutions, and take any enforcement action required.



Between April 2022 and January 2023, the Local Action Team have completed:



A garden before and after the help of the Local Action Team:



6 - Providing Safe & Inclusive Communities

Addressing Anti-Social Behaviour

Our dedicated Anti-Social Behaviour (ASB) Team work hard to eradicate anti-social behaviour in our council homes, ensuring that our communities are as safe as possible, with the wellbeing of our residents always in mind.

Our ASB Team use a victim led approach in dealing with anti-social behaviour, focusing on what really matters to tenants.

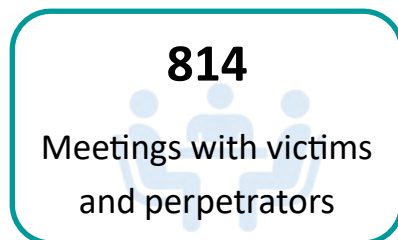
However, not only does our ASB team provide support to victims, but it also works with perpetrators to help them change their behaviour. We recognise that some of our tenants are vulnerable and need support to maintain their tenancies and avoid ASB.

ASB Action April 2022 – December 2022

100% of urgent cases tenants were contacted within 24 hours. (Target 95%).

100% of non-urgent cases tenants were contacted within 7 working days. (Target 95%).

Between **April 2022 and December 2022**, the team have also been involved with:



Community Hubs

Our Community Hubs continue to expand their services with the focus on improving the health and wellbeing of the citizens of Cardiff. Within the hubs, tenants can access a wide range of services, financial advice, homelessness and rehousing advice and support with employment, most hubs also have library services available and a wide range of social activities and ways to keep fit.



Hub Footfall

April 2022—January 2023



1,384,998 visitors

New Wellbeing Hub

Our new Wellbeing Hub in Llanedeyrn in conjunction with Cardiff and Vale University Health Board opened to the public in October 2022. The first of its kind in the city, the new Hub enhances the existing advice and support services already provided by integrating a range a specialised health clinics providing a 'one stop approach' to the health and wellbeing of our citizens.

Further plans for a Wellbeing Hub in Ely / Caerau are currently being developed.



Hubs for All

Our new Hubs for All project will ensure that our Community Hubs meet the requirements of people with higher level care and support needs.

The aim of the project is to remove all barriers for individuals requiring extra care and support and help them stay connected to their communities through a range of different services and activities within our Hubs.

All of our Hubs are accessible, with some already fitted with specialist toilets and changing facilities. All of our signage is suitable for the visually impaired and interior decoration colour schemes create Dementia friendly environments.

The project will have a dedicated focus on wellbeing, with a new Care & Wellbeing Team formed with specialist knowledge to inform a range of activities to ensure they are accessible to people with higher care and support needs.



Proud Coffee Morning

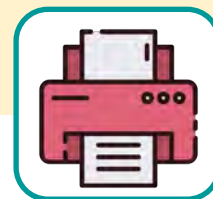
Cardiff Central Library Hub hosted its first LGBTQ+ Coffee morning in partnership with Pride Cymru in November 2022. The morning was a great success with attendees enjoying a warm, friendly, safe environment.

This event is now a permanent addition to the events programme and will take place on the first Monday of every month. The café will be a space where people can find further support, if needed, with their physical and mental health & wellbeing as well as practical support from council services and partners.



Making our services easier to use

We are continuing to develop new and exciting digital services within our Community Hubs programme. Our latest addition is Wi-fi printing, which is now available in all our Community Hubs and Libraries. Customers can now print directly from their smartphones or devices, saving the need to log on to a public computer to request printing.



Older Persons Community Living

Cardiff Council operates 10 Community Living Schemes for older people across the city. Over the last few years, a refurbishment programme has taken place to ensure that the schemes provide flexible, accessible and sustainable homes that meet the current and future needs of older people.

There are plans in place to open up the Community Living Schemes to all older people who live in the vicinity. A range of events and activities will be on offer within the schemes, providing older people with the opportunity to live independently in their own homes but as part of a wider community. Lifestyle, wellbeing, and care services will be available to support people's independence and aspirations.

This approach is currently being piloted at Clos Y Nant Community Living Scheme in Fairwater, and Brentwood Court, Llanishen. A number of events have already taken place including tea and toast, intergenerational work with a local school choir and RISE, an adapted seating session consisting of a different sports, LIFT (low impact functional training) and Tai Chi, music, or quizzes and a range of dementia focussed activities. The benefits of these sessions include increased social interaction, improved mobility, and mental stimulation. It also provides older people with a warm welcoming lounge to sit and chat. It is hoped to roll these events out to more Community Living Schemes in the future.

Work is also underway in collaboration with Adult Services to identify the best use for our future older persons housing developments to support older people to stay at home for longer, including possible housing with care in some of the larger new schemes.



7 - Supporting Tenants through the Cost-of-Living Crisis

We are committed to assisting our tenants who are affected by the cost-of-living crisis and supporting those who are struggling financially through these difficult times.

To target the issues, a Cost of Living taskforce has been created with council departments and external organisations including Citizens Advice, Cardiff Third Sector C3SC, Department of Work and Pensions, Welsh Government, Cardiff Foodbank and Registered Social Landlords, working together to support our residents, sharing best practice, and raising awareness of all support on offer.

Welfare Liaison Team

To support our tenants, our dedicated Welfare Liaison Team provides one-to-one help with income maximisation and budgeting advice. They provide a holistic Money Advice Service and act impartially to help tenants who may be experiencing difficulty in paying their rent and work out affordable repayment plans.

Between April 2022 and January 2023:

2,731

Tenants have been
Supported

£2,263,835

Total Benefits have
been Gained

£1,582,108

Potential savings for
tenants identified

The team actively engages with tenant offering them advice on the services available and providing practical assistance to help alleviate their situation.

Our Welfare Liaison Team does not work in isolation, it is part of a network of council services offering help with the cost-of-living crisis.



Case Study

Mr A's daughter contacted the Welfare Liaison Team (WLT) as her 87-year-old father was in rent arrears, struggling to pay his bills and live independently. Mr A was showing early signs of dementia and his daughter wanted to discuss income maximisation and what help was available with rent and utility payments.

The WLT visited Mr A in his home to offer their assistance and during the visit they were able to assist in a number of ways including:

- Completing an Attendance Allowance application form
- Contacting Independent Living Services (ILS) for property adaptations to allow Mr A to continue to live independently in his own home
- Contacting the Tenancy Sustainment Team to help Mr A address the hoarding that had begun at his property
- Contacting the Council Tax Section and the Housing Finance Team to suspend recovery on the arrears until he received support with his finances
- Contacting Mr A's GP to arrange an appointment for his ill health.

As a result of the visit, Mr A's Attendance Allowance was awarded and backdated, this made him £92.40 better off each week. Being awarded Attendance Allowance makes clients eligible for other benefits and grants so Mr A's income increased by a further £73.65 a week.

Adaptions such as handrails on the bed with a stool and sofa foot raisers have been made by ILS to Mr A's home and work is currently ongoing to install a walk-in shower. A GP referral has also been made for a Dementia Assessment.

To address the arrears, an affordable rent agreement has been put in place and a Council Tax exemption has been applied meaning he does not have to pay, alleviating Mr A of his financial struggles.

Mr A is able to continue to live independently and more comfortably thanks to the Welfare Liaison Team.



Other Support Available

There are numerous other support schemes available to the citizens of Cardiff and information about all the schemes is brought together on the Cardiff Money Advice Service website: www.cardiffmoneyadvice.co.uk.

Food and Fuel Champions

Food and Fuel Champions provide practical advice across Community Hubs. They have helped **1,411** people since August 2022 and have attended multiple community events to publicise the service.

Money advisors support customers with income maximisation, benefit checks and budgeting support, providing advice for long term solutions rather than quick fixes to help address poverty.



Winter Fuel Scheme

September 2022 saw the launch of the Welsh Government Winter Fuel Scheme, which supports eligible people with a one-off payment to help with fuel costs. As at February 2023, over **41,000** applications have been received, with **31,728** applications approved and paid by the benefits team.



Providing Warm & Welcome Spaces

The warm welcome spaces are part of our response to supporting city residents through the cost-of-living crisis by providing heated spaces in community buildings aimed at keeping people warm throughout the winter months. People can have a free hot drink, have a chat with staff, and find out about services available in the hub that could support them.



Since its launch in October 2022, **7,004** people have used the warm spaces.

Alongside delivering our own warm & welcome spaces, two new funds have been created for groups which want to deliver their own warm spaces or improve their services.



Supporting People into work

The Into Work Advice Service

The Into Work Advice service provides free employment and digital support to individuals actively seeking work or looking to upskill in their current role. The team provide volunteering opportunities, self-employment advice and work and digital skills training to all citizens of Cardiff.

Alongside the support and training provided, the Into Work Advice service team hold city wide job fairs, giving job seekers an opportunity to engage with employers and discuss local employment opportunities.



Youth Employment Support

In addition to mainstream employability support, the Into Work Youth Team provides specialist support for young people with additional or more complex barriers to employment, education or training.

This specialist support is provided by our wrap-around projects: Bright Futures and MILES, and our Community Based Butetown Youth Development Project.

Bright Futures receives referrals from Children's Services and Youth Services to help care experienced young people aged 16-24 access employment, education and training opportunities and receive general wellbeing support as they transition into adulthood.

Onsite Construction Academy

The Onsite Construction Academy was developed in response to the growing construction skills shortage across the country. The three-year training, work experience and employment scheme is funded by the Construction Industry Training Board (CITB) and delivered by our Into Work Advice Service in partnership with Wates' Residential.

After completing the training, the Onsite Construction Academy can connect trainees with employers to offer employment and apprenticeship opportunities alongside referring successful candidates into our Repairs Academy and also contributing to our new build programme.



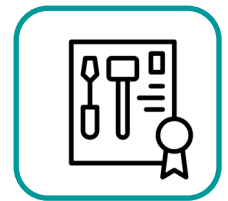
Case Study

Whilst living in Ty Greenfarm Family Hostel with his partner and two daughters, M was referred to the “Mentors in Independent Living & Employability” (MILES) Adult Project, that helps those living in supported accommodation into work.

M is a qualified carpenter and needed support with finding employment. His Construction Skills Certification Scheme (CSCS) card had expired, and he was struggling to find work and provide for his family. He was referred to the Onsite Construction Academy.

Through the Onsite Construction Academy, M completed his CSCS and Level 1 Health and Safety accreditation. M was successful in gaining a role in the Councils Maintenance Team. He was eager to start as soon as possible but there were a number of barriers preventing him for doing so. The Into Work’s Barrier Fund scheme was able to provide funds to cover the cost of a bus pass, PPE and an enhanced DBS check, allowing M to start in the role.

M has made huge progress in his role and made a profound impression on his senior and colleagues alike and has become a well-informed, respected member of the team. Alongside full-time employment, M is now living in permanent Cardiff Council housing with his family and is very comfortable in this new home.



8 - Preventing and Addressing Homelessness

The Council’s Housing Support Programme Strategy (2022 - 2026) sets out a vision for addressing homelessness in the city. The aim is for homelessness to be prevented wherever possible, and where it is not possible for homelessness to be rare, brief, and not repeated.

Prior to the pandemic, proposals were developed to improve services, to maximise prevention, ensure effective assessment of need and to deliver the right accommodation pathways. When the Covid pandemic arrived, there was an opportunity to accelerate the implementation of these changes.

Following the pandemic, Cardiff Council agreed there would be “no going back” and set out a new way forward for homelessness and support services. Our council housing service contribute significantly to preventing homelessness and meeting the “no going back” commitment.



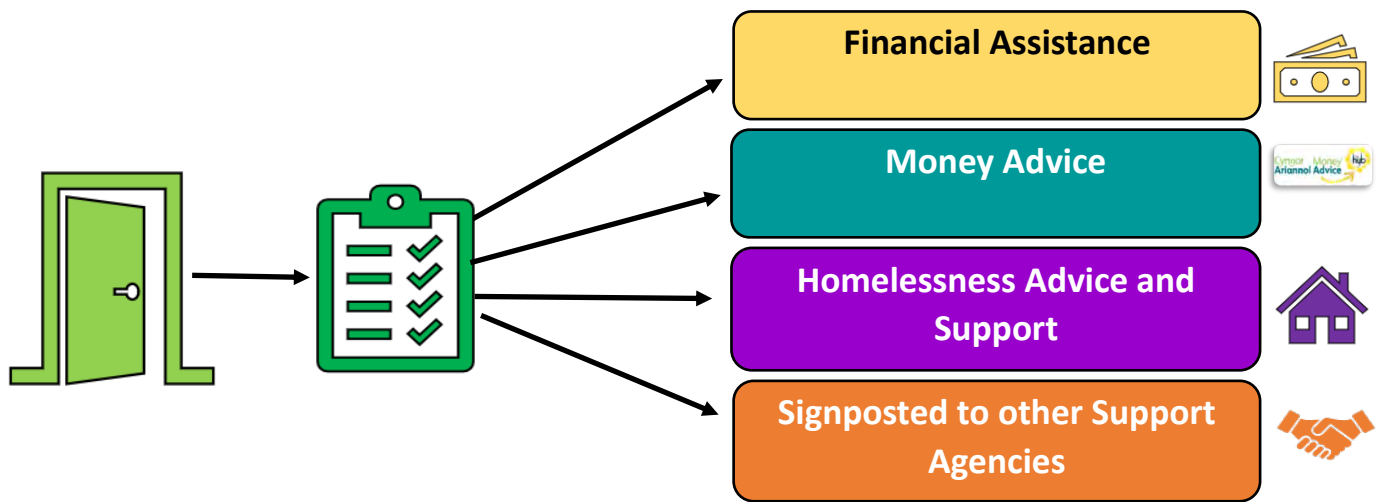
Preventing homelessness wherever possible

Our primary focus remains in providing timely support at an early stage so that we can stop tenants from becoming homeless in the first instance. We have moved our prevention services to Community Hubs city-wide so that our tenants can receive straightforward access to help, whilst also linking up with the wider support available in our hubs such as Money Advice and Into Work Services.



Rent Arrears Pathway

Our ambition is to prevent eviction wherever possible. There is a concentrated emphasis on early intervention with the Welfare Liaison Team working closely with the Finance Team who are responsible for the collection of rent arrears and overpayments in benefits. We have invested considerable time and resources into assuring a balanced approach towards the collection of rent arrears. This approach, with the tenant at the centre of the process, has ensured that we are working with all services to provide the right support to address the tenant’s needs.



The Rent Arrears Pathway offers ‘one front door’ to those seeking assistance. Tenants who are facing rent arrears are provided with rapid help, advice, and practical support. Our Welfare Liaison Team works with the Money Advice and Housing Options Service to support tenants to reduce or remove their rent arrears and provide support to manage their rental payments moving forward. So far this year, **1,026** tenancies have been saved through the rent arrears pathway.

Supporting Our Vulnerable Tenants

Our Tenancy Sustainment Team provides an intensive service to tenants that are struggling to sustain their tenancies and are at risk of tenancy enforcement action. Working with the Tenancy Management and Antisocial Behaviour Teams to identify tenants most at risk of tenancy failure, Tenancy Sustainment Officers support tenants who are likely to disengage with internal services and external agencies. The team’s focus is on early intervention, stopping tenancy issues from escalating.

Addressing Hoarding

The Tenancy Sustainment Team also help tenants who are hoarders, providing practical, hands-on assistance to assist them in de-cluttering their homes, carried out at the tenant’s own pace. Reducing the tenant’s hoard often has a direct impact on housing management functions and repairs.

The team take a multiagency approach to working with people experiencing hoarding in Cardiff and aim to develop effective approaches to dealing with the issue which leads to good and sustained outcomes. There are plans to establish a multi-disciplinary team (MDT) to include housing, psychologists, Occupational Therapists, social workers and others, working in a targeted and focused approach towards long-term behavioural change, as opposed to just removing the hoarded items.

Increasing Our Temporary and Supported Accommodation Supply

Despite good levels of homeless prevention there are increasing numbers of households becoming homeless and requiring temporary and permanent rehousing. Cardiff, as a community landlord, is committed to playing its part in providing accommodation for homelessness people.

As part of our commitment to ensuring there is “no going back” we have made good progress in delivering high quality self-contained supported accommodation both for single people and families.

Meanwhile use of land to support homeless families

The rapid installation of modular homes has been delivered on the Gasworks site in Grangetown to provide much needed family supported accommodation, ahead of the permanent redevelopment of the site. Support is available on site to ensure the families can address any issues and quickly move on to permanent accommodation. The scheme offers a broader range of support including access to Flying Start and other Early Help services. There are plans in place to further expand the Gasworks site by an additional 154 units in 2023, helping to address the



Supporting individuals with complex needs

Our supported accommodation for single people at Ty Ephraim helps individuals with the highest and most complex needs, and those who are the most difficult to help. Ty Ephraim has a flexible and open approach to accommodating challenging individuals and a commitment to zero evictions and finding creative ways to support people with complex needs.

Many residents who are referred to Ty Ephraim have spent significant periods of time rough sleeping or in custody and have high support needs and limited life skills. There is a focus on building confidence and self-esteem for residents and creating a feeling of community and belonging.

Encouraging Engagement

The team at Ty Ephraim has built links with local businesses who donate to support activity with homeless people. Recently businesses donated skin and beauty products and a member of staff who previously worked in the beauty industry delivered a fun and inclusive workshop around self-care, good hygiene, and confidence building. Residents had their hair cut and were able to “shop” for donated clothes and shoes.



Health Provision in the Hostel

We work with health services to ensure that the vulnerable people living in our hostels and that their needs, for substance misuse; mental health and general health services, are met. There is also a mobile dentist service that visits Ty Ephraim once a month for residents to have check-ups and receive dental treatment.

Case Study

S is 63 years old and has been rough sleeping in the city centre and accessing emergency out of hours provision intermittently since March 2020. He struggled in the out of hours provision environment and would often stop engaging and return to rough sleeping as a result.

S moved to Ty Ephraim in July 2022 and began receiving structured support from his allocated keyworker. He initially struggled in the hostel environment and presented with challenging behaviours. The team at Ty Ephraim used de-escalation and distraction skills, often re-directing S to activities or a quiet chat when he was becoming frustrated. Using a trauma-informed approach, the team calmly discussed any issues with S and took a supportive approach to avoid the placement breaking down.

The team explored hobbies and interests that could support S to maintain his accommodation and refrain from becoming involved in anti-social behaviour. He was encouraged to get involved in diversionary activities at Ty Ephraim centring around his interests in music and creativity which had a positive impact on his well-being. S was a little reluctant at first, however with support and encouragement from his keyworker, he began integrating into the hostel community and now attends a variety of activities.

He has been supported to open his first bank account and is now budgeting and managing his money more effectively. He is engaging with health services and is now attending appointments alone as he prepares for living in the community.

S has commented on the effect his increased independence has had on his self-esteem. S has been living at Ty Ephraim for nine months, the longest he has maintained a placement. His life skills, emotional regulation and coping abilities have improved significantly and he now feels ready to move to community living. He has been allocated a permanent property in a new managed accommodation service and is due to move in soon. This is S's forever home where he can live independently with support staff on site if needed.



Providing Permanent Homes through a Rapid Rehousing Approach

Spending long periods in temporary accommodation is unsettling for homeless households and can affect children's education, we are therefore committed to help deliver the Welsh Government vision of Rapid Rehousing. We are working with our partners to reduce the time spent in temporary accommodation, supporting individuals and families into permanent accommodation as quickly as possible.



We already allocate a high proportion of our council homes to homeless clients **Since April 2022, 74% of general lets have been made to homeless clients** which has led to a reduction in the average waiting time for these clients. The pressure on the general waiting list is also great and our limited supply of homes also has to meet this need. Unfortunately there is limited scope to review our Allocations Policy to let more properties to homeless households.

In order to truly deliver the rapid rehousing vision, the city will need to significantly increase the supply of affordable housing, while the Council has ambitious new build plans, far more affordable homes need to be delivered than are currently planned if this goal is to be achieved.

To support clients with higher needs into permanent housing as quickly as possible, we have expanded our Housing First scheme which offers direct placement into Council, Housing Association and private rented sector tenancies with intensive wraparound support. It gives people who have experienced homelessness, and have complex needs, a stable home from which to rebuild their lives.

There are currently three Housing First schemes in Cardiff, two operated by the Council, one for rough sleepers and one for prison leavers. A further scheme is operated by the Salvation Army. Housing First is very successful, with **94%** of clients who have utilised the service having broken the cycle of homelessness.



Case Study

L is an 18-year-old care leaver who was referred to the Housing First Project due to his complex needs.

L was allocated a Housing First Officer and support was phased in to allow for a good trusting relationship to be formed. L received an offer for a 1-bedroom property; however, the property wasn't available for another 3 weeks. The Housing First Team met with staff at Ty Casnewydd Supported Accommodation and a plan was created to ensure that L had somewhere to live until the Housing First property was available. Housing First extended his placement to minimise any stress or trauma with moving and losing support over what would already be a difficult time.

L moved into Ty Casnewydd at the beginning of January 2023 and starting to receive support from staff there, alongside Housing First staff until his property was ready.

L moved into his own property 2 weeks later, with support from staff at Ty Casnewydd and Housing First the move was smooth and quick. L has furnished his flat to a great standard and is engaging well with support to maintain his tenancy.



Addressing Overcrowding

Housing in Cardiff is under considerable pressure and requests for transfer can take some considerable time, especially when larger properties are needed. This has resulted in overcrowding in our properties. Currently, our Allocation Policy prioritises the most severely overcrowded households, however we aim to do more to tackle the issue of overcrowding by using a range of innovative solutions.

We are actively exploring a variety of solutions including the building of extensions, loft conversions and other creative ideas such as the use of converted shipping containers in gardens and modular extensions to existing buildings. We are also planning to provide more support to those who wish to downsize to free up family housing and work with tenants to resolve their housing need through promoting and supporting mutual exchanges.



9 - Listening to Our Tenants

Tenant Participation

The Tenant Participation Team consult directly with our tenants and leaseholders, ensuring their voice is heard and giving them a say on how our services can be improved.

Alongside holding their own focus groups, the team also incentivise residents to hold their own events and interact with their local neighbours.

The team can support tenants and leaseholders to:

- Start community garden groups
- Hold events in their local area, including recycling workshops, street parties and community lunches
- Organise and run wellbeing groups in their local area
- Improve communal living areas
- Attend day trips with other tenants in their communities.



Tenant's Conference

The annual Tenants Conference was held in-person in 2022 and was an opportunity for tenants and leaseholders to engage with the Tenant Participation team and senior housing managers. The conference was attended by more than 80 people who were able to visit stalls from many different council areas and external partners such as Dogs Trust, Specsavers and Age Cymru.



Presentations were delivered on topics such as health and wellbeing in the community, legislative changes affecting tenants and the construction of new Community Living schemes across the city.

Workshops were delivered on cooking on a budget, money advice and welfare reform. The announcement of the winners of this years 'Blooming Marvellous' competition was also made, always a highlight of the conference.

Future of Tenant Participation

The Tenant Participation team is currently undergoing a transformational review which will see more tenant led representation from a variety of groups within the community which will help build relationships and forge community ties. The dedicated Tenants Participation website will have a refresh to ensure tenants have access to up-to-date information alongside details of new focus groups and a wide range of surveys to enable tenants to tell us what's important to them.

Tenants Survey 2022

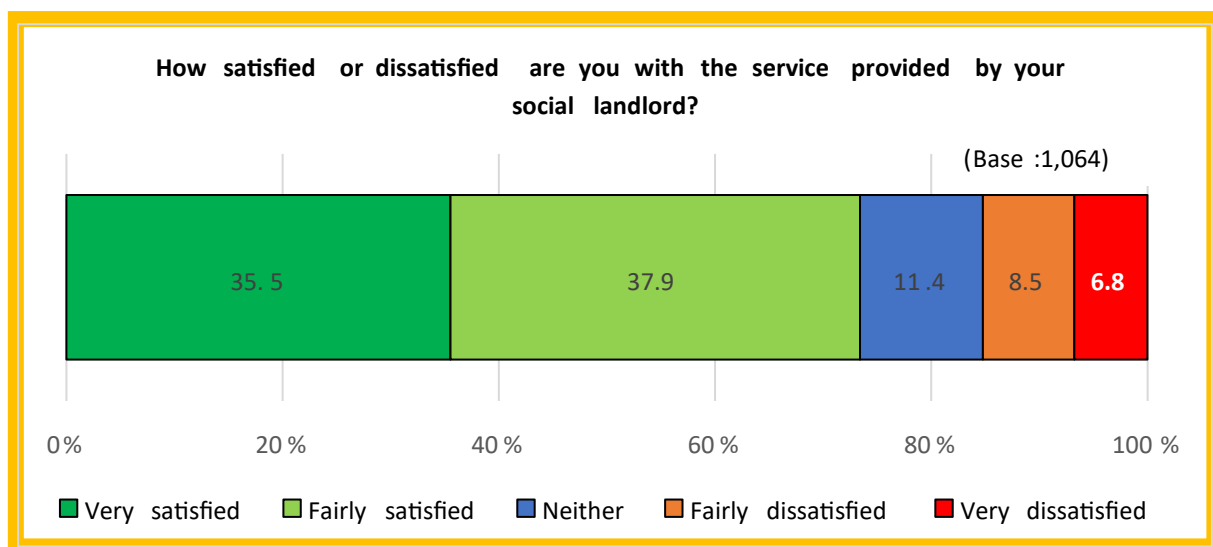
In December 2022, Cardiff Research Centre was commissioned to undertake research into identifying levels of satisfaction and views of our tenants on the current services they receive. A total of **1,113** surveys were completed.

Some of our services have yet to fully recover from the effects of the pandemic and subsequent lockdowns and the survey results reflect these issues.

The results of the survey have been carefully considered and the action to be taken has been set out below:

Overall Service

Tenants were asked how satisfied or dissatisfied they were with the overall service provided by us.



73.4% of respondents were satisfied with the service provided by their social landlord, this included 35.5% who were very satisfied. 15.3% were dissatisfied.

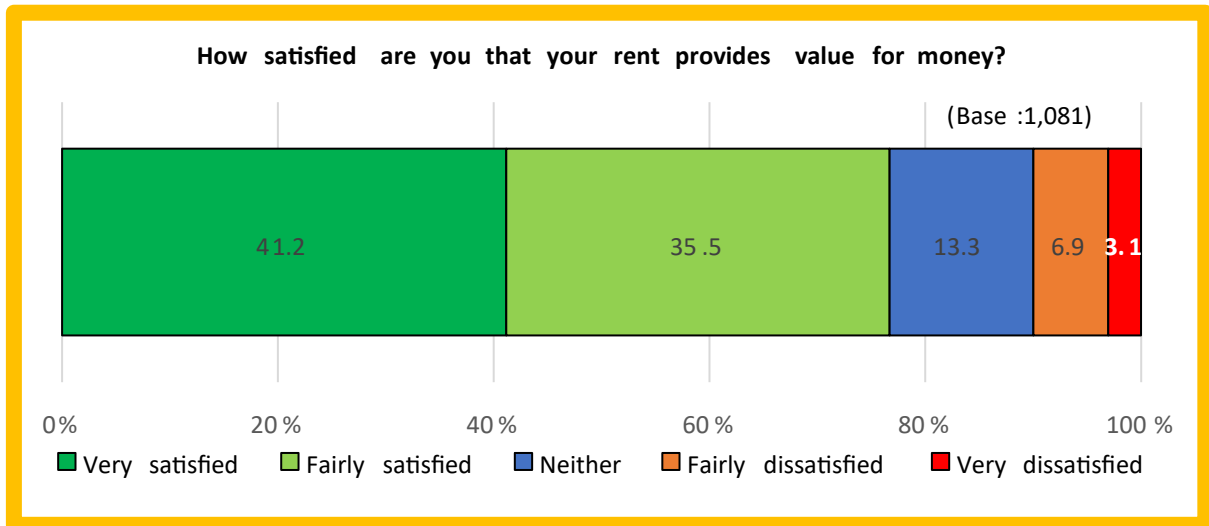
A more detailed question showed that tenants were most satisfied with advice about their rent account and cleaning and maintenance of communal areas and were least satisfied with how we dealt with **complaints, anti-social behaviour and transfer and exchanges**.

Action: More information is needed to understand why tenants are unhappy with how their complaint is dealt with, a separate tenant survey will be carried out during the year to understand this better. Anti-Social behaviour is often a complex area and solutions are not always straight forward. There is considerable evidence that our ASB team are proactive in responding to allegations of ASB but clearly concerns remain among tenants. A more focused survey for those receiving support from the ASB team will be carried out this year to understand what aspects of the service led to this dissatisfaction. Delays in

transfers are occurring at present due to the ongoing pressures on homelessness, additional resources are to be put in place this coming year to support tenants who want to exchange as a way of resolving their housing issue.

Providing Value for Money

Tenants were asked how satisfied they were that their rent provides value for money.



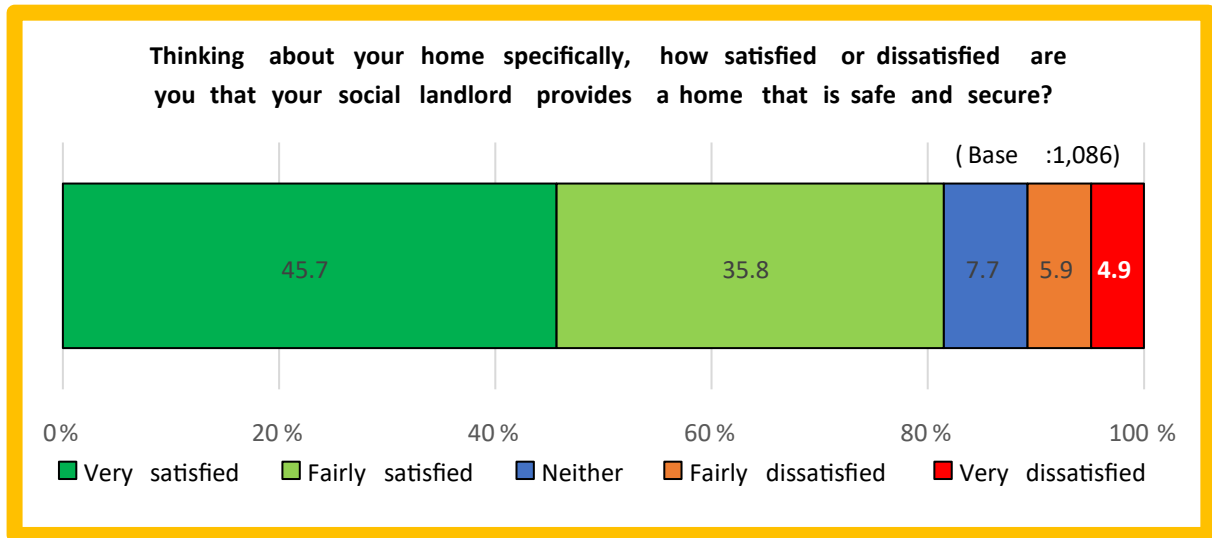
76.7% of tenants were satisfied that their rent provides value for money and just 10% were dissatisfied.

Action: We will continue to monitor our rent levels using the Joseph Roundtree Foundation Living Rents and support the Welsh Government to develop a national approach to measuring affordability. We will ensure that help is available for tenants who are struggling financially and that no eviction takes place for rent arrears where the tenant is working with us to resolve the issue.



Providing Safe and Secure Homes

Tenants were asked how satisfied or dissatisfied they were that we provided a home that is safe and secure.



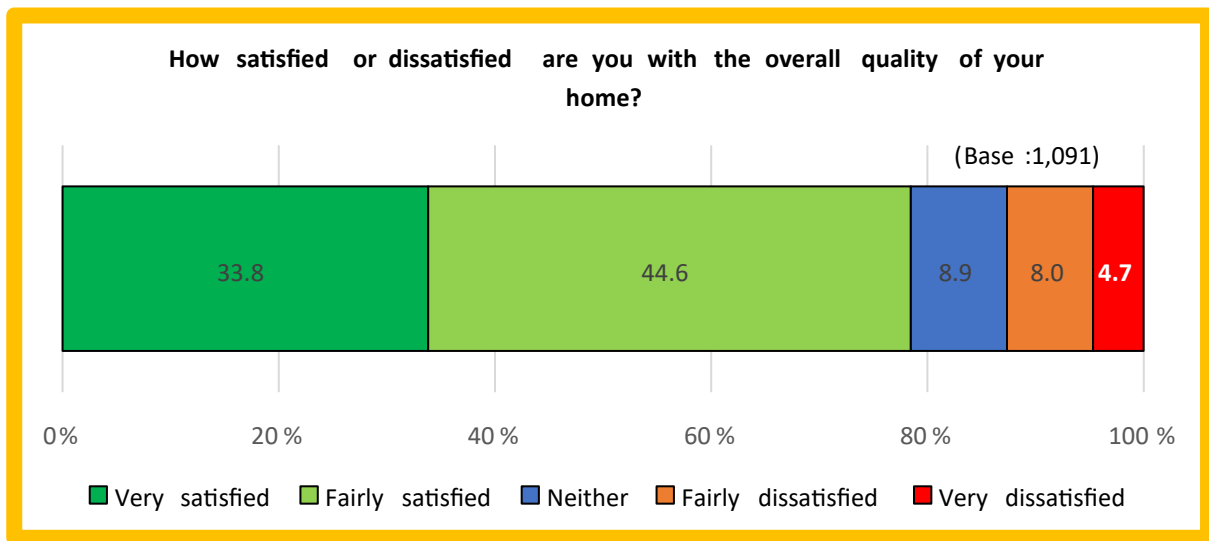
81.5% of respondents were satisfied that their social landlord provides a home that is safe and secure, this includes 45.7% who were very satisfied. Only 10.8% were dissatisfied.

Action: We will continue with our programme to update doors in flats to improve both security and fire safety, our sprinkler programme and replacement of cladding on high rise blocks will also improve fire safety. Funding has also be set aside for improving fencing and defensible space.



Quality of Homes

Tenants were asked how satisfied or dissatisfied they were with the overall quality of their home.



78.5% of tenants were satisfied with the overall quality of their home, this includes 33.8% that were very satisfied. 12.7% were dissatisfied.

Tenants were also asked if their property needed improvements and if so what they were. 892 tenants responded to this. The most common improvement identified by tenants was Windows (29.9%), this was followed by Bathrooms (28.8%) and Kitchens (28.5%) Gutters and Downpipes (26.5%) and Doors (24.9%).

Tenants were also asked if their home met their needs. 80.5% of those who responded said that their home did meet their needs, the most common reason for not being the case was property condition (39.9%) accessibility issues (32.6%) and overcrowding (25.9%).

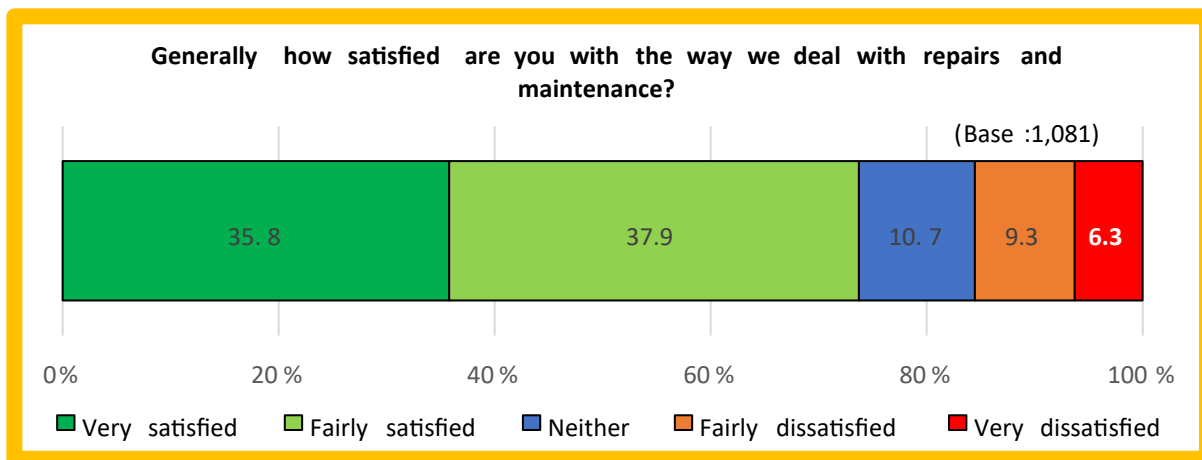
Action: In total it is anticipated that £15.85 million will be spent on improving our homes in the coming year. This includes £2.5 million on bathrooms and kitchens, £500,000 on windows and £2 million on roofing renewals which includes renewing all gutters and downpipes. Windows will also be replaced as part of our high-rise cladding schemes. £3 million will be spent on adapting properties to meet the needs of disabled people .

Also, our first new older persons scheme will be completed during the year, Addison House, providing high quality accessibly housing for older people.

A project looking at innovative solutions to overcrowding including modular extensions will continue into next year.

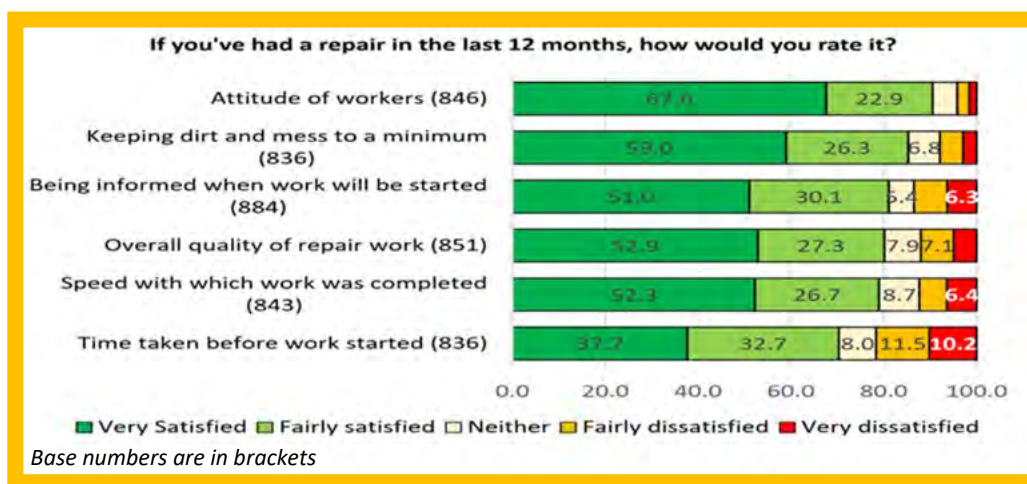
Repairs and Maintenance

Tenants were asked how satisfied they were with the way that we deal with repairs and maintenance.



73.7% of respondents were satisfied with the way repairs and maintenance are dealt with, this included 35.8% who were very satisfied. 15.6% of respondents were dissatisfied.

Tenants who had received a repair in the last 12 months were asked to rate the service across a number of factors.



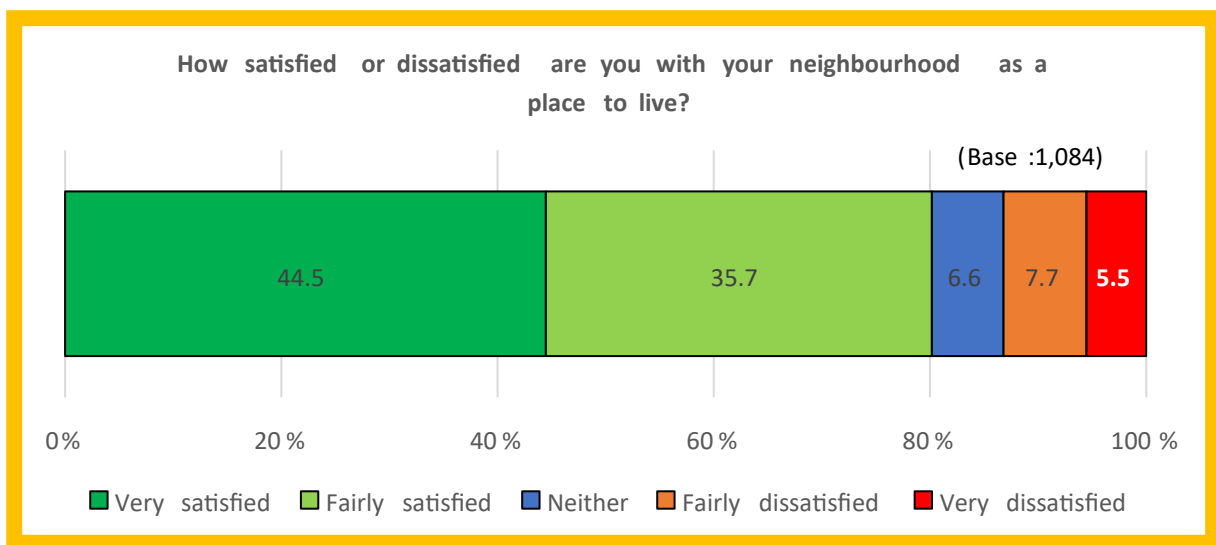
Satisfaction levels were highest regarding the attitude of workers with 90.5% of respondents highlighting this, this included 67.6% who were very satisfied. This was followed by keeping dirt and mess to a minimum (85.3%) and being informed when work will be started (81.1%).

The main issue tenants had with repair work in the last 12 months was the amount of time taken before work started, with just over one in five (21.7%) respondents dissatisfied. This is understandable due to the backlog of repairs outstanding following the pandemic restrictions.

Action: We are investing further in our Responsive Repairs Service, including new maintenance persons to do more straightforward work allowing our qualified tradespeople to use their skills appropriately. Our new Repairs Academy will help us to recruit to our workforce and a new specialist team will be established to better co-ordinate works where damp and mould is identified.

Neighbourhood

Tenants were also asked how satisfied or dissatisfied they were with their neighbourhood as a place to live.

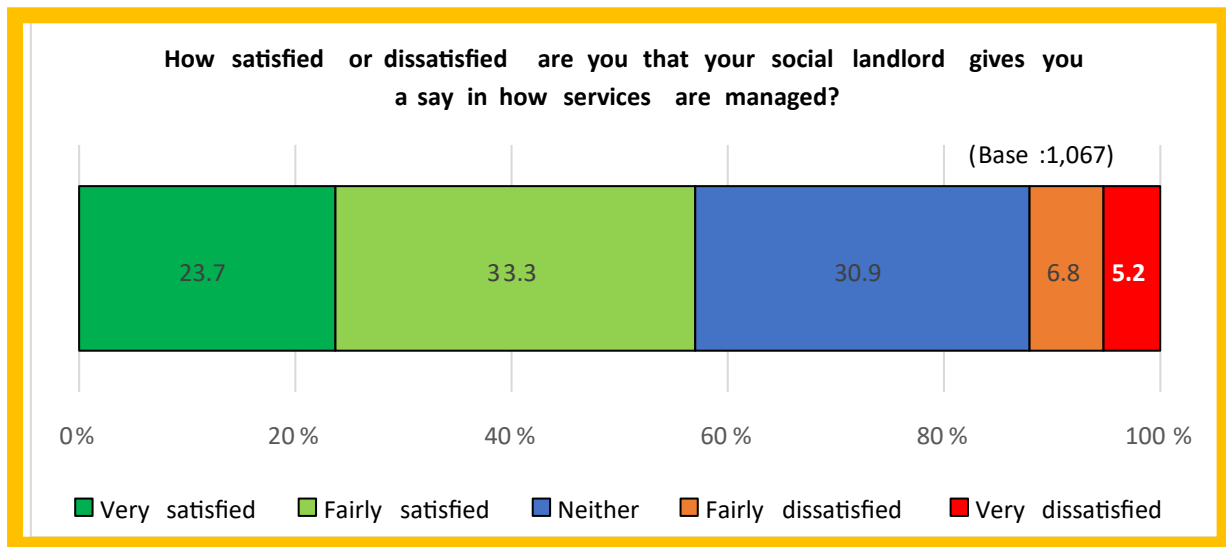


80.2% of tenants were satisfied with their neighbourhood as a place to live, this includes 44.5% were very satisfied. Just 13.2% were dissatisfied.

Action: Information from the survey will be reviewed to establish if there are any patterns, this will allow for a targeted approach to work by our Local Action Team or Antisocial Behaviour team and may influence the future programme for neighbourhood regeneration. The 2023/24 capital investment programme includes £1 million to be invested in garage and asset improvements which includes works to the rear courtyards of flats making them private and secure for residents. A further £1 million has also been set aside for whole estate regeneration including the improvement of defensible space and new pedestrian pathways. This will help make estates safe, clean and welcoming places to live.

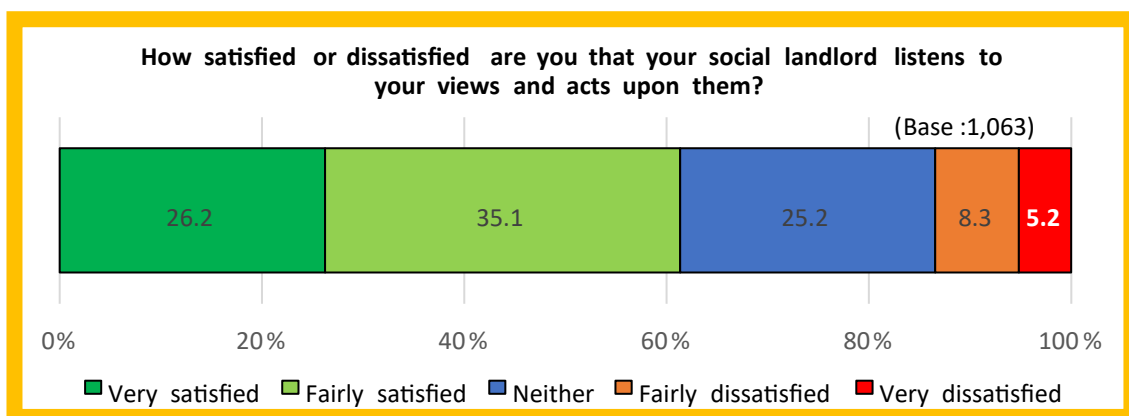
Listening to Tenants

Tenants were asked how satisfied or dissatisfied they were that they were given a say in how services are managed.



Only 57.0% of respondents were satisfied that their social landlord gives them a say in how services are managed. A very high percentage (30.9%) were neither satisfied nor dissatisfied. Only 12% were dissatisfied.

Tenants were also asked how satisfied or dissatisfied they were that we listened to their views and acted upon them.



61.3% of tenants were satisfied that we listened to their views and acts upon them, again a high number (25.2%) were neither satisfied or dissatisfied and 13.5% were dissatisfied.

Action: A review of Tenant Participation is due to take place in the coming year to ensure that we reach more tenants and provide more opportunities for them to get involved and have their say.

10 - Modernising and improving services for our tenants

We are committed to increasing the number of housing services available to people via digital platforms and, where appropriate are ensuring digital and automation solutions are used to give digital 'end to end' services.

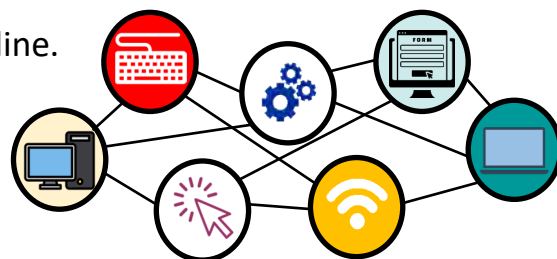
We do however realise that digital services will not suit all our tenants and so we are also committed to providing face to face services through our Community Hubs.

Housing Online

Housing Online was first rolled out in April 2020 and it already provides council tenants and former tenants with access to their rent accounts and rechargeable repair accounts.

Phase 2 of Housing Online launched in February 2022. The 'My Applications' portal has been implemented and allows citizens to apply for housing online with Cardiff Council and our partner registered social landlords within the Cardiff area.

Since the launch 786 applications have been made online.



E Signatures

DocuSign eSignature eliminates the producing of paper, printing and posting and increases convenience for council tenants. "Tenancy Sign Up" was the first service to utilise this new technology. The system reduces turnaround time to hours rather than days or weeks, allowing the Council and its customers to send and sign agreements or documents securely from virtually any device.

Housing Web Chat

We are in the early stages of developing Live Web Chat to improve customer service.

For many customers, online chat software is more convenient and less stressful than speaking on the phone to a stranger. Live chat software increases first contact resolution and improves the support experience for customers



Cardiff Housing Website

Work is underway to develop a new Cardiff Housing website. The site is being designed with our tenants firmly in mind, accessibility will be key and the website will have a fresh new look.

All key information will be kept on the pages and will be updated regularly. Information will include:

- Finding a home
- Applying for Housing Association and Council Homes
- Advice and support
- Private Rented Housing
- Homelessness Advice
- Money Advice



My Repairs

'My Repairs' is an accessible, inclusive repairs service that will be available 24/7, 365 days a year. Tenants will be able report, view and book repair appointments using the self-service system on their Smartphone, PC, Laptop or at a Community Hub.

My Repairs allows accessibility and transparency to all tenants of Cardiff, creating a better repairs service.

The system will launch in 2023.



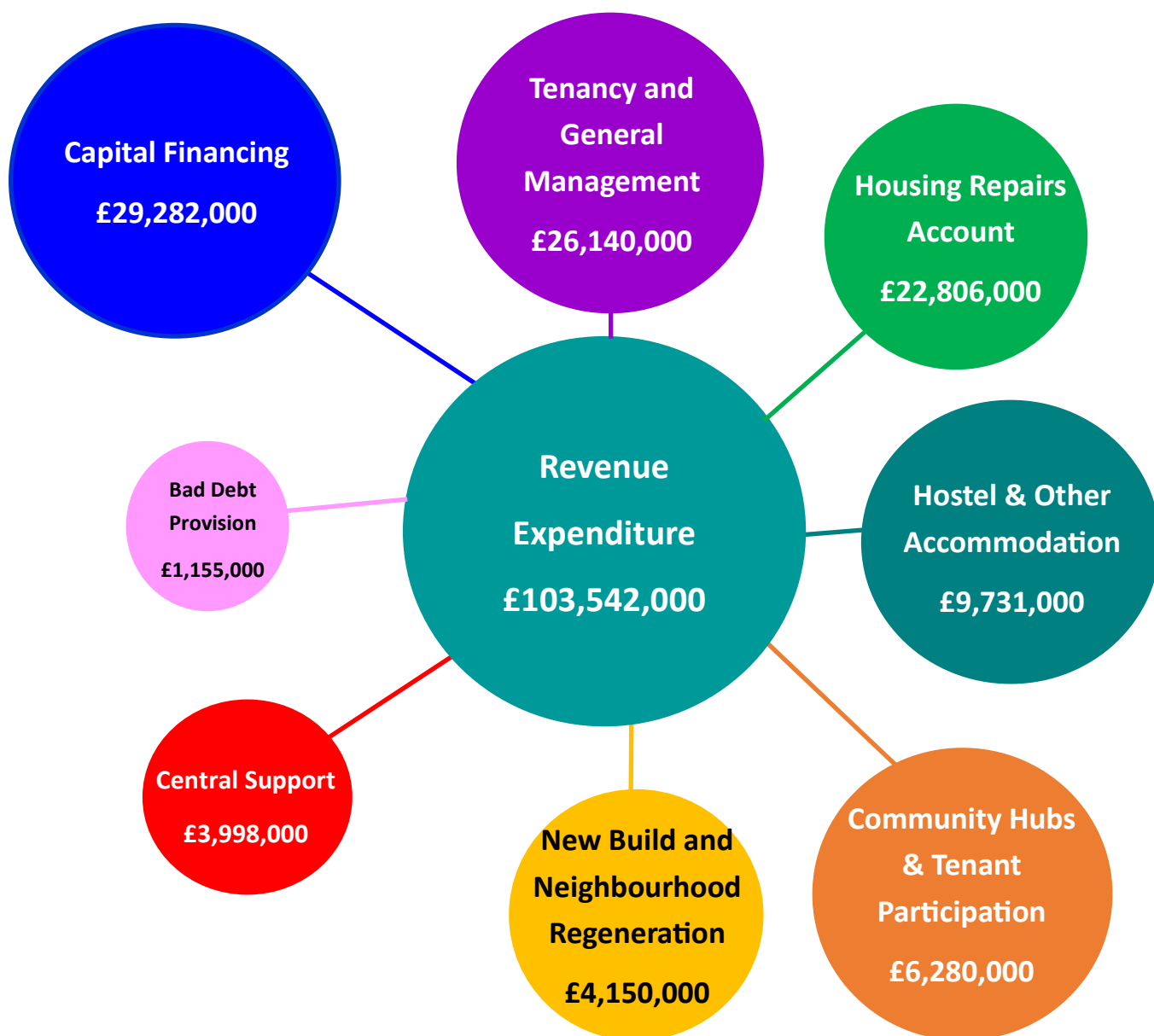
My Scan

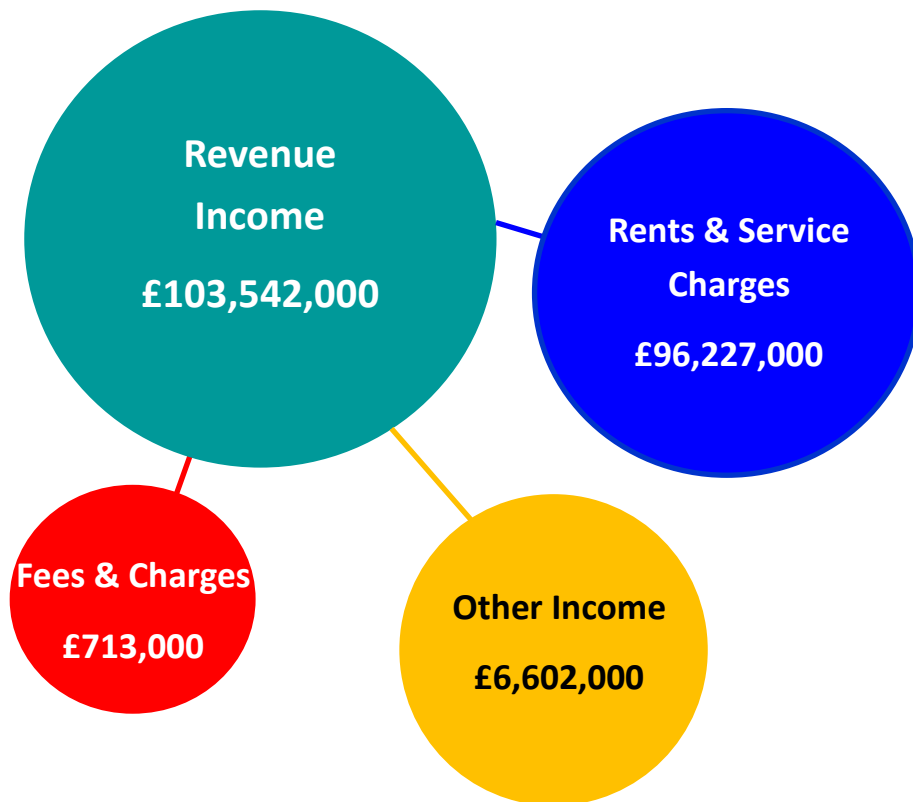
My Scan is an exciting new service that will give tenants and residents the option to self-scan any documentary evidence required for housing or benefit applications at home or on-the-go, reducing the reliance on travelling to Community Hubs.

The project is currently in development but it is hoped that it will be launched in 2023/24.

11 - Financial Resources and Planning

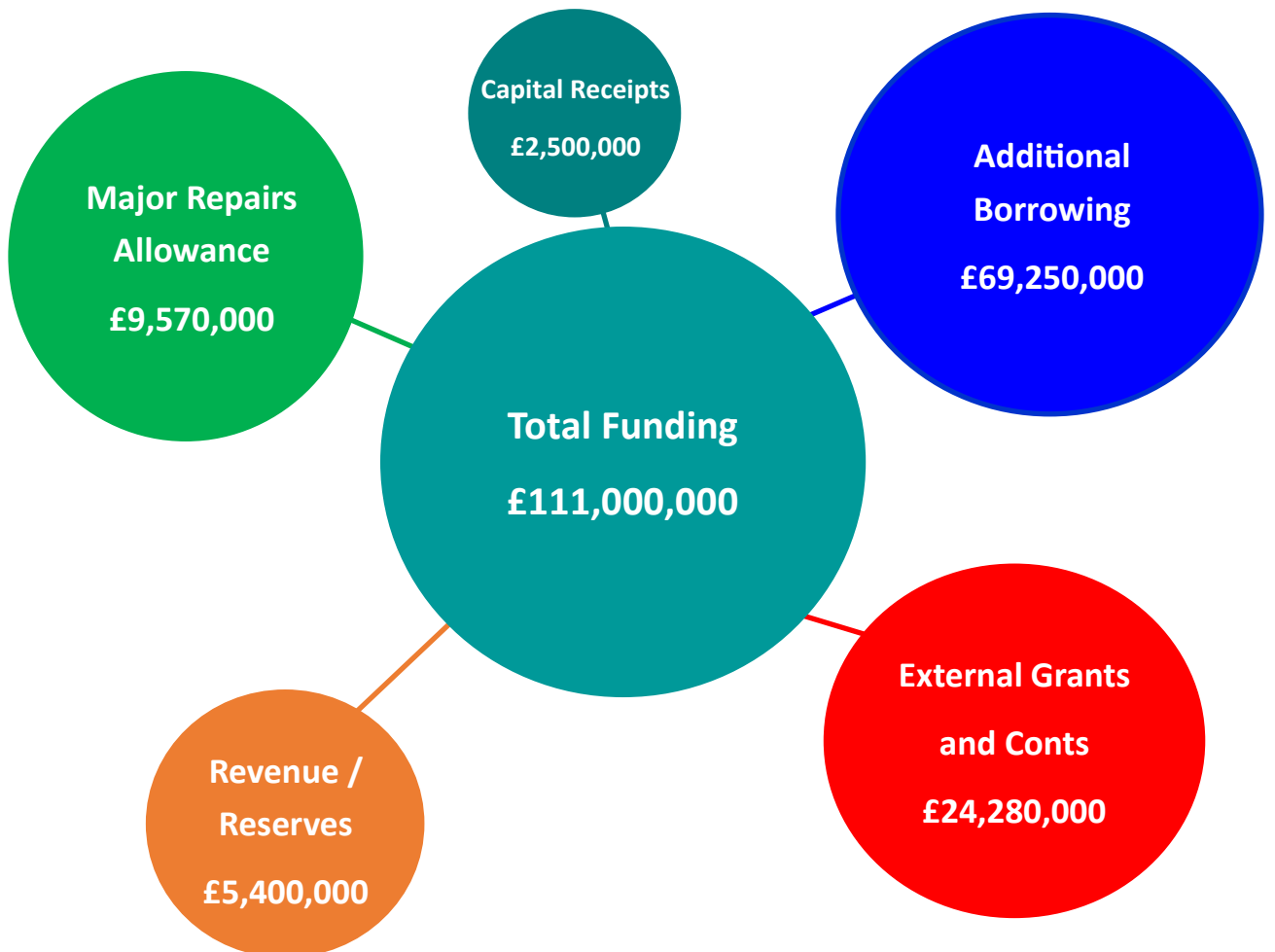
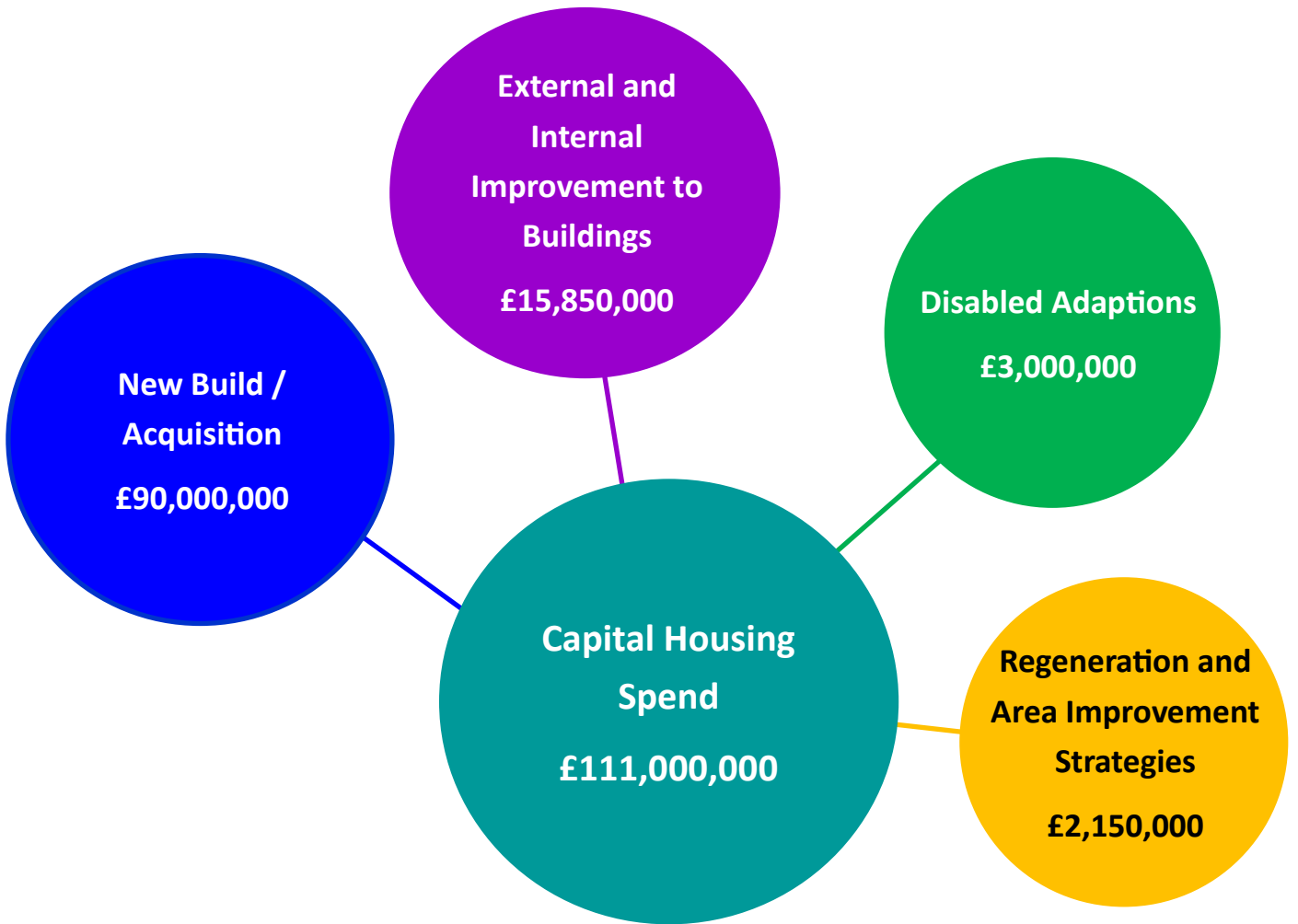
The following diagrams illustrate expenditure and income estimates for both revenue and capital for the financial year 2023/24. Further details are set out at **Appendix A**.





These items are in accordance with legislation and the HRA Guidance Manual which sets out the legislation, regulation, guidance and best practice relating to the operation of a HRA.





A) The HRA Budget

Drafted and submitted to Cabinet for approval as part of the wider Council budget setting process in February of each year it also considers a 5 year Medium-Term Financial Plan in the context of a 30 year HRA business plan and the planned capital investment programme for the period.

Appendix A sets out the planned spend and funding sources for the first five years for both revenue and capital.

B) The HRA Business Plan

This is updated annually, submitted to Cabinet in March each year and subsequently to the Welsh Government for consideration and approval. The plan has the following objectives:

- is a requirement of application for the Welsh Government Major Repairs Allowance grant
- must demonstrate ability to meet the Wales Housing Quality Standards
- must be approved by political and senior management governance processes
- is underpinned by a 30-year financial model which sets out estimates of planned capital and revenue income and expenditure
- is used as a planning document forming the basis of the HRA business
- used to safeguard interests of current and future tenants and service users
- used to demonstrate the long-term value for money, financial resilience and sustainability of the HRA.

C) The Housing Development and Capital Financial Advisory Board

This board considers regular financial monitoring updates against revenue and capital budgets and sets a framework for the review and approval of the Housing development and acquisition programme. The board is made up of senior management representatives from the Housing and Finance directorates and meets bi-monthly.

It reviews expenditure proposals and related affordability and receives updates on policies and developments within the housing environment.

D) Budget Monitoring

Service accountants with detailed HRA accounting experience work with HRA budget holders to review progress against approved budgets, investigate variances and identify mitigations and actions to bring planned spend in line with forecasts or to realign budgets where appropriate for additional initiatives and changes to available funding. Cardiff Council's Cabinet receives quarterly budget monitoring updates as part of the regular Council reporting processes throughout the year.

Other regular and ongoing financial management and monitoring activities include the following:

- Ensuring that a HRA general balance is maintained at a prudent level
- Creating specific earmarked reserves to mitigate against risk including increasing and unforeseen costs such as the price of materials and the uncertain rent policy in the medium/long term
- Continuing to liaise and consult with the Welsh Government on future rent policy highlighting the importance of ensuring that capital commitments currently being entered into remain affordable
- Continuing to develop indicators to support assessment of financial resilience including prudential borrowing indicators
- Maintaining a prudent approach to repayment of capital expenditure
- Compliance with the terms of reference set by the Housing Delivery and Capital Finance Board in respect to approval or changes in sites proposed for new housing development including viability assessments
- Regular review of service data and matrix such as the number of void properties, levels of rent arrears and write offs, progress against the revenue repairs programmes, both responsive and planned, to identify issues and agree interim solutions thus helping to secure improved performance against service objectives
- Regular reviews of progress against the planned capital programme and the level of borrowing needed to avoid unnecessary capital financing costs.

Rent Policy

The Council sets the level of rents within a policy framework set by the Welsh Government. The 5-year Social Housing Rent policy introduced for 2020/21 to 2024/25 allows for a maximum 1% rent increase above the rate of the consumer price index (CPI). Where CPI is outside the range of 0 to 3%, a ministerial decision is required for that year.

There is no confirmation of the rent policy approach beyond 2024/25 which represents a significant risk when business planning as the Council has no control over the major income stream.

In line with the current rent policy, a ministerial decision was made on 16th November 2022 to limit rents to a maximum increase of 6.5% for 2023/24 for all tenants. Having considered affordability for tenants using the Joseph Roundtree Foundation Living Rents, value for money and help available to council tenants, it was proposed that Cardiff set its rents at the maximum allowed. This was approved by Cabinet in December 2022 ahead of the 2023/24 budget setting and in line with the new notice period requirement of the Renting Homes Wales Act which stipulates 2 months' notice for tenants.

A voluntary commitment was also made to comply with a number of requests from the Minister, including no evictions due to financial hardship where tenants engage with officers.

Future rent modelling has been based on Welsh Government guidelines and taking account of forward indicators for inflation factors. These currently indicate CPI at 5.3% for 2023/24, reducing to a negative CPI until 2026/27 when CPI is forecast at 1.05% and rising to 2% in 2027/28.

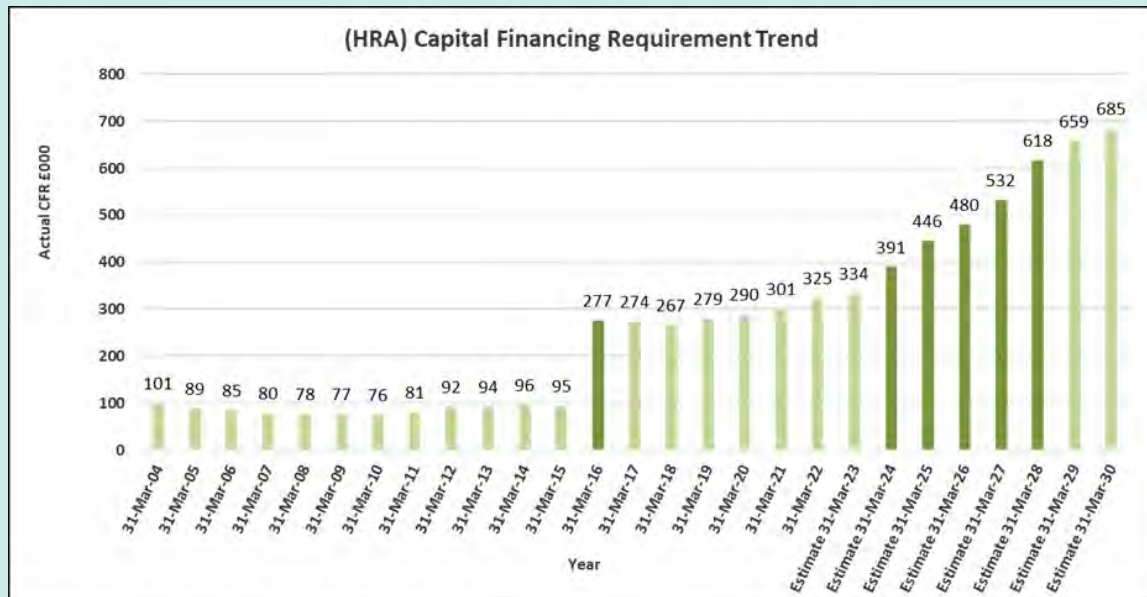
It is considered that these rent uplifts will allow for obligations to tenants and lenders to be met and help to support the financial viability of the HRA whilst ensuring that rents remain affordable for current and future tenants. This level of increase will also allow for the continuation of the Council's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



HRA Borrowing

As illustrated in **Appendix A**, borrowing accounts for a very significant amount of the funding for the HRA capital programme. This borrowing results in capital financing costs including interest payable and a prudent revenue provision for the repayment of capital expenditure paid for by borrowing.

HRA debt is measured through the Capital Financing Requirement (CFR).



The chart above shows an increasing trend in borrowing requirements, particularly for 2027/28 through to 2029/30.

Financial commitments arising from borrowing must be paid over future generations and are therefore 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.

A robust approach is in place to oversee borrowing and ensure the viability of any housing schemes. The Housing Development Team use a viability toolkit, known as Proval, to assess the financial viability of every development scheme in order to ensure each scheme is affordable for the HRA.

The viability model evaluates all development costs to determine the total Scheme costs and also determines the on-going management and maintenance costs of the schemes. These are evaluated against the rental income that the scheme will generate to determine if the scheme is financially viable and if the total scheme costs are paid back over an agreed period of time (currently 50 years).

Scheme viability is tested at various stages of the development process including during the design stage, to help determine the best mix of units for each site, at the planning stage and at the stage of tendering for a contractor. This process helps us to ensure our agreed viability parameters are being met across our development programme.

Sensitivity Analysis

Given the period the HRA 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.

Appendix B sets out the key revenue assumptions within the model for the first five years and in the context of the 30-year business plan period.

These assumptions and other forecasts as detailed in the Business Plan are based on current information and will be subject to a risk of change.

The Risk Matrix at **Appendix C** sets out the main risks to the plan and the potential mitigations and actions put in place to manage these and ensure that the HRA remains affordable and financially viable.

Appendix D considers some key areas of sensitivity within the plan and the potential impact on the forecasts for any one year using the 2023/24 budgets for illustration purposes.



Housing Revenue Account (HRA) Business Plan 2023/24



Cardiff Council

Appendices



Appendices

Appendix A	HRA Revenue and Capital Budgets
Appendix B	HRA Revenue Assumptions
Appendix C	Risk Matrix
Appendix D	Sensitivity Analysis
Appendix E	HRA Business Plan 30 year Budget Forecast



Appendix A

HRA Revenue and Capital Budgets

REVENUE EXPENDITURE AND INCOME

The model details the planned revenue budget and analysed across the service functions (with an objective split) and the resources assumed to fund planned spend, with the first five years shown in the table below.

	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Capital Financing	29,282	33,555	35,913	38,684	42,873
Tenancy and General Management	26,140	27,557	28,900	29,706	30,079
Housing Repairs Account	22,806	23,162	23,394	23,762	24,276
Hostels and Other Accommodation	9,731	11,400	11,514	11,679	11,896
Community Hubs and Tenant Participation	6,280	6,516	6,581	6,667	6,774
Housing Development and Neighbourhood Regeneration	4,150	4,120	3,958	4,004	4,059
Central Support	3,998	4,079	4,120	4,198	4,316
Bad Debt Provision	1,155	1,252	1,301	1,337	1,387
Contribution to reserves	0	0	500	0	0
Total Expenditure	103,542	111,641	116,181	120,037	125,660
Rents and Service Charges	(96,227)	(104,271)	(108,763)	(112,064)	(116,623)
Other Income	(6,602)	(6,636)	(6,679)	(6,727)	(6,780)
Fees & Charges	(713)	(734)	(739)	(746)	(757)
Contribution from reserves	0	0	0	(500)	(1,500)
Total Income	(103,542)	(111,641)	(116,181)	(120,037)	(125,660)

Revenue expenditure commitments proposed over the next 5 years include the following:

- Capital financing requirements reflect the current and increasing borrowing requirement proposed in the Capital Investment Programme, interest payable of 4%, and the Council's prudent revenue provision policy
- Tenancy and General Management includes the funding requirement for tenant functions including caretaking, the allocations and rehousing unit, compliance and 24-hour services

- Hostels and Other Accommodation include the estimated operating costs and service charge recovery levels for proposed new older persons community living schemes and for additional temporary and family supported accommodation
- Rents and service charge levels reflecting planned increases in stock and assumed timings of availability for let of new units
- Other income includes any available grant funding, staff recharges to capital schemes and other recharges
- Drawdowns as required from earmarked reserves as a result of increased capital financing commitments in the medium term.

Over the longer-term period of the 30 year plan, other key assumptions are built into the financial model to test and demonstrate the ongoing viability of the plan and to ensure that service objectives can be met. **The following should be noted:**

- Planned drawdowns from earmarked reserves to meet any in year shortfalls in the medium term due to the impact of high levels of borrowing ahead of availability of related rental income from new stock
- In the absence of any confirmed new rent policy, prudent forecasts for rent uplifts assumed for the longer term (CPI +0.5%)
- Tenanted service charges assumed to increase by inflation for cost recovery where appropriate
- Stock numbers assumed to increase in line with the New Build Development Programme and timings for availability for let
- The plan provides for service growth and additional pressures particularly linked to increases in stock and the estimated requirements for ongoing management and maintenance
- Capital financing costs reflecting the assumed borrowing costs and in line with the planned Capital Programme over the period
- The Major Repairs Allowance grant is assumed towards Capital Programme spend over the 30 years
- Contributions to reserves where surpluses become available to mitigate against future risk including increasing and unforeseen costs such as the price of materials and the uncertain rent policy in the medium/long term.

CAPITAL EXPENDITURE AND INCOME

Planned capital investment and resources assumed to pay for the investment are also identified within the model, with the first five years shown in the table below.

	2023/24	2024/25	2025/26	2026/27	2027/28	Total
	£000	£000	£000	£000	£000	£000

Regeneration and Area Improvements	2,150	2,450	2,450	2,450	2,650	12,150
External and Internal Imps	15,850	27,010	31,370	14,470	16,120	104,820
New Build and Acquisitions	90,000	69,800	48,925	68,800	96,700	374,225
Disabled Facilities Adaptations	3,000	3,000	3,000	3,000	3,350	15,350
Total Expenditure	111,000	102,260	85,745	88,720	118,820	506,545

Major Repairs Allowance Grant	(9,570)	(9,570)	(9,570)	(9,570)	(9,570)	(47,850)	% 9.5
Additional Borrowing	(69,250)	(69,215)	(48,543)	(68,050)	(102,750)	(357,808)	70.6
Revenue / Reserves	(5,400)	(1,400)	0	0	0	(6,800)	1.3
External Grant and Conts.	(24,280)	(21,575)	(27,132)	(10,600)	(6,500)	(90,087)	17.8
Capital Receipts	(2,500)	(500)	(500)	(500)	0	(4,000)	0.8
Total Resources	(111,000)	(102,260)	(85,745)	(88,720)	(118,820)	(506,545)	100

Expenditure commitments proposed over the next 5 years include the following:

- Regeneration and area improvement projects to create better and safer places to live, with works including defensible space, road/footpath realignment, improvements to flats, garages, gullies, and open spaces.
- Investment in existing housing stock for priority energy efficiency schemes and to meet Welsh Housing Quality Standards to ensure homes are warm, safe, and secure.
- Completion of existing house building and acquisition programme to deliver more homes to tackle the significant affordable housing demand and suitability challenges in the city. In accordance with a report considered by Cabinet in November 2022, expansion of house building programme with the development of a new Housing Partnership to streamline the delivery and pace of outcomes.
- Adaptations to dwellings for eligible tenants to live independently and improve their movement in and around the home.

The programme is reviewed annually in line with the 30 year HRA Business Plan.

Appendix B

HRA Revenue Assumptions

The detailed 30 year financial model behind the HRA Business Plan includes several key assumptions used to determine the level of resources available to council housing over the next 5 years and in the context of the next 30 years.

These key baseline assumptions are listed below:

Key Assumptions	2023/24 %	2024/25 %	2025/26 %	2026/27 %	2027/28 %
CPI (based on OBR September forecasts)	5.30	-0.15	-1.19	1.05	2.00
Rent Uplifts (inclusive of CPI and based on previous September)	6.50	5.30	1.00	1.00	2.00
Bad debts	1.00	1.00	1.00	1.00	1.00
Void rents	1.75	1.75	1.75	1.75	1.75
Stock numbers	14,074	14,375	14,626	14,891	15,255
Average rent	£118.38	£124.65	£125.90	£127.16	£129.70
Reserves/balances	£23.610m	£23.610m	£24.110m	£23.610m	£22.110m

Other background information on the build-up of the plan includes the following:

- Rent increases in line with WG guidelines taking account of forward indicators for inflation factors (6.5% uplift for 2023/24, 5.3% for 2024/25 reflecting the OBR forecast for September 2023 reducing to 1% for 2025/26 and back up to 2% for 2027/28).
- In the absence of an agreed pay award, 6% annual uplifts are included for 2023/24. 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 Real Living Wage. Pay uplifts at 2% are assumed for 2024/25 and 1% thereafter.
- Stock levels as assumed using data from new build programme and timings of availability for let.

Appendix C

Risk Matrix

Risk Description	Impact	Pre-Mitigation Risk Analysis	Mitigating Controls	Post-Mitigation
<p>Restricted rent uplift in future years due to changes to the rent policy beyond 2024/25 or to levels of CPI</p> <p>Stream of income (rents and service charges) means there is no control.</p>	<p>Potential impact on level and quality of service provision to tenants and capital schemes that can be taken forward.</p> <p>Impact of affordability, prudence, and sustainability of additional borrowing.</p> <p>Impact on local and national affordable housing targets.</p>	Red	<p>Review and prioritise revenue operating costs to identify savings.</p> <p>Review and reprioritisation of the Capital Programme and realignment where feasible of future spend plans.</p> <p>Continue to liaise and consult with the WG on future rent policy highlighting the importance of ensuring that capital commitments currently being entered into remain affordable.</p> <p>Reduce new build development programme where other capital realignment is not possible.</p> <p>Consider and budget for use of earmarked reserves and general balances to support financial resilience.</p>	Red
<p>Cost inflation increase above rent uplifts</p>	<p>Increase in costs of supervision, management and repairs and maintenance, including capital contracts.</p> <p>Increased cost of energy and fuel. Operational buildings, Hubs, and warm rooms.</p>	Red	<p>Review and reprioritise revenue operating costs and consider a reduction or deferral in planned expenditure (where feasible and in line with stock condition requirements), including within the Capital Programme where any variations to planned spend are feasible/not committed.</p>	Amber
<p>A reduction in the (£9.5m per annum) WG Major Repairs Allowance (MRA) grant</p>	<p>Impact on achievability and ongoing maintenance of WHQS.</p> <p>Impact on the achievability of the Capital Programme.</p>	Red	<p>Review and reprioritisation of the Capital Programme allowing for committed spend but realigning future spend plans.</p> <p>Reduce new build development programme where other realignment is not possible.</p>	Amber

Risk Description	Impact	Pre-Mitigation Risk Analysis	Mitigating Controls	Post-Mitigation
Failure to meet new build housing programme targets	<p>Failure to reduce housing waiting list due to delays to timing of lettings of new build properties.</p> <p>Impact on temporary accommodation and homelessness.</p> <p>Holding costs of vacant sites and revenue costs of development teams.</p> <p>Reduction in rental income receivable and resources available to support the HRA budget.</p>	Red	<p>Contractual commitments are closely monitored by the Housing Development and Capital Finance Board.</p> <p>Individual project viability is reviewed at key stages of the scheme development.</p> <p>Ongoing review of new build programme development and resources required.</p>	Amber
Treasury Management	<p>Unplanned Increased interest cost payable for any capital expenditure incurred or planned to be incurred which is to be paid for by borrowing.</p>	Red	<p>Integrated Council wide Treasury Management policy and strategy</p> <p>Borrowing at fixed rates where possible to ensure certainty for business planning.</p> <p>Regular review of business plan for viability and affordability.</p> <p>Viability parameter governance and approval by Governance Board to control risk.</p> <p>Consideration of interest rate risk and financial resilience mitigations prior to approval of any viability and entering into contract awards.</p> <p>Review of affordability indicators highlighting risk of Capital Financing costs as % of Net Revenue Stream.</p> <p>Transparency and clear approval process where market risk is proposed to be undertaken.</p>	Amber
Challenge of Decarbonisation	<p>Failure to plan and invest strategically to meet carbon reduction targets could result in failure to meet WG target.</p> <p>Impact on tenants' energy Costs. The requirement to meet the cost of decarbonisation without additional funding will impact on other programmes of work – could reduce borrowing capacity and reduce funds available for new build.</p>	Red	<p>Work closely with WG to understand key requirements, targets, delivery methods and costs.</p> <p>WHQS draft guidance sets a target date of 2029 to achieve SAP EPC energy rating of C and 2033 to achieve SAP EPC energy rating of A - significant external funding or technological advances will be required to achieve the shift from C to A.</p> <p>Plans in place to pilot renewable technology to meet the challenge.</p> <p>If measures are cost prohibitive the measures must be planned and included as part of future programmes of work.</p>	Red

Risk Description	Impact	Pre-Mitigation Risk Analysis	Mitigating Controls	Post-Mitigation
Additional requirements within the new WHQS 2023 standard	Lack of additional funding to deliver additional standards will impact on timescales/WHQS achievability.	Red	The draft WHQS 2023 guidance is currently at consultation stage. Further Welsh Government clarification to follow.	Amber
Cost-of-Living Crisis	Impact of cost-of-living crisis on tenants' ability to pay rent and service charges, resulting in increased arrears, requirement for bad debt provision and increased debt collection and recovery costs. Reduction in rental income receivable and resources available to support the HRA budget.	Amber	Information and advice to tenants, e.g. through Into Work Services. Maximisation of funding for promotion of available benefits and specific support Introduction of the rent arrears pathway Regular review of bad debts provision. Continuous improvement service review to ensure value for money and maximisation of resources	Green
Ensuring the accuracy of stock condition data, including the implementation of new standards	Planned improvement schemes are incorrectly budgeted for and timescales to deliver are potentially unrealistic.	Amber	Stock condition data is continuously updated with live data and opportunities to survey properties taken to minimise inaccurate information.	Green
Increased demand for services – Increased housing need, tenant support and advice, increased repairs and maintenance.	Conflicting priorities within the available resources resulting in the need to ensure service delivery achieves maximum impact.	Amber	Tenant engagement and consultation. Robust business planning and budget setting around identified priorities. Management and monitoring of performance and against key performance indicators (KPIs).	Amber/ Green
Resilience of the HRA in the face of global issues – refugees, conflict	Implications on existing resources.	Amber	Seek national support and guidance.	Green

Appendix D

Sensitivity Analysis

The assumptions within the HRA business plan are based on best information and will be subject to a risk of change. The table below sets out some key areas of sensitivity and the potential financial impact on the plan, using the 2023/24 budgets for illustration.

This is on the assumption that all other factors remain constant and no mitigation/offsetting actions are in place. In reality, as set out in the table at **Appendix C**, planned mitigation would take the form of numerous and varied measures to ensure a viable financial position is maintained.

KEY ASSUMPTIONS 2023/24	REVISED ASSUMPTION 2023/23	FINANCIAL IMPACT £'000	SERVICE IMPACT	MITIGATION
CPI 6.5%	CPI 4%	+£2.007 m	A 2.5% reduction in the level of CPI to 4% reduces rental income and available revenue resources impacting the flexibility in service provision and ability to meet tenant priorities	<ul style="list-style-type: none"> Review and prioritise revenue operating costs to identify savings. Consider and budget for use of earmarked reserves and general balances to support financial resilience. Review and reprioritisation of the Capital Programme and realignment where feasible of future spend plans. Continue to liaise and consult with the WG on future rent policy highlighting the importance of ensuring that capital commitments currently being entered into remain affordable. Reduce new build development programme where other capital realignment is not possible
Employers' Pay Award 6%	Employers' Pay Award 8%	+£0.724 m	An increased pay award at 8% results in an increased funding requirement reducing the flexibility to progress other plans and priorities	<ul style="list-style-type: none"> Use of earmarked reserves. Review and reprioritise revenue operating costs. Consider a reduction in planned expenditure including within the Capital Programme where any variations to planned spend are feasible/not committed.

<p>Void rent loss 1.75%</p>	<p>Void rent loss 1%</p>	<p>-£0.641 m</p>	<p>A 0.75% decrease in the void rent loss increases potential rental income generated and the resources available to fund planned programmes of investment and service provision</p>	<ul style="list-style-type: none"> • Consider and budget for transfer of additional resources to replenish earmarked reserves and support financial resilience. • Reduce borrowing via increased direct revenue financing in year with impact on future capital financing costs.

Appendix E

HRA Business Plan 30 year Budget Forecast

		Income				Expenditure						Surplus (Deficit) for the Year	Total Balances/ Reserves
Year	Year	Net rent Income	Other income	WG Aff Hsg Grant*	Total Income	Management	Repairs & Maintenance	Other Revenue spend	Total Expenditure	Capital Charges	DRF		
		£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
1	2023.24	95,254	2,499	575	98,328	(40,447)	(22,806)	(5,794)	(69,047)	(27,881)	(1,400)	0	23,610
2	2024.25	103,203	2,474	575	106,252	(43,782)	(23,162)	(5,754)	(72,699)	(32,153)	(1,400)	0	23,610
3	2025.26	107,648	2,478	575	110,701	(45,287)	(23,394)	(5,609)	(74,290)	(35,912)	0	500	24,110
4	2026.27	110,917	2,486	575	113,977	(46,317)	(23,763)	(5,715)	(75,795)	(38,683)	0	(500)	23,610
5	2027.28	115,431	2,496	575	118,502	(46,981)	(24,276)	(5,874)	(77,131)	(42,872)	0	(1,500)	22,110
6	2028.29	121,565	2,507	575	124,647	(47,764)	(24,985)	(6,017)	(78,766)	(48,327)	0	(2,446)	19,663
7	2029.30	127,228	2,519	575	130,322	(48,563)	(25,715)	(6,163)	(80,442)	(50,662)	0	(781)	18,881
8	2030.31	131,697	2,614	575	134,886	(49,378)	(26,468)	(6,313)	(82,158)	(53,004)	0	(276)	18,605
9	2031.32	135,531	2,626	575	138,732	(50,837)	(27,384)	(6,531)	(84,753)	(54,491)	0	(511)	18,094
10	2032.33	139,401	2,639	575	142,615	(52,341)	(28,597)	(6,757)	(87,694)	(54,140)	0	780	18,874
11	2033.34	142,969	2,651	575	146,196	(53,891)	(29,725)	(6,990)	(90,606)	(54,800)	0	790	19,664
12	2034.35	146,723	2,665	575	149,963	(55,487)	(30,898)	(7,232)	(93,618)	(55,605)	0	740	20,404
13	2035.36	150,576	2,678	575	153,829	(57,133)	(32,118)	(7,482)	(96,733)	(56,667)	0	429	20,834
14	2036.37	154,530	2,757	575	157,862	(58,828)	(33,386)	(7,741)	(99,955)	(57,705)	0	202	21,035

* Welsh Government Affordable Housing Grant

		Income				Expenditure							
Year	Year	Net rent Income	Other income	WG Aff Hsg Grant*	Total Income	Management	Repairs & Maintenance	Other Revenue spend	Total Expenditure	Capital Charges	DRF	Surplus (Deficit) for the Year	Total Balances/Reserves
		£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
15	2037.38	158,588	2,771	575	161,935	(60,576)	(34,705)	(8,008)	(103,288)	(58,551)	0	95	21,130
16	2038.39	162,753	2,786	575	166,115	(62,376)	(35,908)	(8,285)	(106,569)	(59,594)	0	(48)	21,082
17	2039.40	167,028	2,801	575	170,405	(64,232)	(37,153)	(8,572)	(109,956)	(60,377)	0	71	21,153
18	2040.41	171,416	2,817	575	174,808	(66,144)	(38,441)	(8,868)	(113,454)	(61,282)	0	72	21,225
19	2041.42	175,920	2,833	575	179,327	(68,116)	(39,774)	(9,175)	(117,064)	(62,602)	0	(340)	20,886
20	2042.43	180,542	2,924	575	184,041	(70,147)	(41,153)	(9,492)	(120,793)	(63,718)	0	(470)	20,416
21	2043.44	185,286	2,941	575	188,801	(72,241)	(42,382)	(9,821)	(124,443)	(64,554)	0	(195)	20,220
22	2044.45	190,155	2,958	575	193,688	(74,399)	(43,647)	(10,160)	(128,206)	(65,519)	0	(37)	20,183
23	2045.46	195,152	2,976	575	198,703	(76,623)	(44,949)	(10,512)	(132,084)	(66,289)	0	330	20,513
24	2046.47	200,282	2,994	575	203,850	(78,915)	(46,291)	(10,876)	(136,082)	(67,131)	0	637	21,150
25	2047.48	205,546	3,012	0	208,558	(81,278)	(47,673)	(11,252)	(140,203)	(68,104)	0	251	21,402
26	2048.49	210,950	3,119	0	214,068	(83,714)	(49,096)	(11,642)	(144,452)	(68,902)	0	715	22,117
27	2049.50	216,496	3,138	0	219,634	(86,225)	(50,561)	(12,045)	(148,831)	(69,745)	0	1,058	23,175
28	2050.51	222,188	3,159	0	225,346	(88,813)	(52,070)	(12,462)	(153,345)	(70,833)	0	1,168	24,343
29	2051.52	228,030	3,179	0	231,210	(91,481)	(53,625)	(12,893)	(157,999)	(72,069)	0	1,141	25,485
30	2052.53	234,027	3,201	0	237,228	(94,232)	(55,226)	(13,340)	(162,797)	(73,017)	0	1,413	26,898

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Please note: The Business Plan 30 year financial model categorises some information differently to the short/medium term budgets and therefore figures may vary.