

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

**CARDIFF COUNCIL  
CYNGOR CAERDYDD**

**CABINET MEETING: 21st March 2024**

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**DELIVERING THE HOUSING REVENUE ACCOUNT (HRA)  
BUSINESS PLAN 2024-25**

**HOUSING & COMMUNITIES - (COUNCILLOR LYNDA THORNE)  
AGENDA ITEM:**

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**Reason for this Report**

1. To seek Cabinet approval for the Housing Revenue Account (HRA) Business Plan 2024-2025.

**Background**

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

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Grant which is currently £9,570,000. The HRA Business Plan must conform with the requirements set out by the Welsh Government.

4. The Business Plan aims to ensure:
  - Efficient use of housing assets
  - Increased transparency of the HRA
  - Precise planning of the Council's housing management strategy
5. The main source of income to the HRA is the rent paid by tenants. The Welsh Government's five-year rent policy provides for a maximum annual uplift of CPI +1% each year from 2020/21 to 2024/25 using the level of CPI from the previous September each year.
6. In September 2023, CPI was 6.7%, well above the range allowable by the policy. Therefore, a decision regarding the rent setting was required by the Minister who set the maximum rent increase at 6.7% in line with this policy. In December 2023, following consideration of the affordability and value for money of council rents, Cabinet decided to increase rents by the full amount allowed of 6.7% for 2024/25. This results in an average weekly rent of £134.02 for standard housing stock.

## Issues

7. The HRA Business Plan (the Plan) can be found at Appendix 1 to this report. It sets out a number of key priorities that align clearly with the strategic commitments set out in the Council's "Stronger Fairer Greener" vision and with Welsh Government's strategic direction. These priorities are set out below and each forms a section of the plan.
  - Building new council homes
  - Delivering the Welsh Housing Quality Standard 2023
  - Maintaining our homes
  - Moving towards zero carbon homes
  - Improving our neighbourhoods
  - Providing safe and inclusive communities
  - Supporting tenants through the cost-of-living crisis
  - Preventing and addressing homelessness
  - Listening to our tenants
  - Modernising and improving our services for tenants.
  - Financial resources and planning

A summary of the key issues from the Plan are set out below.

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### **Building new council homes**

8. To address significant levels of housing need in the city, including overcrowding, Cardiff Council has initiated an ambitious development programme which will deliver in excess of 4,000 new homes over the next 10 years. The award-winning programme currently represents one of the largest council housing build projects in Wales and will see over £1 billion invested into delivering affordable homes at scale and pace.
9. As at January 2024, the housing development programme has delivered 1,463 homes of all tenures of which 1,032 are council homes and 431 homes for sale. A further 432 homes are currently being built on site, and there are another 6 projects that are due to commence next year which will deliver a further 438 new homes.
10. The service is working to increase the number of sites, to ensure that at least 4,000 new homes can be delivered, of which 2,800 will be council homes and 1,200 homes for sale.
11. Appendix 5 to this report sets out the estimated delivery timescales for the new build programme.

### **Funding the new build programme**

12. New homes will deliver an income from future rents, also the programme is now supported by the Welsh Government Social Housing Grant and other grant programmes. Other sources of income include planning gain and income from market sales.
13. In addition to the rental income and grant receipts, a significant amount of borrowing is still required to support the development programme. The borrowing requirements for the HRA are set out in section 11 of the Plan. Viability of the new build programme is key to ensuring the future sustainability of the plan. Each new build scheme therefore 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. Both 5 year and 30-year HRA forecasts confirm that the new build programme is sustainable, given current assumptions (see para 59 below for further information).

### **Delivering older person community living schemes**

14. One of the main aims of Cardiff's Ageing Well strategy is to deliver the best housing outcomes for all older people in Cardiff. The development programme is investing over £150 million to build new homes that meet older persons housing needs and aspirations, promoting independent

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living and reducing the need for expensive care home placements. The first of these Older Persons Independent Living Schemes, Addison House, launched in December 2023, with residents moving in from February 2024.

### **Delivering the new Welsh Housing Quality Standard 2023**

15. The Welsh Government has carried out a full review of the Welsh Housing Quality Standard (WHQS), and a new standard, WHQS 2023, was launched in October 2023. WHQS 2023 contains all the requirements of the previous standard but with more emphasis on addressing decarbonisation in the social housing stock and ensuring that homes are of a higher quality and more affordable to heat.
16. The standard includes a number of new requirements with significant implications for the HRA business plan including:
  - A whole stock assessment must be carried out by March 2027 and Target Energy Pathways must be produced for all properties.
  - All stock is to reach Standard Assessment Procedure (SAP) Energy Performance Rating (EPC) “C” by 2030, and EPC “A” by 2034 (or as defined by the target energy pathway) and carbon emissions from homes must be minimised by 2034.
  - The new standard includes a range of other requirements on social landlords including the provision of suitable floor covering for all habitable rooms, staircases and landings at the change of tenancy, provision of water butts and water saving devices and external bicycle/equipment storage.
17. Officers are working closely with the Welsh Government to fully understand the new standard and the challenge this will pose both in terms of deliverability and financially. As yet no information has been provided on how these significant new requirements will be funded.
18. An internal taskforce group has been established to oversee the interpretation and implementation of the new standard. Key workstreams have been developed to assess and agree how to implement and interpret WHQS 2023. It is proposed to procure a new database to support the delivery of the new WHQS standards in a co-ordinated way, keeping disruption to tenants to a minimum.
19. The condition of council housing stock will be assessed to fully understand the work necessary to meet the new requirements. A new Compliance Policy will be implemented to include the requirements of

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the updated standard, and the views of tenants will be considered in planning the programme of works to homes and communities.

### **Maintaining our homes**

20. In 2023, a new service area 'Homes and Neighbourhoods' was created within the Housing & Communities directorate. This service area brings together both planned and responsive maintenance and the estates teams to provide a more joined up service, resulting in a better experience for tenants.
21. The Business Plan includes £19.85m of spend in 2024/25 to improve existing council homes, this includes £2.75m on replacement kitchens and bathrooms and £1.25m on window upgrades. The work planned includes the continuation of fire safety works and the replacement of cladding on high-rise blocks. Much of this expenditure is offset by the Major Repairs Allowance and other grant funding.
22. The Responsive Repairs Unit carries out approximately 4,000 repairs to council homes each month. In 2024/25, work will continue to improve the response rate to urgent and routine repairs. To help address demand for the service, Maintenance Persons now complete minor jobs, allowing skilled tradespersons to carry out more complex work. Our Repairs Academy is helping to strengthen the workforce, while providing training opportunities for communities.
23. The Housing Service has always had a strong focus on addressing damp and mould issues in housing stock, with regular monitoring in place. To take this work further, a new dedicated "Dry Homes" team has been created which works exclusively on addressing damp and mould issues in tenants' homes. A new process now ensures that all damp and mould cases are inspected and assessed as quickly as possible. Repair Operatives are trained in recognising when a tenant may need further support and can signpost to other advice services as necessary. In 2024/25, there are plans to expand the Dry Homes Team to further improve the response to damp, mould and disrepair cases.

### **Improved fire safety in council homes**

24. Cardiff Council is committed to improving the fire safety in all its homes. One of the biggest refurbishment schemes, the recladding of 3 high-rise blocks at Lydstep Flats, will be completed in 2024. Proposals for the recladding of Loudoun House and Nelson House are also due to be considered by Cabinet in March.

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### Moving towards zero carbon homes

25. The service is responding to the '**One Planet Cardiff**' strategy by improving the energy efficiency of existing homes, developing high quality sustainable new homes and piloting new ways of working.
26. The improvement programme of works in existing council homes, including external wall insulation and renewable energy generation, will reduce carbon emissions while addressing fuel poverty. This work also provides new opportunities for upskilling the workforce, while the aesthetic improvement of the properties also contributes to the regeneration of local areas.
27. The Council's housing development programme is supporting the **Net Zero Carbon** ambition by utilising on-site renewable technologies and sustainable forms of construction such as Passivhaus or enhanced building fabric. This approach helps to reduce the carbon impact of the development programme and significantly reduces heating and power bills for tenants. A number of Cardiff's projects are leading the way in low-carbon building and creating sustainable communities.
28. While progress is being made, achieving the goal of decarbonisation remains a challenge, both financially and in terms of the technology currently available. The new WHQS 23 sets out deadlines and targets for achieving improved SAP ratings for existing properties (see paragraph 15 above). As yet no information has been provided by the Welsh Government about how this will be funded. This is recorded as a significant risk in the Risk Matrix at Appendix C to the Plan.

### Improving our neighbourhoods

29. A rolling programme of regeneration activity delivers a number of 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.
30. Priorities for the future estate regeneration programme are being scoped to align with the wider new build Housing Development programme, seeking to prioritise investment in areas adjoining those where new homes are being delivered through development.

### Providing safe and inclusive communities

31. The housing Anti-Social Behaviour (ASB) Team works hard to eradicate

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anti-social behaviour within council tenancies, ensuring that communities are as safe as possible, with the wellbeing of residents always in mind. Not only does the ASB team provide support to victims, but they also work with perpetrators to help them change their behaviour. The team now proactively engages with the community by carrying out regular ASB surgeries within Community Hubs and are helping to identify ASB hotspots and to develop action plans and operational groups to ensure that all partners and stakeholders are working together to address issues.

32. Community Hubs continue to provide advice on housing, money and employment and offer a wide range of activities in the heart of communities. The Business Plan includes an ongoing commitment to ensuring that all tenants can access the excellent services in their local Hub, helping them to stay connected to their communities and improving their health and wellbeing.
33. Work continues with partners to enhance both the Hub buildings and the services that are on offer. This includes the ongoing programme of work with Cardiff and Vale University Health Board to provide a 'one stop approach' to the health and wellbeing of citizens. The integrated Health and Wellbeing Hubs offer specialised health clinics alongside advice and support for our communities. Following the success of the Wellbeing Hub in Llanedeyrn, further strategic sites are being reviewed in other districts of the city.

### **Supporting young people**

34. In 2024/25, services provided to young people in the community will expand with the proposed development of a new city centre youth hub. The hub will provide more opportunities to engage with younger people, providing them with advice and support alongside a range of activities tailored to their needs.

### **Supporting tenants through the cost-of-living crisis**

35. Continuing to support tenants through the current cost of living crisis is a key priority in the Business Plan. The Welfare Liaison team provides tenants with one-to-one help with income maximisation and budgeting. They provide a holistic money advice service and act impartially to work out affordable repayment plans for tenants to help them pay their rent and other household bills. The Team has recently been aligned to the Council's Money Advice Team, to provide an improved and more sustainable service. The Community Hubs continue to provide Warm and Welcome Spaces to help support tenants and residents through the colder months.

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36. The Plan makes clear the continued commitment to not evicting any tenant who is in rent arrears, where they are engaging with services. The Rent Arrears Pathway ensures that anyone living in the city who is experiencing difficulty in paying their rent can access help and support easily via a gateway approach. This approach, with the tenant at the centre of the process, has ensured that all services work together to provide the right support to address the tenant's needs. A new Discretionary Hardship Scheme was also launched in 2023. This new scheme provides dedicated advice and practical financial assistance exclusively to council tenants who are at risk of eviction due to rent arrears.

37. The Into Work Advice service supports tenants by providing free employment and digital help 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.

### **Preventing and addressing homelessness**

38. The Council's Housing Service contributes fully to the aim of preventing and alleviating homelessness. The dedicated Tenant Sustainment Team supports the most vulnerable tenants to help them stay in their homes, addressing issues such as hoarding.

39. In December 2023, Cardiff Council's Cabinet declared a housing emergency in the city with record numbers of people continuing to access homelessness services and the number of people on the housing waiting list remaining high.

40. To help address the housing emergency, the rapid installation of modular homes has been delivered on the Gasworks site in Grangetown to support homeless families. The development is currently the largest council-led modular development scheme in Wales and enables Cardiff Council to boost its supply of accommodation quickly, in less time than traditional methods.

41. Lack of affordable housing remains a significant issue in the city despite ambitious new build schemes. Making best use of the Council's existing stock will be a priority for the coming year with additional support for those who wish to exchange properties or downsize.

42. There are increased levels of overcrowding in both social and private housing in the city. The Business Plan sets out the commitment to addressing the housing needs of households who are overcrowded by



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using a range of innovative solutions to tackle the issue.

### **Modernising our services and listening to our tenants**

43. The Plan includes a commitment to increasing the number of housing services available via digital platforms. Live Web Chat is in development to improve customer service and work has commenced to introduce Repairs Online, along with a new Housing Website that will provide tenants with key information on a range of housing topics. It is acknowledged that digital services will not suit all tenants and, so, face to face services will continue to be delivered through community hubs and by telephone and by visiting tenants in their own homes as needed.
44. The Tenant Participation team have been rebranded as “Tenants Together” to make sure that the voices of tenants and leaseholders are heard in decision-making processes. The team now conduct monthly, in person, focus groups on a variety of different Council services and topics, and engage with a variety of groups within the community. .
45. Listening to tenants and ensuring that they have a say in the services provided is a key priority for 2024/25. The feedback received from surveys, and a number of different focus groups, shapes the services and how they are delivered. The Business Plan sets out plans to expand tenant engagement in 2024/25.

### **Effective financial planning and assurance**

46. A key function of the Plan is to forecast the resource requirements in the short, medium and long term and to demonstrate that the HRA remains viable over the Plan period. To support this, a detailed analysis of income and expenditure for the medium term (next 5 years) has been undertaken (see section 11 and Appendix A of the Plan). A high-level review has also been undertaken over the 30-year business plan period (see Appendix E). On the basis of current and future key assumptions, both the 5 year and 30-year projections within the Plan indicate that the HRA remains viable. The HRA sustains a good level of reserves and balances throughout the 30-year period. While in some years a contribution from reserves and balances is necessary to support service delivery, other years show contributions being made to replenish reserves and balances resulting in an overall improvement in the level of balances by the end of the 30 years.
47. 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 to the Plan. The sensitivity analysis set out at Appendix D tests these assumptions against possible variations,

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showing the financial impact should these assumptions change. As stated above, the HRA has a good level of balances and earmarked reserves which can be used to help to mitigate the impact of any such unforeseen changes.

48. The key risks to the HRA are set out in the Risk Matrix at Appendix C to the Plan. The Risk Matrix clearly shows the identified areas of risk, the impact these may have and the steps that the service 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.
49. Further detail regarding the planned HRA Capital Programme for the next 5 years is set out at Appendix A to this report.
50. Effective financial management and budget monitoring are essential to ensure that any issues are addressed at an early stage in the year. The various approaches to financial management and monitoring undertaken are set out within the Plan, these processes are continually updated throughout the financial year.

### **Consultation**

51. This report does not relate to a local issue.
52. Consultation with tenants has taken place during the rent setting process and their feedback has informed the business plan.

### **Single Impact Assessment**

53. A Single Impact Assessment including a Childs Right Impact Assessment has been carried out and can be found at Appendix 2 and 3. The key findings highlight that there are no anticipated negative impacts on people with protected characteristics which will require further action.

### **Reason for Recommendations**

54. To comply with the requirement to present the HRA Business Plan to the Welsh Government and to ensure clear service objectives and financial assurance are in place for the HRA.

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### Financial Implications

55. The annual update of a HRA Business Plan is a requirement of application for the Major Repairs Allowance grant (MRA) from Welsh Government (WG) and is also a best practice tool used by all local authorities and RSLs to set out aspirations, determine tenant and housing need priorities and secure affordability and value for money for rent payers.
56. The Business Plan is underpinned by a 30-year financial model which sets out estimates of planned capital and revenue income and expenditure over the period. This model is intended to be used as a planning and modelling tool forming the basis of the HRA business, to safeguard the interests of current and future tenants and other service users and to demonstrate the long-term value for money and sustainability of the HRA. Any financial deficit and liabilities of the HRA are ultimately liabilities of the Council.
57. Given the length of the planning period, assumptions can only be robust in the very near term. Short, medium and longer-term assumptions are based on a number of judgements and assumptions, particularly in respect of expenditure forecasts, timing of expenditure, interest rates, projected income levels and prices of goods and services. This results in a level of uncertainty and hence risk to the key variables in the model.
58. In particular, there is no certainty with regard to rent uplifts post the current WG rent policy which was introduced for 2020/21 to 2024/25 and hence limited control over the future level of income. Should tighter controls be placed on rent policy, the level of commitments in respect to capital expenditure and financing costs would have a significant impact on the service delivery of the HRA.
59. These risks and assumptions are made even more difficult given the uncertainty in respect to inflation, ongoing impact of the economic crisis and supply chain issues and the increasing service demand as set out in the body of the report. Accordingly, these assumptions are extremely sensitive to change, with the Business Plan including a sensitivity analysis of key variables.
60. The Business Plan assumptions include:
- Rent increases in line with WG guidelines taking account of forward indicators for inflation factors (6.7% uplift for 2024/25, 4% for 2025/26 reflecting the OBR forecast for 2024/25, reducing to 2.6% for 2026/27 and increasing to 2.8% by 2028/29).

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- Following the end of the current rent policy term, it is assumed that the rent bands remain and that rent uplifts continue to be based on CPI +1% where CPI is within the range of 0 to 3% or CPI only where CPI is outside this range - this is considered a prudent approach.
- Stock numbers as assumed using data from the planned new build programme and timings of availability for let.
- Contributions to earmarked reserves where surpluses allow to offset budget deficits in other years.
- The HRA Medium Term Financial Plan (MTFP) currently indicates a budget gap of £800,000 for the financial year 2028/29 and a further £1 million gap for 2029/30. This is after assumed net drawdowns from earmarked reserves over the period 2024/25 to 2028/29 to manage the medium-term position. It is proposed to use the HRA General Reserve to cover this gap and to replenish these reserves over the longer-term period.
- Estimated staffing structures, operating costs and service charge recovery levels for proposed new older persons Community Living schemes and for additional temporary and family supported accommodation.
- Void rent loss projections are assumed at 1.75% throughout the model.
- Bad debts are assumed to be managed at 1% over the life of the plan taking into account the potential impact of Welfare Reform and the transfer to Universal Credit but also the various rent rescue and support services available to tenants.
- 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.
- Receipt of the Welsh Government Major Repairs Allowance grant at a constant level of £9.570 million per annum, whilst costs of works for business planning purposes are assumed to increase by 3.5% p.a.
- External capital grant funding assumptions include significant expectations as a proportion of the city's overall allocation for Social Housing Grant and Transitional Accommodation Capital Programme grant. These grants are usually only available on an annual bid process, so make longer term planning and deliverability uncertain.
- Inclusion of estimated costs of a number of new requirements as a result of the updated Welsh Housing Quality Standards 2023 (WHQS 23) with significant budget implications, including the provision of suitable flooring for all habitable rooms, staircases and landings at the change of tenancy, provision of water butts and water savings devices and external equipment storage. In addition, the purchase of a new asset database and costs of ongoing stock

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condition surveys to improve understanding of stock condition and decision making as a result.

- Receipt of Welsh Government revenue grant to contribute towards WHQS 23 costs in 2024/25 (subject to grant award and terms and conditions).
- No amount has been included to reflect the financial impact of meeting the WHQS 23 decarbonisation targets, until there is more clarity on the approach and confirmation of any Welsh Government financial support to meet what are deemed statutory targets.

61. The Capital Investment Programme assumes a significant increase in additional borrowing to build new housing, investment in disabled adaptations and to support investment in the existing stock. This will result in additional revenue implications in terms of interest payments and provision of repayment for borrowing, with a significant increase in the Capital Financing Budget over the medium to long term. It is essential that the Capital Investment Programme is based on deliverability and a sound understanding and modelling of the condition of existing housing stock to ensure all future requirements are captured as part of a robust and regularly reviewed asset management and condition plan.

62. Affordability of additional borrowing is considered as part of the budget including consideration of prudential indicators.

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

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

65. The Welsh Government launched the new Welsh Housing Quality Standard (WHQS 23) in October. The new standard contains all the

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requirements of the previous standard but with more emphasis to address decarbonisation in the social housing stock.

66. The Plan provides for the estimated costs of a number of the key new requirements of the WHQS 23, with significant budget implications. These include the provision of suitable flooring for all habitable rooms, staircases and landings at the change of tenancy, provision of water butts and water savings devices and external equipment storage. In addition, the purchase of a new asset database to improve understanding of stock condition and decision making as a result.
67. There is currently no inclusion within the Plan of the financial impact of meeting the new standards on decarbonisation, until clarity of approach and confirmation of any Welsh Government financial support to meet the new targets is available.
68. Given the significant uncertainties and risks included in the financial modelling, the Business Plan includes a risk assessment setting out several key variables. Any changes to these variables are likely to necessitate a review of priorities both in terms of capital investment and for revenue budgets. A robust risk review and monitoring process should be set in place to review the HRA risk register specifically and any emerging issues that could impact on the viability of the HRA. This is to ensure that the level and quality of service provision to tenants is not affected and that the HRA continues to be viable. Where necessary, mitigating actions will need to be taken including reducing revenue costs or reviewing plans for new build affordable housing programmes and other capital expenditure aspirations.

### **Legal Implications**

69. Since 2015, Welsh Councils with a retained housing stock were able to exit the Housing Revenue Account Subsidy by exchanging subsidy surpluses for higher debt, in 2019 the borrowing cap was lifted. These changes have created the opportunity for Councils with retained housing stock to commence the construction of new Council homes.
70. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. standing orders and financial regulations; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

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71. The Council has to satisfy its public sector duties under the Equalities Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics.

### **HR Implications**

72. There are no HR implications arising directly from this report.

### **Property Implications**

73. There are no specific property implications contained within this report. The details within the HRA Business Plan, its cost and timescales are noted. The business plan makes provision for acquisitions and capital receipts over the course of several years. It will be important to ensure the relevant governance remains in place to review proposed acquisitions and disposals in a timely manner and to ensure professional advice informs decision making at the appropriate times.

74. Where there are any relevant further property management matters, transactions or valuations being undertaken by the Council to deliver any proposals relevant to the HRA business case, they should be done so in accordance with the Council's Asset Management process and in consultation with Strategic Estates and relevant service areas.

## RECOMMENDATIONS

75. Cabinet is recommended to approve the Housing Revenue Account (HRA) Business Plan 2024-2025 for presentation to Welsh Government.

<b>SENIOR RESPONSIBLE OFFICER</b>	Sarah McGill, Corporate Director, People and Communities

*The following appendices are attached:*

- Appendix 1 - HRA Business Plan 2024 - 2025
- Appendix 2 - Single Impact Assessment
- Appendix 3 - Child Rights Impact Assessment

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Appendix 4 - Housing Revenue Account Capital Programme 2024/25 and indicative for future years. (not for publication)

Appendix 5 - Estimated Delivery Timescales for the New Build Programme.