

A central graphic for the Housing Business Plan. It features a blue horizontal band with the text "VALE of GLAMORGAN COUNCIL HOUSING BUSINESS PLAN" in white. Below this band is a dark blue band with "March 2018" in white. The graphic is surrounded by green icons of houses, buildings, and people. A circular path of icons shows a person entering a house, a family, and a person with a cane. A circular path of text on the left reads "Strong Communities with a Bright Future".

VALE of GLAMORGAN COUNCIL
HOUSING BUSINESS PLAN
March 2018

Strong
Communities
with a Bright
Future

Rear of front page

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Joint Message

Message from the Leader, Councillor John Thomas and the Cabinet Member for Housing and Building Services, Councillor Andrew Parker.

Housing continues to provide an exciting political stage at the present with much happening. The quality of social housing provision continues to be high on the national agenda and there is a commitment by Welsh Government to build 20,000 new homes over this term of the assembly. In addition changes are being made to the delivery of adaptations to homes in both the public and private sectors with an emphasis on the customer. These changes come at a time of significant change within Local Government, as services and delivery mechanisms continue to face the challenge of austerity. In addition, the 'Under Occupancy Charge' continues to provide challenges to tenants and the service as the age definition for charges on extra bedrooms changes. The introduction of Universal Credit has been delayed in the Vale of Glamorgan and whilst Housing and Building Services have considered and made contingency provision within the business plan for its launch, the full impact cannot be fully assessed until it is introduced. The Council's rent collection rate continues to be one of the highest in Wales and this is the best starting position for the introduction of Universal Credit and demonstrates the commitment of the rent collection and money advice teams to ensure tenants manage their income effectively.

Housing and Building Services are optimistic for the year ahead and intend to continue the good work which has been achieved over the recent years. The Welsh Housing Quality Standard is achieved at 31st March 2018 and after the completion of the first new build property in September 2017, the Council is set to continue its development programme and commence building on the next two sites with 39 units scheduled for completion over the next 18 months.

Clearly the Council cannot solve the housing crisis alone and we will continue to work with our RSL partners to deliver new social housing in the areas of greatest need.

With the achievement of the Welsh Housing Quality Standard requirements, the Council is set to enter the maintenance phase of the standard and with the completion of this major programme of investment, the Council's Housing and Building Service will focus on the improvements to local neighbourhoods and identify regeneration opportunity to some of the estates within the Vale of Glamorgan.

Changes in Supporting People funding continues to challenge service delivery and place new pressures on this funding stream, which will need to be addressed over the coming year

As Cabinet Member for Housing and Building Services, I will continue to support an approach which seeks to address housing need in all its forms. We will continue to build on existing relationships and develop new ones which promote a collaborative approach to finding the best solution to the challenges which affect both existing and future; tenants and residents of the Vale of Glamorgan.

Councillor John Thomas – Leader of the Council

Councillor Andrew Parker – Cabinet Member for Housing and Building Services.

Housing Business Plan - Our Way Forward

During 2016 the UK population voted to leave the European Union, the details of this departure are still being debated and at present the impact on the Welsh economy is uncertain. Council's in Wales receive a number of grants from the European Union to support Welsh investment and the future of this investment will need factoring into the business plan as the detail emerges. The European Structural Fund supports people into work and training, youth employment, research and innovation, business (SMEs) competitiveness, renewable energy and energy efficiency, and connectivity and urban development. Previously the Vale of Glamorgan Council has benefited from such funding to support energy efficiency projects within the Housing Stock and withdrawal of such funding will require the Council to be more innovative in its business plan if alternative funding is not made available.

By 31st March 2018 the Council has met the WHQS requirements for all its Social Housing stock and has now entered the WHQS maintenance phase. This sees a reduced capital expenditure on key attributes associated with the standard, although there continues to be ongoing work programmes to address WHQS elements as they fail in particular years. Opportunity therefore arises to refocus the Council's Housing Investment Programme to improve neighbourhoods and the provision of new Council Homes.

The Vale of Glamorgan has built its first three new homes and has development plans to continue this programme. Currently, 11 new homes are scheduled to start on land at Holm View, Barry and a further 28 will commence during 2018/19. These first new homes, target families on the 'Accessible Homes Register' and provide bespoke homes to meet the needs of the individual families.

Social landlords across the United Kingdom continue to quantify the effects of welfare reform and how successful it and its partners' interventions have been in terms of supporting tenants and providing them with alternative accommodation. In the Vale interventions such as increased resources, associated money advice and downsizing incentives have resulted in a nil rate for 'under Occupancy Charge' evictions and a less than 1% rent arrears annual outturn. This robust approach to income management continues to allow the delivery of the investment plan and a reduced reliance on borrowing.

At the close of 2017/18, all Council homes had achieved the Welsh Housing Quality Standard (WHQS), with all properties having modern kitchens, bathrooms, safe wiring and efficient heating system. Properties had also received, new roofs, external wall repairs and improved insulation where necessary. There continues to be a number of acceptable fails where tenants have elected not to have some of these works and the Council are addressing these 'Acceptable Fails' at change of tenancy.

With the major investment programme now having achieved the WHQS, the investment programme can now concentrate on wider aspects of the home including the wider neighbourhood and other assets such as garages. With opportunity to now refocus investment, other programmes of work are now being developed and delivered, covering the following:

- Fencing and boundary treatments
- Garages and garage use
- Environmental enhancements to assist in the management of anti-social behaviours
- Further enhancements to fuel efficiency.
- Fire upgrades
- Communal area improvements.

This next phase of works will see more visible improvements to our communities and an Environmental Strategy and Action Plan sets out the way residents can contribute to the way these improvements will be delivered. Additional funding for garage and highway improvements

will complement this strategy with external work programmes making a major difference to the look of our communities and providing neighbourhoods residents can be proud of.

Internal Fire Risk Improvements are also being delivered to flatted blocks reducing the resident's fear of fire in the light of the Grenfell Tower tragedy. These improvements are currently being delivered to control fire spread within flats and do not try to pre-empt any legislative changes which arise from the Grenfell enquiry.

This Housing Business Plan identifies sufficient financial resource to deliver further improvements to our housing stock and the communities in which our tenants live, as well as develop new homes for the social rented sector. Additionally, the Housing Business Plan now includes opportunity to acquire property available on the open market to help meet the local housing need. The delivery of this investment programme is supported by a strong commitment from Members and staff which will see these improvements delivered. The Housing Improvement Programme is set to continue the improvement and modernisation of the Council's housing asset and the Council are working hard to ensure the works carried out will meet the needs of the residents and be of the highest standard.

The delivery of the programme will also continue to see wider benefits to the lives of people across the Vale with an emphasis on local labour, the employment of local sub-contractors, apprenticeship opportunities and continued delivery of other added value through community benefits.

We are confident this plan will help us to build a service which is fit for purpose, encourages a culture of learning and improvement, provides value for money and will create safe, attractive and sustainable communities which our residents will be proud to live in. We are committed to achieving this and improving the quality of life for all.

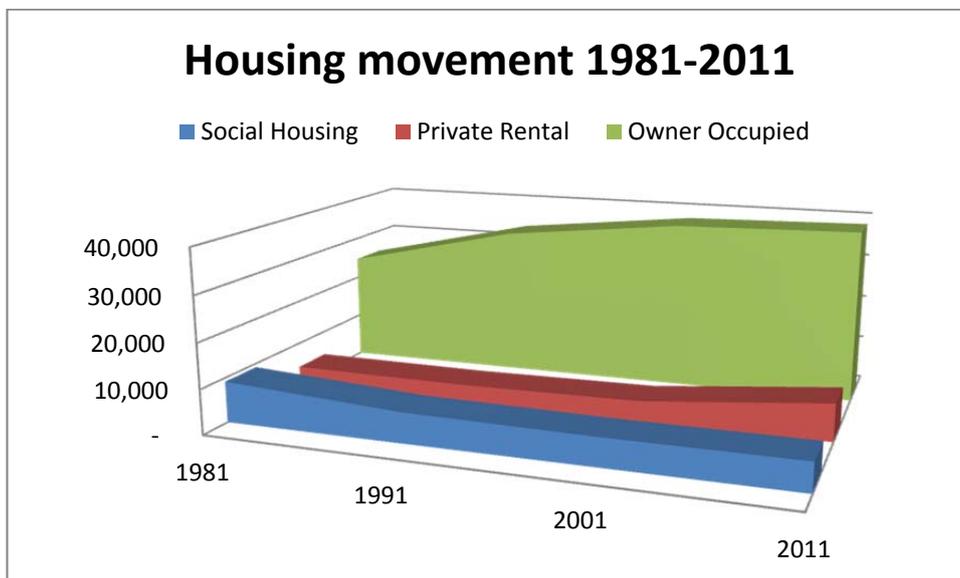
Councillor John Thomas – Leader of the Council

Councillor Andrew Parker – Cabinet Member for Housing and Building Services.

1. Introduction

1.1 Strategic Approach

At the time of the 2011 Census the Vale of Glamorgan had 53,505 dwellings and of this total 72% of the households owned their own home, 16% of households rented from a private landlord and 12% lived in social housing either rented from the Council or one of the four registered social landlords operating in the county. Over the period 1998 to 2011, whilst home ownership has remained the most prevalent tenure in the Vale of Glamorgan and the number of people who owned their own home has grown over the last 30 years, although the percentage of homeowners has fallen from 78% in 2001 to 72% in 2011. The percentage of households renting from a private landlord has increased from 9% in 1991 to 16% in 2011 and whilst the percentage increase does not appear too significant, the actual number of households renting privately has more than doubled from 4,033 households in 1991 to 8,379 in 2011. Over the same 20-30 year period of time the percentage of households living in the social rented sector has declined from 24% in 1981 to 12% in 2011. Social renting is the only tenure in the Vale of Glamorgan where the number of households has declined from over 9,000 households in 1981 to under 6,500 in 2011, a decline of over 30%. For the first time in 30 years the private rented sector has grown larger than the social rented sector in the Vale of Glamorgan. The graph below illustrates these trends.



The Council's most recent Local Housing Market Assessment (LHMA) undertaken in 2015 conducted in accordance with the Welsh Government's step by step guide 'Getting Started on Your Local Housing Market Assessment' 2014 provides a quantitative approach to calculating housing need and its results show a need for a total of 559 additional affordable homes per annum over the next five years (2015-2020). This figure comprises of 331 social rented units, 115 low cost home ownership units and 113 intermediate rented homes each year (2,795 over the five year period). The Vale of Glamorgan Local Development Plan (LDP) was adopted in the summer of 2016 and established an affordable housing delivery target of 2,914 units over the period of the Plan 2011 - 2026 as appropriate. This has been derived from an assessment of both the 'need' established through the LHMA and the potential delivery of affordable housing from allocated and windfall developments taking into account the viability evidence contained in the Council's Affordable Housing Viability Study. This target relates only to those affordable homes that will be secured through the planning system and excludes both small windfall sites of between 1 to 4 units and any affordable housing units delivered through other mechanisms such as Social Housing Grant. Whilst the affordable housing delivery target contained in the LDP is lower than the need identified in the LHMA 2015, the Council has sought to strike a balance between maximising the delivery of affordable housing to meet the identified need whilst ensuring that the development viability is not undermined to the extent that the LDP is not deliverable.

A revised Local Housing Market Assessment will be delivered in April 2018

Local Housing Strategy 2015-20

This provides the vision for housing in the Vale of Glamorgan, and in order to achieve this, four keys aims have been identified all of which are supported by the Council's Business Plan:

1. To provide **more homes and more choice**; ensuring that all residents have access to suitable and affordable accommodation.
2. To **improve homes and communities**; by ensuring housing is maintained and fit for purpose, increasing the supply of good quality, energy efficient home in vibrant and sustainable communities.
3. To provide **better housing advice and support**; ensuring that residents have access to the housing and services they need to live independently and plan their housing futures.
4. To promote **equality of access** to housing and housing services.

These will be achieved:

1. Through the new Council house building programme; the Council house building programme financed through the Business Plan and Housing Finance Grant II will provide new build homes and sustainable communities. All homes will meet Development Quality Requirements (DQR) and some will be specifically designed to meet the needs of disabled applicants and families on the Council's Accessible Homes Register.

House building contributes to the economy; research shows that for every £1 invested in construction £2.84 of economic activity is created for the wider community. The council house building programme will support the 'First Job Opportunities Programme' so that through targeted recruitment and training this can be concentrated on the local economy. Additional community benefits can be a major factor in helping to tackle poverty and create jobs and training opportunities in the poorest communities.

2. Through the acquisition of additional property available for sale on the open market. This is a small investment project but has opportunity to increase the Council's housing stock each year.
3. Through ensuring all Council homes are maintained to the Welsh Housing Standard (WHQS) levels and environmental improvements are ongoing.

Housing is an important aspect of regeneration and area renewal; investing in housing is an investment in communities. The Council will ensure that by maximising and making the best use of investment in housing it will offer broader benefits to communities as a whole, contributing to sustainable, vibrant and prosperous communities.

4. By providing current Council tenants and prospective tenants with the housing advice and/or support that most people require at some point in their life in order to access or maintain their accommodation. Whilst support is provided and funded through the Supporting People Programme, housing advice is provided by the Housing Service to an individual or household experiencing difficult personal circumstances caused by factors they may or may not be able to control. The advice and assistance is provided to help them cope with the situation and get their lives back on track. Asking for advice can be proactive and positive, a step towards planning a successful housing future.

In addition to providing on-going advice and support, Housing Service also provides a specialised Money Advice Service to all new Council tenants and those experiencing financial difficulties. The Service assists tenants in maximising their income and provides them with advice and assistance to maintain their home. The Council has also provided two years funding for a 'Tenancy Ready' Officer to provide pre-tenancy training and advice in order to ensure that each new tenant of the Council understands their rights and responsibilities before moving into their home.

5. By assisting people in the Vale of Glamorgan to access the right type of accommodation that is affordable, suitable and meets their needs and circumstances. Improving access to suitable housing for all households contributes to an effective housing system; creating more sustainable housing solutions and enabling people to live independently for longer in their own communities.

The Council operates one single choice based lettings scheme for all social housing in the Vale of Glamorgan, Homes4U, which advertises and allocates the homes. Operating one single scheme provides benefits to residents as they only have to register once to be eligible for five landlords. Homes4U was the first choice based lettings scheme in Wales and aims to provide

greater opportunity for applicants to decide where they wish to live by allowing them to bid for homes in areas they really wish to live in.

The Equality Act 2010 aims to ensure that everyone has the right to be treated fairly when using public services. The public sector equality duty requires all public bodies to:

- Eliminate discrimination, harassment and victimisation.
- Advance equality of opportunity.
- Foster good relations

This forms the basis of the Vale of Glamorgan Council's aim to provide equal access to housing and housing services. This aim is being achieved by the Service working towards a number of key objectives;

Corporate Plan 2016-2020

This plan identifies how we will contribute towards achieving the Council's vision – ‘**Strong communities with a bright future**’.

Our plan outlines our key priorities for the next four years and how we will manage our resources to deliver these. The plan gives an overview of our service, what we aim to achieve, why this is important, how we will achieve it, how we will monitor progress and what success will look like.

It is important that as a Council we have shared values and our service is committed to delivering its priorities within the context of the Council's core values:

- **Ambitious:** Forward thinking, embracing new styles of working and investing in our future.
- **Open:** Open to different ideas and being accountable for the decisions we take.
- **Together:** Working together as a team that engages with our customers and partners, respects diversity and is committed to quality services.
- **Proud:** Proud of the Vale of Glamorgan: proud to service our communities and to be part of the Vale of Glamorgan Council.

Our Council's priorities are contained in the Corporate Plan 2016-20 and are expressed as well-being outcomes and objectives. These have been decided upon following consultation with key stakeholders including citizens of the Vale of Glamorgan. Our well-being outcomes and objectives are:

Well-Being Outcome	An Inclusive and Safe Vale	An Environmentally Responsible and Prosperous Vale	An Aspirational and Culturally Vibrant Vale	An Active and Healthy Vale
Well-Being Objective	Reducing poverty and social exclusion	Promoting regeneration, economic growth and employment.	Raising overall standards of achievement.	Encouraging and promoting active and healthy lifestyles.
Well-Being Objective	Providing decent homes and safe communities	Promoting sustainable development and protecting our environment.	Valuing culture and diversity	Safeguarding those who are vulnerable and promoting independent living.

The well-being objectives illustrate the contribution Council services will make to achieving the Well-being Goals for Wales. The Well-being Goals have been established to ensure all relevant bodies in Wales are working towards the same vision as part of the Well-Being of Future Generations (Wales) Act 2015. The Act is about improving the social, economic, environmental

and cultural well-being of Wales. The Act is intended to make public bodies think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. The contribution our service will make to the well-being goals is highlighted throughout our service plan.

Over the next four years Housing & Building Services will take the actions outlined below to contribute to the Corporate Well-being Outcomes and Objectives.

Well-being outcome	Well-being objective	Ref	Action
WO1: An Inclusive and Safe Vale	O1: Reducing Poverty and Social Exclusion	IS002	Continue to work with partners to deliver the objectives stated within Financial Inclusion Strategy, including the establishment of a multi landlords group to mitigate the negative effects of Welfare Reform on all social tenants living in the Vale.
WO1: An Inclusive and Safe Vale	O1: Reducing Poverty and Social Exclusion	IS002	Identify a suitable estate based regeneration project in collaboration with the local community and key stake holders.
WO1: An Inclusive and Safe Vale	O1: Reducing Poverty and Social Exclusion	IS002	Work with partners to increase the range of projects and initiatives which support employment, healthy living, financial and digital inclusion and deliver the objectives within the Community Investment Strategy.
WO1: An Inclusive and Safe Vale	O1: Reducing Poverty and Social Exclusion	IS003	Provide information and support to residents affected by Welfare Reform / Universal Credit and raise awareness of staff and partners about the impact of the changes.
WO1: An Inclusive and Safe Vale	O2: Providing decent homes and safe communities	IS007	Develop and deliver the life cycle renewals / replacement programme to ensure WHQS stock compliance is maintained during 2018/19.
WO1: An Inclusive and Safe Vale	O2: Providing decent homes and safe communities	IS007	Maintain a focus on the management of empty homes and achieve greater efficiencies through reducing the time taken to re let properties.
WO1: An Inclusive and Safe Vale	O2: Providing decent homes and safe communities	IS007	Implement the new Tenant Participation Strategy.
WO1: An Inclusive and Safe Vale	O2: Providing decent homes and safe communities	IS007	Improve the quality and range of information provided by the Housing section on the external website.
WO1: An Inclusive and Safe Vale	O2: Providing decent homes and safe communities	IS007	Complete the Buttrill's Environmental Improvement project.
WO1: An Inclusive and Safe Vale	O2: Providing decent homes and safe communities	IS008	Continue to develop and identify opportunities for the Council House development programme.
WO1: An Inclusive and Safe Vale	O2: Providing decent homes and safe communities	IS008	Produce a Housing Development Strategy.
WO1: An Inclusive	O2: Providing	IS008	Continue to develop an Asset

Well-being outcome	Well-being objective	Ref	Action
and Safe Vale	decent homes and safe communities		Management/ Investment Strategy for Council Owned Homes.
WO1: An Inclusive and Safe Vale	O2: Providing decent homes and safe communities	IS008	Review the existing Council Rent Policy to accommodate the new council Housing Development Properties.
WO1: An Inclusive and Safe Vale	O2: Providing decent homes and safe communities	IS009	Continue our work with partners to provide appropriate accommodation and support services for particular vulnerable groups.
WO1: An Inclusive and Safe Vale	O2: Providing decent homes and safe communities	IS009	Upon identification of a suitable site for Gypsy Travellers, make application for Gypsy Traveller site capital funding.
WO1: An Inclusive and Safe Vale	O2: Providing decent homes and safe communities	IS009	Complete the modernisation of communal areas at sheltered housing complexes.
WO1: An Inclusive and Safe Vale	O2: Providing decent homes and safe communities	IS009	Work with our partners regionally and lead on the development of the Housing with Care and Support for Older People Strategy to promote independent living.
WO1: An Inclusive and Safe Vale	O2: Providing decent homes and safe communities	IS009	Review the General Fund Housing Service to identify measures to mitigate the funding reduction and associated risks.
WO1: An Inclusive and Safe Vale	O2: Providing decent homes and safe communities	IS011	Work with partners to increase the number of number of sustainable, affordable homes in the Vale.
WO1: An Inclusive and Safe Vale	O2: Providing decent homes and safe communities	IS013	Develop a local domestic abuse toolkit for council housing.
WO1: An Inclusive and Safe Vale	O2: Providing decent homes and safe communities	IS013	To pilot a domestic abuse referral and assessment service (DARAC)
WO1: An Inclusive and Safe Vale	O2: Providing decent homes and safe communities	IS013	Focus on delivering a more strategic approach with our partners to how we tackle violence against women, domestic abuse and sexual violence.
WO1: An Inclusive and Safe Vale	O2: Providing decent homes and safe communities	IS013	To implement a regional Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Strategy with Cardiff and Cardiff and Vale Health Board.
WO1: An Inclusive and Safe Vale	O2: Providing decent homes and safe communities	IS013	Continue the roll out of the National Training Framework for violence against women, domestic abuse and sexual violence.
WO1: An Inclusive and Safe Vale	O2: Providing decent homes and safe communities	IS013	Develop links with our vulnerable residents and hard to reach groups in line with our Community Cohesion Plan.
WO1: An Inclusive and Safe Vale	O2: Providing decent homes and safe communities	IS014	Continue to prevent and tackle incidents of anti-social behaviour including implementing restorative justice approaches for young people.

Well-being outcome	Well-being objective	Ref	Action
WO1: An Inclusive and Safe Vale	O2: Providing decent homes and safe communities	IS016	Develop a new Community Safety Strategy.
WO3: An Aspirational and Culturally Vibrant Vale.	O6: Valuing culture and diversity	AC10	Improve equality monitoring data to enable more informed decisions about service delivery.
WO3: An Aspirational and Culturally Vibrant Vale	O6: Valuing culture and diversity	AC12	Ensure service delivery complies with Welsh language standards.
WO3: An Aspirational and Culturally Vibrant Vale.	O6: Valuing culture and diversity	AC12	Promote and provide opportunities for staff to access Welsh language courses.
WO3: An Aspirational and Culturally Vibrant Vale	O6: Valuing culture and diversity	AH2	Work with partners to deliver the Cardiff & Vale Substance Misuse Commissioning Strategy 2013-2018, providing support, information and effective interventions.

Housing Service Plan 2018-2022

Our service plan is reviewed annually and is informed by and reflects the environment within which our service operates. As well as contributing to the well-being outcomes and objectives from our Corporate Plan, our service has taken the following into consideration when drafting our plan:

- The Housing Service Annual Self-Assessment which provides an overall position statement for the year based on specific issues relating to performance, customer experience, and the use of resources (workforce, financial, ICT and assets);
- Our budget including planned service savings and efficiencies and the implementation of the Council's Reshaping Services Change Programme;
- Relevant Welsh Government and National Government legislative and policy changes;
- Vale's Single Integrated Plan
- The Council's Housing Business Plan providing information on the ability to deliver the service objectives including the building of new Council housing to meet the specific needs of the communities.
- Strategies and plans under which the service takes its direction including but not limited to the Local Housing Strategy, Financial Inclusion Strategy; Housing Revenue Account Business Plan
- **Team planning sessions** held across the Division. The Division takes a holistic approach to service planning whereby team planning is not only driven by the objectives of the service plan but feed into the service planning process i.e. planning is integrated.

1.2 Housing Service Objectives

The Council is committed to providing effective housing services. We recognise that good strategic planning and partnership working are integral to ensuring that the services provided meet the needs of our customers both now and in the future and that services represent value for money. By working closely with our tenants, we will ensure that homes are in a good state of repair, that they are safe and secure and that they meet the diverse needs of different

households. We are committed to promoting equality of opportunity and recognise the contribution that housing makes to our communities as a whole.

Housing Services directly manage just under 4,000 tenancies throughout the Vale which range from bedsit flats to four bedroom houses. Some of the dwellings are for specialist needs which are adapted for disabled and sheltered housing for older people.

The Council aspires to provide high quality landlord services by listening and responding to customers and ensuring that properties and services meet customer needs.

Our mission is to provide a 'Quality of Service, Quality of Life' and our aims are detailed below.

- We respect and value our customers;
- We know our customers and understand their needs;
- We provide value for money services;
- We work with partners to create sustainable communities;
- Our staff are professional, know what is expected of them and trained and supported to achieve their potential;
- We create a culture whereby everyone has a positive 'can do' attitude taking ownership and responsibility;
- We get things right first time every time;
- We are innovators, seeking to go the extra mile, sustaining existing customer relations and developing new ones;
- We are a listening and learning team;

These aims are based around the core values of: respect, trust, excellence, having a 'Can do' attitude and a listening and learning approach;

The Council Housing Service plan 2018-2022 is attached as Appendix A which includes our forthcoming actions and service standards including notable achievements and key performance information and targets.

1.3 What is a Housing Revenue Account (HRA) Business Plan?

The HRA Business Plan will:-

- Explain the Council's approach to maintaining the Welsh Housing Quality Standard (WHQS) and managing its housing service.
- Inform Members & Tenants.
- Review & adjust the 30 year financial model.

The HRA Business Plan is a statement of intent explaining how the Council will develop its response to tenants and leaseholders across a range of housing activities. These include improvements to its housing stock, housing management services, responsive repairs, providing support services to older and vulnerable tenants, sheltered housing and estate environmental improvements.

The HRA Business Plan is supported by a 30 year financial model which projects future rental levels, running costs, construction costs and inflation levels. It identifies the funding sources required to meet the improvement programme, including the borrowing required to support the level of capital investment works. The HRA Business Plan is a key driver for the Council to maintain its housing stock at the WHQS and in providing its tenants with quality modern facilities from 2017, which will be maintained in future years.

1.4 Housing Improvement Governance Structure

As part of this revised governance structure (Set out in Appendix B), brought about by the change in management, the performance management of the investment programme including the maintenance of the WHQS to the housing stock, is controlled through the Housing performance framework where it is subject to direct scrutiny from the client.

Appropriate levels of financial resource are available to provide effective supervision of individual projects and to ensure the 'Welsh Housing Quality Standards' is considered in all work programmes.

In addition to the internal management arrangements, the Council recognises the importance of tenant engagement and participation. The Quality and Design Forum (QDF) therefore, continues to play an essential part in monitoring and challenging programme delivery. This includes regular meeting with the tenant QDF members and framework contractors.

Appendix C outlines the Housing Improvement Team Structure for delivering the investment programme including WHQS maintenance work. The Tenant's Governance Structure has been established to help deliver the Housing Improvement Programme, which includes a Tenants Quality & Design and Sheltered Housing Forum with a chair and tenant representatives.

1.5 Delivery of Improvement Programme

Following completion of the Major Investment programme for WHQS, the Council will be using a combination of external contractors and the in-house service provider (DSO), to deliver the Housing Improvement Programme. The appointment of the external contractors is based on project size and skill sets with all projects being procured through Sell2Wales. Each contractor will be assessed as part of their tender submission and assessed against a set of quality criteria which follows i2i's SME Friendly Procurement Guide ("Can Do Toolkit"). There is an obligation on each contractor to commit to the following:-

- Using local subcontractors.
- Employing local labour.
- Supporting the local supply chain.
- Employing and training local apprentices (minimum of one apprenticeship per £1m spend).
- Creating employment and training opportunities.
- Supporting community initiatives.

Work is now concentrating on the maintenance of WHQS and other improvements to our homes and estates including environmental improvements. Contractor contributions are being utilised for local initiatives/improvements that tenants would like to see within their own communities: funding has also been identified for work on garages. In addition to the external work programme, work has also commenced on the repair or rebuild of system built properties owned by the Council.

A WHQS compliance policy has been adopted by the Council, as requested by the Welsh Government, to provide detail of the Council's process for interpretation and resolution of 'Acceptable fails'.

1.6 HRAS Buy-out

The eleven remaining Welsh Local Housing Authorities exited the HRAS (Housing Revenue Account Subsidy) System on 2nd April 2015 following an agreement reached between The Welsh Government (WG) and HM Treasury. The agreement saw Welsh Local Housing Authorities (LHAs) drawing down loans from the Public Works Loan Board (PWLB) of £919.5M in order to 'buy themselves out' of the current Subsidy system. In terms of the Vale of Glamorgan, some £5M per annum of rental income previously paid to WG has been replaced with loan and interest payments totalling around £3.8M per annum on a settlement figure of approximately £63.2M.

HM Treasury requires a housing related borrowing cap (Limit on Indebtedness) in order to control public sector borrowing. Failure to comply with this will result in sanctions by Treasury. This means that the Welsh Budget will be reduced and the reduction passed on to each LHA as appropriate.

The savings generated from exiting the HRAS has led to significant sums being available for future spending and allows the Council to continue building new housing, and wider regeneration projects.

1.7 Rent Levels

In December 2013, the WG agreed to fix the level of rent increases for a period of 5 years from 2014/15 to 2018/19, under the Policy for Social Housing Rents. During this period rents are assumed to increase by CPI plus 1.5% each year. After 2018/19 rents have been assumed to increase by CPI plus 1% for the purposes of this plan.

The policy sets a target rent band for each authority. If the average weekly rent is below the lower end of the target rent band, the authority is expected to increase average rents above the guideline rent increase in order to reach their target. The 2018/19 rent bands for each local authority were issued on 11th December 2017, the agreed increase is 4.5%+£2.00/week, this being the agreed CPI (3% as at September 2017) plus 1.5% laid out in the new rent policy.

The additional £2 a week is intended to help bring those authorities whose rents are below target rent up to target rent bands. But can be used for those authorities who are aiming to move to a higher point within the Target Rent Band to meet Business Plan commitments. The Vale of Glamorgan's 2018/19 average weekly rent is anticipated to be £93.48 which is within the target rent band.

1.8 Welfare Benefit Reforms

Welfare Reform Act 2012 introduced a number of significant changes to the benefits people receive and how they receive them. The changes include: introduction of a cap on the level of benefits people can receive; the removal of the spare room subsidy; replacement of Disability Living Allowance (DLA) with Personal Independence Payment (PIP) and the introduction of Universal Credit (UC) in October 2018. Currently, 65% of Council tenants receive help towards their housing costs which equates to over £11m in income per year. Estimates from organisations where roll out of Universal Credit has taken place, have identified that around 35% of this income is at risk through direct payment to tenants. This equates to around £4m in the Vale of Glamorgan. Some of the most significant risks are posed by the following changes:

Introduction of the Benefit Cap- this restricts the total amount of benefits an out of work claimant can receive. Initially introduced at £23,000 for couples and lone parents, the cap has been reduced to £20,000 and has applied to people living in the Vale of Glamorgan since November 2016.

The cap has affected 43 Council tenants, some of whom have lost nearly all of their entitlement towards Housing benefit. All tenants have been visited and offered a Money Advice appointment to help review what benefits are claimed, maximise income and to budget accordingly.

Removal of the spare room subsidy- has resulted in tenants with 'extra' bedrooms having their Housing Benefit (HB) reduced by 14% or 25% dependant on the number of extra bedrooms they have. This has affected over 300 tenants and has had a significant impact on their ability to pay their rent. A number of initiatives have helped mitigate the negative impact, including Discretionary Housing Payments (DHP), incentives to downsize, support to swap homes with other tenants and money advice. These measures have helped minimise arrears and ensured that no tenants have been evicted solely as a result of arrears incurred as a result of the removal of the spare room subsidy.

Changes to Welfare Reform regulations announced by the Government at the end of 2017 will mean tenants under the age of 35 will continue to be eligible for Housing Benefit at the current rates of entitlement and plans to cap the level of payments at the shared room rate (SRR) have been suspended. This is a welcome change and will mean younger people can continue to receive sufficient HB to cover their rent (so long as they are eligible and occupy appropriately sized accommodation). In addition, removal of the intention to cap HB payments to Council tenants at the Local Housing Allowance (LHA) rate will prevent some tenants accruing arrears due to a shortfall in their HB. It will also mean the Council has more flexibility when considering future rent increases.

Universal Credit (UC) - is replacing many existing benefits and provided both in and out of work support for working age claimants. Universal Credit is the biggest change to the benefit system in a generation and will have a huge impact on Council tenants. It started in the Vale in February 2016 but was restricted to new claims from single job seekers but will be rolled out to all new claimant types from October 2018. After this has been completed, the DWP will begin moving all remaining existing benefit claimants to UC.

To date only 28 Council tenants have been switched to UC, however there has been significant impact on them and their ability to pay their rent. The majority of the claimants are in arrears and the average level of debt is £250. Based on this experience and the findings from research into pilot areas (where UC has been rolled out already), there is a significant threat to the Council's rental income.

The Council has been working hard to support affected tenants through the changes and to adjust its business planning to reflect the impact the changes are likely to have on its rental income. A number of specific initiatives and steps are being taken to manage the risks posed, including:

- Expansion of the Money Advice Service- three Money Advisors have now been recruited, increasing the number of tenants we have helped and increasing the range of specialist advice, including income maximisation and debt advice. Over the last 12 months, over 1000 money advice sessions have taken place and have resulted in an additional £389,000 worth of income for tenants in additional benefits, backdates and grants
- Awareness raising- a range of articles, newsletters and leaflets have been used to make tenants aware of the welfare reform changes and impacts. The messages have included

the importance of getting online, opening a bank account and household budgeting. This has helped households to understand the changes and prepare in advance.

- Multi agency work- a Financial Inclusion Group has been established bringing together partners from a wide range of public and voluntary sector agencies to address emerging themes such as the need to share information, communications and joint working. A multi landlord group is also being set up to include the Registered Social Landlords operating in the Vale to ensure consistency and partnership working.
- Tenant profiling- improvements to the information held about tenants, including their personal circumstances, is helping the Council to identify people who are likely to be affected by specific changes and enables us to target advice and assistance towards those who need it most.
- Tenancy Ready- this project has been established to provide training, advice and support for new tenants in order to improve tenancy sustainment. A key part of this will involve assessing the financial capability of new tenants and ensuring they are able to pay their rent.
- Rooms 4U- this project is run in partnership with a local Registered Social Landlord, involves converting existing properties into shared rooms for people aged under 35, meaning the help they receive towards housing costs are sufficient to cover the rent. A number of properties have already been let on a shared room basis and there are plans to increase the spaces available over the next year.
- Community Investment initiatives- a range of community initiatives are supporting people to get into employment which ultimately reduces the reliance on benefits and the impact of welfare reform. Projects, including coordination of training and work experience opportunities, digital inclusion and healthy living initiatives increase tenants' knowledge, skills and confidence levels.

2. Tenant Involvement

2.1 Introduction

Consultation exercises with tenants have clearly shown that the delivery of the Housing Improvement Programme is not just about “bricks and mortar” / upgrading the housing stock, although this is a major part of the programme, but also about improving the services provided to tenants and leaseholders, (taking account of customer aspirations and modernising services to meet changing needs).

The Council is committed to consulting its tenants and seeking their views so that the stock is well managed, located in safe and attractive environments and meets their specific needs. It is encouraging that more and more tenants and leaseholders are taking a positive interest in working with the Council in order to both maximise the stock improvement opportunities and influence service delivery. Two Community Investment and Involvement Officers provide an important resource to take forward the objectives in the Community Investment Strategy. This Strategy sets out our approach to community investment highlighting the need to add value to our local communities. The process of identifying the most appropriate improvements in each area; is carried out in partnership with residents and stakeholders. By doing this, we can improve the quality of life for residents and create vibrant, sustainable places where people want to live. The priorities include:



In addition to the Community Investment Strategy, a revised Tenant Engagement Strategy has recently been endorsed by the Council’s Cabinet. This is designed to build on the improvements put in place by the previous Strategy using a flexible menu of involvement to engage a broader range of tenants from different backgrounds and demographic groups. This approach has been designed to appeal to a greater number of tenants and be more representative of the broader tenant population. Specifically, there are five key objectives in the Strategy which include:



2.2 HIP - Tenants Governance Structure

Appendix D outlines the Tenant Governance Structure as amended during 2013 following consultation with tenants. All of the formal groups report to the Tenant Working Group, which monitors and coordinates the actions of the various satellite groups. The satellite groups are attended by various officers who support and address issues raised by the groups. This enables issues affecting tenants and residents to be addressed by the relevant officer, who is also then monitored by the individual groups on progress.

In addition, four tenants are co-opted onto the Homes and Safer Communities Scrutiny Committee who meet on a monthly basis with Vale Councillors and Officers in the formal scrutiny meetings. The Co-opted tenants sitting on this group have similar opportunity to members on questioning performance and speaking on reports.

2.3 Tenants Quality & Design Forum

The tenants Quality & Design Forum (QDF) was established to oversee the Housing Improvement Programme and to work in partnership with the Council. The forum has a membership of six tenants who continue to be voted on by the working group members. To date, the QDF has been involved in the following:-

- The development of a Residents Access Protocol, which provides a minimum standard to be followed, this protocol covers areas such as Communication, customer care, equality and diversity, behaviour, protection and respect for the home. This protocol applies to all contractors working on repair, maintenance, improvement and refurbishment programmes commissioned by the Council when working on tenant's homes. The QDF scrutinised framework contractors against this protocol as part of the PQQ analysis.
- Reviewed and scored quality submissions from contractors.
- Interviewed contractors during the tender process in association with Council staff.
- Consideration of specification issues for the Housing Improvement Programme.
- Undertaken monitoring of the Gas servicing key performance indicators
- Assisted with the development of the Tenant Star Survey.

In addition to this, a significant role for the QDF during the Housing Improvement Programme is to review the performance of contractors on an ongoing basis (particularly the monitoring key performance indicators). All contractors are required to attend the QDF on a quarterly basis to be scrutinised by tenants on their performance.

2.4 Tenant Working Group

Along with the QDF, a Tenant's Housing Working Group was established as the main tenant working group, to which all Tenant and Resident Associations and forums feed in to :-

- Main tenant consultation group;
- Chair of the working group must be a tenant and the group includes a Vice Chair and Secretary;
- Group meets approximately eight times per year;
- Working Group approves project funding for other tenant groups.

2.5 Sheltered Housing Forum

The Sheltered Housing Forum meetings are held 6 times a year. There are 5 Sheltered Schemes in the Vale of Glamorgan i.e. Llantwit Major, Cowbridge, Barry, Dinas Powys and Penarth. Each scheme is visited at least once a year giving local residents an opportunity to attend at least 1 meeting a year. Transport is also provided for those residents who wish to attend meetings in other schemes, outside of their area.

Officers of the Council are invited to attend Sheltered Housing Forum meetings where issues of concern are discussed with residents e.g. scooter storage, disabled toilets, potholes, pathways, the TeleV call system, street lighting and replacement furniture in lounge areas to name but a few.

Consultation has taken place with residents living in Longmeadow Court, Cowbridge, where major internal work has been carried out. The Council were also successful in securing ICF grant funding support to build 2 Step-Up properties.

An Annual Sheltered Housing event is organised for residents to thank them for their continued support and assistance in their Forum meetings.

3. Welsh Housing Quality Standard (WHQS) & Improving Homes

3.1 Maintaining the WHQS and Capital Programme

At 31st March 2018, the Council achieved WHQS for all its dwellings. The Council has now entered the maintenance phase of the WHQS programme.

The business plan incorporates the most recent investment requirements as identified by our Housing Asset Management System (Keystone) which includes historic stock condition survey data from Savills and our own survey team in their Stock Condition Survey (SCS). Prior to delivery all works will be validated to ensure they are required as identified from the Keystone reports and will be scoped to ensure they capture all necessary elements. Where the validation survey identifies the works can be delayed, this will be considered to enable smoothing of the investment programme and ensure money is effectively targeted to meet the maintenance needs of the housing stock.

Preliminary costs are included in the projected investment calculations and professional fees of 8% have been added. Further capital costs have been included for Preliminary works including items required to deliver any particular contract, such as management costs, security, site set up costs, insurances, quality control, and temporary works if applicable.

3.2 Maintaining the Welsh Housing Quality Standard (WHQS)

At 31st March 2018, the Council attained the WHQS to all its housing stock and from this date has entered the maintenance phase of this standard. With many of the attributes contained within the standard having time limitations on them, it is recognised the Council's investment programme will have to continue to invest in WHQS works to ensure the standard is maintained. The following chart provides a summary of the number of kitchens, bathroom and boilers etc. which have been delivered over the 5/6 year period leading to the completion of the WHQS refurbishment programme:-

	Forecast No.	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Kitchens	3,512	716	1,393	1,122	181	85	47
Bathrooms	3,302	675	1,341	1,058	180	38	33
Heating/Boilers	812	112	285	328	63	14	18
Rewiring*	3,494	571	1,480	1,176	196	61	47
Roofs	1,062	124	0	0	389	499	295

*Figures for completed works include partial and complete re-wires

The Council has closely monitored and apportion/record the cost for undertaking the works to ensure that the actual costs incurred are within budget and that a robust contingency sum is in place to deliver the Housing Improvement Programme. The following chart provides the main component budget cost and anticipated lifetimes as extracted from the original stock condition report:-

Component	Budget (£)	Component Lifespan (years)
Kitchens	4,162	15
Bathrooms	2,585	25
Heating Boilers	3,210	12
Heating (Distribution)	Included Above	30
Rewiring	2,480	25
Roof Covering (synthetic slate)	10,800	35

There are a number of major external schemes ongoing during 2017/18 or programmed to be completed during the next financial year, these include:-

- Internal communal areas are scheduled for improvement work and decorations to the stairwells. The scheme commenced June 2017 and is programmed to be completed April 2019.
- Hawksley Bungalows, Barry (prefabricated properties) – the Council has 17 Hawksley bungalows which need to be replaced in a brick finish to match other bungalows in the area and give the properties a solid appearance. The Council has completed 14 properties to date and the remaining 3 properties will be completed by December 2018.
- Buttrills Estate Environmental Refurbishment Project A major refurbishment of the Buttrills Estate has commenced including new roof covering, replacement of cavity wall ties, new windows and doors to Awbrey House and installation of External Wall Insulation to 128 properties including flats, houses and bungalows. The project is being run over 4 phases including Phase 1(New roof covering) Phase 2(External Wall Insulation) Phase 3 (Internal communal upgrades) and Phase 4 External communal upgrades). The project commenced July 2017 and is programmed for completion December 2018.
- Gibbonsdown External Refurbishment Project – A major refurbishment project is being procured to undertake roofing works, cavity wall tie replacement and the installation of External Wall insulation. The project is due to commence March 2018 and is programmed to complete by September 2018.
- Garage Compounds – Work has commenced on a programme of works to undertake demolition and improvement of a number of garage compounds where the existing garages have come to the end of their economic life and will continue to be delivered through 2018/19.
- WHQS Compliance Programme – Data collection and evaluation of existing housing stock data has begun with the aim of developing a programme of works to fully support the continued requirement to meet the WHQS standards. This will involve the commencement of a number of major refurbishment projects covering all aspects of stock upgrade and maintenance. It is currently planned for these major projects to commence September 2018.
- Remodelling of Assets – A number of remodelling projects will be taking place to a select number of properties to bring up to required standards whilst taking the opportunity to incorporate local demand needs etc.
- Airey properties – There will be 4 Aireys (type 1) properties that will be designed and refurbished to current standards. This will be delivered during 2018/19.

Funding has been identified in the plan for the next five years and work on garage sites and a garage strategy will be developed to complement the Environmental Strategy.

Some garages have come to the end of their economic life and the strategy and plan will identify a way forward for sites which in some cases will mean the sites will be cleared and the highway re-instated to provide a better solution for local communities.

The Housing Service also has responsibility for housing owned highways and footways and the Highways team have been commissioned to undertake condition surveys and “what if scenario plans/ report” to enable a sensible way forward to be determined.

In the past, planned repairs have not been systematically undertaken to these associated assets and five years of funding have been identified to determine and deliver a future programme.

Environmental and Estate Improvements have been secured in the plan at £8.4m over the next three years. The Housing Services two Community investment officers will deliver the Environmental Strategy and Action Plan working in consultation with local communities. The Environmental Improvement Programme scope has been increased with the additional funding for garages and highway improvements

Fuel Poverty is a major problem for our customers and with key internal improvements installed energy improvement measures will be considered as part of the external Programme. External wall insulation will be installed where necessary and the Council is considering options for external funding to deliver further improvements.

Significant problems with many of our older homes present a major challenge to the Housing Improvement Team. The seaside location of many of our homes has resulted in concrete and render which has deteriorated/ failed leaving significant structural problems that will need to be remedied. Some housing has experienced cavity wall tie failure which will need to be repaired.

Damp is a problem for too many of our customers and we have identified on occasion that previous improvements, such as cavity fill insulation, has led to the moisture/ damp bridging of the cavity. In these cases the cavities have to be cleared to allow the cavity and walls to dry and to prevent further damage to the structure and tenants belongings.

Where these problems are encountered or where roofing / external wall fails the dwelling will be added to the work programme. A further area of work which historically has been under resourced is external painting which forms part of cyclical maintenance. Funding has been secured in the plan for external painting of our homes and painting of communal areas of blocks of flats. This will be phased in to complement existing programmes and to make use of existing scaffolding access and undertaking decoration in block communal areas following improvement work.

The proposed investment programme is set out at appendix E

3.3 Validation Surveys

All programmed works will receive a validation survey to ensure the works are required as identified through the Keystone investment reports before any further work is undertaken. Should the attribute be found to have further remaining life, officers of the Council will discuss the option to continue with the project or to amend the stock database with a new life expiry date. This will enable the Council to control its Investment programme giving opportunity to react to new emerging investment need or premature failure of attributes in other areas.

On completion of the validation survey the work will be fully surveyed and scoped to ensure all works are included to maximise the investment opportunity. For example, this may mean

chimneys are removed or replaced during replacement roofing works to reduce ongoing maintenance and enable maximum benefit to be obtained from the erection of a scaffold which will reduce the need to erect another scaffold later. This approach will accelerate some areas of investment but will provide expenditure efficiencies over the life of this plan.

3.4 Environmental Improvements

The Council wants its estates to be safe and attractive places where people are proud to live and have the following vision:-

“All residents in the Vale of Glamorgan have access to good quality, suitable housing and are able to live happily and independently in vibrant, sustainable communities.”

Recognition of the need for additional resources has resulted in two Community investment officers posts within the Housing Service and the preparation of an Environment & Neighbourhood Strategy and Action Plan.

This Strategy sets out our approach to foster cohesive, attractive and thriving neighbourhoods where people want to live. One size doesn't fit all; every community is different, so our approach will reflect this via unique estate action plans.

The quality of the immediate environment has a big impact on quality of life and well-being for local residents. This includes the physical environment, cleanliness of our streets, green spaces and communal areas. For this reason the Council commits to investing in the local environment of our estates; under certain conditions this may include the redesign or reconfiguration of estates, improvements to communal areas or making better use of open spaces.

As well as the physical environment, the social infrastructure is very important- this is the sense of community, feeling safe and the ability to access services and amenities. The investment priorities in the Environmental & Neighbourhoods Strategy are closely aligned to the Community Investment Strategy to ensure the maximum benefits are achieved within available resources for our most challenging areas.

Research has shown the impact of the physical environment on residents' quality of life. The Welsh Government's Vibrant and Viable Places Strategy; highlights the benefits which are achieved by investing in people and places by creating well connected, vibrant, viable and sustainable communities. This Strategy plays a pivotal role in the regeneration and improvement of areas to address individual issues within the local environment and neighbourhoods.

The Council's Corporate Plan 2016-2020 identifies the high priority given to the environment in two of its key Well-being outcomes, namely: 'an inclusive and safe Vale' and secondly, 'an environmentally responsible and prosperous Vale'. There are also a number of key objectives which support the well-being outcomes, including: reducing poverty and social exclusion, providing decent homes and safe communities, promoting regeneration, economic growth and employment, promoting sustainable development and protecting our environment.

The Welsh Housing Quality Standard (WHQS) sets out the minimum standards for social landlords in Wales regarding the environment. The guidance provides;

- “All dwellings should be located in an environment to which residents can relate and in which they can be proud to live”

As part of the Vale of Glamorgan Council's Strategy for improvement to social housing standards, the Council has set down its own vision based on WHQS:

- “Safe, clean and attractive places where individuals and communities have sustainable opportunities to improve their health, learning and skills, prosperity and well-being; and
- Where there is a strong sense of community in which local groups and individuals have the capacity and incentive to make an effective contribution to the future sustainability of the area”

Landlords have adopted different approaches; some have regarded the environment as a priority and set aside large sums of money for investment, whilst others have focussed more on the internal improvements to tenant’s homes giving less regard to the local environment.

This strategy recognises the Tenant Participation Advisory Service (TPAS) Cymru Guidance on “Interpretation of the WHQS Environmental Standard” as good practice when considering Environmental improvements.

The Housing Business Plan sets out the Council’s significant commitment to funding improvements in the Environment.

- Over £8.4million is set aside for Environmental and Estate Improvement works over the next three years;
- Revenue commitments have been made to fund two Community Investment and Involvement Officers;
- Participatory budgets of £10,000 pa for smaller, resident led schemes in each of the 4 neighbourhood management areas (total of £40,000) plus an additional £20,000 allocated to the 2 Senior Neighbourhood Managers to fund additional improvement projects.
- An allowance of £50,000 per annum of the plan to improve the safety of estates through community safety initiatives such as fencing, street lighting or landscaping. The fund will pay for individual projects up to £5,000 where resident groups through tenant panels will bid annually for funding. Again, this will be progressed via the Environmental Improvement working group.
- Allocated funds to the sum of £20,000 per annum which is provided through the revenue account to tackle small scale projects that benefit the community. Each group can submit a bid of up to £2,000 (unless match funding can be achieved) in any one year. The bids are assessed and approved by the Tenants Panel and are small scale one off projects which bring value to the local environment.

It is the intention to continue with this funding for a number of years in order to build the capacity of local communities and increase empowerment to take the lead in their own areas.

3.5 Keystone Housing Asset Management System

The Council has invested significant resources in establishing an asset management database populated with approximately 95% of the housing stock condition surveys and this knowledge of the housing stock has been used to shape the Housing Improvement Programme and the future annual life time renewal programmes to ensure our stock remains WHQS compliant

The Keystone system was set up and implemented in June 2011 to provide a much better knowledge of the housing stock and more effective housing asset management. The system can provide:-

- Investment planning.
- WHQS returns.
- “What if” scenario planning.
- Asbestos register.

- Contractor & planned programme management.
- Energy management.
- Accessible Home Register.
- Servicing information.

The system is instrumental in the Council managing its homes effectively and great strides are continuing to be made over the last year in improving data entry so improvement work is captured on the system and the Business Plan is now produced using the system.

The following improvements have been made over the last year:

- Servicing information has been vastly improved with Gas, Electrical, Solid Fuel, Oil and Adaptations Equipment servicing being run through Keystone. Other compliance servicing data, such as Lift Servicing, is now also recorded and held within Keystone.
- Adaptations completed works are now recorded on Keystone allowing us to accurately monitor adapted stock.
- WHQS Compliance Reporting – further work has been undertaken to improve the accuracy and validity of data, allowing us to report directly from Keystone.
- Energy efficiency & SAP scores – all property energy records have been through a process of assessment and analysis to ensure correct data is held and energy assessments have been recalculated to show accurate SAP scores.

Going forward, our aim is to ensure that everyone in Housing and Building Services uses Keystone to its maximum potential.

The system has functionality the Council is keen to capture and Housing and Building Services are committed to further improvements in smarter working in the future e.g. introduction of the compliance dashboard & contractor access portal.

3.7 Minimising & Recording “Acceptable Fails”

The Council recognises the need to monitor compliance with WHQS and has produced a policy on the interpretation and application of the WHQS by the Council, which includes; how ‘Acceptable Fails’ will be addressed by the Council, the resources available for maintaining the WHQS standard, how the data is managed and recorded and the validation process to ensure the data is reliable and robust. Acceptable fails can be one or more of the following:-

- Cost of remedy.
- Timing of remedy.
- Residents’ choice.
- Physical constraint.

All “Acceptable Fails”, are recorded on the Council’s Keystone Asset Management System and are addressed, where practicable, at the void stage before new tenants commence their new tenancy.

3.8 Leaseholders (Service Charges)

The Council has an obligation to all of its leaseholders to maintain the buildings in which their properties are located. In proceeding with the Housing Improvement Programme to meet the WHQS, leaseholders will be responsible for a proportion of costs of the improvement works (to the external fabric of building).

There is a need for consultation as there are legal steps that need to be followed in order to ensure the costs of works are able to be recouped by the Council. The process for consultation has commenced and all leaseholders across the Vale (301 in total) have been issued the required notices i.e. Stage 1 and 2 of the Service Charges (Consultation Requirements) (Wales) Regulations 2004. The external works programme has now commenced and leaseholders have been issued in accord with the relevant legislation notices and estimates of work identified and the proportion of costs that the leaseholder will be liable for.

It is important all capital and revenue works to leasehold properties are recoverable from the leaseholder, it is therefore critical a robust procedure is in place to maximise recovery. The Council understands that the considerable investment in the repair and maintenance of our properties will lead to some tenants having to contribute, in some cases, significant sums of money. We will assist leaseholders in meeting their responsibilities and have agreed a range of repayment options to provide flexibility based on their financial capacity. We will provide advice and support through our Money Advice Service and if necessary engage specialist Financial Advisors for the most complex cases.

The Council has employed a Leasehold Officer to coordinate the increased activity surrounding leaseholder management. We also seek to engage with groups of Leaseholders on an area by area basis to share views, to consult and engage and to develop an effective vehicle to improve services to leaseholders.

A leaseholder Action Plan has been developed to improve the following areas of activity;

- To raise the profile of the leasehold service
- To develop process and administration for section 20 consultation
- To improve the facilitation and coordination of Leaseholder communications
- To review and update the Leaseholder Policy and Procedure
- To provide on line information and guidance for leaseholders
- To expand / clarify payment recovery options

3.9 Community Benefits

In accordance with the Welsh Governments guidance on maximising the benefits returned from investment, the Vale of Glamorgan Council require all contractors working on major projects to include community benefits as part of the delivery of the works programme. In general, this requirement is placed on all major projects and is mandatory for all projects over £1 million.

Contractors have responded positively to the requirements of the Community benefit requirement and a range of schemes have been delivered through the Council's WHQS programme and other major projects. The benefits delivered have ranged from training placements and apprentices to physical improvements such as a wildlife pond for a local school.

The Council use the Government's Community Benefit Measurement tool to record the Community benefits being delivered and report these at frequent intervals, when community benefits have been delivered through individual projects.

A summary of the Community benefits already delivered through the programme is provided below:

Benefit Measure	Value
In kind donations of labour, goods & Services	£43,111
Investment in the Welsh and UK economy	£53,708,306

Contribution to SMEs based in Wales	£11,061,726
Short-term unemployed reduction	16
Disadvantaged workers employed	6
Apprenticeships	24
Traineeships	5
Work experience or internships	12
Graduate placements	26

3.10 Development programme

Following the changes to the subsidy system during 2015, the Council is now in a position to commence a development programme to provide new Council housing. Whilst the development programme is modest, the Council are aiming invest £236m over the life of this plan to provide 1,146 homes. For the first five years of the plan the new homes will be built on land already owned by the Council, however, there is recognition the Council will need to acquire additional land to enable the development programme to deliver this number of properties.

During the first years of the development programme, the Council is developing property to provide homes for those on the accessible homes register who would otherwise find it difficult to secure suitable adapted accommodation. Additionally, the Council is concentrating on smaller sites where the RSL partners have shown little interest.

The first homes under this development programme were completed in September 2017. This first site has three bungalows, which are specifically adapted to meet the disabilities of the families identified for first occupation. A second site being developed provides 11 units of accommodation and with a range of general needs housing and specifically adapted bungalows. A second site of 28 units continues to adopt this philosophy and will also include an apartment blocks for elderly persons.

4. Improving Housing Services

4.1 Housing Service Principles and Performance

The Council:-

- Currently manages 3,873 tenant homes and 300 leaseholders.
- Lets around 280 homes to new tenants each year.
- Manages the homeless hostel.
- Operates a single allocation process with all the Social Housing providers in the Vale.
- Collects £19m in rent each year.
- Is committed to maintaining the Welsh Housing Quality Standard from 31st March 2018.

The housing service operates within the following core principles in carrying out its responsibilities, these being:-

- Place the people who want to use its services at the heart of its work - putting the Citizen First.
- Conduct its affairs with honesty and integrity and demonstrate accountability.

- Make sure its purpose is clear and achieves what it sets out to do - knowing who does what and why.
- Engage with others to enhance and maximise outcomes for service users and the community.
- Build and renovate homes to a good quality standard (and to WHQS).
- Let homes in a fair, transparent and effective way.
- Manage homes effectively.
- Repair and maintain homes in an efficient, timely and cost effective way.
- Provide fair and efficient services for owners.

The service reviews and monitors the extent to which its service meets standards. In consultation with tenants, these are currently under review to improve their relevance to customers. Further information is included in the following sections of this report.

4.2 Repairs

During 2016/17, the Council completed approximately 15,855 day-to-day repair jobs and completed repairs/safety checks to 319 void properties. In delivery of these services, the Council spent approximately £1,879k.

Repair requests are made via the Council's Contact Centre (Contact One Vale) which prioritises these into three categories depending on the nature of the repair. The following table shows the categories of repair, the target response time and the numbers completed in 2016/17. Repairs to void properties are not included in the table.

Category	Description	Target Response Time	Number Completed	Days Taken	Average Days
Emergency	Imminent risk to health and safety. Risk of serious damage to property.	Same Day	3,160	808	0.26
Urgent	Serious impact on tenants comfort or convenience	Within 5 Days	2,965		
Routine	Non urgent	Within 42 days	9,730	106,370	10.93

Gas safety within the Council's property is of great importance and Housing and Building Services aim to achieve 100% of all properties having a valid gas safety certificate within the anniversary date. Building on the previous performance success for 2016/17, closer communication and improved procedures have improved this performance with 100% of all properties having a valid CP12 and only a handful taking longer than the 12 months to achieve because of access issues. During September 2017, the previous gas servicing contract had reached the end of the contract term and it was necessary to retender the works. Competitive tenders were received from the market and it was possible to procure a new contract at similar prices to that of the previous contract. The same gas servicing contractor was successful in the

new contract and this provides a good platform to maintain the Council's excellent gas servicing record whilst continuing to improve the systems and procedures within this service.

Electrical safety also plays an important part of the landlord's responsibilities and following the delivery of the internal works for WHQS and 80% of all properties have received a new periodic inspection through this framework. Following completion of the major investment programme for WHQS, the Council have now appointed two contractors to continue the ongoing programme of periodic inspection and electrical upgrade work.

4.3 Continuous Improvement

The Council has introduced improved ways of working with regard to its repairs service as follows:-

- The Council's contact centre take repair requests and are now using a repair diagnostic tool to improve the accuracy of repair reporting and reduce the number of job inspections required.
- Services are delivered through mobile technology where staff are issued with repair jobs electronically. This has increased efficiency via improved productivity and a reduction in non-productive time.
- An appointment system has been introduced for urgent and responsive repair jobs.
- A GPS (global positioning system) is embedded within the mobile technology and provides real-time monitoring and control of the deployment of resources ensuring efficient planning and scheduling of repair jobs.
- A text messaging tenant satisfaction survey has been introduced which enables the service to receive feedback on responsive repairs as soon as the job has been completed. This service provides useful feedback on how the service is delivered and the quality of work on completion. The data captured through this facility helps the service to improve from the lessons learnt.

4.4 Helping People Live Independently

Being able to access all the key facilities in our homes is something that we often take for granted, but for someone who cannot do this, the affect can be devastating. Housing adaptations are vital in enabling a person to remain independently and safely in their own home and can transform a person's quality of life. Some people may need something as simple and easy to provide as a handrail. Others could need something much larger or complex like a stair lift or wet room.

The Council has continued to transform its approach to assisting people to live independently having an established, dedicated Council Housing Adaptations Team which initially ran alongside the works carried out under the WHQS works programme.

This approach has delivered over 600 (62%) specialist/ sheltered or over 55 age designated homes with wet room or step in shower facilities which better meet the needs of customers. The aim is to proactively install these necessary facilities and minimise need for expensive adaptations.

Keystone is now utilised to record the delivery and servicing of all adaptations and now report on adapted housing stock figures. As of January 2018, our adapted stock is as follows:

	Number	% of Total Stock
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Partially Adapted	944	25%
Lifetime Homes	3	0.8%
Accessible Home (Fully Wheelchair accessible)	3	0.8%

The Council Housing Adaptations Team is now a standalone service further promoting independent living for our tenants and allowing them to stay in their own home whenever possible.

A stringent process led approach allows us to track our budget accurately throughout the financial year and forecast where spending may be high and allow us to plan in works knowing that we can meet all approved adaptations requests.

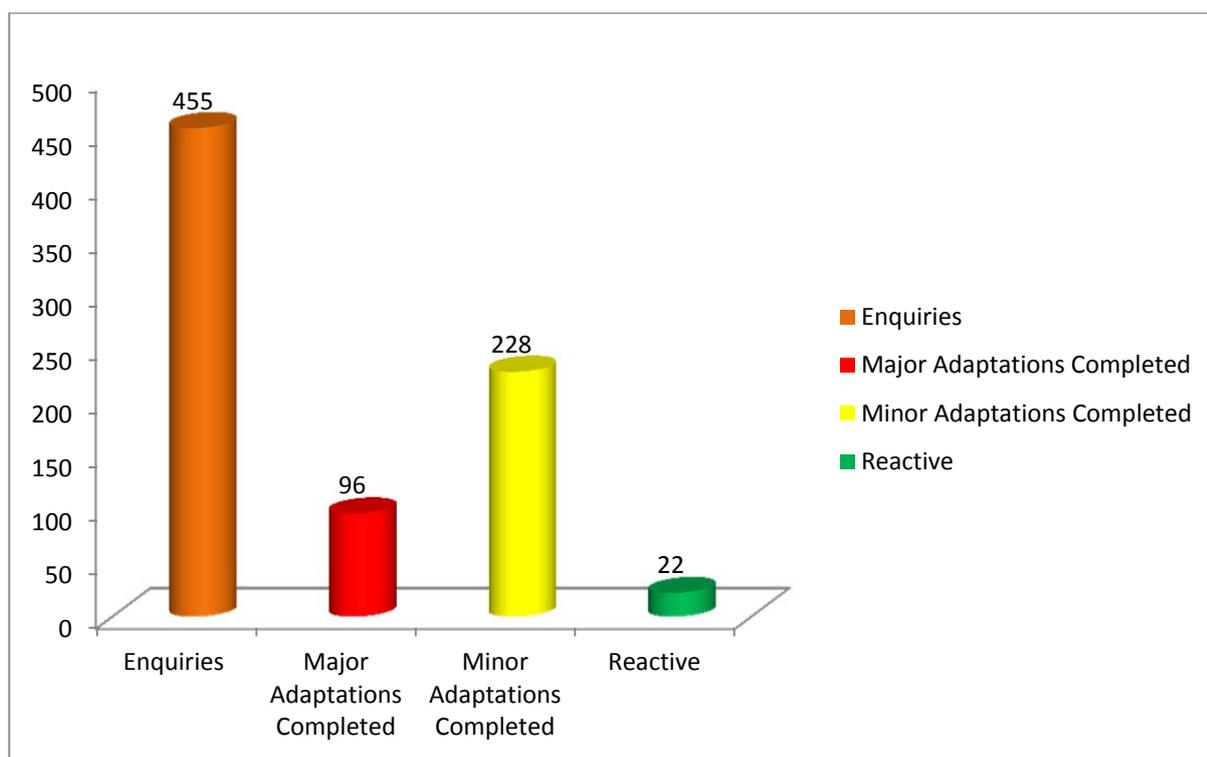
Adaptations Financial investment to date (April 2017 to January 2018):

	Forecasted Spend to date	Actual Spend to date
Majors	£345,812.07	£226,802.05
Minors	£63,382.12	£50,349.09
Reactive	£7,409.73	£5,497.90
Grand Total	£416,603.92	£282,649.04

We liaise closely with both internal and external agencies, keeping the service completely tenant focused whilst managing realistic expectations and providing adaptations that meet both medical need and improve day to day life.

We aim to respond to all initial queries within 5 working days; the tenant is updated accordingly throughout the process and has resulted in us providing adaptations as detailed in the table/figures below.

Adaptations Delivery to date (April 2017 to January 2018)



Enquiries - <i>Requests for adaptations/enquiries about the service</i>	455
Major Adaptations Completed - <i>Adaptations with a value greater than £1000 or of a complex nature</i>	96
Minor Adaptations Completed - <i>Adaptations with a value less than £1000</i>	228
Reactive - <i>Repairs, removals and emergencies relating to already fitted adaptations</i>	22

Breakdown of Adaptations Delivered (April 2017 to January 2018)

Major Adaptations	Number Delivered
Wet Room	28
Stairlift	27
Ramp	10
Various major works	7
Hoisting	4
Bathroom Remodel	3
Pathway	3
Driveway	2
Fencing	2
Modified WC	1
Wash/Dry Toilet	1
Steps	1

Door Modification	1
Vehicle crossover	1
Provision of downstairs WC	1
Kitchen Modification	1
Room Conversion	1
Garden External Works	1
Pre-structural Survey	1
Grand Total	96

Minor Adaptations	Number Delivered
Grab Rails	58
Galvanised Rails	53
Multiple items (see breakdown)	41
Small Concrete Works	13
Mopstick Handrails	11
Labour	8
Drop-down Rail	4
Shower Seat	4
VCAS pendant	4
Modular Ramp Kit	3
Bio-bidet	3
Lever Taps	3
Re-position Shower rider	2
Security Lights	2
Key safe	2
Dropped kerb	2
Self-Stopping Taps	2
Carpentry Works	2
Window Opener	1
Replacement WC	1
Internal Door Modification	1
Minor Electrical Works	1
Floor to Ceiling Pole	1
Door Lock	1
Shower Rail Window Kit	1
Flexi Hose	1
Raise Sink Heights	1
Shower doors	1
Window Locks/Restrictors	1
Grand Total	228

Average Timescales for delivery:

- Major Adaptations – 105 working days
- Minor Adaptations – 18 working days

Tenant Satisfaction results to date (April 2017 to January 2018)

Every tenant is contacted to review the service and delivery of their adaptation by completing a Tenant Satisfaction Survey. This approach has allowed us to gain accurate feedback from tenants, identifying where the service is performing well and where improvements can be made.

	Average for Cleanliness	Average for Communication	Average for Process	Average for Quality	Average for Service
Major Adaptations	9.85	9.40	9.51	9.75	9.79
Minor Adaptations	9.88	9.74	9.68	9.82	9.80
Grand Total	9.86	9.57	9.60	9.78	9.79

In 2018/19 we will continue to face challenges in the delivery of disabled adaptations as a result of the introduction of “ENABLE – Support for Independent Living”, which is an enhanced system for delivering adaptations being introduced by the Welsh Government.

The enhanced system is underpinned by key principles to simplify and speed up the process for getting an adaptation, with an emphasis on the individual who needs help and their family. It has been designed to provide help for more people and who delivers the adaptation or who pays for it is secondary to ensuring people get the help when they need it.

Clarification is to be received from the Welsh Assembly Government regarding target timescales for delivery of adaptations. However, all providers are currently being monitored on their delivery and customer experiences. This will be used to evaluate the system and will inform any further developments.

4.5 Improving Services for the Future

National guidance requires all social landlords to actively encourage tenant engagement in order to ensure continuous improvement of landlord services.

The Council had previously published its Tenant Participation Strategy (TPS) for 2012/15. A new Tenant Engagement Strategy is being developed for the period 2017/20 and will consider the approach for ‘hardwiring’ tenant involvement into the business planning process. Development of this approach has commenced with the work tenants carried out in scrutinising the WHQS Compliance Policy.

The Vale of Glamorgan’s Housing and Building Services teams aspire to be one of the top performing Landlords in Wales and during 2016 undertook a Survey of Tenants and Residents (STAR) regarding key services.

A postal survey of all Council tenants was undertaken and for those who didn’t respond initially, a second survey was posted out two weeks later; this helped ensure a very high response rate, with over 1,600 completed surveys being returned.

Seven core questions were used within the survey; these are overarching questions about the key parts of the service i.e. overall service, condition of home, rent as value for money etc. The results for the landlord service in the Vale of Glamorgan were positive when compared to others

and highest in respect of neighbourhood as a place to live and rent as value for money. The table below sets out how we compare with others:

	Vale of Glamorgan	Upper Quartile %	Medium %	Lower Quartile %
Services Provided by the Landlord	81%	89%	80%	81%
Quality of Home	83%	86%	84%	80%
Neighbourhood and a Place to Live	88%	89%	86%	81%
Value for Money of Rent	85%	85%	81%	77%
Value for Money of Service Charge	77%	76%	71%	63%
Repairs and Maintenance Service	75%	83%	80%	73%
Listens to Views and Act Upon Them	68%	74%	69%	63%

Key	Upper Quartile	Above Median	Below Median	Lower Quartile
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Housing and Building Services also subscribe to 'Housemark' and 'APSE', to enable continuous benchmarking of the services provided against others in the industry. Benchmarking through these providers enables benchmarking against a range of other services providers who are delivering services with similar; geographical layouts, sized organisation, demographics, etc.

Such benchmarking clubs enables the Vale of Glamorgan Council to ensure good, value for money services are being provided.

5. Financial Modelling & Resources

In order to produce this Business Plan, we have undertaken an update of the financial analysis and re-assessed the options for:-

- The maintenance of Welsh Housing Quality Standard (WHQS)
- Regeneration and New Build possibilities
- Maintaining a viable Housing Revenue Account (HRA) over 30 years

As at 30th January 2018, the Council's Standard Stock stood at 3850 as per table below. There are also 23 Temporary Accommodation properties and a Homeless Hostel. It has been assumed that stock at the 1st April 2018 will remain unchanged.

Type	No. of Bedrooms	Total Properties
General Needs Stock		
House / Bungalow	1	1
House / Bungalow	2	338
House / Bungalow	3	1,597
House / Bungalow	4	84
House / Bungalow	5	5
Bedsit	0	12

Flat	1	257
Flat	2	492
Flat	3	91
Total General Needs		2,877
Sheltered Stock		
Bungalow	1	44
Bungalow	2	41
Bedsit	0	27
Sheltered Flat	1	194
Sheltered Flat	2	23
Total Sheltered		329
Total OAP Designated		
OAP Bedsit	0	25
OAP Flat	1	300
OAP Flat	2+	24
OAP House / Bungalow	1	255
OAP House / Bungalow	2	40
Total OAP Designated		644
Total		3,850

5.1 Financial Model and Assumptions

A financial analysis has been carried out on the Council's ability to achieve the level of investment required whilst maintaining a viable Housing Revenue Account. Consideration has been given to the potential impact of changes in legislation and particularly Welfare Reforms. Assumptions used in the financial modelling are shown in full at Appendix F for information. The following provides a summary of the main assumptions:-

- Inflation (CPI) has been included at a level of 2.0% (based on WG guidance).
- Standard Stock Level at 1st April 2018 – 3,850 dwellings.
- Minimum Level of Balances to be maintained of £855,000 (real terms).

- Repairs and Maintenance expenditure of £1,050 per unit in 2018/19, increasing with inflation in future years.
- Other Revenue running costs based on the 2018/19 budget.
- Gross average rents are £93.48 in 2018/19 calculated on a 52 week basis. The level of rent increases for a period of 5 years from 2014/15 to 2018/19 has been set by WG via their Policy for Social Housing Rents. After 2018/19 rents have been assumed to increase by CPI plus 1% as per Welsh Government Business Plan guidance.
- No income has been assumed from right to buy sales.
- New build provisional investment totals £236.847m over years 1 – 30.
- Estate Improvements of £53,000 per annum has been set aside for community investment initiatives within the Revenue Budget.
- Environmental improvements of £2.377m have been set aside in 2018/19.
- Major Repairs Allowance (MRA) has been assumed at the current level of £2.779m, per annum for the 30 year plan.

The Abolition of the Right to Buy and Associated Rights (Wales) Act 2018 gained Royal Assent on 24 January 2018. The provisions in the Act mean abolition of the rights will come into force on 26 January 2019 however there are some exceptions. The Business Plan does not assume any HRA receipts.

The Welsh Government is providing grant funding to support new Council house building. The Housing Finance Grant 2 (HFG2) is available to Local Authorities during 2018/19. The Council will take out a loan to fund capital expenditure and the HFG2 will be paid as an annual grant over a 30 year period and will be used to finance the interest and capital repayments of the debt.

These assumptions have been agreed with the relevant officers.

5.2 Housing Revenue Account Projections

The Housing Revenue Account is managed in accordance with the relevant legislation and other guidance, including Welsh Office Circular 33/95 and future revisions. The detailed capital and revenue projections for the base model are shown in Appendix G as follows:-

G (i) – Major Repairs and Improvements - Base Model.

G (ii) – Operating Account - Base Model

The total amount of debt outstanding at any one point can be up to a maximum of £103.7m, being equal to the Limit on Indebtedness. It is anticipated that the authority would be able to repay any outstanding debt by Year 30, however as the Base Model cannot afford to begin voluntary repayments until later years, it could well be the case that as those repayments become due, current pressures may dictate that any revenue surpluses be used for reinvestment instead.

A summary of the projected financial position of the 30 year plan follows:-

	Base Plan
	April 2018
HRA Useable Capital Receipts Balance at 1st April 2018	0

Opening Housing Capital Financing Requirement at 1st April 2018 **£77.585m**

Peak Debt **£99.723m (Year 10)**

Repayment of Debt **Year 28**

Revenue Surplus in year 30 **£50.187m**

Appendix G (i) – Major Repairs and Improvements, details the total required capital investment to maintain WHQS, provisional amounts for new build and regeneration and to maintain the stock over the next 30 years.

The following table gives a description of each column.

Major Repairs and Improvements

WHQS Improvement & Maintenance	Includes capital expenditure required to improve and maintain the stock to WHQS, it also includes investment in Disabled Adaptations.
Regeneration & Remodelling	This includes provision for environmental and regeneration work.
Acquired Properties	This includes the potential buy-back of former RTB and other properties on the open market.
New Build Development Costs	This includes provisions for new build schemes.
Borrowing	Borrowing is allowed under the Prudential Code provided that it is affordable for the Council.
Major Repairs Allowance (MRA)	Grant from Welsh Government – assumed at current level of £2.779m per annum.
Revenue Contributions to Capital Outlay(RCCO)	Revenue contributions from the Housing Revenue Account (HRA) to fund capital expenditure, where the revenue account is in surplus.

Appendix G (ii) – Operating Account, displays the revenue account position year on year. The following table gives a description of each column:

Operating Account	
Net Rent Income	The rent and service charge income receivable on all dwellings adjusted for voids and bad debts
Other Income	Includes Garage Rents, leaseholder ground rent, insurance and Housing Finance Grant 2 grant income.
Miscellaneous Income	Includes commission from Welsh Water, wayleaves and easements and hostel income.
Management Expenditure	Fixed costs for management and supervision.

Repairs & Maintenance	Revenue repairs expenditure.
Other Revenue Spend	Includes Council tax, audit, legal and consultants fees.
Miscellaneous Expenses	Hostel expenditure.
Capital Charges	Charges for loan debt.

6. Risks

6.1 Sensitivity Analysis

There are risks that the assumptions used in the Housing Business Plan do not materialise and this may impact on the Council's ability to deliver its Plan. The impact of the following scenarios has been assessed to quantify the various levels of risks. It should be noted that this is not an exhaustive list but it is considered that they cover the main areas of risk to the Plan.

No.	Scenario	Reason for Consideration
1.	The cost of repairs and maintenance and WHQS increase by 1% above inflation per annum.	CPI is currently 3% (December 2017), 1% higher than the rate suggested in the Business Plan Guidance.
2.	The management costs increase by 1% above inflation per annum.	The impact of Welfare Reform may result in increased management time and therefore costs in recovering rent arrears and debt management.
3.	The increase in rent loss of 2% per annum.	This reflects an increase in bad debts and voids as a result of the further implementation of Welfare Reforms, including Universal Credit.
4.	The increase in rental income is restricted to CPI per annum from 2018/19.	This could be as a result of a change in current Welsh Government policy.
5.	Inflation runs at 1% higher than anticipated.	This assesses the effect of the combination of increasing income by the same factor as expenditure. Current indicators (December 2017) suggest this is the case.
6.	Inflation runs at 1% lower than anticipated.	This assesses the effect of the combination of decreasing income by the same factor as expenditure
7.	The annual Major Repairs Allowance (MRA) from WG ceases	As a major contributor of income to the Plan, a reduction in this source of funding would have a significant impact on the viability of the Plan.
8.	Guideline rent increases 1% per annum more than anticipated	This assesses the potential increase in investment available if rents were increased.
9.	Interest rate 0.5% more than anticipated.	This assesses the effect of increasing capital financing costs.

The viability of the Housing Business Plan is determined by whether or not the HRA remains in surplus for the life of plan, with the minimum level of balances set at £855,000 in real terms. This is considered to be a prudent level. Sensitivity analysis has been applied to the Business Plan

for the first ten years. The following criteria are also considered as part of the sensitivity analysis and the results for each scenario are shown in Appendix H.

- The estimated HRA revenue surplus/(deficit).
- The estimated peak amount of Prudential Borrowing outstanding.
- Whether the limit of Indebtedness has been breached
- Can WHQS be maintained
- Can development plans be maintained
- What is the effect on other projects/plans?
- Whether or not Borrowing could be repaid during the life of the 30 year plan
- Whether the Business Plan objectives are met at year 10

6.2 Results

The sensitivity analysis has been carried out on the first ten years of the Plan to assess the effects on the Business Plan objectives. This time period has been used as it is difficult to accurately assess the position in the longer term. The following scenarios in the table below may require the Business Plan to be adjusted during the first ten years of the plan.

No.	Scenario	Savings Required Years 1 – 10 £000's	Mitigating Actions Years 1 - 10
1.	The cost of repairs and maintenance and WHQS increase by 1% above inflation per annum.	£2,193	Reduction in number of proposed new builds by approximately 18 units
3.	Increase in rent loss of 2% per annum.	£6,158	Reduction in number of proposed new builds by approximately 49 units
4.	The increase in rental income is restricted to CPI per annum from 2018/19.	£6,668	Reduction in number of proposed new builds by approximately 53 units
7.	The annual Major Repairs Allowance (MRA) from WG ceases.	£25,498	Reduction in number of proposed new builds by approximately 204 units

There are however, other ways in which this position can be mitigated if required. These could include an increase in rent to the cap allowable within WG rent setting guidelines, a reduction or reprofiling of regeneration works, management savings on added value community regeneration and initiatives being reduced or postponed. Also maintenance and voids works could be reduced to a minimum acceptable standard. While it is anticipated the primary mitigating action would be to reduce the number of new build houses, this may not be the only method of making up the shortfall and the other options would be considered at the appropriate time.

While some of the scenarios show a shortfall, the savings required for scenarios 1, 3 and 4 do not take effect until year 8 at the earliest. This provides time in which the Business Plan could be

adjusted if the scenarios start to materialise. Scenario 7 where the MRA is ceased would have a more immediate impact as the shortfall commences in year 3.

6.3 Risk Assessment

The Council has a seven step process to managing risk:

1. Identifying Risk
2. Analysing Risk
3. Profiling Risk
4. Prioritising Action
5. Determining Action
6. Controlling Risk
7. Monitoring and Reporting Progress

The Corporate Risk Register provides a detailed outline of the Corporate Risks facing the Council at a given point in time. It provides a description of the risk, highlights the status of each corporate risk as well as what actions are currently in place, or are being progressed to further reduce the likelihood and impact of the risk occurring.

A Corporate Risk Management Group has been established to support the identification, assessment and monitoring of risks facing the Council. Although, the group focuses on the Corporate Risk Register, it also supports managers in their approach to managing their service risks. The attached service plan at Appendix A details the risks associated with Housing Services and their mitigating actions.

During 2016/17 the Council reviewed its approach monitoring existing and emerging Service risks which are now reflected in new quarterly performance reports produced for each of the Corporate Plan Well-being Outcomes and Corporate Health. These provide an overview of how the use of resources impacts on improvement informed by a number of corporate health perspectives including service risks.

Corporate Risks are also considered quarterly as part of established integrated business planning (Insight) arrangements of the Council.

6.4. Welfare Benefit Reforms and the Potential Impacts on the Housing Revenue Account

The provision for doubtful debts has been increased to allow for the negative impact of Welfare Reform and in particular, Universal Credit on rent collection. The provision included for year 1 is

6%, with subsequent years at 3%. The effect of the Universal Credit roll out, when it occurs is difficult to estimate, it is felt however that these levels are prudent but will be regularly reviewed.

It is vital that to prevent tenants falling into arrears, Housing Services are working proactively in employing additional staff since 2012/13 to target those most likely to be adversely affected by the welfare reform proposals. Their roles involve visiting tenants at risk of arrears in their homes, offering them advice, options and signposting them to other agencies for help including the Citizens Advice Bureau.

7. Providing an Excellent Service (Performance Management)

7.1 Performance Management in the Council

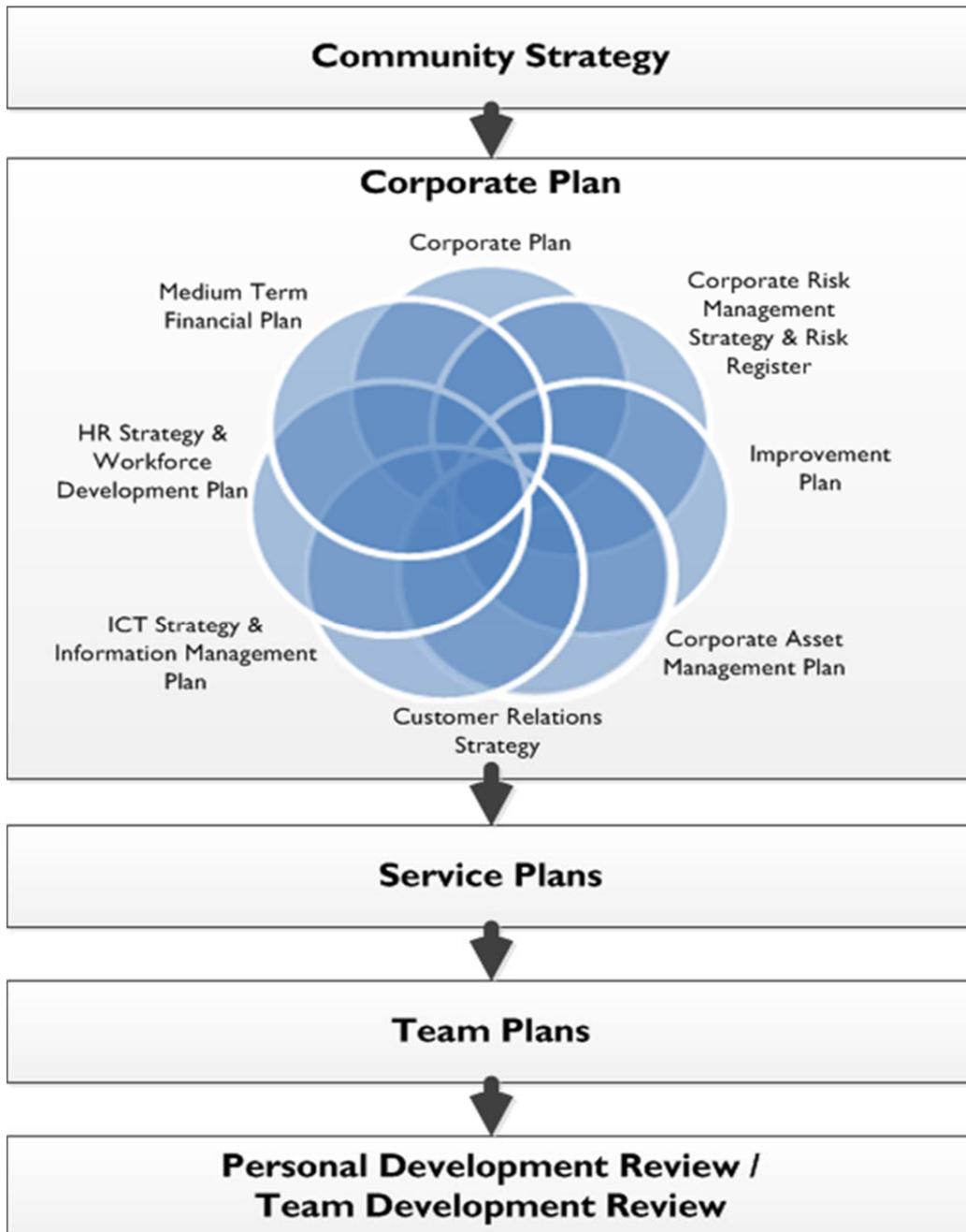
The Council has a long established “Performance Management Framework” in place to realise its aspirations in delivering our service objectives and the Corporate Plan priorities. During 2016/17 the Council implemented a revised Performance Management Framework (PMF) to reflect the requirements of the Well-being of Future Generations Act. The key changes already implemented include:

- A Corporate Plan covering the period 2016-20, published on 1st April 2016.
- Revised Scrutiny Committee structures were introduced in May 2016 to reflect the Well-being outcomes outlined in the new Corporate Plan.
- A revised Service /Business Plan template was introduced to reflect the new Corporate Plan and is more focused.
- A revised Team Plan template was introduced mirroring the approach to Service Plans and this is being used to support team development activity and the revised personal development review process.
- Established a new reporting format and a suite of measures involving Elected Members with these focusing more on outcomes. We continue to refine these reports to enable us to better demonstrate progress towards achieving the Corporate Plan Well-being Outcomes.
- An “Insight Board” has been established comprising key officers across the Council to consider integrated planning issues and report to Corporate Management Team (CMT) and Cabinet. The work programme of the Board aligns with the CMT and Cabinet forward work programmes. This approach has contributed to more integrated business planning practices, staff development opportunities, continued promotion of “one Council” working and significantly reduced the overall amount of officer time spent in meetings
- Revised and launched new staff appraisal (#itsaboutme) in September 2016 which reflects the new Corporate Plan, Service Plan, Team Plan and the Council’s new Staff Charter.
- A Management Competency Framework has been developed and officers at team manager level and above have mandatory training to support the new ways of working in line with the Council’s service transformation agenda.
- A revised Training and Development Strategy has been completed and was formally launched during spring 2017.

The Council’s framework provides:-

- An integrated planning system, linking the high level Corporate Plan and the Council’s Well-being Outcomes and Objectives to individual targets and objectives.
- A structure for performance measurement that includes more outcome focused performance indicators, targets, risks and actions.
- A development framework for Elected Members and staff to ensure they have the skills required to carry out their work

- An appraisal system that provides links between the planning framework and individual improvement targets for chief officers.
- A monitoring framework to ensure that all targets and action plans are delivered.



To shape the attitude and behaviour needed to deliver our vision and develop the performance culture, the Council has identified a set of values. These have been informed by staff and are consistent with the five ways of working which underpin the sustainable development principle and are central to the Well-being of Future Generations Act - in terms of looking to the long term, taking an integrated approach, involving and working in a collaborative way. Our values have been built into Personal Development Review processes and Member Development programme and will support a greater focus on prevention as we work to deliver our vision.

Our values (outlined below) describe the professional behaviours that will contribute to the Council's ability to adapt to future demand and deliver its Well-being Outcomes and Objectives contributing to achieving our vision of strong communities with a bright future:

- **Ambitious** - Forward thinking, embracing new ways of working and investing in our future.
- **Open** - Open to different ideas and being accountable for the decisions we take.
- **Together** - Working together as a team that engages with our customers and partners, respects diversity and is committed to quality services.
- **Proud** - Proud of the Vale of Glamorgan: proud to serve our communities and to be part of the Vale of Glamorgan Council.

The Council's Performance Management Framework is outlined in Appendix I and outlines a clear plan to achieving our objectives and standards expected for the landlord service.

7.2 What does this mean for Housing Services?

The Service Plan for Housing Services has been updated for 2017/21. This document is a key component of the Council's planning framework. It supports the delivery of the Corporate Plan and ultimately the overarching Community Strategy and the delivery of the day to day business activities of the Council and service. Our work links in directly to the Council's Corporate Plan Priority Outcomes for Housing for 2017/18

During 2017-18 our service undertook the actions outlined below to contribute to Year 2 of the Corporate Plan Well-being Outcomes and Objectives.

Well-being outcome	Well-being objective	Ref	Action	During 2017/18 we will:
WO1: An Inclusive and Safe Vale	O1: Reducing Poverty and Social Exclusion	IS002	Work with partners to deliver the objectives stated within Financial Inclusion Strategy	Refine the Vale's Financial Inclusion Strategy informed by Welsh Government's recently published Financial Inclusion Strategy and new local evidence (Wellbeing Assessment). Continue our work with partners to deliver the objectives stated within Financial Inclusion Strategy.
WO1: An Inclusive and Safe Vale	O1: Reducing Poverty and Social Exclusion	IS003	Provide information and support to residents affected by Welfare Reform and raise awareness of staff and partners about the impact of the changes. (2017/18)	Establish a multi-landlords group to mitigate the negative effects of welfare reform on all social tenants living in the Vale. Work with partners to increase the range of projects and initiatives which support employment, healthy living, financial and digital inclusion and

				deliver the objectives within the Community Investment Strategy.
WO1: An Inclusive and Safe Vale	O2: Providing decent homes and safe communities	IS007	Complete the delivery of the Council House Improvement Programme in 2017.	<p>Complete the delivery of the Council House Improvement Programme in 2017.</p> <p>Develop a new Tenant Participation Strategy in order to develop the range of methods by which tenants can engage with the Council and influence the services they receive.</p> <p>Maintain a focus on the management of empty homes and achieve greater efficiencies through reducing the time taken to re let properties.</p> <p>Improve the quality and range of information provided via the Housing section on the external web site as well as the number of services tenants can receive on line, via the implementation of a customer portal which allows tenants to check information held, review their rent account etc.</p> <p>Develop a suite of estate action plans which identify key issues on different housing estates and set out a range of management responses which are tailored to the needs of tenants living in different areas.</p> <p>Complete an audit of housing owned green spaces and consult with local communities about bringing these areas back into use for a range</p>

				<p>of uses including new homes, recreational activities etc.</p> <p>Develop a means of grading the appearance of housing estates and use this to monitor and drive improvements in standards.</p> <p>Review and consolidate our Tenancy and Estate Management Policies to provide a clear and consistent set of standards.</p>
WO1: An Inclusive and Safe Vale	O2: Providing decent homes and safe communities	IS008	Work with partners to instigate a new council house building programme. (2016/17)	Build 14 new Council homes under the Council's Housing Development Programme and identify further opportunities.
WO1: An Inclusive and Safe Vale	O2: Providing decent homes and safe communities	IS009	Provide appropriate accommodation and support services for particular vulnerable groups. (2019/20)	<p>Review the General Fund Housing Service to identify measures to mitigate the funding reduction and associated risks.</p> <p>Continue our work with partners to provide appropriate accommodation and support services for particular vulnerable groups, including consideration of projects to assist people experiencing domestic violence and those suffering from mental health issues.</p> <p>Finalise physical upgrade work to sheltered housing complexes.</p> <p>Carry out a review of the delivery model for sheltered housing in light of changes to Supporting People funding.</p>
WO1: An Inclusive	O2: Providing	IS011	Increase the number	Work with partners to

and Safe Vale	decent homes and safe communities		of sustainable, affordable homes. (2019/20)	increase the number of number of sustainable, affordable homes in the Vale.
WO1: An Inclusive and Safe Vale	O2: Providing decent homes and safe communities	IS014	Prevent and tackle incidents of anti-social behaviour including implementing restorative justice approaches for young people. (2019/20)	Work with our partners to prevent and tackle incidents of anti-social behaviour including the implementation of case management software to ensure cases are recorded accurately and managed efficiently.
WO3: An Aspirational and Culturally Vibrant Vale.	O6: Valuing culture and diversity	AC10	Improve our knowledge of the diverse needs of the community, so that groups of people protected under the Equality Act 2010 can better access Council services. (2019/20)	Improve equality monitoring data to enable more informed decisions about service delivery.
WO3: An Aspirational and Culturally Vibrant Vale	O6: Valuing culture and diversity	AC12	Implementing the Welsh Language Standards to improve access to services and information. (2019/20)	Ensure service delivery complies with Welsh language standards. Promote and provide opportunities for staff to access Welsh language courses.

7.3 Housing Delivery Outcomes

Part a - Service Principles

- We place the people who want to use our services at the heart of our work putting the citizen first.
- We live public sector values, by conducting our affairs with honesty and integrity, and demonstrate accountability through our behaviour.
- We make sure our purpose is clear and we achieve what we set out to do -knowing who does what and why.
- We engage with others to enhance and maximise outcomes for our service users and the community.

Part B - Housing Services Delivered by All Local Authorities Homelessness

- We work to prevent and alleviate homelessness whenever possible.in line with the Housing (Wales) Act 2015
- Strategic Housing Role - we assess and plan for the current and future housing needs of the local population across all tenures and display a corporate approach to deliver good quality affordable housing to households and communities.

- We have an effective approach to improving the quality and use of existing housing and promoting sustainable communities and bring back empty properties.

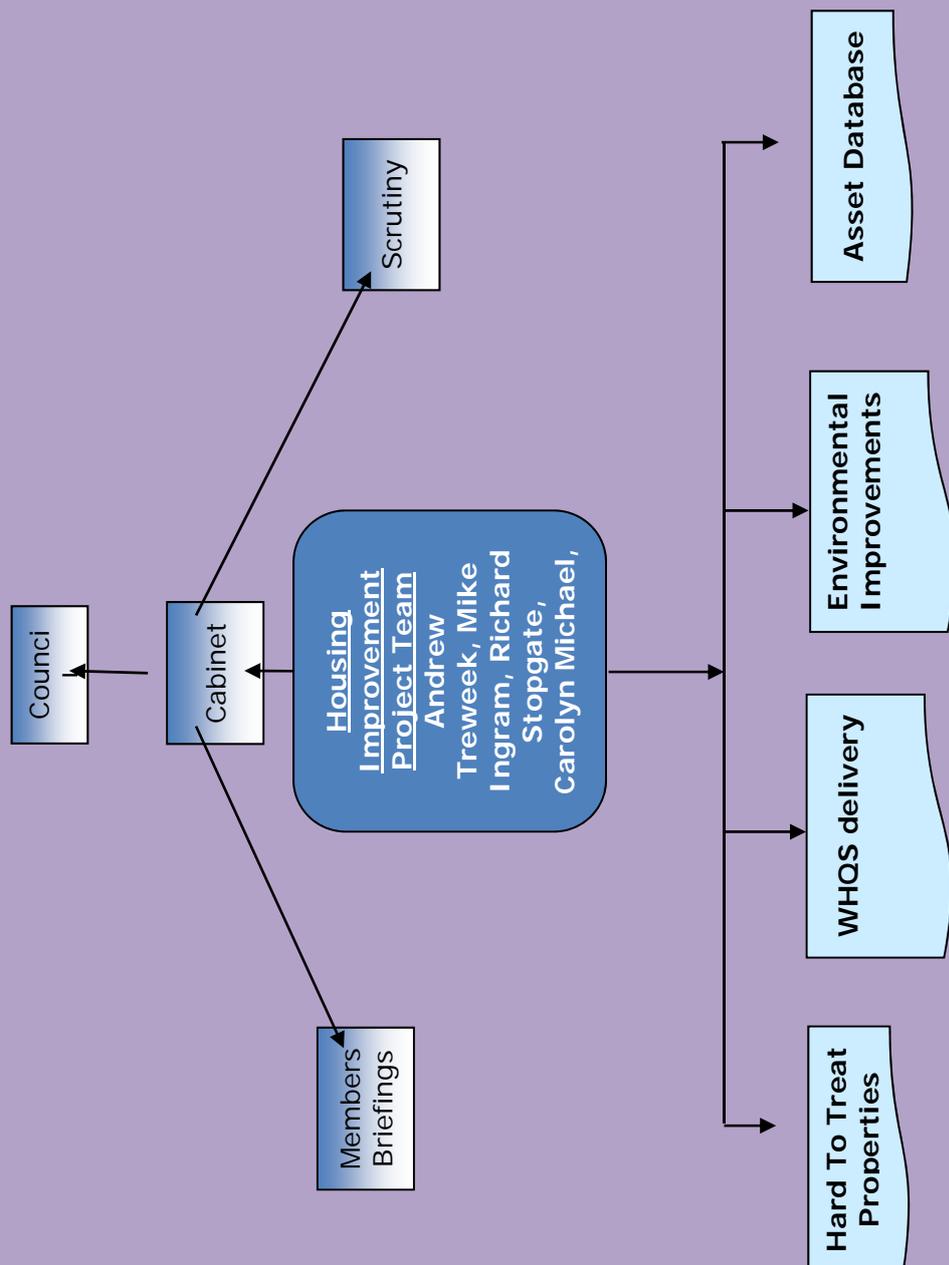
Part C - Landlord Services (How We Deliver Efficient and Effective Landlord Services)

- We build and renovate homes to a good quality.
- We let homes in a fair, transparent and effective way.
- We manage our homes effectively.
- We repair and maintain homes in an efficient, timely and cost effective way.
- We provide fair and efficient services for owners.

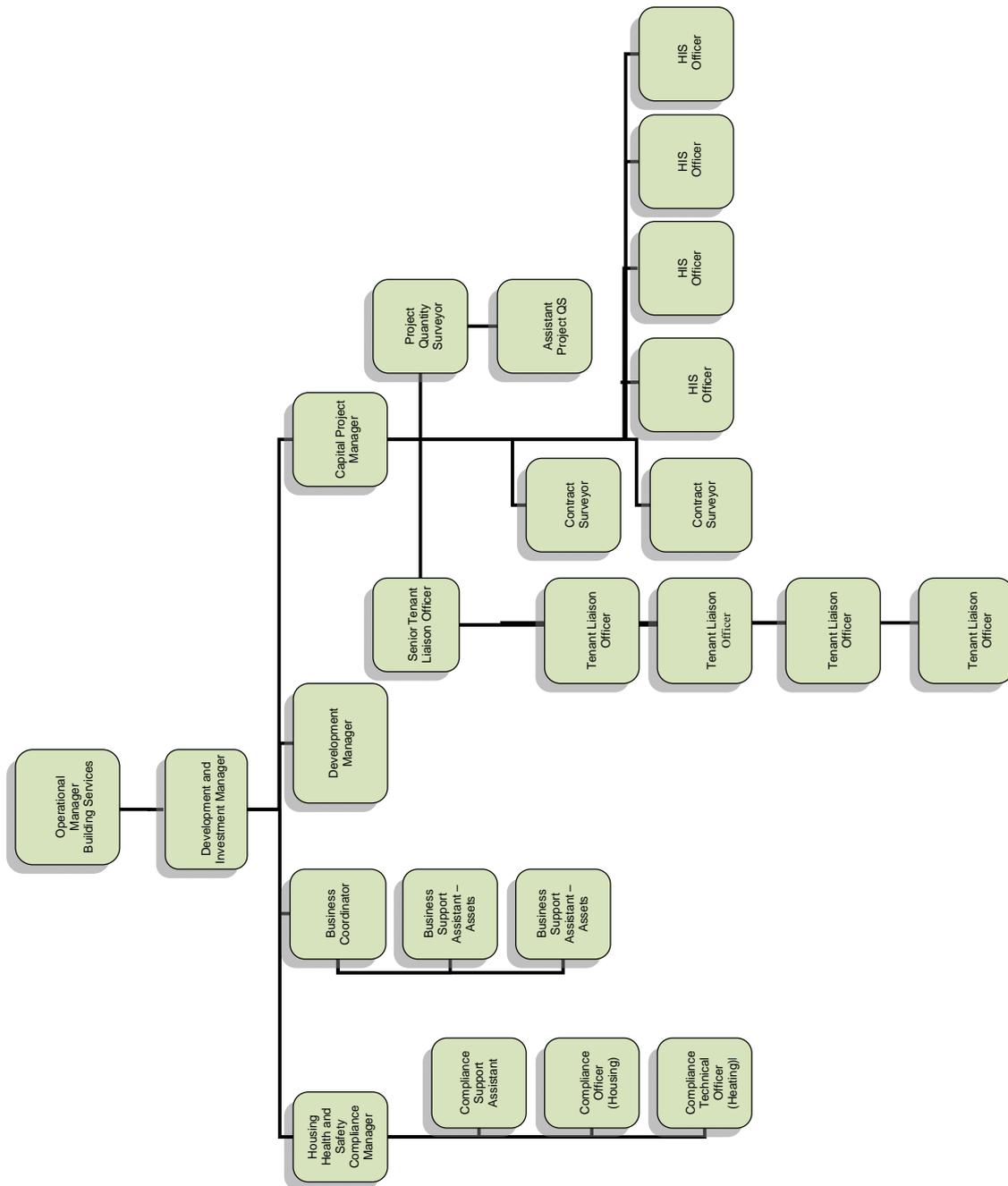
Appendices

Appendix A - Housing Service Plan

Housing Improvement Programme Governance Structure

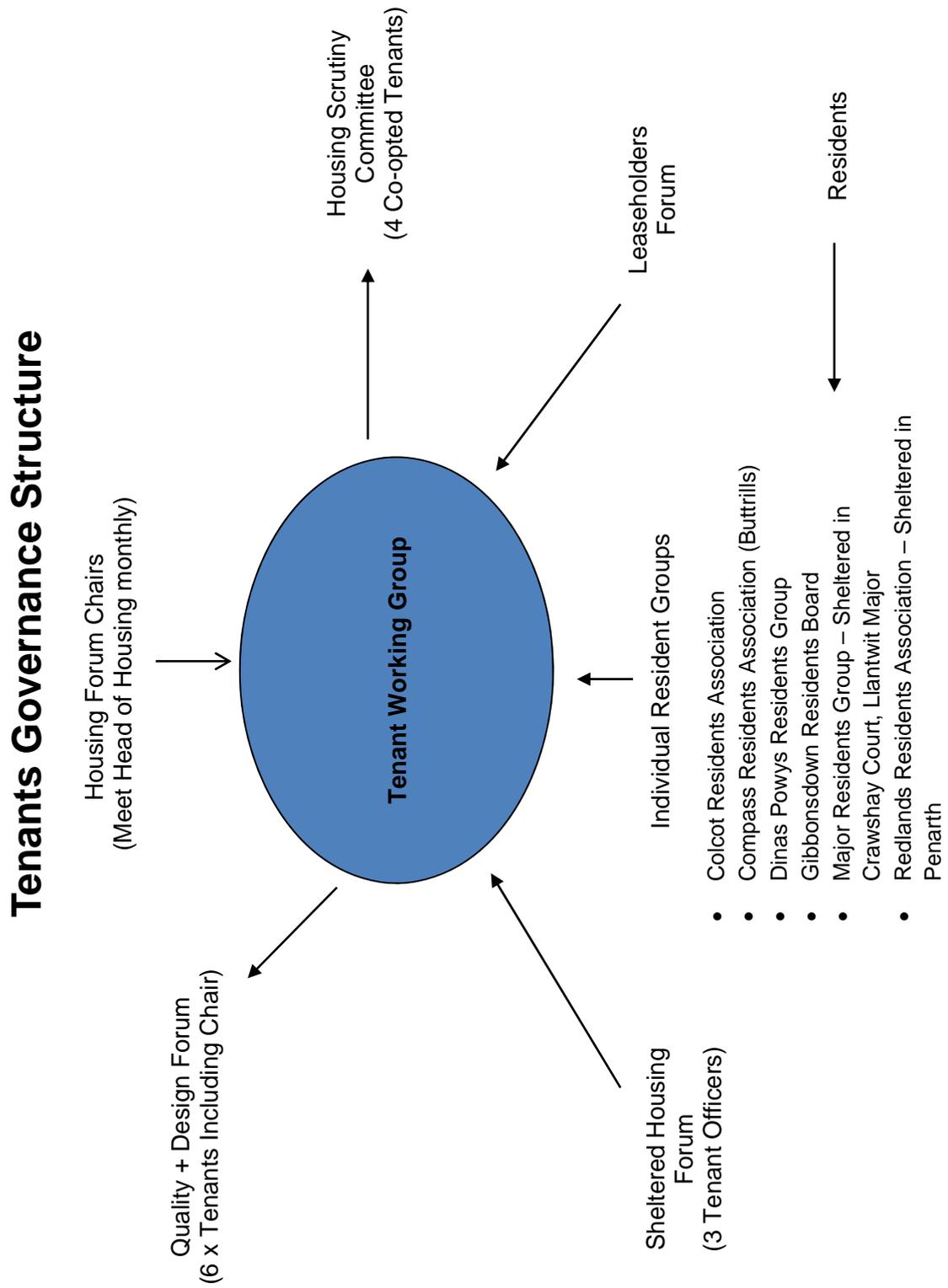


Appendix C - Housing Improvement Team Structure



Note: In respect of delivering the Housing Improvement Programme to meet the WHQS, the Council has split the Vale into four contract areas (external contractor for each area). In doing so, there is a Housing Improvement Supervisor (Clerk of Works) and a Tenant Liaison Officer for each area. These officers work very closely with tenants and contractors on a daily basis. Building Services directly manage WHQS voids as and when properties become available.

Appendix D – Tenants Governance Structure



Appendix E – Housing Investment Programme

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Total
Schemes	£'000						
Internal Elements	13,735	14,089	3,857	934	717	2,586	35,918
External Elements	152	377	7,364	10,488	10,337	5,564	34,282
Asbestos Management	1,478	1,983	811	122	0	0	4,394
Council Housing Aids and Adaptations	136	295	367	290	413	432	1,933
Common Parts	0	0	179	66	475	2,750	3,470
Re-ablement ICF	0	503	0	78	141	0	722
Arbed Project	0	0	2,069	250	0	0	2,319
General Improvements	2,325	2,173	191	47	0	0	4,736
Individual Schemes	0	0	854	2,566	487	554	4,461
Emergency Works	0	0	150	141	331	300	922
Environmental Improvements	0	59	216	382	2,605	2,377	5,639
Regeneration & New Build	0	0	5	169	861	5,566	6,601
Digital Highway in Sheltered Accommodation	0	0	0	0	32	0	32
Total Housing Improvement Programme	17,826	19,479	16,063	15,533	16,399	20,129	105,429

Appendix F - HRA Business Plan Assumptions

Item	2018
Inflation (CPI)	2.0% (Based on Welsh Government Guidance).
Standard Stock Level at 1 st April 2018	3,850
Minimum level of balances to be maintained	£855,000 in real terms; this is considered to be a prudent level.
Supervision & Management costs	Based on 2018/19 budget estimates rising with annual inflation and split 50:50 in terms of fixed and variable costs. With the variable cost element changing according to stock numbers.
Revenue Repairs spending	£1,050 per unit in 2018/19, increasing with inflation only in future years.
Rents	Gross average rents are £93.48 in 2018/19 calculated on a 52 week basis. After 2019/20 rents have been assumed to increase by CPI + 1%.
Voids & bad debts	Voids have been set at 1.76% based on the current position. Bad debts set at 6% in 2018/19, reducing down to 3% in subsequent years. This is thought to be prudent in terms of Welfare Reform.
All other revenue income & expenditure	Based on 2018/19 Budget.
Capital Investment / Stock Condition	Based on stock condition data within the Keystone Asset Management System, and any known issues.
Major Repairs Allowance	£2.779m. Assumed no inflation.
Peak Debt	£99.723m (Year 10).
Repayment of Debt	Year 28.
RTB sales	None.
Interest Rates	Current Pool Rate – 3.84% Interest on Balances - 0.38% (estimated average 3 month LIBID)

Appendix G (i) – HRA Business Plan, Major Repairs & Improvements

Vale of Glamorgan Council

HRA Business Plan

Major Repairs and Improvements Financing

(expressed in money terms)

Year	Expenditure					Financing			
	WHQS Imp & Maint £,000	Regen & Remodelling £,000	Acquired Properties £,000	New Build Development Costs £,000	Total Expenditure £,000	Borrowing £,000	MRA £,000	RCCO £,000	Total Financing £,000
2018.19	12,186	2,378	300	5,266	20,129	12,766	2,779	4,585	20,129
2019.20	7,408	2,657	306	5,316	15,687	7,756	2,779	5,152	15,687
2020.21	5,983	3,334	416	4,516	14,249	5,930	2,779	5,541	14,249
2021.22	5,950	1,151	531	4,166	11,798	2,862	2,779	6,157	11,798
2022.23	5,329	1,116	649	3,527	10,621	1,096	2,779	6,746	10,621
2023.24	5,978	1,014	773	3,598	11,362	1,182	2,779	7,400	11,362
2024.25	6,097	1,034	901	3,669	11,702	838	2,779	8,085	11,702
2025.26	6,219	1,675	1,034	5,890	14,818	3,240	2,779	8,798	14,818
2026.27	6,344	1,708	1,172	6,008	15,231	2,963	2,779	9,489	15,231
2027.28	6,471	1,742	1,195	6,128	15,536	2,519	2,779	10,238	15,536
2028.29	5,764	1,027	1,219	6,250	14,260	404	2,779	11,077	14,260
2029.30	5,879	1,047	1,243	6,375	14,545	0	2,779	11,766	14,545
2030.31	5,997	1,068	1,268	6,503	14,836	4,187	2,779	7,871	14,836
2031.32	6,117	1,090	1,294	6,633	15,133	0	2,779	12,354	15,133
2032.33	6,239	1,112	1,319	6,766	15,436	6,590	2,779	6,067	15,436
2033.34	9,308	1,017	1,346	6,901	18,572	0	2,779	15,793	18,572
2034.35	9,494	1,038	1,373	7,039	18,944	6,701	2,779	9,464	18,944
2035.36	9,684	1,059	1,400	7,180	19,323	0	2,779	16,544	19,323
2036.37	9,878	1,080	1,428	7,323	19,709	4,840	2,779	12,090	19,709
2037.38	10,075	1,101	1,457	7,470	20,103	0	2,779	17,324	20,103
2038.39	13,356	1,123	1,486	7,619	23,584	5,781	2,779	15,024	23,584
2039.40	13,623	1,146	1,516	7,772	24,056	0	2,779	21,277	24,056
2040.41	13,895	1,169	1,546	7,927	24,537	3,736	2,779	18,021	24,537
2041.42	14,173	1,192	1,577	8,086	25,028	0	2,779	22,249	25,028
2042.43	14,456	1,216	1,608	8,247	25,528	1,244	2,779	21,505	25,528
2043.44	9,447	1,240	1,641	8,412	20,741	0	2,779	17,962	20,741
2044.45	9,636	1,265	1,673	8,581	21,155	0	2,779	18,376	21,155
2045.46	9,829	1,290	1,707	8,752	21,579	0	2,779	18,800	21,579
2046.47	10,026	1,316	1,741	8,927	22,010	0	2,779	19,231	22,010
2047.48	10,226	1,343	1,776	9,106	22,450	0	2,779	19,671	22,450
TOTAL	265,067	40,749	36,895	199,953	542,663	74,637	83,370	384,656	542,663

Appendix G (ii) – HRA Business Plan Operating Account

Year	Income				Expenditure						Net Operating (Expend) £,000	Repayment of loans £,000	RCCO £,000	Surplus (Deficit) for the Year £,000	Surplus (Deficit) b/fwd £,000	Interest £,000	Surplus (Deficit) c/fwd £,000
	Metrent income	Other income	Misc income	Total income	Managt.	Repairs & Maintenance	Other Revenue spend	Misc expenditure	Total expenses	Capital Charges							
1 2018.19	17,814	355	521	18,690	(4,432)	(4,043)	(211)	(423)	(9,108)	(4,377)	4,605	0	(4,585)	21	831	3	855
2 2019.20	19,025	415	534	19,974	(4,521)	(4,124)	(215)	(431)	(9,251)	(5,316)	5,167	0	(5,152)	15	855	3	873
3 2020.21	19,877	420	546	20,844	(4,611)	(4,206)	(219)	(440)	(9,476)	(5,813)	5,555	0	(5,541)	14	873	3	891
4 2021.22	20,769	426	560	21,755	(4,703)	(4,290)	(224)	(449)	(9,666)	(5,918)	6,171	0	(6,157)	14	891	3	908
5 2022.23	21,551	432	573	22,556	(4,797)	(4,376)	(228)	(458)	(9,859)	(5,936)	6,761	0	(6,746)	15	908	3	926
6 2023.24	22,334	438	587	23,359	(4,893)	(4,464)	(233)	(467)	(10,056)	(5,887)	7,415	0	(7,400)	15	926	4	944
7 2024.25	23,150	444	601	24,195	(4,991)	(4,553)	(237)	(476)	(10,258)	(5,837)	8,100	0	(8,085)	16	944	4	964
8 2025.26	24,030	450	616	25,095	(5,091)	(4,644)	(242)	(486)	(10,463)	(5,818)	8,814	0	(8,798)	16	964	4	983
9 2026.27	24,976	456	631	26,062	(5,193)	(4,737)	(247)	(495)	(10,672)	(5,885)	9,505	0	(9,489)	16	983	4	1,003
10 2027.28	25,963	462	646	27,071	(5,297)	(4,832)	(252)	(505)	(10,885)	(5,933)	10,253	0	(10,238)	16	1,003	4	1,022
11 2028.29	26,991	468	662	28,121	(5,403)	(4,928)	(257)	(515)	(11,103)	(5,925)	11,093	0	(11,077)	16	1,022	4	1,043
12 2029.30	28,057	475	678	29,209	(5,511)	(5,057)	(262)	(526)	(11,355)	(5,825)	12,029	(242)	(11,768)	21	1,043	4	1,068
13 2030.31	29,162	482	694	30,338	(5,621)	(5,256)	(267)	(536)	(11,661)	(5,773)	12,884	(5,000)	(7,871)	13	1,068	4	1,085
14 2031.32	30,308	489	711	31,508	(5,733)	(5,367)	(273)	(547)	(11,920)	(5,523)	14,064	(1,884)	(12,354)	27	1,085	4	1,116
15 2032.33	31,497	495	728	32,721	(5,848)	(5,526)	(278)	(558)	(12,210)	(5,435)	15,076	(9,000)	(6,067)	10	1,116	4	1,130
16 2033.34	32,730	503	746	33,979	(5,965)	(5,673)	(284)	(568)	(12,491)	(5,044)	16,445	(623)	(5,793)	28	1,130	4	1,162
17 2034.35	34,009	510	764	35,283	(6,084)	(5,825)	(289)	(580)	(12,779)	(5,031)	17,473	(8,000)	(9,464)	9	1,162	4	1,175
18 2035.36	35,335	517	783	36,635	(6,206)	(5,983)	(295)	(592)	(13,076)	(4,674)	18,885	(2,283)	(16,544)	59	1,175	5	1,238
19 2036.37	36,710	525	802	38,037	(6,330)	(6,161)	(301)	(604)	(13,396)	(4,572)	20,069	(8,000)	(12,090)	(21)	1,238	5	1,222
20 2037.38	38,135	532	822	39,489	(6,457)	(6,346)	(307)	(616)	(13,725)	(4,114)	21,651	(4,232)	(17,324)	95	1,222	5	1,322
21 2038.39	39,613	540	842	40,996	(6,586)	(6,535)	(313)	(628)	(14,062)	(3,964)	22,969	(8,000)	(15,024)	(55)	1,322	5	1,272
22 2039.40	41,146	548	862	42,557	(6,718)	(6,729)	(319)	(641)	(14,407)	(3,968)	24,582	(3,228)	(21,277)	77	1,272	5	1,354
23 2040.41	42,735	556	884	44,175	(6,852)	(6,929)	(326)	(654)	(14,760)	(3,430)	25,985	(8,000)	(18,021)	(37)	1,354	5	1,323
24 2041.42	44,382	565	905	45,852	(6,989)	(7,194)	(332)	(667)	(15,121)	(2,924)	27,806	(5,439)	(22,249)	118	1,323	5	1,446
25 2042.43	46,089	573	928	47,590	(7,129)	(7,344)	(339)	(680)	(15,491)	(2,670)	29,429	(8,000)	(21,505)	(76)	1,446	5	1,376
26 2043.44	47,859	582	951	49,391	(7,271)	(7,580)	(346)	(694)	(15,870)	(1,941)	31,580	(13,357)	(17,362)	261	1,376	6	1,643
27 2044.45	49,694	591	974	51,259	(7,417)	(7,781)	(353)	(708)	(16,258)	(1,249)	33,751	(15,458)	(16,378)	(83)	1,643	6	1,565
28 2045.46	51,595	600	998	53,193	(7,565)	(8,008)	(360)	(722)	(16,655)	(313)	36,225	(8,090)	(18,800)	9,336	1,565	24	10,925
29 2046.47	53,566	609	1,023	55,198	(7,716)	(8,242)	(367)	(736)	(17,061)	(0)	38,137	0	(19,231)	18,306	10,925	77	29,908
30 2047.48	55,609	618	1,048	57,275	(7,871)	(8,481)	(374)	(751)	(17,477)	(0)	39,799	0	(19,671)	20,127	29,908	152	50,187

Appendix H – Sensitivity Analysis

Limit of Indebtedness is £103.72m

CPI assumed at 2% as per WG Business Plan Guidance

	Scenario Year 1 to 10	Estimated HRA Revenue Surplus Year 10 £m	Is it within limit of indebtedness and what is the value of any shortfall over the 30 years?	Can WHQS be maintained years 1 - 10?	Can Development plans be maintained?	Effect on other projects or plans (Env/ Regen)	Is the plan able to repay borrowing by year 30?	Are all Business Plan objectives met at year 10?
	Base Year	£1.022m	Yes	Yes	Yes	No	Yes	Yes
1.	The cost of repairs and maintenance and WHQS increase by 1% above inflation per annum	£1.022m	No – Shortfall of £2.193m Years 9 & 10 and £1.79m Years 23 - 25	Yes	No	No	No - £59.184m outstanding	No
2.	The management costs increase by 1% above inflation per annum	£1.022m	Yes	Yes	Yes	No	Yes	Yes
3.	Increase in rent loss of 2% per annum	£1.022m	No – Shortfall of £6.158m Year 8 - 10	Yes	No	No	Yes	No
4.	The increase in rental income is restricted to CPI (2%) per annum from 2018/19	£1.022m	No – Shortfall of £43.858m Years 8 - 25	Yes	No	Yes	No - £91.729m outstanding	No
5.	Inflation runs at 1% higher than anticipated (3%)	£1.022m	Yes	Yes	Yes	No	Yes	Yes
6.	Inflation runs at 1% lower than anticipated (1%)	£1.022m	Yes	Yes	Yes	No	No - £31.567m outstanding	Yes
7.	The annual Major Repairs Allowance (MRA) from WG ceases	£1.022m	No – Shortfall of £28.566m Years 3 - 17	Yes	No	Yes	No - £33.09m outstanding	No
8.	Guideline rent increases 1% per annum more than anticipated (CPI + 2%)	£1.028m	Yes	Yes	Yes	No	Yes	Yes
9.	Interest rate 0.5% more than anticipated	£1.022m	Yes	Yes	Yes	No	Yes	Yes

Appendix I - Vale of Glamorgan Council – Performance Management Framework

