



Tai Calon

Community Housing

Development Strategy

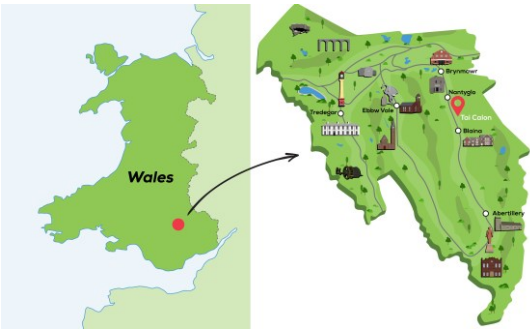


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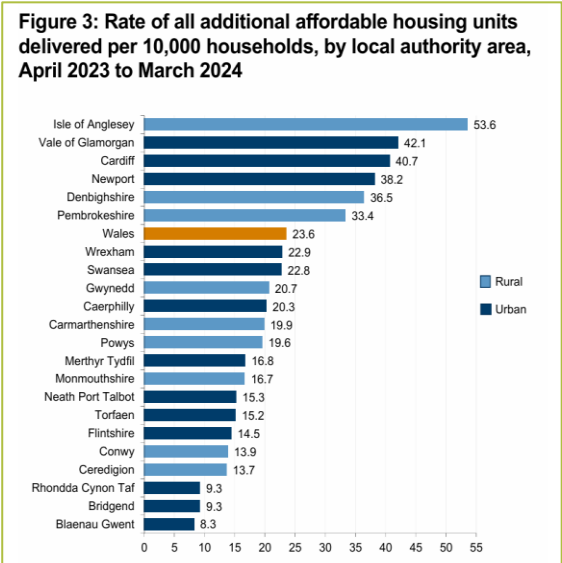
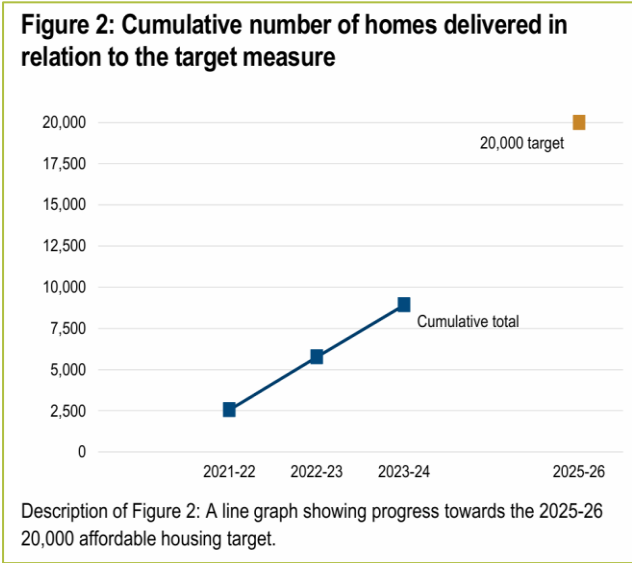


1.1 Purpose of the Strategy

This Strategy sets out the environment in which Tai Calon Community Housing operates and identifies the development priorities we will address over the next 5 years. These priorities have been identified in response to external influences from Welsh Government, the Local Authority, customers, partners and key stakeholders, and by internal factors such as financial and budgetary environments and working with internal partners across the organisation.

The Strategy outlines how we will use our unique position as the largest social housing provider in the area with a significant, development-ready land bank to deliver high-quality, sustainable, and affordable homes. Meet local needs, enhance community wellbeing, and position Tai Calon as the development partner of choice across Blaenau Gwent and the wider housing sector.

This Strategy is being written at a time of significant demand for affordable homes in Wales against a backdrop of lower than target delivery of new homes as set out in Welsh Governments Statistics Document: Affordable housing provision: April 2023 to March 2024.



1.2 Who we are

Tai Calon is proud to be the largest social housing provider in Blaenau Gwent, managing more than 6,000 homes across the borough. We're powered by a dedicated team of nearly 300 colleagues who care deeply about making a difference.

The Development Strategy is important, as it sets out our approach to growing our number of homes, ensuring they are built where customers want to live, are energy efficient and affordable.

1.3 Corporate Plan 2025-29

The Development Strategy supports our Corporate Plan, which explicitly outlines our Vision, Mission and Values, and reflects our promise to support customers, their families and neighbourhoods.

1.4 Our Vision (why we exist),

To inspire our people and go beyond affordable housing by creating vibrant, inclusive communities across Blaenau Gwent.

1.5 Our Mission (what we will achieve)

By 2030, over 95% of our customers will be satisfied or very satisfied with our overall service.

1.6 Our Values – The CALON Way (how we will achieve it)

Our CALON values guide everything we do.

- 🌱 Creativity: We think differently and look for better ways to do things.
- 🌱 Authenticity: We are open, honest, and do what we say.
- 🌱 Learning: We are constantly learning and improving.
- 🌱 Ownership: We take responsibility and aim to get things right.
- 🌱 Not on your own: We work together as one team and support each other.

1.7 Our Goals for 2025 – 2039

We are focusing on seven strategic priorities to achieve our Vision and Mission.

Each of these areas reflects what matters most to our customers, colleagues and communities. Here's how we plan to make a lasting impact.



2 What do we want to achieve?

The aim of the 5-year Development Strategy is to ensure we:

- ② Meet our Corporate Plan commitments
- ② Support the Local Authority with its strategic housing and regeneration priorities
- ② Support Welsh Government with its strategic housing and regeneration priorities
- ② Provide high-quality, affordable and healthy homes for our customers, placed within communities that we are all proud of,
- ② Represent Value for Money in terms of income and investment requirements, ensuring we increase the numbers of our homes
- ② Provide clear goals and objectives for the next 5 years, with a reporting structure that ensures the Board is kept informed of progress and issues

2.1 Development Strategy Priorities

As a result of a collaborative engagement with stakeholders within and outside of the organisation; Tai Calon Strategic development priorities are:

- ② Reduce build costs and generate a surplus to reinvest in development
- ② Develop suitable long-term collaborations and partnerships
- ② Build high quality cost effective and energy efficient homes
- ② Create a legacy of prosperous, cohesive and vibrant communities

2.2 Internal Context

Tai Calon must build homes that meet the needs of the customers and the wider community whilst creating homes and communities which are easy to manage and support local needs. It is important therefore that the Development Strategy is not read in isolation from other priorities, as it both enables and depends on other key organisational strategies

2.3 External Context

The Development Strategy reflects the external context and draws on a range of key external influences to identify priorities and key milestones over the next 5 years.

- ② Affordable Housing Review
- ② The Regulatory Framework for Housing Associations Registered in Wales
- ② Affordable Housing Taskforce
- ② Local Housing Market Assessment (LHMA)
- ② Local Development Plans (LDP)
- ② BGCBC Housing Prospectus

3 The Journey – How will we get there?

3.1 Housing Demand

Tai Calon will ensure that it develops schemes based upon the data available and presented officially by the Local Authority.

The current prospectus states:

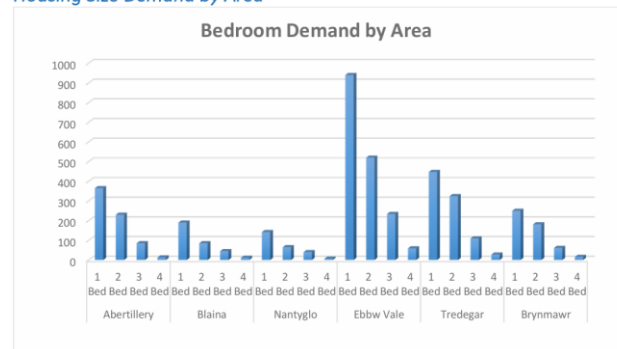
Social Housing Need (Common Housing Register April 2023)

The Blaenau Gwent Common Housing Register currently has some 4,698 applicants (April 2023). Of those 45% of applicants are seeking a flat, 73% are seeking a house and 37% have requested a bungalow to meet their housing need. With the bedroom requirement broken down below:



These figures clearly indicate that higher demand circumnavigate the requirement for smaller bedroomed units, as is mirrored below in the demand broken down into areas of Blaenau Gwent.

Housing Size Demand by Area



It will be accepted that the LHMA will represent the need based upon the data available some time before the LHMA is launched and can be considered outdated immediately. Similarly, the Authorities Prospectus itself will be based upon the LHMA and whilst must be recognised in the planning of new homes will itself not be sufficiently detailed and up to date to rely upon solely.

To deliver this strategy we will establish accurate demand through:

- ④ Consultation with:
 - ④ LA Strategic Housing Officer(s)
 - ④ LA Social Service & Care / Support teams
 - ④ Our in-house Housing Management Team
 - ④ Relevant agents
 - ④ LA planning Teams
- ④ Online housing market data
- ④ Consultation with WG on new housing initiatives e.g. Rent to Own, Shared Ownership

3.2 Tenure Options

The mixing of tenures not only has the advantage of cross subsidy, but it also promotes more blended communities. Therefore, the following tenure options will be considered on each development and, where appropriate, will be put forward on a scheme-by-scheme basis, taking into consideration the social and financial factors.

- 🏠 Social rent
- 🏠 Intermediate Rent
- 🏠 Low Cost of Home Ownership
- 🏠 Market Rent
- 🏠 Open Market Sales

To deliver this strategy we will:

- 🏠 Seek to ensure mixed tenures whilst delivering against the demand for housing
- 🏠 Develop more detailed understanding of the demand and opportunities for none grant funded housing
- 🏠 Assess the option of developing a subsidiary for the delivery of new homes, alongside other short and long term options.

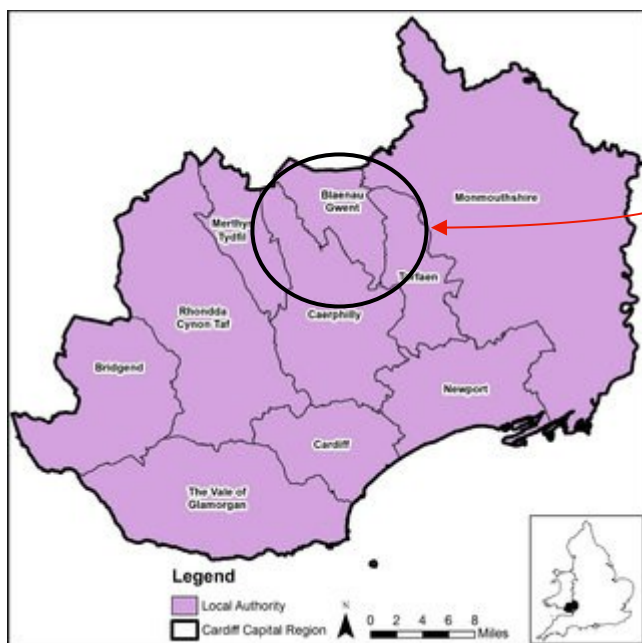
3.3 Regions and Zoning

Core Area

Tai Calon currently operates exclusively within the BGCBC region and is committed to ensure that BGCBC is the focus area for growth. The Association will continue to develop and maintain key strategic relations at all levels within the Local Authority to ensure that Tai Calon is the partner of choice.

Cardiff Capital Region

Whilst it would not make practical sense to pursue opportunities beyond the reach of our current management capabilities. We will be agile, and if an opportunity arose in an area which could be effectively managed by the Association and won support from the local authority in question then the proposal will be put forward for Board approval on its own merit. The map above helps to provide an indication of the potential growth areas within the term of this Strategy.



Potential Growth Areas

To deliver this strategy we will:

- 🕒 Continue to develop new housing opportunities with all relevant colleagues within BGCBC
- 🕒 Build relationships with relevant colleagues within neighbouring Local Authorities.

3.4 Funding (Internal and external)

Funding for the delivery of new homes can be in the form of:

- 🕒 Social Housing Grant
- 🕒 Transitional Accommodation Capital Programme Grant
- 🕒 Private Finance
- 🕒 Transforming Towns
- 🕒 Cross Subsidy

To deliver this strategy we will:

- 🕒 Seek to maximise the draw down of SHG available within BGCBC tenure
- 🕒 Present opportunities for slippage funding to increase the SHG within BGCBC
- 🕒 Investigate other grant funding opportunities

3.5 Building Standards (DQR, Planning, Building Control, Tai Calon Specification)

Developing high quality energy efficient homes is the priority for Tai Calon. Homes will be constructed in accordance with Planning Approval, Building Regulations and the Welsh Government Design and Quality Requirements 2021, where appropriate. Design and specification will be dependent on tenure and funding type. We will explore all opportunities for innovation and partnership in the design, and construction of new homes.

To deliver this strategy we will:

- 🕒 Develop Tai Calon Performance Specifications for different tenure and funding types
- 🕒 Investigate the opportunities of the Tai ar y Cyd pattern book

3.6 Financial Viability Assessment

Each scheme will be assessed against Board approved parameters and run through a Scheme Viability Assessment model over 30-year and 50-year periods.

The 30 year NPV analysis will set out the sustainability of a development scheme within the context of the organisation's 30-year business plan. The 50-Year NPV Analysis aligns with the Welsh Government's standard viability model, enabling direct comparison.

Social value, and a compelling customer or community rationale, will be considered alongside financial performance. These factors may support the approval of schemes that return a negative NPV, where the wider strategic or social benefits justify investment.

To deliver this strategy we will:

- 🕒 Regularly review our Financial Viability Model

3.7 Opportunity Sourcing

It is anticipated that development opportunities will arise from both internal and external sources.

Internal Sources

Internal sources will include opportunities that arise from existing land holdings and redevelopment of existing land.

External Opportunities

External opportunities will normally take the form of:

- 🕒 Package Deal
- 🕒 Section 106
- 🕒 Land Led (inc land currently owned by the Local Authority)
- 🕒 Regeneration (inc town centre regeneration projects)
- 🕒 Empty Homes

To deliver this strategy we will:

- 🕒 Seek to appoint a Collaborative Construction Delivery Partner to deliver c50 homes per annum
- 🕒 Review the outputs of the Savills Site Appraisal and commence the development of those schemes identified as developable
- 🕒 Review those sites not initially reviewed by Savills to identify further development opportunities
- 🕒 Through collaboration with other Housing providers, the local authority and commercial partners build strong and trusted relationships with Local Authorities, Land Agents, Developers, Package Deal Contractors

3.8 Land Banking

Achieving and maintaining a 5-year development program and 3-year development pipeline is essential and despite the opportunities presented by the internally sourced land; in order to deliver schemes towards the tail end of the programme, it will be essential to safeguard legal entitlement of sites before the funding is available.

To deliver this strategy we will:

- 🕒 Seek and secure land opportunities to supply the 5-year programme

4 Keeping on Track – How will we know we are on the right journey?

It will be vital that progress is maintained and monitored. We will ensure that progress monitored based upon KPIs and the actions we set out in this strategy.

4.1 Key Performance Indicators

The following are the current KPIs which will be used to measure and monitor the performance of the development programme:

- 🕒 Number of homes in the pipeline
- 🕒 Number of homes contracted
- 🕒 Number of units with full planning permission & SAB approval granted
- 🕒 Number of new builds started each month
- 🕒 Number of days between unit completion and letting