

# Trivallis.

# Development plan.



[www.trivallis.co.uk](http://www.trivallis.co.uk)

# Introduction

This plan outlines our ambitions for increasing the number and suitability of our homes to meet the needs and improve the wellbeing of our communities.

It shows how we'll turn our goals from the 2024–29 Strategic Framework (Building Brighter Futures) and our Homes strategy into real actions.

In the Strategic Framework we set out our main purpose which is:

**To improve the wellbeing of communities and the people who live within them so that they can thrive.**

We are more than just a landlord. Our relationships with tenants and the quality of our housing services play a big part in the wellbeing of communities.

In addition, our Homes strategy set out three important aims:

- Improve the quality of our homes and build or acquire more of them to meet the scale and range of housing needed in our communities.
- Improve tenants' wellbeing through our investments.
- Revitalise our communities in all that we do.



Meeting the housing demand in Wales requires urgent and strategic action, as evidenced by the need for 4,200 new social homes annually (Community Housing Cymru). By 2036, the landscape will have shifted significantly, with an anticipated increase of 108,881 households (8%), with nearly a third of this growth concentrated in Cardiff. This demographic transformation includes a sharp rise in older households, with over half (54%) of households headed by individuals aged 65+ by 2031 and 100,000 households comprising single individuals aged over 85. Simultaneously, by 2036, a quarter of households may be led by digital natives, highlighting the necessity of aligning housing solutions with both aging and tech-savvy populations. These trends underscore the urgency for innovative, adaptable, and equitable housing strategies to address diverse needs across Wales.

The Rhondda Cynon Taff Local Housing Market Assessment 2023–2028 highlights a pressing need for 745 additional affordable housing units annually to meet local demand. This includes 57 units available for 80% of market rent, 229 designated for Low-Cost Home Ownership, alongside 459 social rented units. Notably, the highest demand across all tenures is for 1-bedroom properties, with 409 units required each year, reflecting the area's shifting demographics and household sizes. The South-West Taff region is identified as having the greatest housing need, emphasising the importance of prioritising development and investment in this area to address affordability, suitability, and accessibility challenges. This data underlines the necessity of tailored, sustainable housing strategies to support local communities effectively.

# Getting the basics right

This plan focuses on big changes and an ambitious plan for developing new housing to meet local need. But whilst we are making these changes, we mustn't lose sight of the basics, especially in how we provide safe, high-quality homes and provide excellent housing services to tenants. It's also important to provide energy-efficient and carbon-neutral homes which save tenants money on bills, are better for the environment, and help create a healthier future for everyone. Quality must go hand-in-hand with quantity.

## Plan development

This plan and our other strategies are based on ideas and feedback from everyone within Team Trivallis. We've listened to involved tenants, staff, senior leaders, and the Board. We have looked for and used the most up-to-date and successful practices in the housing sector.

We have also considered the need to replace the Welsh Government funding dowry by 2036 (currently £7.3m per annum) and the finance strategy set out in our 30-year business plan.



# Culture change

To deliver this plan we need to radically change the way we think about development and how we approach new schemes. We need to become bolder and more entrepreneurial as we build more first-rate, energy-efficient, and affordable homes.

To help meet local housing need, we plan to build over 130 new homes each year, increasing our annual growth rate to 1.3% of our current housing stock.



# What we will do

Our new approach has ten elements. These elements will enable us to meet local housing need by building superior homes, whilst strengthening our financial viability and providing additional income to invest in our existing homes.



1.

## Mixed rent and ownership models

We will build high-quality homes that can be rented or bought in different ways. Some will be for low-cost home ownership, while others will be for social rent or private market rent. By offering a mix of options, we can better meet the housing needs of different people in the local area.

2.

## Smaller units

To respond to the changing demographics of the area and the sharp rise in single-person households, we will prioritise building one-bedroom homes that are both affordable and good quality. These homes will cater to a range of needs, including young people, older individuals seeking to downsize, and those living alone due to lifestyle or life stage changes. By prioritising one-bedroom properties, our housing supply will align with the local population's evolving requirements. Furthermore, by using the Welsh Government's housing pattern book, a collection of standardised housing designs, we will support the wellbeing of residents with homes which are thoughtfully designed and comfortable.

# 3.

## Welsh Government pattern book

Our new homes will utilise the Welsh Government's housing pattern book, ensuring we build high-quality, energy-efficient, and affordable homes. By using the pre-approved designs, we can streamline the planning and construction process and ensure consistency. The pattern book supports adaptable, accessible, and environmentally friendly housing, aligning with Wales's net-zero goals and addressing housing needs. It includes designs for terraces, dual occupancies, and apartment buildings up to six storeys, tailored to Wales's climate and communities. Emphasising natural light, ventilation, and cost-effective methods, it will be a vital resource to help us create sustainable homes that enhance residents' well-being and contribute to a greener future.

# 4.

## Larger sites

Our new developments will be a minimum of 20 homes to make them more efficient to manage and maintain over time. This approach will help us provide better services to residents while keeping costs down. If smaller development opportunities arise, we will pass these on to local community housing organisations, ensuring they can take the lead in creating homes that meet local needs. This partnership approach will help us make the best use of resources and strengthen the role of community organisations in the area.



## 5.

### **Extending our geographic scope**

Rhondda Cynon Taff will remain our main area of operation and our priority. However, due to the lack of development opportunities here, we plan to build new homes outside the borough. To guide this, we have carefully analysed counties in the Cardiff City Region to understand where there is the most need, the best opportunities, and potential challenges. Based on this, we will focus on developing in Cardiff, Caerphilly, Bridgend, and Merthyr. We will also explore opportunities in Newport and South Powys for future projects.

## 6.

### **Excellent transport links**

We know that good transport links are essential for creating thriving communities. The new South Wales Metro network will open up previously hard-to-reach areas, making them more accessible. By prioritising sites near the metro, as well as those with easy access to major roads like the A470, A465, and M4, we can significantly improve the mobility and job opportunities for our tenants. This will not only enhance their social and economic wellbeing but also support regional growth by connecting people to work, education, and services. Additionally, access to the metro will encourage more sustainable travel, reducing the environmental impact of commuting and supporting our commitment to a greener future. By integrating housing with excellent transport links, we can create communities that are better connected, more inclusive, and environmentally sustainable, ensuring long-term benefits for residents and the wider region.



# 7.

## **Accessible**

Our new developments will feature flexible and adaptable designs to ensure they stay suitable for future needs. With over half (54%) of households expected to be headed by individuals aged 65 or older by 2031, designing for accessibility is not just important—it's essential. By incorporating accessible features into all homes from the outset, we can avoid costly modifications later and allow tenants to live independently for longer. This approach also reflects our commitment to Equity, Diversity, and Inclusion, ensuring our homes meet the diverse needs and circumstances of all tenants, regardless of age, ability, or background. By building homes that work for everyone, we create stronger, more inclusive communities and future-proof our housing stock.

# 8.

## **Energy efficient**

We will develop sustainable, energy-efficient, and environmentally friendly homes to benefit both tenants and the planet. Our new homes will reduce energy costs, making them more affordable for tenants while improving comfort with better insulation and ventilation. Additionally, eco-friendly homes will enhance our tenants' health by improving air quality and reducing damp and mould. By lowering carbon emissions, they will support Welsh Government's climate goals and contribute to a healthier environment for current and future generations. By building sustainable housing we will also achieve long-term cost savings on maintenance and utilities, ensuring our resources can be reinvested in communities. Building sustainably demonstrates our commitment to social responsibility and environmental stewardship.

9.

## Forward funding and unconditional purchases

Where necessary, we will finance new developments by using our own funds to buy land and build homes, rather than waiting for external grants or loans. This proactive approach will allow us to act quickly when opportunities arise, ensuring we don't miss out on key sites. We are also prepared to purchase land that doesn't yet have conditional planning permission, so we can secure it at a lower cost and potentially achieve higher returns once planning is approved. Owning the land from the start also gives us greater control over the entire process—from design and planning to construction—ensuring higher quality homes, better management of costs, and the ability to deliver projects on time. This plan strengthens our ability to meet housing needs efficiently while maximising long-term value.

10.

## Regeneration

We will continue to regenerate existing sites, including our own properties and those owned by other landlords. This work will be managed through a dedicated programme with its own project manager, separate from our new homes delivery target. Each regeneration project will need to be financially self-sufficient and will not rely on funding from our new development programme.

# Risks and challenges



- This is an ambitious programme, beyond the scale of anything we've previously attempted. We haven't worked on developments this big or offered these types of housing before. We have an Executive Director of Development and two new Board members with experience in this area to help us manage the risks properly.
- Wherever possible, grant/loans will be used to purchase land. Forward funding using our own money will be required for some schemes and will be built into viabilities. Using the District Valuer or market reports we will ensure we are getting value for money.
- To manage contractor insolvency risk, we will use NHBC insolvency cover, performance bonds, and retention where possible. We will also abide by our financial golden rules to limit exposure to individual contractors, with regular monitoring every quarter. We will review Dunn and Bradstreet reports for all contractors and track monthly accounts for higher-risk contractors to protect our projects and prepare for financial challenges.
- To manage cost risk, we will use Design and Build Joint Contract Terms, fixed-price contracts and standard house types to ensure cost certainty. Contingency will be included in all projects, and external tender reports will be reviewed for all costs to ensure transparency and control.
- Quality will be assured by having internal quality managers on site, and lessons learned from all projects will be shared in reports to the Assets and Development teams. This will help improve standards and ensure better outcomes for future schemes.

# Conclusion

This plan shows how we will make our goals from the 2024–29 Strategic Framework (Building Brighter Futures) and our Homes strategy happen. By following this plan, we aim to increase the supply of quality, affordable housing that improves the wellbeing of communities. We will achieve this through collaboration with our communities and partners, guided by our values of kindness, trust, progress, and inclusion. Our focus on fairness, diversity, and inclusion will ensure that the homes we build meet local needs, creating stronger, more connected communities for the future.

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For further information please contact us on:

 **03000 030 888**

 **customerservices@trivallis.co.uk**

Ty Pennant  
Mill Street  
Pontypridd  
CF37 2SW

Feel free to drop by during our office hours:  
Monday to Friday: 9:00 am – 3:00 pm.