

# Canterbury City Council

## Housing revenue Account Business Plan

### 2014 update

#### 1. Introduction

The Housing Revenue Account (HRA) Business Plan is part of a range of strategic plans that contribute to the council's corporate aims and objectives.

Set within the context of the council's Housing Strategy (which considers all housing need in the district), the HRA Business Plan focuses on the council's landlord role and the management our own housing stock of 5,195 rented homes and 352 leasehold properties (as at 1 April 2014).

In doing so, the business plan reflects:

- The council's legal responsibilities as a social landlord
- National, regional and local housing priorities
- How the housing stock and its management support the delivery of wider strategic objectives and priorities
- Local demand for affordable rented homes
- Tenants and leaseholders needs and aspirations
- The condition of the housing stock
- Likely resource availability

The HRA is a ring-fenced account held by the council. It contains all the expenditure and income related to the properties owned and managed by the council in its role as a landlord. Since April 2012, the council has been able to take greater control of the HRA and the rental income that it receives from the homes that it provides. This document has therefore also considers the implications of HRA self-financing and its impact on the council's ability to achieve its objectives and targets for its housing stock.

East Kent Housing (EKH) has been responsible for the management of the council's housing stock since April 2011. This includes tenancy and neighbourhood management, and managing the condition and improvement of the housing stock.

East Kent Housing is jointly owned by Canterbury City Council, Dover District Council, Shepway District Council and Thanet District Council.

The council makes an annual management fee payment to EKH. The fee is reviewed annually and the overall relationship between the council and EKH is specified by a comprehensive contractual agreement. The council also agrees an annual delivery plan with EKH setting out the priorities and actions for the coming year.

The achievement of improved services for tenants, coupled with efficiency savings, were key factors behind the decision to establish EKH.

In developing the Business Plan, the council has taken professional financial advice from specialist social housing consultants and tested the Plan, its assumptions and principles with tenants'

representatives. The Plan has also been scrutinised by Members and senior officers from across the council.

## 2. Context

Canterbury City Council administrative area covers just over 119 square miles. It is made up of three main urban areas – Canterbury, Whitstable and Herne Bay and 18 villages.

The population of Canterbury district is 151,145 people (in 2011). Of these people 74% are of working age, and a further 9.39% are over 75 years of age. The population is increasing and is projected to rise to 173,700 by 2031. The number of older persons aged 75 years and over is projected to reach 23,900 by 2031 (an increase of 68.3% from 2011). Increasing life expectancy and an increase in the number of households is placing more and more pressure on housing. The average weekly earnings for someone working in the Canterbury District is £337.90 per week ]. This is below the Kent average weekly earnings of £384.70 and the national average weekly wage of £418.00 per week.

House prices increased by £22,000 in the Canterbury District over the five years to December 2013. The average house price in the district is now £224,413.

### The council's retained housing stock

On 1 April 2014 the council owned 5,216 dwellings. This makes up approximately 7.9% of the district's housing stock, with the ratio of houses to flats being approximately 55:45. More than 80% of the council's stock has been built since 1945. The makeup of the council's housing stock is as follows:

Unit Type	Number of Units	Units as a % of Retained Housing Stock
Bedsits	319	6%
Bungalows	514	10%
Flats	1826	35%
House	2380	46%
Maisonette	139	3%
Hostel	38	>1%

The council has 17 sheltered housing schemes, four of which are sheltered with enhanced support. These 580 properties account for almost 11% of the total housing stock.

The number of properties the council owns has reduced as a result of the Right to Buy policy. The concept of a 'council estate' no longer exists as more areas have a mixture of owner occupation, private rented housing, housing association stock and council-owned stock.

As Canterbury has three universities and a further education college, there is a higher than average student population. There are more than 30,000 full and part time students in the district, representing almost 20% of the overall population. All higher education institutions in the district have stabilized their student intake in the last three years however purpose built student accommodation can only house approximately 22% of the student population so the rest tend to reside in the private rented sector concentrated in Canterbury's city centre. Much of the private rented accommodation for students is in areas where properties have been purchased under the Right to Buy and then converted into student accommodation.

As a general rule, demand for the council's housing stock is very high. The council's Housing Needs Register indicates that the highest demand is for family housing in Herne Bay and Whitstable, followed by larger bungalows in central areas. The Register also shows that there is a high need for one bedroom properties. However the majority of applicants requesting this type of property do not have the highest assessed need for housing.

There are concerns with the declining popularity of bedsits with community alarm call facilities. In the past these properties have been provided for older persons, however, due to changing aspirations, the demand for this type of supported accommodation has greatly reduced.

Overall, approximately 36 dwellings, 0.69% of the housing stock, have been identified as difficult to let. 50% of this 'difficult to let' housing is designated for older persons – bedsits or flats all either sheltered or with a community alarm – unpopular due to their size/type and low demand for this type of accommodation. The remaining difficult to let stock is general needs accommodation — either unpopular due to its location for vacant for some time due to extensive works required before the property can be let to a new tenant.

### **3. Purpose of the Business Plan**

#### **Vision for the Plan**

Our vision for the HRA is to invest to provide and build high quality, well maintained homes for current and future tenants. We also want tenants to have influence in all decisions which affect the services they receive and empower them to take the lead in service development and design.

#### **Aims of the Plan**

The key aims of the Business Plan are to:

1. To provide high quality housing services which meet the needs and aspirations of tenants through an effective delivery plan for East Kent Housing
2. To ensure investment is maintained in our council houses and Neighbourhoods to ensure that they remain desirable now and in the future.
3. To empower tenants to challenge and scrutinize services and are at the heart of service improvement.
4. To tackle disadvantage and promote health and general wellbeing within our neighbourhoods.

5. To maximise rental income to support continued investment in council housing and neighbourhoods.
6. To reduce the impact of Right to Buy on our housing stock numbers by buying former council houses, building new housing and working with social housing providers.
7. To ensure that the HRA is well managed and that the council's aspiration to clear the debt resulting from self-financing by April 2031 is achieved.

### **Objectives of the Plan**

To ensure we can deliver our Vision and achieve our Aims, we will:

***Aim 1 – Provide high quality housing services which meet the needs and aspirations of tenants through an effective delivery plan for East Kent Housing by:***

- Working with East Kent Housing (EKH) to promote employment initiatives to those in housing need and work with agencies to actively manage the implications of Welfare Reform;
- Engaging directly with tenants in order to understand what they want and putting their aspirations and needs at the heart of decision making;
- Putting in place opportunities for tenants to scrutinise and influence service delivery and development, ensuring services provided are delivered 'right first time';
- Improving our performance on measures of tenant and leaseholder satisfaction with the services we provide.

***Aim 2 – Ensure investment is maintained in our council houses and Neighbourhoods to ensure that they remain desirable now and in the future by:***

- Utilising strategic asset management to ensure residents have access to high quality and appropriate housing;
- Working with East Kent Housing to devise and deliver an Asset Management Strategy and a high quality repairs and maintenance service for both our tenants and leaseholders;
- Continuing to work towards procuring affordable temporary accommodation in the private sector to avoid the use of unsuitable and expensive Bed & Breakfast hotels. To work with other east Kent councils to develop an East Kent temporary accommodation Strategy;
- Commissioning a Stock Condition Survey to inform future investment, acquisition and disposals of retained housing stock, including reviewing council Hostels, Sheltered and Enhanced Accommodation;
- Work with East Kent Housing and east Kent councils to review and procure a new repairs and maintenance contracts – a major driver of customer satisfaction.

***Aim 3 – Empower tenants to challenge and scrutinize services and are at the heart of service improvement by:***

- East Kent Housing developing a tenant scrutiny programme;
- Service Improvement and Tenant Engagement groups and forums being representative of the council's tenant profile and neighbourhoods.

***Aim 4 – To tackle disadvantage and promote health and general wellbeing by:***

- Ensure EKH are fully engaged with the council's Digital by Design strategy and that tenants are able to access and enjoy services through digital inclusion and development;
- Preventing homelessness through the provision of housing advice, tenancy sustainment measures, and access to private sector housing;
- Reviewing the use of hostel accommodation and ensure all temporary accommodation has links to appropriate tenancy support.

***Aim 5 – maximise rental income to support continued investment in council housing and neighbourhoods by:***

- Ensuring tenants have access to advice and support with regards welfare and benefits changes;
- Ensuring decisions to increase rent and service charges are made fairly, whilst maintaining the integrity of the long term Business Plan and Asset Management Strategy;
- Improve digital platforms for tenants to pay their rents and for services, reducing costs and lost income.

***Aim 6 - reduce the impact of Right to Buy on our housing stock numbers by buying former council houses, building new housing and working with social housing providers by:***

- Utilising Right to Buy capital receipts to repurchase former council housing within existing neighbourhoods;
- Working with Registered Providers to develop Housing Revenue Account owned land to provide social housing at affordable rents;
- Using Housing Revenue Account owned land to plan new build council housing;
- Acquiring other council and privately owned land to build new council housing.

***Aim 7 – ensure that the HRA is well managed and that the council's aspiration to clear the debt resulting from self-financing by April 2031 is achieved by:***

- Managing the implications of welfare reform to minimise rent loss;
- Working with East Kent Housing to hold the management fee at 2014/15 levels for three financial years, saving inflationary costs of 1.5% per annum;
- Improving procurement within Asset Management and the implementation of the HRA Asset Management Strategy once completed;
- Continuing to secure affordable temporary accommodation in the private sector to avoid the use of unsuitable and expensive Bed & Breakfast hotels.
- Council services and agencies working robustly with EKH when managing introductory tenancies, to prevent and manage crime and antisocial behaviour to improve the lives of all our residents.

An Action Plan to support the delivery of the aims and objectives of the Business Plan is set out in Appendix 1 and is subject to an annual refresh to ensure it is up to date and relevant to changing circumstances and initiatives.

### **Corporate Outcomes**

By achieving the Vision for the Plan through delivering the aims and objectives, the Business Plan will support the council in delivering the wider Corporate Plan and its outcomes, including:

- An increase in the number of new additional homes built each year to suit all needs;
- An increase in the number of ready-to-develop housing sites;
- An increase in the proportion of homes that are affordable to local people;
- A reduction in overall crime and anti-social behaviour;
- A reduction in energy usage and carbon emissions as an organisation;
- An increase in the proportion of people saying they are satisfied with the environmental services provided by the council;
- An increase in the number of people from disadvantaged groups satisfied with the area as a place to live;
- A reduction in the number of excess winter deaths;
- An increase in the number of people saying that they feel they can influence the decisions that affect their local area.

## **4. Financial Context and Position**

The Business Plan is based on a number of principles that govern the way the Plan and budgets are managed and monitored, these are:

- The repayment of the council's HRA debt over 23 Years (by April 2031);
- The provision of resources to meet the requirement to spend Right to Buy capital receipts within the three year window;
- A minimum balance of £1.5m to be retained within the HRA at all times;
- The plan should provide additional resources to fund environmental improvements and improvements to communal parts on the council's estate areas;
- The implementation of a fully funded maintenance programme throughout the 30 year lifetime of the business plan which meets the aspirations of tenants and improves the quality of our housing stock;
- A review of the business plan should be completed every year to reflect changes to the income and expenditure projection within the business plan;
- A detailed review of the Business Plan should be carried out every five years to reflect national legislative changes, local circumstances and the council's performance against financial and operational measures.

### **Impact of the Localism Act 2011**

The Government introduced HRA self-financing for local authorities in April 2012. The reform means that the council is now able to retain all of the rental income it receives to invest in its stock and to deliver new affordable council homes for the district.

Under the previous housing revenue account subsidy system, the council was required to make an annual negative subsidy payment to the Government; the payment in 2011/12 was £4.6m. This payment would have increased further if the housing subsidy system had remained. Over the course of this Business Plan this would have resulted in payments to government of over £100m.

The powers to introduce self-financing were set out in the Localism Act 2011. Under the initiative, the council was required to make a single lump sum payment of £97.44m to central government in return for leaving the subsidy system.

In order to finance this lump sum, the council committed to taking on an additional £97.4m debt within the HRA with the Public Works Loans Board in March 2012.

The council's total debt within the HRA stood at £88,629,834 as at 1 April 2014.

To assess the impact of the introduction of self-financing, a new detailed 30 year business plan model has been developed. The model includes rent, service costs and spending plans over 30 years and projects movements in both balances and borrowing throughout the period. This business plan is based upon the main income and cost projects and spending plans that have been included in the model.

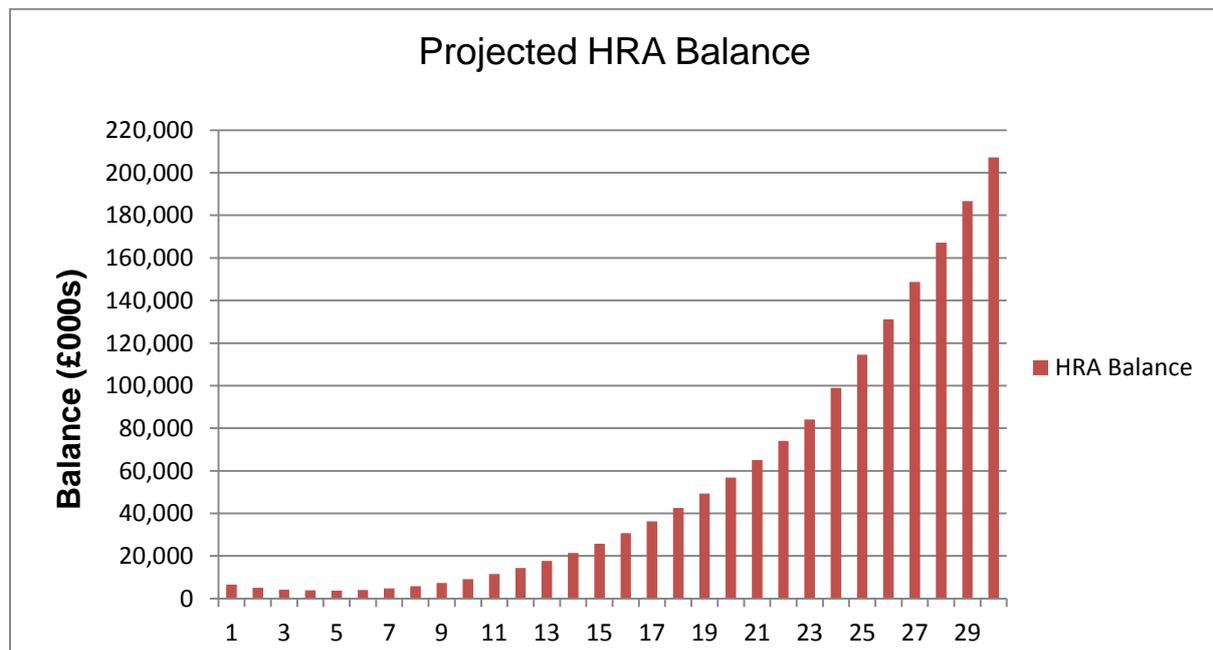
The Business Plan shows that the HRA is in a healthy financial position with financial viability secured for the next 30 years. We are able to meet the key priorities above and for the first time, the plan is fully funded to provide maintenance and landlord services for the whole life of the plan and develop a plan to provide new council homes.

### Income and Expenditure

The largest source of income for the HRA comes from tenant rents. The rents for council tenants have been set in recent years using a prescribed government formula. The purpose of this was to achieve parity in rents for an area between Council and housing association tenants.

The self-financing debt settlement was calculated using the assumption that councils would continue to increase rents in line with the government formula. This plan has assumed rent increases for the period of the plan in line with the government formula, however there is no penalty if the council decide not to increase rents, or increase them below the levels calculated by the formula. It should be noted that there could be a negative effect on the future viability of the business plan if rents were not to rise in line with costs.

The below graph sets out the projected balance of the HRA over the life of 30 year Business Plan, assuming rent increases of 3% per annum and no new build programme (rents increased by 2.2% in 2015/16):



The largest increases in the balance are projected once the loan taken out through self-financing is repaid in 2031 (Year 23 in the graph).

### Income

The council recognises the potential impact that the Government's programme of welfare reform is likely to have on its tenants and its HRA. It is essential that the council fully monitors the impact of the changes; an annual review of the Business Plan will ensure financial projections are closely monitored and adjusted accordingly.

Year	2014/15	2015/16	2016/17	2017/18	2018/19
	1	2	3	4	5
	£000	£000	£000	£000	£000
<b>INCOME:</b>					
Rental Income	22,967	22,610	23,293	23,880	24,481
Void Losses	(328)	(323)	(333)	(341)	(350)
Service Charges	1,535	1,636	1,702	1,770	1,841
Non-Dwelling Income	469	481	481	481	481
Grants & Other Income	280	293	298	304	310
<b>Total Income</b>	<b>24,923</b>	<b>24,697</b>	<b>25,441</b>	<b>26,094</b>	<b>26,763</b>

A more comprehensive assessment of the potential risks to the council's HRA is set out in section 5 of this document.

The business plan accounts for the expected rental income expected, however it also makes provision for bad debts (i.e. rent due, but not collected in the year due to non-payment). There is also an adjustment to reflect properties which are empty for a period between tenancies when no rent is due.

Adequate bad debt provision is a key part of the mitigation of risk within the business plan. Bad debt provision in 2013/14 was set at £50,000 per annum. This has been increased in the business plan modelling to an initial allowance of £150,000 per annum in 2015/16. Close monitoring will be required to ensure that the plan allows for the correct level of bad debt provision. Some neighbouring authorities have increased their bad debt provision to £400,000 by 2016/17 when the welfare reform programme is complete, the council will monitor the impact of reforms and adjust bad debt provision as necessary to maintain a healthy financial plan.

Future Right-to-Buy (RTB) sales have an impact on rental income to the business plan. At current rent levels, this loss of income equates to £4223.00 per property sold per year. The business plan model has been based upon an assumed 24 RTB sales per year, with an average receipt of £78,000 per sale. This level of activity is broadly in line with the volume of sales over recent years, although 2014/15 has seen a spike in RTB sales related to an increase in the discount ceiling.

The council has signed up to the governments one for one scheme, enabling some RTB receipts to be reinvested in replacing council homes sold under the right to buy with new homes on a one for one basis. A proportion of the rent lost from the original sale will be replaced by income from the new home provided.

The council also receives rental income from the garages and retail premises and other land holding which it lets out to its customers.

## **Expenditure**

### ***Management Costs***

The plan includes the management fee paid to East Kent Housing to provide landlord services to tenants. As part of our commitment to improve efficiency, the council has agreed with East Kent

Housing that we will be maintaining the management fee paid to EKH at the 2014/15 levels for a period of three years, this will result in an efficiency saving, based on no annual inflationary uplift of the contract, of approximately 1.5% per annum.

The other management costs contained in this plan cover insurance for our properties and the costs of running our community centres, grounds maintenance on housing estates and housing related anti-social behaviour management.

### ***Maintenance costs***

The Business Plan includes the costs of the day to day responsive repairs as well as the works required to let empty homes. East Kent Housing is providing five year asset management plans, covering all the capital works which are required (including kitchens and bathroom). We are aware that the cost of our responsive repairs service is high when compared with other housing authorities, but also that the satisfaction with the service provided is high when compared to other authorities. We are looking at ways to reduce the costs and will undertake a series of efficiency reviews in the short and medium term, including a retender of the responsive repairs contract with the other East Kent Housing local authorities in 2020.

## **5. Risks and mitigations**

In developing an effective HRA Business Plan, the council has identified risks which may impact on the ability of the council to fulfil its statutory obligations as a landlord and affect its ability to deliver the Vision and meet its aims as set out at the beginning of this plan.

### **Rent setting**

**Risk:** The financial modelling for the Business Plan has been developed using the rent increase model of linking the council's annual rent increase to the RPI plus 0.5%. In 2014 the Government changed the methodology for how rents would be set, under the new model proposed by central Government future increases in will be linked to the consumer price index (CPI) rather than the RPI for the next 10 years starting in 2015/16. The level of the CPI is generally lower than the RPI and so will reduce the amount of rent collected. Government also ended the policy of rent convergence, which aimed to bring social sector housing rents into alignment, this removed the option of adding a further £1 per week until convergence was met.

**Mitigation:** The council will monitor the risk to a loss of income throughout the life of the plan and make adjustments accordingly; this will include a refresh of the current financial modelling in 2015/16 to take account of the new Government guidance.

### **Welfare Reform**

**Risk:** The introduction of the Social Sector Size Criteria (commonly referred to as the Bedroom Tax) in April 2013 resulted in a reduction of housing benefit for working age tenants who have a property which is too big for their needs. The reductions range from 14% for tenants who under occupy by one additional bedroom, to a 25% reduction where a property is considered too large for a tenant's need by two bedrooms. It is currently estimated that around 170 tenants are affected by these changes are in arrears, representing a risk of approximately £30,000 per year.

From October 2013, the Government began to change current benefit structure and replaced a range of working-age benefits with a single benefits payment known as the Universal Credit. There will be a phased migration for all claimants; Universal Credit will be paid monthly in arrears to one member of the household. The payment will include any housing benefit element and the scope for direct landlord rent payment will be extremely limited.

The risks associated with Universal Credit are being monitored in the area where these changes are being piloted, however they may include

- Increased level of rent arrears if tenant households are unable to prioritise their expenditure. It is currently estimated that around 10 tenants are affected by these changes, representing a rent liability of around £5,000 per year.
- An increase in poverty, if a tenant has no access to any income due to either Universal Credit not being paid or a tenant not being able to budget using the single payment.

**Mitigation:** The Business Plan assumes an increase in bad debt provision from £50k per annum in 2013/14 to a total of £150,000 per annum in 2015/2016 to militate against the potential increase in rent arrears.

East Kent Housing will be conducting a best practice review of the implementation and management of Universal Credit in 2015 as well as continuing the delivery of the Welfare and Money advisor roles that have so far reduced the impact of the Social Sector Size Criteria on lost rental income.

### **Right to Buy**

**Risk:** The Government's changes to the Right to Buy Scheme, introduced in April 2012 may also place further pressure on this Business Plan. The increased level of discount available to tenants looking to purchase their homes (up to £75k), has led to an increase in the level of RTB activity and this may continue for the life of this plan. The business plan modelling has assumed that RTB sales will continue at around 24 completed sales each year. However if they were to increase to 30 sales per year, this would have a detrimental impact on the business plan of approximately £15m over 30 years.

**Mitigation:** The council has committed to spending just over £2m in 2015/16, a further £2m in 2016/17 and at least £3m in 2017/18 on the repurchasing of former council houses or new social housing developments.

## Appendix 1: Action Plan

<i>Aim 1 – Provide high quality housing services which meet the needs and aspirations of tenants through an effective delivery plan for East Kent Housing</i>					
<b>Ref.</b>	<b>Description</b>	<b>Priority</b>	<b>Lead role</b>	<b>Resources/ partners</b>	<b>Target</b>
1.1	Complete the tenant profiling exercise to identify the make-up of the tenant community.	H	EKH	Tenant Consultative Group / Area Board	April 2016
1.2	Undertake annual survey of tenants and leaseholders and develop action plan to increase tenant satisfaction	M	EKH	Ensure EKH have necessary budget in place	Annually
1.3	Complete the review of tenant participation and implement findings	H	EKH	Tenant Consultative Group / Area Board	March 2016
1.4	Investigate a suitable rewards scheme to recognise good tenants and encourage other tenants to conform to their tenancy conditions.	M	EKH		April 2016
1.5	EKH to achieve customer service excellent mark		EKH	All staff	Annually

**Aim 2 – Ensure investment is maintained in our council houses and Neighbourhoods to ensure that they remain desirable now and in the future**

Ref.	Description	Priority	Lead role	Resources/ partners	Target
2.1	Develop a repairs handbook for tenants and residents to coincide with the launch of the new responsive repairs contract	M	EKH	Neighbouring authorities. Budget identified	March 2020
2.2	Work with EKH to review other maintenance functions (e.g. gas servicing) and investigate the possibility of single contract or in-house provision	H	Client Officer / EKH	Neighbouring authorities	March 2016
2.3	Develop an Asset Management Strategy for HRA owned stock	H	EKH	Client CCC, Other Authorities	March 2017
2.4	Carry out options appraisals of maisonette blocks including St Andrews, Mannock House and Hertford Court which have proved to be unpopular and difficult to let	M	EKH	Property Services Division  Preferred RSL, partners, professional services as necessary	Sept 2017
2.5	Carry out stock condition survey to ensure data base remains up to date	H/M	EKH	Budget required to carry this out. Potential to work with other authorities to achieve efficiencies	March 2016
2.6	Carry out a review of the council owned hostels ensure that the accommodation is fit for purpose	H	EKH	Commissioned Services	December 2016
2.7	Design a housing standard which meets the aspiration of tenants across East Kent <ul style="list-style-type: none"> <li>Work with EKH to set up monitoring group to chart progress reviewing targets to ensure</li> </ul>	H	EKH	Programme of works and budget in place	December 2017

**Aim 2** – Ensure investment is maintained in our council houses and Neighbourhoods to ensure that they remain desirable now and in the future

Ref.	Description	Priority	Lead role	Resources/ partners	Target
	<p>compliance</p> <ul style="list-style-type: none"> <li>Take the whole property approach</li> </ul>				
2.8	Complete options appraisals for Enhanced housing schemes following the changing in funding arrangements	H	Client Officer / EKH	Finance, Legal, Property Services staff time.	May 2017
2.9	Work with tenants and partners in East Kent to procure a responsive repairs contact to provide a high quality, tenant focused and efficient service which meets our ongoing repairing liabilities	M	Client Officer / EKH	<p>EKH</p> <p>Neighbouring authorities:</p> <p>Dover District Council</p> <p>Shepway Borough Council</p> <p>Thanet Council</p>	March 2020
2.10	Develop joint working initiatives with Safer Neighbourhoods team to deal with Anti-social behaviour	H	Head of Safer Neighbourhoods	EKH, Police	March 2016

**Aim 3 – Empower tenants to challenge and scrutinize services and are at the heart of service improvement**

<b>Ref.</b>	<b>Description</b>	<b>Priority</b>	<b>Lead role</b>	<b>Resources/ partners</b>	<b>Target</b>
3.1	Work with tenants to identify a “Canterbury Standard” for their homes	M	EKH		April 2016
3.2	Complete the review of Enhanced Housing schemes,	H	EKH	Client Officer / Members	March 2015
3.3	East Kent Housing to agree a tenant scrutiny programme ensuring that tenants have a real say in the services which are in the programme	H	EKH	Tenants/ Client Officers, other EK Councils	Annually
3.4	EKH to develop service improvement groups ensuring they have representation from all sections of the tenant community (EKH)	H	EKH	Tenants/ Client Officers, other EK Councils	Annually

**Aim 4 – To tackle disadvantage and promote health and general wellbeing**

<b>Ref.</b>	<b>Description</b>	<b>Priority</b>	<b>Lead role</b>	<b>Resources/ partners</b>	<b>Target</b>
4.1	Strengthen the links between EKH and Council Community Development teams to ensure that tenants voices are heard in wider community involvement	H	EKH / Head of Community Services (CCC)	Community Development Service	On going
4.2	Develop a financial inclusion strategy for Council Tenants to include measures to tackle fuel poverty	H	EKH, Strategy Manager (CCC)		March 2017
4.3	EKH to undertake a project to ensure that they are fully engaged with the council's Digital by Design Strategy and that barriers to being able to use and enjoy digital services are understood and broken down	M	EKH /	DbD group	March 2017

***Aim 5 – maximise rental income to support continued investment in council housing and neighbourhoods***

<b>Ref.</b>	<b>Description</b>	<b>Priority</b>	<b>Lead role</b>	<b>Resources/ partners</b>	<b>Target</b>
5.1	Develop a financial inclusion strategy for Council Tenants to include measures to tackle fuel poverty	H	EKH, Strategy Manager (CCC)		March 2017
5.2	Carry out regular risk assessments to identify ways to mitigate risks of Welfare Reform	H	EKH	EKS revenues and benefits	March 2017

**Aim 6** - reduce the impact of Right to Buy on our housing stock numbers by buying former council houses, building new housing and working with social housing providers

<b>Ref.</b>	<b>Description</b>	<b>Priority</b>	<b>Lead role</b>	<b>Resources/ partners</b>	<b>Target</b>
6.1	Ensure Right to Buy receipts are spent on the acquisition of new or former council housing within the spending window	H	AD Planning and Regeneration	Strategy. Finance, property Services, Commissioned Services	Quarterly
6.2	Work with partners to investigate possibility of developing a Local Housing Company to build housing for rent.	M	Client and Head of Strategy	Neighbouring authorities	March 2017
6.3	Identify HRA owned land which may be suitable for development	M/H	Head of Business and Regeneration	Property Services Division Legal and Democratic Services	March 2017

**Aim 7** – ensure that the HRA is well managed and that the council’s aspiration to clear the debt resulting from self-financing by April 2031 is achieved

<b>Ref.</b>	<b>Description</b>	<b>Priority</b>	<b>Lead role</b>	<b>Resources/ partners</b>	<b>Target</b>
7.1	Develop IT Single Housing Management system to ensure accurate information is kept regarding repairs and capital works	H/M	EKH	ICT Services	March 2017
7.2	Work with EKH to make efficiency savings for 3 years (2015-2018)	H	EKH	Client Officer	March 2019
7.3	Through acquiring new or former social housing, forecast the projected savings by reducing the unit costs for maintenance and management	M	EKH	Client Officer, Finance Officer	March 2017