

Housing Revenue Account – Budget 2019/20

Summary

- This report sets out the Housing Revenue Account (HRA) budget and the reserves position for 2019/20
1. Following government policy changes the authority no longer has discretion to set rents at a local level, but instead are required to comply with a national approach where rents will be reduced by 1% per year, for four years, from April 2016.
 2. Other income and service charges for 2019/20 have been set on the following basis:
 - Garage rents are increased by RPI of 3.3%
 - Housing related support charges are increased in line with actual costs
 - Intensive housing management charges are increased in line with actual costs
 - Lifeline charges remain the same as 2018/19
 - Heating, Service and Sewerage charges are increased in line with actual costs
 3. The Housing Board have reviewed the Housing Revenue Budget for 2019/20 and the five year financial strategy. The Housing Board and the Tenants Forum also reviewed the housing rent and service charge proposals and recommend these for approval by Cabinet and Full Council.

Background

4. The HRA budget for 2019/20 reflects the service arrangements and investments in relation to the Council's housing services for the eighth year under 'Self Financing'.
5. The new financial arrangements enable the service to stand alone financially and take 'local' decisions for housing services.
6. Decisions about the level of expenditure in the Housing Revenue Account continue to be made in the context of a 30 year Business Plan. The current version was updated and approved at Cabinet in January 2016.
7. The Business Plan sets the financial strategy for Housing and the budget proposals are reflected in this report.
8. The Business Plan has been framed in the light of:
 - Estimated rental income is in line with the Government's guidance
 - Appropriate capital investment in maintaining the quality of the housing stock through planned maintenance and replacement works
 - The new build programme and service improvements
 - One for one replacement of Right to Buy sales
 - Servicing and repaying debt so that new borrowing is available for future maintenance works and/or investment in further new build schemes
 - Remodelling and modernising sheltered housing schemes

9. The Welfare Reform and Work Act 2016 requires registered providers of social housing in England to reduce social housing rents by 1% a year for 4 years from a frozen 2015 to 2016 baseline and to comply with maximum rent requirements for new tenancies. This is the fourth and final year of rent decreases to general needs properties and the third year for supported accommodation.
 - HRA rents for general needs properties are decreased by 1% in line with new government guidance
 - HRA rents for supported accommodation are decreased by 1% in line with government guidance
 - All dwelling rents to be revised to the formula rent level when the property is re-let
10. This change, alongside other national changes in housing policy, significantly reduces the Council's flexibility over longer-term decision making.
11. Income and expenditure is budgeted on an incremental and inflationary basis to reflect the financial and operational needs of the housing service.

Debt Cap Removal

12. In August 2018 Uttlesford were one of the ambitious councils who submitted a bid for funds to build more homes. It was the popularity of that bidding process amongst local authorities that led to the Government's unexpected announcement in October 2018 that the Housing Revenue Account (HRA) borrowing cap had been removed.
13. The removal of the cap is welcomed as it takes away one of the restrictions faced by local authorities looking to invest in their housing stock and build homes. Although the details are yet to be announced it should make it easier for the Council to access additional funds. However, the decision to increase HRA borrowing is not just dependent on whether it is permitted; it also needs to be affordable.
14. There is currently a balanced HRA business plan and therefore costs arising from additional borrowing would need to be funded either through additional income or a reduction in costs. The Government policy of rent reductions over 4 years has had a significant impact on income levels and limits the affordability of additional borrowing. Any increase in financing costs can only be met from finding savings elsewhere in the HRA.
15. The Council is already committed to building homes for local people and since the introduction of self-financing the Council has been able to build over 100 homes despite the previous borrowing cap.
16. Officers will be looking at the new financing rules and options for additional borrowing to support the Council's development of new homes and investment in its current stock.

Housing Revenue Account Budget 2019/20

17. The budget identifies a net operating surplus of £152,000 made up of total income of £15,352,000 and total expenditure of £15,200,000. The surplus has been allocated to fund agreed projects as detailed in the Business Plan.

18. This is the third year of the principal repayment of the Self Financing loan, a sum of £2,000,000 is payable annually. The capital receipts reserve was used to fund the total repayment in 2017/18 and contributed £413,000 in 2018/19, with the remainder funded from revenue. The 2019/20 repayment will be made in total from the capital receipts reserve.
19. The table below summarises the HRA budget for 2019/20, a more detailed breakdown is shown in Annexe G1.

	2018/19 Original Budget £'000	2018/19 Restated Budget £'000	2019/20 Original Budget £'000	Increase / (Decrease) £'000
Dwelling Rents	(14,333)	(14,333)	(14,147)	186
Rents and Charges (other)	(1,068)	(1,068)	(1,204)	(136)
Service Income	(15,401)	(15,402)	(15,352)	50
Housing Finance & Business Management	75	75	75	0
Housing Maintenance and Repairs Service	3,117	3,127	3,317	190
Housing Management and Homlessness	996	1,002	1,099	97
Service Expenditure	4,188	4,204	4,491	287
Recharge from General Fund	2,073	1,675	1,693	18
Depreciation and Impairment	3,769	3,770	3,979	209
Interest/Costs re HRA Loan	4,615	4,615	4,604	(11)
Other (net)	94	492	433	(59)
Non-Service Expenditure	10,551	10,552	10,708	157
Operating Surplus	(662)	(646)	(152)	494
Capital Receipt Reserve (for HRA Loan)	(413)	(413)	(2,000)	(1,587)
Funding of Capital Programme from HRA	1,047	5,779	2,692	(3,087)
Transfer to/from (-) Reserves	28	(4,720)	(539)	4,181
HRA (Surplus) / Deficit	0	0	0	0

20. The operating surplus for 2019/20 has reduced by £494,000 when compared to 2018/19, details of the movements in the budget are shown in the following table;

Description of variance	Amount £'000
Rent reduction (1%)	186,000
Inflationary increases (salaries)	193,000
Housing Repairs increased cost due to stock condition survey	74,000
Depreciation - change of accounting policy	209,000
Service charges (based on actual 2018/19 costs)	(127,000)
Minor variances	(41,000)
Total net variances	494,000

21. The 1% rent reduction has been applied in 2019/20 but this will revert to an increase of CPI plus 1% on general needs properties from 2020/21, in line with national policy.
22. It is proposed that the Council continue with the policy of where rent is still not at the formula rent level that the rent be revised to the formula rent level when the property is re-let.

23. In 2019/20 individual rents for tenants will be reduced by 1% decreasing the average rent to £97.78.
24. The Council manages a total of 414 garages, of these 299 are rented by private residents. It is proposed to increase the garage rents by RPI of 3.3% (as at September 2018). The current weekly rent is £10.28 and this will increase to £10.62 (excluding VAT) per week for 2019/20.
25. Three years ago the Council reviewed all support and housing management charges in preparation for further cuts to Housing Related Support (HRS) funding made by Essex County Council (ECC).
26. The review resulted in the introduction of an Intensive Housing Management (IHM) charge to recover a proportion of the reduction in funding from ECC. The IHM charge is covered by Housing Benefit and its introduction therefore lessened the impact of the cuts to HRS for those tenants on benefits who previously had not contributed to support costs.
27. All HRS funding from ECC ceased from April 2017 and the cost of support and intensive housing management is now recovered in full from all sheltered tenants. The rationale that ECC made for these cuts is that people who require this type of support can claim appropriate benefits to pay for it themselves.
28. It is proposed to continue to calculate the charges for the Council's sheltered housing scheme management service (made up from IHM and HRS) in line with actual costs. The charges to be set at:
- | | |
|--|-------------------------------|
| i) Intensive Housing Management (IHM): | £15.38 per week |
| ii) Housing Related Support (HRS): | <u>£6.26 per week</u> |
| Total Charge: | <u>£21.64 per week</u> |
29. It is proposed that charges for the Council's Lifeline service are not raised by inflation this year. This is because any increase in charges may result in further losses of service users to more competitively priced providers who now operate in the district. It should be noted that many of the competitors springing up in the district do not offer the same levels of service that the Council provides however for some service users price is the influencing factor in choosing a telecare service.
- | | |
|--|---------------------------|
| i) Lifeline service: | £4.45 (exc. VAT) per week |
| ii) Lifeline service plus extra sensors: | £5.45 (exc. VAT) per week |
30. The Council manages leasehold and freehold properties where service and sewerage charges are payable and these will continue to be calculated and charged in line with actual costs.
31. General needs and sheltered housing service and sewerage charges are calculated on the same basis as charges for Leasehold/Freehold properties.
32. Heating charges will be calculated and charged in line with actual costs.

Reserves

33. The reserves position for 2019/20 is shown in the table below and this is based on the estimated position at quarter 2 of 2018/19.

HRA Reserves	2018/19 P6 Forecast			Estimated Balance	2019-20 Estimates			Balance
	Actual Balance	Transfer from HRA	Transfer to HRA		Transfer from HRA	Transfer to HRA	Transfer between Reserve	
Reserve £'000	1st April 2018			1st April 2019				1st April 2020
<u>RINGFENCED RESERVES</u>								
Working Balance	524	6		530		(31)		499
	524	6	0	530	0	(31)	0	499
<u>USABLE RESERVES</u>								
Revenue Projects	180			180				180
Transformation Reserve	60			60				60
	240	0	0	240	0	0	0	240
<u>Capital Reserves</u>								
Capital Projects	0	228	0	228		(153)		75
Potential Projects	849		(494)	355		(355)		0
HRA Slippage	3,764	131	(3,582)	313				313
	4,613	359	(4,076)	896	0	(508)	0	388
TOTAL USABLE RESERVES	4,853	359	(4,076)	1,136	0	(508)	0	628
TOTAL RESERVES	5,377	365	(4,076)	1,666	0	(539)	0	1,127

34. The following table details the Capital Receipts and the Maintenance Repair Reserves.

Capital Receipts Reserve £'000	Actual Balance	Transfer from HRA	Transfer to HRA	Estimated Balance	Transfer from HRA	Transfer to HRA	Balance
	1st April 2018			1st April 2019			1st April 2020
Right to Buy	2,859	1,600	(1,497)	2,962	1,600	(3,623)	939
Other	40	465		505		(500)	5
Capital Receipt Reserve - Total	2,899	2,065	(1,497)	3,467	1,600	(4,123)	944
MRR	146	3,770	(3,415)	501	3,979	(4,090)	390

5 Year Budget forecast

35. The 5 year financial forecast for the HRA revenue and reserves position are detailed in the Medium Term Financial Strategy, Appendix C, and the capital programme and associated financing are detailed in the Capital Programme, Appendix F.

Impact

36.

Communication/Consultation	Tenants Forum and Housing Board reviewed the rent, heating, service and sewerage charges Corporate Management Team have reviewed the report
Community Safety	None
Equalities	EQIA submitted with the agenda to cover all budget reports
Health and Safety	None
Human Rights/Legal Implications	None
Sustainability	Affordable rent levels and appropriate housing supply are an important factor in the sustainability of local communities and in particular rural communities
None Ward-specific impacts	None
Workforce/Workplace	None

Risk Analysis

Risk	Likelihood	Impact	Mitigating actions
Changes in legislation may alter the assumptions contained in the proposed 2019/20 Budget and HRA Business Plan	2	2	Prudent budget mgt. and assumptions built into the budget, supported by minimum operational balance and earmarked reserves to provide a short term contingency
Rent arrears increase	2 – due to the withdrawal of the supporting people grant, welfare reforms inc. the roll out of Universal Credit	2 – increased arrears and resources needed to support tenants to manage their payments	Housing officers provide Tenant support for those in financial difficulty.
Vulnerable people at risk due to loss of supporting people grant and discontinued support from ECC for Lifeline alarms	3 – residents may struggle financially to self-fund	3 – extra support from officers and increased benefit claims and/or hardship grants	Increased officer support for tenants affected - will need help with their finances. Residents on HB can claim for supported services.
Failure to deliver major housing and development	2 – the Council has an ambitious	3 – schemes do not progress	Robust project planning and

projects	development programme		resources aligned to deliver projects.
Increase in interest rates	2 – not anticipated that rates will increase in the next year	3 – increase in loan repayment	Prudent budget management. Monitor the situation with our Financial Consultants, Arlingclose and consider fixed rate alternatives
Increases in Right to Buy discounts present a risk as the Council may be unable to replace stock at the same rate as sales	2 – Sales are already higher than estimated in the business plan	2 – Repayment of capital receipt to government	Continuous review of the Business Plan and possible options for new build housing

£'000	2018/19 Current Budget	2019/20 Original Budget	Increase / (Decrease)
Housing Revenue Income			
Dwelling Rents	(14,333)	(14,147)	186
Garage Rents	(214)	(224)	(10)
Other Rents etc	(3)	(3)	0
Charges for Services & Facilities	(850)	(977)	(127)
Contributions towards Expenditure	(2)	0	2
TOTAL INCOME	(15,402)	(15,352)	50
Housing Finance & Business Management			
Rents, Rates & Other Property Charges	75	75	0
	75	75	0
Housing Maintenance & Repairs Service			
Common Service Flats	201	204	3
Estate Maintenance	148	152	4
Housing Repairs	2,387	2,561	174
Housing Sewerage	55	58	3
Newport Depot	19	24	6
Property Services	318	318	0
	3,127	3,317	190
Housing Management & Homelessness			
Housing Services	416	470	54
Sheltered Housing Services	586	629	43
	1,002	1,099	97
Total Service Expenditure	4,204	4,491	287
Other Costs			
Bad Debt Provision	100	100	0
Depreciation - Dwellings (to MRR)	3,568	3,888	320
Depreciation - Non- Dwellings (to MRR)	202	91	(111)
Interest/Costs re HRA Loan	2,615	2,604	(11)
Repayment of HRA Loan	2,000	2,000	0
Investment Income	(15)	(42)	(27)
Pension Costs - Added Years	19	19	0
Pension Deficit - Triennial payment	0	0	0
Recharge from General Fund	1,675	1,693	18
HRA Share of Corporate Core	398	366	(32)
Right to Buy Admin Allowance	(10)	(10)	0
Total Non-Service Expenditure	10,552	10,708	157
TOTAL EXPENDITURE	14,756	15,199	444
OPERATING (SURPLUS)/DEFICIT	(646)	(152)	494
Funding from Cap Rec Res for HRA Loan	(413)	(2,000)	(1,587)
Funding of Capital Programme from HRA			
Capital Schemes Funded from Revenue	5,779	2,692	(3,087)
	5,779	2,692	(3,087)
Transfers to/(from) Reserves			
Capital Projects	(849)	(153)	696
Change Management Reserve	0	0	0
Potential Developments	0	(355)	(355)
HRA Slippage Reserve	(3,779)	0	3,779
HRA Slippage Reserve	0	0	0
Sheltered Housing Reserve	0	0	0
Transformation Reserve	0	0	0
Working Balance	(92)	(31)	61
	(4,720)	(539)	4,181
(SURPLUS)/DEFICIT	0	0	0

Housing Revenue Account Business Plan Priorities for Action
2016 - 2021

Action	Timescale	Resources	Outcome	Update January 2019
1. Operate a sound and viable housing business in a professional and cost effective manner				
Continue to develop business plan financial model to inform investment and service planning	Ongoing	Within existing resources	HRA that continues to be managed on sound business principles	<p>The imposition of a 1% annual rent cut for four years from 1st April 2016 continues to have a significant effect on available resources over the life of the HRA Business Plan, limiting the affordability of additional borrowing.</p> <p>The HRA Business plan and financial model has been updated and shows that there will be pressures on the HRA in 2020 if the current level of expenditure on stock and new build continues as modelled</p> <p>The HRA Business Plan allows the council to have flexibility as to when loans are repaid and consideration will need to be given to refinancing the loans in order to both meet investment opportunities, and to balance the gap in the financial plan</p> <p>The Government announced in October 2018 the removal of the HRA borrowing cap. Officers will be looking at how the new financing rules will work to help the council continue to invest in its stock and build new homes. The potential for additional HRA</p>

Action	Timescale	Resources	Outcome	Update January 2019
				borrowing will be considered as part of that work
Prepare for supporting people funding reductions	Mar-17	Within existing resources	Options identified to enable key services to continue to be delivered	<p>Complete. New delivery model for sheltered housing in place. Tenants have been written to and new charges explained. All costs are now fully recoverable from tenants since the ending of support grant funding from county</p> <p>A new Intensive Housing Management (IHM) charge has been introduced – this can be included in Housing Benefit claim to reduce impact on residents receiving this service</p>
Improve performance management systems in Housing Services	Mar-17	Within existing resources	PI targets based on a combination of performance of peer LA's in HouseMark benchmarking group and historic UDC performance data	The Housing Service has developed a suite of Performance Indicators (PIs) to monitor services against its own targets, and to provide customers with information on how our services are performing. These PIs are monitored by managers on a monthly basis, with key indicators reported to CMT
Maximise income to the HRA by achieving high collection rates for rents, service charges, sewage charges, garage rents and miscellaneous invoices	Ongoing	Within existing resources	Rent arrears action taken at an earlier stage to prevent arrears from escalating. Providing debt support and signposting to tenants/leaseholders who are struggling. Corporate approach to rent collection to ensure join-up with individual cases	Income collection has been separated from the debt support work resulting in a significant reduction in rent arrears
Implement re-chargeable	Apr-16	Within existing	Improve recovery of costs of repairs	Complete. A new re-charge policy has been

Action	Timescale	Resources	Outcome	Update January 2019
repairs policy		resources	which are tenants' responsibility	<p>written to clarify the definition of rechargeable repairs and to improve the recovery of costs associated with rechargeable repairs and to deter misuse or negligence of Council property by tenants</p> <p>By identifying and recovering these costs, it enables the council to reinvest the money to help improve services and properties which will ultimately benefit tenants</p>
Evaluate the alternative options available for the delivery of housing services through strategic and /or operational partnerships	Apr-17	Within existing resources	Options identified for step change improvement in value for money	<p>Options for expanding the repairs service currently provided to UDC tenants to other housing providers through Aspire Property Services have been evaluated but not found to be cost effective to pursue</p> <p>Alternative options for the delivery of housing repairs and void works are currently being evaluated</p>
Review the arrangements for the management of non-housing assets	Oct-16	Within existing resources	Rationalisation of management responsibilities and clarification of development potential	Complete. Asset Management and Development Strategy in place
Ensure the void turnaround figures do not exceed targets to minimise rent losses	Ongoing	Within existing resources	Rent loss through voids minimalised	Further review of the void processes carried out in August 2017 following recommendations from the Tenant Regulatory Panel (TRP). Review shows that new processes that have been implemented are working well
2. Ensure that all the council's tenants live in a decent home in settled communities for as long as needed, consistent with the council's				

Action	Timescale	Resources	Outcome	Update January 2019
Tenant Strategy				
Review tenant strategy to ensure that local housing need is met and assets are used effectively, utilising all available flexibilities	Apr-17	Within existing resources	Updated strategy	Complete. Strategy has been reviewed. No change to policy recommended at this time
Create a tenancy sustainment team	Aug-16	Within existing resources	Increased support for vulnerable tenants. A failed tenancy costs the Council several thousands of pounds so the success of this team will ultimately save money for re-investment in the housing stock	Complete. Team in place. Successful Tenancy Sustainment Programme implemented. We have been able to prevent evictions, organise sustainable repayment programmes and tenancies, and help individuals who have been previously unable to engage with us and many other support organisations. The service was been nominated for a Partnership Working Award in this year's You Make the Difference in Essex Awards
Improve the information on the housing stock	Apr-17	Within existing resources	Accessible up to date stock data	Complete. New stock data management system (SAM) has been implemented. Work is progressing on collecting stock data and a temporary surveyor will be employed to carry out survey work in the first year - it is anticipated that thereafter a 100% stock condition survey will be achieved on a rolling 5 year basis.
Continue to manage and maintain the housing stock effectively and efficiently	Ongoing	Within identified resources - approximately	Well maintained homes and assets to minimum decent homes standard	Planned works programmes are progressing well. The authority is continuing to deliver a significant programme of

Action	Timescale	Resources	Outcome	Update January 2019
ensuring that properties meet, as a minimum, the decent homes standard		£5.3m pa		investment in the stock. A robust monthly budget monitoring process has been implemented to ensure that projects are delivered on budget
Deliver an improved repairs and maintenance service through: 1. Enhancement of mobile technology for repairs and voids teams; 2. Electronic van stocking of operatives' vehicles 3. Online reporting of repairs	Aug-16	£120k	Homes well maintained Improved tenant satisfaction More efficient and responsive deployment of personnel	Complete. Project plan to deliver IT improvements implemented 1. Mobile technology has been rolled out to all Surveyors and Operatives who can now raise and receive works orders/job tickets electronically 2. Decision made not to implement new electronic stock system following unsuccessful trials 3. Schedule Board being used by Repairs Planners to enable on-line scheduling of repairs jobs
Improve average energy efficiency for council properties	Apr-17	£530k	Reduced fuel costs for residents	Complete. All works identified in Phase I, II and III now complete and included: air source heat pumps/external wall cladding/solar panels Further properties identified for improvement works and budgets being prepared for works to be carried out in 2019/20
Continue to fund disabled adaptations for tenants and improve the delivery process	Ongoing	£260k pa	Reduction in the time people have to wait for adaptations	New Disabled Adaptation Policy in place. Disabled adaptations continue at a high demand – currently able to meet all requests within a reasonable timescale

Action	Timescale	Resources	Outcome	Update January 2019
Undertake fundamental review of policies and procedures to ensure service is 'Fit for Purpose'	Ongoing	Within existing resources	Policies in place that reflect best practice/current legislation	All policies and procedures along with equality impact assessments regularly reviewed. Changes identified are brought to the tenant forum and housing board for approval
3. Help tenants and leaseholders get involved with decisions about their housing				
Continue to develop Housing Regulatory Panel to scrutinise the performance of the Housing Service and to undertake service reviews	Ongoing	5k pa - training for members	A Housing Regulatory Panel that deliver in-depth challenging inspections - achieving improvements that really matter to tenants	The TRP have carried out a review of repairs and the sheltered housing service following their successful review of the Void process. Reports have been presented to officers and progress with implementing the recommendations will be reported to the TRP and Housing Board
Review the approach to gathering tenant feedback and satisfaction	Mar-17	Within existing resources	Refreshed approach to assessing tenant satisfaction to inform service improvement planning	Complete. Online satisfaction survey has been designed so that tenants can feed back immediately after repair is carried out New STAR tenant satisfaction/feedback survey sent to all tenants in March 2017. Results have been analysed and show an overall improvement in satisfaction with housing services (see below)
Link tenant participation with opportunities for skill development	Ongoing	Within existing resources	Skilled Tenant Forum and Tenant Regulatory Panel members	Annual training programme in place
Publish annual tenants report	Ongoing	£3k pa	Annual report published	Annual report published

Action	Timescale	Resources	Outcome	Update January 2019
Benchmark service with other landlords through HouseMark	Ongoing	Within existing resources	Core benchmarking data uploaded to HouseMark for full organisational review	<p>The Housing Service uses Housemark to benchmark its performance against other landlords</p> <p>Latest core benchmarking data has been submitted – performance data and comparison with other authorities is reviewed by officers at section heads meeting</p> <p>Performance compares well to other councils, with indicators relating to rent collection and repairs sitting within the top quartile. Compared to the previous year, costs have remained roughly the same in all areas except lettings which has marginally increased, whilst performance has improved in repairs and tenancy management</p> <p>Whilst Performance Indicators are instrumental in assessing performance, the opinion and views of tenants adds an extra depth and validity to the council's performance and service improvement works. In 2017 the council carried out its third district wide survey of tenants and residents (STAR) following surveys completed in 2012 and 2008.</p> <p>Using a core questions set compiled by HouseMark comparative data has been</p>

Action	Timescale	Resources	Outcome	Update January 2019
				<p>obtained on the services offered to tenants. In addition the inclusion of additional questions has provided information regarding the wider determinants of health associated with housing and neighbourhood interaction.</p> <p>Results of STAR 2017 show that levels of satisfaction are mostly positive amongst all service areas within housing services. Performance has remained stable over the 5 year period as have the priorities of the tenants.</p> <p>The survey shows that 83.5% of out tenants are satisfied with the service</p>
4. Regenerate the stock/estates and build new affordable rented council housing in an efficient and effective manner				
Deliver the new homes programme	Mar-21	£6.898m	New homes to replace those lost though RTB sales - approximately 6 -10 per year	<p>Development programme on track - completed sites to date include:</p> <p>Holloway Crescent, Leaden Roding Phase I & II: 13 properties Mead Court, Stansted Phase I & II: 29 properties Catons Lane, Saffron Walden: 6 properties Walden Road, Radwinter: 8 properties Sheds Lane, Saffron Walden: 3 properties</p> <p>Construction has started on site at:</p> <p>Newton Grove, Great Dunmow: 4 properties</p>

Action	Timescale	Resources	Outcome	Update January 2019
				<p>Frambury Lane, Newport: 5 properties</p> <p>Continuing to investigate possibility of UDC becoming delivery partner on some S106 sites - subject to RTB receipts</p>
Deliver Sheltered scheme re-development programme	Mar-18	£11.5m	Fit for purpose accommodation for the elderly	<p>Development programme on track – completed sites to date include:</p> <p>Reynolds Court Phase I: 15 properties</p> <p>Reynolds Court Phase II: 26 properties</p> <p>Construction has started on site at:</p> <p>Hatherley Court Phase I: 15 properties (due to complete January 2019)</p> <p>Hatherley Court Phase II: 11 properties plus new 1 new build property (due to complete April 2020)</p> <p>Members have approved plans to progress redevelopment of Walden Place – project due to commence in 2019/20</p>
Review housing asset management strategy	Apr-18	Within existing resources	Established a clear policy on the use of HRA assets, regeneration and development	<p>Complete - Strategy has been reviewed. 3 small single plot development sites have been sold on the open market and income has been ring fenced to HRA development programme reserve</p>

Action	Timescale	Resources	Outcome	Update January 2019
Develop and implement initiatives for improving estates	Ongoing	Within existing resources	Delivery of estate improvement/ regeneration initiatives as part of the housing asset management strategy. Delivery of resident led improvements	Regular trailer events being held with more agencies offering to attend / estate inspection; projects identified for estate regeneration
Carry out development appraisals of identified sites and review business plan capacity to develop	Mar-21	Revenue cost of £50k pa for surveyor to co-ordinate works	Established housing development programme	<p>Proposals/plans being drawn up for sites at The Moors, Little Dunmow: 16 properties</p> <p>A number of garage and infill sites and excess garden land are being assessed for development viability, or for the opportunity to sell in order to cross-subsidise the development programme: 20 properties</p>