

Housing Revenue Account – Budget 2021/22

Summary

1. This report sets out the Housing Revenue Account (HRA) budget and the reserves position for 2021/22.
2. Housing and supported accommodation rents to be increased by 1.7% as per central government policy. When a property is re-let the rent will be revised to the formula rent level.
2. Other income and service charges for 2021/22 have been set on the following basis:
 - Garage rents are increased by RPI of 1.1%
 - Housing related support charges are increased in line with actual costs
 - Intensive housing management charges are increased in line with actual costs
 - Lifeline charges are increased by RPI of 1.1%
 - Heating, Service and Sewerage charges are increased in line with actual costs
3. The Housing Board reviewed the Housing Revenue Budget for 2021/22 and the five year financial strategy on the 10 December and the Tenants Forum also reviewed the housing rent and service charge proposals on the 4 December.

Background

4. The HRA budget for 2020/21 reflects the service arrangements and investments in relation to the Council's housing services for the tenth 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 and is reviewed annually. A full re-write of the plan is due in 2021.
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. 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

10. 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.
11. 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. However, the decision to increase HRA borrowing is not just dependent on whether it is permitted; it also needs to be affordable.
12. 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.
13. 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, redevelop or directly purchase 146 homes despite the previous borrowing cap.

National Social Rent Policy

14. Since 2001, rents for properties let at 'social rent' have been set based on a formula set by government. This creates a 'formula rent' for each property, which is calculated based on the relative value of the property, relative local income levels, and the size of the property. An aim of this formula-based approach is to ensure that similar rents are charged for similar social rent properties.
15. In 2011, the government introduced 'affordable rent' which permits rents to be set at up to 80% of market rent. The policy allows the council to let new build properties at affordable rent where certain conditions apply.
16. The majority of the councils new build properties are let at affordable rent and the additional income make it possible to build more homes.
17. In October 2017, government announced its intention to set a long term rent deal for social housing landlords in England. This new policy permits annual rent increases on both social rent and affordable rent properties of up to consumer price index (CPI) plus one percentage point from 2020, for a period of at least five years.
18. Rents are set in line with Government policy and to that end the council's social and affordable rents have been modelled at CPI+1% from 2021/22. The Council's Housing Revenue Account Business Plan fundamentally requires this level of increase to take place to remain viable.
19. 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.

Covid 19 Budget implications

21. The HRA is forecasting a balance budget position for the current financial year. However, the remains concern over the on-going social-economic factors which will emerge as a result of the current pandemic.
22. The coronavirus pandemic adversely affected re-let times in 2020/21 as choice based lettings were suspended for a period of time during the first lockdown. This meant the properties which were void before or during the period of suspension remained void for a much longer period of time than usual, increasing void losses.

Housing Revenue Account Budget 2021/22

23. The following table summarises the HRA budget for 2021/22, a more detailed breakdown is set out in Annex G1. The budget identifies a net operating surplus of £2,825,000 made up of total income of £16,170,000 and total expenditure of £13,345,000, allowing a contribution to fund the capital programme of £650,000 and an addition to reserves of £175,000 for future capital projects

	2020/21 Original Budget £'000	2020/21 Restated Budget £'000	2021/22 Original Budget £'000	Increase / (Decrease) £'000
Dwelling Rents	(14,667)	(14,667)	(14,875)	(209)
Rents and Charges (other)	(1,312)	(1,312)	(1,295)	17
Service Income	(15,979)	(15,979)	(16,170)	(192)
Housing Finance & Business Management	75	75	80	5
Housing Maintenance and Repairs Service	3,270	3,270	3,547	277
Housing Management and Homlessness	1,219	1,219	1,194	(25)
Service Expenditure	4,564	4,564	4,821	257
Recharge from General Fund	1,652	1,652	1,167	(485)
Depreciation and Impairment	4,621	4,621	4,281	(339)
Interest/Costs re HRA Loan	2,613	2,613	2,601	(12)
Other (net)	317	317	475	157
Non-Service Expenditure	9,203	9,203	8,525	(678)
Operating Surplus	(2,212)	(2,212)	(2,825)	(613)
Repayment of HRA Loan	2,000	2,000	2,000	0
Capital Receipt Reserve (for HRA Loan)	(2,000)	(2,000)	0	2,000
Funding of Capital Programme from HRA	1,325	1,325	650	(675)
Transfer to/from (-) Reserves	887	887	176	(711)
HRA (Surplus) / Deficit	0	0	0	0

24. The following table sets out the key budget movements from 2020/21 to 2021/22 and paragraphs 25 to 35 provides a breakdown of all the HRA income;

Budget Movements	£'000
2020/21 Net Operating Surplus	(2,212)
Dwelling Rents inflationary increases	(209)
Income (other) - changes are in line with actual costs	17
Housing Repairs - Budget estimated due to first year JV and budget realigned to reflect actual cost of service	177
Property Services - Budget estimated due to first year JV and budget realigned to reflect actual cost of service	80
Depreciation on Housing Stock - Current market valuations adjustment	(325)
Pension Deficit Payment - Advanced triennial payment made in 2020/21 - no payments until 2023/24	(126)
Recharge from General Fund - calculated on apportionment of central services required using budgeted GF costs	(208)
Other minor variances	(19)
	(613)
2021/22 Net Operating Surplus	<u>(2,825)</u>

Housing Rents

25. Rents are set in line with Government policy. This will give all tenants a 1.7% increase in their current rent. The average rent in 2020/21 was budgeted as £100.84 however the actual average rent as at September 2020 was £100.87. In 2021/22 the average rent will increase to £102.73.

Garage rents

26. The Council manages a total of 450 garages, of these 305 are rented by private residents. It is proposed to increase the garage rents by RPI of 1.1% (as at September 2020). The current weekly rent is £10.87 and this will increase to £10.99 (excluding VAT) per week for 2021/22.

Housing Related Support (HRS) charges and Intensive Housing Management (IHM) charges

27. In 2017 the council reviewed all support and housing management charges in preparation for further cuts to HRS funding made by Essex County Council (ECC).
28. 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.
29. 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.
30. 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):	£16.29 per week
ii) Housing Related Support (HRS):	£ 6.05 per week
Total Charge:	£22.34 per week

Lifeline Service

31. It is proposed charges for the council's Lifeline service are raised by RPI of 1.1% (as at September 2020) following a 2 year freeze. The current weekly charge is £4.45 and this will increase to £4.50 (excluding VAT) per week for 2021/22. There is an additional cost of £1 for extra sensors.

Heating, service and sewerage charges

32. 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.

33. General needs and sheltered housing service and sewerage charges are calculated on the same basis as Leasehold/freehold properties.

34. Heating charges will be calculated and charged in line with actual costs

Garden Welfare

35. The Council provides a gardening scheme for tenants who are unable to maintain their gardens because they have a physical or mental health disability or a long term illness.

36. For some tenants this may be a one-off clearance that then enables them to keep their garden tidy in the future, whilst others may need regular maintenance visits as well. Proposed fees for this service for 2021/22 are:

Garden Service	Cost (exc. VAT)
One-off clearance	£40.00
One-off clearance (Substantial clearance where the majority of the garden is ➤ higher than 1 metre, this ➤ includes bramble, grass and weeds)	£75.00
Grass cutting: Throughout the growing season and includes up to two hedge cuts a year <i>This charge will not be covered by housing benefit and is payable throughout the year</i>	£3.50 per week

Reserves

37. The reserves position for 2021/22 is shown in the table below and this is based on the estimated position at quarter 2 of 2020/21.

Reserve £'000	2020/21 Q2 Forecast			Estimated Balance 31st March 2021	2021-22 Estimates		
	Actual Balance 1st April 2020	Transfer from HRA	Transfer to HRA		Transfer from HRA	Transfer to HRA	Balance 31st March 2022
<u>RINGFENCED RESERVES</u>							
Working Balance	514		(10)	504		(40)	464
TOTAL RINGFENCED RESERVES	514	0	(10)	504	0	(40)	464
<u>USABLE RESERVES</u>							
Revenue Reserves	180		0	180			180
Revenue Projects	160		0	160			160
Transformation Reserve				0			0
	340	0	0	340	0	0	340
<u>Capital Reserves</u>							
Capital Projects	13		897	910	216		1,126
Potential Projects Reserve	110			110			110
Sheltered Housing Projects Reserve				0			0
HRA Slippage Reserve	1,302			1,302			1,302
	1,425	0	897	2,322	216	0	2,538
TOTAL USABLE RESERVES	1,765	0	897	2,662	216	0	2,878
TOTAL RESERVES	2,279	0	887	3,166	216	(40)	3,342

38. The following table details the Capital Receipts and the Major Repairs Reserve.

Reserve £'000	2020/21 Q2 Forecast			Estimated Balance 31 March 2021	2021-22 Estimates		
	Actual Balance 1st April 2020	Transfer from HRA	Transfer to HRA		Transfer from HRA	Transfer to HRA	Balance 31 March 2022
<u>OTHER RESERVES</u>							
Capital Receipt Reserve	1,789	1,761	(2,552)	998	1,600	(1,037)	1,562
Major Repairs Reserve	215	4,621	(4,022)	814	4,230	(4,345)	699
TOTAL	2,004	6,382	(6,574)	1,812	5,830	(5,382)	2,261

5 Year Budget forecast

39. 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.

Self financing and 30 year Business Plan

40. As part of the self financing arrangements a 30 year Business plan was produced to set out the council's priorities for the housing stock, this was updated in 2016. Annex G2 provides an update on the progress to date.

Impact

41.

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	None
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
Property lettings suspended again due to the pandemic	2 – Further lockdowns may require more stringent measures	3 Increase in numbers of people in housing need loss of rental income	Source temporary accommodation in hotels until property lettings resume
Changes in legislation may alter the assumptions contained in the proposed 2021/22 Budget and HRA Business Plan	2 - we are currently unaware of any changes	2 – reduced income and or increased costs	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 – Long term effects of the pandemic	2 – increased arrears and resources needed to support tenants to manage their payments	Housing officers and Benefit Welfare Officer provide Tenant support for those in financial difficulty.
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 significantly 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
RTB replacements – The HRA will not be able to build up enough receipts to fully finance 30% of the scheduled developments at the time of construction	2 HRA unable to sustain additional borrowing	2 RTB receipts will have to be paid back	Continuous review of the Business Plan and borrowing options Lobby Government to change rules on using RTB receipts

Housing Revenue Account – 2021/22 Budget

£'000	2020/21 Original Budget	2020/21 Current Budget	2021/22 Original Budget	Increase / (Decrease)
Housing Revenue Income				
Dwelling Rents	(14,667)	(14,667)	(14,875)	(209)
Garage Rents	(230)	(230)	(233)	(3)
Other Rents etc	(3)	(3)	(1)	2
Charges for Services & Facilities	(1,079)	(1,079)	(1,061)	19
Contributions towards Expenditure	0	0	0	0
TOTAL INCOME	(15,979)	(15,979)	(16,170)	(192)
Housing Finance & Business Management				
Rents, Rates & Other Property Charges	75	75	80	5
	75	75	80	5
Housing Maintenance & Repairs Service				
Common Service Flats	209	209	224	15
Estate Maintenance	196	196	200	4
Housing Repairs	2,449	2,449	2,626	177
Housing Sewerage	60	60	61	1
Newport Depot	0	0	0	0
Property Services	356	356	436	80
	3,270	3,270	3,547	277
Housing Management & Homelessness				
Housing Services	528	528	536	8
Sheltered Housing Services	691	691	658	(33)
	1,219	1,219	1,194	(25)
Total Service Expenditure	4,564	4,564	4,821	257
Other Costs				
Bad Debt Provision	100	100	100	0
Depreciation - Dwellings (to MRR)	4,555	4,555	4,230	(325)
Depreciation - Non- Dwellings (to MRR)	66	66	51	(14)
Interest/Costs re HRA Loan	2,613	2,613	2,601	(12)
Investment Income	(13)	(13)	0	13
Pension Costs - Added Years	19	19	0	(19)
Pension Deficit - Triennial payment	126	126	0	(126)
Recharge from General Fund	1,652	1,652	1,167	(485)
HRA Share of Corporate Core	96	96	385	289
Right to Buy Admin Allowance	(10)	(10)	(10)	0
Total Non-Service Expenditure	9,203	9,203	8,525	(678)
TOTAL EXPENDITURE	13,767	13,767	13,345	(422)
OPERATING (SURPLUS)/DEFICIT	(2,212)	(2,212)	(2,825)	(613)
Funding from Cap Rec Res for HRA Loan	(2,000)	(2,000)	0	2,000
Repayment of HRA Loan	2,000	2,000	2,000	0
Funding of Capital Programme from HRA				
Capital Schemes Funded from Revenue	1,325	1,325	650	(675)
	1,325	1,325	650	(675)
Transfers to/(from) Reserves				
Capital Projects	897	897	216	(681)
Change Management Reserve	0	0	0	0
Potential Developments	0	0	0	0
HRA Slippage Reserve	0	0	0	0
HRA Slippage Reserve	0	0	0	0
Sheltered Housing Reserve	0	0	0	0
Transformation Reserve	0	0	0	0
Working Balance	(10)	(10)	(40)	(30)
	887	887	176	(711)
(SURPLUS)/DEFICIT	0	0	0	0

Housing Revenue Account Business Plan Priorities for Action
2016 – 2021

Action	Timescale	Resources	Outcome	Update January 2021
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 council has been undertaking formal business planning for the Housing Revenue Account (HRA) since the introduction of the self-financing regime for council housing in 2012</p> <p>For 2021/22 The Council's social and affordable rents have been modelled at CPI+1%. The business plan fundamentally requires this level of increase to take place to remain viable following a period of 4 years during which there has been an annual reduction in all social rents of 1% in line with Government requirements</p>
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	Complete. 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

Action	Timescale	Resources	Outcome	Update January 2021
				services are performing. These PIs are monitored by managers on a monthly basis, with key indicators reported quarterly 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 All costs for services provided are fully recovered through annual charges
Implement re-chargeable repairs policy	Apr-16	Within existing resources	Improve recovery of costs of repairs which are tenants' responsibility	Complete. A new re-charge policy has been 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 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
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	Alternative options for the delivery of housing repairs and void works have been evaluated with the preferred option being a joint venture with the Norse Group. Uttlesford Norse Ltd, jointly owned on an equal basis by Uttlesford District Council and Norse, have taken on all the housing response repairs, maintenance and void works from 1 April 2020
Review the arrangements for the management of non-	Oct-16	Within existing resources	Rationalisation of management responsibilities and clarification of	Complete. Asset Management and Development Strategy in place

Action	Timescale	Resources	Outcome	Update January 2021
housing assets			development potential	
Ensure the void turnaround figures do not exceed targets to minimise rent losses	Ongoing	Within existing resources	Rent loss through voids minimalised	<p>A further review of the void processes carried out in 2019 following recommendations from the Tenant Regulatory Panel (TRP)</p> <p>New processes introduced include a move to weekly bids and advertising hard to let bungalows as being available for any age groups on the first time of advertising</p> <p>Whilst the review shows that the new processes that have been implemented are working well the void turnaround figure is exceeding targets. This is in part due to a number of unpopular hard to let properties affecting the void figures. For each of these void properties Officers consider if they represent a development opportunity or what can be done to make them more desirable</p>
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 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

Action	Timescale	Resources	Outcome	Update January 2021
				other support organisations
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. UNL are progressing on collecting stock data – it is anticipated that 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 ensuring that properties meet, as a minimum, the decent homes standard	Ongoing	Within identified resources - approximately £5.3m pa	Well maintained homes and assets to minimum decent homes standard	The authority is continuing to deliver a significant programme of investment in the stock to ensure that all properties continue to meet the decent homes standard. Planned works programmes are progressing well through UNL however some contracts have been delayed due to the pandemic
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, including mobile technology, has been implemented In 1 April 2020, under UNL, new ICT systems were introduced including mobile technology, electronic van stock and online reporting of repairs
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 of the Business Plan have been completed and include the installation of air source heat pumps/external wall cladding/solar panels to council properties Further properties have been identified for improvement works and budgets are being prepared for works to be carried out in 2021/22

Action	Timescale	Resources	Outcome	Update January 2021
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	Disabled Adaptation Policy in place. There continues to be a high demand for disabled adaptations however we are currently able to meet all requests within a reasonable timescale
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 are 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 are 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 November 2019. 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 to tenants prepared which included performance data as well as satisfaction data from the STAR survey

Action	Timescale	Resources	Outcome	Update January 2021
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 2019 the council carried out a district wide survey of tenants and residents (STAR survey).</p> <p>Using a core questions set compiled by HouseMark comparative data has been obtained on the services offered to tenants. In addition the inclusion of additional questions has provided information regarding the way the council engages with tenants through the tenant forum and tenant regulatory panel</p> <p>Results of STAR 2019 show that levels of satisfaction have remained positive amongst all</p>

Action	Timescale	Resources	Outcome	Update January 2021
				service areas within housing services over the 5 year period of the business plan. The survey shows that the majority of tenants are satisfied with the overall services provided (80.42%)
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 through RTB sales - approximately 6 -10 per year	The development programme is on track - 146 new/redeveloped properties have been delivered to date during the life of the business plan and work has commenced on site for a further 16 properties. Officers are continuing to investigate possibility of UDC becoming delivery partner on some S106 sites - subject to sufficient RTB receipts
Deliver Sheltered scheme re-development programme	Mar-18	£11.5m	Fit for purpose accommodation for the elderly	Holloway Crescent and Mead Court have been demolished to provide new build general needs properties. Reynolds Court and Hatherley Court have been re-developed Members have approved plans to progress the re-development of Walden Place – project due to commence in 2021/22 Consultation has begun on the re-development of Alexia House and Parkside
Review Housing Asset Management Strategy	Apr-18	Within existing resources	Established a clear policy on the use of HRA assets, regeneration and development	Complete. Strategy has been reviewed

Action	Timescale	Resources	Outcome	Update January 2021
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	<p>Regular trailer events being held with more agencies offering to attend.</p> <p>Estate inspections carried out. Work identified has been added to the planned work programme. Consultation with residents affected has commenced</p>
Carry out development appraisals of identified sites and review business plan capacity to develop	Mar-21	Revenue cost of £50k pa for officer/surveyor to co-ordinate works	Established housing development programme	<p>Proposals/plans have been drawn up/approved for sites in Great Chesterford and Saffron Walden that will deliver 27 council properties. The financing of these schemes will be through a combination of RTB receipts, S106 receipts, HRA funds and borrowing</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</p>