



## Revenue Budget Proposals 2025-26 - Housing Revenue Account (HRA)

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<b>Lead Member/Relevant Portfolio Holder</b>	<b>Councillor Pip Allnatt</b> - Leader of the Council & Portfolio Holder for Housing, Leisure and Landlord Services <b>Councillor Sarah Cox</b> – Portfolio Holder for Corporate Finance, Property and Resources

<b>Corporate Priority:</b>	Providing high quality council homes and landlord services Ensuring the right conditions to support delivery (inward)
<b>Relevant Ward Member(s):</b>	All
<b>Date of consultation with Ward Member(s):</b>	N/A
<b>Exempt Information:</b>	No
<b>Key Decision:</b>	No
<b>Subject to call-in:</b>	No Not key decision

### 1 Summary

- 1.1 The purpose of this report is to update on the financial position of the Housing Revenue Account (HRA) and, in line with the parameters set by government, to set the rents of the

Council dwellings with an increase of 2.70%, approve the HRA budget estimates for 2025-26 and continue to set the working balance for 2025-26 at £1m.

## 2 Recommendations

- 2.1 **That Cabinet notes the financial position on the HRA as at 30 November 2024 and the year-end forecast for both revenue and capital and**
- 2.2 **Approves the increase of 5% to the Independent Living Service charge as per paragraph 5.25, and:**

**Recommends to Council that:**

- 2.3 **The budget estimates for 2025-26 be approved.**
- 2.4 **An average rent increase of 2.70% for all Council dwellings be approved with effect from 1 April 2025.**
- 2.5 **The 2025-26 capital programme be approved.**
- 2.6 **That delegated authority be given to the Director for Housing and Communities in consultation with the Director for Corporate Services and Portfolio Holder for Council Housing and Landlord Services to approve virements within the HRA capital programme during the year to provide flexibility to meet emerging needs and maintain decent homes.**

## 3 Reason for Recommendations

- 3.1 The Local Government and Housing Act 1989 (the 1989 Act) requires the Council to produce and publish an annual budget, including the setting of rents, for the HRA which avoids a deficit. This report sets out the detail for Cabinet to consider prior to making recommendations to Council. It is a requirement that this be scrutinised prior to its submission which has been undertaken by the Scrutiny Committee in January 2025. The proposed rent increase is in line with Government policy and is the maximum increase allowed.

## 4 Background

- 4.1 The operation of the HRA is governed by the 1989 Act. Some of the key requirements are detailed below:
  - a) The HRA is a ring-fenced landlord account recording certain defined transactions arising from the powers conferred on local housing authorities by part II of the Housing Act 1985 and certain provisions of earlier legislation;
  - b) The Council has a duty to keep an HRA in accordance with proper accounting practices;
  - c) The Council has a duty to produce and publish an annual budget for the HRA which avoids a deficit;
  - d) The Council has a duty to review and if necessary, revise that budget from time to time if it appears that the HRA is heading for a deficit, all reasonable and practicable steps must be taken to avoid a deficit at the end of the year.

- 4.2 Rent income is one of the main components of the HRA and it is the Government's policy to increase rents by up to CPI + 1% for at least 5 years from 1 April 2020, extended for a further year for 2025-26. For 2025-26 this equates to an increase of 2.70%. In addition, as approved within the HRA business plan, the rent for re-let void properties will be set to the 5% upward tolerance allowed on formula rent.
- 4.3 The HRA 30 year Business Plan was approved by Council in July 2022 and its recommendations are included in this budget report. The annually updated Asset Management Plan was presented to Cabinet in December 2024 and a rolling 5 year capital programme is being set here in line with that plan. Both of these evidence-based plans provide for robust budget setting and clear plans to invest in council homes.

## 5 Main Considerations

### 5.1 Estimated Revenue Year End Position 2024-25:

The estimated year end position for the current financial year 2024-25 is shown below and has been compiled on the basis of the 'best estimate' of income and expenditure for the year provided by budget holders, and is compared to the latest approved budget which includes requests for supplementary estimates that have been approved under the relevant delegation:

	<b>Approved Budget</b>	<b>2024-25 Estimated Year End Position</b>	<b>Variance</b>
	£	£	£
Expenditure	8,869,370	9,218,370	349,000
Income	-9,709,630	-9,669,630	40,000
Net Cost of Services	-840,260	-451,260	389,000
Net Interest Charges	822,960	732,960	-90,000
Revenue Contribution to Capital	24,470	24,470	0
Contribution to/from(-) Reserves	-7,170	-306,170	-299,000
Working Balance B/fwd	1,000,000	1,000,000	0
Working Balance C/fwd	1,000,000	1,000,000	0

- 5.2 At 30 November 2024 the Net Cost of Services shows an estimated year end position of a £389k overspend, this is partly offset by the expected increase in interest on investment balances of £90k. The £299k remaining overspend will increase the transfer from the reserve in order to maintain the £1m working balance. The £389k overspend is made up of an overspend in expenditure of £349k, and a reduction in income of £40k.

### 5.3 Expenditure:

Expenditure variances of over £10k are set out below:

### 5.4 General Management £44k overspend:

Anticipated overspends of employee costs (£6k) due to additional admin staff requirement for increased work-load on Right to Buy applications following the recent budget and IHMS contacts for those properties where the lifeline service is to be removed.

The new burdens grant of £10k for the required tenancy services measures was not expected at budget setting and so is additional income for the service.

Fire insurance for our properties is an overspend of £28k due to an increased premium following our recent claim history on our fire damaged properties.

Although voids are at their lowest level in some years, the voids at the start of the year have contributed to an increase in the Council Tax Empty Rate which is anticipated to be £10k overspent in the year.

The tenant satisfaction survey will be completed in the financial year and is expected to cost in the region of £25k, this will be partially off-set by reducing the subscriptions budget by £13k.

#### 5.5 Repairs & Maintenance £473k overspend:

Anticipated underspends of employee costs (£16k) due to reduced pay award over that budgeted and vacant post savings, while the majority of posts are now filled the recruitment is continuing for the position of Housing Asset Manager.

Void Repairs are expected to be £424k overspent in the year. This is largely due to a significant application for payment from the contractor for previous years works which was not adequately accrued for and accounts for 33% of the number of voids paid for in this year. In addition, there are 4 high value voids under-going works. While the voids level is at its lowest for some years the budget is not adequate to fund both the current years works and the under accrual from the previous year. Improvements have been made to the way that the value of void work is shown in the system, which means that year end accruals will be more accurate in future. Contract management of invoice payment has been strengthened to ensure that payments for void work are made within a reasonable timescale. The figure quoted is based on a worse case scenario, the team are endeavouring to reduce void costs wherever possible.

The rechargeable works budget was set with the expectation that recharges would commence from the start of the year and were based on the recharge made, rather than the collection rate for those charges. Experience from other authorities suggests that a collection rate of 10% is reasonable, so a shortfall of £45k is now expected.

A large compensation claim has been settled in the period, so there is an expectation of a further £20k overspend against this line

#### 5.6 Special Services £168k underspend:

This is largely due to the utility charges budgets which were significantly increased for 2024-25 following the large cost increases in the previous year. The current underspend is estimated to be £200k for the year.

The IHMS service has ceased in line with the report presented to Cabinet on 6th March 2024, however the Independent Living Support Service for the Sheltered Housing Tenants and personalised exit and transition plans for the dispersed properties tenants have not completed and so both continue to receive the lifeline service at no charge. The budget was set based on the expectation that the Independent Living Support charge would be brought in from 1st July 2024 and the lifeline service would be removed from the dispersed properties by the same date. Tenant contacts have now started with an expectation of 3-6 months before completion so an overspend for this cost is now expected to be in the region of £24k including welfare calls, based on the previous year's numbers.

#### 5.7 **Income:**

#### 5.8 Shortfalls in income over £10k are set out below:

£35k well-being charge income – Rent statements were sent out with incorrect totals, which did not include the housing benefitable element of the well-being charge, so letters had to be re-issued and refunds and adjustments made until the 4 week consultation had taken place. The charge has been re-instated from 8 July or week 14. This is higher than previously reported due to adjustments in Housing Benefit.

The delayed capital purchase of 8 affordable rented properties is causing the shortfall on the affordable housing rental income, these are expected to complete once the outstanding legal issues are concluded, however this is being fully-offset by increased social rental income following a reduction in the voids rates, the resulting additional rental income is £26k.

Health and Safety charges were found to have been incorrectly charged to 22 properties since the beginning of the charge, these are being refunded and will result in a shortfall to the budget of around £8k.

Increased voids at Gretton Court are impacting on a number of income lines including the meals income, accommodation charge and electricity to a current shortfall of £11k, this is expected to increase while the properties are advertised.

- 5.9 Rent arrears at the end of the financial year for 2023-24 had reduced to 7.48% which was £592,464.82. This has remained a key area of focus for the team in the year. We had some staffing changes within the team and we recruited a new income and tenancy sustainment officer in the summer of 2024. We also cut back on the temporary resources being used to support this recovery plan and appointed to the Admin Assistant (rents) also in the summer. Since their appointments, rent arrears levels have reduced to 5.46% as of 9 December 2024 to £465,252.08.
- 5.10 To further improve collection rates an action plan has been in place, and which looks at a range of options to continue the journey to reduce rent arrears. Of the 11 actions on this plan 7 have been completed and the other 4 are in progress. One of the key improvements is about to get underway with support from NEC Housing, this is looking at our systems and processes for escalations to ensure that they are as automated as possible for the team to make efficiency savings.
- 5.11 Targets for the forthcoming years had been set at 5.75% for 2024-25 (reduced from 7.5%) and 4.25% for 2025-26 (reduced from 5%). We have already achieved our target for 2024-25 by reaching 5.45% but will continue to progress further before the end of the financial year.
- 5.12 This positive progress is welcome, but the Council still carries risk relating to rent arrears performance and continued focus is necessary. Officers and Cabinet will continue to monitor progress to ensure this can be sustained. Officers must also consider ongoing resource requirements when income performance has been stabilised.
- 5.13 **Investment Income:**
- The rise in interest rates has increased the interest achieved through the Council's investments, the HRA share of this is currently estimated at £437k against a budget of £347k based on the balances held as noted in paragraph 5.2 above.
- 5.14 **Estimated Capital Year End Position 2024-25**
- The capital programme summary is attached at Appendix B and shows the latest spend forecast of £4.173m against a £5.591m budget. Taking into account a projected carry forward of £1.365m, this would result in an underspend of £53k on the programme. The vast

majority of monies allocated to investing in and improving tenants homes has been committed and remains on track to be spent within the current financial year, representing continuing progress in investing in and improving council homes.

The underspends shown in the table below will be carried forward as required for their specific purpose in 25/26 as noted:

Project	Total Budget £'000	Actual April 2024 to Nov 2024 £'000	Year End Forecast £'000	Variance (-) = Underspend £'000	Reason
Affordable Housing (Use of RTB Monies)	2,457	0	1,060	1,397	Completion for the 8 properties at Old Dalby is now expected in the next financial year so a carry forward of £1,347k will be required, 2 further properties in Melton Mowbray will be purchased in order to ensure RTB receipts are used as required and not returned. A further 2 properties funded using a combination of RTB receipts and S106 receipts are also expected to complete in this financial year.

#### 5.15 HRA Budget Estimate and Rent Increases 2025-26:

In terms of the HRA Revenue budgets proposed below, Members will be aware this covers the day-to-day expenditure to deliver services to Council tenants. As such, it pays not only for the staffing costs for the employees that provide housing management (tenancy terminations and sign-ups and other statutory landlord activities, asset management and support), but also the responsive repairs needed to maintain the housing stock to a decent standard.

A summary of the proposed budget estimates for the HRA is attached at Appendix A.

The table below shows the summary of that appendix. The figures assume that rents will increase by 2.70% compared to 2024-25.

	<b>2025-26 Estimate</b>
	£
Expenditure	8,635,550
Income	-9,986,100
Net Cost of Services	<u>-1,350,550</u>
Net Interest Charges	941,920
Contribution to/from(-) Reserves	<u>408,630</u>
Surplus(-)/Deficit in year	<u>0</u>
Working Balance B/fwd	<u>1,000,000</u>
Working Balance C/fwd	<u>1,000,000</u>

- 5.16 The carried forward working balance remains at the target working balance of £1m as approved as part of the HRA business plan, with funds taken back to the reserve to support the spending in the future years budget as noted above and in Appendix A to this report.
- 5.17 Under the Local Government Act 2003 new borrowing freedoms for Councils to fund their capital programmes, if affordable and sustainable were introduced. This is known as prudential borrowing or unsupported borrowing and does not attract any form of Government financial support for the debt repayment.
- 5.18 The debt cap that had been imposed on Councils since self-financing was introduced has been removed, and there is no requirement to repay borrowing, but the Council can opt to repay the debt rather than build up cash reserves where it considers it to be in the best interests of the Council and the housing service.
- 5.19 The Councils HRA borrowing will be around £31m at 31 March 2025, within which there are £2m of maturing loans to consider in 2025-26, the advice from our treasury management team is that interest rates are expected to fall in the future, and it would be beneficial to wait to re-borrow until rates fall to lower levels. At the time of the maturity, this will be considered to ensure optimal borrowing.
- 5.20 Following the introduction of the business plan, new projects will be considered on whether the plan as a whole remains affordable based on newly introduced indicators on affordability. These include the interest rate cover ratio which measures whether the business plan can afford to cover the interest payments on any new, and existing, borrowing. This indicator for 2025-26 shows

	2023-24	2024-25	2025-26	2026-27	2027-28
Year of B Plan	2	3	4	5	6
Interest Cover	Not covered	Not covered	1.43	1.16	1.34

#### 5.21 **HRA Capital Programme 2025-26**

5.22 The proposed capital programme for 2025-26 to 2029-30 is attached at Appendix C and shows a budgeted spend of £5.346m over the next year. In line with the Asset Management Plan (approved by Council in December 2022) the capital budget will be a rolling 5 year programme, to include the current year, re-assessed annually.

5.23 Further assessment was completed through 2024-25 as more properties were surveyed and communal areas assessed. In addition, in order to ensure that the previously expected shortfall around year 10 of the plan does not happen some work on the smoothing of the programme has occurred, this ensures resources remain appropriate.

#### 5.24 **Independent Living Service**

5.25 Upon conclusion of the housing support review, subsequent recruitment and notification of charges to tenants, the Independent Living Service charge will be implemented from 3rd March 2025 at the relevant sheltered housing schemes. For 2024-25 the approved weekly charge is £19.46, and the non-benefitable amount of £2.92 discounted by 20% in line with the Cabinet decision dated 6th March 2024. In 2025-26 the non-benefitable charge will be discounted by 10% in line with the Cabinet decision of the same date.

For 2025-26 it is proposed to increase the overall Independent Living Service charge by 5% which is reflective of the inflationary increase being applied to the overall review of fees and charges. This equates to a new charge of £20.43, the non-benefitable amount of £3.06 being discounted by 10% as previously approved.

The charge being applied to the Independent Living Service is evidence based. However, all service charges are monitored to ensure they are based on actual costs and subsequent years charges will be adjusted accordingly, as they are for all service charges.

## **5.26 HRA Reserves**

In addition to the working balance the HRA has access to four reserves; these are the Major Repairs Reserve, the Regeneration & Development Reserve, the Capital Receipts Reserve and the Water Arrears reserve. A summary of the forecast amounts are outlined in para 5.35

### **5.27 Major Repairs Reserve**

This reserve holds amounts set aside as depreciation from the HRA, based on a calculation which includes depreciation and additional revenue to support the HRA capital programme. This programme is substantially used to support the Council's current housing stock.

### **5.28 Regeneration & Development Reserve**

This reserve is for specific HRA development and regeneration needs within the HRA ring fence.

### **5.29 Capital Receipts Reserve**

Capital receipts received from the sale of Council dwellings set aside for HRA capital expenditure.

### **5.30 Water Arrears Reserve**

On the cancellation of the Agency Agreement that the Council had with Severn Trent Water to collect water rates on their behalf, Severn Trent Water agreed to continue to fund future written off amounts of water arrears by means of a one-off payment.

### **5.31 Adequacy of Reserves**

5.32 Section 25 of the Local Government Act 2003 imposes a duty on the Chief Finance Officer to report formally to Council on the adequacy of the proposed financial reserves and the robustness of the estimates. For the Housing Revenue Account this includes directly incurred costs and income as well as recharges from other service areas.

5.33 Whilst this is specific to the Council Tax calculation, it is good practice to apply this across the board. The Section 151 Officer has confirmed that, based on the information available from budget holders and the assumptions in the interim business plan, there are no concerns at the present time.

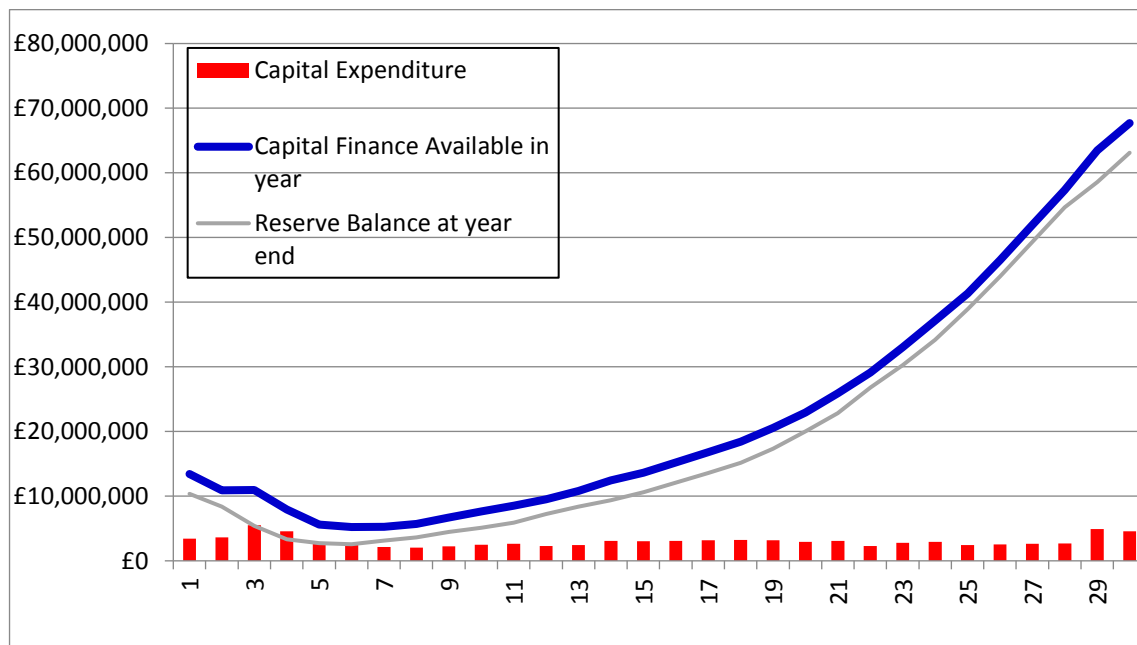
5.34 The Council does review the level of working balance required based on an assessment of risk which is the minimum revenue reserve required on an annual basis, and this was increased following the production of the 30 year business plan to £1m.

5.35 The reserves balances based on the estimates included in this report are estimated as follows:



Year	2024-25	2025-26	2026-27	2027-28	2028-29
	£'000	£'000	£'000	£'000	£'000
Major Repairs Reserve	3,018	2,080	1,420	1,021	1,177
Regeneration & Development Reserve	1,058	790	647	687	901
Capital Receipts reserve	1,337	470	661	855	1,051
<b>Total HRA Reserve Balances</b>	<b>5,413</b>	<b>3,340</b>	<b>2,728</b>	<b>2,563</b>	<b>3,129</b>
Comparable Amounts reported in February 2024	4,472	2,299	1,637	1,988	N/A

5.36 Over the first 6 years of the business plan reserves do reduce and some re-profiling of expenditure has been required in order to fund the capital programme and maintain the working balance. From year 7 balances do start to recover based on the current known profile of major works as can be seen from the graph below (year 1 is 2022-23):



5.37 The capital receipts reserve projections had previously been considered to be particularly prudent, as the number of house sales under the right to buy scheme is wholly demand led and take-up has been low in recent years.

At the Chancellor's budget in October the level of discounts available to purchase council homes was significantly reduced from 21 November 2024. This has resulted in a peak of new applications across the country. However, the expectation is that after this period, sales will fall to below the 10 per year previously allowed for in the business plan so this has been adjusted to 5pa, resulting in higher rental income forecasts. The reduced discounts mean that the capital receipts reserve will benefit from keeping more of the receipt, with 100% of this receipt now available to be spent on new affordable housing.

The new discounts, and the anticipated consultation on further changes to the right to buy scheme, now make this reserve's projections uncertain so these will be carefully considered, and the business plan updated, at each stage of the government's decision making process.

5.38 In addition the planned sale of Warwick flats will result in a capital receipt of £900k which has been included in the above reserve balances.

### 5.39 **HRA Business Plan/Future Considerations**

### 5.40 **Housing Support**

The HRA Business Plan includes a specific recommendation in relation to housing support and states that the council will 'progress a review of support available to tenants, including options regarding support and assistive technology to increase independence in the future'.

### 5.41 **The Cove Community Centre**

There is some feasibility work being undertaken, to consider whether the Cove Community Centre is brought into the HRA and converted into Temporary Accommodation for the General Fund's use. While there will be no capital receipt payable to the Special Expenses fund the Capital Financing Requirement (CFR) for the certified market value of this asset will be transferred from the General Fund CFR to the HRA resulting in a negative CFR on the General Fund. The revenue cost of running the centre should be small as it will be unused until any conversion has taken place, but it will result in a saving of around £19k to Special Expenses. For the HRA there will also be additional borrowing costs to account for following its increased CFR of around £13k. None of these amounts have been included in the budgeted figures above.

## **6 Options Considered**

6.1 If the report was not provided councillors would not be aware of ongoing developments and therefore would not be able to represent their residents effectively.

## **7 Consultation**

7.1 The Budget Holders and the Assistant Director for Housing Management carried out the review of estimates with the assistance of the service accountant as required with reference to current budget monitoring protocols.

7.2 Tenant consultation took place via the Your choice meeting on 17 December, and an article placed on our website.

7.3 This report was considered by Scrutiny Committee on 23 January 2025. A separate report is included elsewhere on this agenda, on the comments made by this Scrutiny Committee.

## **8 Next Steps – Implementation and Communication**

8.1 The recommendations arising from this report will be submitted to the Council meeting on 12 February 2025 as appropriate.

## **9 Financial Implications**

9.1 All financial and resource implications have been addressed within section 5 and appendices A, B & C.

**Financial Implications reviewed by: Director for Corporate Services**

## **10 Legal and Governance Implications**

10.1 Section 76 of the 1989 Act requires that, during the January and February prior to any financial year, the Council formulates proposals which satisfy the requirement that on certain stated assumptions, the HRA for that year does not show a debit balance.

- 10.2 Section 24 of the Housing Act 1985 (the 1985 Act) allows the Council to make such reasonable charges as it determines for the tenancy or occupation of its dwellings. The Council must, from time to time, review the rents charged and make such changes, as circumstances may require. This is a decision for Council as it forms part of the Council's budget and policy framework.
- 10.3 A decision to adjust rents constitutes a variation of the terms of a tenancy under Section 103 of the 1985 Act which, for secure tenancies, requires service of a note of variation on each tenant specifying the variation and the date on which it takes effect. For non-secure tenancies (excluding introductory tenancies), a notice of increase must be served under Section 25 of the 1985 Act.
- 10.4 When considering the rent adjustments and other recommendations in this report, Cabinet is exercising a public function. It must therefore comply with the duty in Section 149 Equality Act 2010 to have 'due regard' to the need to eliminate discrimination, advance equality, and foster good relations between those with a protected characteristic (pregnancy and maternity, age discrimination, disability, gender re-assignment, marriage and civil partnerships, race, religion or belief, sex and sexual orientation) and those who do not share it.
- 10.5 To the extent that the proposals in this report and appendices depend on borrowing, the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 require the Council to have regard to the CIPFA Code of Practice for Treasury Management in the Public Services. Adherence to this Code ensures that the Council sets proper control over borrowing as required under the Local Government Act 2003.
- 10.6 Cabinet must consider tenants' human rights, including Article 8 of the European Convention on Human Rights (right to respect a person's home) and Article 1 of the first Protocol (right to peaceful enjoyment of possessions), when considering what recommendations to make to Council. Members must consider whether the proposals strike a fair balance between the rights of the individuals who may be adversely affected by them, and the legitimate aims of the Council, setting a balanced budget, targeting social housing at those who are most in need and generating income that can be invested back into social housing so that people in need can benefit from it.

**Legal Implications reviewed by: Monitoring Officer.**

## **11 Equality and Safeguarding Implications**

- 11.1 An equalities impact assessment has been deemed as not appropriate as rent increases are defined by the Rent Standard in line with Government Policy.

## **12 Data Protection Implications (Mandatory)**

- 12.1 A Data Protection Impact Assessments (DPIA) has not been completed because the recommendations do not give rise to risks to the rights and freedoms of natural persons.

## **13 Community Safety Implications**

- 13.1 There are no community safety issues arising from these recommendations.

## **14 Environmental and Climate Change Implications**

- 14.1 There are no environmental or climate change implications arising from these recommendations.

## **15 Other Implications (where significant)**

15.1 There are no other implications arising from these recommendations.

## 16 Risk & Mitigation

16.1 The HRA is a high risk service account that the Council has a duty under the 1989 Act to ensure avoids being in a deficit situation. This requires that effective budget monitoring procedures are set in place to monitor HRA expenditure and income against budget and careful consideration is given to determining the level of working balance.

16.2 Self-financing puts pressure on the Council to continue to provide decent housing for its tenants outside of the subsidy system, with only our own resources available to fund our priorities. The requirement to profile spending to need may mean that large short-term balances within the HRA are built up and it is imperative that these balances are saved for future spending.

Risk No	Risk Description	Likelihood	Impact	Risk
1	Interest rate fluctuation on short and long term borrowing undermines the business plan	Very Low	Critical	Low Risk
2	Proportion of RTB receipts not retained within the HRA due to pressures on other funds	Very Low	Critical	Low Risk
3	Long term ability to fund stock to ensure kept within the decent homes standard	Low	Critical	Medium Risk
4	Maintenance of stock within budget constraints	Low	Critical	Medium Risk
5	Higher levels of rent arrears and reduced collection performance	Significant	Critical	Medium Risk
6	Ability to cleanse repairs commitments from Northgate housing system and accurately show spend against budgets	Significant	Critical	Medium Risk
7	Uncertainty arising from the review into housing support not yet being complete and the unknown impact on future income and cost for this service.	Low	Marginal	Low Risk

		Impact / Consequences			
		Negligible	Marginal	Critical	Catastrophic
<b>Likelihood</b>	Score/ definition	1	2	3	4
	6 Very High				
	5 High				
	4 Significant			5,6	
	3 Low		7	3,4	
	2 Very Low			1,2	
	1 Almost impossible				

Risk No	Mitigation
1	Beyond the Council's immediate control, this risk is mitigated through a robust HRA Business Plan, developed taking into account reasonable and prudent assumptions regarding interest rate changes
2	Mitigated through clear plans related to the use of RTB receipts, tying in with the current structure creating resources to deliver
3	Mitigated through the updated stock condition survey and appropriate capital programmes
4	As risk 3 above
5	A sharp focus on income recovery, and implementing the income policy, procedure and ten point action plan, plus dedicated resources will significantly improve performance. It is important to note that there was no dedicated resource managing income for over two years, and whilst good results can be achieved with relatively new debts, the high level of older debts which the HRA holds will prove challenging.
6	The team is working to obtain a clear picture of the commitments in Northgate and find a way forward in cleansing the system and ensuring budgets are sufficient to the required repairs and maintenance spend
7	Extensive tenant engagement undertaken regarding the future of the service. Review considering tenant requirements and affordability. Review outcome due to be considered by Scrutiny in February, before Cabinet consider the details and decide on the appropriate approach in March 2024.

## **17 Background Papers**

17.1 None

## **18 Appendices**

18.1 Appendix A – HRA Estimates

18.2 Appendix B – HRA Capital Programme 2024-25

18.3 Appendix C – HRA Capital Programme 2025-29