

## APPENDIX A –ACTION PLAN NEXT STEPS FOR CHANGES TO BORROWING RULES

N0.	Activity	Outcomes	Interdependencies	Timeframe
1	Review Asset Management Strategy (AMS) needs	<ul style="list-style-type: none"> <li>• Revise programme of works in line with AMS identified need to provide sustainable housing stock</li> <li>• Review the decent homes standard for Stevenage</li> <li>• Review responsive repair costs and their relationship to investment programmes</li> <li>• Identify programmes that could support other Council priorities (eg affordable warmth; neighbourhood improvements; housing development)</li> <li>• Improve tenant and leaseholder satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Publication of AMS</li> <li>• Housing Green Paper outcomes on decency standards, energy efficiency and safety</li> <li>• Fire Safety standards e.g. fire doors (implementation of Hackitt review)</li> <li>• Housing Development programme – refurb under AMS or renew e.g. Kenilworth</li> <li>• Impact on leaseholders (with other improvement programmes e.g. MRC)</li> <li>• CNM and Garage programmes</li> <li>• Excellent Council Homes programme (contribute to objectives)</li> </ul>	June 2019
2.	Review new build programme in the HRA	<ul style="list-style-type: none"> <li>• Identify potential schemes to be funded by relaxing borrowing rules and timing</li> <li>• Identify resources required to deliver additional schemes</li> <li>• Identify a programme based on tenure repayments to reflect borrowing options</li> <li>• Identify the mix of redevelopment of existing schemes with additionality and new site opportunities</li> <li>• Consider purchase of private owned land?</li> <li>• Consider joint ventures</li> </ul>	<ul style="list-style-type: none"> <li>• FTFC Housing Development Programme</li> <li>• Outcome of the RTB use of 1.4.1 receipts (increased resources?) consultation</li> <li>• Outcome of AMS (for potential redevelopment sites 'red properties')</li> <li>• Outcome of Locality Reviews (General Fund AMS) opportunities to build</li> <li>• Availability of sites</li> <li>• Older people housing strategy</li> <li>• Availability of grant funding</li> </ul>	June 2019

N0.	Activity	Outcomes	Interdependencies	Timeframe
3.	Review of service charges and supported housing charges	<ul style="list-style-type: none"> <li>Identify potential service charge offer</li> <li>Identify cost of service which is affordable to tenants/leaseholders</li> <li>Identify resources required to deliver additional/new services</li> </ul>	<ul style="list-style-type: none"> <li>Consultation with tenants</li> <li>Government policy on welfare reform and impact on debts and need for services</li> <li>HCC decisions on HRS and supported housing prospectus</li> </ul>	June/July 2019
4.	Review Housing Management & Repairs service priorities and development needs	<ul style="list-style-type: none"> <li>Review resourcing requirements to support:               <ul style="list-style-type: none"> <li>a responsive, accessible, well-managed services, with a 'right first time' approach</li> <li>an area focussed approach to delivering estate services</li> <li>support services that are flexible and adapt to the changing needs of older &amp; vulnerable people</li> <li>continued digitalisation of services</li> <li>improved customer satisfaction in response to STAR and other feedback</li> <li>effective resident engagement</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Business Unit reviews</li> <li>Excellent Council Homes programme- identified needs</li> <li>CNM Programme</li> <li>CTOC programme</li> <li>Government policy on welfare reform and impact on debts and need for services</li> <li>Government policy arising from the Social Housing Green Paper outcomes (e.g. customer care, complaints, resident engagement, regulation)</li> <li>HCC decisions on HRS &amp; supported housing prospectus</li> <li>Older people housing strategy</li> <li>Homeless Reduction Act implications</li> <li>Implementation of Hackitt review recommendations – regulatory compliance; duty holder requirements etc.</li> </ul>	June 2019
5.	Review the Borrowing Strategy for the HRA to deliver on the identified need of actions 1-4)	<ul style="list-style-type: none"> <li>Set a borrowing cost which delivers on the Council's priorities</li> <li>Set a cost that is affordable and still allows for unforeseen</li> </ul>	<ul style="list-style-type: none"> <li>Outcome of the AMS action 1</li> <li>Outcome of the RTB use of 1.4.1 receipts(from 30% to 50%?)</li> <li>Response to the Housing Green Paper on decency standards, safety</li> </ul>	July 2019

N0.	Activity	Outcomes	Interdependencies	Timeframe
		<p>pressures to be financed without cuts to existing programmes.</p> <ul style="list-style-type: none"> <li>• Set a target for interest borrowing rates</li> <li>• Identify payback period for tenures to aid borrowing decisions</li> <li>• Consider targets for achieving private sale to deliver additional income for the HRA where applicable as alternative to borrowing</li> <li>• Set a Financial Security Target for the HRA based on the revised needs</li> </ul>	<p>and energy efficiency</p> <ul style="list-style-type: none"> <li>• Change in future rent policy (2012/13 -2019/20 - there have been three government rent policies)</li> <li>• Change to future RTB discounts – increase from 2011/12 £34K to £80K.</li> <li>• Change in number of RTB sales</li> </ul>	