

Developing an HRA Business Plan

Presentation to Housing Committee
28 June 2016

Purpose of a Business Plan

- A document setting out: what type of a housing service we are, what we aim to deliver, our priorities and the challenges we face, our constraints & resources and how we will respond to these challenges.
- Once agreed and operational, it will shape and focus the delivery of our service in the future

Our draft plan

A consultation draft is offered to members of HC today with your views and comments being sought over the coming months, before a final and agreed version is presented for approval at September's committee. It sets out:

- Our vision and mission statement
- Our challenges and response
- Business objectives and analysis
- Priorities and resources
- Service objectives
- Performance monitoring
- Action plan for delivery

Understanding our business challenges

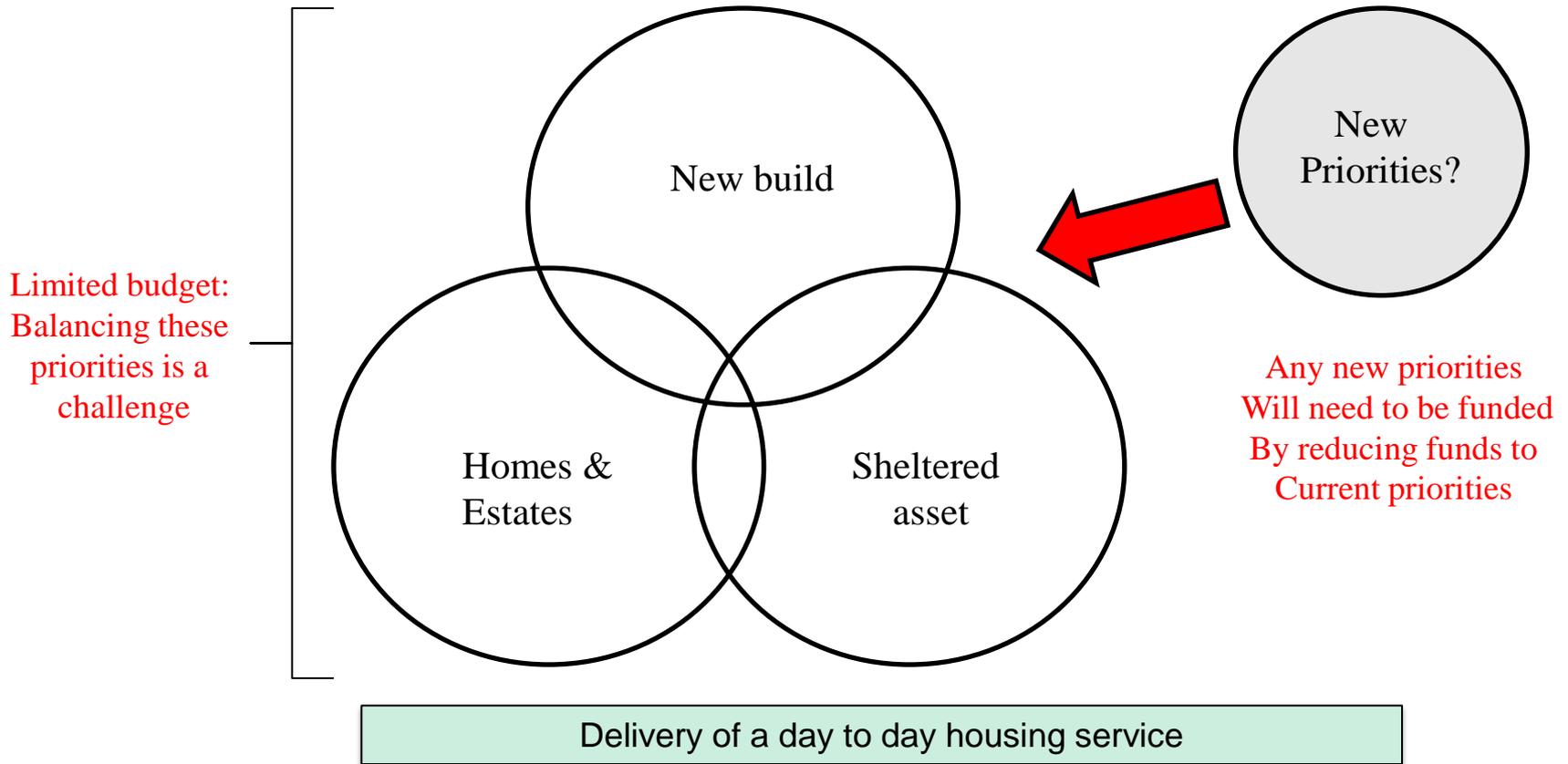
- **Income squeezed** – 1% rent reduction, sale of higher value homes, pay to stay, universal credit, LHA applied to sheltered housing, recent HRA budget change
- **Change in tenancy** – fixed term, market rents, impact on community
- **Maintaining aging stock** – investment, modernisation, all costly
- **Housing Need** – social renting supply falls well short of meeting need, tenant aspirations changed since stock built, e.g. sheltered housing
- **Loss of grant funding** for new build rented housing, refocus nationally on shared ownership / starter homes

Our priorities

These have been taken from our ongoing work programmes, links to our CDP, priorities we have set based on tenant engagement, etc.

1. Stock & Estate Improvement (where and in what do we invest, consider disposal of uneconomic, poor performing assets, etc.)
2. The sheltered housing improvement project
3. New build (without grant) and consideration of other tenure options, e.g. shared own, as per new HCA funding priorities

Balancing act: goals v budget



A revised focus

We believe there is a need to take a more 'business like' approach, one which focuses:

- On our landlord responsibilities
- On doing 'what works'
- On being clear about what we will do about non-landlord issues, and what doesn't work
- On greater efficiency
- On making best use of resources, partnerships and technology
- On **outcomes** and results (and less on processes)

Next step:

Copies of the draft business plan will be emailed to you tomorrow, hard copies are available tonight.

In taking this forward, we propose to set up a T&F group consisting HC and staff members which will provide a final and agreed BP to the September HC.

Your views on this and along with those on who sits on the T&F group are welcomed.