



## **REPORT TO THE MEETING OF CABINET – 11 FEBRUARY 2026**

### **PORTFOLIO: RESOURCES – CLLR S MOUNTFORD**

**REPORT FROM: LANCE WOSKO, ASSISTANT DIRECTOR - FINANCE & PROCUREMENT (SECTION 151 OFFICER) AND CHRIS STRATFORD, INTERIM DIRECTOR OF HOUSING**

**SUBJECT: HOUSING REVENUE ACCOUNT 2026/27 BUSINESS PLAN**

#### **1 PURPOSE OF REPORT**

- 1.1 To seek Cabinet approval for the Council's Housing Revenue Account 2026/27 revenue and capital budgets, and note the draft 30-Year Business Plan, incorporating capital and revenue investment for the period 2026 to 2056.

#### **2 LINKS TO COUNCIL'S PRIORITIES AND OBJECTIVES**

- 2.1 Working for a prosperous future - supporting economic growth by providing a stable and sustainable housing base for residents to be employed locally, attend training and improve skills plus business opportunities for contractors.
- 2.2 Healthier and safer communities - in providing quality, safe and healthy homes that also support vulnerable people and homes for the young and elderly.
- 2.3 A greener and cleaner environment – ensuring our properties are well insulated and meet regulatory standards.
- 2.4 Restoring the Council to good health - by ensuring a sustainable Housing Revenue Account and moving the Council out of Regulatory Judgement by the Regulator of Social Housing.

- 2.5 We ♥ Castle Point – ensuring local areas which provide great places and spaces for our residents to enjoy.

### 3 RECOMMENDATION

- 3.1 It is proposed that Cabinet **RESOLVES**

- (1) To approve the HRA revenue budget for 2026/27, as set out in **Appendix 1**.
- (2) To approve the HRA capital budget for 2026/27, as set out in **Appendix 2**.
- (3) To note the revenue and capital budgets within the two appendices for the period 2027/28 to 2055/26 are indicative and subject to annual approval at the appropriate time.
- (4) To approve a rent increase of CPI+1%, being 4.8%, for all social rents, affordable rents and garage rents, effective from 6 April 2026.

### 4 INTRODUCTION

- 4.1 Following the C4 Regulatory Judgement on 12 December 2024, the Council undertook an analysis of the root causes of failure which were reported to Cabinet on 22 January 2025. The analysis concluded that the failings of the Council's housing service was not a single, catastrophic failure but the inevitable consequence of a gradual erosion of the component elements of good service delivery and legislative compliance over very many years predating this administration.
- 4.2 The work undertaken as part of the Housing Improvement Programme has corroborated this through identified historically poor contract management; poor record keeping; poor performance management; and poor investment in staff and systems. The resources that this Council has subsequently put in place through the investment of the Housing Improvement Programme has been to ensure that those root causes are addressed.
- 4.3 This work has culminated in the production of the draft Business Plan presented as part of this report. Officers and technical specialists have completely re-built the Business Plan to ensure that going forward the Council meets and continues to meet all its legislative and regulatory obligations as well as addresses estate amenity and other capital works designed to improve the environment of our housing stock.
- 4.4 This Business Plan corrects the wrongs of the past and the previous mismanagement of the HRA and the wider housing service. This Business Plan is forward looking and future proofed to ensure that the Council is well placed to address additional obligations placed on social housing such as environmental compliance and energy efficiency. This Business Plan is a

once in a generation investment which will secure safe, secure and well-maintained social housing for Castle Point residents.

- 4.5 The Council has a legal obligation to maintain its housing stock in accordance with the regulatory and legislative framework imposed by law. In doing so, it must, as a minimum ensure that homes are maintained to the Decent Homes Standard, set out by the government in *A Decent Home: Definition and guidance for implementation* (June 2006)<sup>1</sup> which covers four main areas:

*a) It meets the current statutory minimum standard for housing*

*Dwellings which fail to meet this criterion are those containing one or more hazards assessed as serious ('Category 1') under the HHSRS.*

*b) It is in a reasonable state of repair*

*Dwellings which fail to meet this criterion are those where either:*

*one or more of the key building components are old and, because of their condition, need replacing or major repair; or*

*two or more of the other building components are old and, because of their condition, need replacing or major repair.*

*c) It has reasonably modern facilities and services*

*Dwellings which fail to meet this criterion are those which lack three or more of the following:*

- a reasonably modern kitchen (20 years old or less);*
- a kitchen with adequate space and layout;*
- a reasonably modern bathroom (30 years old or less);*
- an appropriately located bathroom and WC;*
- adequate insulation against external noise (where external noise is a problem); and*
- adequate size and layout of common areas for blocks of flats.*

*A home lacking two or fewer of the above is still classed as decent, therefore it is not necessary to modernise kitchens and bathrooms if a home meets the remaining criteria.*

*d) It provides a reasonable degree of thermal comfort*

*This criterion requires dwellings to have both effective insulation and efficient heating. It should be noted that, whilst dwellings meeting criteria b, c and d are likely also to meet criterion a, some Category 1 hazards may remain to be addressed. For example, a dwelling meeting criterion d may still contain a Category 1 damp or cold hazard.'*

- 4.6 The Council is obliged to set out in a 30-Year Business Plan its spending and borrowing proposals to meet these standards. The Business Plan also reflects

<sup>1</sup> <https://assets.publishing.service.gov.uk/media/5a7968b740f0b63d72fc5926/138355.pdf>

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the Council's investment to maintain and improve its stock, provide services for its tenants and leaseholders, and, as appropriate, design and build new council homes.

- 4.7 The Business Plan must show that the Council has clear proposals for achieving its objectives and that these are financially viable in the short, medium, and long term. The Business Plan is, therefore, a critical document in demonstrating to the Regulator of Social Housing (the "Regulator") that the Council understands the stock that it owns and is actively planning for its long-term maintenance and renewal.
- 4.8 As the Council remains subject to a C4 Regulatory Judgement from the Regulator, it is necessary to work with the Regulator to provide assurance as to the content and detail of the Business Plan and to gain the Regulator's feedback. For these reasons, the Business Plan has rebuilt the HRA to put it onto a long-term, sustainable footing. It remains in draft, and it is proposed to be finalised over the course of the coming financial year.
- 4.9 Accordingly, Members should note that the approval sought at this stage is the spend for next year's budget, 2026/27, which the Council is legally required to finalise. The budgets presented for 2027/28 are commitment proposals only at this stage subject to review as part of the finalisation of the Business Plan. As with the General Fund, HRA budget setting and review of the Business Plan is an annual event.
- 4.10 The long-term duration of the Business Plan inevitably means that budgeting assumptions made in future years will be subject to change. In particular, it is known that arrangements post 2028/29 will be impacted by Local Government Reorganisation. Nonetheless, the Council is required to prepare its Business Plan on the basis of its existing regulatory and legislative obligations.
- 4.11 A Business Plan based on reasoned assumptions and a robust financial model, forms the basis of good governance and sound financial management. It demonstrates that the Council is investing public money appropriately, achieving value for money and managing debt and reserves to maintain sustainable financial viability within the HRA. These are critical considerations and officers have liaised and will continue to liaise with the Regulator to ensure that the assumptions which underpin the Business Plan address the Regulator's concerns to ensure the delivery of Decent Homes priorities and Consumer Standard objectives within the timelines set by the Regulator.
- 4.12 The Business Plan strikes the balance between the realities of the financial pressures faced by the Council and the need to invest significantly in the HRA in order to meet the requirements of the Regulator and improve against its C4 status. Consequently, the Business Plan and this year's budget reflect a prudent and pragmatic approach to deliver best value and deliver Decent Homes for tenants securing additional improvements where necessary to address the issues identified by the Council's Stock Condition Survey and the Regulator's Consumer Standards. The Business Plan has been completely re-

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baselined and is based on data which has been verified and assured as part of the work of the Housing Improvement Programme.

- 4.13 This Business Plan is the culmination of the work of the Housing Improvement Plan since its inception a year ago. This includes the collection of improved levels data about the housing stock, and the first stock condition survey since 2018. That comprehensive survey of all property (which will be completed in Q4 of 2025/26), includes an assessment of how the property meets (or not) the mandatory regulatory and legislative standards as at the date of inspection. The survey data, however, also includes an assessment of future compliance by identifying the dates when it is anticipated that further mandatory works would be needed. This enables the Council to accurately assess what works need to be done now and in the future, and to budget for those works accordingly as part of the Business Plan.
- 4.14 A new housing management IT system has been procured and will be implemented in phases in line with project management techniques. This system will underpin the digital transformation of the housing service. The first phase of implementation is the rent collection system. The collection of rent has been moved from the housing service to the Council's finance service and the introduction of the rents module will enable the Council to improve collection rates, and better manage debt. This in turn enables more reliable forecasting of income into the HRA. This significant investment will deliver Council-wide transformational change.
- 4.15 This Business Plan contains unprecedented levels of capital investment to 'catch up' from its previously deficient position and ensure that the stock remains compliant with the regulatory and legislative requirements. This investment is programmed over the 30-year Business Plan period to ensure that the Council stays on a financially sustainable footing. This investment also reflects the need to improve energy efficiency (EPC) ratings to some 500 dwellings which currently have an EPC rating of D and below. Presently, there is a statutory requirement to have all dwellings with a C rating or above by 2030.
- 4.16 The Business Plan reflects the anticipated income and expenditure required to manage the landlord function and, at the same time, work towards the Council's objectives to maintain and improve stock condition as mentioned above. It also identifies potential new income opportunities being available from 2026/27 and 2027/28 onwards through a review of implementing a positive recharge policy for tenant damage and the de-pooling of rents, and recognises the need to review current levels of corporate recharges to the HRA and which are more closely aligned to service provision and standards.

## **5 HRA BACKGROUND**

- 5.1 The HRA specifically accounts for revenue income and expenditure relating to the Council's own housing stock and is ring fenced from the Council's General Fund as required by the Local Government and Housing Act 1989, which specifies the items that can be charged and credited to it. The HRA must

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include all costs and income relating to the Council's landlord role (except in respect of leased accommodation), for households owed a homeless duty, and in respect of accommodation provided other than under the 1985 Housing Act powers. The Council has a legal duty to budget to ensure the HRA remains solvent and to review the HRA throughout the year.

- 5.2 The HRA should be self-financing i.e. financed from the income collected. The Council can borrow for capital investment, but the cost of borrowing and the repayment of the principal must be funded from within the HRA. The HRA can also be supplemented with grant funding where the Council is eligible. This approach gives the Council flexibility to be self-determining, but it means that the Council must manage its risk for future years. Treasury management and repayment of debt must be accounted for, and the financial viability of the HRA must be ensured.
- 5.3 The previous Government imposed cap on HRA borrowing was removed in October 2018. Borrowing is now governed by the CIPFA Prudential Code for Capital Finance in the same way as for the General Fund. The Government has continued to provide additional capital grants for more specific national objectives, such as the overall net zero targets, and has recently announced £15 bn of investment over the current Parliament to improve energy efficiency for both private sector and social housing to reduce overall energy costs. The Business Plan recognises the need for the Council to develop an energy efficiency and decarbonisation strategy and makes provision for specialist consultancy to enable the Council to make bids for additional capital grant from the Warm Homes Plan.

## **6 NATIONAL AND LOCAL PRIORITIES THAT IMPACT THE HOUSING REVENUE ACCOUNT BUSINESS PLAN**

- 6.1 Since April 2020 local authority rents (and those of housing associations and other registered providers) have been regulated by the Regulator. Annual rent increases must comply with the Government's Rent rise direction, which is issued annually.
- 6.2 The rent direction increases are currently limited to an increase of up to (September) CPI plus 1% and comes into effect from April of each year. The Business Plan and the 2026/27 budget proposals, therefore, reflect rent, service and other charge adjustments in a rent increase of 4.8% in 2026/27, the increase allowed by the current rent regulation and calculated at CPI + 1%, where the September CPI is 3.8%. Existing tenant service charges and non-dwelling rents and charges will be increased by 3.8% in 2026/27.
- 6.3 The Government has announced that a national policy of social rent convergence will be introduced in 2027/28 at the rate of £1 per week, increasing in 2028/29 to £2 per week, until actual social rents converge with

formula rent. This policy will apply to all social housing landlords and so the Business Plan includes the implications of this in its calculations.

## 7 NEW BURDENS

- 7.1 As the Decent Homes standard is the minimum that the Council must achieve, the Council must also invest in addressing other asset issues and the needs of tenants as identified by the Housing Improvement Programme. The Business Plan therefore reflects investment in those identified areas as set out below.
- 7.2 **Decent Homes:** Whilst the Housing Improvement Team has been working for a year now to address primarily health and safety compliance and improvements in routine repairs and maintenance, the historic levels of capital underinvestment have been exposed through this re-set of the HRA Business Plan. The Stock Condition Survey has to date identified 163 instances (not properties) where the Decent Homes standard remains to be met. This is a priority for the Council and must be remedied accordingly.
- 7.3 The financial breakdown of the investment proposals for capital investment to deal with the Decent Homes requirements is identified in the financial section of the report for Members to review. The financial commitment takes account of the Regulator's expectation that these failures will be remedied and that all the Council's homes will be at the Decent Homes standard as soon as possible and within a maximum 24-month period. The Business Plan achieves this requirement and ensures that the Decent Homes standard is maintained over the 30-year Business Plan period.
- 7.4 **Fire safety improvements:** In addition to the Decent Homes standard there are other capital investment requirements which officers have identified specifically to deal with fire safety improvement, and which must be achieved to meet overall regulatory and compliance objectives. The Business Plan provides for significant investment to achieve fire door replacements across both sheltered and general needs accommodation as a priority. The Business Plan also includes further investment to improve the compartmentalisation of some flatted accommodation including where necessary, upgrades to fire alarm systems. This work has already begun but more still needs to be completed. The Business Plan recognises this in the early years' investment profile.
- 7.5 **Amenities and estate environment:** The Council's regulatory and legislative obligations do not simply relate to individual homes and so the Business Plan provides for work on the wider estate environment and physical improvement in communal areas especially. The financial section of this report sets out these financial commitment proposals over the next 12 and 24 months and then subsequently over the 30-year term of the Business Plan.
- 7.6 **Energy Efficiency and Decarbonisation:** The Business Plan aims to begin the delivery of the necessary energy efficiency and then decarbonisation objectives currently required by Government. The Government has an

objective of achieving net zero by 2050 and presently the Council has no strategic plan to achieve this within its housing stock and must begin to resolve this to demonstrate to the Regulator its intention to meet national targets.

- 7.7 Accordingly, within the Business Plan, there is an initial two-year investment which provides for the improvement of energy efficiency ratings to work towards the regulatory needs of having all council owned council homes achieving an Energy Performance Certificate (EPC) by 2030. The Council currently has circa 500 homes with an EPC of less than the required performance (C rating). The work will include new roofs with insulation, new windows, and cavity insulation works etc. This investment will improve the thermal performance of each home and will be a significant contributor to reducing overall incidents of fuel poverty.
- 7.8 It is, however, recognised that a more detailed technical understanding of energy efficiency and new decarbonisation options is required to develop a detailed energy efficiency strategy. With this in mind, it is intended to procure and appoint a specialist company to complete a detailed appraisal of energy performance to inform the strategy and subsequently provide the necessary data to inform the Business Plan over the medium to longer term. This work will also support the necessary bidding process to enable the Council to take advantage of Government grants available under the Warm Homes Plan. The work of the Housing Improvement Programme now means that the Council has quality data which will enable it to bid for such schemes.
- 7.9 **Improvements/other replacements:** There are other improvements which are necessary to meet the Regulator's Consumer Standards.
- 7.10 Investment proposals in the Business Plan, therefore, include:
- a. repairs and replacement of housing estate paths to address health and safety requirements, especially those in close proximity to sheltered housing; and
  - b. renewing of communal areas including decorations, replacement of emergency lighting, and replacement with new LED lighting to reduce communal energy costs; and
  - c. upgrading of door entry systems, and replacement poor fencing and boundary protection to improve health and safety for young children on estates; and
  - d. improvements to sheltered housing specifically in respect of laundry facilities, general communal areas and amenities including new lighting, carpets, and furniture, some of which will contribute to the objective of improving overall living standards.
- 7.11 **Damp and Mould:** A review of the approach to dealing with Damp and Mould incidents occurring in the Council's stock has been undertaken and a

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specialist contractor appointed to triage, manage, respond, and report on incidents of damp and mould. Officers have ensured the appropriate budgets are included in 2026/27 and beyond to maintain this service and ensure compliance with the introduction of Awaab's Law.

- 7.12 **Tenancy Support Commissioned Services:** The Business Plan includes new revenue commitment to commission specialist services to support our most vulnerable tenants. This investment is in response to the increasing need for intensive support for those tenants who experience mental health challenges or who experience social isolation because they have no family or other support network. This specialist support will enable those tenants to engage more effectively with the Council. It will also free up the time of other officers who are doing their best to support these tenants but do not have the specialist training. It is intended to run this as a pilot scheme for 2026/27 and then to review the financial and non-financial outputs and outcomes achieved before deciding whether to procure a longer-term contract.

## 8 LOCAL CONTEXT

- 8.1 The Council is a social landlord with retained ownership of approximately 1,500 homes. These homes include eight sheltered housing schemes (totalling 291 flats), and a wide range of flatted, housing and bungalow developments across the Borough, including temporary accommodation schemes. The retained council housing element accounts for 5.5% of the 39,000 homes in the Borough.
- 8.2 However, the demand for affordable homes remains consistently outstripping supply. Therefore, the need to maintain and sustain the Council's social housing stock is an essential component in managing the impacts of homelessness on residents and meeting the Council's legal and regulatory obligations.
- 8.3 Since the C4 Regulatory Judgement was awarded on 12 December 2024, the Housing Improvement Programme has been focussing on achieving the necessary changes identified to ensure compliance with the Council's regulatory and legislative requirements. The work of the Housing Improvement Programme is overseen by the HIP Board and reported regularly to Cabinet and to the Overview and Scrutiny Committee. The HIP Board is also attended by HQN (a specialist housing consultancy) as independent assurance of performance and all Board papers are shared and discussed with the Regulator.
- 8.4 The Council, through investment approved on 20 November 2024 and 22 January 2025 and subsequent service review, has restructured the housing service and recruited additional staff; it has invested in new technology and achieved 100% primary compliance against the 'big six' (gas safety, electrical

safety, lift safety, asbestos safety, fire safety and water hygiene safety) which is being sustained.

- 8.5 The Council has ended its relationship with South Essex Homes and has invested in in-house provision of the repairs and maintenance commissioning and performance management of its main contractor. From 1 April 2026 a new contract will be awarded for an initial five-year term with option to extend for another five years.
- 8.6 Tpas is the Council's contracted tenant engagement expert which is working with the Council to develop a new approach to tenant engagement which is compliant with the Consumer Standards. The Council employs Acuity (a market research company specialising in the social housing sector) to undertake the annual Tenant Satisfaction Measures engagement and reporting to the Regulator. Satisfaction with the Council's housing service among tenants has shown some early signs of improvement but remains far below where it should be particularly in repairs and maintenance, which generates the majority of complaints.

## 9 HRA BASE BUSINESS PLAN – KEY GENERAL ASSUMPTIONS

Key Area	Assumption
General Inflation (CPI)	<p>CPI =</p> <p>2026/27: 3.8%</p> <p>2027/28: 2.5%</p> <p>2028/29: 2.0%</p> <p>2029/30: 2.1%</p> <p>2030/31 onwards: 2%</p> <p>2026/27 is based on the September 2025 rate as published by the Office of National Statistics. Future years are based on projections made by the Bank of England within their November 2025 Monetary Policy Report.</p>
Social Rent	<p>An increase CPI + 1% in all years</p> <p>Rent convergence is included at £1 per week in 2027/28, increasing to £2 per week from 2028/29 onwards.</p>
Non-dwelling Rent & Current Service Charges	Adjusted by general inflation or energy cost inflation as appropriate.
Right to Buy (RTB) Sale	No assumption has been made about right to buy receipts. The Council historically has very low numbers and can reasonably expect only two or three a year. This does not have a material impact on the HRA.

Key Area	Assumption
Right to Buy Receipts	In line with the RTB sales, no assumption has been made. Any receipts received will be used to part finance any new build activity undertaken.
Debt Management	Additional borrowing to be taken out (funding additional contributions to the capital programme), or existing borrowing to be repaid, as far as required to achieve the minimum working balance.
HRA Minimum Working Balances	HRA minimum working balance set at 10% of annual gross income.
Repairs and Maintenance	Expenditure is adjusted in line with general inflation
Supervision and Management	Employee pay award of 3.2% in 2026/27, 3% in 2027/28, 2028/29 and 2029/30, and then 2% thereafter.  Other supervision and management costs have general inflation applied.
Energy Costs	Estimates from Crown Commercial Services used in 2026/27 which show deflation of 7.9% for electric and 16.3% for gas. Future years are subject to general inflation.
Capital Investment in current stock	A contingency of 5% has been assumed within the capital programme.
Capital investment in New & additional stock	No new social housing stock beyond those currently in build stage is assumed, noting this is separate and distinct from the build or acquisition of temporary accommodation within the Council's General Fund. It is assumed that any new social housing stock will be subject to scheme by scheme business cases and be part funded by right to buy receipts and part funded by s106 receipts.
Voids	Rent loss from voids assumed to be 2% on Council dwellings and 77% on Council garages.
Capital charges	Based on the specific debt held and borrowing undertaken by the HRA.

**10 HOUSING REVENUE ACCOUNT REVENUE BUDGET**

- 10.1 **Appendix A** to this report sets out the proposed revenue budget, with 2026/27 for approval and future years within the Business Plan being indicative.
- 10.2 The budget includes the assumption that all rents will increase each year by CPI+1%, which for 2026/27 means 4.8%. The average impact of this is shown in the table below.

	2025/26	4.8% increase	2026/27
	£	£	£
Average actual social rents (weekly)	108.89	5.23	114.12
Average affordable rent (weekly)	227.72	10.93	238.65

- 10.3 In addition, rent convergence has been factored in following the Government announcement in January 2026, commencing 2027/28. Rent convergence requires rents which are currently below 'formula rent' to increase by an additional amount each year, over and above the CPI+1% limit, until they converge with formula rent. The rate of convergence is £1 per week in 2027/28, increasing to £2 per week from 2028/29 onwards. Garage rents are not subject to the Regulator's Rent Standard and therefore could be increased by more than CPI+1%. It is however proposed that the CPI+1% is applied to garage rents.
- 10.4 The process for setting the revenue budget has followed the same principles as for the General Fund budget, outlined within the Medium-Term Financial Strategy presented elsewhere on the February 2026 Cabinet agenda. It is important to remember that the HRA is a separate ring-fenced fund held by the Council. All income received within the HRA, budgeted at £10.2m for 2026/27, is kept within the HRA and funds the costs of providing the service. Any surplus generated is held and reinvested in the service.
- 10.5 Overall, the 2026/27 revenue budget projects a deficit of £14.552m. This deficit is caused by three main components.
- a) First and most significantly, there is a £13.651m revenue contribution to capital. This is required as there is insufficient funding within the Major Repairs Reserve (MRR) to fund the proposed 2026/27 capital programme. This capital programme is a once in a generation level of investment designed to ensure that the Council's housing stock is maintained to

modern regulatory and legislative standards and that compliance is sustained across the full 30 years of the Business Plan.

- b) In addition to the revenue contribution, the second contributing factor is an increase of £776,000 in the revenue repairs and maintenance budget, from £2.436m to £3.212m. This represents a re-baselining of the budget and ensures that it will be sufficient to meet the cyclical requirements, any compliance requirements and to cover minor repairs and maintenance as the need arises.
- c) The third contributing item is the inclusion of £200,000 in relation to the Housing Improvement Programme. It is anticipated that the HIP will continue to operate until such time as its activities can be fully subsumed into the normal day to day activity of the Council. A transition plan is being developed and will be shared with the HIP Board and the Regulator by the end of March 2026.

10.6 The Supervision and Management budget line, a total of £3.799m in 2026/27, funds the costs associated with running the service and managing the housing stock. The largest component of this is the cost of employees at £2.327m, with buildings insurance of £229,000 and IT expenditure of £151,000 being other major components. Other Service Expenditure, budgeted at £2.633m for 2026/27, covers three main areas of cost. The most significant is the depreciation charge of £2.33m which provides funding to the Major Repairs Reserve. The second area is £400,000 in relation to rents, rates, taxes and other charges which are costs the Council incurs on empty properties, communal areas and other landlord responsibilities. Finally, there is a provision of £45,000 for bad and doubtful debts in recognition that the Council will not collect 100% of the income it is owed.

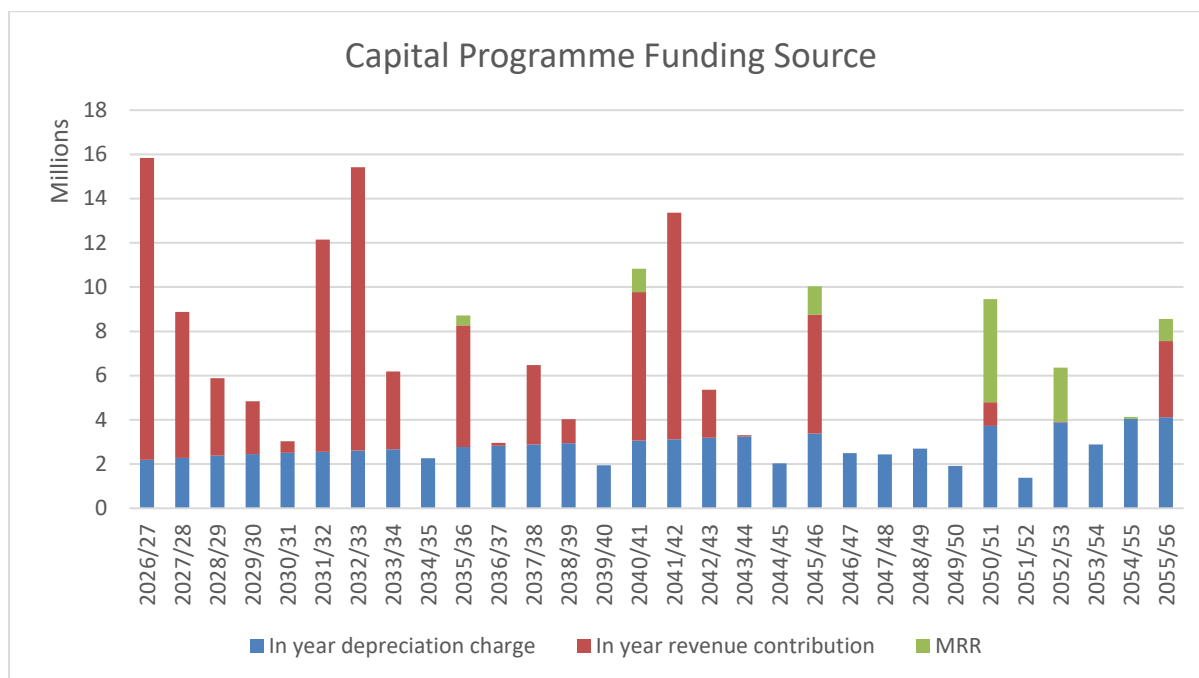
10.7 The Business Plan assumptions indicate that the necessary de-pooling of rents may be introduced from 2028/29 on a phased basis subject to the introduction of a new policy (which would include provisions to mitigate impact) and consultation during 2027/28. The Regulator has indicated it would support the suggested timeline based on a risk-based approach to deal with the challenges associated with the new policy proposals, subject to the provision of robust evidence in support.

## **11 CAPITAL PROGRAMME AND FUNDING**

11.1 The Council is proposing a once in a generation investment in the HRA capital programme to ensure that all its housing stock meets Decent Homes standards, are compliant with all health and safety requirements and are an environment of which tenants can be proud. The investment also supports the digital transformation of the housing service. Within the HRA, the funding of the capital programme is achieved from first the MRR which itself is funded from a depreciation charge against all assets and second, when there is insufficient funds in the MRR to fund the capital programme, additional

revenue contributions which are funded by generation of surplus funds and/or new external borrowing.

- 11.2 Details of the capital programme and its financing over the 30-year term are in Appendix B to this report, whilst the graph below provides a visual summary of the programme and its financing.



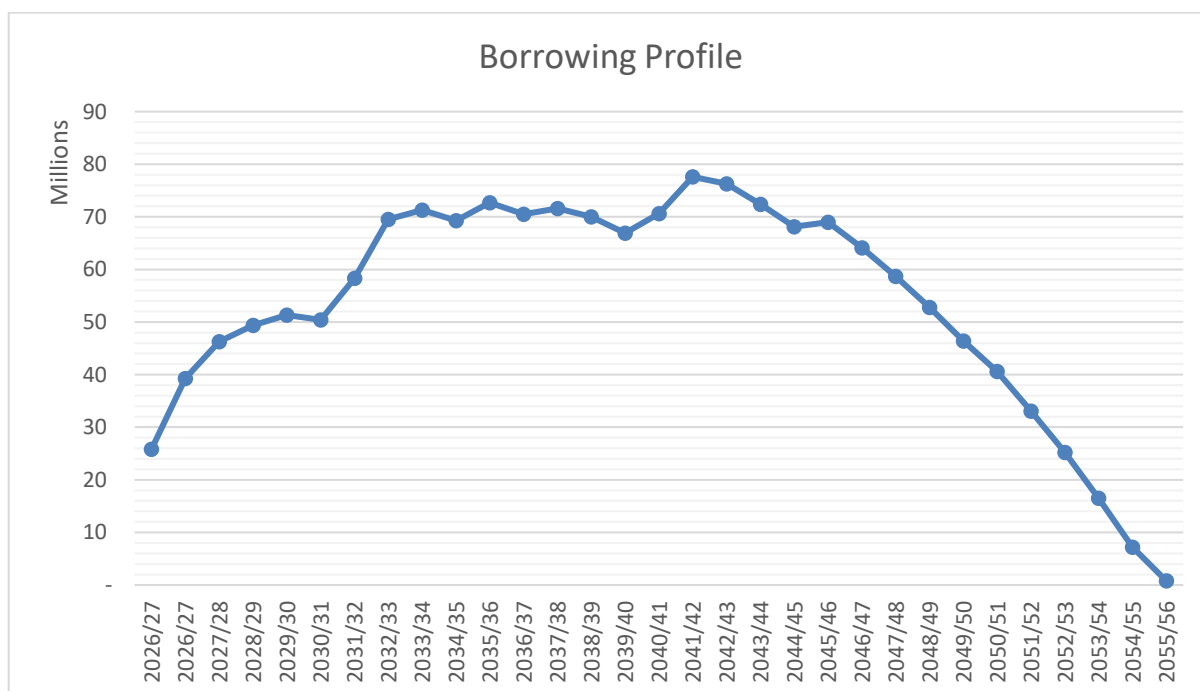
- 11.3 The figures within the capital programme are to set the maximum budget for each area of work. This does not mean that each line will automatically spend to the budgeted level. The actual spend will be based upon the works packages commissioned and the specification for works.
- 11.4 Cabinet is asked to approve the capital programme only for 2026/27, with future years indicative of the capital requirement in those years.

**12 FUTURE DEVELOPMENT PROGRAMME**

- 12.1 The Council has been running a small development programme each year. A two-house scheme at Benderloch, Canvey Island, was completed in December 2025. Two schemes are currently underway (Carlton Drive, Hadleigh and Linden Way, Canvey Island) totalling five houses are due to be completed in spring 2026. All three schemes are HRA funded and will be added to the planned preventative maintenance programme, and repairs funded from the HRA, albeit in latter years. As part of the future development of the Business Plan and a Housing Strategy for the Borough, the Council will consider its role and ambitions for the delivery of new council housing. In delivering all new development the business cases will set out what the impact will be on the HRA.

**13 HOUSING REVENUE ACCOUNT DEBT / BORROWING**

- 13.1 The HRA as at April 2026 will bring forward existing external borrowing of £25.5m and internal borrowing of £1.5m. Whilst £4.5m of the external borrowing is due to mature on 11 March 2026, it is expected this will be fully refinanced, potentially taking in the £1.5m of internal borrowing. This existing external borrowing consists of a number of PWLB maturity loans ranging between 3.05% and 4.42%, with the last loan due to mature in June 2036. The annual interest cost on the external borrowing is £874,000 per annum.
- 13.2 With the significant capital investment proposed and the consequential additional revenue contribution to capital, there will be new borrowing requirements. For the purposes of the budget, it is assumed the level of borrowing undertaken each year is sufficient to ensure the HRA minimum working balance is achieved. No assumption is made on the source (e.g. PWLB, other local authorities etc), duration (single or multiple year) or structure (principal repaid in instalments or in full upon maturity) of any new borrowing. The Council’s treasury management team in conjunction with the Council’s external treasury management advisors will assess all options at the time new borrowing is required.
- 13.3 It is assumed that any new borrowing in 2026/27 will be at an interest rate of 4%, falling by 25 basis points in each of 2027/28, 2028/29 and 2029/30, eventually reducing to 3% for 2030/31 onwards. The graph below shows the forecast external debt profile over the 30-year business plan period. Borrowing is forecast to peak at £77.6m in 2041/42, with peak annual interest costs of £2.33m in that year.



- 13.4 The 30-year Business Plan shows there will still be borrowing of £800,000 at the end of the period. The Council has sought to keep this to a minimum and

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no higher than the value of the additional revenue contributions made to fund the capital programme during the last five years of the business plan period.

#### **14 OPTIONS**

- 14.1 Option 1: Approve the recommendations within this report without amendment to the proposals within this report.
- 14.2 Option 2: Approve the recommendations but only after alternative proposals have been motioned, debated and approved. Where any alternative proposal amounts to a material change to the assumptions on which the Budget or the Business Plan is based, this may necessitate adjournment of the meeting to enable the Cabinet to consider the implications.
- 14.3 The preferred option is option 1. This will ensure the Council meets the requirement to set a budget and will allow sufficient time for the next steps, including notifications being issued to tenants of their new rent payable.

#### **15 RISK IMPLICATIONS**

- 15.1 The Council must set a balanced HRA budget for the forthcoming year and therefore, failure to do could result in regulatory intervention.
- 15.2 If the Council does not plan for future viable and deliverable investment in its housing stock based on good and verifiable data, it cannot provide assurances to tenants and the Regulator that it will meet its regulatory and legislative obligations. This would avoid a breach of the Consumer Standards and ensure that the risk of further action by the Regulator is avoided.
- 15.3 By providing a balanced and viable budget for 2026/27 and also over the 30-year period of the Business Plan, the Council will be taking a significant step towards achieving an improvement against its C4 status. The Council remains under 'review' by the Regulator and that position will not change until the Regulator is satisfied that the Council has in place sustainable plans, policies, programmes and resources (staff, systems and training) and governance (oversight and tenant engagement in decision making).
- 15.4 The Business Plan ensures that the resources are in place to monitor performance of contractors and the effectiveness of investments as well as robust management of the HRA. This minimises the risk of poor performance, poor contract management and poor HRA management that puts funding, properties and tenants at risk
- 15.5 The Business Plan allows for the better planning of the procurement of works contracts. Programme management; communications with tenants and the Regulator; and data that will support the annual review of the HRA. It also provides Members with a new baseline, based on verified data to make investment decisions.
- 15.6 The Council recognises that there are new Decent Homes standard requirements which are due to come into force from 2035 along with new

thermal standards for properties will impact on the financial stability of the Business Plan. It is not possible at this stage to make assumptions with sufficient specificity to include in the Business Plan. The Council does, however, acknowledge the risk that changing regulatory and legislative requirements have on the delivery of the housing service and these are monitored within the new structure of the officer team. Accordingly, officers will model revised planned capital works programmes including kitchens bathrooms roofs etc and review interventions in respect of thermal comfort and performance objectives during the early delivery objectives of the Business Plan in order to understand likely impact and any necessary changes to the later years of the Business Plan which can be made at this stage. Officers will also build stress testing scenarios and gradually re allocate resources where necessary to meet the new Decent Homes definitions as they become clear. Finally, officers will identify and actively bid for new funding streams to support additional capital investment needs.

## **16 LOCAL GOVERNMENT REORGANISATION IMPLICATIONS**

- 16.1 Local Government Reorganisation will take effect from 1 April 2028. Until then the Council retains the statutory responsibility for setting a budget and a 30 Business Plan, which is what is presented as part of this report. When the configuration of the new unitary councils is announced by Government, then the Council will be able to share the Business Plan with those stock owning councils with which it has been placed. There will then be a period of collaboration and discussion with those Councils to ensure the relevant legal transition of the HRA and the stock from the Council to the new unitary takes place. The transfer will take place by way of secondary legislation approved by Parliament. It is imperative therefore, to have a robust HRA and a financially sustainable Business Plan at that point to de-risk continuity of service provision and certainty of future capital delivery by the new unitary. It is the Council's intention to seek re-grading by the Regulator as part of the transitional arrangements and to receive a compliant grading before vesting day.

## **17 CRIME AND DISORDER IMPLICATIONS**

- 17.1 Good quality homes and the surrounding environment can have a positive impact that helps reduce crime and anti-social behaviour. Furthermore, the Consumer Standards relate to working in partnership with tenants and other stakeholders to improve the overall wellbeing of residents on the estates. The Neighbourhood and Community Standard requires *'Registered providers must work in partnership with appropriate local authority departments, the police and other relevant organisations to deter and tackle anti-social behaviour (ASB) and hate incidents in the neighbourhoods where they provide social housing.'*
- 17.2 As part of its commitment to involve tenants in decisions that affect their homes, where appropriate the Council will consult tenants on some of the investment works – for example, the refurbishment of communal areas. That helps to share ownership of investment.

**18 ENVIRONMENTAL IMPLICATIONS**

- 18.1 The Business Plan makes allowance for improving energy efficiency and decarbonisation of properties. At present approximately 500 homes do not meet the minimal standards required by 2030, and investment in this area will be prioritised to those properties. The Business Plan will help define the decarbonisation strategy and support bids for funding through the Government's Warm Homes Fund.
- 18.2 This not only makes a positive contribution towards the Council's overall greener and cleaner environment objectives, but also reduces energy bills for tenants, which has a positive impact on their quality of life and wellbeing.

**19 FINANCIAL IMPLICATIONS**

- 19.1 The financial implications are explicit throughout the report.

**20 LEGAL IMPLICATIONS**

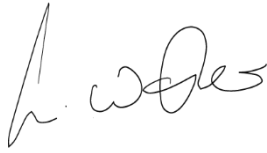
- 20.1 The legal implications have already been addressed within this report.

**21 HUMAN RESOURCES IMPLICATIONS**

- 21.1 There are no staff implications arising from the proposals set out within this report.

**22 EQUALITY AND DIVERSITY IMPLICATIONS**

- 22.1 An equality and diversity impact assessment has been completed and has concluded that the Business Plan will have a positive impact.
- 22.2 The aim of the Business Plan is to put the housing revenue investment priorities on a sustainable footing on the 30-year life of the Business Plan taking account of the requirements of Decent Homes, and other Capital investment to deal with all safety and improvements to the estate environments, and with the aim that all tenants live in a home that meets their needs. It is also to make sure there is budgetary provision for full compliance with the Regulator of Social Housing Consumer Standards in a timely manner
- 22.3 The Business Plan has been written in such a way as to address any inequality, and all protected characteristics will be treated fairly, with adequate provision made for a housing service that meets the requirements of the Regulator's Consumer Standards.



Lance Wosko, Assistant Director - Finance and Procurement (Section 151 Officer)  
and Chris Stratford, Interim Director of Housing

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**Appendix 1 – Housing Revenue Account 30-Year Revenue Budget**

	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<b>Gross income</b>	<b>(10,200)</b>	<b>(10,579)</b>	<b>(11,523)</b>	<b>(12,284)</b>	<b>(13,064)</b>	<b>(13,846)</b>	<b>(14,216)</b>	<b>(14,596)</b>	<b>(14,987)</b>	<b>(15,389)</b>
Supervision & management	3,799	3,741	3,870	3,973	4,052	4,133	4,215	4,299	4,385	4,473
Repairs & maintenance	3,180	3,078	2,978	2,985	3,045	3,106	3,168	3,231	3,295	3,361
Improvement programme	200	-	-	-	-	-	-	-	-	-
Other service expenditure	2,633	2,720	2,822	2,894	2,964	3,023	3,084	3,145	3,208	3,272
<b>Gross service expenditure</b>	<b>9,812</b>	<b>9,539</b>	<b>9,671</b>	<b>9,852</b>	<b>10,061</b>	<b>10,262</b>	<b>10,466</b>	<b>10,675</b>	<b>10,889</b>	<b>11,107</b>
<b>Net cost of services</b>	<b>(389)</b>	<b>(1,040)</b>	<b>(1,852)</b>	<b>(2,432)</b>	<b>(3,004)</b>	<b>(3,585)</b>	<b>(3,749)</b>	<b>(3,920)</b>	<b>(4,098)</b>	<b>(4,283)</b>
Revenue contributions to capital	13,651	6,599	3,499	2,396	528	9,591	12,808	3,519	-	5,492
Net interest payable	1,251	1,564	1,298	1,820	1,465	1,659	1,991	2,052	1,961	2,060
Other operating expenditure	39	72	69	75	77	79	113	116	118	120
<b>(Surplus)/Deficit</b>	<b>14,552</b>	<b>7,195</b>	<b>3,013</b>	<b>1,859</b>	<b>(934)</b>	<b>7,743</b>	<b>11,163</b>	<b>1,767</b>	<b>(2,019)</b>	<b>3,390</b>
<b>Main reserve closing balance</b>	<b>1,346</b>	<b>1,150</b>	<b>1,237</b>	<b>1,278</b>	<b>1,313</b>	<b>1,470</b>	<b>1,507</b>	<b>1,540</b>	<b>1,558</b>	<b>1,569</b>
<b>MRR closing balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>455</b>	<b>-</b>

	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42	2042/43	2043/44	2044/45	2045/46
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<b>Gross income</b>	<b>(15,803)</b>	<b>(16,229)</b>	<b>(16,667)</b>	<b>(17,118)</b>	<b>(17,582)</b>	<b>(18,060)</b>	<b>(18,551)</b>	<b>(19,056)</b>	<b>(19,576)</b>	<b>(20,112)</b>
Supervision & management	4,562	4,653	4,746	4,841	4,938	5,036	5,137	5,239	5,343	5,450
Repairs & maintenance	3,429	3,497	3,567	3,638	3,711	3,785	3,861	3,939	4,018	4,098
Improvement programme	-	-	-	-	-	-	-	-	-	-
Other service expenditure	3,338	3,404	3,473	3,542	3,613	3,685	3,759	3,834	3,911	3,989
<b>Gross service expenditure</b>	<b>11,329</b>	<b>11,555</b>	<b>11,786</b>	<b>12,021</b>	<b>12,262</b>	<b>12,507</b>	<b>12,757</b>	<b>13,012</b>	<b>13,272</b>	<b>13,537</b>
<b>Net cost of services</b>	<b>(4,475)</b>	<b>(4,674)</b>	<b>(4,881)</b>	<b>(5,097)</b>	<b>(5,321)</b>	<b>(5,553)</b>	<b>(5,794)</b>	<b>(6,044)</b>	<b>(6,305)</b>	<b>(6,575)</b>
Revenue contributions to capital	127	3,593	1,095	-	6,715	10,241	2,181	54	-	5,371
Net interest payable	1,992	2,013	1,961	1,865	2,105	2,130	2,087	1,966	1,833	1,856
Other operating expenditure	123	125	128	130	133	136	138	141	144	147
<b>(Surplus)/Deficit</b>	<b>(2,233)</b>	<b>1,057</b>	<b>(1,698)</b>	<b>(3,102)</b>	<b>3,632</b>	<b>6,953</b>	<b>(1,388)</b>	<b>(3,883)</b>	<b>(4,328)</b>	<b>798</b>
<b>Main reserve closing balance</b>	<b>1,602</b>	<b>1,645</b>	<b>1,743</b>	<b>1,745</b>	<b>1,813</b>	<b>1,860</b>	<b>1,947</b>	<b>1,931</b>	<b>1,959</b>	<b>2,061</b>
<b>MRR closing balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,061</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,287</b>	<b>-</b>

	2046/47	2047/48	2048/49	2049/50	2050/51	2051/52	2052/53	2053/54	2054/55	2055/56
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<b>Gross income</b>	<b>(20,662)</b>	<b>(21,229)</b>	<b>(21,812)</b>	<b>(22,412)</b>	<b>(23,029)</b>	<b>(23,664)</b>	<b>(24,318)</b>	<b>(24,991)</b>	<b>(25,683)</b>	<b>(26,395)</b>
Supervision & management	5,559	5,669	5,782	5,898	6,015	6,135	6,258	6,383	6,510	6,641
Repairs & maintenance	4,180	4,263	4,349	4,436	4,524	4,615	4,707	4,801	4,897	4,995
Improvement programme	-	-	-	-	-	-	-	-	-	-
Other service expenditure	4,069	4,150	4,233	4,318	4,404	4,493	4,582	4,674	4,768	4,863
<b>Gross service expenditure</b>	<b>13,807</b>	<b>14,083</b>	<b>14,364</b>	<b>14,651</b>	<b>14,944</b>	<b>15,243</b>	<b>15,547</b>	<b>15,858</b>	<b>16,175</b>	<b>16,498</b>
<b>Net cost of services</b>	<b>(6,855)</b>	<b>(7,146)</b>	<b>(7,448)</b>	<b>(7,761)</b>	<b>(8,085)</b>	<b>(8,422)</b>	<b>(8,771)</b>	<b>(9,133)</b>	<b>(9,508)</b>	<b>(9,897)</b>
Revenue contributions to capital	-	-	-	-	1,062	-	54	-	-	3,448
Net interest payable	1,704	1,538	1,356	1,160	981	751	510	244	(40)	(237)
Other operating expenditure	150	153	156	159	162	166	169	172	176	179
<b>(Surplus)/Deficit</b>	<b>(5,001)</b>	<b>(5,455)</b>	<b>(5,935)</b>	<b>(6,442)</b>	<b>(5,880)</b>	<b>(7,505)</b>	<b>(8,038)</b>	<b>(8,717)</b>	<b>(9,373)</b>	<b>(6,507)</b>
<b>Main reserve closing balance</b>	<b>2,161</b>	<b>2,216</b>	<b>2,252</b>	<b>2,293</b>	<b>2,373</b>	<b>2,378</b>	<b>2,516</b>	<b>2,533</b>	<b>2,606</b>	<b>2,713</b>
<b>MRR closing balance</b>	<b>956</b>	<b>2,036</b>	<b>2,917</b>	<b>4,662</b>	<b>-</b>	<b>2,428</b>	<b>-</b>	<b>1,075</b>	<b>987</b>	<b>-</b>

**Appendix 2 – Housing Revenue Account 30-Year Capital Budget**

	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	£000s	£000s	£000s	£000s	£000s	£000s
<b>Achieving and Maintaining Decent Homes Standards</b>						
Central Heating - Boilers	41	122	54	61	126	372
Central Heating - Distribution System	195	80	7	21	35	780
Chimneys	16	212	28	-	-	142
Doors	-	-	8	-	51	-
Electrics	78	31	25	6	85	160
Plumbing	62	110	-	-	-	-
Roof - Finish	620	2,993	209	-	131	6,197
Roof - Structure	-	-	-	-	-	19
Walls - Finish	-	-	491	4	16	-
Walls - Structure	-	-	-	-	6	-
Windows	759	175	69	299	270	1,668
Bathrooms - Modern Facilities	81	5	5	-	15	-
Bathrooms - Other	696	130	57	19	158	95
Kitchens - Layout	371	-	-	-	-	-
Kitchens - Modern Facilities	78	47	41	-	14	-
Kitchens - Other	592	814	266	83	489	535
Decarbonisation & Raising EPC Ratings	-	154	2,614	2,669	-	-
Decent Homes Contingency (5%)	180	243	193	158	69	499
<b>Decent Homes Total</b>	<b>3,769</b>	<b>5,114</b>	<b>4,065</b>	<b>3,320</b>	<b>1,464</b>	<b>10,466</b>
<b>Other Property Related Works</b>						
Gas - Communal Boilers	150	51	-	-	-	-
Gas - Domestic Heating	50	-	-	-	-	-
EICRS - Remedial Works / Rewires	120	-	-	-	-	-
Smoke Detection Installation	15	36	-	-	66	-
Asbestos	90	92	84	85	87	89
Lifts (blocks)	80	82	11	11	11	11
Lifts (stairwells)	12	-	-	-	-	-
Fire (Passive) - Install	1,100	256	209	214	163	-
Fire (Passive) - Doors	1,250	513	-	-	-	389
Fire (Active) - Install	300	51	-	-	-	-
Fire - Automatic Vents	10	-	-	-	-	-
Fire - Extinguishers	10	-	-	-	-	-
Lighting	200	51	-	53	-	56
CCTV	40	41	-	-	-	-
Automatic Doors	10	-	-	-	38	-
Car Park Barriers	10	-	-	-	22	-
Access Systems	70	-	-	-	-	-
Laundry - Machine Purchase	200	-	-	-	-	-
Pathways	900	103	52	53	54	56
Disabled Adaptations	400	410	418	427	436	444
Voids - Planned Capital Works	40	41	42	43	44	44
Voids - Reactive Capital Works	-	41	42	43	44	44
Disrepair - Capital Works	320	154	105	107	109	17
Common Area Improvements (Decoration)	1,000	154	105	-	-	-
Common Area Improvements (Other)	200	154	-	-	-	22
Environmental Improvements	50	51	21	21	22	22
Fencing	1,000	103	-	-	-	-
Insulation (Including Cavity)	200	103	105	-	-	-
Structural Works	150	-	-	-	-	-
Wall Finishes	140	-	-	-	-	-
Stock Condition	50	-	-	-	-	-
Sheltered Housing Improvements	1,367	154	-	-	-	-
Cladding Replacement	1,000	103	52	-	-	-
Contingency (5%)	527	137	62	53	55	60
<b>Other Property Works Total</b>	<b>11,060</b>	<b>2,880</b>	<b>1,307</b>	<b>1,110</b>	<b>1,150</b>	<b>1,253</b>
<b>Systems &amp; Staffing</b>						
Housing Management System	600	513	105	-	-	-
Staffing	410	368	401	415	423	432
<b>Systems &amp; Staffing Total</b>	<b>1,010</b>	<b>880</b>	<b>505</b>	<b>415</b>	<b>423</b>	<b>432</b>
<b>Total Capital Programme</b>	<b>15,839</b>	<b>8,874</b>	<b>5,876</b>	<b>4,845</b>	<b>3,037</b>	<b>12,151</b>
<b>Funded By:</b>						
In Year Depreciation Charge	2,188	2,275	2,377	2,449	2,510	2,560
In Year Revenue Contribution	13,651	6,599	3,499	2,396	528	9,591
Major Repairs Reserve	-	-	-	-	-	-
	<b>15,839</b>	<b>8,874</b>	<b>5,876</b>	<b>4,845</b>	<b>3,037</b>	<b>12,151</b>

	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38
	£000s	£000s	£000s	£000s	£000s	£000s
<b>Achieving and Maintaining Decent Homes Standards</b>						
Central Heating - Boilers	425	577	70	626	272	91
Central Heating - Distribution System	2,010	135	15	1,156	64	415
Chimneys	2,449	319	-	6	20	47
Doors	-	108	-	263	6	-
Electrics	469	173	7	1,695	44	3,017
Plumbing	-	-	-	-	-	-
Roof - Finish	5,007	1,202	24	553	172	150
Roof - Structure	60	20	-	21	-	-
Walls - Finish	1,431	182	-	15	-	5
Walls - Structure	18	15	-	6	-	-
Windows	1,209	813	408	893	81	-
Bathrooms - Modern Facilities	31	5	-	33	-	11
Bathrooms - Other	348	287	16	549	17	373
Kitchens - Layout	-	-	-	-	-	-
Kitchens - Modern Facilities	15	23	-	47	8	81
Kitchens - Other	265	985	614	1,377	176	358
Decarbonisation & Raising EPC Ratings	-	-	-	-	-	-
Decent Homes Contingency (5%)	687	243	58	362	43	227
<b>Decent Homes Total</b>	<b>14,423</b>	<b>5,088</b>	<b>1,212</b>	<b>7,603</b>	<b>901</b>	<b>4,775</b>
<b>Other Property Related Works</b>						
Gas - Communal Boilers	-	-	-	-	-	-
Gas - Domestic Heating	-	-	-	-	-	-
EICRS - Remedial Works / Rewires	-	-	-	-	-	-
Smoke Detection Installation	26	32	27	25	24	-
Asbestos	91	92	94	96	61	63
Lifts (blocks)	11	173	177	180	12	13
Lifts (stairwells)	-	-	-	22	-	-
Fire (Passive) - Install	-	-	-	-	-	-
Fire (Passive) - Doors	-	-	-	-	613	-
Fire (Active) - Install	-	-	-	-	-	-
Fire - Automatic Vents	-	-	-	12	-	-
Fire - Extinguishers	-	-	-	12	-	-
Lighting	-	58	-	-	-	-
CCTV	-	-	-	-	-	50
Automatic Doors	-	-	-	-	-	-
Car Park Barriers	-	-	-	-	-	-
Access Systems	34	-	-	-	-	-
Laundry - Machine Purchase	-	-	-	-	-	250
Pathways	57	58	59	60	61	63
Disabled Adaptations	227	116	118	120	123	125
Voids - Planned Capital Works	45	46	47	48	49	50
Voids - Reactive Capital Works	-	-	-	-	-	-
Disrepair - Capital Works	17	17	18	18	18	19
Common Area Improvements (Decoration)	-	-	-	-	307	313
Common Area Improvements (Other)	-	-	-	-	25	-
Environmental Improvements	23	23	24	24	25	25
Fencing	-	-	-	-	-	-
Insulation (Including Cavity)	-	-	-	-	-	-
Structural Works	-	-	-	-	-	-
Wall Finishes	-	-	-	-	-	-
Stock Condition	-	-	-	-	-	-
Sheltered Housing Improvements	-	-	-	-	184	188
Cladding Replacement	-	-	-	-	-	-
Contingency (5%)	27	31	28	31	75	58
<b>Other Property Works Total</b>	<b>556</b>	<b>646</b>	<b>592</b>	<b>649</b>	<b>1,576</b>	<b>1,215</b>
<b>Systems &amp; Staffing</b>						
Housing Management System	-	-	-	-	-	-
Staffing	440	449	458	467	477	486
<b>Systems &amp; Staffing Total</b>	<b>440</b>	<b>449</b>	<b>458</b>	<b>467</b>	<b>477</b>	<b>486</b>
<b>Total Capital Programme</b>	<b>15,419</b>	<b>6,183</b>	<b>2,261</b>	<b>8,719</b>	<b>2,954</b>	<b>6,476</b>
<b>Funded By:</b>						
In Year Depreciation Charge	2,611	2,664	2,261	2,771	2,827	2,883
In Year Revenue Contribution	12,808	3,519	-	5,492	127	3,593
Major Repairs Reserve	-	-	-	455	-	-
	<b>15,419</b>	<b>6,183</b>	<b>2,261</b>	<b>8,719</b>	<b>2,954</b>	<b>6,476</b>

	2038/39	2039/40	2040/41	2041/42	2042/43	2043/44
	£000s	£000s	£000s	£000s	£000s	£000s
<b>Achieving and Maintaining Decent Homes Standards</b>						
Central Heating - Boilers	544	60	229	18	-	46
Central Heating - Distribution System	232	17	1,855	114	54	192
Chimneys	14	-	621	14	220	22
Doors	9	3	241	-	-	4
Electrics	398	39	2,405	227	41	355
Plumbing	-	-	-	-	-	-
Roof - Finish	255	26	1,380	1,083	442	423
Roof - Structure	-	-	116	9,240	2,054	25
Walls - Finish	9	-	52	10	37	23
Walls - Structure	3	-	11	-	7	-
Windows	246	-	715	246	-	39
Bathrooms - Modern Facilities	-	-	12	-	6	13
Bathrooms - Other	115	6	408	233	137	140
Kitchens - Layout	-	-	-	-	-	-
Kitchens - Modern Facilities	17	42	9	9	27	18
Kitchens - Other	623	85	924	238	180	431
Decarbonisation & Raising EPC Ratings	-	-	-	-	-	-
Decent Homes Contingency (5%)	123	14	449	571	161	87
<b>Decent Homes Total</b>	<b>2,589</b>	<b>292</b>	<b>9,428</b>	<b>12,003</b>	<b>3,367</b>	<b>1,816</b>
<b>Other Property Related Works</b>						
Gas - Communal Boilers	-	-	-	-	-	-
Gas - Domestic Heating	-	-	-	-	-	-
EICRS - Remedial Works / Rewires	-	-	-	-	-	-
Smoke Detection Installation	32	-	113	-	32	41
Asbestos	64	65	66	68	69	70
Lifts (blocks)	13	13	13	14	14	14
Lifts (stairwells)	-	-	-	-	-	-
Fire (Passive) - Install	-	-	-	-	-	-
Fire (Passive) - Doors	-	-	-	-	-	-
Fire (Active) - Install	-	-	-	-	138	-
Fire - Automatic Vents	-	-	-	-	-	14
Fire - Extinguishers	-	-	-	-	-	14
Lighting	-	-	-	-	-	-
CCTV	-	-	-	-	-	-
Automatic Doors	-	-	-	-	-	70
Car Park Barriers	-	-	27	-	-	-
Access Systems	-	-	-	-	-	-
Laundry - Machine Purchase	-	-	-	-	-	-
Pathways	64	65	66	68	69	70
Disabled Adaptations	128	130	133	135	138	141
Voids - Planned Capital Works	51	52	53	54	55	56
Voids - Reactive Capital Works	-	-	-	-	-	-
Disrepair - Capital Works	19	20	20	20	21	21
Common Area Improvements (Decoration)	319	325	-	-	-	-
Common Area Improvements (Other)	-	-	-	-	483	-
Environmental Improvements	26	26	27	27	28	28
Fencing	-	-	-	-	-	-
Insulation (Including Cavity)	-	195	133	68	-	-
Structural Works	-	-	-	-	-	-
Wall Finishes	-	-	-	-	-	-
Stock Condition	-	-	-	-	-	-
Sheltered Housing Improvements	191	195	199	203	207	211
Cladding Replacement	-	-	-	135	138	141
Contingency (5%)	45	54	43	40	70	45
<b>Other Property Works Total</b>	<b>951</b>	<b>1,141</b>	<b>892</b>	<b>832</b>	<b>1,461</b>	<b>937</b>
<b>Systems &amp; Staffing</b>						
Housing Management System	-	-	-	-	-	-
Staffing	496	506	516	526	537	547
<b>Systems &amp; Staffing Total</b>	<b>496</b>	<b>506</b>	<b>516</b>	<b>526</b>	<b>537</b>	<b>547</b>
<b>Total Capital Programme</b>	<b>4,035</b>	<b>1,938</b>	<b>10,835</b>	<b>13,361</b>	<b>5,365</b>	<b>3,301</b>
<b>Funded By:</b>						
In Year Depreciation Charge	2,941	1,938	3,060	3,121	3,183	3,247
In Year Revenue Contribution	1,095	-	6,715	10,241	2,181	54
Major Repairs Reserve	-	-	1,061	-	-	-
	<b>4,035</b>	<b>1,938</b>	<b>10,835</b>	<b>13,361</b>	<b>5,365</b>	<b>3,301</b>

	2044/45	2045/46	2046/47	2047/48	2048/49	2049/50
	£000s	£000s	£000s	£000s	£000s	£000s
<b>Achieving and Maintaining Decent Homes Standards</b>						
Central Heating - Boilers	4	12	20	4	4	-
Central Heating - Distribution System	121	1,515	311	60	192	-
Chimneys	-	553	16	-	99	-
Doors	-	43	-	-	-	-
Electrics	310	466	215	37	131	114
Plumbing	-	-	-	-	-	-
Roof - Finish	-	3,751	-	92	342	-
Roof - Structure	25	564	26	27	163	139
Walls - Finish	-	186	3	-	6	-
Walls - Structure	-	108	-	-	-	-
Windows	-	742	-	17	26	-
Bathrooms - Modern Facilities	39	13	-	41	-	14
Bathrooms - Other	195	265	338	303	120	72
Kitchens - Layout	-	-	-	-	-	-
Kitchens - Modern Facilities	-	-	-	-	-	-
Kitchens - Other	103	219	-	10	-	-
Decarbonisation & Raising EPC Ratings	-	-	-	-	-	-
Decent Homes Contingency (5%)	40	422	47	29	54	17
<b>Decent Homes Total</b>	<b>837</b>	<b>8,859</b>	<b>975</b>	<b>619</b>	<b>1,136</b>	<b>356</b>
<b>Other Property Related Works</b>						
Gas - Communal Boilers	-	-	-	-	-	-
Gas - Domestic Heating	-	-	-	-	-	-
EICRS - Remedial Works / Rewires	-	-	-	-	-	-
Smoke Detection Installation	46	31	-	29	-	30
Asbestos	72	73	90	92	93	95
Lifts (blocks)	14	117	15	15	16	16
Lifts (stairwells)	-	26	-	-	-	-
Fire (Passive) - Install	-	-	-	-	-	-
Fire (Passive) - Doors	-	-	-	-	-	-
Fire (Active) - Install	-	-	-	-	-	-
Fire - Automatic Vents	-	-	-	-	-	-
Fire - Extinguishers	-	-	-	-	-	-
Lighting	-	-	-	-	-	-
CCTV	-	-	75	-	-	-
Automatic Doors	-	-	-	-	-	-
Car Park Barriers	-	-	-	-	-	-
Access Systems	-	-	-	-	70	-
Laundry - Machine Purchase	-	-	-	305	-	-
Pathways	72	73	75	76	78	79
Disabled Adaptations	144	147	150	153	156	159
Voids - Planned Capital Works	58	59	60	61	62	63
Voids - Reactive Capital Works	-	-	-	-	-	-
Disrepair - Capital Works	22	22	22	23	23	24
Common Area Improvements (Decoration)	-	-	374	381	389	397
Common Area Improvements (Other)	-	-	-	-	-	-
Environmental Improvements	29	29	30	31	31	32
Fencing	-	-	-	-	-	-
Insulation (Including Cavity)	-	-	-	-	-	-
Structural Works	-	-	-	-	-	-
Wall Finishes	-	-	-	-	-	-
Stock Condition	-	-	-	-	-	-
Sheltered Housing Improvements	-	-	-	-	-	-
Cladding Replacement	144	-	-	-	-	-
Contingency (5%)	30	29	45	58	46	45
<b>Other Property Works Total</b>	<b>629</b>	<b>607</b>	<b>934</b>	<b>1,223</b>	<b>964</b>	<b>939</b>
<b>Systems &amp; Staffing</b>						
Housing Management System	-	-	-	-	-	-
Staffing	558	569	581	592	604	616
<b>Systems &amp; Staffing Total</b>	<b>558</b>	<b>569</b>	<b>581</b>	<b>592</b>	<b>604</b>	<b>616</b>
<b>Total Capital Programme</b>	<b>2,025</b>	<b>10,035</b>	<b>2,490</b>	<b>2,434</b>	<b>2,704</b>	<b>1,911</b>
<b>Funded By:</b>						
In Year Depreciation Charge	2,025	3,378	2,490	2,434	2,704	1,911
In Year Revenue Contribution	-	5,371	-	-	-	-
Major Repairs Reserve	-	1,287	-	-	-	-
	<b>2,025</b>	<b>10,035</b>	<b>2,490</b>	<b>2,434</b>	<b>2,704</b>	<b>1,911</b>

	2050/51 £000s	2051/52 £000s	2052/53 £000s	2053/54 £000s	2054/55 £000s	2055/56 £000s	30-Year Total £000s
<b>Achieving and Maintaining Decent Homes Standards</b>							
Central Heating - Boilers	-	-	-	-	-	5	3,782
Central Heating - Distribution System	53	-	120	11	11	23	9,795
Chimneys	198	-	-	-	-	152	5,146
Doors	8	-	-	-	-	5	749
Electrics	117	50	10	216	32	11	10,964
Plumbing	-	-	-	-	-	-	172
Roof - Finish	3,657	-	4,006	69	-	1,108	33,890
Roof - Structure	1,218	-	30	-	1,594	4,220	19,560
Walls - Finish	217	6	6	-	-	269	2,966
Walls - Structure	192	-	-	-	-	264	631
Windows	276	91	611	349	299	10	10,308
Bathrooms - Modern Facilities	7	-	-	16	-	8	355
Bathrooms - Other	198	67	107	140	16	81	5,684
Kitchens - Layout	-	-	-	-	-	-	371
Kitchens - Modern Facilities	-	-	-	-	-	-	475
Kitchens - Other	-	-	11	-	-	12	9,391
Decarbonisation & Raising EPC Ratings	-	-	-	-	-	-	5,436
Decent Homes Contingency (5%)	307	11	245	40	97	309	5,984
<b>Decent Homes Total</b>	<b>6,446</b>	<b>224</b>	<b>5,146</b>	<b>841</b>	<b>2,048</b>	<b>6,474</b>	<b>125,656</b>
<b>Other Property Related Works</b>							
Gas - Communal Boilers	-	-	-	-	-	-	201
Gas - Domestic Heating	-	-	-	-	-	-	50
EICRS - Remedial Works / Rewires	-	-	-	-	-	-	120
Smoke Detection Installation	106	-	39	47	43	52	889
Asbestos	97	99	101	103	105	107	2,554
Lifts (blocks)	16	17	17	515	525	536	2,671
Lifts (stairwells)	-	-	-	-	-	43	103
Fire (Passive) - Install	1,618	-	-	-	-	-	3,560
Fire (Passive) - Doors	-	-	-	-	-	-	2,764
Fire (Active) - Install	-	-	-	-	-	-	489
Fire - Automatic Vents	-	-	-	-	-	-	36
Fire - Extinguishers	-	-	-	-	-	-	36
Lighting	32	-	-	-	-	-	450
CCTV	-	-	-	-	-	-	206
Automatic Doors	-	-	-	-	-	-	119
Car Park Barriers	32	-	-	-	-	-	91
Access Systems	-	-	-	-	-	-	174
Laundry - Machine Purchase	-	-	-	-	-	-	755
Pathways	81	83	84	86	88	89	2,941
Disabled Adaptations	162	165	168	172	175	179	6,094
Voids - Planned Capital Works	65	66	67	69	70	72	1,632
Voids - Reactive Capital Works	-	-	-	-	-	-	214
Disrepair - Capital Works	24	25	25	26	26	27	1,328
Common Area Improvements (Decoration)	-	-	-	-	-	-	4,062
Common Area Improvements (Other)	-	-	-	-	-	-	884
Environmental Improvements	32	33	34	34	35	36	877
Fencing	-	-	-	-	-	-	1,103
Insulation (Including Cavity)	-	-	-	86	88	-	976
Structural Works	-	-	-	-	-	-	150
Wall Finishes	-	-	-	-	-	-	140
Stock Condition	-	-	-	-	-	-	50
Sheltered Housing Improvements	-	-	-	172	175	179	3,625
Cladding Replacement	-	-	-	-	-	-	1,713
Contingency (5%)	113	24	27	65	67	66	2,053
<b>Other Property Works Total</b>	<b>2,379</b>	<b>511</b>	<b>562</b>	<b>1,375</b>	<b>1,397</b>	<b>1,384</b>	<b>43,109</b>
<b>Systems &amp; Staffing</b>							
Housing Management System	-	-	-	-	-	-	1,217
Staffing	629	641	654	667	681	694	15,839
<b>Systems &amp; Staffing Total</b>	<b>629</b>	<b>641</b>	<b>654</b>	<b>667</b>	<b>681</b>	<b>694</b>	<b>17,056</b>
<b>Total Capital Programme</b>	<b>9,453</b>	<b>1,377</b>	<b>6,362</b>	<b>2,883</b>	<b>4,126</b>	<b>8,552</b>	<b>185,821</b>
<b>Funded By:</b>							
In Year Depreciation Charge	3,730	1,377	3,880	2,883	4,037	4,118	82,830
In Year Revenue Contribution	1,062	-	54	-	-	3,448	92,023
Major Repairs Reserve	4,662	-	2,428	-	89	987	10,968
	<b>9,453</b>	<b>1,377</b>	<b>6,362</b>	<b>2,883</b>	<b>4,126</b>	<b>8,552</b>	<b>185,821</b>