

# Cheltenham Borough Council

**Cabinet - 24 February 2026**

**Council - 27 February 2026**

## **Housing Revenue Account - Final Budget Proposals 2026/27 and revised Forecast 2025/26**

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**Accountable member:**

Cllr Peter Jeffries – Cabinet Member Finance and Assets

**Accountable officer:**

Adele Taylor – Interim Section 151 Officer

**Accountable scrutiny committee:**

Budget Scrutiny Working Group

**Ward(s) affected:**

All

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**Key/Significant Decision:**

Yes

**Executive summary:**

This report sets out the Cabinet's final Housing Revenue Account (HRA) budget proposals for 2026/27 and the revised forecast for 2025/26.

The Council have faced unprecedented financial challenges over the last five years in providing the resources and support to manage the response to the Covid-19 pandemic and then rising costs and challenges faced by the cost-of-living crisis. Although inflation has fallen and interest rates seem to be following, recovery from these events is a slow and gradual process.

The 2026/27 budget proposal outlined in this report continue the process of strengthening the HRA financial sustainability. As outlined in the report below, all rents will be increased by 4.8% which aligns with our already approved rent strategy. However, the inflationary increases on base costs over the last two years mean that cost pressures still far outweigh any increase in

income within the HRA.

Interest payable on temporary borrowing has been modelled at an average rate of 3.52% for 2026/27 and 3.25% for the subsequent two years. The future years factor in any assumed borrowing in 2026/27 and 2027/28 to fund the HRA capital programme. This is the area of HRA expenditure where the largest pressure is associated. Details of the strategies being employed by the Council to reduce exposure to higher interest rates on temporary debt is set out in the general fund draft budget proposals for 2026/27 and the mid-term Treasury Management report which was presented to Full Council on 15 December 2025.

There has to be a balance between investing in our stock, ensuring that we comply with all relevant housing standards but also looking at a reduction in the other base costs in the HRA is required to support the medium-term sustainability of the HRA reserves.

Focus will remain on our tenants and their needs to deliver the outcomes of this budget as 2026/27 marks the second budget year in which the Council can be said to truly focussing on its long-term recovery from the events of the last five years.

### **Recommendations: Cabinet recommends that Council:-**

- 1. approves the final HRA budget proposals for 2026/27 shown at Appendix 2.**
  - 2. notes that a rent increase of 4.80% for social rent homes, affordable homes and shared ownership homes and changes to other rents and charges as detailed within this report has already been approved.**
  - 3. approves the HRA capital programme as shown at Appendix 3 and the detailed capital programme in Appendix 4**
  - 4. notes the revised HRA forecast for 2025/26 and impact on the HRA balance.**
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## **1. Implications**

### **1.1. Financial, Property and Asset implications**

As detailed in the report and appendices.

**Signed off by:** Adele Taylor Interim s151 officer

### **1.2. Legal implications**

1.2.1 Under the Constitution Cabinet has responsibility for the preparation and consultation on the Council's budget. The final budget will be subject to consideration and approval by Full Council in February 2026.

1.2.2 Section 74 of the Local Government and Housing Act 1989 ("the Act") requires a local housing authority to maintain a separate ring-fenced Housing Revenue Account (HRA), which includes sums to be credited or debited in accordance with the category of properties listed in section 75 of the Act. Unless in accordance with a direction of the

Secretary of State, sums may not be transferred between the Housing Revenue Account or the General Fund and cannot be used to subsidise a budget deficit within the General Fund. Further, the General Fund cannot be used to subsidise a budget deficit in the Housing Revenue Account. The provisions related to “the keeping of the Housing Revenue Account” are set out in section 75 and Schedule 4 of the Act. Section 76 of the Act imposes a duty on the local housing authority to prevent a debit balance on its Housing Revenue Account. In the event a debit balance occurs, this must be carried forward to the next financial year. Section 76(2) of the Act requires the local housing authority during January or February of each year to formulate proposals in relation to the likely income and expenditure to the Housing Revenue Account to secure that the Account for the year does not show a deficit.

1.2.3 Section 24 of the Housing Act 1985 provides that a local housing authority may make such reasonable charges as they may determine for the tenancy or occupation of their properties and that the authority shall, from time-to-time, review rents and make such changes, either of rents generally or of particular rents, as circumstances may require.

**Signed off by:** Alison McKane, Interim Deputy Monitoring Officer

[alison.mckane@cheltenham.gov.uk](mailto:alison.mckane@cheltenham.gov.uk)

### **1.3. Environmental and climate change implications**

The works listed within the Capital Programme will lead to a reduction in greenhouse gas emissions, supporting our progress towards becoming a net zero Council and allocating funds towards actions listed within the Climate Emergency Action Plan.

The budget includes investment to retrofit significant numbers of the existing housing stock through a fabric first approach, where-ever possible, to make them more energy efficient, increasing the SAP rating to EPC C or above. This includes preliminary steps to fund the transition away from carbon reliant heating systems towards low carbon heating systems. Improving the energy efficiency of our homes has co benefits for the customers and the climate. It also includes investment to ensure Council led newbuilds meet or move towards the metrics within the Climate Change Supplementary Planning Document.

**Signed off by:** Maizy McCann, Climate Officer, [Maizy.mccann@cheltenham.gov.uk](mailto:Maizy.mccann@cheltenham.gov.uk)

### **1.4. Corporate Plan Priorities**

The actions outlined in this budget proposal will help ensure that the council can deliver its corporate objectives as set out in the Corporate Plan.

**Signed off by:** Ann Wolstencroft, Head of Corporate Services

### **1.5 Equality, Diversity and Inclusion Implications**

The proposals for the 2026/27 housing revenue account revenue and capital budgets are

focused on the delivery of the 2023-27 plan. Any savings or efficiencies to deliver the budget that require separate decisions will be subjected to their own equality impact assessments. An equality impact assessment for the decisions in this report is included in Appendix 6.

## **1.6 Performance management – monitoring and review**

The budget for the HRA is monitored by the Cabinet and Leadership team throughout the year and reported to Cabinet and the Budget Scrutiny Working Group during the year.

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## **2 Background**

2.1 The Council's Constitution requires the Cabinet to prepare a budget proposal in advance of the coming financial year which has been subject to consultation between 16 January and 31 January 2026. The Cabinet is then required to draw up its firm budget proposals, having regard to the responses it has received during the consultation period, and present its report to Council in February 2026. This report presents the final proposals for the Housing Revenue Account for 2026/27.

## **3 Wider Economic and Sector Conditions for 2025/26 and 2026/27**

3.1 The 2026/27 HRA budget proposal has been set based on a series of assumptions about the economic outlook for the next 18 months. Inflation sat at 3.6% in October 2025, a fall compared to 3.8% the month before. Although inflation may be stabilising, levels over the previous two years have had a huge impact on our costs. The Government has proposed an increase to social and affordable rent of CPI+1% for the next five years measured at September each year which means we continue to be in a position due to inflation levels since 2022/23 where costs will continue to outweigh funding increases.

3.2 Inflation in the construction and maintenance sector and high interest rates impact financial viability and timing of delivery of new build schemes and acquisitions of properties. Many housing providers in the sector have reduced or delayed their new build programmes due to these financial pressures. This presents challenges when considering how we increase our housing stock levels and new rental income which can be used to offset some of the pressures in the HRA overhead costs.

3.3 The Bank of England base rate is also one of the most significant pressures on our budget. When this paper was presented to Cabinet last year the base rate was 4.50. It was assumed based on treasury advice that this would decrease to 3.50% in 2025/26. The base rate has fallen to 3.75% in 2025/26 but is expected to reduce much more slowly than our previous estimates in 2026/27.

3.4 The Autumn Budget Statement of 2024 from Government also announced changes to the Right to Buy legislation which reduces the discount available for any applicants after the 21 November 2024. Changes mean the Council will also be able to retain 100% of the capital receipts from Right to Buy sales indefinitely, making the existing policy permanent. There was a significant increase in applications from tenants to purchase their homes with 65 applications being received in the week before its introduction. This represents the equivalent of nearly two years of Right to Buy applications from previous years. Although the Government policy changes are welcomed by the Council, the long-term impact on stock levels and capital financing remain unknown and will need to continue to be

monitored.

- 3.5 Another key announcement in the Autumn Statement 2024 was an increase in Employers National Insurance contributions from 13.8% to 15.8% of pay and a reduction in the threshold for which this is paid from £9,100 a year to £5,000. The Final Local Government Finance Settlement for 2026/27 does not include funding for the increase in the contributions for housing staff whose salaries are covered by the HRA, despite being directly employed by the Council since July 2024.
- 3.6 Tax rises and caps on benefits increase pressure on rent arrears and homelessness provision however in the Autumn Statement of 2023 confirmation was given that following the freeze on the Local Housing Allowance (LHA) since April 2020 the rate was restored to the 30th percentile (meaning the LHA rate will fully cover the rent of up to three in every 10 homes in Cheltenham) from April 2024. The unfreezing of this allowance allowed the rent rise to be fully reflected in new affordable rents in 2025/26 and this will continue into 2026/27.
- 3.7 Work undertaken by officers in preparation for the introduction of the Regulator's Social Housing Consumer Standards from April 2024 has also identified a number of areas where additional investment is needed to ensure the Council are compliant. These will continue to be monitored by the Council's Housing Committee into 2026/27 and beyond.
- 3.8 The current operating environment has improved slightly from last financial year although the pressure on rental income growth and on the HRA cost base still provide significant challenges in the medium term. The Council's decision to bring the housing service back into the Council provides opportunities for efficiencies to be realised and to reset the current position in the HRA 30 year business plan. Section 7 of this report outlines the strategy for 2026/27 which will set us on the journey to achieve this.

#### **4 Housing Revenue Account Revised Forecast for 2025/26**

- 4.1 The budget for 2025/26 reflected the increasing cost pressures on the HRA with a budgeted net operating surplus of £81,501. The revised forecast shows a variance of £48,988 from budget, increasing the operating surplus for the year to £130,489.
- 4.2 The areas of expenditure in the HRA operational budget vary from the original budget are supervision and management and repairs and maintenance budgets which have all been reprofiled following the transition of housing services back to the Council. This is to reflect the changes to charging between the general fund, the HRA and Cheltenham Borough Homes rather than any significant variances in overall costs. The changes since the draft budget reflect the updated forecast of staffing costs where vacancies have been carried through the winter. Likewise, depreciation calculations have been reviewed and updated for estimated component rates from the current round of procurement and changes to the timing of new acquisitions and neighbourhood works.
- 4.3 Rental income from dwellings is in line with budgeted levels of £25m. The void rate is currently 2.7% against a target of 2.0% caused by issues in capacity to turn around void properties. The delays in activity to bring the homes back into use is also reflected in the increased underspend in this area of the capital budget. Officers are currently reviewing capacity in this area to ensure the number of void properties can be reduced and re-let as quickly as possible.

4.4 Interest payable on HRA debt has been recalculated based on the re-profiled capital programme in the final budget and is still expected to be £15k below the budget set in February 2025 which assumed an average interest rate of 4.0%. The PWLB HRA rate which is 0.4% below the certainty rate which the General Fund receives is available up to June 2027 should CBC wish to utilise. This discounted rate is to support local authorities borrowing for the Housing Revenue Account and for refinancing existing HRA loans. Further opportunities to replace temporary debt with long term debt will be carried out as and when they arise.

## **5 Housing Revenue Account Budget 2026/27**

5.1 The budget proposals for the HRA Operating Account in 2026/27 are set out in Appendix 2. The budget is set in comparison with the original budget and revised forecast for 2025/26.

5.2 This shows a larger operating surplus than the revised 2025/26 budget position and a contribution to the HRA balance at year end. One of the key drivers in taking the decision in October 2023 to bring housing services back to the Council was the sustainability of the HRA balance which fell below the target of £1.5m for the first time in 2023/24. Since the transition in July 2024, work has been focussed on understanding how this can be recovered over the medium term and how the HRA 30 year business plan can become more sustainable.

5.3 The 2026/27 budget proposal outlined in this report adheres to the principles of greater financial sustainability. As outlined in the section above, all rents will increase by 4.8% in line with the Government's Social Rent Policy following the announcement of the CPI for September at 3.8%. Social and Affordable rents are proposed to be capped at the Local Housing Allowance (LHA) as in previous years. On 24 October 2024 the Government launched a consultation on social housing rent policy which proposes to permit social rent to increase by CPI+1% for the five years up to 31 March 2031 which would apply to social and affordable rent. This increase has been applied in the future years of the budget but will be reviewed following the conclusion of the consultation.

5.4 Expenditure budgets reflect:

5.4.1.1 Following the taking of housing services back inhouse, ensuring that there are appropriate HRA recharge percentages from the general fund including all shared service costs.

5.4.1.2 Inflation on the majority of non-staff costs has been set at 3.4%

5.4.1.3 Assumption that Homes England funding continues at existing levels and shared ownership costs do not change substantially

5.5 Interest payable on temporary borrowing has been modelled at an average rate of 3.52% for 2026/27 and 3.25% for the subsequent two years. This is consistent with the rates used within the general fund budget. The future years factor in any assumed borrowing in 2026/27 and 2027/28 to fund the HRA capital programme. This is the area of HRA expenditure where the largest pressure is associated. Details of the strategies being employed by the Council to reduce exposure to higher interest rates on temporary debt is

set out in the general fund draft budget proposals for 2026/27 and the mid-term Treasury Management report which was presented to Full Council on 16 December 2025.

- 5.6 Within the medium term of the HRA budget, continued focus needs to remain to understand how overall HRA borrowing levels can be minimised. This will be influenced by the changes in Right to Buy legislation brought in, in prior financial years, which will mean more of the capital receipts will be retained and could be used to fully fund the acquisitions programme which currently relies on additional borrowing to maintain stock levels.
- 5.7 Likewise the stock condition survey will also mean the planned maintenance programmes for our existing stock will be amended as new data comes in which may change the levels of investment required and subsequently the overall levels of borrowing.
- 5.8 Until the impact of these changes is fully understood, a reduction in the other base costs in the HRA is required to support the medium-term sustainability of the HRA reserves. A total saving of £1m has been included in the medium-term projections for the HRA operating account. This will be made up as follows:

	<b>2026/27</b>	<b>2027/28</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Transition of housing services back to the Council	650,000	0	650,000
Reduction in Interest Payable	-	350,000	350,000
<b>Total</b>	<b>650,000</b>	<b>350,000</b>	<b>1,000,000</b>

- 5.9 The transition of housing services back in house is based on the calculations included in the original decision to wind up Cheltenham Borough Homes and will be implemented alongside the savings within the general fund. The reduction in interest payable will be delivered through debt management strategies outlined above. Progress against the achievement of these savings will be reported regularly through the budget monitoring reports.

## 6 HRA Capital Programme

- 6.1 The revised capital programme for 2025/26 shows that expenditure will be £2.002m under the original budget of £19.109m for existing properties. The revised capital programme for new build and acquisitions is also expected to be underspent by £2.273m against the original budget of £18.289m.

- 6.2 The main variances in the programme against the original budget relate to the following areas:

- Internal improvements – Expected to be underspent by £1,174m as a result of the work programme not being progressed to the timescales that the budget was set, although that profile has now been amended for future years to better reflect expected spend profiles

- Structural Works Surveys – Expected to be £0.478m underspent where works carried out during the year were not carried out to the timescales originally included in the budget.
- 320 Swindon Road – Expected to be £2.468m underspent. A delay to the on-site construction start to 17 November 2025 for 24 affordable homes, has meant the project has not been able to utilise the full year’s budget but is expected to deliver over a revised time period
- S106 Properties – Expected overspend of £3.131m, Developer led schemes for the acquisition of completed homes under a mix of tenures under section 106 agreements including 106 Swindon Farm which commenced in November 2024 and where 70 affordable homes are due to be constructed.
- Market Purchases - Acquisition of individual properties from the local market to support the wider strategies within the HRA business plan are expected to be underspent by £2.870m. These purchases are dependent on the appropriate properties coming to market that comply with the CBC vision.

6.3 As part of the consumer standards analysis undertaken by officers since the housing service transferred back to the Council in July 2024, the need to update our housing stock condition survey has been identified. Work commenced in Autumn 2024 and data on each of our properties will continue to be updated over the next few years. This will drive changes in the overall planned maintenance programme as the condition of the different property components are re-assessed. This will mean capital investment is being focused where it is most needed to ensure all our properties meet the Government’s Decent Homes Standard.

6.4 The capital programme for 2026/27 provides an additional £42.255m of investment in both existing homes and the acquisition and development of new homes. With the new build pipeline expected to deliver the 320 Swindon Road and Swindon Farm developments, this will boost our housing stock levels and start to build resilience in the HRA 30 year business plan. Additionally, work in our existing stock will focus on addressing any issues identified in the stock condition survey as well as balancing the benefits of retrofitting to reduce the overall carbon footprint of the stock whilst reducing energy costs for our tenants. Details by programme area for the four years to 2029/30 are given in Appendix 4.

6.5 During the 2026/27 financial year, other projects and schemes may come to light which require investment by the Council. These proposals will be considered by the Cabinet and approval will be requested through the relevant channels in line with the Council’s Budget and Policy Framework Rules.

6.6 The proposed funding of these programmes is set out at Appendix 3 and includes a combination of borrowing, Homes England grant, shared ownership sales, capital receipts and leaseholder contributions. In 2026/27 the programme is expected to increase levels of borrowing by £23.478m which places a significant pressure on the HRA operational budget as interest rates remain high. This is reflected in the HRA 30 year business plan which continues to show interest cover as a significant risk factor in the long term affordability of the operation of the HRA. This demonstrates the importance of the delivery of the planned savings in the 2026/27 budget strategy following the transition of the

housing service back to the Council in July 2024.

6.7 It should be noted that the planned programme for 2026/27 includes a budget of £1.300m for the removal of a combustible high risk external cladding system to three, five storey blocks of flats (Arle Road, Grevil Road and Orchard Way). A fire risk appraisal of external walls (FRAEW) was carried out in January 2025 and this concluded that the wall type presented an unacceptable level of risk where remediation works were required to reduce the risk to life safety to a tolerable level. Mitigation measures were immediately put in place to protect the resident's safety. This included changing the fire strategy from 'stay put' to 'simultaneous evacuation' and installing additional smoke detectors in the communal areas. These measures were approved by the Council's fire risk assessor, Ferntec as acceptable as an interim solution until the cladding could be removed. Residents have been kept informed throughout the process, with the most recent communication in January 2026.

6.8 An application to the Government's Cladding Safety Scheme for the full amount of funding is being prepared and it requires a statement from the Section 151 Officer of the impact on the Housing Revenue Account of not getting external funding. As the budget papers show, by including the £1.300m in the planned programme for 2026/27, the HRA reserves would remain low and have a significant impact on the ongoing financial sustainability of the HRA. Reserve levels for the HRA remain around the bare minimum levels they should be even with external funding and the identification of savings, and with an increase in stock and property numbers, the overall balances should continue to increase proportionately. Without external funding the risk to ensuring financial sustainability remains a risk and therefore additional savings over and above the already identified £650k included within the HRA operational budget would need to be found if external funding is not agreed.

## **7 Consultation process**

7.1 The formal budget consultation on the detailed interim budget proposals took place over the period 19 December 2025 to 31 January 2026. The Cabinet sought to ensure that the opportunity to have input into the budget consultation process was publicised to the widest possible audience, predominately through its social media channels. During the consultation period, interested parties including businesses, parish councils, tenants, residents, staff and trade unions were encouraged to comment on the initial budget proposals.

7.2 The Budget Scrutiny Working Group has been meeting during the course of the year and has made a positive contribution to the budget setting process in considering various aspects of the budget leading to its publication. The group met on 7 January 2026 and comments have been fed back to the Overview and Scrutiny Committee and the Cabinet.

7.3 Public responses to the budget proposals with responses from the Cabinet are provided at Appendix 5.

## 8 Key risks

8.1 See Risk Assessment in Appendix 1.

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### Report author:

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### Appendices:

1. Risk Assessment
2. HRA Operating Account
3. Major Repairs Reserve and HRA Capital Programme (summary)
4. HRA 3-year Capital Programme (detail)
5. Equality Impact Assessment

Background information:

1. 2025/26 Final Budget Proposal report to Council - 21 February 2025;
2. The final local government finance settlement for 2026/27.

[Final Local Government Finance Settlement: England, 2026-2027 to 2028-2029 - GOV.UK](#)

**Appendix 1: Risk Assessment**

Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions
1.01	Volatility in the external policy environment including Government Policy may impact the economic operating environment and future funding of the HRA	Adele Taylor	5	3	15	Reduce the risk	Policy changes are monitored closely and the impacts understood and mitigated where there is a significant impact on the HRA (such as future rent policy). A 30-year financial plan is maintained, updated and stress tested regularly to ensure the HRA is financially viable over the long term	CBC finance team	Ongoing
1.02	If material and labour price increases and resource constraints continue in the medium term this may cause further financial restraints and the need for additional savings in the HRA	Adele Taylor	4	3	12	Reduce the risk	The current higher than inflation pay rises in the private sector and constraints in the construction sector will continue to be monitored carefully. Long term supply agreements are in place or will be put in place for new programmes through competitive procurement to reduce	CBC finance team	Ongoing

Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions
							the risk of labour and material shortages. Sufficient internal resource will be maintained to reduce the impact of subcontractor price volatility. A 30-year financial plan is maintained, updated and stress tested regularly to ensure the HRA is financially viable over the long term. The pace and scale of future investment will be managed carefully to protect existing services and support for tenants.		
1.03	If there are insufficient resources to deliver planned maintenance to existing homes or meet additional compliance requirements, then homes may become non decent or there may be an increase in void loss	Adele Taylor	4	3	12	Reduce the risk	Robust stock condition data and compliance data is required to inform future capital spend and compliance requirements. Procurement best practice is followed with continuing contract management.	CBH through management agreement	Ongoing

Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions
							A 30-year financial plan is maintained, updated and stress tested regularly to ensure the HRA is financially viable over the long term		
1.04	If the Net Zero Carbon programme is not carefully planned and delivered and not sufficiently funded by Government, there may be insufficient resources to deliver existing maintenance programmes and services	Adele Taylor	4	3	12	Reduce the risk	Resources have been set aside to conduct retrofit activities over the next 4 years in the capital programme. This includes procurement of a new term external works contract and the expectation of additional funding bids to central government for the retrofit programme. The target for new build land owned by the HRA is to deliver low carbon homes. Progress in the sector and funding proposals by Government will be carefully monitored. A 30-year financial plan is maintained, updated	CBC/CBH through partnership working	Ongoing

Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions
							and stress tested regularly to ensure the HRA is financially viable over the long term		
1.05	With the transfer of the Housing Service from CBH to CBC is not successfully managed or savings opportunities are not successfully delivered there could be an impact on resourcing/capacity to deliver essential services and compliance requirements as well as an adverse impact on the financial resilience of the HRA	Adele Taylor	4	3	12	Reduce the risk	Consultation and close working will continue with CBH service teams, a programme manager has been appointed to manage the transition, there is ongoing financial monitoring of budgets and the HRA business plan	Adele Taylor	Ongoing
1.06	If changes in benefits, including changes to UC rates, or the cost-of-living crisis have a greater impact on tenants than anticipated and planned for, it may increase the level of arrears for the HRA and impact on vulnerable families	Adele Taylor	3	2	6	Reduce the risk	The HRA budget includes specific resources to control rent arrears and support tenants through transition to Universal Credit and support tenants during the cost-of-living crisis. This has been successful in	Adele Taylor	Ongoing

Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions
							mitigating the impact so far.		
1.07	If void rent loss is higher than estimated, it will impact on assumed rent income in the HRA	Adele Taylor	3	2	6	Reduce the risk	Demand for social housing remains high and is increasing, private rents are increasing unaffordable for many, there remains a significant waiting list and short re-let times. Quality of homes needs to be maintained and changes in void levels monitored.	Adele Taylor	Ongoing
1.08	If the demand for reactive repairs increases, there may be insufficient budget to meet demand	Adele Taylor	3	2	6	Reduce the risk	The planned maintenance programme for existing homes is delivered each year. A 30-year financial plan is maintained, updated and stress tested regularly to ensure the HRA is financially viable over the long term. Major peril to the stock is fire which is covered by appropriate	Adele Taylor	Ongoing

Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions
							insurance.		
1.09	If there are insufficient new supply opportunities (land/acquisitions) or delivery on sites such as new affordable homes from the GVD the ambitious targets for net new supply will not be achieved and the HRA will not be strengthened by generating additional future income	Adele Taylor	3	2	6	Reduce the risk	The transition of CBH to CBC will strengthen the combined development team. A 30-year financial plan is maintained, updated and stress tested regularly to ensure the HRA is financially viable over the long term	CBC via Strategic Housing Delivery Group, Council Member Housing Working Group	Ongoing
1.10	If the capital receipts held from RTB sales under the retention agreement with MHCLG are not used within 5 years of receipt, they are repayable with interest to the Government.	Adele Taylor	3	1	3	Reduce the risk	The acquisition programme is continuing at a level which is adequate to use receipts before they would be repayable. This position is regularly monitored.	CBC through partnership working	Ongoing