

# Decision Pathway – Report



**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 01 December 2020

<b>TITLE</b>	<b>HRA Asset Management Strategy 2021-2026</b>		
<b>Ward(s)</b>	All wards		
<b>Author:</b> Alison Napper	<b>Job title:</b> Asset Strategy Manager		
<b>Cabinet lead:</b> Cllr Helen Godwin	<b>Executive Director lead:</b> Stephen Peacock		
<b>Proposal origin:</b> <i>BCC Staff</i>			
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> <i>Cabinet</i>			
<b>Purpose of Report:</b> To adopt the HRA Asset Management Strategy 2021-2026 and associated Action Plan.			
<b>Evidence Base:</b> The HRA Asset Management Strategy sets out a framework for managing and investing appropriately in the assets within the Housing Revenue Account (HRA), council homes and non-dwelling assets such as garages are in scope. The first year of this strategy is set to see the investment framework for social housing transformed; new legislation governing fire safety and building safety bringing increased responsibilities in managing high rise blocks, a review of the longstanding Decent Homes Standard and increased energy standards. This document is designed to be a robust, evidenced based asset management strategy to lead our business decisions in this changing environment. It is based on work that has been done to improve understanding of performance of our properties, and it seeks to drive forward work to deliver value for money for the council and its current and future residents. It is supported by a live action plan that we will use to direct and monitor activity.			
<b>Cabinet Member / Officer Recommendations:</b> <b>That Cabinet</b> <b>Approve the HRA Asset Management Strategy 2021-2026, and the associated Action Plan.</b>			
<b>Corporate Strategy alignment:</b> The Council's Corporate Strategy articulates the themes and principles that underpin our activity, and we have referred to these principles in the development of the HRA Asset Management Strategy. The actions which are of particular relevance to housing and this strategy are <ul style="list-style-type: none"> <li>• Delivery of affordable homes</li> <li>• Working to tackle fuel poverty</li> <li>• Reducing Bristol's CO2 emissions</li> <li>• Developing balanced and inclusive communities</li> <li>• Improving access to the internet</li> </ul>			
<b>City Benefits:</b> The primary aim of Bristol City Council's approach to asset management of its HRA stock is to enable the council to provide good quality affordable housing that meets the needs of as many residents as possible over the longer term. In support of this aim we have adopted the following overarching priorities: <ul style="list-style-type: none"> <li>• Invest in our homes so they are well maintained and safe</li> <li>• Contribute to delivery of the 2030 carbon neutral city</li> <li>• Provide homes and services that meet future demographic and social needs, and the needs of diverse communities.</li> <li>• Support the Council's growth ambitions</li> <li>• Ensure we derive good value for money from our housing and non-residential stock</li> <li>• Ensure our asset management strategy is affordable within the business plan</li> </ul>			

**Consultation Details:**

**Background Documents:** The Charter for Social Housing Residents: Social Housing White Paper  
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/936098/The\\_charter\\_for\\_social\\_housing\\_residents\\_-\\_social\\_housing\\_white\\_paper.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/936098/The_charter_for_social_housing_residents_-_social_housing_white_paper.pdf)

<b>Revenue Cost</b>	£0	<b>Source of Revenue Funding</b>	N/A
<b>Capital Cost</b>	£0	<b>Source of Capital Funding</b>	N/A
<b>One off cost</b> <input type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

**Required information to be completed by Financial/Legal/ICT/ HR partners:**

**Finance Advice:** The Asset Management Strategy provides a high level overview of the aims and aspirations of the service. It will be used to help inform business decisions made in the constantly changing environment and to secure the best use of Housing Revenue Account assets.

Although the strategy itself has no direct financial implications, it will be used to help inform the service priorities and actions that are deliverable within the constraints of the annual budget and the 30 year business plan, which will be presented to Cabinet for approval each year.

The strategy includes aspirations such as the Council's carbon neutral target for which the substantial funding required has not yet been identified and it is anticipated that additional external funding will be needed in order to deliver this.

**Finance Business Partner:** Wendy Welsh, Finance Manager, 6<sup>th</sup> November 2020

**2. Legal Advice:**

The approval of the Asset Management Strategy and Action Plan does not in itself raise any legal implications. Legal advice should be sought in respect of individual decisions arising from the Strategy and Plan.

Consultation

Where consultation has taken place, the consultation responses must be conscientiously taken into account in finalising the decision. The leading cases on consultation provide that:

- Consultation should occur when proposals are at a formative stage;
- Consultations should give sufficient reasons for any proposal to permit intelligent consideration;
- Consultations should allow adequate time for consideration and response;
- There must be clear evidence that the decision maker has considered the consultation responses, or a summary of them, before taking its decision;
- The degree of specificity regarding the consultation should be influenced by those who are being consulted;
- The demands of fairness are likely to be higher when the consultation relates to a decision which is likely to deprive someone of an existing benefit.

Equalities

The Public Sector Equality duty requires the decision maker to consider the need to promote equality for persons with "protected characteristics" and to have due regard to the need to i) eliminate discrimination, harassment, and victimisation; ii) advance equality of opportunity; and iii) foster good relations between persons who share a relevant protected characteristic and those who do not share it.

The Equalities Impact Check/Assessment is designed to assess whether there are any barriers in place that may prevent people with a protected characteristic using a service or benefiting from a policy. The decision maker must take into consideration the information in the check/assessment before taking the decision.

A decision can be made where there is a negative impact if it is clear that it is necessary, it is not possible to reduce or remove the negative impact by looking at alternatives and the means by which the aim of the decision is being implemented is both necessary and appropriate

**Legal Team Leader:** Husinara Jones, Team Leader/Solicitor 10<sup>th</sup> November 2020

**3. Implications on IT:** IT Services look forward to continuing to work with Housing colleagues on using enabling technology and Digital Transformation to support this strategy. In regards to Digital Connectivity and the Smart City agenda mentioned in the strategy, we will need to ensure that these initiatives are maintainable long-term and

approved through the IT Governance and Assurance process by the responsible Director		
<b>IT Team Leader:</b> Simon Oliver, Director, Digital Transformation, 07/10/20		
<b>4. HR Advice:</b> There are no HR implications evident		
<b>HR Partner:</b> Celia Williams, HR Business Partner, 07/10/20		
<b>EDM Sign-off</b>	Stephen Peacock	21/10/2020
<b>Cabinet Member sign-off</b>	CLlr Helen Godwin	26/10/2020
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	02/11/2020

<b>Appendix A – Further essential background / detail on the proposal</b> HRA Asset Management Strategy attached	<b>YES</b>
<b>Appendix B – Details of consultation carried out - internal and external</b>	<b>NO</b>
<b>Appendix C – Summary of any engagement with scrutiny</b>	<b>NO</b>
<b>Appendix D – Risk assessment</b>	<b>NO</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b>	<b>YES</b>
<b>Appendix F – Eco-impact screening/ impact assessment of proposal</b>	<b>YES</b>
<b>Appendix G – Financial Advice</b>	<b>NO</b>
<b>Appendix H – Legal Advice</b>	<b>NO</b>
<b>Appendix I – Exempt Information</b>	<b>NO</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>
<b>Appendix L – Procurement</b>	<b>NO</b>