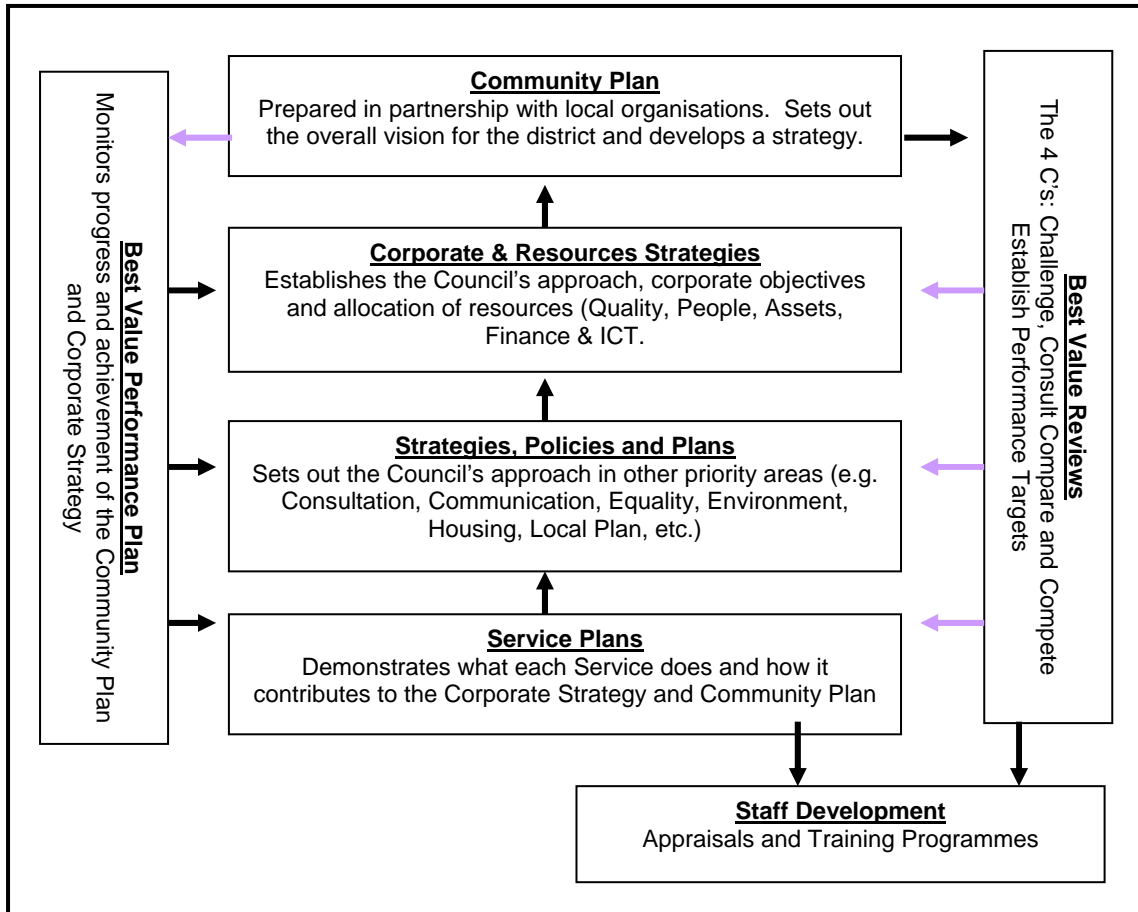


**Housing Revenue Account (HRA) Business Plan  
2001/2002 to 2030/31(Updated 2003)**



**Decent Homes Standard**

“Ensure that all social housing meets set standards of decency by 2010, by reducing the number of households living in social housing that does not meet these standards by a third between 2001 and 2004, with most of the improvement taking place in the most deprived local authority areas”.

The general definition is that a Decent Home is one which meets all of the following criteria:-

**a) Home Must Meet Minimum Statutory Standard**

That is it must be “habitable”

**b) Be in a Reasonable State of Repair**

For a property to fail the Standard one or more of the key building components must be both old and require replacing or two or more of the other (secondary) building components need to be old and require replacing. If components are not both old and in need of replacing, the home remains decent.

**c) Have Reasonably Modern Facilities**

This relates primarily to the provision of modern kitchens and bathrooms with appropriate layout. The home must fail three of the defined criteria to fail. This can mean that a home has an old kitchen and bathroom lacking in facilities but the Standard is still met.

A home is deemed to be decent unless it lacks three or more of:

A modern kitchen (20 years old or less)

A kitchen with adequate space and layout

A modern bathroom (30 years old or less)

An appropriately located bathroom and WC

Adequate noise insulation

Adequate size or layout of common areas for blocks of flats

**d) Have a Reasonable Degree of Thermal Comfort**

This is about efficient heating and effective insulation. This may not necessarily include double-glazing.

From the information obtained by our Consultants from their 12% survey they estimated that for the first five years 2,960 of our properties would not be complying with one or more of these standards and for the next five years a further 3,107 would fail to meet the standard.

The estimation was based on the original 785 dwellings surveyed and 366 were considered to fall within the definition of unfit under the Decent Homes Standard for the first five years. 166 of those dwellings (45%) were surveyed again to check the accuracy of the Consultants analysis from their survey and were found to be substantially correct.

## **The Aspirational Standard**

The Aspirational Standard is deemed to be all other areas of work supported by tenants and does not form part of the Decent Homes Standard.

Landscaping (Hard and Soft)

Car Parking

Garages

Security Measures (dwellings)

External Stores

Boundary Walls

Paths/Driveways

Fences

Gates

Railings

Door Entry Systems

Play Areas

Security Lighting (estates & paths)

Lifts

Aids and Adaptations

Replacing the Community Care Management System (C.C.M.S.)

Communal Aerial Replacement

Open Space Provision

Improvements to Shopping Precincts on Estates

C.C.T.V.

## Housing Landlord Service Area Plan

### 1. Scope of Service Area

1.1 The services covered by this Service Plan are provided under the following activity headings and include:

Function	Activity	Customers	Mandatory
Stock Management	Routine Repairs, Planned Maintenance and Capital works, Void Management, Aids and Adaptations, HRA Business Plan, Housing Revenue Account shops and garages, Housing Options, Leaseholder Management.	Tenants and leaseholders	Yes
Tenancy Management	Rent Accounts, Rent Recovery, Estate Management Services, Anti-Social Behaviour, Allocations and Lettings, Right to Buy, Tenant Participation, Tenants Contents Insurance and the Tenants Compact	Tenants and leaseholders	Yes (apart from Tenants Contents Insurance)
Housing Services for the Elderly	Community Care Management System, Sheltered Housing Services	Tenants, leaseholders, Housing Associations, Housing Association tenants, private tenants and owner occupiers	No
Joint Support	Personnel and administrative support to Housing Landlord and Housing Strategy. Also improvement and learning from complaints activities.	Housing Landlord and Housing Strategy staff and indirectly tenants and leaseholders	Support mandatory services

1.2 This Service plan relates to the Housing Services Portfolio, led by Councillor Alan Boad and is overseen by the Social Overview and Scrutiny Committee.

1.3 The Corporate Strategy Objective directly relating to Housing is:

- To meet the housing need

The priorities for Housing 2003-2007 under the above objective are documented as follows:

- To deal effectively with the decision on housing options for managing the Council's housing stock.
- To increase the number of affordable homes in the district.
- To improve the quality of housing.

There are a number of other Corporate Strategy objectives which are directly relevant to the Housing service and to which the work of Housing will contribute. They are:

- To manage our services openly, effectively and efficiently

- To improve our services to provide a cleaner and greener community
- To promote and contribute to a safer and healthier community
- To target resources to the areas in greatest need

<b>Headline Priority</b>	<b>Contribution</b>
CO.1 Manage our services openly, effectively and efficiently	Significant contribution <ul style="list-style-type: none"> <li>• Encourage and develop tenant participation in all aspects of the housing service.</li> <li>• HRA Business Plan</li> </ul>
CO.2 Improve our services to provide a cleaner and greener community	Some limited contribution <ul style="list-style-type: none"> <li>• Provide a secure and energy efficient environment for tenants to live in</li> <li>• SAP top performer</li> </ul>
CO.3 To promote and contribute to a safer and healthier community.	Significant contribution <ul style="list-style-type: none"> <li>• CCMS service / 24/7 lifeline service</li> <li>• Anti-Social Behaviour Policy</li> <li>• Environmental improvements</li> <li>• Involvement in Community Safety initiatives, e.g. Section 17 Meetings with Police, Sharing of Information Protocol</li> </ul>
CO.4 Support a prosperous mixed economy	Some limited contribution <ul style="list-style-type: none"> <li>• Contribute to local economy - use of local contractors for repairs and maintenance</li> </ul>
CO.5 Enhance the culture of the area	No contribution
CO.6 Meet the housing need	Lead service / significant contribution <ul style="list-style-type: none"> <li>• Approx 6000 Council homes at affordable rents</li> <li>• Meet the Decent Homes Standard by 2010 and subject to resources meet the Aspirational Standard</li> <li>• Provide a range of services to tenants and to manage their tenancies effectively</li> <li>• Effective housing management, for example reducing void time to a minimum allowing people on the register to get into a new home as soon as possible</li> </ul>
CO.7 Target resources to the areas of greatest need	Significant contribution <ul style="list-style-type: none"> <li>• HRA Business Plan</li> </ul> Policies, for example Adaptations, Allocations

**1.4 The high level objectives for Housing contained within both of the HRA Business Plan and the Housing Strategy are as follows:**

- To meet and maintain the Decent Homes Standard by 2010
- To provide a high quality and cost effective management service.
- To consult and involve tenants in all aspects of the housing management service.
- To explore all the possible options to enable more funding to be spent on Warwick's Aspirational standard for homes.

## 2. Current Service Performance and Standards

### 2.1 Best Value Indicators

BVPI	Target (Top Q ) 99/00	Actual 99/00	Target (Top Q) 00/01	Actual 00/01	Target (Top Q) 01/02	Actual 01/02	Target 02/03	Actual 02/03	Target 03/04
<b>BV 67:</b> % homeless applications on which decision was notified within 33 days			96	90	97	87	92	91	93
<b>P, BV 183:</b> Average length of stay in bed & breakfast accommodation		4	2	6		4	2	11	2
<b>P, BV 63/70:</b> Average SAP rating of Council homes		49	59	49	61	49	52	64	53
<b>S. BV 74: Tenant satisfaction with overall service:</b> % satisfied % dissatisfied Black & minority ethnic tenants % satisfied % dissatisfied Non-black & minority tenants % satisfied % dissatisfied			86	87	86			91 5.8	
<b>BV 164:</b> Does the Authority follow the CRE code of practice in rented housing and follow the Good Practice standards for social landlords on tackling harassment including the Code of Practice for social landlords: Tackling Racial Harassment?		Yes		Yes		Yes	Yes	Yes	Yes
<b>BV 65a, BV 65b:</b> Average costs per dwelling per week a) Management b) Repairs c) Rent rebates d) Capital charges e) Less Government subsidy f) Total - Average rent	£7.24 £10.74 £35.03 £8.90 (£22.79) £35.03	£8.49 £10.09 £21.18 £6.91 (£4.06) £42.16	£8.06 £10.33	£9.27 £11.32 £21.82 £5.14 (£2.84) £44.70	£8.87 10.25	£10.17 £11.53 £22.76 £3.45 (£1.84) £45.46		£10.60 £12.13 £24.97 £1.88 (£0.70) £48.88	
<b>BV 68:</b> Average		16	30	23	19	19	21	26	21

BVPI	Target (Top Q ) 99/00	Actual 99/00	Target (Top Q) 00/01	Actual 00/01	Target (Top Q) 01/02	Actual 01/02	Target 02/03	Actual 02/03	Target 03/04
time to relet dwellings (days)									
<b>P, BV 69:</b> % rent lost through properties being empty	2.6	0.69	1.1	0.94	0.9	1.10	0.80	0.82	0.70
<b>BV 71:</b> Proportion of local authority dwellings receiving renovation work during the year compared to the number needing renovation work on 1 April 2000		22%	10.2% 59%	> £5000 2.7% < £5000 25%		> £5000 44% < £5000 8%	> £5000 38% < £5000 13%	> £5000 51% < £5000 31%	> £5000 39% < £5000 13%
<b>BV 72:</b> % urgent repairs completed within government time limits	95	93	96	96	96%	96	96	97.8	96
<b>BV 73:</b> Average time taken to complete non-urgent responsive repairs (days)		10	13	9	9	9	8	9	8
<b>ACPI-D2:</b> % repairs for which an appointment was made and kept	37	n/a	23	n/a		n/a	20%	n/a	50%
<b>BV 185:</b> % responsive (but not emergency) repairs during 2002/3 for which the authority both made and kept an appointment							20%	0	50%
<b>BV 66a:</b> Local authority rent collection and arrears: proportion of rent collected		99.2%	97.9%	99.25%	99.7%	99.7%	100%	97.04%	100%
<b>S, P, BV 66b:</b> rent arrears of current tenants as a proportion of the authority's rent roll		2.89%	2.1%	3.35%	1.8%	3.37%	2.9%	2.81%	2.7%
<b>BV 66c:</b> Rent written off as not collectable as a proportion of the authority's rent roll		0.34%	0.22%	0.67%	0.2%	0.59%	0.44%	0.54%	0.4%
<b>BV 75:</b> Tenant satisfaction with		73% 5%	66%		69%			61.3%	

BVPI	Target (Top Q ) 99/00	Actual 99/00	Target (Top Q) 00/01	Actual 00/01	Target (Top Q) 01/02	Actual 01/02	Target 02/03	Actual 02/03	Target 03/04
the opportunities for participation in management and decision making % satisfied % dissatisfied								6.9%	

## 2.2 Other National Standards

National Standards	1999/2000	2000/2001	2001/2002	Actual 02/03	Target 03/04
To have a fit for purpose HRA Business Plan	N/A	N/A	N/A	Not met	To meet Fit for Purpose Standard
Association of Social Alarm Providers Accreditation	Not met	Not met	Not met	Not met	Target to meet standard

## 2.3 Local Performance Indicators

LPI	Target 99/00	Actual 99/00	Target 00/01	Actual 00/01	Target 01/02	Actual 01/02	Target 02/03	Actual 02/03	Target 03/04
<b>LPI-H4:</b> % tenancies let to others	n/a	68	n/a	77	n/a	81	n/a	75	n/a
<b>P, STATUS 5:</b> % tenants satisfied with their area as a place to live				83			90	80.8	90
<b>LPI-H5:</b> % dwellings available for letting or awaiting minor repair		0.6		0.7		0.4	0.6	0.7	0.6
<b>LPI-H6:</b> Other empty dwellings		0.3%		0.4%		0.5%	0.3%	0.3%	0.3%
<b>LPI-H7:</b> % all repairs completed within local target times - very urgent (24 hrs) - urgent (3 working days) - routine: category 1 (8 working days) - routine: category 2 (30 working days)		93 92 89.5 88.5 89		93 96 94 88 90		93.4 98.2 96.4 91.4 83.2	95 97 95 90 91	94 98.6 96.9 88.5 85	96 97 96 92 92
<b>LPI-H8:</b> Capital expenditure per dwelling on major repairs and improvements (£)		280.72		401		557.77	613	634	613
<b>LPI-H9:</b> % repairs cards from satisfied		97		96		97	99	98.3	99

LPI	Target 99/00	Actual 99/00	Target 00/01	Actual 00/01	Target 01/02	Actual 01/02	Target 02/03	Actual 02/03	Target 03/04
tenants									
<b>LPI-H1:</b> % owing over 13 weeks rent where over £250		4.6		5.5		5.39	3.3	5.18	3.3
<b>LPI-H12:</b> Rent payment difficulties:		100%		100%		100%	100%	100%	100%
Write to tenants within 10 working days of arrears first arising		91%		87%		87%	90%	74%	90%
Personal visit within 4 weeks where a notice to seek possession has been served									
<b>LPI-H13:</b> Investigate nuisance and racial harassment:		86%		84%		75%	95%	71%	95%
Non urgent cases within 28 working days		84%		75%		55%	100%	58%	100%
Urgent cases within 2 working days		100%		0%		50%	100%	100%	100%
Cases involving violence within 1 working day									
<b>P, LPI-H14:</b> Tenant satisfaction with the repairs service		n/a		89%			90%	85.1%	

## 2.4 Legislative Requirements

Each service area is governed by legislation with the main statutory provisions contained within:

- Housing Act 1985
- Local Government and Housing Act 1989
- Landlord and Tenant Act
- Leasehold Reform, Housing and Urban Development Act 1984
- Housing Act 1996
- Local Government Act 1999 and 2000.
- Homelessness Act 2002

## 3. Assessment of Key Issues

SWOT analysis has been informed by performance information (current and trends), Best Value Reviews, analysis of good practice examples, Tenant and Leaseholder Surveys completed in 2001,2002 and 2003, views of staff, audit inspections. The analysis is available in a separate document if required.

### **3.1 Identification of Key Issues Arising from SWOT**

#### **Stock Management**

- Housing Options and decision September 2003
- Delivery of Housing Options decision
- Maintaining current levels of tenant satisfaction in light of Stock Retention decision
- To ensure current performance on key indicators - repair performance and voids is maintained / improved to retain top quartile status
- Effective use of new computer system (improving efficiency and customer access to services)
- Budgetary control in repairs service - expenditure to be effectively monitored and managed
- Partnering in the repairs service
- How we look for savings, improving cost efficiency and effectiveness, especially in light of Stock Retention decision
- Review of current recharges to HRA
- Planned / Routine balance of expenditure

#### **Tenancy Management**

- Dealing effectively with anti-social behaviour
- Anti-Social Behaviour Bill and changes to current practices as a result
- Improving opportunities for tenant participation
- Better performance framework within Tenancy Management
- Effective use of new computer system (improving efficiency and customer access to services)
- Rent arrears performance to improve
- Implementation of Service Charges
- Communal cleaning service / estate supervisor services to be reviewed
- Maintaining adaptations service and ability to keep funding on-going for jointly funded OT post, in light of Stock Retention decision
- Improving leaseholder services

#### **Housing Services for the Elderly**

- Aligning service to meet standards set by Supporting People
- Arrangements for implementing Single Status
- To explore business opportunities and income generation

#### **General - covering all of services above**

- Effective use of new computer system (improving efficiency and customer access to services)
- E- Government, use of technology and meeting Council's target of 80% of all contacts to be through the Contact Centre
- Taking advantage of business opportunities to expand services and increase income
- Ensuring services are accessible to all communities within the District

### 3.2 Targets for continuing Service delivery

<b>Draft Performance Targets (Outcomes)</b>	<b>Link to strategic objectives</b>	<b>Key issue requiring / prompting change</b>
<p>Maintaining current service provision at current levels of time, cost, quality and volume as detailed within the team operational plans</p> <p><u>Stock Management</u> - routine repairs, standby repairs, planned maintenance, voids</p> <p><u>Tenancy Management</u> - estate management, rent arrears, adaptations, rent accounting, Right to Buy, allocations</p> <p><u>Housing Services for the Elderly</u> - lifeline service, sheltered housing</p> <p><u>Joint Support</u> - support functions including personnel and administration, tenants contents insurance scheme, complaints service and quality systems role</p> <p><u>Other Work</u> – Sharing of Information Protocol, corporate activities eg Freedom of Information, Risk Management</p>	<p>CO.1 Manage our services openly, effectively and efficiently</p>	

### 3.3 Targets for Service Improvement or Development

**3.3.1 Delivery of Corporate Strategy Targets** - These are specific targets from within the Corporate Strategy that are owned by Housing Landlord and for which Housing Landlord are accountable for.

<b>Draft Performance Targets (Outcomes)</b>	<b>Link to strategic objectives</b>	<b>Key issue requiring / prompting change</b>
<p>To meet the Decent Homes Standard, 78% by 2007 and 100% by 2010</p>	<p>CO.1 Manage our services openly, effectively and efficiently</p> <p>CO.6 Meet the housing need</p> <p>CO.7 Target resources to the areas of greatest need</p>	<p>Meeting Government target</p>

**3.3.2 Contribution to Corporate Strategy Targets** - these are targets for service improvements or development which will support the delivery of corporate strategy targets which are not directly owned within the Housing Landlord Service.

<b>Draft Performance Targets (Outcomes)</b>	<b>Link to strategic objectives</b>	<b>Key issue requiring / prompting change</b>
<p>To increase the percentage of tenants satisfied with their area as a place to live from 80.8% in 2002/2003 to 85% in 2006/2007.</p>	<p>CO.3 To promote and contribute to a safer and healthier community.</p>	
<p>To manage the Stock Retention decision including considering how income may be raised and how savings / efficiencies could be made on the HRA</p>	<p>CO.7 Target resources to the areas of greatest need</p> <p>CO.6 Meet the housing need</p>	<p>Stock Retention decision Sept 2003</p>
<p>To ensure that the corporate</p>	<p>CO.7 Target resources to the</p>	

equality and diversity agenda is embedded into the strategic and operational fabric of the Housing Unit and to contribute to the Council meeting Equality Standards Level 3 by 2007	areas of greatest need	
To ensure that 80% of all telephone contacts are received via the Contact Centre by 2007 and of those, 80% to be resolved at the first point of contact.	CO.1 Manage our services openly, effectively and efficiently	E Government Targets and Council's IEG Statement

### 3.3.3 Best Value Performance Indicators

BVPI's	Target 03/04	Target 04/05	Target 05/06	Target 06/07
<b>Stock Management</b>				
To increase the percentage of urgent repairs completed within Govt time limits from 97.8% in 2002/2003 to 99% in 2006/2007  BV72	96% this is what is in BVPP	96% this is what is in BVPP	98%	99%
To improve the average time taken to complete non urgent responsive repairs from 9 days in 2002/2003 to 7 in 2006/2007	8 this is what is in BVPP	8 this is what is in BVPP	7	7
To improve re let times for void properties from 26 days in 2002/2003 to 21 days in 2006/2007  Top quartile 02/03 26 days  BV68	26 days  amended	24 days	22 days	21 days
To reduce amount of rent loss due to properties being empty from .82% in 2002/2003 to .7% in 2006/2007.  Top quartile 02/03 .9%  BV69	.8%  amended	.8%	.75%	.7%
<b>Tenancy Management</b>				
To reduce the level of rent arrears as proportion of rent roll from 2.81% in 2002/2003 to 2.3% in 2006/2007  BV66c		2.5%	2.4%	2.3%
To increase percentage of rent collected from 100% in	100%	100%	100.25%	100.5%

2002/2003 to 100.5% in 2006/2007. BV66a				
To increase tenant satisfaction with the opportunities for participation in management and decision making from 61% in 2002/2003 to 75% in 2006/2007. BV75	65%	68%	72%	75%

### 3.3.4 Local Performance Indicators

LPI's	Target 03/04	Target 04/05	Target 05/06	Target 06/07
<b>Stock Management</b>				
To increase leaseholder satisfaction from 44.4% in 2002/2003 to 60% in 2006/2007	45%	50%	55%	60%
<b>Housing Services for the Elderly</b>				
To achieve ASAP accreditation by December 2004		ASAP accreditation		
To adopt Centre for Sheltered Housing Studies Code of Practice for Sheltered Schemes by December 2004		Code of Practice for Sheltered Schemes		
To implement Single Status 2005/2006			Single Status implemented	

## 4. Draft Action Plan

### 4.1 Continuing Service Delivery – Base Budget Summary

<b>Continuing Service Delivery</b> Maintaining current service provision at current levels of time, cost, quality and volume as detailed within the team operational plans	
<u>Stock Management</u> - routine repairs, standby repairs, planned maintenance, voids	
<u>Tenancy Management</u> - estate management, rent arrears, adaptations, rent accounting, Right to Buy, allocations	
<u>Housing Services for the Elderly</u> - lifeline service, sheltered housing	
<u>Joint Support</u> - support functions including personnel and administration, tenants contents insurance scheme, complaints service and quality systems role	
<u>Other Work</u> – Sharing of Information Protocol, corporate activities e.g. Freedom of Information, Risk Management	
a) Gross Staffing Costs for 2004/2005	£1,988,500
b) Other Gross Revenue Costs for 2004/2005	£24,546,800
c) Anticipated Income for 2004/2005	£26,535,300
d) Net Costs (a+b+c)	Nil

## 4.2 Service Changes

<b>Performance Target</b> To meet the Decent Homes Standard, 78% by 2007 and 100% by 2010 <b>PRIORITY RANKING 1</b>		
<b>2004/2005</b>	<b>2005/2006</b>	<b>2006/2007</b>
<b>Target Milestone – 70% fit</b>	<b>Target Milestone – 74% fit</b>	<b>Target Milestone – 78% fit</b>
<u>Actions Year 1</u>	<u>Action Year 2</u>	<u>Action Year 3</u>
<p>1. To ensure sound and robust stock condition data is available to plan future programmes aimed at meeting the Decent Homes Standard by commissioning a new Stock Condition Survey (Property)</p> <p>2. To plan programmes of work ensuring Decent Homes Standard is met within the targets set (Property).</p> <p>3. To monitor progress of schemes, budgets and expenditure on a monthly basis (Property and Housing) and quarterly reports to the Executive</p> <p>4. To monitor revenue maintenance budgets on a monthly basis.</p> <p>5. The Business Plan Review Group to review HRA Business Plan on monthly basis.</p> <p>6. The Business Plan Review Group to collect up to date information, understand legislative and other policy changes, draft and consult on Business Plan within deadline agreed with Government Office.</p>	<p>1. To update Stock Condition Survey information as required (Property)</p> <p>2. To plan programmes of work ensuring Decent Homes Standard is met within the targets set (Property).</p> <p>3. To monitor progress of schemes, budgets and expenditure on a monthly basis (Property and Housing) and quarterly reports to the Executive</p> <p>4. To monitor revenue maintenance budgets on a monthly basis.</p> <p>5. The Business Plan Review Group to review HRA Business Plan on monthly basis.</p> <p>6. The Business Plan Review Group to collect up to date information, understand legislative and other policy changes, draft and consult on Business Plan within deadline agreed with Government Office</p>	<p>1. To update Stock Condition Survey information as required (Property)</p> <p>2. To plan programmes of work ensuring Decent Homes Standard is met within the targets set (Property).</p> <p>3. To monitor progress of schemes, budgets and expenditure on a monthly basis (Property and Housing) and quarterly reports to the Executive</p> <p>4. To monitor revenue maintenance budgets on a monthly basis.</p> <p>5. The Business Plan Review Group to review HRA Business Plan on monthly basis.</p>
<u>Resources Staff Time</u>	<u>Resources Staff Time</u>	<u>Resources Staff Time</u>
<p>a) Estimated Additional Cost of staff time</p> <p>None</p>	<p>a) Estimated Additional Cost of staff time</p> <p>None</p>	<p>a) Estimated Additional Cost of staff time</p> <p>None</p>
<u>Other Revenue Costs</u>	<u>Other Revenue Costs</u>	<u>Other Revenue Costs</u>
<p>b) Estimated additional resources required (ie growth above base budget but not including staff)</p> <p>None</p>	<p>b) Estimated additional resources required (ie growth above base budget but not including staff)</p> <p>None</p>	<p>b) Estimated additional resources required (ie growth above base budget but not including staff)</p> <p>None</p>
<u>Capital Costs</u>	<u>Capital Costs</u>	<u>Capital Costs</u>
<p><u>c) Capital</u></p> <p>£40,000 Stock Condition Survey</p>	<p><u>c) Capital</u></p> <p>None</p>	<p><u>c) Capital</u></p> <p>None</p>
<b>Performance Target</b> To manage the Stock Retention decision including considering how income may be raised and how savings / efficiencies could be made on the HRA <b>PRIORITY RANKING 2</b>		
<b>2004/2005</b>	<b>2005/2006</b>	<b>2006/2007</b>
<b>Target Milestone</b>	<b>Target Milestone</b>	<b>Target Milestone</b>
1. To review recharges/support	1. To complete work on HRA	1. To monitor impact of changes

<p>costs to the HRA</p> <p>2. Review accommodation costs to the HRA</p> <p>3. To review what further efficiencies may be made through the implementation of the new computer system</p> <p>4. To review what savings and cost efficiencies may be made within HRA.</p> <p>5. To consider long term future of jointly funded OT post and implement decision</p> <p>6. Consider feasibility of increasing garage rents across the board or introducing a different pricing structure which increases the rent of high demand sites</p> <p>7. To investigate the introduction of Services Charges and make recommendation to the Executive.</p> <p>8. Once prudential guidelines for Housing are confirmed, assess what borrowings the HRA could sustain</p> <p>9. Review possibility of cutting services</p> <p>10. Identify high value properties with a high requirement for maintenance investment and consider sale in the context of the Financial Strategy</p> <p>11. Formal review of all HRA Budgets</p> <p>12. Explore the possibility of general fund resourcing elements of aspirational type work – see Capital below.</p>	<p>recharges, report to Executive and implement recommendations</p> <p>2. To implement recommendations of actions 2 and 3 in 2004/05</p> <p>3. To complete work on savings and cost efficiencies, report to Executive and implement recommendations.</p> <p>4. To monitor impact of decision made in relation to OT post (link to Housing strategy Unit too)</p> <p>5. To implement decision on garage rents from April 2005.</p> <p>6. To implement decision on service charges</p>	<p>made</p> <p>2. To monitor impact of changes made.</p> <p>3. To monitor implementation of cost and savings exercise.</p> <p>4. To monitor impact of changes made in relation to garage rents.</p> <p>5. To monitor implementation of decision on service charges .</p>
<p><u>Resources Staff Time</u></p> <p>a) Estimated Additional Cost of staff time None</p>	<p><u>Resources Staff Time</u></p> <p>a) Estimated Additional Cost of staff time None</p>	<p><u>Resources Staff Time</u></p> <p>a) Estimated Additional Cost of staff time None</p>
<p><u>Other Revenue Costs</u></p> <p>b) Estimated additional resources required (i.e. growth above base budget but not including staff) None</p>	<p><u>Other Revenue Costs</u></p> <p>b) Estimated additional resources required (i.e. growth above base budget but not including staff) None</p>	<p><u>Other Revenue Costs</u></p> <p>b) Estimated additional resources required (i.e. growth above base budget but not including staff) None</p>
<p><u>Capital Costs</u></p> <p><u>c) Capital</u></p> <p>Adaptations - £270,000 Asbestos Survey - £300,000 Environmental Improvements - £80,000</p>	<p><u>Capital Costs</u></p> <p><u>c) Capital</u></p> <p>Adaptations - £350,000 Asbestos Survey - £250,000 Environmental Improvements - £120,000</p>	<p><u>Capital Costs</u></p> <p><u>c) Capital</u></p> <p>Adaptations- £350,000 Environmental Improvements - £120,000</p>

**Performance Target** **Performance Target a:** To reduce the level of rent arrears as proportion of rent roll from 2.81% in 2002/2003 to 2.3% in 2006/2007

**Performance Target b:** To increase percentage of rent collected from 100% in 2002/2003 to 100.5% in 2006/2007.

**PRIORITY RANKING 3**

2004/2005	2005/2006	2006/2007
<b>Target a – 2.5%</b> <b>b – 100%</b>	<b>Target a – 2.4%</b> <b>B – 100.25%</b>	<b>Target a- 2.3%</b> <b>B – 100.5%</b>
1. To complete Year 3 Rent Arrears Action Plan.  2. To contribute to corporate review of payment methods, including internet payments  3. To implement All pay	1. To devise and implement Year 4 Action Plan  2. To consider the merits of establishing a permanent rent arrears team.  3. To consider the benefits of implementing a tenant reward scheme	1. To review IT available to assist in the monitoring and collection of rent
<u>Resources Staff Time</u>  a) Estimated Additional Cost of staff time  None	<u>Resources Staff Time</u>  a) Estimated Additional Cost of staff time  None	<u>Resources Staff Time</u>  a) Estimated Additional Cost of staff time  None
<u>Other Revenue Costs</u>  b) Estimated additional resources required (ie growth above base budget but not including staff)  Allpay to be determined Costs of sending out annual statements to be determined	<u>Other Revenue Costs</u>  b) Estimated additional resources required (ie growth above base budget but not including staff)  None	<u>Other Revenue Costs</u>  b) Estimated additional resources required (ie growth above base budget but not including staff)  None
<u>Capital Costs</u>  c) <u>Capital</u>  Web enablement – already budgeted for	<u>Capital Costs</u>  c) <u>Capital</u>  None	<u>Capital Costs</u>  c) <u>Capital</u>  None

**Performance Target** To achieve ASAP accreditation by December 2004

*The Association of Social and Community Alarm Providers is the standard set down by the ODPM for accreditation under Supporting People.*

**PRIORITY RANKING 4**

2004/2005	2005/2006	2006/2007
<b>Target Milestone</b>	<b>Target Milestone – Achieve ASAP</b>	<b>Target Milestone</b>
<u>Actions Year 1</u> Compliance with the Code is	<u>Action Year 2</u>	<u>Action Year 3</u>

<p>by way of External Accreditation.</p> <p>The following areas will need to meet the Code:</p> <ol style="list-style-type: none"> <li>1. Setting Overall Standards and Targets for Service Provision</li> <li>2. Procedures and Standards</li> <li>3. Fabric and Building Construction of Control Centre needs to comply with British Standards</li> <li>4. Office Administration and</li> <li>5. Continuity of Service – Contingency arrangements for provision of the service should anything happen to the Control Centre (Business Continuity Plan).</li> <li>6. Liaison with Emergency Services</li> <li>7. Confidentiality</li> <li>8. Security of Control Centre</li> <li>9. Financial issues – fees and charges.</li> <li>10. Personnel Issues e.g. Conditions of Service, Shift Working</li> <li>11. Staff Management – General. E.g. Recruitment and Selection</li> <li>12. Staff Management – Training and Development</li> <li>13. Ancillary Services e.g. Repairs and Maintenance</li> <li>14. Equal Opps.</li> <li>15. Marketing Plan</li> <li>16. Health and Safety</li> </ol>		
Resources Staff Time	Resources Staff Time	Resources Staff Time

a) Estimated Additional Cost of staff time  110 staff days. Approximate cost £40,700	a) Estimated Additional Cost of staff time	a) Estimated Additional Cost of staff time
<u>Other Revenue Costs</u>  b) Estimated additional resources required (ie growth above base budget but not including staff) None	<u>Other Revenue Costs</u>  b) Estimated additional resources required (ie growth above base budget but not including staff) None	<u>Other Revenue Costs</u>  b) Estimated additional resources required (ie growth above base budget but not including staff) None
<u>Capital Costs</u>  <u>c) Capital</u>  None	<u>Capital Costs</u>  <u>c) Capital</u>  None	<u>Capital Costs</u>  <u>c) Capital</u>  None

**Performance Target** To adopt Centre for Sheltered Housing Studies Code of Practice for Sheltered Schemes by December 2004

**PRIORITY RANKING 5**

<b>2004/2005</b>	<b>2005/2006</b>	<b>2006/2007</b>
<b>Target Milestone</b>	<b>Target Milestone Adopt Centre for Sheltered Housing Studies Code of Practice</b>	<b>Target Milestone</b>
<u>Actions Year 1</u>  1. To set up a Working Group (staff and tenants)  2. Register CCMS service with Centre  3. Gap Analysis completed – current service against standards/ Building Blocks required  4. Devise Action Plan  5. Assess whether time scale needs to be reassessed  6. Interim assessment  7. Final assessment	<u>Action Year 2</u>  1. Monitor and review	<u>Action Year 3</u>  1. Monitor and review
<u>Resources Staff Time</u>  a) Estimated Additional Cost of staff time  112 days staff time Cost £41,440	<u>Resources Staff Time</u>  a) Estimated Additional Cost of staff time	<u>Resources Staff Time</u>  a) Estimated Additional Cost of staff time
<u>Other Revenue Costs</u>  b) Estimated additional	<u>Other Revenue Costs</u>  b) Estimated additional resources	<u>Other Revenue Costs</u>  b) Estimated additional resources

resources required (ie growth above base budget but not including staff) None	required (ie growth above base budget but not including staff) None	required (ie growth above base budget but not including staff) None
<u>Capital Costs</u> c) <u>Capital</u> None	<u>Capital Costs</u> c) <u>Capital</u> There will be capital costs but these are undetermined as yet	<u>Capital Costs</u> c) <u>Capital</u> There will be capital costs but these are undetermined as yet

**Performance Target** To ensure that the corporate equality and diversity agenda is embedded into the strategic and operational fabric of the Housing Unit and to contribute to the Council meeting Equality Standards Level 3 by 2007

**PRIORITY RANKING 6**

<b>2004/2005</b>	<b>2005/2006</b>	<b>2006/2007</b>
<b>Target Milestone</b>	<b>Target Milestone</b>	<b>Target Milestone Level 3 Equality Standard</b>
<u>Actions</u> 1. To implement and review the areas identified during the Impact Assessment exercise completed 2003/2004 2. To implement Equality and Diversity training to all staff using Resource Pack and following training for managers 2003/2004. 3. To ensure representation on the Corporate Equalities and Diversity Group. 4. To complete survey to gain baseline ethnicity information for all tenants and leaseholders and to ensure information collected on on-going basis	<u>Actions</u> 1. To implement and review the areas identified during the Impact Assessment exercise completed 2003/2004. 2. To review impact of Equality and Diversity training and to identify any additional training identified. 3. To ensure representation on the Corporate Equalities and Diversity Group.	<u>Actions</u> 1. To implement and review the areas identified during the Impact Assessment exercise completed 2003/2004 2. To review impact of Equality and Diversity training and to identify any additional training identified. 3. To ensure representation on the Corporate Equalities and Diversity Group.
<u>Resources Staff Time</u> a) Estimated Additional Cost of staff time None	<u>Resources Staff Time</u> a) Estimated Additional Cost of staff time None	<u>Resources Staff Time</u> a) Estimated Additional Cost of staff time None
<u>Other Revenue Costs</u> b) Estimated additional resources required (i.e. growth above base budget but not including staff) Survey - £5000 (survey collation and input to a new computer system)	<u>Other Revenue Costs</u> b) Estimated additional resources required (i.e. growth above base budget but not including staff)	<u>Other Revenue Costs</u> b) Estimated additional resources required (i.e. growth above base budget but not including staff)

<u>Capital Costs</u>	<u>Capital Costs</u>	<u>Capital Costs</u>
c) <u>Capital</u>	c) <u>Capital</u>	c) <u>Capital</u>
None	None	None

**Performance Target:** To improve re let times for void properties from 26 days in 2002/2003 to 21 days in 2006/2007

**Performance Target:** To reduce amount of rent loss due to properties being empty from .82% in 2002/2003 to .7% in 2006/2007.

**PRIORITY RANKING 7**

<b>2004/2005</b>	<b>2005/2006</b>	<b>2006/2007</b>
<b>Target 24 days</b> <b>Target .8%</b>	<b>Target 22 days</b> <b>Target .75%</b>	<b>Target 21 days</b> <b>Target .7%</b>
<u>Actions</u> 1. To monitor the impact of choice based lettings  2. To produce and implement a strategy for low demand properties  3. To implement partnering within the voids service  4. To review process for sign-ups/ accompanied viewings /open house in light of choice based lettings  5. To review lettable standards and decide what changes may be made, in line with work being completed on savings and efficiencies	<u>Actions</u> 1. To monitor the impact of choice based lettings and consider whether any changes need to be made to the Allocations Policy	<u>Actions</u> 1. To review supply and demand of available properties and consider re-designating properties
<u>Resources Staff Time</u>  a) Estimated Additional Cost of staff time  None	<u>Resources Staff Time</u>  a) Estimated Additional Cost of staff time  None	<u>Resources Staff Time</u>  a) Estimated Additional Cost of staff time  None
<u>Other Revenue Costs</u>  b) Estimated additional resources required (ie growth above base budget but not including staff)  None	<u>Other Revenue Costs</u>  b) Estimated additional resources required (ie growth above base budget but not including staff)  None	<u>Other Revenue Costs</u>  b) Estimated additional resources required (ie growth above base budget but not including staff)  None
<u>Capital Costs</u> c) <u>Capital</u>  None	<u>Capital Costs</u> c) <u>Capital</u>  None	<u>Capital Costs</u> c) <u>Capital</u>  None

**Performance Target** To increase tenant satisfaction with the opportunities for participation in management and decision making from 61% in 2002/2003 to 75% in 2006/2007

<b>PRIORITY RANKING 8</b>		
<b>2004/2005</b>	<b>2005/2006</b>	<b>2006/2007</b>
<b>Target Milestone – 68%</b>	<b>Target Milestone – 72%</b>	<b>Target Milestone – 75%</b>
<u>Actions Year 1</u> 1. To review Tenants Compact with Tenants Federation on annual basis 2. To develop further tenants involvement in Business Planning 3. To facilitate a Tenants Resource Centre 4. To create Village Voice network to improve rural participation. 5. To set up a Plain English Group, involving residents with reviewing and setting standards for all documentation. 6. To set up Areas Representative Scheme	<u>Action Year 2</u> 1. To review Tenants Compact with Tenants Federation on annual basis 2. To consider benefits of introducing a Mystery Shopper scheme	<u>Action Year 3</u> 1. To review Tenants Compact with Tenants Federation on annual basis 2. To organise district wide conference for all tenants
<u>Resources Staff Time</u> a) Estimated Additional Cost of staff time None	<u>Resources Staff Time</u> a) Estimated Additional Cost of staff time None	<u>Resources Staff Time</u> a) Estimated Additional Cost of staff time None
<u>Other Revenue Costs</u> b) Estimated additional resources required (ie growth above base budget but not including staff) Tenant Compact - £2500 Resource Centre - £10000	<u>Other Revenue Costs</u> b) Estimated additional resources required (ie growth above base budget but not including staff) Tenant Compact - £2500 Resource Centre - £10000	<u>Other Revenue Costs</u> b) Estimated additional resources required (ie growth above base budget but not including staff) Tenant Compact - £2500 Resource Centre - £10000
<u>Capital Costs</u> c) Capital Resource Centre - £10000	<u>Capital Costs</u> c) Capital	<u>Capital Costs</u> c) Capital
<b>Performance Target:</b> To increase the percentage of tenants satisfied with their area as a place to live from 80.8% in 2002/2003 to 85% in 2006/2007.		
<b>PRIORITY RANKING 9</b>		
<b>2004/2005</b>	<b>2005/2006</b>	<b>2006/2007</b>
<b>Target Milestone – 82%</b>	<b>Target Milestone – 83%</b>	<b>Target Milestone – 85%</b>
<u>Actions Year 1</u> 1. To complete a Best Value Review on Tenancy Management, in line with	<u>Action Year 2</u> 1. To implement the BVR Improvement Action Plan	<u>Action Year 3</u> 1. To review and monitor the BVR Improvement Action Plan

<p>Council guidelines</p> <p>2. To contribute to Warwickshire Crime and Disorder Protocol and raise issues that affects Warwick.</p> <p>3. To ensure legislative changes (Antisocial Behaviour Bill) are reflected in policy and practice</p>		
<p><u>Resources Staff Time</u></p> <p>a) Estimated Additional Cost of staff time None</p>	<p><u>Resources Staff Time</u></p> <p>a) Estimated Additional Cost of staff time None</p>	<p><u>Resources Staff Time</u></p> <p>a) Estimated Additional Cost of staff time None</p>
<p><u>Other Revenue Costs</u></p> <p>b) Estimated additional resources required (ie growth above base budget but not including staff)</p> <p>None</p>	<p><u>Other Revenue Costs</u></p> <p>b) Estimated additional resources required (ie growth above base budget but not including staff)</p> <p>None</p>	<p><u>Other Revenue Costs</u></p> <p>b) Estimated additional resources required (ie growth above base budget but not including staff)</p> <p>None</p>
<p><u>Capital Costs</u></p> <p>c) <u>Capital</u> None</p>	<p><u>Capital Costs</u></p> <p>c) <u>Capital</u> None</p>	<p><u>Capital Costs</u></p> <p>c) <u>Capital</u> None</p>
<p><b>Performance Target:</b> To increase the percentage of urgent repairs completed within Govt time limits from 97.8% in 2002/2003 to 99% in 2006/2007</p> <p><b>Performance Target:</b> To improve the average time taken to complete non-urgent responsive repairs from 9 days in 2002/2003 to xx in 2006/2007</p> <p><b>PRIORITY RANKING 10</b></p>		
<p><b>2004/2005</b></p>	<p><b>2005/2006</b></p>	<p><b>2006/2007</b></p>
<p><b>Target Milestone</b></p>	<p><b>Target Milestone</b></p>	<p><b>Target Milestone</b></p>
<p><u>Actions Year 1</u></p> <p>1. To complete the feasibility study in relation to partnering within the routine and voids maintenance service and prepare for implementation, if appropriate</p> <p>2. To review the operation of the new computer system to ensure new working practices promote greater efficiency and effectiveness within the repairs service</p>	<p><u>Action Year 2</u></p> <p>1. To implement partnering</p> <p>2. To consider the use of handheld computers for Estate Supervisors and Property Maintenance Officers.</p>	<p><u>Action Year 3</u></p> <p>1. To monitor implementation of partnering</p>
<p><u>Resources Staff Time</u></p> <p>a) Estimated Additional Cost of staff time</p> <p>Additional staffing costs already approved</p>	<p><u>Resources Staff Time</u></p> <p>a) Estimated Additional Cost of staff time</p> <p>Additional staffing costs already approved</p>	<p><u>Resources Staff Time</u></p> <p>a) Estimated Additional Cost of staff time</p>

<u>Other Revenue Costs</u> b) Estimated additional resources required (ie growth above base budget but not including staff)  Uncertain at present time. These will be fully explored in a report before partnering approved.	<u>Other Revenue Costs</u> b) Estimated additional resources required (ie growth above base budget but not including staff)	<u>Other Revenue Costs</u> b) Estimated additional resources required (ie growth above base budget but not including staff)
<u>Capital Costs</u> c) <u>Capital</u>  Uncertain at present time. These will be fully explored in a report before partnering approved	<u>Capital Costs</u> c) <u>Capital</u>	<u>Capital Costs</u> c) <u>Capital</u>

**Performance Target:** To ensure that 80% of all telephone contacts are received via the Contact Centre by 2007 and of those, 80% to be resolved at the first point of contact.

**PRIORITY RANKING 11**

<b>2004/2005</b>	<b>2005/2006</b>	<b>2006/2007</b>
<b>Target Milestone</b>	<b>Target Milestone</b>	<b>Target Milestone – 80%</b>
<u>Actions Year 1</u>  1. To ensure new computer system is fully implemented.  2. To devise an action plan to ensure 80% of all housing contacts are through the Contact Centre	<u>Action Year 2</u>  1. To review implementation of new system and ensure functionality of the system is fully utilised.	<u>Action Year 3</u>
<u>Resources Staff Time</u>  a) Estimated Additional Cost of staff time  None	<u>Resources Staff Time</u>  a) Estimated Additional Cost of staff time  None	<u>Resources Staff Time</u>  a) Estimated Additional Cost of staff time  None
<u>Other Revenue Costs</u>  b) Estimated additional resources required (ie growth above base budget but not including staff)  Use of Contact Centre – working on the assumption that costs will reduce or at very least remain the same	<u>Other Revenue Costs</u>  b) Estimated additional resources required (ie growth above base budget but not including staff)	<u>Other Revenue Costs</u>  b) Estimated additional resources required (ie growth above base budget but not including staff)
<u>Capital Costs</u>  c) <u>Capital</u>	<u>Capital Costs</u>  c) <u>Capital</u>	<u>Capital Costs</u>  c) <u>Capital</u>

Computer system budgeted for	None	None
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**Performance Target:** To increase leaseholder satisfaction from 44.4% in 2002/2003 to 60% in 2006/2007

**PRIORITY RANKING 12**

2004/2005	2005/2006	2006/2007
<b>Target Milestone – 50%</b>	<b>Target Milestone – 55%</b>	<b>Target Milestone – 60%</b>
<u>Actions Year 1</u> 1. To contribute to development of Leaseholders Action Group 2. To produce Leaseholders Handbook 3. To carry out / complete actions of Audit Report completed 2003 4. To use new system to most effective use with the aim of improving information to leaseholders and general service delivery.	<u>Action Year 2</u>	<u>Action Year 3</u> 1. To complete a Leaseholders Survey
<u>Resources Staff Time</u> a) Estimated Additional Cost of staff time None	<u>Resources Staff Time</u> a) Estimated Additional Cost of staff time None	<u>Resources Staff Time</u> a) Estimated Additional Cost of staff time None
<u>Other Revenue Costs</u> b) Estimated additional resources required (ie growth above base budget but not including staff) Leaseholders Handbook - £5000	<u>Other Revenue Costs</u> b) Estimated additional resources required (ie growth above base budget but not including staff) None	<u>Other Revenue Costs</u> b) Estimated additional resources required (ie growth above base budget but not including staff) Leaseholders Survey £2,000
<u>Capital Costs</u> c) <u>Capital</u> None	<u>Capital Costs</u> c) <u>Capital</u> None	<u>Capital Costs</u> c) <u>Capital</u> None

**Performance Target** To implement Single Status 2005/2006

**PRIORITY RANKING 13**

2004/2005	2005/2006	2006/2007
<b>Target Milestone</b>	<b>Target Milestone – Single</b>	<b>Target Milestone</b>

	<b>Status implemented</b>	
<u>Actions Year 1</u>	<u>Action Year 2</u>  1. To complete preparatory work with Corporate Personnel and implement Single Status  2. To consult with staff and Unions	<u>Action Year 3</u>  1. To monitor implementation of Single Status
<u>Resources Staff Time</u>  a) Estimated Additional Cost of staff time	<u>Resources Staff Time</u>  a) Estimated Additional Cost of staff time From Leisure and Amenities this is time intensive. Cost being determined. Unknown at present time what long term financial implications of Single Status will be	<u>Resources Staff Time</u>  a) Estimated Additional Cost of staff time
<u>Other Revenue Costs</u>  b) Estimated additional resources required (ie growth above base budget but not including staff)	<u>Other Revenue Costs</u>  b) Estimated additional resources required (ie growth above base budget but not including staff)	<u>Other Revenue Costs</u>  b) Estimated additional resources required (ie growth above base budget but not including staff)
<u>Capital Costs</u>  c) <u>Capital</u>  None	<u>Capital Costs</u>  c) <u>Capital</u>  None	<u>Capital Costs</u>  c) <u>Capital</u>  None

## 5. Proposals to Match Plans to Resources (Year 1 only)

### 5.1 Statement outlining Shortfalls

Please note that the table below indicates the additional resources required to complete the actions within the Service Area Plan. For Priorities 3, 6, 8 and 12 it is currently being considered whether these can be financed from existing resources, from making efficiencies or reducing activities within existing budgets.

It is the Priorities 4 and 5 that are of major concern. Discussions are currently being held with Managers to establish what other options there may be to deliver ASAP and Centre of Sheltered Housing Accreditation.

#### 5.1.1 Additional Revenue Resources

<b>Target Description (from 3.3 and 4.2)</b>	<b>Priority Ranking</b>	<b>Additional Revenue Resources</b>	<b>One Off / Recurring</b>
To meet the Decent Homes Standard, 70% by 2007 and 100% by 2010	1	None	
To manage the Stock Retention decision including considering how income may be raised and how savings / efficiencies could be made on the HRA	2	None	

To reduce the level of rent arrears as proportion of rent roll from 2.81% in 2002/2003 to 2.3% in 2006/2007  To increase percentage of rent collected from 100% in 2002/2003 to 100.5% in 2006/2007.	3	Cost of Allpay – to be determined. Annual rent statement	Recurring
To achieve ASAP accreditation by December 2004	4	£41,440	One off
To adopt Centre for Sheltered Housing Studies Code of Practice for Sheltered Schemes by December 2004	5	£40,700	One off
To ensure that the corporate equality and diversity agenda is embedded into the strategic and operational fabric of the Housing Unit and to contribute to the Council meeting Equality Standards Level 3 by 2007	6	£5,000	One off
To improve re let times for void properties from 26 days in 2002/2003 to 21 days in 2006/2007  To reduce amount of rent loss due to properties being empty from .82% in 2002/2003 to .7% in 2006/2007.	7	None	
To increase tenant satisfaction with the opportunities for participation in management and decision making from 61% in 2002/2003 to 75% in 2006/2007	8	£12,500	Recurring
To increase the percentage of tenants satisfied with their area as a place to live from 80.8% in 2002/2003 to 85% in 2006/2007.	9	None	
To increase the percentage of urgent repairs completed within Govt time limits from 97.8% in 2002/2003 to 99% in 2006/2007  To improve the average time taken to complete non-urgent responsive repairs from 9 days in 2002/2003 to xx in 2006/2007	10	None	
To ensure that 80% of all telephone contacts are received via the Contact Centre by 2007 and of those, 80% to be resolved at the first point of contact.	11	None	
To increase leaseholder satisfaction from 44.4% in 2002/2003 to 60% in 2006/2007	12	£5,000	One off
<b>TOTAL SHORTFALL FOR 2004/2005</b>		£104,640	

## 5.1.2 Capital Funding

Target Description	Priority Ranking	Committed Y/N	In Current Capital Programme Y/N	Net Capital over 4 year period 2004/05 to 2007/08
Adaptations	1	N	N	£1.320m
Environmental Improvements	2	N	N	£560,000
Asbestos Survey	3	N	N	£550,000

## 5.2 Options to Match Targets Requirements to Resources

The report to the Executive on 10<sup>th</sup> November 2003 outlines the options available to the Housing service in order to maximise resources. The options are as follows and work is being undertaken to carry out the actions.

Option	Potential Level of Funding Released / Likely Impact of this Option
<b>Increase Rents</b>	<p>The Government assesses a 'Guideline Rent' for each Authority and this along with the numbers of properties forms the basis of the calculation of the 'Rent Income' figure within the Subsidy Account. Should Authorities increase rents more than the guideline rent, then this will have a detrimental impact on the level of subsidy received. It should also be noted that due to Rent Restructuring the majority of rents are increasing over the 10 year period in any event.</p> <p><b>Increasing rents would not generate any additional significant income.</b></p>
<b>Introduce Service Charges</b>	<p>Guidance on introducing Service Charges has been received. The introduction of Service Charges is at the discretion of the Council. Service Charges are currently pooled across all rents within the district.</p> <p>Analysis work has been completed. Our problem lies in that Service Charges would potentially mean that rents for flats would be higher than houses. This is problematic, not only for fairness in that you would expect rents for houses to be higher, but also lettings of flats may become more difficult, with the effect of increasing void times and rent loss.</p> <p><b>Further analysis needs to be completed. There is the potential that additional income could be generated, but there are the problems of inequality.</b></p>
<b>Increase Garage Rents</b>	<p>Garage rents are increased annually by the amount of inflation. The average garage rent is £3.53 per week.</p> <p>Annual income in 2002/2003 was £344,272</p> <p>Garage rents could be increased by more than the rate of inflation, either across the board or for high demand sites.</p> <p><b>Additional income is insignificant, but sensitivity analysis needs to be completed prior to rent setting exercise.</b></p>
<b>Borrow money – prudential guidelines</b>	<p>Government Guidelines on borrowing for the Housing Revenue Account are currently being finalised. It would appear that there is some potential for additional borrowing but this will be limited by the effect that rent restructuring has on the Councils ability to increase rents. However there are likely to be choices, such as between utilising the annual contribution to the Housing Repairs Account to service debt and thus provide a one off boost to capital resources or continuing the current practice of making annual contributions to directly finance capital expenditure.</p> <p><b>Further work to be completed once guidelines received.</b></p>
<b>General Fund</b>	<p>A significant cost to the HRA is support and accommodation costs recharged from the General Fund.</p>

<b>Options</b>	<b>These need to be reviewed to see if there is any scope for reduction.</b>
<b>Use of Right to Buy Receipts</b>	<p>At the moment receipts from Council properties sold through the Right to Buy are directed to provision of affordable housing, support to the private sector through renovation grants and then finally to investment on Council homes.</p> <p><b>This policy needs to be reviewed and Members asked to make a decision between the competing priorities of providing more affordable housing and meeting the decent homes standard.</b></p>
<b>Reduce Costs</b>	<b>All HRA budgets to be reviewed, including routine maintenance.</b>
<b>Cut Services</b>	<p>Expenditure on capital budgets on Aspirational Standard work has to be reduced. See Section 7.1 above. The Adaptations service is one where service will be substantially reduced.</p> <p>The other major expense for the HRA is staffing costs. At the present time the services provided to Council tenants and leaseholders are ones that reflect a good and responsible landlord. Cutting services by reducing staff numbers is not considered to be a desirable option, but one that needs to be considered. There is a balance between reducing satisfaction but maintaining decent homes standard.</p> <p><b>To be reviewed.</b></p>
<b>Improve Efficiency</b>	<p>Ways to improve efficiencies need to be investigated. This will be done by three main methods:</p> <ul style="list-style-type: none"> <li>• Complete a Best Value Review on Tenancy Management</li> <li>• Continue to implement Stock Management Best Value Review Improvement Plan, including partnering.</li> <li>• Identify changes to working practices during and following the implementation of Housing's new integrated management system</li> </ul> <p><b>The above proposals to be completed.</b></p>
<b>Sell land/property</b>	<p>Land and property (HRA assets) could be sold and capital raised directed to funding aspirational type work.</p> <p>There are some high value, high investment need properties which may merit consideration of sale.</p> <p>Current regulations control how capital receipts may be spent. For example only 25% of receipts from right to buy sales can be used on future capital expenditure but 100% of receipts from the sales of land and other property (e.g. shops, garages) within the HRA can be used provided that it is used on the provision of affordable housing (either through Registered Social Landlords or Council new build) or on enhancing the Councils own stock.</p> <p>Members also have the option of using General Fund receipts for Housing. For instance, HRA asset capital receipts could be made use of for improving the Councils own stock and a non-HRA housing receipt made available for non-HRA purposes e.g. affordable housing or Improvement Grants.</p> <p><b>High value stock to be identified and considered as part of overall financial strategy.</b></p>

### 5.3 Implications of NOT Resourcing Any Part of the Service Area Plan

<b>Target</b> To achieve ASAP accreditation by December 2004
<p><b>Resource Requirements</b></p> <p>a) staff time – 110 staff days</p> <p>b) revenue - £40,700</p>

c) capital

**Issues and Anticipated Outcome**

This is an external accreditation, which is essential in securing funding in the future from Supporting People.

**Impact of not Resourcing**

- Supporting People Funding for services currently provided stopped
- Clients may move to an Alarm Service which does hold the accreditation

**Target** To adopt Centre for Sheltered Housing Studies Code of Practice for Sheltered Schemes by December 2004

**Resource Requirements**

a) staff time – 112 staff days

b) revenue - £41,440

c) capital

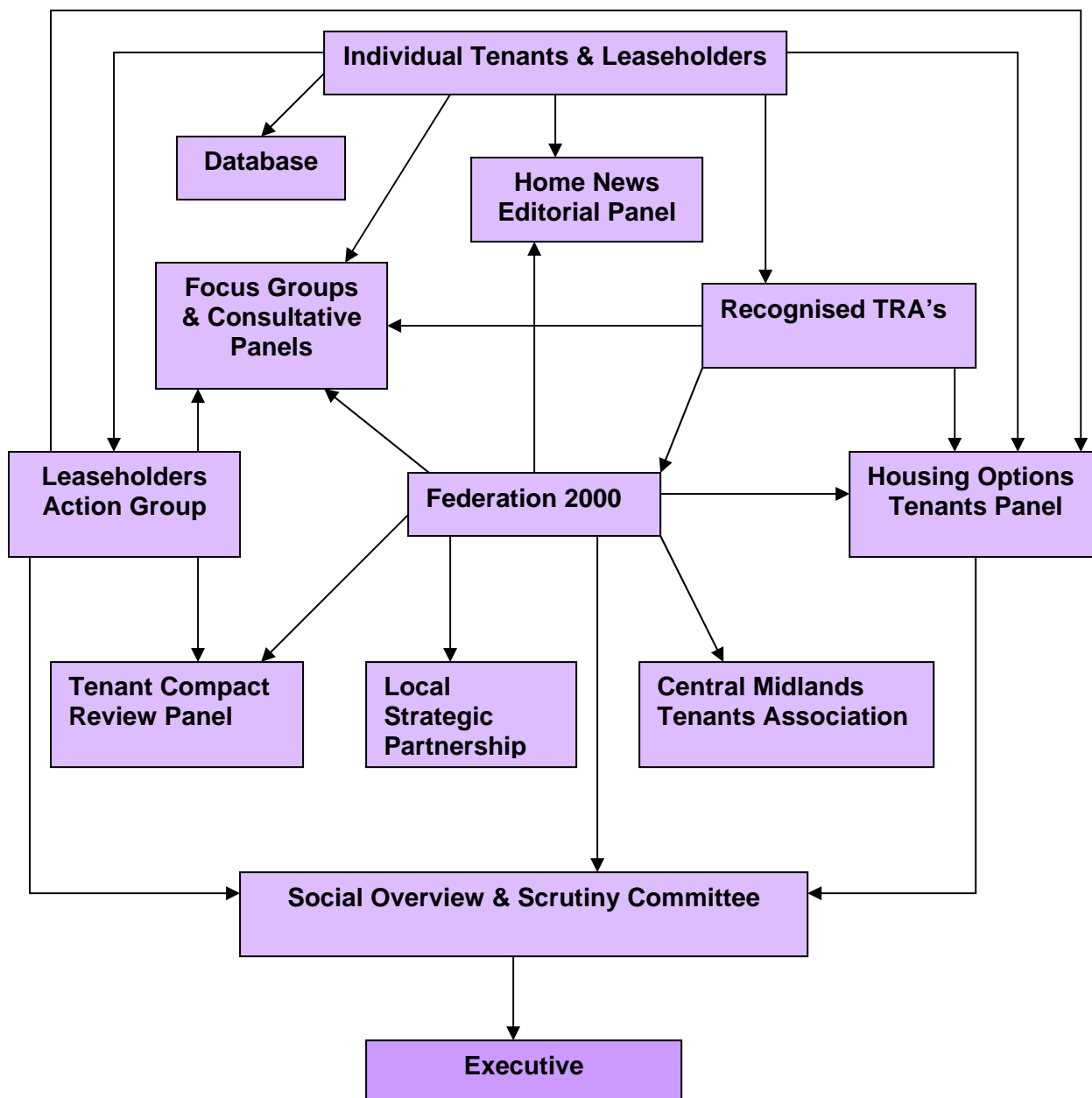
**Issues and Anticipated Outcome**

This is an external accreditation, which is essential in securing funding in the future from Supporting People.

**Impact of not Resourcing**

- Supporting People Funding for services currently provided stopped

Warwick District Council Tenant Participation Structure 2003



## Appendix 5

	APPROVED ESTIMATE 2003/2004 £	REVISED ESTIMATE 2003/2004 £	APPROVED ESTIMATE 2004/2005 £	REVISED ESTIMATE 2004/2005 £	ESTIMATE 2005/2006 £	ESTIMATE 2006/2007 £	ESTIMATE 2007/2008 £
<b>SUMMARY</b>							
Purchase of Dwellings	0	0	50,000	0	0	0	0
Improvements / Renewal Works	3,995,248	3,980,248	2,225,000	3,578,000	3,697,000	2,808,000	2,808,000
Regeneration	0	0	0	0	0	0	0
Conversions	40,000	20,000	40,000	40,000	40,000	40,000	40,000
Environmental Improvements	180,000	200,000	120,000	50,000	50,000	50,000	50,000
Energy Conservation Works	885,000	580,000	500,000	670,000	720,700	750,000	750,000
Decent Homes Fund	0	0	794,100	0	640,000	320,800	300,800
Cash Incentive Scheme	70,000	70,000	70,000	70,000	70,000	70,000	70,000
Equipment / Software	430,000	430,000	0	100,000	100,000	100,000	120,000
Asbestos Survey	0	320,000	0	150,000	100,000	0	0
<b>TOTAL HOUSING REVENUE ACCOUNT</b>	<b>5,600,248</b>	<b>5,600,248</b>	<b>3,799,100</b>	<b>4,658,000</b>	<b>5,417,700</b>	<b>4,138,800</b>	<b>4,138,800</b>
Housing Associations	1,319,437	1,758,037	1,333,400	1,333,400	1,306,800	1,271,300	1,271,300
<b>TOTAL HOUSING SERVICES</b>	<b>6,919,685</b>	<b>7,358,285</b>	<b>5,132,500</b>	<b>5,991,400</b>	<b>6,724,500</b>	<b>5,410,100</b>	<b>5,410,100</b>
Improvement Schemes (Environmental Health)	570,000	570,000	570,000	570,000	570,000	570,000	570,000
<b>TOTAL HOUSING INVESTMENT PROGRAMME</b>	<b>7,489,685</b>	<b>7,928,285</b>	<b>5,702,500</b>	<b>6,561,400</b>	<b>7,294,500</b>	<b>5,980,100</b>	<b>5,980,100</b>
<b>CAPITAL FINANCING</b>							
A.C.G. Housing - Basic	1,594,000	1,594,000	1,000,000	0	0	0	0
A.C.G. Other Services	0	0	0	0	0	0	0
	1,594,000	1,594,000	1,000,000	0	0	0	0
Less Receipts Taken Into Account (RTIA'S)	(1,100,000)	(1,100,000)	0	0	0	0	0
Plus Discretionary Element	181,000	181,000	0	0	0	0	0
<b>TOTAL BCA</b>	<b>675,000</b>	<b>675,000</b>	<b>1,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
BCA Required for Other Services	0	0	0	0	0	0	0
Prudential Borrowing	0	0	0	1,000,000	1,000,000	1,000,000	1,000,000
Adjustment to BCA	0	0	0	0	0	0	0
Capital Expenditure reimbursed by Capital Grant	120,000	120,000	120,000	120,000	120,000	120,000	120,000
- Sale of Council Houses	1,592,500	1,592,500	772,000	772,000	745,400	709,900	709,900
- Sale of Garage Sites	0	438,600	0	0	0	0	0
- SOCH Advances	7,000	7,000	7,000	7,000	7,000	7,000	7,000
- Sale of Housing Land	0	0	0	0	0	0	0
- Housing Advances	400	400	400	400	400	400	400
<b>Major Repairs Allowance (MRA)</b>	<b>3,250,000</b>	<b>3,250,000</b>	<b>3,274,621</b>	<b>3,274,621</b>	<b>3,306,073</b>	<b>3,338,792</b>	<b>3,338,792</b>
MRA - Bal b/f	1,669,213	1,669,213	895,565	740,565	352,186	18	10
HRA - Revenue Contributions b/f	1,920,459	1,920,459	1,195,559	1,335,259	1,007,759	48,300	48,300
HRA - Revenue Contributions in the year (Inc Supp)	851,700	836,400	800,000	667,500	800,000	800,000	800,000
GF Revenue Contributions - Renovation Grants	4,000	4,000	4,000	4,000	4,000	4,000	4,000
GF Contribution from Capital Investment Reserve	0	0	0	0	0	0	0
Usable Capital Receipts B/Fwd	284,437	284,437	793,900	793,900	793,900	793,900	793,900
<b>TOTAL RESOURCES</b>	<b>10,374,709</b>	<b>10,798,009</b>	<b>8,863,045</b>	<b>8,715,245</b>	<b>8,136,718</b>	<b>6,822,310</b>	<b>6,822,302</b>
REPAIRS ACCOUNT BALANCE C/FWD	(1,195,559)	(1,335,259)	(1,384,459)	(1,007,759)	(48,300)	(48,300)	(48,300)
MRA BALANCE CARRIED FORWARD	(895,565)	(740,565)	(1,776,086)	(352,186)	(18)	(10)	(2)
GF Contribution from Capital Investment Res C/Fwd	0	0	0	0	0	0	0
Usable Capital Receipts C/Fwd	(793,900)	(793,900)	0	(793,900)	(793,900)	(793,900)	(793,900)
<b>AVAILABLE RESOURCES CARRIED FORWARD</b>	<b>(2,885,024)</b>	<b>(2,869,724)</b>	<b>(3,160,545)</b>	<b>(2,153,845)</b>	<b>(842,218)</b>	<b>(842,210)</b>	<b>(842,202)</b>

Warwick District Council  
Business Plan Assumptions  
Operating Account  
(expressed in money terms)

Income

Expenditure

Year	Year	Net rent Income	Other Income	Misc Income	HRA Subsidy	Total Income	Manag. Income	Depreciat. Income	Maint. Income	Cost of Capital	Other Revenue	HRA Cost of Rent	Misc. expenses	Surplus to be redistrib.	Surplus Total	Adjusting transfer	Operating Expenditure	Net Expenditure	Additional provisions	RCCO	Surplus for the year	Interest	Surplus (Deficit) after interest	
		£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	
1	2003.04	15,350	636	461	0	16,447	(3,396)	(3,250)	(3,470)	(7,867)	(41)	0	0	(4,668)	(22,693)	7,282	1,036	(119)	0	0	917	1,876	82	2,874
2	2004.05	15,909	652	475	0	17,035	(3,496)	(3,260)	(3,510)	(8,073)	(42)	0	0	(5,246)	(23,651)	7,819	1,724	(57)	0	0	1,187	2,674	121	4,183
3	2005.06	16,490	668	489	0	17,647	(3,597)	(3,282)	(3,551)	(8,227)	(43)	0	0	(6,000)	(24,500)	8,299	1,446	0	0	0	1,446	4,183	172	5,801
4	2006.07	17,098	685	504	0	18,286	(3,702)	(3,304)	(3,594)	(8,345)	(44)	0	0	(6,969)	(25,958)	8,748	1,077	0	0	0	1,077	5,001	222	7,099
5	2007.08	17,735	702	519	0	18,955	(3,808)	(3,327)	(3,639)	(8,468)	(45)	0	0	(7,760)	(27,048)	9,187	1,094	0	0	(26)	1,068	7,099	267	8,434
6	2008.09	18,408	720	534	0	19,662	(3,920)	(3,351)	(3,677)	(8,596)	(47)	0	0	(8,578)	(28,179)	9,626	1,108	0	0	(3,097)	(1,989)	8,434	260	6,706
7	2009.10	19,127	738	550	0	20,415	(4,034)	(3,378)	(3,740)	(8,736)	(48)	0	0	(9,425)	(29,360)	10,184	1,238	0	0	(3,173)	(1,959)	6,706	201	4,972
8	2010.11	19,898	756	567	0	21,220	(4,152)	(3,408)	(3,799)	(8,889)	(49)	0	0	(10,299)	(30,596)	10,691	1,316	0	0	(3,245)	(1,929)	4,972	140	3,183
9	2011.12	20,723	775	584	0	22,081	(4,273)	(3,442)	(3,863)	(9,055)	(50)	0	0	(11,205)	(31,888)	11,166	1,359	0	0	(3,292)	(1,935)	3,183	78	1,728
10	2012.13	21,009	794	601	0	22,406	(4,399)	(3,481)	(3,933)	(9,233)	(52)	0	0	(11,643)	(32,741)	11,592	1,372	0	0	(1,424)	(78)	1,323	45	1,295
11	2013.14	21,221	814	619	0	22,855	(4,528)	(3,524)	(4,011)	(9,430)	(53)	0	0	(12,039)	(33,585)	12,003	1,372	0	0	(1,417)	(45)	1,295	45	1,295
12	2014.15	21,975	835	638	0	23,447	(4,663)	(3,573)	(4,095)	(9,652)	(54)	0	0	(12,437)	(34,472)	12,422	1,372	0	0	(1,441)	(45)	1,295	45	1,295
13	2015.16	22,436	855	657	0	23,948	(4,799)	(3,620)	(4,180)	(9,878)	(56)	0	0	(12,830)	(35,373)	12,853	1,428	0	0	(1,473)	(45)	1,295	45	1,295
14	2016.17	22,905	877	677	0	24,458	(4,940)	(3,668)	(4,267)	(10,105)	(57)	0	0	(13,234)	(36,295)	13,297	1,461	0	0	(1,505)	(45)	1,295	45	1,295
15	2017.18	23,382	899	697	0	24,978	(5,086)	(3,747)	(4,356)	(10,343)	(58)	0	0	(13,648)	(37,239)	13,754	1,493	0	0	(1,538)	(45)	1,295	48	1,299
16	2018.19	23,866	921	718	0	25,535	(5,234)	(3,806)	(4,451)	(10,583)	(60)	0	0	(14,074)	(38,210)	14,192	1,518	0	0	(1,596)	(42)	1,295	53	1,769
17	2019.20	24,450	944	739	0	26,134	(5,391)	(3,866)	(4,554)	(10,855)	(61)	0	0	(14,511)	(39,238)	14,638	1,534	0	0	(1,148)	(386)	1,769	69	2,323
18	2020.21	25,016	968	762	0	26,746	(5,551)	(3,926)	(4,659)	(11,132)	(63)	0	0	(14,959)	(40,281)	15,097	1,562	0	0	(1,193)	(369)	2,223	84	2,676
19	2021.22	25,594	992	784	0	27,371	(5,715)	(4,006)	(4,767)	(11,417)	(64)	0	0	(15,379)	(41,351)	15,569	1,589	0	0	(1,239)	(351)	2,076	100	5,127
20	2022.23	26,184	1,017	808	0	28,009	(5,885)	(4,080)	(4,876)	(11,708)	(66)	0	0	(15,831)	(42,447)	16,055	1,617	0	0	(1,286)	(331)	3,127	115	3,574
21	2023.24	26,844	1,042	832	0	28,718	(6,060)	(4,154)	(4,990)	(12,006)	(68)	0	0	(16,296)	(43,583)	16,491	1,627	0	0	(1,036)	(591)	3,974	135	4,300
22	2024.25	27,578	1,068	857	0	29,504	(6,241)	(4,229)	(5,106)	(12,365)	(69)	0	0	(16,773)	(44,813)	16,928	1,619	0	0	(1,102)	(517)	4,300	160	4,976
23	2025.26	28,332	1,095	883	0	30,310	(6,427)	(4,303)	(5,276)	(12,734)	(71)	0	0	(17,221)	(46,052)	17,579	1,637	0	0	(1,152)	(484)	4,300	183	5,643
24	2026.27	29,107	1,122	909	0	31,139	(6,619)	(4,420)	(5,420)	(13,113)	(73)	0	0	(17,682)	(47,328)	17,843	1,654	0	0	(1,204)	(449)	5,643	205	6,298
25	2027.28	29,902	1,151	937	0	31,990	(6,817)	(4,519)	(5,569)	(13,504)	(75)	0	0	(18,157)	(48,640)	18,322	1,671	0	0	(1,258)	(413)	6,298	228	8,787
26	2028.29	30,736	1,179	963	0	32,880	(7,021)	(4,620)	(5,724)	(13,907)	(77)	0	0	(18,645)	(49,993)	18,796	1,683	0	0	(1,05)	(1,578)	6,298	270	8,787
27	2029.30	31,610	1,209	994	0	33,812	(7,231)	(4,723)	(5,877)	(14,337)	(78)	0	0	(19,148)	(51,404)	19,281	1,689	0	0	(135)	(1,584)	8,787	335	10,676
28	2030.31	32,509	1,239	1,024	0	34,771	(7,447)	(4,834)	(6,054)	(14,781)	(80)	0	0	(19,653)	(52,849)	19,781	1,704	0	0	(161)	(1,542)	10,676	401	12,619
29	2031.32	33,433	1,270	1,054	0	35,757	(7,670)	(4,947)	(6,236)	(15,238)	(82)	0	0	(20,173)	(54,336)	20,297	1,718	0	0	(189)	(1,529)	12,619	468	14,617
30	2032.33	34,383	1,302	1,086	0	36,771	(7,900)	(5,063)	(6,403)	(15,709)	(85)	0	0	(20,708)	(55,867)	20,830	1,733	0	0	(218)	(1,515)	14,617	536	16,671

WARWICK DISTRICT COUNCIL  
HOUSING BUSINESS PLANNING  
SCHEDULE OF ASSUMPTIONS 2003

**Base Year for the Business Plan is 2003/2004**

- 1 Forecast prepared for all stock  
2 Stock numbers at 1/4/2003 5,891 tenanted  
3 Average rent was £50.90 in 2003/2004 based on 52 weeks.  
Rent Restructuring will increase rents by an average 1.92% per year. There are 8 years remaining.  
'Real' increase of 3.0% added for first 8 years to allow for convergence with RSL's, 0.5% after.  
4 Voids loss is estimated to be 0.75%.  
Bad debts input at 0.6% as improvements still anticipated with new recovery team.  
5 Leaseholder service charges average £4.70 per week.  
6 Service charges for other services are being considered following receipt of guidance.  
7 Right to Buy sales 2002/2003 = 128. reducing to 92, 90, 87, 84, 80 in first 5 years then 10 per year.  
25 RTB sales are flats to leaseholders  
Average market valuation was £75,789 and net selling price, £50,661.  
Maximum discount is £26,000. Average allowed discount was £25,128, or 33%.  
RTB admin. was £568 per unit, based on 0.75% of valuation amount.  
Useable RTB receipts for HRA purposes = 0% pa  
8 Supporting People Grant as been estimated at £460,800 per year, @ 2003/2004 prices.  
9 Subsidy allowances:  
Management allowance is £325.50 for 2001/2002, £344.22 for 2002/2003, £377.42 for 2003/2004.  
Maintenance allowance is £539.33 for 2001/2002, £571.28 for 2002/2003, £600.51 for 2003/2004.  
Major Repairs allowance is £520.12 for 2001/2002, £533.68 for 2002/2003, £539.96 for 2003/2004.  
Notional rent is £44.96 for 2001/2002, £47.41 for 2002/2003, £49.83 for 2003/2004.  
10 Mortgage interest is £38,975 for 2001/2002, £33,156 for 2002/2003, £25,450 for 2003/2004.  
11 Current actual premiums on debt restructuring have been input, finishing in 2010/2011.  
12 Basic Credit Approvals were £1,086k for 2001/2002, £316k for 2002/2003, £1,033 for 2003/2004.  
Using current guidance on prudential indicators, some borrowing should be sustainable  
using HRA resources. Amount to be decided on receipt of final guidance.  
Current policy NOT to use borrowing on own stock.  
13 HRA credit ceiling 1/4/03 est at £5.96m  
Subsidy credit ceiling at 1/4/03 = £12.19m  
14 Reserved capital receipts in 2000/2001 was £3.06m, £2.87m in 2001/2002, £4.88m in 2002/2003.  
15 Management expenditure 2001/2002 was £1,724k, for 2002/2003 £1,869k.  
Estimate for 2003/2004 is £1,696k.  
Service costs 2001/2002, £1,425k, 2002/2003, £1,351 and est. at £1,373 for 2003/2004.  
16 Rebates at 50.58% of rent income - per subsidy claims.  
No rebated service charges at present.  
Limit rent is £51.20 for 2003/2004, with average rent £50.90.  
Estimated rent rebate subsidy limitation from 2004, when property specific threshold level introduced,  
is estimated to be around £4,200.  
17 Minimum working balance £750k in year 1 rising by inflation.  
18 Balances at 1/4/2002, HRA = £822k, Repairs Account = £2,139k and MRA = £1,669k.  
The aim is to maintain a minimum balance of £750,000 on the HRA and £500,000 on the repairs account.  
this gives total working balances of £1,250K.  
19 Interest rates - 6% return on capital / 4.2% income / 7.79% borrowing for 2002/2003.  
3.5% return on capital / 3.38% income / 4.47% borrowing for 2003/2004.  
20 Nominal value for Existing Use Value = £38,155 per property.  
21 All other costs and income rolled forward by adding 2.5% inflation.

**Real increase data year 2 onwards:**

- 22 Rent increases RPI + 3% year 2 to year 9 then, 0.5% to year 30.  
23 RPI increases only as bringing in efficiency savings on Management costs.  
24 RPI increases only on tenants service charges.  
25 RPI +1% increases for 5 years on all Repairs and Improvements costs.  
26 Garages - no cash increase for this income.  
27 All other costs / income go up by inflation at 2.5%.

## Appendix 8

H.I.P Monitor - 2003/04												
Schedule of Work	Scheme	Surveyor	Latest Approved	Budget	Contract	Start	Finish	Expenditure to date	Projected Expenditure			Comments
	Ref		(Inc Fees)	Sum				Sep-03	2002/03	2003/04	2004/05	
Aids & Adaptations	Orders	AM		N/A				168,667	460,000	260,000	0	On Going
	931	Consultants	91 Edmondscote Road - L/Spa	29,000		Sep-03	Dec-03		0	29,000	0	Work in Progress
	932	Consultants	40 Longfellow Avenue - Wk	23,000		Sep-03	Dec-03		0	23,000	0	Work in Progress
		Fees 6%						10,120	27,600	18,720	0	
<b>Totals</b>			<b>380,000</b>					<b>178,787</b>	<b>487,600</b>	<b>330,720</b>	<b>0</b>	
Roof Coverings												
DH	798	BN	Various in the District	483,367		Sep-01	Oct-02	37,249	153,045	37,249	0	Scheme Complete
	814	BN	Herberts Lane Ken	15,200		Mar-02	Apr-02	0	10,873	0		Scheme Complete
	818	AD	13 Bromehall Lane	4,000		Apr-02	Apr-02	2,489	0	2,489		Seeking Quotations
	890	BN	Various L/Spa	424,705		Jan-03	Sep-03	226,864	133,760	312,797		Work in Progress
	893	BN	44/62 Binswood Flats	45,171		Mar-03	Jul-03	41,370	0	45,171		Scheme Complete
		BN	Work to Fire Damage Herberts Lane					40,000	0	40,000		
	914	BR	Re-asphalt Balconies Crown Way	15,865		Jul-03	Aug-03	14,981	0	15,865		Scheme Complete
	928	AM	Re-asphalt Balconies Binswood St			Dec-03	Mar-04	0	0	10,000		At Tender Preparation Stage
dates check with AW/BN	935	BN	Chas Gardner Road	100,000		Nov-03	Mar-04	0	0	70,000	30000	At Tender Preparation Stage
dates check with AW/BN		BN	Waverley Rd/Edinbrgh/ Brm'l'gh Villas			Dec-03	Apr-04	0	0	150,000	82000	At Tender Preparation Stage
	Orders			N/A				6,733	6,733	5,148		
	Income		Leaseholders					-12,515				
				1,088,308				357,171	304,411	688,719	112,000	
	Fees 6%							21,430	18,265	41,323	6,720	
<b>Totals</b>			<b>732,211</b>					<b>378,601</b>	<b>322,676</b>	<b>730,042</b>	<b>118,720</b>	
Defective Flooring	825	DE	58 Webster Ave Ken.	5,050				0	6,441	0		Scheme Complete
		DE	14 Broom Hall Lane	6,000				5,981	0	5981		Scheme Complete
		DE	29 Clare Close	6,000				6,048	0	6048		Scheme Complete
		DE	18 Clare Close	3,500				3,262	0	3262		Scheme Complete
		DE	16 Essex Close	7,000				0	0	7000		
	Orders			N/A				0	49,358	0	0	
	Fees 6%			27,550				917	3,348	359	0	
<b>Totals</b>			<b>35,000</b>					<b>16,208</b>	<b>59,147</b>	<b>22,650</b>	<b>0</b>	
Door Entry Systems	Orders			N/A					3,123	0	0	
	Fees 6%								187	0	0	
<b>Totals</b>			<b>10,000</b>					<b>0</b>	<b>3,310</b>	<b>0</b>	<b>0</b>	
Window	801	DE	Various in	508,729		Sep-	Mar-	0	53,491	0	0	Scheme

Replacement			District		01	02						Complete
DH	820	LG	Lansdowne Crescent	89,780	Aug-02	Oct-03	9,233	15,600	51,910	0		Access Delays
	831	DE	Various in District	171,575	Oct-02	Jul-03	127,348	60,487	127,348	0		Scheme Complete
	837	DM	1 St Mich. Cl. West-U-Weth	2,784				2,784	0	0		Scheme complete
	886	DE	Leycester Rd Ken.	70,810	Mar-03	Jun-03	67,450	0	75,356	0		Scheme complete
	898	DE	Various in L/Spa	180,765	Mar-03	Sep-03	152,648	26,860	158,014	0		Work in Progress
	907	DE	Maxstoke/Fetherston	134,184	Jun-03	Oct-03	44,908	0	126,155	0		Work in Progress
	921	DE	Humphris Street Warwick	23,836	Jul-03	Oct-03	0	0	23,836	0		Work in Progress
	922	DE	Binswood St/ Percy Rd/ Cubb Rd	30,000	Dec-03	Mar-04	0	0	30,000	0		At Tender Preparation Stage
	934	DE	Various L/Spa & Warwick		Oct-03	Mar-04	0	0	190,000	0		At Tender Preparation Stage
			Orders				2,500	0	2,500			
				1,212,463			404,087	159,222	785,119	0		
	Fees 6%						24,245	9,553	47,107	0		
<b>Totals</b>			<b>850,314</b>				<b>428,332</b>	<b>168,775</b>	<b>832,226</b>	<b>0</b>		
Replacement Doors	811	AD	Bridge St. Warwick	16,689	Apr-02	Jun-02	0	22,468	0	0		Scheme Complete
DH		DM	Doors from Painting Contract		Dec-03	Mar-03	0	0	15,000	0		At Tender Preparation Stage
	909	LG	Radcliffe Gdns/ Chris Ledger Sq	15,563	Oct-03	Nov-03	0	0	15,000	0		Work in Progress
							0	22,468	30,000			
	Fees 6%						0	1,348	1,800	0		
<b>Totals</b>			<b>30,000</b>	<b>32,252</b>			<b>0</b>	<b>23,816</b>	<b>31,800</b>	<b>0</b>		
Replacement Kitchen & Sanitary-ware	794	BN	Bury Rd L/Spa Phase II	516,280	Jan-02	Jul-02	0	303,551	0	0		Scheme Complete
DH	835	LG	Bury Rd - Phase III	576,054	Dec-02	Oct-03	153,690	308,750	237,320	0		Work in Progress
	926	DM	Fallow Hill/ Chas Gd'nr Rd	450,000	Nov-03	Apr-04	0	0	420,000	30,000		Tenders Being Assessed
	926a	DM	Phase II Kenilworth/ Warwick		Feb-04	Jun-04	0	0	140,000	270,000		Dependant On Performance of Phase 1 above
				1,542,334			153,690	612,301	797,320	300,000		
	Fees 6%						9,221	36,738	47,839	18,000		
<b>Totals</b>			<b>847,402</b>				<b>162,911</b>	<b>649,039</b>	<b>845,159</b>	<b>318,000</b>		
Renewal of Heating												
DH												
	n/a	BR	Replacement Boilers	Orders			199,420	355,000	300,000	0		Priced for against SOR
							199,420	355,000	300,000	0		
	Fees 6%						11,965	21,300	18,000	0		
<b>Totals</b>			<b>350,000</b>				<b>211,385</b>	<b>376,300</b>	<b>318,000</b>	<b>0</b>		
Renewal of Water			0				0	0	0	0		

Services												
DH												
Foundations & Structures	788	AW	Christine Ldr. Square	0			0	12,413	0	0	0	Scheme Complete
DH	761	BN	High St. Ken	0			0	4,519	0	0	0	Scheme Complete
	817	AW	Dobson Lane - Whitnash	0			0	0	0	0	0	Monitoring in Progress
	826	BN	Peel Road - Warwick	11,995	Apr-02	Feb-03	0	39,000	0	0	0	Scheme Complete
	884	LG	St Margaret's Rd Flats Balconies	11,500	Jul-03	Sep-03	5,161	0	8,111			
	828	AW	The Crest - Lillington	1,116,900	Jul-02	Nov-03	362,701	640,798	523,202		0	Scheme shortly at Completion Stage
	927	AD	Gable End - 3 Haddon Road	4,000			0	0	4,000		0	Due to Commence shortly
	843	AD	8 Regent Street - Roof	6,500			0	0	6,500		0	Work in Progress
	923	DM	Re-Build Wall to Garages - Dudley Rd	17,850			18,286	0	22,000		0	Work in Progress
							0	0	0			
				1,168,745			0	0	0			
							386,148	696,730	563,813		0	
							23,169	41,804	33,829		0	
	<i>Fees 6%</i>											
<b>Totals</b>			<b>600,321</b>				<b>409,317</b>	<b>738,534</b>	<b>597,642</b>		<b>0</b>	
Improved Internal Layout			0					0	0		0	
DH												
Fire Precaution Works			5,000					0	0		0	
Sound	917	BN	22a Byron Avenue, Wk.	10,185	Jun-03	Jul-03	7,153	0	9,086			
Insulation	926	BN	74a Hampton Road, Wk	18,085	Sep-03	Nov-03	11,400	0	14,585			
DH				28,270			18,553	0	23,671			
							1,113	0	1,420			
<b>Totals</b>			<b>25,000</b>				<b>19,666</b>	<b>0</b>	<b>25,091</b>		<b>0</b>	
Garage Areas												
Refurbishments.	887	DM	District Wide	108,891	Oct-02	Jul-03	33,105	105,031	35,000		0	Good competitive rates achieved
	<i>Fees 6%</i>						1,986	6,302	2,100		0	
<b>Totals</b>			<b>40,000</b>				<b>35,091</b>	<b>111,333</b>	<b>37,100</b>			
New TV Ariel Systems (Flats)												
	936	AW	5 V/ Shelt'd schemes /Stanton Wlk		Dec-03	Mar-04	0	0	75,000		0	At Tender Preparation Stage
	<i>Fees 6%</i>						0	0	0		0	
<b>Totals</b>			<b>75,000</b>				<b>0</b>	<b>0</b>	<b>75,000</b>		<b>0</b>	
Lift Refurb	714B	BR	Upgrade of Controls		Jan-03	Mar-03	0	29,000	0		0	
	<i>Fees 6%</i>						0	1,740	0		0	
<b>Totals</b>			<b>0</b>				<b>0</b>	<b>30,740</b>	<b>0</b>		<b>0</b>	
<b>TOTAL (IMPROVEMENTS) &amp;</b>			<b>3,980,248</b>				<b>1,840,300</b>	<b>2,971,270</b>	<b>3,845,430</b>		<b>436,720</b>	

RENEWALS (inc Fees)											
Regeneration	734	AW	Chas Gardner Rd L/Spa		May-00	Jun-01	0	28,707	0	0	
	Fees 6%						0	1,722	0	0	
Regeneration Totals			0				0	30,429	0	0	
Conversions	819	AD	39 Kennedy Sq. L/Spa	10,490	Apr-02	Jun-02	0	11,537	0	0	
	841	AD	14 Saltisford Gardens, Wk	7,220	Aug-02	Nov-02	0	7,780	0	0	
	918	DM	42 Acorn Court For Control Centre	15,000	Dec-03	Mar-04	0	0	15,000	0	At Feasibility Stage
				32,710			0	19,317	15,000	0	
	Fees 6%						0	1,159	900	0	
<b>Totals</b>			<b>20,000</b>				<b>0</b>	<b>20,476</b>	<b>15,900</b>	<b>0</b>	
Environmental											
Improvements	805	AD	Chas Gardner Rd L/Spa-Ramp	25,432	Nov-03	Feb-04	0	0	25,432	0	Due to Commence Shortly
	807	AD	Fencing	2,973			0	1,350	0	0	Scheme Complete
	816	AM	Lillington - Wellington Rd	21,047	Mar-02	May-02	0	27,979	0	0	Scheme Complete
	822	DM	Redland Road	2,800	Apr-02	May-02	0	3,270	0	0	Scheme Complete
	836	DM	Nursery Lane - Paths	5,295	Jul-02	Aug-02	0	4,795	0	0	Scheme Complete
	924	AD	Kennedy Sqr. /St Pauls Sqr		Dec-03	Mar-04	0	0	100,000	95,000	At Tender Preparation Stage
	929	AW	Emscote Road, Wk		Dec-03	Mar-04	0	0	25,000	0	At Feasibility Stage
	891	AD	Dem'tn - Bridge Link	10,855	Dec-02	Dec-02	0	9,750	0	0	Scheme Complete
			DBW Estate Works			May-03	3,500	0	3,500		Complete
			Contribution to Survey JH			Sep-03	2,000	0	2,000		Complete
	929	AD	Paving at Binswood St Shops	19,720	Nov-03	Jan-04	0	19,720	18,720	0	Due to Commence Shortly
	892	AM	Shakespeare Ave Flats	26,054			17,445	27,101	17,445	0	Scheme Complete
	Orders			N/A			0	6,500	0	0	
				114,176			22,945	100,465	192,097	95,000	
	Fees 6%						1,377	6,028	11,526	5,700	
<b>Totals</b>			<b>200,000</b>				<b>24,322</b>	<b>106,493</b>	<b>203,623</b>	<b>100,700</b>	
Energy Conservation	827	AW	Wathen Rd Wk.- Cladding	338,538	Jul-02	Mar-03	0	343,179	0	0	Scheme Complete
DH	838	BN	10 Semele Cl. - Cladding	14,740	Oct-02	Nov-02	0	14,390	0	0	Scheme Complete
	883	BR	TRV's - District Wide	20,789	Jun-02	Sep-02	0	21,120	0	0	Scheme Complete
	830	BR	Fallow Hill - L/Spa	190,393	Aug-02	Mar-03	0	187,030	0	0	Scheme Complete
	Consultants	BR	Asbestos	60,000	Aug-02	Mar-03	0	62,925	0	0	Scheme Complete
	905	AW	Tachbrook Court. L/Spa	399,404	Oct-03	Mar-04	0	0	350,000	44,000	Due to Commence shortly
	916	BN	Semele Close Rad Sem.		Dec-03	Mar-04	0	0	80,000	45,000	At Tender Preparation Stage
	885	DM	35 Tachbrook St/Garages	16,284	Oct-02	Mar-03	8,192	0	8,192	0	Scheme Complete
	888	LG	Lansdowne Cres (Gas)	0	Dec-03	Mar-04	0	0	85,000	47,000	At Tender Preparation Stage

	899	DM	Stockton Gr. - Porches	56,996	Apr-03	Aug-03	44,173	0	45,500	0	Scheme Complete
				1,097,144			52,365	628,644	568,692	136,000	
	<i>Fees 6%</i>						3,142	37,719	34,122	136,000	
<b>Totals</b>			<b>580,000</b>				<b>55,507</b>	<b>666,363</b>	<b>602,814</b>	<b>272,000</b>	
Asbestos Survey		BR/AW	320,000		Jul-03	Jun-04	0	0	320,000	300,000	Phase 1 in progress
Cash Incentive Scheme	n/a		70,000		Apr-03	Mar-04	26,000	48,057	70,000	70,000	Heather Fletcher
Computer Software			350,000		Apr-03	Mar-04	0	0	350,000	0	Jean Hartley
CCMS			80,000		Apr-03	Mar-04	0		80,000	120,000	Work in Progress - Joan Hicks
<b>TOTALS</b>			<b>£5,600,248</b>				<b>£1,946,129</b>	<b>£3,843,088</b>	<b>£5,487,767</b>	<b>£1,299,420</b>	
			<i>Balance Available for use</i>	Oct-03							
			<b>Total Budget</b>	<b>5,600,248</b>							
			<b>Total Committed</b>	<b>5,487,767</b>							
				<b>112,481</b>							
DH	= Work Associated with the Decent Homes Standards										