

**Housing Revenue Account  
(HRA)**

# **Business Plan**

**2001/2002 to 2030/31  
(Updated 2003)**



**November 2003**

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

**Glossary of Terms**

AFI	Areas For Improvement
ASAP	Association of Social Alarm Providers
BCA	Basic Credit Approval
BVPP	Best Value Performance Plan
BVR	Best Value Review
CCMS	Community Care Management System
CPA	Comprehensive Performance Assessment
CCTV/MATV	Close Circuit/Multi Access Television
DTLR	Department of Transport, Local Government and the Regions
EFQM	European Foundation of Quality Management
HRA	Housing Revenue Account
ICT	Information Communications Technology
IEG	Implementing E Government
IT	Information Technology
ITA	Independent Tenant Advisor
JCG	Joint Commissioning Group
LGA	Local Government Association
LSP	Local Strategic Partnership
MRA	Major Repairs Allowance
ODPM	Office of the Deputy Prime Minister
PFI	Private Finance Initiative
RSL	Registered Social Landlord
TMO	Tenant Management Organisation
WCC	Warwickshire County Council

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

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## **Foreword**

Warwick District Council has 5891 Council homes and 448 leaseholders. This represents a major asset for the Council and the Business Plan plays a significant part in the effective management of its homes and the delivery of services to the people who occupy them.

This Business Plan aims to set out clearly how the Council will manage its stock and how it will deliver its Housing services, in line with the national and local objectives that are set for housing services.

The Plan covers 30 years, but looks at detail for the next 5 years. It identifies the investment required in its Council homes and how this will be funded.

The major piece of work completed by this Council during 2002/2003 has been the Housing Options Appraisal. This included extensive consultation with tenants and leaseholders led by their Independent Tenant Advisor. In September 2003 the Council decided to retain ownership and management responsibilities at least for another 4 years. This Council can meet the Decent Homes Standard, but there are challenges on funding work outside of this standard. Within this Business Plan this is referred to as the Aspirational Standard.

Our high level primary objectives are:

- . • 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.

The Council recognise that tenants and leaseholders have a central role in determining the priorities for their housing service. This has led to the Tenants and Leaseholders Business Plan Group which the Council intends to support and develop in the coming years. Determining priorities will be an important function of this Group in the future, especially in light of the Stock Retention decision.

If you wish to be involved in the Business Planning Group or just wish to discuss any aspect of this Business Plan in more detail please contact Jean Hartley.

**Councillor Alan Boad**  
**Housing Portfolio Holder**

**Tenant / Leaseholder Business Planning Group**

**Jean Hartley Head of Housing Services**

**October 2003**

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

## **1 Introduction**

### **1.1 Key Achievements**

There are a number of key achievements which have assisted in the strategic planning of the Council's housing service and the development of the HRA Business Plan. They are as follows:

- Further validation of the stock condition information, completed in July 2001 has been undertaken during 2002/2003 to place the Council in a strong position for decent homes planning and housing option appraisal work.
- Rent restructuring was implemented in April 2002, using the asset valuation information, commissioned and completed 2000/2001.
- An update of the Housing Options Appraisal first completed in December 2001 was finalised in May 2003.
- A full review of the Housing Strategy was completed in 2002 and delivery of the Action Plan is well underway. In particular work on the sub-regional strategy has been a priority.
- The Council approved a choice based Allocations Policy in October 2002 and this will be implemented from April 2004.
- The development of new affordable homes remains a priority, with over 500 new affordable homes being provided, or in the pipeline to be provided in partnership with Registered Social Landlords (RSL) and the Housing Corporation, since 1999.
- The development programme to meet the requirements of the Homelessness Act 2002, including supported accommodation for ex-offenders and a hostel for homeless people has been successfully completed.
- The Homelessness review and the resultant Strategy was completed by the Council and its partner organisations during 2002/2003; the final strategy being approved by the Council's Executive in May 2003.
- In October 2002, tenants and leaseholders appointed PEP Midlands as their own Independent Tenant Advisor (ITA).
- An internal restructure of the Housing Business Unit was approved by the Executive in September 2002, which clearly separates landlord and strategic responsibilities. This has now been implemented.
- An Asbestos Survey was commissioned and started in August 2003.

### **1.2 Background**

The Business Plan is reviewed by an Officer group on an on-going basis. Overall, this document has been developed, with the fundamental elements being:

The Council's Stock Condition and approach to Decent Homes  
Housing Options Appraisal  
Future funding streams  
Best Value and Performance on all Housing activities, and  
Tenant Involvement

There is a strong history of effective improvements and maintenance programmes at Warwick, with condition surveys commencing some 10 years ago, on which current maintenance/improvement programmes have been based. This approach has had the advantage of allowing a wide range of works on our properties including:

- An extensive range of Energy Conservation works
- Adaptations
- Central heating installations and replacement
- Environmental Improvements
- Internal layout conversions
- Installation of smoke/CO detectors
- Improved Parking
- Security/Door Entry Systems
- Double Glazing
- Structural work to high rise flats.

### 1.3 What Warwick's Business Plan aims to do

The Business Plan aims to set out clearly how the Council will manage its stock and deliver its Housing services, in line with the key Housing objectives. These are highlighted within Section 2.

The Business Plan is projected over a 30 year period, but with detailed plans for the next 5 years. The business planning process aims to identify problems and opportunities, to set objectives and to develop effective mechanisms to monitor progress and achievement of objectives. Alongside the Housing Strategy, it is the key method of communicating the Council's plans to the wider community; in reality the Business Plan being the implementation of the Housing Strategy.

### 1.4 Other Key Documents

The Business Plan should not be read in isolation; it links to a number of other key documents. There are too many to add as appendices, so in the table below the list of key documents is listed, with whom to contact to get a copy and information as to whether the document is on the Council's Website.

Document	Contact Name	Email	Telephone No.(01926)	Website www.warwickdc.co.uk
Housing Strategy and Housing Needs Survey	Sheila Francis	sheila.francis@warwickdc.gov.uk	456422	Yes
Corporate Strategy	John McGowan	john.mcgowan@warwickdc.gov.uk	456018	Yes
Tenants Compact	Sarah Mylchreest	sarah.mylchreest@warwickdc.gov.uk	456445	Yes
Capital Strategy	Roger Wyton	roger.wyton@warwickdc.gov.uk	456808	Yes
Financial Strategy	Mary Hawkins	mary.hawkins@warwickdc.gov.uk	456400	Yes
Housing Options Appraisal	Jean Hartley	jean.hartley@warwickdc.gov.uk	456403	Yes
Risk Register	Jean Hartley	jean.hartley@warwickdc.gov.uk	456403	No
BVR Stock Management	Jean Hartley	jean.hartley@warwickdc.gov.uk	456403	No
Stock Condition Survey	Don Sykes	Don.sykes@warwickdc.gov.uk	456044	No
Housing Options Report to the Executive August 2003	Jean Hartley	jean.hartley@warwickdc.gov.uk	456403	Yes

Table 1

## 2. Strategic Approach

### 2.1 The Corporate Context

The HRA Business Plan reflects:

**The Council's corporate planning processes, in particular the Corporate Strategy 2003-2007, the Financial Strategy 2003-2007 and the Capital Strategy 2003-2007.**

**The requirements to maintain the Council's Housing stock in accordance with Stock Condition requirements, the Decent Homes Standard, tenant/leaseholder aspirations and investment priorities.**

**The Council's Housing Strategy 2002-2005 - particularly the strategic objectives as they apply to HRA property.**

It is important to see how this Business Plan is linked to the strategic direction of the Council and the diagram in Appendix 1 demonstrates these linkages. For a number of years the Council has adopted a Housing Strategy that places emphasis on a well maintained Housing Stock, especially in view of the high demand for affordable housing and shortage of supply. Community planning was introduced in September 1999. This has been developed in consultation with local organisations and residents and has established a shared vision for Warwick District –

**We want Warwick District to be safe, fair, healthy and prosperous, now and in the future**

The Community Plan is being developed by the emerging Local Strategic Partnership. In December 2002 '*Building the Future Together*', a work-shop type event was held, involving over 100 representatives from approximately 50 organisations from the public, private, voluntary and community sectors. The conference was successful in providing a forum for the sharing of ideas and views concerning the development of a LSP for the District. The framework for the Warwick LSP was agreed at the Council's Executive on the 22nd June 2003.

The structure has a hub and wheel framework. At the hub of the wheel is the partnership board. The spokes of the wheel are the strategy steering groups charged with dealing with specific tasks. One of the Steering Groups is involved with Housing; the others are Business and Employment, Community Safety, Culture, Education and Lifelong Learning, Environment, Health and Wellbeing and Transport.

So as to avoid duplication the existing Housing Strategy Steering Group has been reformed to take on the responsibilities of the LSP Steering Group for Housing. The Group will work together to understand the all tenure housing market in Warwick, create innovative and flexible solutions in dealing with housing market imbalances and monitor the progress of both the Housing Strategy and the HRA Business Plan.

### 2.2 The Corporate Strategy 2003 – 2007

**2.2.1** A new Council was elected in May 2003 and the Administration has devised a Corporate Strategy that will guide the use of all resources, to secure the achievement of its aims. The new corporate objectives to support the Council's vision (see 2.1 above), agreed by the Executive in August 2003 are as follows:

Co1 "Manage our Services openly and effectively and efficiently"

Environmental		Economic		Social	
CO2 Improve our services to provide a cleaner and greener environment	CO3 Promote and contribute to a safer and healthier community	CO4 Support a prosperous mixed economy	CO5 Enhance the culture of the area	CO6 Meet the housing need	CO7 Target resources to the areas of greatest need

**Table 2**

**2.2.2 Corporate Objective 6 -Meet the Housing Need** is the main link to this Business Plan, although not the only one.

The priorities for this Corporate Objective are:

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

The targets for this Corporate Objective are:

- To have made a decision by the end of 2003 in accordance with the statutory guidance
- To increase the number of affordable homes completed by 100 per year
- To meet the Decent Homes Standard for Council homes for 78% of houses by 2007 and 100% by 2010

**2.2.3** The table below highlights how housing contributes to corporate objectives:

Headline Priority		Contribution
CO.1	Manage our services openly, effectively and efficiently	Significant contribution • Encourage and develop tenant/leaseholder participation in all aspects of the housing service. • HRA Business Plan
CO.2	Improve our services to provide a cleaner and greener community	Some limited contribution • Provide a secure and energy efficient environment for tenant/leaseholders to live in
CO.3	To promote and contribute to a safer and healthier community.	Significant contribution • CCMS service / 24/7 lifeline service • Anti-Social Behaviour Policy • Environmental improvements • Involvement in Community Safety initiatives, e.g. Section 17 Meetings with Police, Sharing of Information Protocol
CO.4	Support a prosperous mixed economy	Some limited contribution • Contribute to local economy - use of local contractors for repairs and maintenance
CO.5	Enhance the culture of the area	No contribution
CO.6	Meet the housing need	Lead service / significant contribution • Approx 6000 Council homes at affordable rents • Meet the Decent Homes Standard by 2010 and subject to resources meet the Aspirational Standard • Provide a range of services to tenant/leaseholders and to manage their tenancies effectively • 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
CO.7	Target resources to the areas of greatest need	Significant contribution • HRA Business Plan

**Table 3**

## **2.3 The Capital Strategy**

The Council has two key areas for capital expenditure - Housing and Other Services. The three overriding priorities for all capital expenditure have been determined as:

- Realising local aspirations as expressed within the Corporate Strategy (which incorporates the Community Plan and the Council's Resource Strategies);
- Maintaining, and where possible enhancing, the condition of the Council's existing assets so as to reduce future maintenance liabilities and to encourage their effective use,
- Supporting capital schemes which provide revenue savings to the Council, in particular supporting investment in Information and Communication Technology so as to modernise activities and release resources for other purposes.

The Capital Strategy highlights the Corporate Priorities in relation to Housing (see Section 2.2.2) and recognises that the Capital Strategy will need to be reviewed following the Council's decision on Housing Options.

The Capital Strategy recognises that the Council does not have sufficient capital resources to meet all the needs it faces and the resultant requirement for resources to be managed very carefully. The Business Plan is part of the Council's toolkit to manage its resources optimally, but prudently, and in a cost-effective manner.

## **2.4 The Corporate Restructure and new approach to Performance Management**

The Council underwent a major restructure in May 2003. The separate units of Housing Landlord and Housing Strategy now report directly to the Community Resources Director.

During 2003 the Council is implementing a new framework for performance management. Service Area Plans are currently being developed for the period 1<sup>st</sup> April, 2004 to 31<sup>st</sup> March, 2007.

The new performance management framework clearly links the Corporate Strategy, the annual Portfolio Holder Statement, the Resource Strategies, the Service Area Plans, the team Operational Plans and the individual staff member's Performance Development Plan.

## **2.5 The Housing Strategy and the Regional / Sub-Regional Links**

The Housing Strategy was substantially reviewed 2001/2002. The key housing issues which emerged during the review process and consultation are, the provision of new affordable housing, meeting the Decent Homes targets for the Council's stock and focussed action to address pockets of private sector housing conditions. A Private Stock Condition Survey completed early 2003 has assisted the 2003 review in assessing our plans for the future within the private sector.

In brief, Warwick District Council is fortunate in that it is prosperous, with a buoyant housing market. However the numbers of people living in unsuitable housing are increasing and there is a greater pressure from new household formation and in migration. An update on the Housing Needs Survey completed in November 2001 highlighted that the requirement for affordable housing is increasing. While the Council continues to work closely with RSL's through the Joint

Commissioning process to meet these needs, it is clear that the Council has a significant role to play in the provision and the continuing maintenance to decent home standard of its own stock.

The key objectives for Council housing within the Housing Strategy, with clear links to the Business Plan 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 tenant/leaseholders 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.

During 2002/2003 the Council has been involved in the production of the West Midlands Regional Housing Strategy and the Coventry, Solihull and Warwickshire Sub Regional Strategy. It is accepted that the focus of both strategies are on the regeneration of low demand urban areas and this does give this Council the challenge of effectively dealing with the issues and problems of high demand and affordability. Work is on-going to deal with this, including considering how affordable housing can be provided without grant.

## **2.6 Comprehensive Performance Assessment (CPA)**

Warwick District Council's CPA inspection is planned for July 2004. Work is underway on the diagnostic assessments, two of which have direct relevance to this Business Plan - the Decent Homes Standard Diagnostic Assessment and the Balancing Housing Market Diagnostic Assessment.

## **3. Strategic Objectives of the Business Plan**

The overarching aim of this Business Plan is to promote the most efficient and effective use of the Council's housing stock and its non-housing HRA assets. It seeks to ensure that the Council's substantial assets are used and maintained to maximum effect, to meet the high level objectives stated in 2.5 above. This will be achieved by:

- Using up to date stock condition information to identify future maintenance issues and to inform spending decisions.
- Considering the options available to the Council for increasing investment to stock, in line with maintenance requirements, to secure the best use of resources and to optimise cash flow.
- Involving tenant/leaseholders in prioritising maintenance demands and the subsequent spending decisions.
- Using the Business Plan as the driver to eliminating non-decent housing.
- Improving service delivery and performance primarily through the Service and Operational Plans, with the continued involvement of staff, tenants and leaseholders.
- Using an action planning approach to identify problems and opportunities, to set objectives and to develop effective proposals to monitor achievement of objectives.

## **4. Housing Options Appraisal**

### **4.1 Background**

Beha Williams Norman Ltd were appointed in September 2001 to complete a Housing Options Appraisal. They were required to consider the financial, service delivery and organisational implications of the options, in full consultation with tenants and leaseholders.

The Corporate Management Team considered the results of the consultation and the decision recommended to the Executive in March 2002 was that the Council should proceed to ballot tenants on the option of stock transfer. The Executive considered that more information was required before a decision could be made. The Executive's recommendation to Full Council on 24th April (which was approved) was as follows:

- No decision can be made pending further information on the housing stock condition survey, the impact of transfer on the Council, the impact of transfer on tenants and a clearer understanding of tenants' views through a statistically robust and representative technique.
- Work should commence on the strategic/operational split within the Housing Business Unit, to be implemented from October 2002.
- The Best Value Reviews (BVR) for Stock Management and Tenancy Management in 2002/2003 and 2003/2004 respectively should proceed.
- No application for inclusion on the Stock Transfer Programme should be made in January 2003.

### **4.2 Work Completed April 2002 to September 2003**

#### **4.2.1 Tenant/Leaseholder Involvement in Housing Options**

Tenants and Leaseholders appointed their Independent Tenant Advisor (ITA) in September 2002. The brief included three main phases of work, these being:

- Work to improve and further encourage tenant/leaseholder participation
- To consult on the issues surrounding Housing Options
- To complete a survey to ascertain the needs and aspirations of tenants and leaseholders for the future

A full consultation programme has been completed, overseen by the Tenants Panel. The following work with tenants and leaseholders was completed:

- Newsletters were sent to all tenants and leaseholders
- Training sessions were undertaken
- A Tenants Panel was formed
- A Leaseholders Action Group was formed
- Drop in sessions were held at Council offices throughout the district
- Visits to all sheltered schemes were completed
- The work of the ITA culminated in the Housing Stock Options Appraisal Survey which was a freepost postal survey sent out to all tenants and leaseholders over a three week period in May, backed up by a targeted door knocking exercise.

The return rate for this survey exceeded the target of 15%, with the final figure being 23.5% (1548 returned forms). A copy of the full report is held within the Housing Options Report to the Executive on 18th August 2003. There is no strong view from tenants on which option they wish to pursue. Whilst a significant number of survey respondents identified Council retention as their preferred option an equally significant number aspired to increased levels of investment in their properties.

The Survey did indicate clearly what tenants and leaseholders want from their housing service, regardless of which option is pursued in the future. The priorities for tenants are:

- Affordable rents
- Delivering a high quality repairs service and
- Delivering a high standard of housing management – particularly dealing with anti-social behaviour

#### **4.2.2 Stock Condition**

Over the past year work has been completed to validate the information contained within the Stock Condition Survey completed in 2001. Additional surveys have continued to be undertaken in-house by the Property Services Business Unit. Following the additional validation work, it is considered that the Stock Condition Survey provides reasonably sound data.

Further analysis has been undertaken to assess more accurately the work required to comply with the Decent Homes Standard and the work required to meet the 'Aspirational Standard'. The 'Aspirational Standard' includes all the work required to the stock and general environment, but outside the remit of the Decent Homes Standard.

#### **4.2.3 The Impact on the Corporate Council**

The Council considered the financial and organisational impacts that changes to long term management arrangements would bring. This was completed by undergoing visits to other Councils, visits to Housing Associations, attending relevant seminars and desk top research.

It was found that Stock Transfer would have a significant financial impact and these arise from the fact that the HRA shares the Council's overheads. The analysis shows that on Stock Transfer there is a net cost to the Council of £856.6k through loss of economies of scale. Using the financial model developed by Beha Williams Norman Ltd this would leave approximately £4 million for other purposes, such as affordable housing. This was a lot less than had been first anticipated.

#### **4.3 The Updated Housing Options Appraisal Report, May 2003**

Beha Williams Norman Limited completed an updated Options Appraisal in May 2003. The report projects that the Council will be able to meet the Decent Homes Standard within the 10 year target. However, the report also highlights that while the Notional Net Cumulative Balance on the Housing Revenue Account is positive at 2010, this figure reduces year by year after that time. This signals that in the medium term the Council can meet the decency standard, but may have trouble keeping the stock at that standard into the longer term without redirecting current resources.

The report indicates that there is no possibility that the Council will be able to fully meet the Aspirational Standard within the Stock Retention option.

The report recommends that the only way of meeting the Aspirational Standard would be via the Stock Transfer option. Both Arms Length Management and Private Finance Initiative are discounted as not being realistic options for Warwick District Council.

The updated valuation of the stock is £45.1 million or £7,662 per unit based on the April 2003 stock figure of 5891. The net proceeds are calculated to be £37.3 million, after taking process costs and the government 20% levy off.

#### **4.4 The Housing Options Decision Making Process**

The Housing Options Appraisal process culminated in a report to the August Executive. The Corporate Management Team recommendation was that the Council should pursue the views of tenants on Stock Transfer. This was not approved by the Executive, who recommended to Full Council that the Council should retain its stock.

Full Council met on the 3rd September, 2003 and the following decision was approved.

- 1) The Council retains the housing stock in view of the ability of the Council to meet the Decent Homes Standards by 2010, the high level of satisfaction of tenants with the Council as landlord, which indicates that these would be a real risk of a no vote if tenants were balloted for transfer, the expectation that the capital receipt would not realise any significant new social housing, the effects of the work to prepare for transfer and the loss of capacity on the Council's ability to maintain a range of developments for the wider community.
- 2) To give stability to the Housing Service, no further consideration of stock transfer is undertaken during the next four years.
- 3) A further report is brought to the Executive on the best ways in which to address the difficulties in meeting Aspirational Standards in housing management, in particular adaptations for disabled tenants, and on meeting the longer term challenge of maintaining Decent Homes Standard in the context of stock retention.
- 4) Representations are made to Government and our MPs that the funding regime for local authority housing be brought into line with that for housing associations.
- 5) To urgently arrange a meeting between Group Leaders, Housing Portfolio Holder and the two local MPs to discuss future funding for affordable housing.

#### **4.5 Stock Retention and the Way Forward**

The Decent Homes Standard can be met by 2010. The Aspirational Standard cannot be met. The challenge for the Council is therefore in finding ways to close the gap on the Aspirational Standard.

The longer term issue is that present projections indicate that the Council will be unable to maintain the Decent Homes Standard after 2012 without redirecting resources. The Council's intention is to monitor this situation through the Business Plan and in line with the Stock

Retention decision made in September 2003. In reviewing their financial strategy at the Annual Budget Setting Meeting 2004, Members will be asked to redirect capital resources to the HRA. Modelling is currently being carried out on the impact this will have on maintenance of the Decent Homes Standard.

A further Stock Condition Survey will be completed in 2004/2005 and this will enable the Council to update its expenditure requirements and decide on further action accordingly. There are also a number of unknown elements, for example, the Asbestos Survey which is currently being completed may raise repairing obligations.

Work is currently being completed to assess both the short term and long term options to increase the amount of funding available for Aspirational type works. Tenants and leaseholders will be involved in this process through the Business Planning Group.

#### **4.6 Government Office Sign-Off**

All the evidence for Options Appraisal sign-off has been sent to the Government Office and the assessment is currently on-going. Although the Council were well into the Options Appraisal process by the time of the June 2003 guidance document, the Council had followed CHTF advice during the process and considers that it fulfils the guidance.

## **5. Housing Stock and Condition**

### **5.1 HRA Stock**

As at 31st March 2003 the stock total of Council homes was 5891. The HRA also has 2065 garages and 39 shops. There are two standards referred to within this Business Plan and that is the Decent Homes Standard and the Aspirational Standard. Please see Appendix 2 for further clarification on these repair standards.

### **5.2 The Stock Condition Survey**

A detailed Stock Condition Survey was completed in July 2001 by Countrywide Surveyors, in line with the DTLR guidance on the subject. This met the Council's objectives to:

- Provide reasonably accurate and statistically reliable repair and maintenance information based on a 12% sample survey forecast over a 30 year term and based on life cycle costing principles.
- Maintain existing records that will enable the new computer system to make information more accessible, reliable and easily maintained, to enable improved maintenance planning.
- Continue to undertake a 10% annual survey based on the methodology used for the main survey with a further detailed survey every 5 years.

The Stock Condition Survey recognises the considerable investment in the Council's housing stock over previous years, which has created a strong base on which to build. Work already undertaken to the Council's dwellings has been substantial and varied for example:

- a) The Council was one of the first local authorities to pilot plastic covered windows in the early/mid 1970's, enabling a reduction to the External Painting cyclical maintenance. However, these early plastic windows do not meet the present construction and technical specification of current day products and are also beginning to show signs of distress.
- b) External Brick Cladding of all Non-Traditional and PRC dwellings with improved thermal insulation. The programme of external cladding has extended to single brick dwellings using thermal insulation products finished in a brick slip, render or a combination of both.
- c) Work to renew kitchen and bathroom sanitary ware is presently concentrating on those dwellings that require modern facilities including where possible improvements to the layout that can better reflect current day living standards.
- d) Apart from a small number of tenants who declined the offer of central heating, the majority of dwellings have full central heating installed. The high rise flats predominantly have electric storage heaters which, in time, will need to be renewed with more efficient equipment. There are a few, older, low/medium rise flats with similar electric systems, however, given the advancement in the technology of boilers and flue configurations it is proposed (subject to tenant approval) to change these to gas.
- e) The majority of low/medium rise flats and houses/bungalows have wet gas systems except for some in rural areas where there is no gas provision. These dwellings have either electric systems or recently installed solid fuel systems. The Very Sheltered Scheme and one high rise block of flats are served by grouped heating systems with communal boilers.

A further detailed Stock Condition Survey is scheduled for 2004/2005.

## 5.2 The Total Investment Need

The Stock Condition Survey calculated at the base year of 2000/2001 based on 6179 dwellings and 380 leasehold properties indicated the repair and investment need as:

	£ Million
Years 1-5	56,868
Years 6-10	56,365
SUB-TOTAL	<b>113,233</b>
Years 11-15	43,313
Years 16-20	37,174
Years 21-25	36,243
Years 26-30	32,955
<b>TOTAL</b>	<b>262,918</b>

Table 4

This is broadly equivalent to £42,000 per dwelling over the 30 year period and £18,000 per dwelling in the first 10 years. These costs include responsive repair and cyclical maintenance costs.

### **5.3 Summary of the Results of the Stock Condition Survey**

Overall, the Stock Condition Survey indicates a requirement for a high level of future major repairs in years 1 - 10 mainly attributed to the ongoing renewal of kitchens, bathrooms and wiring systems with items such as kitchens repeating in years 16 - 20. Other requirements to significant expenditure in years 11 - 20 relate to works to windows and central heating systems as a result of the life cycle replacement of this element, from the programme of works undertaken approximately 15 years ago, with central heating systems requiring replacement in years 11 - 20.

#### **5.3.1 Kenilworth**

The housing stock mostly consists of houses, with some bungalows and low rise flats. The majority can be categorised as being constructed between 1945 and 1985 and are generally in fair condition. A number of replacement programmes have been undertaken over the last 15 years, windows and gutters, for example. Most of the other external components are original and generally in a condition requiring little work in the short term.

#### **5.3.2 Leamington Spa**

There is a variable range of properties of all ages in Leamington. Overall the properties are considered to be in fair condition with most having undergone modernisation and improvements works within the last 20 years. The work required in the short term is mostly internal; kitchens, bathrooms and wiring. It is noted that the report comments that a number of older kitchen and bathroom units are still in use, due to the care shown by the tenants. Short term external work includes improvements to single glazing and environmental improvements to facilitate off road parking.

#### **5.3.4 Warwick**

The housing stock is mainly houses and bungalows, with a few low rise and medium rise flats. The majority are older properties, which have been modernised over the last 20 years, although a substantial number still require further modernisation. A number of non-traditional properties have been overclad, having had internal improvements carried out at the same time. Future works will need to concentrate on the completion of insulation and overcladding of solid wall properties, double glazing and medium term rewiring.

### **5.4 Decent Homes**

From the 12% sample of dwellings surveyed by Countrywide Surveyors, 366 failed to meet the Decent Homes criteria. To gauge the extent across the whole stock, the Consultants extrapolated 2,957 dwellings district wide that potentially fall below the Decent Homes standard during years 1 to 5 and for years 6 - 10 the figure is 3,107

Working closely with the Council's IT staff and the IT consultants who provided the Decent Homes figures, data was extracted that enabled further surveys to be undertaken of those Archetypal dwellings to establish a more accurate number of dwellings that fall below the standards. These surveys, by in-house staff, are progressing and a programme of work has been compiled from the results with the initial objective of reducing the numbers of non-decent homes by a third by

December 2004. The secondary objective is to move toward complying with the target of no dwellings below the Decent Homes Standard by 2010.

	<b>The Non Decent Homes Analysis is:-</b>	<b>Years 1-5</b>	<b>Years 6-10</b>
a)	<b>Fitness Standard</b>		
	General disrepair	49	-
	Inadequate food preparation areas	372	-
	Inadequate water supply	469	-
	Inadequate sanitary fittings	40	-
	Coldness/lack of heating	8	-
	Inadequate ventilation	40	-
	Structural stability	49	-
	Dampness	137	-
b)	<b>Key Building Components:</b>		
	Roofs	73	1105
	Chimneys	501	1290
	Windows	24	4009
	External doors	558	2249
	Central heating systems	269	1191
	Electrics	1472	2751
c)	<b>Modern Facilities:</b>		
	Kitchen over 20 years old	922	288
	Bathroom over 30 years old	1165	174
	Kitchen inadequate space	534	-
	Bathroom inadequate space	89	-

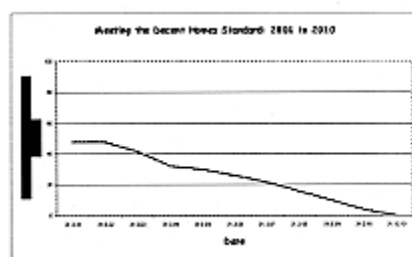
**Table 5**

The initial target for reducing the number of dwellings not complying with the Decent Homes Standard is to reduce the number from 2960 to 1974 by December 2004. This is being achieved by ensuring that there are no problems in respect of External Doors and Water supply and continuing with the on-going programme of electrical maintenance and testing (1/5th stock each year) which is considered to be a reasonable means of addressing our electrical maintenance needs until 2010 although not afterwards as more major work will be required.

Other elements of work planned for 2003/2004 and 2004/2005 are as follows:-

Windows	350	dwellings
Roofs	160	dwellings
Kitchens & Bathrooms	200	dwellings
Electrical Maintenance	1100	dwellings
Structural Work	140	dwellings

The following Graph shows continual progress of meeting the Decent Homes Standard to 2010.



**Table 6**

This will more than meet the requirements of a one third reduction by December 2004.

It should be noted that where properties in a street have been individually identified under the validation surveys it would be the norm to include such work to all the properties in the street unless it was clearly a one-off repair.

## **5.5 Future Data Collection**

A new integrated housing management computer system has been bought, following a thorough selection process. Implementation is being phased, with asset management, rent accounting and rent arrears going live from November 2003.

The Council currently holds comprehensive, accurate and up to date information about its stock on two independent systems. The new system will allow for integration of the information from these systems to enable better information accessibility and provide a more efficient and effective tool for programme planning.

## **5.6 HRA Shops/Retail Units**

There are 59 Council owned HRA shops/commercial units across the district. Over the years there has not been a standard lease, resulting in varying repair obligations. There is a modest budget set aside for the Council's repair and maintenance responsibilities.

## **5.7 Partnering**

Over the last few years there have been various changes in emphasis in respect to the employment of contractors. Examples include:- .

- Entering into longer term contracts for a wide variety of work relating to repair and maintenance of gas appliances and electrical systems.
- Working with one Quantity Surveying firm on minor contracts for a trial period to evaluate the benefits.
- Working with one dedicated Contractor with a longer terms contract for the provision of aids and adaptations to Council homes.
- Using a longer term contract with one dedicated contractor for void repairs and an Emergency, Out of Office Hours, Service.
- Initiating a tender for replacement kitchens and bathrooms that involves a close working relationship between the main contractor and key suppliers that, subject to performance, is envisaged to form a future partnering arrangement.

A key element of the Stock Management Best Value Review Improvement Action Plan was to introduce partnering. Feasibility work is on-going.

# **6. Priorities**

## **6.1 Determining Priorities**

The Council's main priority and the one of tenants is to meet the decent Homes Standard and this Business Plan demonstrates that the Council can meet this target within the resources available.

However, there are other areas of work that the Council and tenants consider should be undertaken and these works have been termed the 'Aspirational' standard

**6.1.1** Initially the priorities will be decided by the availability of resources during the next few years targeting the decent homes areas which will initially ensure our meeting the one third reduction of non-decent dwellings by December 2004.

**6.1.2** Secondly, following consultation with the tenants Business Planning Group and Members a decision will need to focus on the extent of any Aspirational work that should continue such as Adaptations. Any savings that can be achieved by reducing the level of Aspirational work would be set aside to fund years 2008/09 and 2009/2010 where resources will be needed to meet the overall target for decent homes.

**6.1.3** Thirdly, after undertaking future surveys, it may prove possible to re-schedule some work programmed within the original Stock Condition Survey into a later year. Consequently this has the potential of enabling some further Aspirational work to be undertaken without affecting the programme to meet the Decent Homes target by 2010.

**6.1.4** Finally, procurement options, such as partnering may also make it possible to realise additional cost savings which, if achieved, could be targeted toward Aspirational work.

## **6.2 The Aspirational Standard – The Immediate Concerns**

### **6.2.1 Aids & Adaptations**

The Council strongly supports the case for enabling elderly tenants to remain independent within their own home. This has been demonstrated by the level of investment in providing Aids & Adaptations during recent years and has the secondary effect of assisting to minimise bed blocking within hospitals.

### **6.2.2 Community Care Management System**

Another prime support to elderly tenants is the Community Care Management System which is undergoing a necessary upgrade and is being phased over a 6 year period. The problem is that the existing system has components that are beginning to fail and replacements are not readily available. Phase 1 of this programme commenced this year.

### **6.2.3 Digital TV Reception**

The Council has just commenced a programme of work to install an aerial system to its 3,000 flats and maisonettes designed to provide digital TV reception and will also accommodate the analogue service until it is withdrawn.

### **6.2.4 Asbestos Survey**

Council has commissioned a survey of its dwellings to produce a database of asbestos contained within its dwellings. This survey is currently in the first of a 3 year programme.

## 6.2.5 Other Aspirational Work

Some other more immediate types of aspirational work include:-

- a) Improved security by way of Door Entry systems, improved lighting on estates, CCTV cameras etc.
- b) The Lift replacement programme to very sheltered schemes and high rise flats.
- c) Environmental Works designed to accommodate general improvements to the environment serving estates which also includes better parking facilities and landscaping etc.
- d) Tenant Participation projects is part of the Environmental Improvement Budget from where tenant groups bid for funding of small schemes which they consider important to their area.

The tenants/leaseholder group is looking at other means of funding.

## 6.3 The Next Step

**6.3.1** As outlined in 6.1 above by careful management of the proposed programmes of work there may be a way to continue some aspirational work.

The following options (\*) are being pursued to maximise income available to the HRA. These steps were approved by the Executive in November 2003.

Option	Notes
Increase Rents	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. <b>Increasing rents would not generate any additional significant income.</b>
Introduce Service Charges (*)	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. 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. <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>
Increase Garage Rents (*)	Garage rents are increased annually by the amount of inflation. The average garage rent is £3.53 per week.  Annual income in 2002/2003 was £344,272  Garage rents could be increased by more than the rate of inflation, either across the board or for high demand sites.  <b>Additional income is insignificant, but sensitivity analysis needs to be completed prior to rent setting exercise.</b>

Borrow money – prudential guidelines (*)	<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>
General Fund Options (*)	<p>A significant cost to the HRA is support and accommodation costs recharged from the General Fund.</p> <p><b>These need to be reviewed to see if there is any scope for reduction.</b></p>
Use of Right to Buy Receipts (*)	<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>
Reduce Costs (*)	<p><b>All HRA budgets to be reviewed, including routine maintenance.</b></p>
Cut Services (*)	<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>
Improve Efficiency (*)	<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>

Sell land/property (*)	<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>
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Table 7

## 7. Service Delivery and Performance

### 7.1 Staffing, Service Planning and Performance Management

#### 7.1.1 Staff

111 people are employed to provide landlord housing services. The 24/7 Community Care Control Centre operates from Acorn Court, Leamington Spa, whilst the majority of staff are based at Riverside House, Leamington Spa. There are also on site Estate Supervisors. There are one stop shops in Warwick and Kenilworth, and other access points at The Chain, Lillington and The Gap, Warwick.

The Council has Investors in People status.

#### 7.1.2 Service Planning and Performance Management

A new performance management framework has been introduced. This aims to translate high level strategic objectives, annual portfolio holder statements and the Corporate Improvement Plan into operational reality.

The draft Housing Landlord Service Area Plan is attached at Appendix 3. This identifies what work the Housing Unit will be completing in the period from 2004 to 2007.

### 7.2 Performance Information and Trends

Performance in key areas is monitored on a monthly basis by the operational managers at their team meetings. There is evidence to suggest that the Council compares well against RSLs operating in the District. The following results are excellent - but we are not complacent and are always striving to improve and set stretching targets:

- 87% satisfaction with the housing service in 2000 (top 25% quartile), 91% in 2002.

- 85% satisfaction in 2002 with the repairs and maintenance service, although previous survey was 87%.
- 99.7% proportion of rent collected at March 2002, 100% proportion of rent collected March 2003 (top 25% quartile).
- Average time to relet is 26 days (top 25% quartile).
- Average time to complete non-urgent repairs is 9 days (top 25% quartile).
- 97.8% of urgent repairs are completed within government time limits (top 25% quartile).
- At 31st March 2002 current tenants as % of rent roll was 3.27%, at 31<sup>st</sup> March 2003 was 2.81%. SAP rating is 63 (top quartile).

For a full set of results please refer to Section 2 of Appendix 3.

### **7.3 Key Challenges**

There are a number of challenges ahead for the Housing service, especially in the context of the Stock Retention decision and these are fully documented within the Service Area Plan (Appendix 3). The key ones are:

- Satisfaction with opportunities for tenant participation dropped from 73% in 2000 to 61% in 2002. This needs to be addressed.
- Whilst performance in collecting rent arrears is improving, it continues to be a challenge. We need to ensure continuous improvement.
- Maintaining the performance levels outlined in 7.2.

### **7.4 Feedback Arrangements**

Performance information is presented to tenant/leaseholders in a number of ways, as follows:

- Key performance information is reported annually in Home News
- Repairs performance information is displayed at all Council offices and updated quarterly
- Key performance information is examined by the Tenants Federation and the Leaseholders Action Group.

### **7.5 New Integrated Housing Management System**

**7.5.1** During 2003 an integrated housing management system was purchased to replace the existing, ageing systems. The implementation is on a phased programme; the first phase being Asset Management, Rent Accounting and Rent Arrears in December 2003, with the Repairs and Planned Maintenance phase being in the first half of 2004.

**7.5.2** This is a great opportunity for the Housing service, to improve delivery of its current services and to introduce changes, where necessary to working practices with the aim of improving efficiency and effectiveness.

### **7.6 Proportion of Programmed/Responsive Maintenance**

**7.6.1** The commonly accepted proportion of programmed/responsive maintenance is 70/30. This approach has been adopted by the Council as good practice, in order to undertake works in advance of component failure so that works can be undertaken on a programmed basis which is much cheaper than reactive maintenance.

## 7.6.2 The trend over the past four years

	Planned	Routine
1999/2000	61%	39%
2000/2001	62%	38%
2001/2002	64%	36%
2002/2003	55%	45%

Table 8

- 7.6.3** It is acknowledged that performance as indicated in this statistic dipped badly in 2002/2003 whilst until that year; there had been a steady improvement. The prime causes were underachieving in the delivery of the Housing Investment Programme due to difficulty in filling two vacancies within the surveying team in the early part of 2002.
- 7.6.4** With the difficulties of the past year behind us the objective is to bring about an improvement against the figure achieved in 2001/2002, which is considered to be realistic and achievable.

## 8 Tenant Involvement

### 8.1 Background

- 8.1.1** Warwick District Council has a strong history of promoting tenant participation. The first tenants' survey was undertaken in 1988. Since then there has been a regular pattern of tenant involvement through similar surveys and the involvement of tenants in the management of the stock through consultation on improvement packages, changes to Housing Management practices and policies and the creation of tenants associations.
- 8.1.2** The Council is currently working with RSL's and neighbouring authorities to share good practice through the Central Midlands Tenant Participation Workers Group. This has become a learning forum for various housing matters, including business planning. In 2002 the Central Midlands Tenants Association was formed by the same housing providers, with two tenant representatives from each. The tenants have been involved in organisation of their own Conference, held in March 2003 and will be working alongside Officers to develop joint Officer and Tenant training courses for the wider area.
- 8.1.3** The tenant participation structure has been developed quite significantly during 2002. Please see Appendix 4 for the updated Structure. Two new groups have been formed; one being the Housing Options Tenants Panel and the other the Leaseholders Action Forum. The Federation 2000 continues to be the District-wide tenants' representative body. In 2003 working with tenants on expanding their role within the communities, alongside a Village Voice model will be a priority.

### 8.2 Best Value Review and the Compact

- 8.2.1** During 2000, two major pieces of work were completed in relation to Tenant Participation. These were the Tenant Participation BVR and the development of the

Council's first Compact. Both have resulted in a series of actions which were included in the Service Plans for 2000/2001 and 2001/2002.

- 8.2.2** The Compact was launched in April 2001 after a major consultation exercise. The agreement was produced by a working group comprising tenants, leaseholders, Councillors and Officers of the District Council. In 2002/2003 further consultation took place with tenants associations and leaseholders for the review of the Compact and a new document has been produced to fit the ever changing requirements of the area and the different levels that tenant/leaseholders wish to express their views and become involved.

### **8.3 Tenant/leaseholder Involvement in Environmental Improvements**

- 8.3.1** The Council recognises that Environmental Improvements continue to be important for tenant/leaseholders, and they clearly have a role in identifying how they would like to see their estates improved. After piloting arrangements in 2000, a formal procedure was introduced to enable direct tenant involvement and influence on environmental improvements. Tenants groups bid annually for a slice of a budget, the Federation 2000 manages the bid process, assessing the viabilities of each project and selecting the work to be completed within the budget and then monitor the work through to completion.
- 8.3.2** Ways to extend this process further to reach more areas are being investigated, extending tenant/leaseholder involvement into the wider environmental improvement works that take place across the District. The aim is to increase liaison between tenants, Housing Officers and Property Services staff through both the Federation 2000 work and at estate level.

### **8.4 Involving Tenant/Leaseholders in the Business Plan Process**

- 8.4.1** Tenant/leaseholder consultation and involvement in both capital programme and environmental improvements is well developed. There are four tenant and leaseholder representatives on the Social Overview and Scrutiny Committee. In last years Business Plan it was stated that the Council's intention was to extend this substantially, by using the Business Plan process to manage investment effectively and to increase operating efficiency, alongside the preferences of tenant/leaseholders. Furthermore the Business Plan last year stated that its aim was to increase the real involvement of tenant/leaseholders in the determination of investment priorities.
- 8.4.2** This work has progressed well during 2003. There is clear recognition by the Council that there is a joint role for tenant/leaseholders, Members and Officers to be responsible for deciding priorities, in the environment of resources not meeting expenditure requirements and in the expectation of difficult decision making. A tenants and leaseholders group, working hand-in hand with Officers, is tasked with determining programmes of work in light of Decent Homes targets. Its remit also includes a review of consultation processes and the on-going monitoring of contracts. A formal protocol between tenants, leaseholders, the Housing Department and the Property Services Department is also being established, setting out procedures for major works.
- 8.4.3** To provide evidence that tenants and leaseholders help to shape the Business Plan, the following are comments from the Group from their October 2003 meeting:
- The proposed budget options for Aspirational work 2004/05 are the best that can be achieved given the circumstances.

- The Cash Incentive amount on offer to tenants is increased to encourage greater movement of elderly persons out of family accommodation.
- That a modest increase in garage rents are applied that would bring the average rental up to say £4.00 pr wk. with the net benefit being used toward additional Aspirational work.
- That consideration is given to using some Capital Receipt monies for increasing Aspirational Work.

These will be taken on board over the coming months.

## **8.5 Further Tenant Participation Initiatives**

- 8.5.1** The Housing Options Appraisal process has brought about more varied methods of involvement and consultation to meet the changing requirements of tenants and the recognition that people wish to be involved in different ways for different issues.
- 8.5.2** A Leaseholders Action Group has been established and will work alongside Officers on various issues of concern and the development of a Leaseholder Handbook. A representative from the Leaseholders Action Group is also involved in the Business Planning Group. We are also looking at the viability of developing Village Voice or area representatives throughout the district as an alternative to our more formalised Tenant and Resident Associations.
- 8.5.3** The quarterly "Home News" newsletter will continue to be the main channel of information to tenants and a Tenant Editorial Panel was set up during the first half of 2003. A more extensive tenant participation database is being established through feedback received from a general Housing Services Questionnaire that was included in Home News over Easter 2003. This will allow us to reach people that have an interest in certain specific issues, target the right kind of training courses to people and also obtain feedback through surveys from those who wish to receive them.
- 8.5.4** Good response rates from our postal questionnaires have been experienced with 13% response rate to the Housing Services Questionnaire and 24% response rate to the Housing Options Survey carried out by the Independent Tenant Advisor.
- 8.5.5** More feedback to tenant/leaseholders is being provided with quarterly performance figures being displayed at various local offices around the district and the Federation 2000 being involved in their assessment. Responses to surveys are also being published either through Home News or where undertaken on an estate level, to all local residents.
- 8.5.6** The feasibility for a Resource Centre, based in a central area is currently being considered.
- 8.5.7** Tenant post inspections of communal area repairs started during 2003 and this will be monitored and developed.

## **9 Housing Need Analysis**

### **9.1 Housing Needs Survey**

- 9.1.1** Within the context of the Council's wider Housing Strategy as well as the former corporate Key Issues Strategy, the Council in 1998 commissioned Fordham Research Limited to undertake a Housing Needs Survey. The survey included a Cost Effectiveness Analysis, designed to indicate the best package of housing investment within the available budget to meet the particular issues found within the district.
- 9.1.2** The survey revealed a need for additional affordable housing in terms of suitability, affordability and absolute numbers - a need that could not be resolved through current supply and would require the provision of additional affordable housing on new build sites. This need is now being addressed by the Housing Group of the LSP.
- 9.1.3** An update on this survey was completed in November 2001 by Fordhams, which informed the review of the 2002-2005 Housing Strategy. This work updates the 1998 figures, taking into account the June 2000 DTLR guide on Housing Needs Assessment. It is clear that there is an increasing shortfall of affordable housing, taking into account movements in property prices and incomes. The shortfall has increased by 19% in the period to 2006 and 20% for the period to 2011. The total need for affordable housing to 2011 is 14,586 homes, the shortfall estimated to be 8,515 homes. A further Housing Needs Survey, which will be cross boundary with Stratford Council, is planned for 2004/2005.
- 9.1.4** The main priority is for rented accommodation, although alternative forms of low cost provision are under consideration, and it is anticipated that this demand will be better assessed with the implementation of choice based lettings in 2004 when all tenures of property will be advertised. The present needs are for 3 and 4 bedroomed family accommodation, with 2 bedroomed homes for single people. The thinking behind this is due to changing lifestyles and a move to support sustainable communities.

### **9.2 Common Housing Register and the Review of the Allocations Policy**

- 9.2.1** The Council currently maintains a unified Common Housing Register in conjunction with eleven other social housing landlords within the district.
- 9.2.2** This Common Register reveals (as at September 2003), a Housing Waiting List with 1960 families/people - all of whom register some form of housing need through the Council's points system. 456 of these are over 50 years of age.
- 9.2.3** Consequently, with both the Housing Needs Survey and the Common Register there is clear evidence that current supply cannot satisfy demand and therefore the existing housing stock owned by the District Council needs to be maintained and managed to its current high standard.
- 9.2.4** The current Allocations Policy was extensively reviewed during 2001/2002 and a major consultation exercise has been completed. This body of work resulted in a radical shift towards choice based lettings. This was approved by the Executive in May 2002 and will be implemented with the integrated Housing Management System.

### **9.3 Demand Trends**

- 9.3.1** The majority of Council homes can be let fairly easily, with the annual average relet time at the end of 31st March 2003 being 26 working days (this is top quartile). However there are minor localised problems, which the Council has tackled effectively by the existence of the Difficult to Let Working Party, which aims to resolve such problems in an innovative manner. Some solutions have required capital investment and this will be continue to be considered within the remit of the Business Plan.
- 9.3.2** The new Choice Based Lettings Scheme allows for under-occupation in all property types. This may cause an initial increase in demand but it is hoped that in future it will reduce the necessity of repeat demand for transfers.
- 9.3.3** The Business Plan model allows for the potential of different levels of supply and demand for different types of property or property within particular areas. This level of sophistication to the model has not currently been adopted but these techniques may be useful when considering particular whole estate options or a particular group of properties. The question 'does this investment increase the occupancy years relative to the status quo option?' will be essential.

### **9.4 Council House Sales**

- 9.4.1** Since 1981, 3,770 Council properties have been sold under the Right to Buy legislation. There were 128 sales during 2002/2003.
- 9.4.2** House prices continue to rise. During 2001/2002 the average valuation for a house was £68,189 and for a flat £46,325. During 2002/2003 this increased to £81,234 for a house and £59,453 for a flat.
- 9.4.3** The impact on rural areas is the most marked, with 49% of Council owned stock having been sold under the Right to Buy.
- 9.4.4** Right to Buy trends and the impact of rent restructuring on future sales will have to be closely monitored, in view of the implications on future rental income.

## **10 Best Value & Continuous Improvement**

### **10.1 Best Value Performance Plan and Achieving Excellence**

Much progress has been made by the Council since publication of its first Best Value Performance Plan (BVPP) in March 2000. Another favourable audit report was received last year.

The review methodology was revised for 2002/2003, to ensure closer links to e-government, as a means for delivering improved services in a more effective and customer focussed manner. Challenge has been enhanced by the Change Board, comprising the Chief Executive, Strategic Directors, 9 Councillors and the external change partner.

## **10.2 Stock Management Best Value Review 2002**

- 10.2.1** The scope of this BVR was carefully designed, with input from staff, the Lead Inspector and tenants. The scope is wide ranging, including the Council's strategic approach to investment, customer focus, management of planned/capital works, management of routine repairs, void management and the out of hours service.
- 10.2.2** The Full Report was approved by the Council's Executive on 13th January 2003. Whilst there are a number of improvements planned to improve the service, the most radical movement is towards the use of partnering for routine and planned maintenance work. Feasibility work is on-going.

## **10.3 Tenancy Management Best Value Review 2004**

The Tenancy Management BVR had been scheduled for 2003/2004, but due to external changes to Best Value nationally, this Council decided to concentrate on CPA preparation work. Following the Council's decision in favour of Stock Retention in September 2003, it was agreed that the Tenancy Management BVR should proceed from January 2004.

## **11 Rent Reform**

- 11.1** Rent restructuring was implemented in April 2002, following consultation with tenants and full consideration of future rental income over the ten year period, the impact of restructuring on Housing Subsidy, affordability within the district, the right to buy scheme and lettability.
- 11.2** Not unexpectedly, the vast majority of rents have increased, with only 161 properties having a rental decrease over the same period. There are 98 properties where the total increase is over £20.00 per week over a 10 year period and rent convergence will therefore take longer than 10 years to achieve for these properties
- 11.3** The financial implications of rent restructuring have been taken into account in terms of future rental streams. In very simple terms it has been considered how future rental income justifies the significant investment that will be made over the coming years.

## **12 Business Development – Elderly Persons**

### **12.1 Background**

- 12.1.1** Older people form a significant part of Warwick District Council's current stock occupancy. The District has a higher proportion of older people (19.3%) compared to Warwickshire as a whole (18%). The demographic projections predict that there will be greater numbers of elderly people who will require support and long term care in their own homes, whether they choose to stay in their existing family home or move into designated dwellings or sheltered housing.
- 12.1.2** The Council considers that the policy and service development for older people therefore lies in the following key areas:

**Diversity and Choice** -ensuring provision of services which promote independence and are responsive to all older people's needs and preferences.

**Information and Advice** - ensuring that information and advice are accessible both to professionals and older people themselves on the variety of housing and support options/solutions available.

**Flexible Service Provision** - to improve flexibility to meet changing needs taking into account the views of older people.

**Quality** - importance of the quality of housing and support services, both in terms of ensuring homes are warm, safe and secure and in monitoring the services provided.

**Joint Working** - improving the integration of services delivered at the local level by housing, social services and health authorities

## **12.2 Current Services**

### **12.2.1 Community Care Management Service (CCMS)**

The CCMS provides a 24/7 Lifeline alarm service to Council tenants, Housing Association tenants, private tenants and owner occupiers. The main role of this service is to obtain help for an elderly or disabled person when an emergency arises. However it fills many other roles, such as crime prevention, aversion of crisis, a general information provider and a link with other voluntary and statutory services.

### **12.2.3 The CCMS Mobile Response Unit**

This service provided by the Housing Business Unit and linked to the CCMS, fills a primary gap in service provision within the District. It is the only service, apart from the statutory emergency services, that operates 24/7 and can respond immediately to the needs of older and vulnerable people in the community. The work of this unit, comprising 13 Mobile Liaison Officers meets the Government vision of flexible support services provided to individuals in the community irrespective of tenure.

## **12.3 Future Developments**

The Council considers that the following areas will require significant capital input over the next 6-8 years, and indeed, several of the priorities below were highlighted within the Older People BVR. Expenditure decisions will be made as detailed in Chapter 6.

### **12.3.1 Alarm Systems**

A rolling programme of investment in alarm system rewiring and provision of dispersed alarm equipment was approved in April 2003.

### **12.3.2 CCTV/MATV/Door Entry/Security Systems/Defensible Space**

Designated OAP dwellings, Sheltered Schemes and the environment around these schemes need to offer a high degree of security for tenants. More security is one of the reasons that older people choose to move into these properties.

Five of the larger sheltered schemes already have a Multi Access Television System (MATV) that allows tenants to monitor the front door to the scheme from their television sets.

In addition, the defensible space surrounding designated OAP dwellings and sheltered schemes requires a rolling programme of environmental improvement e.g. fences, hard landscaping, to prevent nuisance and protect the quiet enjoyment of older tenants who live in these properties.

The Council has completed a safety and security audit on sheltered schemes. This will be considered along with other priorities - please see Chapter 6.

### **12.3.3 Community Care Management Service**

The Local Government Act 2000 gives a general competence for local authorities to provide and manage alarm systems as a service to the general public.

There is a greater emphasis on solutions that enable people to stay in their own homes for as long as possible and national initiative includes 'promoting the use of new 'telecare' and new environmental technologies to support the safety and security of older people at risk'. This framework is to be set in place by 2004. Consequently, alarm systems such as Warwick District Council's CCMS is a service area where government will encourage mainstreaming to accommodate relatively simple 'smart home' or environmental technologies fitted to existing housing and within 'new build'. It is intended that Community Alarm Systems will play a central role within the Health/Social Care Agenda.

## **12.4 Supporting People**

The 'Supporting People' agenda radically changes the method for funding support services for older and other vulnerable people. To meet the Supporting People standards and to secure longer term funding it will be necessary for the Council's CCMS service to adopt ASAP standards and the Sheltered Housing Code of Practice.

### **12.5 Adaptations Services**

**12.5.1** Over the past few years, the Council has been committed to providing an excellent adaptations service and there have been a number of key developments – introduction of a fast track system for minor adaptations, increased funding, a revised Policy and Procedures and funding the appointment of a jointly funded Occupational Therapist post within the Housing Business Unit.

These measures have all been aimed at achieving service efficiencies and cutting waiting times for adaptations.

**12.5.2** A resources need to be directed to meeting the Decent Homes Standard, future funding for adaptations at the same rate as the last few years is impossible. The future level of funding will be determined through the Business Planning Group, as per Chapter 6, alongside other priorities.

## **13 Financial Modelling & Resources**

### **13.1 Summary of Key Issues**

- 13.1.1** y using all of the available capital resources, including balances, and concentrating these on the appropriate elements of repair and maintenance, the current Business Plan projections suggest that it will be possible to attain the Decent Homes Standard by 2010.
- 13.1.2** Careful monitoring of the situation will continue to ensure that attaining the Decent Homes Standard remains on target. Bids for additional resources from the use of capital receipts are to be made. Borrowing may be considered, to help resource some of the additional works which are desirable over and above the Decent Homes minimum standard, once the final guidelines have been issued. Finally, all other avenues regarding costs and savings are being addressed to ensure the best position can be achieved.
- 13.1.3** Obviously a major concern is resources falling short of the level assumed within the assumptions when the Business Plan was developed. Numbers of house sales and the consequent receipts can prove difficult to predict, though they appear to be remaining fairly buoyant at this time. A change in policy is being pursued which will see more of these resources being used on council stock.
- 13.1.4** Housing subsidy changes regarding management and maintenance payments, rent limitation on an individual property basis and the increased number of archetypes for Major Repairs Allowance calculation could all have a detrimental effect on the amount of subsidy received. Again, this situation will be monitored closely to reduce the effects that any shortfall in funding could have on the proposed Business Plan and the achievement of the Decent Homes Standard.

### **13.2 Capital Resources and Expenditure**

Appendix 5 shows the current HIP programme, giving estimates for both capital resources and expenditure projected to 2007/2008. This corresponds to both the July HIP return and figures input into the business plan projections. Appendix 6 is the Operational Account.

Currently, there are two main sources of funding available to resource capital projects within the Housing Revenue Account, (HRA). These are the Major Repairs Account, (MRA), and Revenue Contributions from the HRA.

#### **13.2.1 Major Repairs Allowance**

This is an important source of Government funding paid as part of the subsidy payment and represents the cost of keeping the stock in its current condition. It is calculated using a formula based on the age, size and number of properties within each of 11 different archetypes. This equates to £3.25 million for 2003/2004. It is estimated that it will continue at a similar level in future, as it reduces with Right to Buy sales but increases with inflation. It does not have to be used in the year in which it was received but can be saved up to fund future major projects.

#### **13.2.2 Revenue Contributions from the HRA**

This is money raised from tenants' rents, used to fund capital projects. Essentially, it is a balancing amount which represents any excess funds once all revenue costs have been met and the required balance of £750,000 on the HRA has been preserved. The amount available for funding capital project fluctuates each year, in line with variations experienced in revenue income and expenditure.

### **13.2.3 Prudential Borrowing**

This is a new concept, which replaces the old system of Basic Credit Approvals, (BCA), from April 2004. Current indications predict that no Capital Financing Requirement from borrowing is necessary at present as the current programme of repairs is capable of being fully funded from existing sources. However, It does represent a new opportunity to borrow funds in the future to assist in meeting the Decent Homes Standard, or to meet some of the additional aspirational works which have had to be reduced in order to meet the Basic Standard within the required time scale.

### **13.2.4 Other Sources**

The only other source of capital financing currently available is the residue of capital receipts from housing asset sales, once General Fund housing projects have been fully funded. These include grants to private sector home owners and the provision of affordable housing. Expenditure varies with the take up of grants and the identification of suitable sites. Similarly, income from this source can fluctuate quite widely as it mainly depends on the level of house sales. Consequently, any possible residue must also vary accordingly.

The Council will reconsider the prioritisation of capital receipts both in regard to the level of funding and the order in which preference is given to the different claims on this type of funding.

## **13.3 Housing Subsidy**

A number of significant changes are due take place in the calculation of subsidy during the next financial year, 2004/2005.

From 1st April, 2004, Housing Benefits will no longer be paid directly from the HRA. It is understood that an equivalent amount to that already used to fund Rent Rebates will be 'clawed back' by the Government as part of the subsidy calculation. It will then be claimed back from the Department of Works and Pensions, by the General Fund as Housing Rent Allowance, similar to that received by RSL's, and transferred back into the HRA. It is anticipated that there will be an overall nil effect to the HRA because of this change.

Management and Maintenance Allowances are currently under review. It is anticipated that there will be both winners and losers whichever of the schemes is adopted and, therefore, propose that there should be transitional arrangements to phase in the new targets. The overall effect will depend on which of the options is finally adopted.

Two new archetypes for categorizing different types of housing stock are to be introduced from 2004/2005. These are used for the calculation of Major Repairs Allowance and the 'sizing' suggests that they will lead to a reduction in the Allowance rather than an increase.

Finally, individual 'limit' rents are to be introduced from 2004. Currently, rent subsidy limitation is based on average actual rent compared to the limit rent. With rent restructuring each property has an individual rent calculation, based on a set formula and in future these will be compared

to the limit rent and subsidy limited accordingly. Initial estimates show that there are currently 2953 properties with rents above the limit rent of £51.20. Of these 870 are in receipt of full benefit and the value of rent above the limit rent, that is, the potential loss of subsidy due to limitation, is currently of the order of £4,200.

### **13.4 Supporting People**

Prior to 1st April, 2003, the full costs of the Warden and Community Alarm services were 'pooled' across all tenancies, so that each paid a share towards them, whether they were in receipt of the service or not. The 'support' element of these costs' as opposed to anything that is housing related, have now been taken out of the rent calculation or, 'de-pooled', so that now only those in receipt of this service actually pay for it.

Supporting People Grant is a new source of Government funding introduced from the 1st April, 2003. It is to fund this 'support' element of care received by those tenants who are also in receipt of Housing Benefit and is administered by Warwickshire County Council (WCC).

Four contracts have been set up with WCC for the provision of these support services. The original costing were based on 2001/2002 actuals which were calculated to be of the order of £650,700. It was found that approximately one-third of tenants receiving these services were not in receipt of Housing Benefit, so the estimate for supporting people grant was reduced accordingly and only £435,000 per annum has been shown in the forecast. This was deemed to be prudent since the separated payment for the receipt of these services was an unknown quantity and as such difficult to determine. It was considered that the mix of tenants might change between those on benefit and not having to pay and those who would have to pay the extra charge and indeed that the number of voids might increase as a result as prospective tenants may be opposed to paying this additional amount which previously had not been the case.

The original calculations have been up-rated by 2.5% each year for 2002/2003 and 2003/2004 to take account of inflation, though wage inflation alone was 3.5% for each of these years, so it appears that we are already reverting to some element of 'pooling' for these support services. The removal of these costs of support is in line with the concept of Rent Restructuring, where the aim is that rent paid should purely cover the cost of the 'bricks and mortar' element of the property. Any type of 'additional' services which may be provided should be identified and paid for separately.

### **13.5 Service Charges**

Service charges have been considered and activities identified, where an additional charge could be applied to those flats receiving the benefit of these services.

In the guidance on social rent reforms, which discusses the introduction of service charges, it is suggested that the combined rent and service charge for a flat should not be greater than the rent for a similar sized house. The amenities received from living in a house being perceived, in general, as greater than that from a similar sized flat. This being the case, some difficulties have been experienced in implementing additional charges since although 'on average' the rent for a flat is less than that for a similar sized house, when considering the 'range' of rents applicable to similar sized properties, there are several tenants of flats who already pay more than tenants in equivalent sized houses.

The introduction of service charges will be addressed during the next financial year. Charges may have to be introduced, regardless of these difficulties, if they are outweighed by problems with financing the capital programme as the extra income generated will be needed to meet these commitments.

Again, removal of service charges from pooled rent is in line with the concept of Rent Restructuring, where the aim is for rent to reflect just the cost of the 'bricks and mortar' element of the property with any type of 'additional' services being charged for separately. Current indications suggest that approximately £130,000 could be charged for these additional services.

### 13.6 Schedule of Assumptions

A number of financial assumptions have been made and these can be seen at Appendix 7.

### 13.7 Matching Resources to Investment Required

	Estimated Total Expenditure Required	Estimated MRA	Estimated Revenue Contribution	Total Estimated Financing for all Capital Works	Estimated Value of Work to meet Decent Homes Standards	Estimated Available Finance to meet other work
Year 1	£11,973,000	£4,371,000	£1,543,000	£5,914,000	£3,123,000	£2,791,000
Year 2	£12,108,000	£3,280,000	£1,242,000	£4,522,000	£3,158,000	£1,364,000
Year 3	£3,568,000	£3,282,000	£286,000	£3,568,000	£3,195,000	£373,000
Year 4	£4,702,000	£3,304,000	£1,398,000	£4,702,000	£4,325,000	£377,000
Year 5	£4,327,000	£3,327,000	£1,000,000	£4,327,000	£3,947,000	£380,000
Year 6	£8,178,000	£3,351,000	£2,316,000	£5,667,000	£6,459,000	£-792,000
Year 7	£8,294,000	£3,378,000	£1,303,000	£4,681,000	£6,551,000	£-1,870,000
Year 8 (= 2010)	£8,422,000	£3,408,000	£1,361,000	£4,769,000	£6,553,000	£-1,784,000
	£61,572,000	£27,701,000	£10,449,000	£38,150,000	£37,311,000	£839,000

Table 9

### 13.8 Spend against Budgets - Current Performance

**13.8.1** The original Housing Investment Programme budget estimate for 2002/2003 was £5,998m. Soon into the second half of the year it became obvious that this objective would not be met. The prime reason was the result of two new surveyors commencing with Property Services Unit, one on 31st January 2002 and the other on 4th March 2002 who needed time to bring themselves to a level where they were familiar with this Councils' processes and therefore could undertake larger schemes.

**13.8.2** The consequence was that the budget was revised downward to £4,758m for which the out-turn achieved was £4,021m with the balance of £0.747 being contractually committed work which was in progress year end and completed in the early part of 2003/2004.

**13.8.3** The requirement to reduce the number of Non-Decent Homes by one third, however, remains on target for the end of December 2004.

## **14 Risks**

**14.1** The Council is committed to a risk management process that identifies and manages risks, especially those major risks which might prevent achievement of the Council's Corporate Objectives. The risks in relation to Housing Landlord services are held within a Risk Register. The major risk is the inability of the Council to meet the Decent Homes Standard. Monitoring of any policy and financial changes that compromise this objective will highlight risk areas and will be reported immediately to the Executive.

## **15 Action Planning**

### **15.1** Action Plan for the Delivery of the 2003/04 and 2004/05 Programmes

The main thrust of the programme for 2003/04 and 2004/05 is focused on the objective of reducing the numbers of homes designated as non-decent by one third from the consultants assessment of 2960 at April 2002 to 1973 by the end of December 2004.

As at 31st March 2003 the number of non-decent homes reduced to 2595 with a further reduction to 2230 anticipated by the end of 2003/04. The last phase of this immediate objective will be for the target of 1973 being reached by 31st December 2004.

The key areas of the improvement programme will target the key components of dwellings i.e. roofs, windows, boilers and the modernisation of kitchens and bathrooms combining better layouts where possible.

Following discussions with the Tenants Business Planning Group and Council Members it has been agreed to maintain a modest programme of works that are not directly associated with Decent Homes. These works are outlined in 6.2 and reflect the concern that tenants have to maintain some progress in these areas. The management of this is outlined in section 6 of this document.

The programmes for 2003/04 and 2004/05 can be shown to have two separate objectives. Firstly to achieve the one third reduction of Non-Decent Homes, and secondly, the continuing delivery of other work that is considered necessary.



the housing management service.			
3.1 To carry out the priority actions as per the Housing Landlord Service Plan			Draft Plan. Resources to be approved once finalized
3.2 To carry out the promises contained within the reviewed Tenants Compact	Sarah Mylchreest		Yes
Objective 4- To explore all the possible options to enable more funding to be spent on Aspirational type work.	Jean Hartley		
4.1 To carry out the priority actions as per the Housing Landlord Service Plan			Draft Plan. Resources to be approved once finalised
4.2 To carry out the actions as highlighted in 6.3.1, aimed to maximise spending on the Decent Homes Standard and the Aspirational Standard	Jean Hartley		Yes

## 16 Monitoring and Review

**16.1** The following table shows the Action Plan from last years Business Plan. The review column documents progress with each action.

Action	By Whom	By When	Review
<b>Stock Condition and Decent Homes</b>			
Complete surveys on properties extrapolated from Stock Condition Survey as being non-decent	Tony White, Property	Ongoing	Completed
Ensure programmes are developed to ensure Decent Homes targets met	Don Sykes, Property	2004	To be carried forward
<b>Housing Options - Achieving Decent Homes</b>			
Implement strategic/operational split within Housing Business Unit	Chief Executive and Jean Hartley, Housing	October 2002	Completed
Complete the actions contained within the Housing Options Next Steps Report (Executive, May 2002)	Jean Hartley, Housing	June 2003	Completed
Ensure members of the Council are in a position to make a decision on Housing Options, by ensuring all requested information is available	Chief Executive and Jean Hartley, Housing	July 2003	Completed
If decision is to proceed to ballot tenant/leaseholders on Stock Transfer, apply for place on Transfer Programme	Jean Hartley, Housing	End of 2003/ beginning of 2004	Decision made September 2003 - Stock Retention
Preparations for ballot	Jean Hartley, Housing	Summer 2004	No longer appropriate
<b>Housing Needs</b>			
Complete Housing Needs Survey	Sheila Francis, Housing	2004/2005	On target
Implement new choice-based Allocations Policy	Sheila Francis, Housing	2003-2004	On target
<b>Data Requirements</b>			
Ensure integrity of current stock condition data and updating of information	Don Sykes, Property	On-going	To be carried forward
Complete specification for new integrated housing system, taking into account Business Plan requirements	David Adcock, IT	September 2002	Completed
Complete purchase of new computer system	David Adcock, IT	April 2003	Completed
Implement new computer system	David Adcock, IT and Norman Salisbury, Housing	2003-2004	On target and on-going
<b>Service/Performance/Best Value</b>			
Complete Best Value Review Stock Management	Jean Hartley, Housing	November 2002	Completed

Complete Best Value Review Tenancy Management	Jean Hartley, Housing	November 2003	Date changed to commence January 2004
Prepare for Stock Management BVR Inspection	Colin Kilner, Housing	February 2003	Inspection not yet scheduled
Implement Stock Management BVR Improvement Plan	Jean Hartley, Housing	2002 - 2003	On target and on-going
<b>Rent Reform</b>			
Monitor impact of rent restructuring on HRA	Heather Fletcher, Housing and Sandra Jones, Finance	On-going	To be carried forward
Assess implications of Local Government Bill	Sandra Jones, Finance	August 2002	Completed
Assess changes to HRA subsidy - Resource Accounting in the HRA - ODPM consultation	Sandra Jones, Finance	August 2002	Completed
<b>Financial Modelling</b>			
Develop disaggregating data at a lower level than whole HRA	Housing/Finance/ Property	December 2002	Not completed
Develop a greater understanding of and demonstration use of 'cost per occupancy' year in investment appraisal.	Business Plan Review Team	2003-2004	Completed
Estimation of impact of changes to income (e.g. reduced numbers of Council homes or increased revenue costs)	Sandra Jones, Finance	2003-2004	Completed
Demonstration of alternative options for particular types / areas of Council stock.	Business Plan Review Team	2003-2004	Completed
Develop a greater understanding of the timing of investment decisions, in terms of impact on cash flow.	Business Plan Review Team	2003-2004	Completed
<b>Determining Priorities</b>			
With the ITA set up the Housing Options Steering Group.	Sarah Mylchreest, Housing	August – November 2002	Completed
<b>Management of Non-Housing HRA Assets</b>			
Monitor Garage Site Strategy, in terms of capital investment and use of sites for affordable homes.	Sheila Francis, Housing	On-going	To be carried forward
<b>Tenant/leaseholder Consultation and Involvement</b>			
Review Tenant's Compact	Sarah Mylchreest, Housing	September 2002	Completed
Appoint an ITA to develop tenant/leaseholder participation in relation to housing option, inform and educate tenant/leaseholders in relation to housing options and conduct a survey to ascertain the views of tenant/leaseholders, in relation to housing options.	Jean Hartley, Housing	September 2002	Completed
Monitor ITA progress against brief and ensure work completed by June 2003	Jean Hartley, Housing	June 2003	Completed
<b>Training Requirements</b>			
Organise in-house Business Planning course to facilitate further development of the Business Plan	Jean Hartley, Housing	August 2002	Completed

## 16.2 The actions within this Business Plan are documented within the Service Area

The actions within this Business Plan are documented within the Service Area Plan, which is monitored by the Social Overview and Scrutiny Committee on a quarterly basis.

The Business Plan will also be reviewed by the Officer Business Plan Review Group on a monthly basis