

Exeter City Council

HOUSING REVENUE ACCOUNT

BUSINESS PLAN

2012 – 2042

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1. INTRODUCTION

- 1.1 This Business Plan sets out what the Council aims to achieve, as a landlord, in the short, medium and long-term. It has been drawn up with the involvement of tenants but also takes account of the wider community objectives of the Council and reflects the direction set in the Council's Housing Strategy.
- 1.2 Although the Business Plan is a working document for the Council, it is not written just for Council officers and Members. It is a public document, available to everyone. It will be available in alternative formats and languages, if required, and is displayed on the Exeter City Council website.

Purpose of the Housing Revenue Account (HRA) Business Plan

- 1.3 This document is a business planning tool to help ensure the effective long-term management of the housing service and to allow the best use of available resources. The Plan describes how Exeter will respond to both immediate and future opportunities and challenges. The management of the Council's housing supports both the overall housing strategy and the wider Council and community aims.
- 1.4 Exeter's business plan is based on a 30 year financial projection, which will be updated on an annual basis. This will take account of new government legislation or guidance, updated estimates of resources and expenditure and any other changes in circumstances that might affect our ability to manage and maintain the stock.
- 1.5 The Business Plan is an important tool in planning and ensuring delivery of key tasks and as such, the Council will ensure that it is monitored on an ongoing basis and updated when appropriate. The Council will encourage involvement and comment from tenants, leaseholders and other stakeholders in the implementation, monitoring and review of the plan.

2. EXECUTIVE SUMMARY

- 2.1 This Business Plan describes the Council's plans for maintaining and improving its housing stock over the next 30 years. These are based on detailed survey information on the condition of the stock and on detailed financial projections, covering the period to 2042. These show that the Council will be able to improve its properties so that they continue to meet the Government's Decent Homes Standard.
- 2.2 The Localism Bill 2010-11 received Royal assent on the 15 November 2011. Within this bill there are provisions to reform the HRA system. The reform includes the dismantling of the current subsidy system in which there is an annual (negative or positive) subsidy payment which will be exchanged for a one off payment and adjustment of housing debt. The final draft has indicated that Exeter needs to make a payment of £57.345 million to Communities and Local Government on 28 March 2012.
- 2.3 Based on the reforms to the HRA the Council has agreed its outline investment plans for the next 30 years. It will now work with its tenants and leaseholders to continually improve its housing management services, increase satisfaction and maintain value for money.
- 2.4 Critical to the Business Plan is a 30 year projection for the Housing Revenue Account that shows that the account should remain in balance or surplus throughout the period of the plan. It also shows that it might be possible to increase the amount of stock and help meet housing need through a combination of new build projects and purchasing off the market.
- 2.5 The Plan sets out the key policy objectives for the service together with performance targets and action plans. Where these have potentially significant financial impacts these are factored into the financial projections.
- 2.6 While the plan covers a 30 year period, the financial position will never be exactly as predicted and, in the interest of sound financial management, the Council will re-run its projections annually.

Mission Statement

- 2.7 The Housing Unit mission statement for the service aims to demonstrate our overall aims and objectives. This is:

“Offering affordable housing choices whilst building and supporting communities”.

Key Service Objectives

- 2.8 There are a number of key aims and objectives for the housing service. These include:

Strategic Aims

- To comply with our regulatory requirements as set by the Tenant Services Authority (TSA)
- To be a top quartile performer within a 'family' of similar landlords
- To ensure there are a sufficient number of affordable homes for those in housing need
- To ensure services are effective, efficient and provide value for money
- To continually improve our services through customer involvement
- To increase choice for customers across the housing service
- To ensure our neighbourhoods are safe and attractive places where people want to live
- To ensure our services are accessible to all and meet the demands of a diverse community
- To identify areas of social exclusion and seek practical solutions through a range of partnerships
- To ensure staff are motivated, well trained and developed.

Strategic Priorities:

- To continue to meet the Decent Homes Standard
- To reduce homelessness
- To reduce the use of temporary accommodation
- To ensure no homeless family is placed in bed and breakfast accommodation for more than 6 weeks
- To minimise the number of rough sleepers within the City
- To deliver the maximum amount of new affordable homes each year
- To ensure we deliver the maximum amount of 'social rented' homes each year
- To maintain a 'fit for purpose' Housing Strategy, Homelessness Strategy and Housing Revenue Account Business Plan
- To identify and maximise opportunities to increase the Council's own stock.

Current performance

- 2.9 Overall, Exeter's Housing Service has an excellent record on performance. The Council is a member of the Housemark service and regularly benchmarks itself against similar organisations. Performance is regularly reported to Members and to residents through the formal consultation structures. Performance is also published on the Council's website.

Developing this Business Plan

- 2.10 The Business Plan was developed initially in consultation with officers and tenants. Regular progress reports were made to the main Tenant and Leaseholder Committee (TALC). Through this, tenants used the opportunity to challenge current policy and influence future priorities.

3. THE NATIONAL CONTEXT

- 3.1 The social housing landscape has clearly changed since the general election in May 2010. The coalition Government has laid plans to reform social housing through the Localism Act.
- 3.2 The government (through the department of Communities and Local Government) will cease to operate the current subsidy system which will be replaced in April 2012 by self-financing. Self-financing will put all council house stock retaining authorities in a position where they can support their own stock from their own income.
- 3.3 The government is introducing a range of reforms to the way social housing is delivered. These include giving greater flexibility to social landlords to determine the types of tenancies they grant to new tenants. Landlords will be able to offer lifetime tenancies where this is needed but also to set shorter tenancy periods that, in their view, make more sense. The rights of existing assured and secure tenants will be protected. Council housing has become the housing provider for those who are most vulnerable and judged to be in the greatest need. As a result of this changing profile of council tenants, landlords have to recognise and react to the implications this has on service provision.
- 3.4 In October 2010, the Government announced that the Tenant Services Authority was to be abolished and its regulatory responsibility transferred to the Homes and Communities Agency (HCA). With the planned demise of the Audit Commission the inspection regime will continue to evolve, however the regulatory framework and spirit of co-regulation that the TSA has fostered is likely to remain.
- 3.5 In 2001, the Government set a target that all Local Authorities should bring all their rented housing up to the Decent Homes Standard by 2010. Local Authorities are now required to continue to maintain this standard.

4. CORPORATE AND STRATEGIC CONTEXT

Council structure and governance arrangements

- 4.1 The Council is composed of 40 councillors who serve for four years. One third of these Members' terms of office expire in each of three years out of four (in the fourth year county councillors are elected). Councillors are democratically accountable to residents of their ward. The overriding duty of councillors is to the whole community, but they have a special duty to their constituents, including those who did not vote for them.
- 4.2 Councillors have to agree to follow a code of conduct to ensure high standards in the way they undertake their duties. The Council's Standards Committee monitors and reviews the code of conduct and advises councillors on its application.
- 4.3 All councillors meet together as the Council. Meetings of the Council are normally open to the public. Here councillors decide the Council's overall policies and set the budget each year.

The Executive Committee

- 4.4 The Executive is the part of the Council that is responsible for most day-to-day decisions, which are not delegated to officers. The Executive is made up of the Leader of the Council, councillors who have responsibilities for various service areas (known as portfolio holders) and other councillors. All political groups on the Council have a seat on the Executive. When major decisions are to be discussed or made, these are published in the Executive's forward plan in so far as they can be anticipated. In Exeter it has been decided that all meetings of the Executive will be open for the public to attend except where personal or confidential matters are being discussed. The Executive has to make decisions, which are in line with the Council's overall policies and budget. If it wishes to make a decision, which is outside the budget or policy framework, this must be referred to the Council as a whole to decide.

Scrutiny

- 4.5 There are three scrutiny committees that support the work of the Executive and the Council as a whole. They allow citizens to have a greater say in Council matters by allowing members of the public to raise matters at meetings of these committees. These can lead to reports and recommendations, which advise the Executive and the Council on its policies, budget and service delivery issues. Scrutiny committees also monitor the decisions of the Executive. They can, in exceptional circumstances, 'call-in' a decision that has been made by the Executive but not yet implemented and ask that the Executive reconsider the decision. They will usually be consulted by the Executive or the Council on forthcoming decisions and the development of policy. At Scrutiny Community, the committee will review the performance of the Housing Service as explained in the Quarterly Performance Digest.
- 4.6 There are five portfolio holders, all represented on the Executive. The whole of the housing service falls within the remit of the Portfolio Holder for Housing and Communities.

Exeter Vision; the Community Strategy

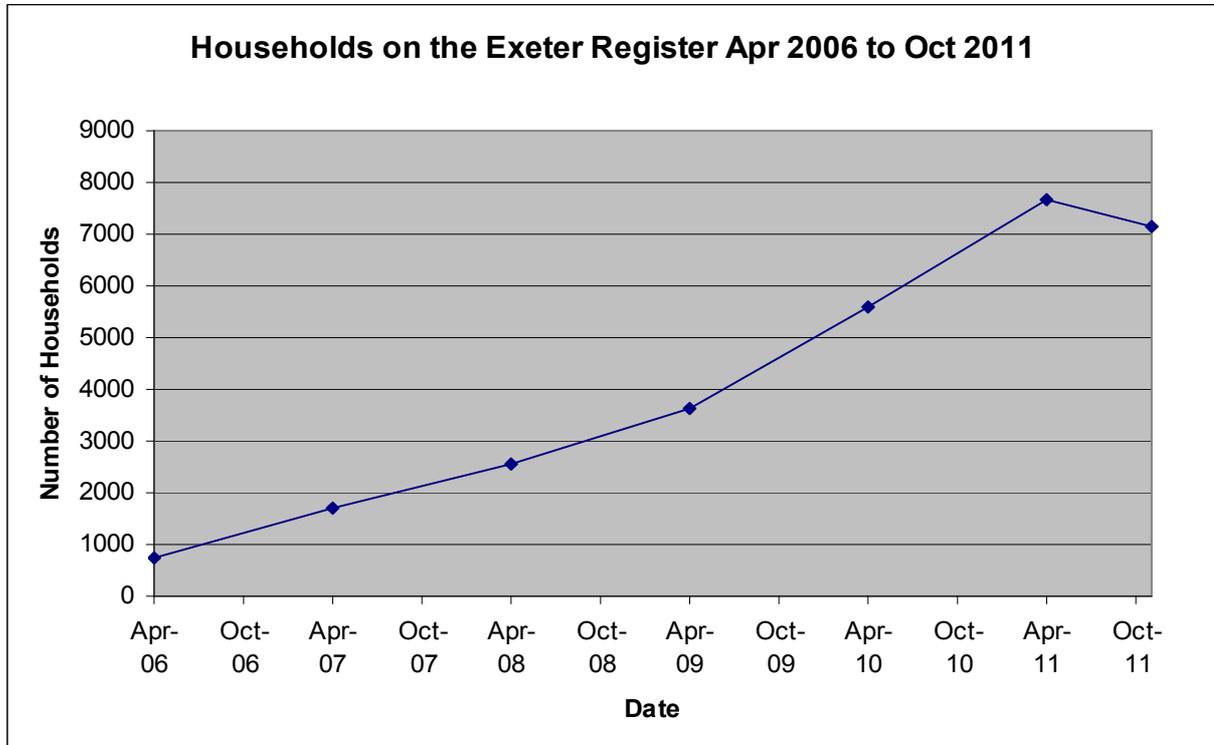
- 4.7 The Exeter Vision is the City's Sustainable Community Strategy. Within the aims it states that *"our vision is for Exeter to become a city with homes for everyone"*.
- 4.8 The Vision's aims are that:
- Housing is well-designed, well-maintained, affordable and properly managed
 - There are sufficient homes to meet housing need
 - There is a range of appropriate, safe accommodation for those who do not own their own home.

Housing Service Improvement Plan

- 4.9 The Housing Service Improvement Plan for 2011/12 sets out the plans to complement the Exeter Vision. This is set out in appendix 1.

The Local Housing Market

- 4.10 Issues of housing supply and demand are considered at length in the Council's Housing Strategy and Local Plan. These indicate a high level of demand for housing in the area and house prices, which continue to be beyond the financial means of many households. The average property price in Exeter for 2011 was £206,182. This represents a price almost 11 times the average salary for the city (£18,990). The number on the housing register for Exeter has increased over the last 5 years. The recent reduction between April 2011 and October 2011 is due to the updating of data on the register.



- 4.11 A housing needs survey update undertaken in 2010 concluded that 3,165 new affordable homes were needed over the following five years to help balance the housing market and close the gap between need and supply.

- 4.12 The survey showed that there is a high level of demand for all family-sized accommodation and Exeter has no 'difficult to let' or low demand areas.
- 4.13 As the lead authority for Devon Home Choice, Exeter City Council, have been awarded £60,000 by the DCLG to be one of 12 pilot areas in the UK looking to promote and facilitate mobility within social housing. Given the shortage of housing supply it is important that we identify other ways for existing tenants to move to take up work, to give and receive care or to move closer to their children's schools. In a needs based allocations system it is often hard for existing tenants to reach the 'top of the list' when competing with those in seemingly more urgent need such as homeless households. This pilot will directly help those social housing tenants wishing to move by arranging mutual exchanges, helping tenants who can take up affordable ownership opportunities and supporting tenants who are under occupying to downsize by hand holding them through the process of moving.

5. STOCK PROFILE AND STOCK CONDITION

Stock Profile

- 5.1 As at 1 November 2011 the Council owned 5,043 homes for rent, plus 22 sold on shared ownership leases and 917 flats sold on Right to Buy leases. In addition, the Council has 970 garages and car parking spaces available for rent. The housing stock profile by dwelling type is shown in the table below.

Council Housing Stock: (1st November 2011)					
Property size (no. bedrooms)	Property Type				Total
	Bungalow	House	Flat	Maisonette	
Bed-sit	0	0	142	0	142
1	150	5	1310	3	1468
2	102	597	968	110	1777
3	10	1447	14	88	1559
4	2	87	0	0	89
5	0	8	0	0	8
Totals	264	2144	2434	201	5043

Right to Buy (RTB)

- 5.2 The number of sales has significantly reduced from the previous years due to the rise in house prices and a fixed maximum discount. The government in January 2012 will consult on increasing the amount of discount given to prospective tenants who wish to buy their Council properties. It is too early to state the impact this will have on the stock size or income generated although potentially there is a risk of reduced rental income.

	Right-To-Buy Sales			
Year	2007/08	2008/09	2009/10	2010/11
Sales	17	5	4	9

Decent Homes

- 5.3 As part of the HRA Business Plan the programme of revenue and capital costs ensures that the Council will continue to maintain its properties at the Decent Homes Standard. In 2001, the Government set a target for local authorities, to bring all their rented housing up to the Decent Homes Standard by 2010.
- 5.4 A decent home is one that meets all of the following four criteria:
- It meets the current statutory minimum fitness standard for housing (changed to reflect the Housing Health and Safety Rating System (HHSRS))
 - It is in a reasonable state of repair
 - It has reasonably modern facilities and services
 - It provides a reasonable degree of thermal comfort.

Stock conditions in Exeter

- 5.5 Since 1998, the Council has used surveyors to carry out an annual 25% stock condition survey and this was supplemented in 2002 by a 'top-up' survey to inspect the additional elements required for the Decent Homes Standard.
- 5.6 As a result, the Council has now completed a 100% internal and external survey of the stock and has an accurate picture of which homes are at, or above, the standard, those currently below it and those which will fall below it in the future. In early 2010, new Codeman software was purchased that will hold all housing property and estate assets and not just decent home information as before. Surveying to populate this database commenced in the summer of 2010 and should be complete within four years, when it will take over from the existing database. Currently both databases are updated when programmed works and reactive repairs are carried out and also when properties become empty between lettings.
- 5.7 This system can provide accurate reporting on decency, non-decency and potential non-decency. Additionally, it can categorise properties failing this standard by any combination of HHSRS disrepair, lack of modern facilities and lack of thermal efficiency. It has the capability to identify, for each property, exactly what is non-decent, how much it will cost to achieve the Decent Homes Standard and when the work should be done.
- 5.8 In December 2010, the Council achieved the target of 100% decent homes; except for 218 tenants who refused their improvement works. This information enables the Council to maintain this target in the future.

Non-traditional properties

- 5.9 The Council has a total of 406 non-traditional properties as follows:

Non- Traditional Properties

Cornish	206
British Steel	33
Wimpey no- fines	76
Dorran Bungalows	32
Orlits	38
Laings Easiform	21
Total	406

- 5.10 Whilst not technically unfit, many of these properties require extensive renovation. They were intrusively surveyed in 2004 to test their structural stability. Works identified to sustain them over the 30 year period have been built into the financial modelling.
- 5.11 The Council has negotiated a 'trickle-transfer' process for the Laings homes whereby empty homes are given to a housing association to refurbish, along with a small amount of grant. In some cases the Council provides additional grant funding so that the transferred property can be extended to create a four-bedroom house or have extensive disabled adaptations incorporated for a specific family in need. This work costs the Council tens of thousands of pounds less than paying for refurbishment itself. The Council will therefore continue to pursue this approach where possible.

Responsive and Programmed Repairs

- 5.12 Contracts for the provision of the day-to-day reactive repairs and voids to the Council housing stock were signed in October 2010. They are prioritised to ensure that repairs are undertaken in order of urgency. An appointment is offered for all non-emergency repairs to tenants' homes.
- 5.13 During 2010/11, 17,720 repair requests were received. The percentage of repairs for which an appointment was both made and kept during this period was 73%.
- 5.14 The Council sets target completion times for all its responsive repairs depending on the nature of the work required. In 2010/11, 95% of all routine orders were completed on time and 94.9% of emergency repairs were completed within the government's timescales.
- 5.15 The percentage of tenants who said the repair service was 'good' or 'satisfactory' overall across all our contractors for 2010/11 was 99.12%. This was from a sample size of 19.39% of tenants who received a repair.
- 5.16 During 2010/11, it is estimated that £2.7 million will be spent on reactive maintenance and £5.5 million on programmed works.
- 5.17 In July 2006, the Council established the Repairs Partnership Board (RPB). This group, comprising Council staff (including front line staff), residents and contractor representatives is tasked with reviewing the current responsive repairs service and identifying areas for improvements. The RPB has been involved in the tendering of the new repairs contract in 2010 and the introduction of the very successful 'handyman service' for tenants of the Council's older persons' accommodation.

Procurement and Partnering

- 5.18 The Egan report "Rethinking Construction" has stressed the need for Councils to develop new approaches to the procurement of housing repairs based on partnering. This involves:
- Creative involvement of suppliers in the setting up of contracts
 - Co-operative, rather than adversarial, relationships with contractors
 - Selection on the basis of quality as well as price
 - Continuous improvement rather than the delivery of a fixed level of service.
- 5.19 The Council's responsive and void repair contracts run from October 2010 for five years. Mears were awarded on a cost/quality basis, the benefits of which can be seen in the high levels of tenant satisfaction and the very good relationship between the Council and its current partner.
- 5.20 Over the period of the contract we are working with the contractor on several areas to improve service delivery, this has led to us working together on:
- Joint training courses
 - Technical Officers being involved with contractors 'Toolbox Talks'
 - The contractor undertaking the pre-inspections of void properties, thereby reducing the period before work can commence
 - Joint involvement in the other organisations' induction processes

- The introduction of a handyman service to our tenants within our older persons' accommodation.

- 5.21 We have also used supply chain mechanisms to source gas central heating boilers, kitchens and bathroom fittings that are being used on our planned maintenance programmes direct from the supplier so reducing the overall cost and allowing more installations to take place. We have also joined the Procurement for Housing Group through the Housemark organisation to assist us further in identifying savings in fixtures and fittings.
- 5.22 There is also a positive attitude to good performance from our other contractors. An example of this would be their attending our TALC meetings in order to discuss improving the service and any particular issues.

Energy Efficiency

- 5.23 The Council places a high priority on improving the energy efficiency of its homes and this has been reflected in major programmes of investment over recent years in work such as cavity insulation, top up loft insulation, installation of central heating systems and boiler replacements.
- 5.24 These works are entered onto the Council's stock condition database as projects are completed. This database contains a programme which enables us to measure the energy efficiency of our homes. The Standard Assessment Procedure (SAP) rating is now used nationally to measure the energy efficiency of individual dwellings. The maximum SAP rating for a dwelling is 100; the higher the score the more energy efficient the property. The SAP rating for the whole stock at the end of 2010/11 was 68.41 compared with 67.96 for 2009/10.
- 5.25 The Council has recently entered into a contract with Eon for the installation of PV solar panels onto approximately 500 homes within its stock. This contract will not only reduce electricity bills for tenants up to the value of £120 per annum but also has the potential to generate income to be re-invested in the stock over the 25 years of the 'rent a roof' scheme.

Asbestos

- 5.26 The Council has carried out a 10% 'type 2' asbestos survey across its housing stock and this data is held on our housing management system. The sampled data has been extrapolated across each house type using the 'worst case scenario' for each. The housing management system has warning notices that are issued to maintenance contractors with repairs orders. Tenants are also informed of the location, type and condition of asbestos in their home before their new tenancy commences. Funding has been set aside in the business plan model to implement an asbestos removal programme.
- 5.27 All void properties along with those due for kitchen and bathroom replacements or central heating installation are having refurbishment surveys undertaken prior to the work commencing. This will identify any problems that may be encountered and ensure the contractor and their operatives work safely within the property. All communal areas are re-surveyed on an annual basis.

Cyclical and Servicing Programmes

- 5.28 There are several key planned works activities which have to be undertaken on a regular basis to keep our properties in good repair or to deal with risk to safety or to ensure their continued efficiency. Some servicing periods are defined under regulations (gas safety, electrical installations and legionella) and others under manufacturers' instructions.
- 5.29 The authority has a number of arrangements in place, namely:
- Gas appliance servicing
 - Extractor fans
 - Door entry systems
 - Lifts and stairlifts
 - Fire alarms and extinguishers
 - Emergency lights
 - Legionella testing
 - External painting programmes
 - Internal decorations to common areas
 - Electrical testing to common areas and residential units.

Planned Maintenance and Major Works

- 5.30 A fundamental aspect of the Council's strategy is to provide the highest possible standards of accommodation through its major works programme. The aims of this programme are to:
- Replace failing components that have come to the end of their life, such as kitchens and bathrooms
 - Carry out works to improve the stock such as the installation of central heating or fitting of double glazed windows
 - Undertake works to ensure compliance with regulations such as Decent Homes works or asbestos management and removal.
- 5.31 The Council has set a five year rolling major works programme which has been agreed by tenants and includes:
- Re-pointing
 - Electrical rewires
 - Re-roofing programme
 - Kitchen refurbishment
 - Bathroom refurbishment
 - Replacing central heating boilers
 - Works to non traditional properties
 - Low maintenance works
 - External rendering to flats
 - Stock condition surveys
 - Fire prevention works
 - Cyclical maintenance.
- 5.32 As members of Procurement for Housing, we have taken advantage of the nationally agreed rates for bathroom products and all our materials for these works are sourced under this contract. This has meant the contractor has a labour only

contract with materials being paid for directly. We also procure decorating materials and gas central heating boilers through the PFH scheme.

- 5.33 Labour only contracts are also in place for the central heating, kitchen and bathroom contracts but these are based on locally agreed rates.
- 5.34 Other contracts for re-roofing, electrical rewires, re-pointing and repairs to non-traditional properties which make up the rest of programme are procured using traditional term contracts.
- 5.35 The Capital Programme Working Group will continue to monitor individual programmes and the housing capital budget. It will also investigate new ways of achieving savings through improved procurement procedures. An example of this is reducing the need to tender work annually by entering into longer term contracts. This achieves procurement savings and economies of scale by guaranteeing higher quantities of work.
- 5.36 The way programmed works are delivered will be reviewed to ensure value for money is being obtained along with the best use of resources. In particular:
- The relationship between Contracts and Housing
 - The structure for delivering the programme
 - Resources required to deliver the major works programme
 - The way individual programmes are procured.

6. RESOURCES

Changes to the Housing Subsidy System

- 6.1 The Government is in the process of completely changing the way Council housing is funded. For many years it has operated a Housing Subsidy System. This was generally accepted as being a complicated and unfair system, which is why it is being reformed.
- 6.2 Under the Housing Subsidy System, the Government has assessed how much each council needs to spend on its housing service over the next year. It then calculates how much each council will receive from rents, assuming a 'Government Guideline Rent Increase'. If this results in a deficit, it pays a subsidy to the council. However, if it results in a surplus, the Government requires a payment from the council. This is called 'negative subsidy'. Exeter City Council paid just over £4 million to the Government, funded from tenants rent for 2011/12.
- 6.3 From April 2012 the Government will introduce a new funding system called 'self-financing'. Under this system, the Government has assessed how much financial support each council needs to run its housing service for the next 30 years; this is the difference between the assumed cost of running the housing service and the expected income from rents.
- 6.4 For Exeter, the Government has assessed that there will be a surplus of income from tenants' rents over the 30 years after taking into account the assumed costs of running the housing service. In addition, the Council does not currently have any housing debt. Therefore, the Government has assessed that the Council must make a payment of £57.345 million to the Government at the end of March 2012.
- 6.5 The latest review of the financial plan has established that the HRA remains viable in all contexts and demonstrates that complete debt repayment could be made within 19 years based on the assumptions made within the plan. However, it is important to note that this is provided for illustration purposes only, and will need to be reviewed on an annual basis to ensure the assumptions made remain current.
- 6.6 There are some underlying key assumptions made within the financial plan. These are:
- That the Council will be able to retain 50% of the Right to Buy (RTB) receipts on the basis of £80,000 gross price and 50% discount, retaining £11,000 per unit to cover debt repayments. This may need to be adjusted based on the outcome of the Government's planned consultation on changes to the RTB system.
 - That the Council will adopt a 50 year a fixed rate maturity loan payment plan.
 - That rent increases will be
 - 2012/13 - 7.33%
 - 2013/14 - 4.18%
 - 2014/15 - 4.17%
 - 2015/16 - 4.15%

- That the retail price index will be
 - 2012/13 - 5.6%
 - 2013/14 - 2.5%
 - 2014/15 - 2.5%
 - 2015/16 – 2.5%
- The number of Council properties becoming void will remain at the current level of 2%.
- Service charge income will increase 3% per annum cumulative.
- Management and maintenance costs will increase 3% per annum cumulative.

Options for the Repayment of the Debt

6.7 Although the debt payment totals £57.345 million, Exeter's HRA currently has a negative Capital Financing Requirement meaning that the actual amount that the HRA will have to finance is £52.667 million. The cost of financing the interest on the rest of the payment will fall on the General Fund. However, the General Fund will no longer be required to pay interest on the negative Capital Financing Requirement to the HRA.

6.8 A range of options have been analysed and the amount to pay annually under each is set out below. The options analysed consist of Equal Repayment (ER) (the equivalent of a fixed rate repayment mortgage) and Maturity (the equivalent of an interest only mortgage, where the amount borrowed is repayable at the end of the term).

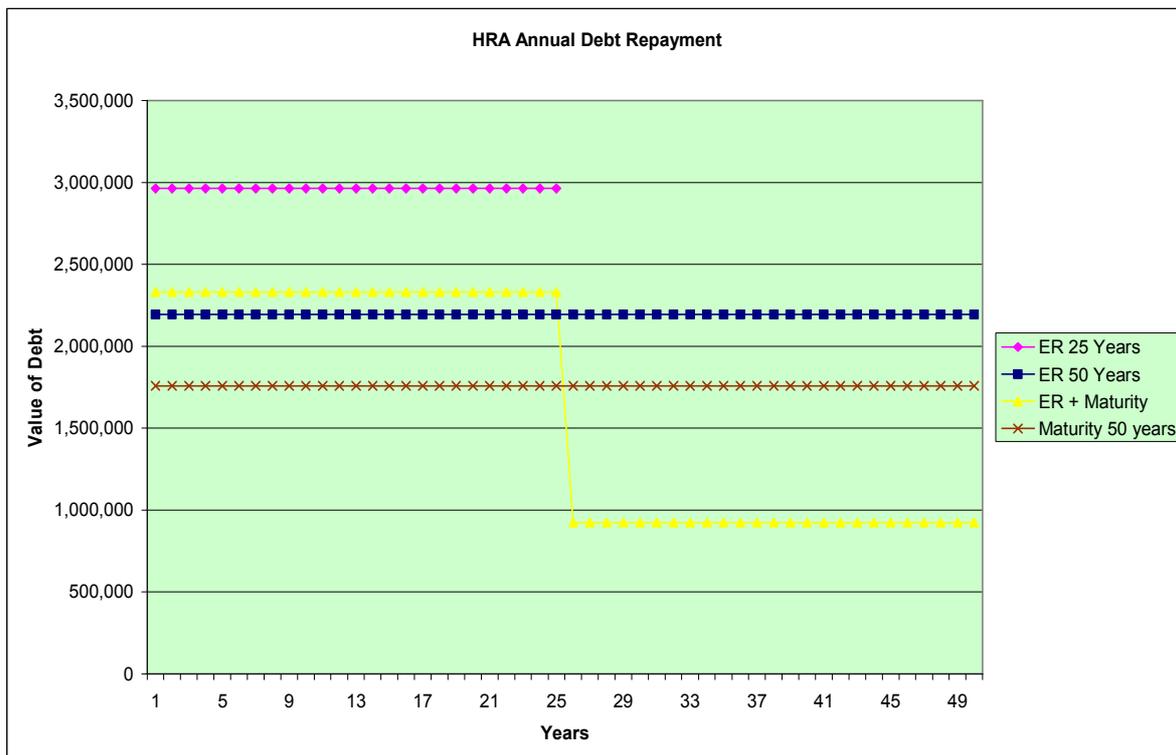
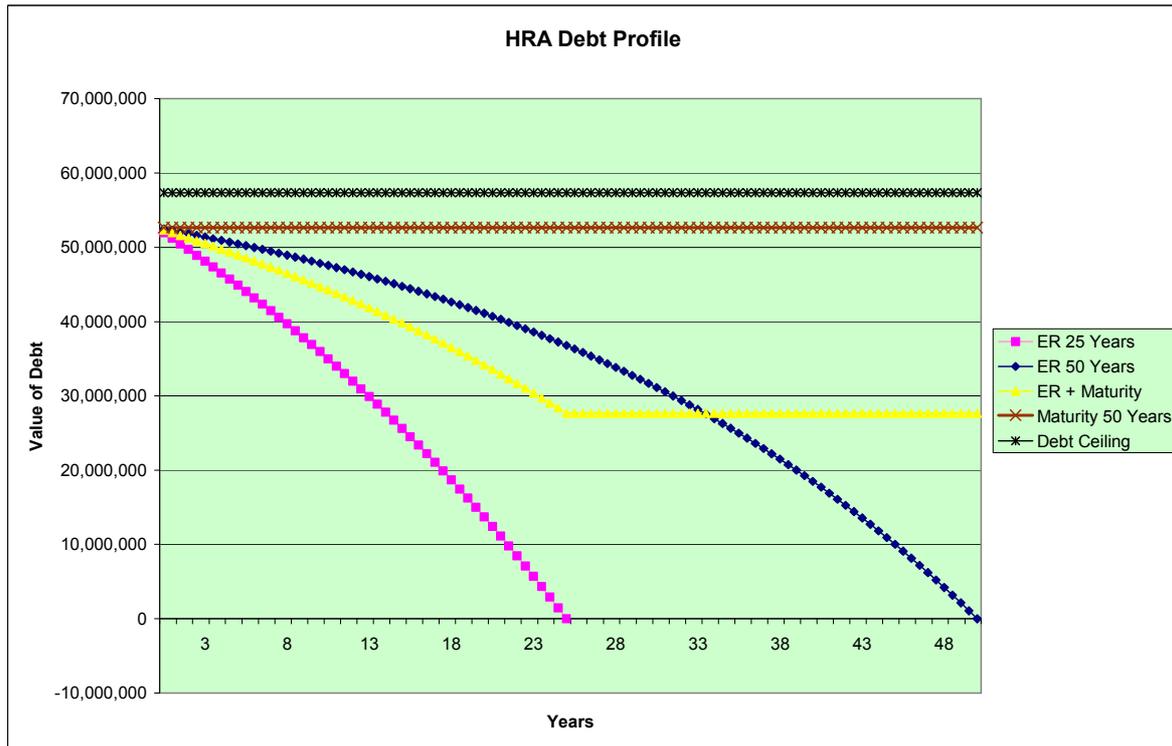
		Amount Borrowed	Annual Cost	Total Repayment
Equal Repayments 25 years (2.86%)	PWLB	52,667,146	2,963,227	74,080,676
Equal Repayments 50 years (3.39%)	PWLB	52,667,146	2,193,995	109,699,738
Maturity 25 years (3.32%)	PWLB	52,667,146	1,748,549	96,380,877
Maturity 50 years (3.34%)	PWLB	52,667,146	1,759,083	140,621,280

The following option calculates the cost of a mixed loan – the annual cost being £2.330 million.

Equal Repayments 25 years (2.86%)	PWLB	25,000,000	1,406,582.32	35,164,558
Maturity 50 years (3.34%)	PWLB	27,667,146	924,082.68	73,871,280
Total Annual Payment		52,667,146	2,330,665.00	109,035,838

6.9 In respect of the first two options (Equal Repayments), the debt will be fully paid off by the end on the loan period. In the two maturity examples (set out below), the loan will be fully outstanding at the end of the loan period and will probably need

replacing with a new loan. In the final example, part of the loan will be repaid and £27.667 million will require replacing. This is demonstrated on the next page. The debt ceiling is shown in black at the top.



6.10 The interest rate offered by the Public Loans Working Board (PLWB), as shown in the tables above, make this the most viable option for obtaining the finance to pay the loan. The Government have indicated that they have the right to revisit the debt settlement within the first 10 years. It is with this in mind that borrowing the money over a longer period and not creating a larger amount of head room is most likely a

prudent decision. Also, the interest payments are fixed at a very preferential rate and therefore refinancing at a later date would most likely be more expensive.

Capital Resources

6.11 The table below shows the amount of capital resources, which are expected to be available over the years to 2015/16.

<u>Housing Finance Resources Available</u>	<u>2012-13</u> £	<u>2013-14</u> £	<u>2014-15</u> £	<u>2015-16</u> £	<u>Total</u> £
HRA Working Balance	1,915,941				1,915,941
MRA/Depreciation	3,666,050	3,776,030	3,889,310	4,005,990	15,337,380
External Funding	100,000	100,000	100,000	100,000	400,000
RTB Sales	100,000	100,000	100,000	100,000	400,000
RCCO	4,271,660	4,454,559	4,838,329	5,239,271	18,803,819
	10,053,651	8,430,589	8,927,639	9,445,261	36,857,140

Resources Needed

6.12 The 30 year projection for the capital programme is set out in appendix 2. This will be reviewed on an annual basis. Priorities were agreed in consultation with Members and tenants.

Income

6.13 The position of the Housing Revenue Account (the statutory account for all the Council's landlord services) has been projected forward for 30 years – see Appendix 3. This projection is based on 2011/12 outturn, prices and stock levels (5,043 units).

6.14 Future rent increases from 2012/13 will be determined by the Council, although they will take account of rent restructuring arrangements until the projected merge in 2015/16. The current average rent is £62.14 (on a 52 week basis).

6.15 There were nine Right to Buy sales in 2010/11. This figure may increase depending on the outcome of the Governments proposed changes to the discounts offered to tenants' wishing to buy under the RTB scheme. This will be reviewed further in next year's review of the business plan.

6.16 The in-year position in 2011/12 now shows a working balance in excess of £4 million. This has remained much the same for 2011/12 but is due to reduce as large capital improvement programmes are carried out and we build more homes.

7. SERVICE PRIORITIES AND ACTION PLAN

Housing Service – Strategic Aims and Priorities

- 7.1 Annually, the housing team review and update the Service Improvement Plan (SIP). The SIP for 2010/11 is set out in Appendix 1. The action plan has been updated to show the progress that has been made, with many of the actions completed within deadlines. The main highlights include:
- Completion of wave one of the Council own build programme
 - Introduction of communal cleaning contract
 - Agreed 'Local Offer' with tenants and produced annual report setting this out as required by the TSA
 - Implemented new team structures in Housing Needs and Enabling to improve performance and service delivery
 - The introduction of a new partnership agreement with the registered providers operating in Exeter
 - The introduction of a new handyman service for older and vulnerable tenants.
- 7.2 A new action plan will be produced for 2012/13 that builds on this success and seeks to further improve services provided across the housing unit.

Housing Resident Involvement

- 7.3 The Council is committed to ensuring that resident involvement is at the heart of housing. It actively develops, promotes and encourages tenant and leaseholder participation and consultation in all aspects of housing service and provision. Changes to housing regulation in England from April 2012 require landlords to be more proactive in self-regulation and in involving tenants in the scrutiny process. In addition, the Localism Act envisages a greater role for service users at a local level to influence and scrutinise service delivery.

Existing Tenant Participation Structure

- 7.4 **Tenant and Leaseholder Committee (TALC)** – A resident elected committee that influences and improves Exeter City Council's Housing Services and service delivery. It looks at all parts of the Housing Service, particularly focussing on strategies, policies and procedures. It is the resident strategic group for the Service, positively influencing and making a difference at both a strategic and managerial level. The Committee consist of 17 directly elected voting members from the six identified areas of Exeter.

Resident Auditor Team – Residents take an in-depth look into the various departments within the service so that they can scrutinise and undertake inspections. This leads to recommendations which improve performance. *Resident Forums* or *Tenants' & Residents' Associations* are made up of local volunteers who represent tenants, leaseholders and residents living in their neighbourhoods. They are vital for participation and the decision making process.

Repairs Partnership Board – This is a resident group which looks at specific aspects within the repairs and maintenance service to influence service direction and help make decisions.

Performance Review Committee (PRC) – This is a sub-group of the Tenant and Leaseholder Committee which helps to ensure that Housing Services performance is open to regular scrutiny and can be challenged by residents.

Editorial Board – Are responsible for making sure that all leaflets and newsletters produced can be understood by residents. They are also responsible for producing InSight, the quarterly residents' magazine.

Housing Resident Involvement Strategy

- 7.5 Housing resident involvement is currently undergoing a service review. The results of this review will be used as the basis for the Housing Resident Involvement Strategy 2012–2017. The Strategy will drive forward organisational change to ensure that the Housing Service provides effective neighbourhood management with true resident involvement; reflects the diversity of the resident population and puts residents at the heart of decision making.

Choice Based Lettings

- 7.6 The Council has worked with tenants and registered providers (RP) to develop a choice-based lettings scheme, which has extended from Exeter to be county wide. The scheme is based on a common waiting list and common assessment criteria that the Council has established with all providers in Devon. A partnership group that includes Council staff, RP partners and tenant representatives regularly monitors the scheme.

Housing Services for Older People

- 7.9 The money for housing related support for older people in Exeter goes directly from the Government to Devon County Council. The County Council uses some of this money to pay the City Council to provide warden services to some of our tenants on its behalf.
- 7.10 Devon County Council is planning to change the way that these services are provided starting in 2012. At the same time, the County Council will be reducing the overall budget.
- 7.11 If the funds available no longer cover our costs, we may not seek to renew our contract. If this is the case, Devon County Council will contract with another provider to do so.
- 7.12 The County Council will work closely with us on this and make sure that residents are kept informed about any changes to the service or the organisation providing it.

Anti-Social Behaviour Policy

- 7.13 The Council has, with the help of its tenants, produced a comprehensive Anti-Social Behaviour (ASB) Policy that sets out how we will deal with incidents that arise on our estates, both strategically and operationally. The tenancy conditions have been amended accordingly through the review of the tenancy agreement in 2008.
- 7.14 The Tenancy Services Team uses all the tools available to tackle ASB. In 2010/11 there were 355 cases opened and investigated. Of these, 13 households were evicted, 26 notices to seek possession were served and 15 acceptable behaviour

contracts were entered into. Some preventative actions were also taken including referrals to the family intervention project and mediation.

- 7.15 The Council has signed up to the Chartered Institute of Housing ASB Respect Charter, which sets our commitment to effectively tackle ASB.

Leasehold Management

- 7.16 The Council manages over 900 leases. There is a dedicated officer who calculates and apportions service charges, manages subletting, collects service charge arrears and deals with any insurance issues.
- 7.17 Housing staff hold an open meeting with leaseholders at least twice a year in order to discuss management issues that impact on leaseholders. This includes issues such as the level of service charges and the introduction of a cleaning service to communal areas of flats.

Neighbourhood Management

- 7.18 Although the term 'Neighbourhood Management' is a broad one, at its heart is the idea that communities benefit from a working partnership made up of residents, service providers, the local authority and other interested local people. Working together in such a partnership can have a real impact on the quality of a whole range of services used by local people, making them more responsive to local needs.
- 7.19 The Council values neighbourhoods and communities. Our relationship with residents is not just a contractual one; it is a partnership to help create and sustain successful communities where people enjoy living.

Voids Management

- 7.20 During 2010/11, 311 vacancies arose in the Council's own stock compared with 302 vacancies in 2009/10 and 311 in 2008/9. The average re-let times were 20.46 days, 25.65 days and 23.9 days respectively.
- 7.21 How we deal with void council properties is an area we have identified to be in the forefront of system thinking reviews within the Council's transformation plan.

Downsizing

- 7.22 The amount of downsizing payments made as an incentive has recently been increased to try and encourage more tenants to downsize from their large family homes into more suitable accommodation.

Equalities

- 7.23 The Council's Corporate Equality scheme states that:

"The City Council is committed, both as an employer and as a deliverer of services, to ensuring that no recipient of services provided by the Council receives less favourable treatment on any grounds such as disability, ethnic origin, age, gender, sexual orientation, language, religion or belief, political or other opinion, national or social origin, association with a national minority, locality, property, birth or other status."

7.24 Previously, legislation surrounding equality was broken up into many complicated acts and amendments. In 2009, the Government decided that equality policy needed to be simplified to make it easier to understand. The previous legislation was also deemed not robust enough to tackle discrimination. The new Equality Act, which was passed in spring 2010, sought to tackle these issues by placing two new duties on public bodies:

- **Socio-economic duty** – Public bodies need to understand that people from poorer backgrounds may find it harder to get jobs and afford training so services need to be made strategically fairer to incorporate this.
- **Equality duty** – Public bodies should understand that all services must treat people fairly and equally. Equality legislation already includes people of different races, men and women and the disabled, but this has now been extended to cover age, people with different religions or beliefs, lesbian, gay and bisexual individuals, transgender people, pregnant women and new mothers.

7.25 From 2010, Housing Services have had a duty to uphold the following pieces of legislation from the new Equality Act:

- **The rights of older people are to be respected.** It is illegal to discriminate on the basis of age, however older people find they are refused or turned down for certain services e.g. access to mental health treatment.
- **Spreading equality through buying services.** The Equality Act allows public bodies to take action over equality issues when buying outside services. For Housing Services, means monitoring contractors for equality policies.
- **Protecting carers, family and friends from discrimination by association.** It is illegal to discriminate by association. This is the term used for a person who suffers discrimination because they are friends with people who can be considered different.
- **Regeneration and new developments.** Customer needs should be taken into account and this should include religious issues.
- **Protecting disabled people.** It is illegal to discriminate against someone because they have a disability or because of something to do with their disability. This is called discrimination arising from disability. The Act created a new duty for landlords and property managers to make reasonable alterations for disabled tenants and encourage tenants to apply for alterations that will make their lives easier. This includes in communal areas, although everyone would need to be consulted.
- **Domestic violence.** The Act recognises that most domestic violence happens against women, however all violence should be challenged and there tends to be a lack of provision for men who experience domestic violence.

7.26 The most recent survey information indicates that only 2.4% of households in Exeter contain people from black and ethnic minorities compared to 9.1% in the rest of England and Wales. 4.1% of those registered on the housing register are from these

groups. The Council is fully and actively committed to ensuring fair treatment for those in black and ethnic minority groups and to building good relationships with the community groups that represent them.

7.27 The Council's overall objectives with regard to equalities are achieved through Directorate Equality Policies and plans, which are revised annually. The Community and Environment Directorate Equality Policy states that Equalities Impact Assessments will be carried out in relation to key strategies, policies and projects and, specifically in relation to Housing, that *'we will continue to review services to ensure they meet the needs of all minority groups in the community'* by:

- Making housing literature available in alternative languages and formats
- Undertaking a customer profiling exercise of all the Council's tenants to ensure services are tailored to their specific needs
- Report the ethnicity of applicants housed through the Home Choice policy compared with the overall population in Exeter and the percentage of BME applicants on the housing register
- Ensuring satisfaction surveys include questions regarding ethnicity
- Organising comprehensive equality and diversity training for all housing staff.

7.28 Through the Housing Equality and Diversity Strategy, the Housing Service has established an Equality and Diversity Working Group that has put together a housing specific action plan to address issues of equality and diversity across its services.

7.29 The Council monitors its allocations to identify whether ethnic minority households receive their fair share of allocations. In 2010/11, ethnic minority households represented 4.1% of the waiting list and received 2.9% of the new tenancies created during the year. The numbers involved are small but it will be important to monitor these figures carefully in 2012/13 to assess the full impact of the choice-based lettings scheme.

Disabled Adaptations for Council tenants

7.30 The Council is committed to meeting the growing need for adaptations for its tenants and over £450,000 is included in the 2012/13 capital programme for this purpose. At this same time, the Council is seeking innovative ways of reducing costs. One approach is to continue to use the 'trickle-transfer' process to transfer the ownership (and therefore the adaptation costs) of properties needing major adaptations, to a housing association.

7.31 The Council's disabled adaptation service has been subject to review to ensure it meets recommended guidelines and standards. As a result, a new policy has been agreed with a range of service standards tenants can expect from the staff. This has been implemented and the service will be monitored using a new customer satisfaction survey following the installation and a further survey six months later.

Assistance Schemes for Older Tenants

7.32 The Council provides discretionary assistance to its older tenants through grass cutting and internal decorations schemes.

7.33 The Council benefits from these schemes as they keep properties in a better condition than may otherwise be the case and ensure that the environmental conditions on estates are maintained. These schemes are greatly valued by tenants

who have been involved in drawing up specifications and letting contracts. However, they do represent a large cost to the HRA and the Council continually review them to ensure that they are appropriately targeted and provide good value for money.

Council Own Build and off the shelf purchases

- 7.34 The Coalition Government is currently completing negotiations with registered providers for the next five years' Affordable Housing Programme (AHP). One of the changes from previous programmes is that the Government will only fund (except in exceptional circumstances) a new product known as affordable rent. The Government's affordable rent is up to 80% of the market rent levels in an area. The purpose of this is to generate more income towards the costs of the development. To provide additional funding for new build, some re-lets by registered providers will be at the Government's affordable rent level. Although there is ongoing work to ensure that these re-lets do not breach any Section 106 or nomination agreements.
- 7.35 Currently, Council housing is charged at what is now known as 'Social Rent' which, is compared to market rent and the Local Housing Allowance in the table below. With the levels of demand for housing, the Council wishes to continue the success of its recent new builds by directly funding more properties within its own stock at a social rent.

Weekly Rents

	Market Rent	80%	70%	60%	50%	40%	Social Rent*	Weekly LHA rate	
1-bed	£126	£101	£88	£76	£63	£50	£79	£114	Market Rent figures from Hometrack
2-bed	£160	£128	£112	£96	£80	£64	£83	£138	Market Rent figures from Hometrack
3-bed	£196	£157	£137	£118	£98	£78	£89	£167	Market Rent figures from Hometrack
4-bed	£270	£216	£189	£162	£135	£108	£101	£219	Market Rent figures from Rightmove
5-bed	£306	£245	£214	£184	£153	£122	£117**		Market Rent figures from Rightmove

*Registered Providers only - figures from Devon Home Choice (Exeter figs only)

**There was only one 5-bed

- 7.36 The Housing Development Team have identified a number of housing infill sites that have the potential for development and have proceeded to obtain planning consent. The approximate cost of building 65 new social rented properties is £10.6 million. The table below shows details of these costs.

Site	Units	Est Build costs	Fees (@ 15%)	Total
Rennes House Car Park	21	£3,500,000	£525,000	£4,025,000
Whipton Methodist Church	12	£1,560,000	£234,000	£1,794,000
Bennett Square	10	£1,300,000	£195,000	£1,495,000
Newport Road	10	£1,300,000	£195,000	£1,495,000
St Andrews Road	12	£1,560,000	£234,000	£1,794,000
Total	65	£9,220,000	£1,383,000	£10,603,000

All but Rennes are based on £130k per unit build costs

Fees are at 15% - similar to Knights Place

- 7.37 Given the housing need and the reduced number of social rented properties becoming available, it is considered appropriate that the housing service look at delivering these units over the first 10 years of the business plan. Some of the funding will come from surpluses within the HRA following the changes to the subsidy system as set out in Section 6 of this plan. Additional funding may be found from commuted sums obtained from developers in lieu of providing affordable units on new developments.
- 7.38 It is challenging to predict the amount of commuted sums that the Council may receive as many of the negotiations with developers are still ongoing and may be retrospectively challenged over issues such as viability. The Housing Development Team continue to have dialogues with the developers and ensure the best deal whilst still ensuring delivery of schemes.
- 7.39 As any additional funds become available through the new HRA subsidy system and commuted sums, officers will seek approval from Members to bring forward the new council own build. It will need to plan this against the competing demands on resources for greater spending on housing capital projects and purchasing properties through the open market to add to the housing stock. It is likely that we would look to purchase ex-RTB properties in need of repair at below the market value with a view to spending capital to bring them up to the Decent Homes Standard and where appropriate, install suitable adaptations for disabled households.
- 7.40 Council own build and purchasing off-the-shelf both have pro and cons. A combination of both is proposed. The average costs of a council own build and an ex-RTB are currently about the same. The new build is likely to have better environmental credentials but is likely to be a one or two-bed flat with limited parking and smaller communal areas. However, it is anticipated that this would be used to free up family accommodation through the downsizing scheme. Purchasing an ex-RTB would free up a three or four-bed home within our current estates.

8. PERFORMANCE MONITORING

Housing Service Performance Management Arrangements

- 8.1 The Housing Service sees performance management as essentially taking action in response to actual performance so that services and outcomes for users can be improved.
- 8.2 Our performance management framework follows the **Plan, Do, Review and Revise** approach.
- **Plan:** We follow the Council's overall Vision statement (the Community Strategy) and the Strategic Objectives of the Council's Corporate Plan. We also have our own Housing-specific Service Improvement Plan which contains a set of action plans for all housing services. Priorities are cascaded from corporate level, through to service level and ultimately to individual level.
 - **Do:** We take practical action to improve services as a result of monitoring performance. We support a culture of improvement, risk management and helping people to achieve a better performance.
 - **Review:** We monitor performance to allow early, corrective action. We measure and report on performance using performance indicators and targets based on accurate data and clear presentation.
 - **Revise:** We use the information we collect to change priorities; to change what we do and how we do it; to alter plans and review whole services; and to re-organise staffing arrangements and re-allocate finance.
- 8.3 In terms of performance monitoring, Housing provides a set of sixteen performance indicators to the set of Council-wide corporate PIs. These cover our main activities and are provided every quarter.
- 8.4 We also publish a Quarterly Performance Digest which records almost fifty performance indicators, with targets where appropriate, over a range of key housing services. Each Digest contains data going back at least three years and allows readers to make informed judgements about performance and satisfaction. Information is presented in numerical, chart and written formats to make it as accessible as possible.
- 8.5 The Digest is published on the Council's website and is distributed, in electronic form, to all councillors and housing staff. It is also sent to a number of tenants who comprise the Performance Review Committee.
- 8.6 The Performance Review Committee (PRC) is a tenant-led scrutiny committee (which also includes the Portfolio Holder for Housing and the Chair/Vice Chair of the Community Scrutiny Committee) which looks at performance issues across the whole of housing. The main focus of the Committee is the Digest. Members receive verbal reports at each meeting from all senior housing managers and have the opportunity to question them on any aspect of performance.
- 8.7 Last year Landlord Services carried out a comprehensive consultation exercise involving all tenants to establish a series of 'Local Offers' or locally agreed service

standards. Our performance against these offers will form the basis of next year's Annual Report to residents.

- 8.8 All targets are reviewed annually through the PRC and risks are reviewed biannually. Any resulting actions are fed through to the Service Improvement Plan.
- 8.9 Other standing groups also look at performance issues, for example the Repairs Partnership Board and the Voids Group.
- 8.10 Other aspects of the performance framework include regular service reviews carried out according to best value principles; regular strategy reviews (including annual reviews of action plans); regular updating of policies and procedures according to agreed timescales and annual staff appraisals.
- 8.11 Activity is co-ordinated through a Housing Managers' Group and through an Operational Managers' Team.
- 8.12 Activity is publicised through team meetings for individual services; staff meetings for all staff; individual one-to-one meetings between staff and managers; web pages on the Council's website; the Council's intranet pages; and through the residents magazine, *InSight*.
- 8.13 We benchmark our performance through Housemark, the national benchmarking organisation. We always aim to be in the top quartile of housing organisations for each performance indicator. Last year we performed particularly well in the following areas:
- The number of 'additional lettings' (that is, accommodation that does not fall under the title 'New Affordable Housing') provided increased from 140 to 284
 - The number of long term empty homes brought back to use increased from two to nine
 - Despite approaches to Housing Advice increasing by nearly 14% and the number of households on the housing register increasing by 44%:
 - the number of homelessness acceptances remained the same
 - the number of homelessness preventions increased by over 22%
 - the time taken to process Home Choice applications fell by over 31%.
 - Average void turnaround time for empty council properties fell by 20%
 - All anti-social behaviour cases were interviewed on time
 - The number of repairs successfully undertaken increased by 30%
 - The level of rent arrears fell to an unprecedented 0.9% of total rent due
 - Leasehold service charge arrears fell by 14%.

Some areas could be improved, of course, these include:

- Taking on more Private Sector Leased (PSL) properties
- Enabling more homes to be built to wheelchair standard
- Reducing the number of empty garages
- Improving the rate of completion of responsive repairs
- Improving the rate of completion of void repairs.

Housing Service Improvement Programme 2011-2012

Major Projects Programme – 2011/12

ANNUAL REVIEWS	
1.	HRA Business Plan (implement a new self-financing HRA in line with Government proposals. Work with CIH Consult and ARCH to lobby for the best deal for housing) HRA Business Plan (complete)
2.	Asset Management Strategy annual review Asset Management Strategy (complete)
3.	Annual review of the Housing Strategy (report to September Scrutiny) See Strategic Housing Services Major Projects Housing Strategy (ongoing)
4.	Annual review of the Homelessness Strategy (report to September Scrutiny) Homelessness Strategy (complete)
5.	Annual review of Empty Homes Strategy (report to September Scrutiny) Empty Homes Strategy Action 1 & 3 (complete)
6.	Review Housing Risk Register (six monthly) (ongoing)
7.	Review Service Improvement Plans for all service areas in consultation with staff and customers (December – January) All Strategies (ongoing)
8.	Review performance targets across the Housing Service (January will form part of the transformation and systems thinking)
9.	Annual Review of the Temporary Accommodation Reduction Plan (complete)
10.	Annual review of Career Development Scheme
11.	Annual review of Devon Home Choice policy (complete)
12.	Annual review of Housing Services web pages (complete)
13.	Work closely with the review of the Council's Corporate Structure to ensure the continuation of a comprehensive Housing Service (ongoing)
14.	Complete reviews of policies, procedures and EQIAs as timetabled for adding to the intranet site Housing Strategy Action 17e (ongoing)
15.	Re-design the Housing Performance Digest to meet the new TSA Standards and customer expectations (see action 8)
16.	Continue to implement the Housing Equality and Diversity Strategy Equality & Diversity Strategy (ongoing)

17.	Complete the homes in Wave One of the Council's Own House Building Programme (COB) and transfer to landlord services (complete)
18.	Develop a Devon-wide Strategy with all social landlords for the implementation of new 'Affordable Rent' tenancies and 'Fixed Term Tenancies' (ongoing consultation)
19.	Continue to implement the 'Value for Money' Strategy for Housing Value for Money Strategy
20.	Develop a local tenancy policy (in respect of Landlord Services) in the light of government legislation on fixed term tenancies and affordable rents (due in 2012)
21.	Review and revise Anti-Social Behaviour Strategy (due in March 2012)
22.	Review and revise Neighbourhood Management Strategy Asset Management Strategy Action 7
23.	Implement the new Neighbourhood Management structure and ensure full training/team building is included (complete)
24.	Continue to implement the Tenant Census action plan (including Academy v15) Asset Management Strategy Action 12 / Equality & Diversity Strategy Action 30 & 31 / Older Persons Housing Strategy Action 10e & 14f (waiting for the new version of housing management system to be installed)
25.	Start the process of re-tendering the grounds maintenance work (to include the Garden Assistance Scheme and other general shrub maintenance). Include a mapping exercise to identify and store details of all land held within the HRA Asset Management Strategy Action 14
26.	Review the Housing Resident Involvement Service and Strategy. To include new methods of engagement and a new governance structure. Incorporate a Consultation Strategy for anticipating, investigating and satisfying customers' needs within Strategic Housing Services Resident Involvement Strategy Action 13 (due to be completed in March 2012)
27.	Review the Disabled Adaptations Policy and Procedure using the findings from the RATS report (completed and implemented)
28.	Continue the review of the Older Persons' Warden Service with the emerging Supporting People Strategy and implement proposals once agreed Housing Strategy Action 7c / Asset Management Strategy Action 1 (ongoing)
29.	Review and amend the Repairs Handbook to reflect the new repairs contract. Re-design to meet housing standards
30.	Undertake the bi-annual STATUS Survey in September 2011 Resident Involvement Strategy Action 6 (working with East and Mid Devon)
31.	Implement the communal cleaning contract, working with the new contractor and residents to ensure standards are met (complete)

32.	Complete self assessment for Landlord Services (given changes in regulation now deferred)
33.	Assess and review satisfaction surveys currently carried out and seek to improve the levels of returns using new methods of collection
34.	Undertake a review of the use of 'incentive schemes' for tenants to improve rent payments and reduce cases of anti-social behaviour – using the finding of the RATS report
35.	Re-design the Annual Report for Tenants and Leaseholders to reflect the new TSA Standards (complete)
36.	Start the review of the 2007-2012 Housing Strategy (for implementation in 2012). Include a review of all related strategies (including Private Sector Housing) to produce a more focussed strategy targeting the highest needs within the City
37.	Produce Accessible Housing Strategy
38.	Produce Affordable Housing Investment Strategy
39.	Complete the restructure proposals for the Housing Enabling team and seek member approval. Implement once approval received (complete)
40.	Implement the new Housing Needs restructure and ensure staff training/team building is included (complete)
41.	Introduce a formal Partnership Agreement with RP partners to help fund the Enabling/Empty Homes service Housing Strategy Action 8c / 26c / 30b (complete)
42.	Assess the impact of the changes to Supporting People funding for Homelessness Services. Where detrimental to services lobby for additional resources. Devise plans to plug gaps in service where possible using a range of partners Homelessness Strategy Action 2.3 (ongoing)
43.	Review homelessness prevention policies and procedures to take account of changes proposed in the Localism Bill
44.	Review Affordable Housing Delivery and the associated Capital Programme in the light of available resources and new Government policy on Affordable Rents (ongoing)
45.	Continue to develop and implement a robust Supplementary Planning Document (SPD) on affordable housing with Planning Services to reflect our emerging ambitions to secure more homes (complete)
46.	Work with Treasury to assess and minimise the impact of changes to Local Housing Allowance to reduce the impact on homeless approaches (ongoing)

Job title abbreviations used:

AHOH – Acting Head of Housing

EHO – Empty Homes Officer

EHPM – Empty Homes Partnership Manager

EHPO – Empty Homes Partnership Officer

FO- Finance Officer

HEM – Housing Enabling Manager

HEO - Housing Enabling Officer

HNM – Housing Needs Manager

HNSTL – Housing Needs Support Team Leader

HOTL- Housing Options Team Leader

HRIM - Housing Resident Involvement Manager

IRM – Income Recovery Manager

LDHOO – Learning Disability Housing Options Officer

PPA - Performance and Projects Assistant

PPM – Performance and Projects Manager

RATSM - Repairs and Technical Services Manager

SHM – Strategic Housing Manager

SIO – Service Improvement Officer

SLTL – Sustainable Lettings Team Leader

SMOC – Strategic Move On Co-ordinator

STAL – Supported Temporary Accommodation Lead

TSM - Tenancy Services Manager

Individual Service Improvement Plans

Voids / Lettings Procedure

No	Action / Recommendation	Benefits/ <i>How Measured</i>	Who	Target	Progress
1.	Review void lettable standard following the TSA survey and publicise to new tenants	<ul style="list-style-type: none"> Improved standard to meet expectations <i>New standard agreed and leaflet produced</i> 	TSM/ RATSM	Dec 2011	Report from RATs received and review of policy in place
2.	Start a regime of inspection by the RAT's team to monitor void standards	<ul style="list-style-type: none"> Independent inspection helps to monitor standard <i>Random inspections in place</i> 	RATSM	Jun 2011	Completed
3.	Work with Mears to improve the void turnover time	<ul style="list-style-type: none"> Improves void turnover and increases income <i>Mears meeting targets set</i> 	RATSM	Ongoing	Turnover time exceeding target action plan with Mears agreed
4.	Develop a new pictorial Tenancy Agreement for vulnerable tenants	<ul style="list-style-type: none"> Explains the tenancy conditions to those unable to understand the full agreement <i>Pictorial agreement published</i> 	TSM/HS	Dec 2011	
5.	Develop a summary of the existing Tenancy Agreement in partnership with residents	<ul style="list-style-type: none"> Quick guide for tenants <i>Summary document published</i> 	TSM/HS	Mar 2012	

Tenancy & Estate Management

No	Action / Recommendation	Benefits/ <i>How Measured</i>	Who	Target	Progress
1.	Review use of the appointment system for estate officer staff and implement actions to increase its use. This will include audit of recording visits to tenants home, the reasons why and the outcome in a standard format	<ul style="list-style-type: none"> • Improved service to tenants. Better time management for housing staff. Ability for housing assistants to make appointments • Improved information on the reasons for visiting. Improved strategic planning of services • <i>Recording system implemented</i> • <i>Greater take up of Appointment system established</i> 	TSM	Oct 2011	Script is now constructed to help Neighbourhood Housing Assistants to ask probing questions when answering the phone which will enable them to make appropriate appointments for the Neighbourhood Housing Officers. Appointment system in place.
2.	Review Estate Improvement budgets and consider using My Neighbourhoods to better involve residents in setting priorities and spending the available funding	<ul style="list-style-type: none"> • Greater resident focus on key estate improvements and a better understanding of resources available and demands the service faces <p>Estate improvement policy reviewed and changes agreed</p>	TSM/ HRIM	Oct 2011	The prioritising of Neighbourhood issues at Community forum meetings is intended to assist us in prioritising this budget. Estate Walkabouts also result in money being spent from this budget. Problems brought to our attention by the Cleaning Contractor also having an impact.
3.	Set up Academy link and alerts to document imaging to allow access to census additional information form	<ul style="list-style-type: none"> • One button access to information re contact to tenants • <i>Link via button on front screen of Academy to census form</i> 	IRM	July 2011	Version 16 on test which has direct link to DIP. This will live in 2012

No	Action / Recommendation	Benefits/ <i>How Measured</i>	Who	Target	Progress
4.	Set up Academy to generate standard letters for all tenancy and estate management issues. Allowing for different fonts where required	<ul style="list-style-type: none"> • Tailoring service to individual needs of tenants. • <i>Letters on Academy and set in different fonts etc.</i> 	IRM	Dec 2011	Neighbourhood Management letters all set and working on Academy
5.	Intensive management in flats initiative - develop a policy for consultation	<ul style="list-style-type: none"> • Test if co-ordinated programmed works with estate management work to assess better service provided. Agree and set up a neighbourhood agreement <p><i>Full impact assessment of pilot scheme appraised and rolled out if merited. Neighbourhood agreement in place</i></p>	TSM/ AHOH	Mar 2012	Work currently being carried out across a number of blocks of flats to co-ordinate internal and external works and involve residents in other improvements.
6.	Finalise the review of the Mutual Exchange procedure and implement Housing Strategy Action 32k	<ul style="list-style-type: none"> • New procedure will guide officers and prevent recharges • <i>New procedure agreed and published</i> 	AHOH	Mar 2012	

Leasehold Management & Right to Buy

No.	Action / Recommendation	Benefits/ <i>How Measured</i>	Who	Target	Progress
1.	Continue a customer profiling exercise of leaseholders and use the data to tailor services accordingly	<ul style="list-style-type: none"> • Leaseholder information will lead to an improved service tailored to individual needs • <i>Leaseholder profiling completed holding at least 50% of leaseholders info on database</i> 	IRM	60% by Mar 2012	Over 30% returns done, second mail out about to go
2.	Arrange and attend at least two leaseholders events annually <i>Resident Involvement Strategy Action 8</i>	<ul style="list-style-type: none"> • Leaseholders given an opportunity to discuss issues and influence decisions • <i>Leaseholder events take place</i> 	IRM	Ongoing	Next meeting due in the next few weeks
3.	Investigate and devise a plan for the fitting of fire doors to leaseholders flats	<ul style="list-style-type: none"> • Fire safe doors installed • <i>Doors fitted to leaseholders and tenants</i> 	IRM/AHOH/RATSM	Aug 2011	Plan in place and agreed

Resident Involvement

No	Action / Recommendation	Benefits/How Measured	Who	Target	Progress
1.	<p>Review the Housing Resident Involvement Strategy. Include new methods of engagement and a new governance structure. Incorporate a Consultation Strategy for anticipating, investigating and satisfying customers' needs within Housing Services.</p> <p><i>Resident Involvement Strategy Action 1, 5, 12 & 13 / Equality & Diversity Strategy Action 7 & 8 / Older Persons Housing Strategy Action 26d & 28d.</i></p>	<ul style="list-style-type: none"> • Updated and more effective strategy • <i>New strategy introduced and increased satisfaction from residents of their ability to be involved</i> 	HRIM	Sept 2011	Due to the change in staff this is now due to be taken to Scrutiny in March 2012
2.	<p>Organise Tenants Conference in 2011 ensuring good attendance</p>	<ul style="list-style-type: none"> • Good contact and information sharing with tenants • <i>Attendance of over 50 residents</i> • <i>Publicity/marketing undertaken</i> 	HRIM	Sept 2011	Complete
3.	<p>Tender and carry out STAR (replacement for STATUS) survey in September 2011</p> <p><i>Resident Involvement Strategy Action 6</i></p>	<ul style="list-style-type: none"> • Satisfaction data provided helps shape next SIP • <i>Survey completed</i> 	HRIM	Sept 2011	Started but delayed until December 2012. Currently going to tender and devising questions may also include Mid and East Devon.

No	Action / Recommendation	Benefits/ <i>How Measured</i>	Who	Target	Progress
4.	<p>Work with the RAT's and ensure their annual work plan links with planned service reviews</p> <p><i>Asset Management Strategy Action 13 / Resident Involvement Strategy Action 9</i></p>	<ul style="list-style-type: none"> • RAT involvement will ensure a greater understanding of the service under investigation and tenants views of it • <i>RAT annual work plan agreed</i> 	HRIM/AHOH	May 2011	Currently working on survey to tenants and applicants on flexible tenancies. HRIM to devise a 2 year plan
5.	<p>Investigate all surveys currently carried out identifying those with poor return rates. Review survey forms and the options of how the surveys are carried out</p>	<ul style="list-style-type: none"> • Standardise surveys better return rates. • <i>Increased survey returns</i> 	PPA/HRIM	Mar 2012	
6.	<p>Arrange for Resident Involvement training for Landlord Services staff</p>	<ul style="list-style-type: none"> • Better understanding of Resident Involvement Strategy • <i>Training completed</i> 	HRIM	Dec 2011	
7.	<p>Undertake a satisfaction survey on the Insight magazine and analyse the results</p>	<ul style="list-style-type: none"> • Better understanding of customer views will help make further improvements • <i>Survey complete and results published</i> 	HRIM	Aug 2011	Will form part of the star survey

Stock Investment & Maintenance

No	Action / Recommendation	Benefits/How Measured	Who	Target	Progress
1.	Work with Mears to investigate and introduce a new Handyman service for older and vulnerable tenants	<ul style="list-style-type: none"> Reduces repairs costs. Increases satisfaction. Prevent damage to property <i>Handyman service implemented</i> 	RATSM	Dec 2011	Started August 2011. Being operated on a 6 month trial basis
2.	Work with Mears to investigate and introduce targeted property MOT's	<ul style="list-style-type: none"> Pro-actively identifies repairs. Targets vulnerable tenants and non-reporters <i>Property MOT's implemented</i> 	RATSM	Mar 2012	Properties identified but tenants not contacted yet
3.	Continue the stock condition survey and input data in new database (codeman) <i>Asset Management Strategy Action 2, 3 & 4 / Equality & Diversity Strategy Action 13</i>	<ul style="list-style-type: none"> Updated stock condition data will assist with planning future maintenance programmes <i>SCS completed</i> 	RATSM	On-going	Additional stock condition surveyor resources added to complete targeted number of surveys by December 2011
4.	Continue Stock Asbestos Survey & Fire Risk Assessments Survey, input data and inform tenants as appropriate <i>Asset Management Strategy Action 16</i>	<ul style="list-style-type: none"> Improved information on the location, type and condition of asbestos in our stock <i>Survey commenced</i> 	RATSM	On-going	Continuing

No	Action / Recommendation	Benefits/How Measured	Who	Target	Progress
5.	Review of Recharges Policy and Procedure including how documentation is held to support recharging. This will include supporting people and collection by the Income Recovery Team	<ul style="list-style-type: none"> Better chance of collecting recharges <i>New policy and procedure introduced</i> 	RATSM/ IRM/TSM	Mar 2011	<p>New policy agreed by Scrutiny Committee in Nov 2011</p> <p>Rechargeable repairs now being recovered by IMT. New procedure in place</p>
6.	Design a scoring system to enable comprehensive appraisal of housing stock. Implement scoring system once designed <i>Asset Management Strategy Action 6</i>	<ul style="list-style-type: none"> Better understanding of priorities for planned works <i>Scoring system designed and in place</i> 	RATSM	Apr 2012	Still waiting for some information. Possibility that information may not be obtainable so may have to consider undertaking scoring with information that is available. Need to consider what we want to use information for
7.	Introduce mobile working for technical officers following the introduction of new contract	<ul style="list-style-type: none"> Reduction of workloads and reduce processes <i>Mobile working introduced</i> 	RATSM	Mar 2012	Revised prices obtained that affects business case. Refer back to Committee for further approval
8.	Implement Repairs Locator for Housing Assistants and on website for tenants	<ul style="list-style-type: none"> Right first time in identifying repair <i>Repairs locator up and running</i> 	RATSM	Sept 2011	Complete
9.	Carry out actions from Housing Energy and Sustainability Improvement Plan – include working with Head of Contracts on installing PV cells on Council housing <i>Housing Strategy Action 24b</i>	<ul style="list-style-type: none"> Reduced carbon emissions and improved sustainability <i>Action plan completed</i> 	RATSM	Apr 2012	<p>Rent a roof scheme now in place</p> <p>The Housing and Energy Sustainability Improvement Plan no longer exists</p>

Income Management / Arrears Recovery

No	Action / Recommendation	Benefits/ <i>How Measured</i>	Who	Target	Progress
1.	Implement the transfer of responsibility for the collection of rechargeable repairs from Treasury Services to Income Recovery	<ul style="list-style-type: none"> • Integrated income recovery will help increase collection rates • <i>Transfer completed</i> 	IRM	July 2011	Rechargeable repairs now being recovered by IMT. New procedure in place
2.	Develop a procedure for dealing with arrears/rent payment issues for vulnerable tenants and those with multiple debts. Include an EQIA	<ul style="list-style-type: none"> • Improved understanding of need. Reduction in arrears • <i>Procedure developed and published</i> 	IRM	Oct 2011	Devon wide protocol being piloted by ECC and a few Registered Providers
3.	Provide a revised rent statement for tenants that will be easier to understand	<ul style="list-style-type: none"> • Better information to tenants about their rent account • <i>Reduced number of tenant enquiries regarding their rent statements</i> 	IRM	Sept 2011	Available with version 16 Academy. Hope to go live after testing once installed

Housing Enabling Service Improvement Plan

No.	Action	Benefit/How measured	Who responsible	Target	Progress/comments
STRATEGIC					
1	Ensure SHIP has a direct input into the Housing Strategy review	Form stronger links with external partners; <i>SHIP involved with Housing Strategy review</i>	AHOH / SHM	June 2011	Consultation will take place as part of Housing Strategy refresh
ACCESS TO SERVICES					
2	Research implications of Islamic teaching on loans/interest and possible effect on housing options <i>Housing Strategy Action 10a</i>	Ensures housing options policies are inclusive to Muslim customers; <i>Production of research document</i>	HDM	September 2011	On-going – Getting Islamic groups to engage in consultation on the Older Person's Housing Strategy was unsuccessful. According to the Policy Officer, this is a common problem.
3	Work in partnership to increase the availability of appropriate housing and support services for people with mental health problems living in the community <i>Housing Strategy Action 2b & 4a</i>	New flexible supported accommodation model agreed; <i>Accommodation model implemented</i>	SHM / HNM	Apr 2011	Ongoing – work being undertaken to draw up access pathway to support services in partnership with DCC
4	Research need for accommodation for people with sensory disabilities and work with registered providers to meet identified need	New flexible supported accommodation model agreed; <i>Research document published</i>	HDM	July 2011	Report has been produced for Debbie Scott and Chris Hancock by Housing Projects Officer
OPERATIONAL					

No.	Action	Benefit/How measured	Who responsible	Target	Progress/comments
5	Identify sites under 14 units that have planning consent for private development and find ways of bringing forward for affordable housing. Housing Strategy Action 30c & 32c	Increase supply of affordable housing; <i>Sites identified</i>	HDM	Mar 2011	Sites identified and analysed. No new opportunities to bring forward affordable housing under current funding arrangements. Anticipated new threshold (from 15 to 3) in new Core Strategy should provide greater scope for more affordable housing subject to viability
6	Support development of STEPs housing project in partnership with Exeter Shilhay and Chapter One Housing Housing Strategy Action 32e / Empty Homes Strategy Action 15	Increase supply of affordable housing; <i>Sites identified.</i>	HDO	Mar 2011	Voluntary sector fundraising has not reached the levels required to secure accommodation. One development site was identified but not pursued fully due to pre-application planning issues, the search for appropriate sites continues
PERFORMANCE MANAGEMENT					
7	Review and amend existing procedure manuals and undertake refresher training where necessary	Clear written procedures for staff to provide consistent service; <i>Procedures written</i>	SHM / HDM	Mar 2012	Procedures completed for Empty Homes and Enabling
8	Draw up an EQIA timetable for Strategic Housing in liaison with the corporate Policy Unit	Ensure all housing policies impact positively for all customers; <i>EQIAs complete</i>	SHM / HDM	Mar 2011	EQIA for Empty Homes Work completed
9	Develop a set of specific Enabling service standards with service users and stakeholders; publicise them; monitor them	Ensure services provided meet expectations of customers; <i>Service standards agreed</i>	HDM	Mar 2012	Service Standards completed and part of the new Registered Provider (RP) Partnership Agreement
SATISFACTION					

No.	Action	Benefit/How measured	Who responsible	Target	Progress/comments
10	Collect and collate satisfaction surveys of tenants of new build RP properties Housing Strategy Action 15b	Use satisfaction to ensure future housing meets expectations; <i>Surveys collected</i>	HDO	Ongoing	Questionnaires issued to RPs on completion of all new schemes
TRAINING					
11	Promote a comprehensive training programme for Enabling Officers on S106 Agreements, Code for Sustainable Homes, Lifetime Homes Standards, sustainability methods etc.	Ensure staff have the necessary knowledge and skills to maximize opportunities; <i>Production of training programme.</i>	HDM	Ongoing	Training programme commencing November 2012 on Development Economics. Further training planned for 2012

Housing Needs - Service Improvement Plan

No.	Action / Recommendation	Benefits/How Measured	Who	Target	Progress
STRATEGIC					
1	<p>To rerun the Shelter Quality Standards Framework (QSF) for Devon and benchmark against other authorities</p> <p>Homelessness Strategy Action 1.2</p>	<p>Standardise Housing Advice across Devon and increase quality in Exeter</p> <p><i>QSF Rerun for Devon – ECC to seek ‘excellent’ rating</i></p>	HNM / HOTL	Apr 2012	<p>First Year completed – Exeter considered joint first of 10 authorities</p> <p>2nd year to be rerun December 2011</p>
2	<p>To implement Enhanced Housing Options into Housing Advice Service as per successful Devon wide bid</p> <p><i>Homelessness Strategy Action 1.3</i></p>	<p>More holistic service offered to applicants including employment and debt advice. Opportunity to prevent homelessness long term and encouraging self sufficiency in homeless applicants</p> <p><i>Numerous targets see EHO bid document</i></p>	HNM / HOTL	Apr 2012	<p>Money Advice officer now working alongside Housing Advice</p> <p>Housing Advice Officer based at JC+ from November 2011</p>
3	<p>To develop the already implemented shared Shelter Young Person Protocol between CYPS and Housing</p> <p><i>Homelessness Strategy Action 4.3 & 6.6 / Equality & Diversity Strategy Action 11</i></p>	<p>Clear designation of roles of statutory agencies. Clarity on housing pathway for young person</p> <p><i>No homelessness acceptances of 16/17 year olds and no use of B&B for this group</i></p>	HNM / HOTL	Ongoing	<p>Protocol in place but needs monitoring to ensure consistency – DCC still using B&B for 16/17 yr olds although we are not</p>

No.	Action / Recommendation	Benefits/How Measured	Who	Target	Progress
4	<p>To input into the redesign of Supporting People Services as Targeted Support Services and make sure assessment and resource allocations systems meet the housing needs of Exeter's population</p> <p><i>Housing Strategy Action 2b & 3a / Equality & Diversity Strategy Action 14 / Homelessness Strategy 2.10</i></p>	<p>Clearer access to support services</p> <p>Services designed to meet needs most effectively</p> <p><i>Service design approved by ECC</i></p>	HNM	Apr 2012	<p>Working group set up to review through Devon Social Inclusion Group</p> <p>ECC preferred option for support assessment and referral selected by DCC</p>
5	<p>Continue to stress the critical nature of the re-housing service to members and senior management</p> <p><i>Homelessness Strategy Action 1.10</i></p>	<p>Increase awareness of demands on service</p> <p>Tackle 'gatekeeping' myth</p> <p><i>Regular updates sent out and events held – Social media being used</i></p>	HNM	Ongoing	<p>Social media business case approved and pending development</p>
6	<p>To review Homelessness Strategy with the aim of revising action plans</p> <p><i>Homelessness Strategy Action 6.5</i></p>	<p>Ensuring Strategy is a relevant document</p> <p>Clear aims and objectives in tackling homelessness</p> <p><i>Strategy reviewed by wide range of contributors</i></p>	HNM	Apr 2012	<p>Quality Standards Framework assessment completed actions recommended for Strategy</p>
7	<p>To complete Move On Strategy</p> <p><i>Homelessness Strategy Action 2.13</i></p>	<p>Greater through put in supported accommodation</p> <p><i>Contribution to rough sleepers target of no more than 9 and 0 in 2012</i></p>	SMOC / LDHOO	Sept 2011	<p>Evidence base drawn up</p>

No.	Action / Recommendation	Benefits/How Measured	Who	Target	Progress
8	<p>To work jointly across Devon to implement the recommendations from Private Rented Sector paper produced as part of Enhanced Housing Options Project</p> <p>Homelessness Strategy Action 1.3</p>	<p>Better access to PRS for vulnerable groups Devon wide access created through one access point – Devon Home Choice</p> <p><i>Properties advertised through CBL</i></p>	HNM	Apr 2012	Funding confirmed and voluntary agencies tasked with arranging 36 new PRS tenancies in Exeter
ACCESS TO SERVICES					
9	<p>Explore use of single person Private Sector Leasing properties for wider use - inc. probation, learning disability, care leavers etc, modelled on STAR project</p> <p>Homelessness Strategy Action 2.9, 2.13 & 5.5 / Equality & Diversity Strategy Action 14</p>	<p>Increase housing options available</p> <p><i>30 Properties a year used for this purpose</i></p>	HNM / SLTL / HOTL	Apr 2012	23 x STAR placements to date
10	<p>Ensure as part of call handling that enquirers are actually able to reach the Civic Centre to pick up forms, get advice, etc.</p>	<p>To prevent discrimination against those who cannot get into the Civic Centre for help</p> <p><i>Staff training completed</i></p>	SIO	Apr 2012	Mystery Shopping to be arranged
11	<p>Develop pathways protocols between housing and adult social care</p>	<p>To improve access and joint working. Better customer experience</p> <p><i>Decrease in homeless acceptances</i></p>	LDHOO	Dec 2011	Specialist Officer now in post, protocols to be drawn up
OPERATIONAL					

No.	Action / Recommendation	Benefits/How Measured	Who	Target	Progress
12	<p>To make sure most applicants receiving a 'negative' homelessness decision are provided with a viable alternative housing option</p> <p>Homelessness Strategy Action 3.6</p>	<p>Reduction in repeat homelessness. Reduction in number of roughsleepers. Less time spent in temporary accommodation for 'negative' decisions;</p> <p><i>75% of applicants receiving a 'negative' decision also receive a viable housing option</i></p>	HOTL	Apr 2012	Current figures at 50% - June 2011
13	<p>To expand the EXtraLet Scheme to include properties advertised through the Home Choice system</p> <p>Homelessness Strategy Action 5.1 / Housing Strategy 28f</p>	<p>Provide specialist property management service using TAT's experience and skills. To continue the bringing on of new properties;</p> <p><i>No annual drop off in rate of new properties being taken on</i></p> <p><i>At least one property a month advertised through CBL</i></p>	HNM / SLTL	Ongoing	Policy and procedures In place – current lack of supply and high demand means Home Choice not required to allocate properties
14	<p>To continue to oversee the transition to the new maintenance contractor for PSL and EXtraLet properties</p>	<p>Provide value for money. Provide better tenant satisfaction;</p> <p><i>90% of tenants satisfied with repair work</i></p> <p><i>Budget within 10%</i></p>	SLTL	Apr 2012	Successful contractor now appointed – budget within 10% - over 90% tenants satisfied

No.	Action / Recommendation	Benefits/How Measured	Who	Target	Progress
15	Implement a re-structure and re-design of frontline service to provide additional resources ensuring managers highlight the benefits to staff	Improve service to Customers Increase time spent on first contact <i>Increase in preventions – decrease in numbers in Temp Acc</i>	HNM / HOTL	Apr 2011	Restructure completed – numbers steady in Temp Acc and preventions increasing
16	To continue the Temporary Accommodation Reduction plan towards the revised target of 115 households by April 2012	Less cost in providing temporary accommodation. National target met <i>115 households in TA</i>	HNM/SLTL/ HOTL/ SMOC	Apr 2012	148 in October 2011
17	Procure more self contained temporary accommodation and continue Improvement of quality of temporary accommodation Homelessness Strategy Action 2.9	Less repeat homelessness, less management issues, less reactive repairs cost <i>To monitor through service users groups</i> <i>To ensure all PSL properties are decent homes standards</i>	SLTL/SIO	Ongoing	Ongoing – need benchmarking activity with other authorities to monitor standard
18	Implement Housing Action Plan with Tenant Services Authority and promote Exeter’s role as a pilot authority in this project	Better joint working in tackling homelessness with RPs. Tackle restrictive lettings practices; <i>Action plan drawn up and actions achieved in partnership with RPs</i>	HNM	April 2012	Action Plan approved and ongoing

No.	Action / Recommendation	Benefits/How Measured	Who	Target	Progress
19	<p>Develop street outreach service with new provider and propose service as Single Homeless Outreach Team to manage all referrals into Targeted Support Services</p> <p>Homelessness Strategy Action 2.5, 2.7, 2.8 & 6.6</p>	<p>Increased outreach provision. Better links between outreach and accommodation providers</p> <p><i>No-one roughsleeping longer than 24 hours without been contacted and offered an option</i></p>	HNM / Shilhay	Apr 2012	Roughsleeper numbers 29 at last count – Nov 2011. Exeter SHOT now operating in East Devon and county wide roughsleeping phone reporting services from Sept 2011
20	<p>To bring back into use 62 Howell Road and ‘Prospects’ Building to assist in supported accommodation move on</p> <p>Homelessness Strategy Action 2.9 & 2.13</p>	<p>Better range of move on options for stabilised residents</p> <p><i>Properties back into use and managed within Exeter Move On Panel</i></p>	HNM / SHM	Ongoing	Howell Road – Shillhay now managing Prospects – now on market for sale
21	<p>To implement a hospital discharge policy with RD&E</p> <p>Homelessness Strategy Action 1.11 & 6.6</p>	<p>No crisis homelessness referrals from hospital. No bed blocking from homeless clients</p> <p><i>All homeless patients referred to Housing Advice at least 24 hours before discharge</i></p>	HNM / SIO/ LDHOO / H/less Collaboration	Dec 2011	Part of work with new Clocktower Surgery provider
22	<p>Identify longer term solution to filing capacity</p>	<p>Ease of access to old files. Increased space</p> <p><i>Long term capacity for files to be stored</i></p>	HNM / HNSTL	Dec 2011	Additional office space sourced
23	<p>Improve assessment of initial placements in temporary accommodation to suit education, work and family support</p> <p>Homelessness Strategy Action 6.7</p>	<p>Better Customer Satisfaction</p> <p><i>Specific Officer / Team responsible for placements</i></p>	SLTM	Jan 2012	

No.	Action / Recommendation	Benefits/ <i>How Measured</i>	Who	Target	Progress
24	Review whether Housing Needs IT systems are fit for purpose	Mitigating risk of system crash <i>Contingency Plan in place</i>	HNSTL	Apr 2012	Business case completed for new system
25	Review Housing Needs Lone Working Policy	Improve safety off officers <i>Policy updated and taken on by all officers</i>	HOTL / SLTL	Jan 2012	Completed
PERFORMANCE MANAGEMENT					
26	To monitor the implementation of Devon Home Choice and its affect on homelessness prevention and numbers in temporary accommodation to make sure Exeter is fairly served by the sub regional approach	Will provide much greater range of locations for Exeter households to bid on Will ensure Exeter applicants are not penalised <i>Numbers in TA kept below 150</i>	HNM / SMOC	Ongoing	Numbers in TA are below 150
27	Complete analysis of supply and demand on the register over the past 4 years to contribute to refresh of Housing Market Assessment	Better information available to support enablers in negotiation Most acute housing need met <i>Analysis completed and available for comment</i>	HNM / SIO	Sept 2011	Completed

No.	Action / Recommendation	Benefits/ <i>How Measured</i>	Who	Target	Progress
28	To ensure Advisory Services budgets are monitored closely to inform TA reduction plan	Reduction in Temporary Accommodation without significant loss of income Most efficient accommodation forms kept on, least efficient dropped <i>Advisory services spend within £30k of budget</i>	HNM / SLTL / FO	Apr 2012 / ongoing	90% of all Temp Acc expenditure now claimed as subsidy from DWP up from 76% last year
29	Regularly monitor the new repairs and maintenance contract and how this is affecting PSL & EXtraLet properties in terms of financial spend and quality of properties	Better Value for Money, better Quality of Accommodation, better Customer Satisfaction <i>Regular liaison meetings with contractors</i> <i>Spend within £30k of budget</i> <i>95% of tenants satisfied with condition of property</i>	SLTL	Apr 2011 / ongoing	Customer Satisfaction is high – some areas of concern over void times and quality
VALUE FOR MONEY					
30	To complete Value for Money benchmarking activity with Acclaim Consulting and with other Devon authorities	Assess whether the service is 'value for money' <i>Benchmarking completed and results available for analysis</i>	HNM	July 2011	Benchmarking completed – report available

No.	Action / Recommendation	Benefits/How Measured	Who	Target	Progress
31	<p>Explore potential for shared resource Devon wide for inputting of application forms</p> <p>Housing Strategy Action 29c</p>	<p>Better value for money</p> <p>More time made available for officers to focus on being proactive in their role</p> <p><i>Feasibility study completed looking at Devon wide shared resource</i></p>	HNM / HNSTL	Dec 2011	Limited enthusiasm from other local authorities
CONSULTATION					
32	<p>Improve information to applicants and other stakeholders on supply and demand of social housing</p> <p>Agree format for information, frequency of publication etc. Include information on initial letter to applicant. Include LCHO options</p> <p>Homelessness Strategy Action 6.6</p>	<p>Improved information will give customers greater choice and help them decide on the best option for them</p> <p><i>New information agreed and published</i></p>	SIO	Apr 2012	Use of Social Media Sites
33	<p>Improve client consultation and feedback mechanisms</p> <p>Use 'focus groups', client 'Outreach' sessions and specialist panels with external agencies/ Home Choice partners</p> <p>Homelessness Strategy Action 6.1, 6.2, 6.3, 6.4, 6.5, 1.6 & 6.6 / Housing Strategy Action 27b & 29b / Equality & Diversity Action 16</p>	<p>The group will help develop the service and plan improvements</p> <p><i>Formal consultation systems established and documented</i></p>	SIO	Apr 2012	Service Improvement Officer in post and creating surveys and arranging customer interviews.

No.	Action / Recommendation	Benefits/How Measured	Who	Target	Progress
PARTNERSHIP WORKING					
34	<p>Seek involvement with Integrated Offender Management Project and influence direction of project</p> <p>Homelessness Strategy Action 1.6 & 6.6 / Housing Strategy Action 26e</p>	<p>Better joint working between police / probation and housing</p> <p>Less surprise approaches from probation clients</p>	HNM	Ongoing	HNM on management board for IOM.
35	<p>Implement recommendations in the Homelessness JSNA to jointly commission support services and access to support services</p> <p>Housing Strategy Action 26e</p>	<p>Homelessness services properly funded</p> <p><i>Roughsleeper figures lower than 9</i></p> <p><i>Temp Acc below 150</i></p>	HNM	Apr 2012	Work ongoing jointly across Devon – JSNA completed
36	<p>Increase Joint Commissioning of prevention services with other district Councils</p> <p>Homelessness Strategy Action 1.10 / Housing Strategy Action 26e & 29d</p>	<p>Better value for money from Homelessness Grant</p>	HNM	Ongoing	Already Jointly Commissioning Court Desk, Young Persons work
TRAINING					
37	<p>Complete Skills audit of all staff in Housing Needs</p> <p>Homelessness Strategy Action 1.9 & 3.4</p>	<p>To identify skills gaps and training needs.</p> <p><i>100% staff received skills audit</i></p>	HNM / SLTL / HOTL	Dec 2011	
INFORMATION/PUBLICITY					
38	<p>Make contact with community groups / GPs / children's' centres and provide literature and training on lettings system</p> <p>Homelessness Strategy Action 1.6, 1.9 & 3.4</p>	<p>Less demand on Customer First approaches concerning HomeChoice</p> <p>Earlier intervention before housing need becomes homelessness</p>	SIO	Dec 2011	

No.	Action / Recommendation	Benefits/How Measured	Who	Target	Progress
		<i>All relevant agencies contacted in the city and increase in early referrals to Housing Options Services</i>			
39	Design Homelessness Information Pack and regular newsletter advising on Temporary Accommodation Process and potential waiting times in each form of TA. Include Service Standards <i>Housing Strategy Action 29c / Homelessness Strategy Action 1.9 & 3.4</i>	Services Users requested additional information on process and costs of various forms of Temp Acc <i>Less frustration from service users, resulting in 20% less complaints concerning waiting time received from TA residents year on year</i>	HNM / SATL	June 2011	Produced
40	Create Housing options pages on Devon Home Choice website	More information is available before customers present as threatened with homelessness and more options provided to existing social housing tenants <i>Housing Options pages created</i>	SIO / LDHOO	Apr 2012	
41	Create a series of 'Key Sheets' providing housing options and advice around a selection of specific housing needs to go out to new clients requesting application forms	Promoting of Housing Options Agenda Decrease in need for application forms to be completed <i>Continued decrease in Applications submitted</i> Increase in take up of other housing options, exchanges, private rented etc.	SIO / LDHOO	Sept 2011	Not achieved due to other commitments – new target date of December 2011

Empty Homes Service Improvement Plan

No.	Action	Benefit/How measured	Who responsible	Target	Progress/comments
STRATEGIC					
1.	Carry out an Equality Impact Assessment on the Empty Homes Strategy	This is a Corporate requirement to ensure that any new policy/strategy does not discriminate against any groups. <i>Production of EQIA</i>	HDM	June 2011	Completed
2.	Review the Empty Homes Strategy <i>Empty Homes Strategy Action 1</i>	Strategy shows where we are, where we would like to be and how to get there. <i>Production of revised Strategy and Report</i>	HDM	September 2011	Action Plan updated
3.	Secure funding for the Empty Homes Partnership beyond 2011 <i>Empty Homes Strategy Action 11 & 27</i>	Secure funding will enable the work of the Partnership to continue <i>Production of new funding arrangements</i>	HDM	Mar 2011	New partnership in place with 10 RPs. Funding secured with East Devon until April 2012. Mid Devon no longer part of the partnership due to local government funding cuts
OPERATIONAL					
4	Reassess policy towards enforcement including use of Empty Dwelling Management Orders. Produce procedures accordingly. <i>Empty Homes Strategy Action 7</i>	To take a more pro-active approach to bringing back empty homes. <i>Production of new policies and procedures. Publicity.</i>	HDM (policy) HDO (procedure)	June 2011	New policy and procedures in place. Training completed, enforcement work commenced

No.	Action	Benefit/How measured	Who responsible	Target	Progress/comments
5.	<p>Research the availability of other grant funding arrangements and other sources of income</p> <p>Empty Homes Strategy Action 5 & 6</p>	<p>To maximise income to fund service</p> <p><i>Production of report</i></p>	HDM	June 2011	Wessex loans investigated. Significant capital investment necessary to make loans viable. Current budget too limited to facilitate this funding facility. HCA potential grant funding to be explored once prospectus published (late 2011)
6.	<p>Draw up policy and procedure around measuring energy efficiency. Include flowcharts</p>	<p>To retain knowledge within the service</p> <p><i>Production of policy and procedures</i></p>	HDO	June 2011	Not instigated yet. Relevance of this information to be determined
7.	<p>Conduct street surveys to identify vacant units over shops and empty buildings</p> <p>Empty Homes Strategy Action 20</p>	<p>To identify empty homes</p> <p><i>Production of reports</i></p>	HDO	Ongoing	Street surveys commenced
8.	<p>Obtain Council Tax list to identify empty properties</p> <p>Empty Homes Strategy Action 19</p>	<p>To help identify empty homes</p> <p><i>Obtain list</i></p>	HDO	June 2011	Information exchange between Empty Homes and Council Tax ongoing. Read-only access requested but currently resisted by Council Tax for Data Protection reasons. Also applying for access to electoral roll data.

No.	Action	Benefit/How measured	Who responsible	Target	Progress/comments
	PERFORMANCE MONITORING				
9.	Collect and analyse on a regular basis all forms of feedback, including complaints. Develop a system to use feedback as part of performance monitoring.	To learn from other people's views <i>Development of system to capture feedback</i>		Ongoing	Spreadsheet for catching information set up. Ongoing monitoring
	PERFORMANCE MANAGEMENT				
10.	Develop a set of specific EH service standards with service users and stakeholders; publicise them; monitor them	To raise the profile of the service and improve performance <i>Production of new set of standards</i>	HDM	Jan 2012	To be completed
11.	Produce a comprehensive suite of procedures (not mentioned elsewhere) to cover all aspects of the work of the EH team	To improve efficiency and consistency across the service <i>Production of suite of procedures</i>	HDM	September 2011	Enforcement procedures drafted and publication delayed pending feedback from legal
12.	Undertake full Service Review in 2011	Based on Best Value principles to review the EH service and make it fit for purpose <i>Full review plus report</i>	HDM	Mar 2012	Possibility of using the Service Improvement Board for this once re-established
13.	Investigate benchmarking with other comparable organisations	To find out how the service is performing comparatively, and to learn from others <i>Produce report and recommendations</i>	HDM	June 2010	Previous benchmarking undertaken with Teignbridge, East and Mid Devon to be re-assessed.
	VALUE FOR MONEY				
14.	Need to collect facts and figures around the costs and benefits of the Empty Homes Partnership	To improve value for money awareness <i>Produce findings</i>	HDM	September 2011	To be completed

No.	Action	Benefit/How measured	Who responsible	Target	Progress/comments
15.	Check with Housing Needs Manager to see if a cost can be placed on what they would have to do if no Empty Homes work were done	To achieve a full VfM picture <i>Obtain figures</i>	HDM	June 2011	Work previously completed by HNM to be updated
SATISFACTION					
16.	Carry out customer satisfaction surveys, use the results to inform the Service Improvement Plan. Develop a PI and target for customer satisfaction (MJ to assist)	To find out what customers think to improve service delivery. <i>Use surveys regularly and report findings</i>	HDM / HDO	Ongoing	To be completed
PARTNERSHIP WORKING					
17.	Improve working relations with Building Control; Planning; Environmental Health (joint meetings? shadowing? project working? etc)	Improving partnership working to improve the service and increase VfM <i>Minutes of meetings; production of joint protocols etc.</i>	HDM / HDO	June 2011	Executive report completed on working with Council Tax. Work with Environmental Health commenced and dialogue commenced with Building Control and Planning.
TRAINING					
18.	Revive Landlords' Forums in Exeter and Mid Devon	To improve partnership working and service delivery	HDM / HDO	Ongoing	2 nd forum completed, programme for future forums in place
INFORMATION/PUBLICITY					
19.	Produce a pack for reporting empty homes	To encourage reporting of empty homes <i>Production of the pack</i>	HDM	June 2010	Completed
ADMINISTRATION					
20.	Develop a system to ensure we record all signposting/referrals Empty Homes Strategy Action 21	Better record keeping <i>Creation of new system</i>	HDO	September 2011	Spreadsheet set up to record signposting. HDO to monitor

Appendix 2 - 30 Year Capital Programme

Element	B/log	2012-13	2013-14	2014-15	2015-16	2016-17	2017-21	2021-25	2025-29	2029-33	2033-37	2037-41	Totals
		Year 1	Year 2	Year 3	Year 4	Year 5	Yrs 6 to 9	Yrs 10 to 13	Yrs 14 to 17	Yrs 18 to 22	Yrs 23 to 26	Yrs 27 to 30	
Primary Roof Cover (Comm)	0	0	445,458	124,679	574,810	309,594	1,973,217	1,399,155	729,918	729,100	820,427	1,173,348	8,279,706
Secondary Roof Cover (Comm)	0		31,769	25,463	80,353	12,961	106,789	3,530	1,554	17,005	76,631	20,875	376,930
Chimney (Comm)	0		10,334	6,889			117,120	20,668	141,233	177,400	158,456	96,452	728,552
Chimney Flashings (Comm)	0	0	6,475	6,660	2,405	16,280	60,310	19,055	35,428	30,895	22,755	42,365	242,628
Glazed Curtain Wall (Comm)	0		24,050				530,950	157,620	816,590	194,250			1,723,460
Primary Entrance Door (Comm)	0	0	21,645	18,315	86,580	57,720	164,280	15,540	31,080	17,390	34,410	172,050	619,010
Secondary Entrance Door (Comm)	0	0	14,985	16,650	23,310	11,655	33,300	3,330	24,050	17,760	25,530	63,270	233,840
Service/Cupboard/Misc Door (Comm)			1,258	1,258	5,347	4,403	46,132	4,718	22,330	21,379	40,737	21,183	168,742
Primary Windows (Comm)	0		2,072	2,072	3,552	2,590	24,420	9,324	11,914	29,304	42,624		127,872
Secondary Windows (Comm)	0		592	13,024	15,392		7,622	1,184	7,918	3,330	15,984		65,046
Porch/Canopy Roof (Comm)			10,094	21,105	16,669	2,294	18,478	7,474	2,257	10,094	34,295	459	123,217
Door Entry System (Comm)		10,000	22,200		266,400	199,800	1,283,900	222,000	222,000	99,900	577,200	1,217,300	4,120,700
Emergency Lighting (Comm)			100,000	100,000	46,050	0		25,900	142,450				414,400
Landlords Lighting (Comm)			225,900	200,000	238,850	404,350	129,500	394,250	64,750				1,657,600
Internal Floor Finish (Comm)	0	0	70,088	80,798	170,644	73,260	255,448	65,564	240,944	326,562	266,844	72,076	1,622,228
Bin Store Roof Cover (Comm)	0		19,395	6,767	8,710	16,058	12,044	5,506	3,016	25,005	33,492	5,506	135,498
Shed Block Roof Cover (Comm)	0	0	82,687	62,168	80,061	96,119	147,415	19,728	2,812	85,566	256,469	81,208	914,233
Primary Roof Cover	0	300,000	166,506	85,139	375,910	751,605	2,508,375	1,041,591	437,478	931,611	97,424	215,632	6,911,269
Secondary Roof Cover	0	0	36,957	41,854	32,498	43,512	46,141	21,142	14,285	38,812	103,623	20,028	398,851
Chimney	0		30,000	29,854	33,255	79,796	126,337	53,197	219,446	718,178	152,949	26,599	1,469,612
Chimney Flashings	0	0	3,928	2,143	1,429	7,500	29,641	9,285	6,428	11,071	3,214	2,857	77,496
Waste Stack	0	0	50,997	10,999	70,139	47,326	292,243	198,319	65,568	34,070	16,499	5,143	791,303
Primary Windows		20,000		21,999		24,570	73,282	554,544	2,451,306	4,806,617	191,990	102,852	8,247,160
Secondary Windows						14,285		16,571	10,285	89,138			130,279
Front Doors + Fire Prevention	0	200,000	6,428	6,428	462,120	231,417	484,262	74,996	145,707	1,166,370	259,987	733,535	3,771,250
Rear Doors			7,857	6,428		28,570	6,428	31,427	133,565	1,162,799	361,411	42,855	1,781,340
Additional Doors		0		38,570	38,570	19,285	59,283	59,997	12,857	125,708	69,997	65,711	489,976
Primary Wall Finish	0	360,000	117,566	96,067	257,673	357,054	1,619,205	580,114	817,031	620,969		120,851	4,946,528
Secondary Wall Finish	0	0	34,070	21,999	35,255	50,269	760,319	97,667	180,920	15,999			1,196,497
Shed Roof Cover	0	0	22,742	22,428	81,810	107,480	33,498	63,483	130,279	33,198	95,295	28,341	618,555

Porch Roof				1,771	2,657	7,428	2,671			49,355	7,971		71,854
Porch Structure							7,143	20,713				23,570	51,426
Canopy		0	33,997	51,283	20,000	73,996	32,284	6,428	51,426	11,428			280,843
Kitchen	979,200	600,000	1,628,540	1,628,540	628,540	828,430	2,749,863	2,749,863	2,435,593	3,221,268	4,242,645	4,871,185	26,563,665
Kitchen Extractor Fan	20,800	0	15,714	17,142	41,427	54,997	232,846	225,703	137,779	401,409	65,711	187,776	1,401,303
Bathroom	256,125	90,000	757,105	1,128,540	688,487	614,230	2,825,573	3,928,425	3,894,091	2,241,317	379,981	579,971	17,383,844
Bathroom Extractor Fan	13,875	0	39,998	29,284	37,141	36,427	229,274	293,557	151,350	385,695	165,706	190,633	1,572,940
Heating System	478,000	820,000	21,428	62,854	337,126	198,562	849,958	299,985	1,568,493	3,748,384	2,098,467	2,338,455	12,821,709
Boiler	22,000	0	31,427	62,854	31,427	62,854	1,807,053	2,482,733	644,254	31,427		15,714	5,191,742
Consumer Unit	0	0	10,071	13,571	13,571	15,712	21,428	17,856	49,998	449,978	432,121	353,554	1,377,860
Wiring	140,000	260,000	32,856	131,422	32,856	229,989	755,677	427,122	591,399	3,811,238	3,186,984	2,267,030	11,866,569
Asbestos Survey		150,000	100,000	100,000	100,000	100,000	400,000	400,000	400,000	400,000	400,000	400,000	2,950,000
Asbestos Work		250,000	200,000	200,000	200,000	200,000	800,000	800,000	800,000	800,000	800,000	800,000	5,850,000
Energy Conservation	100,440	25,000	30,000	50,000	50,000	50,000	200,000	200,000	200,000	200,000	200,000	200,000	1,505,440
Environmental Improvements		50,000	25,000	25,000	25,000	25,000	100,000	100,000	100,000	100,000	100,000	100,000	750,000
Fire Alarms Sheltered		100,000											100,000
Sheltered Accommodation Work			200,000	200,000	200,000	200,000	800,000	400,000					2,000,000
Adaptations		450,000	450,000	450,000	450,000	450,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	13,050,000
Rennes House Structural works			1,000,000	850,000									1,850,000
Contingency		100,000	100,000	100,000	100,000	100,000	400,000	400,000	400,000	400,000	400,000	400,000	2,900,000
Fees		300,720	300,720	300,720	300,720	300,720	1,202,880	1,202,880	1,202,880	1,202,880	1,202,880	1,202,880	8,720,880
Grand Total	2,010,440	4,085,720	6,542,907	6,472,739	6,266,741	6,518,097	26,166,584	20,932,141	21,552,657	30,793,857	19,240,710	20,061,261	170,643,854

£6,541,646 £5,233,035 £5,388,164 £7,698,464 £4,810,177 £5,015,315

Spread sheet