

Exeter City Council

HOUSING REVENUE ACCOUNT

BUSINESS PLAN

2006 – 2036

CONTENTS

1. INTRODUCTION
2. EXECUTIVE SUMMARY
3. NATIONAL CONTEXT
4. CORPORATE AND STRATEGIC CONTEXT
 - Council structure
 - Corporate Priorities
 - The local housing market
5. STOCK PROFILE AND STOCK CONDITION
 - Stock profile
 - Stock conditions and Decent Homes
 - Options Appraisal
 - Decent Homes programme
 - Energy efficiency
 - Asbestos
 - Non-traditional properties
 - Responsive and void repair
 - Procurement
6. RESOURCES
7. SERVICE PRIORITIES AND ACTION
 - Tenant participation
 - Choice-based lettings
 - Supporting People – older people’s housing
 - Anti-social behaviour
 - Leasehold management
 - Voids management
 - Equalities
8. PERFORMANCE MONITORING
 - Council’s performance management arrangements
 - Departmental arrangements
 - BVPI and local performance indicators – 2004/5 outturn + targets
 - Benchmarking
9. CONCLUSIONS

APPENDICES

- I Detailed HRA projections 2004- 36
- II Capital programme projection 2004 - 36
- III Building components to be replaced to achieve Decent homes
- IV Performance Indicators
- V Housing Services Action Plan 2005/06
- VI Housing Services Action Plan 2006/07
- VII Draft Housing Service Action Plan 2007/08
- VIII Housing Management Structure Chart/Key Contacts
- VIII Glossary Of Terms

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 or for the Government Office. 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.
- 1.3 A glossary of terms and abbreviations and details of how to contact us for clarification or further information can be found at Appendix 7.

Purpose of the Housing Revenue Account Business Plan

- 1.4 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.
- 1.5 In line with Government guidance, 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.
- 1.6 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.
- 1.7 The document, including its appendices, contains the data and information necessary to support the case for the proposed business direction.

2. EXECUTIVE SUMMARY

- 2.1 During 2004 the Council undertook a rigorous and comprehensive options appraisal, in full consultation with its tenants and leaseholders, to establish the future direction and resources of the housing management service. Following an assessment of the final report by the Government Office for the South West the options appraisal and its recommendations were approved in July 2005. To ensure the outcomes of this appraisal are achieved this comprehensive Housing Revenue Account business plan has been developed.
- 2.2 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 2036. These show that the Council will be able to improve its properties so that they meet not only the Government's Decent Homes Standard but also the higher 'Exeter Standard', which it has agreed with its tenants.
- 2.3 Inevitably, changes have occurred since the Options Appraisal was undertaken and the projections have been updated to reflect these. Most significant is the need to invest in the sheltered housing stock to meet standards set by Supporting People.
- 2.4 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.
- 2.5 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. However, nothing is certain and the key factors (or 'sensitivities') that could potentially affect this projection are set out in the plan.
- 2.6 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.
- 2.7 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

- 2.8 The Housing Unit has recently adopted a new mission statement for the service that aims to demonstrate our overall aims and objectives. This is;

“Working with our partners, we aim to provide excellent customer services; decent, affordable homes within sustainable neighbourhoods; and a range of housing solutions for the benefit of our customers and the wider community”.

Key Service Objectives

- 2.9 The Council has agreed a number of key aims and objectives for the housing service. These include:

Strategic Aims:

1. To deliver a three-star housing service
2. To be a top quartile performer within a 'family' of similar landlords
3. To ensure there are sufficient number of affordable homes for those in housing need
4. To ensure services are effective, efficient and provide value for money
5. To continually improve our services through customer involvement
6. To increase choice for customers across the housing service
7. To ensure our neighbourhoods are safe and attractive places where people want to live
8. To ensure our services are accessible to all and meet the demands of a diverse community
9. To identify areas of social exclusion and seek practical solutions through a range of partnerships
10. To ensure staff are motivated, well trained and developed

Strategic Priorities:

11. To meet the Decent Homes Standard by 2010
12. To meet the Exeter Standard by 2015
13. To reduce homelessness by 25% by 2010 and by 50% by 2015
14. To reduce the use of temporary accommodation by 50% by 2010
15. To reduce youth homelessness (16 & 17 year olds) by 50% by 2008
16. To ensure no homeless family is placed in Bed & Breakfast accommodation for more than 6 weeks
17. To maintain the number of rough sleepers within the city to below 10.
18. To deliver an average of 200 affordable homes each year
19. To maintain a 'fit for purpose' Housing Strategy, Homelessness Strategy and Housing Revenue Account Business Plan

Current performance

- 2.10 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 a group of similar local authorities. These authorities include Ipswich, Oxford, Cheltenham, Lincoln, Gloucester, Dover, Eastbourne and Canterbury. Performance is regularly reported to members and to residents through the formal consultation structures. Performance is also published on the Council's web site.
- 2.11 In 2005/06 the Council's Best Value Performance Indicators showed at our best performance (top or second quartile) was in the areas of delivering decent homes, rent collection and arrears, private sector empty homes and tenant satisfaction. However, in a few areas the Council does less well. Where performance is poor further work is planned to improve the service. Key priorities for improvement are:

- Reducing average void turnover time to below 21 days – new procedures introduced, weekly monitoring reports to staff and management
- Increasing the overall percentage of repairs completed within target to 95% - closer working with contractors
- Increase the percentage of responsive repairs undertaken by appointment to 75% - establish a Repairs Partnership Board to work closely with residents and contractors to identify further areas for improvement
- Increase the proportion of repairs undertaken on a planned basis to 75% - identify regular 'non-priority repairs', future programme repairs work
- Increasing the average SAP rating of the Council's stock to 67 – increased cavity wall and thermal insulation programme, complete heating programme, complete door replacement programme
- Increasing opportunities for tenants to participate in the management of the service – create a resident involvement register, introduce new Tenants' Compact, create a Resident Auditor Team and elect a Tenants Committee
- Introduce a new Anti-social behaviour and neighbourhood management policies and ensuring that cases are accurately recorded tracked and monitored.

2.12 The Council is committed to the principle of continuous improvement and believes that this can only be achieved with involvement from our tenants and leaseholders. Using customer feedback through satisfaction surveys, focus groups, resident meetings and the complaints procedure will play a key role in this process.

Developing this Business Plan

2.13 The Housing Revenue Account Business Plan was developed following completion of the housing Options Appraisal in 2004. During the appraisal process the tenants and leaseholders consultation group employed independent consultants to advise and guide them through the process. Much of this work has influenced the direction of the business plan. For example the adoption of the Exeter Standard is a direct result of our tenants participation in the process.

2.14 The Business Plan was developed initially with a small group of officers and tenants working together. Three 'general needs' and two 'sheltered housing' tenants were nominated to sit on this group. Regular progress reports were made to the main Tenant and Leaseholder consultation group and the Sheltered Housing Forum at their June and September 2005 meetings. Through the process tenants used the opportunity to challenge current policy and influence future priorities.

2.15 The Business Plan will be regularly monitored by the various tenant and leaseholder groups. During 2006, a range of new initiatives and policies have been introduced in line with the Housing Service Improvement Plan where residents have played a key role in their development. This includes the new anti-social behaviour and neighbourhood management policies, a responsive repairs review, literature review and the new performance management system. The newly established Resident

Auditor Team has also been assessing the Council's housing services against the Customer Care and Access Key Lines of Enquiry document.

3. THE NATIONAL CONTEXT

3.1 A key driver for housing investment has been the target set by the Government, in 2001, that all Local Authorities should bring all their rented housing up to the decent homes standard by 2010, with an interim target to reduce the number of non-decent houses by a third between 2001 and 2004. This issue is discussed in detail in Chapter 5 below.

3.2 A number of more recent Government policy documents have also impacted on the preparation of the Plan:

- Comprehensive Spending Review (CSR) – July 2004
- Consultation Document on Capital Financing Regime – August 2002
- Sustainable Communities – Building for the Future (Communities Plan) – February 2003
- Public Services Agreement (PSA) Plus Review – March 2003
- Guidance on Option Appraisals – June 2003
- The Local Government Act 2003
- Housing Revenue Account Subsidy Determination 2005/06

3.3 The most significant impacts from these are:

Consultation Document on Capital Financing Regime:

- For all Councils, including those that are debt-free, 75% of RTB receipts are pooled into a national capital receipts pot (replacing previous set aside arrangements);
- Local Authority Social Housing Grant (SHG) replaced by grants from local authorities, which are not reimbursed by the Housing Corporation;
- A radical reform of the capital finance system.

The Communities Plan:

- Brought in a statutory framework to endorse the split between housing strategy and enabling and HRA business planning
- Introduced plans to pool capital receipts and extend this to debt free authorities. This will be phased in over 3 years
- Packaged pooled capital receipts with funds targeted for social housing and key worker accommodation and allocated by the new Regional Housing Body (RHB). This will combine money previously available as part of the Housing Investment Programme (HIP) and the Approved Development Programme (ADP)
- Discontinued Local Authority Social Housing Grant.
- Reaffirmed the Government commitment to achieving the Decent Homes targets by 2010 and indicated that authorities would be expected to adopt one or more of the three options available if they could not meet the investment needs from within their own resources

- Expected every local authority to produce an objective and rigorous appraisal of its investment options by July 2005 – supported by resources from the Community Housing Task Force (CHTF)
- Gave additional financial support to the three alternatives to traditional Council ownership - Arms Length Management (ALMO's), the Private Finance Initiative (PFI), and stock transfer.

The PSA Plus Review:

- Introduced the need for a more robust option appraisal process. The Government requires all authorities to have finalised the appraisal of their options for delivering decent homes and providing a good service to tenants by July 2005. The Council has completed its appraisal and is awaiting formal sign-off by the Government Office for the South West.

The Local Government Act 2003 includes the following provisions relevant to this Plan:

- The removal of rent rebates from the Housing Revenue Account (HRA)
- Freedom to borrow against the revenues in the HRA (Subject to prudential limits)
- Greater financial freedom for high-performing Arms Length Management Organisations (ALMO's)
- Set-aside rules in relation to housing receipts these will be replaced by a pooling system that will apply to all housing receipts. This is particularly significant to debt-free Councils, like Exeter
- The Act also contains powers to allow the Government to require that a Housing Revenue Account (HRA) Business Plan be submitted, and to allow Subsidy to be set on a non-formulaic basis. The Act sets out a number of specific criteria against which authorities will be judged, related to the their landlord role, their wider role as a Housing Authority and "assumptions as to any matter". This means that the Government's judgement of the Council's performance, including, perhaps, its assessment of the HRA Business Plan or Option Appraisal, could influence the resources it receives.

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.

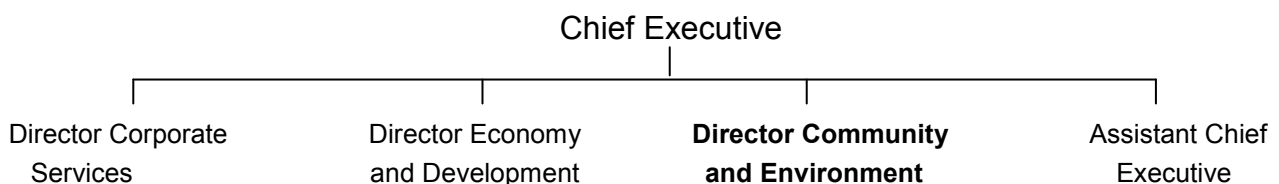
- 4.3 All councillors meet together as the Council. Meetings of the Council are normally open to the public. Here councillors decide the Council’s overall policies and set the budget each year.

The Executive Committee

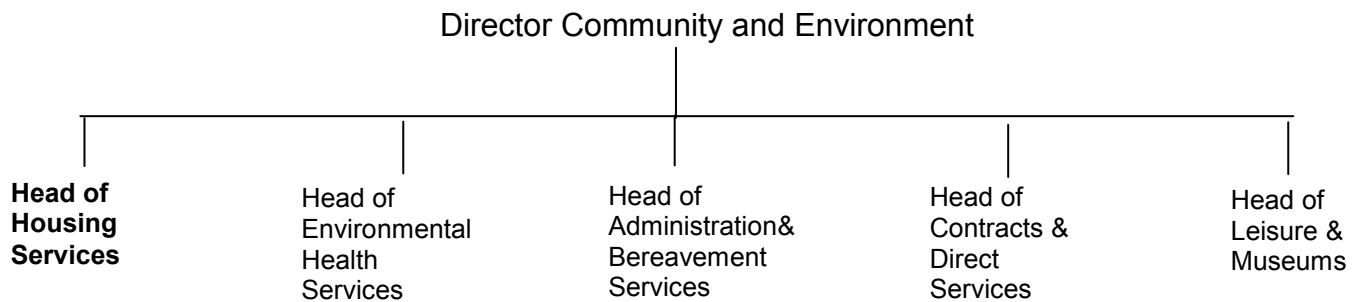
- 4.4 The Executive is the part of the Council that is responsible for most day-to-day decisions, which are not delegated to officers. The Executive is made up of the Leader of the Council, councillors who have responsibilities for various service areas (known as portfolio holders) and other councillors. 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.
- 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 Social Inclusion.
- 4.7 The Council delivers its services through the following organisational structure



The Housing Service is managed within the Community and Environment Directorate:



Exeter Vision; the Community Strategy

4.8 The Council's overall objective, as set out in its Community Strategy, or 'Exeter Vision' is *'to enhance Exeter as a regional capital and to work in partnership to improve the quality of life for all people living, working and visiting the city.'*

4.9 The Strategy recognises the importance of housing as follows:

"Shelter is one of the basic human needs. The quality of people's homes is vital to their well being. Poor conditions in sub-standard housing can create health problems, over-crowded housing can cause daily misery and undermine family life, and housing which is too expensive can create poverty.

"The supply of housing is not just about having enough homes overall - they also have to be suitable for the people that need them. This means having family houses for households with children and studios for the younger, newly independent adults. It also means providing rented accommodation for those who cannot afford to buy, houses adapted for people with disabilities, and homes with wardens or other support for those who need it."

(from the Exeter Vision Community Strategy, Theme 7 – "A City where everyone has a home")

4.10 The Strategy comprises eleven 'themes'- many of these have implications for housing but the following are particularly important:-

Theme 7 – 'A city where everyone has a home'

7(e) Maintain and improve the Council's housing stock in consultation with tenants to meet or exceed the decent homes standard.

7(d) Promote energy efficiency to all homes and reduce greenhouse gas emissions and fuel poverty.

Theme 10 – 'To make Exeter the safest city in the Southwest ..'

10(a) Support community safety initiatives, especially in respect of addressing the causes of drug/alcohol misuse and anti-social behaviour in children and young people.

Theme 11 – Excellence in public services

11(a) Drive up service standards, achieving top 25% performance in key areas

11(c) Mainstream racial equality, social inclusion, sustainability and community safety principles

11(f) Improve public access and interface to services

Theme 3 – Electronic city

4.11 3(a) Improve service delivery through e-enabling Council services.

Directorate and Service Plans

4.12 These themes are reflected in the Directorate Plan and in the Housing Service Plan. The Directorate Plan for 2006/07 sets out the following priorities for the landlord service:-

We will:

- Complete 200 new affordable homes across the city
- Reduce the number of households in temporary accommodation to 260
- Publish a new Housing Strategy document setting out our future plans for housing provision in the city
- Increase the opportunities for residents to participate in the management of the housing service by creating an elected tenant's forum and introducing a residents' auditor team.
- Employ an anti-social behaviour case manager to improve our response to this problem and implement new software to log, track and monitor reported cases.
- Organise a tenants' and leaseholders' conference and make it an annual event
- Begin our major improvement programme for sheltered housing in line with Supporting People recommendations
- Continue to work towards the Decent Homes Programme
- Establish an Equality and Diversity Group for the housing service and agree a timetable for action
- Undertake a full review of our procedure manual, customer leaflets and website access
- Publish an audit of existing social inclusion work within the Council's customer facing services and make recommendations for further improvements
- Develop detailed profiles of electoral wards across the city for use in service planning and resource targeting.

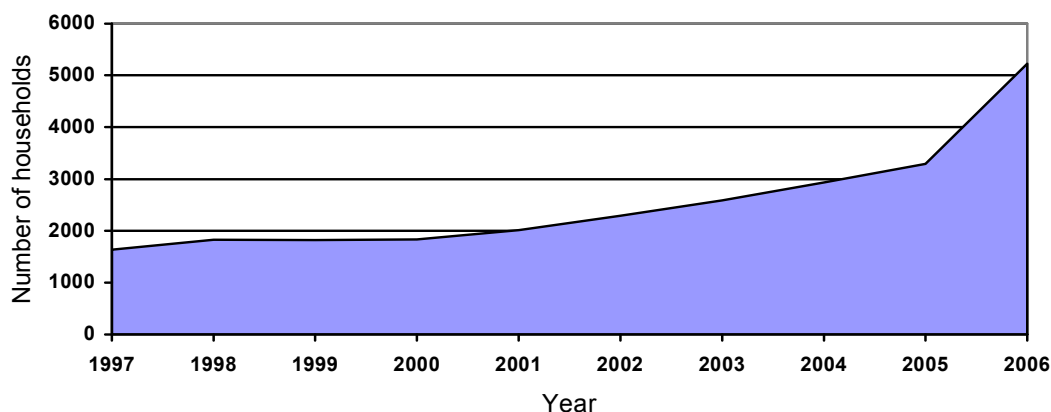
Housing Service Plan

- 4.13 The Housing Service Improvement Plan for 2006/07 sets out more detailed plans. This is set out in Appendix 6 and discussed in Chapter 7 below.

The Local Housing Market

- 4.14 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 have continued to rise despite the national turndown in the market in 2004. The average property price in Exeter in for 2005 was £180,000 compared with an average of £60,000 in 1996. This represents a price almost 10 times the average salary for the city. These long-term increase in house prices means that owner-occupied housing remains beyond the reach of many households. The number on the waiting list (which is subject to a 12-month rolling review) has more than trebled since 1997, standing at 5,229 in September 2006.

Households on the waiting list between 1997 - 2006



- 4.15 A housing needs survey undertaken in 2003 concluded that 877 new affordable homes per year were needed over the following 5 years to help balance the housing market and close the gap between need and supply.
- 4.16 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. However, like many other authorities, Exeter has an over-supply of sheltered accommodation, with much of it below the standards recommended in the Devon Supporting People strategy.
- 4.17 The Council is, therefore, confident that investment in raising family housing to the decent homes standard will meet the needs of current and future generations. However, future demand for sheltered housing cannot be so confidently predicted and the Council will be careful to avoid investing in a type of accommodation for which there is no longer a demand. See the section entitled 'Housing Services for Older People' on page 25 for further information on the Council's plans to deal with this issue.

5. STOCK PROFILE AND STOCK CONDITION

Stock Profile

5.1 As at 1 April 2006 the Council owned 5,091 homes for rent, plus 23 sold on shared ownership leases and 856 flats sold on Right to Buy leases. In April 2005, there were 5,108 rental, 23 shared ownership and 831 leased properties. In addition the Council has 1,070 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 April 2006)					
Property size (no. bedrooms)	Property Type				Total
	Bung- alow	House	Flat	Maiso nette	
Bedsit	0	0	146	0	146
1	149	4	1316	3	1472
2	97	606	967	113	1783
3	13	1493	13	89	1608
4	1	76	0	0	77
5	0	5	0	0	5
Totals	260	2184	2442	205	5091

Stock – by size

5.2 The reduction in rental properties was mainly due to the 17 Right to Buy sales, although the number of sales has significantly reduced from the previous years due to the rise in house prices and a fixed maximum discount.

Right-to-Buy Sales								
Year	1998/9	1999/00	2000/1	2001/2	2002/3	2003/4	2004/5	2005/6
Sales	78	132	134	164	157	100	57	17

Decent Homes

5.3 In 2001, the Government set a target for Local Authorities, to bring all their rented housing to the Decent Homes Standard by 2010, with an interim target to reduce the number of non-decent houses by a third between 2001 and 2004.

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 HHRS 2)
- Is in a reasonable state of repair
- Has reasonably modern facilities and services
- 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 (DHS).
- 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 DHS, those currently below it and those which will fall below it in the future. The database is updated when programmed works and reactive repairs are carried out and also when properties become empty between lettings. In 2007 a further four-year rolling survey will commence designed to update and enhance the information already held. This information will be loaded onto a new database linked with the Council’s Academy housing management system.
- 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 unfitness, 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 DHS and when the work should be done.
- 5.8 This information enables the Council to prepare robust improvement plans to tackle non-decency and avoid potential non-decency in the future. It shows that between 2007 and 2010 a total of £5.4 million will be required in order to achieve the Decent Homes Standard for all the Council’s properties. A further £5.3 million will be spent on the improvements under the ‘Exeter Standard’ (see 5.11 below).

Options Appraisal

- 5.9 In addition to setting the 2010 deadline for achieving Decent Homes, the Government required Local Authorities to undertake a detailed appraisal of the cost of achieving this and of the resources available for this purpose. Where the resources were insufficient, authorities were required to consider alternative arrangements for the ownership and management of the stock, which would make more resources available.
- 5.10 The Council undertook its Housing Options Appraisal during 2004, working closely with tenants, who engaged a consultant to act for them as an Independent Advisor throughout the process. Detailed capital improvement programmes were formulated with the tenants, using the information held in the stock condition database to ensure that all of the housing stock meets the Decent Homes standard by 2010. The main programmes of work identified were kitchen and bathroom replacements, rewiring, re-roofing, and external pointing.
- 5.11 Tenants were also consulted about the standard of improvements they wished to see to their homes and estates and were asked to prioritise their aspirations. This information was used to build a specification for an ‘Exeter Standard’ for improvements to the stock as well as delivering environmental improvements and disabled adaptations. The Exeter Standard goes beyond the Decent Homes Standard by providing:-

- new kitchens every 20 years
- new bathrooms every 30 years
- full central heating, replacing partial systems where they exist
- environmental improvements.

- 5.12 The financial projections made during the business planning and options appraisal process showed that there were sufficient funding within the HRA to fully meet the Decent Homes Standard and also to achieve the Exeter standard by 2015.
- 5.13 The Options Appraisal working group considered all four of the options identified by the Government, namely stock retention; stock transfer to an RSL; establish an ALMO or the private finance initiative (PFI).
- 5.14 As Exeter could afford to improve its stock to meet the decent homes standard, PFI and ALMO were not considered appropriate options and, with ODPM Task Force approval, the tenants were asked to choose between stock retention and stock transfer.
- 5.15 The options appraisal process was completed in January 2005. The consensus view of the tenants was that they wanted the Council to continue to be their landlord. This view was endorsed by the Council, which decided to continue to directly manage and maintain the stock.
- 5.16 Following submission to the Government Office for the South West the Council received written confirmation in July 2005 that the options appraisal process had been assessed as rigorous and comprehensive and that the Council's decision to retain its stock was supported.

Decent Homes - Implementation

- 5.17 The Council has made good progress to date towards achieving the Decent Homes target. At the 31 March 2003 79% (4,240) of the stock was non-decent; but this has been reduced to 30% (1,781 homes) by 1st April 2006.
- 5.18 The table at 6.5 below sets out the estimated cost of achieving Decent Homes, the Exeter Standard and implementing other essential programmes in the years 2007-2010, 2011-2020 and 2021-2036.

Types of work required to achieve Decent Homes

- 5.19 A table showing the building components which will need to be replaced to achieve Decent Homes (and to keep properties at that level once the standard has been achieved) and the estimated cost of each is shown in Appendix 3.

Decent Homes Work Programme

- 5.20 Using the information above the Council has developed a detailed work programme to achieve the Decent Homes Programme by April 2010. The programme has been published on the Council's web site, the tenants' web site and in a special edition of the Tenants News during the Autumn of 2006.

Non-traditional properties

5.21 The Council has a total of 322 non-traditional properties as follows:

Non- Traditional Properties

Cornish	181
British Steel	36
Wimpey no- fines	43
Dorran Bungalows	32
Laings Easiform	30
Total	322

5.22 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.

5.23 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 Repairs and Cyclical Maintenance

5.24 Contracts for the provision of the day-to-day reactive repairs to the Council housing stock were let in April 2003. They are prioritised to ensure that repairs are undertaken in order of urgency. An appointment is offered for all non-urgent repairs to tenants’ homes.

5.25 During 2005/06 19,283 repair requests were received with 4,845 being suitable for an appointment in accordance with the BVPI 185. The percentage of repairs for which an appointment was both made and kept during this period was 73%, compared with 69% during 2004/05. This represents a modest improvement and the Council and its contractor are considering ways of achieving further improvements in 2006/7 and 2007/8.

5.26 The Council sets targets completion times for all its responsive repairs – there are 8 categories of work with different target times, ranging from same day to 25 working days. 91% of all orders were completed on time in 2005/6 compared with 89% in 2005/5 and 97% of urgent repairs were completed within the government’s timescales compared with 91% the previous year.

5.27 Customer satisfaction cards are issued with all repairs. During the first three quarters of 2004/5 only 7% of cards were returned, although 91% of those returning the cards were happy with the service. During the last quarter of 2004/5 the Council introduced a telephone survey of tenants who had had a repair carried

out and this resulted in an increase in the rate of return to 17%. Overall satisfaction is 97% with the service received.

- 5.28 During 2005/06, £2.5 million was spent on reactive maintenance and £4.8m on programmed works. The overall maintenance spend was therefore split 30% on reactive works and 70% on programmed maintenance, which is in line with the Audit Commissions best practice guidelines.
- 5.29 In July 2006 the Council established the Repairs Partnership Board. This group, which comprises Council staff (including front line staff), residents and contractor representatives is tasked with reviewing the current responsive repairs service and identifying areas for improvements. Over the next 12-18 months a range of changes will be made to the service that should improve overall performance and increase resident satisfaction.

Procurement and partnering

- 5.30 The Egan report “Rethinking Construction” has stressed the need for Councils to develop new approaches to the procurement of housing repairs, based on partnering, which involves:
- Creative involvement of suppliers in the setting up 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
- 5.31 The Council’s responsive and void repair contracts run from 2002/3 to 2006/7. They 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.
- 5.32 Over the period of the contract we worked with the contractor on several areas to improve service delivery, this has led to us working together in several areas –
- Joint training courses.
 - Technical Officers being involved with contractors ‘Toolbox Talks’.
 - The contractor undertaking the pre-inspections of void properties, so reducing the period before work can commence.
 - Joint involvement in the other organisation’ induction processes
- 5.33 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.
- 5.34 There is also a positive attitude to good performance from our other contractors. An example of this would be the extending of the contract for work on disabled adaptations for a further three years rather than re-tendering as the all the

contractors currently involved in the work have achieved high levels of customer satisfaction.

Energy Efficiency

- 5.35 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.
- 5.36 These works are entered onto the Council's stock (NHER Auto-Evaluator Version 3.48) 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 120, the higher the score the more energy efficient the property. The Council's investment has been reflected in increases in the average SAP rating for the whole stock from 52 in 2003/4, to 60 in 2004/5, to 65 in 2005/6. A further increase, to 67 is the target for 2006/7.

Asbestos

- 5.37 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 been updated so that warning notices 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.
- 5.38 During 2006 all properties due for kitchen and bathroom replacements, or central heating installation are having a full 'type 2' survey 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
- 5.39 In 2007, a specialist contractor will be employed to undertake a 25% of stock each year asbestos survey to update current data and ensure the Council has accurate information of asbestos usage within our properties. This data will inform our Asbestos Management Plan and future asbestos removal programmes.

6 RESOURCES

- 6.1 Exeter City Council became "debt free" from 1 April 2002 and it was therefore able to commit more of its resources to funding housing in future years. However, the Government's Community Plan dictated that from 1 April 2004 all but 25% of the money received from the sale of Council homes will be gradually absorbed into a "regional investment pot" for redistribution by the Regional Housing Body. (This is called "pooling of capital receipts").
- 6.2 These new arrangements were implemented over a four year-period: the Council retained 75% of the "pooled receipts" in 2004/05, 50% in 2005/06, 25% in 2006/07

and 0% in 2007/08. The effect was to remove a large amount of cash from local control. The Council now receives money back from the regional pot, but all of this money is used for funding new social housing provision through RSLs.

Housing Capital Resources

6.3 The projected resources for the HRA capital programme are set out in table below. These show:

- a) The largest element of available resources is the Major Repairs Allowance (MRA), which the Government has increased in the 2007/8 housing subsidy settlement by some 2.86%.
- b) No borrowing ('Supported Capital Expenditure')
- c) A total of £1.9m from Transitional Receipts Pooling (as described above), allocated in 2007/08. The recent reduction in RTB sales is reflected in the level of receipts available to fund the capital programme
- d) Revenue Contributions to Capital Outlay (RCCOs) have been included within the baseline forecast and are the second largest resource available to fund the capital programme.

Resources available

6.4 The table below shows the amount of capital resources (£20.9m), which are expected to be available over the years to 2010/11, from various sources.

	£,000	£,000	£,000	£,000	£,000
	2007-08	2008-09	2009-10	2010-11	Total
Housing stock numbers	5103	5088	5076	5064	
Major Repairs Allowance	3,174	3,174	3,175	3,176	12,699
Use of RTB receipts	168	163	112	112	555
Use of other receipts	1,009	584	280	69	1,942
Capital resources	4,351	3,921	3,567	3,357	15,196
Projected RCCO's available	1,023	1,350	1,600	1,790	5,763
Total resources available	5,374	5,271	5,167	5,147	20,959

Resources needed

6.5 The following table shows the resources needed to fund Decent Homes, the Exeter standard and other essential programmes, firstly, in the years to 2010/11, then 2011-2020 and, finally, to the end of the Business Plan period in 2036.

**Expenditure requirement against resources
2004-2034**

	2007-2010	2011-2020	2021-2035	Total
Starting properties	5,091	5,032	4,946	
<u>Enter Stock Survey profile</u>	£,000	£,000	£,000	£,000
Decent Homes	5,498	19,994	47,423	72,915
Exeter Standard "extras"	5,347	16,145	25,938	47,430
Planned maintenance	3,282	9,688	12,222	25,192
Sheltered Accommodation	1,686	0	0	1,686
Environmental	560	1,400	2,100	4,060
Asbestos	206	285	615	1,106
Adaptations	1,800	4,300	7,600	13,700
Structural	1,039	700	0	1,739
Total	19,418	52,512	95,898	167,828
Fees 6.5%	1,183	2,860	6,233	10,276
Capital works to be funded	20,601	55,372	102,131	178,104
<u>Resources</u>				
Major Repairs Allowance	12,699	31,604	46,680	90,983
Use of RTB receipts	555	966	360	1,881
Use of other receipts	1,942	0	3	1,945
Grants	0	0	0	0
Capital resources	15,196	32,570	47,043	94,809
Projected RCCO's available	5,763	20,020	45,700	71,483
Total resources available	20,959	52,590	92,743	166,292
Excess / shortfall	358	(2,783)	(9,387)	(11,812)

A full 30-year projection for the capital programme is set out in Appendix II.

Prudential Borrowing

- 6.6 The above tables show that, over the 30-year period, the resources available fall short of those required for the full programme by £11.8 million (though they are well in excess of those needed for Decent Homes and other essential works).
- 6.7 The Council could consider borrowing, under the new Prudential Borrowing arrangements, to make up this shortfall. Unfortunately, however, the interest payable would use up the projected revenue surpluses for many years ahead, making this approach unsustainable. In effect, too much future revenue would be taken up in interest, with debt charges.
- 6.8 In practice, the position will need to be kept under review, with decisions being made well into the future with regard to the affordability, at that time, of the full Exeter standard and any adjustments, which may be needed to the programme, or to the standard

Housing Revenue Account

- 6.9 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 1. This projection is based on 2006/07 outturn, prices and stock levels (5,103 units) and excludes general inflation.
- 6.10 Future rent increases are determined by the Government's rent restructuring arrangements, and average 1.0% above inflation from April 2007 to April 2011. This takes the average rent from £52.89 (on a 52 week basis) in 2007/08 to £55.83 (at today's prices) at the end of the rent-restructuring period in 2011/12. Current rents are on average £1.40 below the guideline rent leading to above inflation increase year on year.
- 6.11 Right to Buy sales were 17 in 2005/06 reducing to around 8 in 10 years time. This is lower than recent activity and that predicted in the 2006/07 budgets and reflects the 2005/06 out-turn and 2006/07 activity levels.
- 6.12 In our base analysis, management and maintenance allowances are increased by 2% in real terms in 2007/08 in line with draft HRA Subsidy announcements. Thereafter, we have assumed 2% real increases in allowances until 2011/2012 to compensate for rent restructuring at a national level.
- 6.13 The draft subsidy determination for 2007/08 has been taken into account and this predicts the long-term level of allowances for Exeter.
- 6.14 The forecast differs from the 2006/07 budget due to updated assumptions, particularly reduced Right to Buy sales and minor differences on housing subsidy forecasts. The forecast revenue position generates annual surpluses before Revenue Contributions to Capital Outlay (RCCO) to illustrate revenue resources available at the current level of service spending.
- 6.15 The in-year position in 2006/07 now shows a surplus in excess of £1m. This has remained much the same for 2007/08 and is forecast to increase in future years mainly due to rent restructuring. Management and maintenance allowances have also increased and allow the HRA to retain more of the rent income for spending on services – “rewarding” the previous low rent policies of the Council.
- 6.16 The underlying balance remains upward well into the medium term as rent increases under rent restructuring are not matched by equivalent withdrawals of subsidy. The 2011/12 milestone in year balance is £2m.
- 6.17 The HRA is forecast to make in-year surpluses over the 30-year period. This is primarily as a result of service expenditure levels remaining at or below the level of predicted management and maintenance allowances for the longer term.
- 6.18 Conversely, the Exeter Standard investment profile is unable to be funded from the planned capital resources to 2014/15 with a shortfall estimated at £844k. The investment profile is cumulatively more and more unfundable throughout the 30-year period with an overall £11.8m shortfall on capital over 30 years.
- 6.19 The forecast suggests that the Council will need to find additional resources to meet the Exeter Standard or, to alternatively, consider re-programming, reducing and/or re-prioritising its investment programme.

SUMMARY HRA : 2007 -2036

	2007-11	2012-18	2019-26	2027-36
	£'000	£'000	£'000	£'000
Dwelling rent income	(56,376)	(101,854)	(117,176)	(150,598)
Non dwelling rents	(1,528)	(2,674)	(3,056)	(3,820)
SP Grant	(530)	(763)	(668)	(610)
Housing Subsidy	14,138	24,001	23,962	24,278
Income	(44,296)	(81,290)	(96,938)	(130,750)
General Management	12,630	22,344	25,596	32,985
Bad Debt Provision	80	140	160	180
Repairs & Maintenance	14,381	25,256	28,864	36,137
Notional interest	0	0	0	0
Depreciation	12,907	22,542	25,452	31,590
Expenditure	39,998	70,282	80,072	100,892
Net Cost of Services	(4,298)	(11,008)	(16,866)	(29,858)
Asset Management adjustment	0	0	0	0
Interest charges & DME	(1,393)	(2,359)	(1,672)	(2,090)
Operating income / expenditure	(5,691)	(13,367)	(18,538)	(31,948)
Depreciation adjustment	(208)	(364)	(416)	(520)
Revenue Contributions to Capital	5,763	13,640	19,470	32,610
(Surplus) / Deficit	(136)	(91)	516	142
Reserve brought forward	2,755	3,303	4,500	5,899
Notional interest (enter)	412	1,106	1,915	1,367
Reserve carried forward	3,303	4,500	5,899	7,124

Sensitivities

6.20 The above base forecast has been subjected to sensitivities to illustrate the following scenarios.

6.21 For revenue

- a) *Right to Buy Sales increase by 50%*: the surpluses on the account would reduce from £2m to £1.9m in 2011/12. The investment gap would be marginally increased for each of the investment standards as the level of reduced MRA would be more than the reduced need to spend.
- b) *Right to Buy Sales reduce by 50%*: the surpluses on the account would increase from £2m to £2.04m in 2011/12. The investment gap would be marginally reduced in the long term.
- c) *Current Right to Buy sales* are very low, mainly as a result of the reduction in discounts allowed and the increase in property prices, so there would need to be a major change in the number of RTB sales to have any impact on the surplus of the HRA
- d) *Impact of improving void loss to 0.8%* (from 1%): This would have only a marginal impact on revenue by 2011/12.

- e) *The impact of management and maintenance allowances* – a 4% real increase from 2007/08: if the Government commits to real increases in management and maintenance allowances through to 2012 at 4% p.a. rather than 2% p.a., the HRA would go further into surplus with a surplus of £2.69m in 2011/12 compared to £2m in the base position.
- f) *The impact of management and maintenance allowances* – no real increases from 2007/08: if the Government does not commit to real increases in management and maintenance allowances through to 2012 rather than 2% per annum, the HRA surpluses would be reduced to £1.5m in 2011/12.

6.22 The above analysis highlights the extreme sensitivity of the revenue forecast to government subsidy policy. Should successive settlements put pressure on Management & Maintenance allowances or there be an adverse impact of the rent restructuring review, the prognosis would be for reduced surpluses on the HRA. More investment at the national level would create further surpluses allowing greater service enhancements locally or further revenue contributions to the investment programme.

6.23 However, even under the most pessimistic of current assumptions, the HRA is projected to remain in surplus well into the medium term. Conversely, none of the changes in assumptions significantly enhance or reduce the level of capital investment.

6.24 This, along with the identification of resources from future budget management and control, highlights the importance of the Council and its stakeholders developing approaches to the funding of capital expenditure as part of the option appraisal.

Summary

- 6.25 The base forecast highlights challenges for the Council without additional resources for investment:
- The HRA is moving into surplus based on current spending patterns and the forecast suggests that the HRA will continue with improved surpluses over the 30-year period.
 - There is however a shortfall against the Exeter Standard of £884k by 2014/15. Shortfalls rise over the 30-year period to £11.8m.
- 6.26 It will, therefore, be necessary, in future years to raise additional resources for capital, to delay investment beyond 2014/15 or to develop investment programmes below the recommended level, or a combination of all of these.

7 SERVICE PRIORITIES AND ACTION PLAN

Housing Service- Strategic Aims and Priorities.

- 7.1 Following the decision to retain the stock, the council identified a range of actions to improve the service in the short and medium term. These were included in a comprehensive action plan for 2005/06 that is set out in Appendix 5. 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:

1. 5 year decent homes programme developed and published to all tenants and leaseholders.
2. New choice based lettings scheme 'Exeter Home Choice' successfully implemented
3. Complete review of leasehold service charge accounts completed and statements sent out.
4. New Tenants Compact developed together with an action plan to increase tenant participation in the housing service
5. New anti-social behaviour case management system implemented
6. New void procedure agreed with a corresponding reduction in average void turnover times
7. Allocations monitored and reported every six months to ensure fairness and openness in the lettings process, particularly for minority ethnic groups
8. Energy efficiency improvements, increasing the SAP rating from 61 to 68
9. New Customer First service centre opened July 2005 providing improved services to all customers
10. Repairs Handbook updated, re-printed and distributed to tenants

7.2 A new action plan has been produced for 2006/07 that builds on this success and seeks to further improve services provided across the housing unit. The 2006/07 action plan is attached as Appendix 6 and includes commentary on progress to date.

Tenant Participation & Consultation

7.3 The Council is committed to creating opportunities for tenants and leaseholders to become involved in the service at both strategic and operational level to the extent that they wish. It ensures that tenants and leaseholders are consulted on matters that affect them and are given sufficient opportunity to make their views known and taken into account before final decisions are made. It also seeks to ensure, as far as possible, that the views given by tenants groups reflect the views of the tenant body as a whole. The Council continues to provide funding to encourage tenants to receive training to enable them to contribute to the decision making process.

Existing Tenant Participation Structure

7.4 A range of local issues, new policies and performance statistics are discussed and negotiated with the three active estate-based Tenants & Residents Associations who represent 35% of all tenants. The Council is seeking to increase the number of associations and provides start-up grants of £500, as well as ongoing grants and financial support for those attending meetings and, of course, officer time and support

7.5 The Tenant & Leasehold Consultation Group meets quarterly. Tenants and leaseholders are invited to attend this meeting from a mailing list of over 100 interested residents identified during the Options Appraisal process and subsequent consultation exercises (e.g. STATUS survey). Individual Resident Associations also send delegates. Associated to this group is the Sheltered Housing Consultation Group (SHCG) representing all 552 sheltered tenants from 22 sites. Two tenants from each scheme attend this meeting. There is also a Leaseholders Consultation Group which meets quarterly to discuss issues specific to them.

7.6 The Tenants' Compact was reviewed by the TLCG in late 2005 with the help of the Dome consultancy. A copy of the new compact was subsequently sent to all the Council's tenants. The compact contained a new action plan outlining a range of initiatives to increase tenant representation across the city. This includes establishing an elected Tenants and Leaseholders Committee (TALC), designing an inter-active tenants web-site, creating a Resident Auditor inspection team and improving our links with hard to reach groups. In addition to this tenants have been directly involved in:

- Exeter Home Choice – tenants were involved in the design and implementation of the Home Choice scheme. Tenant representatives also sit on the partnership board that monitors the project and suggest further improvements. This meets every two months.
- Anti-social behaviour policy – continued consultation on improvements in policy and procedures, including the introduction of neighbourhood inspections in those areas that require a high level of management.
- Homelessness strategy – monitoring performance against new Government targets
- Housing Strategy document – involvement in the cyclical review
- HRA Business Plan – as explained elsewhere in this document
- Reactive repairs – new Repairs Partnership Board established to appraise options for improving the responsive repairs service.
- Appointment of the new Head of Housing Services in 2005
- New performance monitoring system
- Rent arrears and preventative issues - service review
- Selection of home contents insurance scheme Insurers
- The development of new play areas in Whipton that attracted £30,000 of funding.

7.7 As a result of this consultation with its residents the following are examples of how tenants have influenced change to improve the service include:

- **Change to repairs and maintenance contract specification.** This included increasing the number of priority response times from 'same working day'; to '25 days' in bands of five working days; applying a greater weighting to service delivery and customer care elements within the contract; redesigning the customer satisfaction form; looking to increase the number and type of jobs where appointments could be made; redefining what constituted as a customer complaint; requirement for contractors to demonstrate the use of local labour and the employment of apprentices and a simplified description of repairs in the Repairs handbook.

N.B: Further work on the responsive repairs service is currently being undertaken by the Repairs Partnership Board that includes tenant representatives, Council staff (including front line staff) and representatives from the two main contractors.

- **Capital improvement programme.** Using the STATUS survey tenants expressed their priorities for improvements as 1) central heating and 2) kitchens and bathrooms. Following an extensive central heating programme the council considered implementing a modest bathroom modernisation

programme in 2005/06 to be followed later in the same year the start of the kitchen modernisation programme.

However, as part of the Options Appraisal process, tenants firmly expressed their preference to have kitchens installed first. The initial decision to implement a bathroom modernisation programme was based on the ease with which it could be started, as opposed to kitchens where a long contract development time would be required – to incorporate the different elements of plumbing, plastering, wiring, gas and carpentry works. The kitchen modernisation programme started in 2005.

The bathroom replacement programme started in 2006.

- **The Exeter Standard:** A key element of the Options Appraisal consultation process was the delivery of the Decent Homes Programme. However, tenants were keen to ensure that where kitchens were more than 20 years old and bathrooms more than 30 years old tenants would receive replacements even if their homes meet the Decent Homes Standard. Recognising this, the Council developed the Exeter Standard to ensure this programme of work was established and completed by 2014/15.

Communication with tenants.

- 7.8 The Council produces a quarterly newsletter called Tenants News, which is delivered to all Tenants & Leaseholders. We also produce a quarterly newsletter for all our sheltered tenants called Chatterbox. In 2007 a new Annual Report will be produced and published in July giving details of progress against our action plans and overall performance for the previous year.
- 7.9 During 2007 a new suite of housing information leaflets will be produced together with service standard documents, a new Tenants' Handbook and up-dated Repairs information.
- 7.10 Future articles for Tenants' News, all new information and published literature will be scrutinised by a new Editorial Board made up of front line staff and tenant representatives. They will ensure the information is relevant, easy to understand and writing in plain English. They will also ensure that information is available in a variety of formats.
- 7.11 Consultation on specific issues is also undertaken for example on programmed works affecting a block, a street, an estate or a particular property type. In addition to an individual letter local venues are selected to hold meetings.

Community engagement

- 7.12 The Valley Regeneration Scheme (TVRS) is based in the Wonford area of the city and part of the Priory ward. The area has high indices of deprivation and the scheme is designed to provide local training and employment opportunities and community regeneration. The TVRS employs a Community Development worker and the Tenant Participation team works closely with the TVRS in promoting the development of estate based groups. The Council will continue to work with the TVRS Board and the local community association to identify the range of issues that affect the estate and seek practical solutions.

Choice based lettings

- 7.13 The Council has worked with tenants and Registered Social Landlords to develop a choice-based lettings scheme, Exeter Home Choice, which was implemented in July 2005. The scheme is based on a common waiting list and common assessment criteria that the Council has established with its 12 RSL partners. A partnership group that includes Council staff, RSL partners and tenant representatives regularly monitor the scheme.
- 7.14 Since its implementation the partnership have used a range of statistical information to monitor the success of the scheme. As a result a number of changes have been made to the policy to ensure it continues to meet partners strategic and operational priorities. Feedback from our customer satisfaction surveys and the annual stakeholder review has also helped to develop the scheme. For example, the partnership sought to increase the number of allocations that went to those social housing tenants that were overcrowded in their current accommodation. Strongly supported by the tenant representatives, the partnership recommended that 25% of all those three and four bedroom properties that became available would be advertised to social housing tenants only. This should have a positive impact for those tenants effected and increased satisfaction with the scheme.

Resident Auditor Project

- 7.15 Throughout 2006 twelve residents have undergone intensive training to become an internal resident auditor team capable of inspecting and assessing the Council's housing services against the Audit Commission's Key Lines of Enquiry documents (KLOE's). Using consultants, Debbie Hay Associates, to lead the process the team have spent much of the year assessing housing services against the Customer Care and Access KLOE. The results from this first assessment will influence future service improvements and ensure the Council meets the highest standards required.
- 7.16 An annual programme of inspection will be established for the Resident Auditor Team that will complement the housing services' annual review plans. Such an approach will ensure each service review is fully assessed and that customer feedback plays a major role in any future improvements.
- 7.17 The work of the Resident Auditor Team will also be monitored by the new Tenants and Leaseholder Committee once it is established in April 2007.

Housing Services for Older People

- 7.18 The patterns of need for older people's housing are changing. People are living longer, there is a greater expectation that people should be able to stay in their own homes and there is increased availability and greater flexibility of support to help them do so through the Supporting People programme. As a response to this and to government initiatives such as *Quality and Choice in Older People's Housing* the Supporting People Joint Commissioning Body has accepted as guidelines a set of draft standards for older people's accommodation.

- 7.19 During 2004 the Council carried out a review of its housing services for older people. The Scrutiny Committee considered a Draft Older People's Housing Strategy in September 2004 and further reports in June and September 2005, making proposals for the development of the service. These reports address the need to respond to the lack of demand for the less satisfactory sheltered housing and to achieve, where possible, the higher standards that are expected by potential tenants and by the Devon Supporting People team.
- 7.20 In its strategy, the Council proposes to improve its 'core' sheltered schemes so that, as far as possible, they meet the Supporting People recommended standards. This work will be overseen by a specialist Technical Officer who will work closely with the Supporting People team, Devon County Council's Adult and Community Care team and our tenants to ensure identified schemes remain suitable for older people in the foreseeable future. This work includes the provision of lifts and improved access to properties, re-designed bathrooms with showers, non-slip flooring, lever taps and window openers. This programme of work will be undertaken over a four or five-year period starting in 2007 and finishing in 2011/12.
- 7.21 Other sheltered properties will continue to be let to older people for so long as there is a demand. However, where demand is low the Council will look at reducing its allocation criteria used when letting older persons properties thereby widening the number of people eligible for consideration. For example we will consider reducing the minimum age criteria to say 55, or allowing people with capital equity and savings to occupy the properties.
- 7.22 Where schemes are identified that are unable to be developed for suitable older persons accommodation the Council will consider other options for the site. This could include re-designating the scheme for other client types (e.g. general needs accommodation), demolition and redevelopment with an RSL partner or sale. Throughout 2007/08 a full options appraisal will be undertaken and a comprehensive report submitted for consultation by members and residents. The Sheltered Housing Forum will play a key role in this process.
- 7.23 Coupled with the above scheme appraisal the Council is working closely with Devon County Council's Adult and Community Care team to identify a number of sites to develop multi-agency 'Extra Care' schemes within the city. This would provide a mixed tenure scheme of older people's properties centred around a range of support and care services designed to promote and maintain independent living. This project has been developed in line with the County Council's Modernisation Agenda for residential and domiciliary care.
- 7.24 The Devon Supporting People team, together with a range of partners and stakeholders has recently completed its Older Person's 'Sectorial Review'. The aim of the review was to look at existing provision of services, identify areas of over-supply and duplication, examples of good and bad practice and outline current gaps in services. The review team reported its initial findings to the Joint Commissioning Body in the summer of 2006. Further work is now underway to develop a comprehensive older persons strategy for the county. The Council will seek to play a key role in this process and ensure that it responds to the recommendations positively. Therefore, in 2007/08 the Council will comprehensively review its own sheltered housing and older persons services and seek to develop new services that meet emerging recommendations.

- 7.25 During 2005/06 the Devon Supporting People team undertook a full service review of the Council's sheltered housing service. Following this review the Council has been awarded 6 grade 'C's for each of the core elements of the Government's Quality Assessment Framework. This result means that we have received a steady state contract for this service until March 2008.

Anti-Social Behaviour Policy

- 7.26 The Council has, with the help of its tenants, produced a comprehensive Anti-Social Behaviour statement that sets out how will to deal with incidents that arise on it's estates, both strategically and operationally. The tenancy conditions have been amended accordingly. Over the past few years staff have successfully used Acceptable Behaviour Contracts to control unacceptable behaviour demonstrated by a minority of tenants. Officers work in partnership with the police to target serious offenders and have an established protocol for applying for Anti-Social Behaviour Orders (ASBOs) in the most serious cases.
- 7.27 Throughout 2006 the new anti-social behaviour policy as been implemented. This includes:
- Employing an Anti-Social Behaviour Case Manager to oversee all housing ASB cases and providing additional administrative resources
 - Implementing a new ASB recording and monitoring system
 - Undertaking additional training on dealing with ASB cases
 - Having access to a dedicated Beat Sergeant who works with housing staff at least 2 days per week
 - Introducing new neighbourhood inspections (involving residents, the Police, other agencies etc) in those areas where intensive management is required
 - Signing up to the Government's Respect Agenda for Housing Management

Leasehold management

- 7.28 The Council manages over 850 leases and has undertaken a review of this service. This has identified a range of issues that are being addressed. These include:
- Calculation and apportionment of service charges
 - Formatting and presentation of invoices
 - Management of subletting
 - Service charge arrears
 - Insurance issues
 - Implementation of Academy IT leasehold management module
 - Accrued surpluses in service charge accounts
- 7.29 The Council has systematically addressed all of these issues and, following consultation, implemented improved arrangements in March 2006.
- 7.30 A new comprehensive leaseholders manual will be produced in 2007, in consultation with leaseholder representatives, which will give details on all these

issues and ensure leaseholders understand their obligations under the terms of their lease.

Voids management

- 7.31 346 vacancies arose in the Council's own stock during 2005/6 compared with 410 vacancies in 2004/05 and 326 in 2003/4. The average re-let times were 34 days, 32 days and 28 days respectively. This increase has occurred because (a) a higher number of voids occurring due to the completion of a number of RSL schemes that put a strain on the contractor resources and (b) the demand for certain types of property reduced.
- 7.32 An analysis of voids turnaround times shows that (a) the ratio of letting time to repair time appears high (b) sheltered properties take longer to let than general needs accommodation (c) refusal rates were high, at 35%, and higher in sheltered accommodation.
- 7.33 The introduction of the Exeter Home Choice scheme together with a new voids procedure during 2005/6 has significantly reduced lettings periods during 2006 while the proposals contained in the review of older people's housing will help to address the problem of difficult to let sheltered housing.

Equalities

- 7.34 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. 4.4% of those registered on the housing waiting list 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.
- 7.35 The Council's Equalities policy states that:

“ Exeter City Council is committed, both as an employer and as a deliverer of services, to ensuring that no recipient of services provided by, or on behalf of, the Council receives less favourable treatment on any grounds such as disability, ethnic origin, colour, religious belief, age, gender, sexuality, marital/family status, gender reassignment, language, political or other opinion, national or social origin, association with a national minority, locality, property, birth or other status or trade union membership.”

Black and Minority Ethnic Households (BME) households

- 7.36 The Council's policy on racism states that:-
- “The Council is committed to ensuring that institutional racism – ‘the collective failure of an organisation to provide an appropriate and professional service to people because of their culture or ethnic origin’ – and discrimination in general does not exist in Exeter.”*
- 7.37 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 for 2006/7 states that

Equalities Impact Assessments will be carried out in relation 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
- Twice yearly reporting of 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

7.38 The Housing Unit has recently established an Equality and Diversity Working Group that is tasked with putting together a housing specific action plan to address issues of equality and diversity across its services. Assessing services against the Equality and Diversity KLOE and the recently amended Commission for Racial Equality Code of Practice are also key objectives for this group. A member of staff from the Council's Policy Unit is also a member of this group to ensure that housing links with corporate policies and initiatives.

7.39 The Council monitors its allocations to identify whether ethnic minority households receive their fair share of allocations. In 2005/6 ethnic minority households represented 2.9% of the waiting list and received 4.1% of the new tenancies created during the year. The numbers involved are small but it will be important to monitor these figures carefully in 2005/06 to assess the full impact of the Choice-based lettings scheme.

Disabled Adaptations for Council tenants

7.40 The Council is committed to meeting the growing need for adaptations for its tenants and over £400,000 is included in this 2006/07 capital programme for this purpose. At this same time, the Council is seeking innovative ways of reducing costs. One approach is to use the "trickle-transfer" process to transfer the ownership (and therefore the adaptation costs) of properties needing major adaptations, to a housing association.

7.41 The Council's disabled adaptation service has been subject to review to ensure it meets recommended guidelines and standards. As a result a new procedure has been drafted together with a range of service standards tenants can expect from the staff. Once implemented the service will be monitored using a new customer satisfaction survey following the installation and another some six months later.

Assistance schemes for elderly tenants

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

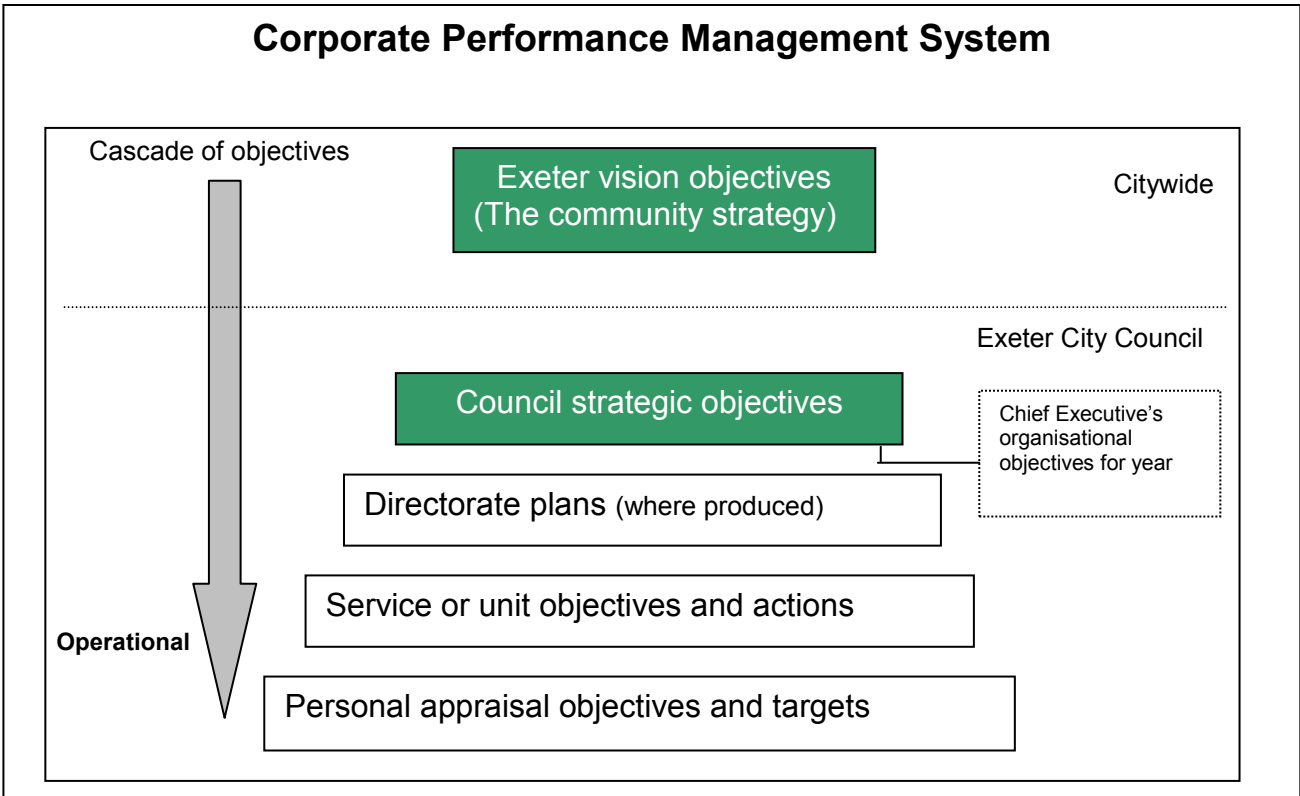
7.43 The Council benefits from these schemes as they keep properties in a better condition than may otherwise be the case and in ensure that the environmental

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 will be reviewing them, during 2006/7, to ensure that they are appropriately targeted and provide good value for money.

7.44 A new package of incentives will be introduced during 2007 to try and encourage more tenants to downsize from their large family homes into more suitable accommodation. These incentives not only include higher levels of financial assistance and help with removals, but also a dedicated officer to help support tenants through the process and ensure that everything is organised for them.

8. PERFORMANCE MONITORING

Council-wide performance management arrangements



- 8.1 The Council has a comprehensive Performance Management system to monitor the delivery of this and other Strategies. Aims and objectives are set for the City (to be delivered alongside other partners), for the City Council, for the Community and Environment Directorate, for the Housing Services Unit and so on - cascading right down to individual staff members whose performance is monitored in an annual Appraisal process where personal targets are set.
- 8.2 Local Performance Indicators (PIs) are set including over thirty for housing (see Appendix V). The Indicators are monitored corporately via quarterly returns (some six-monthly). Performance against targets are reported on a quarterly basis to the Scrutiny Committee – Community. Members are able to question officers on individual targets and plans to address under-performance are submitted. The PIs are reviewed and revised each year.
- 8.3 In addition, the Council’s Strategic Management Team and Portfolio Holders meet quarterly to discuss a basket of 19 Key Performance Indicators (KPIs), to ensure that the Council maintains its “Excellent” Comprehensive Performance Assessment rating. No fewer than 8 of these Key Performance Indicators are housing-related, indicating the importance the Council attaches to its housing service.

Housing Service Performance management arrangements

- 8.4 Given the range of services being delivered, quarterly performance monitoring is practical and appropriate at the corporate level. However, this clearly is not the case for operational managers, who need to monitor performance regularly and to be in a position to take prompt action if targets are not being met. Monthly monitoring is often sufficient but weekly monitoring is necessary in some cases.
- 8.5 The housing service has established robust performance monitoring arrangements that ensures the production of management information is both accurate and produced at the appropriate frequencies and in the accessible format. The key targets for this service and performance against them, are set out in Appendix 5. The Housing Management Team receive a performance digest each month which gives detailed information on current performance and other important information on current trends. A copy of this digest is sent to the Housing and Social Portfolio Holder and discussed at regular ‘issues’ meetings with the Head of Service.
- 8.6 Other officer group meetings have been established to manage key service objectives. For example, the Decent Homes Implementation Group meets every 6 weeks to monitor progress of this programme and ensure value for money is achieved in the packaging and procurement of contracts.
- 8.7 The housing service has been an upper quartile performer for many years and aims to remain so. We have joined the Housemark benchmarking service and this will enable us to carry out more wide ranging comparison of both performance and costs during 2007/8. Comparisons of the Council’s performance against other similar authorities are produced annually and submitted to the appropriate Council committees.
- 8.8 The HRA Business Plan will be reviewed on an annual basis to monitor progress against the action plan, update areas where changes have been made, and re-model financial projections.

Resident Involvement in Performance Monitoring

- 8.9 It is essential that tenants and leaseholders play a key role in monitoring performance and the progress against the HRA Business Plan. Therefore, meetings of the Tenants and Leaseholders Consultation Group have been re-arranged to coincide with the end of each quarter so that a full digest of performance information can be submitted as a standing agenda item. Similar reports will also be submitted to the Sheltered Housing Forum and the Leaseholders Group. The digest of information will be developed with residents to ensure its contents are easy to understand and contain performance figures for areas of the service relevant to them.
- 8.10 More robust performance monitoring procedures will be introduced in 2007 once the newly elected Tenants and Leaseholders Committee has been established. It is intended that this group will receive regular reports on performance, action against business/action plans, policy development and the complaints procedure to ensure residents have a comprehensive overview of the service.
- 8.11 Residents will also be involved in a range of smaller 'working parties' that oversee the review and development of individual services as identified in the plan. For example older persons services, choice based lettings and the decent homes programme. Throughout 2006 the Council will develop a Resident Auditor Team, in conjunction with an independent consultant that will be trained to undertake mini-inspections of specific housing services. Using a range of techniques the team will measure the service against the Audit Commission's Key Lines of Enquiries, and identify where improvements are required. Future service improvement plans will be developed based on their findings.
- 8.12 Residents have also requested that an annual 'Tenants conference' is organised. The first conference will take place in July 2006 and performance monitoring and future service improvements will play a key part in the day.

Housing Revenue Account to 2035/6

Appendix I

1 = ignore RCCOs to project surpluses/deficits / 2 = include RCCO at level of surplus rounded down

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	2006.07	2007.08	2008.09	2009.10	2010.11	2011.12	2012.13	2013.14	2014.15	2015.16	2016.17	2017.18	2018.19	2019.20	2020.21
Dwelling rent income	-12,916	-13,687	-14,069	-14,228	-14,392	-14,460	-14,485	-14,612	-14,641	-14,672	-14,476	-14,508	-14,539	-14,569	-14,601
Non dwelling rents	-388	-382	-382	-382	-382	-382	-382	-382	-382	-382	-382	-382	-382	-382	-382
SP Grant	-136	-140	-135	-130	-125	-121	-117	-113	-109	-105	-101	-97	-94	-91	-88
Housing Subsidy	3,332	3,600	3,560	3,510	3,468	3,428	3,496	3,471	3,445	3,414	3,387	3,360	3,330	3,299	3,267
Income	-10,108	-10,609	-11,026	-11,230	-11,431	-11,535	-11,488	-11,636	-11,687	-11,745	-11,572	-11,627	-11,685	-11,743	-11,804
General Management	3,108	3,129	3,156	3,167	3,178	3,189	3,200	3,211	3,201	3,191	3,181	3,171	3,161	3,172	3,183
Bad Debt Provision	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20
Repairs & Maintenance	3,563	3,590	3,605	3,593	3,593	3,608	3,608	3,608	3,608	3,608	3,608	3,608	3,608	3,608	3,608
Notional interest	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Depreciation	3,148	3,226	3,226	3,227	3,228	3,232	3,234	3,227	3,221	3,215	3,210	3,204	3,199	3,194	3,189
Expenditure	9,839	9,965	10,007	10,007	10,019	10,049	10,062	10,066	10,050	10,034	10,019	10,003	9,988	9,994	10,000
Net Cost of Services	-269	-644	-1,019	-1,223	-1,412	-1,486	-1,426	-1,570	-1,637	-1,711	-1,553	-1,624	-1,697	-1,749	-1,804
Asset Management adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interest charges & DME	-332	-337	-337	-337	-337	-337	-337	-337	-337	-337	-337	-337	-209	-209	-209
Interest income	-36	-32	-13	0	0	0	0	0	0	0	0	0	0	0	0
Operating income / expenditure	-637	-1,013	-1,369	-1,560	-1,749	-1,823	-1,763	-1,907	-1,974	-2,048	-1,890	-1,961	-1,906	-1,958	-2,013
Depreciation adjustment	-52	-52	-52	-52	-52	-52	-52	-52	-52	-52	-52	-52	-52	-52	-52
Revenue Contributions to Capital	674	1,023	1,350	1,600	1,790	1,860	1,800	1,950	2,010	2,090	1,930	2,000	2,070	2,130	2,180
(Surplus) / Deficit	-15	-42	-71	-12	-11	-15	-15	-9	-16	-10	-12	-13	112	120	115
Reserve brought forward	2,755	2,854	2,987	3,157	3,277	3,402	3,544	3,710	3,879	4,063	4,250	4,419	4,597	4,683	4,772
Notional interest (enter)	84	91	99	108	114	127	151	160	168	177	157	165	198	209	220
Researve carried forward	2,854	2,987	3,157	3,277	3,402	3,544	3,710	3,879	4,063	4,250	4,419	4,597	4,683	4,772	4,877
Memo : HRA annual position includi	773	1,156	1,520	1,720	1,915	2,002	1,966	2,119	2,194	2,277	2,099	2,178	2,156	2,219	2,285

Appendix I

	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
	2021.22	2022.23	2023.24	2024.25	2025.26	2026.27	2027.28	2028.29	2029.30	2030.31	2031.32	2032.33	2033.34	2034-35	2035-36
Dwelling rent income	-14,631	-14,661	-14,690	-14,722	-14,763	-14,816	-14,872	-14,925	-14,978	-15,032	-15,087	-15,141	-15,194	-15,250	-15,303
Non dwelling rents	-382	-382	-382	-382	-382	-382	-382	-382	-382	-382	-382	-382	-382	-382	-382
SP Grant	-85	-82	-79	-76	-73	-70	-68	-66	-64	-62	-60	-58	-56	-54	-52
Housing Subsidy	3,234	2,763	2,727	2,690	2,652	2,614	2,576	2,538	2,496	2,455	2,412	2,368	2,321	2,274	2,224
Income	-11,864	-12,362	-12,424	-12,490	-12,566	-12,654	-12,746	-12,835	-12,928	-13,021	-13,117	-13,213	-13,311	-13,412	-13,513
General Management	3,194	3,205	3,216	3,227	3,238	3,249	3,260	3,271	3,282	3,293	3,304	3,315	3,326	3,337	3,348
Bad Debt Provision	20	20	20	20	20	20	20	20	20	20	20	20	20	20	0
Repairs & Maintenance	3,608	3,608	3,608	3,608	3,608	3,608	3,614	3,614	3,614	3,614	3,614	3,614	3,614	3,615	3,616
Notional interest	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Depreciation	3,184	3,179	3,174	3,169	3,164	3,159	3,159	3,159	3,159	3,159	3,159	3,159	3,159	3,159	3,159
Expenditure	10,006	10,012	10,018	10,024	10,030	10,036	10,053	10,064	10,075	10,086	10,097	10,108	10,119	10,131	10,123
Net Cost of Services	-1,858	-2,350	-2,406	-2,466	-2,536	-2,618	-2,693	-2,771	-2,853	-2,935	-3,020	-3,105	-3,192	-3,281	-3,390
Asset Management adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interest charges & DME	-209	-209	-209	-209	-209	-209	-209	-209	-209	-209	-209	-209	-209	-209	-209
Interest income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating income / expenditure	-2,067	-2,559	-2,615	-2,675	-2,745	-2,827	-2,902	-2,980	-3,062	-3,144	-3,229	-3,314	-3,401	-3,490	-3,599
Depreciation adjustment	-52	-52	-52	-52	-52	-52	-52	-52	-52	-52	-52	-52	-52	-52	-52
Revenue Contributions to Capital	2,240	2,620	2,680	2,740	2,810	2,890	2,970	3,040	3,130	3,210	3,290	3,380	3,470	3,560	3,670
(Surplus) / Deficit	121	9	13	13	13	13	5	12	11	4	9	14	17	18	19
Reserve brought forward	4,877	4,988	5,223	5,467	5,724	6,195	6,493	6,814	7,144	7,492	7,864	8,241	8,633	6,360	6,791
Notional interest (enter)	232	244	257	270	285	311	326	342	359	376	386	406	427	449	472
Researve carried forward	4,988	5,223	5,467	5,724	5,996	6,493	6,814	7,144	7,492	7,864	8,241	8,633	9,043	6,791	7,244
	2,351	2,855	2,924	2,997	3,082	3,190	3,280	3,374	3,473	3,572	3,667	3,772	3,880	3,991	4,123

Summary of Capital Improvements 2005 to 2033/34

Appendix 2

STOCK SURVEY PROFILE AGAINST RESOURCES

	Total	1 2006.07	2 2007.08	3 2008.09	4 2009.10	5 2010.11	6 2011.12	7 2012.13	8 2013.14	9 2014.15	10 2015.16	11 2016.17	12 2017.18	13 2018.19
Starting properties		5,091	5,079	5,067	5,055	5,043	5,033	5,023	5,013	5,003	4,995	4,987	4,979	4,971
Real increases in survey costs		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Cumulative real increases		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<u>Enter Stock Survey profile</u>														
Decent Homes	64,729	1,588	1,515	1,571	1,256	1,156	1,916	1,969	2,024	2,080	1,824	1,886	1,948	2,049
Exeter Standard "extras"	44,904	1,345	1,293	1,315	1,351	1,389	1,428	1,467	1,505	1,547	1,611	1,608	1,662	1,717
Planned maintenance	23,477	816	833	768	853	789	955	971	988	1,003	1,029	1,050	896	913
Environmental	3,780	140	140	140	140	140	140	140	140	140	140	140	140	140
Asbestos	1,006	25	131	25	25	25	25	25	25	25	30	30	30	30
Adaptations	12,600	400	600	400	400	400	400	400	400	400	450	450	450	450
Structural	1,039	236	260	254	259	266	0	0	0	0	0	0	0	0
Sheltered Acc	2,386	500	236	400	400	650	700	0	0	0	0	0	0	0
Fire Alarm Upgrade	0	0	40	0	0	0	0	0	0	0	0	0	0	0
Raw survey profile	153,922	5,050	5,048	4,873	4,684	4,814	5,563	4,972	5,081	5,196	5,084	5,164	5,126	5,298
Fees / add ons	9,376	328	326	286	286	286	286	286	286	286	286	286	286	286
Capital works to be funded	163,298	5,378	5,374	5,159	4,970	5,100	5,849	5,258	5,367	5,482	5,370	5,450	5,412	5,584
Capital works with inflation	168,718	5,378	5,374	5,159	4,970	5,100	5,849	5,258	5,367	5,482	5,370	5,450	5,412	5,584
Effect of Right to Buys ?		-0.73%	-0.84%	-0.96%	-1.07%	-1.19%	-1.29%	-1.38%	-1.48%	-1.58%	-1.66%	-1.73%	-1.81%	-1.89%
Total adjusted profile	165,458	5,339	5,327	5,107	4,914	5,039	5,774	5,185	5,288	5,396	5,281	5,356	5,314	5,479
<u>Resources</u>														
Major Repairs Allowance	84,789	3,096	3,174	3,174	3,175	3,176	3,180	3,182	3,176	3,170	3,163	3,158	3,153	3,148
Use of RTB receipts	1,881	440	196	135	112	112	112	112	112	90	90	90	90	90
Use of SCE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Use of other receipts	1,942	3,963	1,942	0	0	0	0	0	0	0	0	0	0	0
Grants	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital resources	88,612	7,499	5,312	3,309	3,287	3,288	3,292	3,294	3,288	3,260	3,253	3,248	3,243	3,238
Projected RCCO's available	64,253	674	1,023	1,350	1,600	1,790	1,860	1,800	1,950	2,010	2,090	1,930	2,000	2,070
Total resources available	152,865	8,173	6,335	4,659	4,887	5,078	5,152	5,094	5,238	5,270	5,343	5,178	5,243	5,308
Excess / shortfall	-12,593	2,795	961	-500	-83	-22	-697	-164	-129	-212	-27	-272	-169	-276

Appendix 2

	14	15	16	17	18	19	20	21	22	23	24	25	26	
	2019.20	2020.21	2021.22	2022.23	2023.24	2024.25	2025.26	2026.27	2027.28	2028.29	2029.30	2030.31	2031.32	
Starting properties	4,963	4,955	4,947	4,947	4,939	4,931	4,923	4,915	4,915	4,915	4,915	4,915	4,915	
Real increases in survey costs	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Cumulative real increases	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
Enter Stock Survey profile														
Decent Homes	2,116	2,186	19,998	2,229	2,482	2,564	2,671	2,760	2,857	2,957	3,059	3,167	3,278	3,609
Exeter Standard "extras"	1,774	1,830	16,148	1,894	1,958	2,022	2,089	2,159	2,234	2,312	2,392	1,633	1,252	1,115
Planned maintenance	931	954	9,690	973	992	1,012	700	711	723	735	748	762	775	790
Environmental	140	140	1,400	140	140	140	140	140	140	140	140	140	140	140
Asbestos	30	35	285	35	35	35	35	40	40	40	40	40	40	45
Adaptations	450	450	4,300	450	450	450	500	500	500	500	500	500	500	550
Structural	0	0	0	0	0	0	0	0	0	0	0	0	0	0
			700											
Raw survey profile	5,442	5,595	52,520	5,721	6,057	6,223	6,135	6,309	6,494	6,684	6,880	6,241	5,985	6,249
Fees / add ons	286	286	2,860	372	394	405	399	410	422	434	447	406	389	406
Capital works to be funded	5,728	5,881	55,380	6,093	6,451	6,628	6,534	6,719	6,916	7,118	7,327	6,647	6,374	6,655
			0											
Capital works with inflation	5,728	5,881	55,381	6,093	6,451	6,628	6,534	6,719	6,916	7,118	7,327	6,647	6,374	6,655
Effect of Right to Buys ?	-1.96%	-2.04%	-2.12%	-2.12%	-2.20%	-2.27%	-2.35%	-2.43%	-2.43%	-2.43%	-2.43%	-2.43%	-2.43%	-2.43%
Total adjusted profile	5,615	5,761	54,449	5,964	6,309	6,477	6,380	6,556	6,748	6,945	7,149	6,486	6,219	6,493
			0											
Resources														
Major Repairs Allowance	3,143	3,138	31,611	3,133	3,128	3,123	3,118	3,113	3,108	3,108	3,108	3,108	3,108	3,108
Use of RTB receipts	90	90	966	90	90	90	90	0	0	0	0	0	0	0
Use of SCE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Use of other receipts	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Grants	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital resources	3,233	3,228	32,577	3,223	3,218	3,213	3,208	3,113	3,108	3,108	3,108	3,108	3,108	3,108
Projected RCCO's available	2,130	2,180	20,020	2,240	2,620	2,680	2,740	2,810	2,890	2,970	3,040	3,130	3,210	3,290
Total resources available	5,363	5,408	52,597	5,463	5,838	5,893	5,948	5,923	5,998	6,078	6,148	6,238	6,318	6,398
			0											
Excess / shortfall	-365	-473	-2,784	-630	-613	-735	-586	-796	-918	-1,040	-1,179	-409	-56	-257

Appendix 2

	27	28	29	30
	2032.33	2033.34	2034-35	2035-36
Starting properties	4,915	4,915	4,915	4,915
Real increases in survey costs	0.00%	0.00%	0.00%	0.00%
Cumulative real increases	100.00%	100.00%	100.00%	100.00%
<u>Enter Stock Survey profile</u>				
Decent Homes	3,736	3,867	4,022	4,171
Exeter Standard "extras"	1,155	1,195	1,243	1,289
Planned maintenance	804	820	830	849
Environmental	140	140	140	140
Asbestos	45	45	50	50
Adaptations	550	550	550	550
Structural	0	0	0	0
Raw survey profile	6,430	6,616	6,835	7,049
Fees / add ons	418	430	444	458
Capital works to be funded	6,848	7,046	7,279	7,507
Capital works with inflation	6,848	7,046	7,279	7,507
Effect of Right to Buys ?	-2.43%	-2.43%	-2.43%	-2.43%
Total adjusted profile	6,682	6,875	7,102	7,325
<u>Resources</u>				
Major Repairs Allowance	3,108	3,108	3,108	3,107
Use of RTB receipts	0	0	0	0
Use of SCE	0	0	0	0
Use of other receipts	0	0	1	2
Grants	0	0	0	0
Capital resources	3,108	3,108	3,109	3,109
Projected RCCO's available	3,380	3,470	3,560	3,660
Total resources available	6,488	6,578	6,669	6,769
Excess / shortfall	-360	-468	-610	-738

Decent Homes Programme 2006/07 to 2010/11 – key building components requiring replacement

<u>Decent Home Category</u>	<u>Key Building Components</u>	<u>No</u>	<u>£ Total</u>
D	External Walls	100	217,075
D	Roof Covering/Structure	688	4,297,330
TC	Central Heating (no heating)	0	0
TC	Cavity Insulation	400	150,000
D	Rewires	595	1,587,706
D & TC	Windows	20	88,960
D	External Doors	475	232,375
	Sheltered Acc	180	2,090,000
	Sub Total (excl fees)		8,663,446
	Properties with ineffective heating	570	1,551,590
	Properties with old or poor Kitchens	1080	4,732,132
	Properties with old or poor Bathrooms	627	1,713,400
	Sub Total (excl fees)		7,997,122
	Total (excl fees)		16,660,568
	Total + Fees @ 8%		17,993,413

D = Disrepair

MF = Modern Facilities

TC = Thermal Comfort

Performance Indicators

Performance Indicator Information			Result		Target		Compared to prior year	Forward Targets					
Service	Reference	Description	2004/05	2005/06	2005/06	Achieved		2006/07	2007/08	2008/09			
Housing - Asset	BV 63	Energy Efficiency – the average SAP rating of local authority owned dwellings	60	65	65	✓	↑	67	68	69			
Housing - Enabling	BV 64	The number of private sector vacant dwellings that are returned into occupation or demolished during the	49	53	55	✗	↑	50	50	50			
Housing - Rents	BV 66a	Rent collected by the local authority as a proportion of rents owed on Housing Revenue Account (HRA)	99.42%	99.24%	99.5%	✗	↓	99.5%	99.5%	99.5%			
Housing - Rents	Local	arrears as % of debit		1.20%	1.6%	✓✓	N/a	1.6%	1.6%	1.6%			
Housing - Rents	BV 66b	The number of local authority tenants with more than seven weeks of (gross) rent arrears percentage of the	N/a	3.09%	New	N/a	N/a	3.00%	3.00%	3.00%			
Housing - Rents	BV 66c	Percentage of local authority tenants in arrears who have had Notices Seeking Possession served.	N/a	27.58%	New	N/a	N/a	25%	25%	25%			
Housing - Rents	BV 66d	Percentage of local authority tenants evicted as a result.	N/a	0.05%	New	N/a	N/a	0.3%	0.3%	0.3%			
Housing - Resident	BV 74a	tenant satisfaction - overall (all tenants)	last STATUS satisfaction survey was in 2003/2004. Current survey is being undertaken Autumn 2006, results available Jan 2007						86%	n/a	87%		
Housing - Resident	BV 74b	tenant satisfaction - overall (BME tenants)											
Housing - Resident	BV 74c	tenant satisfaction - overall (non-BME tenants)											
Housing - Resident	BV75a	tenant satisfaction with participation opportunities - overall (all tenants)									80%	n/a	80%

Performance Indicator Information			Result		Target		Compared to prior year	Forward Targets		
Service	Reference	Description	2004/05	2005/06	2005/06	Achieved		2006/07	2007/08	2008/09
Housing - Resident	BV75b	tenant satisfaction with participation opportunities - overall (BME tenants)	last STATUS satisfaction survey was in 2003/2004. Current survey is being undertaken Autumn 2006, results available Jan 2007							
Housing - Resident	BV75c	tenant satisfaction with participation opportunities - overall (non-BME tenants)								
Housing - Equalities	BV 164	Does the authority follow the Commission for Racial Equality's code of practice in rented housing.	Yes	Yes	Yes	✓	N/a	Yes	Yes	Yes
Housing - Advice &	BV 183a	The average length of stay in bed and breakfast accommodation of households which include	17	9	4	✗	↑	7	6	5
Housing - Advice &	BV 183b	The average length of stay in hostel accommodation of households which include	13	17	7	✗	↓	15	13	11
Housing - Asset	BV 184a	The proportion of LA homes which were non-decent at the start of the financial year.	53%	42%	40%	✗	↑	30%	22%	15%
Housing - Asset	BV 184b	The percentage change in proportion of non-decent LA homes between the start and the end	-23.3%	-28.4%	-16.7%	✓✓	↑	-25.9%	-33.9%	-45.9%
Housing - Asset	new local (ex	Planned maintenance expenditure as a percentage of total maintenance budget	70.0%	73%	70.0%	✓	↑	74.0%	74.5%	75.0%
Housing - Asset	local	Percentage of responsive repairs completed with target timescales	89.0%	88%	90.0%	✗	↓	95%	96%	97%
Housing - Advice &	BV 202	The number of people sleeping rough on a single night within the area of the authority.	9	6	9	✓	↑	9	9	9
Housing - Advice &	BV 203	The percentage change in the average number of families, which include dependent children	N/a	6.69%	N/a	N/a	N/a	-5%	-5%	-5%

Performance Indicator Information			Result		Target		Compared to prior year	Forward Targets		
Service	Reference	Description	2004/ 05	2005/ 06	2005/ 06	Achieved		2006/ 07	2007/ 08	2008/ 09
Housing - Advice &	Local	number of households in temporary accommodation	N/a	311	270	✗	N/a	260	220	180
Housing - Voids	BV 212	Average time taken to re-let local authority housing (in Days)	32	34	24	✗	↓	21	20	19
Housing - Advice &	BV 213	Number of households (per 1000) who considered themselves as homeless, who	New	2	New	N/a	N/a	8	8	8
Housing - Advice &	Local	Homelessness acceptances as a percentage of new approaches to housing advice	17.80%	15%	20%	✓ ✓	↑	20%	20%	20%
Housing - Advice &	BV 214	Proportion of households accepted as statutorily homeless who were accepted as	New	1.75%	New	N/a	N/a	1.75%	1.75%	1.75%
Housing - Leasehold	Local	Percentage of service charges collected	92.20%	96.53%	96%	✓ ✓	↑	96.0%	96.5%	97.0%
Housing - Leasehold	Local	Service charge arrears as a percentage of the council's total service charge income	7.80%	3.47%	5%	✓ ✓	↑	5%	5%	5%
Housing - Advice &	Local	Percentage of homelessness determinations made within 33 working days	72.80%	93%	90%	✓ ✓	↑	90%	90%	90%
Housing - Enabling	Local	Percentage of affordable housing units provided during the year which are suitable for	2%	11%	8%	✓ ✓	↑	5%	5%	5%
Housing - Enabling	Local	Number of affordable housing units provided during the year	128	232	210	✓ ✓	↑	200	200	200

Exeter City Council

Housing Unit Action Plan 2005/06

	Objective	Target	Status of Target	Timescale	Lead Officer	Progress
	Department-wide					
1	Business Plan	Produce a 'fit for purpose' business plan and report to Scrutiny Committee	Statutory	07/06/05	Head of Housing	Complete. Business Plan passed as 'fit for purpose' in March 2006 following amendment
2	Procedures	Produce comprehensive procedures for all areas of the Housing Service	Local	31/10/05	Head of Housing	<i>Deferred to 2007/08 to enable service reviews to complete</i>
3	Performance management	Establish department-wide performance monitoring arrangements	Local	30/09/05	Head of Housing	Complete. Performance Manager appointed. New housing PI system implemented and continuing to develop
4	Performance management	Report to Scrutiny Committee on the outturn against 2004/05 performance indicators.	Local	30/06/05	Head of Housing	Complete. All quarterly corporate PI's reported to Scrutiny and Executive
5	Housemark	Provide the data required by Housemark to enable the Council to have full access full to the benchmarking service	Local	31/07/05	Mike Hopton	Responsibility passed to Performance Manager. Quarterly PI's updated. Full financial information to be uploaded in 2007.
6	Website	Ensure service information is comprehensive and up to date	Local	31/10/05	Head of Housing	<i>Deferred. Waiting for leaflet/literature project to complete</i>

	Objective	Target	Status of Target	Timescale	Lead Officer	Progress
	Homelessness & Advice					
7	Choice-based Lettings	Implement the Scheme	Local	31/07/05	Amanda Downie	Complete. Exeter Home Choice implemented in July 2005.
8	Choice-based Lettings	Carry out a formal review and report on the operation of the scheme	Local	31/12/05	Amanda Downie	Complete. Review undertaken October 2005 and again in June 2006. Policy amendments made following consultation and Executive approval
9	Review Homelessness Strategy	Secure Executive approval for the strategy	Statutory	31/12/05	Amanda Downie	<i>Deferred. Strategy re-write started in October 2006. To be completed by June 2007.</i>
10	Prevent homelessness	No families in Bed and Breakfast for over 6 weeks	ODPM target	Ongoing	Amanda Downie	Target met. Target consistently met. Reported to DCLG through normal monitoring channels
11	Prevent homelessness	Prevent homelessness in 75% cases	BVPI 213	31/03/06	Amanda Downie	Target Met. Only 20% of cases accepted as homeless.
12	Repeat homelessness	Reduce number of repeat homelessness cases by 33% (from 3 to 2)	BVPI 214	31/03/05	Amanda Downie	Target met. In 2005/06
13	Reduce homelessness acceptances	Reduce acceptances from 227 to 210	ODPM target	31/03/06	Amanda Downie	Target not met. Total of 225 acceptances made in 2005/06
14	Domestic violence	Achieve BVPI domestic violence targets	BVPI 225	31/03/06	Amanda Downie	Target met
15	Reduce homelessness	Reduce the number of households in temporary accommodation by 10% (from 323 to 291)	ODPM target	31/03/06	Amanda Downie	Target not met. Total in temporary accommodation as at 31/03/06 was 318. Reduction plan agreed with DCLG with targets set for each year up to 2010.

	Objective	Target	Status of Target	Timescale	Lead Officer	Progress
16	Rough sleepers	Maximum number = 9	BVPI 202	All year	Amanda Downie	Target met. Count was 6 in November 2005
17	Move-on strategy	Develop framework– Consult and implement	Local	31/12/05	Amanda Downie	<i>Deferred. Awaiting outcome of homeless strategy review</i>
18	Implement HOST scheme	20+ rooms let	Local	31/07/05	David Gibbens	Scheme cancelled. Lots of preparation work done. Scheme no longer valid given new approaches to youth homelessness.
19	Quality Mark	Submit application for Housing Advice service	Local	31/12/05	Amanda Downie	Complete. Application submitted. Quality Mark awarded November 2006
20	Allocations Plan	Set up monitoring arrangements	Local	30/06/05	Amanda Downie	Complete. Monitoring information to partnership meeting
21	Supporting People	Ensure compliance with Supporting People requirements for STA's	Supporting People	01/06/05	Amanda Downie	Complete. SP service review completed. Service has steady state contract. Meets minimum QAF criteria.
	Strategy & Enabling					
22	Older People's Housing Strategy	Obtain Executive approval	Supporting people	07/06/05	Head of Housing	<i>Deferred. Awaiting outcome of SP sectorial review and new SP older persons strategy</i>
23	Review Housing Strategy	Consult, review and produce revised strategy	Local	31/03/06	David Gibbens	On going. Review started. Completion date June 2007. Awaiting results of HMA study.
24	Affordable homes	250 new affordable homes completed	Local	31/03/06	David Gibbens	Target not met. 232 homes completed in 2005/06
25	Shaul Bakery site	Bring 31 units into operation	Local	30/09/05	David Gibbens	Complete. Scheme completed and occupied December 2005
26	Empty Homes	Bring 50 private sector empty homes back into use	Local	31/03/06	David Gibbens	Target met. 53 properties completed in 2005/06

	Objective	Target	Status of Target	Timescale	Lead Officer	Progress
27	Empty Homes	Produce Empty Homes Strategy	Local	31/10/05	David Gibbens	On-going. Strategy review underway. Completion date June 2007.
28	Private Leased properties	Increase number from 130 to 160	Local		David Gibbens	Target not met. Due to temporary accommodation reduction targets this is no longer relevant.
	Home Aid					
29	Time from enquiry to first visit	Reduce to 2 weeks	Local	31/03/06	Jan Jones	Due to the SP HIA tender process this service has transferred to Devon and Cornwall Housing Association.
30	Customer satisfaction	Increase % of customers satisfied to 99%	Local	31/03/06	Jan Jones	
31	Value of work	Sustain value of work earning fee income to £225,000	Local	31/03/06	Jan Jones	

	Leasehold Management					
32	2004/05 Service charge accounts	Calculate and provide to leaseholders	Statutory	30/09/05	Mike Hopton	Complete
33	Procedures for service charges	Write and implement procedures for service charges	Statutory	30/09/05	Mike Hopton	Complete
34	Service charges IT	Implement Academy service charge module	Local	31/10/05	Mike Hopton	<i>Deferred. Now using Sundry Debtors system</i>
35	Service charge accounts	Resolve pre 2004/05 issues – repay surpluses and start recover of arrears	Statutory	31/12/05	Mike Hopton	Complete. Accurate statements sent out in March 2006 and account balances reconciled. Credits repaid or deferred for future expenditure.

36	Service charge collection	Collect 98% of service charges payable	Local	31/03/06	Mike Hopton	Target not met. 96% collected on 2005/06
37	Service charge collection	Reduce arrears of service charge income from £60,000 to £55,000	Local	31/03/06	Mike Hopton	Target met
	Estate Management					
38	Anti-social behaviour	Appraise specialist anti-social behaviour IT software and report	Local	30/06/05	Phil Mills	Complete. Three system appraised and a preferred supply identified
39	Anti-social behaviour	Implement quality anti-social behaviour monitoring arrangements	Local	30/09/05	Phil Mills	Complete. Linked with above. New system implemented and tested in the summer of 2006
	Voids					
40	Average time to re-let vacant properties	28 calendar days	BVPI 212	Ongoing	Neil Shire	Target not met. Average turnover time for 2005/06 was 34 days.
	Rents and Rent Collection					
41	Rent collected	Collect 99% of rent payable	BVPI 66a	31/03/06	Phil Mills	Target not met. 92.2% collected in 2005/06
42	% tenants owing 7 weeks or more of rent	No more than 3.4% of tenants 7 weeks in arrears	BVPI 66b	31/03/06	Phil Mills	Target met
43	Notices of Seeking Possession served	< 400 served during year (7.8% of all tenants)	BVPI 66c	31/03/06	Phil Mills	Target met. 357 issued in 2005/06
44	Evictions	No more than 20 evictions (0.39% of all tenants) during the year	BVPI 66d	31/03/06	Phil Mills	Target met. Only 4 tenants evicted.
45	Direct debit	Increase the number of tenants paying by direct debit from 820 to 1000	Local	31/03/06	Phil Mills	658 tenants (excluding garages) paying by Direct Debit in March 2006.

46	Former Tenant Arrears - permanent accommodation	Reduce from £76,000 to £70,000	Local	31/03/06	Phil Mills	Target not met. Actual £74,000.
47	Former Tenant Arrears – temporary accommodation	Reduce from £253,000 to £220,000	Local	31/03/06	Amanda Downie	Unknown
	Sheltered Housing					
48	Supporting People – Review of schemes	Review the service in the light of Supporting People – Report to Scrutiny Committee	Statutory	07/06/05	Head of Housing	SP service review completed May 2006. Awarded 6 ‘C’s’ for the core elements of the QAF. Steady State contract issued until March 2008. Awaiting outcome of SP review before undertaking internal service review
	Repairs and Improvements					
49	Decent homes	Increase to 65%	BVPI 184a	31/03/06	Neil Shire	Target met. Actual 70%
50	Decent homes – change	10% increase	BVPI 184b	31/03/06	Neil Shire	Target met
51	Asbestos survey	Complete survey	H&S	30/06/05	Neil Shire	Complete. 10% survey completed and results entered onto property database.
52	Asbestos management	Implement strategy	H&S	30/07/05	Neil Shire	Complete. New Asbestos Management Plan agreed.
53	Appointments IT	Investigate specialist repairs appointments IT	Local	30/04/05	Neil Shire	Complete. Decision taken not to implement because of cost
54	Responsive repairs completion	Complete 95% repairs with timescale	Local	31/03/06	Neil Shire	Target not met. Actual 88%
55	Repairs phone satisfaction surveys	Implement random 10% survey	Local	30/04/05	Neil Shire	Complete. Survey’s on going

56	Energy efficiency	Increase average SAP rating from 61 to 65`	HIP	31/03/06	Paul McCormick	Complete. 65 achieved by March 2006
57	Asset management software	Implement	Local	31/01/06	Neil Shire	Complete. Code-man 4 implemented. New 25% rolling survey to input data.
58	Gardening & internal decorations	Review schemes, consult with residents and report to Scrutiny Committee	Local	05/09/05	Neil Shire	On-going. Review delayed due to staff turnover.
59	Delivery of planned repairs	70% overall repairs expenditure on planned repairs	BV211a	31/03/06	Neil Shire	Target met. Actual split 73:27
60	Deliver urgent/emergency repairs	No more than 5% of overall repairs expenditure on urgent repairs	BV211b	31/03/06	Neil Shire	Target met.
61	Gas safety checks	Review procedures and reduce number overdue inspections to 20	H&S	31/03/06	Neil Shire	Target met. Actual 18 overdue in March 2006
62	Repairs Handbook	Produce repairs new handbook	Local	30/09/05	Neil Shire	Complete. Handbook re-printed and distributed.
63	Disability Discrimination Act	Survey stock to identify DDA requirements	Statutory	31/09/05	Neil Shire	Complete. Results to be analysed.
	Tenant Participation					
64	Tenants' website	Launch	Local	31/10/05	Tony Bodgin	Complete. Website launched July 2006. Tenant reps trained.
65	Tenant/resident associations	Increase the number of active tenant/resident associations from 3 to 5	Local	31/03/06	Tony Bodgin	Target not met. Estate targeted but no RA's formed.
66	City-wide tenant representation	Establish a city-wide group with elected resident representatives	Local	31/03/06	Tony Bodgin	On going. New constitution and election process/timetable agreed. Elections in February 2007.

67	Tenant satisfaction with landlord: all tenants	% to be measured in 2006 survey	BVPI 74a	2006/7	Tony Bodgin	Awaiting results
68	Tenant satisfaction with landlord/ BME groups	% to be measured in 2006 survey	BVPI 74b	2006/7	Tony Bodgin	Awaiting results
69	Tenant satisfaction with landlord: non BME	% to be measured in 2006 survey	BVPI 74c	2006/7	Tony Bodgin	Awaiting results
70	Tenant satisfaction with opportunities for participation	% to be measured in 2006 survey	BVPI 75a	2006/7	Tony Bodgin	Awaiting results
71	BME tenant satisfaction with opportunities for participation	% to be measured in 2006 survey	BVPI 75b	2006/7	Tony Bodgin	Awaiting results
72	Non BME tenant satisfaction with participation opportunities	% to be measured in 2006 survey	BVPI 75c	2006/7	Tony Bodgin	Awaiting results
	Equalities					
73	Commission for Racial Equality Code of Guidance	Review and ensure compliance/report to Executive	BVI 164	07/06/05	Head of Housing	Complete. Housing still compliant. New E&D group established to increase activity in this area.
74	Allocations	Report ethnic monitoring of 2004/5 allocations	BVI 164	07/06/05	Head of Housing	Complete. Reports taken every 6 months.

Housing Unit Action Plan – 2006/07

Appendix 6

Housing Service	Key Target/Objective	Who	Timescale	Progress
Housing Strategy & Enabling:	Complete 200 new affordable homes across the city	DG	April 2007	On going. 97 completed by September 2006
	Finalise review of Housing Strategy Document and publish	DG	June 2007	On going. Consultation underway. HMA survey underway. Date for completion now June 2007.
	Undertake a review of all HRA land to identify development opportunities for family housing and produce an comprehensive options report	DG	August 2006	Complete. Review undertaken and sites identified. Disposal/development strategy agreed by Executive. Architects appointed.
	Undertake a Housing Market Assessment Study and 'top-up' Housing Needs Survey to inform future housing strategy	RM	March 2007	On going. Consultants appointed. Work commencing. Results due Spring 2007
	Finalise and publish the Empty Homes Strategy	DG	June 2007	On going. Target date June 2007.
Homelessness & Housing Advice	Reduce the number of households in temporary accommodation to 260	AD	March 2007	Currently 245 as at November 2006
	Implement a direct lettings scheme with other partners and private sector landlords	DG	December 2006	On going. Scheme developed and advertised. 13 landlords interested. First lettings pre-Xmas 2006.
	Achieve Community Legal Services 'Quality Mark' for the homelessness and housing advice service	AD	March 2007	Complete. Achieved in November 2006 (with on going action plan.
Allocations	Organise a stakeholders conference to mark the first anniversary of the Home Choice scheme	AD	June 2006	Complete. Held 5 June 2006.
	Undertake refresher training on the Home Choice system for stakeholders and their staff	AD	June 2006	Complete. Further training offered to stakeholders

	Undertake an applicant satisfaction survey and use the results to influence further policy decisions.	AD	June 2006	Complete. Results presented to review meeting on the 5 June.
	Develop, with other local authority partners across Devon and Cornwall, a bid document and submit to the ODPM for funding to establish a regional CBL scheme	SW	September 2006	Complete. Bid submitted by 29 September 2006. Bid unsuccessful. Awaiting feedback from DCLG
Tenant Participation:	Establish a Resident Auditor Team and agree an annual work plan	TB	November 2006	Complete. RAT established. Customer Care and Access KLOE assessed. Final report December 2006.
	Organise a Tenant & Leaseholder Conference and make it an annual event	TB	First one - July 2006	Complete. Fun day/conference arranged for July 2006. Needs format changing for next year.
	Establish an elected Tenant & leaseholders Forum	TB	March 2007	On going. Constitution and election process agreed. Nomination sought December 2006.
	Implement new Tenants' Compact and it's associated action plan	TB	March 2007	On going. Compact printed and distributed to all tenants.
Tenancy Services:	Introduce new Anti-Social Behaviour Policy – including new monitoring software and new ASB Case Manager post	PM	August 2006	Complete. New policy implemented. Executive approval July 2006. New software operational October 2006. New ASB Case Manager appointed April 2006.
	Develop the new Neighbourhood Management policy and procedure and implement across priority estates	PM	September 2006	Complete. Policy agreed at Executive November 2006. Inspections commenced in October 2006.
	Review arrears procedures in line with Audit Commission's KLOE	PM	April 2007	On going. Target date changed to April 2007.
	Reduce average void turnover times to an average of 21 days	PM	March 2007	On going. Actual in November 2006 – 24 days.

Supporting People:	Ensure our Core QAF criteria achieve level 'C' and that they are signed off by the Supporting People team.	PM	June 2006	Complete. 6 level 'C's' achieved June 2006
	Commence review of Older person's services in conjunction with Supporting People recommendations	PM	June 2006	<i>Deferred. Awaiting outcome of SP sectorial review and new SP Older Person's Strategy</i>
	Working with Social Services work towards developing an elder persons 'extra care' scheme within the city	PM	Commence May 2006	On going. Two sites identified. Commissioning Brief agreed. In partnership with DCC.
	Working with our Supported 'Temporary Accommodation' providers plan to meet level 'B' of the QAF by March 2008.	AD	Commence May 2006	On going.
Leasehold Management	Develop a comprehensive Leaseholders Manual, in full consultation with customers, and publish to all leaseholders	MH	March 2007	Delayed due to staff turnover. Manual review commenced in November 2006. New target date set.
Repairs and Maintenance:	Review existing responsive maintenance service/contracts in line with Audit Commission's KLOE and make improvements where necessary. Start contract negotiations with existing contractors	NS	Start: April 2006 Complete: March 07	On going. Repairs Partnership Board established July 2006.
	Continue to work towards meeting the Decent Homes Target – achieve 70% 'decency' by March 2007	NS	On-going	On going. Current non-decency levels are 27% (October 2006)
	Implement void 'incentive scheme' for outgoing tenants to reduce the cost of rubbish removal	NS	June 2006	Complete. Scheme implemented August 2006.

	Undertake a full survey of existing sheltered schemes compared against Supporting People recommendations and develop 5-year improvement plan.	NS/PM	July 2006	On going. Sheltered Housing Technical Officers post to be advertised in January 2007.
Cross-cutting improvements	Introduce new Performance Management System and continue to develop as a key management tool. Develop a PI 'digest' for staff, tenants and leaseholders.	DS	April 2006	Complete. Staff and tenant digest produced and distributed. System is subject to further development
	Submit management and performance information to Housemark and start annual in depth benchmarking of services.	DS	July 2006	On going. Quarterly data up loaded. Full financial information to be loaded in early 2007.
	Establish a Housing Unit Equality & Diversity Strategy and Action Plan. To include customer profiling exercise, allocations targets, and links with BME groups.	DS	June 2006	Complete. Group established and action plan agreed.
	Review and amend existing Procedure Manual. Undertake refresher training where necessary	DS	March 2007	On going. Part of the new literature project.
	Undertake a review of existing customer information leaflets and web-site content to maximise access to housing services	DS	March 2007	On going. Editorial Board established to review leaflets and help with design etc.
	Develop mechanism's with a range of stakeholders for stronger partnership working			On going.

Draft Housing Unit Actions for 2007/08
(Subject to further additions and consultation)

Housing Service	Key Target/Objective	Who	Timescale	Progress
All Housing Functions	Undertake a 'mock' inspection of the housing service to identify areas for improvement and develop a robust and timed action plan for implementation	SW/DS	Sept 2007	
	Undertake a full Tenant's census and load information into Academy. Manipulate data to ensure an inclusive service	DS	Commence April 2007	
	Investigate the use of incentive schemes to improve tenant behaviour in terms of rent arrears, anti-social behaviour and tenancy management.	SW	Commence July 2007	
	Publish a suite of housing service information leaflets, a new Tenants' and Repairs Handbook, new tenant pack etc. Ensure website information is updated and accurate.	SW/DS	May 2007	
	Undertake a full 'business' risk assessment and establish a Housing Risk Register that links into the Corporate Risk Register	DS	July 2007	
	Establish a housing 'service review plan' and publish accompanying guidance on undertaking reviews	DS	April 2007	
	Submit management and performance information to Housemark and start in depth benchmarking of services.	DS	July 2007	
	Establish a HRA functions Procedure Manual and publish for staff. Undertake refresher training where necessary	DS/PM/ NS/MH	Commence April 2007	

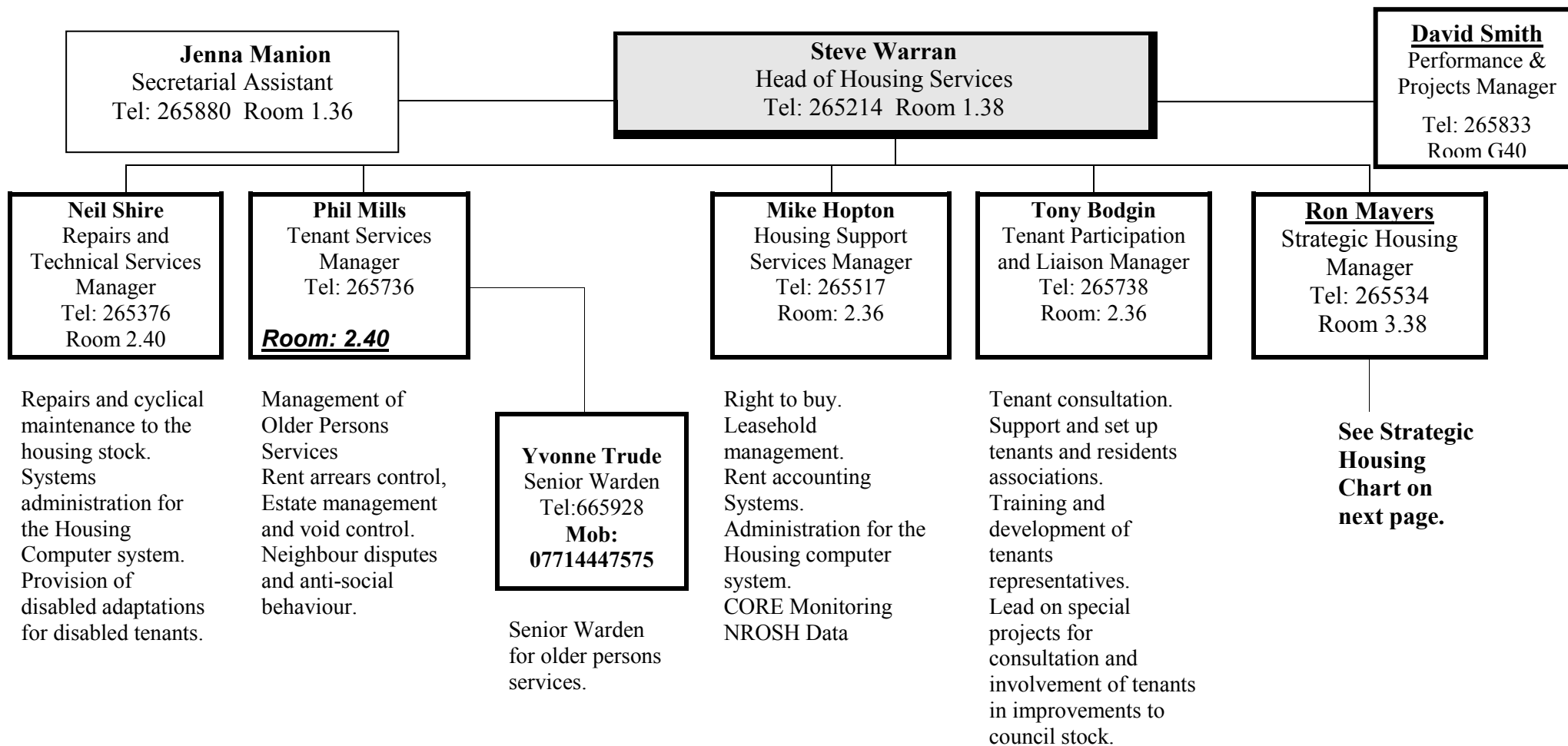
Housing Strategy & Enabling:	Complete 180 new affordable homes across the city	DG	April 2008	
	Undertake a scheme viability review to evidence the increase in section 106 affordable housing target to 35%	DG	Commence April 07	
	Complete and publish the final updated Housing Strategy Document	DG	June 07	
	Finalise and publish the Empty Homes Strategy and set new targets for delivery	DG	June 2007	
	Establish a formal partnership for the development of Council owned land sites	RM/DG	July 2007	
Homelessness & Housing Advice	Reduce the number of households in temporary accommodation to 220	AD	March 2008	
	Implement a direct lettings scheme with other partners and private sector landlords	DG	On-going	
	Establish a service re-modelling plan to compliment the increase in Direct Lettings and the reduction of temporary accommodation.	AD	August 2007	
	Complete and publish the Homelessness Strategy document	AD	December 07	
Allocations	Organise the annual stakeholders conference	AD	June 2007	
	Undertake refresher training on the Home Choice system for stakeholders and their staff as required	AD	On going	
	Develop, with other local authority and RSL partners across Devon and Cornwall, a round three bid to the DCLG to fund a regional CBL scheme	SW	Sept 2008	
Tenant Participation:	Oversee the establishment of the Tenants' and Leaseholder Committee. Ensure training is organised as appropriate and capacity built within the new team.	TB	Commence April 2007	

	Organise a Tenant & Leaseholder Conference	TB	July 2006	
	Re-design and publish the Tenants' News and work with the Editorial Board to ensure it meets tenant expectations	TB	April 2007	.
	Publish an Annual Report to Residents	TB	July 2007	
	Oversee the annual work programme of the Resident Auditor Group.	TB	On-going	
	Implement the new Neighbourhood Management policy and start to develop Neighbourhood Action Plans with local residents and ward councillors	PM	Sept 2007	.
	Undertake full review of rent arrears policy	PM	Commence April 2007	
	Reduce void turnover times to an average of 20 days	PM	March 2008	
Supporting People:	Commence review of Older person's services in conjunction with Supporting People's emerging Older Person's Strategy	SW/PM	Commence June 2007	
	Working with Social Services work towards developing an elder persons 'extra care' scheme within the city	SW/PM	On-going	
Leasehold Management	Implement the new service charge arrears policy and commence legal action where necessary	MH	April 2007	
Repairs and Maintenance:	Implement improvements agreed by the Repairs Partnership Board with our contractors. Continue the review of services and take appropriate action.	NS	On-going	
	Undertake a full review of the existing grounds maintenance contract to meet demands from EMO's and residents	NS	Commence April 2007	

	Undertake a full review of the Assisted Decoration Scheme to ensure it meets the needs of tenants and achieves value for money.	NS	Commence October 2007	
	Undertake a review of the existing arrangements for delivering major work programmes (in conjunction with the RAT)	NS	Commence April 2007	

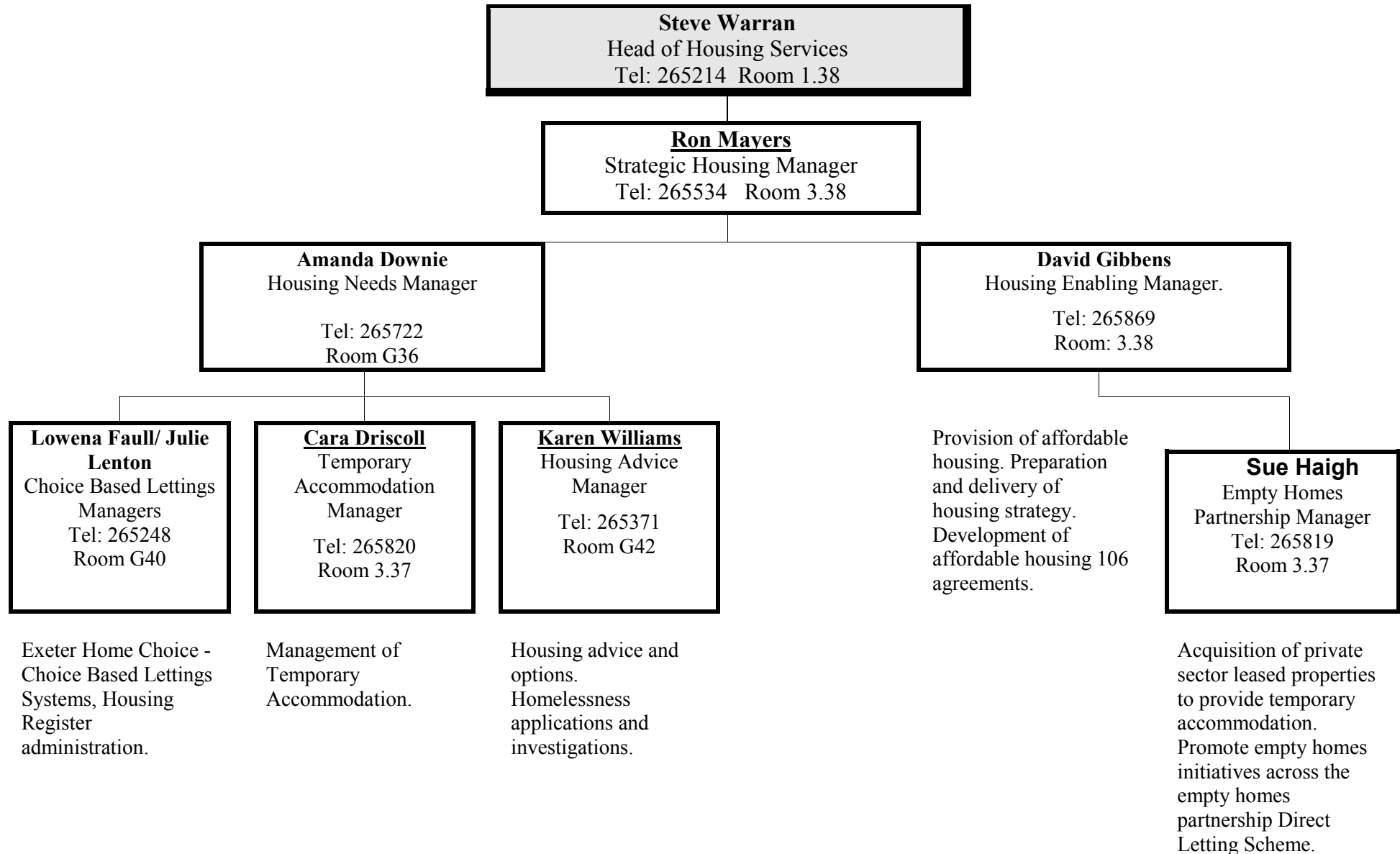
COMMUNITY AND ENVIRONMENT DIRECTORATE

HOUSING SERVICES UNIT



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HOUSING SERVICES UNIT



Acceptable Behaviour Contract (ABC)	A written agreement between a person whose behaviour has been identified as being anti-social and Devon & Cornwall Constabulary and Exeter City Council and any other agency. The agreement which lasts for six months states that the person will not engage in or continue with certain identifiable acts.
Admissible Credit Approvals	Credit approvals that are taken into account in the subsidy calculation so that the HRA receives support for debt charges incurred on most of its external borrowing.
Anti-social Behaviour Order (ASBO)	A civil order issued by the Court prohibiting the offender from continuing to carry out anti-social acts or entering defined areas. The order is effective for a minimum period of two years. Breach of an order is a criminal offence with a maximum penalty of 5 years imprisonment.
Arms Length Management Organisation (ALMO)	A corporate body established to separate a Council's strategic housing role from the management of its housing stock. Arms Length management organisations will normally be 100% controlled by a local authority and may be eligible for additional financial resources subject to stringent qualifying criteria.
Asbestos Register	A database, which holds records on the location and type of asbestos for each home in the Council's housing stock.
Audit Commission	The Audit Commission is a non-departmental public body sponsored by the office of the Deputy Prime Minister with the Department of Health and the National Assembly for Wales and is responsible for ensuring that public money is used economically, efficiently and effectively.
Basic Credit Approval (BCA)	Basic Credit Approvals are borrowing approvals that can be used to finance capital spending of any kind. BCA is the difference between the Annual Capital Guideline and Receipts Taken Into Account.
Best Value	A system of service reviews designed to ensure continuous improvement in service delivery by fundamentally challenging the current service delivery in consultation with key stakeholders.
Capital Expenditure	Spending that meets the statutory definition contained within Section 40 of the Local Government and Housing Act 1989. Broadly, this comprises any spending on the acquisition, construction and enhancement of assets.

Credit Approvals	Part of the Government's system of capital controls on councils which effectively give them the power to borrow to pay for capital spending. There are two types of credit approvals: Basic Credit Approvals (BCA) and Supplementary Credit Approvals (SCA)
Capital Receipts	Sums received from the sale of assets where expenditure on those assets would be expenditure of a capital nature (see 'Capital Expenditure').
Choice Based Lettings (CBL)	A scheme for letting Council and Housing Association properties actively based on applicants expressing an interest in vacant properties, which are advertised. The Council will select the successful applicant according to need (a simple three tier banding, rather than a complex points system) and time on the list.
Debt Charges	Payment of principal and interest due in respect of external borrowing.
Decent Homes Standard	A defined minimum standard of housing. The Government has given a commitment to ensure that all social housing meets a set standard of decency by 2010
Government Office South West	The regional Government office responsible for monitoring Exeter City Council's strategic performance.
Housing Benefit	Financial help given to local authority or private tenants whose income falls below prescribed amounts. Central government finances the whole of the cost of benefits to HRA tenants (through the rent rebate element of housing subsidy).
Housing Revenue Account	A statutory account set up to record the revenue income and expenditure relating to the Council's own housing stock. Under Resource Accounting this is now referred to as the Operating Account.
Housing Revenue Account Subsidy	Government grant to support revenue spending on council housing which is based on the relative levels of expenditure and income derived from a notional Housing Revenue Account.
Housing Strategy	A document in which the Council sets out its medium term strategy for achieving housing objectives in both the public and private sector, together with an action plan.
Local Plan	A guide to potential future development of land. The Local Plan sets out what areas of land may be developed and the type of development likely to be permitted (e.g. housing or employment).

Major Repairs Allowance	A Government subsidy specifically for planned maintenance to prevent future backlog repairs.
Management & Maintenance Allowance	Fixed amounts per property used to calculate notional management and maintenance costs for subsidy purposes. Increased/reductions in management and maintenance result in higher/lower subsidy.
Office of the Deputy Prime Minister	Central Government department with overall responsibility for funding and monitoring local government.
Private Finance Initiative	A long term public private partnership under which the private sector takes on the risks associated with the delivery of public services in exchange for payments tied to agreed standards of performance.
Prudential Borrowing	A change to the current, complex capital financing system under which local authorities will be able to decide on the level of capital investment required and will be free to do this so long as their capital spending plans are affordable, prudent and sustainable.
Registered Social Landlord	A not for profit organisation, usually a housing association, that provides social housing under the regulation of the Housing Corporation.
Rent Rebates	Part of the Government's housing benefit scheme designed to help meet the housing costs of council tenants with low incomes.
Responsive Maintenance	Delivery of a day-to-day repairs service to maintain homes in a safe and fit (habitable) condition.
Rethinking Construction	Challenges existing methods for procuring work and sets targets to improve performance through partnering arrangements. Otherwise referred to as 'Egan Principles'.
Revenue Contribution to Capital Outlay (RCCO)	Capital expenditure funded by means of a contribution from the revenue account. In the case of housing, this contribution is made from the Housing Revenue Account.
Revenue Expenditure	Any permitted spending that falls outside the definition of capital expenditure. Typically, revenue expenditure covers the day-to-day running costs associated with service delivery.
Right to Buy	This is the right of existing Council tenants to purchase their homes from the Council at a discount depending on their length of tenancy.
Right to Buy Receipts	The income from the sale of Council dwellings after the deduction of disposal costs. Only 25% of this income can be used to finance new capital spending.

Single Capital Pot (SCP)	The Single Capital Pot is the name given to unringfenced capital resources, including borrowing approvals and grants, allocated to authorities by central Government each year. These resources are now channelled through the SCP, allowing councils maximum flexibility in the way they use their resources.
Standard Assessment Procedure	A standard methodology for measuring the energy efficiency of a dwelling.
Stock Condition survey	A survey to accurately assess the current condition of the housing stock and likely life of elements to produce projected costs.
Stock Transfer	This involves the transfer of the ownership and management of the Council's housing stock to a Registered Social landlord in order to achieve the required level of investment through access to private sector funds.
Supervision and Management-General	Revenue expenditure identified in the Housing Revenue Account relating to the day-to-day management of the housing stock.
Supervision and Management Special	Revenue expenditure identified in the Housing Revenue Account relating to the running costs and caretaking e.g. communal laundries, communal lighting in certain types of properties such as sheltered housing and multi-storey blocks. Some of these costs are passed onto tenants in the form of service charges.
Supplementary Credit Approval (SCA)	Borrowing approvals issued in addition to Basic Credit approvals. These can only be used for specified types of capital expenditure.
Supporting People	The supporting people programme offers vulnerable people the opportunity to improve their quality of life by providing a stable environment which enables greater independence. Supporting People is a working partnership of local government, service users and support agencies and it will deliver high quality and strategically planned housing-related services which are cost effective and reliable, and complement existing care services.
Usable Capital Receipts	The part of a capital receipt from the sale of an asset which local authorities are not required to 'set aside' from the repayment of debt.
Void	A council dwelling that is currently vacant.
Waiting List	A single list of people in housing need who have applied for suitable Council or housing association accommodation. The register is administered by the Council.

