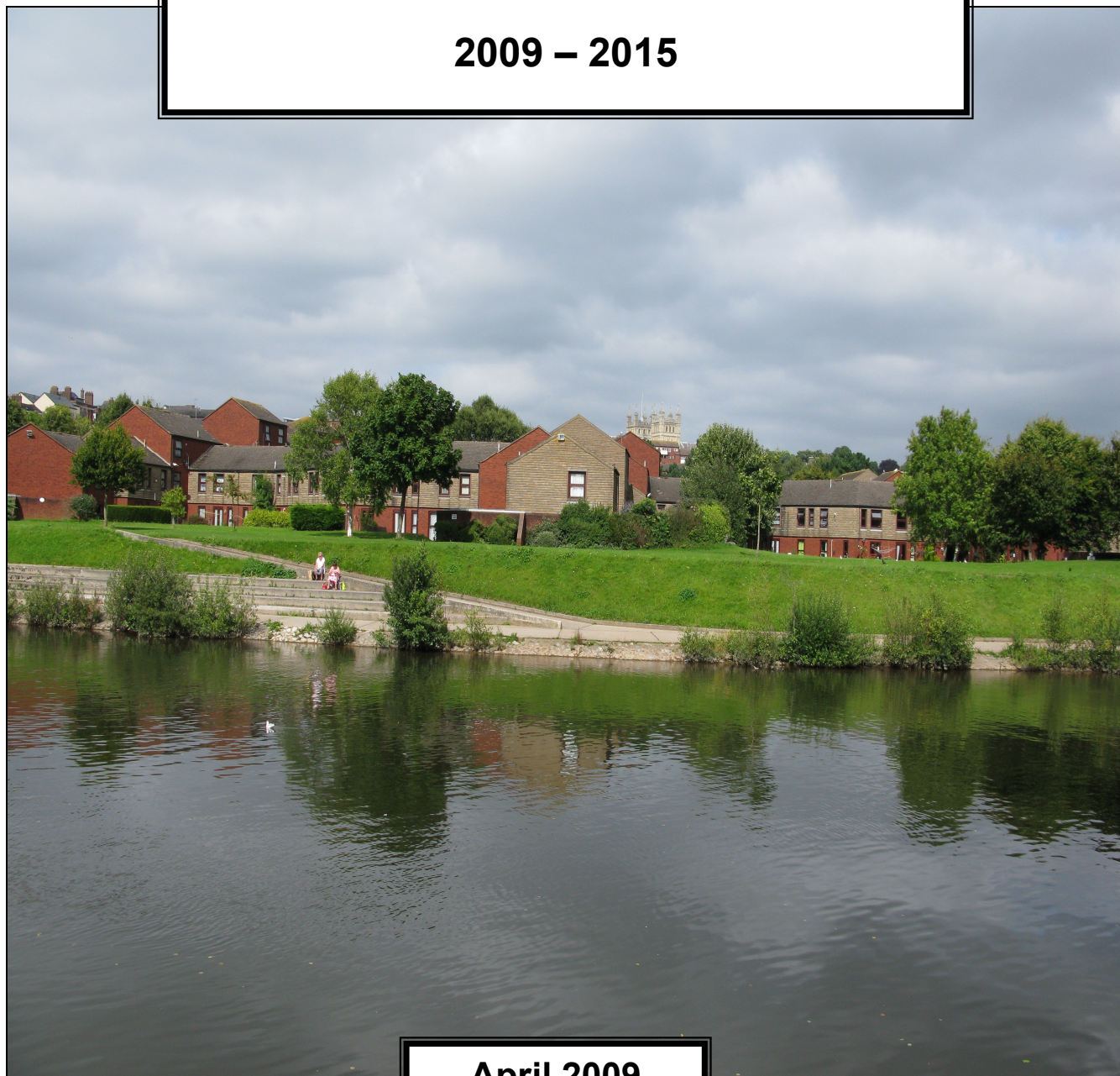




**Exeter City Council**

# **Housing Asset Management Strategy**

**2009 – 2015**



**April 2009**

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## **1. CONTEXT**

### **1.1 BACKGROUND**

Exeter City Council had a stock level at the end of March 2008 of 5048 residential units, with a further 960 garages and 908 leaseholders.

The last Options Appraisal was undertaken in 2004/2005 at which time tenants voted to retain the stock under the control of Exeter City Council.

Our primary focus over the period of the strategy is our remit to deliver the decent homes target by 2010 and the Exeter Standard by 2015, although the latter is now in doubt. For this reason the Asset Management Strategy (AMS) covers a six year period 2009/10 to 2014/15.

This AMS refers to the existing stock owned and managed by Exeter City Council. A six year strategy embraces many uncertainties, including the future direction of housing finance, specifically the operation of the Housing Revenue Account, as well as the outcome of Local Government Review in Devon. Depending on outcomes it may be necessary to revisit and revise this AMS. A more comprehensive 30 year financial plan will be produced in 2009 as part of the HRA Business Plan review, at which time this strategy may need to be amended.

### **1.2 ASSET MANAGEMENT**

The key objectives of the Councils Housing Asset Management Strategy are –

- To ensure that its property portfolio is managed in a cohesive manner that maintains homes to a high standard for its customers.
- To meet all statutory and recognised good practice targets;
- To target resources where they will be most effective;
- To seek continuous service improvement, efficiency and effectiveness;
- That these objectives are done with due regards to the principles of value for money and financial diligence.
- This strategy only covers properties that the Council owns. It therefore does not cover Private Sector leased, Extra Let or any other such properties.

Asset management is defined as the management of physical assets to meet service and financial objectives. It is concerned with:

- The overall performance of the stock portfolio and the contribution it makes to the agreed business plan.
- The whole life cycle of a property, from the proposal to build, through development and maintenance, to the decision and method of disposal.
- The way management and investment can be directed to support community development and improve portfolio performance.

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### 1.3 SUPPORTING DOCUMENTATION

This asset management strategy is intended to be read in conjunction with:

- *Exeter Vision: Our City, Our Future*, Exeter City Council, 2003
- *Planning for Our Future 2007-2010*, Exeter City Council, 2007
- *Housing Strategy 2007-12*, Exeter City Council, 2008
- *Torbay and Exeter Housing Market Assessment 2007*
- *Housing Revenue Account Business Plan 2006-2036*, Exeter City Council
- *Procurement Strategy*, Exeter City Council, 2004
- *Tenants Agreement*, Exeter City Council, 2006
- *Resident Involvement Strategy 2007-2010*, Exeter City Council, 2007
- *Asbestos Strategy*, Exeter City Council, 2006
- *Void management procedures*, 2008
- *Gas procedures*, 2007
- *Housing reactive repairs policy statement*
- *Neighbourhood management policy*, 2006
- *Housing Risk register*, Exeter City Council
- *Habitable and Lettable Standard*
- *Tenants Handbook*
- *Leaseholders Handbook*
- *Leaflets –*
  - *Service Standards*
  - *Reporting Repairs*
  - *Bathroom Modernisation*
  - *Mutual exchanges*
  - *Asbestos in the home*
  - *Kitchen Modernisation*
  - *Working to Improve Your Home*
  - *Disabled Adaptations*

### 1.4 LIMITATIONS

Related strategies covered in other documents. Specifically:

- Responsive, void and cyclical programmes
- Procurement Strategy

## 2. SUPPLY AND DEMAND

### 2.1 STOCK DESCRIPTION

#### Type of housing

There is a current portfolio of 5,048 residential units. The table below breaks this down by property type, bedroom size and age.

	Bungalow				Houses					Flats				Maisonettes				
	1 bed	2 bed	3 bed	4 bed	1 bed	2 bed	3 bed	4 bed	5 Bed	Bedsits	1 bed	2 bed	3 bed	1 bed	2 bed	3 bed		
Pre 1930						51	133										184	3.65%
1931 - 1939					2	307	423	29	4	4	23	11	4				807	15.99%
1940 - 1949						14	176			2	7	3					202	4.00%
1950 - 1959	26	20				81	482	15	1	107	110	558	7	3	64	4	1478	29.28%
1960 - 1969	70	58	3			26	93			31	440	150			37	85	993	19.67%
1970 - 1979	34	9	4		1	12	66	10		2	608	172	1		7		926	18.34%
Post 1980	17	10	6	1	1	106	102	24		1	118	69			3		458	9.07%
	147	97	13	1	4	597	1475	78	5	147	1306	963	12	3	111	89	5048	
Garage																	961	
Shared Ownership																	23	

2159 or 47.7% of the residential stock are houses and of these 68.3% are 3 bedroom units with the majority being constructed during 1931–1939 and 1950-1959.

2428 or 48% are flats with 53.7% being 1 bed units and 39.6% being 2 bed units. The majority were constructed during 1950-1959 and 1970-1979. Most of the flats are in low rise blocks of 4 storeys or below with only one block – Rennes House - being described as high rise.

#### Non-traditional stock

Exeter currently has a stock of 417 non-traditional construction type properties:

Property Type	Number
Laings EasiForm	27
British Iron & Steel Federation (BISF)	33
Cornish units	210
Orlits	39
Dorrans	32
Wimpey No Fines	76
	<b>417</b>

These properties were intrusively surveyed in 2004 to test their structural stability. The surveys were carried out by Drew Pearce Chartered Surveyors at which time works were identified to give the properties a notional life of 30 years, these works have been completed.

The only exception to this is a separate report carried out in 1984 and 2002 by BSW Consulting on Rennes House which is unique in being the only high rise block in the Councils portfolio. These

reports were carried out following the BRE guidelines for inspecting this type of building at regular intervals. A further inspection is anticipated in 2009.

The Council has negotiated a 'trickle transfer' process for the Laings Easiform homes whereby empty homes are transferred to a housing association to refurbish, along with a small amount of grant. This process is more cost effective than the council refurbishing the properties themselves although waiting for the properties to become empty has meant the length of the transfer has become protracted. The Dorran type properties are restricted to a single site at Clifford Close, Exeter. The construction nature of these properties means that it is difficult to increase their thermal insulation without major works. The Council intends to carry out an options appraisal process on these units in the future.

The remaining non-traditional properties are popular with tenants because of their generous space standards and the Council will seek to retain them within its current stock.

### Sheltered Accommodation

The Council has 22 sheltered sites totalling 557 properties. These are:

Name of Site	Date Built	Bsits	Flats		Bungalows		Mais		Units	Comm Rm	Guest flat
			1B	2B	1B	2B	1B	2B			
Abbeville Close	1975	0	22	4					26	Y	Y
Aldens Rd/Fairfield Rd	1950	16	17	1	9	9			52	Y	Y
Amersham Court / Malvern Gdns	1978			19	5	3			27	Y	Y
Bodley Close	1981		22	2	6	3			33	Y	Y
Carpenter Close	1983		20	7					27	Y	Y
Clifford Close	1967					20			20		
Faraday House	1978	2	41						43	Y	
Flowerpot Lane	1989			20					20	Y	
Globefield	1950		19	6					25	Y	Y
Grandisson Court	1978		20	4					24	Y	Y
Hamlin Gardens	1973		20	5					25	Y	Y
King William St	1986			5					5		
Longbrook St	1984		13	3	1				17	Y	
Magdalen Gdns	1966				16				16		
Nelson Close	1967		21	4	8	4			37	Y	Y
Payne Court	1990				6				6		
Rennes House	1968		20	41					61	Y	
Russet Avenue	1975		20	4					24	Y	Y
Shilhay	1978		18	8					26		
Southlands	1973		9	2	4				15	Y	Y
Toronto House	1952	6	7				3	1	17	Y	Y
Whipton Btn Hse Bungs	1966				11				11		
<b>TOTAL</b>		<b>24</b>	<b>289</b>	<b>135</b>	<b>66</b>	<b>39</b>	<b>3</b>	<b>1</b>	<b>557</b>		

The Council has undertaken a comprehensive review to compare our existing sheltered accommodation with new Supporting People standards. In 2005 a report was approved indicating the key sites that would either meet these standards or be capable of attaining them provided reasonable resources were allocated to update the facilities provided either to individual units or the complete site.

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With further changes being agreed with the Devon Supporting People Older Person's Strategy a further review of these sites was undertaken by the Sheltered Housing Review Group in 2008. As a result of this review all sheltered sites were broken down into the three following categories:

**Category 1 – Key sites – Improved Sheltered**

Amersham Court/Malvern Gardens & Payne Court
Aldens and Fairfield Road
Faraday House
Flowerpot Lane
Nelson Close

These sites will be developed and improved to meet the needs of customers with more developed care and housing support needs.

**Category 2 – Older Persons Accommodation**

Abbeville Close
Bodley Close
Hamlin Gardens
Globefield
Grandisson Court
King William Street
Payne Court
Rennes House
Southlands
York House (Longbrook Street)

These sites will remain designated as older persons accommodation for the over 55 years. Support will only be provided to those residents who demonstrate they have a need.

**Category 3 – Other sites**

Carpenter Close
Clifford Close
Magdalen Gardens
Russett House
Shilhay
Toronto House
Whipton Barton Bungalows

These sites will remain older persons accommodation for the foreseeable future. However the sites are not considered viable to continue in this use for the medium term. Therefore, in the future their use and classification will have to be reviewed and options appraisals undertaken.

A budget of approximately £2.5 million has also been identified to undertake the works to the category 1 'key sites'. Work will commence at Amersham Court and Malvern Gardens during 2009/10.

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## Temporary accommodation

The Council has one property, Weirfield House that is specifically for use as temporary accommodation for accepted homeless households. This property contains 15 units consisting of 6 - 1 bedroom flats, 5 – 2 bedroom flats and 4 – 2 bedroom houses. The main building is listed. Because of ongoing structural issues, scheme layout and heating costs the Council is currently looking at options for the buildings future use. This could include conversion or out-right sale.

## Leasehold

Exeter City Council currently manages 908 leasehold properties. –

	Flats	Maisonettes
Bedsits	14	
1 bed	306	
2 bed	428	82
3 bed	17	61
<b>TOTAL</b>	<b>765</b>	<b>143</b>

With numbers of Right to Buy applications currently very low the number of leaseholders is unlikely to increase significantly over the next few years.

## 2.2 STOCK CONDITION

### Stock condition survey

The last full stock condition survey was completed in 2004. This survey was based mainly around the criteria set out in the Decent Homes standard and the information used to compile the works programmes required to ensure compliance with this standard by 2010.

The survey data is kept up to date in Omega (our current stock condition database) following the completion of work either through the major works programme or as a result of reactive works. The data from the stock condition survey played a major part in setting the 30-year HRA business plan and also informed tenants during the Options Appraisal process on our capability of funding the Decent Homes programme by 2010.

Omega does have some limitations both in terms of the data it holds and the way the information is used to produce programmes and reports. For example there is no survey information gathered on external attributes such as paths, boundary walls, fences etc and the reports are based on lifecycles of the attributes rather than any other 'smart' criteria such as just in time.

No new surveys have been carried out since 2004/05 although the database has been updated when works programmes and reactive maintenance that has been carried out. A new rolling survey is planned to begin in 2009/10. The survey data will be used to populate a new stock condition database (Codeman).



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## Decent homes

The Council is currently reporting 600 non-decent properties across its stock representing just 12% of the stock.

The authority has in place works programmes to complete the decent homes programme by 2010. The targets are as follows:

**2008/09** – 90% of properties decent

**2009/10** – 100% of properties decent

Works Programme to deliver decent homes:

	2008/09		2009/10		2010/11	
	Nos of units	Amount	Nos of units	Amount	Nos of units	Amount
<b>Re-pointing</b>	26	£56,000			25	£57,925
<b>New roofs</b>	137	£700,000	55	£250,000	55	£250,000
<b>Insulation</b>		£50,000		£50,000		£50,000
<b>Electrical Rewires</b>	195	£393,260	181	£393,260	150	£334,050
<b>Windows</b>					20	£88,900
<b>External doors</b>	151	£75,750				
<b>TOTAL</b>		<b>£1,275,010</b>		<b>£693,260</b>		<b>£780,875</b>

## Energy

The Council reported an average SAP rating at the end of March 2008 of 69.5. This was based on SAP 2000 scoring system. This has now been re-calculated using SAP 2005 and the revised figure is 67.51. Based on the current work programme the targets for the next five years are –

- 2009/10 SAP rating of 67.96
- 2010/11 SAP rating of 68.41
- 2011/12 SAP rating of 68.86
- 2012/13 SAP rating of 69.31
- 2014/15 SAP rating of 69.76

The SAP ratings are being updated with each Energy Performance Certificate that is produced when properties are relet or sold and when new gas boilers or insulation works are carried out.

The Council also does other works to reduce energy consumption –

- 2 low energy light bulbs are fitted to each void property;
- Installation of condensing gas boilers when systems replaced/upgraded;
- Installation of solar panels to 6 properties during 2008/09;
- Installation of air source heat pump to communal areas at Nelson Close;

- 
- Low energy light fittings installed and motion sensors used when communal lighting systems upgraded.

The Council has established a Housing Energy and Sustainability Group to discuss and promote energy reducing ideas within its housing stock.

### **Asbestos**

In 2004, a specialist contractor was employed to undertake a sample asbestos survey of 10% of the residential stock and of all the communal areas. This was supported in 2008 when another specialist contractor was engaged to undertake asbestos surveys on the remainder. At the same time this contractor did those communal areas missed in the first survey as well as undertaking Fire Risk Assessments. This data informs our Asbestos Management Plan.

At December 2008 approximately half of the stock has been completed and it is anticipated the remainder will be completed by the end of the 2008/09 financial year.

Each survey is recorded on our housing information system – Capita Housing (Academy) and the information is supplied on each order passed to contractors. The information is also supplied to tenants to keep them informed where asbestos has been found in their homes.

### **Related assets**

**Garages** The Council own approximately 961 garages over 66 sites. The condition of these garages is not known in detail as they were never included in the stock condition survey. However, it is known that many of them have asbestos roofs that require attention and a full condition survey will be carried out when the new survey programme is drawn up.

### **Land**

The Council has undertaken a survey of all its Housing Revenue Account landholdings to identify parcels of land that may be suitable for development. This also includes a number of derelict or under-used garage sites. Where such pieces of land are large enough or suitable for development a number of options appraisals have been undertaken to ascertain the number and types of units that could be built.

A strategic partnership has been formed with Sovereign Housing Association and an award winning firm of local architects to plan, design and build a range of sustainable homes on those areas of land where development is possible. Residents and housing applicants have been involved in the process helping to specify the standards to which the new properties should be built.

The Council anticipates that a total of 70-80 units can be developed in this way, thereby enhancing the overall development programme across the city. Further survey work will be undertaken to ascertain other areas where in-fill developments are possible in the future.

## The financial profile

The position of the Housing Revenue Account has been projected forward for 30 years in the Business Plan. This projection is based on 2007/08 outturn, prices and stock levels (5,083 units) and excludes general inflation.

The HRA is forecast to make in-year surpluses over most of 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. The HRA up to and including 2020 is as follows:

	2009-15	2015-20
	£'000	£'000
Dwelling rent income	97,863	85,850
Non dwelling rents	3,893	3,838
SP Grant	1,020	850
Housing Subsidy	(31,995)	(29,658)
<b>Income</b>	<b>70,781</b>	<b>61,880</b>
General Management	20,634	17,690
Bad Debt Provision	120	100
Repairs & Maintenance	24,046	21,162
Depreciation	20,696	18,255
<b>Expenditure</b>	<b>65,496</b>	<b>57,207</b>
<b>Net Cost of Services</b>	<b>5,285</b>	<b>4,673</b>
Interest charges & DME	1,313	1,543
<b>Operating income / expenditure</b>	<b>6,598</b>	<b>6,216</b>
<b>Revenue Contributions to Capital</b>	<b>7,212</b>	<b>5,800</b>
<b>Surplus / (Deficit)</b>	<b>(614)</b>	<b>(416)</b>
<b>Reserve brought forward</b>	<b>2,400</b>	<b>2,400</b>
Notional interest	0	0
<b>Reserve carried forward</b>	<b>1,786</b>	<b>2,202</b>

The level of the Council's annual HRA Subsidy payment will continue to rise over the next ten years from a total of £4,744,000 in 2009/10 to £5,781,000 in 2020. This increase will restrict the amount of resources the Council has available for both revenue and capital expenditure and limit the amount of work undertaken to the stock.

In order to ensure the Council meets the Government's 2010 Decent Homes deadline the amount of working balance on the HRA will be reduced during 2009/10 and 2010/11 to maintain sufficient levels of capital resources to complete the work required. However, the Council will not reduce the working balance below a level of £1,500,000 to ensure resources are available for any unforeseen events or incidents.

## Capital Resources Available

The table below shows the level of capital resources available over the lifetime of this strategy for capital works to the Council's stock:

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	Total
<b>Housing Stock Numbers</b>	5,052	5,040	5,028	5,016	5,006	4,996	
	£000s	£000s	£000s	£000s	£000s	£000s	<b>£000s</b>
Major Repairs allowance	3,273	3,367	3,429	3,491	3,519	3,547	<b>20,626</b>
Use of RTB receipts	145	181	181	181	145	145	<b>978</b>
Use of other receipts	175	100	100	100	100	100	<b>675</b>
<b>Capital Resources</b>	<b>3,593</b>	<b>3,648</b>	<b>3,710</b>	<b>3,772</b>	<b>3,764</b>	<b>3,792</b>	<b>22,279</b>
Projected RCCO's available	880	1,200	1,000	970	1,080	1,100	<b>6,230</b>
Cont from Working Balance	682	300	0	0	0	0	<b>982</b>
<b>Total Resources available</b>	<b>5,155</b>	<b>5,148</b>	<b>4,710</b>	<b>4,742</b>	<b>4,844</b>	<b>4,892</b>	<b>29,491</b>

The table shows that, over the six year period of this strategy the resources available total £29 million. This figure represents a significant shortfall in the total level of investment required into the housing stock and associated assets. The table in Section 6 – Investment Planning (page 23) indicates how these resources are going to be spent and on what work. It also details the work that is required to be done but which has no funding attached. This indicates that the total shortfall in capital resources is almost £60 million.

### 2.3 HOUSING NEED

The Council's 2007-2012 Housing Strategy is informed by the Torbay and Exeter Housing Market Assessment, a strategic study of local housing markets completed in 2007.

The Housing Market Assessment identifies that an additional 5,282 dwellings will be needed in Exeter over the next five years in order to balance demand and supply.

The balance of these additional units between market housing, intermediate housing and social housing is 39:19:42 respectively. The scale of need represents a significant challenge to the authority who will continue to work with a range of partners to find appropriate solutions. However, when comparing these figures to recent trends in delivery it is predicted that there will be a shortfall of over 2000 units over this five year period.

The Council's Housing Register provides useful data on the level of demand for affordable housing within the city. The tables below shows the level of demand by property size required and by applicant band. Whilst these figures show almost 6000 households are entered on the register it should be noted that almost 2000 of these are placed in the Entry level and therefore have no recognised housing need. A further 2,500 demonstrate only very low needs and therefore are placed in the Green band.

Despite this, over 1500 households do have significant housing needs. Whilst the majority require one and two bedroom accommodation, the harder to house families are those requiring three and four bedroom units due to the low turnover of this size property within the existing social housing stock.

The number of social housing lettings across the city has declined in recent years as casual vacancies have reduced. Current turnover is approximately 440 units per year. However, with over almost 100 new applications being received by the Council each week it can be seen that the level of demand over supply is significant.

**Number of households by band and bedroom size**

<b>No of Active applicants, by Band and size required, at 30/09/08</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	<b>Entry Level</b>	<b>Total</b>
4 bed+ required	78	76	54	21	229
3 bed required	81	248	111	180	620
2 bed required	325	357	358	563	1603
1 bed required	223	133	1992	1195	3543
All applicants	707	814	2515	1959	<b>5995</b>

**Number of households housed (all landlords)**

	05/06	06/07	07/08	08/09	
				Q1	Q2
Cumulative lets (ECC)		265	259	78	148
Cumulative lets (HA's)		260	182	43	75
Cumulative lets (Total)	<b>359</b>	<b>525</b>	<b>441</b>	121	223

**Low Demand Properties**

Despite the overall level of demand for social housing within the city there are some property types that can be difficult to let. Typically these are certain sheltered housing schemes and general needs bedsits. These properties often only attract a small number of 'bidders' through the choice-based lettings system and, on occasions require a number of adverts before an applicant will accept the offer.

The Council intends to undertake further research on the number and reasons for refusal of its properties to help influence future investment plans.

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### 3. ASSET MANAGEMENT OBJECTIVES

#### 3.1 THE NATIONAL CONTEXT

- Governments Targets on Decent homes
- 2007 Green Paper 'Homes for the future'
- Sustainable communities
- Ecohomes XB

#### 3.2 THE CITY'S CORPORATE OBJECTIVES

The Local Strategic Partnership has set out ten themes which the Council uses as the basis for its strategic and corporate objectives.

*Vision for Exeter* is centred on the concept of the city being the regional capital of the South West. The plan is therefore one of growth implying a continuing demand for affordable housing. The city is looking for indigenous growth, as well as inward investment, with expanding educational opportunities and the promotion of tourism in the city.

Under housing the Vision saw the key challenges to include the provision of enough affordable homes, making the best use of limited building land, bringing all social housing up to a decent standard, and providing for special needs.

Translated into the Corporate Plan (Exeter City Council 2007) the strategic objective is to ensure that there are enough well designed, maintained and affordable homes in the City.

#### 3.3 THE CITY'S HOUSING OBJECTIVES

The Council's Housing Unit has adopted a 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.'***

To support this statement the Council has adopted a number of key aims and objectives that will guide the development of the housing service. These are:

- Deliver a three-star housing service.
- Be a top quartile performer within a 'family' of similar landlords.
- Ensure there are a sufficient number of affordable homes for those in housing need.
- Ensure services are effective, efficient and provide value for money.
- Continually improve our services through customer involvement.
- Increase choice for customers across the housing service.
- Ensure our neighbourhoods are safe and attractive places where people want to live.
- Ensure our services are accessible to all and meet the demands of a diverse community.
- Identify areas of social exclusion and seek practical solutions through a range of partnerships.
- Ensure staff are motivated, well trained and developed.

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Across the service are a number of strategic priorities that guide our policy decisions. These are to:

- **Meet the Decent Homes Standard by 2010**
- **Meet the Exeter Standard by 2015**
- Reduce homelessness by 25% by 2010 and by 50% by 2015
- Reduce the use of temporary accommodation by 50% by 2010
- Reduce youth homelessness (16 and 17 year olds) by 50% by 2008
- Ensure no homeless family is placed in Bed and Breakfast accommodation for more than 6 weeks
- Maintain the number of rough sleepers within the city to below 10.
- Deliver an average of 200 affordable homes each year
- **Maintain a 'fit for purpose' Housing Strategy, Homelessness Strategy and Housing Revenue Account Business Plan**

The priorities in **bold** have a direct influence on the Housing Revenue Account functions and are therefore key drivers in setting our overall policies and budgets. However, it is accepted that all these priorities, if met, will have an effect on the service.

### 3.4 ASSET MANAGEMENT PRIORITIES

Our aim is to manage the stock we own to maximise the value, income and performance of our assets to enable the City to achieve its strategic objectives of improved customer service and growth.

The Council's approach to asset management will ensure that our housing stock meets the current and future needs of client groups, while being sustainable and affordable. Our asset management priorities are therefore to:

- Ensure the long term viability and sustainability of our existing stock and to maximise its value.
- Maintain and manage the stock to meet current standards defined by decent homes and our statutory obligations as landlord.
- Invest in the stock to address future needs and improve environmental sustainability.
- Within the parameters set by the HRA Business Plan, fund investment in the existing stock to maintain its condition and meet tenant expectations.
- Reduce the long term costs of maintenance and housing management in line with the efficiency agenda.
- Improve customer satisfaction and meet agreed aspirations.

ECC is determined to make improvements in its approach to asset management. Much has already been achieved, starting with the past programme of investment that has put the stock into a reasonably good condition. For the future our asset management strategy is centred on three key questions:

- **Better stock** What are the objectives for stock investment? What are the standards we aim to deliver to meet the goals of sustainable communities (safe and secure homes in a quality environment), is mindful of future needs (the life time homes agenda), and achieves environmental sustainability criteria?
- **Better decisions** How do we manage the stock portfolio to achieve our objectives of a high quality and attractive stock?

- 
- **Lower costs** Can we afford the investment requirement? How can we align the investment plan with the HRA business plan and what can we do to minimise costs through preventative cyclical programmes once the decent homes investment programme has been delivered?

The strategy is a response to these three questions, and from it flows the following ambitions:

- To deliver an investment **standard** that mean our homes continue to achieve the decent homes target, achieve affordable warmth and HECA targets, meet identified needs, and contribute to community development.
- To **manage the portfolio**, in terms not just of age, condition and standard, but also as part of a continuous process of needs assessment to guide policies of reinvestment to meet the needs of current and future tenants.
- To support the City's corporate priorities through **investment plans** that reflect the agreed allocation of resources for re-investment and contribute to sustainable homes in sustainable communities.

### **Financial Objectives**

It is clear from the HRA Business Plan that the resources available for capital works and stock improvements will fall significantly short of what is required over the next 5-10 years. This will impact on the standards we are able to apply to our stock. For example, the Exeter Standard can no longer be achieved within the timescales previously agreed with tenants.

As a result the Asset Management Strategy will seek to ensure that those resources that are available are used in the most efficient way and that investment in stock meets the priorities we have set. For example, significant resources will be made available to improve the efficiency of heating systems in our homes for the benefit of both our tenants and the environment. It is also important that greater efficiencies are achieved through the procurement of work to enable maximum use of the funds available.

The HRA Business Plan will be reviewed annually. Where surpluses occur these will be used to fund an enhanced planned programme.



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## **4. STANDARDS**

### **4.1 DECENT HOMES**

The Council aims to deliver decent homes within budget and with a high level of tenant satisfaction. To demonstrate compliance with decent homes by 2010 and beyond ECC will create and maintain a 100% stock condition database.

We are trying to achieve homes and surroundings that are of good quality and enhance the lives of our residents.

To achieve this we need to ensure that the stock condition data we have is robust so that it better informs our investment programmes and that we engage with tenants to better understand their wishes and aspirations for the stock. We intend to revise our stock condition reports so that they capture data on more attributes and ensure that mechanisms are in place to update the information when works programmes are undertaken.

### **4.2 TARGET STANDARDS**

#### **The Exeter Standard**

A key element of the Options Appraisal consultation process in 2004/05 was the delivery of the Decent Homes Programme. However, tenants were also keen to ensure that where kitchens were more than 20 years old and bathrooms more than 30 years old that they would receive replacements even if their homes met the Decent Homes Standard. Recognising this, the Council developed the 'Exeter Standard' and agreed to complete this programme of work by 2014/15. This improved standard was included within the Council's 30 year HRA Business Plan.

The works to be completed by 2014/15 under the Exeter Standard were defined as-

- Replacement Kitchens for those more than 20 years old.
- Replacement Bathrooms for those more than 30 years old.
- New heating systems where none existed

The programme for the fitting of heating systems where none exists has been completed with just a few properties remaining where tenants have initially refused the works.

However, since 2005 the amount of HRA Subsidy payments made by the Council has increased significantly, from £3.4 million in 2006/07 to £4.7 million on 2009/10. Payments are predicted to rise even further over the next 10 years. The effect of these increased payments has been to take £1.3 million per annum out of the available capital resources.

During the development of this strategy the Council spent considerable time looking at the work that it has to complete to its stock in order to maintain Government standards in the longer term (Decent Homes) plus those works which are required as a result of the age and condition of the stock, and because of increased health and safety standards. For example, when undertaking surveys in advance of the kitchen and bathroom programmes it has become apparent that there were more properties that met the criteria for replacement than was originally identified by the stock condition survey. There is also considerable more work required to the external parts of our properties and the surrounding neighbourhood that was not identified in 2003.

Other work identified includes:

- 
- Fire prevention works
  - Renewal of lead water mains
  - Replacement of old electric heating appliances
  - Replacement of central heating boilers
  - Replacement of communal doors
  - New heating system at Rennes House
  - Re-plastering works
  - Soundproofing to flats
  - Repairs to external attributes
  - External painting programme
  - Garage area refurbishments
  - Replacement concrete canopies

By including this work in the total programme the total resources required totals over £106 million.

The Asset Management Review Group, which includes tenant, leaseholder and owner occupier representatives has looked at the work we have identified and considered this against the limited resources available. The group placed each programme of work into one of five main overarching categories. These categories were prioritised in the following way:

1. Health and Safety
2. Structure
3. Thermal Comfort
4. External Works, and
5. Improvement Works

The works placed within each category were also prioritised to reflect resident aspirations and requirements. Other issues were also considered and prioritised, including maintaining the Decent Homes Standard past the 2010 target.

As a result a new programme of work has been developed to ensure a minimum standard is maintained across the Council's housing stock. However, this review and re-prioritisation has resulted in the deletion of the Exeter Standard to ensure sufficient resources are available for other work. This includes the replacement of electrical heating systems to almost 500 properties to improve the efficiency of the heating in the property, reduce tenants fuel bills and increase the stock's overall SAP rating. It also includes essential fire prevention works in communal areas to meet new regulations.

The full programme of funded and unfunded work is shown in Section 6 of this document – page 21.

The HRA Business Plan will address the issue of funding for the revenue and capital programmes in both the short and longer term and each annual review will seek to find additional resources to enable additional work to be completed where possible.

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## 5. PORTFOLIO MANAGEMENT

### 5.1 PORTFOLIO SCORING

In the short term the Council's priority is to strengthen its stock condition database in order to prepare reliable investment plans and prioritise the planned programme. Whilst it is desirable, simple portfolio scoring cannot be undertaken until this database is operational and so the first step is to start the new surveys and import the information as soon as possible in 2009. However, we recognise the need for a strategic level understanding of portfolio performance, and as a first step we intend to use Codeman to show which properties are particularly expensive to maintain over a thirty year period. We will also work with data from Exeter Home Choice, our choice-based lettings system to profile demand, linking this via GIS to existing Council area data.

### 5.2 NEIGHBOURHOOD PLANS

The Council introduced a Neighbourhood Management Policy in 2006. This introduces the concept of targeted neighbourhood inspections and in planning to develop Neighbourhood Action Plans with local residents.

The Council has identified a number of Priority A neighbourhoods within its stock that historically have demonstrated higher than average levels of ASB, fly-tipping, graffiti, abandoned cars etc. and which need higher levels of management in order to maintain them at a decent level. Under the policy these areas are inspected every two months by housing staff together with local residents, ward members and the Police. Evidence over the past two years has shown significant improvements have been made in many of these neighbourhoods, with some improving so well that the frequency of inspections has been slowed.

The Council intends to review this policy in 2009. The review will not only look at the success of the policy since its implementation but how the Council, its residents and other statutory and voluntary agencies can work more closely together to address the needs of the neighbourhood as a whole. The development of neighbourhood action plans will play a key part of this process as will the service review of the Estate Officer function.

### 5.3 HOUSING OPTIONS

#### **Strategic use of existing housing resources**

The high demand for affordable rented housing and constraints on developing new affordable housing on the scale required mean we have to make the best use of existing affordable housing stock and other resources such as land. Our Additional Lettings Plan aims to do this by:

- Converting/extending existing homes to meet changing household needs and create additional lettings.
- Building new homes on Council-owned land.
- Developing downsizing schemes.
- Explore new opportunities with private developers to create additional affordable housing

**Conversions/extensions:** We have identified funding to extend or convert existing Council homes to meet the need for three and four bedroom accommodation. We are also making funds available to Housing Associations to convert or extend their properties for larger families.

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During 2008/09 this resulted in 4 loft conversions being undertaken turning 3 x 3 bed units into 4 beds and 1 x 3 bed unit into a 5 bed unit. Also 3 property extensions were carried out to meet the needs of families with disabled needs.

**Building new homes on Council-owned land:** There are pockets of land on some Council estates that could be developed for housing. We have conducted a survey of Council-owned land and identified over 15 sites that have development potential. These sites are going through an investigation process to confirm their feasibility. We are working with Sovereign Housing Association to take these sites forward and expect to complete between 70-80 new homes by December 2010.

Some of these sites may already be occupied by either garage blocks or some of our existing stock. These units may require demolishing to make way for the new developments. However, it is considered that overall the disposal of the assets in this way is beneficial given the overall increase in the affordable housing stock.

**New build / redevelopment:** In response to Government proposals to allow local authorities to build new Council housing and bid for grants through the Affordable Housing Programme, Exeter City Council will appraise its options and consider being included in this programme. Such a policy will open up new opportunities to develop our land and redevelop out-dated housing stock.

**Downsizing schemes** The Housing Market Assessment found that 70% of households in Exeter were under-occupying their property by two bedrooms or more. We have recently launched a revised downsizing scheme offering financial incentives and support to encourage tenants to downsize. We intend to continue with such measures and are encouraging developers providing affordable housing for the elderly to consider the needs of down-sizers in scheme design. We are also developing a similar incentives/support scheme for tenants of other registered social landlords.

Because of the nature of down sizing and encouraging the elderly out of the homes they have occupied for some time we have found that the properties require more updating than others when they become empty. This has resulted in the average void cost of these properties to be significantly higher than on other dwellings that may have been reoccupied on several occasions. The amount of work required to each property has also contributed to higher void turnaround times.

## **Housing for the elderly**

The way in which housing support is delivered to elderly tenants is changing. Devon County Council's Supporting People team have adopted a new strategic approach to this service which will see accommodation based support phased out by 2011 and replaced by a floating support service to those elderly people who demonstrate a need for it – wherever they happen to live.

This fundamental change in Support People's strategy has prompted a full review of the Council's sheltered housing service and the sheltered housing schemes in which our tenants live.

Following a comprehensive review of the Council's sheltered housing stock all our existing 22 schemes have been placed each scheme into one of three categories by the review group. These are:

### 1) Full modernisation – 'enhanced sheltered'

Five sheltered schemes have been identified for extensive investment (outlined in 2.1 above) that will ensure they meet, as far as possible, published Supporting People recommended standards. This will ensure the schemes are sustainable for the long-term and are able to accommodate those elderly

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applicants who demonstrate a high level of housing support needs. This programme of work will be undertaken over a four or five-year period starting in 2009 and finishing in 2014/15.

## 2) Elderly person's accommodation

A further ten schemes have been identified as being suitable for elderly people and these will remain so in the future. All units within these schemes will be advertised through the Home Choice scheme exclusively for the over 55's only, although applicants will not have to demonstrate any support needs.

## 3) Other options

The remaining 7 schemes have been identified as having no long term sustainable future as elderly person's accommodation. This is mainly due to their physical layout and overall inability to be adapted. Some continue to be 'difficult to let' either because of their size/layout or geographic position.

Because these schemes cannot be viably up-graded the Council will consider other options for the sites. This could include re-designating the scheme for other client types (e.g. general needs accommodation), demolition and redevelopment or out-right sale.

Coupled with the above scheme appraisal the Council is also working closely with Devon County Council's Adult and Community Care team on the Whipton Barton bungalow site to develop a comprehensive 'Extra Care' scheme. 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. Whilst it is acknowledged that the rents from these 11 bungalows will be lost to the Housing Revenue Account, the overall condition of the bungalows is poor and considerable expenditure will be required to modernise them to acceptable standards in future years.

## **General needs and Sheltered Accommodation bedsits**

The authority has a total of 171 bedsits within its housing stock. 24 of these are in sheltered sites and 147 are in the general needs stock.

In line with the experience of other social landlords the demand for this type of accommodation tends to be lower than others, in particular those situated within sheltered accommodation.

The councils plan to deal with this low demand sheltered stock is dealt with elsewhere in this strategy.

Despite the high number of applicants on the housing register there are some general needs bedsits that are more challenging to let (depending on factors such as location etc). On occasions it is necessary to let these properties as direct lets to homeless applicants. There is a balance to be struck between having mixed communities and ensuring properties are let in their quickest possible time to the appropriate person.

The situation of demand for these properties may change with the introduction of a Devon Wide Choice based letting scheme in 2010.

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## **6. INVESTMENT PLANNING**

In support of our Business Plan, the AMS has the following aims and objectives:

- Improve the quality of management information about the nature, condition and sustainability of the stock.
- Providing reliable and detailed forecasts of future costs to support business planning.
- Show a thirty year investment plan driven by up to date and reliable stock condition data.
- Provide a detailed rolling five year planned programme which builds on intelligent timing of component replacement.
- Manage the programme to ensure that it is affordable.
- Obtain value for money, delivering the programme with efficiency to the stated timescales.
- Deliver the programme that residents want within costs that are affordable.

### **6.1 INVESTMENT FORECASTS**

The current investment plan includes for the cost of maintaining the stock in a 'decent' condition' after 2010. The full 30 year investment plan is attached as Appendix Two.

The table on the following page sets out the programmes of work the Council will undertake between 2009 and 2020. The table is split into two parts:

#### **1) Funded Work (shaded yellow)**

This work has been prioritised by the Asset Management Review Group to meet current statutory and regulatory obligations. It also seeks to reflect tenant priorities in the maintenance of the housing stock. Therefore, the renewal of inefficient and out-dated electrical heating systems to improve overall energy efficiency ratings and reduce tenants fuel bills has become a priority for the programme together with works to communal areas in blocks of flats to meet the new Fire Safety Regulations. The funding available has been identified in the HRA Business Plan and apportioned as per the capital investment profile.

#### **2) Required unfunded work (shaded green)**

This section sets out the work that is required to the housing stock but for which no funding currently exists. The Business Plan is currently assessing ways of funding this work, including the use of borrowing. Some of this work is considered essential and will therefore be prioritised when or if further resources are made available.

Inevitably the level of capital investment required to complete all these works will not be fundable, even in the longer term. The Council will therefore review the HRA Business Plan and the resources available for the capital programme on an annual basis to ensure funding is made available when certain works become more urgent to do.

**EXETER CITY COUNCIL MAJOR WORKS PRIORITY ASSESSMENT**

**PROPOSED PROGRAMME**

Work Required	2010 to 2015	Nos of units	2015 to 2020	Nos of units	Total Value	Total units	Comments
<b>Decent Homes Works</b>							
Electrical testing	£405,000	3000	£405,000	3000	£810,000	6000	
Electrical rewires	£1,834,000	800	£5,500,000	2400	£7,334,000	3200	Criteria - Works based on condition rather than age
New roofs	£1,260,000		£1,260,000		£2,520,000		Criteria - Works based on condition rather than age
Repointing	£861,000	300	£800,000	275	£1,661,000	575	Criteria - Works based on condition rather than age
New windows	£932,000	196	£568,000		£1,500,000	196	Criteria - Works based on condition rather than age
Insulation	£150,000		£150,000		£300,000		85% grant funded
<b>Improvement works</b>							
Kitchens	£3,000,000	500	£4,000,000	666	£7,000,000	1166	Original list included estimate of £38,800,00 which would have done work on 5910 props. This amount will do 2000.
Bathrooms	£2,250,000	500	£3,000,000	750	£5,250,000	1250	
<b>Health and safety</b>					£0		
Asbestos survey and removal	£990,000		£500,000		£1,490,000		
Fire prevention works	£1,008,000	1680	£672,000	1120	£1,680,000	2800	Works to inc 30min fire doors, ventilation to comm halls, smoke detectors to comm halls & emergency lights
<b>Thermal Comfort</b>					£0		
Replacement old gas appliances	£2,261,000	804			£2,261,000	804	
Replacement of electrical heating appliances	£1,384,000	492			£1,384,000	492	
New heating at Rennes House	£200,000	61			£200,000	61	
Replacement of gas condensing boilers	£1,665,000	1665	£1,666,000	1666	£3,331,000	1665	Criteria - Works based on condition rather than age
<b>Other</b>							
Disabled adaptations	£2,800,000		£3,000,000		£5,800,000		
External render (contract)	£1,300,000	138	£1,400,000	138	£2,700,000	276	
External Attributes (paths, walls etc)			£400,000		£400,000		
Repairs to non traditional construction properties	£232,500	80	£292,500	80	£525,000		Full surveys required to Rennes House and Clifford Close which may affect estimate.
Replacement of concrete canopies over front doors	£255,000	300			£255,000	300	
Communal area improvement (flats)	£500,000		£500,000		£1,000,000		
Sub total	<b>£23,287,500</b>		<b>£24,113,500</b>		<b>£46,146,000</b>		
Contingency	£1,164,375		£1,205,675		£2,307,300		5% contingency on all programmes
<b>Funded Programme total</b>	<b>£24,451,875</b>		<b>£25,319,175</b>		<b>£48,453,300</b>		
Grant funding (insulation schemes)	£127,500		£127,500		£255,000		
<b>DIFFERENCE</b>	<b>£11,625</b>		<b>£18,325</b>		<b>£1,347,700</b>		
<b>Other unfunded identified work</b>							
<b>Structure</b>							
Replastering	£500,000	100	£500,000	100	£1,000,000	200	
Sheltered Housing	£2,505,000				£2,505,000		
Soundproofing	£500,000	20	£500,000	20	£1,000,000	40	
<b>External works</b>					£0		
External painting	£5,000,000		£5,000,000		£10,000,000		This will create a 7 year programme
Replacement communal doors to flats	£1,500,000	498			£1,500,000	498	
Low maintenance works	£1,600,000		£1,600,000		£3,200,000		
External attributes (paths, walls etc)	£2,920,000		£1,000,000		£3,920,000		
Environmental Improvements	£750,000		£750,000		£1,500,000		
Renewal of lead water mains	£600,000	600	£400,000	400	£1,000,000	1000	
Garage area refurbishments	£900,000	600	£600,000	400	£1,500,000	1000	
Fencing	£400,000		£400,000		£800,000		
<b>Improvement works</b>							
Kitchens	£9,000,000	1500	£8,000,000	1333	£17,000,000	2833	
Bathrooms	£5,750,000	1420	£5,000,000	1111	£10,750,000	2531	
Sub total	<b>£31,925,000</b>		<b>£23,750,000</b>		<b>£55,675,000</b>		
Contingency	£1,596,250		£1,187,500		£2,783,750		5% contingency on all programmes
<b>Unfunded programme total</b>	<b>£33,521,250</b>		<b>£24,937,500</b>		<b>£58,458,750</b>		
<b>TOTAL PROGRAMME</b>	<b>£57,973,125</b>		<b>£50,256,675</b>		<b>£106,912,050</b>		

**CAPITAL RESOURCES AVAILABLE**    £24,336,000                    £25,210,000                    £49,546,000

**DIFFERENCE**    -£33,637,125                    -£25,046,675                    -£57,366,050

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It is essential that asset management plans are reflected in an investment plan that in turn is fundable by the business plan. If our business plan requires reductions in the investment plan, this must be translated into a revised asset management strategy. The starting point is:

- Implement Codeman in order to prepare an investment plan updated annually based on up-to-date stock condition data.
- Including agreed non-survey costs and contingencies (ie asbestos, structural repairs).
- Based on annually reviewed schedule of rates and agreed life cycles.
- The investment plan understood and reconciled to the business plan.
- Any funding gap resolved through lower costs (lower standards or better procurement), increased income, borrowing, stock disposal, or an overall increase in the proportion of the budget devoted to re-investment.

## **6.2 PLANNED PROGRAMMES**

The current planned programme is informed by our stock condition survey, and we intend to improve our targeting of resources as we improve the quality of our data. The investment plan will be translated into a detailed planned programme informed by the asset management strategy. There will be a clear audit trail to demonstrate that the planned programme supports the asset management strategy. In turn, the planned programme will demonstrate compliance with the decent homes standard, and our agreed investment priorities. A rolling budget will be approved on the basis of the planned programme.

Enough detail is available via our stock condition database to establish a proposed planned programme for the life of this strategy. During 2008/09 the information will further be updated from various other data sources that hold information on previous work programmes. However this information will need to be balanced with what works residents will want us to undertake and the plan needs to be matched with the funding available.

We will also, once established, publish to our tenants and leaseholders via our 'Insight' magazine these planned programmes of work. Because the budgets are not approved the following years programme will be published in some detail but the subsequent years will be provided with headline figures only. This will be updated on an annual basis and in this way we can be sure of what work will be carried out.

## **6.3 EFFECTIVE PROCUREMENT AND VALUE FOR MONEY**

Traditionally the authority procures work through a competitive tendering process from an approved list of suppliers. Whilst every effort is made to adopt Best Value principles, price is still primarily the underlying factor when awarding contracts. The Housing section was previously disadvantaged by a lack of a specific Procurement Strategy. The on-going review of the Corporate Procurement and Commissioning Strategy will ensure the requirements of the Housing Unit are contained within it and the expectations of our regulators are met.

However although the method of procurement is traditional in its nature the Council does engage with more modern methods in some of its contracts. For example it has labour only contracts for its planned works on kitchens, bathrooms and central heating installations. It has also moved away from shorter term contracts and the majority now have a life span of 5 years.



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The next test of these new methods is when the new Responsive Maintenance and Voids contract is developed during 2008 – 2009. This review will be the catalyst for a more complete analysis on the delivery of these services.

It is hoped that the new contract will deliver several benefits –

- Provide a method of delivering not only general maintenance and voids works but also electrical and estate based services that will deliver much wider economies of scale.
- Standardisation of service delivery.
- Reduction in lower administration and labour costs.
- Enable the authority to set standards for equality, diversity and sustainability.
- The appointment of a contractor that is a proven leader and innovator in the sector.
- Extend the life cycles of components.

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## 7. DELIVERING THE STRATEGY

### 7.1 DATA MANAGEMENT

The quality of stock condition data will be improved under three headings:

- **New surveys:** Codeman to be populated with new data through a rolling programme of in-house surveys. This requires a redesigned survey form to capture HHSRS information and fill other data gaps found in the existing information regarding some external asset components, these surveys will include the collection of energy data.
- **Works data:** The database will also be updated with the work carried out both on planned programmes and replacement work carried out under reactive maintenance.
- **Database enhancements:**
  - Add missing assets (including garages and commercial property)
  - Leasehold data from our Access database
  - Structural works to non-traditional stock

A random 10% sample of the surveys will be audited to ensure quality of the data, this will be co-ordinated by the Senior Building Technician who will also be responsible for all supervision, management and administration of the Codeman database. This post will ensure that all data is relevant and up to date from the various works programmes. At any one time the database should be no more than 3 months behind of any completed works plan.

### 7.2 INFORMATION SYSTEMS

We currently use the Omega system as the stock condition database but although in general terms the survey data is considered reliable there have been several issues and questions raised over the level of detailed information recorded. Codeman has now been selected as our specialist asset management package. There will be a period of setting the system up with 'clean' data, using new stock condition survey data from our rolling surveys, enhanced by data from works programmes going back as far as the data is considered reliable.

Our aim is to populate Codeman with enough data for it to produce useful information for investment planning by the autumn of 2009.

The new Codeman database will:

- Provide investment forecasts.
- Report on decent homes.
- Support responsive repair processing.
- Supply information so that the authorities Housing Management system can be updated.
- Provide SAP ratings.
- Show information about the planned programme.

#### Interfaces

It is not anticipated that the Codeman and our existing Capita Housing products will be integrated. This has already been attempted and the cost of implementing and maintaining the interfaces was found to outweigh any benefit that was gained.

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Instead, achieving the balance between the two systems on aligning the stock list and informing the reactive team on works programmes will be a manual task. Should consideration be given in the future to the replacement of either system then this interface will be a key consideration. We will do further work on the requirements for integrating the two systems.

Because of the need for asbestos information to be included on all works orders the asbestos data will be held on the Capita Housing database but staff in the 'in-house' team will have full and free access to it to inform any planned programmes.

### **Data reporting**

There is sufficient capability 'out of the box' to meet our immediate reporting needs. There are, however, areas we plan to develop further:

- Portfolio modelling (see Section Five above).
- Customer profiling.

We wish to ensure we gather information in order to tailor our services to the needs and demands of our customers and ensure full engagement with no barriers to ethnicity or disability. We intend to use profiling to improve the way we meet the needs of individual service users and to shape services at a wider level. The focus for asset management will be in the area of planned programmes, where we have three priorities:

- To identify the people who will benefit from investment programmes, with a particular focus on fuel poverty.
- To check that planned programmes reflect the diverse needs of our tenants for example by providing walk in showers on our bathroom improvement contract for tenants with a need for such a facility.
- To look at the relationship between customer data and patterns in the performance of our portfolio.
- To ensure effective communication and involvement

### **7.3 SERVICE STANDARDS**

We aim to reach the best possible quality of service in all that we do, our full list of standards are set out in the leaflet 'Service Standard'. The ones that apply most to the Asset Management Strategy are

- Offer an appointment for either a contractor or surveyor when you report a repair.
- Keep to the schedule of response times as published in the repairs handbook.
- Carry out inspections within seven working days.
- Undertake gas and electrical checks to all empty properties.
- Consult tenants before making improvements to their homes, offering choices where available.
- Where agreed with Social Services adapt our homes to meet the needs of tenants with disabilities.
- Deliver minimum Decent Homes programme by 2010.
- Deliver the Exeter Standard by 2015. (This is currently under review).
- Issue satisfaction surveys when orders are requested for reactive maintenance and at the completion of planned works.

- 
- We will record the number of service failures and this will form part of the performance monitoring process with our contractors.

## **7.4 RESIDENT INVOLVEMENT**

### **Existing tenant participation structure**

- Estate-based Tenants and Residents Associations
- The Tenant and Leasehold Committee, meeting monthly.
- Sheltered Housing Consultation Group (SHCG) representing all sheltered tenants from our 22 sites.
- Leaseholders Consultation Group which meets quarterly.
- Repairs Partnership Board that includes tenant representatives, Council staff (including front line staff) and representatives from our main contractors.

The Tenants' Compact (re-named Tenants' Agreement) was reviewed in 2005 and is due to be reviewed again in early 2009. Action plan included:

- Develop an elected Tenants and Leaseholders Committee (TALC).
- Develop an inter-active tenants' web-site.
- Establish a Resident Auditor inspection team
- Improving links with hard to reach groups.

Most of these actions have been achieved but further work is required on consulting hard to reach groups.

Tenants will be part of the group being established to review our existing arrangements for the Responsive Maintenance and Voids contract, this will involve both contractor selection and assessment of the tenders. Tenants are also involved in neighbourhood inspections with Estate Officers and other partner agencies.

### **Resident auditor project**

An annual programme of inspection has been established for the Resident Auditor Team to complement the housing services annual review plans. This approach ensures each service review is fully assessed and that customer feedback plays a major role in future improvements.

The work of the Resident Auditor Team is monitored by the Tenants and Leaseholder Committee.

Since being established the Resident Auditor Team has completed reviews on the following services –

- Customer care and access
- Complaints handling
- Major repairs
- Reactive maintenance
- Website
- Correspondence
- Common areas in flats

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In particular the last review has shown that the external attributes to flats may not have been maintained to the standard expected by the residents. This may in part be due to the exclusion of this work on the stock condition survey and this will be rectified when the new surveys are carried out.

## **7.5 RESPONSIVE REPAIRS AND VOIDS**

### **Responsive repairs**

Key indicators (based on 2007/08 information)

- Budgets
  - Responsive Maintenance £1.5m (actual spend £1.6M)
  - Electrical maintenance £195,000 (actual spend £259,000)
- Costs
  - Average cost of responsive repair job = £99.04
  - Average cost per dwelling = £379.32
- Volume
  - Average number of repair jobs per dwelling = 3.83
  - Number of orders raised = 19000 per annum
- Customer satisfaction
  - 95% of tenants satisfied overall with service
  - 87% of all orders completed on first visit
  - 82% of appointments kept

For most responsive maintenance orders the authority works with three main contractors:

- Signpost Services (Building and voids work)
- The 'in-house' Building and Electrical Service Team (Building, voids and electrical maintenance work).
- K S Engineering (gas servicing and maintenance)

All these contracts run until March 2010. In 2006 the terms of the contracts were reviewed by the Repairs Partnership Board and this resulted in amendments to the contract in the following areas -

- Fewer response categories.
- Re-setting of performance indicators and targets
- Alterations to the appointment slots to make better use of resources and provide greater flexibility to tenants (including a 'school run' slot).
- Raising of the minimum charge on orders.
- Redefine the types of jobs done 'out of hours'.
- Altering the operational areas of each contractor

Although the contract itself is traditional in its terms and conditions it does contain a number of partnering statements and conditions to achieve continuous improvement of services.

A major review of our response maintenance service will be undertaken in 2009 when the options regarding the packaging and tendering of the work undertaken will be fully appraised. For example, will it be more beneficial for some of the minor types of work to be carried out within one large contract

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or do the current arrangements give the Council more flexibility to engage with local contractors and local specialists?

Both of our major contractors consistently meet and exceed the 95% satisfaction levels as set out in the maintenance contract. This is monitored on a month by month basis and all issues and complaints made by customers are discussed at regular contractor meetings.

All orders are communicated to the major contractors electronically to avoid any delay in this part of the process. Any stage updates are also done in this manner with the In House team supplying completion and invoice information electronically. It is hoped that this can be extended to other contractors.

The policies and procedures for responsive repairs are covered in separate documents. The overlap with this AMS is in the area of developing approaches to reducing the volume of responsive repairs. Our strategic objective is to demonstrate that we are delivering a value for money service that meets the needs of the customer and achieves continuous improvement. Key outcomes include:

- Achieve top quartile performance in all aspects of responsive maintenance.
- An optimum balance of expenditure between emergency, urgent and routine responsive repairs having regard to good practice guidelines.

Overall our policy is to achieve and maintain a ratio of 70:30 planned and reactive (in 2007/08 we achieved 68:32).

This is a target that is vulnerable to reduced programmes of planned investment. Therefore we have a second target - to hold the responsive budget at current level: either no higher than the current rate per unit (i.e. no increase for inflation), or at a fixed price for a certain period irrespective of additional units coming into management. To achieve this we propose to adopt a four pronged approach:

- Ensure the maximum gain from our responsive repairs contract. This includes pushing down the cost of delivery by doing the job in one visit, through improved diagnostics, a better appointment system, a multi-skilled and well trained work force, mobile working, and properly stocked vans. It also means a continuing focus on reducing back-office costs by better system integration, specifically the interface with the out-of-hours service, a reduction in works variations.
- Have procedures in place to ensure that replacements are included in planned programme where feasible rather than done on a responsive basis. The aim is to minimise responsive repairs by investing to achieve the decent homes standard and then to maximise the life expectancy of building elements through regular cyclical and preventative maintenance.
- Analyse the demand for responsive repairs to see what can be done to modify the pattern. For example, analysing the proportion of emergency repairs to see whether there are patterns that can be addressed, and set targets to reduce the proportion of work carried out as emergencies or urgent. Identifying repair hotspots, developing strategies to address individual and collective issues.
- Investigate ways in which we can offer incentives to tenants that have the effect of reducing the volume of responsive repairs.

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## Void works

Key indicators (based on 2007/08 information)

- The level of voids
  - 334 p.a.
- Average costs
  - Voids £850,000 (actual spend £1.2M)
  - Average void cost per property £3,639
- Turn-round time
  - Average repairs turnaround time for voids 18.71 days

The authority has a challenging 'habitable and lettable' standard that has been agreed by the Repairs Partnership Board. The authority pays a vacation payment of £150.00 to tenants that meet certain criteria which includes a clear rent account, keys back on time and leaving the property in good condition and free from rubbish.

Where possible all major works items such as new kitchens and bathrooms are completed when the new tenant moves in. Extensive use is made of decorating vouchers to reduce the costs and time delays of decorating.

In the future we will also be considering using other tools to reduce void times –

- Joint pre-void visits by Housing Officers and Technical Officers so that any works can be identified at an earlier stage.
- Increasing the incentive payment.
- Introduction of an incentive for tenants to leave gas and electric meter keys at their homes to reduce the time needed to get new ones from the energy suppliers.
- Getting work done prior to tenants vacating the properties.

## 7.6 PLANNED PROGRAMMES

Major planned maintenance capital schemes are managed and administered by the Building and Electrical Services team (BEST). The Housing Unit, as client, pays a consultancy fee based on the value of the programme. These works include:

- Decent homes programme:
  - Re-roofing
  - Replacement PVCu doors
  - Re-pointing
  - Electrical rewires
- Kitchen refurbishment
- Bathroom refurbishment
- Replacing central heating boilers
- Works to non traditional properties
- Low maintenance works
- External rendering to flats
- Stock condition surveys

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As members of Procurement for Housing we have taken advantage of the nationally agreed rates for bathroom products and all our materials for these works are sourced under this contract. This has meant the contractor has a labour only contract with materials being paid for directly. We also procure decorating materials and gas central heating boilers through the PfH scheme.

Labour only contracts are also in place for the central heating and kitchen contracts but these are based on locally agreed rates.

Other contracts for re-roofing, door replacement, electrical rewires, re-pointing and repairs to non traditional properties which make up the rest of programme are procured using traditional term contracts.

The Capital Programme Working Group will continue to monitor individual programmes and the housing capital budget. It will also investigate new ways of achieving savings through improved procurement procedures. For example, reducing the need to tender work annually by entering into longer-term contracts thereby achieving procurement savings and economies of scale by guaranteeing higher quantities of work.

The way programmed works are delivered will be reviewed to ensure value for money is being obtained along with the best use of resources. In particular:

- The relationship between BEST and Housing.
- The structure for delivering the programme.
- Resources required to deliver the major works programme.
- The way individual programmes are procured.

## **7.7 CYCLICAL AND SERVICING PROGRAMMES**

It is important that once installed assets are maintained and serviced on a regular basis to ensure their continued efficiency. Some servicing periods are defined under regulations (e.g. Gas Safety) and others under manufacturers instructions.

The authority has a number of contracts already in place, namely:

- Gas appliance servicing
- Extractor fans (under the Electrical contract)
- Door entry systems
- Lifts and stairlifts
- Fire alarms and extinguishers
- Emergency lights
- Legionella testing
- Electrical testing to common areas and residential units.

There are currently no arrangements in place to service the hard wired smoke detectors that have been fitted to all properties but the Council is considering amalgamating several of these works under a 'Home Health Check' system that would see the gas servicing contractor carrying out services to extractor fans as well as smoke detectors. Checks to external windows and doors and internal plumbing could also be included. Final details are yet to be confirmed on this scheme.



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## **7.8 ESTATE AND GROUNDS MAINTENANCE**

The Council provides a number of estate and grounds maintenance services across its housing stock. We currently have a Service Level Agreement with the Council's 'in-house' team (BEST) to provide grass cutting and grounds maintenance services within our communal areas. There is also a limited communal glass and stairwell cleaning contract.

Results from recent survey work by the Resident Auditor Team and the 2008 STATUS Survey show the effective management and maintenance of these communal areas is a high priority for our residents. As a result the Council intends to undertake a review of our grounds maintenance service with the outcome being a re-designed service being tendered to ensure the highest level of maintenance is maintained.

The Council is also looking to introduce a service charge regime for its tenants living in blocks of flats that will enable them to choose higher standards of cleaning etc in the future. It will also enable tenants to understand the cost and standards of these services and make comments to the Council on future specifications and standards.

Improved grounds maintenance and cleaning services will lead to higher satisfaction among residents and improve the external environment on our estates.

## **7.9 ADAPTATIONS AND ASSISTANCE SCHEMES**

### **Adaptations**

The Council recognises the need to carry out alterations to meet the special needs of individuals to enhance their lifestyle and where appropriate enable them to remain in their current home.

The waiting list for major adaptation work (walk in showers, ramps, stairlifts etc) stands at around 52 weeks. Attempts have been made to reduce this time but without major investment it is not considered possible. All minor works (handrails, lever taps etc) are done on demand. All urgent major works are completed with about two months.

All referrals for major works are received from Occupational Therapists and we work closely with them to ensure that resources are channelled towards those residents that most need it.

As part of our commitment to facilitating and supporting independent living we will:

- Take account of tenants' needs for adaptations when undertaking void and planned maintenance work. This reduces the need to carry out alterations at a later date, is more cost effective and improves the quality of life for residents.
- Embrace the concept of lifetime homes and will look at how elements of the standard can be delivered within the existing stock.
- Maintain a register of adaptations in order that items can be recycled wherever possible.
- Develop our Housing Options Service so that people can move to more suitable accommodation.

The focus of the service will be the needs identified by the disabled person, their carers and their professional advocates.

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The work undertaken for disabled tenants ranges from the provision of handrails through the installation of level access showers and stair lifts to the construction of extensions to existing accommodation for extra bedrooms and ground floor toilets.

The funding for the majority of these works is taken directly from the Housing Revenue Account. However where works are estimated to cost over £10,000 then alternatives such as a move to more suitable accommodation are considered.

The Council joint funds an Occupational Therapist with Devon Social Services. This post sits within the Housing Unit and is used to ensure the needs of disabled people in Exeter are met as far as practicable.

### **Assistance Schemes**

Some tenants, particularly the elderly, disabled and single parent families, can find it difficult to maintain their homes or gardens. Because of this the Council has implemented two 'assistance schemes' to help with either internal decorations or the maintenance of gardens.

A review of the criteria for tenants who benefit from this service was undertaken during 2008. In consultation with the Repairs Partnership Board and the Tenants and Leaseholders Committee a new set of standards for both the Gardening and Decoration Assistance scheme were agreed. These are:

- As a right both parties aged 70 years or over with a clear rent account.
- For those registered disabled with no spouse or partner, partner or children over 16 years of age resident who are in receipt of full Housing Benefit with a clear rent account. Proof of disability would need to be provided with the disability registration number, for example a copy of the yellow disability card.
- Tenants under the decoration scheme would need to re apply each time they want a room decorated.
- Where only one of a couple is registered disabled and the other person is below retirement age, help is given by way of a material/equipment allowance.
- Tenants must have a clear rent account.

Whilst this revised criteria is likely to reduce the numbers of tenants eligible for these schemes it will ensure our resources are better targeted to those with the greatest needs.

### **7.10 LEASEHOLDERS**

The Council manages 908 leases across it 500+ blocks of flats.

The management and administration of these properties is the responsibility of the Income Recovery Manager.

The full description of the services the council provides along with leaseholder responsibilities are laid out in the Leaseholders Handbook. There is a leaseholders forum which meets on a regular basis.

Each year a recalculation of the service charges is carried out and a statement of the account is issued.

Systems need to be improved to support these requirements, reducing the element of manual interrogation and improving the quality of information presented to leaseholders. The specific requirements for asset management are to:

- Provide more accurate information about repairs carried out.
- Provide forecasts about future maintenance costs.

Our objective is to deliver good quality, value for money services to leaseholders and provide them with the opportunities to participate in developing and monitoring services. We aim to develop and implement accountability and to effectively communicate with tenants, leaseholders and all other key stakeholders. Key outcomes are to:

- Provide leaseholders with up-to-date and accurate information and monitor satisfaction.
- Issue individually tailored leaseholders bills and statement of account annually, and be able to forecast costs.
- Provide a range of other means for leaseholders to influence decisions and receive regular feedback.

As part of a leaseholder services strategy we will:

- Ensure that our asset management database and stock investment strategy takes into account the needs of leaseholders.
- Ensure that we comply with the statutory and contractual requirements set out in the Commonhold and Leasehold Reform Act 2002, good practice on freeholder's responsibilities for stock investment and property maintenance.
- Always consult home owners about proposals for improvements and their cost and tailor services according to customer needs.

## 7.11 MONITORING AND REPORTING

Management information is published in a number of ways, including the Housing Unit's quarterly performance digest and other formats for use at monthly contractor liaison meetings. This information is supplemented with satisfaction survey data and complaints information to help identify failings in the service.

Management information is produced for the following areas:

Description	Frequency	Audience
Numbers of orders raised	Monthly, quarterly and yearly	Officers, tenants and contractors
Number of orders completed	Monthly, quarterly and yearly	Officers, tenants and contractors
Numbers of defects to the service made by tenants	Monthly	Officers & contractors
Number of appointments made and kept	Monthly, quarterly and yearly	Officers, tenants and contractors
Percentage of responsive orders completed within target times	Monthly, quarterly and yearly	Officers, tenants and contractors
Percentage of emergency orders completed on time	Monthly, quarterly and yearly	Officers, tenants and contractors
Average time taken to complete responsive repairs	Monthly, quarterly and yearly	Officers, tenants and contractors
Tenant satisfaction with repairs service	Quarterly	Officers, tenants and contractors
Average reactive maintenance order value	Quarterly	Officers and contractors

Review of expenditure on reactive maintenance	Monthly, quarterly and yearly	Officers and contractors
Overdue gas servicing	Monthly, quarterly and yearly	Officers, tenants and contractors
Homes not to decency standards	Quarterly and yearly	Officers, tenants and contractors
Average SAP rating	Quarterly and yearly	Officers, tenants and contractors
Planned maintenance expenditure as % of overall expenditure	Quarterly and yearly	Officers, tenants and contractors
Average void costs	Quarterly and yearly	Officers and contractors
Average re-let periods	Quarterly and yearly	Officers, tenants and contractors
Number of disabled adaptations referrals	Quarterly and yearly	Officers, tenants and contractors
Number of disabled adaptations orders raised	Quarterly and yearly	Officers, tenants and contractors
Average time for disabled adaptations	Quarterly and yearly	Officers, tenants and contractors

Exeter City Council seeks to compare and benchmark its services against other authorities and is a member of the Housemark service. It has also recently joined the HQN Teamnet asset maintenance group which will also provide benchmarking information. This information is discussed by the Repairs Partnership Board as well as the Housing Performance Review Committee.

It is essential that tenants and leaseholders play a key role in monitoring performance and the Council's progress against the HRA Business Plan. The Tenants and Leaseholders Committee meet monthly and receive regular reports on a range of related topics. The TALC and its various sub-groups are also involved in the review, design and planning stages of these strategies to ensure they meet, as far as practicable tenants' priorities and expectations. Similar reports are also submitted to the Sheltered Housing Forum and the Leaseholders Group. The digest of information will continue to be developed with residents to ensure its contents are easy to understand and contain performance figures for areas of the service relevant to them.

The Resident Auditor Team measures the service against the Audit Commission's Key Lines of Enquiries, and identify where improvements are required. Service improvement plans are developed based on their findings.

## 7.12 RESPONSIBILITIES

The responsibility for the Housing AMS rests with the Head of Housing Services. The responsibility is for:

- Delivering the asset management strategy.
- The annual review of the strategy in line with portfolio management analysis
- Preparing and reviewing the annual asset management investment programme.
- Ensuring that all investment decisions are evaluated in accordance with the asset management strategy.
- Monitoring performance against the investment programme and in accordance with the business plan.
- Production and review of the action plan.

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## **Financial control**

Financial control of asset management budget is exercised through the six-weekly programme review process and quarterly financial stewardship process. Key elements of this review process are to monitor the following:

- Projected outturn against approved budget (by contract).
- Projected spend against the current financial year budget (budget overall).
- Updated contract information (addresses in the programme).

Monitoring is focused on:

- Ensuring that individual contracts remain within budget and that any variations are approved in the context of ECC's Financial Regulations and Standing Orders.
- To ensure that spend is contained within the approved annual budget and progress is reported to members.

## **Risk register**

Evaluation of risk is an important part of effective asset management. Major decisions taken about the future utilisation of the asset base in the absence of risk assessment may have a long-term detrimental effect on the sustainability of communities and financial viability of the organisation.

ECC has a systematic approach to managing asset-related risks. This involves the regular review of impact and probability of specific risks materialising and an evaluation of the control arrangements that are in place for managing and minimising current and emerging risks. These are updated in light of changing circumstances.

## Asset Management Strategy - Action Plan

	Action	Who	Target Date	Progress
1	Undertake options appraisals for each Category 3 sheltered site to look at long term solutions. Prioritise each site and develop a programme for review. Design methodology for appraisal.	TSM	April 2010	
2	Start a new, up-graded stock condition survey and place results on Codeman. Design a new stock condition survey form to include all property attributes	RATSM	April 2010	
3	Transfer existing stock condition data from Omega to Codeman.	RATSM	April 2010	
4	Undertake stock condition surveys to existing garages to ascertain extent of work required. Apply costs of work to each site.	RATSM	April 2010	
5	Undertake detailed research into the reasons for refusal of certain property types. Develop an action plan to improve refusal rates.	HOM	Oct 2009	
6	Design a robust property scoring system to enable a comprehensive appraisal of the Council's housing stock to be undertaken. Run property information through the system to test and amend if required.	RATSM	April 2011	
7	Review the Neighbourhood Management Policy and link this with the review of the Tenancy Services Structure.	TSM	April 2010	
8	Continue to work with Sovereign Housing Association to appraise and develop areas of Council owned land for new affordable housing.	HEM	April 2010	
9	Appraise options for developing new Council housing once the CLG consultation paper on new capital financing rules is implemented.	HOH	April 2010	
10	Maintain existing downsizing schemes to help free up under-occupied family housing. Review impact and make amendments to the policy as necessary.	HOM	Ongoing	
11	Agree a new Corporate Procurement and Commissioning Strategy to ensure maximum value for money is achieved for the capital programme.	HOH	Oct 2009	
12	Use Tenant Census data to provide tailored services for tenants and inform future investment priorities.	HOM	April 2010	

13	Develop an annual work programme for the Resident Auditor Team to complement HRA Business Plan and AMS priorities.	SPTLM	June 09	
14	Review and re-tender the grounds maintenance service. Link with the introduction of service charges in 2010.	RATSM	April 2010	
15	Improve the information on future maintenance works to blocks of flats for leaseholders to help them plan for future financial contributions.	RATSM /HSSM	April 2010	
16	Develop a fire management strategy and policy	HOM	April 2010	
17	Undertake review of use of Weirfield House as temporary accommodation.	HNM	April 2010	
18	Develop new standard to replace Decent Home standard past 2010	RATSM	June 2010	
19	Review use of low demand bedsits in Sheltered Accommodation	TSM	April 2010	
20	Review Health and Safety Information and Risk Assessments on General Maintenance Work	RATSM	Dec 2009	
21	Create Gas Policy and Procedure Improvement plan	RATSM	Dec 2009	
22	Clifford Close options appraisal.	HOM	April 2010	
23	Identification of all Housing land and collate on one document/file	HOM	April 2010	

## 30- Year Capital Investment Profile

## Appendix 2

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	Total	2015-16	2016-17	2017-18	2018-19	2019-20	Total
<b>Housing Stock Numbers</b>	5,052	5,040	5,028	5,016	5,006	4,996		4,988	4,980	4,972	4,964	4,956	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Major Repairs allowance	3,273	3,367	3,429	3,491	3,519	3,547	20,626	3,577	3,606	3,637	3,667	3,698	38,811
Use of RTB receipts	145	181	181	181	145	145	978	145	145	145	145	145	1,703
Use of other receipts	175	100	100	100	100	100	675	100	100	100	100	100	1,175
<b>Capital Resources</b>	<b>3,593</b>	<b>3,648</b>	<b>3,710</b>	<b>3,772</b>	<b>3,764</b>	<b>3,792</b>	<b>22,279</b>	<b>3,822</b>	<b>3,851</b>	<b>3,882</b>	<b>3,912</b>	<b>3,943</b>	<b>41,689</b>
Projected RCCO's available	880	1,200	1,000	970	1,080	1,100	6,230	1,110	1,130	1,140	1,200	1,220	12,030
Cont from Working Balance	682	300	0	0	0	0	982	0	0	0	0	0	982
<b>Total Resources available</b>	<b>5,155</b>	<b>5,148</b>	<b>4,710</b>	<b>4,742</b>	<b>4,844</b>	<b>4,892</b>	<b>29,491</b>	<b>4,932</b>	<b>4,981</b>	<b>5,022</b>	<b>5,112</b>	<b>5,163</b>	<b>54,701</b>

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	Total	2026-27	2027-28	2028-29	2029-30	2030-31	Total
<b>Housing Stock Numbers</b>	4,964	4,956	4,948	4,947	4,947	4,947		4,947	4,947	4,947	4,947	4,947	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Major Repairs allowance	3,729	3,760	3,792	3,823	3,861	3,899	22,864	3,938	3,978	4,017	4,058	4,098	42,953
Use of RTB receipts	145	145	18	0	0	0	308	0	0	0	0	0	308
Use of other receipts	175	100	100	100	100	100	675	100	100	100	100	100	1,175
<b>Capital Resources</b>	<b>4,049</b>	<b>4,005</b>	<b>3,910</b>	<b>3,923</b>	<b>3,961</b>	<b>3,999</b>	<b>23,847</b>	<b>4,038</b>	<b>4,078</b>	<b>4,117</b>	<b>4,158</b>	<b>4,198</b>	<b>44,436</b>
Projected RCCO's available	1,240	1,260	1,170	1,100	970	870	6,610	790	700	600	510	420	9,630
Cont from Working Balance	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Resources available</b>	<b>5,289</b>	<b>5,265</b>	<b>5,080</b>	<b>5,023</b>	<b>4,931</b>	<b>4,869</b>	<b>30,457</b>	<b>4,828</b>	<b>4,778</b>	<b>4,717</b>	<b>4,668</b>	<b>4,618</b>	<b>54,066</b>



	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	Total	2037-38	2038-39				Total
<b>Housing Stock Numbers</b>	4,947	4,947	4,947	4,947	4,947	4,947		4,947	4,947				
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s				£000s
Major Repairs allowance	3,273	3,367	3,429	3,491	3,519	3,547	20,626	3,577	3,606				27,809
Use of RTB receipts	0	0	0	0	0	0	0	0	0				0
Use of other receipts	330	230	130	110	100	40	940	0	0				940
<b>Capital Resources</b>	<b>3,603</b>	<b>3,597</b>	<b>3,559</b>	<b>3,601</b>	<b>3,619</b>	<b>3,587</b>	<b>21,566</b>	<b>3,577</b>	<b>3,606</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>28,749</b>
Projected RCCO's available	280	180	80	0	0	0	540	0	0	0	0	0	540
Cont from Working Balance	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Resources available</b>	<b>3,883</b>	<b>3,777</b>	<b>3,639</b>	<b>3,601</b>	<b>3,619</b>	<b>3,587</b>	<b>22,106</b>	<b>3,577</b>	<b>3,606</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>29,289</b>