

Lewes District Council

Housing Revenue Business Plan 2011- 2040

DRAFT

Business Plan 2011-2040

1 Executive Summary

1.1. This updates of our 2004-34 Business Plan to the years 2011-40.

In this update we seek to show that we are on target with a robust system and ready for the change in financing the Plan for the future.

1.2 Lewes District Council met the Government's Decent Homes Standard for our housing stock in 2008/9, as planned, two years ahead of target. We have continued to meet the target every following year, despite much work being required. We have a robust plan of works to replace building elements as and when they are about to fail.

1.3 Our 2003/4 Stock Options Appraisal concluded that 91% of tenants wished the Council to remain their landlord for some years to come. With this mandate we have continued with our plans as agreed with tenants and can show that most of the targets set for the first five years have been met. (continuing beyond)

1.4 Whilst there are no plans at present to move away from Lewes District Council remaining as the landlord service, should the Business Plan become unviable other options will need to be explored

1.5 To a large degree, our success in the first five years of the Plan has demonstrated that we are in a strong position and have robust systems.

1.6 Lewes District Council is committed to providing decent homes and a safe place for its tenants to live. We continue to combat anti-social behaviour with the support of our tenants and the police. We already utilise Introductory Tenancies, and we are looking at the options for flexible tenancies following the passage of the Localism Act. This will assist us in encouraging safer communities.

1.7 Our plan continues to reflect and incorporate the aims and priorities of tenants through regular and continued consultations. It is with the help and support of tenants that we have a strong base from which to continue forward.

I thank our tenants for their help and our dedicated staff team for preparing our service for the 30 year Plan for our Housing Business.

1.8 We have aspirations to build Council properties in the future if we have the financial resources and capacity available and we are able identify suitable sites in the district.

2 Introduction

2.1 The Lewes Housing Strategy sets out the actions that the Council plans to take to tackle the need for more affordable housing in the District and to address housing conditions in the whole of the housing stock

This HRA Business Plan update, prepared in parallel with the Housing Strategy, focuses on the management and maintenance of the Council's own housing properties and land.

The 30 year plan shows how we will contribute to achieving the aims of the Housing Strategy;

Aim One: Meet the housing need through cross tenure solutions

Aim Two: Target housing investment at making communities sustainable

Aim Three: Support our partners in providing housing related services and support

Particularly focused on the following areas;

Continue to improve homes to maintain Decent Homes and to provide a safe and pleasant environment in which people want to live.

Increase the availability of affordable housing by making best use of its housing and other assets

Continue to deliver an excellent service to people who live, or wish to live, in our Council homes.

The following pages seek to update information where there are changes and to report on target achievements and plans for the future.

The main difference from 2004 is that the financing of our service is changing. Lewes District Council will be allocated a portion of the National Housing debt. We will plan our future sustainably to repay interest and part of the capital debt whilst planning works to maintain our homes to a decent standard and to improve the living standards for our tenants.

3 Background

3.1 The District



Lewes District covers an area of 113 square miles with nine miles of coastline. Over one third forms part of the Sussex Downs Area of Outstanding Natural Beauty. Half of the district including the historic county town of Lewes is now included in the South Downs National Park. The purposes of a National Park Authority are to conserve and enhance the park's natural beauty, wildlife and cultural heritage and promote opportunities for public understanding and enjoyment of the park's special qualities. There are 28 parishes in the district

We have an aging population. In 2008 23% of the population of the district was over 65. The proportion of those over 65 is set to increase to around 30% of the population by 2026, an increase of approximately 9,000 people. This will have a significant impact on housing and housing related support in the future.

The parishes of Ditchling, Ringmer, Newick, South Heighton, Plumpton and Wivelsfield have concentrations of older people.

The population of 93,900 is concentrated in our four main towns, Lewes, Newhaven, Seaford and Peacehaven. Approximately 14% of residents live in the rural areas of the district.

Lewes District is relatively affluent with approximately 88% of the housing stock being privately owned compared with less than 12% social housing. House prices are comparatively high. There are just over 42,000 households in the District, 31% are single person households and 24% are households with children

Despite Lewes District being a generally prosperous and affluent area, pockets of deprivation and social exclusion exist, particularly in parts of the coastal towns and some rural areas. Parts of Newhaven and Peacehaven are

amongst the top 10% most deprived areas in the South East and 10.7% of children in these two areas live in families that are income deprived. Many areas fall within the top 40% most deprived in the country for access to affordable housing.

Lewes, Newhaven and Seaford are linked by rail with connections to London, Gatwick Airport and along the Sussex coast. The A27 and A259 roads link the coastal towns and Lewes to neighbouring Brighton and Eastbourne, while the nearby A23/M23 provides access to London, Gatwick and the M25. There is an adequate inter-urban bus network, but most of the rural areas are poorly served by public transport. Overall, however, the District is accessible for commuters to London and other work centres including Gatwick and Crawley and this inevitably impacts on house prices as described in greater detail in the section on the housing market below

3.2 The Council's Purpose and Ambitions

3.2.1 Our Council Plan for 2011-12 lists priorities:

Planning for a quality environment

Housing Services will support the aim to improve waste collection and recycling through its operations and through building schemes

Creating prosperous and vibrant communities

Housing Services will support the aim of strong local partnerships particularly through our work to reduce anti-social behaviour through the Lewes District Community Safety Partnership and a continued partnership with our tenants

Promoting new homes, health and well-being

Housing Services will support the aim of affordable decent homes through its work to maintain homes to the Decent Homes standard and in our revisions to letting standards

To review the District Council's Housing Strategy

Housing Services will support the aim to review housing strategy. This work is taking place in parallel to the production of this Business Plan.

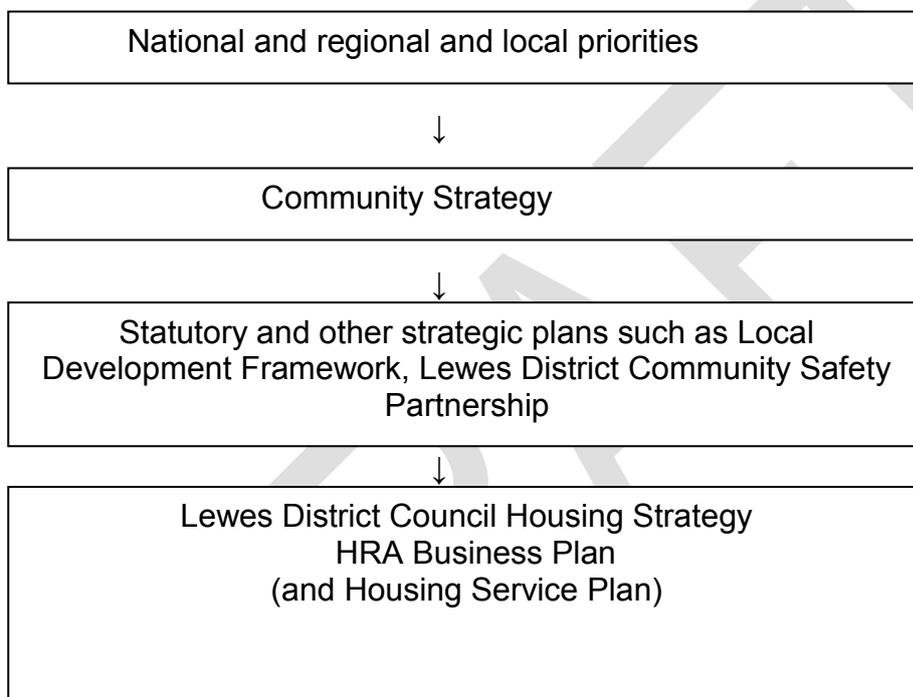
Housing Services will support the aim to promote sustainable living and leisure facilities through our work to improve housing estates and play areas and in our work to reduce anti-social behaviour

Delivering high quality low cost services

Housing Services will support the aim of innovation in service delivery in our own aim of achieving excellence in our housing service. We continue to challenge our policies with a staff suggestion scheme, and tenant involvement with mystery shopping, shadowing and local compacts into services such as our voids turnaround service.

Housing Services will support the aim of realigning budgets to deliver real service improvement through the whole of our Housing Service and particularly to implement the new finance regime.

3.2.2 The chart below shows our corporate planning process:-



3.2.3 The key priorities relevant to Housing Services are set out in [Appendix?](#).

3.3 Regional and Strategic Housing Objectives

3.3.1 [Appendix ?](#) describes how our priorities have been informed by our strategic housing objectives, regional and corporate priorities.

3.4 The Housing Business Environment

3.4.1 The local housing market ([update to follow from Leighton](#))

3.4.2 Social Housing Needs

High house prices and the lack of affordable private sector rental properties put an increasing pressure on social housing provision.

In the last five years, the number of households on the housing register has risen by 44%. Over half require 1 bedroom properties.

Total Households on the Housing Register					
Year	2006	2007	2008	2009	2010
Households	1485	2041	2207	1724	2142

The tables show that in both 2006 and 2010 there was a greater need for one bedroom properties than for large properties. They also show there has been a rise in the number of households in housing need, which is reflected for all types of household

The size of dwellings needed by Households		
Size of home required	2006	2010
1-bed dwelling	826	1144
2-bed dwelling	428	626
3-bed dwelling	184	297
4 or more bed dwelling	47	75
Total	1485	2142

Private sector rents remain high

Private Sector Rent Levels				
	1-bed	2-bed	3-bed	4 bed
Average Monthly Rent	£575	£875	£995	£1250
Average LHA Rates	£572	£717	£865	£1175
% of income required (based on ASHE 2010)	31%	47%	54%	67%

The private rented sector is an important part of the local housing market and offers the most immediate and flexible accommodation available to households.

Households whose low income makes them eligible for assistance can claim Local Housing Assistance (LHA) to help pay rent, which at March 2011 was set at the 50th percentile of local housing rents. As from April 2011, the LHA has been set at the 30th percentile.

(Leighton to provide info on above)

3.4.3 Changes since 2004

Significantly more households (22%) have a need for social housing now than in the 2004 Plan.

With the reduction in LHA from 50th percentile to 30th percentile of average rents, it may result in more households applying to the Housing Register.

Our projections estimate that there will be an additional 913 households on the Housing Register in five years time. (Source required)

As in previous years the demand for studio or one bedroom properties remains the largest household group registered in need of housing. (September 2011)

3.5 Current Performance

3.5.1 The high standards achieved in the 2004 Business Plan have been maintained each year since, despite reduced funding and new service initiatives each year to improve yet further. For example, for the last two years a 'Tenants Annual Housing Report' has been produced as a joint publication of LDC and our tenants. This report details all of our performance and plans for the year and how we are performing against the six national standards and our key priorities. On a rough analysis of our performance, happy, neutral or sad faces mark our progress as perceived by tenants. For the 2011 report there were 57 happy (59%) 34 Neutral (40%) and one sad face (1%).

3.5.2 Performance Management

Appendix 4 shows our performance against BVPIs and Local indicators. We believe our performance compares well with district councils as a whole, but we are determined to improve further and to learn particularly from the best performers in our Housemark benchmarking group, as outlined elsewhere in the service plan.

3.5.3 Service Improvement

The Housing Services, Service Plan details current and planned improvements in the service grouped under each of our seven priority areas. Our Service Plan aims to build on the excellent work staff, tenants and residents have achieved working in partnership with the community and other agencies across the district to shape and improve the services we provide. **The 2011 Service Plan is included as Appendix 2.**

Equality and Diversity

Corporate Approach to Equality and Diversity

The Council is committed to providing effective services for all the community, to ensure everyone has equal access to services, information and employment opportunities.

This commitment to equality and fairness can be seen as a theme running through the corporate aims, and is set out in detail in our Comprehensive Equality Policy.

To demonstrate our commitment, the Leader of the Council and the Corporate Head - Housing Services has the responsibility of leading the Council's equality agenda. The Equalities Officer coordinates the work in this area, and is assisted by the Departmental Equality Representatives who form the Equalities Working Group.

Equality Impact Assessments are carried out as part of our key decision making process, and we also have in place a rolling programme of Equality Impact Assessments whereby all our services and policies are reviewed on a regular basis to identify areas for improvement and help with objective setting.

Corporate Equality Objectives

The Corporate Equality Objectives are:

- To identify the needs of local individuals and communities regarding services and employment.
- To ensure equality of access for all to services and information.
- To provide equality of opportunity in recruitment, employment and equal pay.
- To meet our statutory duties and responsibilities under the Equality Act 2010 by giving due regard to the need to eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity between different groups; and foster good relations between different groups.
- To work within the Equality Framework for Local Government to develop a comprehensive and systematic approach to dealing with equality issues.

- To ensure that all councillors, staff and contractors are aware of their responsibility to promote access, equality and diversity.
- To take positive action to identify and address discrimination.

Corporate Resources for Improving Equality Practice

Corporate: The Lead Councillor for Staff and Corporate Services and the Chief Executive, together with the Corporate Management Team, have a shared responsibility for ensuring we achieve our corporate equality objectives and implement our Corporate Equality Action Plan.

Human Resources: The Equalities Co-ordinator will work together with departmental representatives and other key officers appointed to the Equalities Working Group to establish and monitor a programme of work aimed at meeting the requirements of the Equality Schemes and to attain the Equality Standard for Local Government. The role of the departmental representative will include ensuring that action plans and targets are implemented.

Financial Resources: the Council has identified financial resources to provide for:

- training of councillors and staff in equality and diversity issues
- consultation, research and publication of results
- improvements to public buildings required to meet our duties under the Disability Discrimination Act
- translation and interpretation services upon request.

Equality Framework for Local Government (EFLG)

The (EFLG) was introduced from April 2009 and replaced the previous Equality Standard which focused on continuous improvement in relation to fair employment outcomes and equal access to services. The new framework builds on and recognises the work that councils have already undertaken under the Standard, but contains many new features. It is based on three levels of:

- developing
- achieving, and
- excellent

Although there are three different levels of achievement, working under the new framework is still thought of as a process of continuous improvement. The Framework looks at performance in areas that touch on all services, internal and external, provided by the Council and also how we operate generally. The five areas of performance that are assessed are:

- Knowing your communities and equality mapping
- Place shaping, leadership, partnership and organisational commitment
- Community engagement and satisfaction
- Responsive services and customer care
- A modern and diverse workforce

The Equalities Officer and the Equalities Working Group are tasked with driving progress against the Framework. The Council hopes to reach the 'Achieving' level, which involves an external assessment by the Local Government Idea & Development Agency, by December 2012.

Housing Services Approach to Diversity and Equality

In pursuance of this corporate commitment we will ensure that the Corporate Equality Action Plan is implemented, through our programme of equality assessments reflected in our Housing Service Plan. Equality Impact Assessments are also produced as part of any proposed major policy changes considered by the Cabinet. We will ensure equalities issues are discussed regularly at team meetings to enable Service Heads, departmental managers and frontline staff are all involved in carrying out equality assessments in their service areas, agreeing action plans and targets.

Diversity Profile of the Councils Tenants

In 2010 the Housing department undertook a full survey of all our tenants using the 'You are Unique Questionnaire to compile a comprehensive profile of our tenants so that we can respond to tenants needs and shape services. The information has been uploaded onto our housing database to provide an awareness and understanding of tenants' individual needs. Part of the questionnaire collected data on a variety of equality and diversity information. Approximately 72% of the surveys were returned and provided a good indication of the overall profile of Lewes District Council tenants.

Gender
 Disability(Lorryne to provide data)
 Ethnicity

The housing Department recognises that the information needs to be collected and updated on a regular basis combined with a more detailed analysis of the data. This will enable us to feed more accurately into the Disabled Working Group and the Housing Need and Strategy department to inform future need. It is our intention to combine the survey with the STAR status survey and complete this on a biennial basis. We will then in be a position to compare in more detail satisfaction with diversity.

4 Our Priorities

The Housing Services priorities are:

Priority 1 - To maximise the Council housing stock available to let

Priority 2 - To maintain and improve Council homes in the District

Priority 3 - To foster tenant empowerment and partnership with all stakeholders

Priority 4 - To provide good quality housing services that meet the needs of our tenants and leaseholders and take account of diversity

Priority 5 - To promote sustainable communities, particularly within Council stock

Priority 6 - To ensure good and continually improving environmental performance in our housing stock and related activities

Priority 7 - To collect efficiently all charges related to the housing service and ensure our services offer value for money

Priority 1 – To Maximise The Council Housing Stock Available To Let

Making best use of our Council houses and other assets can contribute to the supply of affordable appropriate housing in the District. This section of the Plan explains how we will do this and meet some of our strategic objectives

Aim 1 Meet the housing need through cross tenure solutions

- Increase the supply of family sized affordable housing through initiatives that promote stock turnover

- Explore opportunities and limitations of registered providers offering new intermediate tenancies

Empty Property Management

We will make vacant Council properties available for letting again as quickly as possible. In 2009 we joined a Choice Based Lettings System, Sussex Homemove, providing a Sussex wide transparent web based bidding system. The introduction of this system initially impacted on our average time to re let properties rising from 28 days to 34 in 2009/10, however this has now been addressed and reduced to 28 days in 2010/11.

We now enforce the four week notice period to end council tenancies allowing us more time to re-let properties and reduce the rent lost while the property is empty. We are now exploring possibilities to improve the turnaround time as part of our Empty Properties Local Offer.

Improving the "Fit" between Demand and Supply

The match between demand for and supply of housing can be improved by tackling hard-to-let properties (in our case, studio accommodation), under- and over-occupation and adapting properties to meet tenants' needs if there are no other suitable property solutions.

Tackling Studio Accommodation

Some of our sheltered housing accommodation is studios that tend to be hard to let because potential tenants are no longer happy to accept homes without separate bedrooms.

Three sheltered schemes have had conversion works complete to change bedsit unit into 1 and 2 bedroom flats in particularly difficult to let units

We have completed a Sheltered Housing Review a part of which considered the best use of accommodation. The review concluded that there were no viable economic solutions for adapting the remaining studio properties. Other uses for the accommodation are being explored.

Under occupation

We have reviewed and enhanced our existing Tenants Incentive Scheme, in consultation with tenants, and subject to Cabinet approval this will be launched and promoted across the district during 2012. In 2010 our 'You are Unique Survey' highlighted that approximately 16% of our properties were under occupied. As part of the review we consulted with neighbouring housing providers and will continue to do so, following the potential impact as a result of the Governments Welfare Reform which may affect tenants who under

occupy. It is our intention to review the scheme annually to ensure it continues to encourage tenants to downsize where appropriate.

Overcrowding

We intend to resume the programme of loft conversions for households who are overcrowded subject to approved funding. We will also divide large rooms to form extra bedrooms where appropriate, as this is a very cost-effective method. This provides a suitably sized property at a fraction of the cost of building a new home. Tenants benefit by staying in the area that they like.

Adaptations For People With Disabilities and Providing Additional Support

We can help reduce demand for transfers by adapting properties to better suit the needs of tenants who develop disabilities, and by re-housing applicants who need adapted properties, in the most appropriate properties for their needs. We will continue to provide adaptations for an increasingly elderly population, including walk-in showers, grab rails, ramps and level thresholds, to enable tenants to stay in their own homes for as long as possible if there are no other suitable properties available. As more properties are adapted in our programme, there may be a choice for infirm tenants to transfer to another adapted property in the District. We are working towards establishing an improved database of our own adapted properties so that we can "match" properties and applicants effectively. This is being sourced from the 'You are Unique' surveys and visiting officers.

As part of the Move on Review it was agreed that tenants requiring adaptations amounting to more than £2000 will be visited by the Area Housing Officer, the Principal Architect and the Occupational Therapist to discuss all available housing options.

We are working with the Disabled Working Group, membership of which includes tenants, councillors and staff to review our policy and procedures for managing disabled adaptations. A local offer will be agreed and scrutinised by our tenants' scrutiny panel. Recommendations to improve the service will be explored

Making Best Use of Non-Housing Assets

We have a programme in place for the continued refurbishment of garage sites to improve the condition of the garages and enhance the rental potential. In 2009/10 Lewes District Council had a total of 752 garages which provided a

net income of £308,793. A dedicated Garage Officer will ensure the rental income is maximised and the condition of the garages remains a priority.

Following a full review of garages some years ago the Council have successfully identified suitable sites for releasing land for the development of affordable social housing. Although it is unlikely that any further garage sites will need to be disposed of because of under-use, we will continue to keep void rates under review.

Achievements

Priority 1 – To Maximise The Council Housing Stock Available To Let

- Review under-occupation incentive scheme to improve take-up
- Reviewed and implemented a New Allocations Policy giving preference to tenants from rural areas and ensuring 50% of all available sized accommodation is allocated to tenants wishing to transfer
- Introduced a Sussex wide Choice Based Lettings system
- Provided an online Mutual Exchange system with an aim to increase opportunities for tenants to exchange to properties more suitable for their needs
- Completed a review of the Councils Sheltered Accommodation

Priorities 2011 – 2012

Priority 1 – To Maximise The Council Housing Stock Available To Let

- As a requirement of the Localism Bill 2011 we will formulate a Tenancy Strategy to give guidelines to local partners on tenancy policy
- Prepare a Tenancy Policy to determine whether flexible tenancies with a fixed term

will be utilised by the Council

- In consultation develop and implement a revised policy and procedure on disabled adaptations
- Review the Allocations Policy in line with the Localism Bill 2011
- Finalise the Empty Properties Local Offer in consultation with the Tenancy Scrutiny Panel

Priority 2 – To maintain and improve the housing stock (to update & expand to mirror style of priority 1)

Target – Reduce non decent homes by one third in 2004/5 to move towards our target of achieving Decent Homes standard for all stock in 2007.

Performance – Achieved the target in 2007/8 and the stock maintained at this level in the years following to date.

Target – Install double glazing to a further 250 home and new kitchens in 130 in 2004/5 to improve the standard of Council homes and energy efficiency

Performance – completed and extended since 2004/5.

Energy Efficiency Standard Assessment Procedure (SAP) ratings have increased year on year – see the table below:

2004	63
2005	64
2006	65
2007	66
2008	67
2009	67
2010	67
2011	68

Note: Having gained increases through quick wins early on by competing all insulation works and double glazed windows where possible, the progress slowed from 2009. It is likely that the figure will increase slowly as old existing heating boilers are replaced with energy efficient boilers in the heating improvement scheme.

Target – Install digital TV reception to 500 Council flats in 2004/5 in preparation for the national switch to digital reception.

Performance –All flats have been completed in time for the Arial digital switchover

Target – Pilot a partnering contract for electrical rewiring, evaluate and expand partnering to other schemes in 2005/6 and beyond if appropriate.

Performance – A successful pilot for rewiring completing 1399 rewires in the contract from 2004 to 2010. We had a 7 year target of rewires required to 1500 properties. With 218 properties being completed in 2011/12 1617 rewires will have been completed in the 7 years.

Target – Complete a condition survey of all remaining garage sites.

Performance – Survey carried out in March 2005. Programme of improvements on-going. 467 of 752 garages have been refurbished to date.

**Priority 3 To foster tenant empowerment and partnership with all stakeholders
(to update & expand to mirror style of priority 1)**

Target – Analyse 2004 Tenant and Leaseholder survey results

Performance – Status surveys 2004, 2007 and 2009 have helped to inform Housing Services actions and improved tenant liaison.

Target – Seek detailed feedback so that we can re focus our tenant participation services to meet tenant needs

Performance – We now have a database of tenants, detailing how they want to get involved and the issues of interest to them. We also have profiling information on 80% of tenants obtained from the ‘You are Unique’ survey of 2010.

Target – Establish a consultation process to ensure the HRA Business Plan remains financially viable and relevant to stakeholders

Performance – The HRA Business Plan is one of the key documents that are monitored by TOLD (Tenants of Lewes District Council) top table (a monthly meeting between Council Officers and TOLD).

Target – To review the tenant partnership agreement

Performance – Completed in 2006 and a further review in 2009

Priority 4 To provide good quality housing services that meet the needs of our tenants and leaseholders and take account of diversity (to update & expand to mirror style of priority 1)

Target – Analyse output from latest Tenant Survey in more depth, carry out further customer research if required

Performance – Regular surveys of tenants have culminated into the 2010 ‘You are Unique’ survey where 80 - 90% of replies to a detailed questionnaire have been received and are being analysed.

Target – Analyse further the reasons for less productive responses in Tenant Survey from younger households, larger households and households who have been Council tenants for shorter periods

Performance – The 2010 survey analysis seeks to address such issues.

Target – Retain the Charter Mark standard for our housing services tenants

Performance – Charter Mark scheme ended. We are currently working towards meeting its replacement – the Customer Service Excellence standard.

Target – Publish new Maintenance Guide (outcome of the Repairs Compact Working Group)

Performance – Guide produced.

Target – Develop an elder persons service strategy.

Performance – We have completed an internal review of our service in consultation with tenants and now run the “Hub and Spoke” model throughout the District with our staff operating from centralised bases. Supported housing tenants have a choice as to the level of support that they receive through a menu of choices. Our Sheltered Housing Forum monitors the service and suggests service improvements.

Target – Complete caretaking review.

Performance – These matters are under constant review of service and value for money. Since 2004 we have replaced one and a half directly employed caretaker posts with contract cleaners to provide a better value for money service to tenants. All blocks of flats are cleaned through the contract except for one full time caretaker serving the De Montfort estate.

Target - Improve the major improvements process through a Compact Working Group.

Performance – All major works analysed – eg for electric rewires it was agreed to increase the specification by providing additional electric points.

Target – Install new access for disabled people to the Housing Services reception area.

Performance – A new extension incorporating an improved reception area and an access lift has improved the building, making it a far more welcoming area accessible to people with pushchairs and in wheelchairs.

Target – Continue with computer system upgrade, including internet access for officers at remote sites i.e. surgeries so that customers do not have to come to the Council's main offices and the use of laptop computers for visiting officers.

Performance – Ongoing improvements in our computer systems – targets met.

Target – Investigate Document Image processing potential to allow work to be channelled to appropriate officers and minimise delay in replying to correspondence and solving problems.

Performance – A workflow management system has been installed. This does allow for processing images of letters to speed correspondence but much more. the system has enabled processes to be automated, producing replies, memoranda etc and saving significant resources.

Priority 5 To promote sustainable communities and equality of opportunities, particularly within the housing stock (to update & expand to mirror style of priority 1)

Target – Revise the tenancy agreement and introduce introductory tenancies to reduce anti-social behaviour, including racial harassment.

Performance – Introductory tenancies for all new lettings have proved a great success in motivating individuals to be good tenants. The Tenancy agreement was revised to clarify the rights and responsibilities of tenants

Target – Pilot new software for case management and monitoring of anti-social behaviour.

Performance – We have developed a system for logging and monitoring of anti social behaviour by Area Housing Officers. We have had some success in providing evidence and support in some difficult situations.

Target – Develop further joint working with the Police and other agencies to tackle anti-social behaviour, making use of the new powers available to both agencies under the Crime and Disorder Act 2003.

Performance – We participate fully in multi-agency working with partners to ensure a victim centred approach in all cases of anti-social behaviour. Full risk assessments are undertaken and resources allocated accordingly.

Target – Review condition of garages and their surrounds, looking at security improvements such as lighting to minimise the risk of vandalism and other anti-social behaviour.

Performance – 476 of 752 garages and garage forecourts owned by the Council have been upgraded. The Contract is on-going.

Priority 6 To ensure good and continually improving performance in our housing stock and related activities (to update & expand to mirror style of priority 1)

Target – Raise the SAP energy rating to 66 by 2005/6.

Performance – SAP rating 64 at 2005/06 and 68 at 2010/11.

Target – Complete review of caretaking and cleaning services.

Performance – These matters are under constant review of service and value for money. Since 2004 we have replaced one and a half directly employed caretaker posts with contract cleaners to provide a better value for money service to tenants. All blocks of flats are cleaned through the contract except for one full time caretaker serving the De Montfort estate.

Priority 7 To collect efficiently all charges related to the housing service (to update & expand to mirror style of priority 1)

Target – Investigate reasons why 5% of tenants believe that their rent does not represent value for money and take action to improve the figure.

Performance – We consult extensively with our tenants and senior managers meet with the tenant federation on a monthly basis. Feedback from this group indicates that the majority of tenants continue to believe that their rent represents good value for money.

Target - Web access for customers to allow on-line payments and access to individual accounts.

Performance – We have an on-line payments system which includes Housing Rents and Council Tax. Tenants may also pay through an automated telephone service.

5 Management of the Housing Service (Liz further updates)

5.1 Governance

In order to monitor and improve our Housing Department's performance in terms of meeting our priorities and the National Standards, set by our regulator, and Local Offers, agreed with our tenants, we have introduced a system of co-regulation in Lewes District. Co-regulation enables our tenants to work with us to effectively "audit" our performance.

Every October an Annual Report on our performance is published and made available to all tenants. The report shows how well we are doing in relation to meeting National Standards and Local Offers, our plans for improving next year and our achievements from the previous year.

In order to co-regulate our service we have set up a Tenant Scrutiny Panel(TSP) and a bank of Tenant Inspectors (TI's). The TSP and TI's have a number of tools at their disposal in order to investigate our performance and make recommendations for improvements. The TSP reports directly to "Tenants of Lewes District" (TOLD) which is the umbrella organisation representing tenants association across Lewes District. It also reports to our Housing Senior Management Team (SMT). Tenants Inspectors report back directly to the TSP.

5.2 Organisation

5.2.1 The Council has various roles in providing its Housing services, which are dispersed across a number of departments and locations within the Council. The different sections of the housing services provided by the Council work in a co-ordinated way to deliver the Council's priorities and achieve the performance targets set out in the Annual Performance Plan. The sections are as follows:

Housing Services –

This section provides a landlord service to its tenants and leaseholders, manages the District Housing Needs and Housing Strategy. The manager for this service reports directly to the Chief Executive and produces the Housing Revenue Account Business Plan

Private Sector Housing

Planning

5.2.2 We have a modern integrated housing management computer system to support our services.

5.3 Managing and Improving Performance

5.3.1 Benchmarking

The Council is now a member of 'Housemark' benchmarking club. We compare our performance across similar organisations and focus resources where we appear to perform less than our peers. In the 2009 Housemark Status Survey we consistently scored in the upper quartile for a range of tenant satisfaction questions with a highest standing of 17th position out of 187 peer organisations.

5.3.2 Performance Indicators

Targets for national and local Performance Indicators are set annually. Results are reported quarterly to our Cabinet. Two tenant representatives attend the Cabinet. Our targets are shown in Appendix 4.

6 Assets and Resources

Background

We have prepared detailed plans to help us assess our resources required and available to continue our progress in meeting Decent Homes and other improvements planned.

One of the key components of our plans is the information that we hold on stock condition. Our stock condition database is a result of 30% surveyed properties and yearly updates of key components installed such that we believe we have 50% firm data. The survey was validated in 2004 and has been updated since. This provides a firm basis for our financial projections. Appendix 3 provides the survey's summary of costs.

6.1 Overview

Our housing is a valuable asset. Our most recent accounts record the following values at 31 March 2011:

	£m
Houses, Bungalow and Flats	153.230
Garages	6.392
Other Land and Buildings	2.489
Infrastructure	1.076
Community Assets	0.034
Vehicles and equipment	0.314
Total	<u>163.535</u>

As a major provider of social housing we make a significant contribution to meeting the need for affordable housing in the district. *Generally our stock has been well maintained, with an investment strategy targeted at*

bringing all homes up to the decent homes standard. Tenant feedback indicates a high level of satisfaction with the quality of homes. Demand for homes is high across the stock. There is also evidence of a desire for an investment standard that delivers more than basic decent homes, with a focus on energy efficiency and sustainability as well as environmental improvements.

6.2 Stock Profile (update required)

The Council's housing stock consists of 3,258 dwellings (at 1 April 2011). The dwellings are supplemented by x,xxx garages, as well as a number of shops, community rooms and small land holdings.

A profile of the dwellings is:

Category	%
Bedsits	4
Flats	39
Bungalows	14
Houses	43
	100
Location	
Lewes	34
Newhaven	15
Seaford	18
Peacehaven/Telscombe	13
Rural	20
	100

6.3 Leasehold

Around xx% of flats have been sold and as a result the Council manages xxx leasehold properties. There are x blocks where all flats have been sold, and xx blocks where over half of the flats are leasehold. This leaves the Council with a requirement to develop an effective and efficient leasehold management service *and actions to deliver this are included in this business plan.*

6.4 Stock Condition Information

An independent surveyor, *King Sturge Ltd*, carried out a full condition survey of the stock in 200x. *It concluded that the had been reasonably well maintained on a day-to-day basis, but a significant number of components, such as kitchens and bathrooms, were identified for replacement in the short to mid term. In the period since 200x the Council's housing investment programme has focused on the delivery of decent homes, with a particular emphasis on xxxxxxxx. The Property Services team has maintained an asset management database which has been updated as work has been carried out, and newly arising need*

identified. Officers have used the information from this database as the basis of the projections of investment need reflected in the business plan.

6.5 Stock Investment Needs

The total value of expenditure required to improve and maintain the stock and related assets over 30 years is currently forecast as £136.72m at 2011 prices. This equates to £42,000 per dwelling over 30 years. This total comprises items of capital maintenance expenditure and improvements, but excludes responsive and cyclical repairs.

The following table provides an analysis of the total capital requirement in 5 year bands:

	Yrs 1-5 £m	Yrs 6- 10 £m	Yrs 11- 15 £m	Yrs 16- 20 £m	Yrs 21- 25 £m	Yrs 26- 30 £m	Total £m
Improvements/Major Works	22.096	20.910	16.582	19.027	15.257	17.142	111.014
Contingent Repairs Disabled	0.700	0.700	0.700	0.700	0.700	0.700	4.200
Adaptations	2.250	2.250	2.250	2.250	2.250	2.250	13.500
Estate Works	0.610	0.500	0.500	0.500	0.500	0.500	3.110
Miscellaneous imps	0.752	0.750	0.750	0.750	0.750	0.750	4.502
Other	0.390	0.000	0.000	0.000	0.000	0.000	0.390
Total	26.798	25.110	20.782	23.227	19.457	21.342	136.716

The approved 2011/12 capital programme constitutes the first year of the thirty year cycle. This includes, as 'other' works, one-off projects to install photovoltaic panels at 3 sheltered housing schemes (£240,000), the replacement of the sheltered accommodation alarm systems (£130,000) and work to fit digital tv receiving equipment prior to 'digital switchover' £20,000.

This produces a capital expenditure profile as indicated in the chart below:

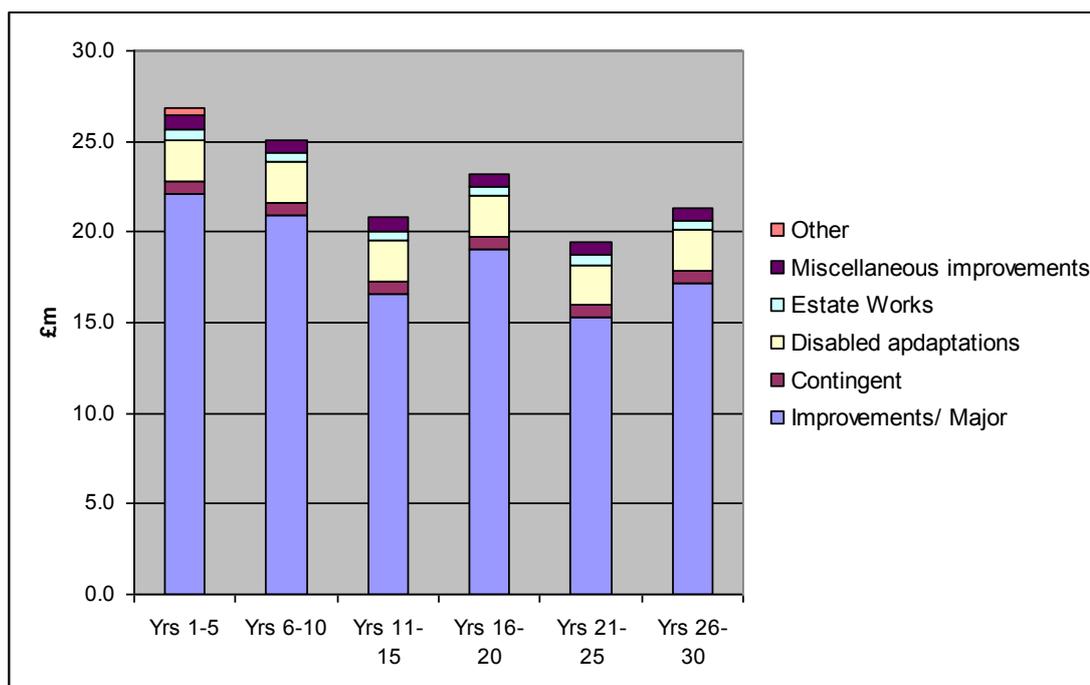


figure 1 - capital expenditure profile

In addition to the capital expenditure, revenue expenditure with a total value of £66.78m is projected for the 30 years of the business plan at 2011 prices. This equates to £20,500 per unit, and is a mix of cyclical maintenance and responsive repairs as the following table indicates:

	Yrs 1-5 £m	Yrs 6-10 £m	Yrs 11-15 £m	Yrs 16-20 £m	Yrs 21-25 £m	Yrs 26-30 £m	Total £m
Planned/Cyclical Maintenance	2.949	2.950	2.950	2.950	2.950	2.950	17.699
Responsive including insurance	8.180	8.180	8.180	8.180	8.180	8.180	49.080
Total	11.129	11.130	11.130	11.130	11.130	11.130	66.779

6.6 Resources

Officers have prepared this business plan in the context of major changes which will take place in housing finance from April 2012 with the introduction of 'self financing'.

6.6.1 The existing Housing Subsidy system

Under the existing housing subsidy system the Department for Communities and Local Government (DCLG) uses a notional calculation to assess the surplus that it believes the Council should be making on its housing revenue account. The Council is required to pay this amount into a national pool, which is then redistributed nationally to those authorities making a notional deficit, based on DCLG's calculation.

The allowances used to calculate the subsidy payment are published annually and the Council has to manage its annual budgets to take into account the subsidy payment required. In 2011/12 the net subsidy payment is £3.748m, comprising 'negative' subsidy of £6.186m offset by £2.438m received as a 'Major Repairs Allowance' (see below).

The most significant limiting factor in the existing subsidy system is the level of cost allowances used (which in this Council as in most councils are lower than actual costs). In addition, DCLG determines the cost allowances each year with the result that it is difficult to set long term plans with any certainty.

The annual subsidy settlement also includes a payment to the Council to fund major repairs to the stock, based on a DCLG formula which takes into account the age and composition of the stock. For 2011/12 this 'Major Repairs Allowance (MRA)' of £749.89 per dwelling funded a capital programme of £2.53m. In asset management terms, the Council's capital programme was effectively limited to the MRA within the subsidy system, rather than driven by the needs of the stock.

6.6.2 Housing finance reform

In November 2011 DCLG published its final proposals for housing finance reform. The stated objectives of these reforms are:

- To give local authorities the resources, incentives and flexibility they need to manage their own housing stock for the long-term and to drive up quality and efficiency.
- To give tenants the information they need to hold their landlord to account, by replacing the current opaque system with one which has a clear relationship between the rent a landlord collects and the services they provide.

These reforms end the current redistributive housing subsidy system. Following April 2012 the Council will no longer be required to make an annual payment into the national housing subsidy pool. Instead it will need to finance a level of housing debt, which the DCLG has calculated using a methodology that values the stock over 30 years, and aims to leave the Council with a long term sustainable business plan. This valuation is based on assumptions about costs and income over the next 30 years. These are based on current government social rent policy, and the DCLG's assessment of reasonable costs for management, maintenance and major repairs. These indicative cash flows are then converted to a value at 2011 prices to calculate the level of debt that the Council could afford, providing its actual business plan matches DCLG's valuation assumption.

Significantly the level of cost allowances used in the valuation is higher than under the current subsidy system. In this Council's case, the allowances represent a funding uplift of 15.1% compared with the

current subsidy system. This includes increases in allowances, and funding for disabled and adaptations which was not included in the existing subsidy system. The cost allowances for major repairs assume all stock is in a good condition from day one and do not provide resources to tackle any backlog of expenditure needed.

The valuation of the Council's stock, using this methodology is higher than the current level of debt assumed in the housing subsidy system (known as the 'subsidy capital finance requirement (SCFR)'). The Council will therefore be required to pay Government the difference as set out below:

	£m
Valuation – opening debt allocation	73.322
Less current level of debt (SCFR)	-16.258
Debt to be taken on at settlement date	57.064

The debt taken on equates to an average 'mortgage' of £22,529 for each dwelling.

In order to control public sector borrowing, current government policy is that HRA borrowing will be capped at the opening debt settlement of £73.3m over the life of the 30 year business plan. This position may be reviewed in future spending review rounds.

The valuation assumes a level of Right to Buy sales of 6 per year on average for the 30 years of the business plan. The valuation reflects rent income lost from these sales. The Council will continue to have to pay 75% of the proceeds from each Right to Buy sale to government. The Council's business plan assumes the retained 25% is used by the Council to fund strategic housing objectives and is not used for reinvestment in the existing housing stock.

The assumptions used to estimate future cost allowances are higher than the assumptions used in the subsidy system, representing an uplift in allowances of 15.1%. This means that the Council should be better off under self financing than under the current subsidy system. The cost of financing the new debt payment is estimated in the DCLG plan to be around £4.0m per year in the early years, which is well below the negative subsidy payment of £6.2m in 2011/12. However, the Council will no longer receive a MRA, and so, in overall terms, there is little difference in absolute financial terms between the current subsidy system and the reformed system as modelled by DCLG.

The DCLG business plan assumes an interest rate of 5.5% on debt which is higher than the rate at which it is expected that the Council will be able to borrow - this gap will be to the Council's financial advantage. It should be noted, however, that the risks relating to inflation and interest rates will rest with the Council under self-financing, rather than with the Government which is currently the case.

6.6.3 Financial Modelling (Finance to bring update to meeting in light of financial determination received from government)

(a) Basis

An initial financial model has been established that can be used to project future income and expenditure, debt financing and the impact of stock changes over time. The base year for this model is the Council's 2011/12 HRA budget and approved capital programme. The model includes make the following key assumptions:

- Rents increase in line with Government policy, to converge with target rents by 2015/16 and increasing at inflation + 0.5% thereafter. This continues the approach to rent setting that the Council has taken in recent years.
- Non dwelling income increases by inflation, with garage rents moving to market rents by 2013/14. The Council approved in February 2011 the phased implementation of market rents for garages over a three year period.
- The void rate is set at 1.07% and the bad debt provision is set at 0.29% to reflect current performance
- Day to day maintenance costs increase in line with inflation and do not vary with small stock losses from Right to Buy
- Management costs increase by 0.5% above general inflation. Any further unforeseeable cost increases such as increases to employer pension contributions, pay awards and supplies and services would have to be met by efficiency savings
- Supporting people grant remains unchanged from 2011/12. Any reductions would have to be offset by efficiency savings or additional income
- Major repair costs increase by inflation only and are assumed to vary with stock loss as a result of right to buy sales over time
- Service charge income and costs increase in line with inflation
- General inflation based on RPI of 2.5% annually across the 30 year timescale of the model
- Cost of borrowing 3%, reflecting long-term borrowing rates available at the date of preparing the model (November 2011)
- Amount borrowed is £68.0m, reflecting the debt taken on at the housing reform settlement date (£57.1m) plus the current housing capital financing requirement, £10.9m. This is lower than the overall debt cap of £73.3m.

- Depreciation of housing assets is based on the value and assumed life of individual components from year one. Government regulations would allow for a reduced depreciation charge at the level of the Major Repairs Allowance to be made for a five year transitional period, but this approach, with its limited life-span, has not been followed for the purposes of this 30 year model.

The business plan model assumes that debt is repaid at the earliest opportunity, in order to demonstrate financial viability. The model ensures that the capital programme is fully funded by available revenue surpluses from the HRA, whilst maintaining a minimum balance of £1.8m. If additional borrowing is required, the model allows for this up to the designated debt cap. Any capital shortfalls are carried over to the following year and inflated. If capital expenditure can be fully funded, any remaining balances above the £1.8m minimum HRA balance is used to repay debt.

In reality the Council will be able to review the plan regularly and make decisions about the use of surpluses, balancing repayment of debt and additional investment. This gives the Council a much greater level of flexibility in its long term planning than has been possible under the existing subsidy system.

(b) Headline Outputs

The plan projects a healthy position for the HRA, given that the balance does not fall below the assumed minimum level of £1.8m. After the take on debt is repaid (as explained below) the balance would start to accumulate significantly or, alternatively, additional investment in the stock could take place.

The plan indicates that it is possible to meet all revenue maintenance needs and major capital works as quantified in the currently available survey data. This is illustrated in the chart below. Costs shown include inflation.

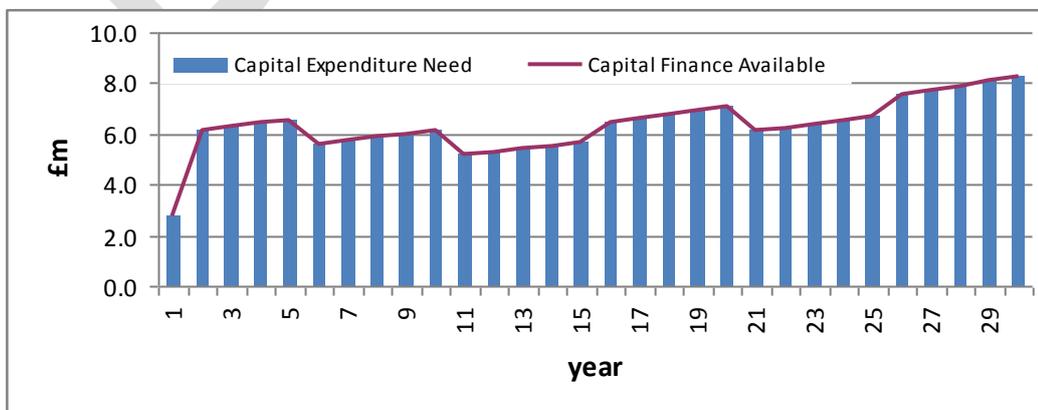


figure 2 - baseline capital position

The plan shows that the capital expenditure can be fully met with the resources available from depreciation charges and Direct Revenue Contributions. At this stage the plan predicts that no further borrowing is required, maintaining the available headroom up to the debt cap.

A summary table of revenue and capital requirements and available financing is set out in Appendix X.

If revenue surpluses are set aside to repay debt, repayment could be achieved after 14 years. This is illustrated below:

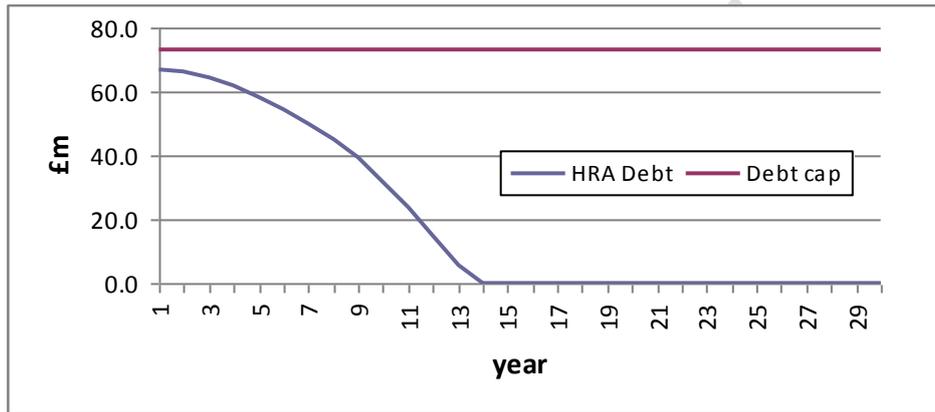


figure 3 - baseline position - HRA debt

The Council will work with its appointed treasury management advisors - Arlingclose to determine an appropriate strategy for the financing of its borrowing requirements within this overall framework. Options to be examined include:

- Fixed rate loans/variable rate loans
- Single loan/combinations of loans
- Short term loans/long term loans
- External borrowing/internal borrowing (from the Council's General Fund)

(c) Sensitivities

The baseline plan is viable and very resistant to changes in key assumptions. Key sensitivities, showing movements in RPI, levels of capital expenditure and interest rates are set out below.

At all points HRA debt is contained within the debt cap and repaid within the 30 years of the business plan time frame.

Sensitivity	Peak debt £m	Peak year	Debt repaid year
Base Position	67.2m	1	14
RPI reduced to 2%	67.2m	1	14
RPI increased to 4%	67.3	1	13
Revenue Budget (non-repairs) increases by £0.3m in 2012/13	67.5	1	14
Capital expenditure boosted by £2m in 2012/13	69.3	1	14
Interest rates on borrowing increase to 6%	70.7	3	17

7 Risks and opportunities

Welfare Reform

The Government intends to replace working age credits and benefits with a Universal Credit, from October 2013, to simplify the welfare system, improve incentives to work and reduce the welfare benefits bill. Payments of Universal Credit will be paid directly to tenants, except for those who are within the vulnerable or pensioner categories. Under present arrangements housing benefit is credited to the tenant's rent account. In addition it is proposed that working age tenants who under-occupy their accommodation will have their housing payments restricted based on a level of under-occupancy. It is predicted that these will have an impact on rent arrears, with a potential loss of income.

Building new LDC homes

Every additional resource that we have in the Housing Revenue Account will be used to meet housing need within the District. The new financial regime in housing allows us the flexibility to do this and we will be taking this opportunity forward. This aspiration will be considered in conjunction with the options of introducing Council owned properties offered as affordable rents.

Right to Buy policy

The Prime Minister announced in October 2011 the intention to encourage new building of housing by stimulating 'Right to Buys' (RTBs) through an increase of discounts available to existing tenants. This was an unexpected policy change and not taken into account in the self financing debt settlement calculation. It follows that an increase in RTBs will have an adverse affect on future planned income, without adjustment of the debt settlement transaction. Local authorities are being consulted on the mechanism to be adopted, and the government is proposing three models of replacing homes sold through the RTB. However, the receipts from sold properties may only be a fraction of the cost to replace a new homes and the financing of rebuilding may need to be sought from additional borrowing and or the use of affordable rents.

Interest rate volatility

By far the greatest risk to Lewes District Council's HRA Business Plan is the interest charges which will be applied to a debt of £57m.

Tenure Policy

The Council's duty to a housing applicant is outlined in the Housing Act 1996 and subsequent legislation. Social Housing tenure reform is a key element of the new Localism Act 2011.

For Councils the Act introduces a new form of secure tenancy, the flexible tenancy. It is intended that the circumstances in which a flexible tenancy will be used will be set out in the new Tenancy Strategy. Tenancies are to be for a minimum of five years (two years in exceptional circumstances). Lewes District Council will be working in consultation with Tenants, Councillors and other East Sussex Housing providers to produce a Tenancy Policy by April 2012. A draft Tenancy Strategy is undergoing a consultation period with the view to be adopted by April 2011.

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APPENDIX 1

Housing Services Service Plan 2011

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Housing Services: Service Plan Review with TOLD

Report Author: Liz Martin
Generated on: 01 November 2011



Priority 1		To maximise the Council housing stock available to let
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Code	Lead	Status	Description	Progress Bar	Due Date	SMT Note	TOLD Note
HHS04	OM		Upgrade Saffron System- Install test system for Allocation, Needs & Homelessness	<div style="width: 30%; background-color: #4f81bd; border: 1px solid black;"></div> 30%	31-Mar-2012	Form agreed. Project with Saffron to produce a test system.	
HHS05	HPM		Review current Move on including under occupation and TIS	<div style="width: 75%; background-color: #4f81bd; border: 1px solid black;"></div> 75%	31-Dec-2011	Reported to TOLD and TOLD AGM. Agreed to a Tenants Focus Group on 26/10 to finalise agreement on allowing tenants who qualify to have a spare room.	
HHS20.1	HHM		Review the housing allocations policy in line with the new Localism Bill	<div style="width: 10%; background-color: #4f81bd; border: 1px solid black;"></div> 10%	31-Mar-2012	Raised awareness with tenants at their Annual Conference. Will also feature as workshop in staff briefing.	
HHS21.3	TPM		Tenant Scrutiny Panel to scrutinise Empty Properties Local Offer	<div style="width: 85%; background-color: #4f81bd; border: 1px solid black;"></div> 85%	31-Dec-2011		

Priority 2		To maintain and improve the condition of the housing stock
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Code	Lead	Status	Description	Progress Bar	Due Date	SMT Note	TOLD Note
HPS01	HCM		Maintain Decent Homes Target to below 0.5%	<div style="width: 50%; background-color: #4f81bd; border: 1px solid black;"></div> 50%	31-Mar-2012	Programme on track to maintain standard. Due to the age of the stock around 300 properties will be required to maintain the standard.	
HPS02	HHRI		Annually review the proportion of planned maintenance over responsive	<div style="width: 50%; background-color: #4f81bd; border: 1px solid black;"></div> 50%	31-Mar-2012	This work continues to be monitored.	

Code	Lead	Status	Description	Progress Bar	Due Date	SMT Note	TOLD Note
			maintenance				

Priority 3		To foster tenant empowerment and partnership with all stakeholders					
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Code	Lead	Status	Description	Progress Bar	Due Date	SMT Note	TOLD Note
HHS08.5	TPM		Identify under represented groups	<div style="width: 75%;"><div style="background-color: #4f81bd; width: 75%;"></div></div> 75%	31-Dec-2011	Survey completed as part of You Are Unique and awaiting analysis report.	
HHS21.3	TPM		Tenant Scrutiny Panel to scrutinise Empty Properties Local Offer	<div style="width: 85%;"><div style="background-color: #4f81bd; width: 85%;"></div></div> 85%	31-Dec-2011	Interim report provided at Tenants' Conference. Series of meetings planned and full report with recommendations will be provided to SMT in December.	
HHS22.3	TPM		Aim to increase the number of Tenant Mystery Shoppers	<div style="width: 50%;"><div style="background-color: #4f81bd; width: 50%;"></div></div> 50%	31-Mar-2012	Additional mystery shoppers recruited and trained. Recruitment campaign ongoing.	
HHS24.3	HPM		Produce Tenants Annual Report 2011	<div style="width: 100%;"><div style="background-color: #4f81bd; width: 100%;"></div></div> 100%	31-Oct-2011	Final amendments agreed and passed to Communications Team for completion.	
HHS13	TPM		Scrutinise Sheltered Local Offer	<div style="width: 10%;"><div style="background-color: #4f81bd; width: 10%;"></div></div> 10%	31-Mar-2013	Work is not due to start yet but background work underway. In process of finalising the Local Offer in consultation with the Sheltered Forum.	
HPS22.3	HHRI		Review the provision of the external door procedure and service	<div style="width: 50%;"><div style="background-color: #4f81bd; width: 50%;"></div></div> 50%	30-Apr-2012	Meeting held to agree changes. Entering into discussions with potential new supplier.	
HPS23.3	HHRI		Tenant Scrutiny Panel to scrutinise the Disabled Adaptations Local Offer	<div style="width: 50%;"><div style="background-color: #4f81bd; width: 50%;"></div></div> 50%	31-Aug-2013	Working Group is meeting regularly. SMART Action Plan agreed. Good progress made. This is as incorporated in agreed Local Offer Action Plan. Due date has been amended due to extent of work required.	
HPS25.3	HHRI		Review tenants priorities for our planned improvements programme	<div style="width: 100%;"><div style="background-color: #4f81bd; width: 100%;"></div></div> 100%	30-Sep-2011	Review completed at Tenants' Conference.	
	TPM		Increase the take up of tenant representation from tenants associations at TOLD and the HCP	<div style="width: 10%;"><div style="background-color: #4f81bd; width: 10%;"></div></div> 10%	30- Sep-2011		

Priority 4		To provide good quality housing services that meet the needs of our tenants and leaseholders and take account of diversity
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Code	Lead	Status	Description	Progress Bar	Due Date	SMT Note	TOLD Note
HHS03	OM		Carry out a Tenants Survey to update housing management records and tailor services	<div style="width: 10%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 10%	30-Aug-2012	Looking at merging with STATUS survey (STAR) and analysing costs.	
HHS09.1	HHM		Introduce cyclical property inspections	<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 50%	07-Jan-2012	Identifying properties where no repairs undertaken in last 5 years. Once completed, inspections will commence from January 2012.	
HHS10	CHH/HPM		Participate in Housemark Core Benchmarking to analyse service costs	<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 50%	31-Mar-2012	Finance have now completed the data input. In process of collecting housing performance information.	
HHS14	CHH/HPM		Review Housing Services Standards	<div style="width: 25%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 25%	30-Mar-2012	Work has been deferred to deal with other priorities. In process of reviewing current standards and aligning with national services standards.	
HHS13	TPM		Scrutinise Sheltered Local Offer	<div style="width: 10%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 10%	31-Mar-2013	Work is not due to start yet but background work underway. In process of finalising the Local Offer in consultation with the Sheltered Forum.	
HPS03	HCM		Install digital TV reception to Council flats in preparation for the national switch to digital reception	<div style="width: 99%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 99%	30-Dec-2011	99% of flats have been upgraded and the last will be installed before the digital switchover before 2012.	
HPS23.3	HHRI		Tenant Scrutiny Panel to scrutinise the Disabled Adaptations Local Offer	<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 50%	31-Aug-2013	Working Group is meeting regularly. SMART Action Plan agreed. Good progress made. This is as incorporated in agreed Local Offer Action Plan. Due date has been amended due to extent of work required.	
HPS26.4	HHRI		Amend repairs feedback form adding a field for capturing tenant feedback on 'getting it right first time'	<div style="width: 75%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 75%	31-Mar-2012	Definition and additional question agreed with tenants. Awaiting amendment of questionnaire. This now forms part of a larger revision which will also be designed to promote use of online reporting of repairs. Due date amended accordingly.	

Code	Lead	Status	Description	Progress Bar	Due Date	SMT Note	TOLD Note
HPS32	OM		Investigate Saffron to allow tenants and leaseholders to monitor and feedback communal repairs	<input type="text" value="0%"/>	31-May-2012		

Priority 5 **To promote sustainable communities, particularly within Council stock**

Code	Lead	Status	Description	Progress Bar	Due Date	SMT Note	TOLD Note
HHS16	TPM		Subject to successful funding bid, extend East Sussex Credit Union to include Newhaven, Seaford, Peacehaven & Telscombe	<input type="text" value="75%"/>	31-Mar-2012	Bid going to Cabinet in November 2011.	
	HHM		Complete a review of the Anti Social Behaviour Policy, ensure it meets legislative requirements and it is published on our website	<input type="text" value="50%"/>	31- Dec- 2012	Draft policy has been amended to take into account legislative changes. Now awaiting additional legislative changes. Continuing to work in partnership with the Police.	
	TPM		Strengthen partnership working with statutory and voluntary agencies and establish new links in partnership with TOLD	<input type="text" value="0%"/>	31- Dec- 2012		

Priority 6 **To ensure good and continually improving environmental performance in our housing stock and related activity**

Code	Lead	Status	Description	Progress Bar	Due Date	SMT Note	TOLD Note
HPS04	HHRI		Review Waste action plan for Housing Maintenance Unit	<input type="text" value="50%"/>	31-Mar-2012	This work is continually monitored and updated as necessary.	
HPS17	HCM		To reduce carbon dioxide emissions in our properties to maintain energy efficiency and maintain the SAP rating.	<input type="text" value="50%"/>	30-Mar-2012	Every gas boiler has been replaced since 2001. Current boilers being installed are 93% efficient. PV panels fitted to 2 sheltered schemes and tendering for a third is underway. Shortly to commence fitting PV panels to housing properties. Grant funding from Energy Savings Trust has been	

Code	Lead	Status	Description	Progress Bar	Due Date	SMT Note	TOLD Note
						applied for an additional 40+ Air Source Heat Pump installations. All of the energy saving 'quick wins' have been completed. Any improvement in the SAP rating will depend on gas boilers being replaced.	
HPS31.6	HCM		To promote and assist in the introduction of photovoltaics in the Council housing stock		30-Apr-2012	Article in Housing Link and assistance in the tendering process. Works should commence shortly. Reed Court completed. St David's Court to be completed in October. Meridian Court is currently out to tender.	

Priority 7		To collect all charges related to the housing service efficiently and effectively and ensure all our services offer value for money
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Code	Lead	Status	Description	Progress Bar	Due Date	SMT Note	TOLD Note
HHS19	HHRI		Carry out a full review of the policies and procedures for recharges		30-Mar-2012	Investigated best practice. Working group established and scope agreed. Actions agreed and some implemented. Further meeting planned and procedure and policy to be developed.	
HHS28.7	TPM		Carry out a benchmarking exercise to ensure we provide a cost effective tenant involvement service		31-Aug-2011	Work completed and details included in the Annual Report.	
HHS29.7	HHM		Carry out a benchmarking exercise to ensure we provide a cost effective anti social behaviour service		31-Mar-2012	We have a good understanding of our costs but are having difficulties in obtaining comparisons. Now agreed to benchmarking exercise across East Sussex housing providers.	
HPS30.7	HHRI		Carry out a benchmarking exercise to ensure we provide a cost effective repairs service		31-Mar-2012	Member of Housemark benchmarking group. Further analysis required to provide comparable and valid figures. Due date amended accordingly.	
HPS33	HHRI		Implement project to review procurement		31-Mar-2012	Investigated best practice and different methods of delivery, identified priorities. Drafting report to CMT late November.	

Code	Lead	Status	Description	Progress Bar	Due Date	SMT Note	TOLD Note

Officers:

- OM** – Office Manager, Lorryne Chambers
- HPM** – Housing Projects Manager, Liz Martin
- HHRI** – Head of Housing Repairs and Improvements, Tony Johnson
- HHM** – Head of Housing Management, Sue Horne
- TPM** – Tenant Participation Manager, Ruth Tahsin
- HCM** – Housing Contracts Manager, Adrian Woolridge
- CHH** – Corporate Head – Housing, Andy Chequers

Key to Symbols

	The action has been completed
	This action is still in progress and on track
	Progress is behind schedule but within reasonable tolerance
	The action was cancelled for the reasons given
	The action is behind schedule and unlikely to meet planned deadline
	Data/progress report is awaited

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APPENDIX 2
Stock Condition Cost Summary

Future Works Detail

Stock Condition Cost Summary as at April 2011

<u>Heading</u>	<u>2011-15</u>	<u>2016-20</u>	<u>2021-25</u>	<u>2026-30</u>	<u>2031-35</u>	<u>2036-40</u>	<u>Total</u>	<u>Average cost per dwelling</u>
Backlog Repairs	£500,000	£0	£0	£0	£0	£0	£500,000	£154
Future Major Works	£21,600,000	£22,000,000	£16,600,000	£19,000,000	£15,300,000	£17,100,000	£111,600,000	£34,296
Improvements	£750,000	£750,000	£750,000	£750,000	£750,000	£750,000	£4,500,000	£1,383
Contingent Major repairs	£700,000	£700,000	£700,000	£700,000	£700,000	£700,000	£4,200,000	£1,291
Cyclical Maintenance	£2,950,000	£2,950,000	£2,950,000	£2,950,000	£2,950,000	£2,950,000	£17,700,000	£5,439
Response and Void Maintenance	£7,680,000	£7,680,000	£7,680,000	£7,680,000	£7,680,000	£7,680,000	£46,080,000	£14,161
Disabled Adaptations	£2,250,000	£2,250,000	£2,250,000	£2,250,000	£2,250,000	£2,250,000	£13,500,000	£4,149
Estate Works	£500,000	£500,000	£500,000	£500,000	£500,000	£500,000	£3,000,000	£922
Total costs, rented dwellings and related assets Including Leasehold property related assets	£36,930,000	£36,830,000	£31,430,000	£33,830,000	£30,130,000	£31,930,000	£201,080,000	£61,795
Average per dwelling per year	£2,270	£2,264	£1,932	£2,079	£1,852	£1,963	£2,060	
%of total	18%	18%	16%	17%	15%	16%		

Base date

2nd Quarter 2011

Total number of properties

Tenanted properties - 3254

Leasehold properties

Note:

Figures include capital staff costs but exclude management costs, revenue staff costs and VAT

Future Major Works Detail as at April 2011

Heading	Catchup	Catchup	2011-15	2011-15	2016-20	2016-20	2021-25	2021-25	2026-30	2026-30	2031-35	2031-35	2036-40	2036-40
	repairs	dwelling		dwelling										
Additional WC	£3,510	6	£229,717	353	£212,051	321	£6,903	10	£3,627	6	£16,145	19	£9,886	13
Bathroom	£93,387	42	£2,936,689	1179	£3,020,128	1262	£10,291	4	£633,879	394	£807,659	391	£720,769	393
Boundary walls & fencing	£49,385	80	£1,547,796	1931	£1,498,324	1895	£477,002	572	£739,536	1409	£1,077,474	1500	£908,505	1455
Central heating boiler	£0	0	£1,559,433	1013	£1,036,976	674	£1,153,255	749	£1,580,981	1027	£1,036,976	674	£1,308,978	851
Central heating distribution	£0	0	£923,596	327	£789,998	257	£853,486	327	£1,263,801	505	£1,698,599	696	£1,481,200	601
Chimneys	£0	0	£608,153	381	£678,999	498	£673,621	504	£68,742	51	£476,515	444	£272,628	248
Common areas	£6,212	39	£572,642	940	£435,917	715	£285,008	491	£124,777	440	£85,298	333	£105,038	387
Door entry systems	£3,504	10	£106,576	557	£108,255	622	£3,504	10	£110,301	576	£51,426	269	£80,864	423
Electrical installation	£0	0	£2,071,345	707	£983,631	336	£340,093	116	£961,644	328	£1,591,989	543	£1,276,816	436
External doors	£11,879	13	£704,704	620	£859,137	679	£86,550	68	£285,955	231	£922,352	630	£604,153	431
Fascias & soffits	£25,168	43	£637,012	1465	£492,890	941	£240,780	750	£32,093	80	£56,918	96	£44,505	88
Fire alarms	£0	0	£28,423	64	£21,879	53	£24,129	59	£16,358	34	£9,815	23	£13,087	29
Garages & stores	£13,287	18	£681,949	1024	£540,419	880	£32,459	101	£17,717	43	£83,912	166	£50,814	105
Independent fires	£0	0	£13,871	128	£13,952	171	£1,174	8	£528	3	£0	0	£264	2
Kitchen	£173,632	49	£1,731,126	505	£1,925,883	562	£2,825,364	812	£5,900,642	1707	£1,174,430	344	£3,537,536	1026
Other	£4,732	12	£135,134	504	£131,112	481	£92,922	523	£21,026	201	£84,518	465	£52,772	333
Paving and driveways	£39,364	50	£1,191,680	1501	£456,119	917	£537,056	1050	£309,131	696	£340,392	708	£324,762	702
Plumbing installation	£11,933	51	£127,759	544	£302,081	1289	£0	0	£100,616	430	£36,502	156	£68,559	293
Private balconies	£0	0	£1,408	8	£4,576	26	£0	0	£3,872	22	£9,153	52	£6,512	37
Rainwater goods	£36,266	50	£559,815	1150	£678,720	1502	£355,972	890	£112,388	264	£98,336	236	£105,362	250
Roof covering	£7,841	15	£1,330,731	531	£3,240,796	1082	£1,884,353	565	£1,635,287	534	£2,614,501	969	£2,124,894	697
SVP	£1,615	7	£183,143	871	£173,219	908	£166,084	986	£38,772	283	£54,850	387	£46,811	335
Wall finishes	£18,589	6	£3,110,099	1198	£2,420,119	1119	£3,157,989	1496	£1,290,493	668	£307,912	186	£799,203	427
Windows	£3,110	1	£600,193	170	£886,296	282	£3,374,144	987	£3,775,309	1189	£2,621,570	844	£3,198,440	1017
Total	£503,414		£21,592,994		£20,911,477		£16,582,139		£19,027,475		£15,257,242		£17,142,358	

APPENDIX 3

Performance Indicators

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LOCAL AND NATIONAL PERFORMANCE INDICATORS

Performance Indicator	2006/07	2007/8	2008/9	2009-10	2010/11
Percentage of non-decent homes	1%	1%	1%	0.3%	0.1%
Supply of ready to develop housing sites	Not a PI	Not a PI	109%	101%	106%
Time taken to process housing benefit / Council tax new claims and change events	Not a PI	Not a PI	10.0 days	7.0 days	7.1 days
Average time to process changes of circumstance	11.7 days	7.6 days	7.6 days	4.8 days	5.2 days
Affordable housing units under construction at 31 st March	64	95	78	36	129
Average re-let times for Council dwellings Including temporary dwellings	23 days	24 days	28 days	38 days	27 days
Average energy efficiency rating out of a possible 120	66	67	67	67	68
Percentage of rent collected	98.53%	98.95%	98.40%	98.88%	99.2%
Urgent repairs carried out within government time limits	98.7	99.1	99.3	99.0	99.3
Repairs completed with local targets	99.2	99.7	99.6	99.2	98.3
Repairs noted a good or satisfactory by tenants	97.5	97.7	97.3	97.6	97.8%
Number of cases where advice resolved homelessness	71	60?	108?	91	422

Length of stay in B & B for all households	4.2 weeks	Not reported	Not reported	4.66 weeks	7.74 weeks
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APPENDIX 4

Links between Housing Service Priorities and other plans and strategies

LINKS BETWEEN HOUSING SERVICE PRIORITIES AND OTHER PLANS AND STRATEGIES

Housing Priorities

Linked to

Priority 1 – To maximise the Council housing stock available to let

National Standards – Tenancy Standard

How we manage estates and how we minimise the time properties are empty between each letting and how we set rents

Council Priorities

Innovation in service delivery

Open and receptive services

Housing Strategic Aims

Meet the housing need through cross tenure solutions (See Housing Strategy 2011-2016)

Priority 2 – To maintain and improve the condition of the housing stock

National Standards – Home Standard

Includes repairs, maintenance, improvements and disabled adaptations

Council Priorities

Affordable decent homes

Promote growth and create jobs

Improve waste and recycling

Priority 3 – To foster tenant empowerment and partnership with stakeholders

National Standards – Tenant Involvement and Empowerment Standard

Includes how we support tenant to get involved and manage customer care and complaints

Council Priorities

Strong local partnerships

Housing Strategic Aims

Support our partners in providing housing related services and support

Page 51 of 52 (See Housing Strategy 2011-2016)

Housing Priorities

Priority 4 – To provide good quality housing services that meet the needs of our tenants and leaseholders and take account of diversity

Priority 5 – To promote sustainable communities, particularly within Council stock

Priority 6 – To ensure good and continually improving environmental performance in our housing stock and related activities

Priority 7 – To collect efficiently all charges related to the housing service

Linked to

National Standards – Value for Money Standard

Includes how we manage resources to provide a cost effective and efficient service that meets the needs of our customers

Council Priorities

Review Housing Strategy

Realigning budgets to deliver real service improvement

National Standards – Neighbourhood and Community Standard

Includes how we manage our estates and communities and deal with anti-social behaviour

Council Standards

Promote sustainable living and leisure facilities

Housing Strategic Aims

Target housing investment at making communities sustainable
(See Housing Strategy 2011-2016)

National Standards – Homes and Tenancy Standard

Includes how we arrange improvements through our building contracts

Council Priorities

Innovation in service delivery

Realigning budgets to deliver real service improvement

National Standards – Tenancy Standard

How we set rents and charges

Council Priorities

Excellent value in collecting rent and charges