

HOUSING SERVICES



BUSINESS PLAN 2004-2034



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1 FORWARD

- 1.1 This Business Plan looks at the future and ability of Lewes District Council (LDC) to provide a high standard of landlord service on a sound financial basis to the Council's housing. Our key performance indicators, which measure how well we are doing, are consistently high and in recent years we have been rated in the top five in the country. The service achieved a government quality standard for excellence in public service known as the Charter Mark in late 2004 and retained it on re-inspection in September 2005.
- 1.2 The priorities to improve and maintain the service are set out in this document together with details of the financial issues. Whilst the document is a 30-year plan from April 1st 2004, we have looked at the period up to 2011 in more detail, which coincides with Government's date to meet the Decent Homes Standard.
- 1.3 In 2003/04 the Council, its tenants and leaseholders undertook an in-depth look at the future ownership of the Council's homes, referred to in this plan as the Stock Options Appraisal (SOA). This culminated in a tenant's survey which concluded that 91% of the tenants wished to retain the Council as their landlord.
- 1.4 The process demonstrated that the Council was able to maintain an improvement programme to its homes, in addition to meeting the Government's Decent Homes Target and although additional funding could become available if the ownership of the homes were to transfer to a Housing Association it was still perfectly reasonable for the Council to remain the tenants' landlord for some years to come.
- 1.5 Based on the financial analysis and the result of the tenant's survey the Council approved the retention of the housing and this was agreed by Government. However, it will be prudent in the future for the Council to regularly re-examine its position to ensure we can continue to provide the required level of service.
- 1.6 Lewes District Council is committed to supporting tenants' key priorities such as combating anti-social behaviour. By combining Council resources, with the support of tenants and the police, and the introduction of Introductory Tenancies, we are determined to combat the problem over the coming years. The Community Strategy, Housing Strategy & Homelessness Strategy all support the aim of a safe place to live, which encourages the development of stable communities and reduces the incidence of homelessness caused by violence.
- 1.7 Finally, this document reflects and incorporates the aims and priorities of tenants following all the consultations over the last year. I thank all parties, especially our tenants and Councillors, for their help and support in allowing us to produce this document and prepare our way forward.

Mike Keeping FRICS - Head of Housing Services

15/4/05

2 INTRODUCTION

2.1 The Lewes Housing Strategy sets out the action the Council plans to tackle the shortage of affordable housing in the District and to address housing conditions in the whole of the local housing stock.

2.2 This HRA Business Plan, prepared in parallel with the Housing Strategy, focuses on Housing Services which is our "landlord" service, responsible for the management and maintenance of the Council's own housing properties and land.

2.3 The 30-year plan focuses on the next 5 - 10 years and shows how the "landlord" service will contribute to achieving the aims of the Housing Strategy and particularly to:

- Improving the quality of Council homes to meet the Government's Decent Homes targets and to provide a safe and pleasant environment in which people want to live
- Increasing the availability of affordable housing by making best use of its housing and other assets
- Continuing to deliver an excellent service to people who live or want to live in Council homes

2.4 Lewes District Council (LDC) is the largest housing landlord within the geographical area.

2.5 LDC has approximately 3600 homes including over 200 leaseholders.

2.6 LDC homes account for approximately 8% of the houses in the District

2.7 LDC's Housing Services Department were assessed by the Housing Quality Network 2002/03 and 2003/04 annual reviews of the performance of council housing departments, to be one of the best performers against comparable authorities in the country (for a calculation of rent collection, arrears, repairs on time and re-letting empty properties).

2.8 The Housing Services Department, working together with tenants over the last two years, achieved Charter Mark status in September 2004





3 BACKGROUND

3.1 The District

- 3.1.1 The District Council covers 292 square kilometres extending inland from the Channel coast over the South Downs and into the Sussex Weald. Over one third forms part of the Sussex Downs Area of Outstanding Natural Beauty. Half the District including the historic county town of Lewes, is proposed to be included in the South Downs National Park. Crime levels are relatively low, although anti-social behaviour is an increasing concern to local people.
- 3.1.2 Most of the 92,177 (Census 2001) residents live in 5 urban areas of Seaford, Newhaven, Peacehaven, Telscombe and Lewes. The District also has a large rural community dispersed among 23 parishes. The Census shows an overall increase in population of 4.4% since 1991, due to inward migration. About 25.5% of the population is over retirement age. The proportion of the population from ethnic groups other than 'white British' is 4.84 per cent, compared to 8.7 per cent for the South East and 13 per cent for all England (2001 Census). The main Black and Minority Ethnic Community groups are Bengalis and Chinese.
- 3.1.3 Lewes District is ranked 196 out of 354 English councils for deprivation, where 1 is the most deprived. However, the area still has pockets of deprivation, with high levels of unemployment in the coastal towns, which form part of a priority area for economic regeneration in the regional economic strategy. In addition, the Newhaven area has attracted single regeneration budget funding (SRB).
- 3.1.4 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 Following the Comprehensive Performance Assessment (CPA), the Council has refocused its purpose and key aims so that they better reflect local needs and aspirations.

The Council wants **to be recognised as a centre of excellence in environmental management and sustainability**. It also shares a common ambition with its key partners **to address inequality in the District and improve the quality of life of local communities**. The Council has a comprehensive Equalities Policy and adheres to the CRE Code of Practice for Rented Housing.

Community Aims are set out in the **Community Strategy for Lewes District**. They are:

Good health

Valuing the environment

A safe place to live

Improved local facilities

Prosperity

A vibrant and diverse culture

Access to learning for everyone

These community aims have been developed from consultation with local communities and are shared with our key partners who form the Local Strategic Partnership (LSP) for the District. The LSP is developing its own framework to monitor its achievement of locally determined actions and priorities.

The LSP has set up a series of **Theme Groups** to develop action plans and targets to guide its work. These action plans and targets are being informed by information and data about deprivation and inequality in the District, as well as other national and local issues. So far, the Theme Groups cover:

Healthy Living (through the Healthy Lewes Partnership)

Supporting the Local Economy, Learning and Skills

Housing and Planning (through the work of the Local Development Framework and Housing Strategy)

The Local Environment

Crime and Disorder (through the Crime and Disorder Reduction Partnership)

Transport

Youth

The Council's **Key Aims and Objectives** support the Community Strategy. These, too, are based around some key themes and issues that have arisen through consultation with local people. The Council's key aims are stated in the Council Plan as follows:

To protect and enhance the quality of the environment by

- reducing waste and improving recycling performance
- keeping local communities clean and safe
- maintaining good environmental quality and sustainable land use

To support and promote a diverse and prosperous economy by

- developing and promoting sustainable tourism and cultural activities
- supporting the local business community
- supporting the regeneration of our local communities

To support housing, health and social needs of everyone in our communities by

- improving the quality, availability and affordability of housing in the District
- supporting the provision and range of facilities and services that meet local needs
- protecting and improving the health and social well-being of everyone in the District





In addition to its aims and objectives the Council wants to be recognised by its staff, customers and partners as putting the following themes at the forefront of its work to improve services and performance.

- *customer focus and best value*
- *equality and diversity*
- *being open, honest and accountable*
- *working with others*
- *sustainability*
- *supporting and developing our workforce*

The Council has a performance management framework, which ensures it keeps track of its progress and performance. Performance management is also being developed within the LSP.

3.2.2 The chart below shows our corporate planning process



3.2.3 The key priorities relevant to housing are set out in Appendix 1



3.3 Regional and Strategic Housing Objectives

Appendix 1 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

Lewes's housing market is characterised by high house prices and private sector rents, with an increasing affordability gap and rising demand for affordable housing.

In the 4 years since the quarter ending September 1999 average prices for all types of house escalated from £106,865 to £193,192 by the quarter ending September 2003 - an increase of just over 80%, spread fairly evenly over each of the 4 years (Land Registry Website).

- The housing affordability ratio (calculated by dividing average house prices by annual incomes) for Lewes is 10.4, compared to the South East Region average of 8.8 (Audit Commission: CPA for District Councils, Facts & Figures).
- The average gross weekly pay of all workers in Lewes District was £330.89 - almost 20% lower than the regional average (Office of National Statistics (ONS) New Earnings Survey 2002). The ONS statistics cannot be directly compared to the income data from the district-wide housing needs survey we commissioned in September 2003 because the Council measured household (not per person) weekly take home pay. However, the survey concluded that 89% of local households in housing need had net weekly incomes of less than £400 and more than 40% received less than £165.
- House prices are comparable to those in the region generally but the wide and growing affordability gap in the District is exacerbated by the inability of local average earnings to keep pace. If the South Downs National Park is formed approximately half the District will be included and this is likely to widen the affordability gap.

3.4.2 Housing Needs

Action in Rural Sussex (formerly Sussex Rural Community Council) undertook a Housing Needs Survey on our behalf in September 2003.

A postal questionnaire was sent to 100% of households resident in the smaller villages and 33% of those living in the larger towns and villages in the District. Over 18,000 questionnaires were sent and more than 11,000 were returned, a response rate of over 61%. This is very high for this type of survey and shows the importance of affordable housing to local communities.

- Most of those expressing a housing need within the 5-year timeframe wished to own their own home (66.2% of those responding). But only a minority (11.2%) of respondents in housing need had sufficient income to buy into home ownership, despite their need being for (less expensive) one and two-bed properties.
- 41.6% of households expressing a need were unable to afford a rented home in either the private or the public sector without financial support from Housing Benefit.

The main relevant findings of the survey are:

- The housing stock of the District is mostly suitable for the needs of residents. 88.7% say their home is suitable for their needs. The most likely cause of dissatisfaction was that the home was too small. 50.1% of respondents said that their home was inadequate for this reason
- 14.1% of survey respondents anticipated that they would need alternative accommodation within the next 5 years. However, only 4.7% of respondents were listed on the Council's Housing Register



- A factor in the extent of unregistered housing need is that it arises from people who are not traditionally social housing tenants. 66.4% of those who needed alternative accommodation were single people of less than retirement age and a further 15.9% were childless couples.
- There is a small but significant need for adaptations to make an existing home more suitable for people with a disability. 994 respondents indicated that they needed some form of physical adaptation to their home such as a stair lift or wheelchair adaptation.
- 12.5% of households in need expressed interest in sheltered housing or homes designed for people with disabilities.
- 8.3% of households expressing a need, indicated interest in housing with care and support either as a feature of specialised accommodation or in the form of general needs housing with floating support.
- The largest household group in housing need (66.4%) are single people, with the majority of those (54%) aged below 24, followed by less than a quarter of that amount in the 25-49 age group. Couples in all age ranges without children are the next largest group.

The majority of respondents chose Lewes as their preferred first choice of location (259) followed by Brighton & Hove (189), Seaford (177), Peacehaven (91) and Newhaven (60). 174 respondents indicated an unspecified town and a further 82 an unspecified village.

In April 2005 a Pan Sussex Housing Needs survey was undertaken by consultants on behalf of all Borough and District Councils in East Sussex plus Brighton & Hove City Council and included a random sample of 4000 households in the Lewes District. The survey, which was completed in June 2005:

- Confirmed the affordability gap, in as much as some 80% of respondents could not afford to purchase homes on the open market, nor afford to rent in the private sector without some form of assistance
- Reinforced the shortfall of affordable accommodation across all sizes of homes
- Emphasised the ageing population and drew a direct link between age and disability

Homelessness presentations and acceptances are another indication of housing pressure. Recent numbers of homeless applications and acceptances are shown below.



Homelessness Applications	2000/01	2001/02	2002/03	2003/04	2004/5
Total Number	942	643	868	871	832
Of which, full housing duty accepted by Council	208	144	157	171	74
% of acceptances	22%	22%	22%	19%	9%

Some comparable districts in the region have shown higher rates of recorded homelessness in recent years. This may be partly explained, in addition to our prevention activities, by the relatively high number of new affordable housing completions (177 completions in the five years ending March 2003). Although the number of completions has been nowhere near enough, they have stimulated all lettings and enabled the Council to house people living in poor conditions without security of tenure before they could become homeless. From our Housing Quality Network benchmarking, we know that our acceptance rate per household is about average for our 'family group' (12 similarly-sized boroughs and RSLs, working in similar semi-rural areas).

In summary there is:

- a continuing demand for affordable housing which we as the largest social landlord in the District are in the best position to meet
- a small but significant need for adaptations to make an existing home more suitable for people with a disability
- a continuing need for sheltered housing
- a need for more housing for single people (the largest household group in housing need (66.4%)), including young people (who make up over half of this need group).

3.4.3 Demand for Social Housing

The table below shows demand for social housing vacancies from the Housing Register, homeless households and transfers (from both Council and RSL tenants), by bedroom size, at 31 March 2004.

	Housing register and homeless	Council and RSL tenant transfers	Total
1 bed	647	178	825(47%)
2 bed	363	218	581(33%)
3 bed	149	120	269(15%)
4 bed or more	44	42	86(5%)
Total	1203	558	1761



Of the 558 tenants who want to transfer, 522 are Council tenants. The reasons the Council tenants want to transfer are:

Under-occupying bedrooms 88 (*home too big*)

Over-occupying bedrooms 154 (*home too small*)

Other reasons 310

The other figures suggests that a significant number want to move by choice to an alternative area or because they have medical reasons. 295 applicants have given health reasons for wanting to move.

The Council housing stock at 31 March 2004 is shown in the table below.

	Bungalows		Houses	Flats		Total
	General needs	Sheltered		General needs	Sheltered	
Studio	0	3	0	43	85	131(4%)
1 bed	105	99	13	622	105	944(30%)
2 bed	180	79	429	536	2	1226(40%)
3 bed	6	1	933	49	0	989(29%)
4 bed	0	0	62	4	0	66(2%)
Total	291	182	1437	1254	192	3356(100%)



The table shows that 47% of those waiting require 1 bed accommodation, which comprises about 30% of the stock. Few tenants are comfortable with studio accommodation (i.e. homes without a separate bedroom) nowadays, and this means there is a further conflict between supply and demand as just under 25% of our sheltered stock is "studio" type.

Two-bedroom need matches the stock more closely with 33% of demand and 32% of stock. However, most families aspire to houses rather than flats and a considerable proportion (64%) of non-sheltered accommodation with two bedrooms is in flatted accommodation.

Since 2002, 91 properties have been sold under the Right to Buy. Over 70% of these were 3 or 4-bed properties, reducing still further the stock available for families. Whilst Right to Buy sales have reduced recently, meaning that rented homes are not being "lost" at the same rate, there is little opportunity to increase our stock and no capital funding with which to support the provision of new affordable housing through our housing association partners.

To meet the need for affordable housing, stock must become available for letting. Approximately 10% of Council properties become available to let each year (including mutual exchanges). Lettings for all social housing during 2002/03 and 2003/04 is shown below.

Property Type	Lettings 2002/03	Lettings 2003/04
1 bed bungalow	10	10
1 bed flat	88	112
1 bed house	1	0
1 bed maisonette	0	1
2 bed bungalow	11	14
2 bed flat	73	66
2 bed house	24	27
2 bed maisonette	17	14
3 bed bungalow	1	0
3 bed flat	2	0
3 bed house	53	51
3 bed maisonette	2	1
4 bed house	3	5
4 bed maisonette	2	0
sheltered studio bungalow	0	1
sheltered 1 bed bungalow	6	14
sheltered 1 bed flat	27	23
sheltered 2 bed bungalow	3	7
sheltered 2 bed flat	2	1
sheltered 2 bed maisonette	1	0
studio flat	19	14
sheltered studio flat	24	15
Grand Total	369	376



This shows that the overall number of lettings is holding steady at around 370 per year. Lettings of 1-bed flats increased from 2002/03 to 2003/04 while lettings of 2-bed flats and sheltered studio flats decreased. The table demonstrates how few 4-bed houses/maisonettes become available for letting (between 15 and 17% of the stock becoming available).

The Council therefore needs to address:

- both under-occupation and overcrowding within Council stock
- relatively hard-to-let studio accommodation - the majority in sheltered blocks - which does not meet the expectations of our customers
- a shortage of 1-bed accommodation in relation to current and expected demand
- a shortage of houses in relation to current and expected demand



3.5 Current Performance

3.5.1 The Housing Quality Network's annual review of the performance of council housing departments places Lewes District Council as one of the best performers against comparable authorities for 2002/03 and 2003/04. The Comprehensive Performance Assessment (CPA) assessed our performance as comparing favourably with many district councils, and resulting in high levels of tenant satisfaction with the housing service. The service was awarded the Charter Mark, a government quality standard for excellence in public service, in September 2004.

3.5.2 Performance Management

Appendix 2 shows our performance against BVPIs and other local performance indicators and targets for future years. 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 Housing Quality Network benchmarking group, as outlined elsewhere in this Plan.

3.5.3 Best Value

A Best Value Review of the Council's housing function was completed in August 2003. As a result of the Review, a Service Improvement Plan was drawn up to address the issues identified as barriers to better services. The actions included in the Service Improvement Plan are incorporated in our Departmental Action Plan.

4 OUR PRIORITIES

4.1 The Housing Services priorities are:

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

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

Priority 3 - To foster tenant empowerment and partnership with all stake holders

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

4.2 Priority 1 - To Maximise The Council Housing Stock Available To Let

4.2.1 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. All actions in 4.2.1 – 4.2.4 contribute to our housing strategic objectives in particular:

- maximising the provision of safe, energy-efficient and affordable housing
- improving the condition of housing stock
- reducing homelessness
- supporting the needs of vulnerable people
- encouraging the development of sustainable communities
- promoting equality in provision of housing services

4.2.2 Empty Property Management

We will make vacant Council properties available for letting again as quickly as possible. We have reduced our empty property turnaround time by 13 days (from 33 to 20 days) in the period from 1999/2000 to 2003/2004, and have recently re-engineered the processes through which we deal with empty properties and particularly the interface between repairs operatives and Housing Services which now manages the void repair team.

4.2.3 Maximising the Value of Lettings

Our use of lettings for homeless households is greater than the average for our HQN benchmarking 'family' of 17 similar social housing landlords, as are our lettings to transfer applicants. Tenants who have been waiting a long time to transfer out of unsuitable accommodation and homeless households are prioritised, which means that there is the potential for 'chain lettings' and we can minimise the use of expensive temporary accommodation





4.2.4 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, as described below.

Tackling Studio Accommodation

Some of our accommodation - and a significant proportion of our sheltered housing - is studios that tend to be hard to let because potential tenants are no longer happy to accept homes without separate bedrooms. Two bungalow schemes have already had communal rooms constructed using hard-to-let studio properties, but this does not help to address the overall shortage of affordable accommodation in the District. As part of the development of our Elder Person Strategy in 2005/06 we will formulate a plan for making best use of studio accommodation to provide homes that people want to live in, learning from best practice in other authorities, and begin a review of sheltered housing accommodation.

Underoccupation

We offer Tenant Incentive Scheme payments of £500 per bedroom given up, plus removal expenses as an incentive to tenants under-occupying three bedroom or larger houses. We will be reviewing the incentives offered as the scheme has not had a large take up (18 households moved in the past 3 years). As part of our Elder Person Strategy we are looking at schemes in other authorities that have been more successful. It may be that we will need to increase the level of support and assistance that we can offer, as this seems to be very important to older customers, as well as improved "targeting" of potential movers.

Overcrowding

We undertake loft conversions/extensions for households who are overcrowded. We 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 rehousing applicants who need adapted properties, in the most appropriate properties for their needs. We provide extensions and divide large rooms to form extra bedrooms for households who need additional space because someone in the household is disabled. 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. 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 have already established a database of our own adapted properties so that we can "match" properties and applicants effectively. We are also participating in a newly formed county-wide group, which is looking at a register of adapted properties with a view to linking that information to demand.

We are working jointly with Social Services and Health to prevent unnecessary hospital admissions and to resolve some of the difficulties around hospital discharge and bed blocking. People may be prevented from returning home if their accommodation has become inaccessible for them due to disability. We work with Social Services Occupational Therapists to carry out works to their homes, or alternatively transfer them to more suitable accommodation.

Making Best Use of Non-Housing Assets

After a full review of garages was undertaken some years ago, one garage site was identified as surplus to requirements and redeveloped by the Guinness Trust to provide 9 x 3-bed houses, completed in 2001. A planning application is currently being prepared for the Hythe Close garage site, which will enable the provision of 5 units by the James Butcher Housing Association.

LDC is currently carrying out a further review of all LDC landholdings with a view to releasing land for the development of affordable social housing and 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

Average empty property turnaround time of 20 days

A Register of all Lewes DC-owned properties with adaptations by address and type of adaptation has been produced



Priorities 2004 – 2007

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

Reduce empty property turnaround time to an average of 19 days

Develop strategy for tackling studio properties

Review under-occupation incentive scheme to improve take-up

Continue programme of loft conversions, extensions and room divisions, and adaptations for people with disabilities

4.3 Priority 2 - To Maintain and Improve the Condition of the Housing Stock

4.3.1 The improvement of the condition of the housing stock is one of the Council's key strategic housing priorities. Our stock is our most valuable asset and maintaining it in good condition contributes to meeting the need for affordable housing as well as meeting the Government's Decent Homes Standard targets. The Decent Homes Standard is a specification which the government has prepared and Council's are required to demonstrate how they can meet the standard by 2010 and maintain property at that standard. We need to address the structural problems of some dwellings in our stock in the District so that these properties are also available for letting. Maintaining our garage sites maximises income to the HRA as well as contributing to a reduction in vandalism and antisocial behaviour.

4.3.2 We also want to improve our procurement strategy for major works and cyclical maintenance to deliver better quality work, and to improve our understanding of stock condition.

4.3.3 Achieving Decent Homes Targets

The Government has set a minimum standard called the Decent Homes Standard (DHS) to ensure that all social housing is wind and weather tight, warm and has modern facilities. The Government expects that all social housing will meet this standard by 2010. Although the standard sets out the minimum that tenants can expect in their homes, it may not include all the tenant's priorities for improvement.

To inform our thinking on the Standard we commissioned a housing stock survey in 2000/01. The 15% survey covered every house type and age to give a clear picture of the repairs and improvements needed, projected for 30 years, and to identify non-Decent homes. The original surveyors updated the Survey in 2004. This exercise has been independently validated by Ridge and Partners, Surveyors, who are specialists in this field.

At April 2004, there were 440 non-Decent Homes. We aim to achieve the Decent Homes Standard by April 2007 (three years ahead of the Government target) for all our homes with the exception of approximately 20 that we estimate will not be brought up to the DHS because tenants refuse improvements. Works are planned to reduce year on year the number of existing non-Decent homes, and to carry out works to prevent homes becoming non-Decent.

The following table shows our proposals, in terms of the number of homes to be brought to standard each year, and the type and cost of the necessary work, for tackling the properties currently identified as non-Decent.

The Comprehensive Performance Assessment says that Council homes are 'in good order', that we have a 'robust and regularly updated' knowledge of the condition of the stock and 'a clear and resourced programme' to meet the Decent Homes Standard by 2007

BRINGING CURRENTLY NON-DECENT HOMES TO DECENT HOMES STANDARD

	2004/05 Proposed		2005/06 Proposed		2006/07 Proposed		Total
	Props	£000's	Props	£000's	Props	£000's	£000's
Roofs	0	0	0	0	6	30	30
Kitchens	83	183	125	275	90	198	656
Bathrooms	70	98	130	182	100	140	420
Doors	46	50	0	0	0	0	50
Heating	20	66	12	40	6	30	106
Rewiring	25	48	25	48	0	0	96
Windows	25	65	0	0	0	0	65
Total	269		292		196		
		510		545		368	1423
Actual no. made decent	140		165		115		420

If works are not carried out, a further 482 homes are projected to become non-decent up to 2010. The table below shows our proposals, in terms of the number of homes to be brought to standard each year, and the type and cost of the necessary work, for tackling these properties.

BRINGING POTENTIALLY NON-DECENT HOMES TO DECENT HOMES STANDARD

	2004/05 Proposed		2005/06 Proposed		2006/07 Proposed		Total
	Props	£000's	Props	£000's	Props	£000's	£000's
Roofs	16	18	39	26	0	0	444
Kitchens	0	0	60	132	70	154	286
Bathrooms	0	0	60	84	70	98	182
Doors	22	20	14	12	105	70	102
Heating	55	182	100	330	96	317	829
Rewiring	58	110	54	103	58	110	323
Windows	116	300	96	248	48	124	672
Total	251		384		447		
		630		935		873	2438
Actual no. made decent	220		131		131		482

Our commitment to achieving the Decent Homes Standard is evidenced by the presence of this target in all Housing plans and in relevant staff appraisals. We hold monthly team meetings of staff who contribute to achieving Decent Homes in addition to budget monitoring meetings, and regular meetings with the contractors carrying out our plans. Progress towards the Standard is published in the Councils Annual Performance Plan, on the web-site and reported to tenants directly through the Housing Consultative Panel and through 'Housing Link', our newsletter.

4.3.4 Exceptional Extensive Work including Non-traditional Stock

There are certain structural works required to a small number of our properties and together with the necessary repairs to our Trusteel houses, an allowance of £3.7 million pounds has been included in our Stock Condition Survey.

These works will be carried out over the next ten years. The Council employed a specialist consultant to survey all our 145 non-traditional properties. Whilst they do not consider any major works are required to the non-traditional stock in the short to medium term, it is suggested that Airey houses are re-surveyed in 2010, the Unity properties in 2024 and the Cornish flats in 2034. At these times, therefore, adjustments to the programme would then have to be made if required.

4.3.5 Maintaining Garage Sites

We are refocusing our approach to garage maintenance, away from expensive responsive repairs towards a planned approach. We plan to undertake a condition survey of all remaining garage sites this year. The brief will cover the condition of the garages and their surrounds, and look at security improvements such as lighting to minimise the risk of vandalism and other antisocial behaviour. The survey results will be used to formulate a programme of repairs and improvements.

4.3.6 Planned Works Programmes to meet the Lewes Standard

A summary of our past and planned expenditure on planned repairs and improvements to our housing stock is in Appendix 3. We spent 99% of our programme in 2001/02; almost 106% in 2002/03; and 103% in 2003/04.

The total cost of planned works represents the result of the tenants' priorities, as adopted at the Tenants' Conference. They reflect tenant aspirations, within available resources, for a Lewes Standard.



Our seven year programme commencing in 2004/05 is as follows:

	Homes	Total Cost (£'s)	Of which Lewes Standard (£)	Of which Decent Homes only (£)
Rewiring	1500	£2,919,000	£1,900,000	£1,019,000
Re-roofing	160	£524,000	£450,000	£74,000
Replacement windows	300	£1,057,000	£200,000	£857,000
External door replacement	1750	£1,232,000	£800,000	£432,000
Central heating improvements	1100	£3,535,000	£1,400,000	£2,135,000
Kitchen replacements	1650	£3,642,000	£2,100,000	£1,542,000
Bathroom replacements	1400	£2,002,000	£1,000,000	£1,002,000
Communal digital TV aerials	1500	£300,000	£300,000	-
Environmental works	Various	£900,000	£900,000	-
Structural works	Various	£3,000,000	£3,000,000	-
Sound insulation improvements	Various	£600,000	£600,000	-
Disabled adaptations	Various	£1,700,000	£1,700,000	-
Extra bedrooms	Various	£150,000	£150,000	-
Eradicating damp	Various	£300,000	£300,000	-
Contingency		£467,000	£467,000	-
TOTAL		£22,328,000	£15,267,000	£7,061,000

Notes on above table:

- Environmental works include paving, car parking, fencing, retaining walls etc;
- Disabled adaptations range from grab rails or walk-in showers to extensions;
- Structural works range from repointing to structural underpinning work.

4.3.7 Improving Procurement

We have streamlined the procurement process by using Constructionline (a national database of approved contractors) for major construction works, saving the time and cost of running our own Approved List, whilst preserving quality checks. A contract for gas central heating installation in 2003/04 included for five years maintenance in addition to the new system installation, on the basis that if the installer has to maintain the system this should ensure a high quality installation. This innovation will be monitored to plan for future works

We will pilot partnering with a contractor and suppliers for electrical rewiring in 2004/05. If this is successful, it is planned to expand partnering to other schemes in 2005/06 and beyond.

4.3.8 Maintaining Stock Condition Data

The 2004 update of our House Condition survey allows for data on condition, DHS and work carried out, to be contained in one robust system, and largely automatic monitoring of progress towards DHS. The extrapolated data from the Stock Condition survey is re-checked before work specifications are finalised.

4.3.9 Managing the Capital Programme

Progress against the Capital Programme is reviewed monthly by an Officer Monitoring Group, which comprises senior officers from both Housing Services and Finance and Community Services Departments. Variations are reported - with suggestions on the reallocation of resources if appropriate - to Cabinet. The Programme is also discussed with the Housing Consultative Panel made up primarily of leaders of tenants' groups in the District, and their views are reflected in the programme - for example, replacement of windows and (more recently) soundproofing have been included as they are tenant priorities. Major variations are also reported to the Panel.

Achievements

Priority 2 - To Maintain and Improve the Condition of the Housing Stock

We achieved more than the Government interim target of reducing the number of non-Decent properties by a third up to April 2004

Planned/responsive works ratio of 80:20 rated "excellent" in the CPA report

We have improved Council homes by installing double glazing to 593, central heating to 270 and new kitchens in 382 homes

We have achieved completion of 90 - 100% of our annual Capital Programme in each of the past 10 years

Priorities for 2004/2007

Priority 2 - To Maintain and Improve the Condition of the Housing Stock

Reduce non decent homes by one third in 2004/05 to move towards our target of achieving Decent Homes standard for all stock in 2007

Install double glazing to a further 250 homes and new kitchens in 130 in 2004/05 to improve the standard of Council homes and energy efficiency

Install digital TV reception to 500 Council flats in 2004/05 in preparation for the national switch to digital reception

Pilot a partnering contract for electrical rewiring, evaluate and expand partnering to other schemes in 2005/06 and beyond if appropriate

Complete condition survey of all remaining garage sites



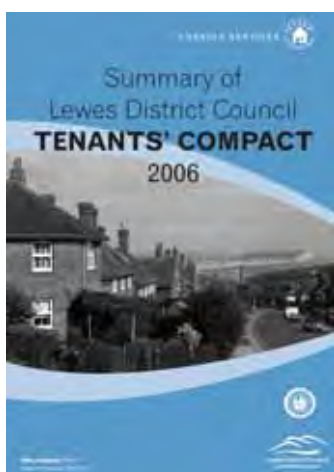
4.4 Priority 3 - To foster tenant empowerment and partnership with all stakeholders

- 4.4.1 A key strategic housing priority, driven by the Council's ambitions, is to improve services to customers. Our starting point for this, for the landlord service, is to understand what our customers want. We will achieve this partly through empowering tenants and leaseholders, so that they can actively participate in designing service improvements.
- 4.4.2 The Comprehensive Performance Assessment assessed us as having "well-developed tenant participation and representation" with tenants' representatives who "feel involved and have a sense of partnership with the Council". We want to build on this to ensure that our customers continue to be active partners in working with us towards our objectives.

4.4.3 Maintaining and Strengthening Tenant and Leaseholder involvement

We have a strong commitment to working together with tenants to manage housing issues in the District, and encouraging them to be involved in wider community issues. To enable tenants to take part effectively the Council provides financial and staff support; a Tenants Resource Centre; training for tenant volunteers and a newsletter (Housing Link) for all tenants three times a year.

There are currently 20 tenant and resident associations, and 6 street representative schemes. Lewes Association of Scattered Tenants includes all tenants throughout the District not covered by an association or representative scheme, and all tenants in sheltered schemes are now represented, as each scheme can send two representatives to the Sheltered Forum.



In August 2000 the first Tenant Partnership Agreement (Compact) was developed jointly by the Council, its tenants and leaseholders. The Agreement introduced a number of new ways for tenants to become involved, such as via e-mail and by postal surveys. A programme for detailed discussions of issues prioritised in the 2000 Tenant Survey was set in the Compact and, reflecting this, service reviews of anti social behaviour, customer care, and day-to-day repairs have been carried out jointly between the Council and tenants. These are described in more detail in section 5.4 of this Plan.

The agreement was updated in March 2002. A team made up of staff, tenants and councillors carried out a thorough review of the 2000 agreement and re-drafted the update. This included an independent review of the impact of the agreement on tenant participation, carried out by Priority Estates Project, and new targets and action plans for 2003/04. The agreement is due to be updated again in 2005/06.

We have very recently received the output from the 2004 Tenant and Leaseholder Survey (see over):

- 71% of respondents were satisfied at least with the opportunities for participation in management and decision making available to them compared to 54% in 2002. Also 5% were dissatisfied in 2004 compared to 7% in 2003. It must be noted that in 2004, 24% were neither dissatisfied or satisfied. As part of our Best Value review we carried out a sample survey of 200 tenants to try to understand in more detail why tenants were neither satisfied nor dissatisfied with opportunities to participate. 50 people returned the survey of which 14 people were neither satisfied nor dissatisfied. Of these, 30% said they did not understand the question about opportunities for decision-making, 43% did not think there was enough information and the rest weren't interested or had no opinion.
- 96% of respondent tenants thought Housing Services was fairly or very good at keeping them informed about housing issues. This figure has improved from 90% in 2002
- 40% of respondents thought that Housing Services took their views into account a lot when making decisions about their home or area, while 51% thought their views were taken into account a little (91% in total, compared to 82% of respondents who thought their views were taken into account to some extent in 2002 and 76% in the 2000 survey).

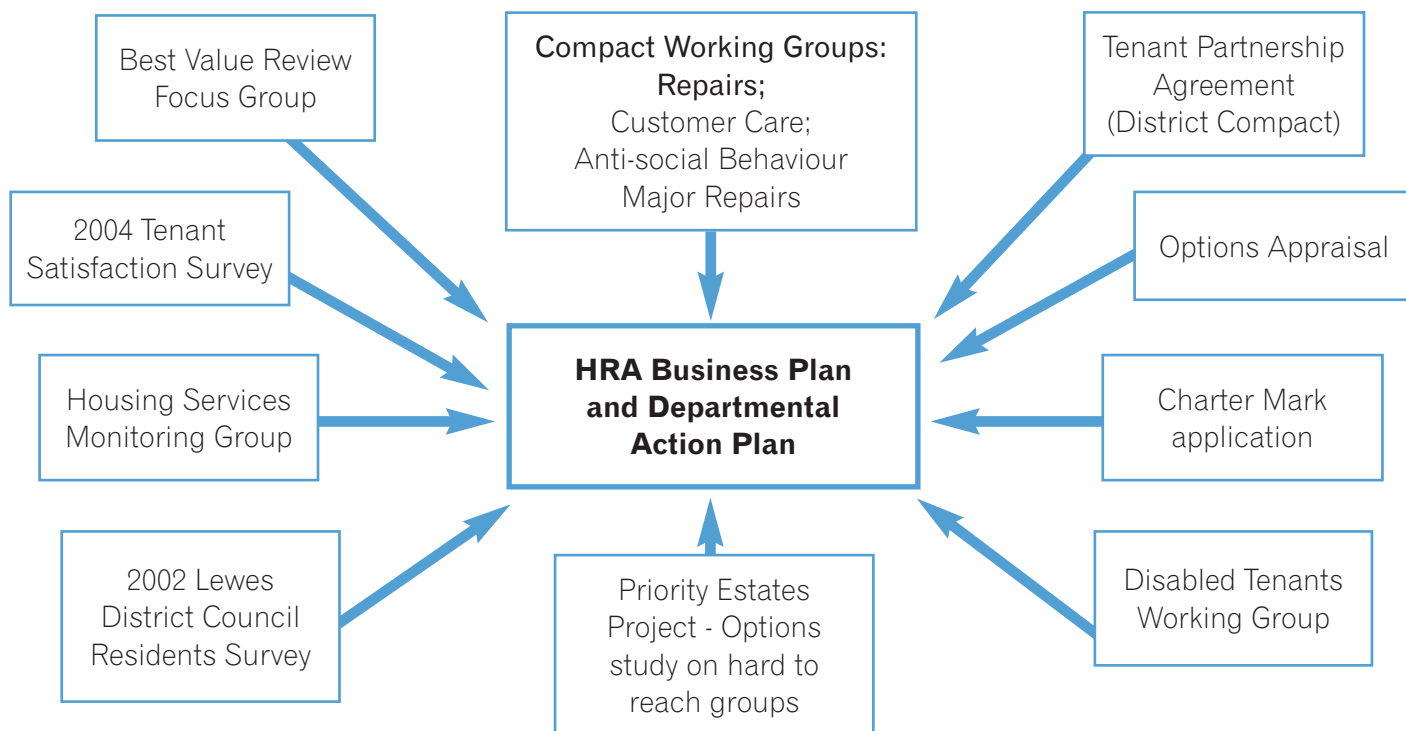
4.4.4 Tenant Involvement in the Formulation of the Business Plan

Our commitment to working together with tenants to manage housing issues underpins the formulation of the Business Plan. Tenants views about what matters most to them have been sought in a variety of ways and these have influenced priorities and resources in the Business Plan. *For example the Housing Options Appraisal consultation process enabled tenants not only to prioritise certain repairs improvements, but also to direct resources towards dealing with anti-social behaviour.*



The Departmental Action Plan (DAP) is structured around the key priorities of the Business Plan and outlines the actions we will take to meet these priorities. The action plan has a source column which shows where the action originally generated from. The Housing Services Monitoring Group (HSMG) is made up of Tenants and staff and monitors the progress and effectiveness of the Business Plan and Departmental Action Plan. The HSMG reports back to the Housing Consultative Panel which has representatives from all the tenant groups, Councillors and staff.

Methods by which Tenants were consulted on the priorities of the HRA Business Plan and the actions included in the Departmental Action Plan are shown in the following chart.



Achievements

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

All tenants are now represented by either an association or a representative scheme

Our Sheltered Housing Compact has been recognised as leading the field and the Council was invited to present its work at a TPAS conference

A Sheltered Housing Forum has been developed with representatives from each scheme to discuss issues relating to sheltered housing and regular consultation meetings held at each sheltered Scheme

Meetings for relatives of sheltered residents

We produce Newsletters for Residents of sheltered schemes and regular items about the schemes in the Tenants Links



Priorities

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

Analyse 2004 Tenant and Leaseholder Survey results

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

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

To review the Tenant Partnership agreement

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

4.5.1 The services that we provide as a landlord are particularly important to residents as they affect their quality of life every day. We share the corporate ambition to be recognised as delivering good value services and, given our commitment to resident empowerment, want to make sure that we involve customers in designing service improvements and monitoring our performance. In line with the strategic housing priorities we recognise that a quality service must meet customer needs, and to this end we are keen to improve our understanding of, and develop strategies for, meeting the specific needs of minority communities and people with additional support requirements. We will also make better use of technology to deliver services in a way that suits our customers

4.5.2 Understanding customer needs and priorities

We believe that quality starts with understanding what our customers think of the services we provide. The Lewes District Organisation of Tenants and Residents Groups (LDOTRG), meets regularly and its views are fed into the Cabinet and Housing Review Board. The Housing Consultative Panel, comprising resident's association representatives, housing staff and Councillors meets quarterly to discuss all aspects of the housing service and has responsibility for a budget to undertake environmental improvements, parking and lighting. Representatives from LDOTRG are invited to attend Cabinet and Review Board meetings. There have also been regular meetings with Council officers to progress new legislative changes; issues that the tenants would like to explore; input to Cabinet reports and budget consultation.

The 2004 Tenant Survey shows that overall, 85% of respondent tenants were satisfied or very satisfied with the service provided by Housing Services (the landlord service) - this compares to 80% in the 2002 survey and 78% in the 2000 survey. There appear to be significant differences in the feedback we received from respondents from different age groups, household sizes and length of tenancy. We received the output from the survey only recently and plan to look further at the results before drawing any conclusions from this.

4.5.3 Working Groups and their Achievements

A survey about housing performance was sent to all tenants in February 2000. Output from this survey was used to identify priority areas for review with tenant representatives, and the 2000 Tenant Partnership Agreement confirmed the Council and residents' agreement to work together on three priority areas - day to day repairs, customer care and antisocial behaviour.





Day-to-Day Repairs

Although 85% of tenants in the 2000 Tenant Survey stated that they were satisfied with the repairs service, it was also indicated that they wanted greater involvement in this area.

A Housing Repairs Compact Working Group was formed, consisting of nine tenant volunteers, the Housing Maintenance Manager and the Tenant Participation Worker. Councillors were also invited and involved. Other staff and contractors were invited to discuss particular issues. The Group compared Lewes's current practices to best practice in other local authorities and RSLs, and staff shadowing was used to get a clear picture of day-to-day operations. The Group then agreed priorities for improvement, consulting other tenants about these through:

- A further 100% tenant survey. Analysis of over 600 replies showed strong alignment between the group's priorities and those of tenants as a whole.
- One-to-one phone call interviews, postal consultation (with over 100 replies) and e-mail consultation with tenant volunteers to find out their views on the repairs telephone number and other key issues

Regular updates on all aspects of review were given to the Tenants Federation and cascaded to 20 Tenants and Residents Associations, and articles were also printed in Housing Link.

The improvements prioritised by the Working Group focused on setting clear standards (including a Code of Conduct for contractors) and monitoring arrangements for the service; introducing appointments and a direct line for repairs; involving tenants in selecting contractors; and improving the quality of repairs. Most have now been implemented, and all have been incorporated into our Service Improvement Plan.

It is pleasing to note that the percentage of tenants dissatisfied with the repairs service has dropped from 15% in 2000 to 8% in 2004. Also from our HQN benchmarking, we know that our on-time repairs performance is better than the average for our group, all of whom face similar problems in terms of handling repairs to relatively scattered stock. This improvement is largely due to the efforts of the Repairs Working Group.

Customer Care

The 2000 survey identified customer care as the third most important area of service to tenants. A Customer Care working group was established, consisting of six tenant volunteers, one councillor and seven front-line staff members who met monthly. Staff and Tenants researched best practice in customer care and formulated draft action plans. The working group carried out further consultation with tenants by:

One-to-one phone call interviews and e-mail consultation with tenant volunteers to find out their views on the suggestions made by the group

Regular reports were made to the Tenants Federation, who in turn reported back to associations, and fed back comments from their members

The Working Group led on setting customer care standards. These have now been adopted and incorporated into a new Housing Services Standards booklet

and customer care leaflet. The group's suggestions included a number of practical improvements that have been introduced such as the new duplicate form for interviews with tenants, so that both parties have a record of what was said immediately after the interview. The group also contributed to the design of a new reception area at Fort Road. Once action plans were drawn up, the working group agreed that improvements would be monitored by the Housing Services Monitoring Group made up of four tenants; the Senior Housing Management Team; Tenant Participation workers and Councillors. The Housing Services Monitoring Group also overviews key housing documents such as the Departmental Action Plan.

Antisocial Behaviour

We describe the work of the Antisocial Behaviour Working Group in Section 4.6 Priority 5 - To promote sustainable communities, particularly within Council stock Promoting Sustainable Communities.

What Next for Compact Working Groups?

All major works programmes are already subject to tenant consultation, and Tenants Federation representatives consulted by the Audit Commission during the CPA said that no budget is amended without consultation and tenants confirmed they are given choices for example in new kitchens. However, we are keen to ensure that we are providing the right service to residents in relation to our planning and management of major works - this will be especially important as we work towards achieving the Decent Homes Standard. We have therefore prioritised (with tenant representatives) a Compact Working Group review of the Major Improvements process.

4.5.4 Other Tenant Input to Service Improvements

Developing A Service Strategy for Older People

The Sheltered Neighbourhood agreement, drafted in 2001 and currently being updated, set out arrangements for grass cutting disposal for sheltered schemes, new standards for community rooms and the establishment of the Sheltered Forum. This was all in line with resident priorities for service improvement, and we have made improvements in the consistency of services in our sheltered schemes.

In addition, the results of the Pan Sussex Housing Needs survey completed in June 2005 demonstrated the need for LDC to review its services to older people. This is being addressed through a review of sheltered housing which is currently underway and by our work with social services and health in developing a county-wide strategy for older persons that will incorporate the views of tenants and stakeholders.

4.5.5 Improving Estate Services

In the 2002 Tenant Survey, tenants were asked their views on a variety of estate services. 48% of respondents felt that car parking was a serious problem and 28% that the caretaking service was a problem. As a result we have provided additional car parking at low cost by utilising unwanted verges, and begun a review of caretaking and cleaning services by surveying all Council-owned blocks to establish tenants' views on the service provided and what the council should provide in the future.





4.5.6 Improving Accessibility to Services

As a direct result of feedback from tenants on customer care issues in the 2002 Tenant Survey:

A Housing Assistant has been recruited with the objective of improving customer service and being the first point of call when the Housing Officer is not available;

A Duty Officer rota ensures that there is a Housing Officer available on a daily basis to take calls.

In response to resident requests, we now provide monthly Housing Officer surgeries in remote areas, including Newick and Barcombe

Our Housing Best Value Improvement Plan identified a need to ensure that our services are accessible to all members of the community. Although we have a relatively small proportion of customers from minority ethnic communities, we are in the process of reinvigorating our relationship with Sompriti, a black and minority ethnic advocacy group, and are currently undertaking a comprehensive review of the accessibility of our services. We have prioritised improving physical access to our buildings and ensuring information on our services is accessible.

4.5.7 Charter Mark

In November 2001, in parallel with the preparations for the Housing Best Value Review, the Housing Service Department began working towards Charter Mark. Charter Mark was chosen as the most appropriate of the quality schemes because it emphasizes customer-focused quality improvement and reflects the Department's commitment to tenant consultation and participation. It was also recognised as a useful tool for developing a culture of continuous quality improvement.

The Department was assessed in September 2004 and is proud to have been awarded the Charter Mark. The assessor was particularly impressed by the work of the Repairs Working Group on contractor selection and the service provided to elder people in the Rathan Court Sheltered Housing Scheme. He also assessed our Tenant Participation service as Best Practice. An action plan for continuous improvement based on the assessors report has been adopted to ensure we continue to meet the standard.

4.5.8 Information Technology

We are in the process of upgrading our computer system to provide service improvements. Benefits to our customers already achieved through our computer system upgrade include shortlisting for vacant properties, so that top priority cases can be identified and compared; better void monitoring so that re-let times are kept as short as possible; a repairs reporting system and an appointments system for repairs



Achievements

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

Packages of service improvements designed by Compact Working Groups on issues of greatest importance to tenants

Improved performance in customer care: in the 2004 Tenant Survey, 87% of respondents thought staff were helpful; 82% felt they were able to deal with the customer's problem; and 76% thought it was easy to contact the right person to help them

Increased tenant satisfaction to 85% in the overall landlord service

Greater satisfaction with car parking and caretaking services

IT improvements package focused on delivering improvements in customer service

Achieved the Charter Mark standard for our housing services to tenants



Priorities 2004 – 2007

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

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

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

Retain the Charter Mark standard for our housing services to tenants

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

Develop an elder persons service strategy

Completing caretaking review

Improve the Major Improvements process through a Compact Working Group

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

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

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

4.6 Priority 5 - To promote sustainable communities and equality of opportunities, particularly within Council stock

4.6.1 The Housing Strategy outlines the Council's commitment to encourage and maintain the development of sustainable communities. Our strong working relationship with residents provides a ready-built mechanism for agreeing local priorities for action to improve sustainability. We can also contribute to community sustainability through imaginative use of our assets to meet local residents' needs and by working with residents and partners to make Council housing estates pleasant places to live.



4.6.2 Local Neighbourhood Agreements

Three Local Neighbourhood Agreements have been adopted. These agreements set out how Lewes DC and other agencies will work with the community to improve the area or service.

An example of what can be achieved through Local Neighbourhood Agreements is the one that is in operation in the Demontfort Estate. This showed how the local community planned to take over the running of a community building and the agencies it would work with to develop its use. Since then the group have secured funding to re-furbish the building which now hosts parent and toddler groups, an after school club, training sessions, Housing Officer surgeries and the like.

We are currently working with other agencies supporting an economic options study on our Demontfort and Landport estates in Lewes. We are investigating the use of local labour on estates to help foster greater pride in the community as well as reducing local unemployment and providing valuable training.

4.6.3 Making Estates Better Places to Live

Combating Anti Social Behaviour and Crime

Dealing with anti-social behaviour was identified by tenants and leaseholders as their top priority area for review in the August 2000 Tenant Partnership Agreement. A joint Anti-social Behaviour working group was set up to review the Council's response to anti-social behaviour. The group comprised tenants, leaseholders and Councillors working together with Housing Services and Legal Services frontline and senior staff. In 2002/03 the group was joined by the Council's Community Safety Officer and later by the District Anti-social Behaviour Officer.

The Group sought views on the service from tenants and leaseholders and other involved organisations, such as the Crime and Disorder Reduction Partnership (CDRP), the Police, Social Services and Environmental Health and contacted best practice landlords such as Manchester. As a result, the Group developed a new policy and procedure for dealing with nuisance behaviour (including prevention measures such as improving the way we inform new tenants of their responsibilities), commissioned a new tenants' and leaseholders' guide to dealing with anti-social behaviour, and oversaw a trial implementation of the policy.

At the Tenants Review Day, tenants and leaseholders prioritised the purchase of software to make it simpler for the Department and the ASB Working Group to monitor the impact of the policy and procedures, target resources more effectively and identify patterns and trends.

In the 2002 and 2004 Tenant and Leaseholder Surveys, tenants considered a list of problems ranging from dumped cars to graffiti and were asked whether they were serious, slight or not a problem. The results were:

Issue	Serious problem 2002	Serious problem 2004
Litter and rubbish in the street	20%	18%
Dogs	15%	13%
Noise from neighbours & other people	13%	6%
Vandalism	11%	7%
Problems with Neighbours	10%	7%
Drug dealing	9%	6%
Graffiti	4%	3%
People causing damage to your home	3%	2%
Racial Harassment	1%	1%



We believe that the decrease in every case in the respondents who thought the issue was a serious problem is due to the changes we have made as a result of the efforts of the anti social behaviour working group, and increased partnership working. While racial harassment is not seen as a serious problem, we shall make renewed efforts to combat its effect.

The 2004 Options Appraisal consultation process continues to indicate that reducing anti-social behaviour is still a high priority with tenants.

Environmental Improvements

Tenants have a budget set aside for their chosen environmental improvements in addition to those identified by the Council. This allows for the realisation of local priorities that address tenant concerns. An example of this is expenditure on communal lighting schemes to improve security.

4.6.4 Using our Assets to Support Community Facilities

Shops

Housing owns 6 shops on its estates, providing a useful service to tenants on estates that are at some distance from the main shopping areas, as well as an income of over £38,000 p.a. to the HRA. One surplus shop is now being used as a Tenants Resource Centre (see below) and another has been converted into a Community Centre in Peacehaven.

Tenants Resource Centre and Community Centres

We have been monitoring usage of the Tenants Resource Centre and our Community Centres on our estates, and trying to promote their use by the community. The Tenants Resource Centre facilities are used by at least two groups a week for production of newsletters and administrative support for the groups' activities e.g. meetings, applications for funding etc.

The Tenants Resource Centre is used regularly by the Council and other organisations, including Tenant Participation Advisory Service (TPAS), the Tenants Federation and local colleges as a training and conference facility. Tenant Federation volunteers work in the office. It is also the base for a weekly Housing Officer surgery, regular meetings of the local association and Tenants Federation, and community social events such as bingo, quiz nights and coffee mornings.

The Cradle Hill Community Cabin is used for regular local residents' association meetings, a daily pre-school playgroup, a weekly youth club and other regular clubs and activities e.g. drama club, holiday playschemes.

The Kabin at De Montfort is the base for a weekly parent and toddler group, regular training classes for residents by local colleges, a weekly after-school club run by the YMCA, the De Montfort Improvement Group (DIG) office and a weekly multi-agency housing officer surgery, as well as community social events.

The Ashington Gardens Community Room is used for a daily pre-school playgroup, regular community association and Tenants Federation meetings and community social events.



Achievements

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

Reduced tenant concern about a range of antisocial behaviours

One outright Possession Order and two Suspended Possession Orders in cases of extreme nuisance in the past 12 months

Formal sign-ups with new tenants so that tenancy conditions can be explained

A new residents' guide to anti-social behaviour

81% of respondent tenants were satisfied or very satisfied with the area in which they live in the 2004 Tenant Survey, compared to 80% in 2002

Priorities 2004 – 2007

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

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

Pilot new software for case management and monitoring of antisocial behaviour

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

Review condition of garages and their surrounds, looking at security improvements such as lighting to minimise the risk of vandalism and other antisocial behaviour.

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

4.7.1 The Housing Strategy highlights the importance of good and continually improving environmental performance in the Council's housing and related activities. An aspect of making Council estates more pleasant to live in is making sure that they are clean and green, with good facilities for children and other amenities. We can also contribute to the corporate ambition to be a centre of excellence in environmental management by improving the energy efficiency and minimising the environmental impact of our stock and its maintenance.

4.7.2 Making estates greener and cleaner

Tenants were asked their views on a variety of estate services. More than two thirds of respondents found the following services satisfactory:

- Grass cutting (69%)
- Play facilities for children (64%)
- Condition of communal areas (63%)
- General cleanliness (69%)
- Lighting (76%)



As a result, to improve the estate services and increase satisfaction we have:

Grass cutting - reviewed our grounds maintenance arrangements

Play facilities for children - set funding aside to refurbish up to two new children's play facilities areas per year

Communal areas and lighting - improved our systems for monitoring estate condition so that problems are picked up at an earlier stage

General cleanliness – undertaken an extensive review of caretaking and cleaning services (including surveying all Council-owned blocks to establish tenants' views on the service provided and what the Council should provide in the future) This is near completion and will ensure that tenants concerns on general cleanliness, caretaking and care of open spaces are met.

Although the 2004 Tenant Survey did not include exactly the same question as 2002 a broad comparison can be made. In 2002 an average of 68% of respondents were satisfied with their area, compared to 79% in 2004 where respondents were generally satisfied with their neighbourhoods as a place to live.

4.7.3 Increasing Energy Efficiency and Minimising Environmental Impact

Lewes is one of very few Councils to have achieved the Eco Management and Audit Scheme (EMAS) accreditation. Housing Services' commitment to the standard is reflected by, for instance:

Continual improvement of the energy efficiency of Council houses. The average SAP rating of our homes by the end of 2002/03 was 63. We retain a long-term aim of achieving an average 70 SAP rating, but given the largely aging housing stock, this is an ambitious target.

Using environmentally preferable materials in works to Council properties - for example, gas condensing boilers, water-based paints in place of oil-based gloss paint and special heat retaining glass in window replacements.

This supports the Housing Strategy objective of maximising the provision of energy efficient housing and reducing fuel poverty.

Achievements

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

We have introduced regular recorded Estate Inspections

We have a new grasscutting contractor and are involving tenants associations in monitoring the service provided

Priorities 2004 – 2007

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

Raise the average SAP energy rating to 66 by 2005/06

Complete review of caretaking and cleaning services

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

4.8.1 It is important that we collect as much as possible of the rent and other charges owed to the Council - failure to collect these debts represents a cost to the HRA and reduces the resources available to pay for the maintenance of the stock and other services, and which ultimately could have an impact on us meeting our priorities.

4.8.2 Rent Collection and Arrears Management

Our rent collection rate in 2003/04 improved to 98.4%. We have widened the choice of payment methods available to tenants, and will enable web-based payments soon in response to increasing tenant use of the internet, as we believe that this too, increases the likelihood of payment.

58% of our current tenants are reliant on Housing Benefit. We work closely with colleagues in Housing Benefits to ensure that both new and existing tenants promptly receive all the benefits to which they are entitled.

The 2004 Tenants Survey measures perception of value for money against rent paid which is different to the survey question in previous years. However, our analysis shows an improvement in that the percentage of tenants who are not satisfied that their rent gives value for money has dropped from 8% to 5%.

4.8.3 Other Income

Over the next 10 years (assuming a 5% void rate and an average rent increase of 2.25% p.a.), the estimated income from garages will be about £2.67m. We are currently surveying garage condition with a view to developing a long-term maintenance plan (see the section above on Maintain and Improve Housing Stock) which should enable us to sustain this income level.



Achievements

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

98.4% rent collection achieved during 2003/04

Reduction in number of tenants owing over £1000

Implementation of a comprehensive rent arrears and rent payment package allowing tenants to pay by Direct Debit, credit card and debit card

Follow-up visits to all new tenants to ensure they have moved in and obtained all entitlements

Priorities 2004 – 2007

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

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

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



5 MANAGEMENT OF THE LANDLORD SERVICE

5.1 Governance

5.1.1 Responsibility for District Council's housing strategies and plans rests with the Cabinet, Best Value Reviews, policy reviews and scrutiny carried out by a Housing Review Board. There is a Cabinet Lead Member for Housing.

5.2 Organisation

5.2.1 The Council has a decentralised approach to its Housing services, which are dispersed across a number of departments and locations within the Council. The different elements 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 services are as follows:

Housing Services – This is the landlord service, looking after Council housing. The manager for this service reports directly to the Chief Executive, is responsible for the management and maintenance of the Housing Stock and produces the Housing Revenue Account Business Plan.

Housing Needs and Strategy

Private Sector Housing

Planning

An organisation chart is attached at Appendix 4

5.2.3 We have a modern integrated housing management computer system to support our services. We are upgrading our Housing Management computer system and installing new computer hardware in a four-year programme.

5.3 Managing and Improving Performance

5.3.1 Benchmarking

The Council joined the Housing Quality Network benchmarking club in June 2002. We have found comparison with our "family group" (12 similarly-sized boroughs and RSLs, working in similar semi-rural areas) particularly helpful, and give details in Section 4 "Our Priorities", of how we have used them to focus on specific improvements.

Performance Indicators

Targets for Best Value Performance Indicators (PI's) and local Performance Indicators (LPI's) are set annually. Results are reported to the Council's Cabinet on a quarterly basis. Two tenant representatives sit on the Cabinet at Lewes District Council. Key PI's are reported annually to tenants in the summer issue of the Council newsletter called Housing Link. Tenants are involved in the production of Housing Link. All of our PI's are also produced in the annual Council Plan. Our targets are shown in Appendix 2.



6 RESOURCES

6.1 The Financial Projections

6.1.1 With assistance from Tribal HCH we have prepared a detailed financial model, using the ODPM's spreadsheet model, to help us to assess whether we will have enough resources to make real progress towards our priorities, particularly achieving the Decent Homes Standard. The assumptions agreed by the Council and used in the model are in Appendix 5 and the detailed output from the model in Appendix 6.

6.1.2 One of the key components of the modelling is the anticipated requirement for repairs, both of a day to day nature, and of a longer term capital nature. A stock condition survey, undertaken by King Sturge, and validated by Ridge and Partners, is the basis for the assumptions on this matter. Appendix 6 provides the survey's summary of costs.

6.1.3 In summary, the modelling shows that the Operating Account balance remains above the minimum required level until year 27. From that point, the balance falls below the minimum required, and remains below it each year, until years 29 and 30 of this 30 year plan, when a net deficit is predicted. The Council would need to take action to prevent it occurring. However this revenue issue which arises in year 29 is not considered significant at this stage.

6.1.4 Our capital resources will not allow the full works required by the stock condition survey to be carried out - there are shortfalls against the investment programme required for this level of works throughout the 30-year planning period. We have examined whether our resources will allow us to carry out a reasonable programme of work (further information is given in the sensitivity analysis in Appendix 7).

6.1.5 The funding to meet the next 7 years Capital Improvement Programme, from 2004/05 to 2010/11, as set out in paragraph 4.3.6 is projected to be £22.3m (expressed at a 2004/05 price base), on the basis of the assumptions set out in Appendix 5. This is made up of anticipated Major Repairs Allowance (MRA), approved borrowing known as Supported Capital Expenditure (SCE) and a small amount of revenue contribution.

6.1.6 The Capital Improvement Programme required to meet the updated 2001 survey over the next 7 years totals £30.7m, and hence there is a shortfall against available resource of £8.4m.

6.1.7 However, this £22.3m does facilitate the expenditure of the £7.1m needed to meet the Decent Homes Standard, and the balance of £15.2m allows us to carry out essential repairs and improvements arrived at from the 2004 Housing Options consultation with the tenants. The planned programme to meet the next 7 years capital Improvement Programme is as set out in paragraph 4.3.6.

6.1.8 The capital position shown above is expressed at 2004/05 prices. Appendix 6 shows the position at outturn prices – i.e. the anticipated price base of each year, taking account of inflation and real increases between 2004/05 and then.



6.1.9 2004/05 and recent years capital and revenue programmes are shown in Appendix 3 .Capital funding was mainly made available by the use of borrowing and the Major Repairs Allowance.

6.1.10 2005/06 and the following two years funding and proposed capital programmes are shown below.



	2005/06	2006/07	2007/08
Capital programme including Decent Homes	3508	2595	2595
Funding			
Supported Capital Expenditure (approved borrowing)	807	259	259
Major Repairs Allowance	2395	2224	2224
Revenue Contributions	260	112	112
Contributions from 3rd parties	46		
Total	3508	2595	2595

6.1.11 The 2005/06 revenue spending of £2.972 million indicated in the Housing Strategy (in the 'Using our Resources' section) incorporates the repairs and Planned Maintenance budget of £2.440m.

In 2006/07 and 2007/08 it is forecasted that there will be sufficient revenue funding to meet the Repairs and Planned Maintenance programmes allowing for inflation.

7 OPTIONS

7.1 Options Appraisal

7.1.1 The most important decision recently made was on the future ownership and management of the Council's housing stock as this influences the level of resources that we have for investing in the stock. We completed the stock options appraisal and submitted it to GOSE. In August 2005 LDC received sign-off from GOSE approving our Options Appraisal Submission for LDC to retain it's Council homes.

7.1.2 The financial modelling we carried out indicated that we will be able to achieve the Decent Homes standard within the Government timescale, together with further works to enhance our tenants' homes. The tenant's carefully considered whether any of the options available - stock retention with or without an ALMO, PFI or stock transfer - would deliver benefits to them in the future.

7.1.3 The 2004/05 Options Appraisal looked at the alternatives for the future of our housing. The appraisal considered continuing with the Council as the landlord, transferring to a housing association, setting up an Arms Length Management Organisation (ALMO) and utilising the Private Finance Initiative.



7.1.4 The outcome of an extensive programme of tenant consultation indicated that the majority of tenants – 91% - would prefer the Council to retain the management of their homes.

7.1.5 This option, working within the current HRA financing regime, is feasible in the short to medium term as the Council will achieve Decent Homes by 2007. However it is likely a review of the financial situation will be required in 2009/10, or earlier if there are significant changes to the financial regime applying to the HRA or in the Council's circumstances.

7.1.6 Tribal HCH, who prepared the Options Appraisal report support the above, and Priority Estates Project (PEP) who acted as the Independent Tenant Advisor (ITA) also concurred with that view.

7.1.7 Our consultations with tenants have resulted in the development of the Lewes Standard, and the priorities for investment in the stock. In addition, tenants have influenced our analysis of alternative options for the delivery of services. The priorities which we have developed in the plan are a direct result of responding to tenant views. Examples of priorities, drawn from throughout the plan include: dealing with anti-social behaviour, improving the stock and its external environment, and enhancing access to the service through information technology.

7.1.8 The possible reduction in the amount of money the Government allows us to borrow known as Supported Capital Expenditure (SCE) and the age of the stock condition data, has resulted in LDC and it's tenants agreeing to carry out a further stock options survey in spring 2006. We can then re-examine our financial plans over the next thirty years paying particular attention to the next five.

8 ACTION PLAN SUMMARY

The Housing Services Departmental Action Plan is structured around the key priorities of the HRA Business Plan and outlines the actions we will take to meet these priorities.

The Departmental Action Plan is agreed by Cabinet and is reviewed and updated every year. Tenants and leaseholders are fully consulted in the development of the plan and are involved in the ongoing monitoring and review process.

The Housing Services priorities are:

- Priority 1 To maximise the Council housing stock available to let
- Priority 2 To maintain and improve the condition of the housing stock
- 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 activity
- Priority 7 To collect efficiently all charges related to the housing service

About the Action Plan Summary

The actions are presented in a table under the appropriate priority and are broken down under the following column headings:

Ref: The first number listed is the reference number for the Departmental Action Plan. Additional numbers relate to references in other plans, for example where the same action can be found in the Best Value Service Improvement Plan or SIP.

Action Required: Describes the action to be taken.

Action Target: Describes how we will progress the action.

Performance Target/Indicator: Lists the measures we will use to judge whether we have completed the action and in some cases what we hope to achieve overall.

Timetable/officer responsible: The lead officer responsible for ensuring the action is completed and the proposed date of completion.

Method of monitoring/review: The name of the team, group or tool that will overview the progress of the action from inception to completion.

Resources: An estimate of how much the action will cost (expressed in thousands 1.8K is £1,800) which includes for staff time

Source: Where the action originally generated from, for example 2004 Tenants Satisfaction Survey.

REF.	ACTION REQUIRED	ACTION TARGET	PERFORMANCE TARGET / INDICATOR	TIMETABLE / OFFICER RESPONSIBLE	METHOD OF MONITORING / REVIEW	RESOURCES	SOURCE
PRIORITY 1 – To maximise the council Housing Stock available to let							
1.3	Provide tenants with transfer/exchange details on our web site	Investigate other best practise sites and agree delivery plan	Site in operation	April 2006 – Office Manager	Housing Services Monitoring Group	1.1K	Business Plan Priority Action
PRIORITY 2 – To maintain and improve the condition of the housing stock							
2.1 Also: G9.1	Meet the Decent Homes Target by April 2007. Reduce from 585 No homes failing the Decent Homes Standard at 1/4/03 to a minimum by April 2007 and prevent homes from falling into a non-decent condition beyond 2007	To increase the number of homes meeting the Decent Homes standard following the planned works for years to 1/4/07 and beyond	2006/7 – 115 Number made Decent, leaving 20 homes (1%) non-decent (anticipated min)	April 2007 - Housing Contracts Manager	Measured Performance Indicators Annual report to GOSE Quarterly meetings to monitor progress on schemes	2003/4 –1800K 2004/5 –1140K 2005/6 –1480K 2006/7 - 1241K	Business Plan Priority Action Gov. targets For decent homes CPA Inspection report
2.5 Also: A6.4 DIP G4.3 SIP B.33	Increase multi-skilling of in-house trades operatives	Undertake three-year programme of training.	All staff to attend at least one unit during period	August 2007 - Housing Maintenance Manager	Housing Services Monitoring Group	13.5K	Egan Principals

ACTION PLAN SUMMARY 2006 - 2007

REF.	ACTION REQUIRED	ACTION TARGET	PERFORMANCE TARGET / INDICATOR	TIMETABLE / OFFICER RESPONSIBLE	METHOD OF MONITORING / REVIEW	RESOURCES	SOURCE
2.9	Improve the diagnosis of tenant reported repairs by monitoring the level of variation and developing a process to better facilitate accurate repairs reporting	Housing Maintenance Manager to meet with contracts manager to investigate how procedure can be set up on the Saffron System	Reduction in contractor aborted calls. Reduction in cost and time	June 2006 - Housing Maintenance Manager	Monitor over period 05/06 Housing Services Monitoring Group	1K	Property Services Team
2.13	To investigate random and targeted property inspections to check properties are being maintained in a reasonable condition	Set up an officer working group to look at feasibility and outcomes	Report back to Tenants Federation with recommendations for service	July 2006 – Head of Housing	Senior Management Team	1K	Tenants Federation
PRIORITY 3 – To foster tenant empowerment and partnership with all stakeholders							
3.1	Establish a consultation process with tenants linked to the repairs and maintenance service to ensure the HRA Business Plan remains financially viable and relevant to stakeholders	Meeting with Tenants Federation to agree process of how the consultation will take place.	Level of attendance and representation in line with Tenants federation requirements	September 2006 – Head of Housing	Housing Services Monitoring Group	2.7K	Charter Mark CPA Checklist Business Plan Priority Action
3.3	Increase tenant consultation on major improvement works and works to communal areas	Arrange meetings with interested tenants to identify their service priorities.	Residents service priorities identified and tested against departmental priorities	September 2006 – Housing Maintenance Manager	Housing Services Monitoring Group	2.2K	“Who care about repairs?” Tenants Survey Business Plan Priority Action

ACTION PLAN SUMMARY 2006 - 2007

REF.	ACTION REQUIRED	ACTION TARGET	PERFORMANCE TARGET / INDICATOR	TIMETABLE / OFFICER RESPONSIBLE	METHOD OF MONITORING / REVIEW	RESOURCES	SOURCE
3.4	Provide tenants will more comparative data on the repairs service by consulting with tenants as to what information they require and when, and how they would like the information communicated	Set up meetings to identify from tenants what comparative data they require and to determine whether it is available and achievable (as part of major repairs compact)	Production of regular reports to tenants on information they have requested and in a format they have specified Increased tenant awareness of the standard and cost of service provided in relation to those provided by other similar organisations	March 2006 – Housing Maintenance Manager -	Biannual Tenants and Leaseholders User Satisfaction Survey Housing Services Monitoring Group Major Repairs Working Group	1.3K	District Compact Property Services Team
3.5	Measure tenant satisfaction with all parts of the repairs service by introducing a system of performance monitoring to make more effective use of tenant feedback	Consult with staff and tenants to define the areas of the service that are to be measured and set up systems for measuring performance (as part of Major Repairs compact)	Feedback incorporated into Team Plans and DIP	Complete review by June 2006, full Implementation by March 2007 – Housing Maintenance Manager	Housing Services Monitoring Group Major Repairs Working Group	0.2K	Tenants Federation
3.6	Review the Tenant Partnership Agreement (Compact)	Set up compact writing group	Updated tenants priorities and agreed SMART action plan of service improvements reflected in the DAP	March 2006 – Tenant Participation Manager	Tenants Federation Housing Services Monitoring Group	2K	Tenants Federation
Priority 4 – To provide good quality housing services that meet the needs of our tenants and leaseholders and takes account of diversity							
4.2	Maintain Key Performance Indicators in the top quartile	Set up monthly report of performance against targets on Saffron for SMT	2004/5 L97 19 days BV66a 98.5% BV184(a) 12.4% BV184(b) 41% L98 98% L84 98% BV185 10% L85 98%	March 2006 - Head of Housing	Cabinet Housing Services Monitoring Group	1.7K	Senior Management Team

ACTION PLAN SUMMARY 2006 - 2007

REF.	ACTION REQUIRED	ACTION TARGET	PERFORMANCE TARGET / INDICATOR	TIMETABLE / OFFICER RESPONSIBLE	METHOD OF MONITORING / REVIEW	RESOURCES	SOURCE
4.3	Ensure that all staff are familiar with the service improvements	Staff to receive monthly staff bulletins. Standard agenda item for team briefings.	97% of staff aware of key elements of improvement agenda	July 2006 - Housing Projects Officer	Annual Staff Survey	1.2K	Charter Mark
4.4	Develop an electronic system to support the programme of service improvement across the spilt sites	IT to develop access to shared drive (to link to improvement works at Fort Rd)	Ease of access to programme information and progress reports	August 2006- Housing Projects Officer	Annual Staff Survey Via Departmental Management Team and Senior Management Team	0.4K	Charter Mark
4.5	To encourage young people to participate in issues that effect their housing and communities	To undertake a mapping exercise with the cross departmental Youth Action Group to pool information and consultation results	Reduction in duplication of consultation, better targeting of resources Increase in young persons participation rates	August 2006 - Tenant Participation Manager	Housing Services Monitoring Group Tenants Federation BVPI	0.6K	PEP 2003 Options study on hard to reach groups
4.9	Provide internet access at Housing Officer surgery sites	Set up working group to undertake cost benefit study of sites/surgeries	All surgeries connected to internet by October 2005 – Office Manager Increased use of surgeries	June 2007 – Office Manager	Housing Services Monitoring Group IT Steering Group	2.5K	Business Plan Priority Action Estates Team
4.10	Provide laptop computers for visiting officers	Working group to identify appropriate model, number required and arrange purchase	Increased use of surgeries Housing Officers report time savings	June 2007 – Office Manager	Housing Services Monitoring Group IT Steering Group	1k per unit	Business Plan Priority Action
4.12	Publish comprehensive information on how we perform against our published standards and targets	Housing Project Officer to ask Tenant's Federation which standards they want to report against, when and in what format.	Improved tenant awareness of the how their service compares to other providers of social housing	April 2006 – Housing Projects Officer	Housing Services Monitoring Group Tenants Federation Housing Consultative Panel Corporate	1K per annum	Charter Mark

ACTION PLAN SUMMARY 2006 - 2007

REF.	ACTION REQUIRED	ACTION TARGET	PERFORMANCE TARGET / INDICATOR	TIMETABLE / OFFICER RESPONSIBLE	METHOD OF MONITORING / REVIEW	RESOURCES	SOURCE
4.13	<i>Produce a range of clearly branded Housing Services leaflets covering all aspects of our service</i>	Housing Projects Officer to meet with team managers and agree house style for leaflets.	Retain Crystal Mark accreditation Increase customer awareness of who to contact for what and when Develop a recognisable departmental identity	December 2006 – Housing Projects Officer	Annual Customer Survey Tenants Federation	12k	Charter Mark LDC 2002 Residents Survey
4.14	Produce an information handbook for leaseholders	Tenant Participation Manager to meet with leaseholder group to agree contents, timescale and discuss cost.	Production of handbook Increased awareness of service for leaseholders 70% of user satisfaction survey returns find booklet useful and informative	December 2006 – Housing Operations Manager	Housing Services Monitoring Group	1K (included in budget for leaflets)	Business Plan Priority Action Property Services and Estates Teams
4.15	Introduce a rolling programme of training for staff involved in core Housing Services functions	Housing Operations Manager to determine training requirements and meet with Personnel Department.	Formulation of training plan 80% of staff satisfied with their training programme	December 2006 – Housing Operations Manager	Annual Staff Survey	0.4K	Charter Mark
4.16	Extend the Housing Services induction programme to Property Services based staff	Housing Operations Manager to present draft induction programme to Senior Management Team, Departmental Management Team and staff for comments	Provide an Induction folder for new staff 95% of staff to complete induction programme within first 3 months in post	December 2006 – Housing Contracts Manager	Ask new staff about effectiveness at 3 & 6 months probationary reviews Annual Staff Survey	0.7K	Charter Mark
4.18	Ensure that the Councils Access and Equalities policies are fully integrated into our service delivery and establish a system of monitoring and reporting in line with corporate and Government requirements	Undertake audit of policies and procedures	Increase of equalities profile in the department Achieve Level 2 of the Equality Standard Framework	December 2005 – Housing Projects Officer	Monthly report on equalities service issues to Senior Management Team Housing Services Monitoring Group Corporate monitoring of Race Equality Scheme	1K	Charter Mark

ACTION PLAN SUMMARY 2006 - 2007

REF.	ACTION REQUIRED	ACTION TARGET	PERFORMANCE TARGET / INDICATOR	TIMETABLE / OFFICER RESPONSIBLE	METHOD OF MONITORING / REVIEW	RESOURCES	SOURCE
4.21	Retain Charter Mark Accreditation in 2007	Undertake programme to retain Charter Mark	Successful reapplication for Charter Mark	September 2007 – Head of Housing	Senior Management Team	9K	Senior Management Team
4.22	To improve our quality and performance to introduce a procedure to collect and update information to find out more about our customers	Arrange a meeting with Hackney Council (Saffron user) to investigate their systems	Better targeting of resources and services Increased customer satisfaction	August 2006 – Housing Projects Officer	Housing Services Monitoring Group	1.7K	Business Plan Priority Action
4.24	Analyse the Tenants and Leaseholders Satisfaction Survey in more depth and carry out further customer research if required	Set up working group to analyse results and agree service improvement actions	Increase in positive responses in the next 2004 Tenants and Leaseholders survey	April 2006 – Head of Housing	Housing Services Monitoring Group	3.6K	Business Plan Priority Action Senior Management Team
		Analyse further the reasons for less positive responses in the survey from younger, larger households who have been tenants for shorter periods	Action plan drawn up to tackle issues arising	April 2006 – Housing Operations Manager	Housing Services Monitoring Group	1.3K	Business Plan Priority Action 2004 Tenants Satisfaction Survey
		Investigate the reasons for the decrease of the % of tenants who believe their rent represents value for money	Increase in % of tenants that believe their rent represents value for money	April 2006 – Senior Rents Officer	Housing Services Monitoring Group	1K	Business Plan Priority Action 2004 Tenants Satisfaction Survey
4.25	Join House Mark benchmarking club and learn from best performers in a similar family group (HQN not operating in 2004/5)	Carry out comparative analysis of maintenance and repairs results	Publish key performance outcomes in Autumn 2006 Housing Link.	June 2006 – Housing Maintenance Manager	Housing Services Monitoring Group	0.9K	Business Plan Priority Action Tenants Federation
		Housing Projects Officer to undertake comparative analysis of management costs	Publish key performance outcomes in Autumn 2006 Housing Link.	June 2006 – Head of Housing	Head of Housing	0.9K	Business Plan Priority Action 2003/4 HQN Benchmarking Club

ACTION PLAN SUMMARY 2006 - 2007

REF.	ACTION REQUIRED	ACTION TARGET	PERFORMANCE TARGET / INDICATOR	TIMETABLE / OFFICER RESPONSIBLE	METHOD OF MONITORING / REVIEW	RESOURCES	SOURCE
4.26	Negotiate Service Level Agreement with ESCC Social Services	Housing Operations Manager to produce draft outline of a Service Level Agreement and arrange meeting with appropriate personnel in East Sussex County Council Social Services.	Completed SLA's Improved working relationship with ESCC and a reduction in Housing Services complaints about the ESCC SSD	December 2006 - Housing Operations Manager	Via periodic reviews of agreement Monitor complaints from staff	0.7K	Charter Mark
4.28	Develop an Elder Person Strategy	Convene working group to develop programme of consultation	Adoption of strategy	December 2006 - Supported Housing Manager	Senior Management Team	5K	Business Plan Priority Action Senior Management Team
4.29	Install digital TV reception to Council flats in preparation for the national switch to digital reception	Agree programme of works	Install digital reception in 300 flats in 2006/7	June 2009 – Housing Contracts Manager	Housing Investment Programme Monitoring Group	171K	Business Plan Priority Action Property Services Team
Priority 5 – To promote sustainable communities, particularly within Council Stock							
5.2	Comply with the ODPM Code of Practice for Social Landlord "Tackling Racial Harassment"	Revise the Tenancy Agreement to reduce racial harassment	Publication and distribution of handbook Increase in customer awareness of their responsibilities and our commitment to tackle all forms of harassment More effective tenancy enforcement on anti-social behaviour and racial harassment	June 2006 – Housing Operations Manager	Housing Services Monitoring Group Housing Services Monitoring Group	1.8K	Senior Management Team

ACTION PLAN SUMMARY 2006 - 2007

REF.	ACTION REQUIRED	ACTION TARGET	PERFORMANCE TARGET / INDICATOR	TIMETABLE / OFFICER RESPONSIBLE	METHOD OF MONITORING / REVIEW	RESOURCES	SOURCE
5.4	Introduce a common system to record incidents of crime and disorder to contribute more effectively to the Council's work on Crime and Disorder	Housing Projects Officer and Community Safety Officer to agree cross-departmental data collection for CADDIE database.	100% of incidents of anti-social behaviour in Council Stock reported to CADDIE A reduction in the incidents of anti-social behaviour Meet targets included in the Crime and Disorder Reduction Strategy	August 2006 –Housing Projects Officer	Crime and Disorder Reduction Partnership Anti-social behaviour working group Housing Services Monitoring Group	0.4K	Crime and Disorder Reduction Partnership LDC Community Safety Strategy Anti-social Behaviour Working Group
5.6	Review the departments Anti-social Behaviour Policy	Review policy and leaflet and update in line with legislative changes	Policy complies with ODPM Code of Guidance and changes in ASB legislation	December 2006 – Housing Projects Officer	Anti-social Behaviour Working Group Housing Services Monitoring Group Crime and Disorder Reduction Partnership	3.5K	Government legislation
5.8	Investigate partnership working with Social Services to bring more activities to the communal rooms and provide facilities for non-residents	Introduce pilot scheme and if successful develop programme to extend the service to other sheltered schemes	Increased customer satisfaction with social activities on offer	March 2006 – Supported Housing Manager	Supported Housing Forum East Sussex Social Services Department	1K	Business Plan Priority Action Supported Housing Team
Priority 6 – To ensure good and continually improving environmental performance in our housing stock and related activities							
6.1	To reduce carbon dioxide emissions in our properties to increase energy efficiency and reduce heating costs.	To install energy efficient boilers and double glazing in line with the capital programme and improve insulation	Increase in energy efficiency Target SAP ratings: 2004/05 – 64 2005/06 – 65 2006/07 – 66 70 as along term aim	March 2007 - Principal Architect	Housing Services Monitoring Group GOSE SAP assessor EMAS accreditation scheme	1022K	National BVPI

ACTION PLAN SUMMARY 2006 - 2007

REF.	ACTION REQUIRED	ACTION TARGET	PERFORMANCE TARGET / INDICATOR	TIMETABLE / OFFICER RESPONSIBLE	METHOD OF MONITORING / REVIEW	RESOURCES	SOURCE
6.2	Assist the Council in maintaining our EMAS accreditation	Maximise use of environmentally preferable materials in works to our properties	Increase in energy efficiency of Council houses Target SAP ratings: 2004/05 – 64 2005/06 – 65 2006/07 – 66 70 as along term aim	March 2007 - Principal Architect	Housing Services Monitoring Group GOSE SAP assessor EMAS accreditation scheme	1K	Business Plan Priority Action National BVPI
6.3	Encourage the take up of the kerb recycling	Consult with residents groups for best way to promote the scheme and set targets	Contribute to LDC targets to divert waste from landfill	April 2007 – Estates Manager	Housing Services Monitoring Group	1K	Estates Team
Priority 7 – To collect efficiently all charges related to the housing service							
7.1	To increase the range of rent payment options by investigating the feasibility of on-line payment methods and access to individual rent accounts	Senior Rent Officer to meet with Office Manager.	Facility available	July 2006 - Senior Rent Officer	Annual report to Senior Staff Team	0.3K	Business Plan Priority Action Rent Team
7.2	Review procedures for the collection of rent and arrears	Set up Working group with tenant representation to look at process Review standard letters Meet with CAB and other advice agencies	Increase in % of rent collected	Dec 2006 – Senior Rent Officer	Housing Services monitoring Group BVPI	0.3K	Rent team

APPENDIX 1

Links between Landlord Service Priorities and Other Plans and Strategies

LINKS BETWEEN LANDLORD SERVICE PRIORITIES AND OTHER PLANS AND STRATEGIES

Landlord Priorities	Linked to
<p>Priority 1 – To maximise the Council housing stock available to let</p>	<p>Regional Housing Strategy Themes Increasing supply of housing Improving the affordability of housing</p> <p>Local Plan - Housing priorities To ensure that the existing stock and land supply provide adequate housing to meet the Structure Plan requirement Housing to cater for the differing needs, aspirations and abilities of residents</p> <p>Corporate Aims Work with others to enable the provision of new and affordable local housing</p> <p>Housing Strategic Priorities To maximise provision of affordable housing Reduce homelessness</p>
<p>Priority 2 – To maintain and improve the condition of the housing stock</p>	<p>Regional Housing Strategy Themes Improving the quality and sustainability of the housing stock in all tenures</p> <p>Corporate Aims Improving the standard of all housing in the District</p> <p>Housing Strategic Priorities To improve the condition of the housing stock.</p>
<p>Priority 3 – To foster tenant empowerment and partnership with all stakeholders</p>	<p>Corporate Aims Consulting with and involving tenants, other local people, and organisations</p> <p>Housing Strategic Priorities To provide and foster tenant empowerment</p>
<p>Priority 4 – To provide good quality housing services that meet the needs of our tenants and leaseholders and take account of diversity</p>	<p>Regional Housing Strategy Themes To increase the supply and improve the quality of supported housing for people who need support to manage their independence</p> <p>Corporate Aims Delivering good value, efficient and effective services Striving for continuous improvement in our services and processes Respecting diversity and promoting equality</p>

Landlord Priorities	Linked to
	<p>Housing Strategic Priorities To ensure the provision of good quality housing services that meet the chosen needs of the community To support the needs of vulnerable people East Sussex Supporting People Strategy 2005/2010: aims to increase overall supply of housing related support: seeks to ensure that services are accessible, are of high quality and achieve value for money: aims to ensure that new and repositioned services are commissioned by a needs-led process. To promote equality of opportunity and to value diversity in the provision of all housing services</p>
<p>Priority 5 – To promote sustainable communities, particularly within Council stock</p>	<p>Regional Housing Strategy Themes Promoting regeneration and renewal</p> <p>Corporate Aims Improve the quality of life of local communities by supporting their health, housing and social needs and promoting local economic prosperity Taking action on anti social behaviour</p> <p>Housing Strategic Priorities To encourage and maintain the development of sustainable communities through social and economic regeneration</p>
<p>Priority 6 – To ensure good and continually improving environmental performance in our housing stock and related activities</p>	<p>Local Plan - Housing priorities To ensure that housing minimises its impact on the environment.</p> <p>Corporate Aims Improve the quality of life of local communities both now and in the future by protecting and enhancing the quality of the local environment</p> <p>Housing Strategic Priorities Good and continually improving environmental performance in the Council’s housing and related activities Maximise provision of energy-efficient housing</p>
<p>Priority 7 – To collect efficiently all charges related to the housing service</p>	<p>Housing Strategic Priorities To ensure the provision of good quality housing services</p>

APPENDIX 2

Local and Best Value Performance Indicators

APPENDIX 2

LOCAL AND BEST VALUE PERFORMANCE INDICATORS

Performance Indicator	Actual 2002/03	Target 2003/04	Actual 2003/04	Target 2004/05	Actual 2004/05	Target 2005/06	Target 2006/07
Average relet times for Council dwellings let during the year (local indicator)	19 days	19 days	20 days	19 days	19 days	18 days	18 days
Proportion of rent collected	98.9%	98.5%	98.4%	98.5%	98.5%	98.5%	98.5%
Percentage of tenants very or fairly satisfied with overall service provided by Council - all tenants	79.38%	82%	83%	Not applicable*	Not applicable*	Not applicable *	Targets to be set in 2005/6**
Percentage of tenants very or fairly satisfied with overall service provided by Council - BME tenants	43.75%	46%	84%	Not applicable*	Not applicable*	Not applicable*	Targets to be set in 2005/6**
Percentage of tenants very or fairly satisfied with overall service provided by Council - non-BME tenants	80.91%	83%	85%	Not applicable*	Not applicable*	Not applicable*	Targets to be set in 2005/6**
Percentage of tenants very or fairly satisfied with opportunities for participation - all tenants	54%	56%	71%	Not applicable*	Not applicable*	Not applicable*	Targets to be set in 2005/6**
Percentage of tenants very or fairly satisfied with opportunities for participation - BME tenants	9%	11%	85%	Not applicable*	Not applicable*	Not applicable*	Targets to be set in 2005/6**
Percentage of tenants very or fairly satisfied with opportunities for participation - non-BME tenants	55%	57%	71%	Not applicable*	Not applicable*	Not applicable*	Targets to be set in 2005/6**
Proportion of Council homes non-Decent at 1 April	24.5%	20%	17.2%	12.4%	14.2%	9%	4%
Percentage change in proportion of non-Decent Council homes during the year	31%	19%	29%	41%	37%	55%	74%
Percentage of urgent repairs completed within Government time limits	97%	98%	96.5%	98%	98%	98%	98%
Percentage of all repairs requested by tenants completed within local target times	97.1%	97%	97.3%	98%	97.8%	98%	98%

LOCAL AND BEST VALUE PERFORMANCE INDICATORS

Performance Indicator	Actual 2002/03	Target 2003/04	Actual 2003/04	Target 2004/05	Actual 2004/05	Target 2005/06	Target 2006/07
Average relet times for Council dwellings let during the year (local indicator)	19 days	19 days	20 days	19 days	19 days	18 days	18 days
Proportion of rent collected	98.9%	98.5%	98.4%	98.5%	98.5%	98.5%	98.5%
Percentage of tenants very or fairly satisfied with overall service provided by Council - all tenants	79.38%	82%	83%	Not applicable*	Not applicable*	Not applicable *	Targets to be set in 2005/6**
Percentage of tenants very or fairly satisfied with overall service provided by Council - BME tenants	43.75%	46%	84%	Not applicable*	Not applicable*	Not applicable*	Targets to be set in 2005/6**
Percentage of tenants very or fairly satisfied with overall service provided by Council - non-BME tenants	80.91%	83%	85%	Not applicable*	Not applicable*	Not applicable*	Targets to be set in 2005/6**
Percentage of tenants very or fairly satisfied with opportunities for participation - all tenants	54%	56%	71%	Not applicable*	Not applicable*	Not applicable*	Targets to be set in 2005/6**
Percentage of tenants very or fairly satisfied with opportunities for participation - BME tenants	9%	11%	85%	Not applicable*	Not applicable*	Not applicable*	Targets to be set in 2005/6**
Percentage of tenants very or fairly satisfied with opportunities for participation - non-BME tenants	55%	57%	71%	Not applicable*	Not applicable*	Not applicable*	Targets to be set in 2005/6**
Proportion of Council homes non-Decent at 1 April	24.5%	20%	17.2%	12.4%	14.2%	9%	4%
Percentage change in proportion of non-Decent Council homes during the year	31%	19%	29%	41%	37%	55%	74%
Percentage of urgent repairs completed within Government time limits	97%	98%	96.5%	98%	98%	98%	98%
Percentage of all repairs requested by tenants completed within local target times	97.1%	97%	97.3%	98%	97.8%	98%	98%

APPENDIX 3

Summary of Planned/Achieved Programme of Repairs and Improvements

Capital Programme Summary of Planned/Achieved Programme of Repairs and Improvements

	2001/2		2002/3		2002/3		2003/4		2003/4		2004/5	
	Proposed	Achieved	Proposed	Achieved	Proposed	Achieved	Proposed	Achieved	Proposed	Achieved	Proposed	Achieved
	Props	£000's	Props	£000's	Props	£000's	Props	£000's	Props	£000's	Props	£000's
Rewiring	206	313	168	194	118	190	105	100	67	126	81	100
Roof structure	0	0	0	0	0	0	0	0	0	0	0	0
Roof Covering	28	130	40	81	44	73	40	25	12	98	38	60
Chimneys	38	7	7	48	60	45	57	25	48	9	11	40
Windows	388	695	391	929	344	610	371	725	303	535	222	750
Doors	32	20	39	28	42	33	83	35	65	92	149	50
Structural Works	118	388	112	92	57	349	145	880	95	880	181	660
Central Heating	99	281	116	176	74	303	141	200	94	211	129	270
Insulation	60	31	34	5	10	4	15	10	10	7	22	30
Kitchens	60	172	47	337	194	160	111	350	195	461	271	275
Bathrooms	60	104	39	168	132	47	44	150	104	110	60	115
Common Areas	18	17	25	0	0	143	153	0	0	0	0	0
Environmental	162	272	152	32	32	97	80	40	25	54	150	40
Other	162	190	78	106	135	278	203	30	116	39	134	290
Disabled Adapts	94	245	107	200	92	212	98	230	106	272		250
Total		2865		2396		2537		2800		2894		2930

During each year budgets are amended to reflect actual requirements. For example, the survey suggested that many bathrooms require replacement. However, when detailed 100% inspections have been carried out it has been found that many do not require replacement. Budgets are then increased in other areas to bring forward other works in the plan.

Housing Revenue Account Summary of revenue programmed expenditure

	Responsive repairs £000's	Planned repairs £000's	Total £000's
2001/2 .actual expenditure	926	912	1,838
2002/3 .actual expenditure	878	834	1,712
2003/4 .actual expenditure	1,245	916	2,161
2004/5 .est. expenditure	1,171	970	2,141

Please note:

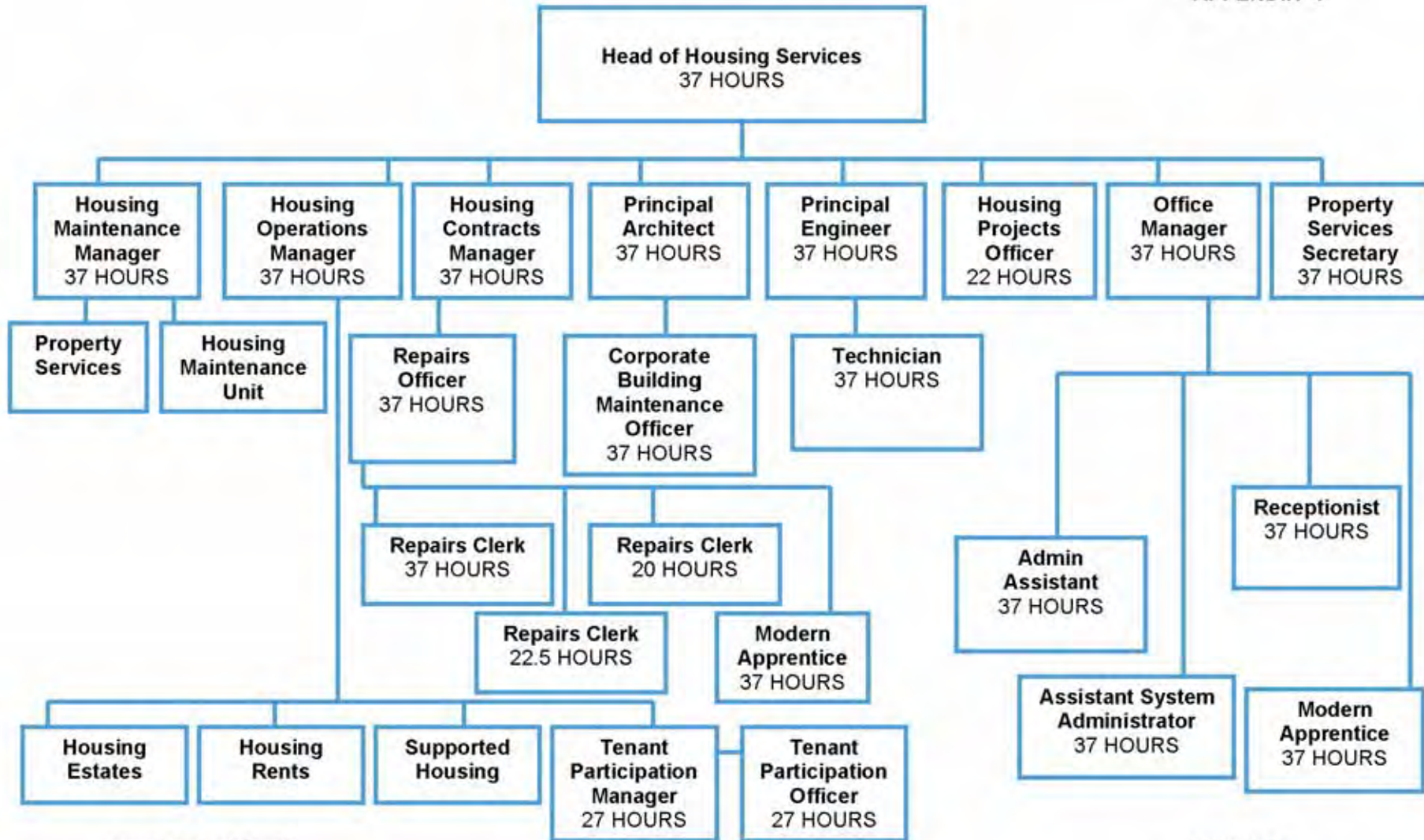
- ⌚ Planned repairs include servicing of boilers, fire alarms, lifts and the like
- ⌚ Responsive repairs include day to day repairs

APPENDIX 4

Landlord Services Organisation Chart

HOUSING SERVICES

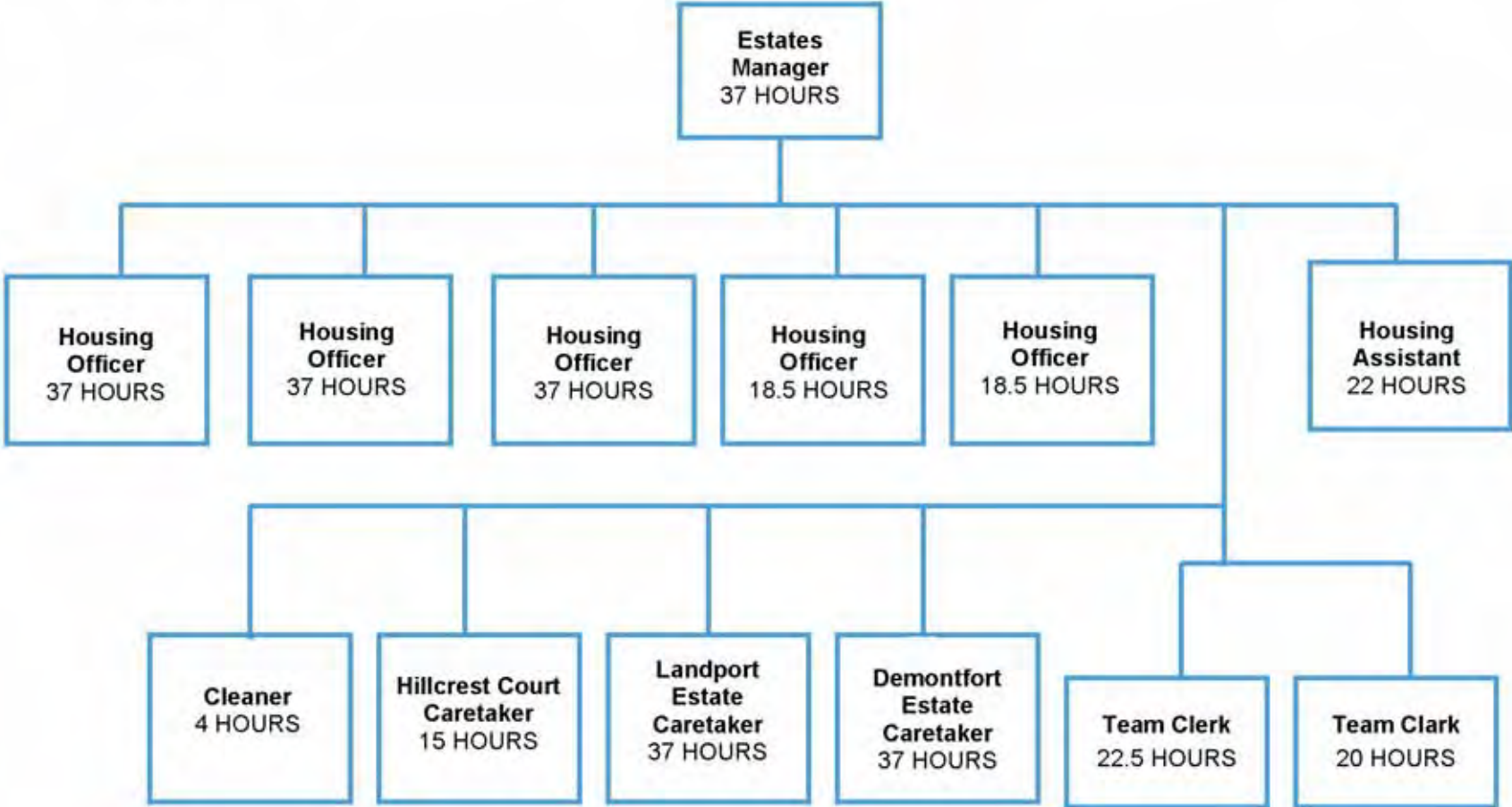
APPENDIX 4



HOUSING SERVICES

APPENDIX 4

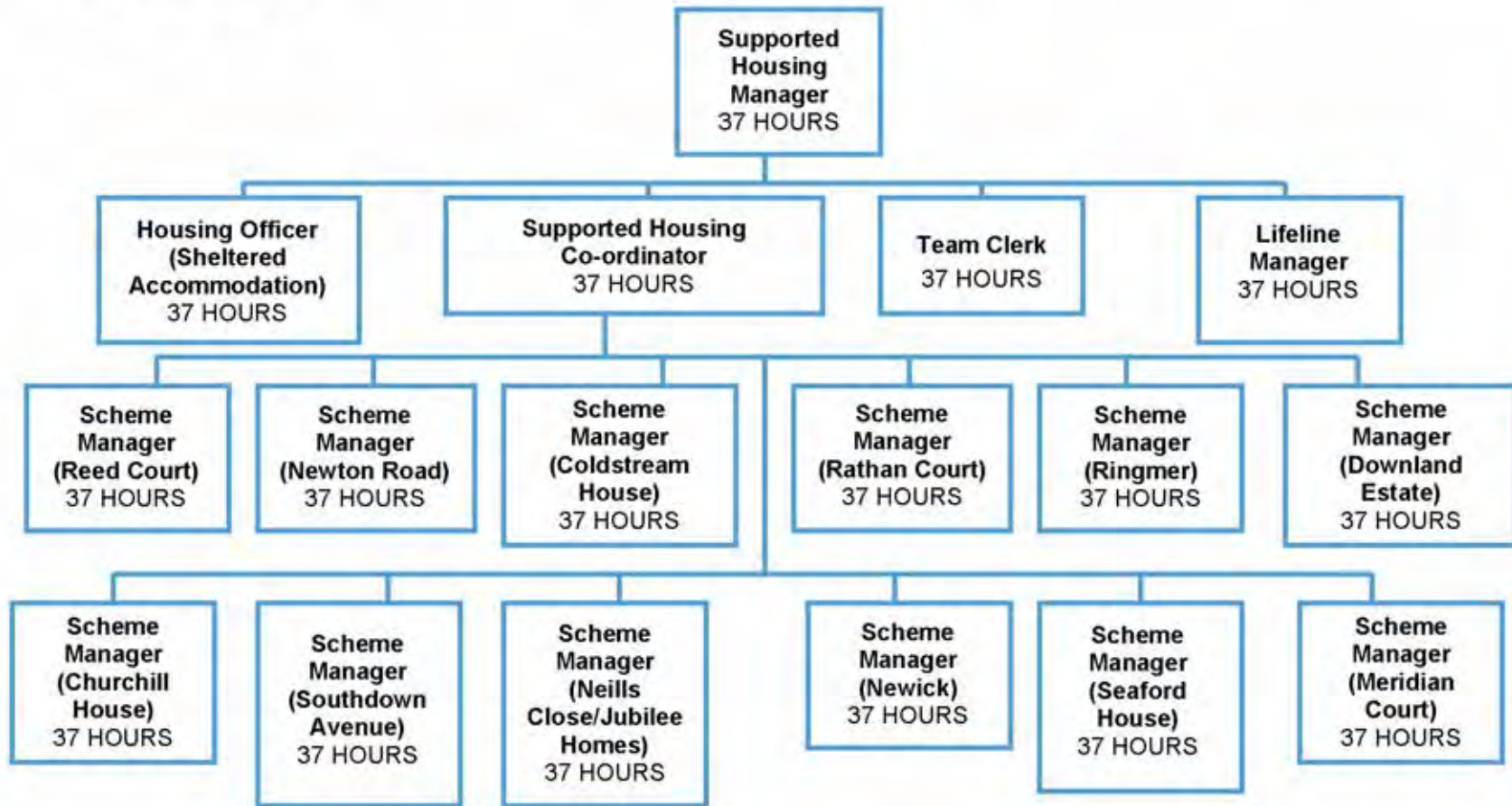
Housing Estates



HOUSING SERVICES

APPENDIX 4

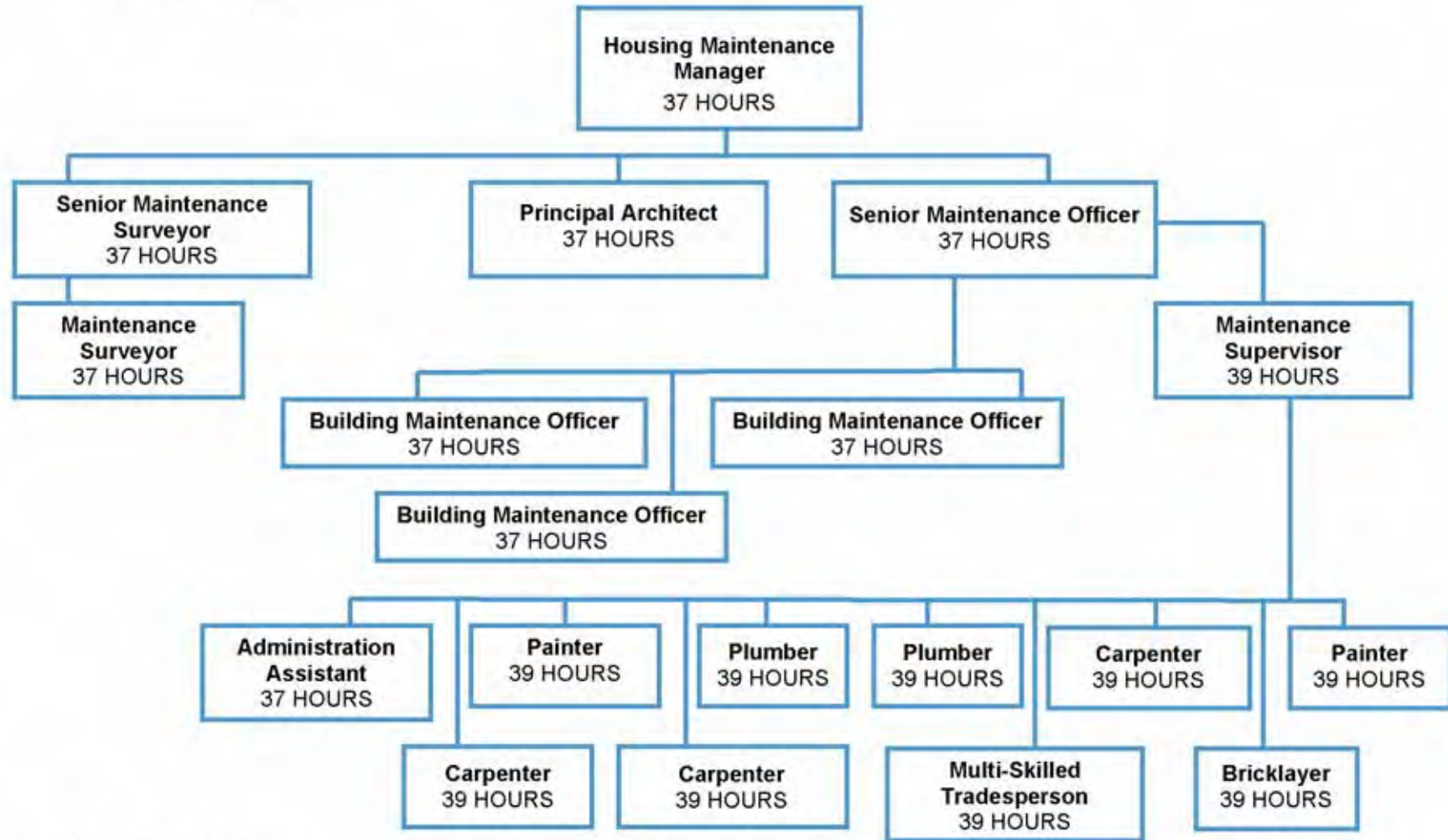
Supported Housing



HOUSING SERVICES

APPENDIX 4

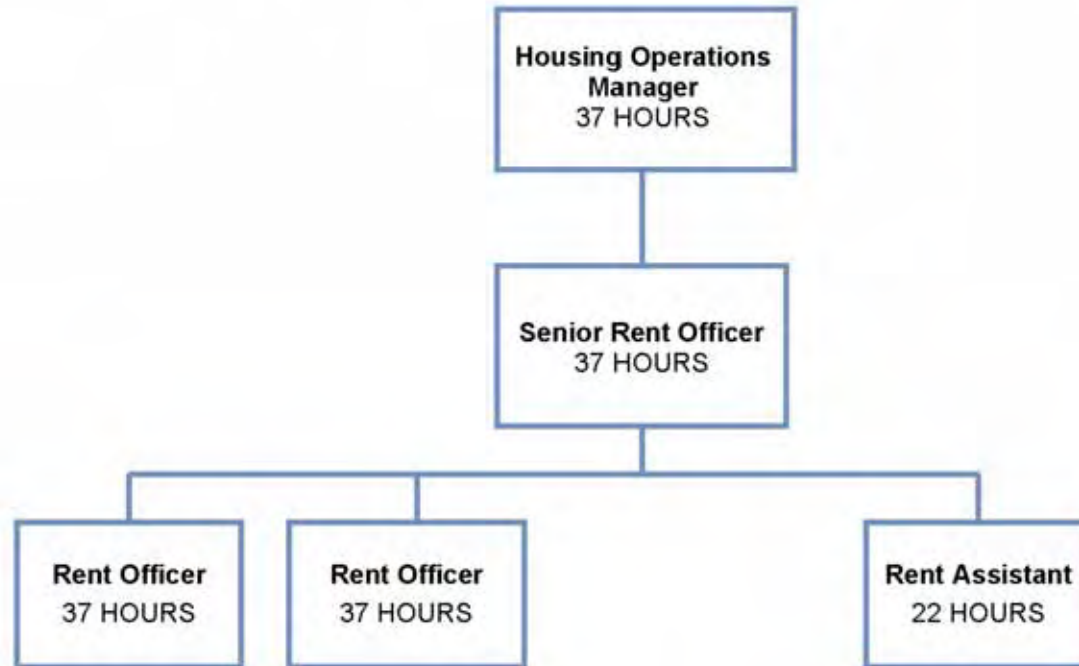
Housing Maintenance Unit



HOUSING SERVICES

Housing Rents

APPENDIX 4



APPENDIX 5(a)

HRA Business Plan Financial Model -
Key Assumptions

1	Stock as at 1 April 2004: Tenanted	3,348
2	Leasehold	216
3	Average rent for 2004/05	£57.30
4	Guideline rents increase (2003/04 to 2004/05), before adjustment for caps and limits	5.07%
5	Actual rents and service increase	6.68%
6	Void provision	1%
7	Bad debt provision	0.3%
8	General Inflation	2.5%
9	RTB sales	2004/05: 50, falling to 5 by 2033/34: 22
10	Average RTB valuation	£120,511
11	Maintenance allowance	2003/04: £606.61 per unit 2004/05 £806.35 per unit Increase: (30.5% real)
12	Management allowance	2003/04: £394.47 per unit 2004/05 £404.17 per unit (No real Increase)
13	Major repairs allowance per unit	2003/04: £606.64 2004/05: £637.83 Increase: (2.7% real)
14	HRA Capital Financing Requirement 1 April 2004	£8,195,491
15	Subsidy Capital Financing Requirement 1 April 2004	£13,623,399
16	Management costs total 2004/05	£2,138,000
17	Revenue Repairs Programme 2004/05	£1,184,000
18	Capital Programme - 2004/05	£3,724,000

APPENDIX 5(b)

Business Plan Financial Analysis

BUSINESS PLAN FINANCIAL ANALYSIS

Details Assumptions and Inputs - Base Model

Inputs

Inputs

We have prepared a detailed business plan financial model showing a summary output for the stock as a whole. The projections are based initially on the Council's HRA budget for 2004/05. Thereafter, projections reflect our assumptions for growth as set out below.

Changes in Stock

Sales under the Right to Buy legislation have been incorporated on the basis of the existing estimates for 2004/05, being freehold sales of 40 and leasehold sales 10. Thereafter, RTB sales are projected to drop to 23 properties per annum by 2013/14 (year 10 of the plan), and 5 by 2033/34 (year 30). The projected average RTB valuation is £108,000 attracting an average discount of 36%.

Lewes was debt free on 31 March 2004, and will therefore benefit from the transitional arrangements" which have been put into place on the introduction of "receipts pooling". In 2004/05 usable RTB receipts are expected to total £3.1m. This amount falls as both the number of receipts, and the value of the transitional arrangements, falls. The pressing priorities of the Council's strategic housing functions are such that the Council is unable to make these receipts available to the HRA.

Rents

To reflect the Government policy on rent restructuring, we have produced a summarised analysis to inform our assumptions. We have assumed growth in the formula rent of 1.5% real in 2004-05 in line with Government announcements. Further increases of 1.58% to achieve convergence have been assumed to 2011/12 and then of 0.5% subsequently.

The average rent for 2004/05 is £57.30. In accordance with the ODPM guidance actual rents are assumed to increase in line with the formula growth assumptions with an adjustment to move actual rents towards the formula rent, phased over the convergence period to 2011/12. The model does not take account of the impact of the £2 per week limit on rent rises after allowing for an inflation-linked increase at the property specific level. The small impact this is having on Lewes will be reflected both within subsidy and the actual rents and is therefore assumed to be neutral.

A chart showing the profile of actual rent increases compared to formula, limit and guideline increases is produced in the subsidy rents section below.

Voids of 1% are projected. Bad debts have been projected to remain at existing levels, being 0.3% of the rent debit. These low rates of voids and bad debts reflect our proactive stance in managing rent accounts.

Service Charges

Leasehold Service charges of £2.63 per week on average have been included and are assumed to increase at 0.5% pa in real terms throughout the course of the Plan.

“Historic” Tenant service charges, pre-dating rent restructuring, of £135,000 pa are also forecast to increase at 0.5% pa in real terms throughout the course of the Plan.

“Unpooled” service charges of an average £3.11 per week (£542,000 pa) were introduced in 2003/04. They are assumed to increase at 0.5% pa in real terms throughout the course of the plan. This income has been incorporated into the financial model. No further unpooling of service charges is planned.

Other Income

The majority of other income is assumed to increase at 0.5% pa above inflation. However, in line with Council policy, garage rents are assumed to increase by inflation only.

Supporting People

Gross income from Supporting People is assumed to be cash frozen. Real decreases of 7.5% pa are assumed in the cost of transitional arrangements, as the tenants to whom these apply turn over.

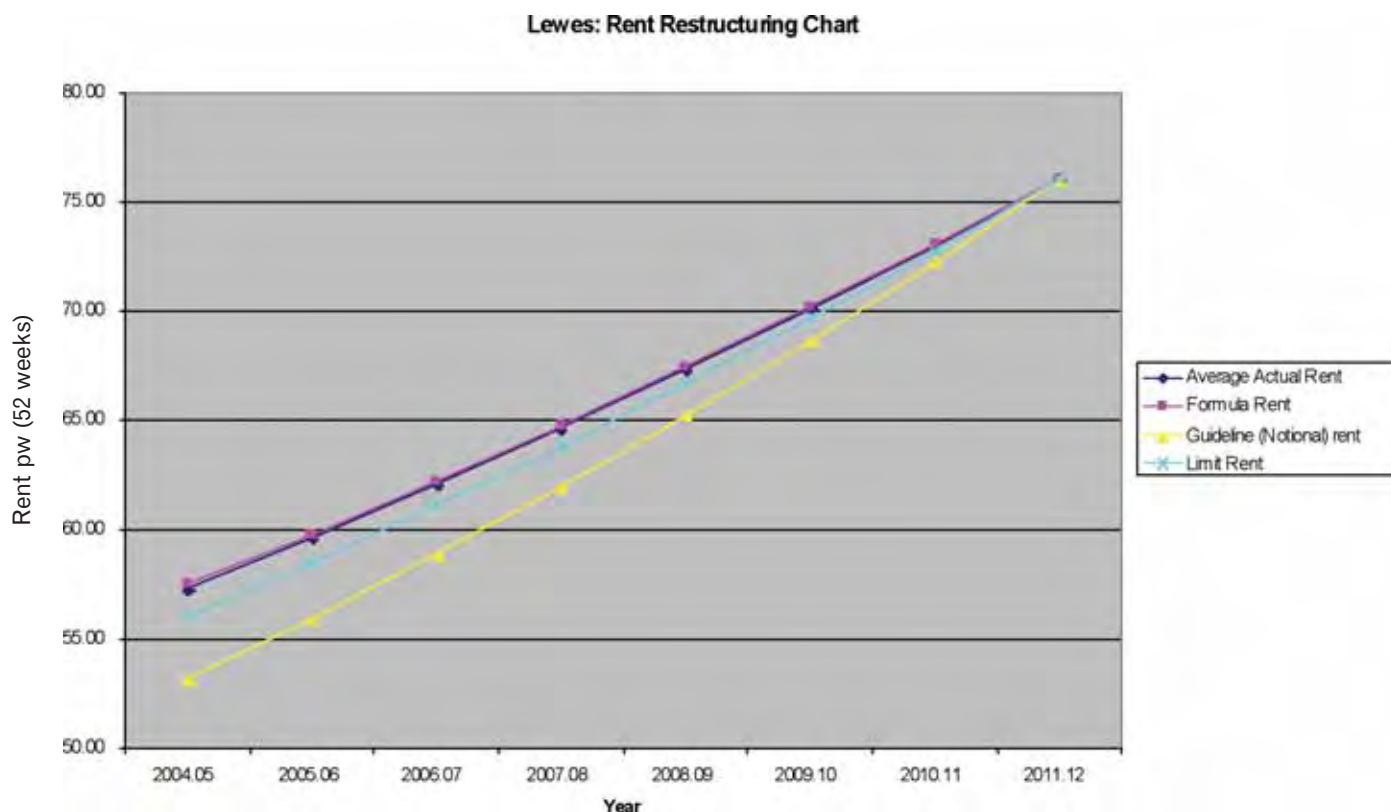
Subsidy

Management and maintenance allowances have been based on the HRA subsidy determination for 2004/05.

In accordance with the guidance provided with the 2004/05 subsidy determination, target allowances for 2005/06 have been increased by 6% real, plus 2% in respect of rent restructuring. In the light of the statement that damping arrangements are to be similar in 2005/06, we have assumed they will be identical. We have then assumed 2% real increases in target for the rest of the rent restructuring period, with allowances moving evenly to target, converging in year 10. The Management Allowance is currently higher than target, and the Maintenance allowance below. The two allowances combined are above the combined target by £21.19 per annum, per dwelling.

The Major Repairs Allowance has been included at the 2004/05 level of £637.83 per unit, and assumed to increase in line with subsidy.

The guideline (notional) rent is based on the HRA subsidy determination for 2004/05 of £53.13. Movement in the guideline rent follows the same process as for actual rents with an annual increase in line with that of formula rents and an adjustment to move towards the formula rent, phased over the convergence period to 2011/12. Retrospective adjustments at the property specific level are made to take account of the rent caps and the £2 per week limit on rent rises after allowing for an inflation-linked increase. These assumptions reduce the subsidy paid to the Council (as it increases the subsidy paid to the ODPM for notional rents). The implication of this assumption is that by 2011/12, the Council will collect rents at the ‘formula’ level and pay the equivalent amount to the ODPM. Our rent modelling is based on the premise that Lewes DC’s formula rent in 2011/12 will be the same as the equivalent RSL formula rent. This reflects guidance contained in the ‘HRA Subsidy and Rent Restructuring’ consultation paper, which states “the aim is that social rents on similar houses in the same area should be the same, no matter who is the landlord”. The consequent profile of formula, guideline, limit and average actual rents is as follows:



It will be noted that the actual average rent is close to the formula rent. The unpooling of service charges from base rents (para. 2.4.2) has resulted in this effect, and has meant that the gap between base rents and guideline and limit rents is less than it would otherwise have been. Lewes DC will benefit from the subsidy incentive provided for authorities that unpool service charges through the pooled service charges' gradual exclusion from consideration in the calculation of rent rebate subsidy limitation.

The Council has a Supported Borrowing Allocation of £764,000 in 2004/05, which we have assumed will be wholly utilised. We have assumed that allocations will continue at a reducing rate, until the Decent Homes target year, 2010/11.

Capital charges subsidy has been calculated in accordance with the appropriate HRA Subsidy Determination and supporting guidance. The Item 8 debit has been based on an opening 2004/05 HRA Capital Financing Requirement of £13.623m and a consolidated rate of interest of 4.44%. This low rate reflects a substantial debt restructuring exercise carried out by the Council in March 2004, which gives rise to net debt premium payments, also reflected in subsidy.

Management and Service Expenditure

Tenants' management and service costs are based on existing budgets with real annual growth of 0.5% to reflect realistic assumptions about wage and employee cost inflation. The model assumes that these costs are wholly fixed; i.e. there is no reduction as the number of dwellings is reduced by Right to Buy sales. This is considered a realistic assumption, as experience dictates that as the stock reduces, that remaining tends to be that which requires more intensive management.

Rebates

The 'limit rent', which is the limit upon which rent rebate subsidy is payable, is £56.07 for 2004/05. Future limit rents follow the same principles established for the calculation of the guideline rent shown above. The national average level of rent rebates has been assumed to continue at the 62% level applied in 2004/05. The level of rebates for the Council is currently 54%. The local position is expected to mirror the national position and therefore this has been assumed to remain constant in line with the national threshold. The net cost of rebates falls as the Council's actual rent converges with the formula and limit rents, as demonstrated in the graph above.

Rebates – Transitional Arrangements

The plan shows the Council making the full contribution to the General Fund from its HRA allowed under the transitional arrangements for the removal of rent rebates from the HRA, of £127,300 in 2004/05, and £63,700 in 2005/06.

Maintenance and Investment Expenditure

The Council commissioned a Stock Condition Survey in 2001, and subsequently commissioned King Sturge, the original surveyors to update it in 2004. This exercise has been independently validated by Ridge and Partners, Surveyors, who are specialists in this field.

The number of properties failing to meet the decent homes standard will be 380 (11.3%) by the end of 2004/05 and is forecast to be zero by March 2009. The Council therefore expects to exceed the Government target.

Our modelling assumes real increases of 0.5% pa in Repairs and Maintenance costs.

APPENDIX 6

Financial Model - Account Output

FINANCIAL MODEL - Account Output

The HRA Operating Account and Major Repairs and Improvements Financing Account (MRIF) that arise from the base business plan assumptions are shown in the Annex 1 to this analysis. The Operating Account balance remains above the minimum required level until 2026/27. During this time, the Operating Account makes the maximum annual contribution to Capital repairs which it can without breaching the minimum balance. From 2025/26, no contributions are possible, and once the minimum balance is breached in 2026/27, the balance falls each year, until in 2032/33 a net deficit is recorded. This would be unlawful, and the Council would need to avoid it occurring. In our modelling however, the net deficit rises to £698,000 by 2033/34, the final year of our modelling.

The Major Repairs and Improvements Financing statement shows that there are shortfalls against the required investment programme throughout the thirty year planning period. However, this is based on the full works required by the stock condition survey. As explained below, the lower sums required to achieve Decent Homes can be achieved.

Sensitivity Analysis

We have carried out a number of sensitivity tests, and their results are considered below. (Each sensitivity is carried out independently of the others):

Decent Homes Only (Sensitivity A)

In this sensitivity, we assume that the Council carries out the works needed for Decent Homes, plus essential health and safety works and disabled adaptations only. This confirms that the Decent Homes Standard can be achieved by the due date (and as stated elsewhere, the intention is to meet the standard by 2007). There would be a surplus of £9.3m available for works over and above Decent Homes works.

Real Increases in Repairs and Maintenance Costs (Sensitivities B & C)

These sensitivities demonstrate the impact of different assumptions on real increases in the costs of repairs and maintenance. The base assumption is 0.5% real increases throughout the 30 year period. The tests indicate that if costs were to increase by inflation, the operating account would not go into deficit during the 30 years (although it would fall below the minimum balance in year 30). The shortfall on capital financing would be reduced by £721,000 in the first 7 years, and £14.7m over 30 years. Conversely, real increases at 1% pa for years 2-6, followed by 0.5% in years 7-30 would produce an operating account deficit £937,000 higher by year 30, and a capital shortfall £697,000 greater over 7 years, and £4.5m greater over 30.

The variability of management costs to the stock numbers (Sensitivities D & E)

The base model assumes that management costs are 100% fixed, with no reductions for reducing numbers of dwellings. As explained above, this is because experience dictates that as the stock reduces, that remaining tends to be that which requires more intensive management. However theoretically, as RTBs occur there can be opportunities for scaling back on management activities and in some circumstances on staffing costs. The sensitivity of management costs to an ever-decreasing stock base therefore represents a significant area of risk within our business plan.

We have carried out two sensitivity tests in this area. The first examines the effect of management costs being 10% variable, and the second examines the implications of management costs being 30% variable.

At 10% variability, the operating account does not go into deficit during the 30 year period (although it falls below minimum balance in year 24), and the capital shortfall is £90,000 less to year 7, and £714,000 to year 30.

At 30% variability, the operating account again does not go into deficit during the 30 year period (although it falls below minimum balance in year 247, and the capital shortfall is £209,000 less to year 7, and £2.4m to year 30.

Redirect Usable RTB receipts to HRA (Sensitivity F)

As has been explained, the pressures on the Council's General Fund Capital is such that the Council is unable to allocate usable capital receipts to the HRA. As a test of the impact of this policy, we have tested the impact of utilising 50% of usable RTB receipts in the HRA. There is no impact on the operating account, but the capital shortfall reduces by £4.1m to year 7, and £9.7m to year 30.

Above Inflation Increases in Management and Maintenance Allowances (Sensitivity G)

As set out above, the base model assumes the 6% real increases in target allowances already announced for 2005/06. It also assumes 2% real increases in 2006/07 – 2011/12. To demonstrate the impact that further above inflation increases to targets could have, we have exemplified an additional 2% (i.e. a total real increase of 4%) in 2006/07 – 2011/12. This produces a closing surplus on the operating account of £2.153m (an improvement of £2.851m). On capital, there is an improvement of £495,000 to year 7, and £15.5m to year 30.

Lewes District Council Stock Condition Survey - Summary of all costs

	Year 1 2004/5	Year 2 2005/6	Year 3 2006/7	Year 4 2007/8	Year 5 2008/9	Year 1- 5 Total	Year 6 –10 2009/14	Year 11-15 2014/19	Year16-20 2019/24	Year 21-25 2024/29	Year 26-30 2029/34	Total	% of Total
	£	£	£	£	£	£	£	£	£	£	£	£	%
Catch-up Repairs	247,593	247,593	247,593	247,593	247,593	1,237,965						1,237,965	0.76
Future Major Works	220,171	1,361,054	2,489,359	2,489,359	2,489,359	9,049,302	13,477,563	11,715,136	15,811,862	13,892,834	10,066,903	74,013,600	45.17
Exceptional Extensive Works	374,200	374,200	374,200	374,200	374,200	1,871,000	1,871,000					3,742,000	2.28
Contingent Major Repairs (3%)	25,259	59,485	93,335	93,335	93,335	364,748	460,457	351,454	474,356	416,785	302,007	2,369,807	1.45
Cost Reflective Improvements	889,123	889,123	889,123	889,123	889,123	4,445,614	0	0	68,200	0	0	4,513,814	2.76
Non Cost Reflective improvements	0	0	0	0	0	0	0	0	0	0	0	0	0.00
Estate works	65,000	65,000	65,000	65,000	65,000	325,000	325,000	325,000	325,000	325,000	325,000	1,950,000	1.19
Estate Improvements	0	0	0	0	0	0	0	0	0	0	0	0	0.00
Sub-Total (to which preliminaries apply)	1,821,346	2,996,455	4,158,609	4,158,609	4,158,609	17,293,629	16,134,020	12,391,590	16,679,418	14,634,619	10,693,910	87,827,186	53.61
Preliminaries	182,135	299,646	415,861	415,861	415,861	1,729,363	1,613,402	1,239,159	1,667,942	1,463,462	1,069,391	8,782,719	5.36
Disabled adaptations	280,000	280,000	280,000	280,000	280,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	8,400,000	5.13
Response and void property Repairs	991,000	991,000	991,000	991,000	991,000	4,955,000	4,955,000	4,955,000	4,955,000	4,955,000	4,955,000	29,730,000	18.15
Cyclical Maintenance	970,000	970,000	970,000	970,000	970,000	4,850,000	4,850,000	4,850,000	4,850,000	4,850,000	4,850,000	29,100,000	17.76
Total	4,244,480	5,537,101	6,815,470	6,815,470	6,815,470	30,227,992	28,952,422	24,835,749	29,552,360	27,303,081	22,968,301	163,839,904	100.00
% of Total	2.59	3.38	4.16	4.16	4.16	18.45	17.67	15.16	18.04	16.66	14.02	100.00	

Total number of Properties:

Tenanted Properties: 3,357

Leasehold properties: 0 included

Note: Figures exclude VAT and Fees

ANNEX 1 TO APPENDIX 6

Financial Model - Detailed Output

Financial Model - Detailed Output

Lewes DC

Business Plan Assumptions

Major Repairs and Improvements Financing (expressed in money terms)

		Expenditure					Financing							
Year	Year	Catch up Repairs	Planned Maint	Improvements	Other	Total Expenditure	Borrowing	RTB Receipts	Other	MRR	RCCO	Total Financing	Check Total	
		£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	
1	2004.05	2,300	0	0	974	3,274	764	0	0	2,510	0	3,274	0	
2	2005.06	301	2,181	1,081	555	4,117	764	0	0	2,193	965	3,922	196	
3	2006.07	305	3,648	1,097	571	5,621	650	0	0	2,206	644	3,501	2,121	
4	2007.08	310	3,705	1,114	589	5,718	650	0	0	2,228	570	3,447	2,271	
5	2008.09	315	3,767	1,133	606	5,821	650	0	0	2,251	503	3,404	2,417	
6	2009.10	0	4,098	0	416	4,513	650	0	0	2,276	462	3,388	1,125	
7	2010.11	0	4,172	0	428	4,600	650	0	0	2,303	444	3,398	1,203	
8	2011.12	0	4,252	0	441	4,693	0	0	0	2,333	458	2,791	1,902	
9	2012.13	0	4,337	0	454	4,792	0	0	0	2,365	541	2,906	1,886	
10	2013.14	0	4,430	0	468	4,898	0	0	0	2,399	627	3,026	1,872	
11	2014.15	0	3,458	0	482	3,940	0	0	0	2,437	591	3,028	912	
12	2015.16	0	3,538	0	496	4,034	0	0	0	2,479	549	3,028	1,006	
13	2016.17	0	3,619	0	511	4,130	0	0	0	2,524	496	3,020	1,111	
14	2017.18	0	3,702	0	527	4,229	0	0	0	2,569	441	3,011	1,218	
15	2018.19	0	3,787	0	542	4,329	0	0	0	2,615	382	2,998	1,332	
16	2019.20	0	5,232	22	559	5,813	0	0	0	2,662	322	2,984	2,828	
17	2020.21	0	5,361	22	576	5,959	0	0	0	2,710	279	2,989	2,970	

Lewes DC

Business Plan Assumptions

Major Repairs and Improvements Financing (expressed in money terms)

		Expenditure					Financing						
Year	Year	Catch up Repairs	Planned Maint	Improvements	Other	Total Expenditure	Borrowing	RTB Receipts	Other	MRR	RCCO	Total Financing	Check Total
18	2021.22	0	5,493	23	593	6,108	0	0	0	2,763	220	2,983	3,125
19	2022.23	0	5,627	24	611	6,262	0	0	0	2,817	159	2,976	3,286
20	2023.24	0	5,765	24	629	6,418	0	0	0	2,872	93	2,965	3,453
21	2024.25	0	5,194	0	648	5,842	0	0	0	2,929	36	2,965	2,877
22	2025.26	0	5,331	0	667	5,998	0	0	0	2,986	0	2,986	3,012
23	2026.27	0	5,471	0	687	6,158	0	0	0	3,049	0	3,049	3,109
24	2027.28	0	5,615	0	708	6,323	0	0	0	3,114	0	3,114	3,208
25	2028.29	0	5,762	0	729	6,491	0	0	0	3,181	0	3,181	3,311
26	2029.30	0	4,289	0	751	5,040	0	0	0	3,248	0	3,248	1,792
27	2030.31	0	4,410	0	773	5,183	0	0	0	3,317	0	3,317	1,866
28	2031.32	0	4,534	0	797	5,330	0	0	0	3,394	0	3,394	1,936
29	2032.33	0	4,661	0	821	5,482	0	0	0	3,473	0	3,473	2,009
30	2033.34	0	4,792	0	845	5,637	0	0	0	3,553	0	3,553	2,084

YEAR END BALANCE BELOW MINIMUM

CASHFLOW SURPLUS/DEFICIT DIFFERS

Income

Expenditure

Year	Year	Net rent income	Other income	Misc income	Total Income	Managt	Depreciation	Maint	Cost of Capital	Other Revenue spend	HRA Cost of Rent Rebates	Misc expenses	Surplus to be redistrib.	Total expenses	Adjusting transfer from AMRA	Net Operating (Expenditure)	RCCO	Surplus (Deficit) for the Year	Surplus (Deficit) b/fwd	Interest	Surplus (Deficit) c/fwd	
		£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
1	2004.05	10,334	552	468	11,354	(3,294)	(2,168)	(1,984)	(7,604)	(330)	(322)	(204)	(1,461)	(17,367)	6,375	361	0	361	972	49	1,382	
2	2005.06	10,588	556	481	11,625	(3,393)	(2,185)	(1,970)	(7,827)	(296)	(283)	(137)	(1,482)	(17,571)	6,559	613	(965)	(352)	1,382	60	1,090	
3	2006.07	10,862	561	494	11,916	(3,495)	(2,206)	(1,999)	(8,000)	(264)	(242)	(69)	(1,779)	(18,055)	6,752	614	(644)	(30)	1,090	54	1,114	
4	2007.08	11,149	565	507	12,221	(3,600)	(2,228)	(2,031)	(8,143)	(251)	(197)	(66)	(2,397)	(18,913)	7,238	546	(570)	(24)	1,114	44	1,134	
5	2008.09	11,453	570	521	12,543	(3,708)	(2,251)	(2,064)	(8,295)	(243)	(151)	(62)	(2,738)	(19,512)	7,458	489	(503)	(14)	1,134	45	1,165	
6	2009.10	11,776	577	535	12,887	(3,819)	(2,276)	(2,100)	(8,456)	(238)	(104)	(59)	(3,041)	(20,094)	7,654	447	(462)	(15)	1,165	46	1,196	
7	2010.11	12,117	583	549	13,249	(3,934)	(2,303)	(2,139)	(8,627)	(233)	(54)	(56)	(3,271)	(20,617)	7,796	428	(444)	(16)	1,196	48	1,228	
8	2011.12	12,477	591	564	13,631	(4,052)	(2,333)	(2,179)	(8,809)	(228)	0	(54)	(3,498)	(21,153)	7,962	441	(458)	(18)	1,228	49	1,259	
9	2012.13	12,731	598	579	13,908	(4,173)	(2,365)	(2,223)	(9,003)	(230)	0	(51)	(3,640)	(21,685)	8,300	523	(541)	(19)	1,259	50	1,290	
10	2013.14	13,004	605	595	14,204	(4,298)	(2,399)	(2,271)	(9,213)	(236)	(1)	(48)	(3,711)	(22,177)	8,580	607	(627)	(20)	1,290	51	1,321	
11	2014.15	13,298	613	611	14,522	(4,427)	(2,437)	(2,322)	(9,439)	(242)	(1)	(46)	(3,844)	(22,758)	8,805	570	(591)	(21)	1,321	52	1,352	
12	2015.16	13,605	621	627	14,853	(4,560)	(2,479)	(2,376)	(9,680)	(248)	0	(44)	(3,986)	(23,372)	9,046	527	(549)	(22)	1,352	54	1,384	
13	2016.17	13,918	629	644	15,191	(4,697)	(2,524)	(2,430)	(9,927)	(254)	(1)	(41)	(4,137)	(24,011)	9,292	472	(496)	(24)	1,384	55	1,415	
14	2017.18	14,237	638	662	15,537	(4,838)	(2,569)	(2,486)	(10,179)	(260)	0	(39)	(4,292)	(24,664)	9,543	417	(441)	(25)	1,415	56	1,446	
15	2018.19	14,564	646	680	15,890	(4,983)	(2,615)	(2,543)	(10,438)	(267)	(1)	(37)	(4,450)	(25,335)	9,801	356	(382)	(26)	1,446	57	1,477	
16	2019.20	14,910	655	698	16,263	(5,132)	(2,662)	(2,603)	(10,703)	(273)	0	(36)	(4,613)	(26,023)	10,065	305	(322)	(17)	1,477	59	1,519	
17	2020.21	15,277	664	717	16,658	(5,286)	(2,710)	(2,667)	(10,993)	(280)	(1)	(34)	(4,781)	(26,752)	10,354	260	(279)	(19)	1,519	60	1,560	
18	2021.22	15,652	674	736	17,063	(5,445)	(2,763)	(2,733)	(11,290)	(287)	(1)	(32)	(4,962)	(27,513)	10,650	200	(220)	(20)	1,560	62	1,602	
19	2022.23	16,037	684	756	17,477	(5,608)	(2,817)	(2,800)	(11,595)	(294)	0	(30)	(5,149)	(28,295)	10,955	137	(159)	(22)	1,602	64	1,644	

Annex 1 to Appendix 6

YEAR END BALANCE BELOW MINIMUM

Income

CASHFLOW SURPLUS/DEFICIT DIFFERS

Expenditure

Year	Year	Net rent Income	Other income	Misc Income	Total Income	Managt	Deprecia tion	Maint	Cost of Capital	Other Revenue spend	HRA Cost of Rent Rebates	Misc expense s	Surplus to be redistrib.	Total expense s	Adjusting transfer from AMRA	Net Operating (Expendi- ture)	RCCO	Surplus (Deficit) for the Year	Surplus (Deficit) b/fwd	Interest	Surplus (Deficit) c/fwd	
		£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
20	2023.24	16,430	694	777	17,901	(5,777)	(2,872)	(2,869)	(11,909)	(302)	(1)	(29)	(5,341)	(29,099)	11,267	69	(93)	(24)	1,644	65	1,685	
21	2024.25	16,848	704	798	18,350	(5,950)	(2,929)	(2,941)	(12,230)	(309)	(1)	(27)	(5,539)	(29,927)	11,587	11	(36)	(25)	1,685	67	1,727	
22	2025.26	17,292	715	820	18,826	(6,128)	(2,986)	(3,019)	(12,582)	(317)	(1)	(26)	(5,742)	(30,801)	11,939	(37)	0	(37)	1,727	68	1,758	
23	2026.27	17,746	726	842	19,314	(6,312)	(3,049)	(3,098)	(12,945)	(325)	(1)	(25)	(5,963)	(31,718)	12,300	(104)	0	(104)	1,758	68	1,722	
24	2027.28	18,213	737	865	19,815	(6,502)	(3,114)	(3,180)	(13,317)	(333)	0	(24)	(6,191)	(32,661)	12,671	(175)	0	(175)	1,722	65	1,613	
25	2028.29	18,692	749	888	20,329	(6,697)	(3,181)	(3,263)	(13,700)	(341)	0	(22)	(6,426)	(33,631)	13,053	(249)	0	(249)	1,613	60	1,424	
26	2029.30	19,200	761	912	20,873	(6,897)	(3,248)	(3,352)	(14,094)	(350)	0	(21)	(6,668)	(34,631)	13,446	(312)	0	(312)	1,424	51	1,162	
27	2030.31	19,740	773	937	21,450	(7,104)	(3,317)	(3,446)	(14,526)	(359)	(1)	(20)	(6,918)	(35,691)	13,876	(364)	0	(364)	1,162	39	837	
28	2031.32	20,295	786	962	22,044	(7,318)	(3,394)	(3,543)	(14,970)	(368)	(1)	(19)	(7,190)	(36,802)	14,320	(438)	0	(438)	837	25	424	
29	2032.33	20,866	799	988	22,654	(7,537)	(3,473)	(3,643)	(15,428)	(377)	(1)	(18)	(7,470)	(37,947)	14,777	(516)	0	(516)	424	7	(86)	
30	2033.34	21,453	813	1,015	23,281	(7,763)	(3,553)	(3,745)	(15,901)	(386)	(1)	(17)	(7,760)	(39,126)	15,248	(597)	0	(597)	(86)	(15)	(698)	

APPENDIX 7

Results of Sensitivity Tests

RESULTS OF SENSITIVITY TESTS

		<u>Operating A/C Balance</u> <u>£000</u>		<u>Year</u> <u>Operating</u> <u>A/C in</u> <u>deficit</u>	<u>Cumulative</u> <u>MRIF* Shortfall</u>	
		<u>Year 7</u>	<u>Year 30</u>		<u>Year 7</u>	<u>Year 30</u>
<u>Sensitivity</u>	<u>Description</u>					
Base	Base Assumptions	1,228	(698)	29	9,333	61,438
A	Decent Homes only	5,368	(698)	29	0	35,905
B	Repairs & Maintenance increases at inflation only	1,228	2,055	N/A	8,612	46,781
C	Repairs & Maintenance real increases 1% pa years 2-6, 0.5% pa 7-30	1,228	(1,635)	28	10,030	65,985
D	Management Costs 10% Variable	1,228	60	N/A	9,262	60,724
E	Management Costs 30% Variable	1,228	1,274	N/A	9,124	59,070
F	Use 50% of Usable RTB Receipts in HRA yrs 2-30	1,228	(698)	29	5,271	51,750
G	M&M Allowances; Real Increases 4%, 2006/7 - 2011/12	1,228	2,153	N/A	8,838	45,978
H	Add Tenants' High Priorities	1,228	5,530	24	19,609	78,815
I	Add Tenants' High & Medium Priorities	1,228	5,530	24	28,505	92,372
J	Add Tenants' High, Medium & Low Priorities	1,228	5,530	24	29,805	93,789
K	Decent Homes + Tenants' High, Medium & Low Priorities	1,228	5,530	24	8,735	72,604

APPENDIX 8

Glossary

ALMO	Arms Length Management Organisation <i>A vehicle for managing the Councils housing stock. For authorities able to meet stringent Audit Commission standards, and who are unable to meet the Decent Homes Standard by other means, it attracts additional Government funding whilst retaining the stock within a Council's ownership</i>
ASB	Antisocial Behaviour
B&B	Bed & Breakfast
BVPI	Best Value Performance Indicator <i>Performance measures all local authorities are required to use</i>
CAB	Citizens Advice Bureau
CPA	Comprehensive Performance Assessment <i>A rigorous assessment of the quality and impact of a council's services by the Audit Commission</i>
DHS	Decent Homes Standard <i>A minimum standard of condition and amenities for homes set by the Government. All Councils must show how they will meet the standard by 2010 and retain decency in the stock thereafter</i>
HA	Housing Association
HB	Housing Benefits
HQN	Housing Quality Network <i>A national housing consultancy that provides a range of services to assist housing associations and local authorities achieve best practice.</i>
HRA	Housing Revenue Account <i>A separate account, containing all of the income and expenditure relating to the Council's housing stock.</i>
LA	Local authority
LDOTRG	Lewes District Organisation of Tenants and Residents Groups
LSVT	Large Scale Voluntary Transfer <i>Transfer of a local authority's housing stock to a registered social landlord, a mechanism to attract additional resources to invest in improving and maintaining the stock</i>
MRA	Major Repairs Allowance <i>An element of housing subsidy which helps Councils to fund the replacement of components of the housing stock (such as boilers) in order to maintain the stock in its current condition</i>
ODPM	Office of the Deputy Prime Minister <i>The government office responsible for housing and related issues</i>
PFI	Private Finance Initiative <i>A funding approach which is used to attract additional resources for small numbers of properties in need of substantial investment</i>
RSL	Registered Social Landlord or Housing Association
RTB	Right to Buy
SRB	Single regeneration budget funding <i>Special funding from the Government for regeneration purposes</i>
SOA	Stock Options Appraisal <i>A process that the government requires all council to undertake to explore the various options available to deliver decent homes by 2010</i>

APPENDIX 9

List of Supporting Documents and Availability

LIST OF SUPPORTING DOCUMENTS AND AVAILABILITY

LEWES DISTRICT COUNCIL POLICIES

Available from:	LDC Website	Fort Rd Reception	On request
Housing Strategy 2005-2009	YES	YES	YES
Homelessness Strategy	YES	YES	YES
Pan Sussex Housing Needs Survey 2005	NO	NO	YES
Action in Rural Sussex Housing Needs Survey 2003	NO	NO	YES
The Council Plan 2005/6	YES	YES	YES
Stock Options Appraisal Submission	YES	NO	YES
Stock Condition Survey Validation Report	NO	NO	YES
Comprehensive Performance Assessment	YES	NO	YES
Tenant Partnership Agreement (Compact) 2005	YES	YES	YES
2004 Tenant and Leaseholder Survey	YES	NO	YES
Race Equality Scheme	YES	NO	YES
Crime and Disorder Reduction Strategy	YES	YES	YES
Capital Strategy and Asset Management Plan	NO	NO	YES
Community Strategy	YES	NO	YES

NATIONAL AND REGIONAL POLICIES

Available from:	Organisation Website Address	Fort Rd Reception	On request
East Sussex Supporting People Strategy 2005	www.eastsussex.gov.uk	NO	NO
South East Regional Housing Strategy 2006	www.go-se.gov.uk	NO	NO
Sustainable Communities: Homes for All (Decent Homes)	www.odpm.gov.uk	NO	NO

The HRA Business Plan is a plan for the delivery of landlord services to the Council housing stock, including 30-year projections from April 1st 2004, of the resources required for investing in the stock.

If you would like any further information on this document or any other supporting documents please telephone 01273 484265 or e-mail therri.jordan@lewes.gov.uk

This business plan can be made available in large print, audio tape, disc or in another language upon request. Please telephone 01273 484141 or e-mail lewesdc@lewes.gov.uk

“এই পুস্তিকা অনুরোধ করলে বড় মুদ্রণ, শ্রবণের টেপে বা ডিস্কে অথবা অন্য কোন ভাষায় পাওয়া যাবে। আমাদের **01273 484141** নম্বরে যোগাযোগ করুন বা ইমেইল করুন lewesdc@lewes.gov.uk-তে”

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April 2007



Lewes District Council
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