Portsmouth
CITY COUNCIL

Health,
Housing &
Social Care

Council Housing
Business Plan 2004 - 2034

Assessed as ‘fit for purpose’ by GOSE
10th August 2005

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Key

The 🗁 symbol appears throughout this document and is used to signpost where the reader will find additional supporting information. APPENDIX A on page 53 contains a complete list of these documents and how to get hold of them.

1 Executive summary

1.1 Introduction and background

This is our fourth Housing Revenue Account (HRA) business plan and replaces the previous document published in July 2002. In it we explain the range of pressures and external factors that come to bear on the council's landlord function and show how we intend to operate over the 30-year life of this plan. The plan has been prepared using guidance notes and a financial model from the Office of the Deputy Prime Minister (ODPM).

Although the plan has a 30-year horizon it naturally focuses on the short to medium term, in particular:

- offering all our tenants a decent home by 2010/11
- continuing to improve the environment for all our residents.

For the longer term this plan makes cautious assumptions about our ability to resource the work programmes that not only keep our tenants' homes decent but also continue with our estate and other improvement works.

1.2 Strategic context

This section describes the main influences that help to shape this business plan, including the views and priorities of our residents, the Portsmouth Local Strategic Partnership's Community Strategy, the city council's Corporate Plan and our Housing Strategy.

It also highlights the continued strong demand for our council homes and the part they play in meeting the need for affordable homes in the sub-region.

The reducing supply of affordable housing is identified as a serious issue with right-to-buy sales identified as the key factor. Further information can be found in our *Housing Strategy 2005 – 2010* 🗁.

There is a strong demand for the vast majority of our council homes.

Over one thousand council homes have been sold to tenants over the last three years under right-to-buy.

1.3 Participation and consultation

We value the active involvement of our residents and our strategy is designed to help us achieve ever-greater involvement from as a representative base of residents as possible.

Our efforts to consult with residents have been supported by the Resident Consortium.

We believe we are getting things right for residents as both report greater overall satisfaction with the services we provide.

Increasing resident involvement is central to our participation strategy.

We aim to build on the work of our stock options appraisal with BME residents.

1.4 Decent homes in a decent environment

We will invest significant resources in a 'decent environment programme' for our residents.

The overall condition of our stock is good and is the result of many years of capital investment, such as uPVC window replacement and cyclical external decoration works. Our stock's energy efficiency characteristics, as measured by the Government's SAP rating system, lie within the top quartile of local authority housing.

A direct result of this ongoing investment is that we are in a position to meet the decent homes standard for all our homes by the target date of 2010/11.

Additionally, we are able to invest significant resources in a 'decent environment programme', one of our residents' top priorities.

1.5 How well are we doing?

Our performance continues to improve and this is reflected in the positive opinions of our residents.

As part of the Government's comprehensive performance assessment (CPA) our housing management service has continued to improve its score moving from 2.2 (out of four) in December 2002 to 3.2 in December 2004.

The Audit Commission also judged our Repairs and Maintenance service as providing "a good service that has promising prospects for improvement."

We continue to attract high levels of tenant and leaseholder satisfaction and this has improved in recent years. Similar results can be seen for tenants and leaseholders from the BME communities.

A detailed review of our best value performance indicators can be found in APPENDIX D on page 59.

1.6 Making best use of our resources

Our 30-year financial model shows that we can afford to bring all our homes up to the decent homes standard and maintain them for the life of this plan.

Revenue spending on council housing is ring-fenced in a special account called the Housing Revenue Account (HRA) to separate it from the finances of the rest of the council.

Although there are a number of external pressures on our income, our 30-year resource model forecasts enough income for us to afford:

- all operational running costs
- the investment required to bring our properties up to the decent homes standard by 2010/11

- the maintenance of our stock to this standard for the life of the plan
- further investment in priority works our residents have identified, such as the decent environment programme.

The city council has more discretion to prioritise between council housing and other areas of council spending for its capital resources. Once the decent homes standard has been achieved the city council plans to use an increasing proportion of the money it receives from the sale of council homes to help address issues with the city's private housing stock, which has been identified as a strategic priority for the city council.

1.7 Community priorities

Our residents influence nearly everything we do. During the stock options appraisal, residents helped us develop a set of criteria to ensure we focus resources on priority areas.

After meeting our statutory duties, achieving the decent homes standard, for all our tenants, is our top priority.

Our main priorities are:

- Meeting our statutory duties, such as health and safety
- Achieving the decent homes standard by 2010/11 for all our homes
- Improving the effectiveness and efficiency of our response repairs service
- Resident priorities from the stock options appraisal, such as improving personal safety; improving estate environments; enforcing tenancy agreements; improving cleaning and green spaces and ensuring the housing management service continues to improve the value for money it provides
- Identifying and dealing with problematic void (empty) properties
- other investments for the benefit of residents and the local authority housing management (LAHM) service.

1.8 Choices we have made

All local authorities that own council homes are required to undertake a stock options appraisal and report to the relevant Government Office by July 2005.

The most likely outcome of our stock options appraisal is for council homes to remain under the ownership and management of the city council.

Our appraisal is nearing its conclusion and the current view is that we are in a strong position to enable our stock to remain under the direct management of the council. This continues to be the strongly held preference of our tenants.

The final decision will be made formally at an option selection event in spring 2005 with a team drawn from city council Members and our residents.

We have also started a set of partnering pilots with our suppliers and contractors. Two of them have achieved demonstration project status with the Housing Forum but another, for repairs and maintenance, has been stopped. The lessons learnt from these experiences will inform future procurement projects. The procurement process has been further refined to ensure that quality criteria are included. Residents will play a full part in the procurement of our maintenance contractors in 2006.

As a direct result of a resident priority an Anti-social Behaviour Unit (ASBU) was created. The housing element of the ASBU provides a co-ordinated and timely response to anti-social behaviour in the locality of our council homes.

1.9 Action plan

The city council's business planning framework has continued to develop and forms the basis for the LAHM service's strategic and operating plans.

We use action tracks to record and monitor progress against the detailed actions contained in our plans.

The Audit Commission praised our portfolio and action track approach in its 2004 inspection of our Repairs and Maintenance function.

Our key strategic objectives are:

- achieving and maintaining excellence in LAHM
- providing a decent home for our tenants
- providing a decent environment for our residents
- helping to create sustainable communities and neighbourhoods
- delivering sustainable management of our council homes.

Our detailed action plan and progress to date can be found in APPENDIX H on page 68.

2 Strategic context

2.1 Corporate context

The Housing Revenue Account Business Plan (HRA BP) is a key part of the city council's strategic framework and lies at the heart of the Local Authority Housing Management's (LAHM) landlord function.

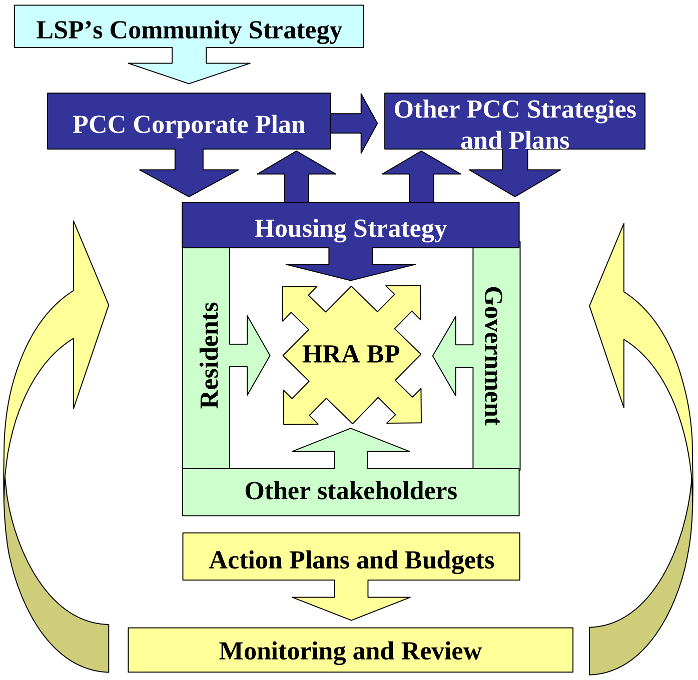
Since our last HRA BP was published in July 2002, the Portsmouth Local Strategic Partnership (LSP) has consulted widely on a vision and set of priority themes for Portsmouth and these were agreed and published in the *Portsmouth Community Strategy 2004 – 2009* in April 2004. The city council adopted the same vision and themes for its *Corporate Plan 2004 – 2007*, published in June 2004.

Our *Housing Strategy 2005 – 2010* translates the housing agenda from the Community Strategy and the Corporate Plan into the city council's four housing aims. The table below shows their relationship with LAHM:

Housing Strategy Aim	How supported by LAHM
Everybody has somewhere to live	Making nearly 16,000 homes available for rent
Provision of the right number of affordable homes in the city to meet priority need	Seeking opportunities to make HRA land available to RSLs for affordable homes development
All our residents can access the support they need to live in their homes safely	Providing Tenancy Support workers to help residents
More of our residents living in fit accommodation and houses in good repair	Offering all our tenants a home that meets the Decent Homes Standard

The HRA BP reflects resident priorities within the overall corporate priorities and Housing Strategy

For further details on plans and strategies please see our Housing Strategy



PCC Strategies and Plans include:

- **Asset Management Plan**
- **Capital Strategy**
- **Service Strategies (e.g. Social Services)**

The HRA BP is fully integrated with the city council's annual business planning cycle where it informs the Housing Management Strategic Plan.

The *Housing Management Strategic Plan 2004 – 2005* 🗁 identifies how action on council housing supports the wider community themes. A summary is provided in the table below.

Community themes	Council housing actions
Community safety	♦ Instrumental in the establishment and running of the corporate anti-social behaviour (ASB) unit ♦ Contributing directly through Concierge services, Estate Services Officers, Wardens and CCTV systems.
Education and lifelong learning	♦ Providing stability, including reducing overall B&B use - essential in helping to maintain school attendance. Studies have shown that stable home environments with space available for study greatly improve educational attainment. We now have a strategic aim to reduce our use of all forms of temporary accommodation.
Economic wellbeing	♦ Employing a professional Money Advice Team to supply advice on arrears, debts and money problems ♦ Investing around 30 million pounds in the local economy.
Environment and transport	♦ Strategic aim to provide a decent environment for our residents - delivering local improvement schemes in consultation with residents.
Housing	♦ LAHM's vision is "to manage and maintain affordable, decent homes in secure and enjoyable environments and to assist and support our customers in maintaining their tenancies*."*
Health and social wellbeing	♦ Supplying a team of Tenancy Support workers who support residents in their own homes ♦ Decent home upgrades providing improvements.
Community involvement	♦ Working to increase the level of community involvement through our Resident Participation team. Our stock options appraisal is a good example of this.

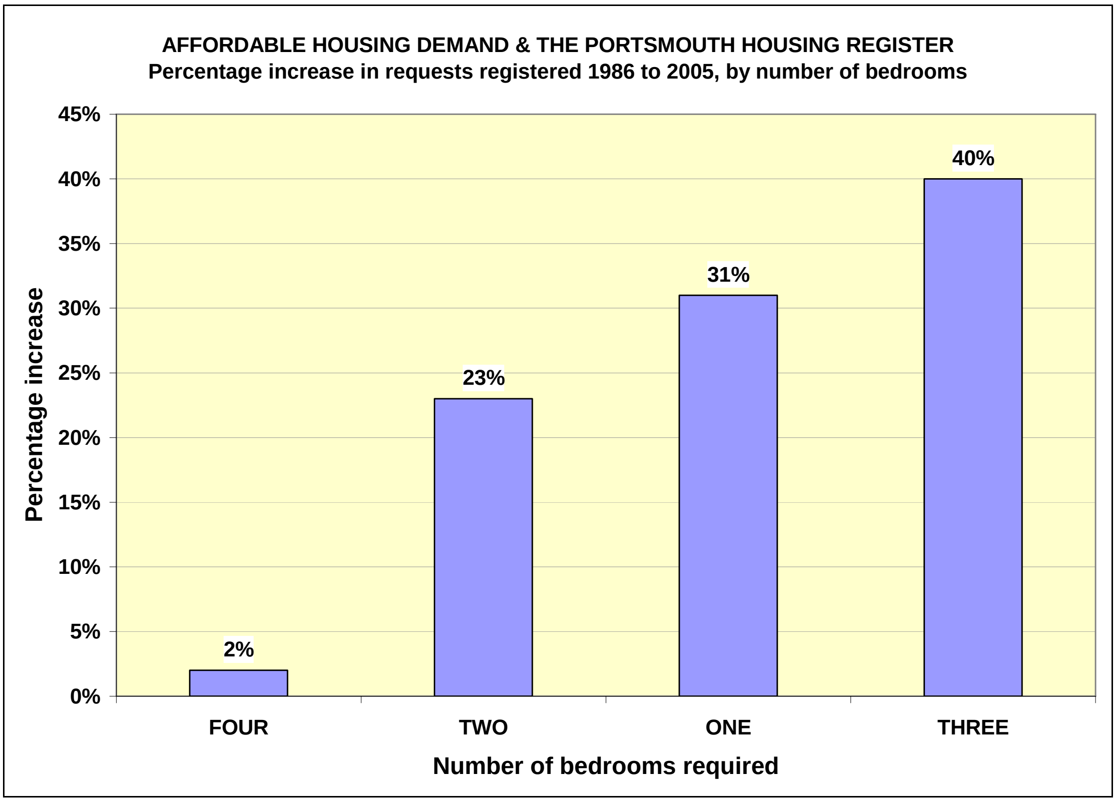
2.2 Regional and sub-regional context

As one of the largest social landlords in the South Hampshire sub-region, Portsmouth's council housing plays a significant part in meeting regional and sub-regional housing priorities. In particular:

- meeting the increased need for affordable housing through the effective management of over 17,000 properties (rental and leasehold)
- improving the quality and life-span of the existing housing stock through our planned maintenance programmes
- finding new and improved ways to house the homeless and those in need of supported housing, through our *Homelessness Strategy 2003 – 2008* 🗁 and supporting people programme.

2.3 Continued strong demand for affordable homes

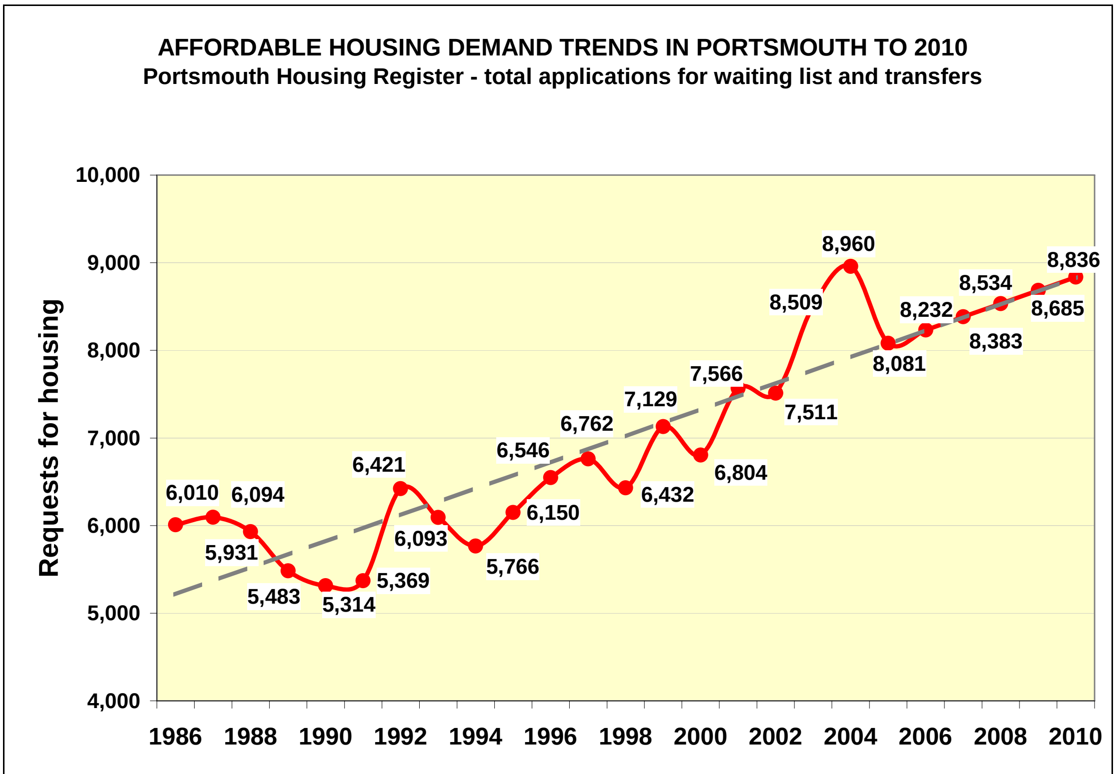
During the autumn of 2004 we instructed Fordham Research to undertake a housing needs assessment survey, their report *Portsmouth City Council Housing Study 2004* 🗁 was published in March 2005. This research provides a key information source for our Housing Strategy. The main finding, relevant to our landlord role, is the very strong demand for affordable housing within Portsmouth with a value of 36 affordable houses required per 1000 households identified. This compares with 32 per 1000 in Inner London and 16 per 1000 across the United Kingdom. The study highlighted the continued strong demand for the vast majority of the council's housing stock.



The Portsmouth Housing Register is the combined city council, RSL and private sector waiting list.

Although demand for properties with one bedroom is highest, the demand for two or more bedrooms is considered a priority, as a result of our statutory duties to house homeless families. Homelessness continues to be a significant issue for us, even though homelessness acceptances for 2003/04 were 760, down from a peak of 804 in 2002/03. During 2003/04 we let 421 homes to homeless people, of which 65% were for families. Registered Social Landlords (RSLs) also have a role to play in tackling homelessness, and RSLs in the city housed 85 homeless households in 2003/04, of which 58% were families.

A greater level of detail about the housing needs of Portsmouth can be found in our *Housing Strategy 2005 – 2010* 🗁.



Portsmouth has the highest urban density in England outside London. Although, between 1981 and 2002 the population of Portsmouth fell by 1.8%, the number of households increased by 8.9%, putting further pressure on the affordable housing stock.

Our report *2003/2004 Options Appraisal Demand Analysis* 🗁 identified an area of weakness in demand for sheltered housing. Fourteen sheltered housing schemes have been reviewed to better balance supply with demand and an action plan developed to address these issues. An extract of the analysis is provided in APPENDIX B on page 55. A more detailed demand analysis can be found in APPENDIX C on page 57.

The business plan includes the resources required to bring surplus sheltered houses into the general housing pool.

2.4 A reducing supply of affordable homes

The analysis from our Housing Strategy concludes that there is an increasing gap between the supply and demand of affordable social housing. Since the mid-1980s demand for social housing has increased by 50%, while the stock of affordable homes available to let (from the city council and RSLs) has fallen by 16%. The main reason for this is the continued strong demand for right-to-buy sales. The number of council homes available for rent fell by 1095 between 2001/02 and 2003/04 for this reason.

During our stock options appraisal residents stated that they would like to see more affordable houses built in the Portsmouth area. We are working in partnership with RSLs to increase the supply of affordable homes by seeking opportunities to make land available for this purpose.

2.5 Regeneration and neighbourhood renewal

Phase one of the regeneration plan for Somerstown and north Southsea commences in spring 2005 with the commissioning of financial consultants and the design team. It is too early to say what the outcome of this work will be but it is clear that the council homes in this area play a large part in our ability to meet affordable housing needs for the city. Any loss of council homes would have a detrimental impact on homeless applicants who would wait longer for a suitable permanent offer. Initial analysis shows that over half a million pounds per year might need to be spent on bed and breakfast (B&B) to offset this loss. However, we anticipate using additional leased dwellings to bring the cost down to about 10% of those for B&B. Further information on the regeneration can be obtained from the city council's Planning department on 023 9283 4334.

Our action plan on page 80 sets out our support for this work and we will keep closely involved to ensure the right outcomes for the city's residents.

2.6 The strategic fit of Leigh Park

As a local authority the city council is unusual in owning a large number of homes in a neighbouring authority (Havant). This dates back to the years immediately after the second world war.

The city council and Havant Borough Council continue to work together and this work has been acknowledged as helping make these homes much more accessible to local people. An example being the operation of a joint housing transfer list. We also actively support a number of regeneration and neighbourhood renewal projects, such as the "Creating Quality Places" project within Leigh Park.

The council homes within the Leigh Park area are a key element of our long-term financial position. Further details can be found in the 'Choices we have made' section on page 44

2.7 Profile of our stock

The table below shows that our stock (figures from April 2004) is predominantly terraced or flats. We have very few detached houses and bungalows and these are concentrated in the Paulsgrove and Leigh Park areas, which are away from the city centre.

Type of dwelling	Number
Pre-1945 semi-detached houses	190
Other pre-1945 houses	447
Pre-1965 small terrace houses	1,369
1945-64 large terrace/semi-detached/detached houses	799
Post-1964 houses	666
Non-traditional houses	1,208
Bungalows	225
Sub-total – Houses and Bungalows	**4,904**
Low rise (1-2 storeys) flats	2,309
Medium rise (3-5 storeys) flats	6,145
High rise (6 or more storeys) flats	2,422
Sub-total – Flats and Maisonettes	**10,876**
Total - All dwellings	**15,780**

3 Participation and consultation

3.1 Resident participation and consultation

We value our residents' contributions and know that their active involvement is important in helping us to improve services and the management of the council's housing stock.

Our strategy is to:

- increase the opportunities for participation available
- broaden the range of decision-making in which residents participate
- deepen the extent to which residents get involved (so that they are at the heart of decision-making)
- increase the numbers of residents who are actively involved in influencing our decisions, including those from the black and minority ethnic (BME) communities and those with a disability.

3.2 Achieving the vision

The consultation framework is centred on the Resident Consortium. The consortium consists of representatives of all resident groups within our housing stock, and is open to all tenants and leaseholders too - we regularly advertise inviting them to get involved. It works to address issues that concern residents. The group meets monthly and crucially has an independent chairperson, after residents were consulted earlier in the year. The work of the group covers rent setting, reviewing policies and other strategic issues.

Although we are proud of our efforts to consult with our residents we are acutely aware that there is still a lot more for us to do. We currently have a group of about 40 residents who spend significant time getting involved, with another 200 to 300 residents who get involved with topics that interest them, such as repairs. We also keep all our residents fully informed through:

- service specific communications
- our residents' magazine "House Talk" (also available in other formats)
- targeted communication using our resident participation database
- reporting on our performance (see page 25 in the 'How well are we doing?' section for more details).

3.3 Resources

Our Navigators Resource Centre offers excellent facilities for residents, including meeting rooms, an office and access to computers. The internal layout of the centre was designed with the help of residents to ensure it was accessible and it continues to be extremely popular with them.

Residents are also supported and enabled to participate through:

- grants for residents' association expenses
- START programme – a **s**cheme to **t**rain **a**ll **r**esidents and **t**enants put together after consulting with residents. Training includes courses on committee skills, running effective meetings, race and racism and first aid. The budget is about £9500 per annum
- Resident Initiative Bid scheme allows residents to apply for money to enhance their immediate communal areas, for example, play areas and security features. Following suggestions from residents the funding was reduced from 175 thousand pounds to 129 thousand pounds (2004/05)
- innovative working with the city council's Leisure Services to involve young people in housing, providing training and funding.

An access audit has also been completed for each of our area housing offices and an improvement plan implemented. Completion is planned for January 2005 to meet the requirements of the Disability Discrimination Act. In addition, we have opened new offices in Paulsgrove (November 2004) and Wecock Farm (May 2005), with one for Portsea (within the John Pound centre) planned later in 2005.

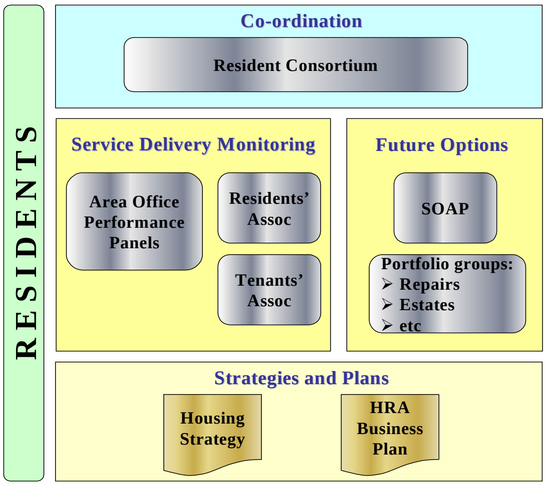
3.4 Monitoring and review

The Resident Participation Compact is the umbrella framework to ensure that all residents have the opportunity to participate in the way they want to. The revised Compact was written as a result of a number of consultation meetings with residents during autumn 2003 and published in spring 2004. To ensure that the Compact and the framework contained within are effective, a timetable of monitoring meetings and focus groups has been put in place, beginning in October 2004.

We have also examined the use of our services and found that all resident groups use them at an equivalent rate.

3.5 Putting residents at the heart of the business plan

Residents have been involved in business planning from the very beginning, through the Resident Consortium. The consortium elects an executive committee that represents the group at meetings with officers and councillors throughout the Housing Improvement Programme (HIP) and Housing Revenue Account (HRA) Business Plan and budget processes.



During the late 1990s we recognised how important it was to involve residents fully in the budget process.

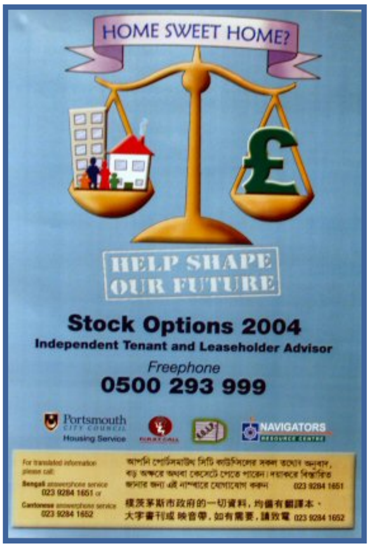
To make this a reality we needed to ensure that residents had the knowledge, skills and access to information that would enable them to make a positive impact. The consortium has achieved this by:

- undertaking innovative training in housing finance
- representing residents at Housing and Community Executive meetings
- helping to create budgets in partnership with officers and councillors.

Examples of where residents have made a significant contribution are:

- anti-social behaviour unit set up as a result of a strongly expressed resident priority
- “safety net” funds available for tenants who buy their homes
- introduction of a general service charge
- policy for bringing low rents up to rent restructuring limits in a fair and equitable way.

Our resident representatives are acknowledged as experts in housing finance and other housing matters by tenant organisations.



We have made maximum use of this expertise in the review of our council housing stock and its management, which aims to ensure that the work to make it all decent by 2010/11 can be afforded (for a definition and further information on Decent Homes see page 19). Our wide-ranging stock options appraisal project (for further information see page 44) is actively managed to maximise opportunities for all residents to get involved in the process. The key mechanisms are:

- resident representatives are an integral part of the project team and approved the project plan
- a number of focus groups and residents’ conferences held
- all residents asked for their aspirations and priorities
- information booklet designed by residents and sent to all residents (a summary is available in four languages, Braille and on tape)
- a specialist minority outreach team established to consult face to face with groups whose voices are not usually heard
- an independent tenant adviser (ITA) was appointed to work with them
- a team consisting of the ITA, volunteer residents and the project manager consulted the sheltered housing schemes individually, attending coffee mornings and other specific meetings.

The residents have also formed a stock options appraisal panel (SOAP), where 40 of them play an active part and have received training to ensure they understand the process and are able to actively contribute.

A series of conferences during the autumn of 2004 enabled residents to identify capital and revenue work and this will form the main content of the stock options action plan. The local priority areas identified by residents were:

- personal safety and security - more resource to tackle anti-social behaviour
- estate environments, appearance, defensible spaces, graffiti, lighting, refuse facilities
- enforcing tenancy agreements to help build sustainable communities
- cleaning and green spaces.

3.6 Resident surveys

We formally ask for our tenants' views on our housing management service performance every three years as part of the Government's best value process. The 2003/04 survey was conducted using the methodology stipulated by the ODPM. This methodology has become the "industry standard" for local authorities and is sometimes known as the STATUS survey. We sent out 2,796 surveys and the final response of 1,068 represents a response rate of 38%. Statistically this produced a result that we can have great confidence matches the views of all our tenants and is clearly cheaper than surveying everyone.

Tenants' satisfaction with the overall service provided by our landlord function rose from 75% in 2000/01 to 77% in 2003/04 (61% to 73% for the BME communities over the same period). Encouragingly, tenants also thought that we took some notice of their views when making decisions. This rose from 78% in 2000/01 to 85% in 2003/04, with those thinking we took a lot of notice rising from 19% to 36% over this period.

Leaseholder's views are also important to us and we aim to survey them to a similar three-yearly timetable. The last survey was conducted at the end of 2001 and we received 491 replies from our 1350 leaseholders. Leaseholders were generally satisfied with the overall service provided by us acting as their landlord, with 70% being satisfied compared with 47% in 1995. Only 51% of leaseholders felt that we took some notice of their views when making decisions. We will re-examine this indicator when we undertake our next survey to see what impact our action plans have made.

A summary of these surveys can be found on page 24 in the 'How well are we doing?' section of this document.

3.7 Other participation and consultation

Individual subject focus groups have been set up with residents and staff to mirror the portfolio working in local authority housing management (LAHM).

4 Decent homes in a decent environment

4.1 Checking the condition of our stock

In 2001 a 15% stock condition survey (about 2,500 homes) was undertaken and the data used to populate our Codeman stock condition database. The remaining data was cloned based on property type and age.

As part of our stock options appraisal project (for further details see page 44) independent property consultant, Trinick Warr, reassessed the condition of our council housing during the summer of 2004. This included conducting a detailed audit of 78 properties chosen at random. They concluded that the information contained in our database was 98% accurate and soundly based.

The database continues to be updated on a monthly basis as a result of surveys and completed works. In addition, once this database has an interface to the main housing IT system (SX3), planned for 2005, it will be updated to indicate properties that are decent and non-decent on an ongoing basis. Importantly, this interface will also automatically highlight where ad hoc (response) requests are already included in a future work programme.

4.2 What is a decent home?

A decent home is defined by the Government's Decent Homes standard and is a core element of the "Sustainable communities: building for the future" action programme launched by the Office of the Deputy Prime Minister (ODPM). In September 2004, 9500 of our properties, which is about 60%, did not meet the standard. The main reason being the lack of facilities, such as central heating or a modern kitchen. The standard demands that we offer a decent home to all our tenants by 2010/11, however, they have the right to refuse the work. This will result in a number of our properties remaining non-decent beyond 2010/11. These properties will continue to be monitored and will be made decent when they become vacant (void).

4.3 Investing in a decent environment

The capital and revenue programme work identified through the stock options appraisal project and outlined in the 'Participation and consultation' section on page 16 will be addressed through a series of estate based 'residential enhancement schemes'. These schemes will make up a 'Portsmouth decent environment programme' for local authority housing. The programme will be prioritised following consultations with residents, by the severity of problems identified and ward deprivation indices.

Other community regeneration schemes to date have included work at Paulsgrove and Wymering where a new area housing office and health centre have been built. We are also revitalising the local shopping parade with the Co-op. and have introduced wardens to help improve the area.

4.4 Making Portsmouth's council homes decent

The continued strong demand for the vast majority of our properties (see page 11 for further information) endorses our programme to offer all our tenants a decent home by 2010/11. We have no renovation backlog.

The table below outlines our work programme to bring our council homes up to the Decent Homes standard and keep them decent to the deadline of 2010/11. The external decoration work is included for completeness even though it forms part of our normal five-year cyclical maintenance programme. Bathrooms are not currently part of our decent homes programme. The figures in the table below refer to the number of homes receiving work for each of the key elements of our decent homes programme (Source: Codeman database – March 2005).

Year	Meet fitness std	Modern kitchen	Central heating	External decoration	Total made decent $^{\alpha}$	Percent decent $^{\beta}$
2005/06	0	1,602	2,031	3,435	1,645	63.6%
2006/07	0	1,321	534	3,539	1,034	71.2%
2007/08	0	1,404	785	3,171	1,122	79.3%
2008/09	0	1,533	75	3,244	1,012	86.7%
2009/10	0	1,534	34	3,919	1,334	96.4%
2010/11	0	586	210	3,435	500	100.0%
Total	0	7,980	3,669	20,743	6,647	

Our Decent Homes programme is built around the assigned capital budget, our internal capacity to survey works and the capacity of our contractors to carry out the works. Specific targeting of homes is driven by:

- our stock condition data
- locally influenced by Area Housing Office requests
- prioritised by stock in areas of greatest deprivation.

Our capital programme has been further refined since our stock options appraisal to smooth the programme in later years. This has no overall cost implications.

During our stock options appraisal we re-evaluated our targets for making homes decent as our previous assumption, which used the number of

$^{\alpha}$ Note that the 'Total made decent' column refers to the number of homes that become decent, as an individual home may fall short of the standard for more than one reason. Also, a previously decent home may become non-decent and require further remedial work.

$^{\beta}$ Excludes households that have refused an element of work to make their home decent.

kitchens to be made decent, turned out to be an under-estimate. This change did not effect the work that we needed to carry out. We still had the same number of kitchens and heating systems to make decent but it gave us a more accurate understanding of the number of homes involved.

Due to our refusal rate, which is something like 20% for kitchens, we target more homes each year than our capacity to do work to ensure that we keep our programme on schedule. In 2003/04 we targeted 1200 homes and made 946 of them decent.

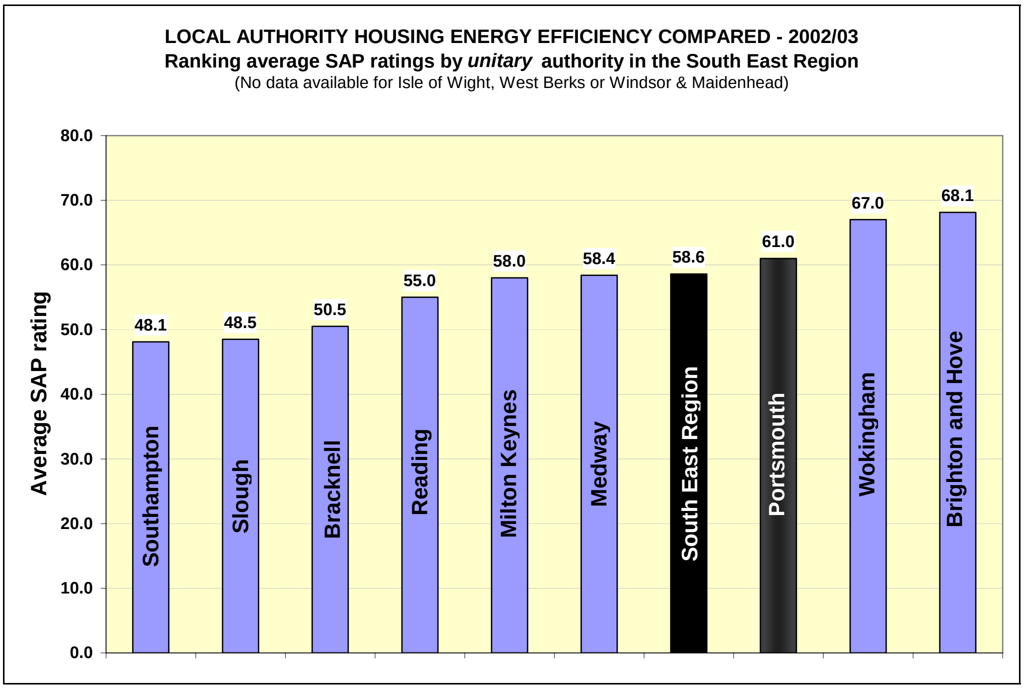
As a direct result of our decent homes monitoring programme, we have recently identified a modification to our voids process. To ensure that we maximise the number of homes being made decent and to take account of the number of refusals we experience we are planning to add our short-term voids to our decent homes programme. Long-term voids are already included.

We will spend around 80 million pounds on making our homes decent by 2010/11. We also plan to spend over 600 million pounds over the 30-year life of this plan, not only keeping them decent but also improving them. This work will form part of our normal capital work programme.

See the 'Capital and revenue expenditure' sub-section on page 31 for more detailed cost information up until 2006/07.

4.5 Energy efficiency

The Standard Assessment Procedure (SAP) is the Government's approved procedure for calculating an energy rating. The SAP rating of our homes is within the top quartile of local authority housing. This is due to the substantial investment in improving the energy efficiency of our housing over the years. Our stock will be rated against the revised SAP when systems are made available to us.



Insulation improvements have been included within major refurbishment schemes such as those carried out to non-traditional, system built houses (for example British Iron and Steel Federation (BISF), Howard and Reema homes) and to multi-storey buildings. In addition we have carried out specific programmes to improve insulation in loft spaces and cavity walls throughout our stock.

For several years our planned maintenance programme has included renewal of windows with uPVC double glazed units. This programme of work will also be completed before 2010/11.

New central heating systems are being installed under our innovative partnership contracts and to complement this programme, community-heating systems incorporating combined heat and power (CHP) are being installed.

We will continue to forge partnerships with others to maintain our high level of energy efficiency.

4.6 Cyclical maintenance

To protect the investment in our housing stock, a five-year cyclical programme was established to inspect, repair and decorate all properties externally. In our blocks of flats items such as communal areas, access, stairways and stores are also included. This work supports the aims of the Government's decent homes disrepair criterion.

We take every opportunity to introduce low maintenance materials and surface treatments and to include elements that reflect residents' desires for a decent environment. Many of these schemes are carried out after liaison with local residents regarding colour choices and priority requirements.

We are currently in the fourth of our five-year programmes with costs currently running at nearly four million pounds per annum.

4.7 Asbestos

We treat our obligations under the amendments to the Control of Asbestos at Work regulations 2002 very seriously. To help us manage this area and to comply with legislation, we have purchased an Asbestos Management Information System (AMIS) database.

A programme of type 2 asbestos identification surveys (targeted at a 25% representative sample of our properties) is being undertaken along with surveys of all properties that become void, to establish the location of any asbestos containing material (ACM). Following the survey, the information is entered onto AMIS, which is web enabled. It is available to staff and contractors and used to manage any ACM risk in our properties.

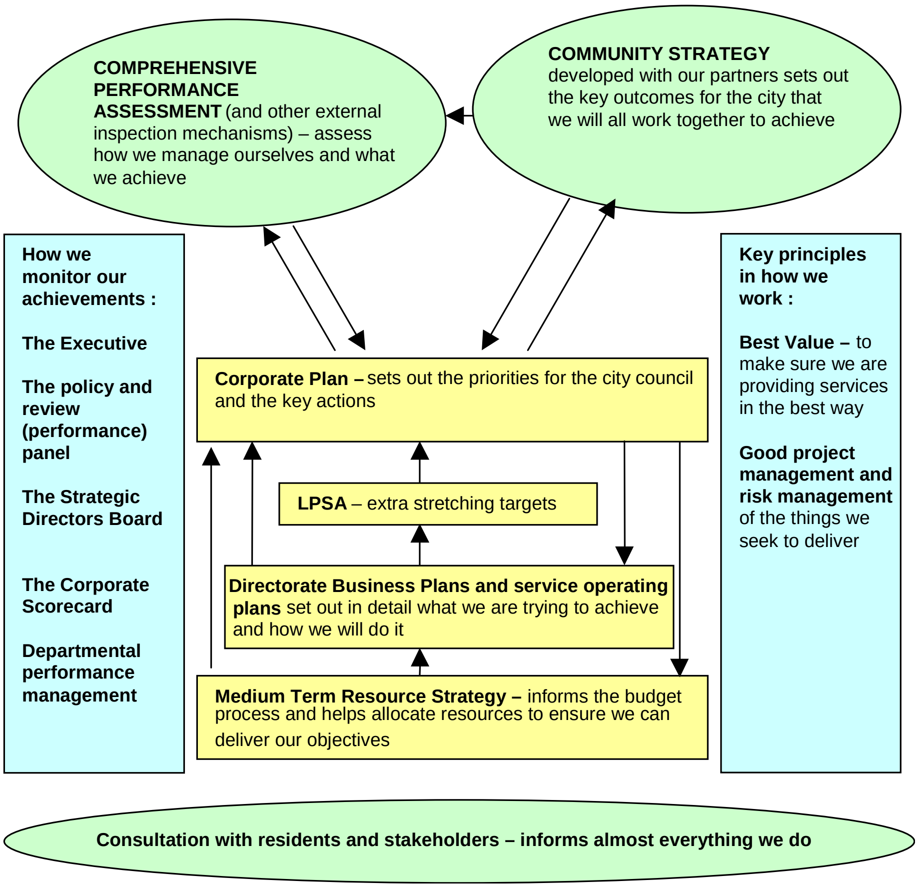
We also notify our tenants following an inspection with the aim of giving them essential information without causing undue distress.

Further details about our asbestos action plan can be found in APPENDIX H on page 76.

5 How well are we doing?

5.1 Performance management

The city council has a well-established framework for managing its performance which consists of a number of different elements, and links well with the performance management framework relating to the Community Strategy and other cross-cutting strategies.



Performance management framework

Performance management within the local authority housing management (LAHM) service interfaces with the corporate framework in a number of ways, including:

- annual business planning cycle, including strategic and operating plans for services (the HRA BP is a key source for this process)
- LAHM's balanced scorecard is reviewed twice monthly by senior housing management at their management meetings
- performance exceptions are reported to the Strategic Directors Board
- reviews of our services to ensure best value.

Within the LAHM service, the six portfolio groups, such as Repairs and Maintenance and Estate Services also tackle performance issues.

5.2 The Government's view

As part of the Government's comprehensive performance assessment (CPA), the Audit Commission judged us as a 'good' council for the third year running.

Our housing management CPA scores continue to improve and can be found in the table below.

	Sub-Score	Best Value Inspection Reports	Performance Indicators	Housing Improvement Programme
December 2002	2.2	2	1	
December 2003	2.6	2	3	4
December 2004	3.2	3	3	4

5.3 What did the auditors and inspectors say?

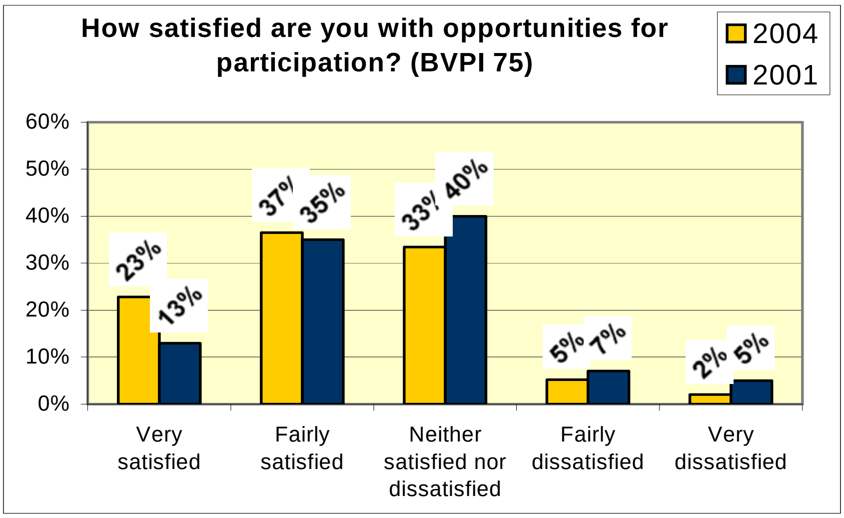
The Audit Commission carried out an inspection of our Repairs and Maintenance Service during Autumn 2004. They judged us as having "a good service that has promising prospects for improvement." This is an improvement on the 2001 inspection that rated us as "a fair service with unlikely prospects for improvement."

This judgement included a number of positive statements, including:

- effective and broad base of meaningful tenant involvement
- generally high rates of customer satisfaction
- tenants' diverse needs are catered for, including fair and equal access
- effective, efficient and high quality responsive repair service
- focusing on meeting decent homes and tenant priorities for repairs and maintenance.

5.4 What do our tenants think?

Our most recent tenant opinion survey was conducted between October 2003 and January 2004 by postal survey. We received 1,068 replies which is 38% of those surveyed – a good response rate.



The key messages from the survey can be summarised as:

- the vast majority of survey performance indicators showed an improvement which helps confirm our service approach is robust
- more resources to tackle vandalism, graffiti, neighbour nuisance and anti-social behaviour, drug dealing, litter and other crime
- low levels of awareness about 'tenant participation compacts'.

A full set of findings and recommendations can be found in the Tenant Opinion Survey Executive Summary Report April 2004 🗁.

5.5 What do our leaseholders think?

Our most recent leaseholder survey was conducted in November 2001 by postal survey. Questionnaires were sent to all 1350 leaseholders and we received 491 replies which is 36% of those surveyed – a good response rate.

The key messages from the survey can be summarised as:

- generally very satisfied with their home and its condition and are more satisfied with their home than they were in 1995
- overall satisfaction levels with communal facilities are good, however most leaseholders would still like to see communal facilities improved
- overall satisfaction of communication with the LAHM service is high, and shows an improvement since 1995
- leaseholders think that the LAHM service is quite good at consulting them, however, most think that their views are not taken into account very much when decisions are made.

A full set of findings and recommendations can be found in the Leaseholder Customer Opinion Survey 2002 Executive Summary Report July 2002 🗁.

Our next leaseholder survey is planned for 2005.

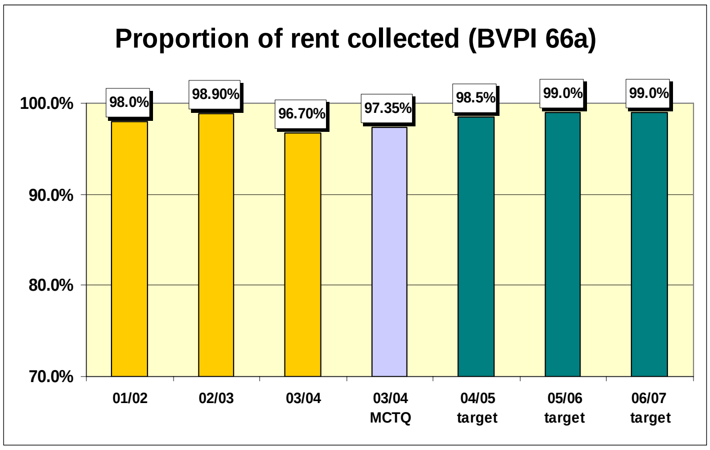
5.6 How do we keep residents informed?

Residents are kept informed of the LAHM service's performance by a variety of methods, including:

- area office performance panels – meetings which feedback on the performance of our eight housing offices and to address residents' issues
- performance display boards at each area office
- articles in our residents' magazine, House Talk
- performance discussions at portfolio resident groups.

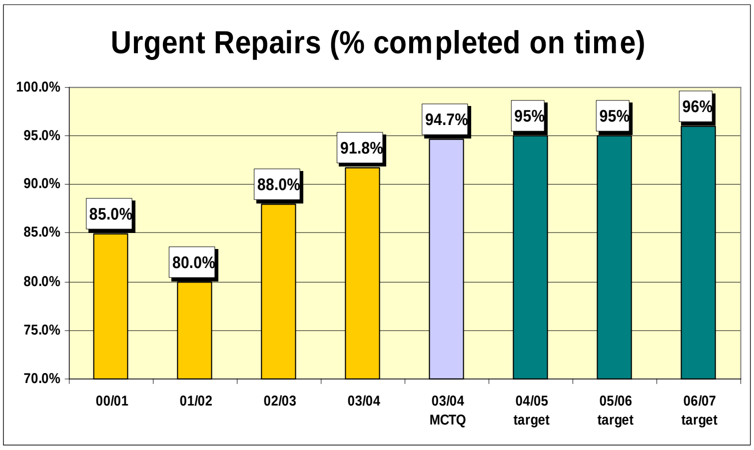
5.7 How do we measure up to other local authorities?

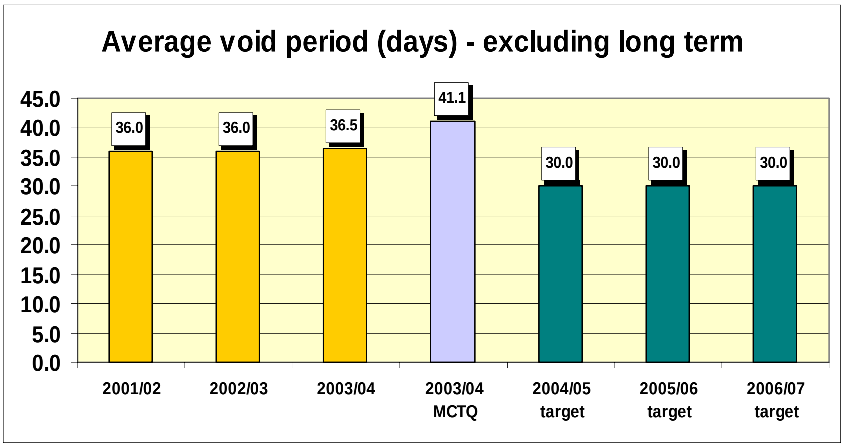
Below is an indicative range of Best Value performance indicators (BVPIs) showing our recent performance, how we compare with the major cities top quartile (MCTQ) (top 25%) and our targets for the next three years. A more detailed look at our BVPIs can be found in APPENDIX D on page 59.



After three years of rising arrears, to March 2002, this trend was reversed during 2002/03 due to a strong focus on early intervention and reducing the Housing Benefit (HB) backlog. This resulted in a performance that was in the top 10% across England. The migration to a new computer system (SX3) resulted in the suspension of HB processing for three months and this led to a significant backlog. The subsequent rise in arrears was not recovered by April 2004 and this resulted in a poor but expected level of rent collection during 2003/04.

The new repairs contracts awarded in April 2002 had an immediate positive impact. Our performance at August 2004 is 94.6%, which puts us within striking distance of our major cities top quartile benchmark. These improvements have been as a result of much stronger contractor and performance management arrangements.





Average void periods have remained fairly static despite revised void management processes. We have identified that some sheltered schemes have suffered low demand and plans are in place to address this (see our Action Plan on page 68 for further details).

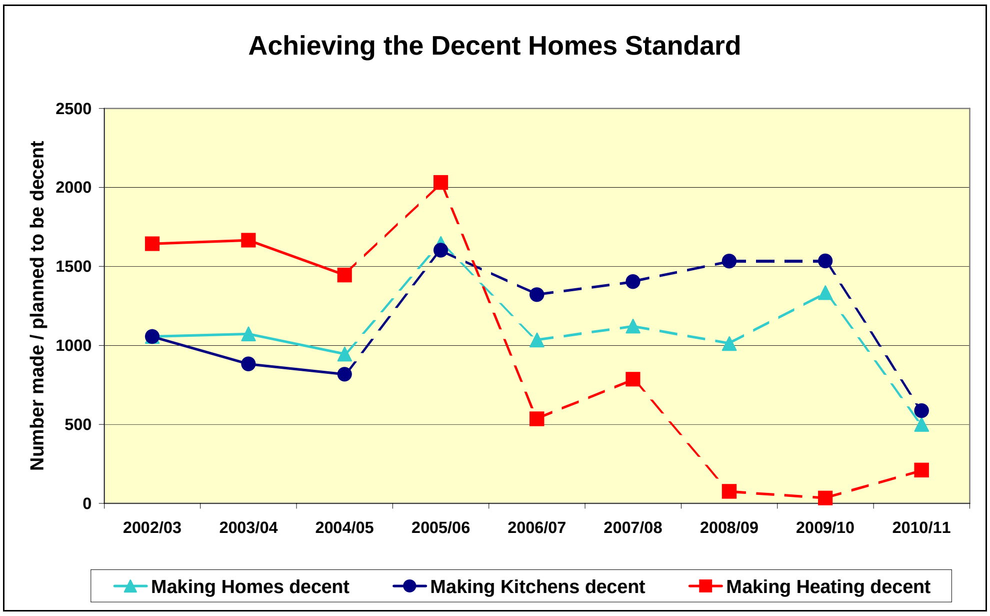
We remain active members of the major cities benchmarking club. All Housing BVPIs are monitored on a quarterly basis by this major cities group.

Housemark (the leading performance improvement service for the housing sector) provide a service to collate the information for the major cities group and produce a table of results after the end of each quarter, these results are discussed at the major cities forum, each quarter following publication by Housemark, where improving trends are discussed, 'best in class' acknowledged and good practice shared. Members are invited to formally present to the group on how improvements have been delivered.

We have just completed a review of our use of Housemark and relaunched its use during February 2005.

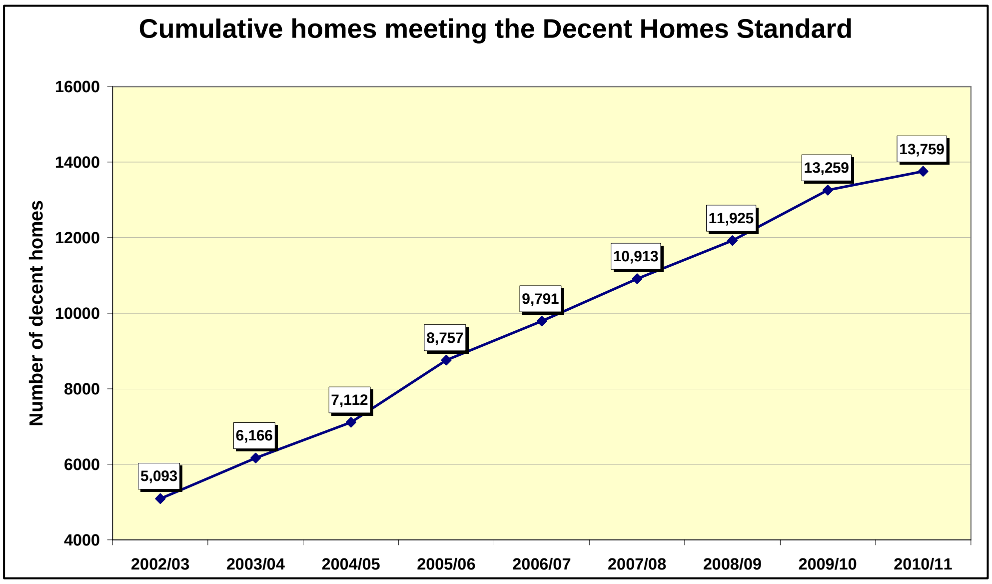
5.8 How are we meeting the decent homes standard?

The chart below shows the work completed (solid line) and planned (dotted line) to make our homes decent by the deadline of 2010/11.



Source: Codeman stock condition database – March 2005

The chart overleaf shows how the above work on Kitchens and Heating systems translate into the total number of our homes made decent (out of 15,598 properties at the beginning of 2005/06).



Currently, over 1,700 tenants have refused work to make their homes decent and it is expected that this trend will continue. The single largest reason being tenants who do not want the disruption to their homes. We plan to tackle these homes when they become vacant but still expect a significant number to remain non-decent beyond the 2010/11 deadline.

Based on our current performance we expect to be able to make all our homes meet the Decent Homes Standard, where the tenant accepts the work, by the 2010/11 deadline.

5.9 Capital programming performance

The table below shows our capital programming performance during 2003/04 and outlines our planned expenditure for 2004/05. Figures are from the 2004 Housing Investment Programme (HIP) Annual Monitoring return.

	Works planned to be carried out in 2003/04		Works carried out in 2003/04		Works planned to be carried out in 2004/05	
	Dwellings	£000s	Dwellings	£000s	Dwellings	£000s
Rewiring	50	45	36	32	187	244
Roof Structure	60	125	105	315	269	536
Roof Covering	125	375	10	35	149	453
Chimneys	0	0	0	0	0	0
Windows	647	1,350	409	981	449	1,224
Doors	178	230	408	245	476	340
Structural Works	149	297	322	154	272	196
Central Heating	1,748	4,110	1,346	3,163	1,667	3,919
Insulation	397	200	207	69	286	322
Kitchens	1,191	3,432	947	3,567	1,139	4,803

	Works planned to be carried out in 2003/04		Works carried out in 2003/04		Works planned to be carried out in 2004/05	
	Dwellings	£000s	Dwellings	£000s	Dwellings	£000s
Bathrooms	20	40	0	0	136	340
Common Areas	1,121	620	714	1,111	594	950
Environmental Works	567	850	19	57	70	212
Other	1,333	9,165	2,788	8,383	3,385	5,429
Total expenditure		**20,839**		**18,112**		**18,968**

An analysis of our recent capital performance highlighted the following:

- during 2003/04 less rewiring was required once homes had been surveyed, however, the budget for 2004/05 has been increased to cater for a block of flats within the programme
- the 2003/04 actual figures and 2004/05 planned figures for roof structure and covering were swapped on the return by mistake
- the windows programme suffered higher unit costs and also unspent the plan due to some invoices rolling forward to next accounting period
- we managed to survey more structural work than planned but less remedial work was actually required
- central heating funds were refocused to 'combined heat and power' (CHP) work which was coded within the Other category as well as under spent due to refusals by tenants
- grant money obtained for insulation work and some under-spend on programme due to contractor restructure and late invoicing
- slightly higher unit price for kitchens as multi-story blocks targeted during the year
- work on common areas varies with the specific requirements of residents and has been difficult to predict
- environmental works look under-spent but results from work being coded under a regeneration budget within the Other category
- Other includes aerial works and other major schemes - more work was carried out but with less cost mainly due to CHP and environmental works being coded here.

We also monitor our contractors against a set of key performance indicators (KPIs). The KPIs are reviewed at the regular meetings we hold with our contract partners. An example of our contractor KPI information can be found in APPENDIX E on page 63.

6 Making best use of our resources

6.1 Introduction

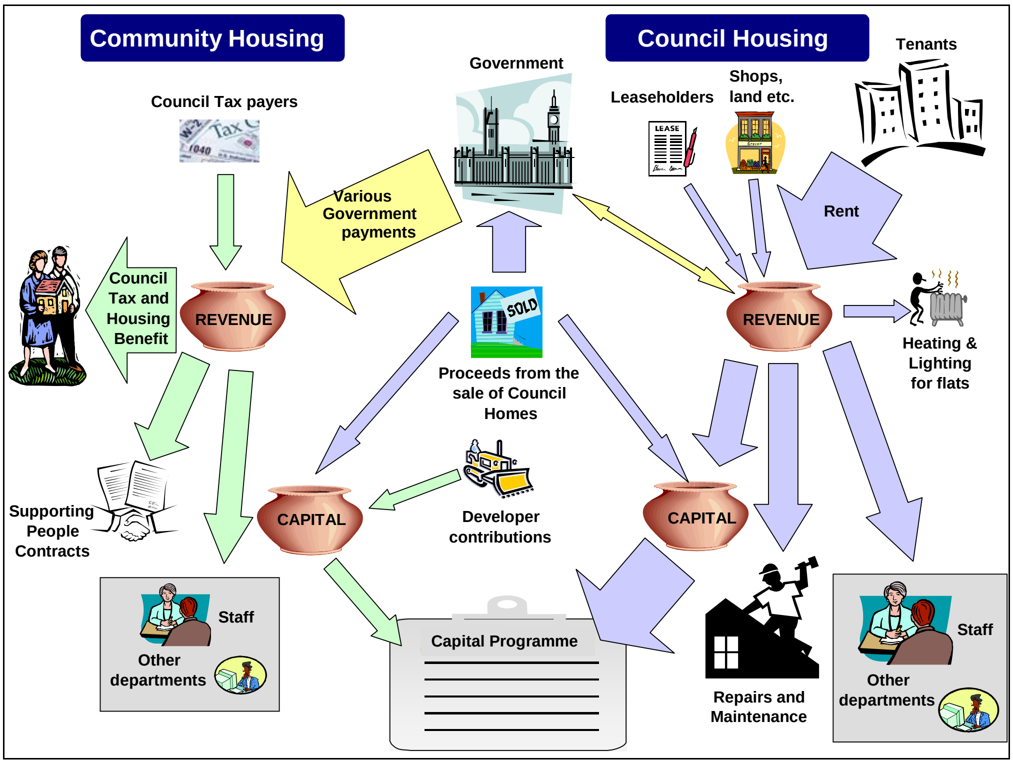
In summary, our 30-year plan predicts sufficient income to fund all operational running costs plus the investment required to bring our properties up to the decent homes standard by 2010/11 and to maintain them to this standard for the life of the plan. In addition, we can afford to invest in much of the priority work residents have identified, such as the decent environment programme.

Our plan is built using the Government's standard 30-year financial model and its detailed output can be found in APPENDIX F on page 65. The model has two main types of financial resource.

- revenue – running costs, which are ring-fenced to separate council housing from the rest of the council
- capital – investment spending, where the council has some flexibility to align spending with corporate priorities.

6.2 Making sense of the Housing Revenue Account

The diagram below shows the main flows of income and expenditure for both the Housing Revenue Account (HRA) and community housing.



Council housing flows are explained in more detail overleaf. Details of the wider community housing flows are discussed in our Housing Strategy.

6.3 Capital and revenue expenditure

The table below shows recent revenue and capital, income and expenditure and our forecasts for the next three years. Please note that figures have been rounded and so may not total exactly.

	Description	Actual 2002/03 £000	Actual 2003/04 £000	Revised 2004/05 £000	Budget 2005/06 £000	Budget 2006/07 £000
REVENUE	Balance b/forward	1,875	1,054	3,854	5,017	5,993
	Rents	44,327	44,158	44,526	45,859	46,689
	Fees & charges	2,746	3,182	3,634	4,810	4,348
	Interest	492	506	353	231	275
	Gov't grant – HRA subsidy	26,880	27,243	411	940	(14)
	Recovery of overpaid HB	234	1,504	50	0	0
	Other income	2,251	3.514	3,237	2,692	2,287
	Total revenue available	**78,804**	**81,161**	**56,064**	**59,550**	**59,578**
	Supervision and management	(8,832)	(9,594)	(10,271)	(10,542)	(10,798)
	Special management	(5,272)	(5,759)	(5,870)	(6,303)	(6,645)
	Repairs and maintenance	(14,377)	(14,221)	(14,061)	(14,398)	(14,508)
	Rent rebates	(25,962)	(25,787)	(1,963)	(2,045)	(1,844)
	Cost of capital	(4,038)	(2,822)	(1,554)	(1,540)	(1,488)
	Contributions to capital	(18,936)	(18,716)	(15,848)	(17,372)	(17,536)
	Other expenditure	(334)	(408)	(1,480)	(1,356)	(523)
	Total revenue expenditure	**(77,751)**	**(77,307)**	**(51,047)**	**(53,557)**	**(53,343)**
	Balance carried forward	1,054	3,854	5,017	5,993	6,235

CAPITAL	Opening Balance	6,287	10,024	9,566	926	1,611
	Contribution from revenue	18,936	18,716	15,848	17,372	17,536
	Borrowing	1,756	0	1,000	0	0
	Capital receipts (right-to-buy)	1,513	2,931	4,292	2,940	1,618
	Leaseholder contributions	271	205	232	249	267
	SRB and other sources	389	855	1,722	0	0
	Total capital available	**29,152**	**32,732**	**32,660**	**21,487**	**21,032**
	New build	(703)	(619)	(6,415)	(2,378)	(350)
	Re-Housing	(288)	(324)	(450)	(1,030)	(535)
	Decent homes	(15,066)	(18,710)	(19,971)	(13,179)	(13,839)
	Disabled works	(562)	(736)	(700)	(720)	(740)
	IT infrastructure	(1,551)	(1,829)	(2,326)	(672)	(453)
	Fees	(956)	(948)	(1,873)	(1,897)	(1,803)
	Total capital expenditure	**(19,128)**	**(23,167)**	**(31,735)**	**(19,876)**	**(17,720)**
	Balance carried forward	10,025	9,566	925	1,611	3,311

6.4 Revenue income

6.4.1 Tenants

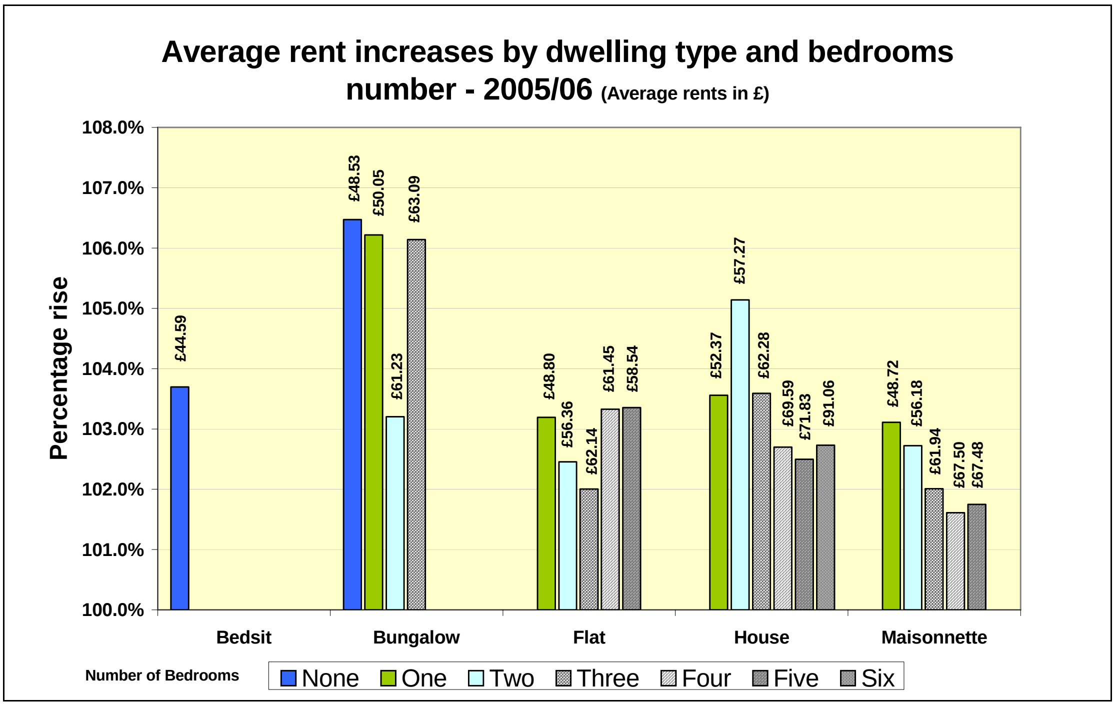
Our tenants provide the vast majority of our revenue income. Our priority has been to keep the combined cost of rent and service charges at affordable levels.

Rents have historically been set locally, based on our costs and spending priorities. This local discretion has now been replaced by a national formula called rent restructuring.

Rent restructuring

Rent Restructuring is a Government initiative to phase in a standard formula for all social housing rents between 2003 and 2011. The formula reflects the number of bedrooms, property value and local earnings. The Government has set limits by which individual rents can change (up or down) in any year.

For our tenants rent restructuring will have a mixed impact, with average rents for flats and maisonettes rising more slowly than those for houses and bungalows.



Service charges

We are aware of the Government's desire for councils to separate out (unpool) costs on the "if you do not get the service you should not pay for it" principle. Our business planning assumes that separating out costs for specific services will generate an additional 200 thousand pounds each year from 2005/06 until 2008/09. The work required to separate out service charges is included in our action plan (see APPENDIX H on page 83 for further details).

In 2003/04 we introduced a service charge of 70 pence per week across all properties to recover costs such as our new anti-social behaviour team. In 2004/05 this charge was raised by a further 25 pence per week to partly offset costs of Estate Service Officers.

For 2005/06 we are proposing to our residents that we:

- increase the general service charge to recover the costs of an enhanced bulk refuse removal service
- introduce a 50 pence per week charge on flats to reflect the higher management costs.

Our residents are also examining longer-term options.

Sheltered housing service charges

We have a general policy that sheltered housing costs should be fully funded from a separate service charge. However we need to balance "reasonable" increases in service charges with:

- the gap between the supporting people grant paid to residents on housing benefit and the charge we make for providing this service
- the discount of supporting people charge for those tenants not on Housing Benefit but whose tenancy started before 1 March 2003
- the difference between the cost of care provision and the contribution made by the city council's social services.

As a result the HRA currently makes a net payment towards the total costs of sheltered housing. Our action plan includes a feasibility study into the transfer of some social services assets into the HRA together with a review into the longer term cost structure of sheltered housing (see APPENDIX H on pages 84 and 96 for further details).

6.4.2 HRA subsidy

The Government's HRA subsidy rules broadly mean that any "surplus" is paid to the Government, conversely, any "deficit" in funded by the Government. Our model predicts that over 200 million pounds of surplus will be paid to the Government over the 30 years of our business plan.

The values used by Government to calculate a surplus or deficit have no direct relationship to the actual HRA and have changed considerably over recent years. Small changes can make a very significant difference to our surplus or deficit position. This is currently the most sensitive aspect of our financial model. We expect our model to become more stable as we achieve rent restructuring in 2011.

6.4.3 Right-to-buy sales

We are anticipating that in excess of four thousand properties (over a quarter of our stock) will be sold to tenants under right-to-buy over the life of this plan.

This will have significant effects; it will reduce our rental income but also provide significant capital receipts.

6.4.4 Leaseholders

We have over 1500 leaseholders, which represents about 9% of our stock. By the end of the plan we expect to have doubled this number of leasehold properties.

Leaseholders pay service charges to accurately reflect the direct costs of communal repairs, cleaning and energy. A 12.5% premium is added to cover administration of repairs and estate management. We recognise this premium may be out of step with our true administration costs.

Our action plan includes a review of this premium to ensure that leaseholders make an appropriate contribution (see APPENDIX H on 71 for further details).

6.4.5 Garages, shops and land

In addition to our houses we have a range of other assets such as garages, parking sites, shops and land, which generate income for the HRA.

Garages and parking sites

We have over 2500 garages and over 2000 parking sites. In city centre areas off road parking is at a premium however in more remote areas they can become the focus for vandalism and anti-social behaviour.

In the past we have given little attention to charging either commercial rates or even to recover the true cost of management and maintenance. We now feel that these assets should make a net contribution to the HRA. Our action plan includes reviewing options for demolition or disposal of low demand garages sites and the raising of charges closer to commercial rates for high demand areas (see APPENDIX H on page 81 for further details).

We have consulted with our tenants and they accept the principle that we need to treat these assets in a more commercial way.

Shops

We own 66 shops and these are currently let on commercial rents and managed on our behalf by the city council’s property team. Our plan assumes rental income will continue uninterrupted provided the commercial property market remains buoyant. We are aware of their potential for use by non-commercial organisations at peppercorn rents where this has a strategic fit with regeneration projects. Our action plan includes a review of our shop portfolio (see APPENDIX H on page 82 for further details).

Land

The land we own generally forms the open space immediately surrounding the many low-rise blocks we have on our suburban estate of Leigh Park. Our action plan includes a review of this land for the sensitive development of new affordable housing in partnership with Registered Social Landlords (RSLs) (see APPENDIX H on page 82 for further details).

Other income

The most significant item of other income is the interest generated on balances in our account. Our plan assumes that no more than a prudent level of balances will be held. We have no plans to generate income through the use of invested cash reserves.

6.4.6 Tenancy support

As a direct result of Government's Supporting People programme we established our own in-house tenancy support team. This 12 strong team provide short-term support to assist our vulnerable tenants to become more self-sufficient. This service has beneficial effects on rent arrears, family breakdown and low-level anti-social behaviour.

Funding for this service comes from the Government's corporate supporting people grant. The funding for this grant has been reduced from 2004/05. As a result we have decided that from 2004/05 the HRA contract price will only include direct costs and will not attempt to recover a contribution for our management and other fixed overheads.

In effect the HRA is now subsidising the contract price by approximately 150 thousand pounds per year. We feel this is appropriate in the spirit of joined up corporate working and in recognition of the added value this service provides our tenants. We anticipate that this HRA contribution will continue through the life of the plan.

6.5 Revenue balances

Legally we are required to keep a positive HRA balance at all times. Our plan assumes a fairly consistent average balance of at least half a million pounds over the life of the plan.

This projected positive balance enables additional income generated or savings made through efficiency gains to be directed into capital resources.

6.6 Revenue expenditure

6.6.1 Rent rebate subsidy limitation

We anticipate paying a contribution of over ten million pounds towards the costs of Housing Benefit over the period from 2004/05 to 2011/12, when rent restructuring will have been fully implemented. The contribution reflects the fact that in previous years we have increased rents beyond the limits Government set for the payment of Housing Benefit to council tenants.

6.6.2 Revenue Spending

Salaries

Staff salaries and associated costs represent a significant proportion of our revenue spending. Our property to staff cost ratio is currently higher than the average for similar authorities. This is driven by two factors:

- our commitment to a devolved service through eight area housing offices
- our team of 36 full time Estate Services Officers responsible for monitoring cleaning, communal repairs and other estate patrol duties.

Our residents value these two aspects of our service delivery and have consistently supported them despite the premium in their rents. However, management costs will eventually need to be realigned with the anticipated long-term reduction in stock due to right-to-buy sales.

Training

Our staff work within an increasingly complex environment of legislation, procedures and information communications technology together with more sophisticated customer expectations. To meet this challenge we have increased our training budget. The impact of improved training has had a positive impact on service delivery, customer satisfaction results, staff morale and retention.

Our training is not just about the technical aspects of the job; it also has a wider responsibility. This includes an awareness of our ethos such as our commitment to customer care and legal requirements such as equal opportunities and race and disability discrimination.

6.6.3 Overheads

During 2004/05 the city council's "Moving Towards Excellence" (MTE) review is challenging the existing mechanism for overhead recharging. A revised overhead charging structure will come into force during 2005.

Our plan assumes the MTE review to have a broadly neutral effect. We will closely monitor changes to ensure that this assumption remains valid. It is possible that, in the long term, we will see the benefits of economies of scale reflected in corporate overheads. We do not intend at this stage to reflect such savings in our planning assumptions.

6.6.4 Cost of capital

We have decided to make interest only repayment on our capital debt throughout the life of this plan as our debt is very low and we have calculated that over the 30 years of this plan we can afford to. This decision frees up additional resources for our decent homes and decent environment programmes, which are very important to our tenants. If our capital receipts turn out to be higher than expected the city council has resolved to use this to repay some debt. Clearly the amount we pay each year will be influenced by the prevailing general interest rate.

Our debt currently stands at 26 million pounds. In 2004/05 we plan to borrow an additional one million pounds but have no plans for any further borrowing throughout the life of the plan. As a result our debt will remain fairly constant.

6.6.5 Heating and lighting for flats

Heating costs are fully recovered by a separate service charge on a block by block basis. Other costs such as lifts and lighting are not separately charged and we have no plans to do so.

6.6.6 Cleaning and Grounds Maintenance

We already separately identify the costs of these services, which are likely to be closely considered in the unpooling action plan item mentioned earlier.

We are currently monitoring the value for money alternatives of direct labour or contracted services. To enable a fair comparison we are running both alternatives in parallel in separate geographic areas. Our action plan includes a review of service costs and performance for each alternative (see APPENDIX H on page 99 for further details).

6.6.7 Repairs and maintenance

This is a very significant item of expenditure. Our plan assumes that spending will reduce in line with stock reduction through right-to-buy sales.

We currently contract out all of our maintenance work. Our action plan includes identification of potential procurement savings through joint purchasing partnerships as highlighted in the *Rethinking construction report* (Egan, 1998) (see APPENDIX H on page 71 for further details). We have prudently not assumed savings in our current 30-year model.

6.6.8 Bad debt

A bad debt provision is required to cover the anticipated value of arrears to be written off. Over the life of this plan we have assumed that our current tenants' arrears will not rise above 4% of collectable rent. Our action plan includes a number of changes in process and management focus that aim to bring arrears back in line with target and subsequently sustain them at these levels (see APPENDIX H on page 94 for further details).

6.7 Capital financing

We have a number of sources of capital funding each of these is examined in turn below.

6.7.1 Revenue Contributions

The majority of our capital finance comes from revenue contributions. We plan that these contributions will consistently be in excess of the Major Repairs Allowance. We keep our revenue contributions as high as possible to reduce the need for borrowing.

6.7.2 Borrowing

In 2004/05 we are borrowing one million pounds. Our model assumes that no further borrowing is required over the life of this plan. This means that we can keep our revenue "cost of capital" repayments to a minimum.

6.7.3 Right-to-buy sales (capital receipts)

As stated earlier, we are anticipating that in excess of four thousand properties (over a quarter of our stock) will be sold to tenants under right-to-buy over the life of this plan, this will provide significant capital receipts.

From each capital receipt we first deduct our sale administration cost. 75% of the remaining sum must be repaid to the Government. We can keep the 25% balance (the usable capital receipt) for investment in any area of council spending. In 2003/04 this was nearly three million pounds.

Currently three-quarters of these usable receipts are re-invested in council housing (HRA) whilst the remainder is used for private sector housing investment. Our private housing programme includes around half a million pounds per annum to be spent on providing new affordable homes via registered social landlords (RSLs). This will enable between five and ten new affordable homes to be delivered through RSLs or the empty property campaign. The exact number will depend on whether the RSLs already have building land available

Our model reflects our intention to use an increasing proportion of receipts in the medium term on investment in private sector housing (half by 2011/12). The corporate Capital Strategy identifies tackling poor conditions in the older private sector housing stock (25% unfit or in serious disrepair) as one of the highest strategic priorities of the council.

6.7.4 Leaseholder contributions

Leaseholders are required to make a pro-rata contribution towards any major investment work undertaken in their blocks.

We allow an element for this in leaseholder service charges so that they build up a sinking fund from which their share of major schemes (or most of it) can be met. Leaseholders would otherwise need to finance their contribution from their savings or borrowing in the financial marketplace.

6.8 30-year financial model sensitivity analysis

The table below shows the key areas of our 30-year model and how volatile our assumptions are. It shows clearly that the single most significant assumption relates to HRA subsidy. This is an area which we cannot influence at all as it is entirely controlled by central Government. Changes of only 1% per annum to Management and Maintenance assumptions can increase or decrease balances at the end of the 30 year period by more than 80 million pounds. Four out of the top five most significant assumptions, shown in the table below, are not within our control. For that reason we will ensure these assumptions are monitored closely and modelled each year to ensure sufficient financial resources are still available over a 30 year period.

Assumption factors	Assumption value / range	Sensitivity description	Impact over 30 years	Our influence
HRA subsidy 'Management and Maintenance' (real increase)	**3.5%**	↑ **1%** from 2006/07	+ ££££££££££	☹
		↓ **1%** from 2006/07	– £££££££££	
General inflation	**2.46%**	↑ **0.5%** from 2006/07	– £££££	☹
		↓ **0.5%** from 2006/07	+ £££££	
Management costs (real increase)	**0.46%** in 2005/06 reducing to **0.17%** by 2013/14	↑ **0.25%** from 2012/13	– ££££	☺
		↓ **0.25%** from 2012/13	+ ££££	
Repairs inflation (in addition to general inflation)	**0.54%**	↑ **0.5%** from 2006/07	– ££££	☹
		↓ **0.5%** from 2006/07	+ ££££	
Changes in freehold right-to-buy sales	**145** sales 2004/05 → **51** sales 2033/34	↑ **50** from 2006/07	– ££££	☹
		↓ **50** from 2006/07	+ ££££	☹
Consolidated rate of interest (CRI)	**5.15%** on average	↑ **1%** from 2006/07	+ £££	☹
		↓ **1%** from 2006/07	– £££	
Rent increases in real terms after rent restructuring	**Nil** increasing to **0.5%**	↑ **0.25%** from 2012/13	+ ££	😐
		↓ **0.25%** from 2012/13	– ££	
Provision for bad debts	**1.03%**	↑ **0.5%** from 2006/07	– ££	☺
		↓ **0.5%** from 2006/07	+ ££	
Property voids rates	**1%**	↑ **0.5%** from 2006/07	– £	☺
		↓ **0.5%** from 2006/07	+ ££	
Interest earned on balances	**3.75%**	↑ **1%** from 2006/07	+ £	☹
		↓ **1%** from 2006/07	– £	
Changes in leasehold right-to-buy sales	**80** sales 2004/05 → **29** sales 2033/34	↑ **50** from 2006/07	– £	☹
		↓ **50** from 2006/07	+ £	☹
Service charges	Raise additional **£200K** each year from 2005/06 to 2008/09		+ £	☺

Key to sensitivity table

☺	some flexibility to make changes	↑	increase in value
😐	fairly limited flexibility	↓	decrease in value
☹	outside of our control	£	each £ symbol represents about ten million pounds

7 Community priorities

7.1 How did we go about deciding our priorities?

There are many competing pressures for our resources, both staff and financial. To help ensure we meet our commitments we have developed, with the aid of residents, a set of criteria to help us focus resources on priority areas. Residents were consulted during the stock options appraisal and agreed the criteria.

7.2 What criteria did we agree with residents?

The action plans for the management of our council homes have been developed using the following ranked criteria:

- **Statutory requirements**, such as health and safety
- **Decent homes**, including local deprivation prioritisation of work and achievement of 2010/11 decent homes target
- **Response repairs**, including improved effectiveness and efficiency
- **Resident priorities**, as identified though ongoing consultation and most recently the stock options appraisal
- **Problematic voids**, to maximise the availability of stock for those in priority need, e.g. the homeless
- **Other HRA assets**, investments for the benefit of residents and the local authority housing management service
- **Other investments**, such as environmental schemes, domestic security improvements and resident initiative bids.

7.3 How was the relative priority of residents' options decided?

As part of our stock options appraisal a set of themed mini-conferences were held to further explore the residents' options that had come from the project's consultation process. The independent tenant advisor (ITA) facilitated a technique called "paired comparison analysis" which helped work out the relative importance of the options under review.

7.4 What are our key priorities?

The table overleaf outlines our main priority areas, highest first, and shows how they link with those of the Portsmouth Local Strategic Partnership's Community Strategy and the city council's Corporate Plan.

Community & Corporate priorities themes / Local Authority Housing Management main priority areas (ranked)	Community Safety	Education and lifelong learning	Economic wellbeing	Environment and transport	Housing	Health and social wellbeing	Community involvement
1. Statutory requirements							
Meeting our statutory duties, such as the management and control of asbestos and gas safety checks				✓	✓	✓	
2. Decent homes							
Offering all of our tenants a decent home by the Government's target of 2010/11		✓		✓	✓	✓	
3. Response repairs							
Improving the balance between response repairs and planned maintenance					✓		
4. Resident priorities							
Improving the personal safety and security of residents through more resources to tackle anti-social behaviour	✓				✓		
Improving estate environments, such as appearance, defensible spaces, graffiti, lighting and refuse facilities	✓			✓	✓		
Enforcing tenancy agreements to help build sustainable communities	✓				✓	✓	✓
Improving cleaning and green spaces	✓			✓	✓	✓	
Continually improving the effectiveness and efficiency of the LAHM service so that it continues giving value for money to our residents					✓		

Community & Corporate priorities themes / Local Authority Housing Management main priority areas (ranked)	Community Safety	Education and lifelong learning	Economic wellbeing	Environment and transport	Housing	Health and social wellbeing	Community involvement
5. Problematic voids							
Ensuring that identified hard to let properties, such as certain sheltered schemes, are addressed					☑		
6. Other HRA assets							
Garages and parking spaces review					☑		
7. Other investments							
ICT and telephony upgrades					☑		
Improving local authority offices at Portsea, Leigh Park and Buckland	☑	☑	☑	☑	☑	☑	☑

8 Choices we have made

8.1 Stock options appraisal

The Decent Homes standard is a core element of the “Sustainable communities: building for the future” action programme launched by the Office of the Deputy Prime Minister (ODPM).

In February 2003 a report by the ODPM, “Review of the delivery of the decent homes target” concluded “the target was at risk because of the shortcomings in some local authority’s (LA) options appraisals”. This resulted in a requirement for all LAs, with social housing stock, to conduct an options appraisal and to submit a report and action plan to the relevant Government Office by July 2005. We commenced our appraisal in September 2003.

The process requires that a baseline is prepared which includes these key elements:

- ensuring the base stock condition data is accurate
- defining what work will be done to make stock decent
- splitting the data into the selected areas
- creating the cost base for achieving decent homes.

Each of the strategic options was assessed against the baseline case. Below is a summary of this assessment to date.

8.1.1 Arms length management organisation (ALMO)

An ALMO is a new organisation set up to manage and repair homes on behalf of the council. The city council would continue to own the housing under this arrangement and tenants would remain secure council tenants with all their existing rights.

As we have the HRA funds available to complete the decent homes programme (see the ‘Making best use of our resources’ section starting on page 30 for further information) there would be no additional funds available from the ODPM. The costs of pursuing this option outweigh any potential advantages.

8.1.2 Large scale voluntary transfer (LSVT)

LSVT, also known as housing stock transfer, is the process of transferring council homes to the ownership of a housing association.

This remains a credible option. However, consultation has continuously revealed a strong preference amongst our tenants to remain tenants of the city council and any ballot resulting from a decision to pursue this option would most likely result in a "no" vote.

8.1.3 Private finance initiative (PFI)

The ODPM describes PFI as “a method by which central Government provides financial support for partnerships between the public and private sectors.”

The nature and condition of our stock does not lend itself to PFI because this is only applicable to small estates with extreme problems in terms of stock and environmental conditions. In addition, PFI is not an option for whole stock within the current ODPM social housing PFI criteria.

8.1.4 Council owned and managed (COAM)

This is the most likely outcome of our appraisal as we expect to be able to afford the work to make all homes decent by 2010/11 and then to keep them decent thereafter. This is very clearly the residents’ preferred option.

8.1.5 Analysis of viable options

Only two of the options demand further consideration; LSVT and COAM.

Below is the financial summary from our stock options appraisal. It shows the impact on the Council Housing Account (HRA) and the Council Tax account (General Fund) over the 30-year life of this plan plus for LSVT options the amount left from the sale price after paying off debt and a Government levy.

	COAM	LSVT			
	Retain dwellings	Sell All	Sell Leigh Park	Sell Paulsgrove	Sell Portsea Island
Number of dwellings at 31 March 2006	15,330	15,330	4,990	2,562	7,778
Sale price per dwelling (minus means PCC have to pay the purchaser)		£2,483	£6,999	£1,782	-£124
Total sale price (minus means PCC have to pay the purchaser)		£38 million	£35 million	£5 million	-£1 million
Amount left from sale price after repaying debt & paying a Government levy		£10 million	£23 million	Nil	Nil

	COAM	LSVT			
	Retain dwellings	Sell All	Sell Leigh Park	Sell Paulsgrove	Sell Portsea Island
Surplus or Deficit (shown as a minus) on the **Council Housing** account after 30 years	£25 million		£20 million	-£66 million	£38 million
Surplus or Deficit (shown as a minus) on the **Council Tax** account after 30 years		£40 million	Nil	Nil	£57 million

Retain dwellings

Portsmouth City Council (PCC) can meet the Decent Homes Standard and manage its properties over the 30 year period with its existing and forecasted resources. We are able to do this without any reduction in services to our tenants, indeed we expect to be able to improve services over the period of the plan. This means that selling some or all of our homes through the LSVT route would be unlikely to bring any additional benefits to tenants.

Sell All

The disposal of all our dwellings would have a beneficial impact on the Council Tax account over the 30 year period. The Council Housing account would cease to exist following the disposal.

Sell Leigh Park

The disposal of Leigh Park dwellings would have an adverse impact on the Council Tax account and the residual Council Housing account.

Sell Paulsgrove

The disposal of Paulsgrove dwellings will have an adverse impact on the Council Tax account and the residual Council Housing account. The table above highlights a significant deficit of 66 million pounds. There are various factors at work here but the two most significant ones are:

- only 15% of our properties will be disposed of but will result in a 30% loss of HRA subsidy from the Government
- fewer regeneration projects within the Paulsgrove area and so the cost of other schemes will need to be spread across a smaller asset base.

Sell Portsea Island

PCC as a whole will benefit financially from the disposal of Portsea stocks.

Further information

A more detailed summary can be found in *Portsmouth City Council's Housing Stock Options Appraisal Financial Modelling Summary* .

8.1.6 What will we do with any receipt?

The Amount left from the sale price after repaying debt and paying a Government levy arising from the LSVT options identified above would be directed to the city council's key priorities, which include the provision of affordable housing and providing more support to help make private sector dwellings decent, especially for vulnerable residents.

8.1.7 What's next?

Work continues on our stock options appraisal project to select the option to be pursued for the management of our council homes and produce the report for submission to the Government Office of the South East (GOSE).

An options selection panel of residents and members with officers supporting, will meet in spring 2005 to make its choice. Our detailed action plan, starting on page 74, outlines the phases of the project.

More detailed information on our stock options appraisal will be contained in our final report and action plan to the GOSE. This is planned for spring 2005.

8.2 Improving repairs and housing management

Our vision is set out in the Repairs and Maintenance Strategic Plan (RMSP):

> "To deliver an excellent, customer focussed, integrated repair and maintenance service that provides decent homes in a decent and safe environment and that meets residents' local priorities and needs."

The RMSP sets out a specific objective to ensure resources are targeted at the priorities laid out in the 'Community priorities' section of this plan (see page 41). Further information on the improvements we have made and plan to make can be found in our action plan (see APPENDIX H on page 86 for further details).

8.3 Partnering with suppliers and contractors

We have commenced three partnering pilot schemes for:

- central heating installations
- gas servicing
- maintenance.

Two of these contracts are progressing well, continue to be within the budgeted cost and have achieved demonstration project status from the Housing Forum. We are sharing this best practice with others. Our gas servicing partner has invested in mobile handheld technology that allows its staff to send and receive information without returning to the office. This will make their operation more efficient and in turn should increase customer satisfaction. The continuous improvement programme, which is a key objective for our partnering arrangements, continues to develop as these projects progress. The maintenance contract was terminated as a result of problems we were experiencing. Lessons learnt are being used to inform future procurement projects.

The procurement process, which was designed for the partnering contracts, has been further adapted and will be used for the procurement of our new maintenance contractors in 2006. This will allow a selection process that focuses on quality criteria as well as cost. Residents will be fully involved.

We are also forming partnerships with a range of organisations, including fuel suppliers, other local authorities and European cities to secure funds from sources such as the Energy Efficiency Commitment, the Energy Savings Trust and the European Union.

8.4 Anti-social behaviour

The Anti-social Behaviour Unit (ASBU) serves the whole city and also supports city council housing service employees and tenants within the borough of Havant. The ASBU is a corporate organisation drawn from the city council, Hampshire constabulary and a crime reduction charity Motiv8.

The ASBU was created as a result of a best value (BV) review on how the city council dealt with ASB. Throughout the process city council tenants and leaseholders were central to the BV panel and consultation groups. The ASBU focus will be with the victim, location and offender and by using methods that support prevention and diversion, rehabilitation and enforcement will bring about a corporate led resolution.

The housing element of the ASBU does not take anti-social behaviour (ASB) cases away from area office housing officers, but instead works with them to obtain the evidence, support the witnesses and take the appropriate action to stop anti-social behaviour and nuisance. The purpose of the team is not to de-skill but to motivate housing officers by providing practical support so that they can tackle ASB within their estate. It also provides a co-ordinated and timely response to anti-social behaviour arising in the locality of our housing stock.

The ASBU is committed to encourage, develop and support joint agency working between the local authority housing management service, other city council departments and outside agencies. It provides a comprehensive information and support service to all front line officers dealing with neighbour nuisance and anti-social behaviour. Greater use of shared intelligence has resulted in faster resolution, especially when a legal remedy is required.

The action plan for ASB can be found in APPENDIX H on page 104.

8.5 Choice-Based Lettings

Choice-Based Lettings (CBL) is an alternative way of allocating social (council and registered social landlord) housing to applicants on the housing waiting and transfer lists and homeless households.

8.5.1 How would it work?

We would advertise our housing vacancies to all applicants; e.g. through local newspapers, newsletters, or on a website.

Applicants then have the opportunity to apply (bid) for any vacancies which are suitable for their needs (for example a single person household will not be entitled to a three bedroom property).

The successful bid will come from the applicant with the highest priority under the scheme. Priority is given to those with the most urgent needs but where possible priorities will also be allocated on the basis of longest waiting time.

8.5.2 What are our current plans?

Our Wecock Farm area office currently operates a limited "local lettings" policy, however this not a true CBL scheme. We have plans to introduce a CBL scheme, to cover all social lettings in the city, over the next 18 to 24 months. Our plans have yet to be firmed up but will certainly involve the city's RSLs as well as other local authorities, such as Havant Borough Council, to ensure that a cost effective, quality scheme is introduced for our residents.

We expect that the introduction of a choice-based lettings system will have the following positive impacts:

- improved choice for prospective tenants
- higher allocations acceptance rate
- reduced administrative burden (after initial start-up costs)
- reduced void periods
- reduced abandonment
- more stable / sustainable communities.

8.6 Future options

We currently have no plans for a further SOA as we can clearly meet the costs of making all our homes decent and keeping them that way for the 30 year life of this plan, however, we will continue to review the situation as part of our annual HRA BP financial modelling.

We will also continue to review our stock to identify unpopular homes and will monitor our current void action plan to ensure the unpopular sheltered schemes are addressed.

9 Action plan

9.1 Business planning

Since the publication of our last HRA Business Plan in July 2002 Portsmouth city council has developed a more robust business-planning structure. The local authority housing management (LAHM) service has redeveloped its strategies and plans to fit within this new framework.

The LAHM Strategic Plan outlines strategic objectives and targets for the LAHM service, provides the context for the eight Area Office operating plans and the six portfolio strategic plans and describes the contribution made in achieving the Community Strategy objectives.

The action tracks are used to record and monitor progress against the detailed actions in the strategic plans and operating plans.

The Audit Commission in their 2004 inspection of our Repairs and Maintenance function praised our portfolio and action track approach.

Our action plan has been developed using the criteria and key priorities identified in the 'Community priorities' section (see page 41 for further information).

The action plan has been structured around strategic objectives, which cover the medium to long term and operational objectives for the short term.

Our objectives have been grouped within the following main themes:

Strategic objectives

- Achieving and maintaining excellence in local authority housing management
- Providing a decent home for our tenants
- Providing a decent environment for our residents
- Helping to create sustainable communities and neighbourhoods
- Delivering sustainable management of our council homes.

Operational objectives

- Repairs and maintenance portfolio
- Resident participation portfolio
- Revenue collection and arrears portfolio
- Estate services portfolio
- Sheltered schemes portfolio
- Customer contact portfolio
- Anti-social behaviour portfolio.

Our detailed action plan and progress to date can be found in APPENDIX H on page 68.

9.2 Monitoring the plan

The detailed strategic and operational objectives identified above are formally monitored and reviewed on a monthly basis. Each action owner records activities undertaken and notes progress to date in the relevant action track document. Progress is reviewed and corrective actions identified at the appropriate monthly LAHM Board meeting.

Residents are also actively engaged in monitoring our performance against the targets set in the action plan, for example through our quarterly area performance panels.

Members scrutinise the business plan through the annual budget process and regular reports to the Housing, Health and Social Care Executive.

9.3 Approving the plan

Under the city council's executive government structure, many more decisions are delegated to chief officers, with only significant policy, strategy and budgetary decisions coming to the executive. The HRA Business Plan is obviously significant in these terms and therefore a report went to the Housing, Health and Social Care Executive Decision Meeting on 8 February 2005.

The report set out the purpose of the plan, information about our experience with previous plans, the current fitness for purpose standards, a summary of the plan and re-assurance for members that major spending plans will still come to them for annual approval. The (then) most recent draft plan was attached as an appendix.

The meeting's decision was "that the Head of Housing Management conclude negotiations with the Government Office of the South East to achieve the 'Fitness For Purpose' rating for the Housing Revenue Account Business Plan.

APPENDIX A Key document list

Document name	Owner	Contact details
* HRA BP 2004 – 2034 (this document)	Head of Housing Management	owen.buckwell@portsmouthcc.gov.uk ☎ 023 9283 4503
* Portsmouth Community Strategy 2004 – 2009	The Portsmouth Local Strategic Partnership c/o The Strategy Unit	LSP@portsmouthcc.gov.uk
* Corporate Plan 2004 – 2007 [1]	Strategy Unit	corporate.plan@portsmouthcc.gov.uk ☎ 023 9283 4050
Housing Strategy 2005 – 2010 (draft at time of writing)	Head of Community Housing	alan.cufley@portsmouthcc.gov.uk ☎ 023 9283 4450
Housing Stock Options Appraisal Financial Modelling Summary	Head of Housing Management	owen.buckwell@portsmouthcc.gov.uk ☎ 023 9283 4503
* Homelessness Strategy 2003 – 2006	Head of Community Housing	alan.cufley@portsmouthcc.gov.uk ☎ 023 9283 4450
Housing Management Strategic Plan 2004 – 2005	Head of Housing Management	owen.buckwell@portsmouthcc.gov.uk ☎ 023 9283 4503
Repairs and Maintenance Strategic Plan 2004 – 2005	Repairs Manager	meredydd.hughes@portsmouthcc.gov.uk ☎ 023 928
Resident Participation Strategic Plan 2004 – 2005	Regional Manager	james.hill@portsmouthcc.gov.uk ☎ 023 9282 3328
Revenue Collection and Arrears Strategic Plan 2004 - 2005	Head of Housing Management	owen.buckwell@portsmouthcc.gov.uk ☎ 023 9283 4503

[1] This plan meets the city council's statutory duty to publish a Best Value Performance Plan.

Document name	Owner	Contact details
Sheltered Housing Strategic Plan 2004 - 2005	Regional Manager	nigel.selley@portsmouthcc.gov.uk ☎ 023 9260 6000
Estate Services Strategic Plan 2004 - 2005	Head of Housing Management	owen.buckwell@portsmouthcc.gov.uk ☎ 023 9283 4503
Customer Contact Strategic Plan 2004 - 2005	Head of Housing Management	owen.buckwell@portsmouthcc.gov.uk ☎ 023 9283 4503
Portsmouth City Council Housing Study 2004 (housing need in Portsmouth)	Head of Community Housing	alan.cufley@portsmouthcc.gov.uk ☎ 023 9283 4450
2003/2004 Options Appraisal Demand Analysis	Head of Housing Management	owen.buckwell@portsmouthcc.gov.uk ☎ 023 9283 4503
Tenant Opinion Survey Executive Summary Report – April 2004	Housing Policy and Performance Manager	bill.moody@portsmouthcc.gov.uk ☎ 023 9283 4745
Leaseholder Customer Opinion Survey 2002 Executive Summary Report – July 2002	Housing Policy and Performance Manager	bill.moody@portsmouthcc.gov.uk ☎ 023 9283 4745

Documents marked * can be found on the city council's website by following the 'Do it online' Information – FOI menu link from www.portsmouth.gov.uk.

Copies of these documents can also be provided by writing to the owner (see table above) at this address:

Portsmouth City Council,

Civic Offices,

Guildhall Square,

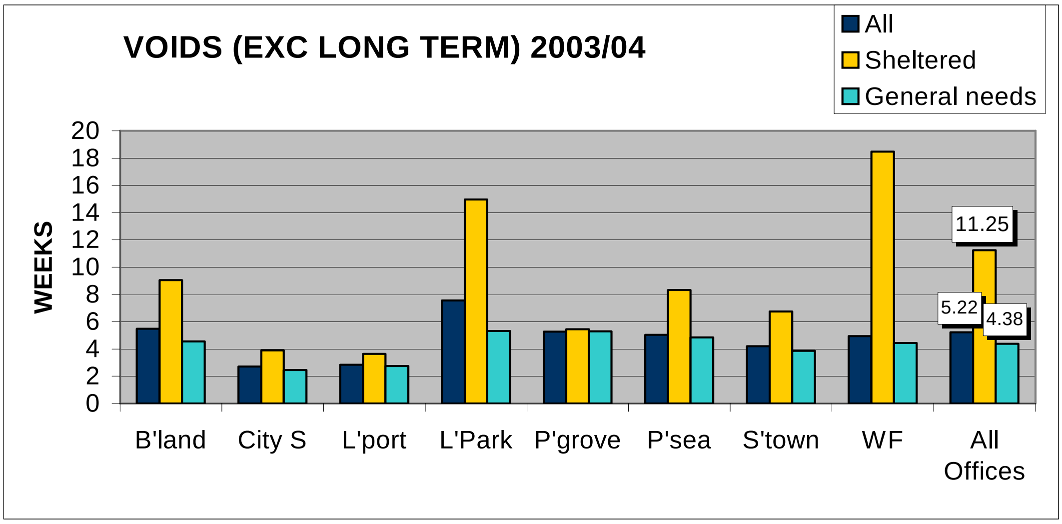
PORTSMOUTH

PO1 2AL

APPENDIX B Sheltered voids analysis extract

Analysis of void problem

Last year's void performance



The graph clearly demonstrates the effect of sheltered accommodation on the overall void performance.

For performance indicators sheltered accommodation is included in the general needs void performance to give the authorities overall void performance.

To reach top quartile performance for the Comprehensive performance indicators the council needs to achieve and maintain an average of 28 days.

Data used to create the strategy

Demand

Using data from the Housing Waiting List it is possible to view the demand for sheltered accommodation and the potential demand if the units were available as general need accommodation. Issues with the Housing register data include

- It only shows demand from those that have specified sheltered accommodation
- Applicants chose an area rather than a scheme so the same people may be shown against more than one scheme

The demand table:

Cat	Area	Scheme Name	no of dwellings	Demand - GF	Demand - UF	Bedsit - GF	Bedsit - UF	GN - GF	GN - UF
1	A-Somerstown	Handsworth House		31	7	na	na	1193	804
1	A-Somerstown	Tipton House	68 flats	31	7	na	na	1193	804
1	A-Somerstown	Ladywood House	from 68 to 135 flats	31	7	na	na	1193	804
1	A-Somerstown	Edgbaston House		31	7	na	na	1193	804
2.5	A-Somerstown	Ian Gibson Court	43 flats	39	2	na	na	1193	804
1	B-Buckland	Norrish Court	14 properties	70	54	na	na	1582	1213
1	B-Buckland	Thorrowgood House	23 properties	48	35	na	na	1582	1213
1	B-Buckland	Jarndyce Walk	Bungalows only	24	na	na	na	1582	1213
1	B-Buckland	Estella Rd	Flats	48	12	na	na	1582	1213
1	B-Buckland	Nickleby House	68 flats	48	12	na	na	1582	1213
1	B-Buckland	Copperfield House	43 flats	48	12	na	na	1582	1213
1	B-Buckland	Pickwick House	42 flats	48	12	na	na	1582	1213
1	B-Buckland	Barkis House	68 flats	48	12	na	na	1582	1213
2.5	B-Buckland	John Marshall Court	10 flats, 36 bedsits	36	25	10	7	1582	1213
2.5	B-Buckland	St. Johns Court	40 flats + re-hab flat	44	26	na	na	1582	1213
2.5	B-Buckland	Hale Court	80 flats	51	35	na	na	1582	1213
1	D-Landport	Glidden Close/Highfield Road	44 Flats	25	17	na	na	1495	1169
1	D-Landport	Crown Court/Wimpole Court	40 Flats	9	3	na	na	466	396
1	D-Landport	Timpson Road	26 flats	29	17	na	na	1495	1169
2.5	D-Landport	Nicholson Gardens	38 flats	43	31	na	na	1495	1169
1	E-Portsea	Sarah Robinson House	19 Flats	29	8	na	na	1271	859
1	E-Portsea	Millgate House	37 flats	31	9	na	na	1271	859
2	W - Wecock Farm	Connors Keep	11flats/33bedsits	2	1	0	0	34	30
2	L-Leigh Park	Elsie Fudge House	43 Bedsits	na	na	0	0	299	273
2	L-Leigh Park	Lyndhurst House	24 flats	17	9	na	na	676	585
2	L-Leigh Park	St Clare's Court	11 flats, 33 bedsits	11	6	0	0	260	245
2	L-Leigh Park	Tweed Court	43 bedsits	na	na	1	1	272	256
2	L-Leigh Park	Wakefield Court	42 flats	24	17	0	0	708	636
1	P-Paulsgrove	The Ridings	43 flats	56	31	na	na	1930	1690
1	P-Paulsgrove	Austin Court	25 flats	13	8	na	na	709	666
2.5	P-Paulsgrove	Bresler House	40 flats, 14 bedsits	15	8	3	0	709	666
2.5	P-Paulsgrove	Arthur Dann Court	48 flats	35	22	na	na	1177	1030
1	S-City South	Avocet House	34 flats	76	51	na	na	2165	1926
1	S-City South	Kingsley Court	20 Flats	76	51	na	na	2165	1926
1	S-City South	Wyn Sutcliffe Court	20 Flats	118	95	na	na	2331	2056
1	S-City South	Leamington House		76	31	na	na	2165	1926

The method in which applicants chose an area and not a scheme could be improved to truly reflect the demand for each scheme.

The only information this did not record are the localised issues with the blocks i.e. issue that may impact on demand like design and environmental issues with the blocks. This information could be brought into the debate when moving on to the key decisions about each block.

Initial conclusions

There are clear indications from the data of the problem areas, which led to a discussion about property specific decisions. There are two sets of clear general indicators:

1. There is low demand for bed-sits and high-rise accommodation
2. Outside of the City there is little demand for sheltered, and in the City though the demand seems higher it is at risk.

APPENDIX C Demand analysis

Although the overall demand for general needs housing in the city is very strong, there are some considerable variations between areas, especially with a third of our housing stock located in the neighbouring borough of Havant.

The tables that follow include a breakdown of the Portsmouth Housing Register (PHR), showing the areas that applicants have requested, as well as the size and type of property required. This is compared to the number of properties we own of each type, and the typical number of lettings which could be expected annually, given the current turnover rate of around 6%.

It is also worth noting that around two-thirds of the lettings shown below would be offered to homeless households, rather than allocated to applicants on the PHR.

Table 1 Demand for city council properties on Portsea Island

	Number of Bedrooms	Properties	Projected Annual Lets	Approximate Demand	Applicants per Letting
Bedsits	0	273	16	800	48.84
Bungalow	1	66	4	200	50.51
	2	13	1	80	102.56
Flats	1	2068	124	2000	16.12
	2	2183	131	750	5.73
	3	633	38	350	9.22
Houses	2	266	16	800	50.13
	3	527	32	750	23.72
	4+	93	6	180	32.26
Maisonettes	2	534	32	600	18.73
	3	1071	64	400	6.22
	4	28	2	50	29.76

Table 2 Demand for city council properties in Leigh Park and Wecock Farm

	Number of Bedrooms	Properties	Projected Annual Lets	Approximate Demand	Applicants per Letting
Bedsits	0	186	11.16	308	27.60
Bungalows	3	13	0.78	17	21.79
Flats	1	1503	90.18	721	8.00
	2	568	34.08	391	11.47
	3	33	1.98	125	63.13
Houses	2	949	56.94	371	6.52
	3	1319	79.14	420	5.31
	4+	205	12.3	99	8.05
Maisonettes	2 and 3	234	14.04	465	33.12

Table 3 Demand for city council properties in Paulsgrove

	Number of Bedrooms	Properties	Projected Annual Lets	Waiting List	Applicants per letting
Bedsits	0	47	3	305	108.16
Bungalows	1	121	7	93	12.81
Flats	1	607	36	673	18.48
	2	489	29	272	9.27
	3	114	7	124	18.13
	4	13	1	18	23.08
Houses	2	230	14	277	20.07
	3	1065	64	297	4.65
	4+	141	9	73	8.11
Maisonettes	2	66	4	208	52.53
	3	128	8	145	18.88

The tables above show the broad levels of demand for each type of property in 2003/04, and the availability of those properties in each of the Options Appraisal Local Areas.

APPENDIX D BVPIs

Annual Best Value performance indicators (BVPIs)

BVPI number and definition	PCC Actual 2002/03	PCC Target 2003/04	PCC Actual 2003/04	Major Cities top quartile 2003/04	Major Cities rank 2003/04	PCC Target 2004/05	PCC Target 2005/06	PCC Target 2006/07
BVPI 62 The proportion of unfit private dwellings made fit or demolished as a direct result of action by the local authority	**3.05%**	**3%**	**2.78%**	**n/a**	**n/a**	**3%**	**3%**	**3%**
BVPI 63 Energy efficiency – the average SAP rating of local authority owned dwellings	**61**	**62**	**64**	**64**	**4 out of 13**	**65**	**66**	**67**
BVPI 66a Local authority rent collected and arrears: proportion of rent collected	**98. 9%**	**99%**	**96.7%**	**97.35%**	**6 out of 13**	**98.5%**	**99%**	**99%**

BVPI number and definition	PCC Actual 2002/03	PCC Target 2003/04	PCC Actual 2003/04	Major Cities top quartile 2003/04	Major Cities rank 2003/04	PCC Target 2004/05	PCC Target 2005/06	PCC Target 2006/07
BVPI 164 Does the authority follow the CRE Code of Practice in rented housing and follow the Good Practice Standards for social landlords on tackling harassment included in the Code of Practice for Social Landlords: Tackling Racial Harassment?	**Yes**	**Yes**	**Yes**	**n/a**	**n/a**	**Yes**	**Yes**	**Yes**
BVPI 184a The proportion of local authority homes which were non decent at 1 April	**51%**	**47%**	**47.6%**	**38.85%**	**7 out of 11**	**44.6%**	**39.6%**	**32%**
BVPI 184b The percentage change in proportion of non-decent local authority homes between 1 April and 31 March	**8.8%**	**8.5%**	**8.4%**	**20.04%**	**7 out of 10**	**13.2%**	**17.6%**	**25%**
BVPI 185 The percentage of responsive (but not emergency) repairs during the year for which the authority made and kept an appointment	**82%**	**90%**	**97%**	**65.14%**	**1 out of 12**	**97%**	**97%**	**97%**

Three yearly customer satisfaction survey results

BVPI number and definition	Actual 2000/01	Unitary average 2000/01	Actual 2003/04	Unitary average 2003/04	Major Cities top quartile 2003/04	Major Cities rank 2003/04
BVPI 74 a Satisfaction of local authority tenants with the overall service (Base number 1050) (Confidence interval +/- 1.04%)	**75%**	**77%**	**76%**	**77.79%**	**78.15%**	**5 out of 11**
BVPI 74 b Satisfaction of local authority tenants with the overall service – black and ethnic minority (Base number 29) (Confidence interval +/- 6.05%)	**61%**	**-**	**72%**	**72.82%**	**75.5%**	**4 out of 8**
BVPI 74 c Satisfaction of local authority tenants with the overall service – non-black and ethnic minority (Base number 1021) (Confidence interval +/- 1.05%)	**75%**	**-**	**78%**	**77.65%**	**78.98%**	**3 out of 8**

BVPI number and definition	Actual 2000/01	Unitary average 2000/01	Actual 2003/04	Unitary average 2003/04	Major Cities top quartile 2003/04	Major Cities rank 2003/04
BVPI 75 a Satisfaction of tenants with opportunities for participation in management and decision making (Base number 1050) (Confidence interval +/- 1.02%)	**48%**	**56%**	**57%**	**63.82%**	**n/a**	**n/a**
BVPI 75 b Satisfaction of tenants with opportunities for participation in management and decision making – black and ethnic minority (Base number 29) (Confidence interval +/- 8.05%)	**-**	**-**	**56%**	**61.5%**	**n/a**	**n/a**
BVPI 75 c Satisfaction of tenants with opportunities for participation in management and decision making – non-black and ethnic minority (Base number 1021) (Confidence interval +/- 1.03%)	**-**	**-**	**58%**	**64.03%**	**n/a**	**n/a**

Base number and confidence interval refer to Actual 2003/04 figures.

APPENDIX E Example contractor KPIs

Contractor key performance indicators (KPIs)

KPIs	Window Contracts	Target	2004/05	2003/04
KPI 1	LA Housing Management Satisfaction with Completed Scheme	9/10	9.64	9.53
KPI 2a	LA Housing Management Satisfaction with Contractor Service	9/10	9.54	9.27
KPI 2b	Contractor Satisfaction with LA Housing Management Service	9/10	9.61	9.29
KPI 3	Customer Satisfaction with Completed Scheme	90.00%	82.30%	83.65%
KPI 4a	Customer Satisfaction with Housing Service	90.00%	82.29%	82.68%
KPI 4b	Customer Satisfaction with Contractor	90.00%	84.58%	86.63%
KPI 5	Defects at Hand over	8/10	9.48	8.94
KPI 6a	Predictability Budget v Contract Sum	+/-10%	-0.90%	-4.49%
KPI 6b	Predictability Contract Sum v Final Account	+/-7%	-11.98%	-4.46%
KPI 6c	Predictability Budget v Final Account	+/-10%	-7.51%	-10.66%
KPI 7	Contract Period Predictability	+/-5%	-3.48%	0.79%

KPIs	Kitchen Refurbishment	Target	2004/05	2003/04
KPI 1	LA Housing Management Satisfaction with Completed Scheme	9/10	9.41	9.39
KPI 2a	LA Housing Management Satisfaction with Contractor Service	9/10	9.48	9.45
KPI 2b	Contractor Satisfaction with LA Housing Management Service	9/10	9.63	9.32
KPI 3	Customer Satisfaction with Completed Scheme	90.00%	81.98%	93.20%
KPI 4a	Customer Satisfaction with Housing Service	90.00%	79.98%	93.10%
KPI 4b	Customer Satisfaction with Contractor	90.00%	76.60%	93.41%
KPI 5	Defects at Hand over	8/10	9.29	9.34
KPI 6a	Predictability Budget v Contract Sum	+/-10%	-11.58%	-5.40%
KPI 6b	Predictability Contract Sum v Final Account	+/-7%	-2.80%	-15.01%
KPI 6c	Predictability Budget v Final Account	+/-10%	-1.82%	-16.92%
KPI 7	Contract Period Predictability	+/-5%	-10.31%	-7.82%

KPIs	External Decorations	Target	2004/05	2003/04
KPI 1	LA Housing Management Satisfaction with Completed Scheme	9/10	8.96	8.64
KPI 2a	LA Housing Management Satisfaction with Contractor Service	9/10	9.07	9.02
KPI 2b	Contractor Satisfaction with LA Housing Management Service	9/10	9.02	8.77
KPI 3	Customer Satisfaction with Completed Scheme	90.00%	75.52%	64.93%
KPI 4a	Customer Satisfaction with Housing Service	90.00%	75.13%	65.31%
KPI 4b	Customer Satisfaction with Contractor	90.00%	80.36%	64.86%
KPI 5	Defects at Hand over	8/10	8.63	8.22
KPI 6a	Predictability Budget v Contract Sum	+/-10%	38.81%	24.88%
KPI 6b	Predictability Contract Sum v Final Account	+/-7%	-5.85%	-5.20%
KPI 6c	Predictability Budget v Final Account	+/-10%	13.90%	-13.49%
KPI 7	Contract Period Predictability	+/-5%	9.21%	-4.40%

All figures as at October 2004 (from LAHM management records)

APPENDIX F ODPM 30-year model

Portsmouth City Council

Business Plan Assumptions

Operating Account (Years 1 to 15) (*expressed in money terms*)

		Income					Expenditure																		
Year	Year	Net rent Income	Other income	Misc Income	HRA Subsidy Receivable	Total Income	Managt.	Deprec'n	Maint.	Cost of Capital	Other Rev. spend	HRA Cost of Rent Rebates	Misc expenses	Surplus to be redistrib.	Total expenses	Adjusting transfer from AMRA	**Net Operating (Expenditure)**	Provision for repayment of external loans	Transfer from / (to) MRR	RCCO	**Surplus (Deficit) for the Year**	**Surplus (Deficit) b/fwd**	**Interest**	**Surplus (Deficit) c/fwd**	Year
		£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	**£,000**	£,000	£,000	£,000	**£,000**	**£,000**	**£,000**	**£,000**	
1	2004.05	45,006	3,258	1,966	782	51,013	(16,579)	(10,962)	(14,080)	(26,675)	(49)	(2,174)	(400)	0	(70,920)	25,121	**5,214**	0	0	(13,525)	**(8,311)**	**13,356**	**345**	**5,390**	1
2	2005.06	46,592	3,350	1,992	726	52,660	(17,023)	(11,086)	(14,294)	(26,957)	(50)	(2,045)	(260)	0	(71,716)	25,433	**6,377**	0	0	(5,754)	**623**	**5,390**	**214**	**6,227**	2
3	2006.07	47,678	3,435	2,014	0	53,127	(17,442)	(11,196)	(14,508)	(27,221)	(52)	(1,840)	0	(213)	(72,472)	25,738	**6,393**	0	0	(4,798)	**1,595**	**6,227**	**263**	**8,085**	3
4	2007.08	48,744	3,524	2,037	0	54,305	(17,871)	(11,306)	(14,735)	(27,481)	(53)	(1,567)	0	(1,576)	(74,589)	26,089	**5,805**	0	0	(5,625)	**180**	**8,085**	**307**	**8,572**	4
5	2008.09	49,825	3,617	2,065	0	55,506	(18,311)	(11,414)	(14,975)	(27,785)	(54)	(1,238)	0	(2,142)	(75,919)	26,386	**5,974**	0	0	(5,732)	**242**	**8,572**	**326**	**9,139**	5
6	2009.10	50,717	3,710	2,094	0	56,521	(18,761)	(11,540)	(15,216)	(28,086)	(56)	(849)	0	(2,592)	(77,100)	26,684	**6,105**	0	0	(5,724)	**381**	**9,139**	**350**	**9,870**	6
7	2010.11	51,608	3,802	2,124	0	57,534	(19,223)	(11,665)	(15,458)	(28,386)	(57)	(435)	0	(3,064)	(78,286)	26,982	**6,231**	(0)	0	(5,719)	**512**	**9,870**	**380**	**10,762**	7
8	2011.12	52,550	3,896	2,106	0	58,551	(19,696)	(11,790)	(15,714)	(28,683)	(58)	0	0	(3,605)	(79,545)	27,276	**6,282**	(0)	0	(4,106)	**2,176**	**10,762**	**444**	**13,382**	8
9	2012.13	53,491	3,991	2,138	0	59,621	(20,180)	(11,913)	(15,986)	(29,029)	(60)	0	0	(3,944)	(81,112)	27,621	**6,129**	(0)	0	(4,444)	**1,685**	**13,382**	**533**	**15,601**	9
10	2013.14	54,441	4,090	2,172	0	60,702	(20,677)	(12,057)	(16,261)	(29,375)	(61)	0	0	(4,305)	(82,735)	27,966	**5,932**	(0)	0	(4,554)	**1,378**	**15,601**	**611**	**17,590**	10
11	2014.15	55,446	4,190	2,218	0	61,854	(21,185)	(12,200)	(16,465)	(29,720)	(63)	0	0	(4,687)	(84,321)	28,310	**5,843**	(0)	0	(4,763)	**1,080**	**17,590**	**680**	**19,349**	11
12	2015.16	56,509	4,293	2,266	0	63,068	(21,706)	(12,344)	(16,686)	(30,119)	(64)	0	0	(5,063)	(85,982)	28,708	**5,794**	0	0	(5,031)	**763**	**19,349**	**740**	**20,852**	12
13	2016.17	57,587	4,399	2,314	0	64,300	(22,240)	(12,510)	(16,907)	(30,521)	(66)	0	0	(5,464)	(87,708)	29,108	**5,699**	(0)	0	(5,286)	**413**	**20,852**	**790**	**22,055**	13
14	2017.18	58,678	4,507	2,364	0	65,549	(22,787)	(12,676)	(17,129)	(30,924)	(68)	0	0	(5,875)	(89,459)	29,510	**5,599**	0	0	(5,551)	**48**	**22,055**	**828**	**22,930**	14
15	2018.19	59,784	4,618	2,414	0	66,816	(23,348)	(12,844)	(17,352)	(31,328)	(69)	0	0	(6,295)	(91,236)	29,912	**5,493**	0	0	(5,826)	**(334)**	**22,930**	**854**	**23,450**	15

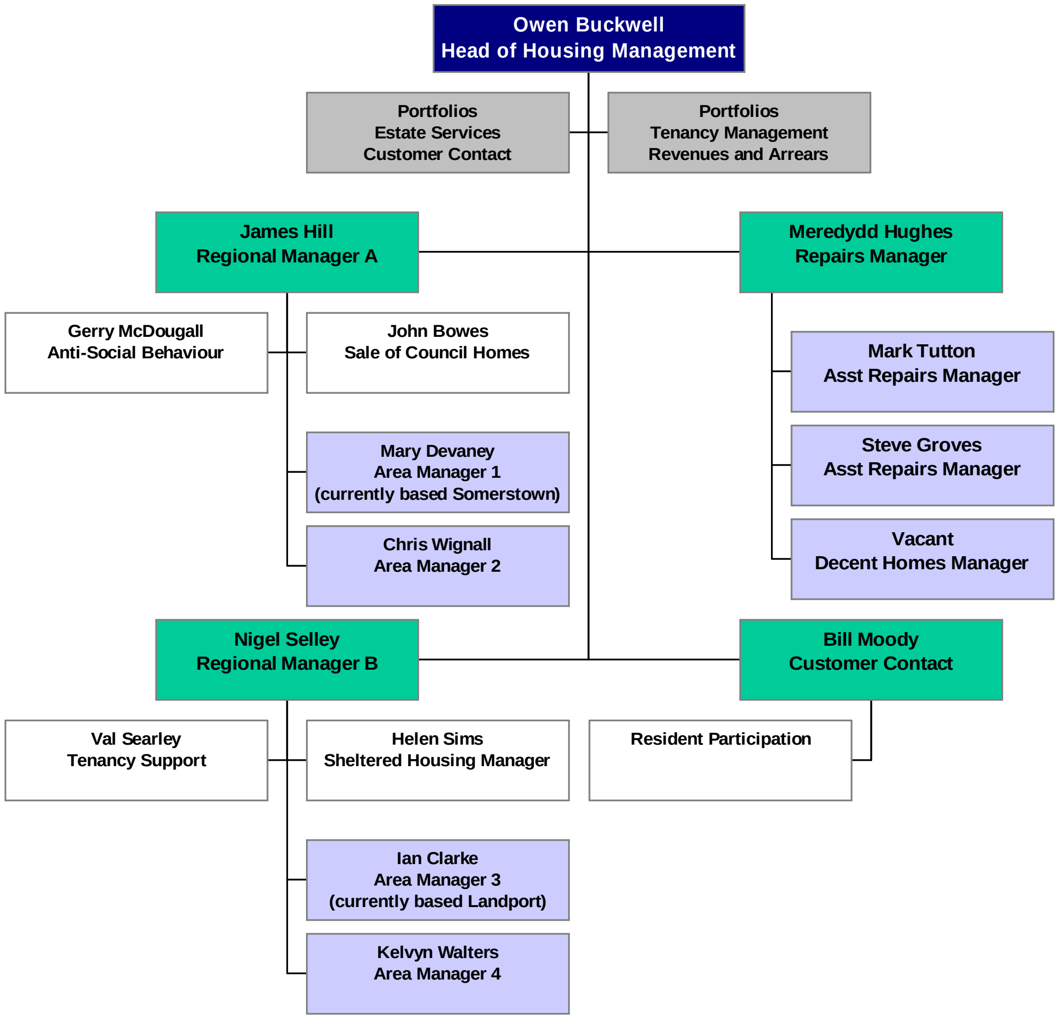
Operating Account (Years 16 to 30) (*expressed in money terms*)

		Income					Expenditure																	
Year	Year	Net rent Income	Other income	Misc Income	HRA Subsidy Receivable	Total Income	Managt.	Deprec'n	Maint.	Cost of Capital	Other Rev. spend	HRA Cost of Rent Rebates	Misc expenses	Surplus to be redistrib.	Total expenses	Adjusting transfer from AMRA	**Net Operating (Expenditure)**	Provision for repayment of external loans	Transfer from / (to) MRR	RCCO	**Surplus (Deficit) for the Year**	**Surplus (Deficit) b/fwd**	**Interest**	**Surplus (Deficit) c/fwd**	Year
		£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	**£,000**	£,000	£,000	£,000	**£,000**	**£,000**	**£,000**	**£,000**	
16	2019.20	60,956	4,732	2,468	0	68,155	(23,922)	(13,012)	(17,592)	(31,733)	(71)	0	0	(6,724)	(93,054)	30,316	**5,417**	(0)	0	(5,165)	**253**	**23,450**	**884**	**24,587**	16
17	2020.21	62,200	4,848	2,522	0	69,570	(24,511)	(13,180)	(17,851)	(32,202)	(73)	0	0	(7,162)	(94,979)	30,784	**5,375**	0	0	(5,443)	**(68)**	**24,587**	**921**	**25,440**	17
18	2021.22	63,463	4,967	2,578	0	71,009	(25,114)	(13,375)	(18,112)	(32,674)	(74)	0	0	(7,634)	(96,984)	31,255	**5,280**	(0)	0	(5,706)	**(426)**	**25,440**	**946**	**25,960**	18
19	2022.23	64,747	5,089	2,635	0	72,472	(25,732)	(13,571)	(18,375)	(33,151)	(76)	(0)	0	(8,117)	(99,022)	31,730	**5,179**	0	0	(5,978)	**(799)**	**25,960**	**959**	**26,120**	19
20	2023.24	66,051	5,215	2,694	0	73,959	(26,365)	(13,769)	(18,641)	(33,631)	(78)	0	0	(8,612)	(101,095)	32,208	**5,072**	0	0	(6,261)	**(1,188)**	**26,120**	**957**	**25,889**	20
21	2024.25	67,436	5,343	2,755	0	75,535	(27,013)	(13,968)	(18,927)	(34,114)	(80)	0	0	(9,119)	(103,221)	32,690	**5,004**	0	0	(5,701)	**(698)**	**25,889**	**958**	**26,149**	21
22	2025.26	68,909	5,474	2,819	0	77,202	(27,678)	(14,169)	(19,236)	(34,672)	(82)	0	0	(9,638)	(105,474)	33,246	**4,975**	0	0	(5,989)	**(1,014)**	**26,149**	**962**	**26,096**	22
23	2026.27	70,409	5,609	2,884	0	78,902	(28,359)	(14,400)	(19,548)	(35,236)	(84)	(0)	0	(10,199)	(107,826)	33,809	**4,885**	(0)	0	(6,259)	**(1,374)**	**26,096**	**953**	**25,675**	23
24	2027.28	71,938	5,747	2,950	0	80,635	(29,056)	(14,635)	(19,864)	(35,807)	(86)	(0)	0	(10,775)	(110,224)	34,378	**4,790**	0	0	(6,537)	**(1,748)**	**25,675**	**930**	**24,857**	24
25	2028.29	73,495	5,888	3,018	0	82,401	(29,771)	(14,872)	(20,184)	(36,385)	(88)	0	0	(11,367)	(112,667)	34,954	**4,689**	0	0	(6,826)	**(2,137)**	**24,857**	**892**	**23,612**	25
26	2029.30	75,139	6,033	3,089	0	84,261	(30,503)	(15,112)	(20,525)	(36,969)	(90)	0	0	(11,975)	(115,174)	35,537	**4,624**	(0)	0	(6,342)	**(1,717)**	**23,612**	**853**	**22,748**	26
27	2030.31	76,874	6,182	3,162	0	86,218	(31,254)	(15,355)	(20,888)	(37,624)	(93)	0	0	(12,598)	(117,811)	36,190	**4,597**	0	0	(6,637)	**(2,040)**	**22,748**	**815**	**21,522**	27
28	2031.32	78,645	6,334	3,237	0	88,216	(32,023)	(15,627)	(21,256)	(38,289)	(95)	0	0	(13,268)	(120,558)	36,853	**4,512**	0	0	(6,916)	**(2,404)**	**21,522**	**762**	**19,880**	28
29	2032.33	80,454	6,490	3,314	0	90,258	(32,810)	(15,903)	(21,630)	(38,964)	(97)	0	0	(13,958)	(123,362)	37,526	**4,422**	(0)	0	(7,205)	**(2,783)**	**19,880**	**693**	**17,790**	29
30	2033.34	82,301	6,649	3,393	0	92,343	(33,618)	(16,183)	(22,010)	(39,648)	(100)	0	0	(14,667)	(126,226)	38,209	**4,327**	0	0	(7,504)	**(3,177)**	**17,790**	**608**	**15,221**	30

Note: The 30-year model represented here is a snapshot taken during December 2004. It is subject to change as a result of our Stock Options Appraisal project.

APPENDIX G Organisation chart

Local Authority Housing Management organisation



APPENDIX H Action plan and progress to date

Strategic Objectives (medium to long term)

Objective	Target	Resource	Progress to date	Community Strategy link
Achieving and maintaining excellence in local authority housing management				
Objective: To be an excellent local authority housing management (LAHM) service **Responsible officer(s):** Head of Housing Management **Source:** Housing Management Strategic Plan 2004/05	Deliver continuous improvement in all comprehensive performance assessment (CPA) best value performance indicators (BVPI) **When:** reviewed annually	Existing HRA resources Housing Investment Programme (HIP)	Between 2002/03 and 2003/04: 60% of CPA BVPIs improved 20% of CPA BVPIs were stable 20% of CPA BVPIs worsened	Housing
	Achieve excellence in all Audit Commission inspections **When:** ongoing	Existing HRA resources	Repairs and Maintenance inspection improved from ‘Fair’ to ‘Good’ service in Aug 2004, which should result in an overall ‘Excellent’ CPA score for Housing Management in 2004/05 and provide the foundation for the Housing Service to achieve 'Excellent' status in 2005/2006	Housing

Objective	Target	Resource	Progress to date	Community Strategy link
Objective: To improve the quality of information available to manage the business **Responsible officer(s):** Head of Housing Management **Source:** LAHM SWOT / PEST	Implement improved financial reporting systems and budget control mechanisms. **When:** by Oct 2005	Existing HRA resources		Housing
	Review the system and associated processes used to record and manage property maintenance (Codeman). **When:** by Oct 2005	Existing HRA resources		Housing
Objective: To deliver excellence in Customer Service **Responsible officer(s):** Head of Housing Management Portfolio Managers **Source:** Housing Management Strategic Plan 2004/05	Strategic plans to be produced for the six housing management areas (portfolios) **When:** by June 2004	Existing HRA resources	Portfolio strategic plans produced, including objectives, targets and action tracks. (see Operation objectives, below, for further details)	Housing
	Implement resident focus groups for key areas to ensure participation and improved service delivery **When:** by Oct 2004	Existing HRA resources	Focus groups established Working with Portfolio Managers	Housing Community Involvement

Objective	Target	Resource	Progress to date	Community Strategy link
Objective: To ensure the LAHM organisation structure meets the needs of our residents and is sustainable with the expected profile of council house sales **Responsible officer(s):** Head of Housing Management **Source:** LAHM SWOT / PEST	Undertake a review of the LAHM organisation with reference to the city council's "Moving Towards Excellence" review **When:** by Oct 2005	Existing HRA resources	New top level LAHM management organisation structure implemented – Dec 2004	Housing Community Involvement
	Address the shortage of technical staff available for our programmed works **When:** by Oct 2005	Existing HRA resources		Housing
	Identify the impact of the centralisation of HR and ICT resources and either negotiate service level agreements or allocate LAHM resources **When:** by Apr 2005	Existing HRA resources		Housing

Objective	Target	Resource	Progress to date	Community Strategy link
Objective: To ensure leaseholder service charge administrative premium accurately reflects the cost of administration **Responsible officer(s):** Head of Housing Management **Source:**	Conduct a study, including benchmarking ourselves with other local authorities **When:** Apr 2007	Existing HRA resources		Housing
Objective: To deliver improved value for money through the development of joint purchasing partnerships **Responsible officer(s):** Repairs Manager **Source:** LAHM SWOT / PEST	Conduct a feasibility study into the development of a joint purchasing partnership for South East Hampshire for Capital Works **When:** by April 2006	Existing HRA resources		Housing Economic Wellbeing

Objective	Target	Resource	Progress to date	Community Strategy link
Objective: To contribute to ensuring that the LAHM service meets the Commission for Racial Equality (CRE) good practice for social landlords and other equalities legislation. **Responsible officer(s):** Head of Housing Management **Source:** Corporate Plan 2004/07	Achieve level 2 of the Equality Standard for Local Government **When:** by Mar 2005 Achieve level 3 of the Equality Standard for Local Government **When:** by Mar 2007	Existing HRA resources	Level 1 achieved 2002/03	Housing Community Involvement
	Follow the CRE's good practice standard (measured by BVPI 164) **When:** by ongoing	Existing HRA resources	Achieved 2003/04	Housing Community Involvement
Objective: To ensure Information and Communication Technology (ICT) is utilised for the advantage of our residents and the LAHM service. **Responsible officer(s):** Head of Housing Management **Source:** Government target	"E" enable all applicable customer service interfaces to meet the e-Government target of 2005 (measured by BVPI 157) **When:** by Dec 2005	Existing HRA resources	LAHM processes defined and PIDs allocated. Work allocated to owners. Current status audit being undertaken – due Mar 2005.	Housing

Objective	Target	Resource	Progress to date	Community Strategy link
Objective: To ensure the effective and efficient delivery of disabled adaptations to those that need them. **Responsible officer(s):** Repairs Manager Regional Managers **Source:**	Evaluate options for the provision of a single point delivery for disabled adaptations. **When:** by Oct 2005	Existing HRA resources		Housing Community Involvement
Objective: To maintain the HRA Business Plan as an effective management tool **Responsible officer(s):** Head of Housing Management **Source:** Government – ODPM	Update HRA Business Plan post GOSE / ODPM approval of Stock Options Appraisal **When:** by Dec 2005	Existing HRA resources	Stock options appraisal planned for delivery to the GOSE in spring 2005	Housing
	Prepare progress report on HRA Business Plan **When:** annually	Existing HRA resources		Housing

Objective	Target	Resource	Progress to date	Community Strategy link
Providing a decent home for our tenants				
Objective: To undertake a Stock Options Appraisal project using ODPM guidance **Responsible officer(s):** Stock Options Appraisal Project Manager **Source:** Government - ODPM	Deliver final options appraisal report to the GOSE for sign-off **When:** by July 2005	Existing HRA resources	Planning and Approval phase - complete Technical and Financial Planning, Analysis and Audit phase - 95% complete Authority Wide Consultation phase - 95% complete Option Selection and Report Production phase due spring 2005.	Housing Community Involvement
Objective: To meet the decent home standard for all our housing stock. **Responsible officer(s):** Head of Housing Management Repairs Manager **Source:** Government - ODPM	Make 1200 homes decent (measured by BVPI 184) **When:** during 2004/05	Existing HRA resources	902 houses made decent in 2003/04. Over 200 refused the work.	Housing
	Achieve decent homes standard for our housing stock **When:** by 2010/11	Existing HRA resources	9500 houses (60%) non-decent at Sept 2004.	Housing

Objective	Target	Resource	Progress to date	Community Strategy link
Objective: To improve the energy efficiency (SAP rating) of all homes and offices under the control of the HRA **Responsible officer(s):** Repairs Manager **Source:** Housing Management Strategic Plan 2004/05	Deliver an average SAP rating of 64 for our council homes (measure BVPI 63) **When:** by 2004/05 Improve the SAP rating of our council homes to 67 (measure BVPI 63) **When:** by 2006/07	Existing HRA resources	SAP rating of 64 achieved in 2003/04	Housing Community Safety Community Involvement Environment and Transport
Objective: To take account of the emerging Health and Housing Safety Rating System (HHSRS). **Responsible officer(s):** Repairs Manager **Source:** LAHM SWOT / PEST	Monitor the impact to the council's housing stock and its management **When:** ongoing	Existing HRA resources		Housing Community Safety Health and Social Wellbeing

Objective	Target	Resource	Progress to date	Community Strategy link
Providing a decent environment for our residents				
Objective: To improve the local environment for our residents through a 'decent environment' programme. **Responsible officer(s):** Head of Housing Management Repairs Manager **Source:** 2003/04 Stock Options Appraisal project	Develop programme of works, in consultation with residents, on an estate by estate basis to improve the local environment. **When:** by Apr 2006	Existing HRA resources	Objectives agreed in principle with residents and housing management. Local priorities identified. Planning process being developed.	Housing Community Safety Community Involvement Environment and Transport
Objective: To manage the asbestos risk in our properties for residents and maintenance contractors. **Responsible officer(s):** Repairs Manager **Source:** Health and Safety	Conduct identification surveys (targeted at an annual 25% representative sample) of our stock to establish and then continually verify the status of any asbestos risk and to record it on our database (AMIS) **When:** ongoing	Existing HRA resources	Surveys completed for 2003/04.and 2004/05 AMIS updated Online reference database populated for contractors and residents – available on the Internet.	Housing Health and Social Wellbeing

Objective	Target	Resource	Progress to date	Community Strategy link
Helping to create sustainable communities and neighbourhoods				
Objective: To undertake community investment and neighbourhood renewal programmes for our residents **Responsible officer(s):** Repairs Manager Regional Managers **Source:** Community Strategy 2004/09	John Pound centre development which aims to create opportunities for "a happier healthier life for all". **When:** by July 2005 (contract completion)	Existing HRA resources	Phase one - Medical centre opened in 2003. Phase two - new facilities such as, new Housing Office, Police base, Sports halls, Library, Crèche, Offices and starter units & Youth wing.	Housing Community Safety Community Involvement Environment and Transport
	Cumberland Street Area Environmental Improvements **When:** by 2006	Existing HRA resources	The award winning Home Zone area completed. CCTV system installed and working Work to Ward House courtyard to commence in January 2005. Scheme for Sarah Robinson House being agreed with residents likely start on site July 2005 Feasibility's study being carried out on area of land to the front of Ward House	Housing Community Safety Community Involvement Environment and Transport

Objective	Target	Resource	Progress to date	Community Strategy link
	Landport resident panel enhancement scheme **When:** by 2006	Existing HRA resources	New children's 'kick about' area completed. Brick garden-wall with metal gates on going across the estate. New Bin stores / chute rooms provided to Wimpole Court Scheme under preparation for Lords Court bin room and lift tower. Tele-cottage moved into new 'Store' computer suite Launderette provided for the use of residents Environmental scheme for Selhurst House progressing on site.	Housing Community Safety Community Involvement Environment and Transport
	Charles Dickens Energy project (Combined Heat and Power scheme) **When:** by 2005	Existing HRA resources	Complete by Dec 2004	Housing

Objective	Target	Resource	Progress to date	Community Strategy link
	Buckland Residential Enhancement scheme **When:** by 2006	Existing HRA resources	Scheme to remove some overhead walk ways to improve security progressing on site Improvements to paving and the removal of planters and some shrub borders complete Investigate areas of land prone to flooding and prepare scheme Prepare scheme to provide 'mini' kick about area on Buckingham green Carry out maintenance improvements to the existing 'kick about' area on Buckingham Green Remove planters and some shrubs borders to improve security across the estate.	Housing Community Safety Community Involvement Environment and Transport
	Bring forward plans to consider development of the Leigh Park Area Office and car parking site **When:** by March 2006	Existing HRA resources		Housing

Objective	Target	Resource	Progress to date	Community Strategy link
Objective: To help develop the residents' master plan for the proposed regeneration of the Somerstown area **Responsible officer(s):** Community Housing Manager Head of Housing Management **Source:** Corporate Plan 2004/07	Support the corporate regeneration of Somerstown as outlined in the city council main project plan **When:** by April 2006	No specific resource identified. Cost of decent homes within our programme.		Housing Community Safety Community Involvement Environment and Transport
Objective: To help develop the Warren Park residents' master plan **Responsible officer(s):** Community Housing Manager Head of Housing Management **Source:**	Support the regeneration of Warren Park in conjunction with Havant Borough Council **When:** by April 2006	No specific resource identified. Cost of decent homes within our programme.		Housing Community Safety Community Involvement Environment and Transport

Objective	Target	Resource	Progress to date	Community Strategy link
Objective: To complete the redevelopment of underused garages sites. **Responsible officer(s):** Head of Housing Management Repairs Manager **Source:**	Two year rolling programme to look at various sites in Paulsgrove in conjunction with Portsmouth Housing Association **When:** by Dec 2006	Existing HRA resources	Three sites completed (March 2005). 20 houses, two flats and a shop unit.	Housing Community Safety Community Involvement Environment and Transport
Objective: To ensure that our garages and parking sites contribute appropriately to the HRA. **Responsible officer(s):** Head of Housing Management **Source:**	Conduct a review of garages and parking spaces with the aim of bringing charges more in line with commercial rates. **When:** by Oct 2005	Existing HRA resources		Housing

Objective	Target	Resource	Progress to date	Community Strategy link
Objective: To ensure that our portfolio of shops meets strategic priorities and makes appropriate contributes to neighbourhood renewal **Responsible officer(s):** Head of Housing Management **Source:**	Conduct a review of our HRA shop portfolio **When:** by Oct 2007	Existing HRA resources		Housing Community Involvement
Objective: To actively seek opportunities to make HRA land available for affordable housing development **Responsible officer(s):** Head of Housing Management **Source:**	Conduct review of HRA land assets for the potential sensitive development by registered social landlords (RSLs) **When:** by Apr 2006	Existing HRA resources		Housing

Objective	Target	Resource	Progress to date	Community Strategy link
Objective: To support the development of the “Creating Quality Places” project within Leigh Park **Responsible officer(s):** Head of Housing Management **Source:**	Work with Havant Borough Council, Hampshire County Council and SEEDA to develop a plan **When:** to be decided	No specific resource identified		Housing Community Safety Community Involvement Environment and Transport
Objective: To separate out (unpool) the Service Charge element from Rents to provide transparency for residents and to help manage income streams. **Responsible officer(s):** Head of Housing Management **Source:** Government Rent Restructuring	Additional £200K from unpooled service charges **When:** by Mar 2006 Additional £200K from unpooled service charges **When:** by Mar 2007 Additional £200K from unpooled service charges **When:** by Mar 2008 Additional £200K from unpooled service charges **When:** by Mar 2009	Existing HRA resources		Housing Community involvement

Objective	Target	Resource	Progress to date	Community Strategy link
Objective: To take account of the emerging Local Housing Allowance (flat rate direct to tenants) and its impact on the HRA **Responsible officer(s):** Head of Housing Management **Source:** DWP bulletin	Monitor the impact to rental income and arrears and allocations **When:** ongoing	Existing HRA resources		Housing Economic Wellbeing
Objective: To evaluate the transfer of Social Services' assets into the HRA **Responsible officer(s):** Head of Housing Management **Source:** Corporate "Moving Towards Excellence" reorganisation	Conduct a feasibility study into the transfer and improvement of selected Social Services' assets **When:** by Apr 2007	Existing HRA resources HIP		Housing Health and Social Wellbeing

Objective	Target	Resource	Progress to date	Community Strategy link
Delivering sustainable management of our council homes				
Objective: To better manage the impact of our stock on the environment through the development of an environmental sustainability plan for LAHM in line with the city council's policy **Responsible officer(s):** Repairs Manager **Source:** PCC corporate plans	Prepare action plan for sustainable construction for all work / contracts undertaken within the directorate **When:** by July 2005			Housing Health and Social Wellbeing

Operational Objectives (short term)

Objective	Target	Resource	Progress to date	Community Strategy link
Repairs and Maintenance				
Objective: To deliver an excellent, customer focussed, integrated repair and maintenance service that provides decent homes in a decent and safe environment and that meets residents local priorities and needs. **Responsible officer(s):** Head of Housing Management Repairs Manager **Source:** Repairs and Maintenance Strategic Plan 2004/05	Consult with residents on their priorities and needs in the management and delivery of the service. **When:** ongoing	Portfolio Group Business Office Area Managers and Staff	Resident consortium consulted during creation of strategy. Resident Focus Group (RFG) selected 'mini projects'. (Consultation planned Oct 2004 – Jan 2005). Residents participating in strategic contractor meetings. Participation in operational meetings planned for Jan 2005. RFG meets quarterly to receive service / performance details. Performance information displayed in area office reception areas. All area offices holding performance panel – quarterly invitations to all residents. Contractor selection process with residents delayed until April 2006.	Housing Community Safety Community Involvement Environment and Transport

Objective	Target	Resource	Progress to date	Community Strategy link
Repairs and Maintenance				
	Reduce the overall level of responsive repairs and achieve a better balance between planned and responsive works **When:** by July 2005	Portfolio Group	Realignment of repair categories to match right to repair - Sept 2004. Reduction in misidentification of repairs through launch of Repair Handbook and website - Sept 2004. Improved operational repairs authorisation implemented - Aug 2004. New process introduced for complex orders – Sept 2004	Housing
	Target funds and resources to address agreed priorities **When:** ongoing (Stock Options Appraisal project)	Portfolio Manager	Participated in the stock options repairs conference – Oct 2004	Housing Community Safety Community Involvement Environment and Transport

Objective	Target	Resource	Progress to date	Community Strategy link
Repairs and Maintenance				
	Monitor and control budgets **When:** ongoing	Head of Housing Management Portfolio Manager Section Heads	Budget framework agreed at the start of financial year. Six-month review agreed framework for rest of year. IT system (SX3) budget parameters enabled to prevent overspending.	Housing
	Establish long-term commercial relationship with key service providers **When:** by April 2006	Phoenix Project Team and Portfolio Lead Officers	Monthly operational contract management meetings. Quarterly joint contractor briefing sessions (information sharing, innovations, etc). Electronic transfer of information with contractors, with transfer of closure information by March 2005.	Housing
	Develop and document a 'Portsmouth Homes Standard' **When:** by April 2005	Portfolio Group	Consultation planned Oct 2004 – Jan 2005.	
	Provide local improvement schemes for residents **When:** by Ongoing	Repairs Manager	Linked to the stock option appraisal outcomes, through resident enhancement schemes.	Housing Community Safety Community Involvement

Objective	Target	Resource	Progress to date	Community Strategy link
Repairs and Maintenance				
	Deliver upper quartile performance across key KPIs. (short term voids, appointments made and kept, urgent and non-urgent repairs **When:** by April 2005	Repairs Manager		Housing
	Ensure the operational structure of the service reflects the structure and identity of local communities and the long term programme of works **When:** by September 2005	Building Maintenance Managers Portfolio Manager Head of Housing Management	Improved process consultation on proposed planned maintenance programme commenced Nov 2004. Recruiting two Resident Liaison officers to help deliver the 'decent homes' programme - Jan 2005. Asset Management Board now leading work to review structure for the delivery of the repairs and maintenance service. Link to the corporate restructure.	Housing Community Safety Community Involvement

Objective	Target	Resource	Progress to date	Community Strategy link
Resident Participation				
Objective: To broaden participation structures and widen consultation methods, as well as working towards an increased awareness and satisfaction of the opportunities to participate that are available. **Responsible officer(s):** Head of Housing Management Resident Participation Manager(s) **Source:** Resident Participation Strategic Plan 2004/05 🗁	Broaden and widen participation (in part measured by BVPI 75) **When:** ongoing	Portfolio Manager Resident Participation Team	Resident consortium reviewed. Residents voted for independent chair – Sept 2004 Formal consultative groups to mirror portfolio groups being set up. Some initial meetings held. Open evening booked for Feb 2005 to set up new young people group New training courses promoted to residents, including Sign Language and Mediation Continue to develop the residents' training database (280 residents registered) Seventeen new residents' groups set up – Oct 2004 Meeting set up for Jan 2005 with residents to develop the Resident Strategic Group, which will enable higher level involvement in the decision-making process	Housing Community Involvement Community Safety Education and Lifelong Learning

Objective	Target	Resource	Progress to date	Community Strategy link
Resident Participation				
	Create a pathway of communication and participation with members of Black and Minority Ethnic groups **When:** by Mar 2005	Portfolio Manager Resident Participation Team	Took part in multi-cultural festival – Sept 2004 Continuing to build on stock options appraisal outreach work to develop a BME panel. Compact information available in Turkish – Oct 2004 Attend monthly multi-cultural link group meetings Conducted 1st "Introduction to cultural differences" course – May 2004 (further course planned) Conducted 1st "Race and Racism" course – Jul 2004 (further course planned)	Housing Community Involvement Community Safety Education and Lifelong Learning

Objective	Target	Resource	Progress to date	Community Strategy link
Resident Participation				
	Improved service profile with staff and residents **When:** ongoing	Portfolio Manager Resident Participation Team	Promoted opportunities to participate at Southsea show – Jul 2004 Compact promoted to area staff, residents and groups Continuing to develop and promote residents' resource centre (Navigators), including ICT suite	Housing Community Involvement
	Service monitoring **When:** ongoing	Portfolio Manager	First of quarterly Compact monitoring meetings arranged Allocated staff to each Area office performance plan to offer support	Housing Community Involvement
	Promote Money Advice service **When:** ongoing	Money Advice Team	Money advice bulletin produced on a quarterly basis. Courses and briefings held Supporting the Leigh Park Credit Union	Housing Community Involvement Economic Wellbeing

Objective	Target	Resource	Progress to date	Community Strategy link
Resident Participation				
	Deliver Money Advice service **When:** ongoing	Money Advice Team Business Office	Sixty-one referrals received in 1st quarter 2004/05 with only five being seen outside four week standard Quarterly monitoring of management information Annual report to be produced at end of financial year (2004/05)	Housing Community Involvement Economic Wellbeing

Objective	Target	Resource	Progress to date	Community Strategy link
Revenue Collection and Arrears				
Objective: To effectively manage tenancies and assist residents in the maintenance of their tenancies through arrears prevention, accessible revenue collection services and the involvement of residents in tenancy management policies. **Responsible officer(s):** Head of Housing Management Revenue and Arrears Portfolio Manager **Source:** Revenue Collection and Arrears Strategic Plan 2004/05	Circulate revenue collection best practice for review **When:** by Jan 2005	Portfolio Group Area Managers	Draft best practice being reviewed. Best practice draft for Housing Officer processing and supervision being considered by portfolio group Area Managers reviewing high arrears cases to focus on areas of policy non-compliance Structure of arrears collection teams to be reviewed via benchmarking	Housing Economic Wellbeing
	Direct contact with customers in arrears measured through Housing SX3 ICT system **When:** by Sept 2005	Portfolio Group	Initial system review undertaken Measures via SX3 being developed with the aim of inputting on balanced scorecard	Housing Economic Wellbeing
	Effective management of non-standard tenancy conditions **When:** on hold	Portfolio Group	Action on hold pending information on new type one and two tenancy legislation	Housing Economic Wellbeing

Objective	Target	Resource	Progress to date	Community Strategy link
Revenue Collection and Arrears				
	Implement guidance to maximise favourable Court decisions **When:** by Jun 2005	Portfolio Group	Reviewing various implementation options Proposing to trial in one office where select Housing Officers focus on court work Reviewing relationship with Legal Services Taking advice from Chartered Institute of Housing on best practice issues	Housing
	Identify best practice and implement guidance to maximise HRA arrears recovery of “other” charges **When:** by Feb 2005	Portfolio Group	Draft report and recommendations produced This will form part of best practice guide for collection of all debts.	Housing

Objective	Target	Resource	Progress to date	Community Strategy link
Sheltered Housing				
Objective: To support older people living independently in the community and to improve the quality of life for older residents. **Responsible officer(s):** Head of Housing Management Sheltered Scheme Manager (vacant – new post) **Source:** Sheltered Housing Strategic Plan 2004/05	Match the supply of sheltered accommodation to the demand **When:** ongoing	Portfolio Manager Housing Options HIP	Current demand analysed and Sheltered Housing Void Strategy developed. Housing Needs survey 2004 received Nov 2004, being analysed. Portfolio group meeting December 2004 to reconsider strategy.	Housing Health and Social Wellbeing
	Produce National Care quality manual for category 2.5 schemes **When:** by Dec 2003 Regularly review quality manual. **When:** ongoing	Portfolio Manager and Category 2.5 Managers	Manual produced 2003 Sent to Social services for comments Nov 04. 2004/5 update in progress. Resident managers writing revision	Housing Health and Social Wellbeing

Objective	Target	Resource	Progress to date	Community Strategy link
Sheltered Housing				
	Achieve level B of the Supporting People (SP) Quality Assessment Framework (QAF) **When:** by Mar 2006 Achieve level A of the SP QAF **When:** by Mar 2007	Portfolio Manager Portfolio Group Sheltered staff	Self Assessment completed Achieved level C with action plan to improve. SP inspections on hold – SP resource issue	Housing Health and Social Wellbeing
	Deliver service with adequate number of competent staff **When:** ongoing	Portfolio Manager Human Resources	On going NVQ training for all sheltered staff and regular briefings – usually monthly form Portfolio group	Housing Health and Social Wellbeing
	Provide quality contract performance data to Supporting People team **When:** ongoing	Portfolio Manager Portfolio Group	New post of Sheltered Housing Manager agreed. Dec 04 recruitment	Housing Health and Social Wellbeing
	Take into account the local strategic priorities of Portsmouth residents **When:** ongoing	Portfolio Manager	Residents' portfolio group meeting booked for Dec 2004 to identify needs of tenants	Housing Health and Social Wellbeing Community Involvement

Objective	Target	Resource	Progress to date	Community Strategy link
Sheltered Housing				
	Undertake a full service review including the longer term cost structure of sheltered housing **When:** by Aug 2005	Portfolio Manager Portfolio Group Sheltered Scheme Managers	First steps, involving residents booked for Dec 2004. Project plan to be formulated using 'best value ' principles	Housing Health and Social Wellbeing Community Involvement
	Provide timely, quality performance information **When:** ongoing	Portfolio Manager Business Office		Housing

Objective	Target	Resource	Progress to date	Community Strategy link
Estate Services				
The provision of excellent, consistent Estate services, which are delivered at the point of need to an agreed, common standard for all residents. **Responsible officer(s):** Head of Housing Management Estate Services Portfolio Manager **Source:** Estate Services Strategic Plan 2004/05 🗁	Consult with residents on their priorities and needs and incorporate in 2005/06 planning cycle **When:** by Jan 2005	Portfolio Group Business office Area Manager and staff	Portfolio consultation meeting held with residents – Nov 2004. Second meeting scheduled for Dec 2004. Priorities will be agreed following this meeting. Key performance indicators (KPIs) are agreed for all external/internal estate contracts and will be introduced from April 2005 Customer satisfaction surveys to be carried out across all external contracts for cleaning and ground maintenance/bulk refuse and internal Green and Clean. All area offices holding performance panel meetings quarterly invitations to all residents. Need to develop mechanism whereby residents participate in contractor meetings and selection of contractors.	Housing Community Safety Community Involvement Environment and Transport

Objective	Target	Resource	Progress to date	Community Strategy link
Estate Services				
	Establish improvement actions that are based on local priorities and needs **When:** ongoing	Portfolio Group Technical Participation Area Office Manager and Staff	Local priorities and needs to be identified with residents in each area office. Suggest through Area performance panels.	Housing Community Safety
	Identify areas and properties with high levels of need and resource appropriately **When:** by Jul 2004	Portfolio Group Service Managers	Complete. Properties have been ranked as high, medium and low traffic and resources allocated accordingly	Housing Community Safety
	Develop common standards for cleaning and grounds maintenance **When:** by April 2005	Portfolio Group	Standards are specified within contracts for external contracts. Not yet done for Green and Clean.	Housing
	Ensure all operatives and officers are properly trained **When:** ongoing	Portfolio Group Human Resources	To review competencies and training for estate based staff and green and clean operatives	Housing

Objective	Target	Resource	Progress to date	Community Strategy link
Estate Services				
	Establish close working relationships with other services **When:** by Ongoing	Portfolio Manager	Ongoing – housing representative at Clean and Tidy Group.	Housing Community Involvement Environment and Transport
	Analyse service cost and performance data to inform future plans **When:** Ongoing	Portfolio Manager Business Office		Housing
	Monitor and control budgets **When:** Ongoing	Head of Housing Management Portfolio Manager Section Heads	Budget framework to be agreed and commence April 2005	Housing

Objective	Target	Resource	Progress to date	Community Strategy link
Customer Contact				
Objective: To be the leading housing authority in the provision of friendly, responsive and accessible services at all points of contact. **Responsible officer(s):** Head of Housing Management Customer Contact Portfolio Manager **Source:** Customer Contact Strategic Plan 2004/05	Establish specific, additional contact methods preferred by customers, including Black and Ethnic Minority groups **When:** by Jan 2005	Portfolio Manager Business Office Portfolio Group	Survey designed including resident consultation – Oct 2004 Sample survey of 1000 customers – Dec 2004 Feasibility of corporate BME panel being investigated	Housing Community Involvement
	Programme of defined consultation events produced **When:** by Sep 2004	Portfolio Group	All initial subject consultation meetings held or booked. Continued monitoring to ensure meetings held	Housing Community Involvement
	Monitor effectiveness of Area Performance Panels (APP) **When:** ongoing	Portfolio Manager Portfolio Group	All eight area offices have held initial meetings – Nov 2004 Area based staff informed of APP resources Internet and Intranet work waiting for technology update – planned for Jan 2005	Housing Community Involvement

Objective	Target	Resource	Progress to date	Community Strategy link
Customer Contact				
	Identify opportunities for improvement through revised communication methods (including telephony and IT) **When:** ongoing	Portfolio Manager Portfolio Group IT Manager Business Office	Reviewed existing systems – Jul 2004 New Paulsgrove office system designed. Publicising with residents 'Front end' complaints system reviewed – Nov 2004	Housing Community Involvement
	Set up a resident forum to ensure improvements are consistently applied and customer driven **When:** ongoing	Head of Housing Management Portfolio Manager	Initial meeting held to discuss and agree strategy – Sept 2004 Next meeting booked for Apr 2005	Housing Community Involvement
	Ensure uniformity and quality of frontline service provision: **When:** ♦ accessibility audit by Aug 2004 ♦ process models by Jun 2005 ♦ training review by Feb 2005	Head of Housing Management Portfolio Manager Portfolio Group Business Office	Accessibility audit complete – Aug 2004 Literature / posters ordered for area office reception and other customer areas – Aug 2004 Process model work on hold due to service restructure.	Housing Community Involvement

Objective	Target	Resource	Progress to date	Community Strategy link
Anti-social Behaviour				
Objective: To contribute to the corporate priority of reducing crime and the fear of crime. **Responsible officer(s):** Anti-social Behaviour Portfolio Manager **Source:** Corporate priority	Introduction of a witness support service in collaboration with the Portsmouth and Havant magistrates court witness service **When:** by Apr 2006	Portfolio Group	Portsmouth witness service engaged and agreed in principle to our proposal.	Housing Community Safety
	Establish a contractual basis for the further development of the Portsmouth Nuisance Assessment Service **When:** by Oct 2005	Portfolio Manager	Meeting with the service manager scheduled for Dec 2004.	Housing Community Safety
	Creation and development of a Resident Anti-social Behaviour Portfolio group **When:** by Mar 2005	Portfolio Group	First focus group meeting held. Developing a communication and empowerment strategy – Jan 2005	Housing Community Safety Education and Lifelong Learning
	Contribute to the development of corporate strategies, such as to deal with seasonal trends e.g. 'Bonfire' night **When:** by ongoing	Portfolio Group	Joined Portsmouth Arson group	Housing Community Safety

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Portsmouth
CITY COUNCIL

Health, Housing & Social Care

This document has been produced by the Directorate of Health, Housing & Social Care.
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