

Text Draft

Our Homes, Our Communities
Housing Investment Strategy and
HRA Business Plan Update

July 2002

Working together

To deliver good quality best value services in Cheltenham we are actively involved in community partnerships with:

- Police
- Gloucestershire Housing Association
- Bromford Housing Group
- Guinness Trust
- Stonham Housing Association
- The Housing Corporation
- Care and Repair
- BEM forum
- Victim Support
- Gloucestershire County Council
- Landlords Forum
- Social services
- Gloucestershire Health Authority
- Gloucestershire Probation
- Cheltenham Federation of Tenants, Leaseholders and Residents
- Tenants and leaseholders
- Hesters Way Neighbourhood Project
- Whaddon, Lynworth and Priors neighbourhood Project
- Private developers
- AON
- Norwich Union
- Disability Action
- Barnardos
- Cheltenham Community Projects
- Cheltenham Housing Aid Centre
- Cheltenham YMCA
- National Star Centre
- Exeter Benchmarking Group
- Aurther Anderson
- HACAS Chapman Hendy
- Gatley Hall
- Gloucestershire Strategy Group
- Solon Community Network
- TPAS

Contents

Introduction
Housing options update
Housing strategy update
Housing strategy key tasks 2001- 2004
HRA business plan – revision of financial forecasts

Appendix A HRA operating account
Appendix B HRA capital programme
Appendix C Key assumptions used in financial forecasts
Appendix D HRA operating account projections
Appendix E Comparison of investment needs with available resources
Appendix F Investment need versus resources (graph)
Appendix G Rent restructure plan
Appendix H HIP statistical appendix
Appendix I Business plan statistical appendix.

Introduction

In July last year we submitted our housing strategy annual update to the Government Office. This was the result of an ongoing programme of working in partnership with residents, members and stakeholders.

This update gives details of progress we have made during the year in achieving the targets we set ourselves and in delivering the excellent performance our residents expect. It also includes full details of our housing options appraisal.

If you would like more details about any aspect of our Housing Strategy please contact Sian Taylor, Policy and Participation Manager on 01242 226195 or email siant@cheltenham.gov.uk.

Housing Options Appraisal

In our HRA business plan 2001 we indicated our intention to commission an independent housing options appraisal to review alternative business strategies available to us.

The report would be examined by the options working party, established by the housing committee and containing representation from elected members, residents, staff representation and officers. Their recommendation was to be reported to an autumn investment conference and eventually to cabinet – under the modernised local authority structure adopted by Cheltenham.

Beha Williams Norman won the best value tendering process. Their full report can be requested from siant@cheltenham.gov.uk.

The report was to take account of the considerable development and evolution of Government social housing policy with a second Comprehensive Spending Review and 'A decent Home for All'. Against a background of setting stock condition and rent convergence targets, rent restructuring and local government organisation.

It was also a time that saw the introduction of Housing Revenue Account (HRA Resource Accounting which, for the first time, introduced the concept of a business plan approach to local authority social housing. The business plan (and additional resources via the Major Repairs Allowance or MRA) has caused a material change in the way in which the report has been presented. The plan (against the resource accounting background) sets out the likely forward position of the HRA including its needs, capacity and affordability to a defined format. The report took the council's draft business plan as a basis for examining the status quo and then looked at the need for securing additional resources, the potential means of achievement and their pros and cons.

The alternatives examined were;

- Stock retention
- Stock transfer (full and partial)
- Arms length arrangements
- PFI
- Securitisation

Each option was examined from the perspective of;

- Existing council tenants
- Potential council tenants
- The council as a social landlord
- The council as a corporate entity
- Council employees
- The Cheltenham community
- The government

The report centred around investment needs and the financial capacity to deliver.

The report highlighted;

- The council and its tenants now have the information that the council faces a £20 million shortfall in resources over the next 10 years to bring its homes to a full state of repair with modern internal facilities. At the end of that time the stock will be broadly to Government minimum standards we see this as insufficient.
- There are only two viable ways in which additional funding could be secured to realistically meet this shortfall;
 - Adopt the new arms length management arrangements (all landlord functions are delegated to a company owned by the council but not requiring a change of ownership of the stock) proposed by the Government funding over the ten year period. This would be subject to the council achieving the highest performance rating for the management of stock.
 - It would be necessary to consult (but necessarily ballot) the tenants before obtaining consent from the Secretary of State.
 - Set up costs would be of the order of £175,000 with an ongoing General Fund revenue impact tentatively priced at £180,000.

- Stock transfer would enable the investment to be achieved in five years. Consent is subject to tenants' approval at a secret ballot.
- Pre ballot costs are calculated at £195,000. There would be a General Fund benefit of the order of £4 million in the first five years after transfer.
- In additional transfer would produce £5.8 million to enable the building of new homes and leave the council with a net capital receipt of £23 million.

Under both options the position of staff (including superannuation) can be safeguarded. Again under both options there could be significant positive impact on the economy of the town through additional investment and consequent work opportunities.

Whilst both options, on their own, provide a solution for Cheltenham, a major deciding factor is deliverability. Whilst the organisation and the working party were very confident that, within the time frame, we could deliver on the arms length option – and possibly the required excellence rating given that in the current year Cheltenham went from a band C to a band A housing authority – the chances of securing a 'yes' vote in a LSVT tenant ballot, after two failed attempts, is unlikely. The table below gives a summary of the housing options.

Housing options summary

	Status quo – retention	Arms length management	Stock transfer
Impact for existing council tenant	<ul style="list-style-type: none"> - Rights and security would be unchanged since they would remain council tenants - There would be no voting tenant involvement in the landlord function - Strategy in relation to social housing would remain with the council - Homes will continue to be deficient due to lack of resources. This is likely to relate more to the facilities of the homes and the environment rather than the structural condition - Rent will be set by the council in accordance with the rent convergence criteria. The extent that the homes may not be internally improved, these could be marginally lower than under other option 	<ul style="list-style-type: none"> - Rights and security would be unchanged since they would remain tenants of the council - Tenants representatives would be part of the landlord function - Strategy in relation to social housing would remain with the council - Management would be judged by Housing Inspectorate to be at a high standard - Homes would be brought to a full repair and facility standard in 10 years - Rents would be set by the council in accordance with the rent convergence criteria - Tenant would be consulted on the implementation of the new arrangements 	<ul style="list-style-type: none"> - The ownership of the homes passes to a new landlord albeit with the potential joint control by the tenant and the council - Tenants, through Board representation, gain role in designing strategy in relation to the homes - Rights and security would marginally change and would be embodied in an assured tenancy plus agreement rather than in a secure tenancy - Transfer could only be with consent of tenants at secret ballot - Involved in process of new landlord selection - Rent would be set in accordance with rent criteria and likely to be little different whoever is landlord (assuming modernisation) - No cost reflective rent increases for improvements - Repair and improvement of homes in first five years after transfer - Risk of business aspect of new landlord

	Status quo – retention	Arms length management	Stock transfer
Impact for potential tenants	<ul style="list-style-type: none"> - Would have secure tenancies with all rights including RTB - Some homes may be less attractive due to non modernisation of facilities - There would be no additional homes beyond present enabling targets - Rents fixed on same basis as present council tenants 	<ul style="list-style-type: none"> - Homes would be in good repair with modern facilities - There would be no additional homes beyond present enabling targets - Would have secure tenancies with all rights including RTB - Rents fixed on same basis as present council tenancies 	<ul style="list-style-type: none"> - Homes would be in good repair with modern facilities - Additional homes above present level of enabling - Tenancy would be on assured tenancy basis with no RTB - Initial rents lower but by year ten all converge.
The council as a social landlord	<ul style="list-style-type: none"> - Homes would not be repaired and modernised. Government 10 year target missed and council strategic option not achieved - Stock loss from RTB may bring pressures on finance available for management and repairs 	<ul style="list-style-type: none"> - Homes would be repaired and modernised within target such that strategic objective met but to a 10 year timescale - Council would retain strategic role but become a partner in the landlord function - Can the council achieve a three star status? - Timescales, implementation and ongoing costs - The new body has no additional access to funding or Housing Corporation SHG for the future. 	<ul style="list-style-type: none"> - Homes would be repaired, modernised and remodelled such that strategic target met - Council would enter a landlord partnership with tenants - Additional funding for new homes - The effort, cost and risk of the process including consultation and ballot - Considerable experience of others and track record of the approach
The council as housing enabler	<ul style="list-style-type: none"> - No additional funding for enabling 	<ul style="list-style-type: none"> - No additional funds generated - No new access to loan funding 	<ul style="list-style-type: none"> - Additional funding for new homes - The new body would have access to future funding via loans and Housing Corporation SHG
The council as a corporate entity	<ul style="list-style-type: none"> - No real change 	<ul style="list-style-type: none"> - The landlord function is 'lost' and this will impact on corporate structure and members - Potential general fund cost impact - Can probably supply some services 	<ul style="list-style-type: none"> - Potential General Fund revenue and capital benefit Housing Function reduced to that of planning and enabling - Significant reduction in volume of council activities – will impact capacity, capability and accommodation and IT needs. Many authorities see opportunity to restructure - Role of members changes in relation to housing
	Status quo – retention	Arms length management	Stock transfer

The Government	<ul style="list-style-type: none"> - Ten year condition target not met 	<ul style="list-style-type: none"> - The ALMO is seen as one of the core methods of achieving the 10 year condition target - Separation of housing strategic and landlord functions is achieved 	<ul style="list-style-type: none"> - Stock transfer is seen as one of the core methods of achieving the 10 year condition target - Overall PSBR assessment shows a proposal would rate well full transfer programme - Levy contribution
Council employees	<ul style="list-style-type: none"> - No immediate change. Loss of income through RTB may have long term consequences 	<ul style="list-style-type: none"> - Position still not clear but seems likely that directly involved employees would transfer to new body with TUPE protection - Pension position protected 	<ul style="list-style-type: none"> - Staff would transfer to new body under TUPE - Pension position protected - Potential job opportunities - New culture issue
Cont..		<ul style="list-style-type: none"> - Potential job opportunities - The new body could buy central services from the council should it choose 	
The community	<ul style="list-style-type: none"> - Additional spend from MRA would have some economic impact 	<ul style="list-style-type: none"> - Additional economic activity from repairs and improvements with business, employment and training potential 	<ul style="list-style-type: none"> - Substantial additional activity due to repairs, improvements, remodelling and new build with business, employment and training potential - Surplus capital receipts could be used of benefit of communities

Housing strategy update

Our Housing Strategy Annual Update submitted to the Government Office for the South West in July last year, following consultation at our annual tenants conference, highlighted key tasks we achieved during 2000/2001 and set out the tasks we aimed to achieve in 2001/2002 and 2002/2003.

Along with the Annual Update we also submitted special needs housing strategies for black and minority ethnic community, learning disabled, youth and older people. We also submitted a tenant consultation and involvement strategy. This year we are developing special strategies for people with mental health problems, people with physical disabilities and homelessness.

We are on target to achieve all of the key tasks set out in the annual update for 2001/2002. The key tasks we achieved in 2001/2002 and those we plan to achieve in 2002/2003 and 2003/2004 are set out below.

Modernising local government.

Cheltenham now has a functioning Cabinet style government and is undergoing a major structural reorganisation to bring operations in line with the new political structure.

The tenant and leaseholder Housing Forum has been retained as an integral part of the new policy development process and has a representative on Overview and Scrutiny Committee. Estate management and service monitoring issues are dealt with at the seven Neighbourhood Monitoring Panels, which were successfully implemented this year, and wider issues through the four corporate Area Committees. The Federation has recruited a full time development worker and an Independent Tenant Advisor ahead of the arms length company process.

The complete client/contractor split, begun last year with the transfer of sheltered housing services to the contractor, will be completed this year with the transfer of homelessness and housing register services to the client.

The built environment.

We have contributed positively to the built environment in Cheltenham through;

- The Hesters Way regeneration programme, which has seen the completion of the first phase, demolition completed for the second phase and the decanting process underway for the third phase.
- Setting high standards for new affordable and social housing which include achieving a lifetime homes standard where possible, an NHER rating of 9 and designing out crime.
- Using at least 20% local labour on our developments and linking this to NVQ level 2 building skills training
- Developing 95% of all new residential developments on brownfield sites
- Completing 274 renovation and 78 home repair assistance grants with a value of £560,000, and bringing 25 empty private sector properties back into use.
- Registering 15 HMOs under the council's control registration scheme and securing fire safety improvements to 102 dwellings within houses in multiple occupation.
- Being a key partner in the production and launch of a county-wide affordable warmth strategy aimed at eradicating fuel poverty in Gloucestershire within 15 years
- Leading a successful bid for HECA action funding which secured £170,000 from the Energy Saving Trust for a county-wide health-related project aimed at improving domestic energy efficiency in at least 700 homes over two years. In the first few months since the October launch of 'Warm and Well' there have been more than 2,000 enquiries and measures have already been installed in over 400 home across Gloucestershire.

Revised Enabling Programme:

Phase/ Year	Schemes			Partner	New Units
	Major regeneration	New sites	Small		
1 2000/ 2001	Musicians South <i>(completed)</i>		Garage sites: Norfolk Ave. Pennsylvania Surrey Ave. <i>(completed)</i> Lakeside <i>(completed)</i>	Bromford H.G. G'shire HA Lovells Sovereign	33 rent 3 rent 3 rent 2 rent 13 rent
2 2001/ 2002	Canada blocks <i>(demolished)</i>	GMS <i>(completed)</i> Arle Farm MEB	Ennerdale Dunalley Street	Bromford H.G. G'shire HA Lovells Guinness Bromford H.G. EPHA	59 rent 11 LCHO 16 rent 25 LCHO 21 SO 15 rent 4 rent 4 rented
3 2002/ 2003	Sochi Court <i>(decanting)</i> Newton Road	Wesfield Monkscroft Whitbread	Windemere Rd Lt. Cleavemount	Bromford H.G. G'shire HA Lovells Sovereign Bromford	40 rent 10 LCHO 15 rent <i>est</i> 8 rent 15 rent. 4 rent 6 rent 4 rented
4 2003/ 2004	India & Pakistan Hse. Grovefield Way	Starvehall Farm GCHQ Benhall Gloscat Annex		Bromford H.G. Unallocated Guinness Guinness	28 rent 13 LCHO <i>no est.</i> 30 rent 15 LCHO 30 rent
5 2004/ 2005		GCHQ Oakley		Unallocated	<i>no est.</i>

Cheltenham has currently commissioned planning briefs for potential sites at North Place/Portland Street and Trainers/Haines and Strange. Depending on the eventual use of these sites it is possible they may contain an element of affordable housing.

We are also currently undergoing a major asset reviews of allotment and garage sites either of which may throw up small scale development opportunities.

The authority also sees as one of its priorities the development of an 'older persons village' within Cheltenham. This would require a substantial site within the borough and may be developed as a public/private partnership.

Supported housing

We successfully agreed a county wide Supporting People strategy and delivery framework which has included the successful completion of SP1 and 2 forms for Cheltenham's services and we are currently completing SP3 forms. The bids for transitional housing benefit schemes are currently being evaluated.

We have secured funding for:

- A three year programme for 12 full mobility bungalows for people with severe physical disabilities who chose to live and work in Cheltenham
- A supported flat for a living and learning scheme plus a crèche for young single parents
- A 5 unit scheme linked to foyer training for young people with behavioural problems
- 4 new build units on each phase of the Hesters Way regeneration for young people leaving care as part of the innovative Pilot Pathways project with Barnardos and social services
- Extensions to current schemes to provide floating support and refuge for women fleeing domestic violence.

We took part in a pilot with Health and Care Direct to use low demand sheltered housing for intermediate care to assist with bed release.

We completed 131 disabled facilities grant funded adaptations at a cost of £740,000, 63 of these were in council-owned property.

Council housing services

The successful 'man in a van' repairs service was rolled out borough wide and is now achieving 98% tenant satisfaction levels. We have incorporated housing repair operatives from the now disbanded DSO into the housing management team.

Our In-house stock conditions survey has been externally validated by Rand Associates and forms the base of the new Asset and HRA Business plans and the bid for arms length company status. The ALMO bid has been deposited on time with DTLR and GOSW. The capital programme has been revised to target the decency standard with 689 homes improved to the standard in 18 months.

We have set up residents contract panels for major contracts to allow tenants to meet surveyors and site agents in advance of works, and to monitor progress. The planned /reactive repairs spend is 81% to 19%, one of the best ratios in the country. We have developed partnering agreements and purchasing consortiums on encapsulation and energy efficiency and cyclical maintenance.

The internal best value review of housing management has been completed and the improvement plan agreed. BVPI's for repairs and rent collection are now in the top quartile. We have achieved a four week reduction in void times through process improvements, intensive management and regeneration.

We have converted 19 units of low demand council flats to furnished temporary accommodation as an alternative to B&B for homeless families.

We have developed tenant and officer working groups to review contracts , standards and targets for repairs, estate cleaning and grounds maintenance, We have held two tenant investment conferences to consider options and investment priorities.

Key Tasks

An attractive and safe town

An attractive and safe town	Partners	Tasks	Year/status
Reduce crime and the fear of crime in all of our communities, building Safer Estates	<ul style="list-style-type: none"> · neighbourhood projects · police · partner registered social landlords · Care and Repair · victim support 	<p>Implement database of offenders, and work in partnership with social services and other agencies to promote mediation rather than litigation.</p> <p>Continue our proactive method of using injunctions to tackle antisocial behaviour, pooling staff resources between housing and the police</p> <p>Begin work to extend our procedure to incorporate housing association tenants.</p> <p>Continue to offer home repair assistance for security measures to vulnerable private householders and tenants.</p>	<p>2001</p> <p>Successful and on-going</p> <p>national media recognition for our proactive stance.</p> <p>On-going</p> <p>On-going</p>
An attractive and safe town	Partners	Tasks	Year/status
		<p>Review effectiveness of partnership working and how we are using the database.</p> <p>Housing sponsored corporate best value review of crime and disorder.</p> <p>Investigate and assess mobile neighbourhood warden service, initially in council areas.</p> <p>Outreach work special needs team to support people with drug, alcohol and mental health needs in keeping their housing. Joint work with health outreach project.</p>	<p>2002</p> <p>Done</p> <p>Completed, improvement plan being implemented.</p> <p>On-going</p> <p>Reviwing in light of Supporting People changes.</p>
		Initiate community regeneration project at Springbank.	2003

An attractive and safe town	Partners	Tasks	Year/status
Tackle racial harassment, building on good practice from the Commission for Racial Equality and the Federation of Black Housing Organisations	<ul style="list-style-type: none"> · community development section · CTRIG ?? · Black and Minority Ethnic forum · Gloucestershire Racial Equality Council 	<p>Work with the black and minority ethnic forum to make the housing strategy happen.</p> <p>Monitor and publish our allocations monthly.</p> <p>Outreach work to access excluded communities; advice on service provision and how to get help in cases of racist incidents.</p>	<p>2001 On-going</p> <p>On-going</p> <p>Being developed as part of Supporting People</p>
	<p>Review and monitor the success of the black and minority ethnic strategy for housing.</p> <p>Start client ethnic monitoring of private sector housing grant services.</p> <p>Include a requirement for a recognised regional black housing organisation in the strategic partnership Approved Development Programme bid.</p>	<p>2002 On-going Housing services monitored as part of CRE good practice</p> <p>Done</p> <p>In discussions with United HA</p>	
	<p>Research providing floating support for black and minority ethnic tenants with Gloucestershire racial equality council</p> <p>Extend private sector ethnic monitoring to the full service</p>	<p>2003 Research commissioned as part of Supporting People</p>	
Develop a strong local plan which encourages the use of brownfield land for new homes and jobs	<ul style="list-style-type: none"> · Nexus · Gloucester County Council · County Strategy Officers Group · Housing Corporation 	Put Draft Local Plan out for consultation and included new supplementary planning guidance covering the provision of affordable housing on private development sites through s106 agreements.	<p>2001 Done</p>

An attractive and safe town	Partners	Tasks	Year/status
		<p>Responses to draft Local Plan and new affordable housing 106 SPG collated.</p> <p>Sponsor county wide conference for planners and housing strategists to review affordable housing 106's to standardise the approach.</p>	<p>2002</p> <p>Done</p> <p>Done</p>
		<p>Review the above in light of government proposals for Local Development Frameworks and the need for subsidy free affordable housing on new clear development sites.</p>	<p>2003</p>
	<ul style="list-style-type: none"> · Registered Social Landlordss · architects · planning 	<p>Build on our 100% success rate in achieving brownfield development.</p> <p>Ensure 90% of dwellings with permissions or commitment to 2005 on brownfield sites.</p> <p>Work with the police architectural liaison officer to ensure 100% of new affordable housing developments design out crime.</p> <p>Supplementary Planning Guidance to achieve an average of 30% provision of affordable housing on all residential development sites over 15 units and commuted sums based on the Tower Hamlets formula.</p>	<p>2002</p> <p>95% of new development on brownfield sites.</p> <p>On track.</p> <p>Done</p> <p>Out to consultation.</p>
		<p>Ensure 90% of dwellings with permissions or commitment are on brownfield sites.</p> <p>Work with the police architectural liaison officer to ensure 100% of new affordable housing developments design out crime.</p> <p>Supplementary Planning Guidance to achieve an average of 30% provision of affordable housing on all residential development sites over 15 units and commuted sums based on the Tower Hamlets formula.</p>	<p>2003</p>
<p>Work in partnership with planning and legal services to produce an integrated strategy</p>	<ul style="list-style-type: none"> · planning · legal 	<p>Ensure internal partnership for Hesters Way continued to operate successfully.</p> <p>Establish corporate s106 working group. New integrated monitoring software being evaluated and procedure being implemented.</p>	<p>2001</p> <p>Done</p> <p>Done</p>

An attractive and safe town	Partners	Tasks	Year/status
		<p>100% of s106 agreements electronically monitored and tracked.</p> <p>Review clear and accessible strategy to maximise provision of affordable housing in Cheltenham</p>	<p>2002 Done</p> <p>Done</p>
		<p>Ensure internal partnership for Hesters Way continued to operate successfully.</p> <p>100% of s106 agreements electronically monitored and tracked.</p>	<p>2003</p>
Working with householders and landlords to secure fire safety improvements to private homes	<ul style="list-style-type: none"> · landlords forum 	As part of the fire safety inspection programme secure the fire safety of at least 350 dwellings in 2001/2.	<p>2001 Done</p>
		As part of the fire safety inspection programme secure the fire safety of at least 350 dwellings to meet our five year Best Value commitment	<p>2002 Done</p>
		As part of the fire safety inspection programme secure the fire safety of at least 350 dwellings to meet our five year Best Value commitment	<p>2003</p>
Catalogue all remaining development sites for future development informed by the results of our Housing Needs Survey, stock condition surveys and the 2001 Census	<ul style="list-style-type: none"> · Fordham Research · planning · legal 	<p>Analyse main survey data and subsets and incorporated into new strategies and business plans.</p> <p>Install SPSS to link survey data with 2001 census data when it is available</p> <p>Five year development strategy submitted. Strategic bids for Hesters Way/St Marks 2001 – 2005/2006 – 2011 and the Cheltenham and Tewkesbury Package 2001 – 2005/2006 – 2011 to be submitted to the Housing Corporation by July 2001</p> <p>Hesters Way/St Marks regeneration: Complete decant of Canada blocks and declair Sochi Court</p> <p>Evaluate partners for Cheltenham and Tewkesbury Housing Market Partnership.</p>	<p>2001 Catalogue completed</p> <p>Done</p> <p>Done</p> <p>Done</p> <p>Done</p> <p>Awaiting Housing Corporation decision on funding (may run 2004)</p>

		Complete Sochi Court decant and identify funding for future phases. Review effectiveness of strategies for young people, older people, people with, black and ethnic minority communities. Develop strategies for mental health, physically disabled and women.	2002 Subject to agreement with leaseholders. Sochi funding secure. Next phase Housing Corporation funding secure. LA funding expected in Nov. On-going
		Decision on funding for the Cheltenham and Tewkesbury Housing Market bid. Go to 'expressions of interest'. Analyse relevant Census 2001 datasets, use to update the Housing Needs Survey. Jointly spec. a six districts county wide Housing Needs Survey for 2004.	2003
Using the results of the Housing Needs Survey 2000, work with developers to ensure we maximise affordable housing, s106 and windfall gain opportunities.	<ul style="list-style-type: none"> · Bromford Housing Group · Guinness · Gloucestershire Housing Association 	Successfully complete and evaluate first year of joint commissioning Cheltenham Housing Investment Partnership. Agree joint best value terms. Agree fall back options and draft s106 developers pack	2001 Done Done On-going
		Implement and monitor the effectiveness of our partnerships with developers through the joint s106 agreement. Evaluate second year of the CHIP partnership.	2002 Done Done
		Evaluate third year of the CHIP partnership.	2003
Develop special needs housing strategies	<ul style="list-style-type: none"> · social services · health 	As part of the update to Our homes, our communities submit special needs housing strategies, based on the Housing Need Survey sub set analysis	2001 Done

An attractive and safe town	Partners	Tasks	Year/status
		<p>Update the Housing Needs Survey 2000, and use the results evaluate the success of the strategies.</p> <p>Set up special needs team to deliver support services.</p> <p>Develop housing strategies for mental health and physical disabilities</p>	<p>2002</p> <p>On-going</p> <p>Being reviewed in light of Supporting People changes and internal reorganisation.</p> <p>Done</p>
		<p>Incorporate the HIP process into Community planning and the development of LSP's</p> <p>Create Assistant Directorate for community services within a Social and Community portfolio to drive a joined up approach to inclusion and supported/special needs issues.</p>	<p>2003</p>
Joint commissioning partnership	<ul style="list-style-type: none"> · Gloucestershire Housing Association · Bromford Housing Group · Guinness Trust 	<p>Publish a range of performance indicators showing the success of the partnership</p>	<p>2001</p> <p>Done</p>
		<p>Involve customers and stakeholders in evaluating our performance, through Housing Quality Indicators, Housing Corporation performance standards and jointly agreed best value PI's.</p>	<p>2002</p> <p>Done</p>
		<p>Involve customers and stakeholders in evaluating our performance, through Housing Quality Indicators, Housing Corporation performance standards and jointly agreed best value PI's.</p>	<p>2003</p>

Pursue our asset management strategy	<ul style="list-style-type: none"> tenants groups members 	Complete 100% LA stock condition survey.	2001 Done
		Develop shadow HRA Business Plan and submit on time.	Done
		Develop actual Business Plan linking to the new decency standard.	Done
		Commission, tailored and implemented new software. Tailored to corporate asset management plan	Done
		Hold a conference for residents, members and officers to consider future investment options.	Done
		Establish a joint options appraisal group.	Done
		Business plan featuring a full option appraisal, looking at LSVT, PFI and Arms Length arrangements.	Done
		Rolling five year investment plan based on consultation with tenants on local standards and rents, and stock survey and housing management need to invest. Integrate with Hesters Way regeneration plan.	2002 Begun
		Conyinue rolling five year investment plan based on consultation with tenants on local standards and rents, and stock survey and housing management need to invest. Integrate with Hesters Way regeneration plan.	2003

A thriving economy

A thriving economy	Partners	Tasks	Year/status
Support local shopping centres and businesses within our communities	<ul style="list-style-type: none"> neighbourhood projects Lower High Street Partnership 	Help fund works and land purchases to widen Grove Street in the Lower High Street Renewal Area to enable more effective local traffic management.	2001 Done
		Neighbourhood based approach to housing management to help create a real one stop approach	2002 implementing 'middle ware' to allow information and e-transactions
		Full review of central Springbank/Arle, including shopping centre, as a community regeneration project. Create a project plan.	2003

A thriving economy	Partners	Tasks	Year/status
Encourage the conversion of underused commercial accommodation, including vacant space above shops, to create homes in the town centre	<ul style="list-style-type: none"> · Landlords' Forum · Registered social landlords · Housing Corporation LOTS scheme 	Publicise revised grant scheme with emphasis within the Lower High street renewal area.	2001 Done
		Help create at least ten new homes	2002 11 achieved
		Help create at least ten new homes	2003
Develop our asset register to contribute to our neighbourhood business plan, including property valuations and investment plans	<ul style="list-style-type: none"> · tenants groups · members · valuers 	Use the neighbourhood monitoring panels to help consultation on setting minimum standards, as well as holding a tenants investment conference.	2001 Done
		Tenants, housing surveyors and contractors on project monitoring panels for all major schemes of work. Reports on quality and progress to local area forums.	2002 Done
		Fully integrated database and middle ware to allow interactive business model planning. Stock condition 'married' to management information system.	2003
Enable local training in partnership with <ul style="list-style-type: none"> · neighbourhood projects · contractors 	<ul style="list-style-type: none"> · neighbourhood projects · tenants · Cheltenham Housing Investment Partnership partners 	Secure European funding for 'Young Builders Scheme'. Enable a recruitment partnership with registered social landlords, private developers and further education establishments to recruit local labour on major sites in Cheltenham (including GCHQ) and to train to NVQ level 2 Building Skills	2001 Done
		Evaluate how we can do more by working together with developers, contractors and housing associations. Recruit local labour on major sites in Cheltenham (minimum 20% on regeneration sites) and to train to NVQ level 2 Building Skills	2002 On-going Done
		Recruit local labour on major sites in Cheltenham (minimum 20% on regeneration sites) and to train to NVQ level 2 Building Skills. Incorporate dispersed Foyer training and Connexions in pilot pathways, young care leavers and youth supported housing schemes.	2003

Training strategy for tenant participation	<ul style="list-style-type: none"> Cheltenham Federation 	<p>Implement a clear tenant training budget of £5000</p> <p>Provide tenants on a regular basis with details of external training opportunities</p> <p>Maximise our use of courses available for tenants at Trafford Hall</p> <p>Provide in-house training Provide regular training in tenant participation for housing management staff</p> <p>Provide regular training for staff and tenants</p>	<p>2001 Done</p> <p>Done</p> <p>Done</p> <p>8 courses 4 seminars</p> <p>2 courses</p>
Provide quality, easily accessible training opportunities for tenants		Develop our tenant training programme as part of local compacts, working closely with the Federation	<p>2002</p> <p>Done</p>
		Continue to develop quality , easily accessible training opportunities for tenants in partnership with Cheltenham Federation	<p>2003</p>
Income maximisation	<ul style="list-style-type: none"> tenants and residents exchequer services 	Develop In Debt a Way to Pay as a method for people to escape from their debts.	<p>2001</p> <p>Done</p>
		Widen payment mechanisms to use electronic swipe cards as well as cash, post office and direct debits. Review the uptake of the scheme.	<p>2002</p> <p>Transfers to direct debit complete - swipe card stations 2003</p>
		Swipe card payment system enabled with integrated tele receipting.	<p>2003</p>
Management information looking at performance indicators – publish these regularly, widely	<ul style="list-style-type: none"> Housing Registered social landlords 	Develop our Best Value definitions manual working closely with district audit	<p>2001</p> <p>Done</p>
		<p>Ensure that our systems of information are playing a key role as part of the Best Value inspections</p> <p>Spec a county wide Housing Needs survey in partnership with our neighbouring districts to be carried out in 2004.</p> <p>Information sharing with health, social services using MAIDeN and our inhouse GIS system.</p>	<p>2002</p> <p>Currently being advanced</p> <p>On-going</p> <p>Currently being advanced</p>

	Government and local PI's published bouroughwide on time. Continue enabling the implementation of e-government, fully populate the Housing section of the web site and enable e-applications.	2003
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Travel and Transport

Travel and transport	Partners	Tasks	Year/status
Build estates that are safe and accessible	<ul style="list-style-type: none"> · Cheltenham Housing Investment Partnership architects · Registered Social Landlords 	All new local authority/registered social landlord schemes to include liaison with the police architectural liaison officer in their development stages to attempt to design out crime.	2001 Done
		<p>We will secure three year funding for 12 full mobility standard bungalows, in three key locations, to extend housing choice for people with severe physical disabilities.</p> <p>All new partnership regeneration schemes to include liaison with the police architectural liaison officer in their development stages to attempt to design out crime.</p>	2002 Done
		<p>All new partnership regeneration schemes to include liaison with the police architectural liaison officer in their development stages to attempt to design out crime.</p> <p>Maximise floating support through Supporting People</p>	2003
Work corporately on developing policy	<ul style="list-style-type: none"> · Nexus 	<p>Carry out a Best Value review of Crime and Fear</p> <p>Carry out a Best Value review of External funding</p>	2001 Done Done
		<p>Maximise the housing bid to single capital pot.</p> <p>Play a full part in the development of the community plan.</p>	2002 All housing bids accepted. On-going
		<p>Bed in the newly modernised local government reorganisation.</p> <p>Integrate Housing Investment and Community Planning.</p> <p>Maximise the housing bid to single capital pot and Supporting People.</p>	2003
Our approach to LA21.	<ul style="list-style-type: none"> · Nexus 	Produce the housing section of the Local Plan working closely with Nexus.	2001 Done

	Continue to enable sustainable development through the use of local labour, integrating commercial and housing development in the borough. On all regeneration sites: Minimum NHER of 9 Green the supply chain	2002 Done Done On -going
	Continue to enable sustainable development through the use of local labour, integrating commercial and housing development in the borough. On all regeneration sites: Minimum NHER of 9 Green the supply chain	2003

A decent standard of living

A decent standard of living	partners	tasks	Year/status
To provide a wide range of choice of housing to meet the needs of the individual and the town	<ul style="list-style-type: none"> · Cheltenham Housing Investment Partnership · private developers 	50 houses, bungalows and maisonettes to rent 250 general needs	2001 Done
		100 houses, bungalows and maisonettes to rent 20 low cost/shared ownership 20 key worker 250 general needs	2002 74 completed 0 0 365 completed
		75 houses, bungalows and maisonettes to rent 20 low cost/shared ownership 10 key worker 250 general needs	2003
Extend debt harmonisation and continue to reduce rent arrears.	<ul style="list-style-type: none"> · LHS resource centre · council tax 	Pilot electronic payments mechanisms in joint project with Exchequer services.	2001 Done
		Review the success of In debt – a way to pay	2002 Done
		Review the success of In debt – a way to pay	2003
Extend the responsive Man In a Van repairs scheme in response to customer demand	<ul style="list-style-type: none"> · tenants groups · members 	Following a customer survey the service has been renamed, ' <i>Responsive Repairs Service</i> '. All reactive repairs completed in 5 days, and appointment system introduced	2001 Done
		Improve on 99% levels of customer satisfaction	2002 Done
		Maintain a 99% levels of customer satisfaction	2003

Increase the numbers of our residents who have access to good quality, affordable contents insurance.	<ul style="list-style-type: none"> · AON · Norwich Union 	We have marketed the benefits of the service to increase our customers by 10%	2001
		Use cashback from Norwich Union to market the service	2002 On-going
		Use cashback from Norwich Union to market the service.	2003
A decent standard of living	partners	tasks	
Annual business plans for each neighbourhood	<ul style="list-style-type: none"> · tenants groups · members 	Enable residents, members and officers to consider investment options	2001 Done
		Progress investment options as part of the Business Plan	2002 Done
		Develop annual business plans for each neighbourhood	2003
Changes to the allocation policy	<ul style="list-style-type: none"> · Cheltenham Federation 	We are monitoring allocations for equal opportunities	2001 On-going
		Promote affordable housing to all sections of the community.	2002 On-going
		<p>Review the allocations policy in light of the new requirement to prioritise 16-17 year olds, those fleeing violence or leaving penal institutions.</p> <p>Join up allocations, homeless services, housing advice and housing benefit assessment into a new service unit in the Social and Community portfolio which will also provide the client side service post ALMO.</p> <p>Review 'travel to work' cross boundary allocations as part of the Cheltenham and Tewkesbury strategic bid process and 'Key Worker' initiative.</p>	2003
Partnership working with RSLs and ensure all local authority tenants and RSL tenants have the same opportunity for involvement	<ul style="list-style-type: none"> · Gloucestershire Housing Association · Bromford Housing Group · Cheltenham Federation 	We are developing a joint tenant participation strategy for Hesters Way working with local housing associations	2001 On-going
		We will use the work done by Partners in Change in Arle Farm/Springbank to develop greater level of involvement by residents in the area.	2002 Outline project plan complete. Recruiting Project Manager.

		We will use the work done by Partners in Change in Arle Farm/Springbank and work at Hesters Way to develop greater level of involvement by residents in the area.	2003
Secure our energy efficiency targets and work towards the achievement of affordable warmth for all Cheltenham residents by 2015	<ul style="list-style-type: none"> · Care and Repair, Health Authority · Primary Care Groups · Severn Wye Energy Agency · EST · neighbouring LAs · Gloucestershire HECA Group 	<p>Took the lead local authority role in implementing the county HECA action project</p> <p>Adopt the countywide strategy for affordable warmth by July 2001</p> <p>Publicly launch the strategy and associated projects</p> <p>Enable cavity wall insulation to 137 private households by Jan 2002. We may fall short of the 300 target</p> <p>Improved a further 120 properties through encapsulation.</p>	<p>2001</p> <p>Done</p> <p>Done</p> <p>Done</p> <p>Done</p> <p>Done</p>
		Review effectiveness of our fuel poverty strategy in line with the county affordable warmth strategy	2002 Done
		Implement revised scheme to continue the principles of the successful 'warm and well' project.	2003

A healthy environment

A healthy environment	Partners	Tasks	Year/status
Enable people with adaptation needs to remain in their own homes	<ul style="list-style-type: none"> · Care and Repair · Social services 	<p>Secure agreement for some joint funding of occupational therapy (OT) posts to allow revision of job descriptions</p> <p>Co-locate OT posts with private sector housing at the Municipal Offices. There have been difficulties attaining this target due to funding problems as a result of cuts to staff posts. Discussions are continuing with social services</p>	<p>2001</p> <p>Done</p> <p>Being developed within Supporting People</p>
Set up a 'one stop shop' for the delivery of adaptations to disabled clients	<ul style="list-style-type: none"> · Care and Repair · Social services 	Set up streamlined referral and delivery mechanisms for small adaptations on a cross-tenure basis	2002 Feasibility as part of Supporting People.

		Develop electronic access to services and coordinate with partner agencies.	2003
Help local householders to achieve a 2.3% improvement in home energy efficiency across all tenures	<ul style="list-style-type: none"> · EEAC · Eaga Ltd · Care and Repair Health Authority · Primary Care Groups · Severn Wye Energy Agency · Glos EEAC · EST · Neighbouring LAs 	Work with EAGA to promote Warm Front and Warm Front plus and to provide additional local funding to extend the help available to the most needy low income households.	2001 Done
		Ensure at least 50 low income households get help with installing new energy efficient central heating, together with associated energy efficiency measures.	2002 63
		Ensure at least 55 low income households get help with installing new energy efficient central heating, together with associated energy efficiency measures.	2003
Make sure that over 60% of new house building takes place on previously developed land	<ul style="list-style-type: none"> · Cheltenham Housing Investment Partnership · planning · legal · private developers 	Achieve 100% of social/affordable and 90% of general needs dwellings on brownfield sites.	2001 95%
		100% of social/affordable and 90% of general needs dwellings on brownfield sites.	2002 100% & 87%
		100% of social/affordable and 90% of general needs dwellings on brownfield sites.	2003
Develop our empty property strategy to bring long term empty private properties back into use as homes	<ul style="list-style-type: none"> · council tax 	Bring at least 25 properties which have been vacant for longer than 6 months back into residential occupation, through advice, grants and where necessary, enforcement action Targeted owners of those homes vacant for the longest time	2001 Done Done
Continue our successful empty property strategy to bring long term empty private properties (including vacant commercial premises) back into use as homes	<ul style="list-style-type: none"> · council tax · empty homes agency · landlords Forum 	Verify status of all second homes to ensure they are furnished, and review extent of council tax charge for such properties when powers allow. Continue to use compulsory purchase powers when owners will not cooperate to bring at least 25 empty properties into use.	2002 On-going On-going
		Continue to use compulsory purchase powers when owners will not cooperate to bring at least 25 empty properties into use.	2003

A healthy environment	Partners	Tasks	Year/status
Promote repairs and improvements to low income private homes in Cheltenham, particularly those occupied by households on low income, including those with problems associated with age, ill health or disability.	<ul style="list-style-type: none"> · Landlords Forum · Care and Repair 	<p>Identified potential 'improvement zones' where there are particular concentrations of private sector housing disrepair and associated problems, and consulted with elected members to establish priorities for action.</p> <p>Continued with the street by street property and environmental improvement programme in the Lower High Street renewal area.</p> <p>Complete group repair scheme works to at least 40 properties.</p>	<p>2001</p> <p>Done</p> <p>Done</p> <p>31 complete</p>
Use various forms of grant aid to improve private sector housing to help reduce the rate at which properties are falling into disrepair and unfitness and to improve domestic energy efficiency.	<ul style="list-style-type: none"> · Landlords Forum · Care and repair 	Repair/improve at least 300 dwellings by 31 st March, 2002 (excluding fire safety)	2002 352
		Repair/improve at least 300 dwellings by 31 st March, 2002 (excluding fire safety)	2003
Increase energy efficiency in Local Authority homes	<ul style="list-style-type: none"> · Contracts · HEES 	Assess the scope for including private households on low income in the public sector encapsulation programme, facilitated by renovation grant funding. Problems with take up were identified with only one householder taking up the offer	2001 Done
		Develop joint encapsulation programme	2002 118 encap. 325 heating upgrade SAP 53
		Continue joint encapsulation programme 100 encap. 500 heating upgrade SAP54	2003
Enable vulnerable people to remain in their own homes	<ul style="list-style-type: none"> · Care and Repair · Health · Social Services · Primary Care Groups · Care Direct 	<p>Work with health and social services staff installing community alarms to improve service and prevent hospital admissions</p> <p>Wherever possible all new regeneration partnership properties built to 'Lifetime Homes' standard.</p>	<p>2001</p> <p>Done</p> <p>Done</p>

	<p>Review the effectiveness of our falls prevention strategy</p> <p>Develop partnership with Primary Care Group to reduce health risks in private properties with emphasis on preventing falls and hypothermia, by targeting grant assistance to individuals at risk. involve comments of interest groups in the process of developing the HIMP</p> <p>Wherever possible all new regeneration partnership properties built to 'Lifetime Homes' standard.</p>	<p>2002 Done</p> <p>Done</p> <p>Done</p>
	<p>Partnership working to relieve bed blocking.</p> <p>Maximise floating support through transitional housing benefit and Supporting People.</p> <p>Wherever possible all new regeneration partnership properties built to 'Lifetime Homes' standard.</p>	<p>2003</p>

Living life to the full

Living life to the full	Partners	Tasks	Year/status
Provide support for all members of our town to live as independently in the community as they choose.	<ul style="list-style-type: none"> · social services · voluntary groups 	<p>Provide 8 units of low support housing linked to the dispersed foyer. Two of these are wheelchair accessible.</p> <p>Ensure that the rapid response services are provided to people of Cheltenham to prevent inappropriate admissions to hospital. Fast tracked older people into sheltered housing.</p> <p>Enable the development of six units for assessment of young people at Rosen House</p>	<p>2001</p> <p>Funding secured</p> <p>Pilot underway. Partnership project being developed</p> <p>Funding delay on track for end 2002</p>

Living life to the full	Partners	Tasks	Year/status
		<p>Closure of 75 units of health and social services accommodation in the county enabling learning disabled people to move back into their community.</p> <p>Before March 2003 we will have developed 3 small shared houses for learning disabled, a small group medium support scheme ,10 low support homes for learning disabled linked to low support network</p> <p>New special needs team to provide tenancy support to people</p>	<p>2002 Borough wide on-going</p> <p>On-going</p> <p>Tenancy support service being developed as part of Supporting People</p>
		<p>4 full mobility bungalows with wheelchair charging facilities</p> <p>Completion of Rosen House</p>	<p>2003</p>
<p>Increase housing choice for people with disabilities, creating a more accessible environment</p>	<p>Disability Action</p>	<p>Lifetime homes standard adopted. Three year funding secured for twelve full mobility standard bungalows, in three key locations, to extend housing choice for people with severe physical disabilities.</p> <p>Provide new homes for older people as part of the Hesters Way regeneration.</p> <p>Improve information and advice about housing services through the new CareDirect service in Gloucestershire.</p> <p>Facilitated 10 one day Independence and Partnership training courses for front line staff in health, social services and housing.</p> <p>Facilitated interagency training with social services for front line staff delivering care and support, linked to NVQs</p> <p>Develop a preventative aids and adaptations service for older people.</p>	<p>2001</p> <p>Done</p> <p>Done</p> <p>Done</p> <p>Done</p> <p>Done</p> <p>Done</p>

Living life to the full	Partners	Tasks	Year/status
		Co-locate county occupational therapy and district disabled facilities grant functions Develop streamlined referral and adaptation delivery mechanisms	2002 Progressing as part of Supporting People
Work towards the provision of a one-stop-shop for adaptation services	· Social services	Develop e-access to services and coordinate with partner agencies.	2003
Develop extra care support to older people in sheltered housing	· Social services · Tunstall	Implement Chapman Hendy recommendations as part of the housing strategy for older people	2001 Done
		Complete six units for older people with dementia	2002 On-going
		Complete six units for older people with dementia	2003
Develop targeted strategies covering every sector of our community	· voluntary and community groups · social services · health	Develop tailored housing strategies for people with learning disabilities, from BEM communities, younger and older people.	2001 Done
		Developing strategies for: Mental Health Homelessness People with Physical Disabilities Secure funding for 7 units for young pregnant teenagers. Monitor progress of strategies.	2002 Done On-going Done Done
		Developing strategies for: Women Substance Abusers Monitor progress of all strategies	2003
Play a full part in the Cheltenham Primary Care Group	· health	Commitment of funding from Youth Offending team for supported housing	2001 Done
		Integrate partnerships with health into LSP's and the Community Plan process.	2002
			2003

Pilot Pathways project	<ul style="list-style-type: none"> · Barnados · Social services · foyer · Connexions 	4 dedicated units planned for the Pathway pilot at Musicians redevelopment.	2001 Done
		Working to identify suitable young residents and develop a Pathway protocol for completion. 4 more dedicated units planned for the Pathway pilot at Canada Blocks	2002 Done Completion end of 2002
		4 dedicated units planned for Pathways at Sochi Court redevelopment. Pilot scheme to be absorbed into mainstream care leavers Pathway planning in Cheltenham	2003
Supporting People - working with Social Services	<ul style="list-style-type: none"> · social services · health · probation · service providers · service users 	Hold a seminar for Members and stakeholders Complete establishment of Supporting People team Set up Cheltenham Supported Housing Forum <ul style="list-style-type: none"> · exhibition of supported housing providers · identifying costs of support · maximising Transitional Housing Benefit 	2001 Done Done Done
		Develop measures for quality of services with providers and users Agree countywide Supporting People strategy and framework.	2002 Done Done
		Integrate Cheltenham schemes into Supporting People by April 2003	2003
<ul style="list-style-type: none"> · people with learning disabilities · addressing mental health issues · disabled people 		Carry out a survey of learning disabled people in adult opportunity centre which included feedback on independent housing audits importance on quality of life Remodel 3 units in a shared house for people with learning disabilities. Hold a Futures day at the National Star Centre for young disabled people to discuss their housing options.	2001 Done Done Done
		Piloting multi agency assessment tool to map housing and support needs of mental health.	2002 Done
		Implement new mental health housing strategy Implement new learning disabilities housing strategy Implement new physical disabilities housing strategy	2003

Public services we want

Public services we want	Partners	Tasks	Year/status
Best Value Timetable: <ul style="list-style-type: none"> · Enabling and partnerships · Homelessness (benchmarking with Gloucester) · Housing Management · Support Services · Housing Strategy · Private Sector Housing 	<ul style="list-style-type: none"> · Exeter Benchmarking Group · Arthur Andersen · Hacas Chapman Hendy · Gately Hall · Gloucestershire Strategy Group · Best Value Unit 	Carry out a Best Value review of housing management	2001 Done
		Implement the Housing Management Improvement Plan. Prepare for the Housing Inspectorate. Investigation and assessment of a neighbourhood warden service.	2002 On-going
		Implement ALMO Carry out improvements highlighted by the Housing Inspectorate Best value inspection of Regeneration	2003
Produce a borough wide tenants compact	<ul style="list-style-type: none"> · Cheltenham Federation · Solon · Tenant Participation Advisory Service 	Develop neighbourhood compacts. Continued to have at least six meetings of the tenant compact working group each year to monitor the progress of the compact.	2001 Done Done
Continue to monitor, review and develop the borough wide tenant compact	<ul style="list-style-type: none"> · Cheltenham Federation 	Enable leaseholders and sheltered housing forum and neighbourhood monitoring panel compacts to feed up into the main borough wide tenant compact. Continue to have meeting of the tenant compact working group Review the compact action plan	2002 On-going Done Done
		Review the compact action plan	2003

Encourage tenants to develop 7 local compacts (Neighbourhood monitoring panels)	· Cheltenham Federation	Develop and implement 7 Neighbourhood Monitoring Panels Continue meeting of the Neighbourhood Monitoring Panel steering group to monitor and review progress	2001 Done Done
Neighbourhood Monitoring Panels (NMPs ~ local compacts)	· Cheltenham Federation	Monitor and review progress and success of NMPS through service agreements. Develop NMPs to include more than housing services.	2002 Done On-going
Neighbourhood Monitoring Panels (NMPs ~ local compacts)	· Cheltenham Federation	Review the progress of NMP's and ensure effective links with the ALMO	2003
Produce more opportunities for sheltered housing residents to get involved in their own homes	· Cheltenham Federation	Continue to support and develop the sheltered housing forum, representing 540 units	2001 On-going
		Develop a sheltered housing compact	2002 On-going
		Provide sheltered housing residents with their own budget for involvement Sheltered housing forum constituted and run by sheltered housing residents Sheltered housing residents managing the forum budget	2003
Extend leaseholders involvement in their homes	· Residents · Leaseholders forum · Support services	Begin the development of a leaseholder compact Provide leaseholders with own budget for involvement	2001 Done Done
Extend leaseholders involvement in their own home	· Residents · Cheltenham Federation	Leaseholders to manage their own portion of the tenant participation budget.	2002 Done
		Review Leaseholder Involvement Strategy	2003
Tenant participation strategy	· Cheltenham Federation	Develop strategy jointly with tenants and staff through focus groups, meetings, and training events. Implement strategy	2001 Done
Communication and involvement strategy	· Cheltenham Federation	Monitor and review progress Review and rewrite tenants handbook Review and rewrite leaflets available to tenants and users	2002 Done On-going
		Review communication and involvement strategy	2003

HRA business plan update – revision of financial forecasts

The council has updated the 30 year HRA business plan, prepared in July 2001, to reflect the following: -

- The introduction of rent restructuring and associated subsidy changes
- Refinement of stock condition data and price uplift on major repair and improvement programme
- Revision of the revenue and capital budgets for 2001/02 and 2002/03

The overall position of the HRA has been adversely effected by the new restraint on rental growth, which together with the revised subsidy arrangements will further reduce resources available for investment by up to £9m over the next 10 years.

A projected annual deficit first arises in 2014/2015 and increases significantly in following years. These deficits cannot be financed by reserves and would therefore force a reduction in management and maintenance costs below that required for acceptable service levels.

Investment in major repairs and improvements would be limited to the resources provided by the major repairs allowance.

Appendices A to F have been revised and a further appendix G has been added to give details of the council's 10 year rent restructuring plan.

HRA OPERATING ACCOUNT

	Budget	
	2001/02 (Revised)	2002/03
	<u>£'000</u>	<u>£'000</u>
EXPENDITURE		
General Management	2,507	2,568
Special Services	912	943
Arms Length Company (Set up costs)	50	150
Rents, Rates, Taxes and Other Charges	20	20
Rent Rebates	9,037	9,106
Transfer to Housing Repairs Account	2,756	2,770
Provision for Bad Debts	200	200
Cost of Capital and Deferred Charges	8,825	8,825
Depreciation - Dwellings	2,799	2,765
- Other Assets	50	50
Debt Management Expenses	19	20
TOTAL	27,174	27,417
INCOME		
Dwelling Rents	15,297	15,413
Non Dwelling Rents	405	416
Charges for Services and Facilities	162	163
Housing Revenue Account Subsidy	4,222	4,216
Housing Defects Subsidy	11	11
Housing Benefits Transfer - Local Scheme	37	37
TOTAL	20,134	20,257
NET COST OF SERVICES	7,040	7,161
Asset Management Revenue Account	-8,825	-8,825
Amortised Premiums	11	11
Interest Receivable	-413	-479
NET OPERATING EXPENDITURE	-2,186	-2,132
Appropriations		
Revenue Contributions to Capital	2,626	2,264
Transfers from Reserves	-345	-132
HRA SURPLUS / DEFICIT FOR THE YEAR	-94	0
Balance brought forward	1,205	1,111
BALANCE CARRIED FORWARD	1,111	1,111

Appendix B

HRA CAPITAL PROGRAMME

STOCK REPAIRS & IMPROVEMENTS	2001/02 (Revised) £'000	2002/03 £'000
Encapsulation	1,289	1,139
Door Entry	431	360
Central Heating	350	300
Void Refurbishment	666	500
Kitchens & Bathrooms	1,087	850
Structure		250
Rewiring	268	300
Windows	172	35
Roofs		200
Sheltered Schemes	140	100
Intensive Management	120	100
Fire Protection	73	136
Miscellaneous Works	190	140
Disabled Adaptations	390	360
Environmental Works	50	81
Internal Fees	145	169
	5,371	5,020
Financed by:-		
Major repairs reserve	2,708	2,856
Revenue contributions	2,626	2,164
Capital receipts	37	
	5,371	5,020

KEY ASSUMPTIONS USED IN FINANCIAL FORECASTS**Global**

Inflation	2.5 % p.a.
Interest receivable	4.75% p.a.

Rents

Annual Increase	Yrs 2-11	per rent restructure plan, thereafter 2.5%p.a.
Losses through voids / bad debts	Yr 1	4% declining to 3.3% by 2011/12 and then constant
Rent rebated	Yrs 1-4	at 61.5% increasing thereafter by 0.25%p.a.

General Management

Yrs 1-4	allow 3% for pay award, thereafter at 2.5% stepped reduction in posts as stock decreases
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RTB Sales

Yr 1	90 units reducing to 32 units at Yr 30
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Subsidy

	2001/02	2002/03	
Maintenance Allowance per unit	£577.65	£611.89	increasing by 4%p.a. to 2011/12, thereafter at 2.5%p.a.
Management Allowance per unit	£350.52	£368.67	increasing by 4%p.a. to 2011/12, thereafter at 2.5%p.a.
Major Repairs Allowance per unit	£509.11	£519.51	then increasing by 2.5% p.a.
Guideline Rent	Yrs 2-11	per rent restructure plan, thereafter increasing by 2.5%p.a.	
Limit Rent	Yrs 2-11	per rent restructure plan, thereafter increasing by 2.5%p.a.	