



## **Achieving Decent Homes**

Housing  
Business Plan 2013

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## Housing

### Minister's Introduction

The aim of the Housing Department is to ensure that long-term, sustainable and affordable housing is provided to meet the needs of all residents.

The White Paper setting out my proposals for changing the manner in which social housing is provided was published and widely consulted upon in 2012. A Report & Proposition will be debated by the States early in 2013.

That Report & Proposition will set out a number of new policy directions, amongst them:-

- The creation of a new regulatory framework for the social housing sector
- The return to the previous fair rent policy, re-establishing rents in the social rented sector at 90% of their market equivalent
- Proposals to put the financing of social housing on a sustainable footing in the long term
- Separating the management of the States owned social rented stock from the strategic housing functions through the creation of a new wholly States owned housing association and a Strategic Housing Unit to remain within the States

That separation of functions has already been achieved to some degree by the appointment of a dedicated staff resource to the new Strategic Housing Unit within the Chief Ministers' Corporate Policy Unit.

The Strategic Housing Unit will develop an Island Housing Strategy as one of its core objectives in 2013. A key source of information in developing that strategy will be the data on housing needs produced by the Affordable Housing Gateway which was established in January 2012 and which has already improved our understanding of housing need. What is clear is that those needs are changing as our population ages; we need new supply to realign our social housing stock and to allow the eligibility criteria to be relaxed so that a wider range of people can be housed. Resolving the long term funding of the social sector will help to provide some of that new supply as providers find that they can access funding for new developments and for the intensification of existing sites. The use of existing States owned land will also be key in delivering new homes, however, there is still a role for new homes to be delivered through the normal planning process and I am keen to support the Planning & Environment Minister in his endeavours to deliver homes for all tenures, concentrating development on States owned land and existing brown field sites. My mantra for the foreseeable future will be Supply, Supply, and Supply.

Splitting the strategic housing and operational landlord functions will allow the Housing Department to become even more focussed on its core objectives of housing those in need. What is perhaps not widely understood is the role that the Department already plays in closely supporting some of our most vulnerable residents both through the provision of assisted living support for vulnerable tenants who are not being supported by other agencies and through extensive partnership working with the third sector. The Department also manages the Supported Housing Group which seeks to coordinate the provision of housing solutions for applicants who may not normally meet the eligibility criteria for social rented housing but who are being supported by a statutory or voluntary agency, in order to live independently. The group can be proud of the positive impact that it has had on a proportion of our population whose housing needs would otherwise have been ignored.

Jersey has achieved notable success in its management of offenders through the fully consultative risk assessment based approach apparent in the Jersey Multi-Agency Public Protection Arrangements (JMPPA). My department plays an important part in ensuring that individuals passing through the JMPPA process are provided with appropriate accommodation.

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The department continues to make improvements to the existing States owned social rented stock. I have been extremely grateful for the support of the Minister for Treasury & Resources and his department for their assistance with finding funding to allow the continuation of the refurbishment programme, despite the fact that asset sales, our principal source of capital funding since 2007, have been difficult due to the lack of available mortgage finance for those in the affordable housing sector. As grateful as I am for that assistance, the lack of long term financial sustainability for the social housing sector remains a concern for me and something which the Minister for Treasury & Resources and I are determined to resolve together. Full details of the proposed arrangements will be set out in the Report and Proposition which the States will debate in 2013.

As I continue to set out my specific proposals for the incorporation of the current Housing Department, I am committed that customers and staff will continue to be fully engaged in the process. Tenants will be involved in the management of the new Housing Association at board level ensuring that they have a significant say in how the Association delivers its services. Staff must be comfortable with their proposed transfer to the Association and not be concerned that their employment or terms and conditions of service are in anyway in jeopardy. They are not. The success of the transformation will be significantly influenced by the commitment and dedication of the 44 staff at the Department.



**Deputy Andrew Green MBE**  
**Minister for Housing**

**Who we are**

Housing Minister  
Assistant Housing Minister

Deputy Andrew Green MBE  
Connétable John Martin Refault

**Organisation**

The Housing Department employs a total of 49.2 full time equivalent (fte) staff as follows:

Chief Officer: 1 FTE civil servant

PA to Minister & Chief Officer: 1 FTE civil servant

Strategic Development Directorate: 12 FTE civil servants

Operations Directorate: 24.6 FTE civil servants

Finance Directorate: 10.6 FTE civil servants

These staff are organised to deliver services as set out in the organisation chart on the next page

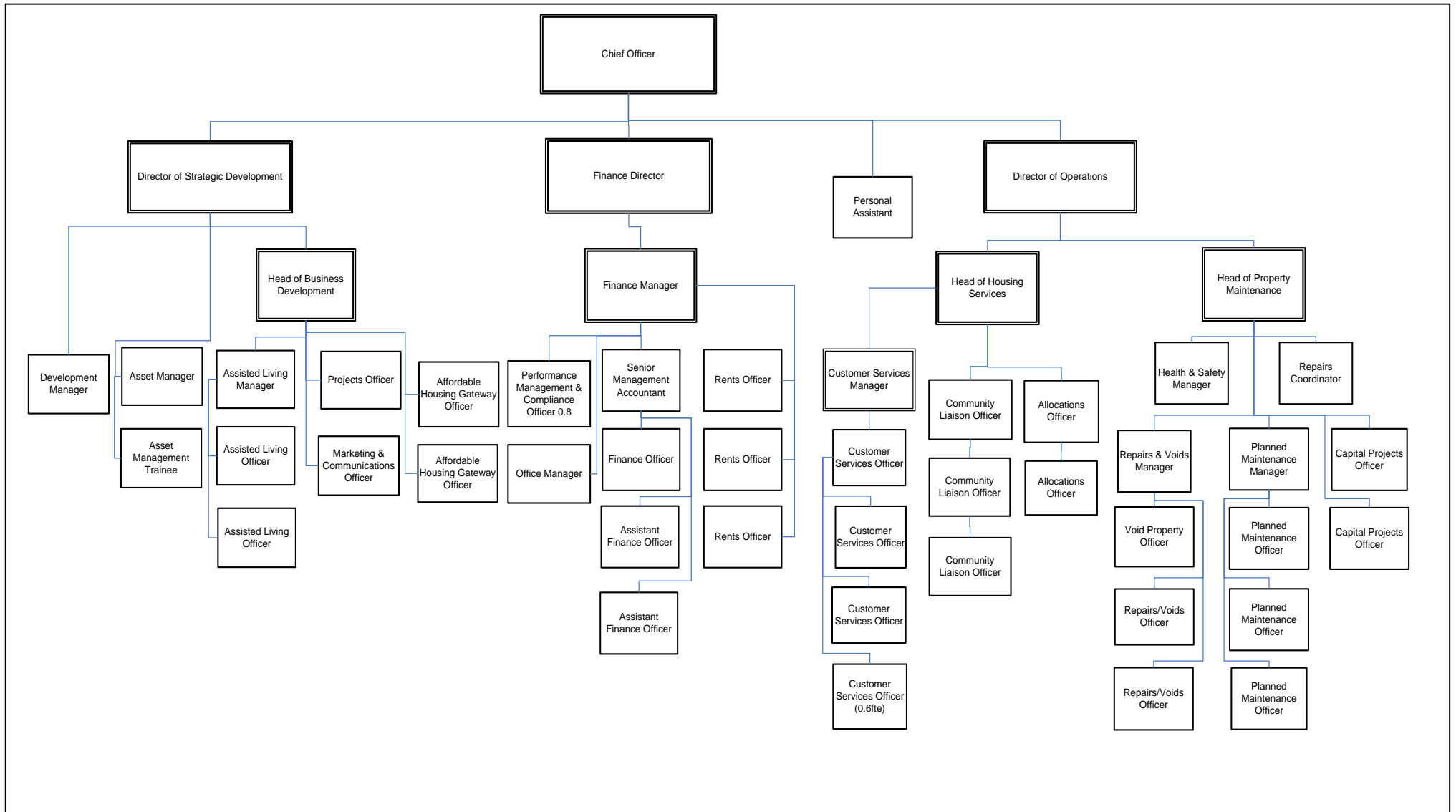
**What we do**

The Housing Department's principal roles include:-

- Responsibility for providing social housing services to some 13,000 people in 4,539 properties
- Managing a capital development programme to create new accommodation and upgrade existing accommodation to meet the decent homes standard;
- Encouraging home ownership;
- Managing the Affordable Housing Gateway to ensure equitable treatment of all prospective social housing tenants, until such time as it transfers elsewhere.

The Department is presently engaged on a programme to bring forward detailed proposals for the transformation of the existing Department to a wholly States owned social housing management organisation. The programme will also seek to address the regulatory needs of the social housing sector and the establishment of a transparent mechanism for social housing rent setting in the future.

# Organisation Structure



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**Section 2a****Summary of key objectives and performance criteria****Department Aim:**

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**To ensure that long-term, sustainable and affordable housing is provided to meet the needs of all residents**

**Objective 1: Effective management of the States owned social rental stock****Performance/success criteria:**

- I. The stock managed so that;
  - a. plans remain on track for all States owned social rented properties to comply with the Decent Homes Standard and other statutory obligations;
  - b. income is maximised to enable maintenance and refurbishment of the stock, into the future;
  - c. the portfolio is improved and able to grow to ensure that it meets the changing needs of the community, particularly in relation to homes designed to meet the needs of an ageing population;
  - d. sufficient assets, both existing and new build, are disposed of to provide capital to bridge the funding gap in the refurbishment programme and to offer targeted affordable housing opportunities for first time buyers;
  - e. sufficient assets are acquired to make provision for 'Key Workers' and to meet the demand for homes evidenced by the Affordable Housing Gateway;

**Strategic Plan reference(s):** *House our community*

**Objective 2: Introduce the proposed changes in the provision of social housing****Performance/success criteria:**

- I. Subject to the approval of the States:-
  - a. The proposed Strategic Housing Unit with responsibility for housing strategy & policy and the Affordable Housing Gateway has been established;
  - b. A new social housing regulator is established together with a new statute;
  - c. The existing Housing Department is incorporated as a wholly States owned Housing Association with existing assets and staff transferred;
- II. Mechanisms are introduced in partnership with the Treasury & Resources Department to allow borrowing to aid the development of new affordable homes

**Strategic Plan reference(s):** *House our community / Reform government and the public sector*

**Objective 3: Greater emphasis given to the delivery of social landlord services**

- I. There is continued engagement, consultation and empowerment of customers so that they are increasingly involved in making decisions which affect them and establishing service standards;
- II. A partnership is developed with the Affordable Housing Gateway to ensure adequate pathways are established for those in housing need;

- III. Existing links with the third sector are enhanced to ensure that there is a focus on long term housing solutions for individuals;
- IV. In collaboration with other statutory and non-statutory agencies the coordination of targeted services to protect the social wellbeing and independence of those who require on-going support;

**Strategic Plan reference(s):** *House our community and Promote family and community values*

**Objective 4: Staff and resources managed to improve performance and provide value for money.**

**Performance/success criteria:**

- I. Deliver allocated savings to contribute to achieving the £65 million Comprehensive Spending Review;
- II. Business Plan delivered within agreed cash limits;
- III. Value for money pursued, driving efficiency through setting individual and team targets, together with personal development plans, all of which will be reviewed regularly by the continuation of the appraisal process;
- IV. Continuous improvement achieved through business process and Key Line of Enquiry (KLOE) review, to ensure efficiency and value for money and allow for benchmarking performance against other equitable social housing providers;
- V. Further develop the departmental risk management strategy demonstrating the link between high level strategic and operational risks;
- VI. The health, safety and welfare of staff, contractors, tenants and the public protected by the management of good health & safety standards and procedures;

**Strategic Plan reference(s):** *Reform government and the public sector*



Section 2b

Actions, key performance indicators, targets and key risks

Ref no	Objective / Action	Key performance indicator	Target	Imp Year	Key risks	LR/SP/C	External partner(s)
<b>Objective 1: Effective management of the States owned social rental stock</b>							
1a	The stock managed so that; plans remain on track for all States owned social rented properties to comply with the Decent Homes Standard and other statutory obligations;	<p>Condition Survey updated</p> <p>Capital refurbishments delivered as per programme</p> <p>Planned maintenance delivered as per programme</p> <p>Levels of compliance with decent homes standard monitored</p>	<p>Delivery of programmes to target</p> <p>Maintain current level of compliance with decent homes standard</p> <p>All homes meet Decent Homes Standard</p>	<p>Q4-2013</p> <p>Q4-2013</p> <p>Q4-2013</p> <p>Q4-2024</p>	<p>Lack of funding to complete all works necessary to meet the standard.</p> <p>Management Resources not being available to deliver the plan</p> <p>Market capacity to deliver all of the work on time (market can overheat)</p> <p>Lack of adequate information in order to develop the programme</p>	<p>LR=HSG</p> <p>SP=T&amp;R</p>	<p>Contractors</p> <p>Developers</p> <p>Architects</p> <p>Surveyors</p> <p>Tenants Forum</p>
1b	income is maximised to enable maintenance and refurbishment of the stock, into the future;	<p>Proportional market rent Assessment completed</p> <p>All new assets &amp; void refurbishments have</p>	<p>Market Rent Assessment completed</p> <p>Market Rent Assessments carried out on practical</p>	<p>Q4-2013</p> <p>2013</p>	<p>Rent Assessments do not reflect market conditions &amp; changes</p> <p>Arrears policy not implemented</p>	<p>LR=HSG</p> <p>SP=T&amp;R</p>	<p>Architects</p> <p>Surveyors</p>

		market rent assessment	completion	2013		SS	Tenants Forum
		Arrears policy rigorously applied	Maintain the level of rent arrears at 1.4% of gross rental income and service charges	2013			
		Properties are relet efficiently	Maintain number of active rent accounts in arrears of over £50 at below 580  Maintain the target number of lost rental days due to tenant changes to an average of 25 days		Voids process not followed		
1c	the portfolio is improved and able to grow to ensure that it meets the changing needs of the community, particularly in relation to homes designed to meet the needs of an ageing population;	Strategy for meeting the needs of people with disabilities is implemented  Occupational Therapists recommendations acted on subject to means testing  New lifetime homes added to the stock	Maintain properties that meet the standard	Q4 – 2014	The demand for converted properties outstrips our ability to supply suitable homes  Insufficient financial resources to adapt/improve the existing housing stock  Existing stock not adaptable in line with demand	LR=HSG  SP=P&E T&R SSD	Contractors  Developers  Architects  Surveyors  Tenants Forum
1d	sufficient assets, both existing and new build, are disposed of to provide	Required level of receipts achieved	Receipts from sales totals £5m	2013	Economic climate and lack of lending for target	LR=HSG	Estate agents

	capital to bridge the funding gap in the refurbishment programme and to offer targeted affordable housing opportunities for first time buyers;				buyers make the sales targets unachievable	SP= T&RLOD	Buyers
1e	sufficient assets are acquired to make provision for 'Key Workers' and to meet the demand for homes evidenced by the Affordable Housing Gateway;	Residential stock managed by HSSD transferred to Housing Department with necessary budget	Number of key workers housed broadly equivalent to new assets transferred from HSSD	Q4 - 2014	<p>Transferred assets do not meet Decent Homes Standard</p> <p>Insufficient budget to improve or maintain transferred stock</p> <p>Demand for Key Workers adds pressure to existing demand for affordable housing</p> <p>Conveyancing issues prevent transfer in parallel with remainder of social housing stock</p> <p>Terms and conditions of HSSD staff may conflict with tenancy arrangements</p>	LR=HSG SP= HSSD, LOD, TRY	
<b>Objective 2: Introduce the proposed changes in the provision of social housing</b>							
2(i)(a)	<p>Subject to the approval of the States:-</p> <p>The proposed Strategic Housing Unit with responsibility for housing strategy &amp; policy and the Affordable Housing Gateway has been</p>	The States debate and give in principle approval to the establishment of a Strategic Housing Unit	<p>States debate &amp; approve the establishment and structure of the SHU in principle</p> <p>Affordable Housing Gateway IT system implemented</p>	<p>Q2- 2013</p> <p>Q2-</p>	<p>Failure to gain approval</p> <p>Inability to find a suitable IT hosting environment which allows access to</p>	<p>LR=HSG</p> <p>SP= CM's, T&amp;R, SSD</p>	Other Social Housing Providers

	established;			2013	external users.		
2(i)(a)	A new social housing regulator is established together with a new statute;	The States debate and approve the establishment of a regulator and appropriate Legislation, in principle	Establishment of a Regulator approved in principle	Q1-2013	Failure to gain approval	LR=HSG SP= CM's, T&R, SSD, LOD	Tenants Forum  Tenants  Other Social Housing Providers  Lenders
2(i)(a)	The existing Housing Department is incorporated as a wholly States owned Housing Association with existing assets and staff transferred;	The States debate and approve the establishment of a wholly States owned Housing Association, in principle  Social Housing (Transfer) Law debated  Regulations for the Law debated	Association establishment approved, in principle  Draft Social Housing (Transfer) Law debated and approved  Subordinate Regulations developed  Regulations debated and approved  Transfer date agreed  New Association established  Staff and assets transferred to new association	Q2-2013  Q3-2013  2013  2014  2014  2014	Failure to gain States approval       Failure to gain Privy Council approval	LR=HSG SP= CM's, T&R, SSD, LOD	
2(ii)	Mechanisms are introduced in partnership with the Treasury &	Funding source established at appropriate	Funding source established	Q4-2013	Unable to funding source at an affordable level	LR=HSG SP= T&R,	

	Resources Department to allow borrowing to aid the development of new affordable homes	time and scale to meet the demands of the programme				LOD	
<b>Objective 3: Greater emphasis given to the delivery of social landlord services</b>							
3(i)	There is continued engagement, consultation and empowerment of customers so that they are increasingly involved in making decisions which affect them and establishing service standards;	<p>Consultation with the Tenants Forum on the Housing Transformation Programme at relevant progress stages</p> <p>Services are Customer Focussed</p> <p>Shadow board established</p>	<p>Communications and marketing strategy extended to maximise customer engagement</p> <p>Customer service standards set in partnership with Tenants Forum</p> <p>2 tenants appointed to the Shadow Board</p>	2013	<p>Lack of engagement from customers</p> <p>Service expectations unreasonable</p> <p>Tenants are not forthcoming in putting themselves forward for the Board</p>	LR=HSG	Tenants Forum
3(ii)	A partnership is developed with the Affordable Housing Gateway to ensure adequate pathways are established for those in housing need	<p>Multi agency supported housing services enhanced</p> <p>A fast track application process exists to resolve housing issues where the Minister has responsibilities as a</p>	<p>Processes established for identifying applicants who require ongoing landlord support to live independently</p> <p>Greater numbers of applicants housed with appropriate support packages.</p> <p>Review and enhance existing Service Level Agreements with Supported Housing Group members</p>	2013	<p>Vulnerable clients fail to secure appropriate housing.</p> <p>Lack of resources.</p> <p>Support packages fail to prevent crisis</p> <p>Necessary client information is not shared.</p>	LR=HSG	Supported Housing Group Members

		Corporate Parent.	<p>Promotion of the Supported Housing Group service as part of new communications strategy.</p> <p>Supported Housing Group service provision maintained and partnership with Affordable Housing Gateway strengthened.</p>				
3(iii)	Existing links with the voluntary and charitable organisations are enhanced to ensure that there is a focus on long term housing solutions for individuals	Improved links with the Shelter Trust, Women's Refuge and the Causeway Association.	<p>Housing pathways are available to residents who require support to move into independent living.</p> <p>Partnerships enhanced to reflect the structure of the proposed new Housing Association</p> <p>All applications for social housing are processed through the Affordable Housing Gateway to ensure a full and proper assessment of an individuals needs is carried out.</p> <p>An increase in the number of homes in the portfolio suitable for those with special housing needs.</p>	2013	<p>Vulnerable clients fail to secure appropriate housing.</p> <p>Change to Association status creates operational barriers</p>	LR=HSG	<p>Supported Housing Group members</p> <p>Voluntary and charitable organisations</p>

3(iv)	In collaboration with other statutory and non-statutory agencies the coordination of targeted services to protect the social wellbeing and independence of those who require on-going support;	<p>Independent Living service provision maintained.</p> <p>Adult Safeguarding procedures improved.</p> <p>Continuation of Child Protection training and ongoing development of procedures.</p> <p>Continued commitment to the JMAPPAs arrangements.</p> <p>Closer partnership working is developed with the Occupational Therapy Service.</p> <p>Occupational Therapy Service engaged in early stage design of new build developments.</p>	<p>Promotion of the Independent Living service as part of new communications strategy</p> <p>100% attendance at relevant adult safeguarding meetings</p> <p>100% attendance at relevant &amp; appropriate child protection meetings.</p> <p>100% appropriate officer attendance at all relevant JMAPPAs meetings.</p> <p>New process and procedure established to allow void properties to be assessed in partnership with the Occupational Therapy Service to determine suitability for allocation &amp; adaptation.</p> <p>Occupational Therapy Service assessment carried out and recommendations reviewed.</p>		Vulnerable clients fail to secure appropriate housing.	LR=HSG	JMAPPAs  Occupational Therapy Service
<b>Objective 4: Staff and resources managed to improve performance and provide value for money</b>							
4(i)	Deliver allocated savings to contribute to achieving the £65 million Comprehensive Spending Review;	Savings delivered	100% of Comprehensive Spending Review savings due in 2013 delivered	2013	Unforeseen circumstances prevent savings	LR = HSG  SP=T&R	

					Unknown additional corporate savings impact upon programme, services and HTP		
4(ii)	Business Plan delivered within agreed cash limits;	100% of business plan targets delivered	100% of business plan targets delivered within cash limit	2013	Over / under budget / cash limit	LR = HSG	
4(iii)	Value for money pursued, driving efficiency through setting individual and team targets, together with personal development plans, all of which will be reviewed regularly by the continuation of the appraisal process;	<p>Agreed Key Lines of Enquiry Review findings acted upon</p> <p>All staff have annual performance review and appraisals, where individual targets are set</p> <p>Mandatory courses attended by relevant staff</p> <p>Training needs identified through appraisal process</p>	<p>Staff are set performance targets which continue to address the agreed KLOE review recommendations</p> <p>Annual performance reviews carried out for all staff</p> <p>6 monthly review of staff targets</p> <p>Role related training programme and post training reviews are maintained subject to budgets</p>	2013	<p>KLOE Actions which require changes at corporate level cannot be addressed easily</p> <p>Training development needs programme not being affordable.</p> <p>Lack of adequate resources to support staff completing private study</p> <p>Links between individual or team targets and high level strategic objectives not clearly demonstrated.</p>	LR=HSG	Chartered Institute of Housing
4(iv)	Continuous improvement achieved through business process and Key Line of Enquiry (KLOE) review, to ensure efficiency and value for money and allow for benchmarking performance against other equitable social housing providers;	Identified processes reviewed and savings quantified	Monthly service dashboard completed by Teams and reviewed by SMT	2013	Incomplete, inaccurate or inconsistent data	LR=HSG	<p>Housing Trusts</p> <p>UK Housing Providers</p>



4(v)	Further develop the departmental risk management strategy demonstrating the link between high level strategic and operational risks;	Risk register and management strategy are maintained	Risk register reviewed by SMT on a quarterly basis  Relevant staff are familiar with the risk register and made aware of risk process  Risks are managed and reduced where possible	2013	Management of risk not given adequate priority	LR=HSG	
4(vi)	The health, safety and welfare of staff, contractors, tenants and the public protected by the management of good health & safety standards and procedures	Health & Safety plan reviewed, improved and changes implemented	Quarterly Health & Safety Committee meetings held  Annual Health & Safety policy review	2013	A deterioration in adherence to H&S standards	LR=HSG	Training providers

## Section 3

## Reconciliation of Net Revenue Expenditure

	2013 £	2014 £	2015 £
<b>Base Department Budget</b>	<b>(24,557,500)</b>	<b>(26,798,500)</b>	<b>(27,971,500)</b>
Price Inflation - Dept Income	(44,300)	(47,400)	(48,600)
Price Inflation - Dept Expenditure	338,500	334,200	342,500
Price Inflation - Provision for Pay Award			
Price Inflation - Rent Increase	(1,364,300)	(1,459,800)	(1,660,900)
<b>Commitments from Existing Policies</b>			
Department Savings	(599,000)	-	-
Department User Pays	(80,000)	-	-
<b>Departmental Transfers</b>	-	-	-
<b>Capital to Revenue Transfers</b>	-	-	-
<b>Proposed MTFP Growth</b>	-	-	-
<b>Proposed Procurement Savings</b>	(491,900)	-	-
<b>Proposed Other Budget Measures</b>	-	-	-
<b>Net Revenue Expenditure</b>	<b>(26,798,500)</b>	<b>(27,971,500)</b>	<b>(29,338,500)</b>
Depreciation	9,681,000	9,772,000	9,831,900
<b>Net Revenue Expenditure</b>	<b>(17,117,500)</b>	<b>(18,199,500)</b>	<b>(19,506,600)</b>

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**Net Expenditure – Operating Cost Statement**

2012 Net Revenue Expenditure £		2013 Estimate £	2014 Estimate £	2015 Estimate £
	<b>Income</b>			
-	Duties, Fees, Fines & Penalties	-	-	-
(40,814,800)	Sales of Goods and Services	(42,199,100)	(43,612,600)	(44,889,500)
-	Investment Income	-	-	-
(55,000)	Other Income	(50,700)	(50,700)	(50,700)
<b>(40,869,800)</b>	<b>Total Income</b>	<b>(42,249,800)</b>	<b>(43,663,300)</b>	<b>(44,940,200)</b>
	<b>Expenditure</b>			
-	Social Benefit Payments	-	-	-
2,644,900	Staff Costs	2,845,100	2,842,300	2,862,000
628,100	Supplies and Services	608,200	547,300	623,100
62,100	Administrative Expenses	52,000	52,000	52,000
12,831,200	Premises and Maintenance	11,869,600	12,173,800	11,988,200
61,900	Other Operating Expenses	60,600	60,600	60,600
14,700	Grants and Subsidies Payments	14,700	14,700	14,700
-	Impairment of Receivables	-	-	-
69,400	Finance Costs	1,100	1,100	1,100
-	Foreign Exchange (Gain)/Loss	-	-	-
-	Contingency Expenses	-	-	-
<b>16,312,300</b>	<b>Total Expenditure</b>	<b>15,451,300</b>	<b>15,691,800</b>	<b>15,601,700</b>
<b>(24,557,500)</b>	<b>Net Revenue Expenditure</b>	<b>(26,798,500)</b>	<b>(27,971,500)</b>	<b>(29,338,500)</b>
10,645,600	Depreciation	9,681,000	9,772,000	9,831,900
-	Impairment of Fixed Assets	-	-	-
-	Asset Disposal (Gain)/Loss	-	-	-
<b>(13,911,900)</b>	<b>Net Revenue Expenditure</b>	<b>(17,117,500)</b>	<b>(18,199,500)</b>	<b>(19,506,600)</b>

## Detailed Service Analysis – Key Objectives

2012 Net Revenue Expenditure	2013 Gross Revenue Expenditure		2013 Income	2013 Net Revenue Expenditure	2013 FTE	2014 Gross Revenue Expenditure		2014 Income	2014 Net Revenue Expenditure	2014 FTE	2015 Gross Revenue Expenditure		2015 Income	2015 Net Revenue Expenditure	2015 FTE
	+ Depreciation £	DEL £				AME £	DEL £				AME £	DEL £			
13,800	Strategic Housing Unit	211,100	-	211,100	3.0	182,100	-	-	182,100	3.0	182,100	-	-	182,100	3.0
13,300	Regulatory Functions	-	-	-	0.0	-	-	-	-	0.0	-	-	-	-	0.0
(13,939,000)	Landlord Services	15,240,200	9,681,000	(42,249,800)	44.6	15,509,700	9,772,000	(43,663,300)	(18,381,600)	45.6	15,419,600	9,831,900	(44,940,200)	(19,688,700)	45.6
22,484,800	Estate Services	13,320,700	9,681,000	(1,993,800)	20.0	13,565,500	9,772,000	(1,978,700)	21,358,800	19.9	13,460,800	9,831,900	(1,779,600)	21,513,100	19.9
1,345,600	Tenant Services	1,039,000	-	(2,000)	13.8	1,068,700	-	(2,000)	1,066,700	15.0	1,077,600	-	(2,000)	1,075,600	15.0
(37,769,400)	Finance Services	880,500	-	(40,254,000)	10.8	875,500	-	(41,682,600)	(40,807,100)	10.7	881,200	-	(43,158,600)	(42,277,400)	10.7
(13,911,900)	Net Revenue Expenditure	15,451,300	9,681,000	(42,249,800)	47.6	15,691,800	9,772,000	(43,663,300)	(18,199,500)	48.6	15,601,700	9,831,900	(44,940,200)	(19,506,600)	48.6
-10645600	Less: Depreciation	-	(9,681,000)	-	(9,681,000)	-	(9,772,000)	-	(9,772,000)		-	(9,831,900)	-	(9,831,900)	
(24,557,500)	Net Revenue Expenditure	15,451,300	-	(42,249,800)		15,691,800	-	(43,663,300)	(27,971,500)		15,601,700	-	(44,940,200)	(29,338,500)	

## Net Revenue Expenditure – Service Analysis

2012		2013		2013	2013 Net Revenue Expenditure
		Gross Revenue Expenditure		Income	
		DEL	AME		
		£	£	£	£
13,800	Strategic Housing Unit	211,100	-	-	211,100
13,300	Regulatory Function	-	-	-	-
	<b>Landlord Services</b>				
<b>22,484,800</b>	<b>Estate Services</b>				<b>21,007,900</b>
18,399,000	Planned Maintenance	8,199,700	9,681,000	-30,000	17,850,700
2,039,800	Response Repairs	1,846,900	-	-	1,846,900
911,100	Operations	2,347,800	-	-1,963,800	384,000
1,134,900	Voids	926,300	-	-	926,300
<b>1,345,600</b>	<b>Tenant Services</b>				<b>1,037,000</b>
510,000	Assisted Living	273,700	-	-2,000	271,700
835,600	Tenant Liaison	765,300	-	-	765,300
<b>(37,769,400)</b>	<b>Finance Services</b>				<b>(39,373,500)</b>
(37,769,400)	Rent and Fee Collection	880,500	-	40,254,000	(39,373,500)
<b>(13,911,900)</b>	<b>Net Revenue Expenditure</b>				<b>(17,117,500)</b>
(10,645,600)	Depreciation				(9,681,000)
<b>(24,557,500)</b>	<b>Net Revenue Expenditure</b>				<b>(26,798,500)</b>

## Net Revenue Expenditure – Service Analysis

2012 Net Revenue Expenditure		2013 Net Revenue Expenditure	Increase/ (Decrease)	2014 Net Revenue Expenditure	Increase/ (Decrease)	2015 Net Revenue Expenditure	Increase/ (Decrease)
+ Depreciation £		£		£		£	
13,800	Strategic Housing Unit	211,100	197,300	182,100	(29,000)	182,100	-
13,300	Regulatory Functions	-	(13,300)	-	-	-	-
<b>(13,939,000)</b>	<b>Landlord Services</b>	<b>(17,328,600)</b>	<b>(3,389,600)</b>	<b>(18,381,600)</b>	<b>(1,053,000)</b>	<b>(19,688,700)</b>	<b>(1,307,100)</b>
22,484,800	Estate Services	21,007,900	(1,476,900)	21,358,800	350,900	21,513,100	154,300
1,345,600	Tenant Services	1,037,000	(308,600)	1,066,700	29,700	1,075,600	8,900
(37,769,400)	Finance Services	(39,373,500)	(1,604,100)	(40,807,100)	(1,433,600)	(42,277,400)	(1,470,300)
<b>(13,911,900)</b>	<b>Net Revenue Expenditure</b>	<b>(17,117,500)</b>	<b>(3,205,600)</b>	<b>(18,199,500)</b>	<b>(1,082,000)</b>	<b>(19,506,600)</b>	<b>(1,307,100)</b>
(10,645,600)	Less: Depreciation	(9,681,000)	964,600	(9,772,000)	(91,000)	(9,831,900)	(59,900)
<b>(24,557,500)</b>	<b>Net Revenue Expenditure</b>	<b>(26,798,500)</b>	<b>(2,241,000)</b>	<b>(27,971,500)</b>	<b>(1,173,000)</b>	<b>(29,338,500)</b>	<b>(1,367,000)</b>

<b>CSR Proposals</b>	<b>2011 Saving (£'000)</b>	<b>2012 Saving (£'000)</b>	<b>2013 Saving (£'000)</b>	<b>Total Savings (£'000)</b>	<b>Total FTE Impact</b>
<b>Savings Proposals</b>					
Identify efficiency savings in the cleaning service in estates with Transport and Technical Services			56	56	
Reduction in servicing of wet heating systems through the conversion to electrical systems	76	76	58	210	
Offer properties to specific capable applicants with limited decoration vouchers. Maintain refurbishment levels for vulnerable customers only		100	146	246	
Reduction in heating repair calls following roll out of electric heating		100	100	200	
Reduce scale of annual review of condition survey and rent review			125	125	
Deliver Tenant Participation across the Department rather than through specific Community Development Officers	103			103	2
Remove budget provision for temporary staff	42		58	100	
Reorganise team to replace Operations Supervisor and Facilities Supervisor. Spread remaining work across existing Maintenance team	76			76	2
Reduce general overheads	56	7	3	66	
Reduce budget for IT maintenance and licence fees	65			65	
Reduce staff in Compliance by one FTE	41			41	0.8
Retirement of Assisted Living Officer at Cottage Homes. Post will not be replaced			28	28	1
Manage Property Owners Associations internally rather than through an agent	28			28	
Reduce the budget for consultants assisting with the move to Housing Association status			25	25	
Reduce budget for temporary staff	17			17	
Remove grant to 'Prison, Me? No Way!'		15		15	
Reduction in training budget	15			15	
Reduce the number of competitions run annually to encourage tenants to become involved - reducing tenant participation budget	10			10	
Reduce Community News to two issues per annum	9			9	
Remove need to pay rent on Bridge Family Centre	6			6	
Reduce T.V. maintenance contract payments	6			6	
<b>SUB TOTAL: HOUSING DEPARTMENT</b>	<b>550</b>	<b>298</b>	<b>599</b>	<b>1,447</b>	<b>5.8</b>

**Housing Department**

**Business Plan 2013**

<b>User Pays</b>					
Increased rental income from reduced void turnaround times			60	60	
Increased parking income from letting out more spaces		30	20	50	
<b>GRAND TOTAL: HOUSING DEPARTMENT</b>	<b>550</b>	<b>328</b>	<b>679</b>	<b>1,557</b>	<b>5.8</b>



<b>Capital Programme 2013</b>	<b>£'000</b>
<b>New Build Projects</b>	12,871
Lesquenade – Phase 2	
Ann Court	
Le Squez – Phase 4	
La Collette – Block B	
Former Le Coin Site	
<b>Major Refurbishments Projects</b>	5,930
Journeaux Street Intensification	
De Quetteville Court High Rise	
<b>Total</b>	<u>18,801</u>

