



making you feel at home

**COLNE HOUSING SOCIETY
BUSINESS PLAN
2010/11 TO 2014/15**

BUSINESS PLAN

2010/2011 To 2014/2015

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1. EXECUTIVE SUMMARY

- 1.1 This plan sets out the Society's aims and objectives for the next five years, and identifies the skills and financial and human resources required to meet them. Staff, residents and other stakeholders have been instrumental in drawing this document together, and the Board has taken their views fully into account in formulating the plan.
- 1.2 Considerable change continues to take place in the financial, political, legislative and social framework within which the Society operates. The plan highlights how the Society will respond to:
- High levels of need for new affordable, supported and intermediate rented housing
 - A likely decrease in capital grant available for affordable housing
 - The role of the Homes and Communities Agency (HCA) and the Tenant Services Authority (TSA), and their approach to funding and regulation
 - The restriction on rent levels and service charges
 - Changes to the Supporting People regime and the personalisation agenda
 - Social exclusion and the Society's wider role in the communities in which it works
 - Environmental issues and the need for increased energy efficiency in both new and existing stock
- 1.3 The Society recognises that in order to achieve its objectives it must continue to work in partnership with board, staff, residents, and the public, private and voluntary sectors.
- 1.4 At the end of the period the Society will be:
- Providing a high quality, efficient and effective customer focused housing management and maintenance service
 - Owning or managing nearly 3,000 affordable homes for people in housing need
 - Actively operating in at least eight local authority areas where it can provide a sensitive and cost effective management service
 - Locally based, independent and financially sound
 - Catering for the requirements of special needs clients
 - Developing new homes to meet a range of housing needs through the Key Communities partnership and Icen Homes
 - Working actively with its partners in the community to ensure that residents have access to support services
 - Providing a range of services to partners in the voluntary and private sectors

1.5 In the short to medium term the Society will be:

- Investing over £1 million per annum in existing stock
- Developing 100 – 150 new homes per year
- Improving its housing management performance
- Responding positively to the emerging agendas and requirements of the HCA and TSA
- Offering its professional services to other organisations
- Improving energy efficiency in its existing homes
- Responding swiftly to political and economic changes as they emerge over the period.

This plan sets out the steps that the Society will be taking to achieve its objectives.

2. ABOUT THE SOCIETY

2.1 BACKGROUND

2.1.1 Colne Housing Society is a charitable housing association, established in 1973, owning or managing over 2000 homes throughout North Essex. It is a major provider of social housing in the Colchester, Maldon and Tendring areas, and has properties in Chelmsford, Braintree, Babergh, Uttlesford and Suffolk Coastal.

Included within its stock are six sheltered and one very sheltered housing schemes and nearly 150 bed spaces for vulnerable clients. The majority of the latter are managed on Colne's behalf by specialist agencies, but the Society provides direct management support to tenants with learning difficulties, and to young families.

It acts as Corporate Trustee to a number of almshouses, provides leasehold management services to the private sector, and housing management, payroll and financial services to other organisations.

The Society operates a private sector leasing schemes offering accommodation to homeless people who would otherwise be in bed and breakfast accommodation.

2.1.2 Colne's Mission Statement is to be:

"A forward thinking, resident focused housing association, providing managing and maintaining excellent homes and making a positive difference to the neighbourhoods in which we work."

2.1.3 Underpinning this statement are the Society's Core Values.

We will:

- Provide, manage and maintain high quality, affordable homes
- Grow as an independent Society to meet housing and associated needs
- Work with customers to deliver a responsive high quality service
- Act with professionalism, honesty and efficiency
- Provide a challenging, supportive and rewarding work environment for staff
- Remain independent and financially secure
- Work in partnership to improve efficiency and maximise the opportunities available to our customers
- Treat people equally and embrace diversity amongst the communities within which we work

2.1.4 In formulating the Business Plan the Society places highest priority on ensuring that it:

- Maintains adequate financial strength
- Makes full provision for future stock reinvestment needs
- Implements the rent restructuring plan
- Develops new homes and extends services to meet the needs of the communities in which it operates

2.2 **RESIDENT PROFILE**

2.2.1 The 2007 STATUS survey of the Society's residents indicates that:

- 42% of households comprise families, and 27% older people
- 78% are on state benefits, and 66% receive housing benefit
- 34% of principal tenants are in employment, 22% retired, 15% permanently sick or disabled and 19% looking after families
- 29% of households have an income of less than £150 per week and 78% less than £300 per week.
- 47% of household have at least one member who has a long-term illness, health problem or disability. 8% of households have at least one member who uses a wheelchair
- 10.5% of households come from black and ethnic minority groups.

2.3 **FINANCIAL**

2.3.1 The Society is financially strong, with assets of over £100 million. It has reserves of over £20 million. These have all been invested in improving the Society's homes or in providing new affordable housing.

2.3.2 This strength has enabled the Society to borrow finance from the private sector at attractive rates. This ability is becoming increasingly important as the market for housing association finance becomes more challenging. The Society will require some further £30 million funding to achieve its ambitions over the period of the plan.

- 2.3.3 As with the housing sector in general, the Society's gearing and interest cover is deteriorating as a result of investment in new homes. The Society will be examining ways it can continue to sustain its development activities over the business plan period.
- 2.3.4 The Society's rents are on average at about the same level as those of other RSL's in the areas in which it operates. The Society's target rents are some 5% below those of other associations in each local authority area. The Society has therefore taken the view that it will use the 5% tolerance allowed for its general needs stock, and 10% for supported housing, in order to maintain assets and services in an environment where inflationary costs are increasing significantly faster than any increase in rental income. On average, the Society's rents will increase below inflation over the period to 2013.
- 2.4 **ASSET MANAGEMENT**
- 2.4.1 The Society's stock is mainly purpose built, although a significant proportion of this is now nearly 30 years old. In the last five years it has spent some £5 million maintaining and improving its properties and all the Society's properties meet the Decent Homes Standard. A stock condition survey was carried out in 2006. This is updated annually on a rolling basis. An investment programme of over £8 million is planned over the next 5 years, to ensure quality is maintained and decent homes and energy efficiency targets continue to be met.
- 2.4.2 There is high demand for nearly all the Society's homes, although a small number of its sheltered housing schemes are becoming harder to let.
- 2.5 **SERVICES**
- 2.5.1 In addition to managing and maintaining its own homes, the Society provides housing management and financial services to leaseholders, private landlords, other housing associations and voluntary organisations. It intends to expand these activities over the business plan period.
- 2.5.2 The Society is expanding its provision of affordable housing to key workers through intermediate market renting, and is working with developers and local authorities to increase the delivery of affordable housing through the planning system.
- 2.6 **PERFORMANCE, EFFICIENCY AND RESIDENT SATISFACTION**
- 2.6.1 The Society's performance continues to be strong. It outperforms the national mean average in all the eleven main Tenant Services Authority performance indicators and is a top 25% performer in five areas.
- 2.6.2 Resident satisfaction as measured by the STATUS survey has increased consistently over the past 9 years. Colne equals or outperforms its peer group in 11 of the 13 key areas measured by the survey.

- 2.6.3 The latest Housing Corporation inspection found that the Society provided a highly satisfactory service to its tenants, and the Society continues to receive 'green traffic lights' for all areas in its Tenant Services Authority Assessment.
- 2.6.4 The Society is committed to continuing to improve the quality of its services, whilst adopting efficiency measures wherever possible. Management and maintenance costs remain low as compared to the sector overall.
- 2.6.5 Through its partnership activities, the Society has taken advantage of efficiencies in procurement, and will look to build on this through its Key Communities partnership with BPHA and membership of Procurement for Housing and Eastern Procurement.

2.7 **IN BUSINESS FOR NEIGHBOURHOODS**

- 2.7.1 The Society has signed up to the NHF's in Business for Neighbourhoods campaign, and is working to address the commitments it has given as part of this project.
- 2.7.2 It is using surpluses generated by Icen homes to invest in social enterprise in the local community, and has recently appointed a Community Development Officer to direct the Society's work in this area. Recent examples of the Society's work include:
- Training and apprenticeship schemes
 - Projects to combat financial exclusion
 - A small grants programme for community based charities
 - Assistance in refurbishment of a community hall
- 2.7.3 As a geographically focused organisation, with well developed links with customers and a good understanding of the local communities, Colne is well placed to meet the challenges that face the social housing sector in addressing its wider role in the neighbourhoods in which it operates.

3. **REVIEW OF EXTERNAL INFLUENCES**

- 3.1 The business plan is written at a time of exceptional uncertainty, particularly in relation to the political, financial, funding and regulatory environment within which the Society operates.

It will be more important than ever to regularly review the Society's aims and ambitions in the light of changes to external influences.

3.2 **THE POLITICAL CONTEXT**

- 3.2.1 There will be a general election early in the business plan period. Whilst all the major political parties recognise the need for affordable housing, their detailed approach to the volume of new provision and the preferred delivery vehicles is unclear.
- 3.2.2 In addition considerable political debate is taking place over the role that housing plays in terms of wider issues such as poverty, employment and

health.

3.3 THE ECONOMY

- 3.3.1 The business plan is being written at a time of extreme turbulence in the national and international economies. This has significant implications for the Society and its residents.
- 3.3.2 Public sector borrowing is at an all-time high, and it is likely that any government will have to reduce public expenditure in the short to medium term. This is likely to impact on the availability of grant funding for new development.
- 3.3.3 Interest rates and general inflation have been low for some years, and indeed there has been a period of deflation. However any growth in the public sector borrowing requirement may lead to interest rate and inflation increases, potentially having a detrimental effect on the Society's finances.
- 3.3.4. There has been a reduction in property values in the Society's area of operation. This appears to be stabilising, but may continue to lead to new opportunities for the Society to purchase land and homes that previously would have proved unaffordable.
- 3.3.5 The pace at which S106 opportunities are brought forward by private sector developers is likely to be slow until such time as there is a significant upturn in the market.
- 3.3.6 The number of lenders to the RSL movement has reduced as a result of consolidation in the banking sector and the current lack of liquidity in the market. The borrowing margins for housing associations are likely to remain relatively high in the short to medium term.
- 3.3.7 There is a shortage of mortgage availability for first time buyer. Until the housing market stabilises, the Society intends to focus on sub-market renting rather than low cost home ownership as a housing solution for the intermediate market.

3.4 INVESTMENT IN HOUSING

- 3.4.1 The Homes and Communities Agency is relatively newly established. It is now integrating the functions of the Housing Corporation and English Partnerships. It is exploring new ways of delivering social housing at a time when grant funding is likely to be severely restricted.
- 3.4.2 Competition for grant is intensifying as the market is opened up to private sector bidders, Arms Length Management Organisations, Local Authorities and Local Housing Companies. The Society will need to continue to review its development activities in order to achieve its development ambitions whilst sustaining a sound financial position.

3.5 **THE SOCIAL HOUSING MARKET**

3.5.1 The social housing market continues to change significantly, with key influences being:

- Increasing merger and group structure activity
- Opening up of housing grant to developers, local authorities and others
- Rationalisation of housing stock between housing associations
- Continued stock transfer and creation of ALMOs

3.5.2 The Society believes that it has positioned itself well to take advantage of the opportunities whilst remaining independent and community based.

3.6 **RENTS AND SERVICE CHARGES**

3.6.1 The target rent regime comes to an end in 2012 for general needs and 2013 for supported housing. Until then, the Society's rent and service charge income continues to be restricted. In the short term the Society is likely to experience rent freezes or reductions

3.7 **HOUSING BENEFIT**

3.7.1 The Society is heavily dependent on housing benefit, with some 65% of the rent roll being funded from this source. Housing benefit is paid in arrears, having an effect on the Society's cash flow and level of rent arrears.

3.7.2 In the current uncertain economic climate, many of the Society's residents are suffering unemployment or short-time working. Some have experienced considerable delays in the payment of housing benefit, again leading to increasing levels of rent arrears.

3.8 **CARE IN THE COMMUNITY & SUPPORTING PEOPLE**

3.8.1 The policy of providing for people with disabilities within the community continues. However, there is considerable uncertainty as to how revenue funding will be made available for new support provision, as it is clear that resources from Supporting People will be restricted.

3.8.2 Changes to the Supporting People arrangements will bring a number of opportunities and threats to the Society over the period of this plan, particularly in view of the efficiency savings being sought. The development of new supported housing provision is likely to be restricted in the short to medium term by the lack of new revenue funding from Supporting People. However, the Society will be looking for opportunities where it can provide services in a cost effective way.

3.8.3 Supporting People's procurement arrangements, particularly for housing support for older people, are likely to affect the way the Society delivers these services.

3.8.4 The personalisation agenda, whereby service users are given cash to meet their support needs, will again bring opportunities and threats to the Society's supported housing provision.

3.9 **CUSTOMER EXPECTATION AND DEMAND AND RESIDENT INVOLVEMENT**

3.9.1 There is high demand for the vast majority of the Society's properties. Most of the Society's voids are let on the first offer. However, the turnover in properties has increased over the past 12 months and it remains to be seen whether this is a short term result of Choice Based Lettings, or a longer term trend.

3.9.2 The STATUS tenant satisfaction survey, carried out in 2007, demonstrated a high level of satisfaction with the Society's properties and the services provided. Customer expectations are, however, increasing and the Society now has a small number of properties which are difficult to let, either because of their location, or the client group at which they are aimed. Their future will be kept under review in accordance with the Society's Asset Management Policy.

3.9.3 In particular, demand for some of the Society's sheltered accommodation has reduced and the Society will be implementing the recommendations of its sheltered housing review over the period of the plan.

3.9.4 With the increase in the numbers of older people and the formation of smaller households, the Society will need to ensure its properties and services are responsive to the changing needs of its customers.

3.9.5 In addition, there is a growing recognition of the needs of those on average wages who are excluded from the social housing market, but for whom owner occupation is not affordable.

3.9.6 Resident involvement continues to be central to the Society's approach to its work. The new Tenant Services Authority sees residents' involvement as one of the cornerstones of its regulatory activity and there will need to be continued focus and innovation to ensure effective consultation and dialogue takes place.

3.10 **EQUALITY & DIVERSITY**

3.10.1 The Society's customers come from a diverse range of backgrounds and the Society acknowledges that their needs must be reflected both in terms of the accommodation it provides and the design of the services it offers.

3.10.2 Nearly half of Colne households have at least one member, who has a long term illness, health problem or disability. 8% of households have at least one wheelchair user.

3.10.3 Whilst the Society operates in areas which have a relatively low proportion of residents from the Black and Ethnic Minority communities (BME), it recognises that this can lead to any such communities being isolated, without the necessary infrastructure to bring their housing needs to the attention of providers.

3.10.4 Recent patterns of immigration from Eastern Europe have impacted in the area, and the needs of gypsies and travellers are being given a higher priority.

3.10.5 In addition, the Society is mindful that the experiences of its own BME tenants need to be considered when living in a largely non BME environment.

3.11 **REGIONAL, SUB-REGIONAL AND LOCAL STRATEGIES**

3.11.1 The level at which decisions are taken about issues such as housing investment, neighbourhood management and regeneration are in a state of flux. There is an increasing tension between the role of county, district, regional and sub-regional decision making bodies. An incoming government may abolish some of these tiers.

3.11.2 The Society will continue to engage with decision makers at all levels and ensure that its plans reflects the priorities contained in the relevant strategies.

3.12 **EFFICIENCY AND VALUE FOR MONEY**

3.12.1 The Society is already judged to be well performing, but will continue to examine the opportunities for improved efficiency through the service improvement process, partnering and partnership consortium arrangements.

3.12.2 Benchmarking the Society's performance continues to play an important role in ensuring value for money is achieved throughout the organisation. This will be under constant review.

3.13 **LAND AVAILABILITY AND PLANNING**

3.13.1 The Society operates in areas in which there is a significant increase in projected residential growth. Most of this is on larger sites and historically the provision of social housing through S106 agreements has been increasingly important. The pace of expansion has slowed, if not halved, over the last 18 months, but it is expected that the development of strategic sites will bring opportunities in the medium term. New planning guidelines are expected during the business plan period, and this may affect the Society's involvement in these projects.

3.13.2 Given the downturn in private development activity there may be greater opportunity for the Society to purchase sites and develop independently. The Society will therefore seriously consider land banking sites in advance of grant confirmation.

3.14 **LEGISLATION AND REGULATION**

3.14.1 The Homes and Communities Agency and Tenant Services Authority are both relatively new bodies, and the Society may need to adapt its activities to meet their emerging requirements.

- 3.14.2 The Audit Commission has instituted a system of short notice inspections, and the Society will need to ensure its systems are kept up-to-date to meet their requirements.
- 3.14.3 New legislation is expected in the area of planning law, which it is hoped will clarify the obligation on developers to provide social housing.
- 3.15 **ENVIRONMENTAL ISSUES**
- 3.15.1 There is likely to be an increasing focus on environmental issues with the introduction of taxes and incentives on the Society to reduce the environmental impact of its business.

4. STRENGTHS AND WEAKNESSES

- 4.1 In considering its future direction, the Society acknowledges current strengths and weaknesses. The plan concentrates on optimising the strengths of the Society whilst tackling the weaknesses.
- 4.2 The Society has conducted extensive research to ascertain customers' and partners' views on its performance. Mechanisms included:
- Tenant satisfaction survey (STATUS)
 - Stakeholder survey
 - Tenants' forum and estate representatives
 - Customer satisfaction surveys on a number of aspects of service delivery
 - Tenants' surveys on newly completed properties
- 4.3 In addition the Society carried out a stock condition survey in 2006 which has given the Society a clear picture of the current condition of its assets and of their future investment needs.
- 4.4 **STRENGTHS**
- The Society has:-
- A high reputation amongst partners and regulators as being a professional, responsive and caring organisation that 'delivers'
 - Experienced staff and board committed to the work of the Society
 - An excellent local knowledge of the areas in which it operates
 - High quality stock, and good knowledge of that stock
 - A high level of demand for its housing
 - A sensitive, locally based housing management service, which results in a high level of customer satisfaction
 - A flexible and innovative approach to new ideas and projects
 - A range of in-house expertise derived from developing and managing a diverse stock
 - A prudent approach to new projects, based on risk appraisal, coupled with the financial strength to allow it to achieve its objectives

- Expertise in providing a range of housing tenures and services
- Excellent partners and partnership arrangements, many of the advantages of size without prejudicing independence

4.5 **WEAKNESSES**

The Society:

- Only operates in a limited geographical area, restricting development opportunities, and for economies of scale
- Does not have such a high profile, particularly with national partners and potential partners as some RSL's
- Does not have dedicated in-house expertise in some specialist areas
- Has only finite resources, making it difficult to compete successfully against larger RSL's on major projects
- Provides a broad range of services requiring staff to have a wide range of skills and knowledge

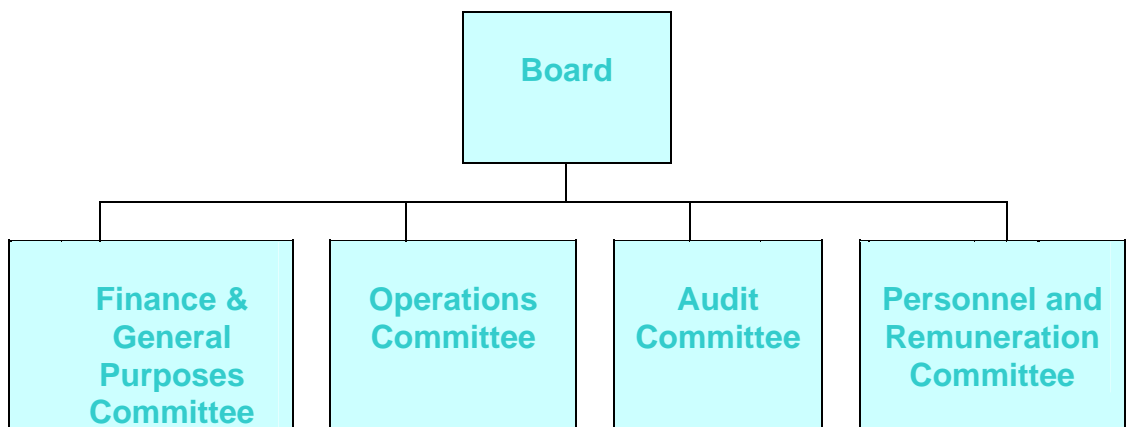
5. MANAGEMENT AND ORGANISATION

5.1 **BOARD**

5.1.1 The Society is governed by a Board of circa thirteen members. Up to four residents sit on the Board. In addition there are co-opted Members from local authorities in which the Society is most active.

5.1.2 The Society has endorsed the principles of the NHF's Code Excellence in Governance.

5.1.3 In order to achieve efficient and effective running of the business, the Board, whilst retaining overall responsibility for directing and monitoring the work of the Society, delegates responsibility for specific areas of operation to Committees. The Committee structure is as follows:-



The principle duties of the committees are as follows:

Finance & General Purposes	To monitor and control the financial and administrative affairs of the Society.
Operations:	To oversee the Society's management, maintenance, development and new business activities.
Audit:	To monitor and control the internal and external audit functions and to provide the Board with an independent and objective view of financial and operational performance.
Personnel and Remuneration:	To ensure that the Society has the necessary human resources to meet its aims and objectives

In addition, a Special Policy committee meets on an ad hoc basis to consider particular issues relating to the overall management and direction of the Society.

The Society is introducing payment for its Chairman. It does not at present consider that it is appropriate to pay other board members, but is keeping the issue under review.

5.2 **STAFFING AND OFFICES**

The Society employs a total of 46 office-based staff, some part-time, together with 13 scheme and community based staff.

The Society has a low staffing to stock ratio when compared to similar Registered Social Landlords in the region. This means that it can remain competitive and demonstrate its efficiency. It can, however, mean that resources are at times stretched.

The Society has been awarded Investors in People status and staff are encouraged to undertake further study and training where this will further the Society's business objectives.

The financial plan assumes that staff costs increase in line with increase in the stock, i.e., at a rate of circa 5% per annum. It is anticipated that this growth would primarily be in housing services and areas that reflect the changing role of the Society in the community.

Should the Society's activities in the area of supported housing increase, it could lead to significant increases in staff numbers as this work is very staff intensive. This is not, however, reflected in the financial plan as it is impossible to accurately assess numbers and costs involved. Each initiative in this area will, therefore, be separately planned and costed.

Equally, expansion of activities by offering services to other organisations will be self financing. Some initial investment may however be required to market and establish new business.

Because of its size, the Society does not employ dedicated specialists in areas such as law or personnel. Instead, it has regular consultants whose expertise can be called upon as and when required. Whilst it is not anticipated that such specialists will be recruited in-house over the life of the plan, this will be kept under review.

The Society is heavily dependent on the use of Information and Communications Technology and the Society will continue to develop its in-house expertise in this area.

5.3 PARTNERSHIPS

5.3.1 ICENI HOMES

In 2004, the Society established IcenI Homes, a subsidiary company jointly owned with Suffolk Housing Society and Hundred Houses Society. IcenI Homes carries out development services on behalf of the Society and is trading profitably. IcenI and its sponsors have entered into a partnering arrangement with BPHA to ensure continued access to Homes and Communities Agency funding.

IcenI's surpluses are returned by way of Gift Aid to the sponsoring associations, and are used by Colne to create further development opportunities and to finance activities that support its neighbourhood role.

5.3.2 KEY COMMUNITIES

Colne and the other IcenI Members have entered into a partnering arrangement with BPHA under the "Key Communities" banner. This consortium is working to create high quality, affordable homes in sustainable communities across the east of England. Through its preferred partner status, it allows members continuing access to HCA funding.

5.3.3 EASTERN PROCUREMENT

Eastern Procurement is a consortium of eight housing associations working together to jointly procure their major works and other property related programmes. Together, the consortium members intend to invest some £50 million in their properties over the next 5 years, and anticipate achieving significant savings as a result of joint working.

6. PROGRESS ON 2009/2010 BUSINESS PLAN OBJECTIVES

6.1 There has been significant progress to date on 2009 business plan objectives. These include:

- Commitment of the planned development programme
- Implementation of the major repairs programme
- Improvement in estate services performance
- Increased resident satisfaction with opportunities for involvement
- Establishment of community development activities in Greenstead and Clacton
- New funding facility through Santander
- Launch of stakeholder newsletter
- ICT contract retendered and new consultant in place.

7. TARGETS

7.1 Following extensive consultation with board, staff and tenants the Society has agreed a series of targets for the period covered by the plan.

7.2 These objectives are grouped under the four main areas of the Society's activities:

- (a) Housing and Property Services
- (b) New Business
- (c) Development
- (d) Corporate services

The timetable and responsibility for attaining each objective are fully detailed in the following targets and action plans.

The financial implications of these objectives are reflected in the financial forecasts in Section 9.

7.3 Service Improvement Plans have been developed for each of the main areas of activity. These detail the work plans relating to the business plan and other organisational objectives.

8. ACTION PLANS

* Key:	CE	=	Chief Executive
	CHAIR	=	Chairman of the Society
	DCE&FD	=	Deputy Chief Executive & Finance Director
	OD	=	Operations Director
	NBM	=	New Business Manager
	SHM	=	Supported Housing Manager
	HM	=	Housing Manager
	PSM	=	Property Services Manager
	RM	=	Resources Manager
	CSM	=	Customer Services Manager
	LM	=	Leasehold Manager

HOUSING AND PROPERTY SERVICES

8.1 Rent & service charge income collection

Objective	Target	Date	*Responsibility
To be a top quartile performing housing association in the Eastern Region by the end of 2010	Achieve at least a 5% reduction in arrears (% reduction to be reviewed in light on 09/10 year end performance)	03/11	HM/SHM
To ensure tenants and leaseholders have access to debt advice and welfare rights advice.	Evaluate and review the options for the provision of debt advice services, including current service level agreements with CAB.	09/10	HM/SHM

8.2 Lettings & empty property management

Objective	Target	Date	*Responsibility
To remain a top quartile performing housing association in minimising losses from void properties	Achieve average void periods of no greater than 19 days (excluding void periods due to major repairs) for general needs and sheltered properties, and 20 days for all properties (all void periods)	03/11	HM / SHM
	Produce action plan for addressing areas/developments/property types which are showing weakest demand and highest refusal rates	06/10	HM
	Review void property repairs – including benchmarking of costs and customer choice in specifying works.	09/10	PSM/HM/SHM

8.3 Resident involvement

Objective	Target	Date	*Responsibility
Maximise opportunities for resident involvement and achieve top quartile sector performance in resident satisfaction with their opportunities for involvement by the end of 2010.	Carry out full STATUS survey	08/10	CSM
	Review methods of resident scrutiny and challenge of the Society's performance.	07/10	CSM
	Review arrangements to ensure residents have input into the monitoring of key services, such as planned and responsive maintenance, gas servicing and grounds maintenance and cleaning	08/10	CSM
	Review resident involvement statement	06/10	CSM

8.4 Community development

Objective	Target	Date	*Responsibility
To ensure that the Society contributes positively to improving the life chances of its residents through a range of community initiatives, such as the Colne Community Fund, and takes the lead in promoting partnership working to deliver stronger and sustainable communities	Proactively establish links with local community groups e.g. Parish Councils in order to promote mutual understanding and identify positive opportunities for contributing to local initiatives/services	09/10	CSM
	Enable positive action in the areas of work and employment, financial exclusion and opportunities for families, children and young people	03/11	CSM

8.5 Tenancy & estate management including managing anti social behaviour

Objective	Target	Date	*Responsibility
Create, manage and maintain estates and neighbourhoods which our residents are happy to live in.	Carry out regular joint resident / contractor / staff inspections for all larger developments (over 20 units)	Ongoing	HM / SHM
	Increase resident satisfaction with the management of their neighbourhood/estate through monitoring of satisfaction with estate services, and satisfaction with the management of anti social behaviour, reaching a rating of good or excellent in 90% of responses.	03/11	HM/SHM

8.5 Tenancy & estate management including managing anti social behaviour cont....

Objective	Target	Date	*Responsibility
Create, manage and maintain estates and neighbourhoods which our residents are happy to live in.	Implement programme of improvements to communal areas	12/10	HM / SHM
	Establish partnership working with specialist organisations, such as Groundworks.	03/10	OD / HM / SHM

8.6 Supported housing & older persons housing

Objective	Target	Date	*Responsibility
To provide housing which meets the needs and aspirations of its tenants, provides excellent support and promotes and facilitates sustainable tenancies and independence	Update the Society's older persons' strategy to reflect the new arrangements for the provision of support and housing management services for older people	09/10	SHM
	Actively pursue opportunities for providing support services for older people as part of the change in approach/funding to this area of social care	03/11	OD / SHM
	Actively pursue development partnerships to provide additional supported housing for older people and housing for people with learning disabilities	03/11	OD / SHM

8.7 Access to services & customer care

Objective	Target	Date	*Responsibility
Provide services which deliver the highest levels of customer satisfaction, and which are responsive to the diverse needs of all the Society's customers.	Monitor outcomes against targets set out in the Customer Services Strategy, and ensure these outcomes are reported to residents.	03/11	OD / CSM
	Investigate (in partnership with residents) costs and benefits of providing additional access to services such as local offices or improvement to internet based services.	12/10	CSM

8.8 Leasehold management

Objective	Target	Date	*Responsibility
Provide leasehold management services which deliver the highest levels of customer satisfaction and comply with best practice.	Ensure leaseholders are given a range of opportunities to receive information and influence the management of their homes, through regular scheme meetings, leaseholder forums and written information	03/11	SHM

8.9 Sales and intermediate tenure

Objective	Target	Date	*Responsibility
To provide a range of new low cost housing options, including intermediate rented, shared ownership and shared equity.	Work pro-actively with local authority partners to agree procedures for new lets and re-lets of intermediate rented housing, and review the Society's policy as appropriate.	12/10	OD / SHM
	Investigate and appraise opportunities for market rent (in conjunction with Icen Homes)	03/11	OD

8.10 Asset management, major repairs and cyclical maintenance

Objective	Target	Date	*Responsibility
To ensure that the Society's properties and estates are fit for purpose – taking into account residents' views, decent homes requirements, changing patterns in demand and legislative requirements	Deliver a planned maintenance programme which continues to ensure 100% compliance with the Decent Homes Standard, and which residents' priorities reflect.	12/10	PSM
To produce and maintain robust stock investment data to inform decision making and financial planning	Produce information for residents showing what work is planned over the next 5 years, and publicise this in C-mail and on the Society's website.	01/11	PSM
To procure maintenance services in the most cost effective way	Continue to review the scope and effectiveness of the Eastern Procurement Consortium	05/09	PSM

8.11 Responsive maintenance

Objective	Target	Date	*Responsibility
To achieve excellent levels of resident satisfaction with the repairs service, matching or exceeding top quartile performance in the Eastern Region, whilst keeping costs within industry benchmark levels	Ensure responsive maintenance expenditure is within budget and achieves at least 90% resident satisfaction	03/11	PSM

8.12 Environmental impact and energy efficiency

Objective	Target	Date	*Responsibility
To set and achieve targets for reduction in energy consumption and carbon emissions resulting from the Society's business activities.	To implement the action plan arising from the independent environmental audit of the Society's business activities by Anglia Ruskin University	03/11	Executive Team
To set and achieve targets for improvements in energy efficiency for the Society's existing homes	All homes to have at least 250mm of loft insulation and cavity wall insulation (where possible)	12/11	PSM
	Develop programme to achieve a minimum SAP rating of <ul style="list-style-type: none"> ➤ 65 for properties built before 1945, ➤ 70 for properties built post 1945 with electric heating (no gas available) ➤ 90 for properties built post 1945 with gas heating 	03/14	PSM
	Assess the viability (financial and technical) for using renewal energy sources when specifying new build and renewing old heating / hot water systems in existing homes	03/11	PSM / CE

NEW BUSINESS

8.13 New business

Objective	Target	Date	*Responsibility
Successfully promote the Society's services under the 'Colne Solutions' banner to other organisations	Establish which housing associations and local authorities have small numbers of properties in the area	04/10	NB&CM
	Contact and meet potential customers.	06/10	NB&CM
	Continue to target Housing Association, and voluntary agencies to sell other services.	03/11	NB&CM
Develop Lettings Solutions as a viable organisation	Secure landlord instructions, obtain tenant enquiries and meet financial targets.	03/11	NB&CM
Identify the source of, and secure grant funding for Society's activities	Secure grant funding to meet costs of Society's activities	03/11	NB&CM
Continue Public Sector Leasing programme	Successfully commit agreed programme and secure additional funding for future programme.	03/11	NB&CM

DEVELOPMENT

8.14 Icen Homes

Objective	Target	Date	*Responsibility
To maximize development opportunities through Icen Homes	<ul style="list-style-type: none"> • <i>Numbers</i> <ul style="list-style-type: none"> - To build 100-150 units per annum as supported through financial plan • <i>Location</i> <ul style="list-style-type: none"> -To target Uttlesford district, as potential new area -to explore opportunities within strategic growth areas -to continue to prioritise Colchester, Tendring, Maldon, Chelmsford and Braintree 		CE

8.14 Icen Homes cont.....

Objective	Target	Date	*Responsibility
<p>To maximize development opportunities through Icen Homes</p>	<ul style="list-style-type: none"> • <i>Client Groups</i> <ul style="list-style-type: none"> -All client groups including special needs -continued development of mixed tenure, but focus on sub-market rent rather than shared ownership. To be reviewed in light of market conditions. - to seek out opportunities for 'flexible tenure' schemes - to seek to provide at least one extra care scheme for the elderly - investigate and appraise opportunities for market rental schemes 		
	<ul style="list-style-type: none"> • <i>Quality, including modern methods of construction</i> <ul style="list-style-type: none"> -To develop schemes to Housing Corporation standards wherever possible. -To consider S106 and other non grant funded schemes on their merits -Colne to be appraised of long term implications of alternative methods of construction before final decision is made. -To examine the possibility of providing an exemplar 'green' scheme at Heybridge on Association based land. • <i>Project management and customer care</i> <ul style="list-style-type: none"> -achieve 95% resident satisfaction on the overall quality of new homes and the management of defects -ensure housing management and maintenance input is sought and taken into account in the development process 		

8.14 Icen Homes cont.....

Objective	Target	Date	*Responsibility
<p>To maximize development opportunities through Icen Homes</p>	<ul style="list-style-type: none"> • <i>Cost</i> <ul style="list-style-type: none"> - Schemes to be appraised to achieve business plan criteria • <i>Development for outright sale</i> • To work with Icen to identify opportunities for development for outright sale. • <i>Resident Involvement</i> <ul style="list-style-type: none"> - to undertake tenant surveys on completed schemes - to continue involvement on design on bespoke properties - to consider focus groups in conjunction with Housing Services • <i>Liaison with Colne</i> <ul style="list-style-type: none"> -to undertake strategic meetings between Colne and Icen Homes - to continue individual project meetings with team members -to continue development/ management liaison meetings with specific 'feedback' on component usage and resident experience, both at immediate completion of project and at 5 years following completion -to ensure Operations Director has sufficient and timely information on shared ownership/shared equity/intermediate rented properties to ensure sales and lettings targets are met. • <i>Icen Homes Business Performance</i> <ul style="list-style-type: none"> - CHS to support Icen Homes in meeting its own business plan targets and objectives • <i>Land Banking</i> <ul style="list-style-type: none"> -to work with Icen to enable it to identify land banking opportunities, in particular on publicly owned sites and to give an early decision as these become available. 		

8.15 Financial appraisal

Objective	Target	Date	*Responsibility
To develop financially viable schemes	To meet parameters set out annually by Finance & General Purposes Committee	Ongoing	DCE&FD / CE

CORPORATE SERVICES

8.16 Equality & diversity

Objective	Target	Date	*Responsibility
To fully meet our obligations as an employer and provider of housing services in respect of diversity issues.	Implement changes arising from Single Equality Bill	03/11	SHM
	Implement system of equality impact assessments	03/11	SHM

8.17 Efficiency and value for money

Objective	Target	Date	*Responsibility
Ensure the Society is providing a high quality, efficient and value for money service to residents	Continue value for money ethos throughout the organisation	Ongoing	CE / DCE&FD
	Maximise efficiencies through the Eastern Procurement Consortium and Procurement for Housing	Ongoing	CE / DCE&FD
	Maintain IiP accreditation Review ISO accreditation	Ongoing 06/10	CE OD
	Ensure Society meets regulatory requirements	Ongoing	CE
	Consider system for recording staff visits to maximise efficient working practices	09/10	DCE&FD

8.18 Public Relations, communications and marketing

Objective	Target	Date	*Responsibility
Raise the profile of the Society with partners and potential partners	Expand and promote in-house PR function	Ongoing	CE
	Review tenant section of website and consider increased on-line functionality	09/10	DCE&FD
	Consider alternative methods of communication with residents including use of Facebook / Twitter / blogs / e-mails etc	07/10	CE

8.19 Governance

Objective	Target	Date	*Responsibility
Maintain skills, accountability and effectiveness of board	Implement actions from the review of the governance arrangements	09/10	CE
	Monitor and keep up to date with changes within the sector	Ongoing	Chair / CE

8.20 HR & training

Objective	Target	Date	*Responsibility
Motivate, retain and train staff to meet the needs of the organisation	Review mileage reimbursement and consider alternative options	07/10	DCE&FD
	Consider expanding staff forum to promote cross departmental working	06/10	DCE&FD

8.21 Administration

Objective	Target	Date	*Responsibility
Achieve efficiencies through organisational improvements	Implement outcome of office layout review	04/10	DCE&FD
	Consider local / satellite offices including mobile office facility	09/10	DCE&FD

8.22 Health & safety

Objective	Target	Date	*Responsibility
Ensure that the Society meets all required health and safety standards	Implement health & safety recommendations, and ensure that new fire and legionella procedures are operating properly.	03/11	CE

8.23 Finance & treasury management

Objective	Target	Date	*Responsibility
Ensure accurate and timely management information to meet the Society's requirements	Monitor cashflows and forecasts to ensure adequate funds are in place	Ongoing	DCE&FD
	Provide finance services to third parties in a timely and efficient way	Ongoing	DCE&FD

8.24 Information, communication and technology

Objective	Target	Date	*Responsibility
Ensure ICT delivers the needs of the Society through continuous improvement	Continue roll out of mobile technology	Ongoing	DCE&FD
	Evaluate document management systems to reduce paper copies, ease storage requirements and move to paperless office	12/10	DCE&FD

9. FIVE YEAR FORECASTS

9.1 Extract from financial plan

The table below is an extract from the financial plan detailing key assumptions on development, cash utilisation, annual surplus, and the resulting financial ratios.

	Actual 2008/09 £000s	Budget 2009/10 £000s	Forecast 2010/11 £000s	Forecast 2011/12 £000s	Forecast 2012/13 £000s	Forecast 2013/14 £000s	Forecast 2014/15 £000s
No. of dwellings completed in year	142	109	111	144	90	90	90
Development Expenditure	13,566	9,400	18,040	19,169	11,709	12,003	6,075
Social Housing Grant and other contributions	2,279	3,000	8,105	6,015	3,351	3,436	1,754
Borrowings	11,000	6,000	13,000	9,236	8,217	8,748	4,408
Annual surplus after tax	1,231	891	869	496	564	401	436
Gearing (Not to exceed 80%)	54%	62%	65%	69%	74%	78%	79%
Interest cover (To exceed 110%)	210%	159%	157%	136%	135%	130%	130%
Income cover (To exceed 103%)	135%	117%	116%	112%	112%	111%	111%
Security cover (At least 110%)	265%	243%	195%	173%	159%	146%	142%

9.2 Sensitivity Analysis

Detailed below are a number of sensitivity analyses, to ensure that the plan is robust.

The covenant of 80% on the gearing ratio is broken in later years on several of the business scenarios.

Reducing development costs or the major works expenditure will allow the ratio to be met.

The interest cover ratio is broken in year 3 if interest rates increase by an additional 2%.

BASE ASSUMPTIONS

	Budget	Forecast				
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Net Surplus (£'000's)	1,025	869	496	564	401	436
Gearing Ratio (%)	57%	65%	69%	74%	78%	79%
Interest Cover (%)	178%	157%	136%	135%	130%	130%

INCREASE IN INFLATION TO 5%

	Budget	Forecast				
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Net Surplus (£'000's)	1,025	738	188	277	121	170
Gearing Ratio (%)	57%	65%	71%	76%	81%	83%
Interest Cover (%)	178%	152%	127%	128%	123%	123%

VARIABLE LOAN INTEREST RATES INCREASED BY AN ADDITIONAL 2%

	Budget	Forecast				
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Net Surplus (£'000's)	1,025	377	-237	-485	-968	-1,166
Gearing Ratio (%)	57%	65%	72%	78%	85%	89%
Interest Cover (%)	178%	133%	113%	108%	100%	98%

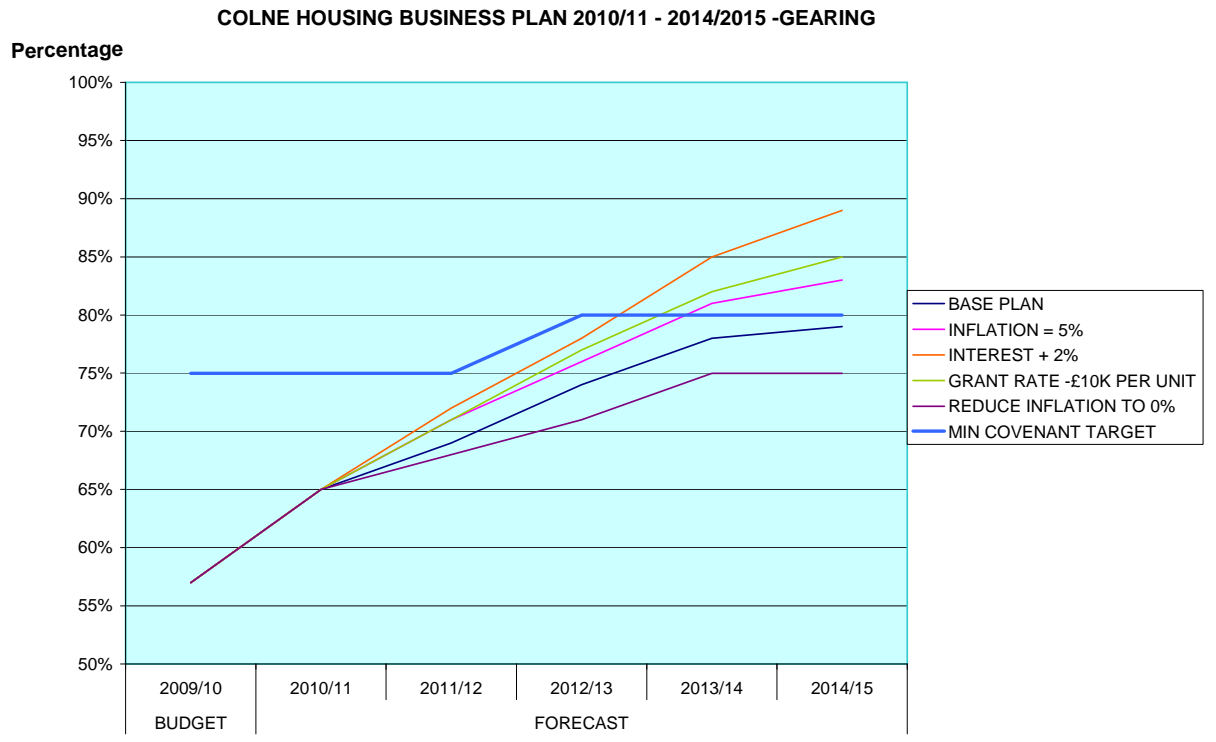
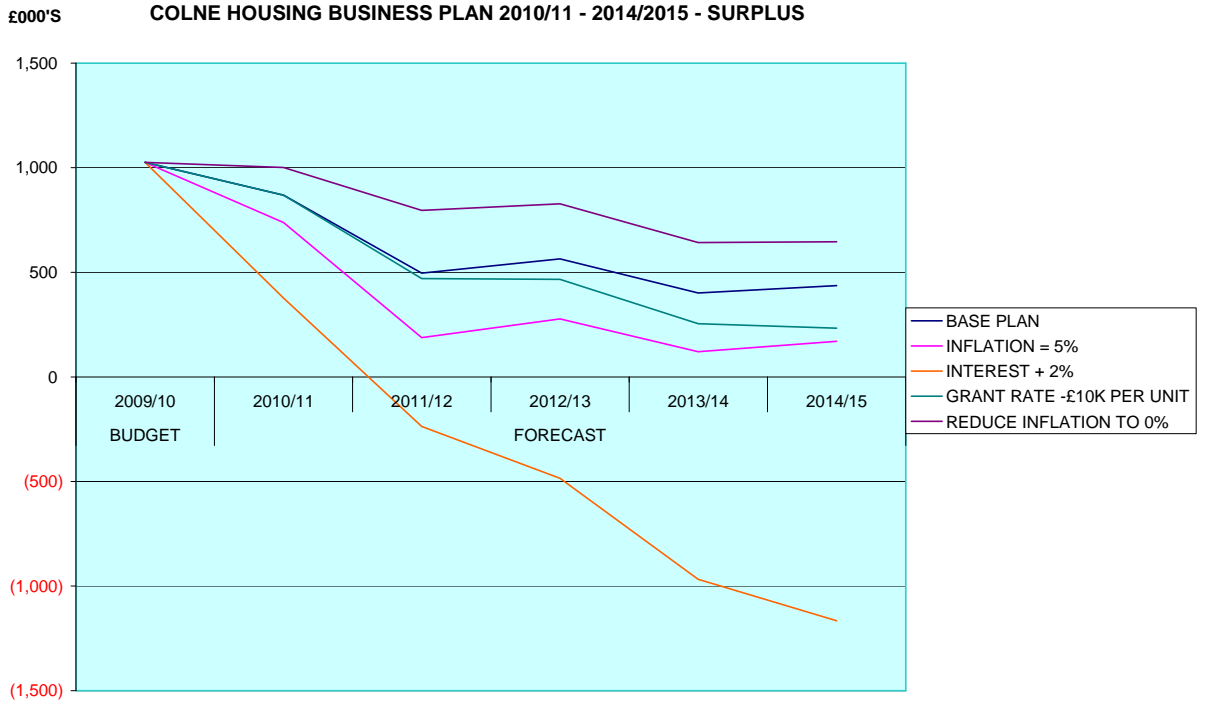
REDUCTION IN GRANT RATE PER UNIT OF £10K FROM 2011/12

	Budget	Forecast				
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Net Surplus (£'000's)	1,025	869	470	466	254	233
Gearing Ratio (%)	57%	65%	71%	77%	82%	85%
Interest Cover (%)	178%	157%	135%	133%	126%	125%

REDUCTION IN INFLATION TO 0%

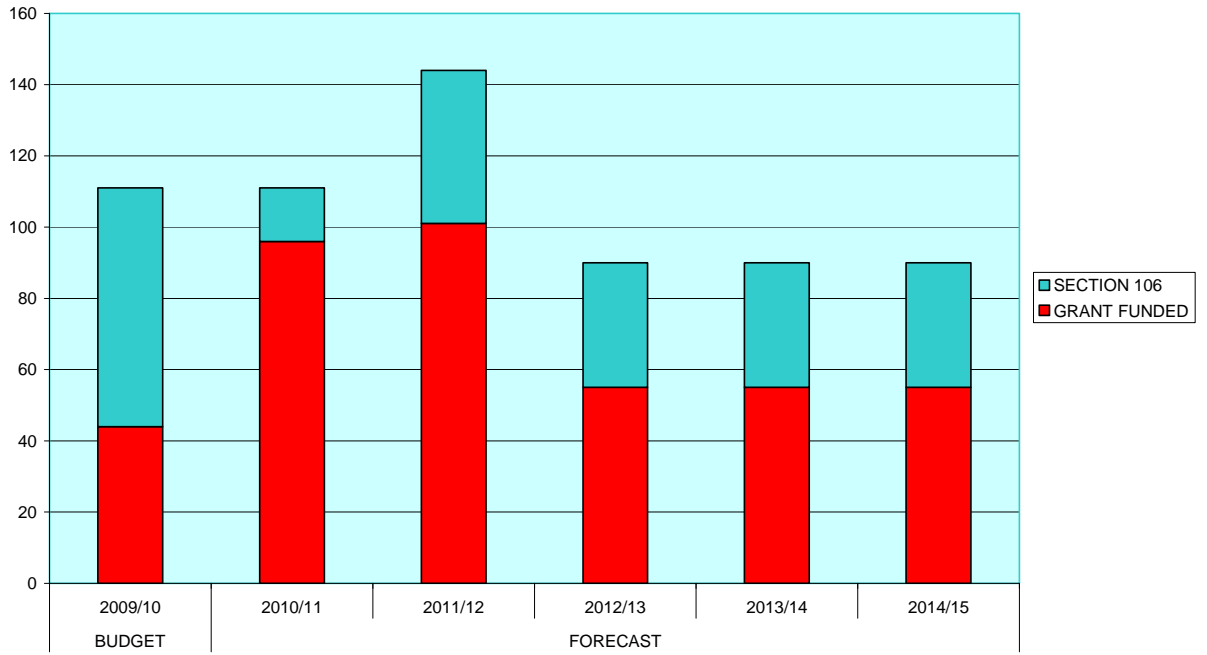
	Budget	Forecast				
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Net Surplus (£'000's)	1,025	1,001	796	827	642	646
Gearing Ratio (%)	57%	65%	68%	71%	75%	75%
Interest Cover (%)	178%	162%	145%	143%	136%	135%

GRAPHS TO ILLUSTRATE FIVE YEAR FORECAST AND SENSITIVITY ANALYSIS



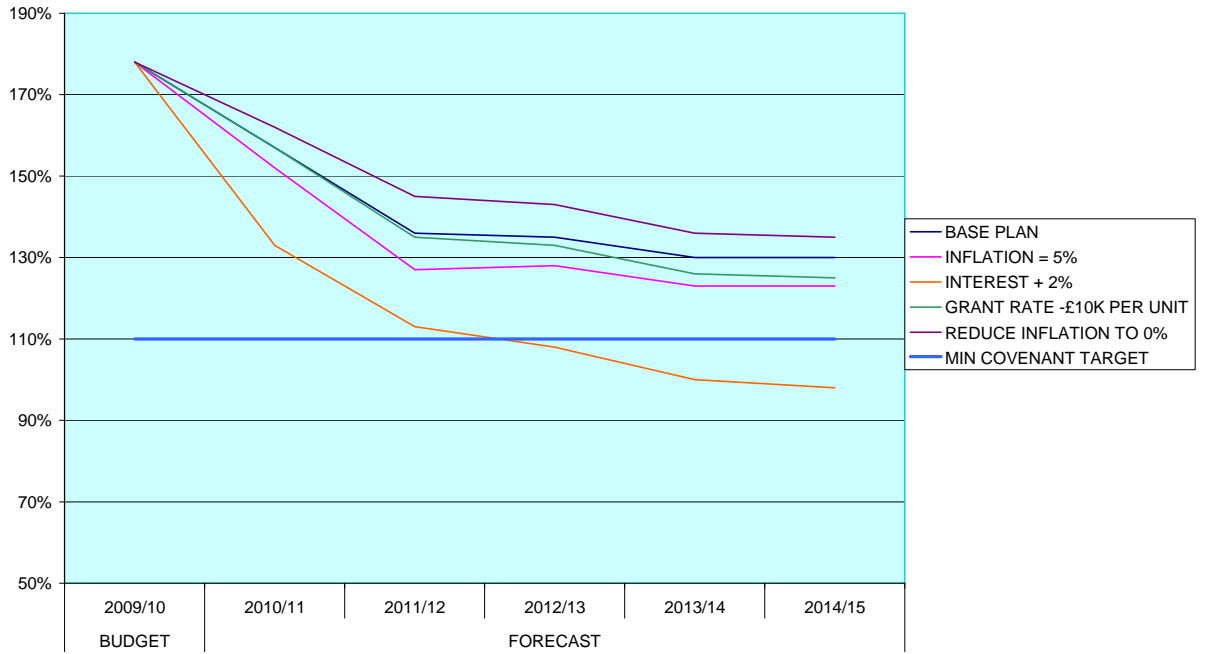
COLNE HOUSING BUSINESS PLAN 2010/11 - 2014/15 DEVELOPMENT

Number of units



COLNE HOUSING BUSINESS PLAN 2010/11 - 2014/15 INTEREST COVER

Percentage



DEVELOPMENT PROGRAMME**Table 1****CURRENT PROGRAMME 2009/2010**

Address	Affordable Rented units	Intermediate Rent	Shared Equity	Supported Housing (bedspaces)	Temporary Housing	Total
Wellhouse Green	6					6
Nether Priors Health Authority				8		8
Cuckoo Point, Colchester	21					21
Gestingthorpe	4	2				6
Campus Resettlement				11		11
Flakt Wood	19					19
59 Goring Road	1					1
56 Sheepen Place		1				1
Quest Motors		1				1
Great Horkesley	3					3
Fiske Court, Clacton				30		30
Hawkins Road	4					4
Private Sector Leasing					60	60
TOTALS	58	4	0	49	60	171

Table 2**FUTURE PREDICTED PROGRAMME 2010/2011**

Address	Affordable Rented units	Intermediate Rent	Shared Equity	Supported Housing (bedspaces)	Temporary Housing	Total
Oakapple Close Phase 1	58	25				83
Bures Road Gt Cornard Phase 3	15	8				23
Darwin Close, Colchester	2					2
Artillery Street, Colchester	3					3
Private Sector Leasing					40	40
TOTALS	78	33	0	0	40	151

Table 3**FUTURE PREDICTED PROGRAMME 2011/2012**

Address	Affordable Rented units	Intermediate Rent	Shared Equity	Housing for Older People	Temporary Housing	Total
Everest Way Heybridge	20	10				30
St Albrights London Road	11					11
Coach Road, Gt Horkesley	16	4				20
Oakapple, Phase 2, Colchester	36	15				51
Sunday market site, Witham	26	6				32
Private Sector Leasing					40	40
TOTALS	109	35	0	0	40	184

Table 4**ANNUAL PREDICTED PROGRAMME 2012/2015**

Address	Affordable Rented units	Intermediate Rent	Shared Equity	Supported Housing (bedspaces)	Temporary Housing	Total
Unidentified	80	10				90
Private Sector Leasing					40	40
TOTALS	80	10	0	0	40	130

MAJOR REPAIRS & CYCLICAL WORKS BUDGET 2010/11 – 2014/15

No OF PROPS	DESCRIPTION/SITE	2010/11 (£)	2011/12 (£)	2012/13 (£)	2013/14 (£)	2014/15 (£)	BUDGET PROGRAMME TOTALS (£)
Boiler renewals / replacements							
19	Geoff Seaden Close		31,000				
3	Jennings Close		5,000				
7	Spurgeon Street					11,000	
43	Hythe Hill & Farringdon Close					6,592	
6	Haddon Park		10,000				
32	Timber Hill	53,000					
	Ironside Walk, Manningtree		20,000				
31	Forest Park Avenue (1)	51,000					
29	Forest Park Avenue (2)	48,000					
28	Longstraw Close B		46,000				
19	Magdalen Green		31,000				
10	Royal Court			16,000			
3	New Farm Lodge		5,000				
4	Mill Road			14,000			
3	Wagtail Drive			11,000			
4	Whitethorn Close			6,000			
4	Heywood Way		15,000				
20	New Town		68,000				
10	Flemish Court			16,000			
15	Beehive Court					25,000	
32	Tenterfield Road					53,000	
4	Laing Road (28a to d)					6,000	
2	Kimberley Road					3,000	
98	Greenstead					161,000	
77	Heybridge					127,000	
	Total boiler renewals / replacements	152,000	231,000	63,000		392,592	838,592
Storage heater / electric heating system replacements							
5	P&R properties	9,000	1,000		1,500		
8	Cliff Road		9,000				
10	Dunning Close				15,000		
20	Longstraw Close C (49-70)				76,000		
36	Great Totham				153,000		
57	Greenstead				243,000		
24	Minerva End / Juno Mews				84,000		
10	Mayflower Close				38,000		
4	Spencers Piece			7,000			
	Total storage heater/electric heating	9,000	10,000	7,000	610,500		636,500
Heating contingency							
	Various Sites	45,000	45,000	35,000	35,000		
	Total heating	45,000	45,000	35,000	35,000		160,000
Kitchen refurbishments / part rewires							
21	John King Court, Brightlingsea	73,000					
8	Cliff Road		24,000				
28	Longstraw Close B (21-48)		112,000				
20	Longstraw Close C (49-70)		80,000				
27	Cattermole Close	108,000					
18	Chittock Close	72,000					
25	Curtis Close	96,000					

NO OF PROPS	DESCRIPTION/SITE	2010/11 (£)	2011/12 (£)	2012/13 (£)	2013/14 (£)	2014/15 (£)	BUDGET PROGRAMME TOTALS (£)
Kitchen refurbishments / part rewires cont							
37	Forest Park Avenue (1)			148,000			
33	Forest Park Avenue (2)			132,000			
18	Elysian Gardens	72,000					
33	Timber Hill		128,000				
24	Minerva End / Juno Mews			96,000			
5	New Farm Lodge bungalows		20,000				
2	Blackheath			8,000			
10	Mayflower Close				40,000		
4	Calver House				16,000		
9	Moorhouse Green				36,000		
20	Geoff Seaden Close		80,000				
3	Jennings Close		12,000				
7	Spurgeon Street		28,000				
6	Haddon Park		24,000				
6	Buntings, Layer de la Haye					24,000	
11	Knights Close, Tolleshunt					44,000	
6	Priors Court, Southminster					24,000	
32	Tenterfield Road, Maldon					128,000	
28	Staplers Heath/Walk, Totham					112,000	
20	Magdalen Green			80,000			
16	Royal Court					64,000	
10	Flemish Court			40,000			
2	Kimberley Road					8,000	
15	New Town				60,000		
4	Spencers Piece				16,000		
62	Purchase & repair properties	48,000	48,000	48,000	48,000	48,000	
Total kitchen refurbishments/part rewires		469,500	532,000	552,000	216,000	452,000	2,245,000
Energy efficiency / insulation works							
	Various sites	35,000	70,000	50,000	50,000	20,000	
Total energy efficiency		35,000	70,000	50,000	50,000	20,000	225,000
Consultants							
	Various	40,000	40,000	40,000	40,000	40,000	
Total consultants		40,000	40,000	40,000	40,000	40,000	200,000
Consortium Partnership fees							
	Various	15,000	15,000	15,000	15,000	15,000	
Total partnership fees		15,000	15,000	15,000	15,000	15,000	75,000
Satellite / TV aerials upgrades – Sheltered							
5	Sheltered schemes	20,000					
	Contingency	5,000					
Total satellite / TV aerial / upgrades		25,000					25,000
Bathroom refurbishments							
31	Nelson Place, South Woodham Ferrers					101,000	
27	Romney Close, Clacton					89,000	
35	Purchase & repair properties	23,000	23,000	23,000	23,000		
Total bathrooms		23,000	23,000	23,000	23,000	190,000	282,000
Rewires							
54	Clingoe	126,000					
73	Heybridge	170,000					
54	Purchase & repair properties	9,000	9,000	9,000	9,000		
29	Nelson Place				58,000		
Total rewires		305,000	9,000	9,000	67,000		390,000

No of PROPS	DESCRIPTION/SITE	2010/11 (£)	2011/12 (£)	2012/13 (£)	2013/14 (£)	2014/15 (£)	BUDGET PROGRAMME TOTALS (£)
CO detectors							
	Various sites	25,000					
Total CO detectors		25,000					25,000
Window replacements							
25	Raycliffe Avenue		29,000				
31	Purchase & repair properties	27,000	16,000	16,000	16,000		
Total window replacements		27,000	45,000	16,000	16,000		104,000
External door replacements							
31	Nelson Place				22,000		
72	Purchase & repair properties	5,000	7,000	7,000	7,000		
25	Raycliffe Avenue		12,000				
4	Mill Road					7,000	
Total external door replacements		5,000	19,000	7,000	29,000	7,000	67,000
Roofs							
10	Various units	16,000	4,000	4,000	13,000		
Total roofs		16,000	4,000	4,000	13,000		37,000
Sheltered scheme lifts							
25	New Farm Lodge	70,000					
25	Orchard Lodge		70,000				
41	Ironside Walk			70,000	70,000		
Total lifts		70,000	70,000	70,000	70,000		280,000
Sheltered housing refurbishments							
Remodelling and improvements		30,000	30,000	30,000	30,000	30,000	
Total sheltered refurbishments		30,000	30,000	30,000	30,000	30,000	150,000
Disabled adaptations							
Miscellaneous properties		25,000	25,000	25,000	25,000	25,000	
Total disabled adaptations		25,000	25,000	25,000	25,000	25,000	125,000
Environmental improvements							
Miscellaneous		20,000	20,000	20,000	20,000	20,000	
Total environmental improvements		20,000	20,000	20,000	20,000	20,000	100,000
Miscellaneous works							
Housing Officer - delegated budget		15,000	15,000	15,000	15,000	15,000	
General contingency		50,000	50,000	50,000	50,000	50,000	
Tree cutting & pruning		15,000	15,000	15,000	15,000	15,000	
Wall rebuild –Brook St/Magdalen Green		36,000					
Total miscellaneous works		116,000	80,000	80,000	80,000	80,000	436,000
Colne House Refurbishment *							
Lift/Boiler/Kitchens/RSO's flat conversion/external doors/internal decoration		280,000	130,000				
		280,000	130,000				410,000*

* costs not included in grand total as work will be capitalised.

CYCLICAL DECORATION							
Phase 1		185,000					
Phase 2			171,000				
Phase 3				260,000			
Phase 4					100,000		
Phase 5						170,000	
Total cyclical		185,000	171,000	260,000	100,000	170,000	886,000
INTERNAL DECORATION SCHEME							
Various units		20,000	20,000	20,000	20,000	20,000	
Total internal decoration scheme		20,000	20,000	20,000	20,000	20,000	100,000

NO OF PROPS	DESCRIPTION/SITE	2010/11 (£)	2011/12 (£)	2012/13 (£)	2013/14 (£)	2014/15 (£)	BUDGET PROGRAMME TOTALS (£)
SHELTERED CYCLICAL CARPETS/FURNITURE							
	Various units	30,000	30,000	30,000	30,000	30,000	
	Total sheltered cyclical carpets/furn	30,000	30,000	30,000	30,000	30,000	150,000
GRAND TOTAL OF 5 YEAR MAJOR WORKS & CYCLICAL WORKS PROGRAMME		1,687,000	1,513,000	1,356,000	1,489,500	1,491,592	8,173,592

SERVICE REVIEW SCHEDULE 20010/11 TO 2014/15

2010/11

Service area	Target date
Day to day repairs and empty property management	10/10
Supported housing (including sheltered)	03/11
Community development and resident involvement	03/11

2011/12

Service area	Target date
Customer services	10/11
Leasehold management	03/12

2012/13

Service area	Target date
Financial and corporate services	10/12
Equality and diversity	03/13

2013/14

Service area	Target date
Income management and debt prevention	10/13
Estate Services	03/14

2014/15

Service area	Target date
Planned maintenance and asset management	10/09
Value for money	10/09
Anti social behaviour services	03/10

SENIOR PERSONNEL

CHAIRMAN – W FRAME MIPD

Society Chairman since September 2007. He has been a member of Colne's Board since 1996 and Vice Chairman since 2004. He worked in Human Resources in senior roles in the energy and water industries. Mr Frame was previously Leader of Colchester Council and has strong connections with affordable housing in the area.

CHIEF EXECUTIVE – MARK POWELL DAVIES BA, FCIH

Joined the Society as Chief Executive in 1996 with over 20 years experience in the housing sector. Previously 'founding' Development Director of Peddars Way Housing Association, a major LSVT, and prior to that working in senior housing management, technical and development roles with a number of RSLs and local authorities. Law graduate from Durham University and Fellow of Chartered Institute of Housing. Chair of the National Housing Federation Eastern Region.

DEPUTY CHIEF EXECUTIVE & FINANCE DIRECTOR – LYNNE T SHEA FCCA

Joined the Society in December 2002 with over 20 years experience in finance. Responsibilities include finance, human resources, administration and ICT. Has enjoyed a wide variety of roles in both manufacturing and service industries. Member of the Chartered Association of Certified Accountants since 1983, as a fellow since 1993.

**HOUSING DIRECTOR – MARTIN W BUDDERY BA (HONS) PG DIP (HOUSING)
MCIH**

Joined the Society in December 1998. Has worked within the social housing sector since 1987, in a variety of roles for a number of local authorities. Obtained a Post Graduate Diploma in Housing Studies from Bristol University in 1992.