

Appendix Two – Kickstart Local Delivery Plan



Bromsgrove District Council
Redditch Borough Council
Malvern District Council
Worcester City Council
Wychavon District Council
Wyre Forest District Council
Worcestershire County Council



With the

Kickstart Partnership (ART Homes) December 2009



DETAILS OF PARTNERS

Bromsgrove District Council
The Council House
Burcot Lane
Bromsgrove
Worcestershire
B60 1AA

Telephone: 01527 873232

Fax: 01527 881414

E-mail: worcestershirehub@bromsgrove.gov.uk

Redditch Borough Council
Town Hall,
Walter Stranz Square
Redditch,
B98 8AH

Telephone: (01527) 64252

Fax: (01527) 65216

E-mail: contact.centre@redditchbc.gov.uk

Malvern District Council
Council House
Avenue Road
Malvern
WR14 3AF

Telephone: 01684 862151

Fax: 01684 574906

E-mail: worcestershirehub@malvern hills.gov.uk

Worcester City Council

D:\moderngov\data\published\Intranet\C00000113\M00000478\AI00003748\ReCommissioningofHIAreportAppendix20.doc/24.02.10/LW

Orchard House Complex
Farrier Street
Worcester
WR1 3BB

Telephone: 01905 722233
E-mail: customerservicecentre@worcester.gov.uk

Wychavon District Council
Civic Centre
Queen Elizabeth Drive
Persnore
WR10 1PT

Telephone: 01386 565000
E-mail: service@wychavon.gov.uk

Wyre Forest District Council
Vicar Street
Kidderminster
DY10 1DB

Telephone: 01562 732928
Fax: 01562 67673
E-mail: worcestershirehub@wyreforestdc.gov.uk

Worcestershire County Council
Supporting People Team
County Hall
Wildwood Way
Woorcester
WR5 2NP
Telephone: 01905 763763

SUMMARY

The District, Borough and County authorities of Worcestershire have formed a Partnership to submit a joint proposal bid for the implementation of “Kickstart” services through the Countywide Home Improvement Agency that is to be managed by Festival Housing from April 2010.

Whilst each authority experiences a broad range of issues related to private sector housing, the basic need exists for a co-ordinated and practical system to facilitate the provision of fair and effective loans based systems to support improvement in the private sector housing stock of the Local Authorities involved accross Worcestershire. The proposed programme will address and provide solutions for vulnerable and low income households in the private sector to effectively improve the condition of their homes.

The scheme is anticipated to require support of a capital resource of £1,629,588 over the three year programme with commencement targeted to coincide with the implementation new Countywide Home Improvement Agency from April 2010. ‘The Partnership’ envisages that based upon the projected available funding, the service will be able to provide 30 non equity and 36 Equity Loans in Year 1 building up to 48 Equity Loans and 50 Non Equity loans by year over the three year programme.

INTRODUCTION

This document sets out the Local Delivery Plan for Worcestershire and explains how The Partnership intends to implement the Kickstart Scheme, following approval based on the anticipated programme of 30 non equity and 36 Equity Loans in Year 1 building up to 48 Equity Loans and 50 Non Equity loans by year over the three year with a cumulative value of £1,340,000 over the three year period.

The basis for this submission relates to the letter received from the Kickstart Partnership and associated correspondence from the Government Office of the West Midlands (GOWM) of February 2008 and 6th November 2009 outlining the proposed capital funding arrangements in the future for Local Authorities within the GOWM area.

The aim of this proposal is to enable The Partnership to provide a partnership based scheme to serve the Local Authorities equally and allow the local residents of the areas involved to have the opportunity to receive assistance. The partnership approach is proposed in preference to a local based scheme for each district, thus eliminating differences which may occur with six different schemes and adding the benefit of the 'economies of scale' that a partnership approach would introduce together with the consistency and fairness of application which would be difficult to achieve with separate schemes.

At present, three of the Local Authorities (in the North of the County) associated with this proposal contract with the North Worcestershire Care & Repair Service as their Home Improvement Agency partner. Two of the remaining three authorities (in the South of the County) share South Worcestershire Care & Repair with the remaining authority only recently signed up to join the South Worcestershire Care & Repair. All six Districts are in the process of negotiating a new contract for the provision of one countywide HIA with Festival Housing.

This proposal aims to introduce the concepts of the Kickstart scheme to all six districts and ensure that local residents in each of the areas involved can source safe and effective funding and resources to allow their homes to be brought up to the Decent Homes and current Housing Act standards by means of loan based support.

The Local Authorities will, whilst funding remains available, maintain a limited programme of low value (under £5,000) discretionary grant schemes for specific situations where the Kickstart Scheme is not appropriate – for example where the owner does not have sufficient collateral in the property to allow the Kickstart scheme to operate or where the urgency of the works is such that the timescale for Kickstart Equity Release loans would not be appropriate even though owners meet relevant criteria for assistance. However, it is recognised that local authority budgets for the provision of discretionary grants are limited and in time are likely to be phased out. Kick Start non equity loans are therefore seen to be a valuable option for customers to consider in supplementing the limited availability of discretionary grants and that in time, are likely to replace them.

A NEW HOME IMPROVEMENT AGENCY FOR WORCESTERSHIRE

From April 2010, the Worcestershire Kick Start Service is to be provided and managed by Festival Housing as part of the Home Improvement Agency service they are being contracted to provide on behalf of and across the six districts in Worcestershire.

Redditch Borough Council has been operating the North Worcestershire HIA covering Redditch, Bromsgrove and Wyre Forest since the beginning of 2005 (although Redditch operated its own HIA for many years prior to that). Festival Housing Group has been operating the South Worcestershire HIA covering Wychavon and Worcester since January 2006.

Whilst there have been some very positive outcomes from the HIAs in Worcestershire, a comprehensive change in the operation of services was identified as being required because operational practices were not consistent across the county and it was identified as essential that Worcestershire Agency arrangements are fit for purpose and ready for expanding their role, in line with the Government Strategy for older persons housing, Lifetime Homes, Lifetime Neighbourhoods Strategy. A more suitable delivery option to achieve the consistency required for customers, that would also enable best practice to be rolled out across the County is required.

The new Countywide Home Improvement Agency will deliver a range of options, including helping people to repair, improve, maintain or adapt their home. The purpose of the service is to help people live independently, in the home of their choice, warm, safe and secure. The range of services potentially on offer, subject to the level of funding available, could include:

- Disabled Facility grant and other housing grant work
- Fitting aids and adaptations
- Minor works and handyperson services
- Falls and accident prevention
- Hospital discharge support
- Home energy, security and safety checks
- Advocacy and support on housing options
- Gardening and decorating
- Kick start loans

A copy of the Project Plan for the implementation of the new Countywide HIA is attached at Appendix 3.

1. BASELINE AND EVIDENCE OF NEED

The private sector housing conditions of Worcestershire are summarised below from data provided by the 2009 Building Research Establishment (BRE) survey of private sector housing that was recently commissioned across five of the 6 districts in Worcestershire.

LA	Dwellings (private)	households (private)	Number of dwellings					SAP less than 35	Number of Households			vulnerable households
			Non decent	Inadequate thermal comfort	HHSRS Cat. 1	Disrepair	Non modern		Fuel poverty	Vulnerable households	Vulnerable non decent	Vulnerable decent (PSA7)
Redditch	25291	24466	7606	4109	4734	1716	283	2598	2729	5246	1682	3564
Bromsgrove	32216	31479	11662	5348	7630	2476	327	5584	3762	4605	1686	2919
Worcester	33962	33070	12707	6722	9009	3426	611	4338	4212	7305	2584	4722
Malvern Hills	27055	25915	13453	6189	10388	2824	428	8623	4418	4438	2384	2053
Wychavon	41108	39874	16710	7751	12146	3529	514	10247	5884	6297	2813	3484
Wyre Forest	35288		13854	8452	9694	4495	429	7361	2811	5488	2619	2869
TOTAL	194,920		75,992	38,571	53,601	18,466	2,592		22,816	33,379	13,768	19611

PROFILE OF THE PRIVATE HOUSING STOCK IN WORCESTERSHIRE

Tenure Profile for Worcestershire – 75.1% Owner Occupancy (National Average 71% for England.)

Total Number of Private Dwellings in Worcestershire –194,920

The dwelling type profile in Worcestershire differs from the national pattern with a higher number of detached properties.

LA	Dwellings (private)	Households (private)	% of dwellings				% of households				% of vulnerable households	
			Non decent	Inadequate thermal comfort	HHSRS Cat. 1	Disrepair	Non modern	SAP less than 35	Fuel poverty	Vulnerable households	Vulnerable non decent	Vulnerable decent (PSA7)
Redditch	25291	24466	30%	16%	19%	7%	1%	10%	11%	21%	7%	68%
Bromsgrove	32216	31479	36%	17%	24%	8%	1%	17%	12%	15%	5%	63%
Worcester	33962	33070	37%	20%	27%	10%	2%	13%	13%	22%	8%	65%
Malvern Hills	27055	25915	50%	23%	38%	10%	2%	32%	17%	17%	9%	46%
Wychavon	41108	39874	41%	19%	30%	9%	1%	25%	15%	16%	7%	55%
Wyre Forest	35288		39%	24%	27%	13%	1%	21%	8%	16%	7%	52%
COUNTY AVERAGE	194,920		39%	20%	28%	10%	1.3%	21%	14%	18%	7%	59%

DECENT HOMES

Approximately 39% of the homes within the County are deemed non-decent.

The highest proportion of non decent homes being in Malvern Hills, where 50% (13,453 properties) of the housing stock is deemed non-decent.

The highest number of non decent homes in any one district are found within Wychavon (16,710 – 41%) where it has been assessed that in order to tackle non decency approximately £139,698,693 is required.

The lowest levels of non decency found within the county can be found within Redditch, with 30% of the stock being deemed non decent.

The average cost of bringing a non decent property back into decency across Worcestershire is £8,360 per dwelling.

Therefore the total investment required across the whole county is £635,294,639

HHSRS

Nationally the major cause of failure under Decent Homes has been as a result of inadequate thermal comfort, however there has been a significant shift to failures under the Housing Health & Safety Rating System increasing from 18% in 2001 to 24% in 2008.

Within the Worcestershire County there is an above average number of properties failing HHSRS (28%) with Malvern Hills having the greatest proportion (38%) of the homes in the County failing under HHSRS and Redditch to the north of the County with the lowest proportion 19%.

The average cost of repairs for owner occupied properties with a category 1 hazard in Worcestershire is £8,811.

Thermal comfort

The national Decent Homes rate of failure on thermal comfort is 17%.

The Worcestershire average is 20% (38,571) of dwellings failing the Decent Homes Standard as a result of inadequate thermal comfort. The district with the highest failure rate is Wyre Forest with at 24% which results in approximately £59,314,230 of investment needing to be spent to remove this risk and Redditch having the lowest proportion of homes that fail under thermal comfort at 16%.

The Worcestershire average cost of remedying an owner occupied property with an inadequate thermal envelope is approximately £7,017.

Modernisation

The recent BRE (Building Research Establishment) report for Worcestershire identifies that the cost of works are considerable when modernising properties throughout the county.

The Worcestershire average is 1.3% of dwellings failing Decent Homes Standard as a result of modernisation requirements.

The north part of Worcestershire is more in line with the national average of 1% with Bromsgrove recording 1% and Redditch 1% of dwellings failing under modernisation. Worcester City (2%) and Malvern Hills (2%) are further above national average of stock not meeting modernisation requirements of the Decent Homes Standard.

The Worcestershire average cost of repairs necessary for owner occupiers to undertake in order to provide adequate modern facilities within a Worcestershire home is approximately £22,462 per property.

Disrepair

The National average for properties failing Decent Homes Standard for reasons of Disrepair is 8%

The Worcestershire average is 10% with Wyre Forest having the greatest proportion of housing (13%) that fails under the disrepair aspect of the Decent Homes Standard, amounting to approximately £79,841,448 of required investment to address the issue. This is significantly above Redditch's level (7%) which is below the national average of 8%.

In order to remove disrepair issues from properties within Worcestershire it has been deemed that it would cost approximately £17,762.28 per property.

Vulnerable Households

Nationally the average proportion of all properties that are occupied by vulnerable people who live in non decent homes is 8%

Within Worcestershire this average proportion of all dwellings that are occupied by vulnerable people that live in non decent accommodation is 7% with Malvern Hills having the largest proportion of properties occupied by vulnerable people living in non decent homes being 9% and Bromsgrove being the lowest with 5 %.

There are 33,379 number of households that are classified as vulnerable or on a low income. Of these vulnerable households an estimated 13,768 are classified as living in non-decent homes which represents 41% of vulnerable household. Conversely this means that 59% of vulnerable households are living within decent accommodation.

Fuel Poverty

Fuel poverty is defined as householders spending more than 10% of their income on heating and fuel provisions within their property.

On average 14% of households in Worcestershire experience fuel poverty and the problem poses the greatest threat to households in Malvern with 17% of the population being in fuel poverty which is 5% higher than the national average (12%) and Wyre Forest at 8%.

PROFILE OF RESIDENTS

The age profile of the County (Census 2001) generally follows the national profile, however there is a significant difference in the number of households aged between 45 and 59. (21.3% in Worcestershire compared to 18.9% in England) and people over the age of 65 16.4% for Worcestershire compared to 15.9% for England)

The number of residents within Worcestershire that are economically active also differs significantly from not only the national average but also within the County. The number of retired residents within Worcestershire (14.1%) is broadly in line with the national average (13.5%), however there is a significant rise from the national average to the north of the district in Bromsgrove (15.6%).

The average yearly income (Census 2001) of owner occupied households in Worcestershire (£35,656) is significantly higher than the national average (£28,750), however there are variations between the age profiles and locations within the County. The North of the County has an approximately £3,000 higher mean household income in comparison to the South of the County. There has, however been a significant rise in the number of people becoming eligible for Means Tested Benefits within the County which has resulted in an increase in the number of vulnerable households.

DISABILITIES AND ADAPTATIONS

Worcestershire districts have an above average population of residents over the age of 65 and above 75. There is an identified need to support older people to maintain and to assist them to remain in their homes through the provision of Disabled Facilities Grant and other grants. Strong, and in many cases significantly increasing, demand for Disabled Facilities Grants (DFG) is evident. Given the ageing population within the area this demand will almost certainly continue.

Due to constraints on capital budgets the local housing authorities are unable to satisfy demand for discretionary grants to improve private sector dwellings or even to meet requirements for mandatory DFG's. The demographics of the County support the need for the ongoing development of Home Improvement Agency services to help vulnerable residents improve their living conditions.

VALUE OF DWELLINGS

Across the country, house prices have fallen significantly as mortgages have become more difficult to obtain and expensive to service. According to the Land Registry House Price Index, there was a fall of 11.8% between September 2008 and September 2009 in Worcestershire, which is more than the 7.3% fall for the West Midlands region and 5.6% in England and Wales as a whole. In Q3 2009, the mean house price in the county was £205,962, 4.0% lower than the £214,515 seen in Q3 2008, but 7.9% higher than in Q2 2009. Between Q3 2008 and Q3 2009, prices fell most in Bromsgrove (11.7%) and least in Worcester City (0.7%). In terms of property type, the largest decrease in average price was for detached properties (9.8%) and the smallest was for terraced houses (0.7%)¹⁴.

PRIVATELY LET ACCOMMODATION

In most of the districts there are few private landlords and a relatively low supply of privately let flats and smaller sized dwellings. Some increases in purchase by investors of properties to let are in evidence but the majority of these properties are offered at very high market rents that are not accessible by those in housing need. The City of Worcester has a greater supply of houses in multiple occupation than other districts but the poor condition of some is not conducive to making them attractive lets.

SUMMARY

Whilst the County objective is reduce the overall number of dwellings failing under Decent Homes Standards across the County, the priority is to focus resources upon reducing the number of non decent homes occupied by vulnerable households.

There are four key PI's that relate to vulnerable households living in non decent homes.

- Across Worcestershire the average proportion of all dwellings that are non decent and occupied by vulnerable people is 7%.
- Across Worcestershire the proportion of non decent dwellings that are occupied by vulnerable households is 18.1 % (13,768 households).
- Across Worcestershire the proportion of all vulnerable households that are classified as living in non decent homes is 41% (13,768 households)
- Across Worcestershire the proportion of all vulnerable households that are classified as living in decent homes is means 59% (19,611 households)

Worcestershire aspires to increasing the proportion of vulnerable households that live in decent homes to 70% by 2015. Based upon the average cost of totally eliminating failure under Decent Homes standards being £8,360 per property, the total cost of achieving this target equates to £12,657,070. (calc – 11% increase = 1,514 properties x £8,360 = £12,657,040)

This equates to an annual investment requirement of £2,531,408pa. However it must be recognised that significant improvements in reducing Category 1 Hazards can be achieved through lower levels of investment.

Whilst we realise that this level of investment may be difficult to achieve our bid is submitted on the basis of the indicated level of funding likely to be available through the Kick Start Programme.

KEY PRIVATE SECTOR HOUSING PRIORITIES

- To increase the proportion of vulnerable and low income households living in a decent homes free from hazards.
- To increase thermal efficiency and affordable warmth.
- To integrate Kick Start Loan products within the range of services offered by the Countywide HIA.
- To offer home owners a range of options to enable them to carry out repair works where the cost exceeds local authority discretionary grant maximum or where they are no longer available or are over subscribed.
- To offer a way of enabling home owners to finance DFG adaptations where the total cost exceeds the grant maximum.

2. LOCAL POLICY OBJECTIVES

County Strategic Vision

**'Creating the right places to live within our local communities,
meeting needs by making the best use of existing resources'**

The purpose of this scheme is to provide a solution for vulnerable and low income home owners in the private sector to improve their housing conditions by being able to easily access funding. This scheme is being made available to groups in need throughout the six Local Authorities' areas in the whole of Worcestershire.

Whilst each of the Local Authorities involved operate slightly differently in the provision of assistance to private sector owners, all have the common base of bringing property towards the Decent Homes Standards and the expectations set out in the Housing Act 2004. The needs of the different areas will vary and this scheme is flexible enough to recognise those differences.

County Private Sector Policy Objectives

The specific aims and objectives of the Worcestershire Scheme are:

- To help support existing neighbourhoods and encourage sustainability
- To improve the environment for the benefit of the population
- To encourage the use of properties which are in poor repair or empty
- To raise the standard of housing wherever possible
- To enable local authorities to offer an additional tool to assist residents at a time of reduced funding resources
- To assist residents to invest in their homes for future generations and lengthen the life of the existing housing stock
- To provide quality housing stock and increase the numbers of healthy homes
- To support disabled people where the cost of the works exceeds the availability of Disabled Facilities grant assistance.
- To enable independent living where at all possible
- To improve the quality of private rented accommodation

Overall the scheme seeks to support and demonstrate approaches on a joint working basis with Local Authorities and HIA's working together to address the Government's long term key priority of decent affordable housing for all.

Scope of Programme

The proposed scheme will serve the six Local Authorities on a client base through a new Countywide Home Improvement Agency and will address issues relating to Decent Homes standards and the Housing Act 2004 (Part 1) across the areas involved equally.

Each of the Local Authorities have existing programmes of support for local residents based upon discretionary grants. These are being unified across the County and will be limited to under £5,000. It is envisaged that they will continue to the extent that funding from each local authority will permit for specific situations where the Kickstart Scheme is not appropriate – for example where the owner does not have sufficient collateral in the property to allow the Kickstart scheme to operate or where the urgency of the works is such that the timescale for Kickstart Equity Release loans would not be appropriate even though owners meet relevant criteria for assistance. However, it is recognised that local authority budgets for the provision of discretionary grants are limited and in time are likely to be phased out. Kick Start non equity loans are therefore seen to be a valuable option for customers to consider in supplementing the limited availability of discretionary grants and that in time, are likely to replace them.

The scheme, based on the need to improve housing conditions, will encompass the Decent Homes Criteria and thermal comfort together with addressing serious hazards as defined in the Housing Act 2004. Vulnerable households will be assisted to ensure their properties are improved to modern day expectations through the application of the Kickstart Programme.

The scheme will promote the additional options to clients of loans and equity release with an acknowledgement that HIA's could provide advice and support to help people access funding options.

As part of the scheme it is proposed that there will be a Kickstart Performance Monitoring and Programme Board with officer representation from each of the member authorities in addition to representatives from Art Homes Ltd, Kickstart and the HIA as scheme managers. This Board will report to the Worcestershire Home Improvement Agency Performance Management Board at each of its meetings.

Policy Criteria and Eligibility

Whilst some Local Authorities continue to provide limited private sector discretionary grants, it is recognised that capital funding could potentially diminish in the future, therefore the implementation of the Kickstart scheme is seen as a valuable addition to gradually supplement and in time replace discretionary grants. In the meantime, it is proposed that those Worcestershire authorities that are able to operate their individual grants schemes will continue to do so up to a locally agreed amount (£5,000) and promote the Kickstart scheme as a viable option for works in excess of £3000. Kick Start Non Equity Loans will be provided to supplement and as an alternative option to these grants for cases below £2,000.

The criteria is designed to catch those groups most susceptible to health risks as a result of poor housing conditions (the elderly, long-term sick, disabled, families with small children) who do not have the resources necessary to make repairs and improvements to their homes.

For applicants to be eligible for consideration under the scheme, they must:-

- Be a home owner
- Have had their property identified as being non decent or presenting a serious hazard as defined by The Housing Act 2004 (part 1)
- Have been identified as vulnerable (as defined in the national guidance) or be on a low income with insufficient savings (local criteria to be set with discretion to authorise outside criteria by Kickstart Performance & Monitoring Board on a case by case basis)
- Have undergone initial assessment by a caseworker that has eliminated all other sources of funding or assistance

Applications that qualify for further consideration will then be subject to further assessment by Art Homes under the Kickstart Scheme.

Indicators of Outcomes and Success.

The main outcome of the County Strategy in partnership with the HIA and the Kick Start Scheme will be to achieve a reduction in the number of non decent homes occupied by non vulnerable people. We aim to make 300 more private homes that are occupied by vulnerable people decent by 2015.

A range of success indicators are being developed in partnership with the new HIA to track the implementation of the strategy.

3. STRATEGIC FIT WITH KICK START

<i>Kick Start Business Plan</i>	<i>Local Delivery Plan Links</i>
<p>Priority 1 Ensuring homeowners are treated fairly and equally when using publicly subsidised home improvement services</p>	<ul style="list-style-type: none"> ▪ All HIA applicants will receive an advisory visit from a caseworker who will carry out an options appraisal to identify the most appropriate method of achieving the required outcome. Clients for whom Kick Start loans are an appropriate option will be referred for a follow up visit by the HIA's appointed Kick Start Specialist Case Worker to provide a higher level of supporting advice and information prior to a referral being made to Art Homes. ▪ Private Sector Housing Policy and Procedure is being developed through a Lean Management Analysis which will then be subject to an Equalities Impact Assessment. ▪ A dedicated HIA Kick Start Specialist Caseworker is proposed being identified as necessary to build up client confidence in Kick Start products and to develop a consistent understanding amongst HIA generic caseworkers of the Kick Start products and their application.
<p>Priority 2 Ensuring appropriate service standards and qualities are provided to homeowners and made available within reasonable timescales</p>	<ul style="list-style-type: none"> ▪ Festival Housing targets to achieve Foundations Status by 2012 ▪ Service standards are to be available within a welcome pack to be provided to every client. ▪ Timescales for service delivery are to be monitored, managed and reported through a Kick Start Officer Group to the HIA Performance and Management Board on a quarterly basis. ▪ Customer service questionnaires are to be analysed and reported for the purposes of identifying levels of customer satisfaction with the service.
<p>Priority 3 An improved understanding of the costs of delivery to maximise the use of public funds and balance</p>	<ul style="list-style-type: none"> ▪ Statistical analysis of the number of enquiries that have generated the need for a visit by the HIA's Kick Start Specialist Caseworker, indicating the number of hours dedicated to initial advice and assistance and the number of successful Kick Start applications it has achieved.

<p>the operational costs against the priorities of service users</p>	
<p>Priority 4 Maximising the opportunities of working together, for example, to make management overheads proportional to the operational scale of service users.</p>	<ul style="list-style-type: none"> ▪ Delivery of Kick Start products is an integral part of the Home Improvement Agency Service across Worcestershire. ▪ Joint promotion of Kick Start within the general promotion of the HIA. ▪ Maximisation of opportunities for low cost / free promotion through the local authority and partner agency newsletters and Customer Information Centres. ▪ Annual review of the need for a dedicated HIA Kick Start Specialist. Initially identified as necessary to build up client confidence in Kick Start products and a consistent understanding amongst HIA caseworkers. This may become less necessary in following years and may enable the role to be merged fully into HIA Case worker posts.
<p>Priority 5 Improving our understanding of loan programme performance drivers, improving ability to design and manage programmes that are capable of making an impact and being delivered on time / in budget</p>	<ul style="list-style-type: none"> ▪ Client enquires and referrals will be traced against forms of marketing activity to assess VFM and success of advertisement. ▪ Proposed development of a mechanism to record successful completions demographic and deprivation data. ▪ Analysis of quarterly spend. ▪ Analysis of referral to completion (and staged) performance.

4. OUTPUTS PROFILE (LDP1)

<i>Kick Start Core Outputs</i>	Quarter 1	Quarter 2	Quarter 3	Quarter 4	10/11 Total Projected	11/12 Total Projected	12/13 Total Projected	All years Projected
KPI 1 – The number of eligible homeowner receiving an advisory home visit resulting in a record of advice given	50	100	200	250	600	650	700	1.950
KPI 2 – The number of low income homeowners who addressed eligible works (e.g. repair, relocation or adaptations) using funding other than the affordable Equity Share Loans (including Unsecured Loans).					Included in KPI 3 below.	Included in KPI 3 below.	Included in KPI 3 below.	
KPI 3 – The number of vulnerable homeowners who addressed eligible works (e.g. repair, relocation or adaptations) using funding other than the affordable Equity Share Loans (including Unsecured Loans)	0	0	5	25	30 (inc 2 5 through KS Non Equity Loans and 5 DFG top ups)	40 (inc 35 through KS Non Equity Loans and 5 DFG top ups)	40 (inc 35 through KS Non Equity Loans and 5 DFG top ups)	110
KPI4 – The number of homeowners referred for financial assessment to identify the most appropriate loan product required to meet their needs	0	10	30	40	80	100	100	280
KPI 5 – The number of Equity	0	0	6	30	36	48	48	132

Share Loans reaching completion to fund improvement or relocation works								
--	--	--	--	--	--	--	--	--

<i>Other Non-Core Outputs</i>	Quarter 1	Quarter 2	Quarter 3	Quarter 4	10/11 Total	11/12 Total	12/13 Total	All years
The number of Unsecured Loans reaching completion to fund improvement works*	0	0	5	20	25	45	45	135
The number of Disabled Facilities Grant applications approved, where the cost of works exceeds £30,000	0	0	2	3	5 (based upon assumption that charitable contributions will still be sought)	5 (based upon assumption that charitable contributions will still be sought)	5 (based upon assumption that charitable contributions will still be sought)	15

- Projected outputs are based upon an assumption that there will be higher demand in the early stages of the Worcestershire Scheme for non secured loans. This is based upon an assumed need to build up confidence in equity release, the current impact of the economic climate upon levels of negative equity and the time that it will likely take for clients to accept that the availability of local authority discretionary grants is diminishing.
- Whilst it is appreciated that the projected outputs for year one are quite ambitious for a newly forming service, careful consideration has been given by the Partnership and the targets have been set in the knowledge that:
 - Festival Housing as managers of the new Countywide HIA are to recruit the Kick Start Specialist Caseworker in advance of the April 1st commencement.
 - Wyre Forest (£200k) and Redditch currently offer repayable loan options with considerable take up and interest.

5. FINANCIAL PROFILE (LDP2)

LDP2 Financial Profile 2010/13								
PROJECTS	2010/11				Future Years		Programme Total	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	2010/11 Total	2011/12		2012/13
LOAN FUNDS								
Equity Share Loans	Nil	Nil	50k	250k	300,000	400,000	400,000	1,100,000
Other loans (Unsecured & Repayment)	Nil	Nil	20k	40k	60,000	80,000	100,000	240,000
Total Loan fund	0	0	0	0	360,000	480,000	500,000	1,340,000
DELIVERY FUND								

10th March 2010

Staff Costs								
Management					5,000	5,050	5,100	15,150
Administration					11,000	11,110	11,220	33,330
Technical staff					16,000	16,160	16,320	48,480
Caseworkers					60,467	52,745	44,416	157,628
Other Costs								
Marketing					10,000	5,000	5,000	20,000
Evaluation					3,000	1,000	1,000	5,000
Training					5,000	2,500	2,500	10,000
Other					0	0	0	0
Total Delivery Fund	0	0	0	0	110,467 (23.5%)	93,565 (16.3%)	85,556 (14.6%)	289,588
Total – All Funding (loan & Delivery Fund)	0	0	0	0	470,467	573,565	585,556	1,629,588

Value for Money

The financial profile is based upon the capacity of 1 F/T HIA Kick Start Specialist Caseworker and an equivalent of 20% of 6 HIA Generic Caseworkers in year 1. The proportion of Generic Caseworkers time charged to Kick Start is projected to reduce to 15% in year 2 and 12.5% in year 3.

The capacity of a caseworker to deliver Kick Start related work is detailed in the table below.

KS Specialist Caseworker Activity	No of Cases	Time Spent	Total Hours
Preliminary enquiries & initial visit	250	5 hours	1,250
Consultations with ART and further support / visits	125	5 hours	625
Processing an Equity Share Loan	50	25 hours	1,250
Processing an Unsecured Loan	54	9 hours	486
TOTAL HOURS (37 x 45wks x 2.2 = 3663 hrs)			3,611

In addition we estimate 0.5 FTE Technical Officer and 0.5 FTE Admin Officer.

Delivery Costs	FTE	Rate	Total Cost
HIA Kick Start Specialist Caseworker	1.00	£27,485	£27,485
20% of 6 Generic HIA caseworkers Yr 1 (15% Yr 2 & 12.5% Yr 3)	1.2 0.9 0.6	£27,485	£32,982 (Yr 1) £24,737 (Yr2) £16,491 (Yr3)
Technical Officer	0.50	£32,000	£16,000
Administration	0.50	£22,000	£11,000
Management			£5,000
Total Staff Costs			£92,467
Total Capital Expenditure			£537,000
Staff Costs as a percentage of Capital Expenditure			Yr 1- 19.9% Yr 2 – 14.8% Yr 3 – 13.1%
Total Delivery Costs as a percentage of Capital Expenditure			Yr 1- 23.5% Yr 2 - 16.3% Yr 3 - 14.6%

All management and on costs not detailed in LPT2 will be met by the Home Improvement Agency.

A Role Profile for the County Kick Start Specialist Caseworker is attached at Appendix 2.

6. Milestone Profile (LDP3)

Milestones 2010/11	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1. Recruitment	Existing Staff from North and South HIAs TUPE into new organisation. Appoint KS Specialist Caseworker by end of quarter			
2. Training of staff	. Training of all new technical staff to HHSRS 2. Training for all staff and partners on agreed procedures 3. Operational staff trained (ART) 4. Lead authority to provide direction for training programme to meet expectation of partners 5. Regular feedback sessions to ensure staff are clear about the service standards and have opportunities to add value to the process.	Continuing support for staff. Regular feedback sessions to ensure staff are clear about the service standards and have opportunities to add value to the process.	Continuing support for staff. Regular feedback sessions to ensure staff are clear about the service standards and have opportunities to add value to the process.	Continuing support for staff. Regular feedback sessions to ensure staff are clear about the service standards and have opportunities to add value to the process.
3. Promotion and Marketing	1. Agree HIA communication process with lead LA 2. Agree scheme branding with all partners 1. Marketing materials produced 2. Campaign commences-	Major scheme marketing	Major scheme marketing	Major scheme marketing

	<p>major scheme marketing.</p> <p>3. Inform building contractors about the principles of the Kick Start Scheme, that homeowners are paying for their work, highlighting the added value that contractors can bring to the service</p>			
4. Lead LA responsibilities	<p>Agree between partner LA's reporting and support processes</p>	<ol style="list-style-type: none"> 1. Agree procedures with all partners 2. Reports on progress to steering group 3. Lead authority to agree with partners and concepts of expected standards. 4. Procedure document produced and implemented 5. Reports on progress to steering group 		
5. Monitoring and Evaluation	<p>Adapt FEMIS database (HIA) to enable monitoring reports to be produced.</p> <p>Steering group set up .</p> <p>Review homeowner information to check clarity and that it remains up to date to help homeowner understand the service and can make informed choices</p>		<p>Produce customer satisfaction surveys in association with lead LA</p> <p>Review homeowner information to check clarity and that it remains up to date to help homeowner understand the service and can make informed choices</p>	<p>Evaluate initial promotion campaign in association with steering group</p>

Milestones 2011/12	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1. Promotion and Marketing	Follow on advertising	Follow on advertising Adopt any changes	Follow on advertising	Follow on advertising
2. Training of staff	Continuing support for staff	Continuing support for staff	Continuing support for staff	Continuing support for staff
3 Lead LA responsibilities	1. Implement any alterations to scheme following review. 2. Review partnership working and expectations	Reports on progress to steering group	Reports on progress to steering group	Co-ordinate end of year report, review of outcomes and relationships
4. Monitoring and Evaluation	Review marketing strategy and effectiveness of scheme with steering group			Evaluate client satisfaction surveys with steering group and partners

Milestones 2012/13	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1. Promotion and Marketing	Review marketing strategy and effectiveness	Follow on advertising	Follow on advertising	
2. Training of staff	Continuing support for staff	Continuing support for staff	Continuing support for staff	Continuing support for staff
3 Lead LA responsibilities	Implement any alterations to scheme following review Reports on progress to steering group	Reports on progress to steering group	Reports on progress to steering group	Review with all partners the scheme and move to next programme
4. Monitoring and Evaluation	Review marketing strategy and effectiveness of scheme with steering group			Evaluate client satisfaction surveys with steering group and partners Review scheme with all partners

7. Project Delivery

The Kick Start Scheme

Roles and Responsibilities

The key delivery partners are:

- The six Local Authorities working jointly – Bromsgrove District Council, Redditch Borough Council, Malvern District Council, Worcester City Council, Wychavon District Council, Wyre Forest District Council
- Worcestershire County Council – Supporting People
- HIA
- Kickstart Partnership (ART Homes)

Local Authority role

General

- Each of the Local Authorities associated with the provision of this Kickstart programme ensures, through the lead authority that their strategies, policies and processes reflect the use of the Kickstart programme and the associated relationships with the HIA involved.
- Each Local Authority ensures that information about the makeup, development and changes to their areas are reflected in updated strategies and policies to enable an accurate assessment to be made through the scheme as a whole as to needs and expectations for the Kickstart programme.

- To liaise on a monthly basis in the first year moving to a quarterly basis thereafter through the lead authority with the partners involved with the Kickstart programme and ensure that relevant and timely information is available for that purpose.
- Each authority will encourage the use of the Kickstart programme in their areas, liaising with the HIA.

Lead Authority – Worcestershire County Council – Supporting People Team as lead authority commissioning the Home Improvement Agency.

- All of the general requirements in respect to their area, together with the reporting and consolidation role for the programme as a whole.
- Ensuring that the processes, procedures and strategies are in place for the programme as a whole and that they are up to date.
- Liaison with the group of Local Authorities on a regular basis to ensure the scheme is operating in line with the Kickstart business plan and expectations of those Local Authorities.
- Liaison with the Home Improvement Agencies involved with the scheme on a monthly basis to ensure the programme is running in accordance with expectations.
- Ensure that the staff involved with the programme are properly trained and assessed to meet the criteria of the activity and the Housing Act 2004 (HHSRS).
- Appropriate liaison takes place with Art Homes to ensure the successful implementation of the programme.

Home Improvement Agency

Roles and Responsibilities of Worcestershire Home Improvement Agency

The six Local Authorities will enter into an arrangement with Festival Housing Worcestershire HIA to deliver the Kickstart programme in all six areas. The partnership aims to assist vulnerable and low income homeowners retain their independence and remain in their own home through a range of services including:

- PALs (Art Homes)
- Houseproud (Home Improvement Trust) ???
- Minor Works Grants (Discretionary Grants)
- Warmfront
- Disabled Facilities Grants

Worcestershire HIA will be responsible for managing the Kickstart program enquiry lists, assessing all clients, undertaking initial financial assessments, technical surveys and delivering the works on site. Worcestershire HIA will work to ensure the consistent delivery of the programme across the six areas, with a 'no boundary' policy in place in order to smooth out any peaks and troughs in need.

Worcestershire HIA will appoint a coordinator to be responsible for the development and delivery of an effective marketing strategy with all of the six partner Local Authorities, the strategic development of the service, monitor and ensure Performance Indicators are met and produce monitoring reports to the lead Authority and the partnering Local Authorities.

ART Homes Ltd

The Local Authorities will enter into contractual arrangements for the provision of the loans service on terms to be agreed. The following services will be provided by ART Homes:

Individual Loan administration which include logging cases, initial assessments and local authority liaison; telephone contact with clients; liaison with valuers; obtaining credit references; making loan offers; liaison with clients' Solicitors and issuing completion cheques.

Annual fund management which includes back office charges from ART Homes; monitoring and reporting; responding to queries from borrowers and lawyers; regular contact with borrowers; legal and development issues; administration of loan redemptions; system review and development.

Scheme development/consultancy which includes production of standard legal agreement in association with Birmingham City Council and Kickstart regulatory and finance compliance; support and training for officers; support and set up of "front end" delivery mechanisms; policy advice; development of processes; marketing and publicity.

The Worcestershire Kick Start Scheme managed by Festival Housing HIA will develop working practices based upon:

- An understanding of the Countywide residents and the housing stock;
- A planned marketing campaign and subsequent review;
- Developing a good working relationship with ART Homes;
- Working with approved contractors who provide an insurance backed warranty;
- A specialist caseworker to achieve a full understanding of client's circumstances and options;
- Booking an appointment with a financial advisor during a visit;
- Using an outline specification which allows the client and contractors to discuss and agree the detailed specification;
- Holding pre-start meetings with clients and offering a guidance;

8. Quality Standards

Festival Housing as provider of the Worcestershire Home Improvement Agency targets to achieve Foundations Quality Mark standard by April 2011.

Customer Satisfaction

All HIA customers will be surveyed by the use of customer questionnaire and results will be reported to the quarterly meetings of the HIA Performance Management Board.

The lead authority will monitor the performance of the agency against the baseline indicators with regular reports made available to the West Midlands Sub Regional Group.

Contract compliance and financial arrangements will be closely monitored. Commitments against the loan fund will be reported monthly by ART Homes. We will be responsible for reporting to the West Midlands Sub Region Group. This process will also inform the draw down, scheduling payments to ART Homes. Contract monitoring will include:

Art Homes

- Timescales for the processing of applications for PALs and other loan products
- Costs of service provision – measured on open book principles
- Quality of documentation and advice provision.
- Telephone Support
- Loan defaults and abortive.

HIA

- Costs of service provision-measured on open book principles
- Satisfaction of clients with the service
- Quality of documentatin and support services
- Completion of works to properties against budgets
- Timescales to appoint contractors and complete works
- Quality of work to properties

Marketing and Promotion

A Marketing strategy will be submitted by Festival Housing by 31st March 2010.

The Strategy will be monitored and regularly reported upon to analyse its effectiveness and to inform future marketing activity and budget requirement.

Review and Evaluation

Review and Evaluation of the project will form a key part of this project, and will cover the following:

The evaluation process will determine if the planned goals and objectives were actually achieved. We will document the accomplishments of the programme and identify the factors that have influenced the implementation and effectiveness of the scheme, We will then use these results to strengthen the future design of the programme. This will be completed annually.

Formal and informal feedback from clients, staff, contractors and other stakeholders will be collected, collated and used to positively improve the programme. A log will be kept of lessons learned during delivery of the programme. Regular reviews will be held to consider potential improvements.

9. Risk Assessment (LDP4)

Risk Log

The Risk Log highlights risks that might impact upon the delivery of the Kick Start programme in Worcestershire. The log will be kept under review and any actions reported to the project board.

Factors	Likelihood			Impact			Total	Contingencies
	H	M	L	H	M	L		
Strategic								
Support for the partnership being inconsistent across partnership.			1	3			3 (Low)	Continue to work with other partners, the programme team and local members
Operational								
Delay in commencement of New Countywide HIA			1	3			4 (Med)	Marketing could commence in advance of HIA change over.
TUPE Issues delaying progress with new HIA.			1	3			4 (Med)	Early consultation has commenced with staff well ahead of statutory requirement. Again the marketing of Kick Start products could commence in advance of the HIA.
Reduced funding for HIA			3	3			6 (High)	Review configuration of services and seek further funding
Reduced Kick Start Funding	3			3			6 (High)	Review alternative Equity Release products and sources.
Slow take-up of loan funding		2			2		4 (Med)	Use communications strategy. Pro-active monitoring of inputs and outputs
Delivery								
Capacity to deliver the service			1	3			4 (med)	Redeploy staff from other Housing

Factors	Likelihood			Impact			Total	Contingencies
	H	M	L	H	M	L		
								functions
Availability of suitable contractors to deliver improvement works			1		2		3 (low)	Develop existing contractors. Proactively recruit and approve new contractors