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Our Ref: DS  
Your Ref:

Date: 27 February 2019

Dear Councillor,

### **Housing and Community Services Committee**

A Meeting of the **Housing and Community Services Committee** will be held in the **Council Chamber**, on **Thursday, 07 March 2019 at 18:00**. You are requested to attend.

Yours faithfully,



Chief Executive

To:- **Conservative Group**

Councillor Hewlett (Chairman), Councillor Smith (Vice-Chairman) and Councillors Dr Coyle, Grant, Roberts, Watson and Wyatt

**Labour Group**

Councillors Rhind, Richards, Shepherd and Wilkins

**Independent / Non-Grouped Members**

Councillors Coe and Tipping

## **AGENDA**

### **Open to Public and Press**

- 1** Apologies and to note any Substitutes appointed for the Meeting.
- 2** To note any declarations of interest arising from any items on the Agenda
- 3** To receive any questions by members of the public pursuant to Council Procedure Rule No.10.
- 4** To receive any questions by Members of the Council pursuant to Council procedure Rule No. 11.
- 5** Reports of Overview and Scrutiny Committee
- 6** CORPORATE PLAN 2016-21 Q3 PERFORMANCE REPORT **4 - 20**
- 7** CONTRIBUTION TO ACTIVE DERBYSHIRE **21 - 27**
- 8** HOUSEMARK CORE BENCHMARKING REPORT 2017-18 **28 - 46**
- 9** SURVEY OF TENANTS AND RESIDENTS AND HOUSING SERVICES ANNUAL REVIEW **47 - 58**
- 10** HOUSING STOCK CONDITION SURVEY AND IMPROVEMENT PROGRAMME **59 - 70**
- 11** COMMITTEE WORK PROGRAMME **71 - 75**

### **Exclusion of the Public and Press:**

- 12** The Chairman may therefore move:-  
That in accordance with Section 100 (A)(4) of the Local Government

Act 1972 (as amended) the press and public be excluded from the remainder of the Meeting as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that there would be disclosed exempt information as defined in the paragraph of Part I of the Schedule 12A of the Act indicated in the header to each report on the Agenda.

- 13** To receive any Exempt questions by Members of the Council pursuant to Council procedure Rule No. 11.

<b>REPORT TO:</b>	<b>HOUSING AND COMMUNITY SERVICES COMMITTEE</b>	<b>AGENDA ITEM: 6</b>
<b>DATE OF MEETING:</b>	<b>7<sup>th</sup> MARCH 2019</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>SENIOR LEADERSHIP TEAM</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>ALLISON THOMAS, 01283 595775</b> <a href="mailto:Allison.Thomas@southderbyshire.gov.uk">Allison.Thomas@southderbyshire.gov.uk</a>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>CORPORATE PLAN 2016-21: Q3 PERFORMANCE REPORT (October 1 – DECEMBER 31, 2018)</b>	<b>TERMS OF REFERENCE:</b>
<b>WARD (S) AFFECTED:</b>	<b>ALL</b>	

## 1.0 Recommendations

- 1.1 That the Committee considers progress against performance targets set out in the Corporate Plan.
- 1.2 That the Risk Register and Action Plan for the Committee's services are reviewed.

## 2.0 Purpose of Report

- 2.1 To report progress against the Corporate Plan for the period October 1 to December 31 under the themes of People, Place, Progress and Outcomes.

## 3.0 Detail

- 3.1 The Corporate Plan 2016 – 2021 was approved following extensive consultation into South Derbyshire's needs, categorising them under four key themes: People, Place, Progress and Outcomes. The Corporate Plan is central to the Council's work – setting out its values and vision for South Derbyshire and defining priorities for delivering high-quality services.
- 3.2 This Committee is responsible for overseeing the delivery of the following key aims:

### **People**

- *Enable people to live independently*
- *Protect and support the most vulnerable, including those affected by financial challenges.*
- *Use existing tools and powers and take appropriate enforcement action*
- *Increase levels of participation in sport, health, environmental and physical activities*
- *Develop the workforce of South Derbyshire to support growth*

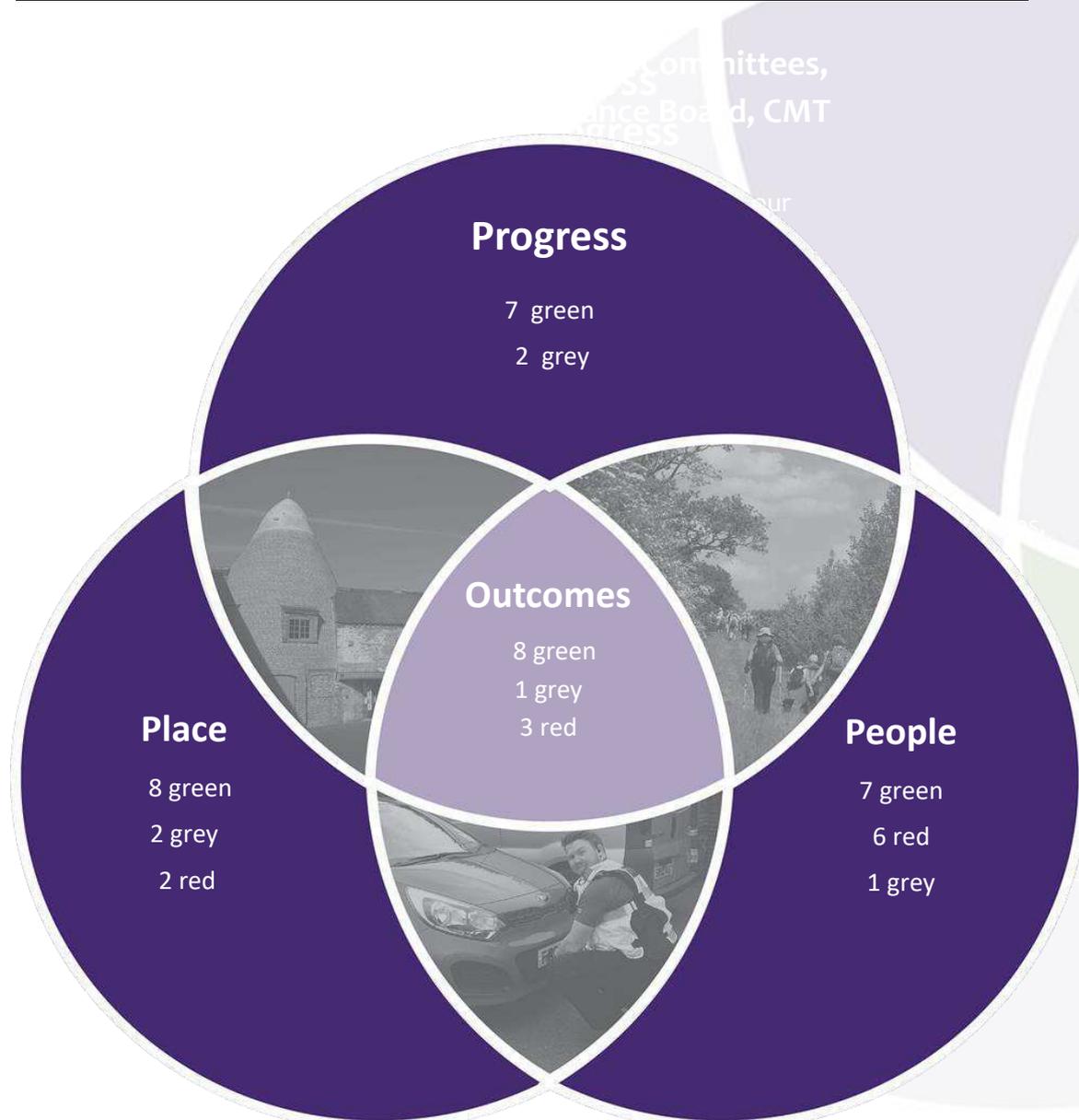
### **Place**

- *Facilitate and deliver integrated and sustainable housing and community infrastructure*
- *Help maintain low crime and anti-social behaviour levels in the District*
- *Support provision of cultural facilities and activities*

These aims are underpinned by outcomes including financial health, improved customer focus, good governance, enhanced environmental standards and maintaining a skilled workforce.

- 3.3 Of the 20 measures and projects under the jurisdiction of the Housing and Community Services Committee, 12 are green, six are red and two are grey.
- 3.4 More information can be found in the Performance Board in **Appendix A**. A detailed breakdown of performance for Housing and Community Services is available in the Successes and Performance Actions documents (**Appendices B and C respectively**).
- 3.5 The Risk Register for the Committee's services is detailed in **Appendix D**. This was amended for quarter two reporting to make it easier to understand and to enable a consistent format for assessing and reporting risk across Policy Committees.
- 3.6 Each risk has been identified and assessed against Corporate Plan aims and are considered to be the most significant risks to the Council in achieving its main objectives. The Risk Registers detail a matrix to show how each identified risk has been rated. The Action Plan describes each risk, as well as mitigation measures in place and planned actions to minimise the likelihood of the risk occurring and/or its impact. The Action Plan also indicates whether the rating of a risk has changed since the previous quarter. The Committee is asked to review and challenge the risks identified.

**4.0 Overall Council performance – Quarter three (October 1 to December 31, 2018)**



There are 30 green, six grey and 11 red projects and measures for the Council in quarter three.

## **5.0 Financial and Corporate Implications**

5.1 None directly.

## **6.0 Community Implications**

6.1 The Council aspires to be an 'excellent' Council in order to deliver the service expectations to local communities. This report demonstrates how priorities under the People, Place and Progress and Outcomes themes contribute to that aspiration.

## **7.0 Appendices**

Appendix A – Performance Board

Appendix B – Housing and Community Services: Successes

Appendix C – Housing and Community Services: Actions

Appendix D – Service Delivery Risk Register

### People

11 green

1 red

2 amber

0 grey

Theme	Ref	Aim	Project	Q2 progress	Q3 target	Q3 performance	Q3 detail	Service area	Owner	Directorate	Committee
Outcomes	O1	Maintain financial health	Identify £1m of budget savings and additional income by March 31, 2023	Completed and reported to F&M on 11th October 2018.	O1.1 Analyse actual impact of 100% Business Rates Pilot on Medium Term Financial Plan. F&M	As reported to Finance and Management Committee on 10 January 2019.	The Budget Report to the Committee confirmed that an additional £1 million will be generated from the Pilot in 2018/19. This has been set-aside for Economic Regeneration as approved by the Council during Budget 2018.	Finance	Vicki Summerfield, Financial Services Manager	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
Outcomes	O1	Maintain financial health	Maximise rental income	1.99%. Target <2.5%	O1.2 Rent arrears as a % of the rent due. Target <2.5%. F&M H&CS	2.40%	The current tenant arrears total as at the end of December was £295,800. This excludes the cash payments (approx. £75,000) made at the end of December which were not posted onto the rent accounts until 2 January 2019. Housing Services expect to see a reduction in arrears in January 2019.	Housing	Paul Whittingham, Housing Services Manager	Allison Thomas, Strategic Director, Service Delivery	F&M H&CS
Outcomes	O2	Maintain proper corporate governance	Compile and publish an Annual Governance Statement in accordance with statutory requirements.	As reported to Full Council on 20th September 2018, the Auditor gave a qualified, "except for" conclusion on the Council's Value for Money arrangements for 2017/18.	O2.1 An unqualified opinion in the Annual Audit Letter. Annual target. F&M	Performance for the year previously reported.		Corporate Resources	Kevin Stackhouse, Strategic Director, Corporate Resources	Leadership Team	F&M
Outcomes	O3	Enhance environmental standards.	Demonstrate high environmental standards.	Internal consultation on environmental management options completed.	O3.1 Seek approval for the agreed environmental management option. E&DS	Complete	Environmental and Development Services Committee approved the retention of ISO14001 on the 16 August 2018. This successful recertification was achieved in November 2018.	Environmental Services	Matt Holford, Environmental Health Manager	Allison Thomas, Strategic Director, Service Delivery	E&DS
Outcomes	O4	Maintain a skilled workforce.	Strengthen measures and support employees to reduce absence due to sickness/ill health.	3.07 days (provisional estimate). Target - 2 days.	O4.1 The average working days lost per employee is less than two days per quarter. F&M	2.85 days (1.63 days long term, 1.22 days short term). Target - 2 days.	See Action Plan	HR	David Clamp, Head of Organisational Development	Chief Execs	F&M
Outcomes	O4	Maintain a skilled workforce.	Further improve frontline services and develop a Council which is fit for the future by using the decision-making methodology identified by the Local Government Association review.	Final proposals are still to be presented to Committee.	O4.2 Revised structure in place and employment issues resolved. F&M	Report approved by Finance and Management Committee in Q3	Report was approved by Committee on 29th November 2018. Formal consultation period being undertaken that ended on 29th January 2019. Final proposals to be submitted to Finance and Management Committee on February 14. Implementation of new structure from April 1, 2019.	HR	Frank McArdle	Chief Execs	F&M
Outcomes	O5	Maintain customer focus.	Ensure services remain accessible to residents and visitors.	71.6%	O5.1 80% of telephone calls answered within 20 seconds. F&M	81.3%		IT	Ray Keech, Client Services Manager	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
Outcomes	O5	Maintain customer focus.	Ensure services remain accessible to residents and visitors.	10.30%	O5.2 Call abandonment rate of less than 8% (Number of visitors to Civic Offices to be recorded). F&M	6% 7544 customers visited		Housing	Ray Keech, Client Services Manager	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
Outcomes	O5	Maintain customer focus.	Improve the way in which Housing Services gathers, reports and acts on customer satisfaction data.	The STAR Survey was carried out during Q1 and Q2.	O5.3 Present satisfaction review findings to Elected Members. Collate Star Survey results and share with the Performance and Scrutiny Panel. H&CS	Achieved	The STAR survey results were presented to Housing and Community Services Committee on the 22 November 2018. Results have been reviewed with the Tenants' Performance and Scrutiny Panel and Housing Services teams. The next step is to draft the action plan with officers and tenants to address the main areas of dissatisfaction from the survey, the action plan will be presented to Housing and Community Services Committee on 7 March 2019.	Housing	Paul Whittingham, Housing Services Manager	Allison Thomas, Strategic Director, Service Delivery	H&CS
Outcomes	O5	Maintain customer focus.	Delivering a first class Repairs Service (strategic review of repairs and improvements) to provide value for money and high levels of customer satisfaction.	A first draft of the report was received from Housing Quality Network, consultants who are undertaking review of the Repairs Service. Planned to go to future committee.	O5.4 Implement outcomes of review following committee. H&CS	Review not taken to Committee in Q3.	See Action Plan	Housing	Paul Whittingham, Housing Services Manager	Allison Thomas, Strategic Director, Service Delivery	H&CS
Outcomes	O6	Minimise business risks and realise the benefits of technological opportunities.	Build IT infrastructure resilience to support change and minimise business risks.	Back up disaster recovery (DR) software solution agreed.	O6.1 Q1-3: New back up and disaster recovery process. Q2-4 Support channel shift and mobile working projects. F&M	Progress on track.	Tender for Microsoft Enterprise Agreement completed. Scoping of digital estate in readiness for upgrade in 2019 completed.	ICT	Anthony Baxter, ICT and Business Change Manager	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
Outcomes	O6	Minimise business risks and realise the benefits of technological opportunities.	Establish a corporate approach and responsibility for business change and improvement, standardising evaluation and delivery of projects across the Council.	A new process for Business Improvement and Change Management was designed and delivered.	O6.2 Q2-4: Delivery of digital transformation, business improvement, service reviews and corporate transformation projects. F&M	Progress on track.	Projects are now being considered approved and delivered using the new Business Improvement and Change framework, including the new Planning and Land Charges Software, Asset Mapping & Hosted Software Solutions.	Business Change	Anthony Baxter, ICT and Business Change Manager	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
People	PE1	Enable people to live independently	Residents satisfied with the quality of their new home	88%. Target - 90%	PE1.1 >90% of residents satisfied with the quality of their new home. H&CS	86%	See Action Plan	Housing	Paul Whittingham, Housing Services Manager	Allison Thomas, Strategic Director, Service Delivery	H&CS
People	PE1	Enable people to live independently	Average time taken to re-let Council homes (excluding major voids)	35.7. Target <21 days.	PE1.2 Average time taken to re-let Council homes (excluding major voids) is <21 days. H&CS	45.7	See Action Plan	Housing	Paul Whittingham, Housing Services Manager	Allison Thomas, Strategic Director, Service Delivery	H&CS
People	PE1	Enable people to live independently	Average length of time for current voids	59. Target <21 days.	PE1.3 Average length of time for current voids is <21 days. H&CS	60.6	See Action Plan	Housing	Paul Whittingham, Housing Services Manager	Allison Thomas, Strategic Director, Service Delivery	H&CS
People	PE2	Protect and help support the most vulnerable, including those affected by financial challenges.	Total number of tenancy audits completed.	275. Target - 250.	PE2.1 250 or more tenancy audits completed. H&CS	141	See Action Plan	Housing	Paul Whittingham, Housing Services Manager	Allison Thomas, Strategic Director, Service Delivery	H&CS
People	PE2	Protect and help support the most vulnerable, including those affected by financial challenges.	Number of successful introductory tenancies	96%. Target - 97%.	PE2.2 Number of successful introductory tenancies. Target - 97%. H&CS	100%	During Quarter 3, all 21 Introductory tenancies moved to Secure tenancies.	Housing	Paul Whittingham, Housing Services Manager	Allison Thomas, Strategic Director, Service Delivery	H&CS
People	PE2	Protect and help support the most vulnerable, including those affected by financial challenges.	Average time for processing new Benefit claims.	18.7 days. Target <18 days.	PE2.3 Average time for processing new Benefit claims is <18 days. F&M	14.6 days	Remedial action successful. Performance is above average nationally	Finance	Ray Keech, Revenues and Customer Services Manager	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
People	PE2	Protect and help support the most vulnerable, including those affected by financial challenges.	Average time for processing notifications of changes in circumstances.	8.7 days. Target <8 days.	PE2.4 Average time for processing notifications of changes in circumstances is <8 days. F&M	7.8 days	Remedial action successful. Performance is above average nationally	Finance	Ray Keech, Revenues and Customer Services Manager	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
People	PE2	Protect and help support the most vulnerable, including those affected by financial challenges.	Successful roll out of Universal Credit in South Derbyshire.	Shared postcode roll out started in July. Progress and impact monitored.	PE2.5 Publicise and commence roll out on remaining cases. Monitor and maintain tenant engagement in line with initial rollout. H&CS F&M	Target met	Gateway to HB for new cases closed at the end of November 2019. UC available to eligible claimants from that date. Liaison arrangements in place with DWP, particularly Swadincote JCP. Minor teething issues in process of resolution. Meeting held with CAB regarding transfer of support arrangements from April 2019. Processes and publicity in place to help UC claimants avoid arrears of Council rent, Council Tax and other debts.	Finance and Housing	Ray Keech, Revenues and Customer Services Manager	Kevin Stackhouse, Strategic Director, Corporate Resources	H&CS F&M
People	PE2	Protect and help support the most vulnerable, including those affected by financial challenges.	Deliver the Pilot Hospital Avoidance Scheme across South Derbyshire, saving the NHS bed days and cost (£).	A joint meeting has been held with Adult Social Care. The budget is now in place. A ground floor flat is on hold for this purpose and the scheme is due to be launched 2nd January 2019.	PE2.6 Incorporate support delivery and seek approval from Secretary of State to take two units outside Housing Revenue Account (2013 Housing Consents). H&CS F&M	0	See Action Plan	Housing	Eileen Jackson, Strategic Housing Manager	Allison Thomas, Strategic Director, Service Delivery	H&CS F&M
People	PE3	Use existing tools and powers to take appropriate enforcement action.	Reduce the impact of empty homes on our communities by carrying out intervention plans.	7 Target >2	PE3.1 >4 empty home intervention plans for dwellings known to be empty for more than two years. H&CS	Year to date 10 Target >6	Seven empty properties are now occupied following the Council's intervention. Two are now on the market for sale and one is being actively redeveloped prior to occupation.	Environmental Services	Matt Holford, Environmental Health Manager	Allison Thomas, Strategic Director, Service Delivery	H&CS
People	PE4	Increase levels of participation in sport, health, environmental and physical activities.	Delivery of sport, health, physical activity and play scheme participations. Throughput at leisure centres and Rosliston Forestry Centre.	Rosliston 62,225 visitors Leisure centres 275,727.	PE4.1 Throughput at Etwell Leisure Centre, Green Bank Leisure Centre and Rosliston Forestry Centre. Target for Rosliston = 60,000. Target for leisure centres - 172,108. H&CS	Rosliston 39,371 visitors, Leisure centres visitors 263,413	Overall visitors year to date to Rosliston is 157,567 so the year-end target is still within reach. Overall participation figures at Leisure Centres is on target.	Cultural Services	Malcolm Roseburgh, Cultural Services Manager	Allison Thomas, Strategic Director, Service Delivery	H&CS
People	PE4	Increase levels of participation in sport, health, environmental and physical activities. H&CS	Delivery of the Physical Activity, Sport and Recreation Strategy.	Overall participations for quarter 2 period including Environmental Education, Sport and Health and Parklife Project were 11,220 in addition to play provision numbers of 5,159.	PE4.2 Q3 Delivery of awards evening to recognise individual, club and community contributions. H&CS	Complete	Active South Derbyshire Awards Held in October 2018 at the Pingle Academy. Range of individuals, clubs and community groups and schools recognised for their contribution to physical activity, sport, recreation, health and leisure in South Derbyshire	Active Communities and Health	Hannah Peate, Active Communities and Health Partnership Manager	Allison Thomas, Strategic Director, Service Delivery	H&CS
People	PE5	Reduce the amount of waste sent to landfill.	Minimise household waste collected.	104kgs. Target <130kgs.	PE5.1 Household waste collected per head of population (kg) is <110kgs. E&DS	98kgs. Target <130kgs.	The Council continues to work proactively with Derbyshire County Council through the Derbyshire Waste Partnership on education and promotion to minimise waste across the district. This couple with an increased national awareness on recycling has seen numbers fall in South Derbyshire.	Direct Services	Adrian Lowery, Direct Services Manager	Allison Thomas, Strategic Director, Service Delivery	E&DS
People	PE5	Reduce the amount of waste sent to landfill.	Maximise recycling output in South Derbyshire.	46%. Target >55%.	PE5.2 >53% of collected waste recycled and composted. E&DS	42%. Estimate. Target >47%	As previously reported the exceptionally dry hot summer has reduced composting waste by around 8%. Encouragingly recycled waste tonnage is slightly up on Quarter 3 from 17/18. See Action Plan	Direct Services	Adrian Lowery, Direct Services Manager	Allison Thomas, Strategic Director, Service Delivery	E&DS

People	PE6	Develop the workforce of South Derbyshire to support growth.	Deliver the RISE project to help young people to flourish and achieve their potential.	Internal working group established.	PE6.1 Ascertain levels of aspiration via consultation with secondary school pupils in South Derbyshire. <b>H&amp;CS</b>	0	South Derbyshire Partnership agreed on January 30 that further work will be undertaken on Social Mobility which has a direct link to this project. Further work will be done on undertaking a further survey on aspiration in secondary schools.	Active Communities and Health	Hannah Peate, Active Communities and Health Partnership Manager	Allison Thomas, Strategic Director, Service Delivery	<b>H&amp;CS</b>
Place	PL1	Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	Increase the supply and range of affordable housing provision.	52	PL1.1 Total number of affordable dwellings delivered. Target of >150 for the year. <b>H&amp;CS</b>	53	During Quarter 3, 53 units were delivered in total, five from Riverside, four from Derwent Living, six from Nottingham Community Housing Association, 38 from Trent and Dove Housing. In total 22 social rented, 16 affordable rented and 15 shared ownership. Year to date 174 units have been delivered.	Housing	Eileen Jackson, Strategic Housing Manager	Allison Thomas, Strategic Director, Service Delivery	<b>H&amp;CS</b>
Place	PL1	Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	Increase the supply and range of new homes added to the HRA.	0 (Proxy)	PL1.2 Number of new homes added to the HRA (this indicator incorporates new builds and also acquired properties into the HRA). Proxy. <b>H&amp;CS</b>	0	Six units at Overseal will be completed during Quarter 4	Housing	Eileen Jackson, Strategic Housing Manager	Allison Thomas, Strategic Director, Service Delivery	<b>H&amp;CS</b>
Place	PL1	Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	Deliver key supplementary documents to adopted South Derbyshire Local Plan, parts 1 and 2.	The Local Green Spaces Sustainability Appraisal scoping consultation was approved for adoption.	PL1.3 Pre submission Local Green Spaces Document approved for consultation. <b>E&amp;DS</b>	0	Authorisation for consultation obtained from Environmental and Development Services Committee on the 24 January 2019.	Planning Services	Tony Sylvester, Planning Services Manager	Allison Thomas, Strategic Director, Service Delivery	<b>E&amp;DS</b>
Place	PL1	Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	Speed of determining planning applications.	91%. Target - 90%	PL1.4 Number of decisions made in time over number of decisions made. Target - 90% <b>E&amp;DS</b>	86%	<b>See Action Plan</b>	Planning Services	Tony Sylvester, Planning Services Manager	Allison Thomas, Strategic Director, Service Delivery	<b>E&amp;DS</b>
Place	PL1	Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	Proactive monitoring and support of housing delivery. Maximise delivery of housing units.	Monitoring undertaken on housing sites. All inputting and survey work complete	PL1.5 Continuing intervention and formulating action plans where necessary. <b>E&amp;DS</b>	100%	Ongoing interventions, monthly update meeting with case officers held to review this situation.	Planning Services	Tony Sylvester, Planning Services Manager	Allison Thomas, Strategic Director, Service Delivery	<b>E&amp;DS</b>
Place	PL1	Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	Further improve the design quality of development in South Derbyshire (defined using Build for Life criteria).		PL1.6 Proportion of good quality housing development schemes (defined using Build for Life criteria) approved. Target - 90%. <b>E&amp;DS</b>	Annual	Reported annually.	Planning Services	Tony Sylvester, Planning Services Manager	Allison Thomas, Strategic Director, Service Delivery	<b>E&amp;DS</b>
Place	PL3	Help maintain low crime and anti-social behaviour (ASB) levels	Deliver a programme of proactive interventions to reduce fly-tipping incidents.	340. Target <344.	PL3.1 Downward trend in fly-tipping incidents. Target <172 <b>E&amp;DS</b>	471. Target <516	Incidents in Quarter 3 were lower than they have been in the previous three years.	Environmental Services	Matt Holford, Environmental Health Manager	Allison Thomas, Strategic Director, Service Delivery	<b>E&amp;DS</b>
Place	PL3	Help maintain low crime and anti-social behaviour (ASB) levels	Reduce anti-social behaviour (ASB) incidents in Swadincote Centre (Civic Way) Local Super Output Area.	424 (annual rolling figure). Target <400.	PL3.2 Number of ASB incidents in Swadincote Centre (reported as a rolling figure) is <400. <b>H&amp;CS</b>	399 (annual rolling figure)	The December figure of 15 calls for police service for ASB was the lowest in 2018, leading to a reduction below the annual rolling target.	Communities Team	Chris Smith, Communities Manager	Allison Thomas, Strategic Director, Service Delivery	<b>H&amp;CS</b>
Place	PL4	Connect with our communities, helping them feel safe and secure.	Review and deliver the Safer South Derbyshire Community Safety Partnership Plan.	Summer sessions delivered in urban core and additional activities in ASB hotspot areas.	PL4.1. Hold Neighbourhood Watch Co-ordinators meeting. Deliver hate crime awareness campaign. <b>H&amp;CS</b>	Hate crime Awareness Campaign held, Neighbourhood Watch Co-ordinators meeting to be held in Q4.	Hate Crime campaign held during Hate Crime Awareness week in October. Stop Hate UK Posters and contact cards handed out to taxi ranks and local fast food eateries. Stop Hate UK's 'Spread Love, not Hate' social media campaign rolled out through Council, Partnership and Police social media sites and in partnership with schools. Neighbourhood Watch co-ordinating group meeting now scheduled for Quarter 4 as the Neighbourhood Watch co-ordinator for South Derbys requested it be delayed so he can feedback from the National Network meeting which meets late January and may have an the role of co-ordinators.	Communities Team	Chris Smith, Communities Manager	Allison Thomas, Strategic Director, Service Delivery	<b>H&amp;CS</b>
Place	PL5	Support provision of cultural facilities and activities.	Promote participation in cultural activities and provide quality facilities to support communities.	13 plaques installed as part of Swadincote Heritage Trail. Target was at least 20.	PL5.1 Deliver an event to mark the centenary of the First World War. <b>H&amp;CS</b>	A number of Remembrance day events held	Remembrance Day service, parade and beacon lighting events all held and were well received by those attending.	Cultural Services	Malcolm Roseburgh, Cultural Services Manager	Allison Thomas, Strategic Director, Service Delivery	<b>H&amp;CS</b>
Place	PL6	Deliver services that keep the District clean and healthy.	Invest additional resources in street scene services and maintain and improve standards as the District grows.	Additional resources and service standards for street scene approved.	PL6.1 Q3 and Q4 New performance monitoring in place. <b>E&amp;DS</b>	Performance monitoring indicators developed.	Report on proposed performance measures going to Environmental and Development Services Committee on 24 January 2019, once approved monitoring will commence Q1 2019/20. <b>See Action Plan</b>	Direct Services	Adrian Lowery, Direct Services Manager	Allison Thomas, Strategic Director, Service Delivery	<b>E&amp;DS</b>
Progress	PR1	Work to attract further inward investment.	Showcase developments and investor opportunities in South Derbyshire.	N/A	PR1.1 Net additional commercial/employment floor space created (proxy). <b>E&amp;DS</b>	Annual	Reported annually.	Planning Services	Tony Sylvester, Planning Services Manager	Allison Thomas, Strategic Director, Service Delivery	<b>E&amp;DS</b>
Progress	PR2	Unlock development potential and ensure the continuing growth of vibrant town centres.	Drive forward Swadincote Town Centre Vision and Strategy.	Consultations undertaken with public, private and voluntary/community sector partners via the South Derbyshire Partnership Sustainable Development Group, Swadincote Town Team and an online survey.	PR2.1 Update E&DS Committee on current position. <b>E&amp;DS</b>	Achieved	Mid-Term Review of Swadincote Town Centre Vision and Strategy reported to E&DS Committee in November. Two initiatives subsequently progressed to Leadership Team.	Planning Services	Mike Roylance, Economic Development Manager	Chief Execs	<b>E&amp;DS</b>
Progress	PR2	Unlock development potential and ensure the continuing growth of vibrant town centres.	Ensure the continuing growth of vibrant communities and town centres.	N/A	PR2.2 Vacant premises in Swadincote, Hilton and Melbourne (proxy). <b>E&amp;DS</b>	Annual	Reported annually.	Planning Services	Tony Sylvester, Planning Services Manager	Allison Thomas, Strategic Director, Service Delivery	<b>E&amp;DS</b>
Progress	PR2	Unlock development potential and ensure the continuing growth of vibrant town centres.	Pursue the development of transport solutions for a West Link (Swadincote, Newhall, Ashby, Melbourne, East Midlands Airport) in collaboration with East Midlands Enterprise Gateway	N/A	PR2.3 Seek approval for involvement and potential investment from Elected Members and set project milestones accordingly. <b>E&amp;DS</b>	Achieved	Approval granted at F&M on 30 August 2018 for a potential funding bid.	Planning Services	Mike Roylance, Economic Development Manager	Chief Execs	<b>E&amp;DS</b>
Progress	PR3	Work to maximise the employment, training and leisure uses of The National Forest by residents and increase the visitor spend by tourists.	Promote entrepreneurial opportunities to improve employability skills and raise awareness of self-employment.	Burton & South Derbyshire College students undertaken a project to design a Heritage Trail App.	PR3.1 Deliver Thinking of Starting a Business workshops. <b>E&amp;DS</b>	Achieved	Workshops held in June in Newhall and in October in Melbourne. Further workshop planned for February in Swadincote.	Economic Development	Mike Roylance, Economic Development Manager	Chief Execs	<b>E&amp;DS</b>
Progress	PR5	Provide support to businesses and the not for profit sector and promote innovation and access to finance, including in rural areas	Maximise the prosperity of businesses by maximising Food Hygiene Rating scores of five.	82.9%. Target - >83%.	PR5.1 Food businesses which have a Food Hygiene Rating score of five. Target - >83%. <b>E&amp;DS</b>	83.4%. Target > 83%	The number of five rated businesses has increased from 565 to 574 since April 2018.	Environmental Services	Matt Holford, Environmental Health Manager	Allison Thomas, Strategic Director, Service Delivery	<b>E&amp;DS</b>
Progress	PR5	Provide support to businesses and the not for profit sector and promote innovation and access to finance, including in rural areas	Maximise the prosperity of businesses in South Derbyshire through registered food businesses active.	844. Target >810	PR5.2 Registered food businesses active in the District is >810. <b>E&amp;DS</b>	843. Target >810	14 requests for new food business registrations received in Quarter 3. 36 received in Quarter 1 to Quarter 3.	Environmental Services	Matt Holford, Environmental Health Manager	Allison Thomas, Strategic Director, Service Delivery	<b>E&amp;DS</b>
Progress	PR5	Provide support to businesses and the not for profit sector and promote innovation and access to finance, including in rural areas	Offer support and guidance through the South Derbyshire Business Advice Service.	59 (target - 30)	PR5.3 Guidance offered to businesses or people thinking of starting a business (through the South Derbyshire Business Advice Service). Target - 30. <b>E&amp;DS</b>	67	67 advisory sessions were held. The Annual Business Awards were delivered with Gibson Technology from Repton as the overall winner and Midland Lead from Woodville amongst the other successes.	Economic Development	Mike Roylance, Economic Development Manager	Chief Execs	<b>E&amp;DS</b>
Progress	PR5	Provide support to businesses and the not for profit sector and promote innovation and access to finance, including in rural areas	Deliver the Community Partnership Scheme and award capital funding totalling £250k to meet local need.	Target - hold first grants panel. Grants panel was not held due to an issue with the membership.	PR5.4 Hold first grants panel and further workshop. Successful applications to be reported to committee. <b>H&amp;CS F&amp;M</b>	Grant panel held, applications approved at Committee in November.	12 applications received, 11 grants were approved, one was asked to provide further information which will be re-submitted in Quarter 4. Total of value of £217,983 in grants was approved at Housing and Community Services Committee on 22 November 2018.	Communities Team	Chris Smith, Communities Manager	Allison Thomas, Strategic Director, Service Delivery	<b>H&amp;CS F&amp;M</b>

# Housing and Community Services Strategic and Service Success Areas Quarter three - 2018/19

## Appendix B



**100%**

Target - 97%

In Q3, all 21 Introductory Tenancies moved to Secure Tenancies.



**Awards**

Presented

Active South Derbyshire Awards ceremony held at the Pingle Academy.



**11**

Projects helped

Total of £217,983 of Community Partnership Scheme grants approved.



**15**

Swadlincote ASB

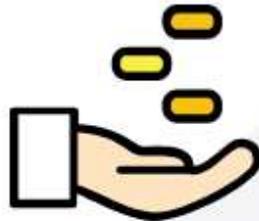
The December figure of 15 calls for police service for ASB was the lowest in 2018.



**Remembrance**

WWI anniversary

Remembrance Day service, parade and beacon lighting events all held and were well-received by those attending.

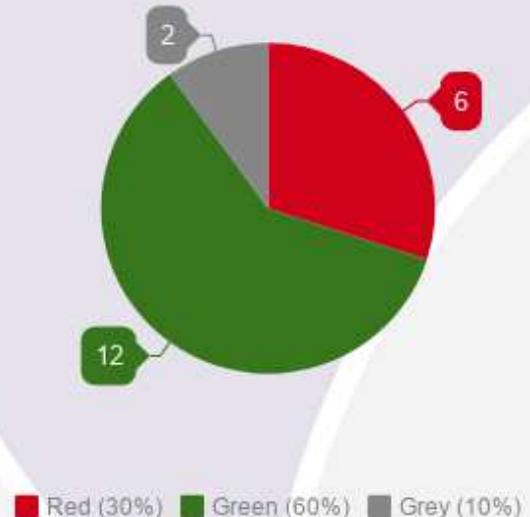


**Support**

Universal Credit (UC)

Processes and publicity in place to help claimants avoid Council rent, Council Tax and other debt arrears.

### Performance Overview



**263,413**

Target - 172,108

The number of leisure centre visits at Etwall and Green Bank, Swadlincote remained high.



**STAR survey**

Results shared

Results reviewed with the Tenants' Performance and Scrutiny Panel and Housing teams.



**10**

Annual target - > 6

10 empty home plans implemented to date this year with seven now occupied, two for sale and one being restored.



**2.40%**

Target - <2.5%

Rent arrears at quarter end was £295,800 excluding cash payments (approx. £75,000) made at the end of December.

## Appendix C



0

Implement outcomes of the strategic review to Committee

Target - 1

### Theme – Outcomes

**Action** – O5.4 Implement outcomes of the Housing Repairs Service review.

**Target vs performance** – The target for Quarter 3 was to implement the outcomes of the Housing Quality Network Review report. A first draft of the report was received in Quarter 2. The Housing Services Team provided additional comments to the draft report received the final version of the report and a draft action plan in January 2019.

**Trend (compared to last quarter)** – Consultants, Housing Quality Network, undertook a full review of the Repairs Service during Quarter 1. The review included a detailed analysis of the repairs and improvements data, processes and consultation with staff and tenants. The draft report was presented to the Service on October 25.

**Background** – Housing Quality Network was commissioned to carry out an in-depth review of the Housing Repairs Service. The scope of this review includes responsive repairs, planned and cyclical maintenance and the provision of adaptation services.

**Key actions underway** – The draft report was presented to the Service on October 25 and a final report was received in January following discussions between HQN and the Council over the detail of the comprehensive action plan. A final report has now been received and this will go to a future Committee with recommendations.

**Opportunities/risks** – The Housing Service commissioned consultants Housing Quality Network to undertake an independent review of the Repairs Service. The review will highlight the areas of the Service which need to be improved upon which will help to drive cost efficiencies forward and prepare the service improvements in the future.



% of residents very or fairly satisfied with the quality of their new home.

Target - 90%

### Theme – People

**Action** – PE1.1 % of residents very or fairly satisfied with the quality of their new home.

**Target vs performance** – 86% achieved against a target of 90%

**Trend (compared to last quarter)** – Reduced from 88% to 86% in Quarter 3; the year to date out turn is 88%

**Background** – New tenants are visited after moving into their new home to ensure they are satisfied with the condition and cleanliness of their new home. Of the 15 responses to the survey that was issued, 13 reported that they were very or fairly satisfied with the quality of their new home. Of the two tenants who reported unsatisfactory quality, one was due to the age of the kitchen and one was due to stained nicotine walls and ceilings. The issues raised by the dissatisfied tenants are addressed directly with them.

**Key actions underway** – A new property sign-off process was implemented at the end of Quarter 2 to ensure that properties meet the agreed standard for letting. This process is being monitored and during November and December 2018, 100% of tenants were fairly or very satisfied with the quality of their new home.

A review of this standard will continue to be carried out. A review of the current void process is also underway. A new contract for responsive maintenance, planned works and void repairs is being procured with a start date of April 1, 2019.

**Opportunities/risks** – There is an opportunity through the procurement process to provide responsive repairs and major void works to a higher standard.

The target for this is not achievable and will be reviewed in 2019/20, due to the low volumes of survey response.



**45.7 days**

Time taken to re-let Council homes.

**Target - <21 days**

**PE 1.2** – Average time taken to re-let Council homes (excluding properties which have received major repair works).

**Theme** – People

**Target vs performance** – Target less than 21 days. 45.7 days achieved.

**Trend (compared to last quarter)** – 35.7 days achieved Quarter 2.

**Background** - During Quarter 3 there were 30 standard re-let properties which took a total 1372 days to let. On a monthly basis, the senior housing management team reviews the reason for the length of time a Council property is empty and categorises these.

The majority of re-let days can be attributed to the following categories:

- 12 properties were re-let in 21 days or less totalling 203 days.
- There were six re-let properties which took on average 29 days to re-let totalling 175 days.
- There were five hard-to-let properties for the over 60s which took 567 days to re-let, an average of 113 days per property.
- Three properties were delayed due to repairs totalling 147 days.
- Three were delayed during the lettings process, where properties were refused, totalling 161 days.
- One property was deemed to be a sensitive re-let whereby additional circumstances needed to be taken into account before placing the applicant in the property.

**Key actions underway** - The weekly void meetings have been formalised to improve momentum, develop co-ordination of works and agree ownership of key parts of the re-let process with individuals and teams. Different methods of advertising hard-to-let properties have been explored and have resulted in some re-lets of long-term voids which have had a negative impact on this figure.

Longer-term solutions include a project to review and revise the entire process for re-letting properties and to make better use of the housing management system to record and monitor empty properties more effectively. The Allocations Policy is to be reviewed and this will include reviewing the age criteria on hard-to-let flats.

**Opportunities/risks** – Opportunities include reviewing the Council’s re-let process to remove duplication of tasks and agree ownership of key parts of the re-let process, reduced void rent loss and improved customer service. Redesigning the Allocations Policy will help to contribute to excellent voids performance. Risks of continued failure include increasing void rental loss, extended use of temporary accommodation for homeless clients, reputational damage in not meeting housing need quickly, and potential for unoccupied properties being vandalised.



**80.6 days**

Average  
length of time  
for current  
voids

### PE1.3 Average length Of Time for Current Voids

**Theme** – People

**Performance** – 80.6 days achieved

**Trend (compared to last quarter)** – 59 days achieved in Quarter 2.

**Background** - There are currently 47 properties vacant, 17 of which are flats. Of the 47 properties that are currently empty, eight are not incorporated into the figure for this performance indicator. However, for information purposes these eight properties are currently void. There are two being held for potential conversion, three properties reassigned for temporary accommodation use and three held for potential redevelopment opportunities.

Six properties are vacant requiring major improvement works and have been empty for 243 days and five properties are flats for the over-60 age group, which have been empty for 682 days (There are four, two-bed first floor flats and a three-bed first floor flat which are proving very hard to let. The Council currently has three properties which are being held at Holmes Court pending the conclusion of joint work with the Police in dealing with drug-related anti-social behaviour.

Three properties are on hold at Carnegie House to improve the tenancy management of this scheme and contribute to reducing usage of bed and breakfast accommodation. When voids occur on this site, they will be converted to temporary accommodation (where demand subsists) with pre-tenancy services put in place to help people move on successfully.

**Key actions underway** – Short-term solutions include maximising the use of the notice-to-quit period, improving the weekly void meetings to speed up lettings, developing better co-ordination of works to make properties available quicker, and improving accountability for key parts of the voids process. Different methods of advertising hard-to-let properties are being explored, along with the use of a Dedicated Voids Inspector/Co-Ordinator. Longer-term solutions include a project to review and revise the process for re-letting properties and to make better use of the housing management system to record and monitor empty properties more effectively. The Allocations Policy is to be reviewed and this will include reviewing the age criteria on hard-to-let flats.

**Opportunities/risks** - Opportunities include reviewing the Council's re-let process to remove duplication of tasks and agree ownership of key parts of this process, reduced void rent loss and improved customer service. Redesigning the Allocations Policy will help to contribute to excellent voids performance by improving information to applicants and reducing refusals. Risks of continued failure include increasing arrears, extended use of temporary accommodation for homeless clients, reputational damage in not meeting housing need quickly, and potential for unoccupied properties to be vandalised.

## PE2.1 - Total Number of Tenancy Audits carried out

**Theme** – People

**Action** – Total number of tenancy audits completed.

**Target vs performance** – Target 1000 audits for year three (18/19), Quarter 3 target 750, 664 achieved.

**Trend (compared to last quarter)** – 1055 achieved in 2016/17, 1077 achieved in 17/18, 275 achieved in Quarter 1 and 248 achieved in Quarter 2. 141 achieved in Quarter 3. To date, a total of 2796 audits have been achieved over the three-year plan.

**Background** – Housing Services is working towards identifying the tenants who are most vulnerable to ensure that they receive the correct level of support from the Council. The Tenancy Audit Procedure outlines how this process will be effectively managed. The Housing Operations team will ensure that every tenancy is audited at least once every three years, adopting a 'risk-based' model of prioritising contact with individual households.

The total number of tenancies has reduced during the three-year cycle, from 3000 to 2952.

**Key actions underway** – Due to the decrease in the number of tenancies, the Council will adjust the annual target for 2018/19 to 820 and the target for Quarter 4 to be adjusted to 156.

This will achieve the aim of ensuring all tenancies receive an audit at least once every three years.

The new risk-based approach from 2019/20 will mean that Housing Services focuses more time on those who need more support to sustain a tenancy, rather than visiting all tenants.

**Opportunities/risks** – Evaluating the outcomes of the audits has identified a number of improvements that can be made to initiate and maintain contact with vulnerable tenants. Risks of not operating a tenancy audit framework may impact upon future tenancy management issues such as poor property condition and difficulty accessing for essential repairs.



**664**

Number  
of tenancy  
audits  
completed.

**Target - 750**

**PE2.6** - Deliver the Pilot Hospital Avoidance Scheme across South Derbyshire, saving the NHS bed days and cost (£).

**Theme** – Place

**Action** – Hospital Avoidance Scheme

**Target vs performance** - The scheme was planned to launch in January 2019. Progress has been made in terms of initial meetings, project approvals and progress reports to Derbyshire County Council. However, some of the practical tasks associated with the scheme's set-up are not on track.

**Trend (compared to last quarter)** - All parties are committed to delivering this scheme. However, establishing the scheme is time-consuming and there has been limited capacity within the Strategic Housing Team which is leading on this project.

**Background** - The Hospital Avoidance scheme was approved in July 2018 and is directly aligned to the principles of the Better Care Funding (BCF) requirements to keep people living in their homes for longer and preventing non-elective admissions and Delayed Transfers of Care (DTC) from hospital. The scheme is primarily managed by Adult Care, who lease two units from the Council and pay rent on a quarterly basis. They work in conjunction with the discharge teams at Derby and Burton hospitals and decide which patients would benefit. The Council's role is to facilitate the lease of the two units, maintain the furnished properties and provide housing-related support (up to 10 hours per week) including re-housing advice, Benefits, signposting and liaison with other Council departments. It also includes the void turnaround procedure.

**Key actions underway** – the scheme (Occupational Therapist to confirm suitability on behalf of Adult Care).

- Ring-fenced £100k budget set aside in the Capital Programme to fund the refurbishment cost and the uplift in salary required to provide the housing related support.
- Meetings held with Public Health and Adult Care to agree the referral process and joint working protocol arrangements.
- Approvals gained at Housing and Community Services Committee and Finance and Management Committee to create the pilot scheme using the Better Care Funding allocation.

**Opportunities/risks** – This is the first Hospital Avoidance scheme to be piloted in Derbyshire (there are two schemes operating in Nottinghamshire) and there is the potential to create a template scheme for other Local Authorities to follow in the future. With the health and housing links now more established, it creates an opportunity for the Council to influence the wider health and wellbeing agenda by focusing on housing interventions as a return on investment for health by creating considerable savings (in this case for non-elective admissions £1,100 and acute bed days saved £350 per day). By calculating the savings at the end of each quarter, a quantitative figure can be presented to the BCF Board and used to justify the ongoing scheme costs.

In terms of risk, the key identified risks to the Council are outlined below:

- The scheme being underutilised by Adult Care / Health or oversupply if other providers are creating similar schemes.
- Future funding arrangements if BCF does not continue in its current format.
- Delays in creating the Service Level Agreement/ Lease Agreement with Adult Care.



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Deliver the Pilot  
Hospital  
Avoidance  
Scheme across  
South Derbyshire

Target - 1

**SERVICE DELIVERY RISK REGISTER (LAST UPDATED – Q3 –December 2018)**

Risk	Corporate theme/aim	Rating and current position	Risk treatment	Mitigating actions	Change since last quarter (Q2)
SD1 - Loss of income to the Housing Revenue Account	<b>Outcomes</b> Maintain Financial Health	On-going potential reduction in income through 1% rent reduction for general needs tenancies until 2020/21. Performance on rent collection still in top quartile in quarter one.  Likelihood is low and impact is significant.	Treat the risk through continuous action and review.	Income policies/processes are being revised.  The Council has invested in I.T. solutions to maximise opportunities to collect income and support those in financial difficulty.  Increased focus on collection of rent and other housing debt.	No change to rating or treatment.
SD2 - Failure to collect financial contributions or to enforce the delivery of obligations within Section 106 Agreements.	<b>Outcomes</b> Maintain Financial Health	Failure to collect financial contributions or to enforce obligations within Section 106 Agreements.  Likelihood is unlikely but the impact is significant.	Treat the risk through continuous action and review.	Implementation of new software is almost complete.  The Planning Services review sets out the role of Planning Policy in monitoring and administering Section 106 agreements.  A full review of roles and working procedures is being completed.	Likelihood has reduced but the impact has remained the same since the last quarter.
SD3 – Safety standards	<b>People</b> Protect and help support the most vulnerable, including those affected by financial changes.	Failure to comply with basic safety standards in flats/blocks with communal areas.  Work has been undertaken to put specialist fire and asbestos contracts in place.  Likelihood is medium and impact has potential to be significant.	Treat the risk through continuous action and review.	Process underway to update safety procedures for fire, gas, electricity, legionella and asbestos to ensure the Council has appropriate controls in place to manage risks. Progress made so far includes: <ul style="list-style-type: none"> <li>• Fire safety contractor appointed</li> <li>• Gas servicing 100% compliant</li> <li>• Electrical testing contractor appointed</li> <li>• Legionella - sheltered schemes testing in</li> </ul>	No change to rating or treatment.

				<p>place, void properties shower heads/deadlegs removed</p> <ul style="list-style-type: none"> <li>Asbestos testing contractor appointed</li> <li>Asbestos removal contractor appointed</li> </ul> <p>Whilst the likelihood is reducing as contractors complete outstanding works, it remains medium.</p>	
SD4 – Universal Credit	<p><b>People</b> Protect and help support the most vulnerable, including those affected by financial changes.</p>	<p>Loss of income to the Housing Revenue Account through full roll out of Universal Credit (UC) from November 2018.</p> <p>There is still uncertainty as to the financial impact of this but the Council has plans in place working with internal/ external stakeholders to manage this process.</p> <p>Likelihood is medium and the impact is moderate.</p>	<p>Treat the risk through continuous action and review.</p>	<p>Welfare Reform Group, including key internal/external partners, meets on a monthly basis to manage roll-out against an agreed action plan.</p> <p>Invested in I.T. solutions to maximise opportunities to collect income and support those in financial difficulty.</p> <p>Allocations Policy review in 2019.</p> <p>The changes to the 'roll out 'of 'UC' may delay the full impact.</p> <p>The likelihood is reducing but remains 'medium'</p>	<p>No change to rating or treatment.</p>
SD5 – Reduction in funding for Sport and Health	<p><b>People</b> Increase levels of participation in sport, health, environmental and physical activities.</p>	<p>Reduction of Council funding into Sport and Health Service. Unable to source external funding to service.</p> <p>Reserve fund being depleted for sources other than Sport and Health service delivery.</p> <p>Likelihood is low and the impact</p>	<p>Treat the risk through continuous action and review.</p>	<p>Forward budget planning over a number of years. Approvals for reserve spend to secure staffing positions up to March 2020 initially.</p> <p>Lobby to maintain current funding contribution that the Council makes towards the service and for an increased contribution if Elected Members want the current levels of service to be maintained post March 2020.</p>	<p>Likelihood has reduced due to short term funding being secured since the last quarter but the impact remains the same.</p>

		is moderate.		Continually seek external funding opportunities to support service delivery.	
SD6 – Affordable housing delivery	Place Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	<p>Not achieving the maximum delivery of affordable homes with the resources/options for delivery available.</p> <p>Homes are being delivered under Shared Ownership and Affordable Homes Programme (SOAHP). Strategic Housing consulted on every planning application to ensure maximum affordable housing achieved subject to viability.</p> <p>Right to Buy receipts are utilised to capacity. Government announcement about increased headroom in the borrowing cap for local authorities.</p> <p>Likelihood is unlikely and impact is moderate.</p>	Treat the risk through continuous action and review.	<p>Homes and Communities Agency (HCA) grant programme 2017-21 through SOAHP.</p> <p>Negotiation of 30% affordable homes on all new sites.</p> <p>Enable deliver of 100% affordable sites in conjunction with Registered Providers.</p> <p>Support Registered Providers through bidding process.</p> <p>Utilise Commuted Sums/Right to Buy receipts where possible and Housing Revenue Account (HRA) reserves and headroom.</p> <p>New build Council Housing.</p>	<p>This risk has been removed.</p> <p>At this time there is no risk that the Council will fail to meet its future affordable housing delivery targets. The target has already been exceeded for 2018/19 and there are a significant number of 100% affordable sites coming forward during 2019/20.</p>
SD7 - Insufficient supply of affordable homes to meet Council needs relating to allocations and homelessness	Place Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	<p>Insufficient supply of affordable homes.</p> <p>Will significantly exceed target for affordable delivery again in 2018/19. New build Council housing under construction and acquisitions under consideration.</p> <p>Likelihood is unlikely and impact is moderate.</p>	Treat the risk through continuous action and review.	<p>Up-to-date housing needs data.</p> <p>Ensure delivery of affordable units through Section 106 and planning conditions.</p> <p>Work with Homes England to deliver Council new builds.</p> <p>Review Allocations Policy to reflect need and available stock.</p> <p>Acquisition of on-site affordable homes directly from developer.</p>	<p>This risk has been removed.</p> <p>See SD6 above for rationale.</p>

<p>SD8 - Failing infrastructure at Rosliston Forestry Centre.</p>	<p><b>Place</b> Support provision of cultural facilities and activities.</p>	<p>Failing Infrastructure at Rosliston Forestry Centre.</p> <p>Rosliston Forestry Centre project team meets on a fortnightly basis to manage ongoing issues at the facility. Regular meetings held with the Forestry Commission.</p> <p>Likelihood is low but the impact would be moderate</p>	<p>Treat the risk through continuous action and review.</p>	<p>Review condition survey as part of strategic planning.</p> <p>Make invest to save business cases.</p> <p>Improve Planned Preventative Maintenance (PPM).</p> <p>Engage tenants.</p> <p>Keep senior management team informed.</p> <p>Six monthly review of risk.</p>	<p>Impact has reduced since last quarter due to work to manage the assets but the likelihood remains the same.</p>
<p>SD9 - Failure to meet housing delivery targets set out in the five year supply.</p>	<p><b>Place</b> Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.</p>	<p>Failure to meet housing delivery targets.</p> <p>Local Plan is in place which sets out the five year supply. Latest monitoring for 17/18 indicates the Council was performing above target with an upward trajectory.</p> <p>Likelihood is low but the impact would be significant.</p>	<p>Treat the risk through continuous action and review.</p>	<p>Monitoring/review of performance ongoing.</p> <p>Active pursuit of schemes and opportunities.</p> <p>Develop action plan(s) where necessary.</p>	<p>No change to rating or treatment.</p>
<p>SD10 - Failure of IT infrastructure that supports Planning Systems, LLPG and Land Charges.</p>	<p><b>Place</b> Facilitate and deliver a range of integrated and sustainable housing and</p>	<p>Ongoing issues with IT infrastructure that supports Planning systems.</p> <p>Likelihood is medium and the impact would be significant.</p>	<p>Treat the risk through continuous action and review.</p>	<p>A new solution has been selected and a contract awarded.</p> <p>An accelerated project plan is being formulated as well as specialist support engaged to ensure that the new solution goes live as soon as practicable.</p>	<p>No change to rating or treatment.</p>

	community infrastructure.				
SD11 – Community Safety Partnership funding	<p><b>People</b> Protect and help support the most vulnerable, including those affected by financial changes.</p>	<p>Potential funding shortfall for the Community Safety Partnership. The Safer South Derbyshire Partnership currently obtains annual funding totalling £60,000 from the Derbyshire Police and Crime Commissioner and Derbyshire Police.</p> <p>Likelihood is medium but the impact would be moderate.</p>	Tolerate the current situation and keep under review.	<p>There is no long-term commitment to continue this funding. However, there are Partnership reserves in place which would assist in a gradual decrease in budget rather than a major cut to all initiatives.</p> <p>The Council is in the second year of a three-year funding agreement with the Police and Crime Commissioner (PCC) for £25,000 per year Community Safety Funding.</p> <p>The Council receives £35,000 per year Basic Command Unit funding from the Chief Superintendent. This is received annually with no long-term commitment.</p>	No change to rating or treatment.
SD12 – Melbourne Sports Park	<p><b>Place</b> Support provision of cultural facilities and activities throughout the District.</p> <p><b>People</b> Increase levels of participation in sport, health, environmental and physical activities.</p>	<p>Failure to deliver against external funder requirements at the Melbourne Sports Park (MSP). Ongoing discussions with national funders.</p> <p>Likelihood is low but the impact would be significant.</p>	Treat the risk through continuous action and review.	<p>Regular Steering Group meetings. MSP Board has acknowledged issue and sought Council support.</p> <p>Monitoring and evaluation meeting with key funder held, sink fund issue acknowledged and partners working collectively to resolve.</p> <p>Specialist consultants have been engaged and have identified optimum drainage solution.</p> <p>Melbourne Sporting Partnership and Melbourne Rugby Club engaged in partnership work about requirements and solutions.</p>	No change to rating or treatment.

				<p>Committee report outlining issues and requesting investment to resolve presented and approved. Follow up report required.</p> <p>Engagement has taken place with landowner on site permissions.</p>	
SD13 – Sinfin Waste Plant	<p><b>People</b> Reduce the amount of waste sent to landfill.</p>	<p>Impact on delivery rounds of diverting all residual waste to Sinfin Waste Plant.</p> <p>Move to Sinfin now to be phased over three years, giving time to minimise impact on delivery rounds.</p> <p>Likelihood is unlikely the impact would be moderate.</p>	Treat the risk through continuous action and review.	<p>Agreement now reached with Derbyshire County Council (DCC) to allow for a phased transition.</p> <p>Amendments to collection rounds to minimise impact on costs, with no effect on residents.</p> <p>Experience of deliveries into Sinfin has given more certainty on impact which is reduced from significant to moderate.</p>	Impact has reduced from last quarter but no change to likelihood.
SD14 – Tree Management	<p><b>Outcomes</b> Enhance Environmental Standards</p>	<p>Failure to manage the Council's tree stock in line with adopted Tree Management policy.</p> <p>Likelihood is low but the impact would be significant.</p>	Treat the risk through continuous action and review.	<p>Review of approved Tree Management Policy underway.</p> <p>The Council has engaged additional temporary support from outside the organisation to undertake essential inspections of tree stock.</p>	New risk

<b>REPORT TO:</b>	<b>HOUSING AND COMMUNITY SERVICES COMMITTEE</b>	<b>AGENDA ITEM: 7</b>
<b>DATE OF MEETING:</b>	<b>7<sup>th</sup> MARCH 2019</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>STRATEGIC DIRECTOR (SERVICE DELIVERY)</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>HANNAH PEATE, 01283 595973 hannah.peate@south-derbys.gov.uk</b>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>Contribution to Active Derbyshire</b>	
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: HCS07</b>

## **1.0 Recommendations**

- 1.1 That the Committee approves a financial contribution to Active Derbyshire for 2019/20 of £12,191 for the delivery of outcomes set out in a Service Level Agreement with the Council.

## **2.0 Purpose of the Report**

- 2.1 To seek the Committee's approval to the Council making a financial contribution to Active Derbyshire for the 2019-20 financial year for the delivery of key outcomes for the District.

## **3.0 Detail**

- 3.1 For a number of years South Derbyshire District Council (SDDC) has paid an annual subscription to the formerly named Derbyshire Sport; now hosted in a Trust called Active Partners Trust. This contributes into a County-wide Partnership that has acted collaboratively to deliver physical activity, sport, leisure and recreational activities. All Local Authorities in Derbyshire have contributed financially to this arrangement. The Partnership has been successful in leveraging in significant resource for the County to further its aims.
- 3.2 The Active Partners Trust comprises of Active Derbyshire and Active Nottinghamshire. The Active Derbyshire proposed draft service level agreement (SLA) for South Derbyshire for 2019-20 is attached in Appendices 1. This draft SLA outlines a core offer from Active Derbyshire across the County but also a bespoke offer for South Derbyshire following discussions with the Council.
- 3.3 All Derbyshire District and Borough Councils and Derby City Council have been requested to make financial contributions to Active Derbyshire on the above basis.

### 3.4 The key outcomes to date for the 2018-19 Service Level Agreement include:-

- Progress on the work supporting the urban secondary schools to maximise community usage of their facilities;
- Financial resource totalling £24,264 secured for South Derbyshire Projects. Including a contribution to coach education programmes for clubs and community groups, Satellite Club funding, Action Grant funding and Active Schools funding.
- Progression on the support and agreement for pilot projects for new marketing approaches which may attract our least active population into activity.
- County Schools Games events and a flagship summer event held across the academic year.
- Delivery of the pilot Youth Sport Trust Raising Aspirations and Increasing Resilience programme at The Pingle Academy.
- Insight and data packs provided to aid greater understanding of District residents and areas to help inform service delivery and design.
- Support to monitoring and evaluation tool kit options to evaluate services and projects.
- Support to the Young People Active Lives survey being conducted in selected schools.
- County wide conference events held including Towards an Active Derbyshire Partnership event and a disability workshop delivered.
- Hosting of the County Derbyshire School Sports Awards, with the County Active Derbyshire Awards scheduled for the 6<sup>th</sup> of March.
- Resource of a Strategic Lead post to support Active South Derbyshire's strategy delivery.
- A District report is to be provided at the end of the financial year.
- Areas to be progressed further include developing the insight and understanding of people within the district with long term health conditions, to enable specific actions to be developed to help them become/stay active. Engagement of key partners to develop the National Forest as a destination for physical activity, sport and recreation.

### 4.0 **Financial Implications**

- 4.1 The costs of the contribution to Active Derbyshire totals £12,191 and this has been budgeted for and paid for over a number of years within the Active Communities and Health budget.

### 5.0 **Corporate Implications**

#### **Employment Implications**

- 5.1 There are no direct employment implications of this paper; other than the hosting of relevant Active Derbyshire staff to fulfil their commitments into the District when required, which is facilitated in the Active Communities and Health Team office and through other partners.

#### **Legal Implications**

5.2 None directly arising from this report

### **Corporate Plan Implications**

5.3 The proposed contribution will support the Council to deliver services to the residents of South Derbyshire, and fulfil projects across People, Place and Progress themes of the Corporate Plan.

### **Risk Impact**

5.4 The Corporate and Departmental risk registers will be updated with any risks identified if they arise from this report.

## **6.0 Community Impact**

### **Consultation**

6.1 Active Derbyshire will make positive contributions to the Active South Derbyshire Physical Activity, Sport and Recreation Strategy 2017-2022. And all key themes within the Sustainable Community Strategy- Children and Young People, Healthier Communities, Safer and Stronger Communities and Sustainable Development. These documents were developed in consultation with South Derbyshire residents and organisations.

### **Equality and Diversity Impact**

6.2 This service level agreement supports targeted interventions with an insight led approach where appropriate. The wider general support will provide opportunities for all.

### **Social Value Impact**

6.3 Physical inactivity can cost the economy millions of pounds per year. By supporting our least active population to become active it will work to improve an individual's / communities health and wellbeing and potentially reduce wider costs to society such as the health service.

### **Environmental Sustainability**

6.4 Where appropriate delivery of opportunities take place within local communities to reduce the barrier of rural isolation but also to enable people to cycle and walk to opportunities locally, which will potentially reduce traffic congestion and pollution.

## **7.0 Conclusions**

7.1 The proposal for continuing the Council's contribution to Active Derbyshire will result in a joined up approach to the aforementioned Corporate and District-wide strategies; and support the County-wide approach to this partnership work.

## **8.0 Background Papers**



## Schedule 1 (DRAFT)

### 1. Agreed support for joint working in 2019/20

#### Core Offer

To provide Strategic Lead support to work across the local authority area to develop physical activity

To share good practice from the local authority area across the county and region

To lobby and promote Derbyshire to secure resources from Sport England and other national, regional and county organisations

To provide support in terms of funding advice and promotion of funding opportunities to the local authority and its communities

To provide insight support through data gathering and analysis in the form of mapping and analysis of the Active Lives Survey data, to include:

- The production of a Derbyshire insight pack, which considers Active Lives, census and health data
- The production of a local authority area insight pack
- Mapping of inactivity levels and priority groups across the local authority area to help identify people and places in greatest need

To deliver Sport England funded programmes such as:

- Derbyshire School Games - three levels of activity: competition in schools, between schools, at county/area level engaging pupils of all abilities. Investment in Derbyshire is £30,000
- School Sport Premium Plus - funding to support the provision of physical education and sport in Primary Schools. Value to Derbyshire £16,000
- Active Lives Young People's Survey - a nationwide survey to measure sport and physical activity levels of school children
- Satellite Clubs - local sport and physical activity clubs that are designed around the needs of young people and provide them with positive, enjoyable experiences that make it easy for them to become active or to develop more regular activity habits. Available investment across Derbyshire is £86,000 p.a.
- Workforce Development - funded programme to develop the enablers, deliverers and influencers across the sport and physical activity system to effectively reach, support and enable our target communities and groups to be more active.

To deliver an annual Derbyshire Physical Activity and Sports Awards event

To provide support and guidance in the development of a marketing led approach to the physical activity offer in the local authority area, including:

- Workforce training to develop marketing skills
- Support and training to create digital tools such as videos
- Opportunities to promote district work through Business-to-Business (B2B) Active Derbyshire communications e.g. website, newsletters and social media

- General marketing and communications advice and support

To provide support and guidance in the development of open and built infrastructure including:

- Championing the use of engagement of local communities in facility provision
- Provide support for the use of Active Design principles in the planning of new housing developments
- Provide support, advice and comment on facility project and strategy groups

To provide support and advice on how to use the East Midlands Physical Activity Toolkit to monitor projects and guidance on how to use the Active Partners Trust Evaluation Framework to capture the value of your work, reflections of those involved, stories of change, and outcomes achieved

### District Specific Offer

- Continue to facilitate learning within the education sector regarding community use of schools, to include a workshop delivery for school managers/senior leaders.
- To support the development of marketing led approach to the targeting of the physical activity offer in the District, to include a Review and redesign of promotion and marketing.
- To support the introduction of the Monitoring and Evaluation Toolkit to agreed partners within South Derbyshire to develop consistency in the way that physical activity and sport interventions are measured.
- To engage local partners in the development of the National Forest as a destination for physical activity.
- To support the trialling of approaches proposed in the Sport England Core Market bid to keep people active who are moving to the new housing developments within South Derbyshire. Including support to the work in Midway.
- To help develop the insight and understanding of people within the district with long term health conditions, to enable specific actions to be developed to help them become/stay active.
- To support the developments of the South Derbyshire Sustainable Travel Plan Working Group
- Support the development of place-based working. Following an insight-led approach, supporting local models and advocacy. Bringing additionality to the work with Stenson Fields Community Centre, in Midway and the Urban Country Park Project.

## 2. Measurement of Outcomes

### 1 Intended outcomes of the service:

1.1 A joined-up strategic approach to supporting existing and creating new physical activity and sport opportunities across South Derbyshire, working with a wide range of stakeholders to understand local need and identify opportunities to get more people active.

1.2 Specific physical activity outcomes contributed to are:

1.2.1 Increase the percentage of young people doing 60 minutes of daily activity.

1.2.2 Decrease the percentage of adults achieving less than 30 minutes of physical activity per week.

1.2.3 Increase the percentage of adults doing 150+ minutes physical activity per week.

1.2.4 Increase the percentage of people with a disability who are active.

### 2 Measurement of outcomes:

KPI 1 Continue to support Active South Derbyshire to implement and sustains its strategic approach to physical activity, sport and recreation across the District.

KPI 2 Develop and strengthen Active South Derbyshire, and delivery of 'Insight-Led' working to support local priority setting and decision-making.

### 3 Monitoring Information, Management and Review Arrangements:

3.1 An annual delivery plan of KPI 1 and KPI 2 is to be agreed with South Derbyshire District Council.

3.2 Monitoring reports will be provided a minimum of every 6 months and an annual Year End Report.

3.3 Annual review meeting with Active Partners Trust and South Derbyshire District Council.

<b>REPORT TO:</b>	<b>HOUSING AND COMMUNITY SERVICES COMMITTEE</b>	<b>AGENDA ITEM: 8</b>
<b>DATE OF MEETING:</b>	<b>7<sup>th</sup> MARCH 2019</b>	<b>CATEGORY: RECOMMENDED</b>
<b>REPORT FROM:</b>	<b>STRATEGIC DIRECTOR (SERVICE DELIVERY)</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>MARTIN GUEST 01283 595940 <u><a href="mailto:martin.guest@south-derbys.gov.uk">martin.guest@south-derbys.gov.uk</a></u></b>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>HOUSEMARK CORE BENCHMARKING REPORT 2017/18</b>	<b>TERMS OF REFERENCE: HCS01</b>
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	

## **1.0 Recommendations**

- 1.1 That the Committee notes the findings of the recent HouseMark report into performance across Housing Services for 2017/18.

## **2.0 Purpose of the Report**

- 2.1 To report on the Housing Services cost and performance information as detailed in the HouseMark 'Core Benchmarking Results – Summary 2017/18' report shown in Appendix 1.

## **3.0 Detail**

### **Background**

- 3.1 HouseMark was established in 1999 by the Chartered Institute of Housing and National Housing Federation, both not-for-profit organisations. As a membership organisation, HouseMark aims to support housing providers across the country to achieve improved performance and value for money by comparing their performance information against other organisations.
- 3.2 Benchmarking information can be used as a self-assessment tool to understand, assess and challenge performance and costs, in order to improve the quality and value for money in service review and delivery. It can provide essential business insight to help provide assurance and drive improvement.
- 3.3 South Derbyshire District Council (SDDC) uses the national organisations group in HouseMark as the peer group for benchmarking purposes.

### **Summary**

- 3.4 A summary of core benchmarking results is attached as a report in Appendix 1 for the main business activities of Housing Services. These activities include central

overheads, housing management, responsive repairs and maintenance, major works and cyclical maintenance and estate services.

- 3.5 Tenant satisfaction with the Housing Service is covered in a separate report on this agenda, Housing Services Annual Report and Survey of Tenants and Residents (STAR).
- 3.6 Cost and performance data has been categorised into upper, middle upper, middle lower, lower quartile position against the Council's national peer group for benchmarking purposes.
- 3.7 The information from the benchmarking report has been split up to reflect the five main business activities shown in 3.4.

### Central Overheads

- 3.8 At the end of 2017/18, overheads as a percentage of operating costs within SDDC sat in the middle lower quartile at 12.67%, as shown in slide four in Appendix 1. Benchmarking overheads are measured as a percentage of operating costs and separated into four categories. These are office premises, IT, finance and central overheads.
- 3.9 As the operating costs used in this calculation in SDDC are lower than the same costs for the Council's peers in terms of level of spending in the Housing Revenue Account (HRA) this adversely impacts this indicator. This means that despite the Council's overheads reducing year-on-year (as shown in the table below), this has a limited impact on this measure and position compared to the Council's peers and reflects the middle lower quartile position.

<b>17/18</b>	<b>Employee Pay Costs (EPCs)</b>	<b>Non Pay Costs (NPCs)</b>	<b>EPCs and NPCs</b>
Office premises	£0	£76,604	£76,604
ITC	£43,953	£326,934	£370,886
Finance	£37,004	£182,585	£219,588
Central overheads (including HR)	£78,605	£667,523	£746,129
<b>Total Overheads</b>	<b>£159,562</b>	<b>£1,253,645</b>	<b>£1,413,207</b>
<b>16/17</b>	<b>EPCs</b>	<b>NPCs</b>	<b>EPCs and NPCs</b>
Office premises	£0	£121,205	£121,205
ITC	£32,923	£284,533	£317,455
Finance	£19,882	£202,909	£222,791
Central overheads (including HR)	£74,686	£711,072	£785,758
<b>Total Overheads</b>	<b>£127,491</b>	<b>£1,319,719</b>	<b>£1,447,209</b>

- 3.10 Whilst it is generally preferable to have low overheads, the right level of investment in this area is also essential to effectively support front line activities.

### Housing Management

- 3.11 The Housing Management function includes rent arrears and collection, resident involvement and consultation, tenancy management and lettings.

3.12 Housing Management direct costs per property (DCPP) at £116.43 is the lowest cost in the peer group. This has increased from £112.08 in 2016/17 to £116.43 in 2017/18. The Council's housing management DCPP is lean and places the Council in the upper quartile when compared with the peer group with the lowest costs for any of the peer group organisations, as shown in the graph overleaf.



3.13 If this figure is broken down further (see slide six in Appendix 1) to look at the separate functions of Housing Management it can be seen that the DCPP for arrears collection is £59.19 against a median of £82.74, the DCPP for resident involvement is £14.70 against a median of £25.55, the DCPP for anti-social behaviour is £7.45 against a median of £35.18, the DCPP for tenancy management is £20.42 against a median of £74.26 and the DCPP for lettings is £14.42 against a median of £40.44.

3.14 The breakdown of these costs shows that across the board for Housing Management the Housing Service is spending less than its peers on this service. This can be in part be explained by lower salary costs compared to similar posts at peer organisations particularly those in London and the South East.

3.15 The District is also a relatively compact geographical area compared to other landlords and this has meant larger patch sizes and lower levels of Housing Management staff than in other organisations.

3.16 To address these issues a review of the Housing Service was undertaken in 2017/18 and a subsequent restructure of this service was implemented to address gaps in the service and to put a structure in place to improve the service for tenants.

3.17 Despite these low costs, the service performed well in 2017/18 with rent collection remaining in the upper quartile at 100.21% despite a slight reduction from 100.85% in the previous year. Current tenant arrears at 1.83% and former tenant arrears at 0.89% also performed well and are in the middle upper quartile despite a slight increase from the previous year. [Page 30 of 75](#)

3.18 The Housing Service also performed well in terms of re-let performance with an average re-let time of 20.6 days on average per property maintaining an upper quartile position despite a slight increase from the previous year. Void rent loss reduced compared to the previous year and stood at 0.62% of the annual total rent roll, keeping the Council in upper quartile performance. Both vacant properties 0.64% of total stock and tenancy turnover of 6.83% have reduced since the previous year and performed well in upper quartile and middle upper quartile respectively.



3.19 High levels of performance have been maintained across the Service despite a challenging environment during 2017/18 with the implementation of Universal Credit, Homelessness Reduction Act and the restructuring of the service.

### Improvements in this area in 18/19

3.20 Universal Credit has been implemented in two stages in South Derbyshire, in June and then November 2018. Working together with Revenues and Benefits and partner agencies, an implementation plan has been developed to minimise the impact of changes on existing claimants. There are currently 36 Council tenants in receipt of Universal Credit. Phase two of the Implementation Plan is being developed and the Committee will be updated on the impact on Council tenants and the general public later in the year.

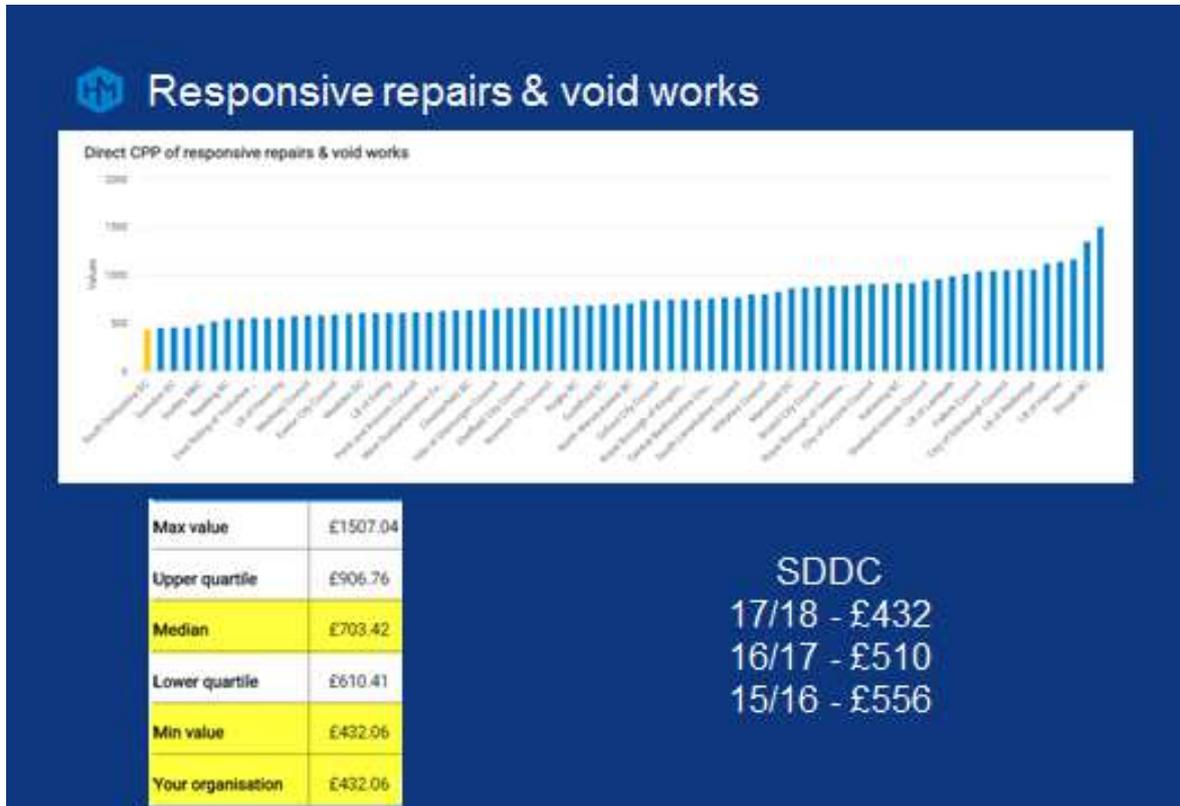
3.21 To assist in managing the emerging new types of anti-social behaviour including “cuckooing” in Council properties, the current procedures and processes for dealing with tenancy management issues have been reviewed. New procedures supported by a newly developed Information Technology module and further staff training will be in place from March 2019. New working arrangements including joint training and briefing sessions for all Housing Staff are already in place.

3.22 Rent arrears processes have also been reviewed in order to assist with the general management of rent accounts and specifically the provision of more direct support to tenants facing financial difficulty and/or their management of Universal Credit. The

necessary changes to the Housing Management I.T systems to facilitate this new process are in the process of being implemented.

## Responsive Repairs and Maintenance

3.23 Total DCP of responsive repairs and void works has decreased from £510 in 2016/17 to £432 in 2017/18; this places the Housing Service in the upper quartile and having the lowest cost of all the organisations in the peer group, as shown in the graph below.



## Improvements in this area in 18/19

3.24 A full review of the Repairs and Maintenance service was undertaken by Housing Quality Network in 2018, the Service is starting to implement a number of the recommendations to improve the service delivered to tenants.

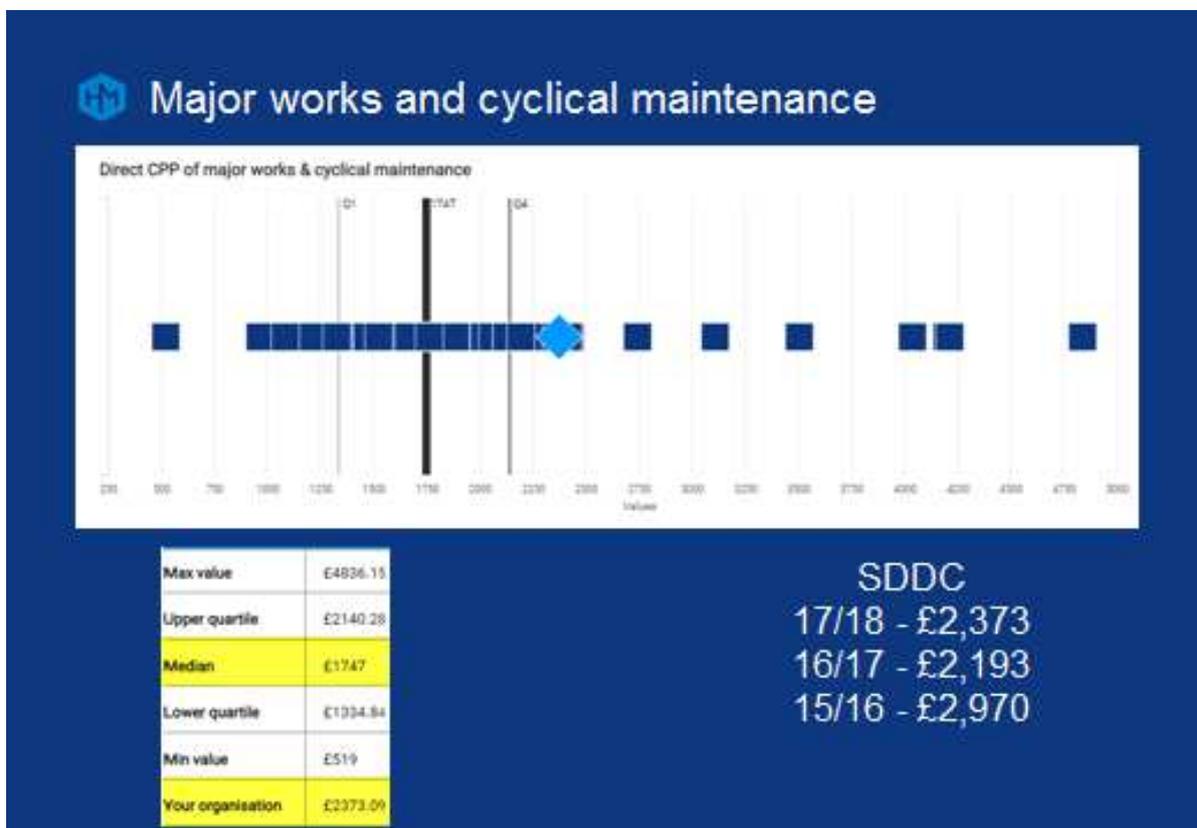
3.25 The recommendations within the report will inform the development of a three-year plan to improve the entire service covering:

- A strategic approach to asset management, gas servicing and cyclical maintenance
- Responsive Repairs
- Void Repairs
- Contract Management
- Management of the Direct Labour Organisation

3.26 A project plan for the delivery of these improvements is under construction and will be presented to the Committee during 2019. A number of short-term actions to improve the Service are already in place, including the re-specification and procurement of cyclical maintenance and responsive repairs support.

## Major Works & Cyclical Maintenance

3.27 Total DCP on major works and cyclical maintenance has increased from £2,193 in 16/17 to £2,373 in 2017/18. With an increase in spend this places the Housing Service in the lower quartile for the peer group, as shown in the graph below.



## Estate Services

3.28 The Estate Services function includes grounds maintenance, estate and communal cleaning. DCP on major works and cyclical maintenance has increased from £42 in 2016/17 to £72.7 in 2017/18 (as shown in slide 11 in Appendix 1). Despite this increase this still places the Housing Service in the upper quartile for its peer group.

3.29 This low cost service relates to a low spend per property on our estates. The Housing Service also does not levy any service charges to tenants for services provided on its estates.

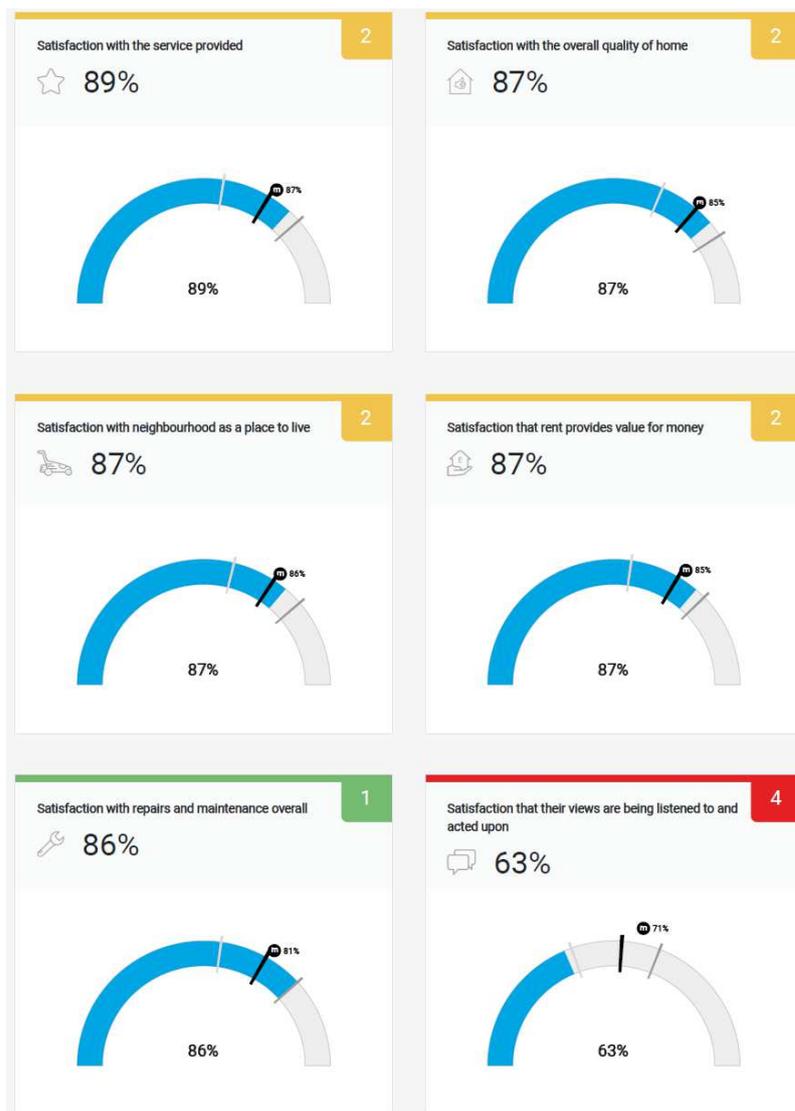
## Improvements in this area in 18/19

3.30 Concerns have been raised by members with regard to the management and condition of Council Housing properties and land. As indicated earlier these concerns have also been reflected in the responses of Council tenants to the STAR survey. This Committee agreed a new set of Service Standards for the management of internal and external communal areas in April 2018. A schedule of works to prune and maintain hedges and shrub beds in Housing Areas has now commenced, the new schedule for cleaning internal areas will commence in April 2019 at a higher specification than at present. A schedule of regular inspections of shared facilities on estates is currently being implemented.

3.31 A survey of tenants in flats with communal facilities has been carried out. This has provided more detail with regard to the issues raised by tenants living in these blocks. This information will be used alongside the stock condition data to inform major investment decisions regarding physical improvement to these blocks.

### Tenant Satisfaction with Services

3.32 A summary of this satisfaction is shown below and shows the Council in upper and upper middle quartile position against all indicators except 'satisfaction that their views are being listened to' which is in lower quartile. The black 'm' symbol shows the median position for all benchmarked organisations and the Council's position is shown by the end of blue bar.



3.33 The STAR Survey reported to members in November 2018, highlighted tenant dissatisfaction with how their views on services are responded to and how well the Council performs at communicating with them in general. Actions to address these issues are covered in a separate report on this agenda, Housing Services Annual Report and Survey of Tenants and Residents (STAR).

## 4.0 Financial Implications

4.1 There are no financial implications associated with this report.

## **5.0 Corporate Implications**

### **Employment Implications**

5.1 None.

### **Legal Implications**

5.2 None.

### **Corporate Plan Implications**

5.3 Providing high performing low cost services that meet the needs and aspirations of customers is a key aim of the Housing Service and contributes to helping the Council deliver on several Corporate Plan priorities including:

- PE1 – Enabling people to live independently
- PE2 – Protect and help support the most vulnerable including those affected by financial challenges.

### **Risk Impact**

5.4 The report highlights how the Council is performing in terms of the collection of its rental income which relates to risks SD1 – Loss of income to the Housing Revenue Account and SD 4 – Universal Credit.

## **6.0 Community Impact**

### **Consultation**

6.1 None.

### **Equality and Diversity Impact**

6.2 None.

### **Social Value Impact**

6.3 Identifying which services are high cost and low performance, and taking the appropriate action to address any issues, will lead to improvements in service delivery. The report highlights how Housing Services is performing in meeting the needs of tenants who live in many of the diverse distinct communities across the District.

### **Environmental Sustainability**

6.4 None

## **7.0 Background Papers**

7.1 Appendix 1 shows the HouseMark report 'Core Benchmarking Results – Summary 2017/18'



# HouseMark

data | analysis | intelligence | insight | solutions

**South  
Derbyshire  
District Council**

## 2017/18 Data Feedback

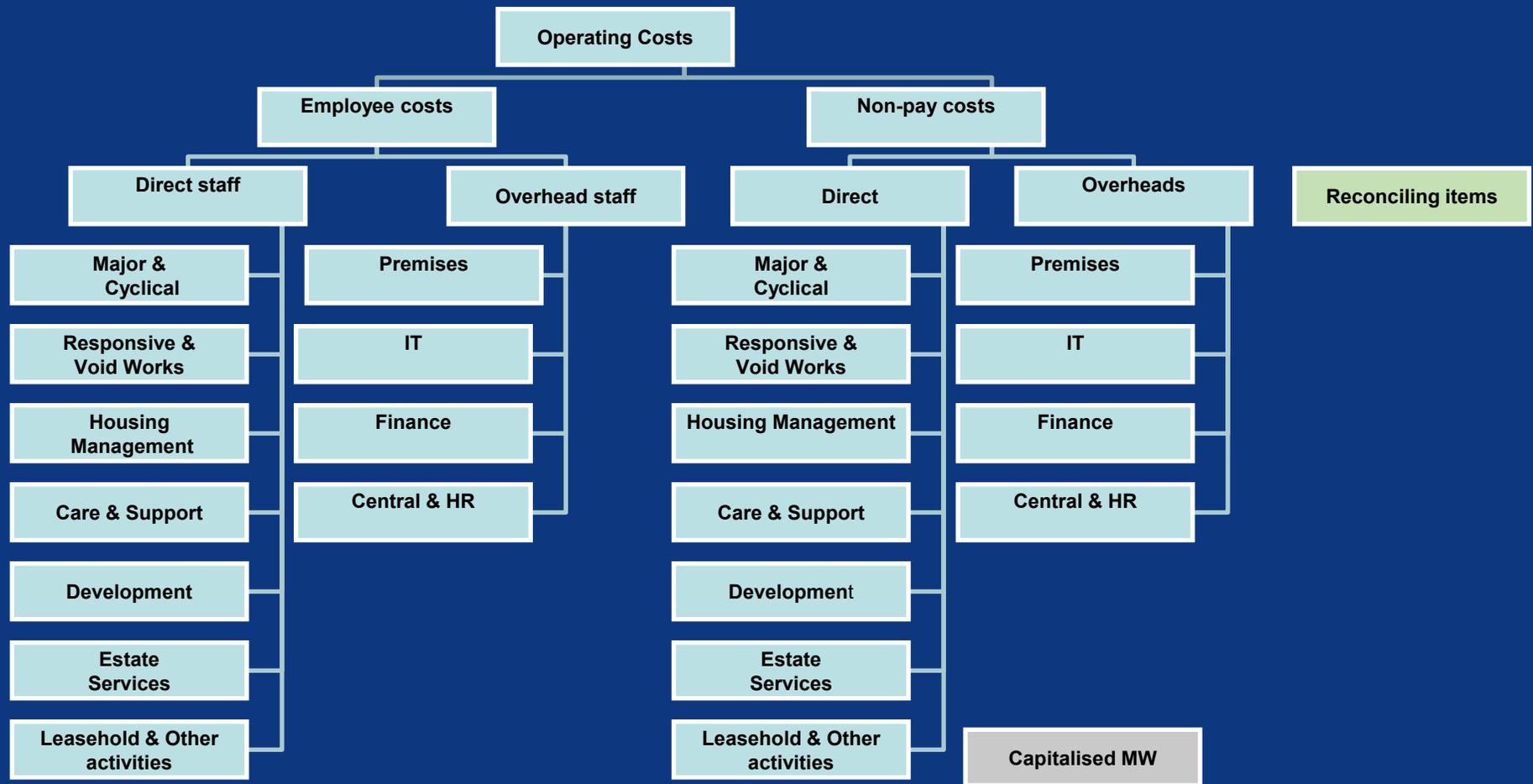


# Agenda

- Cost inputs & peer group
- Data analysis by function
  - Overheads
  - Housing Management
  - Responsive and void works
  - Major works and cyclical maintenance
  - Estate services



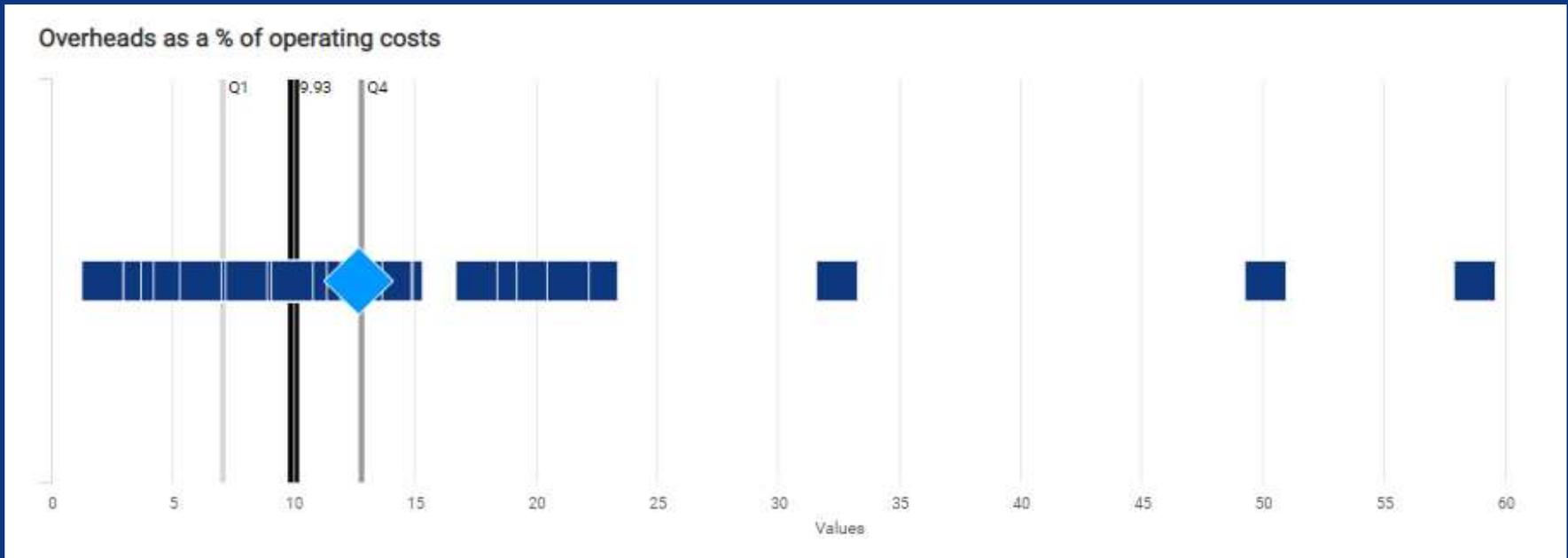
# SDDC – cost inputs & peer group



- Peer Group – National LAs
- Cost per property metrics



# Overheads



Max value	58.69%
Upper quartile	12.75%
Median	9.93%
Lower quartile	7.06%
Min value	2.07%
Your organisation	12.67%

## SDDC

17/18 – 12.67%

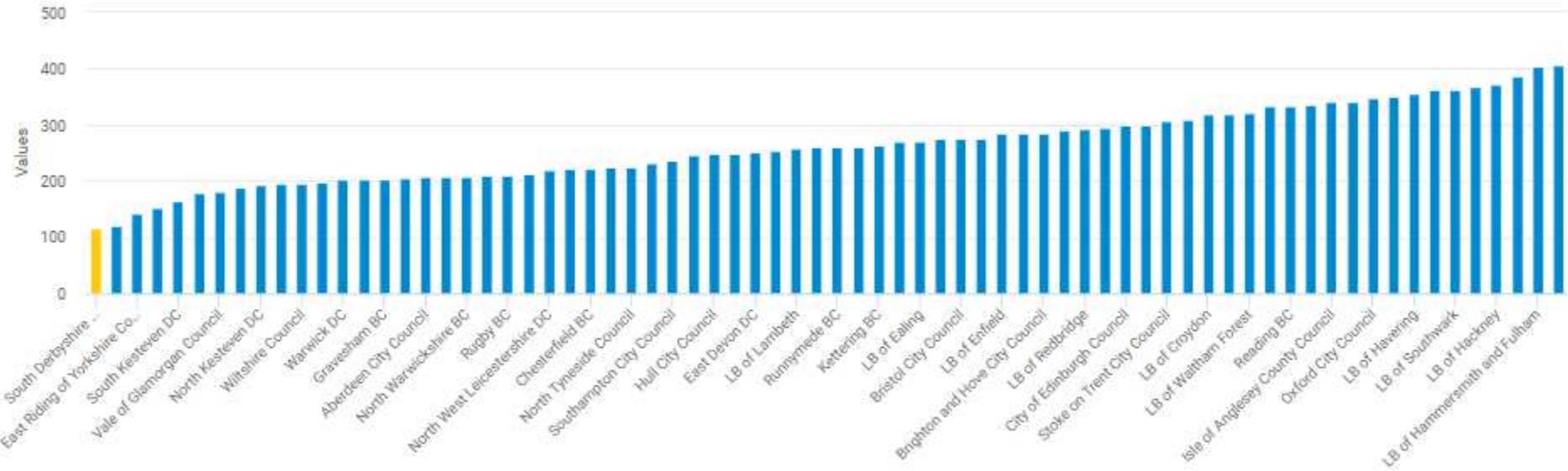
16/17 – 13.47%

15/16 – 11.59%



# Housing Management

Direct CPP of housing management



Max value	£406.78
Upper quartile	£315.06
Median	£260.44
Lower quartile	£208.31
Min value	£116.43
Your organisation	£116.43

## SDDC

17/18 - £116.43

16/17 - £112.08

15/16 - £115.39

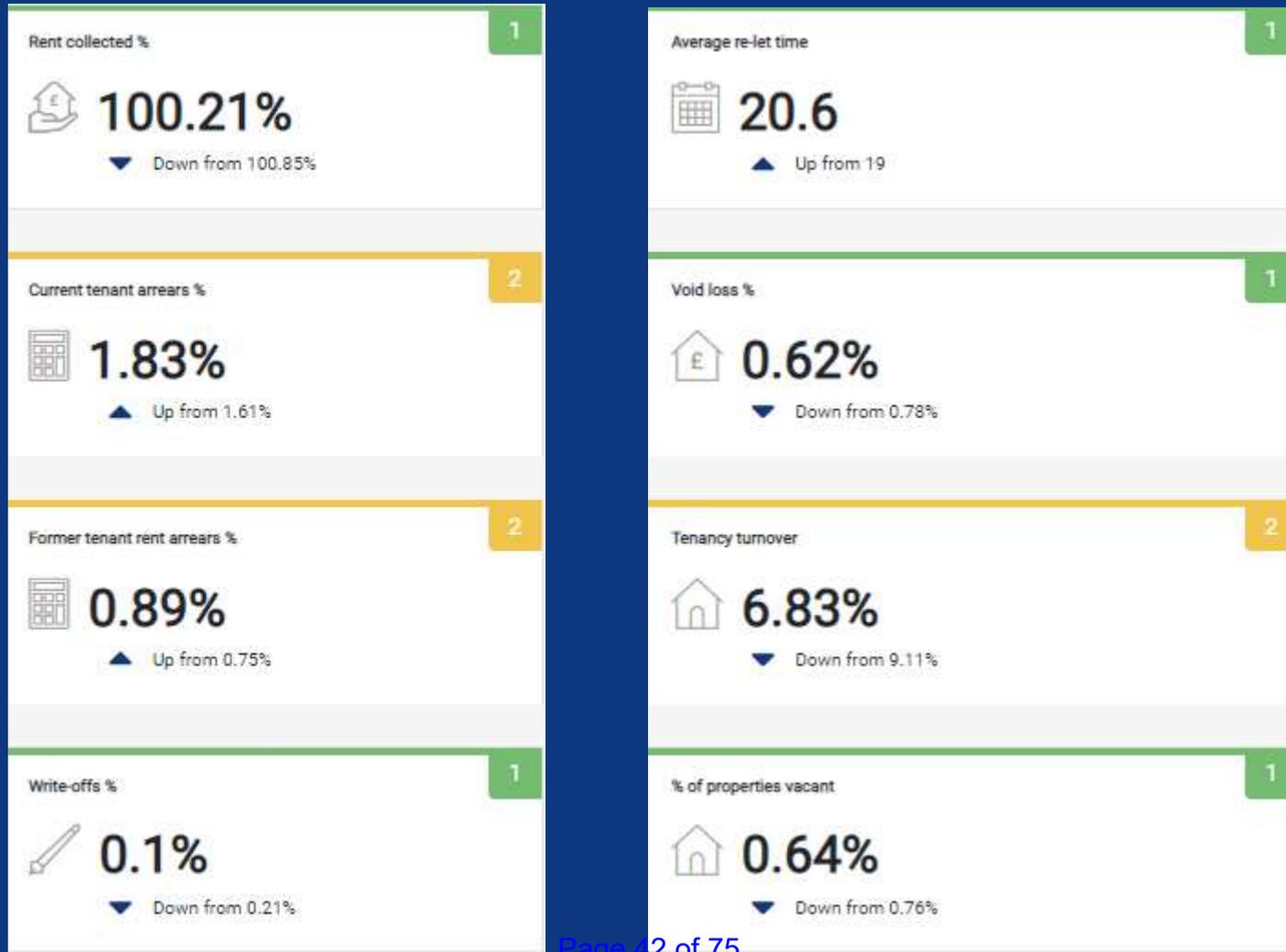


# Housing Management functions





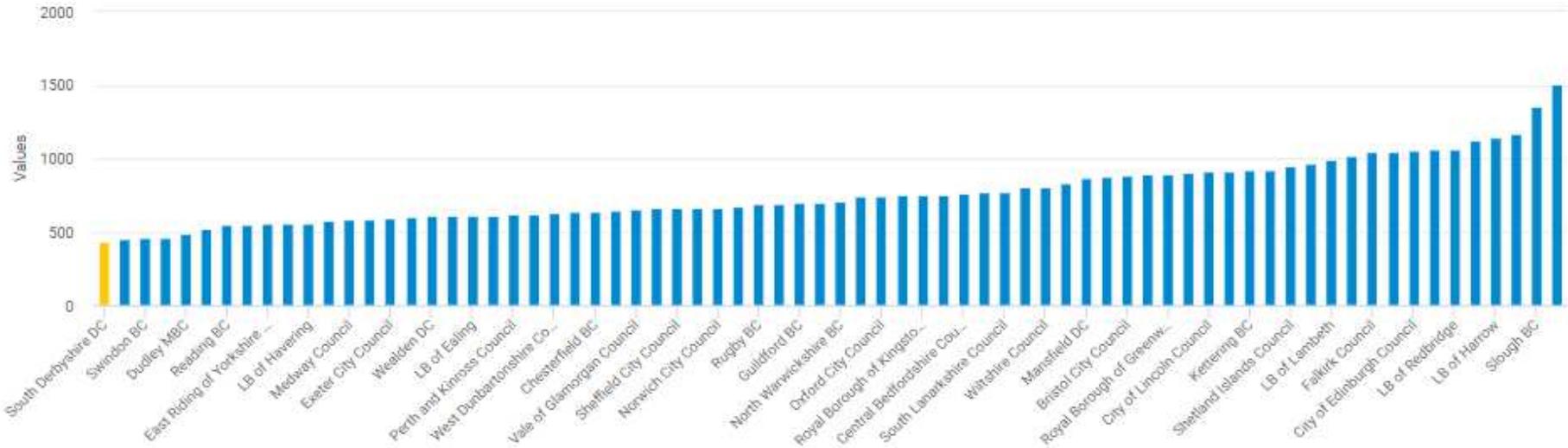
# Housing Management performance





# Responsive repairs & void works

Direct CPP of responsive repairs & void works

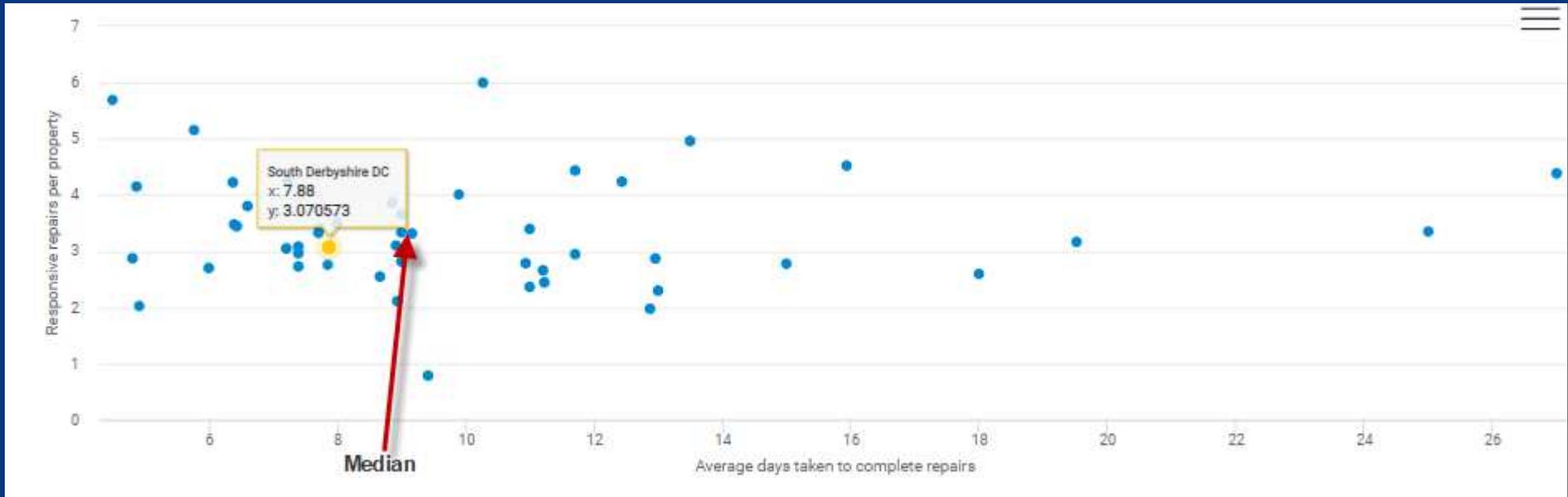


Max value	£1507.04
Upper quartile	£906.76
Median	£703.42
Lower quartile	£610.41
Min value	£432.06
Your organisation	£432.06

SDDC  
 17/18 - £432  
 16/17 - £510  
 15/16 - £556



# Responsive Repairs Performance



Responsive repairs per property

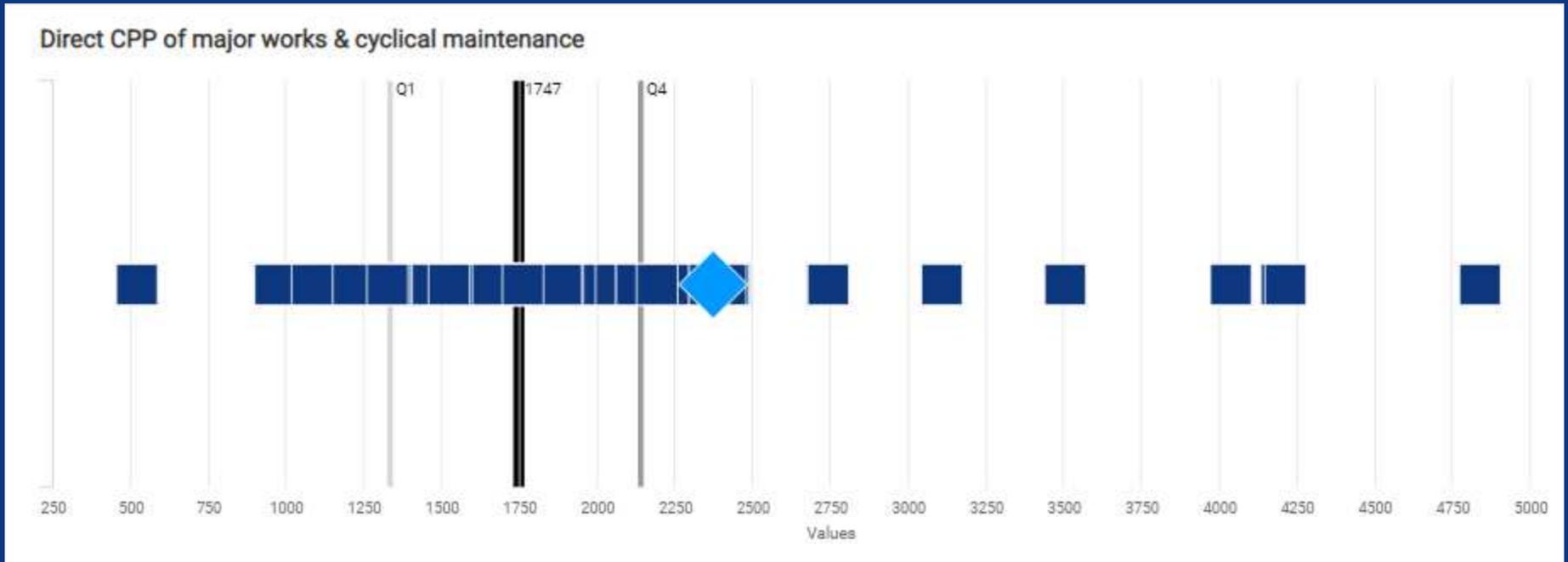
Max value	6
Upper quartile	4.05
<b>Median</b>	<b>3.31</b>
Lower quartile	2.75
Min value	0.79
<b>Your organisation</b>	<b>3.07</b>

Average days taken to complete repairs

Max value	27
Upper quartile	11.62
<b>Median</b>	<b>8.91</b>
Lower quartile	6.79
Min value	4.5
<b>Your organisation</b>	<b>7.88</b>



# Major works and cyclical maintenance

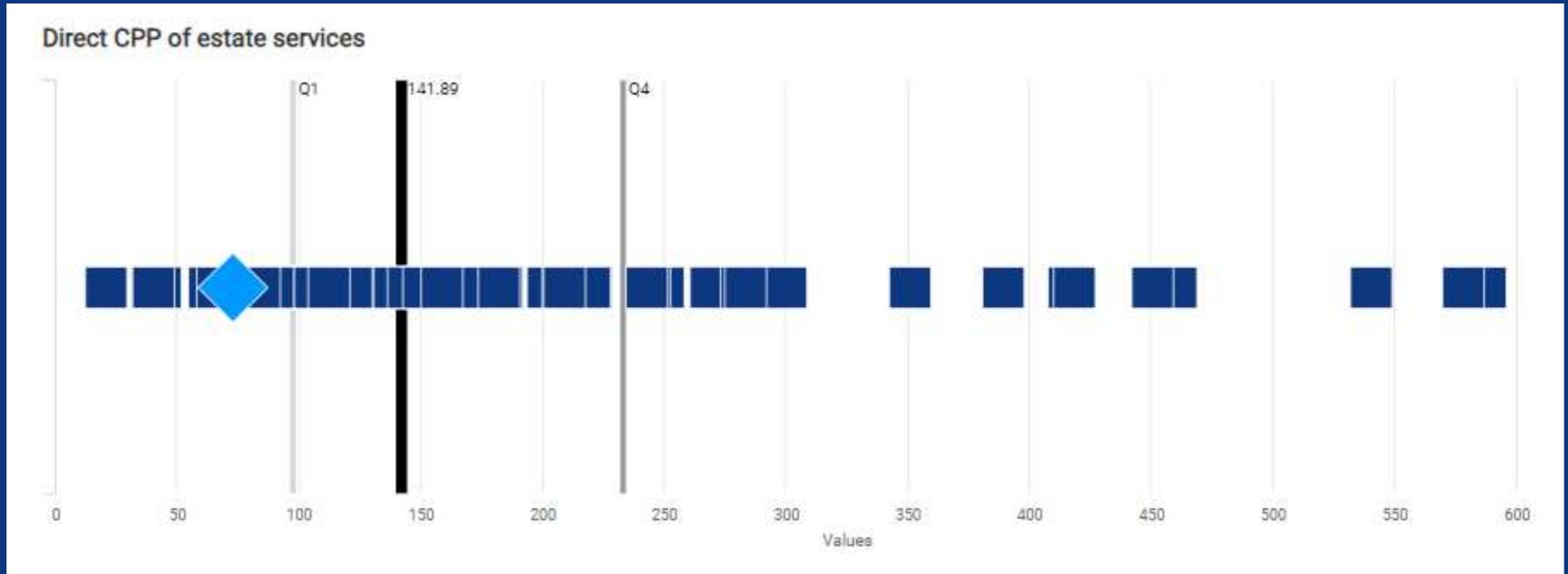


Max value	£4836.15
Upper quartile	£2140.28
Median	£1747
Lower quartile	£1334.84
Min value	£519
Your organisation	£2373.09

**SDDC**  
17/18 - £2,373  
16/17 - £2,193  
15/16 - £2,970



# Estate Services



Max value	£587.14
Upper quartile	£233.11
Median	£141.89
Lower quartile	£97.47
Min value	£20.86
Your organisation	£72.73

SDDC  
17/18 - £72.7  
16/17 - £42  
15/16 - £50.6

<b>REPORT TO:</b>	<b>HOUSING AND COMMUNITY SERVICES COMMITTEE</b>	<b>AGENDA ITEM: 9</b>
<b>DATE OF MEETING:</b>	<b>7<sup>th</sup> MARCH 2019</b>	<b>CATEGORY: RECOMMENDED</b>
<b>REPORT FROM:</b>	<b>STRATEGIC DIRECTOR (SERVICE DELIVERY)</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>MARTIN GUEST (01283 595940)</b> <a href="mailto:martin.guest@south-derbys.gov.uk">martin.guest@south-derbys.gov.uk</a>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>SURVEY OF TENANTS AND RESIDENTS (STAR) AND HOUSING SERVICES ANNUAL REVIEW</b>	
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: HCS01</b>

## **1.0 Recommendations**

- 1.1 That the Committee notes the findings of the benchmarking of the tenant satisfaction Survey of Tenants and Residents (STAR) survey.
- 1.2 That the Committee approves the actions outlined in 3.6 to 3.8 which have been produced in conjunction with tenants to address the issues raised through the survey.
- 1.3 That the Committee endorses the Housing Services Annual Review at Appendix 1 for publication.

## **2.0 Purpose of the Report**

- 2.1 To outline to the Committee key actions developed with tenants to address the tenants' feedback emerging from the STAR survey and to report on how the Council's levels of satisfaction are benchmarked with other landlords across the country.
- 2.2 To present to the Committee, the Housing Services Annual Review for 2017/18, this outlines how the Council's Housing Services has performed during the year and details residents' satisfaction with those services.

## **3.0 Detail**

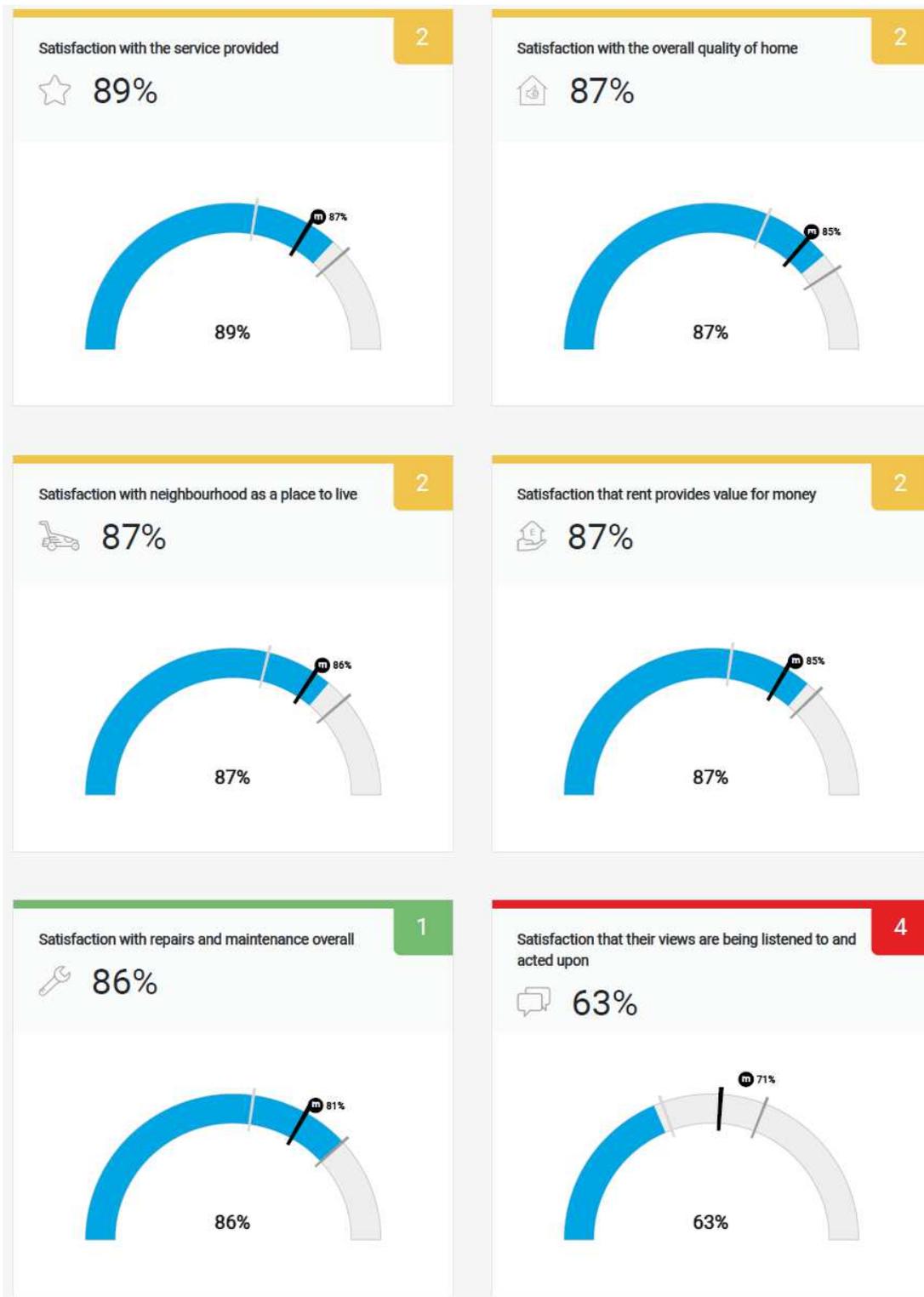
### **STAR Survey**

- 3.1 In total 1,014 completed questionnaires were received, giving an excellent response rate of 34%. This was down on the Council's target figure and the 2015 response rate of 1,326 (45%) completed questionnaires, but still represents a sound and statistically reliable response rate to a survey of this type. The return rate ensures that the data is more robust than the confidence interval +/- 4% that HouseMark recommends for an organisation the size of South Derbyshire District Council for a

STAR Survey. As a membership organisation, HouseMark supports housing providers across the country to achieve improved performance and value for money (VFM) by comparing their performance information against other organisations.

### **HouseMark Benchmarking**

- 3.2 The STAR survey contained six questions which allow Housing Services to benchmark the results through HouseMark. The results of the Council's STAR Survey have been benchmarked against 339 national organisations with HouseMark, The black 'm' symbol shows the median position for all benchmarked organisations and the Council's position is shown by the end of blue bar. The results of this benchmarking are shown below:



3.3 The results show the Council in upper and upper middle quartile position against all indicators except 'satisfaction that their views are being listened to' which is in lower quartile.

### STAR Workshop and Action Plan

3.4 On 6 February, Officers held a workshop with tenants to discuss the STAR 2018 results. This workshop provided an opportunity to go through the key findings and agree additional actions to support the work already underway across Housing Services as outlined in the [report](#) Page 46 of 76 Committee on the 31 January

3.5 There were three key areas of focus emerging from the workshop. These are shown below with identified actions bulleted in each section:

3.6 **Communication** - how Housing Services keep tenants informed and involved in service delivery, listen and responds to feedback and regularly updates tenants on how services are performing. To do this, the Service will:

- Review the existing Community Engagement Strategy with tenants and develop approaches which meet the requirements now and in the future. This will include mechanisms to engage with tenants on a face-to-face basis, which also demonstrate value for money and provide opportunities to close the feedback loop. This will ensure that the Service is able to effectively listen to tenants' views and respond in a timely manner creating a relationship that is effective and transparent.
- Look at options for the collection of customer feedback on transactional service delivery that are focussed and transparent and provide data to enable officers to improve the service.
- Work with the Communications Team to develop tenant engagement through campaigns across a range of channels to convey and receive important and timely information to and from tenants.
- Build on the customer service training delivered during October and January with further support and information and develop internal communication for employees that put the tenant at the heart of everything the Council does.

3.7 **Estate Management** - how the Council maintains and improves the estates and the communities that these are based in. To do this, the Service will:

- Improve the specification and level of cleaning service for the communal areas and for void properties through the award of a new cleaning contract from the 1 April 2019. The new contract will also include greater opportunities for tenants to be involved and become part of the monitoring and development of further improvements.
- Work with tenants to develop an estate improvement plan to better manage the condition of the communal areas and condition of the estates.
- With tenants, undertake the monitoring of the service standards developed for the management of internal and external communal areas in March 2018.

3.8 **Repairs/Improvements** - Improve the way tenants can get actively involved in the Service:

- Implement the review of the Responsive Repairs completed by Housing Quality Network (HQN) with a three-year plan to improve the entire service focussing on:
  - A strategic approach to asset management, gas servicing and cyclical maintenance
  - Responsive Repairs
  - Void Repairs
  - Contract Management
  - Management of the Direct Labour Organisation (DLO)
- Deliver a number of short-term actions to improve services. This includes tenant involvement in the procurement of the new repairs contract, both in terms of

selecting the new contractor, selecting fixtures and fittings and involvement in the day-to-day management of the new contract.

- Invest in a number of capital works following the stock condition survey, which is the subject of a separate report to this Committee, to develop the security on estates, provide environmental enhancements and targeted improvement works to improve dwellings/blocks.

## **Annual Review**

3.9 Housing Services has produced an Annual Review for tenants (shown in Appendix 1) which looks back at the performance from 2017/18. The Annual Review gives an overview of the Housing Service during the year. It includes an overview of the budget, how services performed during the year and how satisfied residents are with those services.

3.10 This report will then be shared with tenants and published on the Council's website.

## **4.0 Financial Implications**

4.1 There are no financial implications associated with this report.

## **5.0 Corporate Implications**

### **Employment Implications**

5.1 None.

### **Legal Implications**

5.2 None.

### **Corporate Plan Implications**

5.3 Meeting the needs and aspirations of Council tenants is a key aim of the Housing Service and contributes to helping the Council deliver several Corporate Plan priorities including:

- O5 – Maintain customer focus
- PE1 – Enabling people to live independently
- PE2 – Protect and help support the most vulnerable including those affected by financial challenges.
- PL1 - Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.

### **Risk Impact**

5.4 The report highlights how the Council is performing in terms of the service it provides to its tenants and levels of satisfaction and links to risks SD3 – Safety standards and SD7 – Insufficient supply of affordable homes to meet Council needs relating to allocations and homelessness.

## **6.0 Community Impact**

## **Consultation**

- 6.1 The report is the follow up to STAR survey which was a consultation with all South Derbyshire District Council housing tenants in July 2018. Tenants were given two weeks to complete and return the questionnaire and tenants who did not respond were then sent a reminder survey. Responses were tracked and those who did not respond to either the initial mail out or the first reminder were sent a second reminder giving them a further two weeks to take part in the consultation. The consultation period ended on the 24 August 2018.

## **Equality and Diversity Impact**

- 6.2 Information was collected on the age and gender of respondents, this data was used to analyse satisfaction levels by different groups so that the Council could understand any patterns and trends which needed to be addressed as part of future service delivery.

## **Social Value Impact**

- 6.3 Taking the appropriate action to address any issues, will lead to improvements in service delivery. The report highlights how the Council is performing in meeting the needs of tenants who live in many of the diverse distinct communities across the district.

## **Environmental Sustainability**

- 6.4 None

## **7.0 Background Papers**

- 7.1 Housing Services Annual Review – Appendix 1

# Housing Services - Annual Review 2017-18

## Tenancy

At 31st March 2018 we had a total of **2,992 PROPERTIES**



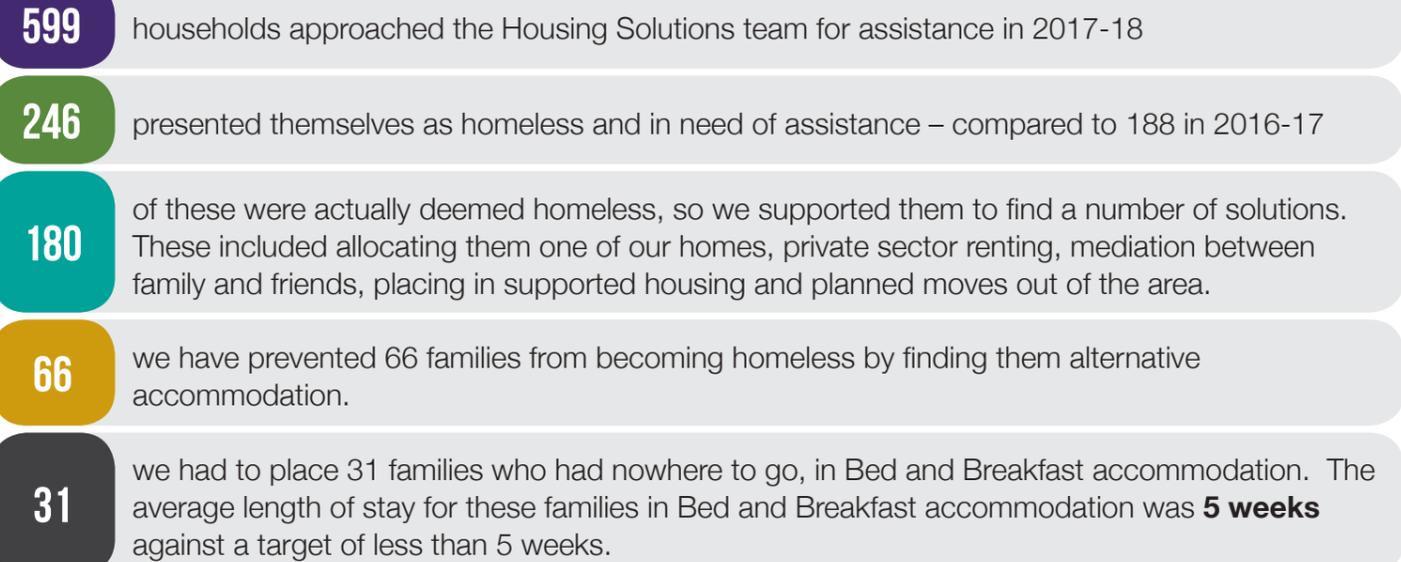
During 2017/18 we let **233 PROPERTIES**



As at 31st March 2018, there were **644 APPLICANTS** on the housing register (a decrease from 834 during 2016/17)



## Homelessness and Housing Solutions



### Tenancy Audits

Housing officers visited **1077** tenants last year to ensure they were happy in their homes and if additional support was needed. This compared to 1,055 in 2016-17

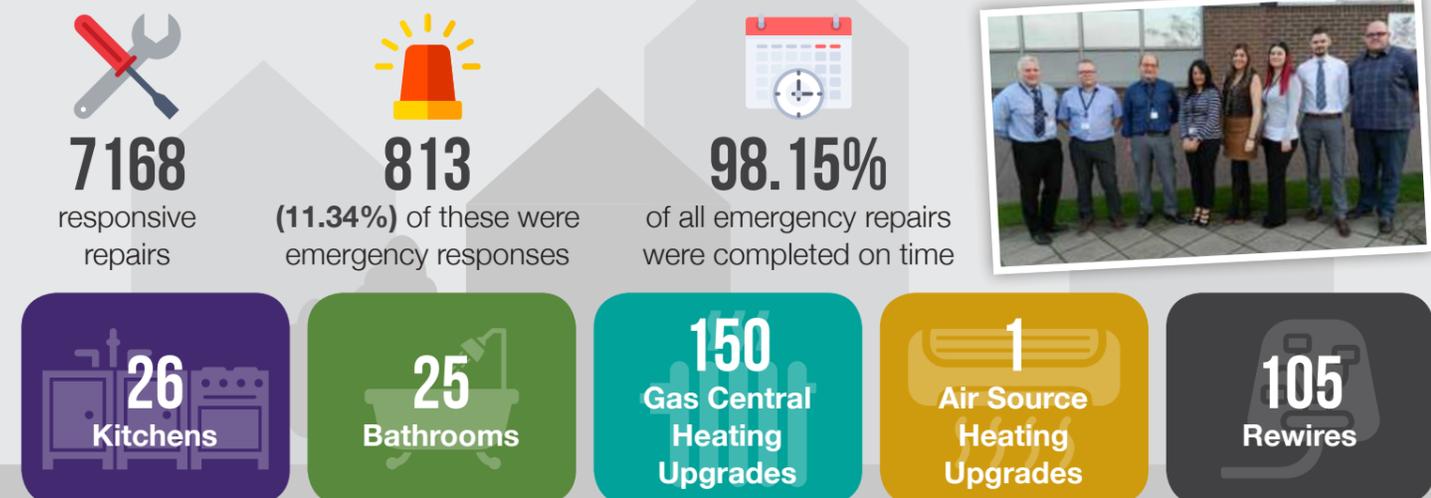
### Affordable Housing

We worked with developers and registered providers to deliver **176** new affordable homes. This will continue, and we are currently building more homes across the District.

## Repairs & Improvements



## Our Repairs and Maintenance team carried out:





## Careline Case Study

A 45 year-old lady with complex medical issues needed extra support at home to enable her to remain living independently. Careline installed a variety of Telecare sensors which would raise the alarm if the lady had an epileptic seizure, or a fall. Smoke, fire and carbon monoxide detectors were also installed. Chair and bed sensors were also fitted and she was given a medication dispenser. Subsequently, this lady had to move from the family home and is now living in one of our supported housing properties. Careline transferred all the equipment to her new home as soon as possible in order to maintain her independence.

During a telephone call with the lady she said:

*"The Careline team has been brilliant in helping me to get the equipment set up in my new home, which means I feel safe knowing that help is there when I need it. Thank you for your continuous understanding and support."*

Careline received the following email from the family of a lady with dementia:

*"I want to say a massive thank you to you and Susan (Careline Support Co-ordinator). I know you will understand when I say having Careline installed is a massive relief to me and the rest of my family. Susan was patient, kind, understanding and brilliant with my mother. Thank you to her for her professionalism and kindness."*

## Careline

Our 24-7 Careline team currently provides support for **1,350** vulnerable people to live safely and independently in their own homes through the Telecare system. The team of 16 have been awarded the Telecare Services Association (TSA) accreditation for the second year running for demonstrating high standards of safety and quality to those who rely on its services.



**41,743 CALLS**  
were answered **within 30 seconds**



The team received  
**42,517 CALLS**  
compared to **34,718 in 2016-17**



Careline Support Co-ordinators attended and lifted  
**468 TENANTS**  
who had **fallen in their homes**





## Case Study

In June, 2017, a small group of tenants approached us for help to bring the community together and provide activities for people living in our supported housing in Unity Close and Church Street, Church Gresley. We gave them a £500 start-up grant and supported them for 12 months to establish a formal constitution with a committee. The group, which has now become a registered charity, has 45 members, has held a community open day, runs bingo and lunch clubs and takes residents on day trips and on holiday. Chairman John Harvey also maintains the communal gardens in his own time for all residents to enjoy.

Secretary Ann Holmshaw said:

*"The group has boosted morale and I have made a lot of friends. We've always got something in the future to look forward to – we have fun!"*

Group member Evan Williams said:

*"They've helped me feel like part of the community."*

## Your Voice Matters

We recently sent out the STAR Survey (Survey of Tenants and Residents) to all our tenants to find out what you think about us.

You told us that you're not satisfied with the way we communicate with you and that you feel we could listen more and act upon your views. One of our priorities in 2019 is to get better at this and to use your feedback to improve services.

As a result, we have made some key changes to improve the services we provide. They include:

- ✓ Reviewing the condition of our properties
- ✓ Awarding new contracts for fire safety measures, planned maintenance (such as kitchens and bathrooms) and major works (such as roofing and brickwork)
- ✓ Introducing service standards for how we should maintain the internal and external communal areas of our blocks of flats
- ✓ Asking tenants who live in blocks of flats about the issues they face
- ✓ Reviewing how we collect rent arrears and the reletting of empty homes
- ✓ Carrying out recommendations made through the review of our supported housing service

We are working with a group of tenants to improve the services flagged up in the STAR Report and will keep all our tenants informed of progress.

## Community Engagement

Tenants are at the heart of Housing Services, we want to provide good homes, to support communities and to improve services.

The Council wants to work with you to improve your homes and estates, we want you to have your say on changes that affect your home and neighbourhoods and encourage everyone to have a positive impact on improving the area in which they live. The Community Engagement Team work with other Council Services and other agencies to ensure your views are heard.

### In 2017-18:



We ran **10 COMMUNITY AND CONSULTATION PROJECTS**

across South Derbyshire



We engaged with **197 TENANTS AND RESIDENTS OF ALL AGES**



We delivered **5 MINI DREAMSCHEME YOUTH PROJECTS**



**VOLUNTEERS WORKED 1,122 HOURS**





## Case Study

### Council Flat Adaptation for a Disabled Tenant

#### Level Access Shower and Stair Lift

The Housing Adaptations team had a referral from a Community Care Worker (CCW) requesting that a stairlift and level access shower be provided for a resident at her flat in Woodville.

When they attended a joint meeting on site, it was apparent that the tenant was very anxious about the proposed changes.

After the initial visit, Housing Services' Technical Officer, Tim Burton, went above and beyond and not only issued drawings and a specification for the works but offered additional information and advice. He took photographs of completed adaptations at other properties to provide the resident with a better understanding of what to expect and provided practical advice about what would happen whilst the works were underway. Tim also liaised with contractors and ensured that the resident was kept informed about when the works would be completed, visited her flat to see how the work was progressing, and that she was satisfied so far.

When the adaptation was completed, Tim visited for a final time to make sure that the works had been completed in line with the specification, and the job was signed off.



Tim said:

*"The tenant is now able to live independently in her own home and her quality of life has improved, despite her health issues."*

## Housing Adaptations

Our Housing Adaptations Team work to support as many tenants as possible to live independently in their homes for as long as possible. It provides adaptations and other aids to those who are elderly disabled, physically impaired, have long term medical conditions or who have other needs and would benefit from aids to help in their day to day lives.

**Last year, the team carried out 36 adaptations for our tenants:**



# What You Said



*'Both of my children have taken part in the Dreamscheme over the years and love it.'*  
**Donna Sharpe, Facebook**

*'Thank you. Your supportive letter is very much appreciated. It seems everything about helping my parents to cope at home is a massive learning curve.'*  
**Careline**



*'Ben was very helpful in applying for carers allowance. Thank you, Ben, for trying your best for us.'*  
**Tenancy Sustainment Service**

*'Thanks to the plumber. He was very friendly and carried out the work very efficiently. No trouble, no mess.'*  
**Repairs & Improvements Team**

*'A BIG thank you for my wet room, I feel so much safer now. The contractor was BRILLIANT and cleared up each day, a good job all round.'*  
**Disabled Facilities Team**



*'I was going to be made homeless but Housing intervened with my landlord on my behalf with regard to my tenancy and kept me up to date with what was going on.'*  
**Housing Solutions & Allocations team**

- ## Things you have asked us to improve
- ✓ The maintenance of communal areas
  - ✓ Safety and security in blocks of flats
  - ✓ Partnership working with customers
  - ✓ Repairs services, to get it right first time

# Finance

## Helping you to manage your money and tenancy

We are committed to helping you pay your rent and are here to support you in maintaining your tenancy. Our Tenancy Sustainment service offers help and advice on a range of issues including claiming benefits, Universal Credit and budgeting skills.

**WE HAVE HELPED 139 TENANTS WITH FINANCIAL PROBLEMS IN 2017-18**  
Including **36** tenants who received Universal Credit

**WE HAVE HELD FOUR ADVICE SURGERIES ON DEBT, HOUSING, BUDGETING AND I.T.**  
to mitigate the impact of Universal Credit on our tenants. These surgeries will continue in 2019 for those who need support.

## Value for Money

We are committed to helping you pay your rent and are here to support you in maintaining your tenancy. Our Tenancy Sustainment service offers help and advice on a range of issues including claiming benefits, Universal Credit and budgeting skills.



Rent 2015/16 weekly rent  
**£79.78**  
National Average £87.93



Rent 2016/17 weekly rent  
**£77.83**  
National Average £83.40



Rent 2017/18 weekly rent  
**£80.12**  
National Average £87.20

The total rental income paid to Housing Services for April 1, 2017-March 31, 2018:

**£12,375,166.30**

Former tenant arrears:  
**£109,709.13**

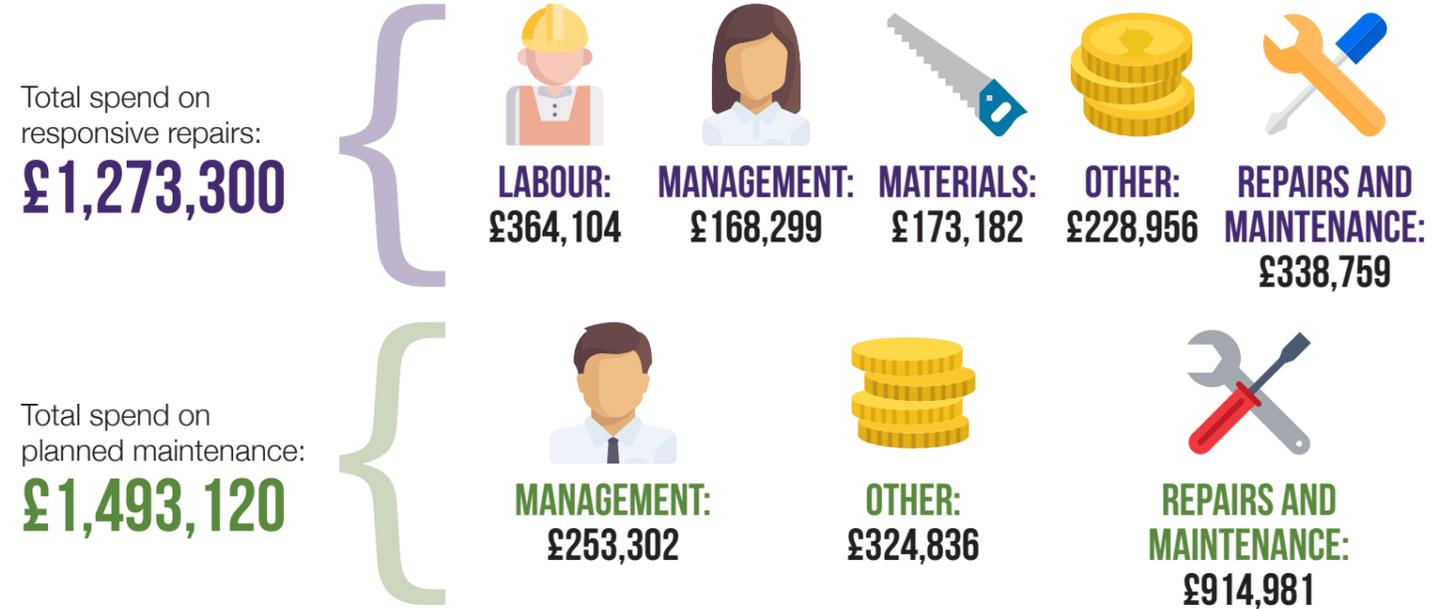
Current tenant arrears:  
**£224,874.35**  
(excluding those who pay by direct debit)

Percentage of rent outstanding:  
**1.84%** (current tenants)  
**0.89%** (former tenants)

## How your rent is spent



## Repairs and Improvements



## About The Council

South Derbyshire District Council has **2,992** homes managed by Housing Services across South Derbyshire. We work with a variety of partner agencies and our fellow Council departments to support our tenants to live happily in their homes and to make the district a good place to live.



<b>REPORT TO:</b>	<b>HOUSING AND COMMUNITY SERVICES COMMITTEE</b>	<b>AGENDA ITEM: 10</b>
<b>DATE OF MEETING:</b>	<b>7<sup>th</sup> MARCH 2019</b>	<b>CATEGORY: RECOMMENDED</b>
<b>REPORT FROM:</b>	<b>STRATEGIC DIRECTOR (SERVICE DELIVERY)</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>Paul Whittingham (01283 595984) <a href="mailto:Paul.whittingham@south-derbys.gov.uk">Paul.whittingham@south-derbys.gov.uk</a></b>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>HOUSING STOCK CONDITION SURVEY AND IMPROVEMENT PROGRAMME</b>	
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE:</b>

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## **1.0 Recommendations**

- 1.1 To note the contents of the recent Stock Condition Survey undertaken for the Council by Savills
- 1.2 To note the content of a proposed first year Housing Improvement Programme
- 1.3 To note the award of a new repairs and maintenance contract and the arrangements for managing this contract
- 1.4 To note the progress of the Housing Quality Network Review.

## **2.0 Purpose of the Report**

The report outlines the findings of the recent stock condition survey undertaken for the Council by Savills which has informed the preparation of a five-year housing improvement programme.

- 2.1 The report confirms the award of a new contractor to provide responsive repairs and planned maintenance for Council dwellings and other public buildings
- 2.2 The report provides an outline of the findings of Housing Quality Network's recent review of repairs and maintenance services.

## **3.0 Executive Summary**

- 3.1 The Stock Condition Survey report by Savills, confirms that Council properties have been reasonably well maintained, although in the short to medium term works are required to achieve and sustain the Decent Home Standard. Significant works are also required to maintain and improve the exterior and structure of dwellings.
- 3.2 Proposed within the report is an outline of a five year programme to achieve this within existing financial parameters and budgets. It also allows for the delivery of other works additional to the Decent Home Standard requirements.
- 3.3 The Housing Quality Network review of all repair and maintenance services has identified a three year programme of service improvements. Whilst some of these improvements are already in progress the project as a whole may need to be considered through the Councils corporate change programme.

## **4.0 Detail**

### **4.1 Stock Condition Survey**

**4.1.1** The Council procured a Council House Stock Condition Survey from Savills during 2018. The objectives of the survey were:

- To provide accurate and statistically reliable information concerning repairs and maintenance as well as improvement costs, forecasted over a 30 year term;
- To collect, validate and report upon stock attribute and condition information for the purpose of improving existing records and future maintenance planning;
- To establish a methodology upon which further surveys may be undertaken to supplement this survey exercise;
- To provide accessible, reliable and easily maintainable planning data for future repairs, maintenance and improvement programmes;
- To assess the properties in accordance with The Decent Homes standard
- To assess the energy efficiency of the stock

**4.1.2** The survey was based on existing stock condition data and a physical survey of a representative 10% sample of properties. The sample was chosen to ensure a representative mix of properties based on the different property types and locations. Savills has confirmed that this sample is more than sufficient to enable the production of robust business plan information. Savills has, however, suggested that in order to map out a longer-term investment programme, the Council will need to increase its stock condition data for it to be a robust piece of work. It is intended to complete ongoing and additional stock condition surveys within the Repairs and Maintenance Team.

### **4.2 Decent Homes Standard**

Savills assessed the properties against the Government's Decent Homes Standard, which requires homes to be wind and weather tight, warm and have modern facilities. In order for a social landlord to achieve this aim any individual dwelling must meet the following criteria:

- a) the requirements of the Housing Health and Safety Rating System (Savills did not find any properties failing decent homes under this item.)

- b) It is in a reasonable state of repair
- c) It has reasonably modern facilities and services
- d) It provides a reasonable degree of thermal comfort.

**4.3** With regard to the overall condition of the stock and compliance with the Decent Homes Standard, Savills concluded that, “The stock has generally been well maintained on a day-to-day basis and limited outstanding repairs were identified during the course of inspections. The overall impression of the stock gained from the surveys is that it is currently in good condition. However, substantial investment is required, particularly to the external areas, in the medium-term to maintain the properties to the Decent Homes Standard. The stock generally complies, other than where tenants have refused work. The Council has carried out a significant internal programme of modernising kitchens, bathrooms, rewires and heating systems. However, the first cycle of replacement kitchens and boilers will mean further investment will be required in the medium-term”. The Stock Condition survey report does advise the Council that the government’s Housing Green Paper proposes fundamental reform to ensure social homes provide an essential, safe, well-managed service for all those who need it and that it is, therefore, very likely that there will be a new version of the Decent Homes Standard. It is anticipated that this is likely to include:

- A focus on improving the energy efficiency of properties
- Removing any ambiguity around the interpretation of the standard
- Consideration of the environment in which properties are located
- Consideration of Health and Safety issues
- Consideration of how the properties are managed

#### **4.4 Energy Efficiency**

The report explains the basis for calculating the energy efficiency of homes and the methodology employed for this report. “The Standard Assessment Procedure (SAP) is the methodology used by the Government to assess and compare the energy and environmental performance of dwellings. Its purpose is to provide accurate and reliable assessments of dwelling energy performances that are needed to underpin energy and environmental policy initiatives. SAP calculates the typical annual energy costs for space and water heating, and, from 2005, lighting. The CO2 emissions are also calculated. The SAP runs from 1 to 100+, with dwellings that have SAP greater than 100 being net exporters of energy. SAP 2012 has been used as the basis for checking new dwellings for compliance with building regulations in the United Kingdom requiring the conservation of fuel and power since 6 April 2014 in England. The Reduced Data version of SAP, (RDSAP), is used for existing dwellings. We have undertaken an RDSAP survey of the Council’s housing stock and below is a summary, of the properties surveyed, on how the stock performs:”

The details are shown in the table below.

SAP Score	Band	Number of Properties
92+	A	0
81 to 91	B	0
69 to 80	C	110
55 to 68	D	177
39 to 54	E	9
21 to 38	F	1
1 to 20	G	0
	<b>Total</b>	<b>297</b>

#### 4.5 Non Traditional Properties

The housing stock contains 228 properties, which are designated as being of “non-traditional” construction. In the absence of accurate records regarding the condition of these properties Savills has recommended that intrusive surveys are carried out by a structural engineer on a sample basis to determine what works are required to maintain them over the next 30 years. Financial provision for additional survey work and any subsequent improvements are set out in Appendix B. Details of the number and type of these properties are shown in the table below.

Construction Type	No. of Properties
Canadian	44
Dorran	9
Frame Form	34
Lilleshall	62
Reema	18
Swedish	3
Truss Steel	26
Wimpey No-Fines	32
<b>Total</b>	<b>228</b>

#### 4.6 Key Issues

The survey has identified some key areas for further investment:

- 45% of properties will require re-roofing within years 6-10 of the investment programme
- 45% of properties will require re rendering during years 6-10 of the programme
- Major investment is required to external areas (fences, gates, footpaths).

#### **4.7 Summary Costs**

The report includes cost projections over the period of a 30-year business plan. The total estimated cost is £93.4 million over this period. The average cost per property is just over £31,000. Savills typical benchmark for similar organisations in the Midlands ranges from £25k to £35k, therefore, this is in line with what it “would typically expect to see” These costs will need to be adjusted within the Business Plan in respect of Right to Buys over the period and also for future inflation. The costs do include preliminaries but exclude management and administration charges, professional fees, VAT, revenue costs, contingencies and any decanting costs.

**4.8** In order to meet and maintain the Decent Homes Standard the report identifies that expenditure of around £10.13 million is required over the first five years of the programme. This is illustrated in the table at Appendix A. The majority of this expenditure is required on roofing and external rendering works and is largely required towards the end of the five-year period.

**4.9** This estimated work and the associated costs have been profiled in order to create a deliverable and consistent programme of works within existing financial parameters. The re-profiled programme of capital and revenue expenditure budgets for the first five-year period is attached at Appendix B. This allows The Council to achieve and maintain properties at the current Decent Homes Standard and also provides for capital and revenue expenditure on additional works that fall outside of the current Decent Home Standard. This could include environmental works such as fencing and gates to improve both the security and aesthetics of properties and estates. These budgets may also allow for any additional work required under a new Decent Homes Standard.

#### **4.10 Repairs and Maintenance Contract**

As reported to this Committee on 31 January 2019, the procurement of a new contract for repairs and maintenance services has now been completed through the Council’s procurement partners Chesterfield NHS trust. (CHNHS)

**4.11** This contract will replace the two previous contracts for: Responsive Repairs and Planned maintenance with a single “whole house” contract. It will also cover the maintenance and repair of public buildings and other assets. The contract has been offered to providers who are members of the Fusion 21 procurement framework. Two competitive bids were received which have been assessed through a structured scoring matrix and a clarification meeting with the contractors. The panel included staff from the Repairs and Maintenance Team and also a tenant representative. The outcome of this process is that the contract has been awarded and will commence on 1<sup>st</sup> April 2019. The contract has a value of £2.5 million per annum.

**4.12** A monthly contract management meeting will be held to manage the contract. This group will report to a Strategic Contract Group made up of The Strategic Director (Service Delivery), Finance Manager, Housing Services Manager, Repairs and Maintenance Team Leader and a Tenant Representative and the contractor’s representatives.

#### **4.13 First-Year Programme**

The first year of the programme of works will include:

- Decent Homes work identified by the stock condition survey
- A structural Survey of “Non Traditional Dwellings”
- Follow on work from earlier contracts

Details of the proposed programme of both revenue and capital works are provided in Appendix B.

#### **4.14 Housing Quality Network Report.**

The Housing Quality Network (HQN) has provided its final report of the review of repairs and maintenance services. The report is comprehensive and contains around eighty specific recommendations. The key recommendations within the report relate to;

- Procurement of contracted works
- Contract management
- Quality control
- Repair ordering
- Customer call data
- Repair priorities
- Mobile working
- Service standards
- Information Technology provision and investment

**4.15** A number of the areas for improvement are already being addressed through the Stock Condition Survey and the re-procurement of repairs and maintenance services. These recommendations impact on the Housing Team and also Finance, Human Resources and Information Technology. Their full implementation will take three years and will require a multi-team project structure to deliver them. Consequently a comprehensive approach to the implementation will need to be taken through the Council Business Change framework. A further report will be presented to this Committee once the action plan and associated project documents have been prepared.

### **5.0 Financial Implications**

5.1 The financial Implications are contained within Appendix B of the report. The proposed programme does not require any changes to the existing Medium Term Financial Plan

5.2 Financial Implications arising from the HQN review with regard to Information Technology Provision will be addressed in separate business cases through the corporate change process.

### **6.0 Corporate Implications**

#### **Employment Implications**

- 6.1 The award of a new contract for repairs and maintenance may create a Transfer of Undertakings Protection (Employment) obligation for the new contractor regarding employees of the current contractors. Any further employment implications arising from the HQN report will be addressed in a separate report early in the next financial year.

### **Legal Implications**

- 6.2 The award of a single repair and maintenance contract will require the creation of a new governance structure for the supervisor and monitoring of the contract.

### **Corporate Plan Implications**

- 6.3 The Stock Condition Survey and the proposed improvement programme directly contributes to the following corporate objectives
- a. PE1. Improve the quality and make best use of existing Council housing stock to meet current and future needs.
  - b. O5. Improve the way in which Housing Services gathers reports and acts on customer satisfaction data.
- 6.4 The HQN report directly addresses this corporate objective
- a. O5. Deliver a first class Repairs Service (strategic review of repairs and improvements)

### **Risk Impact**

- 6.5 The appointment of a repair and maintenance contractor who is certified as compliant with a range of health and safety and building and construction standards will assist in reducing the level of risk identified in the Service Delivery Risk Register “SD 3 Safety Standards”

## **7.0 Community Impact**

### **Consultation**

- 7.1 The procurement of the repair and maintenance contract has included a tenant’s representative. This will be carried forward into the management and governance arrangements for the contract. The delivery of the programme will require the involvement of tenants. The new contractor has confirmed that they have tenancy liaison processes in place to achieve this. The contractor is already accredited by the Tenant Participation and Advisory Service (TPAS) for its work with tenants groups. HQN have also consulted with tenants as part of their review of the repair and maintenance service.

### **Equality and Diversity Impact**

- 7.2 As part of their tender submission the new contractor has also confirmed their approach to Equality and Diversity including accreditation with the Alzheimers Society and as a “Disability confident” employer.

### **Social Value Impact**

- 7.3 The successful contractor has included within their bid their capacity and ability to deliver additional social value for both tenants and residents of South Derbyshire. This will be addressed through the contract monitoring and supervision structure.

### **Environmental Sustainability**

- 7.4 The following question was included in the tender evaluation process. “Please indicate the measures you employ to minimise your organizations’ carbon footprint and environmental impact, and enhance environmental and social benefits and how these practices will be applied to the delivery of this service” The contractor has provided a satisfactory response to this question. Performance in this area will be monitored through the contract management and governance structure.

## **8.0 Conclusions**

- 8.1 The Stock Condition Survey has provided sufficient information on which to base thirty year business plan and a short to medium term improvement programme.
- 8.2 The programme can deliver the necessary improvements to properties and also begin to address the condition of external areas and property elements.
- 8.3 The Housing Quality Network review provides confirmation that progress in improving services has been made although there are is a significant programme of further improvements that are required.

## **9.0 Background Papers**

None:



Appendix A:  
Indicative Cost of Decent Homes Standard work identified by the Stock Condition Survey

		Year 1		Year 2		Year 3		Year 4		Year 5		Total
		Count	Cost	Count	Cost	Count	Cost	Count	Cost	Count	Cost	
HHSRS	Electrical	6	£3,000	0	£0	0	£0	0	£0	0	£0	
	Total	6	£3,000	0	£0	0	£0	0	£0	0	£0	
Key Component	Boiler	55	£110,000	133	£266,000	54	£108,000	0	£0	23	£46,000	
	Chimneys	27	£13,500	0	£0	29	£17,500	0	£0	779	£433,000	
	External Doors	0	£0	0	£0	42	£25,200	0	£0	164	£98,400	
	External Wall Finishes	0	£0	0	£0	24	£99,000	0	£0	956	£3,750,010	
	Roof Covering	0	£0	0	£0	14	£840	0	£0	581	£2,157,230	
	Wiring	32	£92,800	0	£0	36	£90,000	0	£0	843	£2,111,500	
	Total	114	£216,300	133	£266,000	199	£340,540	0	£0	3346	£8,596,140	
Non-Key Component	Bathroom	25	£62,500	0	£0	51	£134,500	0	£0	27	£77,500	
	Central Heating System	0	£0	0	£0	0	£0	0	£0	10	£20,000	
	Kitchen	25	£100,000	0	£0	51	£204,000	0	£0	29	£116,000	
	Total	50	£162,500	0	£0	102	£338,500	0	£0	66	£213,500	
Total		170	£381,800	133	£266,000	301	£679,040	0	£0	3412	£8,809,640	<b>£10,136,480</b>

Appendix B.  
Planned HRA Capital and Revenue Programme.

**PLANNED HRA CAPITAL & REVENUE PROGRAMME**

<b>CAPITAL</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>5 Year Summary</b>
Major Repairs Reserve (MRR) b/fwd	2,754,260	3,742,260	4,169,260	3,736,100	3,453,040	<b>2,754,260</b>
Capital budget	2,588,000	2,535,000	2,283,000	2,070,000	1,733,000	<b>11,209,000</b>
Non-traditional budget	200,000	100,000	100,000	100,000	0	<b>500,000</b>
Asbestos removal	-50,000	-51,000	-52,020	-53,060	-54,122	<b>-260,202</b>
Rewires	-350,000	-357,000	-364,140	0	0	<b>-1,071,140</b>
Decent Homes work	-	-	-	-	-	<b>-</b>
	1,400,000	1,800,000	2,400,000	2,400,000	2,136,480	<b>10,136,480</b>
<b>Forecast MRR balance</b>	<b>3,742,260</b>	<b>4,169,260</b>	<b>3,736,100</b>	<b>3,453,040</b>	<b>2,995,438</b>	<b>2,995,438</b>
Budget remaining for additional works	-500,000	-500,000	-500,000	-500,000	-500,000	<b>-2,500,000</b>
<b>Potential MRR balance</b>	<b>3,242,260</b>	<b>3,169,260</b>	<b>2,236,100</b>	<b>1,453,040</b>	<b>495,438</b>	<b>495,438</b>

<b>REVENUE</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>5 Year Summary</b>
Earmarked Reserve b/fwd	0	322,618	656,321	1,001,495	1,358,541	<b>0</b>
Planned budget	1,326,418	1,359,579	1,393,568	1,428,407	1,464,118	<b>6,972,090</b>
Surveys budget	100,000	100,000	100,000	100,000	100,000	<b>500,000</b>
Electrical Contract	-350,000	-357,000	-364,140	-371,423	-378,851	<b>-1,821,414</b>
Gas Contract	-340,000	-346,800	-353,736	-360,811	-368,027	<b>-1,769,374</b>
Passive Fire Contract	-225,000	-229,500	-234,090	-238,772	-243,547	<b>-1,170,909</b>
Active Fire Contract	-100,000	-102,000	-104,040	-106,121	-108,243	<b>-520,404</b>
Asbestos Management	-80,000	-81,600	-83,232	-84,897	-86,595	<b>-416,323</b>
Sprinkler Maintenance	-8,800	-8,976	-9,156	-9,339	-9,525	<b>-45,796</b>
<b>Forecast Earmarked Reserve balance</b>	<b>322,618</b>	<b>656,321</b>	<b>1,001,495</b>	<b>1,358,541</b>	<b>1,727,870</b>	<b>1,727,870</b>
Potential budget for Environmental works	-300,000	-300,000	-300,000	-350,000	-350,000	<b>-1,600,000</b>
<b>Potential Earmarked Reserve balance</b>	<b>22,618</b>	<b>56,321</b>	<b>101,495</b>	<b>108,541</b>	<b>127,870</b>	<b>127,870</b>



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<b>REPORT TO:</b>	<b>HOUSING AND COMMUNITY SERVICES COMMITTEE</b>	<b>AGENDA ITEM: 11</b>
<b>DATE OF MEETING:</b>	<b>7<sup>th</sup> MARCH 2019</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>STRATEGIC DIRECTOR (SERVICE DELIVERY)</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>DEMOCRATIC SERVICES 01283 59 5848/5722 <a href="mailto:democraticservices@south-derbys.gov.uk">democraticservices@south-derbys.gov.uk</a></b>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>COMMITTEE WORK PROGRAMME</b>	<b>REF:</b>
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: G</b>

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## **1.0 Recommendations**

1.1 That the Committee considers and approves the updated work programme.

## **2.0 Purpose of Report**

2.1 The Committee is asked to consider the updated work programme.

## **3.0 Detail**

3.1 Attached at Annexe 'A' is an updated work programme document. The Committee is asked to consider and review the content of this document.

## **4.0 Financial Implications**

4.1 None arising directly from this report.

## **5.0 Background Papers**

5.1 Work Programme.

## Housing and Community Services Committee – 7<sup>th</sup> March 2019 Work Programme

Work Programme Area	Date of Committee meetings	Contact Officer (Contact details)
<b>Reports Previously Considered By Last 3 Committees</b>		
Updated Housing Strategy Plan	4 <sup>th</sup> October 2018	Eileen Jackson Housing Strategy Manager (01283) 595763
Social Housing Green Paper – ‘A New Deal for Tenants’ overview and consultation	4 <sup>th</sup> October 2018	Martin Guest Business Support Manager (01283) 595940
Council Response To Ministry Of Housing, Communities And Local Government Consultation On Social Housing Green Paper	4 <sup>th</sup> October 2018	Martin Guest Business Support Manager (01283) 595940
South Derbyshire Playing Pitch Strategy	4 <sup>th</sup> October 2018	Hannah Peate Sport and Health Partnership Manager (01283) 595973
Corporate Plan 2016-21: Performance Report Q2	22 <sup>nd</sup> November 2018	Keith Bull Head of Communications (01283 228705)
Leaseholder Handbook	22 <sup>nd</sup> November 2018	Martin Guest Business Support Manager (01283) 595940

STAR survey – initial findings and plans	22 <sup>nd</sup> November 2018	Martin Guest Business Support Manager (01283) 595940
Contribution To Active Derbyshire	22 <sup>nd</sup> November 2018	Hannah Peate Sport and Health Partnership Manager (01283) 595973
Community Partnerships Scheme	22 <sup>nd</sup> November 2018	Ian Hey Community Partnership Officer (01283) 228741
South Derbyshire District Council Surveillance Policy	22 <sup>nd</sup> November 2018	Chris Smith Communities Manager (01283) 595787
Community Partnerships Scheme	31 <sup>st</sup> January 2019	Ian Hey Community Partnership Officer (01283) 228741
Overview of Housing Service	31 <sup>st</sup> January 2019	Paul Whittingham Housing Services Manager (01283) 595984
Regulation of Energy Efficiency in Private Sector Rented Property	31 <sup>st</sup> January 2019	Matt Holford Environmental Health Manager (01283) 595856
Derbyshire County Council Consultation on the Future of Telecare/Careline Services and the Re-Procurement of Older Persons Floating Support	31 <sup>st</sup> January 2019	Paul Whittingham Housing Services Manager (01283) 595984
Church Gresley Cemetery – Layout Changes	31 <sup>st</sup> January 2019	Malcolm Roseburgh Cultural Services Manager (01283) 5955774

<b>Provisional Programme of Reports To Be Considered by Committee</b>		
Housemark Core Benchmarking 17/18	7 <sup>th</sup> March 2019	Martin Guest Business Support Manager (01283) 595940
Survey of Tenants and Residents and Housing Services Annual Report	7 <sup>th</sup> March 2019	Martin Guest Business Support Manager (01283) 595940
Corporate Plan 2016-21: Performance Report Q3	7 <sup>th</sup> March 2019	Communications (01283 228705)
Contribution to Active Derbyshire	7 <sup>th</sup> March 2019	Hannah Peate Sport and Health Partnership Manager (01283) 595973
Housing Stock Condition Survey and Improvement Programme	7 <sup>th</sup> March 2019	Paul Whittingham Housing Services Manager (01283) 595984
Parks and Open Spaces Policy	23 <sup>rd</sup> April 2019	Malcolm Roseburgh Cultural Services Manager (01283) 5955774
Service Plans 2019-20	23 <sup>rd</sup> April 2019	Communications (01283 228705)
Allocations Policy and Choice-Based Lettings	June 2019	Paul Whittingham Housing Services Manager (01283) 595984

Review of the Disabled Facilities Grant Policy	June 2019	Paul Whittingham Housing Services Manager (01283) 595984
Housing Management System	June 2019	Martin Guest Business Support Manager (01283) 595940
Swadlincote Woodlands Management Plan	TBC 2019	Malcolm Roseburgh Cultural Services Manager (01283) 5955774
Improvements to Midway Community Centre	TBC 2019	Malcolm Roseburgh Cultural Services Manager (01283) 5955774
HQN Review of Repairs and Maintenance Service and Improvement Plan	TBC 2019	Paul Whittingham Housing Services Manager (01283) 595984