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Our Ref: DS
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Date: 26 January 2017

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, 02 February 2017 at 18:00**. You are requested to attend.

Yours faithfully,



Chief Executive

To:- **Conservative Group**
Councillor Hewlett (Chairman), Councillor Smith (Vice-Chairman) and Councillors Billings, Coe, Mrs Coyle, Grant, Muller, Swann and Mrs Wyatt.

Labour Group
Councillors Rhind, Richards, Mrs Stuart and Taylor.

AGENDA

Open to Public and Press

- 1 Apologies and to note any substitutes appointed for the Meeting.
- 2 To receive the Open Minutes of the Meeting held on 24th November 2016.
Housing and Community Services Committee 24th November 2016 Open Minutes **4 - 7**
- 3 To note any declarations of interest arising from any items on the Agenda
- 4 To receive any questions by members of the public pursuant to Council Procedure Rule No.10.
- 5 To receive any questions by Members of the Council pursuant to Council procedure Rule No. 11.
- 6 Reports of Overview and Scrutiny Committee
- 7 PRESENTATION OF ICON ATHLETES - SOUTH DERBYSHIRE
TALENTED ATHLETES
(Verbal Presentation)
- 8 HOUSEMARK CORE BENCHMARKING REPORT 2015-16 **8 - 78**
- 9 DERBYSHIRE SAFE PLACE SCHEME AND BREASTFEEDING
WELCOME HERE AWARD SIGN UP **79 - 82**
- 10 ROSLISTON FORESTRY CENTRE - VISION STATEMENT 2016-26 **83 - 101**
- 11 GRESLEY OLD HALL - COMMUNITY HUB **102 - 104**
- 12 HOUSING REVENUE ACCOUNT BUDGET, FINANCIAL PLAN and
PROPOSED RENT 2017-18 **105 - 118**

Exclusion of the Public and Press:

- 14 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.
- 15 To receive the Exempt Minutes of the Meeting held on 24th November 2016.
Housing and Community Services Committee 24th November 2016
Exempt Minutes
- 16 To receive any Exempt questions by Members of the Council pursuant to Council procedure Rule No. 11.

HOUSING AND COMMUNITY SERVICES COMMITTEE

24th November 2016

PRESENT:-

Conservative Group

Councillor Hewlett (Chairman), Councillor Smith (Vice-Chairman) and Councillors Mrs Coyle, Grant, Mrs Hall (substituting for Councillor Billings), Muller, Murray (substituting for Councillor Coe), Swann and Mrs Wyatt

Labour Group

Councillors Rhind, Southerd (substituting for Councillor Richards), Mrs Stuart and Taylor

HCS/49 **CHARTERED INSTITUTE OF HOUSING QUALITY AWARD**

The Chairman announced the Council's achievement in being awarded a Quality Award for East Midlands Development of the Year from the Chartered Institute of Housing, in relation to developments at Pennine Way, Swadlincote and Lullington Road, Overseal. The Director of Housing and Environmental Services introduced Housing Officers Victoria Robb, Lee Carter and Richard Thornewill to receive the Award. The Chairman led Members in congratulating the Housing team on their achievements.

HCS/50 **APOLOGIES**

Apologies for absence were received from Councillors Billings, Coe (Conservative Group) and Richards (Labour Group).

HCS/51 **MINUTES**

The Open Minutes of the Meeting held on 6th October 2016 were noted and approved as a true record and signed by the Chairman.

HCS/52 **DECLARATIONS OF INTEREST**

The Committee was informed that no declarations of interest had been received.

HCS/53 **QUESTIONS FROM MEMBERS OF THE PUBLIC PURSUANT TO COUNCIL PROCEDURE RULE NO 10**

The Committee was informed that no questions from members of the public had been received.

HCS/54 **QUESTIONS FROM MEMBERS OF COUNCIL PURSUANT TO COUNCIL PROCEDURE RULE NO 11**

The Committee was informed that no questions from Members of the Council had been received.

HCS/55 **REPORTS OF THE OVERVIEW AND SCRUTINY COMMITTEE**

There were no Overview and Scrutiny Reports to be submitted.

MATTERS DELEGATED TO COMMITTEE

HCS/56 **CORPORATE PLAN 2016-21: PERFORMANCE REPORT (1 JULY – 30 SEPTEMBER 2016)**

The Director of Housing and Environmental Services presented the report to Committee.

RESOLVED:

Members noted progress against performance targets.

HCS/57 **DERBYSHIRE HEALTHY WORKPLACES PROGRAMME**

The Health Partnership Manager presented the report to Committee.

Queries raised by Members relating to the sickness absence figures, Body MOT's and County Council funding were responded to by the Director of Community and Planning and the Health Partnership Manager.

RESOLVED:-

Members approved South Derbyshire District Council being signed up to the Derbyshire Healthy Workplaces Programme.

HCS/58 **SOUTH DERBYSHIRE SCHOOL SPORT PARTNERSHIP**

The School Sports Partnership Activator presented the report to Committee.

Members voiced their appreciation for the sports activities and their success in the schools. A query as to how this initiative is inclusive of not only the larger schools but also the smaller schools was responded to by the Director of Community and Planning Services, who also referred to the beneficial outcomes, including increased participation in after-school and school holiday events.

RESOLVED:-

- 1) Members noted the update on the South Derbyshire School Sport Partnership (SSP) area of work.***
- 2) Members approved the continuation of the hosting of the School Sport Partnership and apply for relevant funding when available.***

3) Members approved the South Derbyshire School Sport Partnership to diversify the service offer.

HCS/59 **ROSLISTON FORESTRY CENTRE - UPDATE**

The Director of Community and Planning Services presented the report to Committee, also presenting the new Project Officer, Louise Glover.

Members, in referencing the unique nature of the Centre, noted the need for care in its future development and direction. The Director acknowledged these comments and confirmed that Members would be included throughout the process.

RESOLVED:-

Members approved the process for the future management and development of Rosliston Forestry Centre.

HCS/60 **REVIEW OF IGNITING THE LEGACY PROGRAMME**

The Sport and Health Partnership Manager presented the report to Committee.

Members commented on the support this programme gave to the local economy, the potential for further investment and the effective targeting of groups not currently engaged.

RESOLVED:-

Members noted the update and approved the work taking place under the Igniting the Legacy Programme, along with the intention to seek future funding from Sport England.

HCS/61 **VOLUNTEERING POLICY**

The Safer Communities Manager presented the report to Committee.

Members raised issues relating to the recruitment of volunteers, their training and retention, safeguarding and the relationship between this policy and that of the County Council. The Safer Communities Manager, the Sport and Health Partnership Manager and the Director of Community and Planning Services responded to all queries in turn.

RESOLVED:-

Members approved the Council Volunteer Policy.

HCS/62 **CORPORATE ENFORCEMENT POLICY**

The Environmental Health Manager presented the report to Committee.

Councillor Southerd commended the report as a valuable source of information for all Members.

RESOLVED:-

Members approved the new Corporate Enforcement Policy.

HCS/63 **COMMITTEE WORK PROGRAMME**

RESOLVED:-

Members considered and approved the updated work programme.

HCS/64 **LOCAL GOVERNMENT ACT 1972 (AS AMENDED BY THE LOCAL GOVERNMENT [ACCESS TO INFORMATION] ACT 1985)**

RESOLVED:-

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 paragraphs of Part 1 of the Schedule 12A of the Act indicated in brackets after each item.

MINUTES

The Exempt Minutes of the Meeting held on 6th October 2016 were received.

TO RECEIVE QUESTIONS FROM MEMBERS OF THE COUNCIL PURSUANT TO COUNCIL PROCEDURE RULE NO. 11

The Committee was informed that no questions had been received.

The Meeting terminated at 7.15pm.

COUNCILLOR J HEWLETT

CHAIRMAN

REPORT TO:	HOUSING AND COMMUNITY SERVICES COMMITTEE	AGENDA ITEM: 8
DATE OF MEETING:	2nd FEBRUARY 2017	CATEGORY: DELEGATED
REPORT FROM:	MIKE HAYNES – DIRECTOR OF HOUSING AND ENVIRONMENTAL SERVICES	OPEN
MEMBERS’ CONTACT POINT:	MARTIN GUEST – PERFORMANCE AND POLICY MANAGER	DOC:
SUBJECT:	HOUSEMARK CORE BENCHMARKING REPORT 2015/16	REF:
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE: HCSO1

1. Recommendations

- 1.1 That the findings of the recent Housemark report into performance across Housing Services for 2015/16 are noted.

2. Purpose of Report

- 2.1 To report on the Housing Services cost and performance information as detailed in the HouseMark ‘Summary of Benchmarking Results 2015/16’ report shown in Appendix 1.

3. Detail

Background

- 3.1 HouseMark was established in 1999 by the Chartered Institute of Housing (CIH) and National Housing Federation (NHF), both not-for-profit organisations. As a membership organisation, HouseMark aim to support housing providers across the country to achieve improved performance and Value for Money (VFM) by comparison of 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 Housing providers are able to choose which peer group to benchmark against, South Derbyshire uses the Local Authority (LA) club for our benchmarking.
- 3.4 For 2015/16, HouseMark offered to develop bespoke benchmarking reports. To maintain consistency, we decided to benchmark initial 2015/16 data against the

same LA club. Further benchmarking reports are available and can be measured against alternative peer groups if required.

Summary

- 3.5 A Value for Money and Performance Summary is shown in Appendix 1 for the main business activities of Housing Services. They include Overheads, Housing Management, Responsive Repairs and Voids, Major Works and Cyclical Maintenance, Estate Services and Tenant Satisfaction.
- 3.6 Cost and performance data is categorised into quartiles. They include Upper, Middle Upper, Median, Middle Lower, Lower, Not Applicable and No Data.
- 3.7 Traffic lights were replaced in 2013/14 with new refreshed icons to demonstrate performance, however, it should still be acknowledged that average or higher than average costs may be acceptable or desirable where this is consistent with furthering business objectives, performance or user satisfaction.
- 3.8 For 2015/16 reporting HouseMark has also offered a range of formats for the annual core benchmarking report. South Derbyshire opted to benchmark against the LA club to ensure consistency. Moving forward we will consider alternative benchmarking groups to secure robust and challenging comparison.
- 3.9 The main points to note from the summary are outlined below:

Overheads

- 3.10 Benchmarking overheads are measured as a percentage of direct revenue costs and separated into four categories: office premises, IT, finance and central overhead costs. Overheads are usually a mix of employee costs and non-pay costs. Whilst it is generally preferable to have low overheads, the right level of investment in this area is key to effectively supporting front line activities. Even so, 'overheads as a percentage of direct revenue costs' is not a perfect measure and will vary with the types of activities undertaken.
- 3.11 Overall overhead costs as a % of direct revenue costs are high in South Derbyshire and in the lower quartile but have decreased from 38.40% in 2014/15 to 35.65% in 2015/16. This decrease of 2.75% compares to no average change for our peer group between 2014/15 and 2015/16.

Housing Management

- 3.12 The Housing Management function includes rent arrears and collection, resident involvement and consultation, tenancy management and lettings.
- 3.13 Housing Management cost per property (CPP) at £216.66 is the lowest cost in our peer group. This has increased from £189.75 in 2014/15 to £216.66 in 2015/16. This increase of £26.91 compares to an average increase of £2.67 for our peer group between 2014/15 and 2015/16. Our housing management total cost per property is especially lean and we are placed upper quartile when compared with our peer group with the lowest costs. Our tenant satisfaction levels are also the highest in our peer group. This is shown in the graph overleaf.



- 3.14 Our current tenant arrears have decreased from 1.58% in 2014/15 to 1.55% in 2015/16. This decrease of 0.03% compares to an average increase of 0.02% for our peer group between 2014/15 and 2015/16.
- 3.15 Our total tenant arrears (including former tenant arrears as % rent due (excluding voids) has decreased from 2.83% in 2014/15 to 2.21% in 2015/16 and has put us in the upper quartile. This decrease of 0.62% compares to an average increase of 0.04% for our peer group between 2014/15 and 2015/16.
- 3.16 Our average re-let time in days (standard re-lets) has increased from 17 in 2014/15 to 19 in 2015/16 but is still under our annual target of 21 days. This increase of 2 days compares to an average decrease of 1.84 days for our peer group between 2014/15 and 2015/16. However our void times are still in the upper quartile when compared to our peer group
- 3.17 Our rent loss due to voids has increased from 0.47% in 2014/15 to 0.66% in 2015/16. This increase of 0.19% compares to an average increase of 0.02% for our peer group between 2014/15 and 2015/16.
- 3.18 The increasing turnover of tenancies and higher number of vacant properties continues to be a challenge for Housing Services. Tenancy turnover rate has increased from 7.76% in 2014/15 to 8.44% in 2015/16. This increase of 0.68% compares to an average decrease of 0.26% for our peer group between 2014/15 and 2015/16.

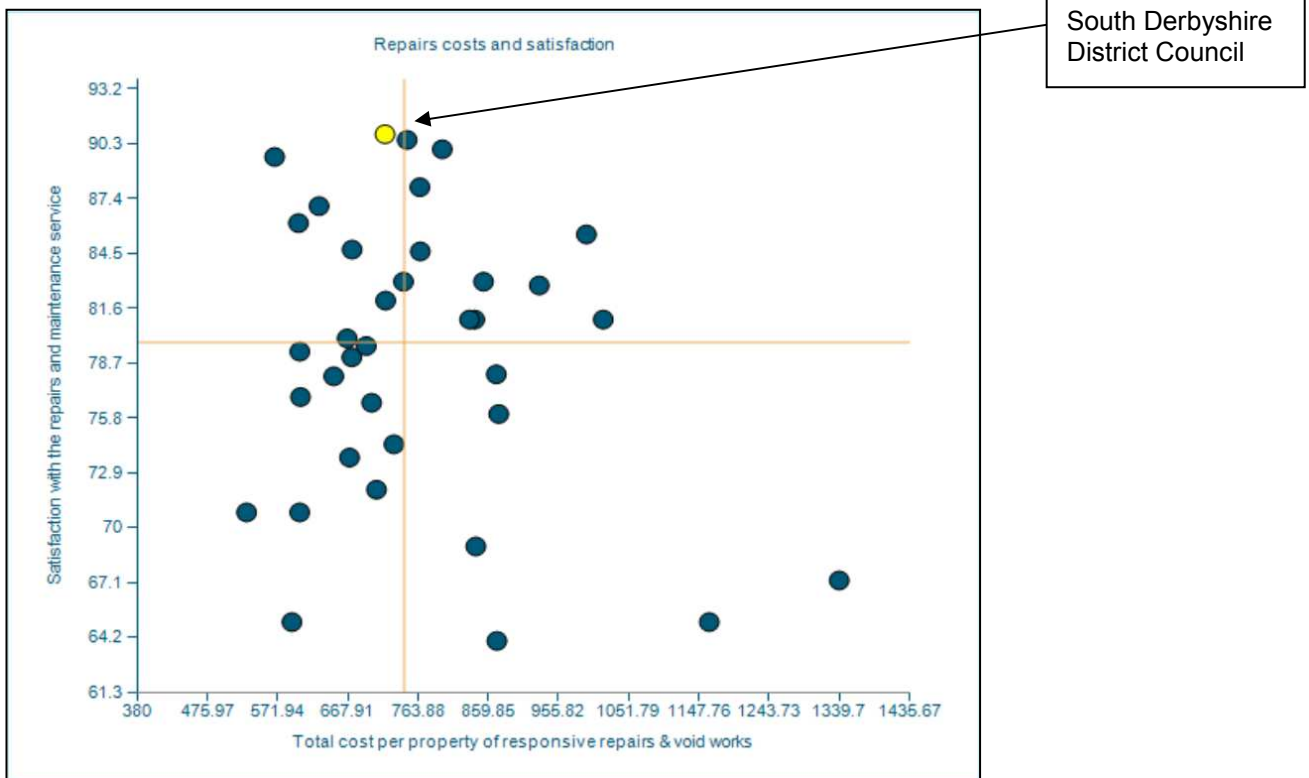
3.19 During 2016/17 we have been carrying out the following actions to maintain this good performance in arrears collection and housing management:

- Completing a full review of all income related policies and procedures to ensure they remain 'fit for purpose' in the era of Welfare Reform.
- Employed 'behavioural economics' (nudge theory) to increase the number of tenants paying by direct debit or standing order.
- Conducted a 'week of action' designed to support those in financial hardship and target persistent 'non-payers'.
- Trialled the use of small claims recovery for current tenant debt as opposed to possession action which is more expensive.
- Employed a specialist agency worker to manage former tenant debt.
- Created a 'needs based' programme of tenancy audits which ensure that resources are directed at those most at risk of financial hardship and tenancy failure.
- Created regular 'pre-tenancy workshops' designed to ensure that new tenants are 'rent ready' through group based meetings to discuss the importance of paying rent and other costs associated with managing a home.

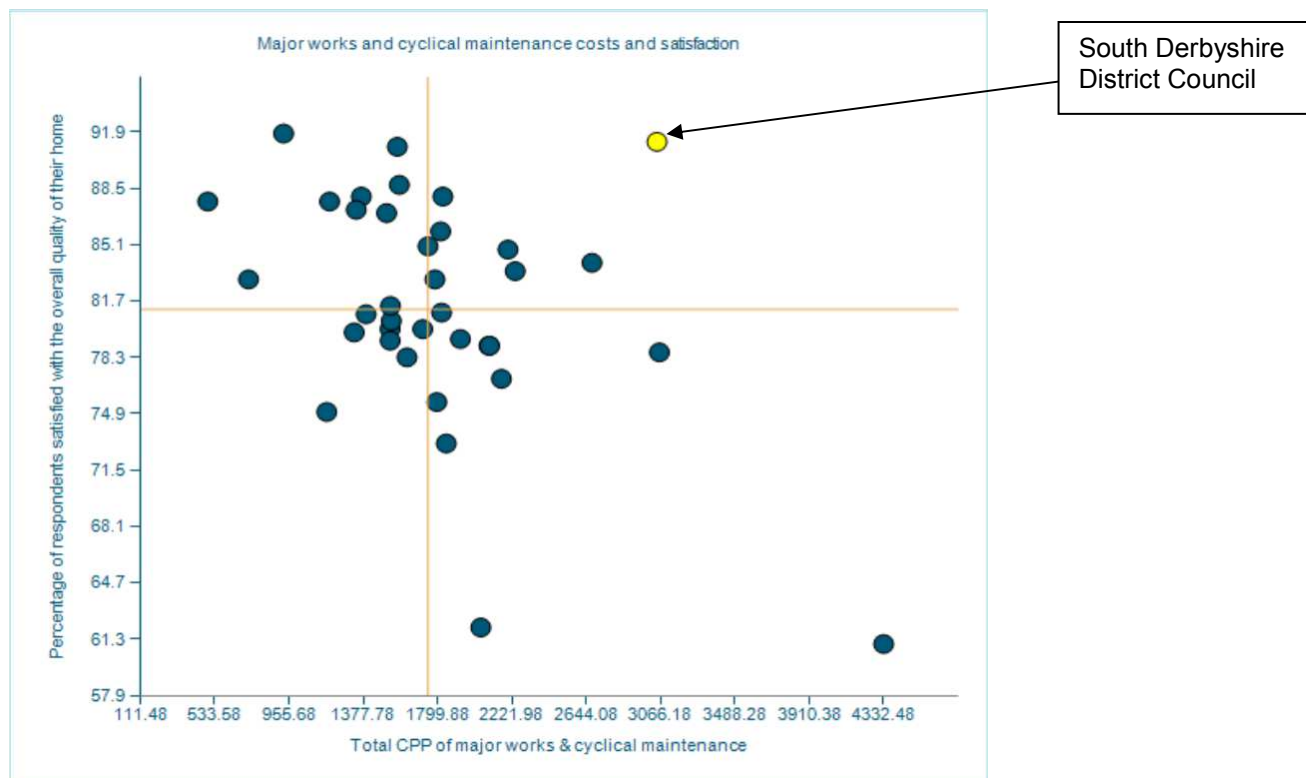
Responsive Repairs & void works

3.20 Total CPP of responsive repairs and void works has decreased from £755.08 in 2014/15 to £718.72 in 2015/16 and has decreased by £36.36 per property from the previous year. By driving down costs we are approximately £79,000 leaner than our peer group.

3.21 Our tenants overall satisfaction with the repairs and maintenance service is the highest in our peer group. This is shown against the total CPP of responsive repairs and void works in the graph below.



- 3.22 Total CPP on major works and cyclical maintenance has increased from £2,305.57 in 2014/15 to £3,045.25 in 2015/16. This clearly shows that we have invested heavily in our stock as part of our improvement programme
- 3.23 Our major works and cyclical maintenance cost versus satisfaction shows high levels of satisfaction with this service, but also high spend as part of the 5 year improvement programme; this is illustrated in the graph below.



Estate Services

- 3.24 The Estate Services function includes grounds maintenance, estate and communal cleaning. CPP has decreased from £61.75 in 2014/15 to £50.64 in 2015/16. This decrease of £11.11 compares to an average increase of £0.77 for our peer group between 2014/15 and 2015/16.

Tenant Satisfaction (STAR)

- 3.25 All satisfaction measures reported are in the top quartile compared to our peer group in 2015/16; this represents a tremendous achievement for South Derbyshire and is a very positive reflection on the views of our tenants to the services they receive. Satisfaction:

- with the overall service is 92.5%
- that views are listened to is 79.1%
- with the repairs service is 90.8%
- that rent provides VFM is 90.3%
- with the quality of home is 91.3%
- with the neighbourhood is 91.5%

4. Financial Implications

- 4.1 None

5. Corporate Implications

5.1 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 delivers on several Corporate Plan priorities such as:

- Connect with our communities, helping them feel safe and secure
- Maintain customer focus
- Enable people to live independently
- Protect and help support the most vulnerable, including those affected by financial challenges

6. Community implications

6.1 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 we are performing in meeting the needs of our tenants who live in many of the diverse distinct communities across the district.



HouseMark Core Benchmarking Report 2015/16

South Derbyshire District
Council

November 2016

HouseMark 



NATIONAL
HOUSING
FEDERATION



pfh | PROCUREMENT
FOR HOUSING

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1. Introduction

1.1. Operational context

Housing continues to feature highly on the political agenda. The government is focused on increasing new housing supply and promoting home ownership. Limited funding is available for new affordable rented housing with the majority of government funding for affordable homes being directed at home ownership schemes. Achieving government housing targets alongside its home ownership aspirations may prove increasingly challenging in the event of a post-'Brexit' downturn.

The Housing and Planning Act 2016 brings in a number of significant challenges for local authority housing. Each of these policies has its own set of cost implications.

Local Authorities now have a duty to consider selling higher value stock that becomes vacant, so the proceeds can offset a levy set up to fund the voluntary right to buy for housing associations. The proposals to implement this scheme are still being finalised, but the Act allows the government to estimate the amount of money it would expect each authority to receive from higher value vacant property sales and to pay this to the Treasury.

The Act also brings to an end the principle of lifetime tenancies, with most new local authority tenancies being for fixed terms of between 2 and 10 years. Where households contain a child under the age of 9, the authority will be able to grant a tenancy that lasts until the child is 19.

Alongside these measures, social landlords are being required to reduce their rents by 1% per year over the next four years as the government seeks to reduce housing benefit costs.

The uncertainty created by the current operational context means that local authorities have cut back plans to develop properties by as much as 90%¹ and focused on keeping a tight control on operating costs in order to maintain a viable service while balancing the housing revenue account.

In this new environment, HouseMark's benchmarking exercise with its granular analysis of costs aligned to a wealth of information on performance and satisfaction and robust validation is an invaluable tool.

¹ <http://www.cih.org/resources/PDF/Investing%20in%20council%20housing%20CIH-CIPFA%20July%202016.pdf>

1.2. Benchmarking

Benchmarking is important to any business. It provides key comparisons with similar organisations, enabling understanding of strengths and weaknesses and underpinning an evidence based approach to resource allocation, cost reduction and target setting.

Commercially, this information would be used to maintain competitive advantage. In social housing, particularly around the landlord function, competition is less of an issue; but understanding differences and identifying areas for improvement are essential business intelligence.

HouseMark benchmarking provides essential insight into your detailed service costs and how they compare with others. Our methodology ensures all costs are allocated in the same way to clearly defined categories. Our systems also allow flexible peer group selection, ensuring comparisons are made with organisations of a similar profile facing similar challenges.

At HouseMark, we continue to review our benchmarking offer to ensure it remains relevant and insightful. We are currently in the midst of a member-driven 'systems thinking' review of our benchmarking service. This is a two-year improvement project incorporating the re-platforming of our data entry and reporting systems.

The objectives are to:

- Make data collection easier for you
- Deliver outputs more quickly and flexibly
- Ensure you gain value from participation

For 2016, we continue to offer the full range of benchmarking outputs, enhanced in line with customer feedback. Full details of enhancements, new performance indicators and new products (including our exciting new maps tool) can be found in the HouseMark Benchmarking Offer 2016 document.

This benchmarking report is one output among many drawn from HouseMark's core benchmarking service, aimed at all levels of staff and management within our member organisations, as well as residents. The report has been enhanced to include powerful information on trend, and includes additional information on: development; maintenance management to service provision ratios; and new information on transactional satisfaction (StarT). It is just part of our evolving offer, which enables a changing, diversifying sector to drive efficiency and value for money, understand customers and manage risk.

Other key benchmarking outputs include:

- Flexible VFM Scorecard – the VFM Scorecard featured in this report is flexible and can be edited online. Members can choose from a basket of available indicators to bespoke the VFM Scorecard to their organisation. The VFM Scorecard is designed to provide you and your stakeholders with a high-level value-for-money summary of your business activities.

Process	Value	Previous	Trend	Median	KPI
Rent collected from current and former tenants as % rent due (excl. arrears b/f)	99.3%	100.0%	●	99.8%	☹
Average re-let time (standard re-lets)	24.55	49.35	★	24.80	☺
Repairs completed at the first visit %	95.7%	95.3%	★	92.2%	☺
Service charges collected as % service charges due (excl. arrears b/f)	NoData	NoData	●	100.9%	●

People	Value	Previous	Trend	Median	KPI
Staff turnover in the year %	17.0%	7.2%	●	15.9%	☹
Sickness absence average days/shifts lost per employee	9.1	10.8	★	8.8	☹
Staff satisfied with organisation as an employer %	NoData	NoData	●	84.0%	●

Value	Value	Previous	Trend	Median	KPI
Satisfaction with quality of new home %	NoData	NoData	●	95.0%	●
Satisfaction with service provided %	90.0%	93.3%	●	87.0%	★
Satisfaction with repairs & maintenance %	84.0%	89.7%	●	81.9%	☺
Satisfaction with neighbourhood %	87.0%	88.7%	●	86.4%	☺
Satisfaction rent provides value for money %	88.0%	87.5%	★	84.0%	★
Satisfaction service charges provide value for money %	80.0%	NoData	●	73.4%	★

Business & Financial	Value	Previous	Trend	Median	KPI
Total CPP of Housing Management	£573.41	£463.49	↑	£444.69	↑
Total CPP of Responsive Repairs & Void Works	£1,069.71	£590.60	↑	£804.62	↑
Total CPP of Major Works & Cyclical Maintenance	£1,890.85	£2,232.95	↓	£1,552.14	↔
Total overhead costs as % adjusted turnover	17.4%	12.8%	↑	11.0%	↑
Current tenant arrears as % rent due (excluding voids)	1.30%	1.15%	★	2.62%	★
Rent loss due to voids as % rent due	1.10%	2.04%	★	0.88%	☹
Gross arrears written off as % rent due	0.40%	1.04%	★	0.40%	☺

Trend Indicators
This represents your improvement in comparison to your peer groups' improvement.

Performance Indicators
These represent your performance in comparison to your peer group's performance.

Trend
This represents your improvement in comparison to your peer groups' improvement.

KPI
This shows how your actual performance or cost compares with your peer group

- Social Housing Dashboard – developed with boards and residents in mind, this quadrant-based chart provides at-a-glance understanding of an organisation's costs and performance across key social housing service areas. It can also be embedded directly into your own website or intranet. The dashboard has been refreshed in 2016 in line with customer feedback. More granularity is now provided on housing maintenance, and performance indicators have been refreshed to ensure the suite of measures used to calculate the 'performance score' remains appropriate. The original version has been retained for those who prefer it.



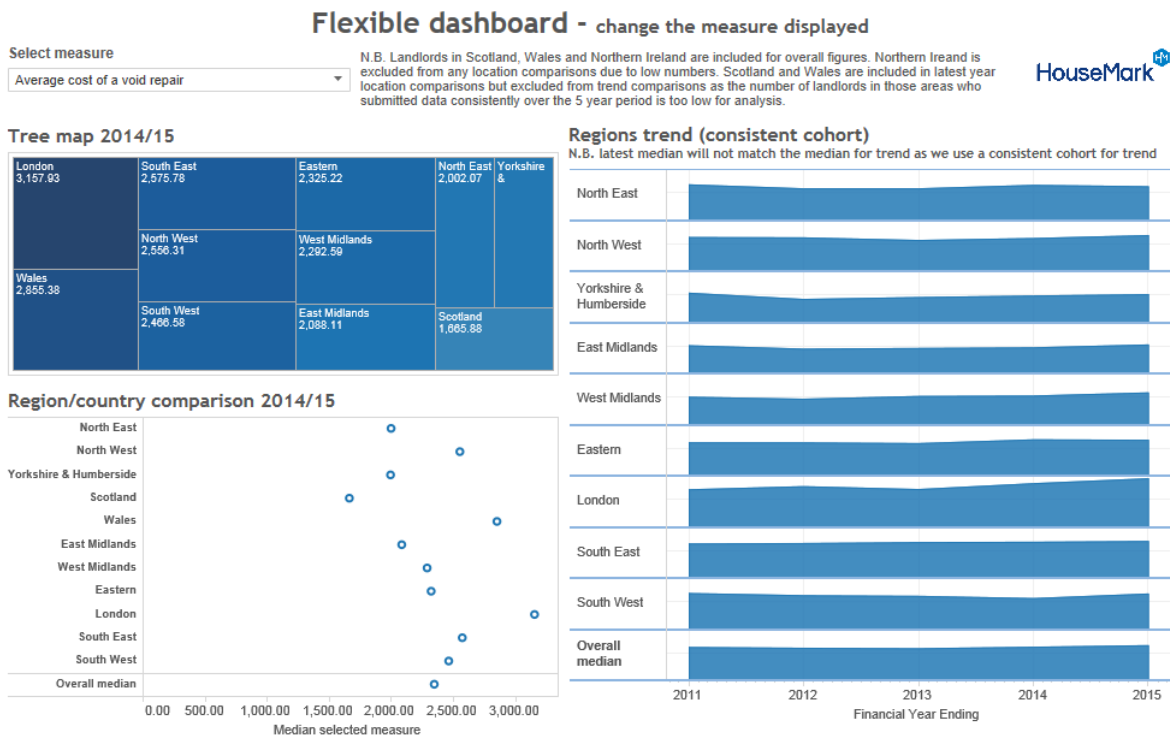
- Spreadsheet schedules – supplied with this report, these contain in-depth figures for each organisation in the peer group and are broken down into operational service areas.

Pi#01			Pi#02			Pi#03		
Average re-let time (standard re-lets)			Void loss %			Tenancy Turnover		
Days	Rank	Quartile	%	Rank	Quartile	%	Rank	Quartile
33	31	31	33	30	30	33	26	26
22.56			1.00			6.29		
29.00			1.40			7.93		
34.14			1.82			9.97		
30.91	22	Q3	3.54	30	Q4	3.59	3	Q1
27.70	12	Q2	1.24	12	Q2	10.86	24	Q4
21.50	8	Q1	0.49	1	Q1	6.96	9	Q2
23.61	9	Q2	0.96	8	Q1	8.78	17	Q3
28.70	15	Q2	1.68	19	Q3	10.36	21	Q4

- Online reporting – this provides full flexibility to analyse different peer groups over various timescales, look at service areas in detail, and extract charts and data. Our scenario facility also allows you to model changes in staffing and non-pay costs to assess the impact of potential changes on your relative position.



- Sector analysis – using aggregated benchmarking data alongside other publicly available relevant data, HouseMark’s in-house team of analysts produce several reports throughout the year to identify emerging patterns and understand the effect of external issues on the housing sector. For example, our voids and lettings storyboard which can be viewed on-line <https://www.housemark.co.uk/subscriber-tools/data-and-analysis/voids-and-lettings-analysis-2010-15>



1.3. Key operational issues

Changes in the operating environment may impact on your costs and performance in a number of ways. Your benchmarking data will help you assess how you have managed these changes compared to your peers.

The table below sets out a number of current issues and how the relative impact on your organisation can be analysed using benchmarking data:

Operational issue	Response
<p>In spite of delays to the full adoption of Universal Credit, our survey of Welfare Reform Impact Club members found that its continued incremental roll-out was a risk, as arrears levels were around three times higher for UC claimants than HB claimants.</p>	<p>Benchmarking data provides a comprehensive overview of rental income and arrears performance measures alongside the costs of collection. Peer group comparison helps you assess the effectiveness of your strategies to cope with change.</p>
<p>Changes to welfare benefits impact on the relative affordability of social housing for many actual and prospective tenants. This may make it more difficult to attract and retain tenants.</p>	<p>The impact may be seen on performance in areas such as re-let times, vacancy rates and tenancy turnover. Comparisons of resourcing and costs in these areas can be utilised to assess the value for money of services such as choice-based lettings, and provide an evidence base for strategies such as change of use.</p>
<p>Extension of right-to-buy discounts and the sale of higher value voids are likely to increase diminishing stock numbers. While time-frames for higher value void sales have yet to be confirmed, the effects are likely to be significant.</p>	<p>Losing rented stock through disposal of higher value voids and right-to-buy sales may impact on cost per property and the ratio of staff to properties. A reduction in stock without a reduction in expenditure would show as a rise in these measures, suggesting less value for money. Loss of stock in this way also impacts on rental income streams.</p>
<p>Planned reductions in rent by 1% per year for the next four years and levies relating to higher value voids regulations will have a significant impact on local housing authority revenue streams.</p>	<p>Organisations are likely to seek efficiency savings to compensate for reduced revenue. But will savings be across the board or focused on areas of lower priority, will they be sufficient to maintain service levels – and how will this impact on performance? Benchmarking enables you to understand the impact of these changes on your own organisation compared to your peers.</p>

<p>The Housing and Planning Act introduced a number of provisions that impact on local authorities including sales of higher value voids and lifetime tenancies.</p>	<p>Effective assessment of the impact of these changes on your organisation (and the ability of your structures to effectively manage them) is facilitated by comparisons with your peers, backed up by shared learning.</p>
<p>Reductions in stock and shrinking HRA income may impact on local authority landlord performance and satisfaction levels.</p>	<p>The benchmarking tool allows organisations to link performance, cost and satisfaction and measure the impact of dwindling resources on service levels.</p>

1.4. Making use of your data

HouseMark benchmarking has a key role in supporting local authorities to ensure that core landlord activities are being managed in an efficient and effective manner.

The table below sets out examples of how benchmarking can help this process:

Challenge	Solution
Understanding of the costs and outcomes of delivering specific services and which underlying factors influence these costs and how they do so.	Our benchmarking identifies the costs and key cost drivers for specific services alongside key performance metrics.
Ensuring performance management and scrutiny functions are effective at driving and delivering improved value for money.	The presentation of comparable cost and performance data in a single report, with the ability to look at trends over time allows you to use HouseMark data to flow between performance management and scrutiny functions.
LA business plans should be built on robust and prudent assumptions about income and fees based on past performance as well as future projections.	You can access performance and cost trends over time.
Managing and addressing risk should involve developing plausible scenarios that test the business plan against adverse movements in the operating environment.	The scenario function within core benchmarking enables you to model changes in operational expenditure and assess the impact on outputs.

The data collated for this report is an asset that can be sweated like any other - the more the data is used, the better value it provides. Our data is comprehensive and robust, it balances with statutory accounts, it is validated against statutory returns as well as previous submissions and sector norms. It is the richest source of data that housing organisations have access to on a daily basis.

1.5. About this report

HouseMark now offers a range of formats for your annual core benchmarking report. This report uses boxplots, stacked bar charts and scatter charts to display your benchmarking results. For 2016 we have also added waterfall charts. These charts show in detail your peer group trend for four headline housing management KPIs.

Following communication with your organisation, you have opted in to this report either by requesting it specifically, or because you have not requested an alternative format. Alternative templates that use bar charts (as per 2013 report) or histograms (as per 2014 report) are available on request. A separate document providing more detail on the available reporting options is available on request.

If you think your peer group isn't quite right, HouseMark will be happy to liaise with you to agree an alternative peer group. HouseMark can use a wide range of profile data sourced from both benchmarking returns and publicly available data to recommend a peer group suitable to your needs.

If you'd like to edit the indicators included in your VFM Scorecard, you can do so [online](#).

To discuss any or all of the above options, we would be happy to hear from you. You can contact our data services helpline on 024 7647 2707 or email data@housemark.co.uk

The data used in this report is the most recent data available. Performance measures for you and your peers are therefore all based on 2015/16 performance.

Cost measures for your peers are either based on 2015/16 costs or 2014/15 costs uplifted in line with inflation² where 2015/16 cost data has not yet been submitted. Where this report shows historical figures for your organisation, these costs have not been uplifted in line with inflation, and reflect the actual cost for that year.

For organisations in London and the South East we apply an area cost adjustment to reflect the generally higher costs experienced in these regions.

Comparisons can be made with or without inflation and / or area cost adjustment by using our online reporting tool.

All references to the 'average' in this report refer to the median average, rather than the mean.

² Based on September 2015 RPI of 0.8%

1.6. Your peer group

If you are going to use benchmarking data as part of your business planning and improvement process, you will want to be sure that your peer group is appropriate for your needs. We are able to create peer groups based on a variety of factors such as stock size, region or organisation type or service provided. We can also advise on organisations which operate in local authority areas with similar socio-demographic characteristics.

We have therefore, discussed and agreed with you that the peer group to be used for producing this report is based on the following parameters:

Club Name: LA Club

The table below provides the names of the organisations within your peer group alongside some key contextual information.

Landlord name	Units managed GN	Units managed HfOP	Units managed GN & HfOP	Adjusted turnover	DLO	Number of standard units developed in the year
South Derbyshire DC (2015/2016)	2,005	968	2,973	13,745,978	Y	80
Aberdeenshire Council	11,385	1,494	12,879	58,974,345	Y	165
Adur DC	2,308	288	2,596	12,761,905	N	0
Barrow-in-Furness BC	2,660	0	2,660	12,084,035	N	NoData
Brighton and Hove City Council	10,699	852	11,551	57,189,503	N	11
Broxtowe BC	3,137	1,393	4,530	18,160,978	Y	6
Cannock Chase DC	5,010	124	5,134	20,357,376	Y	18
Castle Point BC	1,236	288	1,524	7,514,829	N	NoData
Central Bedfordshire Council	4,400	655	5,055	29,139,720	N	4
Charnwood BC	5,231	455	5,686	25,417,469	Y	NoData
City of Lincoln Council	7,428	412	7,840	28,311,388	Y	20
City of London	1,777	143	1,920	12,934,706	N	44
City of York Council	7,398	367	7,765	35,922,529	Y	40
Dudley MBC	21,195	1,164	22,359	117,514,025	Y	22
East Devon DC	2,886	1,336	4,222	18,533,440	N	NoData
Exeter City Council	4,423	552	4,975	20,968,840	N	20
Gosport BC	2,887	182	3,069	13,918,538	N	16
Gravesham BC	5,092	602	5,694	27,769,635	Y	NoData
Guildford BC	4,695	266	4,961	29,423,892	Y	43
Hull City Council	24,203	657	24,860	99,374,969	N	NoData
Isle of Anglesey County Council	3,307	479	3,786	14,599,082	Y	NoData
LB of Croydon	12,567	1,299	13,866	84,813,210	N	NoData
LB of Ealing	11,350	1,169	12,519	62,426,890	N	NoData
LB of Hackney	22,137	0	22,137	131,303,261	Y	0
LB of Harrow	4,300	556	4,856	30,159,608	N	NoData
LB of Havering	8,345	814	9,159	53,532,351	NoData	21
LB of Southwark	36,283	1,261	37,544	247,040,076	N	24
Lewes DC	2,829	372	3,201	16,068,689	Y	NoData
Mansfield DC	4,417	2,100	6,517	31,519,918	Y	NoData
Medway Council	2,726	285	3,011	13,965,339	N	15
Mid Devon DC	2,410	650	3,060	15,522,095	Y	14
North Kesteven DC	3,862	0	3,862	16,164,646	N	22
North Lanarkshire Council	35,024	1,173	36,197	116,831,108	N	64
North Tyneside Council	13,734	1,294	15,028	61,661,569	N	NoData
North Warwickshire BC	2,691	0	2,691	13,918,144	Y	2
Norwich City Council	14,236	920	15,156	72,657,000	N	9
Oxford City Council	7,467	307	7,774	43,423,290	Y	107
Reading BC	5,279	330	5,609	36,043,811	Y	0
Rotherham MBC	15,055	5,606	20,661	85,374,706	N	0
Royal Borough of Kingston upon Thames	3,951	839	4,790	28,766,868	N	8
Rugby BC	2,470	1,343	3,813	20,846,075	Y	NoData

Runnymede BC	2,647	210	2,857	16,772,478	N	0
South Cambridgeshire DC	4,182	1,065	5,247	30,594,730	N	4
South Kesteven DC	5,055	1,097	6,152	28,612,577	Y	495
South Lanarkshire Council	23,868	1,218	25,086	91,932,595	Y	NoData
Southampton City Council	13,341	3,146	16,487	82,135,422	N	NoData
Swindon BC	9,195	1,484	10,679	56,056,207	Y	19
Uttlesford DC	1,731	677	2,408	15,574,086	Y	14
Warwick DC	4,083	1,368	5,451	27,735,099	N	15
Wealden DC	2,535	480	3,015	14,527,274	N	0
Wiltshire Council	4,784	512	5,296	26,095,188	Y	NoData
Winchester City Council	4,318	633	4,951	27,932,382	N	23
Wokingham BC	2,306	310	2,616	14,917,940	N	0

1.7. Further information

HouseMark would be delighted to receive feedback on this report format, or any other aspect of our services. We would also be happy to provide you with further information on other services available from HouseMark.

Contact us on:
02476 472 707 or email data@housemark.co.uk

2. Cost and performance summary

The below table is a summary of your headline cost, performance and satisfaction measures for 2015/16. The quartile represents where you sit on this measure compared to your peer group.

Note that we have provided quartile symbols for costs measures in this summary table for ease of interpretation. However, please note that high costs / investment (particularly around major works) is not necessarily a bad thing. The VFM Scorecard in section 3 uses different quartile symbols for cost measures, which are colour neutral and simply show high or low. More detail on all of these measures and more is provided in the main body of the report from section 4 onwards.

Headline measures	Your value	Quartile
Costs headlines		
Overheads as a % of direct revenue costs	35.6	
Total CPP of Housing Management	216.66	
Total CPP of Responsive Repairs & Void Works	718.72	
Total CPP of Major Works & Cyclical Maintenance	3,045.25	
Operational performance headlines		
Current tenant arrears as a percentage of rent due	1.55	
Rent arrears of former tenants as % rent due (excluding voids)	0.66	
Average re-let time in days (standard re-lets)	19.00	
Rent loss due to empty properties (voids) as % rent due	0.66	
Average number of calendar days taken to complete repairs	6.58	
Percentage of repairs completed at the first visit	99.50	
Percentage of dwellings that are non-decent at the end of the year	0.00	
Percentage of properties with a valid gas safety certificate	99.96	
Staff turnover in the year %	13.8	
Sickness absence average working days/shifts lost per employee	NoData	
Satisfaction headlines		
Satisfaction with the service provided (%)	92.5	
Satisfaction that views being listened to (%)	79.1	
Satisfaction with the repairs & maintenance service (%)	90.8	
Satisfaction with rent VFM (%)	90.3	
Satisfaction with quality of home (%)	91.3	
Satisfaction with neighbourhood (%)	91.5	

3. Value for money scorecard

In line with member feedback, we have improved the VFM scorecard's functionality to enable you to choose the measures you want it to show. You can select the KPIs you wish to include from a comprehensive basket of indicators available online.

The scorecard overleaf displays our list of default measures unless you have customised your scorecard online and advised us to include it in your report. You can modify the PIs contained within your scorecard online at any time. Further guidance is included in the [VFM Scorecard User Guide](#).

The VFM Scorecard is designed as a business effectiveness tool that can be used by boards, executives, tenants and other stakeholders to help them understand and challenge organisational performance in the round.

Borrowing from accepted scorecard practice, the data is set out across four domains:

- business and financial – operating efficiency, profitability and maximising income
- people – getting the most out of your most important resource
- process – effectiveness of key business processes
- value – effectiveness of service outcomes

Each domain contains a basket of indicators. For each indicator the scorecard shows:

- **Value:** your performance or cost value for 2015/16
- **Previous:** the corresponding value for 2014/15 (where available). Note this has not been uplifted in line with inflation.
- **Trend:** how your rate of improvement between 2014/15 and 2015/16 compares with the rate of improvement of your peer group (where previous year data is available)
- **Median:** the peer group median
- **KPI:** how your actual performance in 2015/16 compares with your peer group

Value for money scorecard

Process	Value	Previous	Trend	Median	KPI
Rent collected from current and former tenants as % rent due (excl. arrears b/f)	100.3%	99.2%	★	99.6%	★
Average re-let time (standard re-lets)	19.00	17.00	★	30.35	★
Repairs completed at the first visit %	99.5%	99.7%	★	94.1%	★
Service charges collected as % service charges due (excl. arrears b/f)	NoData	NoData	●	100.2%	●

Value	Value	Previous	Trend	Median	KPI
Satisfaction with quality of new home %	NoData	NoData	●	97.5%	●
Satisfaction with service provided %	92.5%	92.5%	★	85.0%	★
Satisfaction with repairs & maintenance %	90.8%	90.8%	★	79.8%	★
Satisfaction with neighbourhood %	91.5%	91.5%	★	84.0%	★
Satisfaction rent provides value for money %	90.3%	90.3%	★	82.0%	★
Satisfaction service charges provide value for money %	85.3%	85.3%	★	72.2%	★

People	Value	Previous	Trend	Median	KPI
Staff turnover in the year %	13.8%	NoData	●	10.3%	●
Sickness absence average days/shifts lost per employee	NoData	NoData	●	10.3	●
Staff satisfied with organisation as an employer %	NoData	NoData	●	68.0%	●

Business & Financial	Value	Previous	Trend	Median	KPI
Total CPP of Housing Management	£216.66	£189.75	↑	£346.38	↓
Total CPP of Responsive Repairs & Void Works	£718.72	£755.08	↓	£745.18	↔
Total CPP of Major Works & Cyclical Maintenance	£3,045.25	£2,305.57	↑	£1,745.61	↑
Total overhead costs as % adjusted turnover	11.2%	11.2%	↓	7.0%	↑
Current tenant arrears as % rent due (excluding voids)	1.55%	1.58%	★	2.05%	↔
Rent loss due to voids as % rent due	0.66%	0.47%	★	1.09%	★
Gross arrears written off as % rent due	1.01%	0.60%	●	0.41%	●
Growth in turnover	NoData	NoData	●	NoData	●
Operating margin	NoData	NoData	●	NoData	●

Trend Indicators

This represents your improvement in comparison to your peer groups's improvement.

Performance Indicators

These represent your performance in comparison to your peer group's performance.

Trend

This represents your improvement in comparison to your peer groups's improvement.

KPI

This shows how your actual performance or cost compares with your peer group

Key to KPI symbols	
Performance	Cost
= Your performance result is in the upper quartile of the peer group (top 25%)	= Your costs are lower than three-quarters of your peer group (lowest 25%)
= Your performance result is in the middle upper quartile of the peer group (between 25% & 50%)	= Your costs are less than the average for your peer group
= Your performance result is equal to the median of the peer group	= Your costs are equal to the median of your peer group
= Your performance result is in the middle lower quartile of the peer group (between 50% & 75%)	= Your costs are higher than the average for your peer group
= Your performance result is in the lower quartile of the peer group (between 75% & 100%)	= Your costs are higher than three-quarters of your peer group (highest 25%)
Key to trend symbols	
Performance	Cost
= Your performance trend (the actual change in your year-on-year performance) is upper quartile when compared to the trend for your peer group	= The actual change in your year on year costs shows that your costs are decreasing more quickly (or increasing more slowly) than three quarters of your peer group
= Your performance trend (the actual change in your year-on-year performance) is in the middle upper quartile when compared to the trend for your peer group	= The actual change in your year on year costs shows that your costs are decreasing more quickly (or increasing more slowly) than half of your peer group
= Your performance trend (the actual change in your year-on-year performance) is equal to the median when compared to the trend for your peer group	= The actual change in your year on year costs shows that your costs are increasing (or decreasing) at the median rate for your peer group
= Your performance trend (the actual change in your year-on-year performance) is in the middle lower quartile when compared to the trend for your peer group	= The actual change in your year on year costs shows that your costs are increasing more quickly (or decreasing more slowly) than half of your peer group
= Your performance trend (the actual change in your year-on-year performance) is lower quartile when compared to the trend for your peer group.	= The actual change in your year on year costs shows that your costs are increasing more quickly (or decreasing more slowly) than three quarters of your peer group

Polarity

Trend and performance arrows for the cost measures in the scorecard are grey. This is because we have not applied a valuative polarity (i.e. high or low is neither good nor bad). Whilst low cost is generally considered to be good, in many cases an organisation may choose to invest more to achieve certain outcomes. As such, the direction of arrows reflects simply the direction of cost i.e. an upwards arrow in the 'KPI' column reflects higher than median costs. An upwards arrow in the trend column indicates costs increasing faster than average for the peer group.

4. Overheads

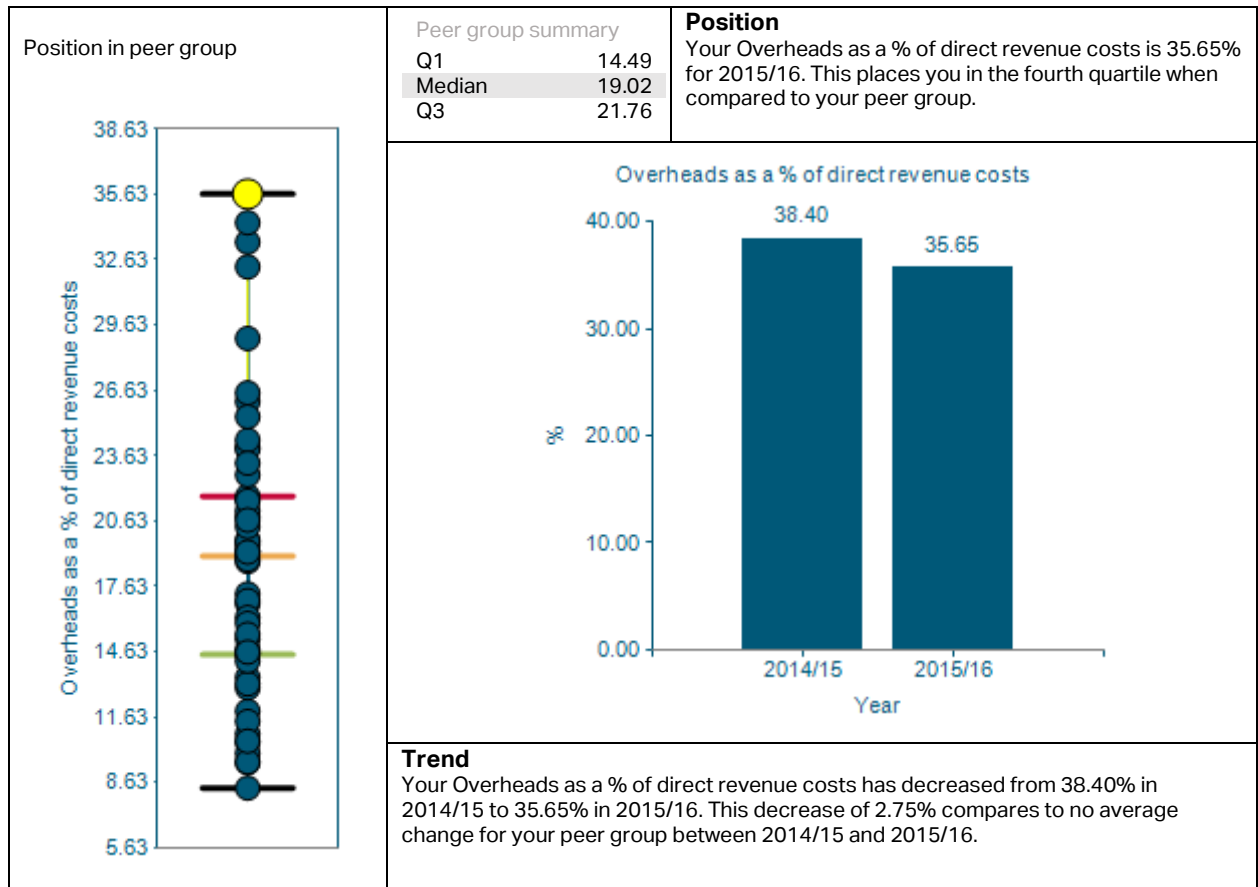
This section looks at some key overheads ratios. Overheads refers to what is generally considered 'back-office' functions, and includes premises, IT, finance and central overhead costs. Overheads are usually a mix of employee costs and non-pay costs. Whilst it is generally preferable to have low overheads, the right level of investment in this area is key to effectively supporting front line activities.

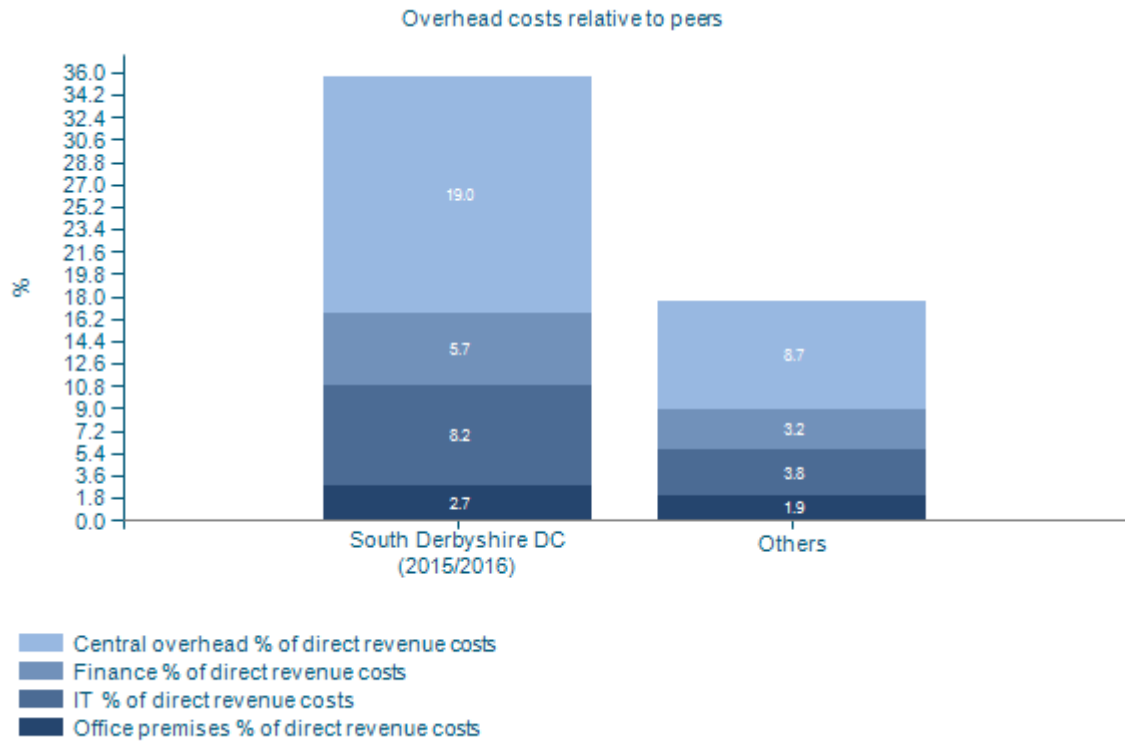
Generally we use 'overheads as a percentage of direct revenue costs' for benchmarking purposes, as it provides a common measure of activity across the whole business and between different types of organisations.

Even so, 'overheads as a percentage of direct revenue costs' is not a perfect measure and will vary with the types of activities undertaken. Some activities are more revenue-generating than others. An organisation with a significant market rent portfolio may generate more revenue relative to overhead costs than an organisation with substantial supported housing stock. In view of such differences, we believe that while it is a good broad indication of overhead cost efficiency, it is most useful when comparing organisations with a similar mix of business activities or when considering business diversification plans.

For a rounded view of overheads, other ratios should also be examined. To this end we have also included a scatter chart plotting overheads as a percentage of direct revenue costs against another ratio: overheads as a percentage of adjusted turnover which shows your expenditure on overheads in relation to your adjusted turnover.

Overhead costs as a percentage of direct revenue costs



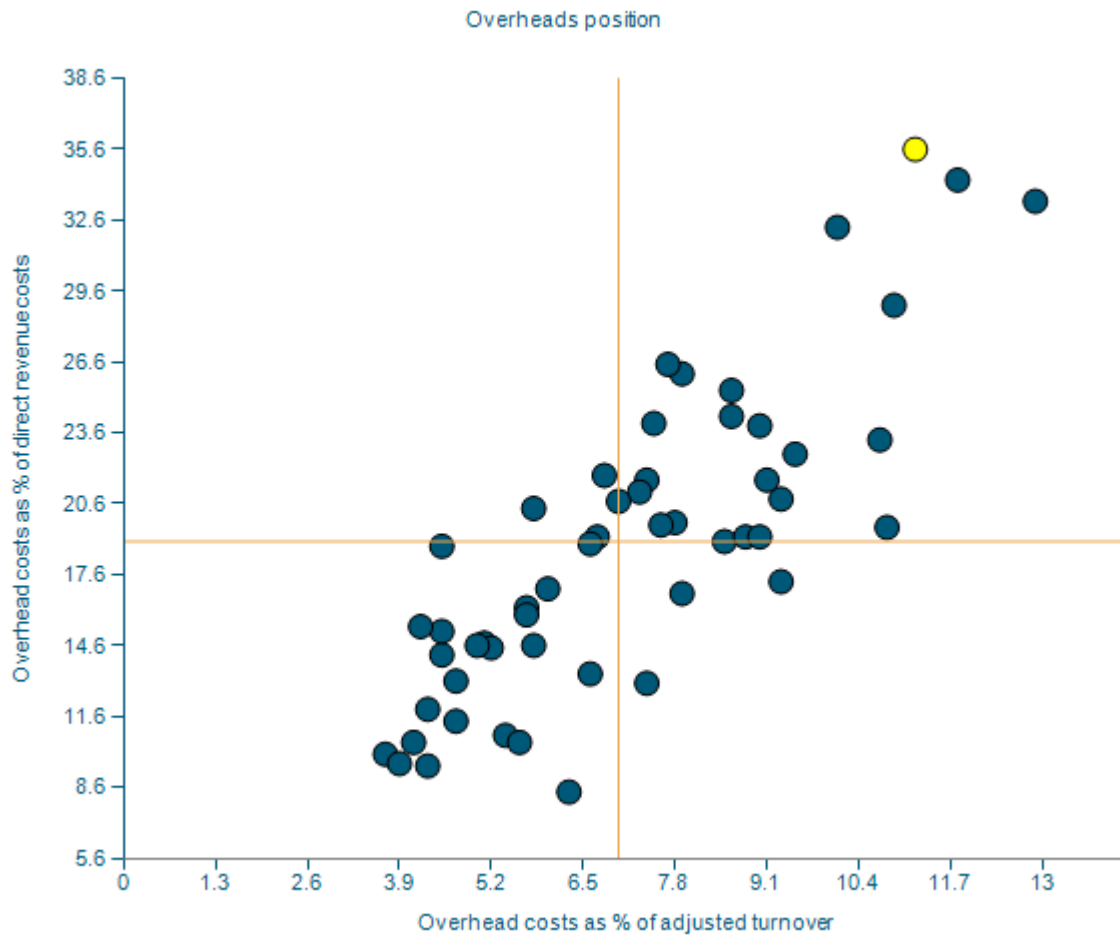


Note that for the others in your peer group, medians have been used for each of the overhead components. The sum of the component medians may not necessarily equal the median of the aggregate measure.

Overheads proportional to direct revenue costs and adjusted turnover compared

The below scatter plot shows overheads as a percentage of adjusted turnover plotted against overheads as a percentage of direct revenue costs. As both are a measure of overheads, we expect a relatively strong correlation between the two measures, but differences in service delivery profile can have an effect on your relative position against the two measures.

Your organisation is highlighted yellow whilst the horizontal and vertical yellow lines represent the medians for the peer group.



5. Housing Management

Housing management is a core landlord function and represents collecting rent and managing arrears, carrying out lettings, managing tenancies and anti-social behavior cases, as well as enabling resident involvement.

Some organisations have specialist teams delivering some or all of these housing management services, whilst others have generic housing officers.

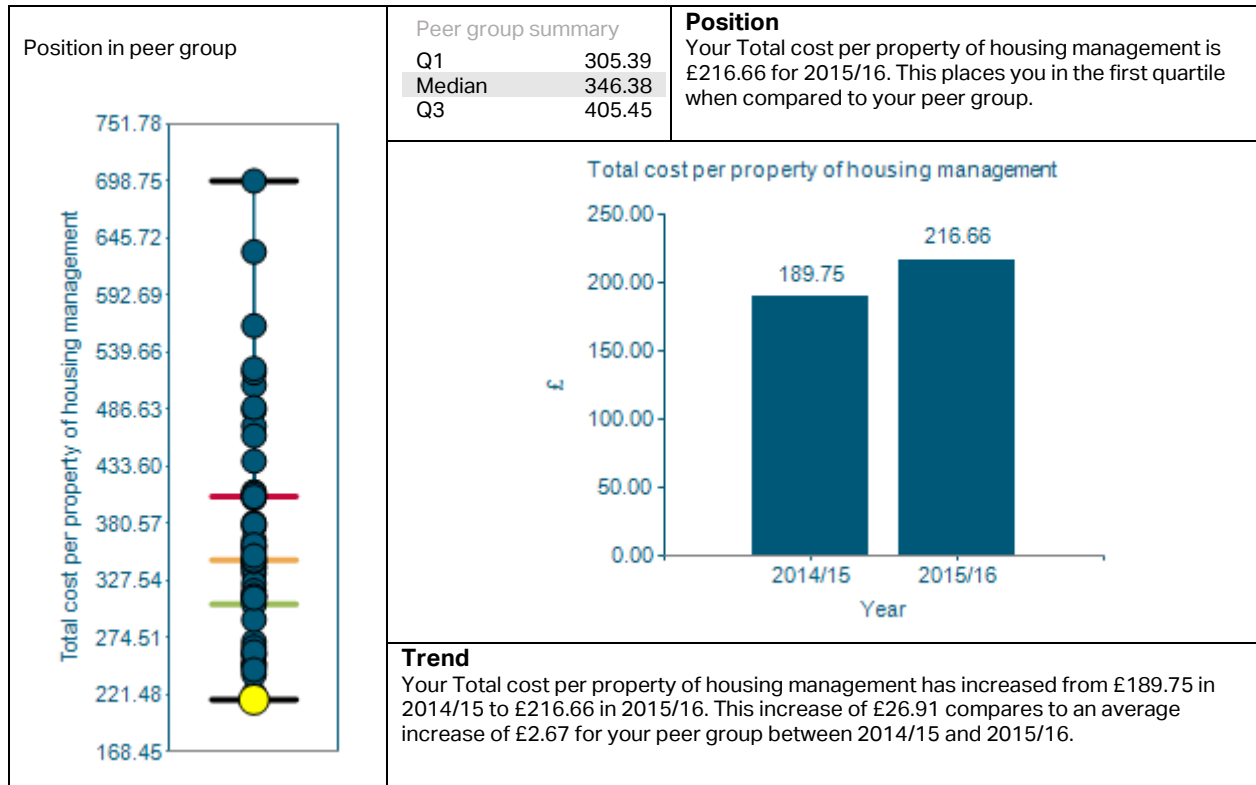
Generally housing management costs are largely made up of staff costs, although include some non-pay costs such as legal fees and choice-based lettings fees.

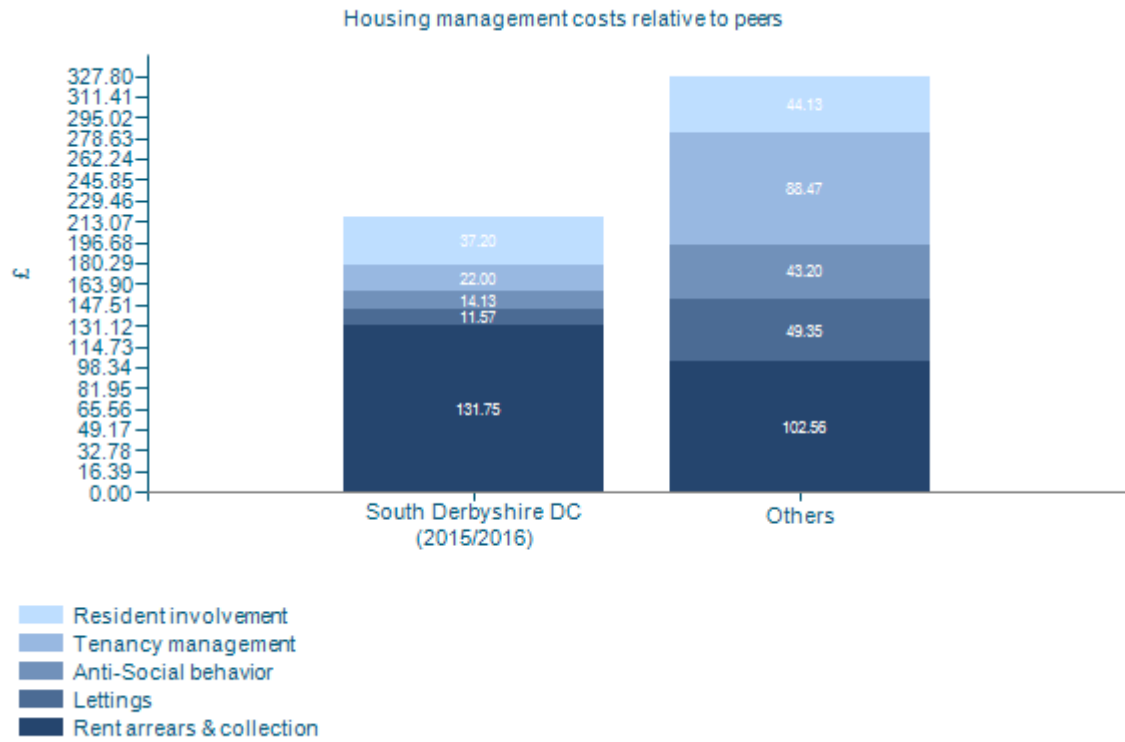
The total cost per property of housing management also contains an overhead allocation.

This section compares your total housing management cost per property with your peer group. A breakdown of your housing management costs is also provided unless you have opted to provide your housing management costs only at a high level. This section also covers some headline housing management performance measures.

Finally, we have also included a scatter chart plotting your total housing management cost per property against satisfaction with the landlord's services overall. Scatter charts are a useful way of showing two different measures on one chart. Additionally, if there is any correlation between the two measures, scatter charts make this possible to see at a glance.

Housing management total cost per property





The above chart shows the breakdown of your housing management costs compared to your peers, but will not display if you have opted only to provide your cost data at a high level.

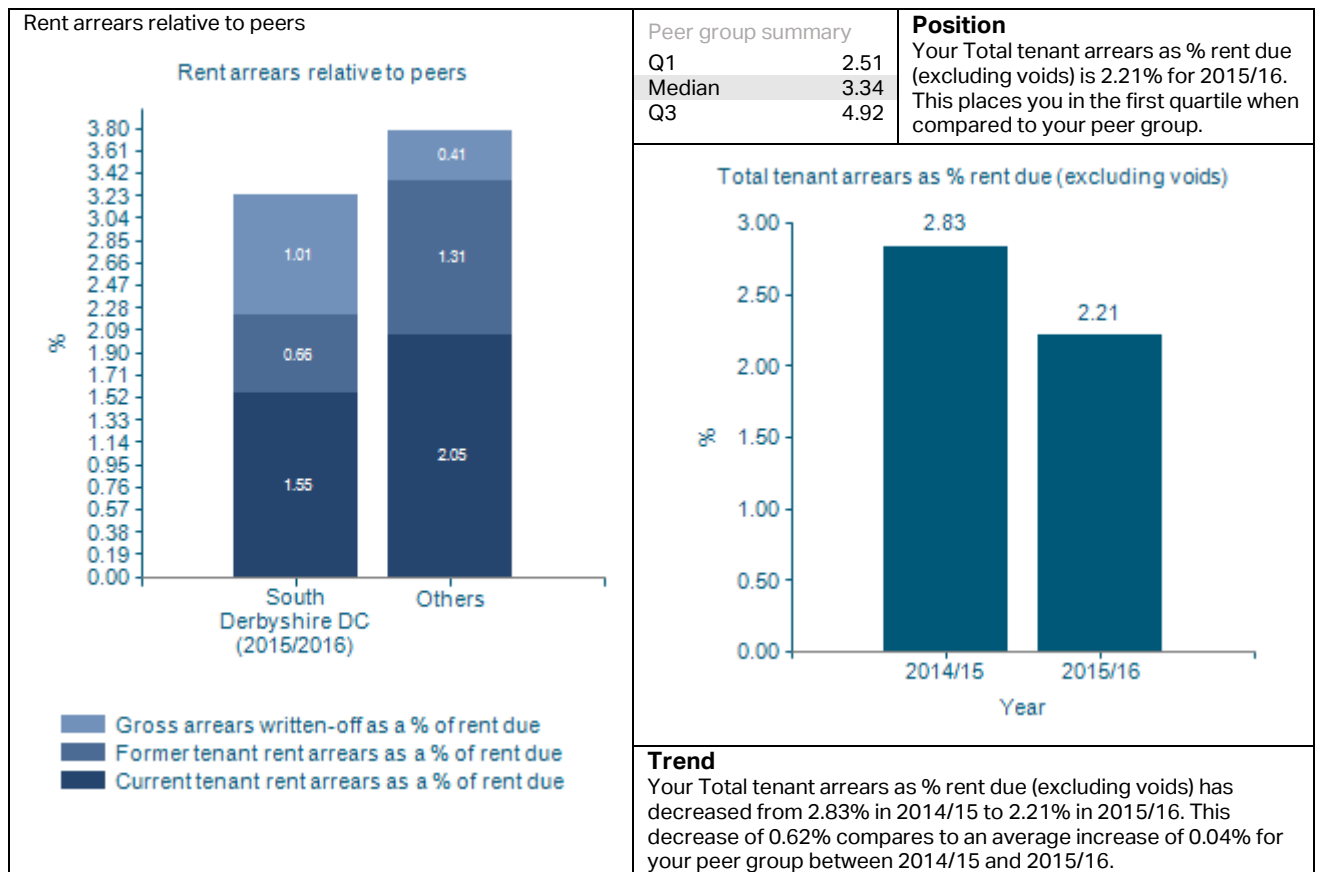
Note that for the others in your peer group, medians have been used. The sum of the component medians may not necessarily equal the median of the aggregate measure.

5.1 Housing management performance

Tenant arrears

A full analysis of arrears requires comparisons of a range of different measures in the round. For example relatively low current tenant arrears may result from a robust approach to evictions. This in turn may impact adversely on former tenant arrears. Former tenant arrears can be reduced where the organisation makes the decision to write them off. An overview of these measures allows you to assess how effective your approach is to income recovery and income maximisation.

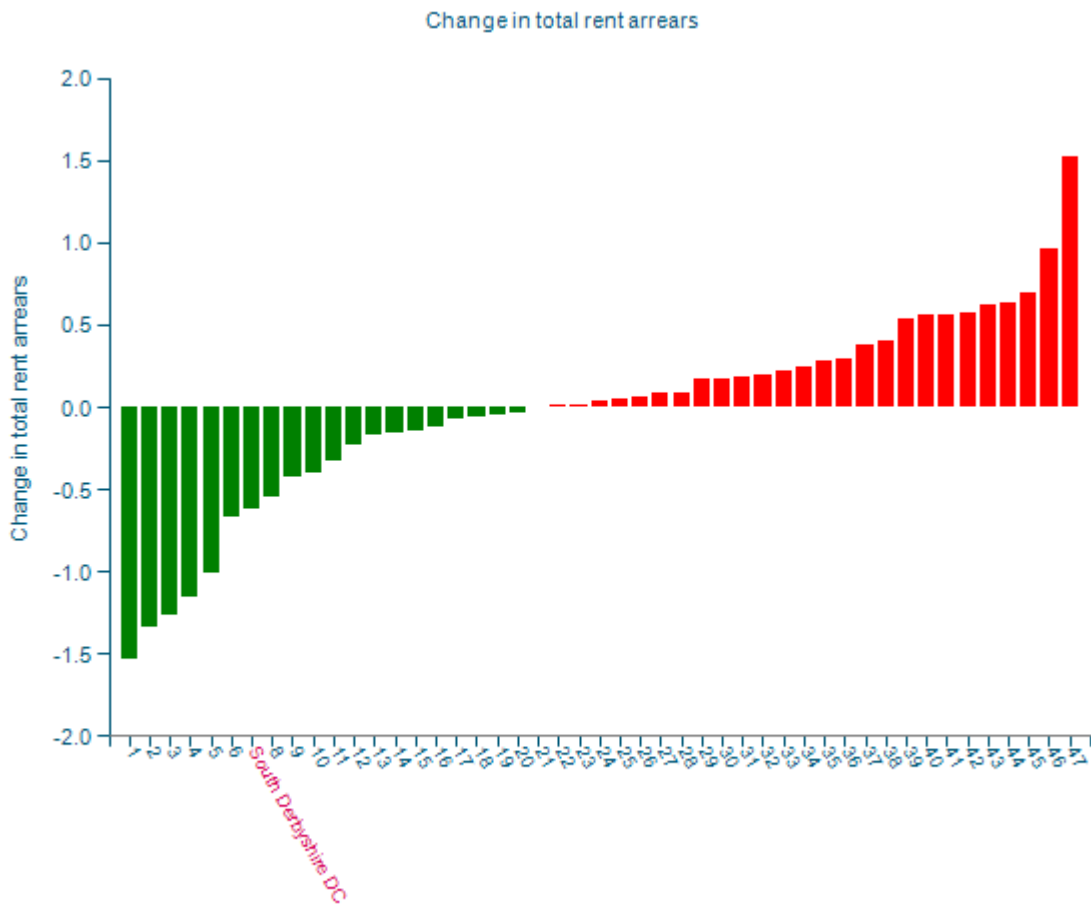
The below stacked bar chart shows the full tenant debt position and write-offs when compared to your peer group. If you have not provided data for one or more of the measures, the stacked bar chart will only show the measures for which you have provided data.



Change in total tenant arrears

The below waterfall chart shows the trend on arrears for your organisation alongside the trend for your peers. Trend is calculated by taking total arrears as at the beginning of year from total arrears as at the end of the year. Hence a negative figure means that your total arrears reduced over the course of the year. Note that total arrears includes both current tenant arrears (prior to any adjustments for late HB payments) and former tenant arrears.

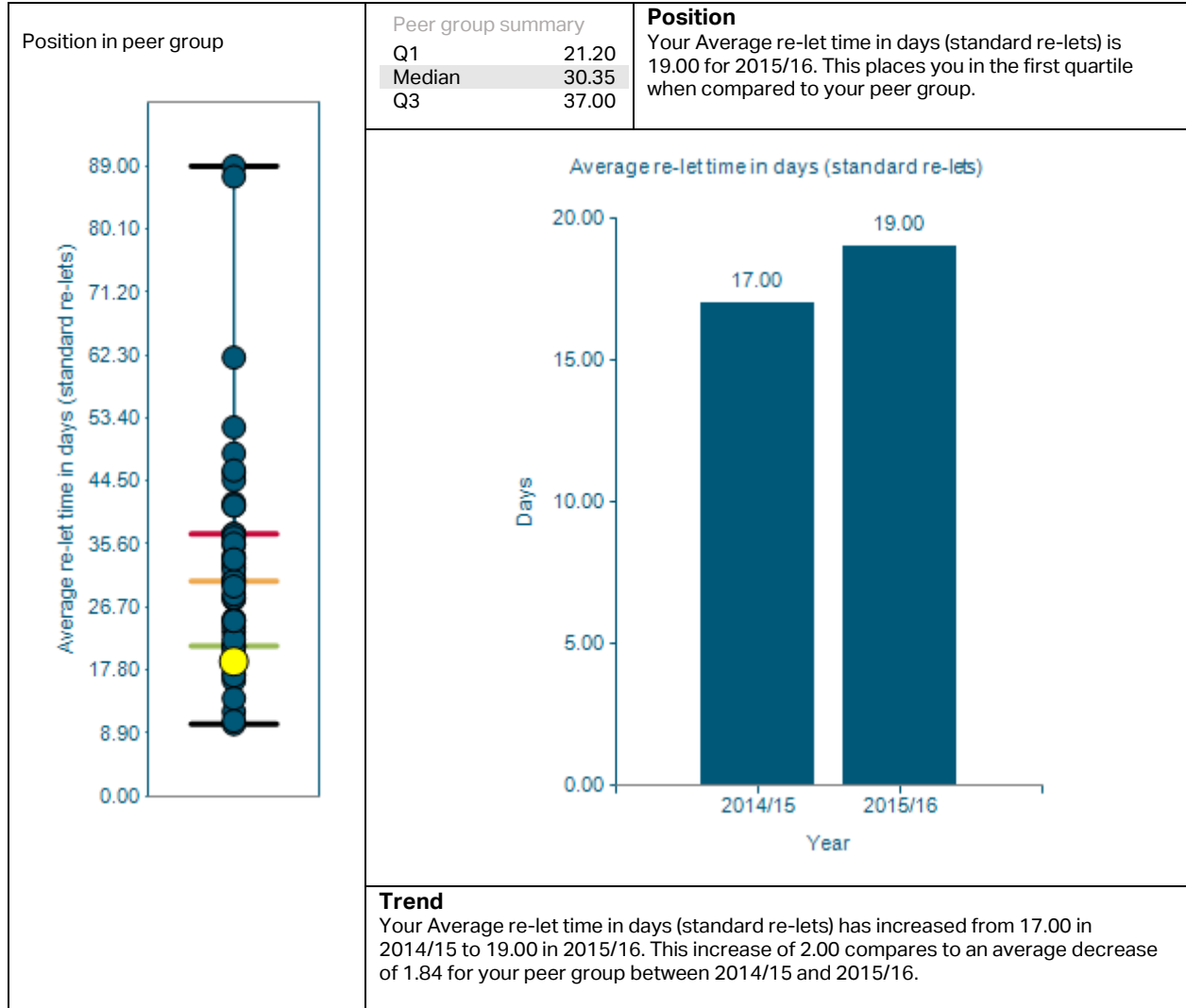
The chart scale reflects the difference between the two years as a percentage of the annual rent due.



Organisation	Total arrears 2015/16	Total arrears 2014/15	Difference	Median difference for peer group
South Derbyshire DC	2.21%	2.83%	-0.62%	0.04%

Average re-let time in days (standard re-lets)

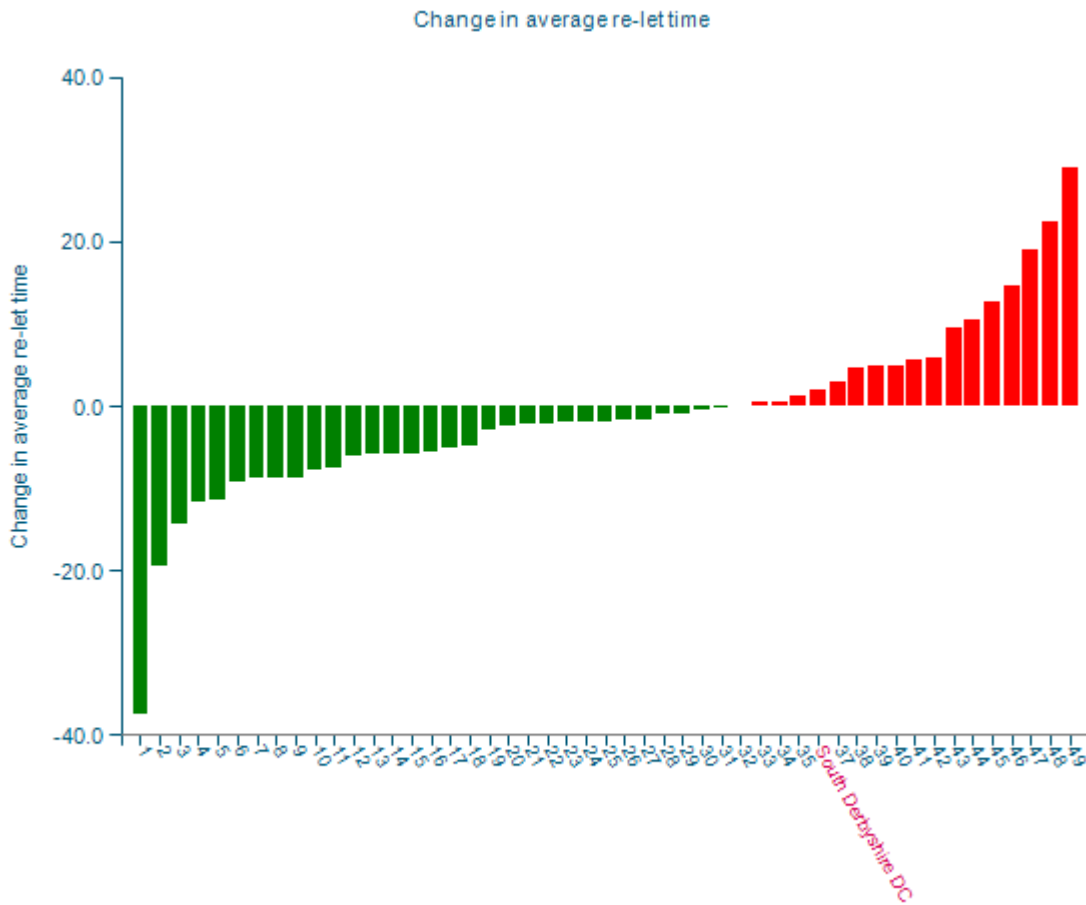
This is the average time taken (in days) to re-let standard voids. It excludes voids that underwent major works, and is generally considered to be an indication of your voids and lettings performance. We also collect the average re-let time for major works units which can be found in our detailed schedules.



Change in average re-let time

The below waterfall chart is an alternative way of showing the trend on average re-let time for your organisation alongside the trend for your peers. We are particularly interested in your feedback on this new chart type. Trend is calculated by taking your average re-let time for the previous year from your average re-let time for the current year. Hence a negative figure means that your average re-let time reduced.

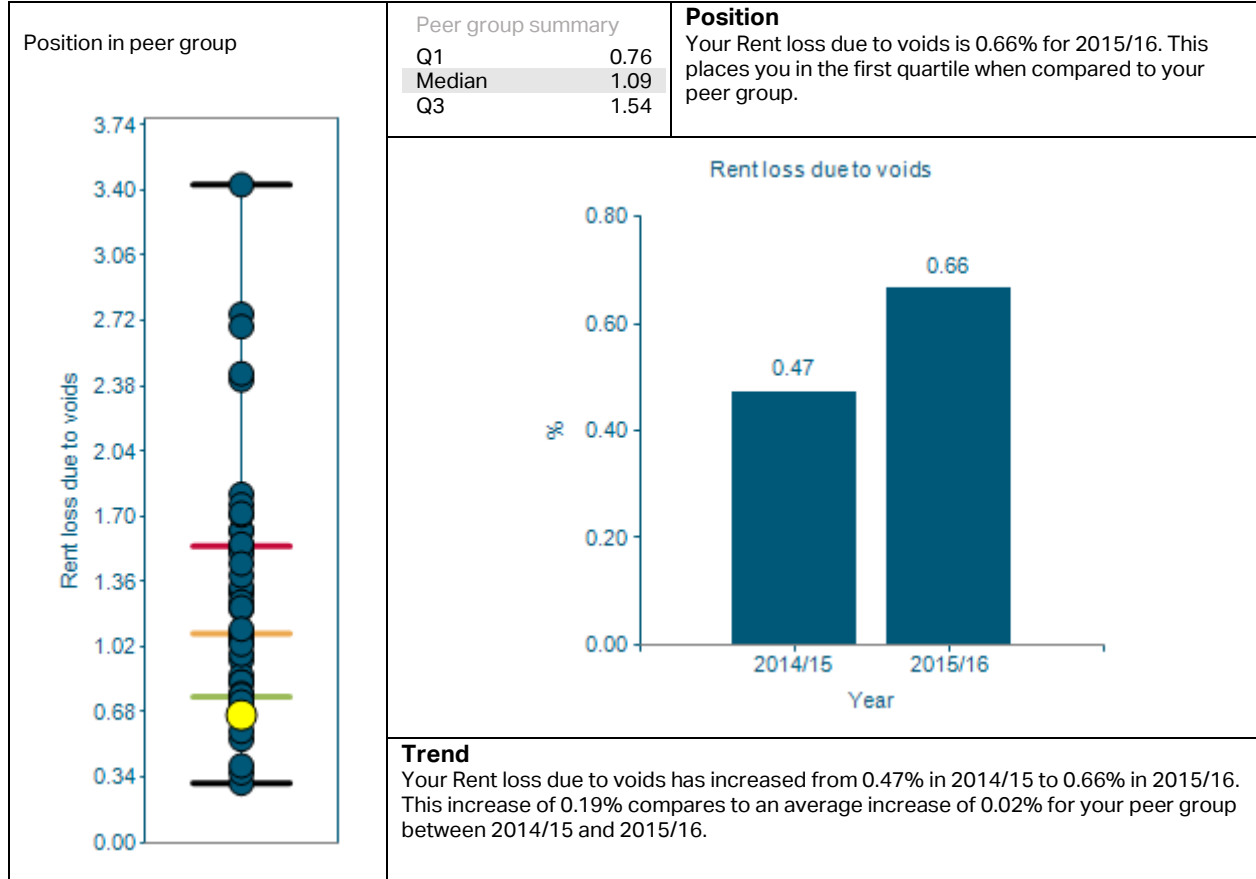
The scale on the chart is the difference between previous and current year's average re-let time, in days.



Organisation	Re-let time 2015/16	Re-let time 2014/15	Difference	Median difference for peer group
South Derbyshire DC	19.00	17.00	2.00	-1.84

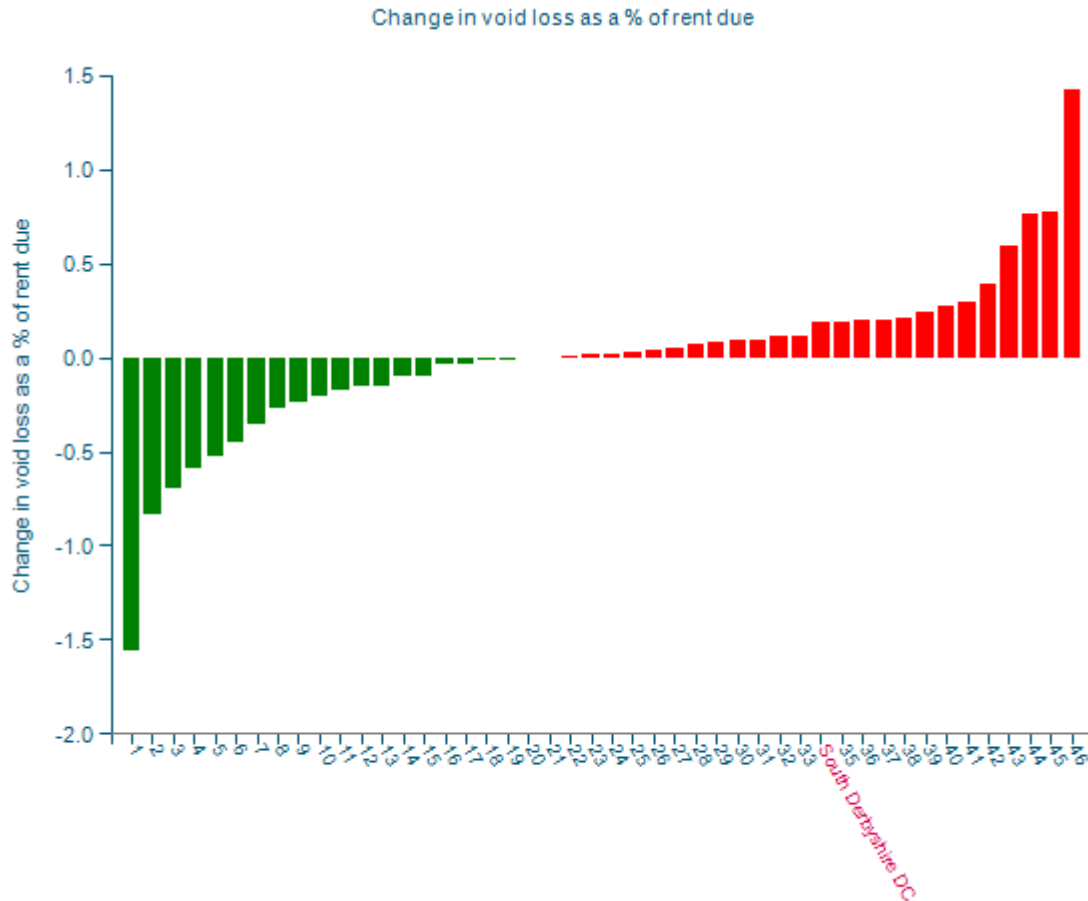
Rent loss due to voids

This is the rent lost due to dwellings being vacant as a percentage of the annual rent roll. Void rent loss drivers include high tenancy turnover, high void numbers and/or high re-let times. Void rent loss has a direct impact on revenue and low void rent loss is desirable.



Change in void loss as a percentage of rent due

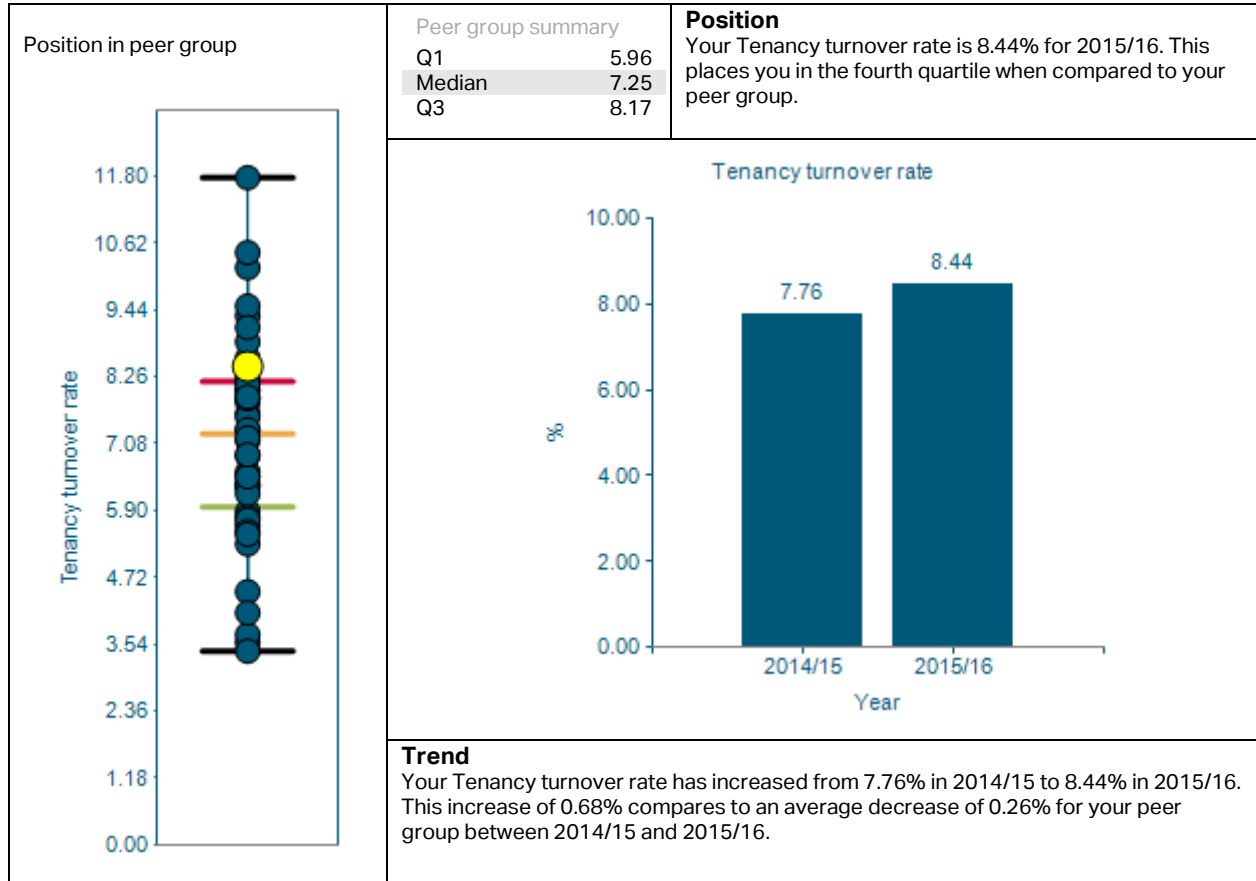
The below waterfall chart is an alternative way of showing the trend on void loss for your organisation alongside the trend for your peers. We are particularly interested in your feedback on this new chart type. Trend is calculated by taking your void loss for the previous year from your void loss for the current year. Hence a negative figure means that your void loss reduced.



Organisation	Void loss as % or rent due 2015/16	Void loss as % or rent due 2014/15	Difference	Median difference for peer group
South Derbyshire DC	0.66%	0.47%	0.19%	0.02%

Tenancy turnover rate

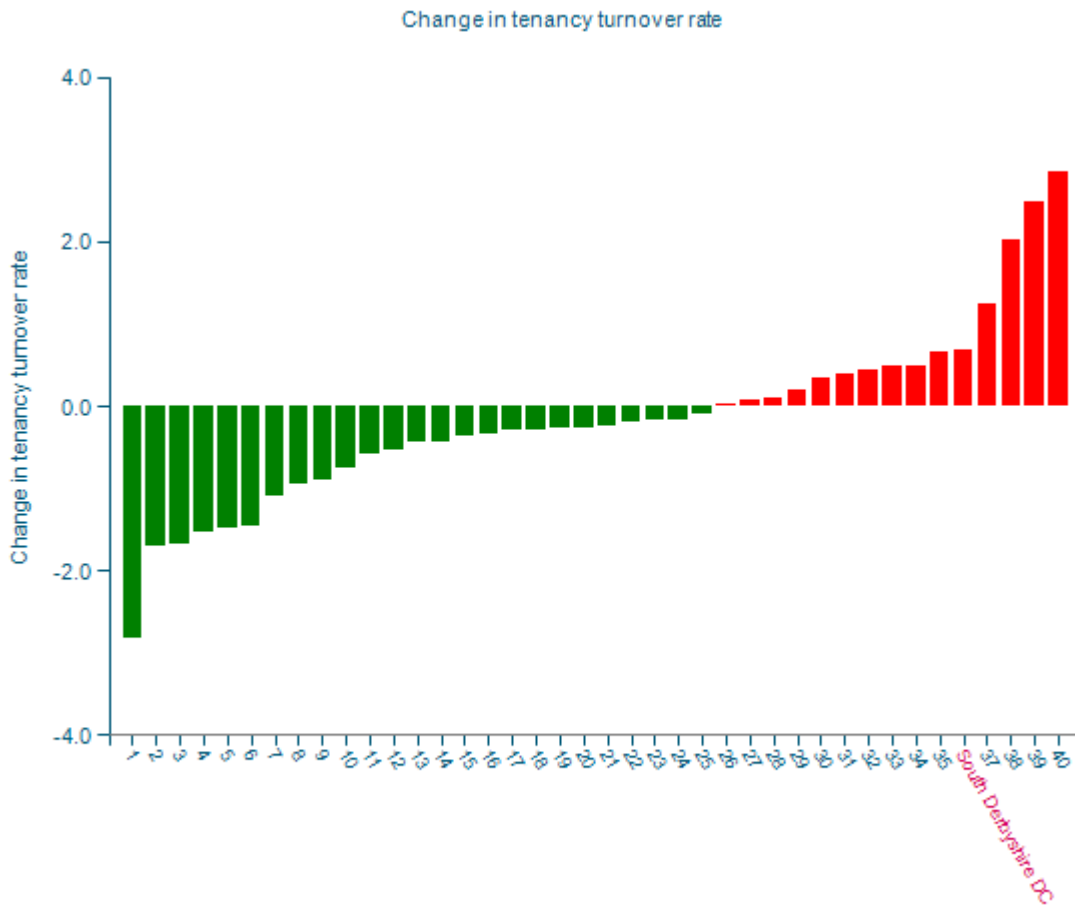
Tenancy turnover is the number of tenancy terminations divided by the total number of units in management. The level of tenancy turnover is likely to impact on void costs per property, rent loss due to voids as well as being an indicator of tenancy sustainment.



Change in tenancy turnover

The below waterfall chart is an alternative way of showing the trend on tenancy turnover for your organisation alongside the trend for your peers. We are particularly interested in your feedback on this new chart type. Trend is calculated by taking your tenancy turnover for the previous year from your tenancy turnover for the current year. Hence a negative figure means that your tenancy turnover reduced.

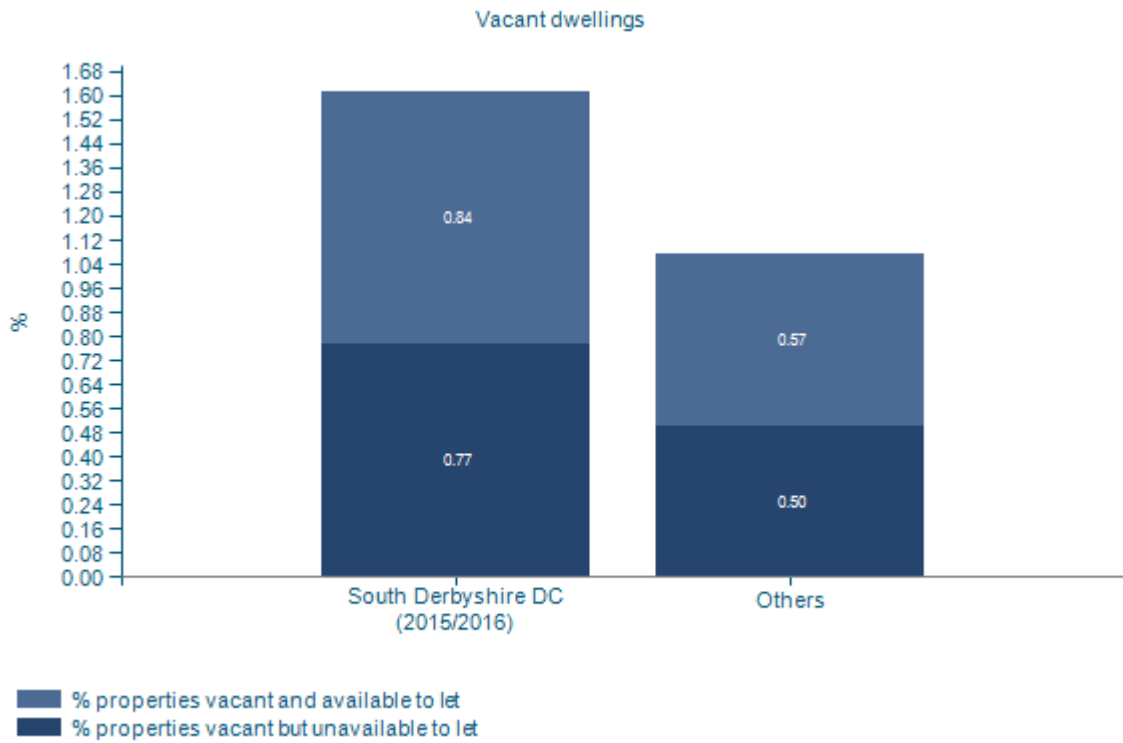
The scale represents the difference in tenancy turnover between previous year and current year, as a percentage of units in management.



Organisation	Tenancy turnover 2015/16	Tenancy turnover 2014/15	Difference	Median difference for peer group
South Derbyshire DC	8.44%	7.76%	0.68%	-0.26%

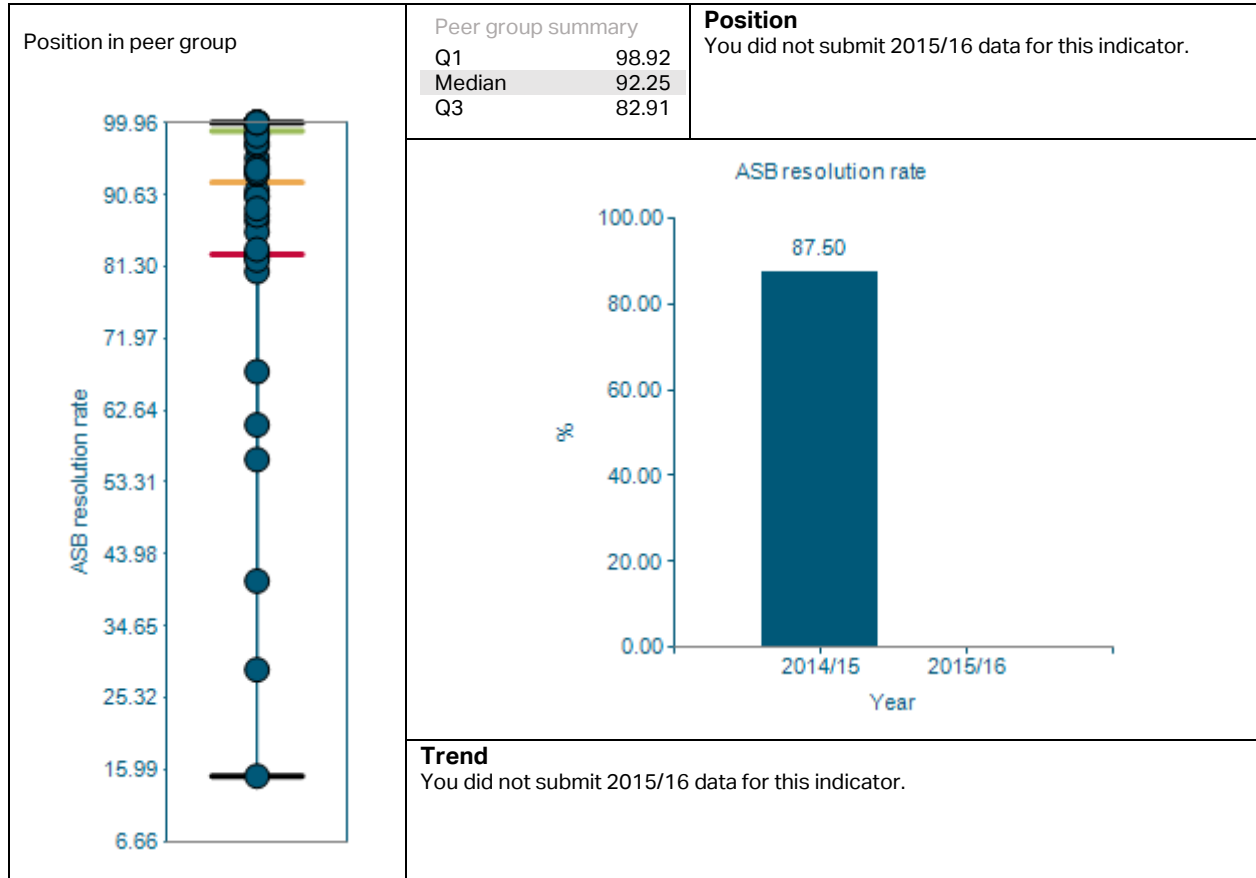
Vacant dwellings at the end of the period

This stacked bar chart shows the percentage of units vacant at the end of the period, split between available and unavailable to let. This is then compared to the average for your peer group.



ASB resolution rate

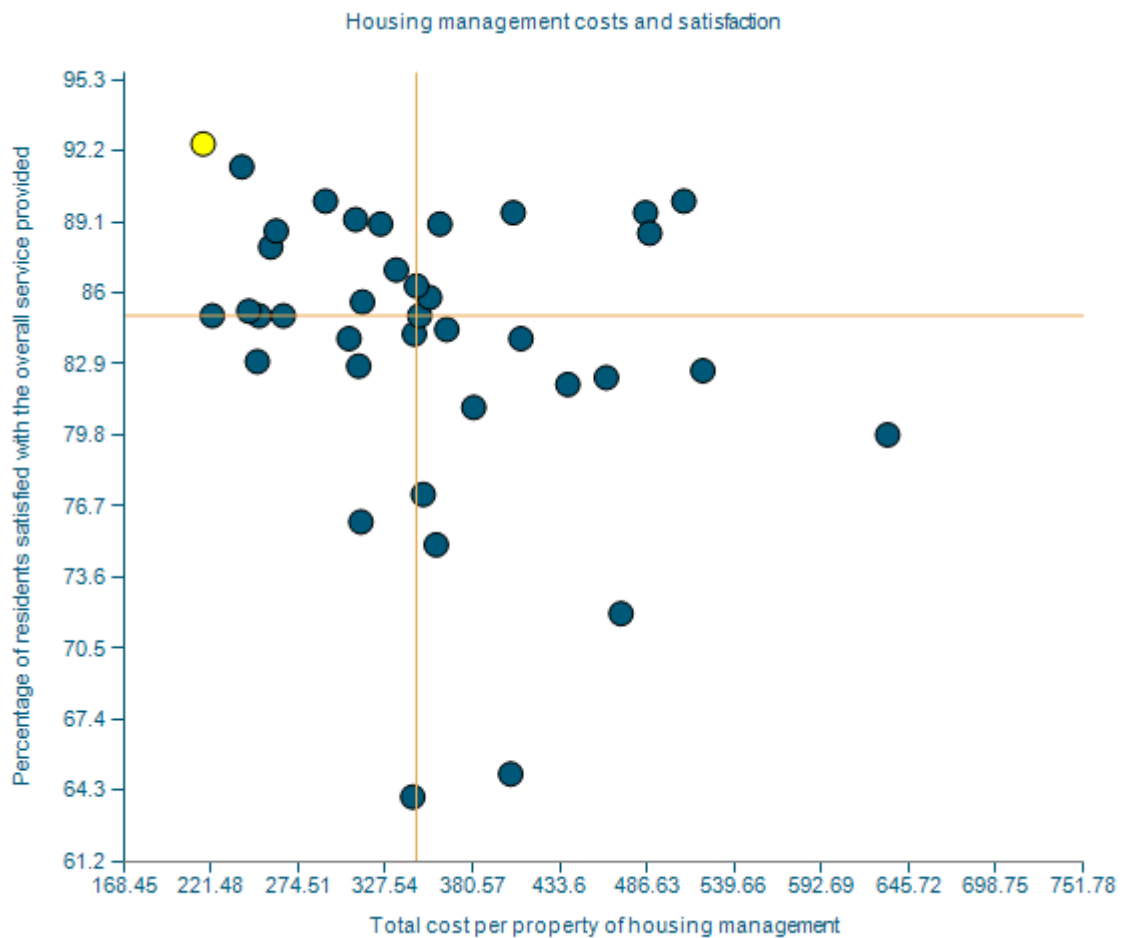
This is the percentage of closed ASB cases that were resolved. An ASB case counts as resolved if the landlord has evidence that the ASB is no longer a cause for concern. This figure can be affected by differing practices in ASB case management. For example, some landlords will not close a case until they know it has been resolved.



5.2 Housing management cost and satisfaction

This scatter chart plots total housing management cost per property against tenant satisfaction with the landlord’s services overall. The chart is divided into quadrants by the median lines. As well as showing how your cost and satisfaction compares to the peer group, presenting two indicators in this way enables an at-a-glance view of any potential correlation between the two measures.

Your results will not appear in this chart if you have not provided a figure for the satisfaction with the overall service provided measure.



6. Responsive repairs and void works

Carrying out responsive repairs and void works is a core landlord function.

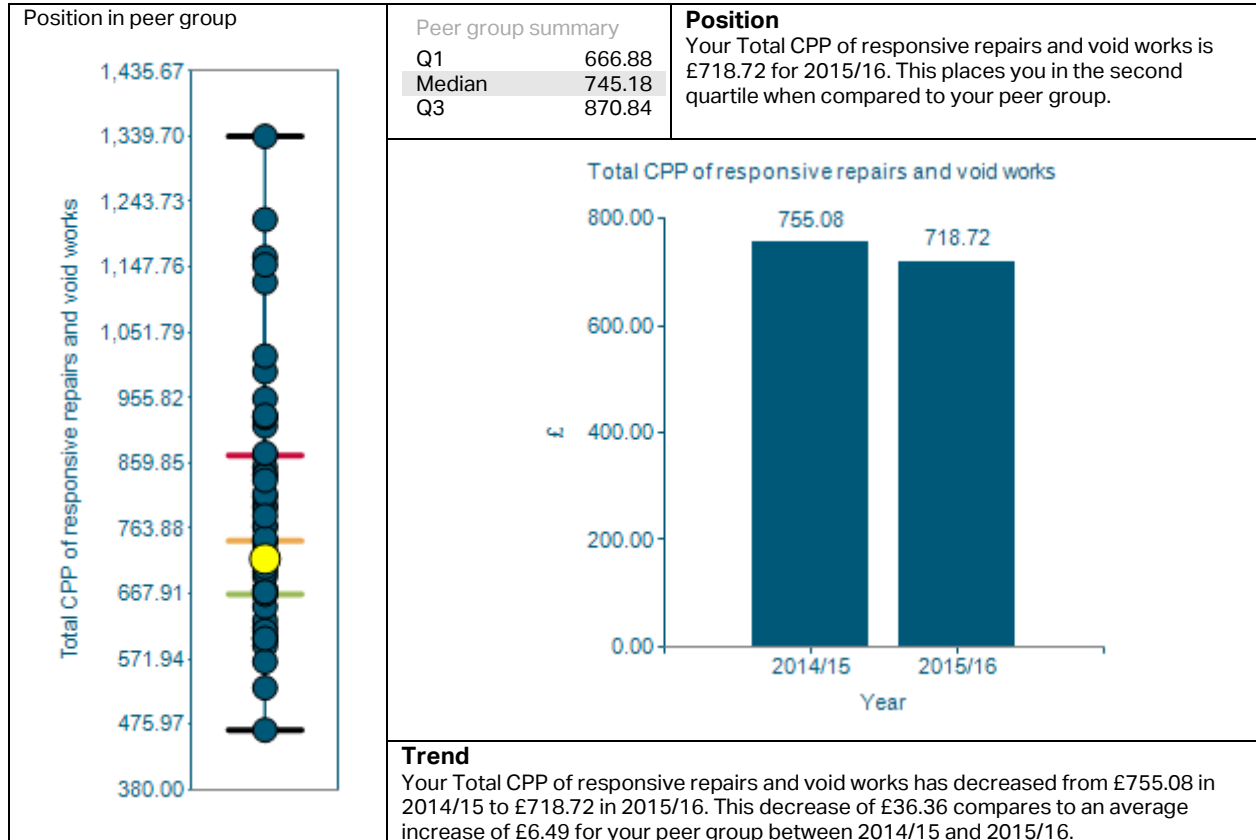
Responsive repairs and void works costs can be split into management (client side) costs and service provision (contractor side) costs. Some organisations outsource some or all of the service provision side to contractors, whereas others may have a DLO (direct labour organisation). Total costs should be comparable no matter the service delivery vehicle, but when carrying out more detailed analysis, organisations with a DLO will have a greater proportion of their costs as employee costs.

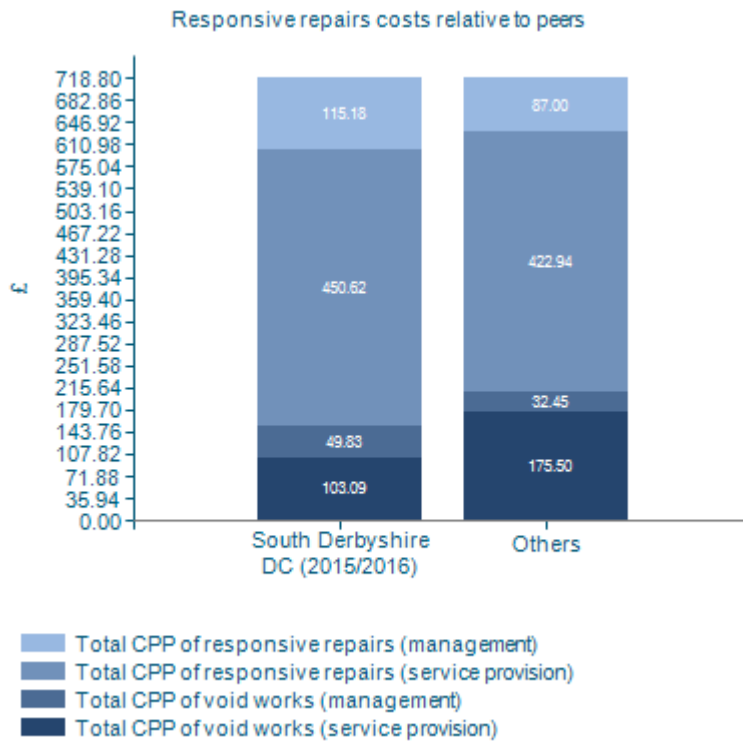
In this section we compare your total cost per property of responsive repairs and void works to your peer group. We also look at some other key cost drivers such as the average cost per responsive repair and the average cost per void repair.

For 2016 we have included additional charts on management costs (client side) as a percentage of service provision (contractor side) spend.

Some headline repairs performance measures have also been included, as well as a scatter chart comparing total cost per property of responsive repairs and void works with satisfaction with repairs. Scatter charts are a useful way of showing two different measures on one chart. Additionally, if there is any correlation between the two measures, scatter charts make this possible to see at a glance.

Responsive repairs and void works total costs per property





Note that for the others in your peer group, medians have been used. The sum of the component medians may not necessarily equal the median of the aggregate measure.

Management costs as a percentage of service provision spend

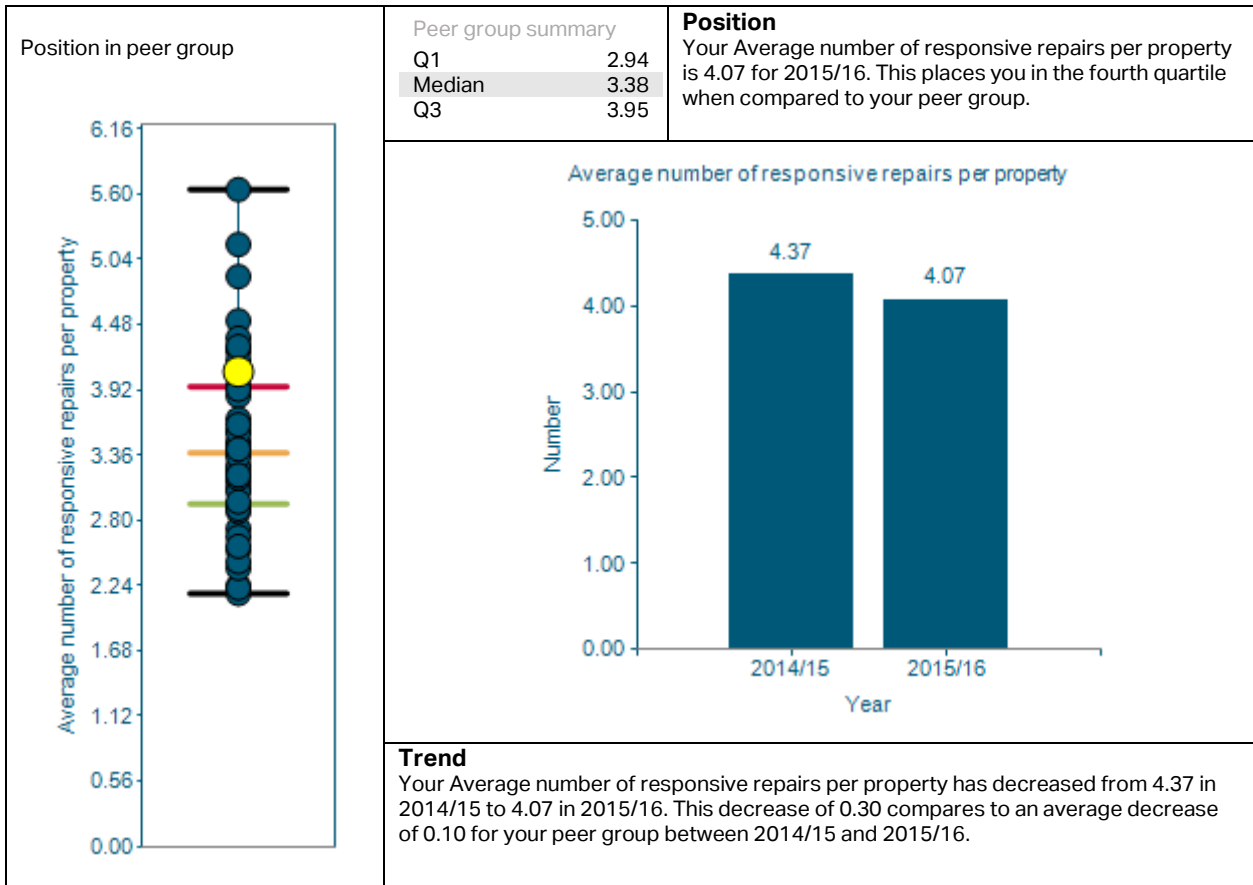
The below charts show management costs as a percentage of service provision spend for responsive repairs and void works respectively. Although the charts suggest a low proportion of management spend is a good thing (i.e. top quartile), in reality these measures are about achieving the right balance. Investing in staff to manage contractors / operatives can in theory help keep service provision spend low.

<p>Peer group summary</p> <table border="1"> <tr><td>Q1</td><td>15.56</td></tr> <tr><td>Median</td><td>21.27</td></tr> <tr><td>Q3</td><td>30.06</td></tr> </table>	Q1	15.56	Median	21.27	Q3	30.06	<p>Peer group summary</p> <table border="1"> <tr><td>Q1</td><td>14.24</td></tr> <tr><td>Median</td><td>18.66</td></tr> <tr><td>Q3</td><td>26.02</td></tr> </table>	Q1	14.24	Median	18.66	Q3	26.02
Q1	15.56												
Median	21.27												
Q3	30.06												
Q1	14.24												
Median	18.66												
Q3	26.02												
<p>Position Your Responsive repairs management spend as a percentage of responsive repairs service provision spend is 25.56% for 2015/16. This places you in the third quartile when compared to your peer group.</p>	<p>Position Your Void works management spend as a percentage of void works service provision spend is 48.33% for 2015/16. This places you in the fourth quartile when compared to your peer group.</p>												
<p>Responsive repairs management spend as a percentage of responsive repairs service provision spend</p> <table border="1"> <thead> <tr><th>Year</th><th>%</th></tr> </thead> <tbody> <tr><td>2014/15</td><td>19.38</td></tr> <tr><td>2015/16</td><td>25.56</td></tr> </tbody> </table>	Year	%	2014/15	19.38	2015/16	25.56	<p>Void works management spend as a percentage of void works service provision spend</p> <table border="1"> <thead> <tr><th>Year</th><th>%</th></tr> </thead> <tbody> <tr><td>2014/15</td><td>32.89</td></tr> <tr><td>2015/16</td><td>48.33</td></tr> </tbody> </table>	Year	%	2014/15	32.89	2015/16	48.33
Year	%												
2014/15	19.38												
2015/16	25.56												
Year	%												
2014/15	32.89												
2015/16	48.33												
<p>Trend Your Responsive repairs management spend as a percentage of responsive repairs service provision spend has increased from 19.38% in 2014/15 to 25.56% in 2015/16. This increase of 6.18% compares to no average change for your peer group between 2014/15 and 2015/16.</p>	<p>Trend Your Void works management spend as a percentage of void works service provision spend has increased from 32.89% in 2014/15 to 48.33% in 2015/16. This increase of 15.44% compares to no average change for your peer group between 2014/15 and 2015/16.</p>												

Cost per repair

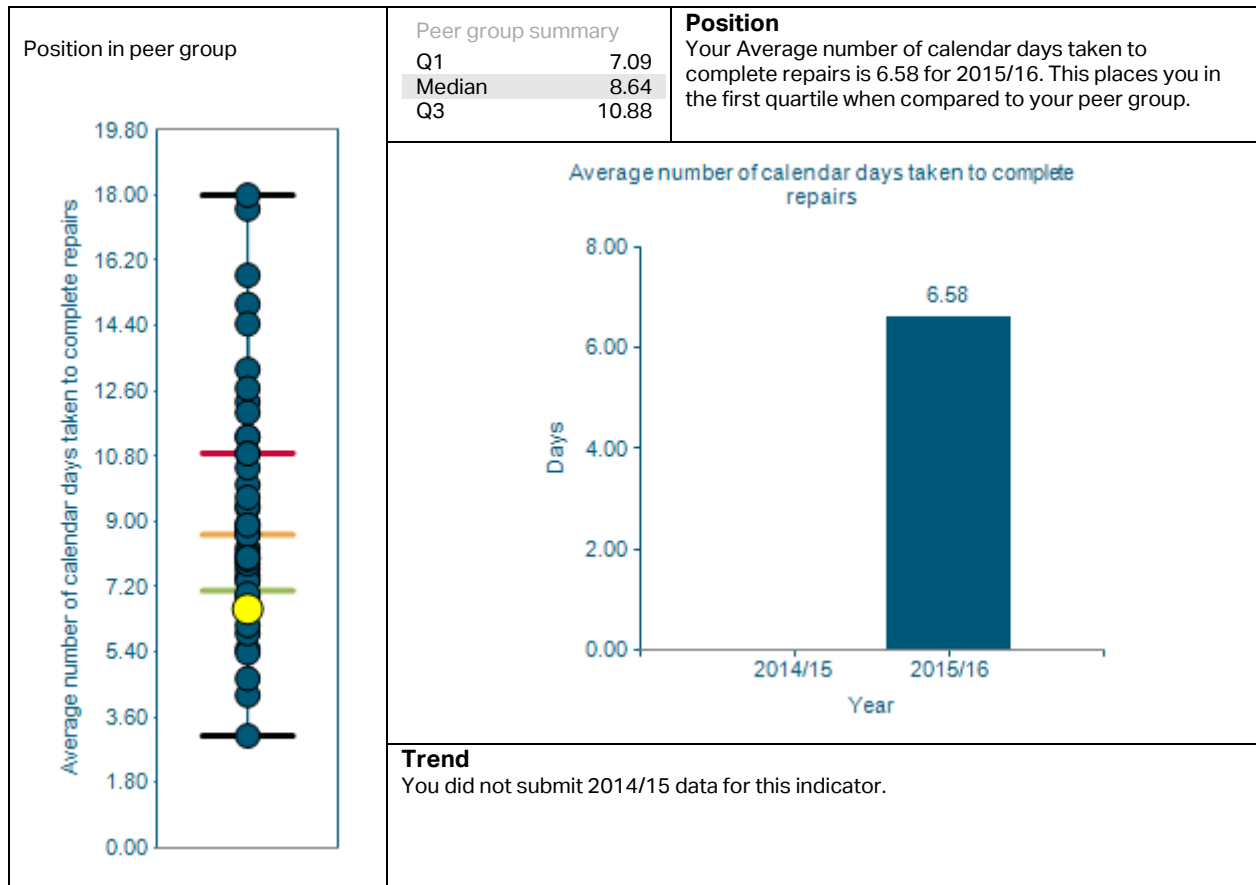
<p>Peer group summary</p> <table border="1"> <tr><td>Q1</td><td>107.00</td></tr> <tr><td>Median</td><td>116.37</td></tr> <tr><td>Q3</td><td>153.20</td></tr> </table>	Q1	107.00	Median	116.37	Q3	153.20	<p>Peer group summary</p> <table border="1"> <tr><td>Q1</td><td>1,954.02</td></tr> <tr><td>Median</td><td>2,605.96</td></tr> <tr><td>Q3</td><td>3,207.70</td></tr> </table>	Q1	1,954.02	Median	2,605.96	Q3	3,207.70
Q1	107.00												
Median	116.37												
Q3	153.20												
Q1	1,954.02												
Median	2,605.96												
Q3	3,207.70												
<p>Position Your Cost per responsive repair is £110.59 for 2015/16. This places you in the second quartile when compared to your peer group.</p>	<p>Position Your Cost per void repair is £1,221.10 for 2015/16. This places you in the first quartile when compared to your peer group.</p>												
<p>Trend Your Cost per responsive repair has increased from £109.04 in 2014/15 to £110.59 in 2015/16. This increase of £1.55 compares to an average increase of £3.91 for your peer group between 2014/15 and 2015/16.</p>	<p>Trend Your Cost per void repair has decreased from £1,812.32 in 2014/15 to £1,221.10 in 2015/16. This decrease of £591.22 compares to an average increase of £175.15 for your peer group between 2014/15 and 2015/16.</p>												

Average number of responsive repairs per property

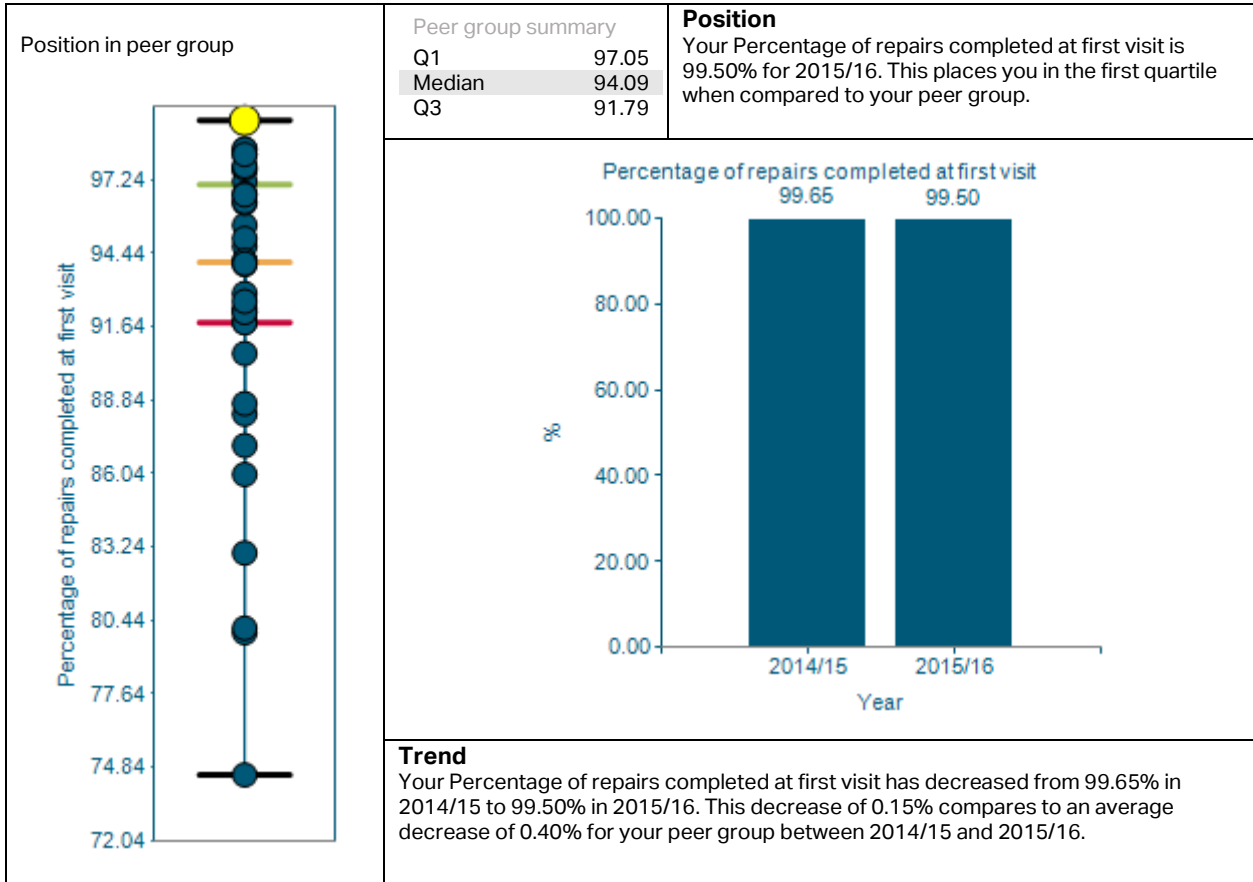


6.1 Responsive repairs performance

Average number of calendar days taken to complete repairs



Percentage of repairs completed at the first visit



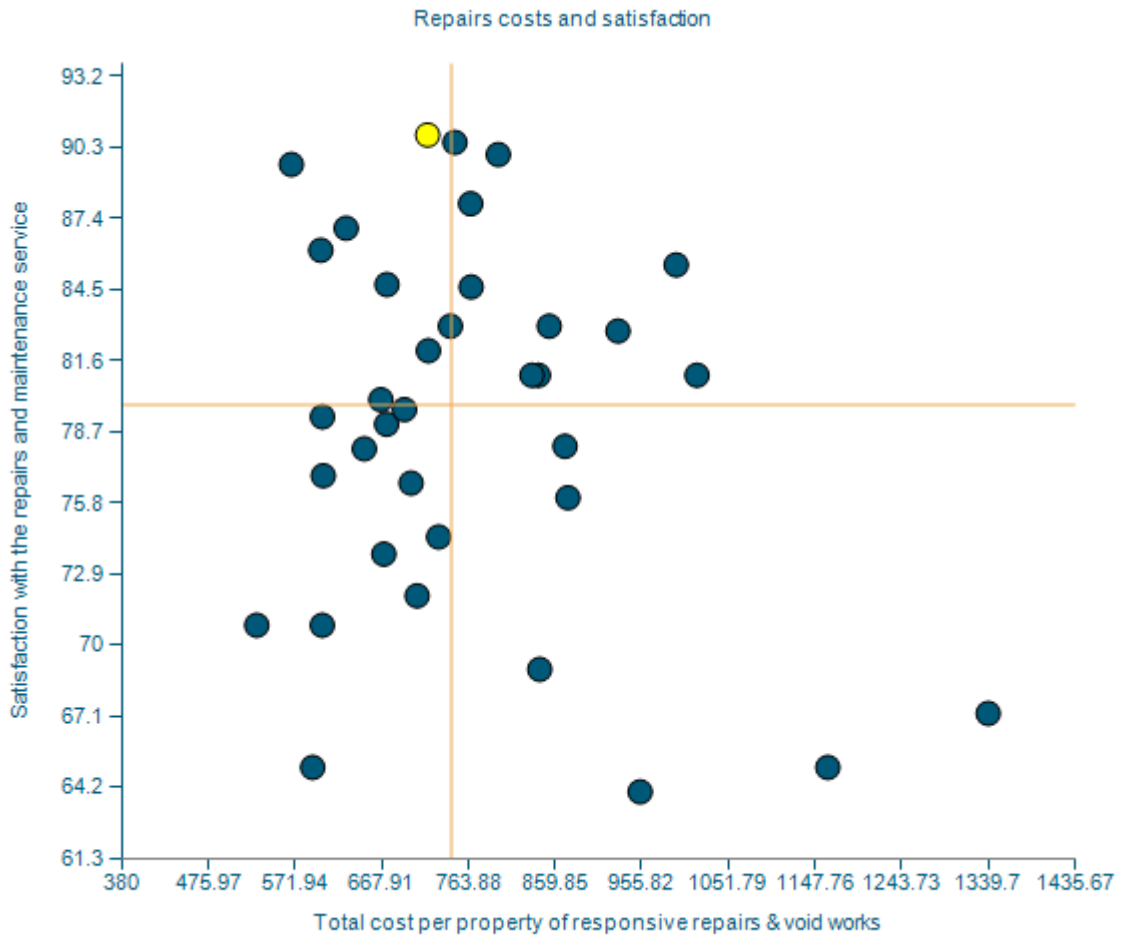
Appointments kept as a percentage of appointments made

<p>Position in peer group</p>	<p>Peer group summary</p> <table border="1"> <tr> <td>Q1</td> <td>98.93</td> </tr> <tr> <td>Median</td> <td>96.25</td> </tr> <tr> <td>Q3</td> <td>92.91</td> </tr> </table>	Q1	98.93	Median	96.25	Q3	92.91	<p>Position You did not submit 2015/16 data for this indicator.</p>
Q1	98.93							
Median	96.25							
Q3	92.91							
<p style="text-align: center;">No data</p>								
<p>Trend You did not submit 2015/16 data for this indicator.</p>								

6.2 Repairs cost and satisfaction

The chart below shows repairs costs and tenant satisfaction with the repairs service compared, along with your position relative to your peer group.

Your results will not appear in this chart if you have not provided a figure for the STAR satisfaction with the repairs and maintenance service measure.



7. Major works and cyclical maintenance

This section compares your cost per property of major works and cyclical maintenance with your peer group.

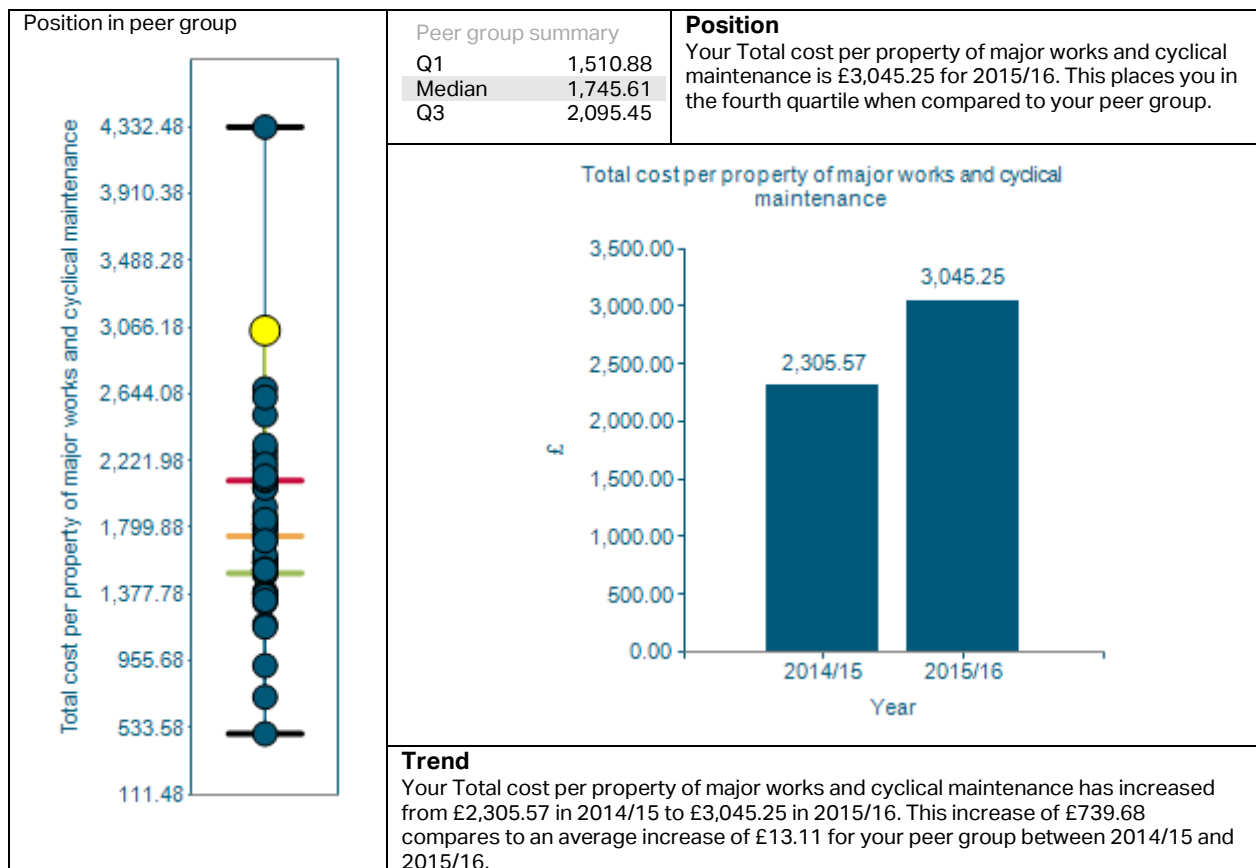
Major works spend can more accurately be called investment, and high costs in this area are not necessarily a bad thing. Similarly, proactive cyclical maintenance can help minimise reactive work.

Major works and cyclical maintenance costs can be split into management (client side) costs and service provision (contractor side) costs. Major works spend includes capital spend on major works, as well as any revenue spend.

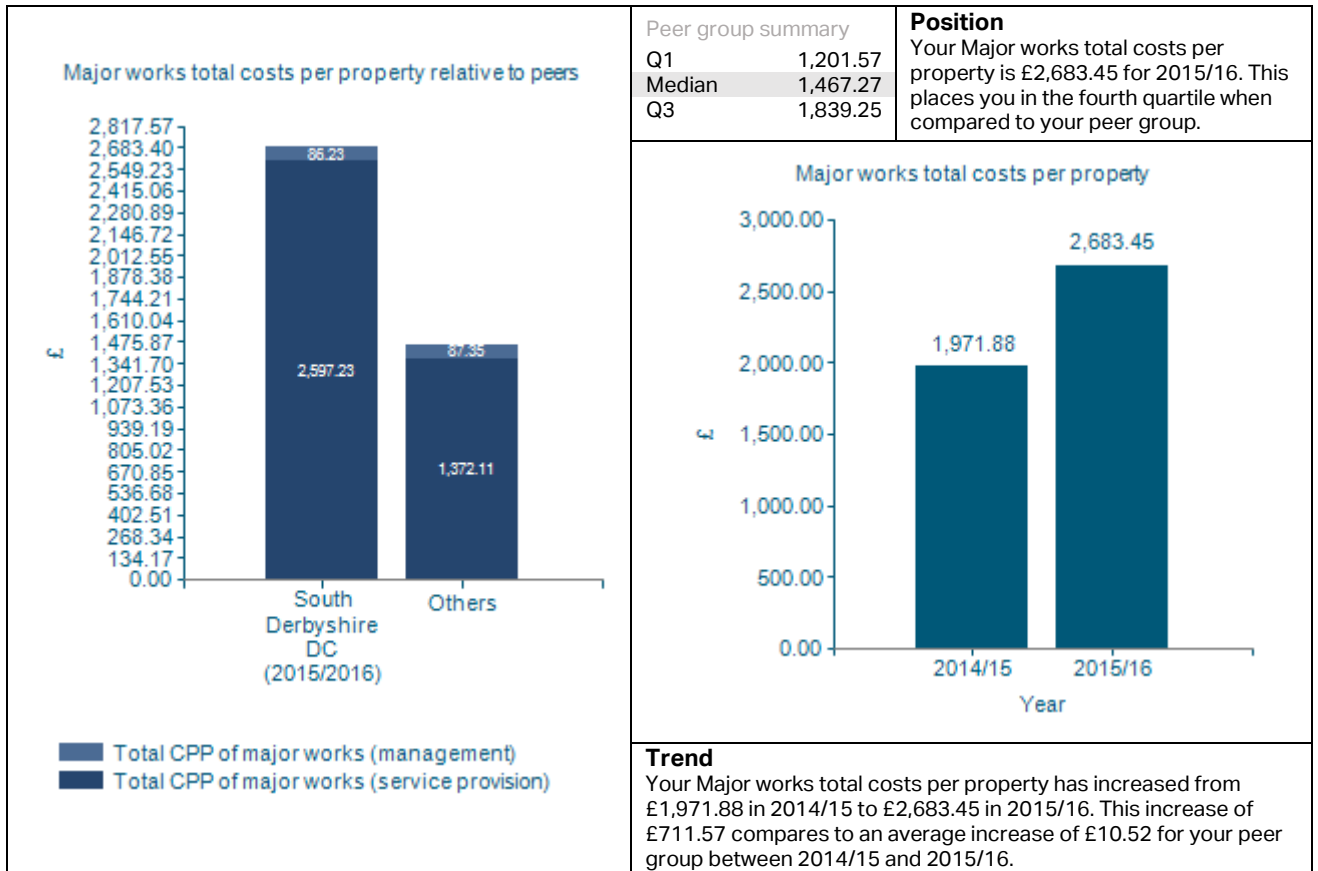
New for 2016, we have included additional charts on management spend as a percentage of service provision spend.

We have also included some headline performance measures, as well as a scatter chart comparing total cost per property of major works and cyclical maintenance with satisfaction with the overall quality of home. Scatter charts are a useful way of showing two different measures on one chart. Additionally, if there is any correlation between the two measures, scatter charts make this possible to see at a glance.

Major works and cyclical maintenance total cost per property

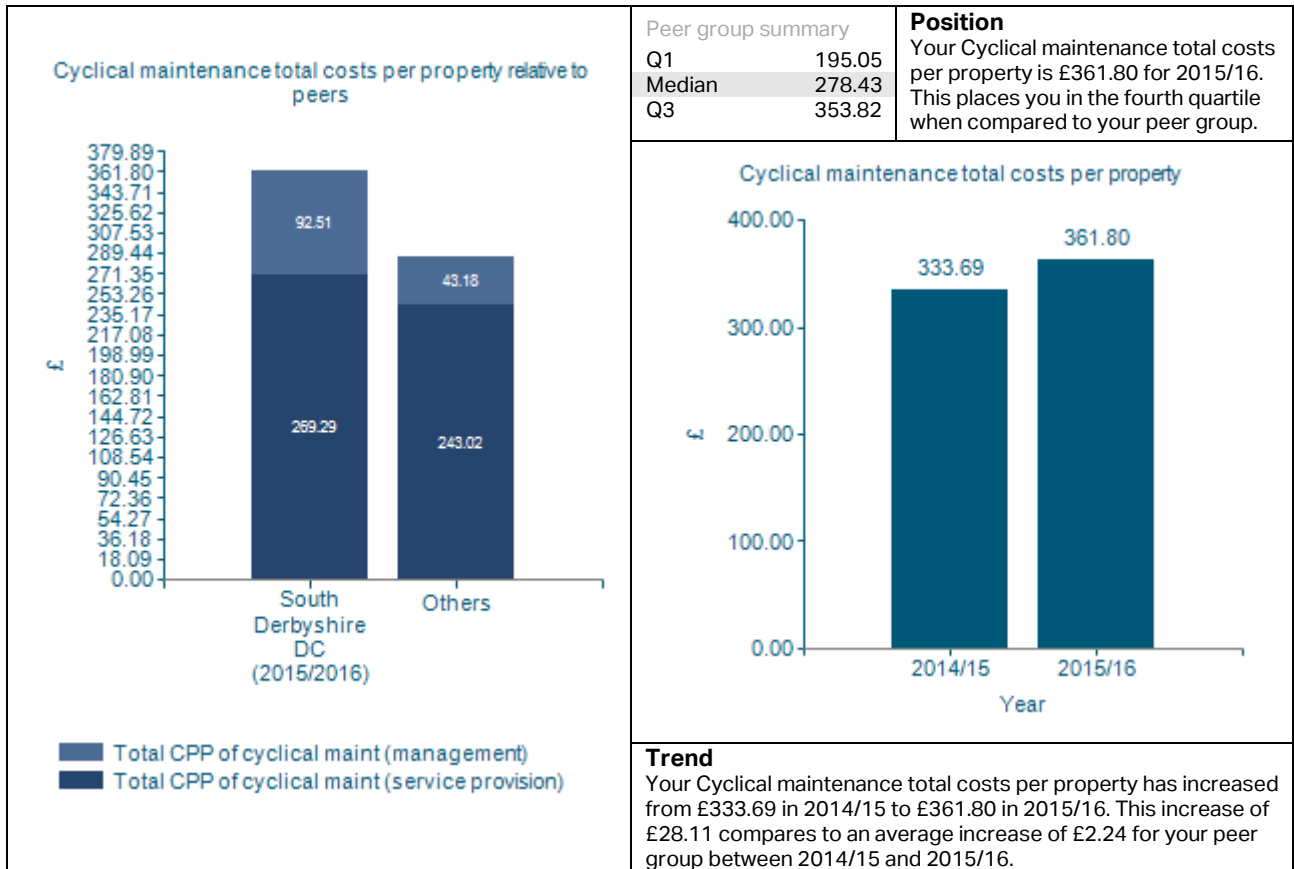


Major works total cost per property



Note that for the others in your peer group, medians have been used. The sum of the component medians may not necessarily equal the median of the aggregate measure.

Cyclical maintenance total cost per property



Note that for the others in your peer group, medians have been used. The sum of the component medians may not necessarily equal the median of the aggregate measure.

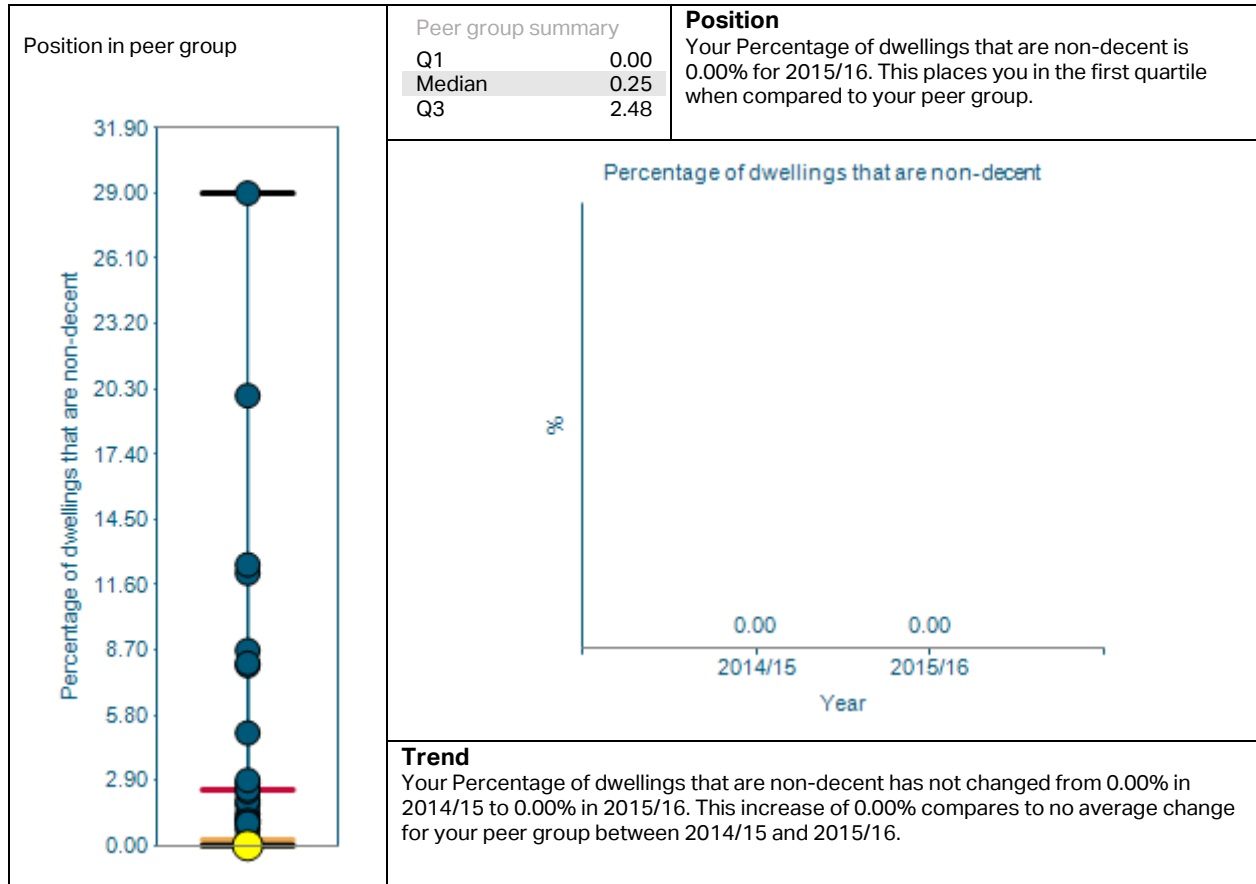
Management costs as a percentage of service provision spend

The below charts show management costs as a percentage of service provision spend for major works and cyclical maintenance respectively. Although the charts suggest a low proportion of management spend is a good thing (i.e. top quartile), in reality these measures are about achieving the right balance. Investing in staff to manage contractors / operatives can in theory help keep service provision spend low.

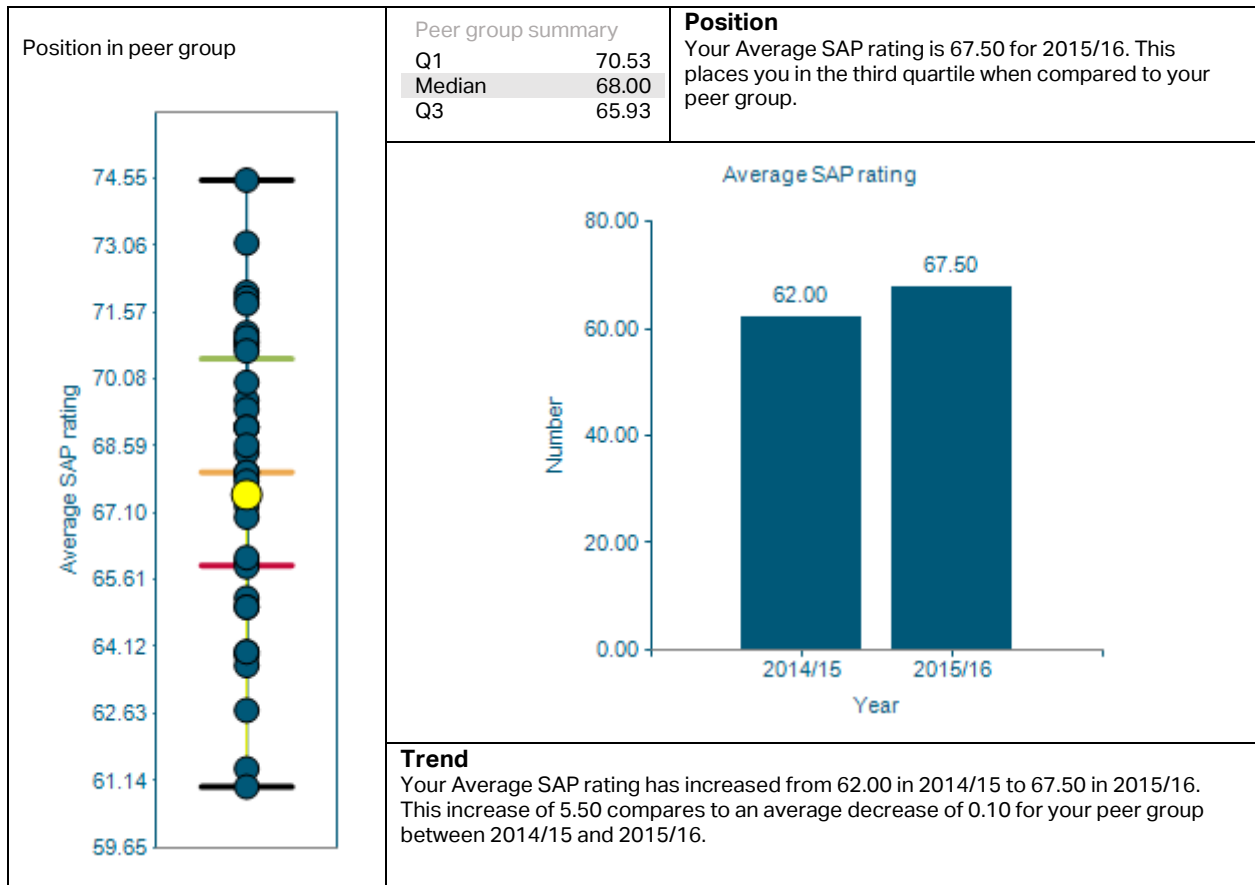
<p>Peer group summary</p> <table border="1"> <tr><td>Q1</td><td>3.92</td></tr> <tr><td>Median</td><td>6.17</td></tr> <tr><td>Q3</td><td>9.77</td></tr> </table>	Q1	3.92	Median	6.17	Q3	9.77	<p>Peer group summary</p> <table border="1"> <tr><td>Q1</td><td>12.27</td></tr> <tr><td>Median</td><td>18.59</td></tr> <tr><td>Q3</td><td>29.19</td></tr> </table>	Q1	12.27	Median	18.59	Q3	29.19
Q1	3.92												
Median	6.17												
Q3	9.77												
Q1	12.27												
Median	18.59												
Q3	29.19												
<p>Position</p> <p>Your Major works management spend as a percentage of major works service provision spend is 3.32% for 2015/16. This places you in the first quartile when compared to your peer group.</p>	<p>Position</p> <p>Your Cyclical maintenance management spend as a percentage of cyclical maintenance service provision spend is 34.35% for 2015/16. This places you in the fourth quartile when compared to your peer group.</p>												
<p>Major works management spend as a percentage of major works service provision spend</p>	<p>Cyclical maintenance management spend as a percentage of cyclical maintenance service provision spend</p>												
<p>Trend</p> <p>Your Major works management spend as a percentage of major works service provision spend has decreased from 4.25% in 2014/15 to 3.32% in 2015/16. This decrease of 0.93% compares to no average change for your peer group between 2014/15 and 2015/16.</p>	<p>Trend</p> <p>Your Cyclical maintenance management spend as a percentage of cyclical maintenance service provision spend has increased from 33.18% in 2014/15 to 34.35% in 2015/16. This increase of 1.17% compares to no average change for your peer group between 2014/15 and 2015/16.</p>												

7.1 Major works and cyclical maintenance performance

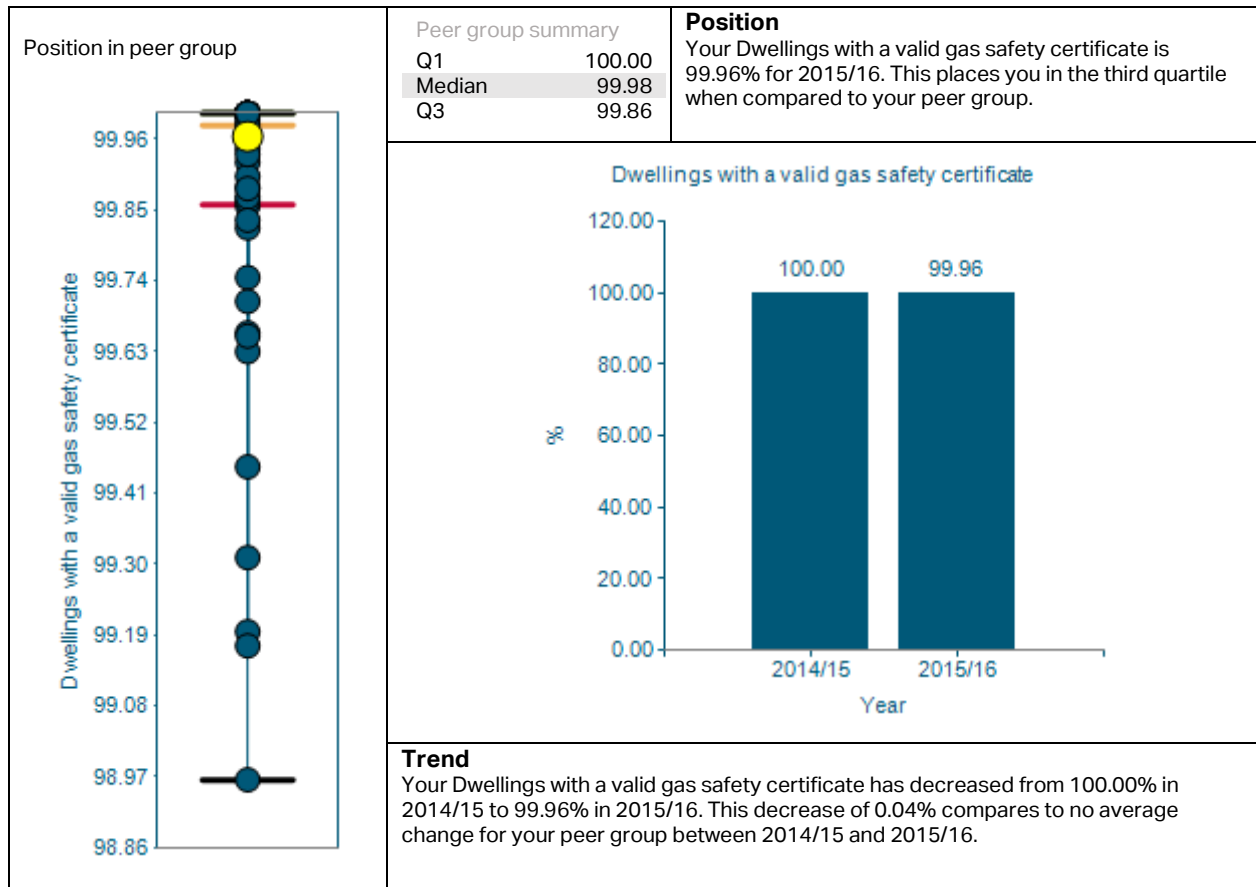
Percentage of dwellings that are non-decent



Average SAP rating



Dwellings with a gas safety certificate

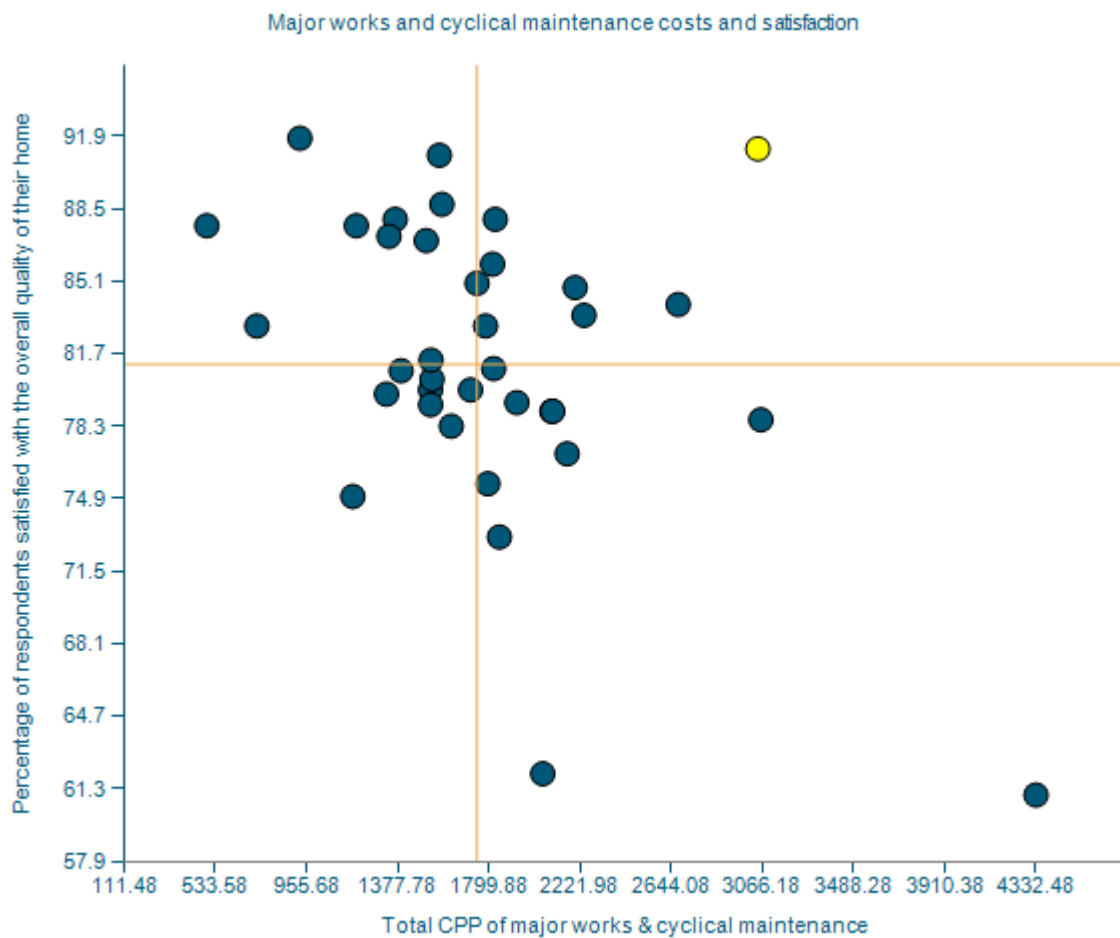


7.2 Major works and cyclical maintenance cost and satisfaction

The chart below shows total costs per property of major works and cyclical maintenance and tenant satisfaction with the overall quality of the home compared, along with your position relative to your peer group.

Note that the satisfaction measure used in this chart is a STAR satisfaction measure based on a random sample of all tenants. This differs from the transactional measure included in the VFM Scorecard (satisfaction with the quality of new home) which is asked of tenants/leaseholders of new build properties only.

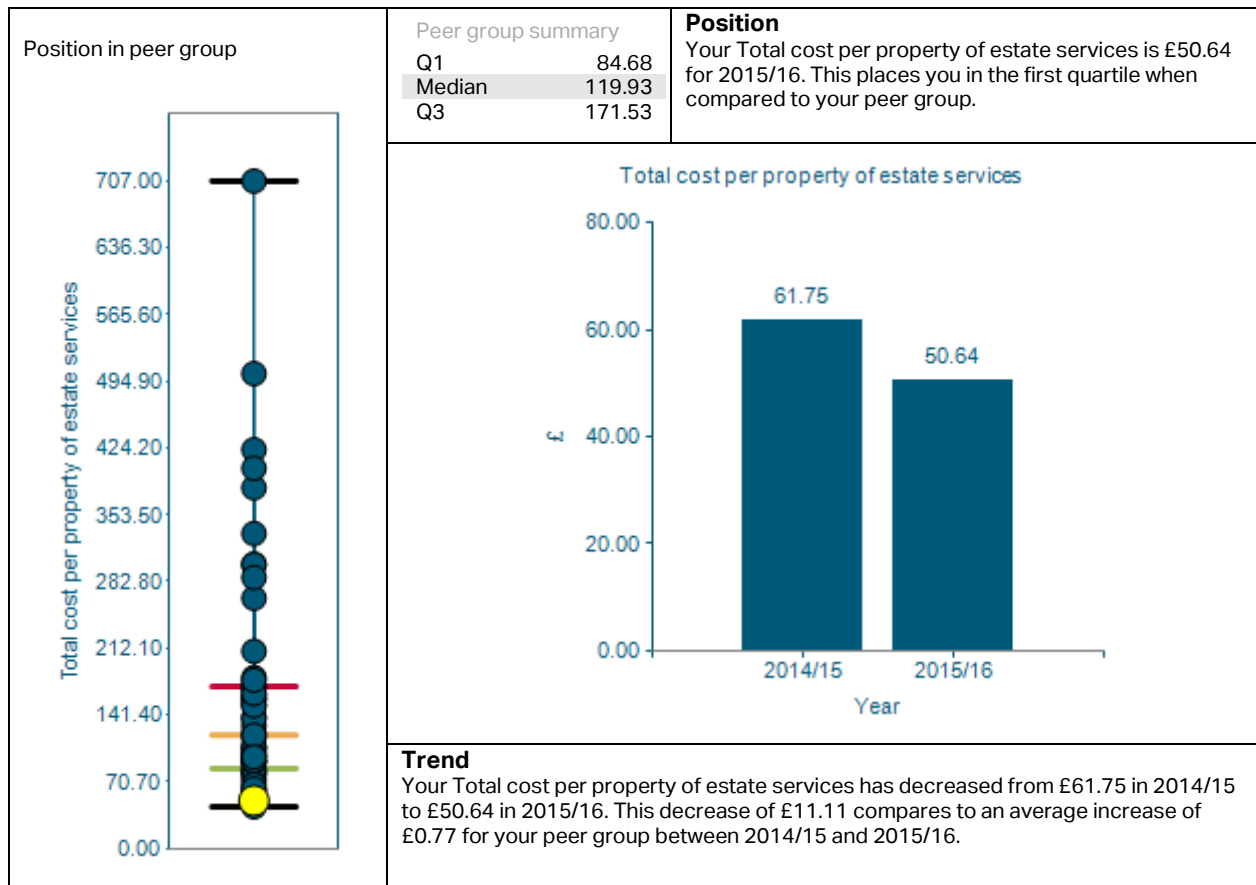
Your results will not appear on this chart if you have not provided a figure for the STAR satisfaction with the overall quality of home measure.



8. Estate Services

The chart below shows your cost per property of estate services. Some landlords will have significant responsibilities for grounds maintenance or cleaning of communal areas depending on their stock profile and contractual arrangements with local authorities. Different types of properties require different levels of estate services – for example, flats compared with houses or street properties compared with estates where the organisation owns the majority of properties. This indicator should therefore be treated with some caution.

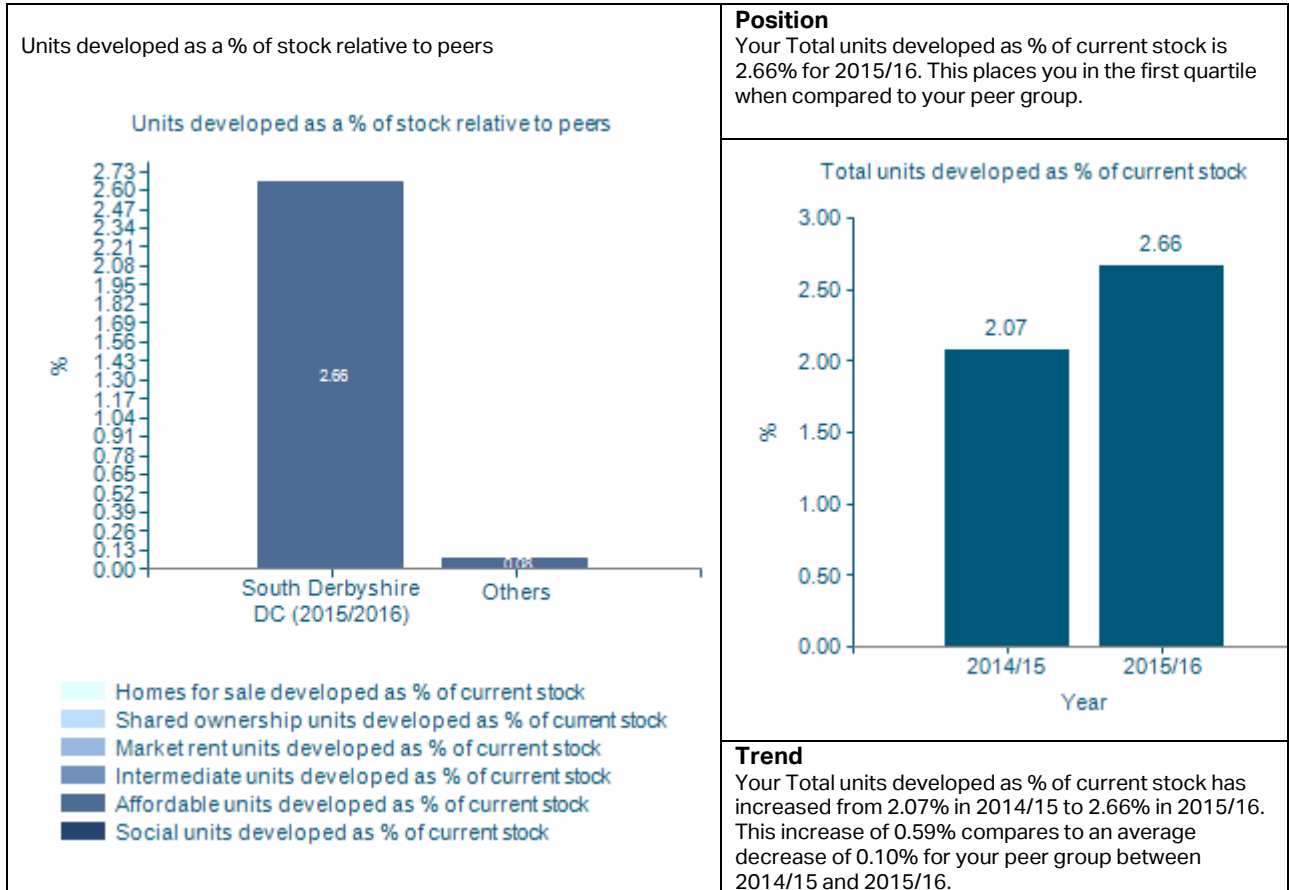
Additionally, the cost per property does not take into account any income received via service charges.



9. Development

Units developed as a percentage of stock

The below charts show your units developed as a percentage of stock and also displays your units developed by tenure type.



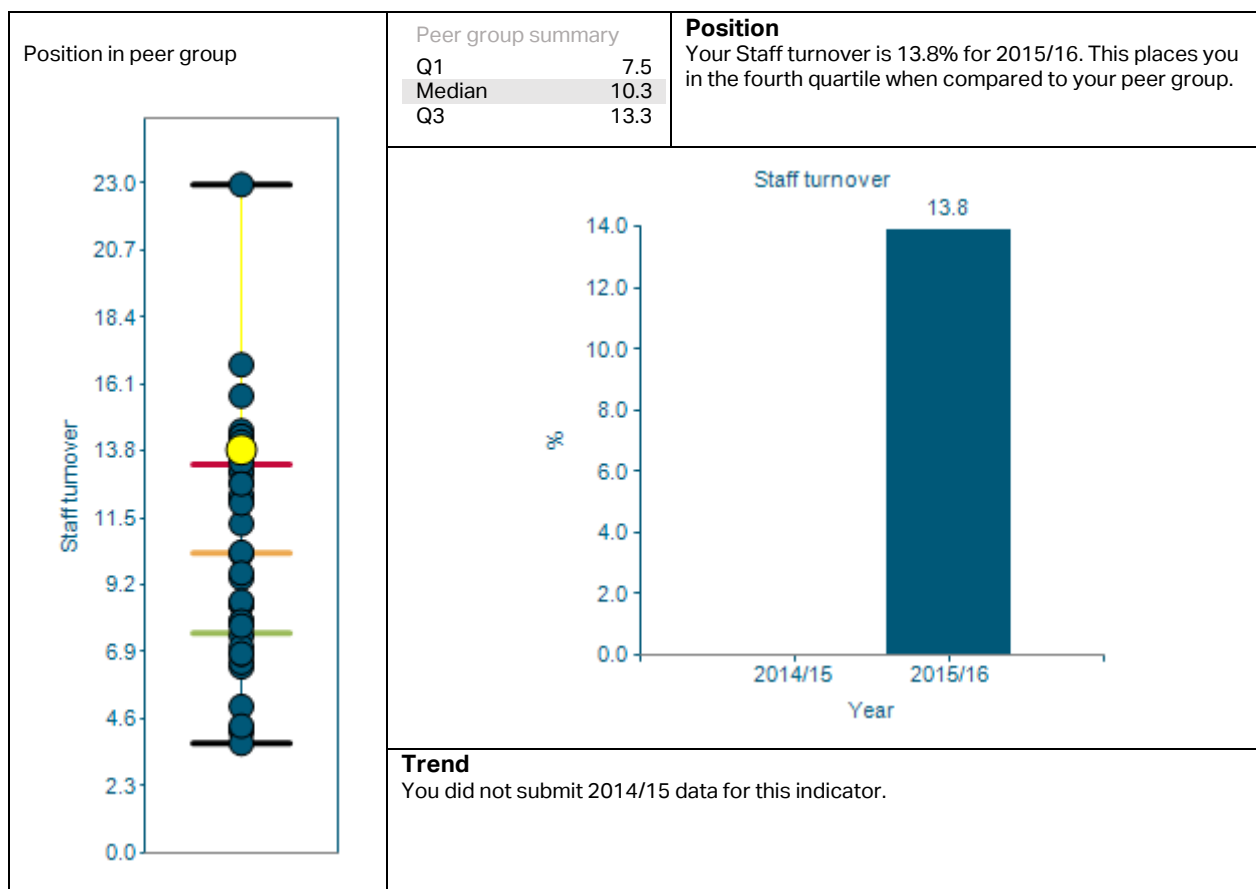
10. Corporate Health

Staff are a key business asset and this section provides some headline staffing measures compared to your peer group.

Staff turnover includes voluntary and involuntary turnover. Whilst low staff turnover is generally considered to be a good thing, some staff churn may be desirable for your business. Analysis of staff turnover split between voluntary and involuntary is available online.

Sickness absence includes both long and short term sickness absence.

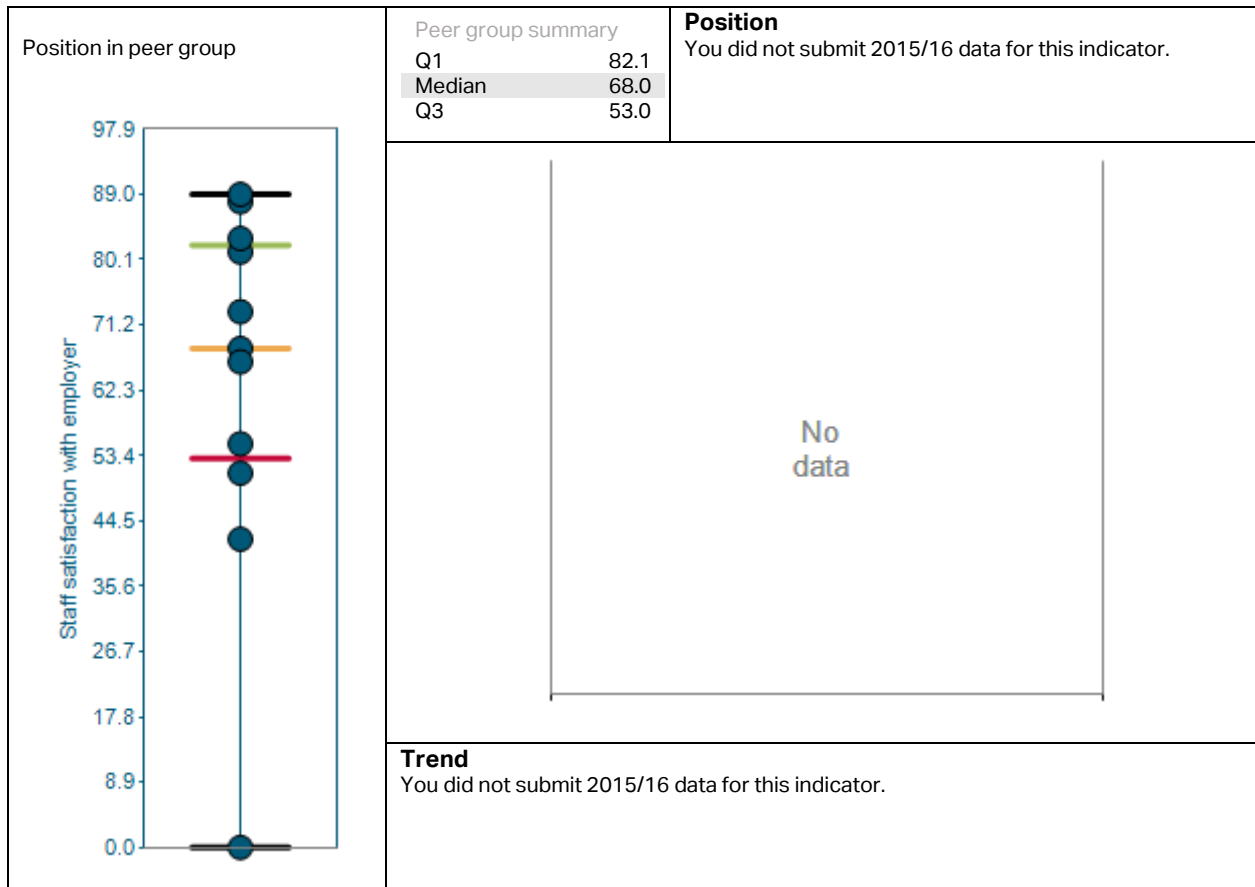
Staff turnover



Average number of days lost to sickness

<p>Position in peer group</p>	<p>Peer group summary</p> <table border="1"> <tr> <td>Q1</td> <td>7.29</td> </tr> <tr> <td>Median</td> <td>10.30</td> </tr> <tr> <td>Q3</td> <td>12.36</td> </tr> </table>	Q1	7.29	Median	10.30	Q3	12.36	<p>Position You did not submit 2015/16 data for this indicator.</p>
Q1	7.29							
Median	10.30							
Q3	12.36							
<p style="text-align: center;">No data</p>								
<p>Trend You did not submit 2015/16 data for this indicator.</p>								

Staff satisfaction with employer



11. Customer contact and complaints

The below boxplots show a selection of contact centre and complaints measures.

The average time taken to answer inbound telephone calls is measured in seconds.

HouseMark recently carried out an in-depth benchmarking exercise of contact centres and complaints in which over 100 housing providers took part. For more information on this exercise, please contact data@housemark.co.uk

<p>Peer group summary</p> <table border="1"> <tr><td>Q1</td><td>93.1</td></tr> <tr><td>Median</td><td>91.1</td></tr> <tr><td>Q3</td><td>89.1</td></tr> </table>	Q1	93.1	Median	91.1	Q3	89.1	<p>Peer group summary</p> <table border="1"> <tr><td>Q1</td><td>34</td></tr> <tr><td>Median</td><td>47</td></tr> <tr><td>Q3</td><td>69</td></tr> </table>	Q1	34	Median	47	Q3	69	<p>Peer group summary</p> <table border="1"> <tr><td>Q1</td><td>94.6</td></tr> <tr><td>Median</td><td>92.2</td></tr> <tr><td>Q3</td><td>82.3</td></tr> </table>	Q1	94.6	Median	92.2	Q3	82.3
Q1	93.1																			
Median	91.1																			
Q3	89.1																			
Q1	34																			
Median	47																			
Q3	69																			
Q1	94.6																			
Median	92.2																			
Q3	82.3																			
<p>Position You did not submit 2015/16 data for this indicator.</p>	<p>Position You did not submit 2015/16 data for this indicator.</p>	<p>Position Your Percentage of complaints resolved at first contact is 86.7% for 2015/16. This places you in the third quartile when compared to your peer group.</p>																		
<p>Trend You did not submit 2015/16 data for this indicator.</p>	<p>Trend You did not submit 2015/16 data for this indicator.</p>	<p>Trend Your Percentage of complaints resolved at first contact has decreased from 90.5% in 2014/15 to 86.7% in 2015/16. This decrease of 3.8% compares to an average decrease of 2.2% for your peer group between 2014/15 and 2015/16.</p>																		

12. Tenant satisfaction (STAR and transactional)

The next two pages contain satisfaction results for your organisation compared to your peer group.

The first six boxplot charts are all sourced from STAR surveys that have been carried out. STAR is a sector wide methodology for measuring satisfaction in a comparable way and is robustly validated by HouseMark to ensure the criteria are adhered to. Crucially, STAR surveys are based on a random sample of all tenants. This is referred to as 'perceptual' satisfaction.

The second set of boxplots show transactional satisfaction survey results. Transactional satisfaction surveys are carried out following an interaction with the landlord (for example a repair). In 2015, HouseMark has launched StarT, a framework for collecting and comparing transactional satisfaction surveys. 2015/16 figures shown in this report are validated by HouseMark as StarT compliant, although any figures for prior years are not. More information on StarT can be found on our website www.housemark.co.uk

12.1 Tenant satisfaction (STAR)

<p>Peer group summary</p> <table border="1"> <tr><td>Q1</td><td>88.7</td></tr> <tr><td>Median</td><td>85.0</td></tr> <tr><td>Q3</td><td>82.4</td></tr> </table>	Q1	88.7	Median	85.0	Q3	82.4	<p>Peer group summary</p> <table border="1"> <tr><td>Q1</td><td>69.1</td></tr> <tr><td>Median</td><td>66.5</td></tr> <tr><td>Q3</td><td>59.7</td></tr> </table>	Q1	69.1	Median	66.5	Q3	59.7	<p>Peer group summary</p> <table border="1"> <tr><td>Q1</td><td>84.6</td></tr> <tr><td>Median</td><td>79.8</td></tr> <tr><td>Q3</td><td>74.2</td></tr> </table>	Q1	84.6	Median	79.8	Q3	74.2	<p>Peer group summary</p> <table border="1"> <tr><td>Q1</td><td>86.8</td></tr> <tr><td>Median</td><td>82.0</td></tr> <tr><td>Q3</td><td>78.0</td></tr> </table>	Q1	86.8	Median	82.0	Q3	78.0	<p>Peer group summary</p> <table border="1"> <tr><td>Q1</td><td>87.1</td></tr> <tr><td>Median</td><td>81.2</td></tr> <tr><td>Q3</td><td>79.0</td></tr> </table>	Q1	87.1	Median	81.2	Q3	79.0	<p>Peer group summary</p> <table border="1"> <tr><td>Q1</td><td>88.1</td></tr> <tr><td>Median</td><td>84.0</td></tr> <tr><td>Q3</td><td>79.6</td></tr> </table>	Q1	88.1	Median	84.0	Q3	79.6
Q1	88.7																																								
Median	85.0																																								
Q3	82.4																																								
Q1	69.1																																								
Median	66.5																																								
Q3	59.7																																								
Q1	84.6																																								
Median	79.8																																								
Q3	74.2																																								
Q1	86.8																																								
Median	82.0																																								
Q3	78.0																																								
Q1	87.1																																								
Median	81.2																																								
Q3	79.0																																								
Q1	88.1																																								
Median	84.0																																								
Q3	79.6																																								
<p>Position Your Satisfaction with overall service is 92.5% for 2015/16. This places you in the first quartile when compared to your peer group.</p>	<p>Position Your Satisfaction that views are listened to is 79.1% for 2015/16. This places you in the first quartile when compared to your peer group.</p>	<p>Position Your Satisfaction with repairs is 90.8% for 2015/16. This places you in the first quartile when compared to your peer group.</p>	<p>Position Your Satisfaction that rent provides VFM is 90.3% for 2015/16. This places you in the first quartile when compared to your peer group.</p>	<p>Position Your Satisfaction with quality of home is 91.3% for 2015/16. This places you in the first quartile when compared to your peer group.</p>	<p>Position Your Satisfaction with neighbourhood is 91.5% for 2015/16. This places you in the first quartile when compared to your peer group.</p>																																				



12.2 Transactional satisfaction (StarT)

<p>Peer group summary</p> <table border="1"> <tr><td>Q1</td><td>97.3</td></tr> <tr><td>Median</td><td>94.5</td></tr> <tr><td>Q3</td><td>92.3</td></tr> </table>	Q1	97.3	Median	94.5	Q3	92.3	<p>Peer group summary</p> <table border="1"> <tr><td>Q1</td><td>NoData</td></tr> <tr><td>Median</td><td>NoData</td></tr> <tr><td>Q3</td><td>NoData</td></tr> </table>	Q1	NoData	Median	NoData	Q3	NoData	<p>Peer group summary</p> <table border="1"> <tr><td>Q1</td><td>87.5</td></tr> <tr><td>Median</td><td>76.8</td></tr> <tr><td>Q3</td><td>58.9</td></tr> </table>	Q1	87.5	Median	76.8	Q3	58.9	<p>Peer group summary</p> <table border="1"> <tr><td>Q1</td><td>90.4</td></tr> <tr><td>Median</td><td>80.0</td></tr> <tr><td>Q3</td><td>63.0</td></tr> </table>	Q1	90.4	Median	80.0	Q3	63.0	<p>Peer group summary</p> <table border="1"> <tr><td>Q1</td><td>48.5</td></tr> <tr><td>Median</td><td>39.5</td></tr> <tr><td>Q3</td><td>30.8</td></tr> </table>	Q1	48.5	Median	39.5	Q3	30.8	<p>Peer group summary</p> <table border="1"> <tr><td>Q1</td><td>69.0</td></tr> <tr><td>Median</td><td>66.0</td></tr> <tr><td>Q3</td><td>60.0</td></tr> </table>	Q1	69.0	Median	66.0	Q3	60.0
Q1	97.3																																								
Median	94.5																																								
Q3	92.3																																								
Q1	NoData																																								
Median	NoData																																								
Q3	NoData																																								
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13. Appendix – Disclosure of information

The information and data contained in this report are subject to the following clauses in HouseMark members' subscription agreements. These refer to future and further use of the information.

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**NATIONAL
HOUSING
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PARTNER
**MORGAN
SINDALL**
PROPERTY SERVICES

REPORT TO:	HOUSING AND COMMUNITY SERVICES COMMITTEE	AGENDA ITEM: 9
DATE OF MEETING:	2nd FEBRUARY 2017	CATEGORY:
REPORT FROM:	DIRECTOR OF COMMUNITY AND PLANNING	OPEN:
MEMBERS' CONTACT POINT:	VICKY SMYTH 01283 595776 vicky.smyth@south-derbys.gov.uk	DOC:
SUBJECT:	DERBYSHIRE SAFE PLACE SCHEME AND BREASTFEEDING WELCOME HERE AWARD SIGN UP	REF:
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE:

1.0 Recommendations

1.1 Members approve South Derbyshire District Council to sign up to both the Derbyshire Safe Place scheme and South Derbyshire's Breastfeeding Welcome Here Award Scheme.

2.0 Purpose of Report

2.1 To inform members about the Derbyshire Safe Place scheme

2.2 To inform members about the Breastfeeding Welcome Here Award scheme

2.3 To approve South Derbyshire District Council's commitment to sign up to both initiatives.

3.0 Detail

Safe Place

3.1 The Derbyshire 'Safe Place' scheme is an initiative co-ordinated by Derbyshire County Council as part of the 'hate crime and keeping people safe project'.

3.2 Businesses, shops and premises are invited to join the initiative on a voluntary basis.

Currently the following venues in South Derbyshire are signed up:-

- Dean and Smedley Pharmacy
- Gresleydale Healthcare Centre
- Sainsburys Swadlincote
- South Derbyshire CVS
- The Melbourne Cobbler
- Overseal Surgery
- Swadlincote, Woodville, Etwall and Melbourne Libraries
- Repton Health Centre

- 3.3 The scheme is aimed at supporting all adults in Derbyshire with a learning difficulty by providing a temporary place of safety if they get into difficulty when they are out in the community.
- 3.4 The scheme is not intended to replace the responsibilities of, or act instead of another service e.g. adult care. Instead offers a person with learning difficulty a temporary place of safety, and the offer to make a phone call if appropriate. The safe place will not be required to support with solving problems or other complex tasks, as this remains the responsibility of carers and support workers.

- 3.5 Venues are clearly identifiable by the use of 'Safe Place' logo window stickers. Participants present a 'safe place' registration card when they arrive; this gives essential information for the venue to support the participant (e.g. contact number for a carer)



3.6 Actions required

Action required	When	By who
Seek Committee approval	Feb 2017	Health Partnership Manager/ Communities Manager
Apply for accreditation	Feb 2017	Health Partnership Manager/ Communities Manager/ Senior Customer Services Advisor
Staff to attend Safe Place Information/Awareness Raising session	March – June 2017	Detailed training for All Customer Service staff and some key officers (e.g. Communities team) Basic Awareness for all staff via team briefs
Monitor number of interventions and report back to DCC (6 monthly)	Ongoing	Senior Customer Services Advisor
Agree to annual 'Safe Place' checks to ensure we remain a safe place	Annual	Derbyshire Constabulary/DCC
Promote the 'Safe Place' scheme and encourage other venues to sign up to the initiative (both Council Owned venues e.g. Leisure Centres, and wider community venues)	Feb - 2017	Health Partnership Manager/ Communities Manager/ South Derbyshire Partnership

- 3.7 Becoming part of this initiative offers an opportunity to enable more effective reporting of learning difficulty related hate crime incidents (currently estimated to be under reported). The District Council can play an important role in delivery of the prevention agenda by providing a point of contact for those needing support, identifying issues and intervening early.

- 3.8 South Derbyshire District Council has a proven track record of supporting its residents with preventative services which help people stay safe, healthy and well

and independent for as long as possible. Other recent examples include becoming a Dementia Friendly Community.

- 3.9 This piece of work will also include promoting and supporting other venues to become part of the Safe Place scheme. This will be supported by the work of the South Derbyshire Partnership and the SDDC economic development team.
- 3.10 Co-ordination and delivery of the scheme will lie with the Customer Services Team with support from the Health Partnership Manager and Communities Manager. Northgate Public Services have already confirmed support of the initiative.
- 3.11 Staff involved with delivery of the scheme will be provided with information/ awareness raising sessions so that they have knowledge of the scheme, potential client group, and types of assistance expected.
- 3.12 More information on the Derbyshire Safe Place Scheme can be found here: http://www.derbyshire.gov.uk/social_health/adult_care_and_wellbeing/disability_support/learning_disabilities/derbyshire_safe_place_scheme/default.asp?VD=safeplace

Breastfeeding Welcome Here Award

- 3.13 The Breastfeeding Welcome Here Award scheme was initiated and developed by the District Council in partnership with South Derbyshire Children's Centres. It has subsequently gone county wide using the best practice developed here in South Derbyshire.
- 3.14 Increasing Breastfeeding is highlighted as a priority for the district in the 2016 South Derbyshire Health Profile (PHE, 2016). This scheme aims to normalise breastfeeding in our communities. Evidence clearly states that breastfeeding provides significant lifelong health benefits for both baby and mother - including reduced obesity, lower risk of breast and ovarian cancer, lower risk of diabetes, reduced infections.
- 3.15 Community Centres, businesses and organisational venues in the district are encouraged to take part in the scheme voluntarily.
- 3.16 Taking part in the scheme provides participating businesses with a number of benefits including:-
- Attracting families by making them feel welcome, they therefore stay longer and spend more
 - Return custom as breastfeeding parents revisit venues that they feel comfortable in
 - Improved customer service
 - Opportunity for positive publicity
 - Attracting new customers
 - A chance to make a positive contribution to the health of people in South Derbyshire.
- 3.17 To become part of the scheme, venues need to fill in a short accreditation checklist agreeing to stick to some simple criteria:-
- Welcoming mums to breastfeed on the premises
 - Not asking mums to move or leave the premises
 - Training staff to know that their business is part of the 'Breastfeeding Welcome Here' scheme (they do not give any advice on breastfeeding)
 - Provide drinking water to breastfeeding mums

Participating venues are also asked to display the Breastfeeding Welcome Here certificate so mums are encouraged to breastfeed in the venue

3.18 So far 51 venues have signed up. This includes a mixture of settings such as libraries and leisure centres, small businesses such as Bluebell Tea Rooms and the Bus Park Café, and larger organisations such as Costa Coffee and Sainsbury's. The full list of participating venues can be seen on the Healthier South Derbyshire website: <https://www.healthiersouthderbyshire.org/breast-feeding>

3.19 Agreement to participate in the scheme would cover all District Council owned buildings including the Civic Offices, Town Hall, Midway Community Centre etc.

3.20 Proactive work is also being co-ordinated by the Environmental Health team to encourage more businesses to sign up during routine inspections and via designated project time to target specific areas.

4.0 Financial Implications

4.1 There will be limited financial implications for the Council, as becoming part both schemes is free. Some in kind support will be offered by key members of staff. Customer Service staff will need to attend the short information/ awareness raising sessions provided by Derbyshire County Council to support the Safe Place initiative.

5.0 Corporate Implications

5.1 This initiative supports:-

The 'Outcomes' section of the Corporate Plan including the following aim:-

- Maintain customer focus

The 'People' section of the Corporate Plan including the following aims:-

- Enable People to live independently
- Protect and help the most vulnerable, including those affected by financial challenges

The 'Place' section of the Corporate Plan including the following aims:-

- Help maintain low crime and anti-social behavior levels in the District
- Connect with our communities, helping them to feel safe and secure
- Deliver services that keep the District clean and healthy

6.0 Community Implications

6.1 Supports both South Derbyshire's Health and Wellbeing Locality Plan and the Safer South Derbyshire Strategic Plan priorities.

7.0 Conclusions

7.1 Becoming part of these initiatives offers an opportunity to support some of our most vulnerable residents.

8.0 Background Papers

N/A

REPORT TO: HOUSING AND COMMUNITY SERVICES COMMITTEE **AGENDA ITEM:** 10

DATE OF MEETING: 2nd FEBRUARY 2017 **CATEGORY:** DELEGATED

REPORT FROM: DIRECTOR OF COMMUNITY AND PLANNING **OPEN/EXEMPT PARAGRAPH NO:**

MEMBERS' CONTACT POINT: MALCOLM ROSEBURGH 01283 595774 **DOC:**
malcolm.roseburgh@south-derbys.gov.uk
LOUISE GLOVER 01283 595887
louise.glover@south-derbys.gov.uk

SUBJECT: ROSLISTON FORESTRY CENTRE – VISION STATEMENT 2016-26 **REF:**

WARD(S) AFFECTED: ALL **TERMS OF REFERENCE:** HCS07

1.0 Recommendation

1.1 That the Rosliston Forestry Centre Vision 2016-2026 be adopted to enable the next stage of the change process of management of the Rosliston Forestry Centre in 2018, to be taken forward.

2.0 Purpose of Report

2.1 The report outlines the vision for the Rosliston Forestry Centre for the next 10 years, which will include a new management option from 2018. The Vision will direct the Soft Market Testing Event for potential management companies, leading into the production of an Options Appraisal for that future management of the Centre. The draft Vision is attached as Annexe No.1.

3.0 Detail

3.1 South Derbyshire District Council (SDDC) and the Forestry Commission (FC) jointly own Rosliston Forestry Centre, which is a key visitor attraction of 62 hectares within the National Forest. The site is managed through an executive partnership of the District Council and the Forestry Commission. Rosliston Forestry Centre was the first area to be planted as part of the National Forest in 1994, over 20 years later the time has come to review and redefine the future for the site. There have been a number of management & business plans and visions written since the site's inception and much has been achieved. This vision now has to drive the future of the centre forward.

3.2 Aurora Country Developments LTD has managed the site for over 20 years on behalf of the key partners. Working alongside the partners they have developed the site and helped build its reputation as a key visitor attraction within the National Forest. Their current contract expires in 2018. This means there is a clear

opportunity for SDDC and FC to re-evaluate the site and its position within both organisations' strategic requirements. In order to identify options for the next 10 years, research is being carried out, looking at the past 20 years of site development, how the site correlates to other similar venues within its catchment area, market trends, new opportunities and threats etc.

- 3.3 The vision will inform a soft market testing event in March with potential management companies. This in turn will lead to the production of a detailed Options Appraisal in Spring 2017.
- 3.4 "The Centre should provide a warm and welcoming outdoor experience for its visitors, delivering a range of activities and space for all to enjoy." The Vision will be the means to bring a new outlook for both partners for their continued support and involvement for Rosliston Forestry Centre.

4.0 Financial Implications

- 4.1 There are no immediate financial implications in adopting the Rosliston Forestry Centre 10 Year Vision document. One of the key considerations within the Vision is to move towards a reduction in costs and if possible a situation where the site is cost neutral or makes a surplus.

5.0 Corporate Implications

- 5.1 Rosliston Forestry Centre's continued development as a community and visitor attraction contributes significantly to the People, Place and Progress themes in the new Corporate Plan and the strategic objective of improving the health and wellbeing of our residents and communities.

6.0 Community Implications

- 6.1 Rosliston Forestry Centre contributes to the South Derbyshire Sustainable Community Strategy and, in particular, the themes of Health and Well Being and Sustainable Communities. It has become an important community facility providing a venue for many local people and groups.
- 6.2 The Vision represents an excellent opportunity to further enhance Rosliston Forestry Centre for the benefit of both the local community and visitors from further afield.

7.0 Conclusions

- 7.1 The adoption of the Vision will enable the current partnership of SDDC and FC to develop their project plan and Options Appraisal

8.0 Background Papers

- 8.1 Draft 10 Year Vision for Rosliston Forestry Centre

ROSLISTON FORESTRY CENTRE

Vision 2017-2027

Introduction

South Derbyshire District Council and the Forestry Commission, the joint owners of Rosliston Forestry Centre, have a strong partnership, nurtured over 20 years. The current site management agreement is nearing completion, providing the partnership with the opportunity to develop a new vision for the centre. The long term future of the site will be influenced by the aims and goals of both organisations. The new Vision will re-energise and re-vitalise the site and secure its ongoing success as a key attraction within the National Forest.

Rosliston Forestry Centre (RFC) was the first community woodland planted in the National Forest, in 1994. Now it is a mature site, holding a different perspective on the landscape, and it is pertinent timing to revisit the future provision of the site for its visitors. A modern and relevant offer is required to move the site into the next stage of its development, based on its previous successful 20 plus years. The partner organisations, themselves, have undergone changes and these are reflected in the new Vision and accommodate their values and positions.

The Vision will inform the strategic direction for the partners to build on, and help choose a management structure for the Centre from April 2018. It will also support the Soft Market Testing event, whereby prospective management companies can put forward their thoughts and ideas for the site. Following this event an Options Appraisal will be developed, which will outline all the various options for the centre, from which one preferred option will be followed. Therefore the impact of the future vision is critical in the process the partners have to follow over the next year.

Vision

The Centre should provide a warm and welcoming outdoor experience for its visitors, delivering a range of activities and space for all to enjoy. The Vision will be the means to bring a new outlook for both partners for their continued support and involvement for Rosliston Forestry Centre.

The ethos of Rosliston Forestry Centre has been to provide a pleasurable outdoor experience for all visitors, with little cost attached to it. Bringing people to appreciate the site as a whole or to participate in the activities provided has been integral to its success. Looking into the future, establishing a sustainable business is the key element for the Vision. The social aspect of the provision will remain, but the financial aspect of the centre has to be sustainable in the long term, as both partners become more constrained with their financial situations, looking at a financially sustainable business is critical.

Adding value to the partners' key objectives of People, Nature and Economy (Forestry Commission) and People, Place and Prosperity (South Derbyshire District Council) will be a significant driver taking the new management of the site forward. Creating a place that visitors want to return to time again, providing a fresh but relevant offer encouraging repeat visits to the centre.

Rosliston Forestry Centre has a lot to offer already and it's essential that we take the opportunity currently provided to look at its future provisions and redefine activities to strengthen the offer. Recreation, health, and education have played an important part of the Centre over the past 20 years, encouraging participation in a wide variety of activities for all levels. These will be taken into account and consideration given as part of the options appraisal.

Rosliston Forestry Centre like all tourist attractions is affected by external economic and social factors, though its natural and physical environment is a large component of the site's unique offer, which will continue to change as it literally develops and grows. Woodland management, site management, activities management will provide more challenges in the future as the dynamics of the site alter on a seasonal basis.

The site is an important one within the National Forest, often referred to as 'the jewel in the crown of South Derbyshire'. It is a unique site for the Forestry Commission portfolio, being a partnership with a district council and the commercial aspects managed by a third party. The organisation would like it to be an exemplar site, demonstrating multi-purpose woodland management and the sustainable delivery of social, economic and environmental benefits.

South Derbyshire District Council continues to see the Centre as a visitor attraction and community hub that as a major leisure facility provides high quality experiences and opportunities for local people and visitors alike.

Both **South Derbyshire District Council** and the **Forestry Commission** continue to have high aspirations for the centre, balancing community/visitor needs and with the aim of achieving a sustainable economic business.

Site Development

From being the first community forest within the National Forest, its initial uniqueness has to be re-evaluated as it is now one of a number of tourist attractions within the area, vying for the same visitor base. The partners, stakeholders and future site operators must consider the points of difference available to the Centre in the future.

Over the next few months, we will further clarify our Vision, aims and objectives for Rosliston.

This will help us to define key site developments required. The section below summarises our initial thoughts on site development.

The creation of warm welcoming features as a first impression for visitors is essential. External highways and on site signage needs to be clear and informative for the visitors; therefore the partners will be looking at rebranding and new signage for the future, when the new management of the site is determined for 2018.

A master planning exercise for the site is being under taken which will look at the physical aspects of the site and how it can be developed to enable future developments to take place within the spatial constraints. The size of the site is a major factor and the best utilisation of the space will be looked at by the partners in order to create a plan to take the site forward for the next ten years at least. An important aspect of this will be to retain the advantage Rosliston already has in attracting

disabled and family visits due to its fully accessible pathways, inclusive play equipment and reputation as a 'user friendly' venue.

The main entrance to Rosliston Forestry Centre has to be enhanced to ensure that it creates a visible friendly welcome, clearly defined way in and exit. Thus bringing returning visitors but also new people who may just be passing and become attracted to find out what the site offers them.

The buildings within the Visitor Centre similarly require updating and redesigning to take the site forward for the next ten years. Looking at their purpose and determining future use with the new management will provide the basis of re-evaluation.

The entrance to the Glade has to be redefined in partnership with the 3rd party wedding leaseholder. The separation from the main site, accentuating it being the venue and wedding area, is essential for visitors to the Glade to be directed towards a new entrance and not the main Forestry Centre.

The car park is currently shared with the Centre and the Glade and little definition between the areas. The car park has recently been resurfaced but a full landscape design would be beneficial to the visitors. The carpark redevelopment is a priority for the future of the Centre.

The play areas are an essential part of the offer at Rosliston, these too need upgrading and revitalised.

The future of the log cabins will be included in discussions, between the partners and interested parties, along with all amenities and activities currently provided on the site.

Summary

Working together to develop a new vision, aims and objectives is a major factor for Rosliston Forestry Centre's future planning and development. This must reflect the aspirations and commitment of both partners, whilst taking into account the continuing interest of key stakeholders. Retaining its position as a much loved venue for the community to use for a range of activities is important. Increasing its visitor base and creating a sustainable business is at the heart of the vision.

The Council and Forestry Commission both value this longstanding partnership and building on the last 20 plus years is a priority for both.

Rosliston Forestry Centre Information Memorandum





Introduction

This Information Memorandum provides supporting information regarding a joint South Derbyshire District Council (SDDC) and the Forestry Commission (FC) project to secure commercial management and development partner(s) for Rosliston Forestry Centre (RFC) through a competitive process with negotiation.

Information contained within this document may be subject to change. This information Memorandum, together with the OJEU Notice is an invitation to the market to express an interest in bidding for this project.





The Opportunity

Rosliston Forestry Centre, situated within South Derbyshire, is a 62 hectare site, jointly owned by SDDC and FC situated within the National Forest. It is a free to enter tourist attraction (with a charge for parking and some activities) It largely comprises of a visitor centre, an enterprise centre, play areas, a café, waymarked trails, ponds, Glade performance area, 6 self-catering lodge cabins and various other smaller attractions such as a sensory garden, bird hide and archery shelter as well as offering opportunities for many health, sport and educational activities.

South Derbyshire District Council and the Forestry Commission, the joint owners of Rosliston Forestry Centre, have a strong partnership, nurtured over 20 years. Similarly the site has benefitted from a stable and longstanding management agreement but this is nearing completion and provides the partnership with an opportunity to refresh their vision for the centre. The long term future of the site will be strongly influenced by the aims and goals of both organisations.



The Vision

The partners' vision for Rosliston Forestry Centre is:

“The centre should provide a warm and welcoming outdoor experience for its visitors, delivering a range of activities and space for all to enjoy.”

To help deliver and maintain this vision, we wish to enter into a contractual arrangement with new organisation(s) to manage the RFC's commercial and visitor offer. The Forestry Commission as in the previous management arrangement will continue to manage the surrounding woodland. The new partner(s) will need to demonstrate their ability to contribute to our vision effectively and sustainably, based upon a financially sound long-term operational model that is attractive and acceptable to both SDDC and FC.

The ethos of Rosliston Forestry Centre has been to provide a pleasurable outdoor experience for all visitors, with initial low cost to the customer. Bringing people to appreciate the site as a whole or to participate in the activities provided has been integral to its success. Looking into the future, establishing a sustainable business is the key element for the Vision. The social aspect of the provision will remain, but the financial aspect of the centre has to be sustainable in the long term.

Adding value to the partners' key objectives of People, Nature and Economy (Forestry Commission) and People, Place and Prosperity (South Derbyshire District Council) will be a significant driver taking the new management of the site forward. Creating a place that encourages return visits.

Rosliston Forestry Centre has a lot to offer already and it's essential that we take this opportunity to look at its future provisions and redefine activities to strengthen the offer.

Key Objectives

The Partners objectives for this project are:

To develop a modern attractive visitor offer that will:

- Operate daily throughout the year as a minimum, currently 7.30 a.m. to 5.00p.m;
- As a minimum support and accommodate current visitor numbers;
- Demonstrate that any capital investment in new/ improved facilities has a minimum lifespan of 10 years;
- Ensure continuing value for money, whilst maintaining free public access to Rosliston Forestry Centre;
- Effectively support all-ability visitor access across the site, in consultation with partners;
- Effectively support the management of visitor impact on the centre in general;
- Provide appropriate interpretation/visitor information, working with the partners;
- Show environmental good practice in respect of the operation of the facilities.

The operator will be responsible for the effective management of all the buildings within the scope of the commercial operation on offer – the visitor centre (including retail space, meeting rooms), play and activity areas both indoor and outdoor, and log cabin accommodation.

As previously stated the partners' ambition for RFC is for it to be operated by a partner (s) / option that provides financial sustainability for the site.

Management of the woodland will be retained by the Forestry Commission.



Background



RFC is a successful tourist attraction providing visitors and the local community with a wide range of outdoor experiences and activities. The original executive partners – SDDC, FC and the National Forest Company acquired the site of a former farm in 1993 and have supported its development since that time. It has been transformed from a farm to a mature community woodland. The past 20 years have seen the development of its visitor's amenities from an initial basic offer to the present range of facilities.



A wide range of features and activities are now firmly established and the Centre is well used by both regular and occasional visitors. The site is an important one within the National Forest, often referred to as 'the jewel in the crown of South Derbyshire'. It is a semi-unique site for the Forestry Commission portfolio, being a partnership with a district council and where the commercial aspects have been delivered by a third party. Both of the organisations would like it to be an exemplar site, demonstrating multi-purpose woodland management and the sustainable delivery of social, economic and environmental benefits.

The District Council continues to see the Centre as a visitor attraction and community hub that as a major leisure facility provides high quality experiences and opportunities for local people and visitors alike.

Both the District Council and the Forestry Commission continue to have high aspirations for the centre, wanting to balance community/visitor needs and with the aim of achieving a sustainable economic business.

The current management company has been managing the site along with the partnership for almost 20 years and will be leaving at the end of March 2018. Therefore a new management structure is being looked for to take on the centre management and offer commercial sustainability.



The Glade arena primarily used for weddings but also other events has already been through the Forestry Commission tender process and a preferred bidder has been selected. Therefore, this area of the Forestry Centre is not included within this opportunity. The new management provider(s) will be expected to work closely with the Glade operators to ensure smooth running of the whole site and to maximise its potential for all parties.

General information on visitor facilities at Rosliston Forestry Centre can be browsed at: www.roslistonforestrycentre.co.uk

Scope of the contract

The successful bidder will be required to meet the following objectives

- Provide a service for between 7 and 10 years
- Operate commercial and associated visitor services. It is likely that the site management could be procured in smaller lots i.e. the Visitor's Centre and the Lodge Cabins as separate entities
- The care and maintenance of all buildings, equipment and facilities included within the commercial offer
- Management and appropriate use of the buildings and facilities within the commercial offer
- Management of visitors including car parking and vehicular access
- Delivering best value for money
- Contributing to our vision and key objectives for Rosliston Forestry Centre
- Ensuring that all legislative requirements are met
- Marketing and promotion of the site
- Adherence to quality standards



Key issues

Key issues that prospective partners may wish to consider in order to develop and inform their approach to this project include:

- The preferred contract length and type of deal structure
- Capital investment proposals alone or in conjunction with SDDC and FC
- How the solution will contribute to the delivery of our vision for Rosliston Forestry Centre
- Operational proposals including a continued partnership with SDDC and FC
- How the bidder's proposal will impact on the property configuration and arrangements
- Added value proposal to improve the delivery of services and improve project deliverability and sustainability
- How proposals would help manage/minimise SDDC and FC's risk
- The transition from the current operation



Approach to Contract Award - Competitive Procedure with Negotiation

The competitive procedure with negotiation provides the opportunity for both SDDC and FC and bidders to work together to develop the most appropriate solution.

The Invitation to Tender will incorporate information and feedback obtained from this Soft Market Testing exercise.

Following receipt of Tenders, a full review of compliant bids will be carried out by a panel of assessors, which may include the Council's appointed Consultants and Partners. The top scoring Tenderers will be invited to present their offers, demonstrate the benefits they will bring and answer questions from the Assessment Panel.

Following the presentations, additional discussions or meetings may be required to ensure the final solution is the best for all parties involved.

Best and Final Offers will then be required to confirm all details of submissions.

Recommendations will be made to the appropriate committees for final approval prior to awarding the Contract

SDDC/FC are keen to develop a contractual agreement that is outcome and output driven with the onus on the use of the operating partners' own experience, expertise and preferred methods. SDDC and FC are not expecting the successful partner (s) to necessarily operate or be limited by the same mix of commercial facilities or manage them in the same way (as long as the SDDC/FC's vision and objectives for the centre are fulfilled).

We see a partnership approach as being pivotal to the success of this project. Such an approach will best support an innovative and creative approach to the future operation and management of the centre. We expect that the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) could apply to the project and the current staff linked to the commercial arrangements could potentially transfer to an incoming provider. Bidders are expected to seek independent legal advice on the application of TUPE in these arrangements. Further details will be provided later in the tender process.

Stakeholder consultation will be an important aspect to achieving our overall ambitions. SDDC/FC will continue to engage with stakeholders as the procurement process progresses, and we expect bidders to engage with this process where appropriate.





The Current Offer

Rosliston Forestry Centre currently provides services and facilities for approximately 190,000 people who visit every year

It includes:

- A visitor information point
- Cycle Hire
- Storage and administrative facilities
- Car parking facilities
- Toilets
- Play facilities both indoor and outdoor
- Classroom, training room and meeting rooms
- Archery Shelter
- Bird Hide
- Waymarked Trails



Catering/Hospitality

The Hub Café is currently operated by a separate leaseholder – this may not be in scope but a café facility will remain on the site as an attraction and as with the Glade, will require cooperative working practices to ensure benefits for all parties.

Retail

Gift shop operated by the current management company – offers souvenirs, greeting cards, gifts, and ice creams

Kraftiz – a tenant providing art and craft goods and workshops

Other Tenants

Environmental Education Partnership (Council operated service)

Get Active in the Forest (Council procured service)

5 Enterprise units which are currently leased to Burton & South Derbyshire College



Accommodation

6 Lodge Cabins – Each lodge is privately situated in its own secluded corner of woodland and offers a full range of self-catering holiday facilities. All lodges are also wheelchair accessible and feature facilities designed to be accessible for all.

Residential

A three bed bungalow is included on the site, currently the home of the management company.

Other Buildings or areas

Boiler house

Storage compound

Visitor Number and Events

Visitor numbers at RFC are influenced by the weather and the quality of the visitor experience. Numbers have been reasonably consistent over the past few years, generally between 175,000 and 190,000 + per annum. The events / activities which have been held on the site cover a wide range and further details will be given at the meeting.





Timetable

It should be noted that all dates in the timetable below are indicative (except where a key stage has already been completed) and it is anticipated that the outcomes of the ISOS stage will shape the timetable for the remainder of the procurement process. As such SDDC & FC reserves the right to vary this timetable and will notify interested parties if it does so.

Key Stage Estimated Completion Date

Key Stage	Estimated Completion Date
Prior Information Notice Published and Briefing Paper	26 th January 2017
Soft Market Testing commences – Event to be held	2 nd March 2017
Closing date for Soft Market Testing Feedback	16 th March 2017
Invitation to Tender commences	20 th April 2017
Closing date for Tenders	1 st June 2017
Invitation to Participate with Negotiation commences	3 rd July 2017
Bidders to Present Overall Proposals to Partners	w/c 17 th July 2017
Best and final Offer	5 th August 2017
Contract Award	October 2017
Contract Start Date	1 st April 2018



The information contained in this Information Memorandum is presented in good faith and does not purport to be comprehensive or to have been independently verified. Neither SDDC or FC nor any of their advisers accept any responsibility or liability in relation to its accuracy or completeness or any other information which has been, or which is subsequently, made available to any potential bidders or any of their advisers, orally or in writing or in whatever media. Interested parties and their advisers must therefore take their own steps to verify the accuracy of any information they consider relevant. They must not, and are not entitled to, rely on any statement or representation made by SDDC/FC or any of their advisers. This Information Memorandum is intended only as a preliminary background explanation of the partners' plans for Rosliston Forestry Centre and is not intended to form the basis of any decisions on the terms upon which the partners will enter into any contractual relationship.

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REPORT TO:	HOUSING AND COMMUNITY SERVICES COMMITTEE	AGENDA ITEM: 11
DATE OF MEETING:	2nd FEBRUARY 2017	CATEGORY: Delegated
REPORT FROM:	STUART BATCHELOR DIRECTOR OF COMMUNITY AND PLANNING	OPEN :
MEMBERS' CONTACT POINT:	CHRIS SMITH 01283 595924 chris.smith@south-derbys.gov.uk	DOC:
SUBJECT:	GRESLEY OLD HALL – COMMUNITY HUB	REF:
WARD(S) AFFECTED:	GRESLEY, SWADLINCOTE	TERMS OF REFERENCE: HCS07

1.0 Recommendation

1.1 Members approve the Council's involvement in the Gresley Old Hall Community Project and support the application to the 'Communities Fund'.

2.0 Purpose of Report

2.1 The report outlines the project to develop a Community Hub at the Gresley Old Hall facility and seeks endorsement for the Council's involvement in the project and application for external funding.

3.0 Detail

3.1 The opportunity to develop a Gresley Old Hall as a venue for engaging the local community has arisen through discussions between County Councillor Trevor Southerd, Public Health, South Derbyshire CVS and the District Council. This project proposal gives the detail of these discussions and the exciting opportunities that could have a positive impact on the lives of local people, particularly older people, low income families and people who are vulnerable or isolated.

Background

3.2 Gresley Old Hall is a well-established and impressive community facility in Church Gresley. It is a Coal Industry Social Welfare Organisation facility which has traditionally been an important social hub for the coalmining community of Gresley. Over the more recent years the facility has needed refurbishment and a refocus so that it can become a more attractive destination for the wider community of Gresley and the surrounding area. The range and quality of the Old Hall's facilities are under-utilised and have the potential to be used extensively, particularly during the day.

3.3 As an important community facility in the urban area the Council has provided officer and technical support for several projects linked to the refurbishment of the site. It is also regularly used for events such as Liberation Day.

3.4 In terms of deprivation indices the Gresley ward has a number of issues which have led to funding being allocated to the community through the Derbyshire County Council Priority Communities Fund. The profile of Gresley is summarised as follows:

- Population 8,273 of which 3% are from BME communities
- 27.4% of adults are obese, higher than District, County and England level.
- Emergency hospital admissions for all causes, CHD and COPD are all significantly worse than the England average.
- All causes mortality is also significantly worse than the England average.
- Premature mortality for coronary heart disease aged under 75 is slightly worse than the England average.
- 30.2% of pensioners live alone.
- Life expectancy for males is 77.8 slightly lower than England at 79.3
- Life expectancy for females is 81.5 compared to the England rate of 83

Project proposal

3.5 The discussions regarding an appropriate project for the Priority Communities Fund led to the following objectives being tabled:

Objectives

- 1.To support communities living in areas of deprivation.
- 2.To promote the health of local communities by providing a food offer.
- 3.To provide a social meeting opportunity for vulnerable and isolated members of the community.
- 4.To promote physical activity opportunities for young people, women, older people, disabled people or those with health conditions and family groups.
- 5.To recruit and develop volunteers to support community activities

3.6 The Scope of the project would be to initially organise one-off activity taster sessions for the local community including food hub/lunch, social meeting event and activity based session(s), e.g. tea dance, indoor bowls etc. and to use these events as an opportunity to consult with local residents and target groups about the types of activities and events that they would like to happen.

3.7 Dependent upon the consultation to develop use of the Old Hall site as a venue for a range of activities for different ages and sectors of the community. This could include encouraging and supporting local community organisations to use the site as a venue for their activities, offer new activities, or work with local residents to organise and run their own activities/groups.

3.8 The delivery of the proposal would be through a Project worker(s) bringing together Gresley Old Hall and other local partner agencies to form a project group and develop an initial programme of 'taster' sessions. Partner agencies to be included in this group could include:

- | | |
|---|----------------------|
| SDDC – Housing, Sport and Health, Communities and Cultural Services | |
| DCC Adult Social Care | South Derbyshire CVS |
| DCC Children and Younger Adults | Churches Together |
| Community Transport / transport providers | Active Nation |
| Get Active in the Forest | |

- 3.9 This partnership group would report back to the South Derbyshire Partnership, delivering the project as part of the Sustainable Community Strategy Action Plan for 2017/18.

The Communities Fund

- 3.10 Following on from the development of the proposal notification was received in December of the Government's grant scheme 'The Communities Fund' which is seeking projects which support public services and community led projects to provide better services and meet the challenges of increased customer demand. The Fund required an application by mid-January so the partnership group has submitted an application for up to £70,000. The Fund will be significantly oversubscribed in terms of applications but does identify community hubs as examples of projects to be supported. A successful bid would enable a bigger and more significant project to be delivered.

Priority Communities Fund

- 3.11 The project group is working with Derbyshire County Council to submit an application to this fund which it is hoped will support the setting up of the project and be utilised to deliver a programme of activities and services at the site through other funding sources/applications. A Business Plan would be produced to identify what is needed, how best it can be delivered and how the project could become sustainable.

4.0 Financial Implications

- 4.1 There are no added financial implications for the Council in supporting this project. If the Communities Fund bid was successful the Council would act as the accountable body in allocating the funds to other partners.

5.0 Corporate Implications

- 5.1 This proposal contributes to all the Corporate themes of Place, People and Progress as it will raise the physical and mental health profile of the ward and raise aspirations of local people who receive support from the services to be offered.

6.0 Community Implications

- 6.1 Gresley Old Hall is an underused community facility which could become a significant community asset and prove to be a service hub for many public and community sector service deliverers.

7.0 Conclusions

- 7.1 The adoption of the Vision Statement will enable the current partnership of SDDC and FC to develop their project plan and Options Appraisal

8.0 Background Papers

- 8.1 The Communities Fund application.

REPORT TO:	HOUSING AND COMMUNITY SERVICES COMMITTEE	AGENDA ITEM: 12
DATE OF MEETING:	2nd FEBRUARY 2017	CATEGORY: RECOMMENDED
REPORT FROM:	DIRECTOR OF FINANCE & CORPORATE SERVICES	OPEN
MEMBERS' CONTACT POINT:	KEVIN STACKHOUSE (01283 595811) Kevin.stackhouse@south-derbys.gov.uk	DOC: u/ks/budget round 1718/service base budget reports/HRA/budget report 17 18
SUBJECT:	HOUSING REVENUE ACCOUNT BUDGET, FINANCIAL PLAN and PROPOSED RENT 2017/18	REF:
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE: HC 01

1.0 Recommendations

- 1.1 That Council House Rents are reduced by 1% for Tenants with effect from 1st April 2017 in accordance with provisions contained in the Welfare Reform and Work Act 2016.
- 1.2 That the proposed estimates of income and expenditure for 2017/18, together with the 10-year Financial Plan for the Housing Revenue Account as detailed in **Appendix 1**, are considered and referred to the Finance and Management Committee for approval.
- 1.3 That the HRA is kept under review and measures identified to mitigate the financial risks detailed in the report and to maintain a sustainable financial position.

2.0 Purpose of the Report

- 2.1 As part of the annual financial cycle, the report details the Housing Revenue Account's (HRA) base budget for 2017/18. In addition, the report details the updated 10-year financial projection for the HRA following a review during the annual budget round.
- 2.2 The report also sets out details of the proposed rent level for 2017/18 in accordance with the Welfare Reform and Work Act 2016.

3.0 Detail

The Position Entering the 2016/17 Budget Round

- 3.1 During 2016/17, the financial position of the HRA has been reviewed on several occasions. This was to reflect changes to the on-going capital investment and Council House New Build Projects, together with the 2015/16 budget out-turn position.
- 3.2 The latest position reported in October 2016, estimated a deficit on the HRA in 2017/18 of £266,000, forcing the HRA's General reserve to approximately £1.12m, only slightly above the minimum level of £1m.
- 3.3 As previously reported, the longer-term financial position for the HRA was significantly changed in 2015 due to the Government legislating to reduce Council House rents by 1% per year to 2020. Consequently, planned capital expenditure was reduced in the 10-year financial plan to reflect this reduction in resources.

Formulating the 2017/18 Base Budget

- 3.4 Budgets are generally calculated on a "no increase basis," i.e. they are maintained at the same level as the previous year adjusted only for known changes, price increases and variations due to contractual conditions, etc.
- 3.5 In addition, budgets are also subject to a base line review which is used to justify proposed spending. This process places responsibility on budget holders to justify their spending budgets by specifying their needs in a more constructed manner. This is supported by the Financial Services Unit, who analyse recent trends across services compared to current budgets.

On-going Service Provision

- 3.6 The budgets are based substantively on a continuation of existing service provision (in respect of staffing levels, frequency, quality of service, etc.).
- 3.7 The full year effects of previous year's restructures and budget savings have been included, with any non-recurring items removed.

Base Budget 2017/18

- 3.8 The HRA's Budget and longer-term financial projection up to 2026/27 is detailed in **Appendix 1**. A projection of this length is required for the HRA to ensure that future debt repayments and capital expenditure are affordable to ensure the longer-term sustainability of the Council's housing stock.
- 3.9 A summary of the base position on which the longer-term position is calculated, is shown in the following table.

HRA Base Budgets 2016/17 to 2017/18	Approved Budget 2016/17 £'000	Forecast 2017/18 £'000	Proposed Budget 2017/18 £'000	Change to Forecast £'000
INCOME				
Council House Rents	12,391	12,384	12,381	-3
Garage Rents	111	110	111	1
Income from Supported Housing (Careline, etc)	181	181	151	-30
Supporting People Grant	240	240	240	0
Total Income	12,923	12,915	12,883	-32
EXPENDITURE				
General Management	1,788	1,814	1,785	-29
Supported Housing	802	810	830	20
Bad Debt Provision	44	43	44	1
Responsive Repairs & Planned Maintenance	3,231	3,320	3,244	-76
Debt Interest	1,690	1,808	1,777	-31
Depreciation	2,985	3,042	3,417	375
Total Expenditure	10,540	10,837	11,097	260
Net Operating Income	2,383	2,078	1,786	-292
APPROPRIATION				
Contribution to Capital Works	-2,795	-1,800	-1,800	0
Contribution to Debt Repayment Reserve	0	-3,529	-3,550	-21
Contribution to New Build Programme	-1,000	0	0	0
Less Depreciation	2,985	3,042	3,417	375
Expenditure in excess of Depreciation	-810	-2,287	-1,933	354
Net Operating Income (as above)	2,383	2,078	1,786	-292
Less Expenditure in excess of Depreciation	-810	-2,287	-1,933	354
Less Pay and Inflation Contingency	-113	-57	-68	-11
Overall Surplus / Deficit (-)	1,460	-266	-215	51

3.10 The final column shows the difference between the forecast for 2017/18 and that now being proposed as the Base Budget for the year. The overall deficit is now estimated at £215,000 for 2017/18 compared to a forecast of £266,000. This is less, mainly due to management and maintenance costs being lower than forecast following the base budget review.

Council House Rents

3.11 The overall change between 2016/17 and 2017/18 is neutral. Although the 1% statutory deduction to rents has been applied, this has been offset by the additional rent from new properties built and acquired as part of the New Build programme in 2016/17. After allowing for Council House Sales, the number of properties is expected to increase from 2,970 in 2016/17 to 3,000 by the end of 2017/18.

Income from Careline Provision

3.12 This has not increased as anticipated and may now be subject to further review.

Supporting People Grant

3.13 This is the contribution from the County Council. It has been confirmed that this will continue in 2017/18.

New Build

3.14 In the previous forecast, it was expected that a further New Build Scheme (Yard Close, Swadlincote) would be undertaken in partnership with another social housing provider. However, this project is now unlikely to commence in the foreseeable future.

3.15 The previous forecast had allowed additional borrowing of approximately £1.9m to fund Phase 1 of the New Build Programme, with loans being taken out during 2016/17. Without Yard Close, new borrowing of approximately £400,000 is now anticipated and this borrowing will be undertaken in 2017/18.

3.16 The effect of this particular scheme on the longer-term Financial Plan is detailed later in the report.

Debt Interest

3.17 The reduction in anticipated borrowing reduces interest in 2017/18 by approximately £30,000.

3.18 Part of the existing debt portfolio includes £10m at a variable rate of interest. The budgets for 2016/17 and 2017/18 estimate an interest on this debt of 1.5% and 2.5% respectively.

3.19 There is currently some uncertainty in the economy on whether interest rates will increase over the next year. However, it is considered unlikely that rates will increase up to 2.5% by March 2018. Therefore, the cost of servicing debt is likely to be lower than budgeted, although this will be kept under review. A 1% variance in the rate equates to approximately £100,000 per year.

Depreciation

3.20 The increase is due to the additional properties through the New Build programme which will be depreciated in accordance with accounting practice.

3.21 Depreciation is calculated on the existing value and age of each property in the HRA. This is designed to ensure that the Council sets-aside sufficient resources to maintain and replace properties in future years.

3.22 The Council has an on-going capital programme and properties generally have a substantial useful life if maintained properly. Although the depreciation charge is included as a cost charged in the net operating income of the HRA, it is reversed out when calculating the overall surplus or deficit on the HRA.

3.23 However, under accounting regulations, the annual amount of capital expenditure, plus sums set-aside to repay debt, need to be greater than the depreciation charge for the year. This is effectively testing that the Council is properly maintaining and financing the liabilities associated with its housing stock.

3.24 Where the depreciation charge is lower than actual capital expenditure/debt repayment, the HRA would be charged with the difference in that particular year. For 2016/17 and 2017/18, expenditure is well in excess of depreciation.

The Longer-term Financial Projection

3.25 Following the introduction of the self-financing framework for the HRA in 2012, this generated a surplus for the HRA as the Council was no longer required to pay a proportion (approximately 40%) of its rent income to the Government in accordance with a national redistribution framework.

3.26 This released resources, which in the early years of the Housing Business Plan, were available for capital investment in the existing stock, together with resources for New Build. Surpluses in later years are to be used to repay the debt that the Council inherited in return for becoming “self-financing” and to continue a programme of capital maintenance in future years.

3.27 The HRA budget and projection is based on the principles that the HRA will carry a minimum unallocated contingency of at least £1m as a working balance and that sufficient resources are set-aside in an earmarked reserve to repay debt as instalments become due.

HRA Reserves

3.28 The HRA has 3 separate reserves as detailed in the following table.

Working Balance	Held as a contingency with a minimum balance of at least £1m.
New Build Reserve	Accumulated Capital Receipts pending expenditure on building new properties. The financial model assumes that these are drawn down each year to finance New Build ahead of any further borrowing. Therefore, the carrying balance from year to year remains low.
Debt Repayment Reserve	Sums set-aside to repay debt; contributions to the Reserve start from 2016/17 in accordance with the debt repayment profile.

The Updated Financial Position

3.29 Following the base budget review, the 10-year Financial Plan for the HRA has been reviewed and updated. This is detailed in **Appendix 1**. The overall position has improved marginally compared to the previous forecast due to the slight reduction in the estimated deficit for 2017/18.

3.30 The removal of the anticipated project at Yard Close has had a fairly neutral effect; the initial capital costs and associated borrowing have been offset by a reduction in rent income (from new properties) from 2018/19 (*it was anticipated that these new properties would be let from January 2018*).

3.31 Overall, the Plan shows a sustainable position although as previously reported, it is much tighter than 18 months ago.

Debt Repayments and Borrowing

3.32 The Council took on the management of debt valued at £58m in 2012. In addition, as part of the financial package to complete the New Build programme, it is planned to borrow a further £400,000 in 2017/16. This new borrowing is included in the Financial Plan.

3.33 The following debt repayments are due over the life of the current financial plan:

- 2021/22 - £10m
- 2023/24 - £10m
- 2026/27 - £10.4m

3.34 The financial projection to 2026/27 shows that these repayments can be met. The next repayments are not then due until beyond 2030.

Key Variables and Assumptions

3.35 The Financial Plan is based on certain assumptions in future years regarding what are considered to be the key variables. These are summarised in the following table.

Cost inflation	2.5% per year. This is lower than the current level of inflation although some economic forecasts predict that a level of 2.5% could be seen in the medium-term. A provision of 2.5% in the short-term is considered prudent to reflect that prices for materials in the building industry tend to rise quicker than average inflation.
Annual rent increases	A 1% reduction per year for 4 years (2016/17 to 2019/20) in accordance with the Welfare Reform and Work Act 2016. Thereafter, CPI + 1% giving 2.5% increases in 2020/21 and 2021/22 and 3% per year thereafter.

Council house sales – “Right to Buys”	18 2016/17 and 15 in 2017/18. Future years are based on targets set by the Government in calculating the self-financing settlement. These reduce incrementally per year eventually reaching 10 per year by 2023.
Interest Rates	Predominantly fixed; £10m variable debt at 1.5% in 2016/17, rising to 2.5% in 2017/18 and to 3% in 2018/19 until maturity in 2021/22.
New Debt	£400,000 borrowed in 2017/18, as detailed earlier in the report, at a fixed rate of 3.5% for 10 years. In accordance with the Council’s Treasury Management Strategy, this borrowing will not be undertaken if additional capital receipts are generated. Due to the amount of cash reserves, internal borrowing between the General Fund and HRA could be used at a lower cost. This will be kept under review in the Treasury Management Strategy.

Financial Risks

3.36 As highlighted earlier in the report, the Financial Plan is now much tighter and overall, the HRA has fewer resources at its disposal compared to the previous plan. The main risks are considered to be those as detailed in the following sections.

Future Rent Levels

3.37 The biggest risk in the Financial Plan is considered to be future rent levels. The rent level from 2016/17 to 2019/20 has been set in accordance with statutory requirements i.e. a 1% reduction for each of those years.

3.38 Beyond this, it has been assumed that rents will again be allowed to rise. The Government has previously indicated that they have only suspended the previous rent policy for these years until Universal Credit (UC) is fully implemented.

3.39 The Housing Minister, at that time, also stated that future rent increases would return to inflation-linked formula. However, this is not guaranteed and it is now uncertain how the subsequent delay in the full implementation of UC, possibly to 2021/22, will impact.

3.40 Clearly, the HRA is dependent on rent income (currently £12.4m per year) for its resources. Even small variations in rent changes (e.g. 0.5%) can have significant implications in monetary terms for the Financial Plan over the longer-term.

Right to Buys

- 3.41 A moderate decrease in current properties from sales continues to be built into the Financial Plan and this reflects the current level of sales. Therefore, the HRA will continue to generate resources for further New Build and capital works in the future, although on-going rent income is lost.
- 3.42 The main risk relates to a sudden surge in sales; although this will generate capital, the loss in on-going rental income could have a much more adverse impact on the HRA.

Supporting People Grant

- 3.43 It has been assumed that this continues (cash limited) over the Financial Plan; However, this will be subject to policy decisions and directions from the County Council. There have been indications in recent years that this could be reduced from its current level and is currently subject to annual review.
- 3.44 In the meantime, an operational review of associated services is being undertaken to consider options if the Grant is withdrawn. Consequently, it is planned to submit a separate report to the Committee at a later date detailing any proposals.

Impairment

- 3.45 Impairment is an accounting adjustment that reflects a sudden reduction in the value of an asset. An asset becomes impaired where a one-off event (e.g. fire, vandalism, etc.) causes significant damage or there is a significant change in market conditions, which reduces the value of the asset.
- 3.46 In accordance with accounting regulations, provision has to be made in an organisation's accounts for the loss in an asset's value through impairment. However, as with depreciation, this is purely an accounting exercise for local authorities. Impairment charges are reversed out of revenue accounts to ensure that it does not affect the "bottom line" and Rent (in the HRA's case) payable by Council Tenants.
- 3.47 The Government are currently reviewing this accounting treatment to bring local authorities into line with other organisations in accordance with International Reporting Standards. This is being challenged by the relevant professional bodies.
- 3.48 Large impairment adjustments are rare. In addition, impairment needs to affect the wider asset base. For example, damage to one property would not affect the overall value of the Council's stock, which is currently valued at £90m in total.
- 3.49 Clearly however, if there was a wider event affecting many properties, this would lead to an impairment charge. It is considered that the most likely scenario is a sudden fall in property values as this would affect the overall

valuation of the stock. The potential for impairment charges could have serious implications for all housing authorities and this is why it is being challenged.

Changes in Central Government Policy

3.50 Although the HRA continues to operate under a self-financing framework, Central Government retain the power to change policy in many areas which can impact upon the Financial Projection.

Changes to Welfare Reform and Universal Credit (UC)

3.51 Although UC is still some years away from potentially impacting on all Council Tenants, there is concern amongst housing professionals that changes could see a reduction in payment of rent and an increase in arrears.

3.52 Currently, Housing Benefit is paid directly to a tenant's Rent Account where this is due. In a system of Universal Credit, the benefit element is effectively paid direct to the Tenant. The Pilot Schemes and evidence locally suggests that this gives the potential for Tenants to default on their rent payments.

3.53 In order to mitigate against this risk, intervention may be necessary between the Landlord and the Tenant. This can place additional pressure on resources and increase the management costs in the HRA.

Future Spending

3.54 Given that the Financial Plan for the HRA remains tight and that there are still several risks that could impact on the longer-term projection, it is important that any future spending decisions are fully analysed for their affordability and the effect upon the longer-term Financial Plan. In addition, it is important that services are kept under review given that future budgetary pressures may arise in the medium-term.

Rent Levels

3.55 As previously highlighted, the Council is now required to follow provisions contained in the Welfare Reform and Work Act 2016. This requires the Council to reduce current rents for tenants by 1% per year, effective from the financial year 2016/17.

3.56 The starting point for the 1% reduction is the rent level that existed on 8th July 2015, i.e. the date of Central Government's Budget which proposed the statutory provisions. However, this is different when voids are relet to new tenants.

3.57 There is now a mixture of rent levels that exist in the "self-financing" system which apply to existing and new tenants, together with those that apply to properties built or acquired as part of the New Build programme. These are detailed below:

- **The Base (Current) Rent:** This is the actual rent that applied in July 2015. For many tenants, this rent is lower than the “Formula Rent” that existed in the previous Rent Restructuring System. This rent will remain unless a property becomes void.
- **Formula Rent:** This was a rent level (target) set nationally as part of Central Government’s Rent Restructuring Policy. Approximately 2/3rds of the Council’s properties were below this Target and were being phased-in towards the Target over a 10-year period.

This phasing ended in 2014/15, although a Formula Rent for each property remains. Councils have the option to relet void properties to new tenants at the Formula Rent and this is part of the Council’s Rent Policy. The Formula Rent is generally lower than Social Rents.

- **Social Rent:** This is determined by the Department for Communities and Local Government (DCLG). Generally, it reflects rents charged by Registered Social Landlords in the area. New Build properties have to be let at Social Rent levels, unless they have been partly funded by grant from the Homes and Communities Agency (HCA). In that case, properties need to be let at an “Affordable Rent.” Void properties, when relet to new tenants, can also be let at Social Rent levels.
- **Affordable Rent:** This is 80% of the Market Rent and tends to be higher than Social Rents
- **Market Rent:** This is determined by the District Valuer and reflects rent levels in the private rented sector in the area.

Proposed Rent Levels 2017/18

3.58 In accordance with the statutory provisions, current rents (from whatever basis) will be reduced by 1%. For 2016/17, councils had the option of exempting tenants in Supporting Housing (or Sheltered Housing properties) from the 1% reduction. This was in response to concerns raised nationally that the reduction would reduce resources available to provide services to this group of tenants.

3.59 The Council approved, in February 2016, to freeze the current rents of tenants in Supported Housing in 2016/17. However, the 1% reduction will apply universally from 2017/18.

Effect on Individual Tenants

3.60 Having calculated rents for individual tenants, the average rent level for existing council tenants will reduce from £80.61 per week in 2016/17 to £80.32 in 2017/18, a reduction on average of 29p per week (0.4%).

3.61 This lower than 1% as the new properties (45 in total) added to the Council’s housing stock following the New Build programme have been let at a mixture

of social and affordable rents. These rents are on average higher than current Council rents at £94 per week.

Limit Rent

3.62 This is effectively a cap (set by the DWP each year) that the Council's average rent needs to stay below, to avoid a financial penalty through loss of benefit subsidy for rent rebates. However, New Build properties let at Affordable Rent levels are excluded from this Limit.

3.63 For 2016/17, the Council Limit Rent was set at £81.19p per week, which is above the Council's average rent of £80.61. The Limit Rent is still to be notified to the Council for 2017/18.

4.0 Financial Implications

4.1 As detailed in the report.

5.0 Corporate Implications

5.1 There are no other legal, HR or other corporate implications apart from that considered in the report.

6.0 Community Implications

6.1 The proposed budgets within the HRA provide the financial resources to enable many of the on-going services and Council priorities associated with Council Housing to be delivered to its tenants.

7.0 Background Papers

7.1 None

HOUSING REVENUE ACCOUNT FINANCIAL PROJECTION

	2016.17	2017.18	2018.19	2019.20	2020.21	2021.22	2022.23	2023.24	2024.25	2025.26	2026.27
	Approved Budget £'000	Forecast £'000	Forecast £'000	Forecast £'000	Forecast £'000	Forecast £'000	Forecast £'000	Forecast £'000	Forecast £'000	Forecast £'000	Forecast £'000
INCOME											
Rental Income	-12,457	-12,381	-12,286	-12,109	-12,358	-12,854	-12,940	-13,279	-13,631	-13,992	-14,363
Non-Dwelling Income	-111	-111	-110	-108	-111	-114	-117	-121	-125	-128	-132
Supporting People Grant	-240	-240	-240	-240	-240	-240	-240	-240	-240	-240	-240
Other Income	-181	-151	-151	-151	-151	-151	-151	-151	-151	-151	-151
Total Income	-12,989	-12,883	-12,787	-12,608	-12,860	-13,359	-13,448	-13,791	-14,147	-14,511	-14,886
EXPENDITURE											
General Management	1,788	1,785	1,809	1,836	1,866	1,897	1,929	1,961	1,994	2,028	2,062
Supporting People	802	830	844	860	879	899	919	941	963	986	1,010
Responsive	1,247	1,276	1,298	1,323	1,351	1,381	1,410	1,441	1,472	1,504	1,536
Planned Maintenance	1,984	1,968	2,010	2,054	2,100	2,148	2,197	2,248	2,299	2,351	2,405
Bad Debt Provision	44	44	43	42	43	45	45	46	48	49	50
Interest Payable & Receivable	1,690	1,777	1,827	1,827	1,827	1,828	1,528	1,528	1,258	1,259	1,259
Depreciation	2,985	3,417	3,180	3,170	3,160	3,151	3,142	3,135	3,128	3,121	3,114
Net Operating Income	-2,449	-1,786	-1,776	-1,496	-1,634	-2,010	-2,278	-2,491	-2,985	-3,213	-3,450
Reversal of Depreciation	-2,985	-3,417	-3,180	-3,170	-3,160	-3,151	-3,142	-3,135	-3,128	-3,121	-3,114
Capital Expenditure	2,795	1,800	1,843	1,888	1,935	1,983	1,692	1,733	1,777	1,816	1,847
Debt Repayment	0	3,550	1,624	1,282	1,225	1,168	1,450	1,402	1,351	1,305	1,267
New Build Contribution	1,000	0	0	0	0	0	0	0	0	0	0
Potential Restructure Costs	27	41	60	73	73	74	75	77	78	80	82
Pension Deficit	0	11	13	10	11	11	11	12	12	12	13

Accumulated Absence reversal	0	0	0	0	0	0	0	0	0	0	0
Pension Reserve adjustments	0	0	0	0	0	0	0	0	0	0	0
Potential Early Termination Costs	80	0	0	0	0	0	0	0	0	0	0
Orchard upgrade	0	0	83	0	0	0	0	0	0	0	0
Delays on New Build (income deferred)	67	0	0	0	0	0	0	0	0	0	0
Job Evaluation On-going Support Costs	0	10	0	0	0	0	0	0	0	0	0
Incremental Salary Increases	6	6	6	6	6	6	6	6	6	7	7

HRA (Surplus) / Deficit	-1,460	215	-1,328	-1,407	-1,543	-1,919	-2,185	-2,396	-2,888	-3,115	-3,349
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HRA Reserve B/fwd	-1,426	-1,599	-1,134	-1,162	-1,118	-1,311	-1,880	-1,966	-1,862	-2,250	-2,064
(Surplus) / Deficit for year	-1,460	215	-1,328	-1,407	-1,543	-1,919	-2,185	-2,396	-2,888	-3,115	-3,349
Earmarked non-traditional properties	0	0	100	200	100	100	100	0	0	0	0
Transfer to Debt Repayment Reserve	1,287	250	1,200	1,250	1,250	1,250	2,000	2,500	2,500	3,300	1,000
HRA Reserve C/fwd	-1,599	-1,134	-1,162	-1,118	-1,311	-1,880	-1,966	-1,862	-2,250	-2,064	-4,414

	2016.17	2017.18	2018.19	2019.20	2020.21	2021.22	2022.23	2023.24	2024.25	2025.26	2026.27
	Approved	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Debt Repayment Reserve											
Balance B/fwd	-1,703	-2,990	-6,790	-9,714	-12,446	-15,021	-7,539	-11,089	-4,991	-8,842	-13,447
Depreciation balance	0	-3,550	-1,624	-1,282	-1,225	-1,168	-1,450	-1,402	-1,351	-1,305	-1,267
Transfers to reserve	-1,287	-250	-1,200	-1,250	-1,250	-1,250	-2,000	-2,500	-2,500	-3,300	-1,000
Earmarked non-traditional properties	0	0	-100	-200	-100	-100	-100	0	0	0	0
Repayment of loan	0	0	0	0	0	10,000	0	10,000	0	0	10,406
Reserve C/fwd	-2,990	-6,790	-9,714	-12,446	-15,021	-7,539	-11,089	-4,991	-8,842	-13,447	-5,308

New Build Reserve

Capital Receipts B/fwd	-768	0	-478	-953	-1,322	-1,688	-2,000	-2,309	-2,511	-2,710	-2,910
New Build Expenditure - phase 1	1,180	0	0	0	0	0	0	0	0	0	0
Contribution to Reserve	-1,000	0	0	0	0	0	0	0	0	0	0
Easements	0	0	0	0	0	0	0	0	0	0	0
Feasibility / Other costs	13	0	0	0	0	0	0	0	0	0	0
Acquisitions - Alexander Road	219	0	0	0	0	0	0	0	0	0	0
Proposed Lullington Rd	583	0	0	0	0	0	0	0	0	0	0
Acquisitions - Rowley Court	910	0	0	0	0	0	0	0	0	0	0
HCA grant	-95	0	0	0	0	0	0	0	0	0	0
RTB Receipts in year	-636	-478	-475	-369	-366	-312	-309	-202	-199	-199	-199
Borrowing in year	-406	0	0	0	0	0	0	0	0	0	0
Balance c/fwd	0	-478	-953	-1,322	-1,688	-2,000	-2,309	-2,511	-2,710	-2,910	-3,109

REPORT TO:	HOUSING AND COMMUNITY SERVICES COMMITTEE	AGENDA ITEM: 13
DATE OF MEETING:	2nd FEBRUARY 2017	CATEGORY: DELEGATED
REPORT FROM:	DIRECTOR OF COMMUNITY AND PLANNING SERVICES / DIRECTOR OF HOUSING AND ENVIRONMENTAL SERVICES	OPEN
MEMBERS' CONTACT POINT:	STUART BATCHELOR (EXT. 5820) / MIKE HAYNES (EXT.5775)	DOC:
SUBJECT:	COMMITTEE WORK PROGRAMME	REF:
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE: G

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 – 2nd February 2017
Work Programme 2016 onwards**

Work Programme Area	Date of Committee meetings	Contact Officer (Contact details)
Reports Previously Considered By Last 3 Committees		
Corporate Plan 2016-21: Performance Report (1 April – June 2016)	25 th August 2016	Keith Bull Head of Communications (01283 228705)
Open Space, Sport and Community Facility Development Update	25 th August 2016	Stuart Batchelor Open Space and Facility Development Manager (01283) 5955753
Housing Asset Management Strategy	6 th October 2016	Lee Carter Housing Asset Manager (01283) 595797
South Derbyshire Cycle Action Plan	6 th October 2016	Stuart Batchelor Director of Community and Planning (01283) 595820
Private Sector Renewal Policy	6 th October 2016	Matt Holford Environmental Health Manager (01283) 595856
Derbyshire Healthy Workplaces Programme	24 th November 2016	Vicky Smyth Health Partnership manager (01283) 595776

School Sport Partnership Review	24 th November 2016	Ian Gee School Sport Manager
Performance Reports	24 th November 2016	Keith Bull Communications Team (01283) 228705
Rosliston Forestry Centre – Future Strategy	24 th November 2016	Malcolm Roseburgh Cultural Services Manager (01283) 595774
Igniting the Legacy Report	24 th November 2016	Hannah Peate Sport and Health Partnership Manager (01283) 595973
Volunteering Policy	24 th November 2016	Chris Smith Communities Manager (01283) 595924
Corporate Enforcement Policy	24 th November 2016	Matt Holford Environmental Health Manager (01283) 595856
Provisional Programme of Reports To Be Considered by Committee		
Housemark Core Benchmarking Report 2015/16	2 nd February 2017	Martin Guest Performance & Policy Manager (01283) 595940

Housing Revenue Account Budget, Financial Plan and Rent Increase 2017/18	2 nd February 2017	Kevin Stackhouse Director of Finance and Corporate Services (01283 595811)
Derbyshire Safe Place and Breastfeeding Welcome Here Award Sign Up	2 nd February 2017	Vicky Smyth Health Partnership Manager (01283) 595776
Rosliston Forestry Centre – Vision Statement 2016-26	2 nd February 2017	Malcolm Roseburgh, Cultural Services Manager (01283 595774) Louise Glover Rosliston Project Officer (01283) 595887
Gresley Old Hall Community Hub	2 nd February 2017	Stuart Batchelor Director of Community and Planning (01283) 595820
Swadlincote Woodlands Management Plan	20 th April 2017	Zoe Sewter Open Space and Facility Development Manager (01283) 5955753
Active Nation Annual Report	20 th April 2017	Malcolm Roseburgh Cultural Services Manager (01283) 595774
Housing Tenancy Strategy Review (provisional)	20 th April 2017	Sharon Baxter Strategic Housing Project Officer (01283) 228758
Maintenance of Public Car Parks	20 th April 2017	Mike Haynes Director of Housing & Environmental Services (01283) 595775

Review of Supported Housing Service	20 th April 2017	Chris Holloway Housing Operations Manager (01283 595957)
Revised Tenancy Policy	20 th April 2017	Chris Holloway Housing Operations Manager (01283 595957)
Physical Activity, Sport and Recreation Strategy	20 th April 2017	Hannah Peate Sport and Health Partnership Manager (01283) 595973