

Agenda for Housing Review Board

Thursday, 19 March 2015; 6.00pm



[Members of the Committee](#)

Venue: Council Chamber, Knowle, Sidmouth, EX10 8HL

[View directions](#)

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- 1 [Public speaking](#)
- 2 Minutes for 15 January 2015 (pages 3 - 9)
- 3 Apologies
- 4 [Declarations of interest](#)
- 5 [Matters of urgency](#) – none identified
- 6 To agree any items to be dealt with after the public (including press) have been excluded. There are two items that officers recommend should be dealt with in this way.

Part A Matters for Decision

- 7 **Forward Plan** (page 10)
Strategic Lead – Housing, Health and Environment
- 8 **Support Services** (pages 11 - 22)
Landlord Services Manager
- 9 **Care Act briefing** (pages 23 - 41)
Support Services Manager
- 10 **Financial Monitoring Report** (pages 42 - 50)
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- 11 **Regulatory Framework changes** (pages 51 - 53)
Strategic Lead – Housing, Health and Environment
- 12 **HouseMark Benchmarking survey results** (pages 54 - 125)
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- 13 **Performance Insight action plan** (pages 126 - 131)
Information and Analysis Officer

- 14 **Evaluating the achievements of the Board** - (pages 132 - 136)
Strategic Lead – Housing, Health and Environment
- 15 **OPENHousing Software System** – (pages 137 - 139)
Strategic Lead – Housing, Health and Environment
- 16 **Performance Digest** - (pages 140 - 155)
Strategic Lead – Housing, Health and Environment

Part B Matters for Decision

- 17 **Update on the Proposed Purchase of land at Mudbank Lane, Exmouth**
Strategic Lead – Housing, Health and Environment
- 18 **Affordable Housing – Potential Property Acquisition or Land disposal in Honiton**
Housing Development and Enabling Officer

[Decision making and equalities](#)

For a copy of this agenda in large print, please contact the Democratic Services Team on 01395 517546

EAST DEVON DISTRICT COUNCIL

Minutes of a Meeting of the Housing Review Board held at Knowle, Sidmouth on 15 January 2015

Attendance list at end of document

The meeting started at 6.00pm and ended at 8.20pm

***57 Public Speaking**

2 members of the public wished to speak at the appropriate agenda item.

***58 Minutes**

The minutes of the Housing Review Board meeting held on 6 November 2014 were confirmed and signed as a true record.

Kevin Johnson from Robert Heath Heating presented the Board with a cheque for £1000 won by Mike Glover at a recent gas safety event. The money is to be spent on an EDDC housing activity project.

***59 Declarations of Interest**

Mike Berridge: Personal Interest - Family member lives in a Council owned property; Housing tenant.

Joyce Ebborn: Personal Interest - Housing tenant

Harry Roberts: Personal Interest - Housing tenant

Pat Rous: Personal Interest - Housing tenant

Cllr Susie Bond: Personal Interest - Mother uses Homesafeguard

Cllr Jim Knight: Personal Interest – Daughter lives in a Council owned property. He is also a Devon County Council Councillor.

***60 Exclusion of the Public**

RESOLVED:

To agree any items to be dealt with after the public (including press) have been excluded. There were no items that officers recommended should be dealt with in Part B.

61 Men's Shed Exmouth proposal

Public speaking on this matter highlighted that this initiative was being managed by the Open Door project part of the Churches Together programme. The scheme met the social needs of unemployed men where they can be active and do things as a group to improve their general health and wellbeing. It was highlighted that this provided a service for tenants that could be easily accessed in terms of location, which was very important especially for more vulnerable tenants. The venue was crucial in order to meet and enjoy each other's company as well as providing tools, computers, darts and a pool table. It was open 3 days a week for 15 – 20 men to meet up. Its three main objectives were;

1. Socialise,
2. Social Action – community type projects
3. Production of woodwork e.g. benches

The present venue was now too small, dusty and not ideal so the organisers were looking for temporary accommodation at Clayton House, Exmouth.

The Chairman and Cllr Drew supported this valued service as it gave purpose to men's lives. The Portfolio Holder – Sustainable Homes and Communities agreed it filled a gap in

lives and hoped the Board would support the initiative. Jane Reading, Tenant & Communities Section Leader answered questions and agreed there would be a formal consultation with neighbours once the proposal was agreed by the Board. Through general discussion Option B was the preferred site as it was not so close to the flats. Talks with Environmental Health over noise and dust issues were taking place. Planning permission would also be required.

RECOMMENDED: that the proposal be agreed.

***62 Standardised Tenants and Residents (STAR) Survey Results**

James Ayland from BMG Research showed a presentation to the Board with results from this survey of tenants and leaseholders. 1500 postal surveys were sent out with 1100 responses. Repairs, maintenance, and quality of homes received the highest scores in this satisfaction survey with overall satisfaction very high. The anti-social behaviour score was slightly higher than the last survey's results in 2012. 50% of general needs tenants, 36% of sheltered housing tenants and 73% leaseholders had access to the internet. The results showed EDDC was performing well against national benchmarks and were in the top quartile of all results compiled nationally. Dennis Boobier, Housing Needs & Strategy Manager explained the need to target areas that are not doing so well from the survey results to improve overall satisfaction.

RESOLVED: that the survey results be noted.

***63 Housing Review Board forward plan**

The Strategic Lead – Housing, Health and Environment presented the forward plan and advised Members that the forward plan would help act as a reminder of agenda items to come forward to future meetings.

RESOLVED: that the forward plan be noted.

64 Housing Revenue Account draft budget 2015/16

Strategic Lead – Housing, Health and Environment stated the report provided the Housing Review Board with details of the draft Housing Revenue Account for 2015/16; which followed closely the Council's 30-year plan. This account showed the main areas of anticipated income and expenditure on landlord activities for the year ahead. Producing a Housing Revenue Account was a statutory requirement for Councils who manage and own their housing stock, and therefore a key document for the Board to influence. 2012/13 saw major reform to social housing finance and a move to self-financing, which involved the Council taking on debt rather than paying a subsidy to government from tenants' rents. As a result of this and prudent management the budget showed a healthy HRA balance going into the new financial year. There had been 10 additional staff taken on and additional investment into tenants' homes.

Income from rents and other charges showed an estimated £18m turnover. Council home rents were to be increased by 2.44% making an average rent £81.93 per week in 2015/16. There had been a provision for bad debts especially in anticipation of the new Welfare Reforms. Damp penetration was an unforeseen expenditure after last year's bad weather.

The question of new housing was raised with acquisitions and new builds part funded by receipts from Right to Buy sales. The Board was reminded that the £9m spent on repairs was £9m into East Devon's economy.

RECOMMENDED: that the draft budget be approved and recommend to Cabinet.

***65 Financial Monitoring report**

The Board was presented with a summary of the overall financial position on the Housing Revenue Account, HRA Capital Programme and the Business Plan for 2014/15 at the end of month eight (November 2014).

Regular monitoring was intended to highlight any areas of concern or unforeseen expenditure in the HRA and associated capital programme, enabling corrective action to be taken as required. Any variances would be reflected in the Business Plan.

Current monitoring indicated that:

- The Housing Revenue Account Balance would be maintained at or above the adopted level.
- The position on the HRA Business Plan remained healthy.

RESOLVED: that the variances identified as part of the HRA revenue and capital monitoring process up to month eight be acknowledged.

66 Housing Service Plan

All Council services had organised an annual Service Planning exercise and produced a Service Plan, which set out details of past performance and achievements, future challenges and targets while striving for continuous improvement throughout the service.

The Service Plan identified the key service objectives, challenges ahead, and outlined areas of performance that should be measured. It also considered efficiencies, key risks, training needs, equalities, opportunities to do things differently, and workforce planning. For housing, the Service Plan linked with and complemented the Homes and Sustainable Communities Plan and Housing Revenue Account Business Plan, Homelessness Strategy, Private Sector Renewal Plan, Empty Homes Strategy, Energy Conservation Act Plan and other service specific policies, the Council Plan and various housing budgets.

The Service Plan was intended as a working document and service managers would cascade the contents of the Plan at team meetings. It was a good discipline to complete an annual statement of what the Service expects to achieve, set out in a structured way, using a template, involving staff, service users, and members in the process. The Plan reproduced the ten key aims in the Homes and Communities Plan. It also set out a series of Systems Thinking purposes to capture 'what matters' to our customers.

RECOMMENDED: that the Housing Service Plan for 2015 – 2016 be accepted.

67 The future of support services at East Devon District Council

Public speaking on this matter raised the question - would tenants in receipt of housing benefit have to pay the extra cost of the housing management fee? Amy Gilbert, Support Services Manager responded that the housing benefit team had stated that the fee would be covered. She reported on the high numbers of attendees on the consultations days; the report showed all their feedback. She emphasised that attendees had been asked for their preferences and not a vote on each change option to the service.

The biggest concern for tenants was financial. Option 1 could be made more favourable by claiming back the housing management element through housing benefits. A hardship fund was to be set up for tenants in need. Option 2 involved running a service when there was no certainty of user numbers and was a high risk. Option 1b was suggested to the Board as it was a fairer system and considered any changes in tenants needs.

The vice-chairman asked why a consultant had been used to carry out the surveys when in-house staff could have been used. It was explained that expertise in this area on VAT was not available in-house.

The Portfolio Holder – Sustainable Homes and Communities thanked the staff for their hard work emphasising that tenants wanted to feel safe and not having the support service was not an option. Tenants in sheltered housing would pay towards an alarm and support charges, therefore, costs were being paid by those who used the service rather than all tenants. The charges were being phased in over 3 years.

RECOMMENDED: that the Housing Review Board agree option 1b to take the support service forward from April 2015.

- Option 1b Charging for support by way of a flat rate of support to all sheltered tenants, and with housing benefit (HB) covering the current housing management element of the service (subject to meeting HB eligibility criteria);
- And that the Board sanctions the additional cost of £1400-£3000 to pay for VAT consultant advice in relation to these service models.

68 Community Development update

Jane Reading, Tenant & Communities Section Leader updated the Board on Community Development Worker staffing numbers. There were presently five Community Development Workers working in the team. An additional part time officer working 0.6 days was proposed to the Board. Each Community Development Worker updated the Board with the range of projects they currently deliver, including:

- SWITCH; structured clubs for young people in Axminster and the Littleham area of Exmouth, arranged and delivered community festivals and fun days across the district. In addition, the team recruited and trained volunteers, supported youth groups and other groups by providing advice and guidance. Running trips and activities for young people some of which have been in partnership with the Countryside team.
- worked with the targeted families support project, were the key players in the development of the Honiton Together initiative and in securing significant funds for this to be developed.
- worked to facilitate community groups in securing the future of youth centres in Axminster, Honiton and Sidmouth.
- worked with the Support Services team to promote and encourage the use of community centres .
- established the very successful Men's Shed project in Littleham.
- Run projects such as 'digital inclusion' for the whole community to improve communication.

The Portfolio Holder – Sustainable Homes and Communities thanked the staff for their hard work in helping families across the generations.

RESOLVED: that the work carried out by the Community Development Team be noted

RECOMMENDED:

1. that the capacity of the team be increased by 0.6 (FTE), in addition to taking on an apprentice
2. that the budget be increased £10,000 per annum.

***69 Devon Home Choice policy update**

The Devon Home Choice Partnership Agreement stated that an annual policy review would be undertaken from 1 September each year. The Devon Home Choice (DHC) Board had completed the annual review for 2014 and had set out proposals for change to the DHC Policy that would be introduced in early 2015. The key proposals set out in the paper were:

1. Allocation policies should make clear that social tenants who needed to move to take up a job or live closer to employment or training were included in the 'hardship' reasonable preference category.
2. Any residency (or local connection) requirement introduced as a result of the Localism Act provisions should not apply to social tenants who needed to move for work.
3. That local authorities set aside a proportion of lets to enable existing social tenants to move across local authority boundaries within England for work related reasons, and published this quota (and the rationale behind it) as part of their allocation policy. The government suggested a minimum of 1% of lettings.
4. That area-based schemes, like Devon Home Choice, provided for cross boundary movement between local authorities for tenants moving for work related reasons.

RESOLVED: that the Devon Home Choice policy update be noted and recommendations be agreed.

70 Gas Safety checks – access procedure

The Housing Needs & Strategy Manager discussed the report that set out proposals to change the existing process for gaining access to properties, where the tenant was not cooperating with the Council to undertake the annual gas safety checks and servicing required by law. Each year around 3,200 annual gas safety checks were undertaken in council homes. In most cases tenants allowed the service engineer to complete the service at the appointed time. The procedure allowed for appointments that had been changed by mutual agreement however, there were tenants who did not allow access. Properties must be safe due to the devastating effects of a potential gas explosion – putting neighbours at risk especially in flats.

Kevin Johnson from Robert Heath Heating informed the Board that service engineers worked a shift system 7 days a week so there was no excuse for tenants not to find time for the safety checks. A service interval timer could be installed in cases where access was repeatedly denied. This acted as a good deterrent as it interrupted heating and hot water supplies – the tenant then had no option but to contact an engineer.

The Housing Needs & Strategy Manager emphasised that only a small percentage of tenants were not cooperating but the Council's legal obligations had to be covered.

John Golding wanted it noted his appreciation to the contractors Robert Heath Heating and especially Kevin Johnson for their professionalism.

RECOMMENDED: that the report proposals be agreed.

***71 Fire Risk Assessments**

The Housing Needs & Strategy Manager provided an update relating to the Council meeting the Fire Regulations in terms of Fire Risk Assessments (FRA) in blocks of flats. FRA on blocks of flats over the last two years had been undertaken. The Council owned 225 'blocks' of flats, including sheltered schemes and community centres. FRA had been

completed at each block of flats. The FRA recommended the work that needed to be done to bring the fire safety within each block up to the required standard.

RESOLVED: that the report be noted.

***72 Dampness eradication programme**

The Housing Needs & Strategy Manager provided an update relating to the work undertaken on the 400+ Council properties that were affected by damp/water penetration following last winter's bad weather. A lot of work had been completed and all the affected properties had the cavity wall insulation removed; assistance to help dry the property out and where necessary minor repairs carried out. In some properties that work resolved the problem of damp getting into the property. However, around 250 properties required much more extensive work. It had been hoped that this would be completed in October/November 2014 but this was not the case.

RESOLVED: that the report be noted.

***73 Annual Report to Tenants**

Strategic Lead - Housing, Health and Environment presented with the latest version of this report. Each year an annual report to tenants was produced outlining performance during the year, key achievements, challenges faced and how the local standards and information on what would be done over the next 12 months are met.

RESOLVED: that the report be noted.

Attendance list

Present:

Cllr Pauline Stott (Chairman)
Cllr Susie Bond
Cllr Christine Drew
Cllr Jim Knight

Co-opted tenant members:

Mike Berridge (Vice Chairman)
Pat Rous
Joyce Ebborn
John Powley
Harry Roberts

Also present:

Cllr Jill Elson, Portfolio Holder – Sustainable Homes and Communities

Tenant Scrutiny Panel:

Jose Ireland
Eric Howard
Ted Payne

Officers:

John Golding, Strategic Lead - Housing, Health and Environment
Dennis Boobier, Housing Needs & Strategy Manager
Jane Reading, Tenant & Communities Section Leader

Amy Gilbert, Support Services Manager
Giles Salter, Solicitor
Mandy White, Accountant
Natalie Brown, Information & Analysis Officer
Emma Charlton, Housing Projects Officer
James Ayland, BMG Research Group
Polly Anderson, Community Development Worker
Victoria Robinson, Community Development Worker
Alex Gibson, Community Development Worker
Deirdre Ryan, Community Development Worker
Mark Gerry, Community Development Worker
Kevin Johnson – Robert Heath Heating
Amanda Coombes, Democratic Services Officer

Apologies:

Cllr Steph Jones
Cllr Douglas Hull
John Powley

Chairman Date.....

HOUSING REVIEW BOARD – FORWARD PLAN

This forward plan identifies reports and other agenda items for future meetings of the Housing Review Board. It is also intended to assist agenda management and act as a reminder of items to come forward to future meetings.

Report title	Meeting date	Author
Support Services	March 2015	Landlord Services Manager
Care Act briefing	March 2015	Support Services Manager
Financial Monitoring report	March 2015	Housing Accountant
Regulatory Framework changes	March 2015	Strategic Lead – Housing, Health and Environment
HouseMark Benchmarking survey results	March 2015	Strategic Lead – Housing, Health and Environment
Performance Insight action plan	March 2015	Information and Analysis Officer
OpenHousing system implementation update	March 2015	Housing System Administrator
Quarterly performance reports and regular report		
Responsive repairs	Quarterly report	Asset and Property Manager
Letting of Council homes/voids	Quarterly report	Housing Needs and Strategy Manager
Devon Home Choice	Quarterly report	Housing Needs and Strategy Manager
Rent management	Quarterly report	Landlord Services Manager
Systems Thinking leading & lagging measures New Tenants Survey	Quarterly report	Strategic Lead – Housing, Health and Environment
Forward Plan	Every meeting	Strategic Lead – Housing, Health and Environment
Formal Complaints	Annual report	Housing Needs and Strategy Manager
Benchmarking survey	Annual report	Strategic Lead – Housing, Health and Environment
Evaluating the achievements of the Board	Annual report	

Board Members can propose agenda items during meetings/debates that can be included on the Forward Plan for future meetings, or outside the meetings with the agreement of the Chairman and Vice chairman.

Report to: **Housing Review Board**

Date of Meeting: 19 March 2015

Public Document: Yes

Exemption: None

Review date for release None



Agenda item: 8

Subject: **Update on the changes to Support Services in East Devon**

Purpose of report: To update the Housing review Board on our final preparations for the changes to Support Services from 6 April 2015 and to inform the Board of the efforts to explain the process and support tenants through the changes.

Recommendation: **That the arrangements towards the implementation of new charges for support services are approved.**

Reason for recommendation: To ensure the Housing Review Board is kept fully informed of progress, and that this valued service for sheltered housing residents is maintained.

Officer: Sue Bewes. Housing Landlord Services Manager ext. 2200
Sbewes@eastdevon.gov.uk

Financial implications: The financial implications have been indicated in previous reports. The cost of the vat advice was £720.

Legal implications: There are no legal implications requiring comment.

Equalities impact: High Impact
Vulnerable customer base due to age and/or infirmity

Risk: High Risk
Some customers will not be eligible for financial help and therefore unable to access crucial support to enable them to remain living in their own homes.

Links to background information: Click here to enter links to background information; appendices online; and previous reports. These must link to an electronic document. Do not include any confidential or exempt information.

Link to Council Plan: Living in this Outstanding Place

1 Background

1.1 The Housing Review Board has received a series of reports over the past year on the work we are undertaking to ensure the future of the support service, as we will receive no further Supporting People grant for this purpose from Devon County Council from April 2015 onwards.

1.2 At its January meeting the Board recommended charging for support by way of a flat rate charge to all sheltered tenants, with Housing Benefit covering the current housing management element of the service (subject to meeting the HB eligibility criteria).

1.3 The Board also recommended the additional cost of £1400-£3000 to pay for VAT consultant advice in relation to the recommended service model.

2 Preparing for the new charges

2.1 Having sought consultants advice in relation to whether tenants would have to pay VAT on top of the service charge, we have been advised that the service provided is outside the scope of VAT.

2.2 Work has continued with the Housing Benefit team and a final figure reached for eligible tenants. Tenants on full Housing Benefit will not have to pay the housing management element of the charge, while those on partial Housing Benefit may have to pay some.

2.3 A comprehensive press release was issued on Friday 13 February 2015 and the copy has appeared in most local newspapers. We have had very little response to these so far.

2.4 The leaflet 'Our support services are changing' has been created and hand delivered to all our support service customers by Mobile Support Officers in late February (**Annex 1**). Where a tenant has not been at home, a follow up visit has been made to make sure customers are given the chance to discuss the new charges straight away with someone they know and trust.

2.5 Our Rental team have now successfully updated all the necessary rent account records in readiness for the new charges, and will be sending out individual rent account information to all tenants on Monday 2 March 2015.

3 Customer response so far

3.1 So far there has been little reaction to the press release and related articles in the local newspapers, but it is early days. We have been told by a handful of tenants that they intend to write to the press themselves.

3.2 A designated telephone line has been manned during working hours this week, and a spreadsheet of responses has been maintained.

4 Drop-ins

4.1 We have organised a series of 12 drop-in sessions that will be run across the district, starting Tuesday 3 March 2015.

4.2 Tenants will have the opportunity to come to discuss the new charges with us and have any general queries on the new service answered.

4.3 Staff from our Rental team will be present to 'log on' to the network and answer questions on individual rent accounts, should this be required, and we will also be able to talk through options with anyone who is concerned that they will not be able to pay.

4.4 We will take referrals for the financial assessments offered by West Country Housing, or tenants may prefer to go to the Citizens Advice Bureau for an assessment.

4.5 Referrals for our own hardship fund will not be taken at this stage, as some form of financial assessment of individual circumstances will be a prerequisite (**Annex 2**).

5 Customers wanting to opt-out of the service

5.1 A small number of customers have told us that they do not need the support service, do not want an alarm and will not pay for either.

5.2 We have been very clear on this issue and have given a consistent message through the presentations across the district as well as responses to individual communications on the matter.

5.3 The message is that there will be no opportunity to opt out of the service. Our sheltered homes come with the support service and alarm as standard, and a charge for each of these is made to the customer/tenant.

5.4 If a tenant wishes to move out of sheltered housing we will refer them to our Housing Needs team, but they will be responsible for the payment of the support charge for as long as they remain living in the property. Where necessary tenants are reminded that their tenancy could be at risk if they choose to withhold payment.

IMPORTANT
INFORMATION



Our support services are changing

Information about our new
charges from April 2015

East Devon – an outstanding place



Inside this booklet:

What's this about?	3
What are the charges for?	4
How is the charge made up?	5
How much will I pay?	6
How will I pay the charge?	7
Want to know more?	8

About this booklet

This information has been produced in February 2015 for tenants of sheltered housing from East Devon District Council

To talk to us

To discuss any concerns you have about this information please contact our support services office on 01395 512537

To request this information in an alternative format or language please phone 01395 512537 or email housingservices@eastdevon.gov.uk

What's this about?

As you know we're losing over £500,000 of funding from Devon County Council for support services like the ones you receive.

Following the consultations we carried out at the end of last year, we know you value these services and we're determined to keep a support service running. But to do this we will now have to make a charge to tenants of sheltered housing.

The charge is made up of three parts:



A charge for the Home Safeguard alarm equipment

A charge for the housing management service given by the mobile support officers

A charge for the support service that we provide to keep you independent

Tenants on full housing benefit will not have to pay the housing management element of the charge, while those on partial housing benefit may have to pay some.

For **existing tenants** (up to 5 April 2015) we will introduce the new charge in stages, so that they will not have to pay the full charge until April 2017.

Please note that these charges have been agreed by the Housing Review Board but are still subject to confirmation by the Full Council meeting on 25 February 2015.

What are the charges for?

The alarm charge covers the costs of:

- the alarm equipment which is installed in all our sheltered properties
- monitoring and responding to calls 24 hours a day, 7 days a week

The support charge covers the personal service provided by our mobile support officers (MSOs) for issues not to do with your tenancy including:

- the calls and visits by the MSO
- motivating and helping to maintain self care and personal hygiene
- assistance with wellbeing matters and encouraging physical health
- advice on welfare benefits and supporting you to manage your finances (if required)
- improving emotional wellbeing and mental health
- maintaining and developing activities of daily living
- supporting communal activities
- drawing up individual support plans and risk assessments
- responding to alarm calls (within working hours)

The housing management charge is for tasks done by the MSOs which help support your tenancy and maintain the fabric of our property and the communal areas, including:

- accompanied visits for new lettings
- advice about aids and adaptations
- helping you understand your tenancy conditions
- dealing with issues of antisocial behaviour
- helping with reporting repairs and monitoring progress
- carrying out risk assessments
- helping new tenants settle into their new home

How is the charge made up?

The charges will be:

Alarm charge £3.70 per week

Housing management charge* £3.50 per week

Support charge £5.83 per week

These new charges will replace any Supporting People charge you may currently pay for your home.

*Covered by housing benefit for those in receipt of full housing benefit

How much will I pay?

Tenants on full housing benefit will pay the alarm charge and the support charge only. Those on partial housing benefit may have to pay some of the housing management charge. Tenants who do not receive housing benefit will pay all three parts of the charge.

However for existing tenants (prior to 6 April 2015) these charges will be phased in and the full charge will not be payable until April 2017.

	Tenants in receipt of full housing benefit	Tenants not in receipt of housing benefit
From 6 April 2015 Council subsidising in full the cost of the support charge	£3.70 per week	£7.20 per week
From 6 April 2016 Council subsidising half of the support charge	£6.62 per week	£10.12 per week
From 6 April 2017 Support charge payable in full	£9.53 per week	£13.03 per week

How will I pay the charge?

The new charge will be included as a service charge with your weekly rent. There are various ways to pay your rent including:

- online at www.eastdevon.gov.uk
- by direct debit or standing order
- at a bank or building society
- by debit or credit card – phone 08447 369631
(24 hours a day, 7 days a week)
- at any post office

Our rental officers will be happy to help you set up your payment method.

Want to know more?

We want to give you the opportunity to talk to us about these changes to our services and how they may affect you. We are holding a series of drop-in sessions for tenants, family and friends to attend where we will be able to talk to you about your individual circumstances. Please come along.

Albion Court Community Centre, Exmouth

3 March 2pm to 4pm

Bidmead Community Centre, Bidmead Close, Exmouth

4 March 2pm to 4pm

Trumps Court Community Centre, East Street, Sidmouth

5 March 2pm to 4pm

Millwey Community Centre, First Avenue, Axminster

6 March 2pm to 4pm

Dunning Court Community Centre, Honiton

9 March 10am to 12 noon

Broadview Community Centre, Broadclyst

10 March 10am to 12 noon

Yonder Close Community Centre, Ottery St Mary

10 March 2pm to 4pm

Park Close Community Centre, Woodbury

11 March 10am to 12 noon

Ratcliffe House Community Centre, Burnside, Exmouth

13 March 2pm to 4pm

Football Club, Greenway Lane, Budleigh Salterton

16 March 10am to 12 noon

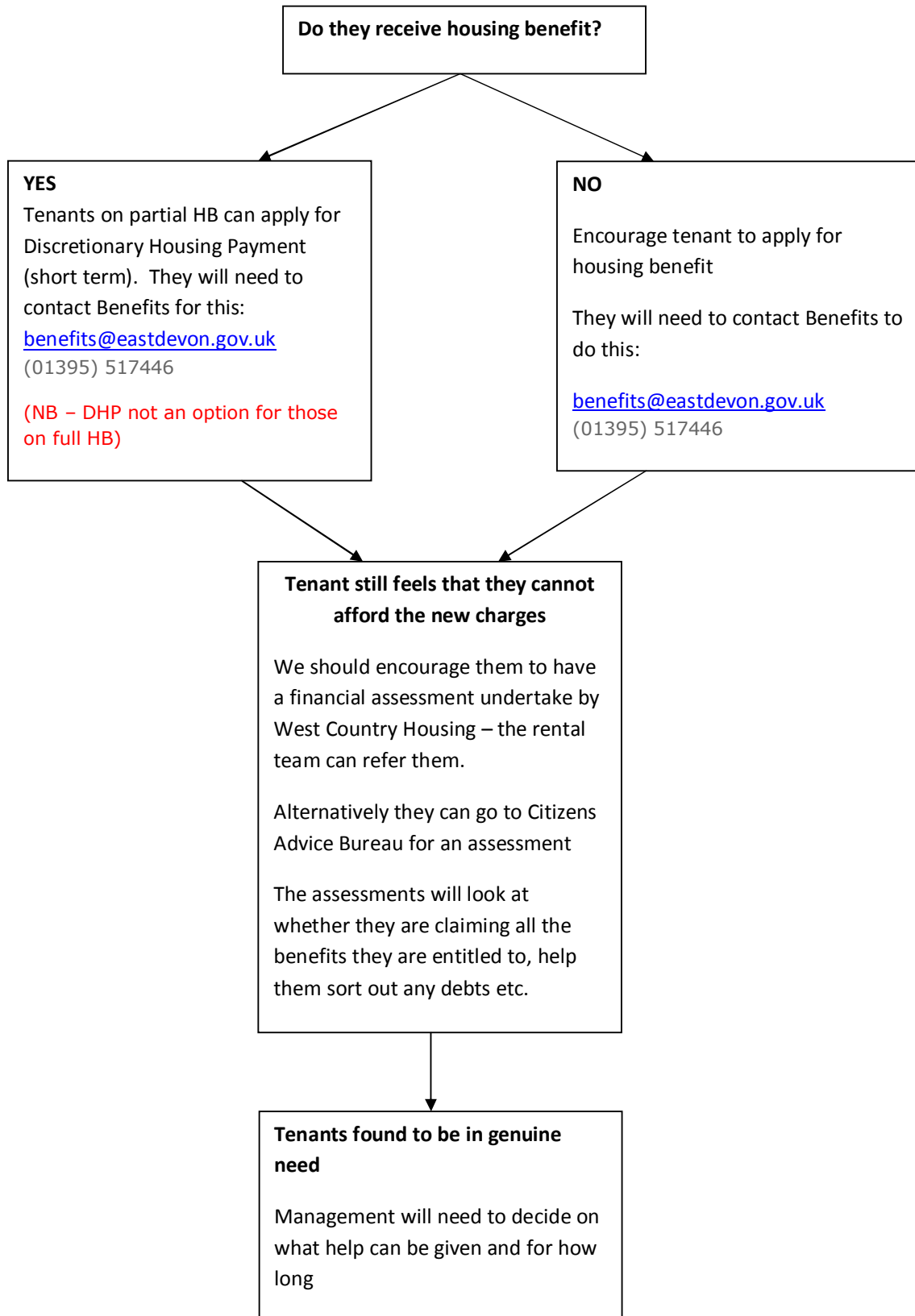
Churchill Court Community Centre, Glebelands, Lypstone

17 March 10am to 12 noon

Seaton Methodist Church, Scalwell Lane, Seaton

18 March 10am to 12 noon

What to do if tenant feels they really cannot afford to pay the new support charges



Report to: **Housing Review Board**

Date of Meeting: 19 March 2015

Public Document: Yes

Exemption: None

Review date for release None



Agenda item: 9

Subject: **Overview of the Care Act 2014**

Purpose of report: To update the Housing Review Board on the new Care Act and its implications for us and for our tenants

Recommendation: **To consider the impact of the Care Act 2014 on housing services.**

Reason for recommendation: For information only

Officer: Emma Charlton, Housing Projects Officer, ext 2982
Amy Gilbert, Support Services Manager – 01395 512537
aqilbert@eastdevon.gov.uk

Financial implications: There are no direct financial implications.

Legal implications: There are no direct legal implications.

Equalities impact: High Impact

Risk: Medium Risk

Links to background information: • [Care Act briefing](#)

Link to Council Plan: Living in this outstanding place

1. Overview

- 1.1 The Care Act 2014, which comes into force from April 2015, is regarded as the most significant reform of care and support in over 60 years. It reforms and streamlines the legislation on access to, administration of, and responsibilities for care services, and puts people and their carers in control of their care and support. It introduces new responsibilities for local authorities and for the first time puts a limit on the amount anyone will have to pay towards the costs of their care.
- 1.2 The Act creates a single modern law that makes it clear what kind of care people should expect. It has introduced a minimum eligibility threshold across the country which makes it clear when local authorities have to provide support to people. Councils cannot now reduce their thresholds below this minimum level.
- 1.3 The concept of wellbeing is central to the Act and Councils will have a duty to consider the physical, mental and emotional wellbeing of the individual needing care. There is also a

new duty on local authorities to provide preventative services to maintain people's health. The system will have to be built around each person – what they need, how they can best be cared for, and what they want.

- 1.4 Personal budgets have been introduced giving people the power to spend money on tailored care that suits their individual needs as part of their support plan. A cap has been put on the amount people have to spend on care, regardless of their savings and assets. The cap is £72,000 and once reached the state will pay those costs. The government has also increased the means testing level, meaning that people with modest wealth will be eligible for state help towards the cap. (Further details in Section 4).
- 1.5 Under the Act Councils will have to offer information and advice to help everyone understand what support they will need to help them better plan for the future. Also Councils will have to offer a deferred payment scheme, meaning no one should have to sell their home during their lifetime in order to pay for residential care.
- 1.6 There are new requirements to give carers support that put them on the same footing as the people they care for. All carers will be entitled to an assessment, and will have a legal right to receive support for their needs.
- 1.7 The main duties will fall to local authorities at the county council level (in our case Devon County Council (DCC) but we must support and work with DCC to help bring in these changes. There may well be opportunities for us to deliver services around well being and prevention.

2. Well-being and prevention

- 2.1 The Act sets in place a new social care system based on the core principle of the well-being of the individual.
- 2.2 This means that any future court cases and judgements will need to decide on what would improve a person's well-being, including the suitability of living accommodation.
- 2.3 Services will need to change to provide more services in the community and in people's homes.
- 2.4 For the first time the suitability of someone's living accommodation is a key consideration, so housing providers are potentially well placed to help improve the well-being of more people through their services.
- 2.5 An individual's well-being includes:
 - Personal dignity
 - Physical and mental health and emotional well-being
 - Protection from abuse and neglect
 - Control by the individual over day to day life (including over care and support provided to the individual and the way its is provided)
 - Participation in work, education, training or recreation
 - Social and economic well-being
 - Domestic, family and personal relationships
 - Suitability of living accommodation
 - The individual's contribution to society.
- 2.6 Local authorities will have to make sure that people living in their area receive services that prevent their care needs from becoming more serious or delay the impact of their needs.
- 2.7 They will have to consider what services, facilities and resources are already available in the area. They should also provide a range of services which are aimed at reducing needs

and helping people regain skills, for instance after a spell in hospital. These are areas that our support services can help with.

3. The cap on care costs

- 3.1 Changing demographics combined with reducing local authority budgets mean that funding for social care is diminishing at the same time as demand is rising. The Act aims to create a more preventative, integrated system in order to drive efficiency savings.
- 3.2 There are several major reforms related to funding aimed at protecting people from facing catastrophic care costs.
- 3.3 The Dilnot review (commissioned by the government to look at how to achieve an affordable and sustainable funding system for care and support) recommended the introduction of a lifetime cap to guard against these high costs, so limiting the open-ended risk that some people face.
- 3.4 The government has set this cap at £72,000. It will come in from April 2016 and will work as follows:
 - All individuals with care needs are entitled to an assessment by their local authority (LA)
 - If an individual has an eligible social care need but is not eligible for financial assistance a care account will be set up which will monitor how much they have spent on their care
 - Costs that count towards this cap are only those that an LA would meet if the individual was eligible for financial support and only those that meet the social care eligibility criteria
 - All eligible costs count towards the cap, even if they are shared with the LA (in the event that an individual qualifies for some assistance)
 - When the account reaches £72,000 LAs will be required to fund social care costs beyond that
 - Individuals will still be expected to meet up to £12,000 of general living costs if they are in a residential care home, unless their assets are below £17,000.

4. The means test threshold and deferred payments

- 4.1 The Act also changes the means test upper threshold for assistance with care home placement costs from £23,250 to £118,000. So more people will be eligible for some social care costs being met if they go into a care home.
- 4.2 Currently individuals are only eligible for financial support if they have less than £23,250 in assets.
- 4.3 If they have assets greater than £14,250 they are expected to pay a contribution of £1 in every £250 up to £23,350 every week towards their care costs.
- 4.4 From 2016 the range will be extended from £17,000 up to £118,000.
- 4.5 People will still need to contribute some costs from any income they receive.
- 4.6 If a partner is occupying the property then the value of an individual's home is not considered in the means test.
- 4.7 The Act introduces a deferred payment mechanism meaning that people will not have to sell their homes urgently to meet care costs.

4.8 Instead the LA will meet the care costs and will be repaid later from the individual's estate.

4.9 To qualify for deferred payments people will need to meet the following 3 criteria:

- They must be assessed by the LA as requiring residential care
- They must have less than £23,250 in assets not including the value of their home
- The home must not be occupied by a spouse or dependent relative (if it is it does not count towards someone's ability to pay)

4.10 Summary of financial changes

	Current position	Changes introduced by Care Act
Threshold range between which individuals will have to pay a contribution of £1 in every £250 towards their care costs	£14,250 - £23,250	£17,000 - £118,000
Upper threshold level (of assets) above which individuals will have to pay all their care costs (not including value of property if occupied by a partner)	£23,250	£118,000
Amount an individual will have to pay towards eligible care costs within their lifetime	Unlimited	£72,000

5. Carers

5.1 For the first time, carers will be recognised in the law in the same way as those they care for.

5.2 The Care Act relates mostly to adult carers – people over 18 who are caring for another adult. This is because young carers (aged under 18) and adults who care for disabled children can be assessed and supported under children's law.

5.3 The Act gives local authorities a responsibility to assess a carer's needs for support, where the carer *appears* to have such needs. This replaces the existing law, which says that the carer must be providing "a substantial amount of care on a regular basis" in order to qualify for an assessment. This will mean more carers are able to have an assessment, comparable to the right of the people they care for.

5.4 The local authority will assess whether the carer has needs and what those needs may be. This assessment will consider the impact of caring on the carer. It will also consider the things that a carer wants to achieve in their own day-to-day life. It must also consider other important issues, such as whether the carer is able or willing to carry on caring, whether they work or want to work, and whether they want to study or do more socially.

5.5 The local authority and the carer will agree a support plan, which sets out how the carer's needs will be met. This might include help with housework, buying a laptop to keep in touch with family and friends, or becoming a member of a gym so that the carer can look after their own health.

5.6 It may be that the best way to meet a carer's needs is to provide care and support directly to the person that they care for, for example, by providing replacement care to allow the carer to take a break.

- 5.7 In most cases local authorities do not charge for providing support to carers, in recognition of the valuable contribution that carers make to their local community. However, this is something that the local authority can decide. If the local authority does decide to charge a carer for providing them with support, it must carry out a financial assessment to decide whether the carer can afford to pay.

6 Implications and opportunities for housing providers

- 6.1 The main areas of the Act that will affect housing providers are around well being and preventive measures. The National Housing Federation has produced a useful briefing paper that has been attached for your information (**annex1**).
- 6.2 Housing conditions play an important role in ensuring someone's well being is maintained and in helping to prevent the need for individuals to go into long term care. So it is important that we work closely with other agencies to ensure we can provide the right type of housing for people in need.
- 6.3 Our support service already works hard to support vulnerable individuals in their own home which helps to prevent some residents needing further care and support from Devon County Council.
- 6.4 The Board are aware that since Devon County Council announced the withdrawal of supporting people funding we have been working hard to make sure the service can still be run and the support to tenants provided by our Mobile Support Officers remains in place.
- 6.5 Part of this work has been to ensure that all our vulnerable tenants are assessed by DCC to see whether they are eligible for a social care package.

7 Informing tenants about the Act

- 7.1 It is important that our staff and tenants are aware of the changes that will come in from April. Staff, particularly our Mobile Support Officers, may need to advise tenants about their rights around assessments etc.
- 7.2 We will put an article in the August edition of Housing Matters regarding the changes brought in by the Care Act, so that tenants are aware of how these may affect them, whether they require care themselves or whether they are themselves carers.
- 7.3 It is important to remember that the changes are only relevant to individuals who meet the criteria for a social care package, which requires quite a high level of need.

8 Further information

- 8.1 There are some useful guides on various aspects of the Act on the gov.uk website: <https://www.gov.uk/government/publications/care-act-2014-part-1-factsheets>

May 2014

Briefing:

The Care Act

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1. Introduction and summary

The Care Act overhauls the social care system in England, reforming and streamlining much of the legislation on access to, administration of, and responsibilities for care services.

The Act introduces:

- A cap on care costs an individual will pay over their lifetime of £72,000
- National eligibility criteria to ensure that everyone across England is eligible for the same level of social care wherever they live
- Formal recognition of the rights of carers and support for those eligible

Alongside these reforms, the Care Act requires local authorities to introduce a deferred payments system with the aim that individuals will not be forced to sell their homes to pay for care in their lifetime. Currently local authorities have been able to offer this service, but not all have done so. Following the Act all local authorities will now need to do so from April 2015.

The Care Act also gives local authorities a new legal responsibility to provide a care and support plan (or a support plan in the case of a carer). For the first time, the Act provides people with a legal entitlement to a personal budget, which is an important part of the care and support plan. This adds to a person's right to ask for a direct payment to meet some or all of their needs. A personal budget is a sum of money allocated, usually by a local authority, for meeting an individual's eligible care needs which enables them to have some choice over how their care is delivered. The budget can be managed by a local authority, on behalf of the individual by someone else, or by the individual themselves. When a person receiving care chooses to manage the personal budget themselves, this is called a direct payment. Previously, despite the growing use of personal budgets in social care, only direct payments had a basis in legislation.

This briefing set outs what the Care Act's new duties for local authorities mean for housing associations. This briefing will cover the key principles of the Act which are relevant to housing providers, and the important new duties on local government:

- The well-being principle
- Duty to provide preventative services
- Duty to provide information and advice service
- Market-shaping duty
- Duty to integrate

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- Asset-based approaches to social care

The Care Act makes a number of significant new reforms to social care. However it is important to note that it does not, as an Act, provide any new investment to tackle the persistent underfunding of the social care system. While the title of the Act refers to ‘care and support’, it does not seek to re-draw the boundaries between health, social care and non-statutory support services.

2. Federation lobbying

The Federation has been actively involved in lobbying on the Care Act as part of the Care & Support Alliance (CSA), a group of 70 charities and not-for-profit organisations representing many of the stakeholders in the social care system. As a result of this Federation lobbying, housing has been put at the heart of the Act. Key wins include:

- The suitability of living accommodation is now explicitly listed as part of the definition of well-being, which sets the tone for the whole Act.
- Housing is now explicitly referenced as part of local authorities’ new duty to promote the integration of health and care.
- Registered providers of social housing are now explicitly listed as one of the partners a local authority must co-operate with when considering and planning a person’s need for care and support
- We secured a commitment from the Care Minister, Norman Lamb, that housing will feature prominently in the Act’s guidance and we continue to work with the Department of Health to shape it

3. Clause 1:- the well-being principle

The Care Act replaces existing Acts, such as the National Assistance Act 1948, and sets in place a new social care system that is based on the core principle of the well-being of the individual. Following lobbying by the Federation the suitability of living accommodation is listed in the definition in Clause 1 of the Care Act.

The practical impact of this principle being enshrined in legislation is that future court cases and judgements on social care issues will be required to adjudicate on what would improve a person’s wellbeing, including the suitability of living accommodation, in achieving this.

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Furthermore, the challenges inherent in providing social care to a growing number of people mean that the social care system will need to change to provide more services in the community and in people's homes where this will maximise people's well-being, alongside residential care homes. The fact that for the first time the suitability of someone's living accommodation is a key consideration within the social care system means that housing providers are potentially well placed to help improve the well-being of more people through their services.

The definition of well-being (Clause 1)

In relation to an individual, means that individual's well-being so far as relating to any of the following—

1. personal dignity (including treatment of the individual with respect);
2. physical and mental health and emotional well-being;
3. protection from abuse and neglect;
4. control by the individual over day-to-day life (including over care and support, or support, provided to the individual and the way in which it is provided);
5. participation in work, education, training or recreation;
6. social and economic well-being;
7. domestic, family and personal relationships;
8. suitability of living accommodation;
9. the individual's contribution to society.

4. Funding and key duties

Whilst the Care Act is an important part of reforming the Social Care system, it does not solve the large and persistent underfunding of care. Changing demographics combined with reducing local authority budgets mean that funding for social care is diminishing at the same time as demand is rising. The Kings Fund state that local authority social care budgets have been reduced by £2.68bn over the last 3 years and that the number of older people receiving care since 2009/10 has reduced by 26%¹. The Act aims to create a more preventative, integrated system in order to drive efficiency savings but the scale of the funding challenge is stark.

There are, however, several major reforms related to funding which change the way costs are shared between an individual, the family and the state with the aim of protecting people from facing catastrophic care costs, as outlined below.

¹ http://www.kingsfund.org.uk/sites/files/kf/field/field_publication_file/briefing-care-bill-house-of-commons-second-reading-kingsfund-dec13.pdf

Cap on individual care costs

The Government commissioned the economist Andrew Dilnot to recommend how to achieve an affordable and sustainable funding system for care and support, for all adults in England. Many of the proposals put forwards by Dilnot have been taken forwards by the Government.

[The Dilnot review](#) set out the challenges for the social care system posed by an ageing population, citing that 1 in 10 will pay more than £100,000 in care costs over their lifetime. As a result one of the proposals the Commission recommended was the implementation of a lifetime cap to guard against these high costs. The cap limits the open-ended risk that some people will face. The Government has set this cap at £72,000. There will be a lower cap for working age adults which has yet to be set out, whilst those turning 18 with existing social care needs will be entitled to free social care.

The cap on care costs introduced through the Care Act will come in from April 2016 and will work as follows:

- All individuals with care needs are entitled for an assessment by their local authority.
- If the local authority finds that an individual has eligible social care needs but they are not eligible for financial assistance, a care account will be set up which will monitor how much they have spent on their care.
- The costs that count against this cap are only those which the local authority would meet if the individual was eligible for financial support, and only those needs that meet the social care eligibility criteria. Costs above that which the individual chooses to pay, for example for a more expensive care home placement, will not be counted in the care account and therefore will not contribute to meeting the cap.
- All eligible costs will count towards the cap, even if they are shared between the local authority and individual in the event the individual qualifies for some financial assistance from the local authority as set out in the section on the means test threshold below
- When this account reaches £72,000 local authorities will then be required to fund social care costs beyond that.
- People will still be expected to meet up to £12,000 of general living costs if they are in a residential care home, unless their assets are below £17,000. This is in order to maintain consistency between those in residential care, and those receiving care at home who pay general living costs such as rent and utilities.

Means test threshold

The Government is also raising the means test upper threshold for assistance with the costs of a care home placement from the existing £23,250 to £118,000. This means that more people will be eligible for some social care costs to be met if they have to go in to a care home.

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Currently individuals in residential care only receive financial support if they have less than £23,250 in assets. If they have assets greater than £14,250 then they are expected to make a contribution of £1 from every £250 in assets they own from £14,250 to £23,250 every week towards the costs of their care. From 2016 these limits will be extended to £17,000 and £118,000. People will still need to contribute some costs from any income they receive. For housing associations who run care homes as part of their business this means more people will be eligible for some state assistance with the cost of their care.

The value of an individual's home is not considered in the means test if a partner is occupying the home. This is an existing policy and will not be changed by the Care Act.

People will still need to pay towards general living costs as set out above.

Deferred payments

The Act introduces a deferred payments mechanism to reduce the risk that people will have to sell their homes urgently to meet care costs. Instead the cost of an individual's social care will be met by the local authority who will then be repaid from the individual's estate. This will come into force in April 2015.

People will be able to defer the full costs of their residential care and accommodation, up to the equity in their home (plus other assets). The deferred payment will cover the cost of any registered care home the person chooses.

To qualify for deferred payments people will need to meet the following 3 criteria:

- They must be assessed by the local authority as needing residential care
- They must have less than £23,250 in assets not including the value of their home
- Their home must not be occupied by a spouse or dependent relative as if the home is occupied it is not taken into account when assessing someone's ability to pay for care, and therefore is not an asset which can be sold to pay for care

Local authorities will have some discretion to provide deferred payments to people in residential care who do not necessarily meet all of the criteria.

The House of Commons Library has produced a [useful summary of FAQs on funding reform](#).

Assessments

As a result of the cap on individual care costs, local authorities will now be required to assess anyone who may have a social care need in their area. This new right for anyone with a social care need to request an assessment will be a major task for local authorities as they will have to assess many more people in their areas than previously was the case.

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For those individuals eligible for financial support who have social care needs, the local authority will be required to provide a personal budget for their eligible care needs.

Carers will also be eligible for assessment, and for the first time those who meet the threshold will be eligible for support from the local authority in carrying out their caring duties.

National eligibility criteria

The Care Act will create a national eligibility framework, to ensure that there is consistency across the country on who is eligible for social care. At present 87% of local authorities set their eligibility criteria at substantial or critical level of FACS. It is likely that the Government's new eligibility criteria will meet these needs at the level of substantial and above. This will mean that in some areas where moderate needs are currently met this will no longer be the case and some people will no longer be entitled to social care.

5. Prevention

The Care Act aims to create a new system of social care based on the principle of prevention. With rising demand and limited budgets the social care system needs to be recast to prevent demand escalating. As a result one of the most important new duties for local authorities is the duty to provide preventative services. Local authorities will need to consider what services, facilities and resources are available in their areas that people may benefit from, identify people who may have care and support needs in their areas that are not already being met, and identify carers who may have needs that are not being met. Local authorities may consider wider responsibilities outside social care when fulfilling this duty.

The duty to prevent needs for care and support is set out in Clause 2 of the Care Act, which identifies three main strands of prevention – preventing the need for care and support, delaying needs for care and support, and reducing the needs for care and support.

Preventing needs

This strand of prevention relates to the promotion of well-being in the broader population. In order to prevent the development of social care needs local authorities may look to provide high quality information and advice about services that operate in the community, or commission universal services that seek to promote well-being and improve people's independence. To achieve meaningful preventative services it will be important for local authorities to go beyond traditional public health programmes, or just providing basic information.

There is clear intent in the Act that the care system should help people maintain their independence and improve their well-being. This is evident throughout the new duties on local

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government and the focus on creating a social care system which looks beyond a needs-based system. However the practical challenge posed by austerity means the precise impact of these aims on the market development of care services remains to be seen.

Delaying needs

This strand of prevention focuses on individuals who may have developed lower level social care needs, or may be in danger of doing so. Early intervention is crucial to delaying needs from escalating and ensuring people maintain their independence.

Local authorities will need to identify who may benefit from services aimed at delaying the onset of social care needs, including those who may not be in receipt of any care and support services. Preventative services that delay needs may include supporting carers to develop their skills and knowledge, adaptations to people homes, and good quality advice about specific services that may help people to maintain their independence.

Reducing needs

For those people who have developed social care needs it is important that prevention focuses on reducing those needs wherever possible, maintaining their independence and promoting their wellbeing. Preventative services which may be applicable here are those that aim to rehabilitate people or manage their conditions effectively, such as dementia cafes and adaptations or re-ablement services, helping people to improve their ability to live in their homes or return home from hospital to an environment which maximises their independence.

The duty of prevention links across strongly to the duty to provide information and advice, and the market-shaping duty. Ensuring people have access to good quality, timely advice can help build community resilience, and local authorities that use their duty to ensure a good quality choice of services effectively will look to create and safeguard services that prevent, delay or reduce the development of social care needs.

6. Information and advice

Clause 4 of the Care Act sets out the duty for local authorities to provide a comprehensive information and advice service for care. This is a particularly important duty as one of the key principles of the Care Act is to create a system in which people make informed choices about the services they access to improve or maintain their well-being. Information and advice are crucial in providing people with choice when they make decisions about their care. If people know the local services on offer, they can plan how to manage their illness or long-term condition and live independently for longer.

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The Act expects this service to cover a range of areas, including independent financial advice, but of particular relevance to housing providers, it must cover what types of care and support are available, for example: specialised dementia care, befriending services, re-ablement and personal assistance, residential care. The Federation has lobbied to ensure this service includes relevant housing related services, and a ministerial commitment was given that this would be addressed through the statutory guidance to the Care Act.

Statutory guidance will need to set out clear quality criteria for information and advice services. It is important that information and advice is relevant for and accessible to its audience. For example, a website or signposting service alone will not guarantee accessibility or a sufficient range of information. The CSA has also made clear that advice is an active duty, and people need to be assisted to access relevant advice and information.

The Federation is concerned about the extent to which people will be able to quickly access the range of information they need in a way that suits them, particularly in two-tier areas where for instance the housing authority might provide information on housing options entirely separately from advice on options for meeting care needs. The Federation believes that information and advice on suitable and specialised housing options should be part and parcel of supporting people on how best to meet their care need.

Local authorities, however, do not have to provide all the advice services directly themselves. There may be opportunities for housing providers to develop services that help people to maintain their independence. An example of the commissioning of a high quality information and advice service that supports the preventative agenda is the service provided by the YOU Trust, set out in Advice UK's report [Commissioning Advice Services in Portsmouth](#). This detailed case study highlights how the service was developed through a close analysis of client's route through and between services. A central principle was that people were given the right advice first time, rather than being asked to come back to see a different advisor, as it was found that a significant number of people did not return. Importantly commissioners saw this information and advice service as a key support intervention, helping people to resolve their issues and self-manage wherever possible and therefore reducing pressure on higher cost services.

Given the scale of change proposed by the Act, the changes in initiatives in funding, commissioning, eligibility, assessment and advice-giving, housing providers could have an important role in ensuring their own tenants and residents understand the new social care system and what it means for them, whether or not they are a care provider themselves.

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7. Market shaping

Clause 5 of the Care Act puts a new duty on local authorities to promote diversity and quality in the provision of services. This market-shaping duty will be an important part of developing the new social care infrastructure on the ground. Local authorities will need to issue a “market position statement” identifying care and support needs across the population and how the local authority intends to buy those services. They will need to ensure a choice of high quality services that promote well-being and are focused on outcomes, and ensure services they buy in do not negatively impact on an individual’s well-being, such as inappropriate short care visits.

In discharging this duty, local authorities will need to identify services in their areas across the broad spectrum of care and support services, including housing related support, and engage with providers, local communities and people needing care. When delivered effectively, local authorities should clearly communicate to providers on a range of areas, for example what need for specialist accommodation they envisage in their areas. Birmingham City Council’s [Market Position Statement](#) is an example of a statement that sets out clearly the needs of the population, identifies the existing provision, and highlights potential gaps.

Where a market position statement sets out clear needs and genuine priorities, this offers an opportunity for providers to develop conversations with local authorities on the types and shape of services in their local areas. Given the linkages between preventative services and market shaping there may be potential opportunities for housing providers to develop partnerships that extend beyond the traditional social care market.

The Association of Directors of Adult Social Services and the Care Provider Alliance have produced a useful report on commissioning and market shaping: [Finding Common Purpose](#). It sets out how providers and local authorities can use market position statements and other changes to market-shaping responsibilities could be used to create a more positive and strategic approach to local commissioning.

8. Integration

The Care Act puts in law a duty for local authorities to integrate services. Delivering a functioning social care system in the context of changing demographics and increasing financial pressure can only be achieved through integrating services and delivering more social care in the community and people’s homes. The duty to integrate calls on commissioners to integrate services where they consider it will improve people’s well-being.

The right for everyone to be given a personal budget as enshrined in the Act is another change attempting to drive integration. The theory is that personalisation gives people a choice over the

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services they buy, and people will exercise that choice to buy services which meet all their needs in a holistic and integrated manner. Essentially this is a two pronged approach utilising market demand and the duty on commissioners to push greater integration in services.

The duty set out by Clause 3 states that local authorities must look to integrate with health services and health-related provision where local authorities consider integration will promote well-being, prevent or delay needs, or improve the quality of care and support available. This mirrors the corresponding duty in the Health Act 2012 which places responsibilities on the NHS to integrate services. Following Federation lobbying, housing is now recognised explicitly as “health related provision”.

This duty to integrate acts as a useful lever for housing providers to pull on in local discussions to encourage local authorities to integrate health, social care and housing to support the development of services which improve the wellbeing of individuals. Housing associations can emphasise that their ability to provide access to people’s homes, and deliver services in the home, is how to make integration meaningful to clients and carers.

The Better Care Fund and the Integration Pioneers

The £3.8bn Better Care Fund aims to drive integration between health and social care and expand the provision of community based services at scale and pace. It is a pooled fund is a transfer of money from the NHS to support and develop social care services that deliver health outcomes. The aims of the fund include reducing emergency admissions and supporting hospital discharge. Spending plans must be agreed by Health and Well-being boards (HWBs), Clinical Commissioning Groups (CCGs) and the local authority.

Fourteen areas have also been selected as “integration pioneers”. The 14 areas consist of local NHS organisations, such as CCGs and NHS Trusts as well as other local bodies such as HWBs, who are working with different partners and client groups to break down local barriers to integration and highlight potential national issues. The [Social Care Institute for Excellence](#) provides a summary of what each integration pioneer area is focusing on.

On the wider subject of integrating health, social care and housing, providers may wish to look at the [Housing Learning and Improvement Network](#) website and the [LGA’s portal on integration](#).

9. Asset-based approach: – taking a community based approach to social care

Running through the Care Act is the principle that the system should look to build on individual’s strengths, rather than just focusing on their needs. This is a major cultural change in many areas of the social care system, which has traditionally been based on a person’s care needs first and foremost. Emphasising existing support networks, such as friends and families,

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a range of formal and informal services, and what carers and individuals with care needs can do themselves is a crucial part of the new social care system. For example, this asset based approach underpins the thinking on preventative services in which the aim is to help carers and individuals with care needs develop the skills necessary to maintain independence and improve well-being. The approach of the Care Act more broadly is to develop social care legislation based around wellbeing, in the place of a complex system of different entitlements and needs criteria accumulated through several decades of legislation.

Seeking to develop community resilience by building on networks and strengths offers both a challenge and an opportunity for housing providers. The sector will need to consider carefully if some of the services currently in operation reflect this asset based model of social care. At the same time the focus on community investment potentially offers a strategic fit for housing providers. For those in the sector interested in this potential opportunity it will be important to consider how the networks and community assets housing associations have can be used to build connections and resilience in the population.

Further information on asset-based approaches is available from this RSA pamphlet, [The Future of Social Care](#)

10. Better protection for social care service users

The Care Act covers a number of other crucial areas. In particular there are two that are important for housing providers interested in, or already working in, the social care market.

Safeguarding

In the context of the Care Act safeguarding specifically relates to adults who have care and support needs.

The Care Act puts Safeguarding Adults Boards (SAB) on a statutory footing for the first time and requires every local area to have one. SABs must include the local authority, NHS and the police.

The role of the SAB is to ensure the protection of vulnerable people from abuse or neglect by co-ordinating and enabling the effectiveness of what each of its members does. They must produce published plans, and an annual update on progress must also be publicly reported. SABs are also responsible for arranging Safeguarding Adult Reviews in some circumstances where there has been a failure in safeguarding, such as a death of a vulnerable person due to abuse or neglect and there are concerns about the actions of an organisation represented on the SAB.

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Market oversight

The Care Act outlines the legal responsibilities on local authorities where a provider of care services fails. The case involving the care provider Southern Cross illustrates the potential impact of a large care provider ceasing to be able to carry out its functions for vulnerable residents. Southern Cross owned 752 care homes across the country, serving 31,000 residents but ran into financial difficulties and could no longer afford to keep their homes running. Local authorities had to step in at short notice to enable services to existing residents to continue.

The Government has recognised market oversight as a potentially increasingly important area of concern as some providers may struggle in the current financial climate, especially with reduced payments from local authorities.

Local authorities will need to ensure continuity of care for everyone in their area if a provider fails. They will have a temporary responsibility for anyone receiving care in their area, whether in a residential care home or in their own home. This includes people paying for their own care from the provider as well as those for whom the local authority may fund part or all of their care.

Central to the changes is an enhanced role for the CQC which will have more active oversight of the financial health of the largest care providers. The Care Act places a duty on the CQC to assess the financial sustainability of those providers local authorities would find difficult to replace should they financially fail. The Federation has been actively lobbying since these responsibilities were proposed in 2013 to ensure that organisations already regulated by the HCA are considered in a proportionate and reasonable manner.

The DH has confirmed that the CQC will take a proportionate approach to regulating providers that are also regulated by HCA to avoid the risk of duplicate or over-burdensome regulation where a provider is already regulated for financial viability as a housing provider by the HCA.

A proportionate approach will be vital as the new market oversight provisions will give the CQC significant new powers, including the power to request information from providers that they consider may be in danger and then share that with the relevant local authority to ensure continuity of care to individuals whose provider may fail. The Federation is continuing to work with the Government to ensure that the explicit ambition of a proportionate approach is realised. This is a potentially significant regulatory change for housing associations who provide care on a large scale. The market oversight provisions will be addressed as part of the 10 week public consultation on regulations and guidance to start at the end of May. The CQC will be consulting on their operating procedures in the Autumn.

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11. Next steps

The Act has almost completed its passage through Parliament. The key upcoming milestones are as follows:

- Consultation on draft regulations and statutory guidance from **May 2014**.
- Finalise regulations and guidance by **October 2014**.
- New statute will come into force from **April 2015**.
- Funding reforms come into effect from **April 2016**

12. Further reading

There are several resources that housing providers may find useful beyond this briefing on the Care Act more generally.

The Act itself is available on the [UK Parliament website](#).

The Government has published a number of [factsheets](#), offering 2-3 pages on core provisions within the Act.

The Kings Fund briefing, [Paying for Social Care: Beyond Dilnot](#) offers a good overview of the wider issues around eligibility and the challenges of funding social care

Report to: **Housing Review Board**

Date of Meeting: 19 March 2015

Public Document: Yes

Exemption: None



Agenda item: **10**

Subject: **HRA Financial Monitoring Report 2014/15 - Month 10 January**

Purpose of report: This report gives a summary of the overall financial position on the Housing Revenue Account, HRA Capital Programme and the Business Plan for 2014/15 at the end of month ten (January 2015).

Regular monitoring will highlight any areas of concern or unforeseen expenditure in the HRA and associated capital programme and enable corrective action to be taken as required. Any variances will be reflected in the Business Plan.

Current monitoring indicates that:

- The Housing Revenue Account Balance will be maintained at or above the adopted level.
- The position on the HRA Business Plan remains healthy.

Recommendation: **That the variances identified as part of the HRA revenue and capital monitoring process up to month ten be acknowledged.**

Reason for recommendation: The report updates the Board on the overall financial position of the Housing Revenue Account and Business Plan following the end of each month and includes recommendations where corrective action is required for the remainder of the financial year.

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Financial implications: Details are contained within the report.

Legal implications: There are no legal implications requiring comment

Equalities impact: Low Impact

Risk: Low Risk

Current monitoring indicates that the HRA and Business Plan balances are being maintained at or above the adopted levels. In compiling this report we have looked at all large, high risk and volatile budget areas. Predicted spending patterns have been linked to operational activity and all material budgets have been subject to thorough risk assessments by operational managers and finance staff. Any continuing variances in spending patterns will be considered and incorporated into the Business Plan.

Links to background information: • [Housing Revenue Account Business Plan](#)

Link to Council Plan: Funding this Outstanding Place.

Financial Monitoring Report 2014/15 – To Month 10 January

1. Introduction

1.1 The purpose of this monitoring report is to update members of the Board on the overall financial position of the Housing Revenue Account and Business Plan following the end of month ten.

2. Housing Revenue Account Position

2.1 A summary of the predicted over and under spends to the year end is shown below:

	Variation at Month 10 £000	Predicted Outturn Variation £000
Downsizing – additional successful requests	(2)	15
Sheltered schemes equipment maintenance & repair – no budget included	22	25
Remodelling of sheltered schemes – revenue contribution to capital reduced as no anticipated spend on this scheme	(200)	(200)
Variations as at month 8		100
Total variations		(60)

There are some variances within the Repairs & Maintenance budgets but overall these are expected to balance with budgets by the year end.

2.2 The following table shows the original budget surplus set for the year and the total variations as identified above, which are likely to affect the budget to give a revised budget surplus for the year.

	£000
Original Budget surplus	(1,065)
Supplementary estimates (HRB 05/06/14):	
Dray Court fire risk works	120
New posts – Building Surveyor & Estate Management Officer (for 6 months in 2014/15)	28
Estate Management work (6 months in 2014/15)	5
Month 8 predicted net (under)/overspend to year end	(60)
Predicted Budget Surplus	(972)

Although the Board on 5 June also agreed to fund up to £0.98m of storm damage works, this sum has not been deducted from the balance as it is hoped that the majority will be reclaimed through insurance. To date the sum of £480,000 has been spent during 2013/14 and 2014/15.

Appendix A gives a more detailed breakdown of the HRA budgets and actual expenditure and income to date.

2.3 These variations will have the following effect on the Housing Revenue Account

Balance:

	£000
Housing Revenue Account Balance (01/04/14)	(3,891)
Predicted budget surplus as above	(972)
Predicted HRA Balance (31/03/15)	(4,863)

The recommended level for the HRA balance has been agreed at £2.1m (£500 per property). The current balance is well above the recommended level and will be used for further investment in the housing stock including building or buying new stock, to offset any adverse effects of Welfare Reform and to ensure sufficient funds are available to service the self-financing loans - the first principal repayment is due at the end of this financial year. In addition £2.9m is held in a volatility reserve.

3. Capital Programme Position

3.1 The following table shows the HRA Capital Programme totalling £1.635m and the expenditure to date. Capital receipts and a Section 106 contribution will be used to fund part of this sum with the balance to be met by a revenue contribution from the HRA.

HRA Capital Programme Summary	Budget £000	Spend to date £000
New Housing IT System	263	81
Major improvements/extensions/loft conversions to existing dwellings	175	27
Off street car parking	50	11
Re-modelling of sheltered schemes	200	0
Social Services Adaptations	200	145
Works to HMO in Exmouth	203	35
Works to 105 Bradham Lane Exmouth	16	0
Purchase of 19 Midway Exmouth	172	172
Purchase of 2 Sadler Close Exmouth	171	160
Purchase of 28 Mountain Close Exmouth	115	115

Devon & Cornwall HA – Fore St Exmouth	70	70
Total Programme	1,635	816

- 3.2 The following table shows the capital receipts received in the year to date and how those receipts must be used.

Capital Receipts	£000
Sale of council houses/flats	(2,189)
Other receipts including sales of land/garages	(25)
Total capital receipts received	(2,214)
Allocation of receipts:	
Retained for provision of new social housing	(1,088)
Retained for funding other HRA capital expenditure	(838)
Paid to HM Treasury	(288)
Total capital receipts allocation	(2,214)

There have been 26 Right to Buy sales and 1 garage sale completed so far this year.

Under the terms of the agreement we've signed with the government which enables us to retain Right To Buy receipts, we must commit to spend those receipts within a rolling 3 years or they have to be paid over to the government with interest.

- 3.3 The table below shows the current situation regarding how much we must spend on providing new social housing, only 30% of which can be funded by retained RTB receipts, and the dates by which that expenditure must be incurred. As at the end of March 2014 we had spent £1.591m so are ahead of the required schedule.

Required new social housing expenditure £000	Date by which expenditure must be incurred	Funding from retained RTB receipts (30%) £000
286	30 September 2015	86
638	31 December 2015	191
1,463	31 March 2016	439
2,291	30 June 2016	687
3,096	30 September 2016	929
4,033	31 December 2016	1,210
4,481	31 March 2017	1,344
5,616	30 June 2017	1,685
6,727	30 September 2017	2,018
8,108	31 December 2017	2,432

4. HRA Business Plan

- 4.1 Appendix B shows the Business Plan Operating Account which reflects the above changes in 2014/15 and the subsequent impact on balances for future years.

APPENDIX A

EAST DEVON DISTRICT COUNCIL
REVENUE BUDGET MONITORING 2014/2015
SUMMARY OF HOUSING REVENUE ACCOUNT
Period to 31 January 2015

2014/2015			Service	2014/2015	2014/2015
Budget				Actual	Variance
Original	Revised	Year to Date		£	£
£	£	£			
			INCOME		
1	(17,622,000)	(17,622,000)	Gross Property Rent including Garages	(14,448,541)	123,499
2	(71,600)	(71,600)	Other Rents & Income	(181,098)	(111,398)
3	(17,693,600)	(17,693,600)	Total Income	(14,629,639)	12,101
			EXPENDITURE		
			Repairs & Maintenance		
4	2,612,270	2,652,270	General	2,728,393	518,056
5	1,078,000	1,258,000	Special Works	760,876	(300,991)
			Supervision & Management		
6	2,885,340	2,913,530	General	2,555,034	1,994
7	907,360	937,360	Special	751,291	(22,069)
8	278,760	293,760	Other Expenditure	189,905	(47,595)
9	7,761,730	8,054,920	Total Management & Maintenance	6,985,499	149,396
10	0	0	Adjustment to Bad Debt Provision	0	0
11	1,106,740	1,106,740	Depreciation - dwellings	1,106,740	0
12	85,030	85,030	- other	85,030	0
13	4,043,260	4,043,260	Transfer to Major Repairs Reserve	3,738,885	(552,782)
14	12,996,760	13,289,950	Total Expenditure	11,916,154	(403,386)
15	(4,696,840)	(4,403,650)	NET COST OF SERVICE	(2,713,485)	(391,285)
16	(33,360)	(33,360)	Interest on Balances	0	0
17	3,140,450	3,140,450	Principal & Interest Payable (PWLB loans)	1,256,870	(27,720)
18	(80)	(80)	Interest on Council House Sales (mortgages)	(47)	23
19	3,107,010	3,107,010		1,256,823	(27,697)
20	(1,589,830)	(1,296,640)	NET OPERATING EXPENDITURE - Deficit / (Surplus)	(1,456,662)	(418,982)
21	525,000	325,000	Revenue Contribution to Capital Expenditure	0	0
22	(1,064,830)	(971,640)	Deficit / (Surplus) for the Year	(1,456,662)	(418,982)
			BALANCES		
23	(4,048,653)	(3,890,905)	Balance b/f HRA	(3,890,905)	0
24	(1,064,830)	(971,640)	Deficit / (Surplus) in year	(1,456,662)	(418,982)
25	(5,113,483)	(4,862,545)	Total Balance C/F	(5,347,567)	(418,982)
26	(1,710,000)	(2,900,000)	Balance b/f Volatility Reserve	(2,900,000)	0

(2,127,500) required balance: £500 per property

(2,735,045) (over)/under required balance

EAST DEVON DISTRICT COUNCIL
REVENUE BUDGET MONITORING 2014/2015
HOUSING REVENUE ACCOUNT - DETAILED STATEMENT
 Period to 31 January 2015

2014/2015			Service	2014/2015			Comments		
Budget				Actual	Variance	Committed			
Original	Revised	Year to Date							
£	£	£	£	£	£				
			INCOME						
1	(17,210,000)	(17,210,000)	(14,231,350)	SB	Gross Property Rents	(14,095,100)	136,250	!	voids £125k. Timing
2	(412,000)	(412,000)	(340,690)	SB	Garage Rents	(353,441)	(12,751)		
3	(71,600)	(71,600)	(69,700)	SB	Other Rents and Income	(181,098)	(111,398)		service charges, garden licences, IGM
4	(17,693,600)	(17,693,600)	(14,641,740)		TOTAL INCOME	(14,629,639)	12,101	0	
			REPAIRS & MAINTENANCE						
			Repairs and Maintenance - General						
5	1,870,270	1,870,270	1,558,670	DB	Response Maintenance	1,598,193	39,523	!	
6	0	0	0		Storm Damage	439,696	439,696		HRB 05/06/14 agreed addtl cost up to £980k
			Programmed Maintenance						
7	25,000	25,000	20,800	DB	Communal Areas	2,178	(18,622)		
8	0	0	0	DB	Fire Extinguishers	0	0		
9	30,000	30,000	25,000	DB	Emergency Lighting and Fire alarms	1,719	(23,281)		
10	80,000	80,000	66,700	DB	Solid Fuel Appliances	110,093	43,393	!	should be substantially complete
11	450,000	450,000	375,000	DB	Gas Appliances - Servicing	448,091	73,091	!	timing?
12	35,000	35,000	29,200	DB	Lift Maintenance	48,510	19,310	!	overspend due to Trumps Court
13	620,000	620,000	516,700		Total Programmed Maintenance	610,591	93,891	0	
			Cyclical Maintenance						
14	100,000	150,000	124,967	DB	External Painting Programme	73,946	(51,021)	72,000	potential £150k spend
15	0	0	0	DB	Extras to Painting Programme	132	132		!
16	0	0	0	DB	Service of Rainwater Harvest Systems	4,773	4,773		
17	10,000	0	0	DB	Gutter Repairs	0	0		moved to special works
18	12,000	12,000	10,000	DB	Interior Decoration	1,062	(8,938)		
19	122,000	162,000	134,967		Total Cyclical Maintenance	79,913	(55,054)	72,000	
20	2,612,270	2,652,270	2,210,337		Total Repairs and Maintenance - General	2,728,393	518,056	72,000	
			Repairs and Maintenance - Special Works						
21	100,000	100,000	83,300	DB	Adaptations For Disabled	52,212	(31,088)		
22	20,000	20,000	16,700	DB	Fence Programme	15,580	(1,120)		
23	50,000	170,000	171,700	DB	Fire Safety Works	231,124	59,424	!	addtl £120k Dray Court HRB 05/06/14
24	75,000	75,000	62,500	DB	Carbon Management Programme (loft insulation)	16,372	(46,128)		
25	2,000	2,000	1,700	DB	Woodworm Treatment	2,395	695	!	
26	20,000	20,000	16,700	DB	Improvements Voucher Scheme	15,564	(1,136)		
27	3,000	3,000	2,500	DB	Sanctuary Scheme	3,010	510	!	
28	115,000	115,000	95,800	DB	Asbestos Works	147,157	51,357	!	
29	0	10,000	8,300	DB	Gutter Repairs	4,069	(4,231)		
30	0	0	0	DB	Rechargeable Works	30,981	30,981		
31	3,000	3,000	2,500	SB	Grant Via Tenant Participation	2,682	182	!	
32	20,000	20,000	16,700	DB	Replacement Floors	6,096	(10,604)		
33	500,000	500,000	416,700	DB	Catch Up Repairs (per Stock Condition Survey)	0	(416,700)		
34	15,000	15,000	12,500	DB	Energy Performance Certificates	20,141	7,641	!	
35	70,000	120,000	83,367	DB	Dampness Eradication & Condensation	102,846	19,479	!	potential spend of £120k
36	20,000	20,000	16,700	DB	Path Repairs	2,081	(7,619)		

37	5,000	5,000	4,200	DB	Minor Schemes	6,434	2,234		! £6k drainage works Springfield Membury
38	0	0	0	DB	Soundproofing	0	0		
39	10,000	10,000	8,300	DB	Flat Roof Repairs	5,665	(2,635)		
40	30,000	30,000	25,000	DB	Chimney Repairs	63,242	38,242		! includes chimney removal in some cases
41	20,000	20,000	16,700	DB	Structural Works - Subsidence	26,225	9,525		!
42	1,078,000	1,258,000	1,061,867		Total Repairs and Maintenance - Special Works	760,876	(300,991)	0	

**EAST DEVON DISTRICT COUNCIL
REVENUE BUDGET MONITORING 2014/2015**

HOUSING REVENUE ACCOUNT - DETAILED STATEMENT

	2014/2015			Service	2014/2015			Comments
	Budget				Actual	Variance	Committed	
	Original	Revised	Year to Date					
	£	£	£	£	£	£		
				SUPERVISION & MANAGEMENT				
				Supervision & Management - General				
1	1,855,320	1,883,510	1,568,220	Employees	1,543,701	(24,519)		addtl posts HRB 05/06/14 offset by vacant Asset & Property Manager post
2	64,020	64,020	64,020	Premises	72,068	8,048		!
3	105,960	105,960	88,660	Transport	91,325	2,665		!
4	150,240	150,240	121,770	Supplies & Services	129,568	7,798		!
5	1,152,510	1,152,510	1,152,510	Support Services	1,152,510	0		
6	3,328,050	3,356,240	2,995,180	Total Expenditure	2,989,172	(6,008)		
7	(3,070)	(3,070)	(2,500)	Income	5,502	8,002		!
8	3,324,980	3,353,170	2,992,680	Net Expenditure before Recharges	2,994,674	1,994		
9	(439,640)	(439,640)	(439,640)	Recharge income	(439,640)	0		
10	2,885,340	2,913,530	2,553,040	Net Supervision & Management - General	2,555,034	1,994	0	
				Net Expenditure Analysis by Cost Centre				
11	622,750	622,750	609,950	JG General Operational Management	591,892	(18,058)		
12	233,640	233,640	214,860	JG Strategic Lead Housing & support	230,203	15,343		!
13	0	0	0	JG Service Lead Housing	3,665	3,665		advertising costs Estate Mgmt Officer HRB 05/06/14. court fees
14	869,650	882,590	757,100	SB Landlord Services	793,989	36,889		! o/spend
15	736,110	736,110	637,710	DB Housing Needs & Strategy	643,858	6,148		!
16	838,500	853,750	749,230	DB Asset & Property	705,828	(43,402)		Bldg Surveyor HRB 05/06/14. Manager post vacant
17	24,330	24,330	23,830	SB Council House Sales	25,239	1,409		!
18	3,324,980	3,353,170	2,992,680	Net Expenditure before Recharges	2,994,674	1,994		
19	(439,640)	(439,640)	(439,640)	Recharge income	(439,640)	0		
20	2,885,340	2,913,530	2,553,040	Total Analysis by Cost Centre	2,555,034	1,994	0	
				Supervision & Management - Special				
21	50,360	50,360	43,350	SB Communal Areas Cleaning	41,128	(2,222)		
22	41,850	41,850	36,820	SB Community Centres	26,501	(10,319)		
23	12,000	12,000	9,000	DB Choice Based Lettings	4,255	(4,745)		
24	299,000	299,000	298,700	SB Maintenance of Grounds	297,000	(1,700)		
25	20,040	20,040	17,540	SB Play Areas	12,109	(5,431)		
26	40,000	45,000	36,660	SB Estate Management	20,165	(16,495)		addtl £5k HRB 05/06/14
27	410	410	300	SB Caretaking & Window Cleaning	308	8		!
28	34,240	34,240	28,500	DB Communal Areas Lighting	19,635	(8,865)		
29	30,000	30,000	25,000	DB Communal Areas Heating	16,465	(8,535)		
30	9,000	9,000	7,500	SB STAR Survey	8,150	650		
31	3,240	3,240	3,240	SB Tenants' Conference	28,41	(1,099)		

32	30,000	30,000	25,000	DB	New Build Feasibility	10,760	(14,240)	
33	15,000	15,000	15,000	JG	ASW Procurement	14,016	(984)	
34	10,000	10,000	8,300	AG	Decommissioning Costs	3,499	(4,801)	
35	5,000	5,000	4,200	JG	Business Plan Update	0	(4,200)	
36	14,990	14,990	13,480	AG	District Offices running expenses	12,041	(1,439)	
37	287,490	287,490	196,110	AG	Mobile Support Officers	237,142	41,032	! proportion of Homesafeguard rota changes
38	0	25,000	0	AG	Sheltered Schemes Equipment Maintenance	21,596	21,596	
39	4,740	4,740	4,660	DB	Sewage Treatment Works	4,380	(280)	
40	907,360	937,360	773,360		Total Supervision & Management - Special	751,291	(22,069)	0

**EAST DEVON DISTRICT COUNCIL
REVENUE BUDGET MONITORING 2014/2015**

HOUSING REVENUE ACCOUNT - DETAILED STATEMENT

	2014/2015			Service	2014/2015			Comments
	Budget				Actual	Variance	Committed	
	Original	Revised	Year to Date					
	£	£	£	£	£	£		
				OTHER EXPENDITURE				
1	13,480	13,480	11,610	DB	Sewerage - Repairs, Maintenance & Emptying	9,157	(2,453)	
2	53,500	53,500	44,240	SB	Tenant Participation	40,954	(3,286)	
3	5,330	5,330	4,380	SB	Tenant Scrutiny	2,060	(2,320)	
4	2,000	2,000	1,700	SB	Storage	2,299	599	!
5	7,000	7,000	5,960	SB	Honiton - 38 St Pauls Road Heathpark	553	(5,407)	
6	20,100	20,100	16,690	SB	Community Development Work	12,411	(4,279)	£12k funding received
7	0	0	0	SB	Honiton Discovery Day	(9,536)	(9,536)	
8	5,000	5,000	4,200	SB	Minor Management Schemes	2,408	(1,792)	
9	20,000	20,000	16,700	DB	Road Repairs	0	(16,700)	
10	1,000	1,000	800	SB	Signs on Estates	623	(177)	
11	8,000	8,000	6,700	SB	Eviction Expenses	5,771	(929)	
12	3,000	3,000	2,500	DB	Off Street parking - Grants to Tenants	0	(2,500)	
13	3,000	3,000	2,500	DB	Pest Control Expenses	2,262	(238)	
14	3,000	3,000	3,000	DB	Gully Cleansing	5,155	2,155	!
15	28,550	28,550	27,050	DB	Tree Felling and Planting	28,209	1,159	!
16	5,000	5,000	4,200	DB	Landscaping	3,278	(922)	
17	75,000	90,000	62,500	DB	Removal Expenses (downsizing)	60,410	(2,090)	£15k overspend
18	300	300	270	DB	Private Water Supplies - Service & Maintenance	0	(270)	
19	18,000	18,000	15,000	SB	Removal of Rubbish	15,774	774	!
20	7,500	7,500	7,500	SB	Best Value - Housemark	8,117	617	!
21	278,760	293,760	237,500		TOTAL OTHER EXPENDITURE	189,905	(47,595)	0
				MAJOR REPAIRS ACCOUNT				
22	200,000	200,000	166,667	DB	Central Heating	13,083	(153,584)	
23	700,000	700,000	583,333	DB	Gas Appliance Replacement	891,999	308,666	!
24	150,000	150,000	125,000	DB	Electrical Updating	183,602	58,602	!
25	250,000	250,000	208,333	DB	Roof Renewal	142,379	(65,954)	Prestor & Exmouth. £80k u/spend
26	1,000,000	1,000,000	833,333	DB	Replacement Kitchens	608,961	(224,372)	500,000
27	600,000	600,000	500,000	DB	Replacement Doors	(76,518)	(576,518)	over accrual in 13/14. problems with door fitting
28	400,000	400,000	333,333	DB	Replacement uPVC fascias etc	142,152	(191,181)	potential o/spend £80k
29	300,000	300,000	250,000	DB	Replacement Bathrooms	216,001	(33,999)	230,000
30	250,000	250,000	208,333	DB	Electrical Works on COT	463,427	255,094	!
31	1,300,000	1,300,000	1,083,333	DB	COT: Other Expenditure	1,153,799	70,466	!
32	5,150,000	5,150,000	4,291,667		TOTAL MAJOR REPAIRS ACCOUNT	3,738,885	(552,782)	730,000

**East Devon DC
HRA Business Plan
Operating Account**
(expressed in money terms)

APPENDIX B

		Income					Expenditure										Net Operating (Expenditure) £,000	Provision for repayment of loans £,000	Transfer from / (to) MRR £,000	RCCO £,000	Surplus (Deficit) for the Year £,000	Surplus (Deficit) b/fwd £,000	Interest £,000	Surplus (Deficit) c/fwd £,000
Year	Year	Net rent Income £,000	Other income £,000	Misc Income £,000	RTB Admin £,000	Total Income £,000	Managt. £,000	Depreciation £,000	Responsive & Cyclical £,000	Other Revenue spend £,000	Cost of Rent Rebates £,000	Misc expenses £,000	Total expenses £,000	Capital Charges £,000										
1	2013.14	17,042	475	0	13	17,530	(3,438)	(1,232)	(3,541)	(240)	0	10	(8,441)	(2,564)	6,525	(5)	(4,403)	(32)	2,084	4,680	27	6,791		
2	2014.15	17,223	452	0	20	17,694	(3,851)	(1,192)	(3,910)	(294)	0	0	(9,247)	(2,559)	5,888	(580)	(4,043)	(325)	940	6,791	33	7,763		
3	2015.16	17,450	656	0	20	18,126	(4,804)	(1,232)	(3,916)	(283)	0	0	(10,236)	(2,556)	5,335	(1,029)	(3,764)	(425)	116	7,763	34	7,913		
4	2016.17	18,401	437	0	20	18,857	(3,983)	(1,145)	(4,180)	(293)	(17)	0	(9,617)	(2,562)	6,678	(1,490)	0	(3,754)	1,435	7,913	45	9,393		
5	2017.18	18,935	450	0	20	19,405	(4,082)	(1,141)	(4,298)	(300)	(47)	0	(9,868)	(2,575)	6,961	(1,310)	0	(3,897)	1,753	9,393	53	11,200		
6	2018.19	19,464	464	0	20	19,948	(4,184)	(1,137)	(4,419)	(308)	(66)	0	(10,114)	(2,558)	7,276	(1,587)	0	(4,034)	1,655	11,200	63	12,917		
7	2019.20	19,994	478	0	20	20,491	(4,289)	(1,133)	(4,543)	(315)	(78)	0	(10,359)	(2,534)	7,598	(1,917)	0	(4,174)	1,507	12,917	71	14,495		
8	2020.21	20,529	492	0	20	21,040	(4,396)	(1,129)	(4,671)	(323)	(86)	0	(10,605)	(2,499)	7,935	(2,259)	0	(4,318)	1,358	14,495	79	15,932		
9	2021.22	21,116	507	0	20	21,642	(4,506)	(1,125)	(4,803)	(331)	(115)	0	(10,881)	(2,453)	8,308	(2,619)	0	(4,578)	1,111	15,932	86	17,128		
10	2022.23	21,629	522	0	20	22,170	(4,619)	(1,121)	(4,938)	(340)	(94)	0	(11,111)	(2,394)	8,665	(2,889)	0	(4,732)	1,043	17,128	92	18,264		
11	2023.24	22,199	538	0	20	22,756	(4,734)	(1,117)	(5,056)	(348)	(97)	0	(11,352)	(2,325)	9,079	(3,288)	0	(5,926)	(135)	18,264	95	18,224		
12	2024.25	22,831	554	0	20	23,404	(4,852)	(1,113)	(5,198)	(357)	(129)	0	(11,650)	(2,240)	9,514	(3,718)	0	(6,115)	(319)	18,224	94	17,999		
13	2025.26	23,382	570	0	20	23,972	(4,974)	(1,109)	(5,345)	(366)	(104)	0	(11,897)	(2,139)	9,936	(4,180)	0	(6,309)	(553)	17,999	92	17,538		
14	2026.27	23,997	587	0	20	24,604	(5,098)	(1,105)	(5,495)	(375)	(107)	0	(12,180)	(2,021)	10,402	(4,675)	0	(6,507)	(780)	17,538	89	16,846		
15	2027.28	24,627	605	0	20	25,251	(5,226)	(1,101)	(5,650)	(384)	(110)	0	(12,471)	(1,886)	10,894	(2,427)	0	(6,711)	1,755	16,846	92	18,694		
16	2028.29	25,272	623	0	20	25,915	(5,356)	(1,097)	(5,809)	(394)	(114)	0	(12,769)	(1,816)	11,330	(2,710)	0	(8,053)	567	18,694	99	19,360		
17	2029.30	25,935	642	0	20	26,597	(5,490)	(1,093)	(5,972)	(404)	(116)	0	(13,074)	(1,735)	11,787	(3,081)	0	(8,296)	409	19,360	102	19,871		
18	2030.31	26,615	661	0	20	27,296	(5,627)	(1,089)	(6,140)	(414)	(120)	0	(13,390)	(1,641)	12,265	(3,483)	0	(8,546)	235	19,871	104	20,210		
19	2031.32	27,312	681	0	20	28,012	(5,768)	(1,085)	(6,313)	(424)	(125)	0	(13,714)	(1,532)	12,766	(3,915)	0	(8,802)	48	20,210	105	20,364		
20	2032.33	28,027	701	0	20	28,748	(5,912)	(1,081)	(6,490)	(435)	(127)	0	(14,045)	(1,407)	13,296	(6,063)	0	(9,065)	(1,832)	20,364	101	18,633		
21	2033.34	28,760	722	0	20	29,502	(6,060)	(1,077)	(6,673)	(446)	(131)	0	(14,386)	(1,209)	13,907	(6,735)	0	(8,783)	(1,611)	18,633	93	17,115		
22	2034.35	29,512	744	0	20	30,276	(6,211)	(1,073)	(6,861)	(457)	(135)	0	(14,737)	(987)	14,552	(7,413)	0	(9,044)	(1,905)	17,115	84	15,294		
23	2035.36	30,283	766	0	20	31,069	(6,367)	(1,069)	(7,054)	(468)	(138)	0	(15,095)	(740)	15,234	(8,137)	0	(9,313)	(2,216)	15,294	74	13,152		
24	2036.37	31,075	789	0	20	31,884	(6,526)	(1,065)	(7,252)	(480)	(142)	0	(15,465)	(470)	15,949	(8,911)	0	(9,588)	(2,550)	13,152	62	10,664		
25	2037.38	31,886	813	0	20	32,718	(6,689)	(1,060)	(7,456)	(492)	(148)	0	(15,845)	(169)	16,704	(225)	0	(9,869)	6,610	10,664	73	17,346		
26	2038.39	32,717	838	0	20	33,574	(6,856)	(1,056)	(7,665)	(504)	(152)	0	(16,234)	(167)	17,173	(20)	0	(11,067)	6,086	17,346	106	23,538		
27	2039.40	33,570	863	0	20	34,453	(7,028)	(1,052)	(7,881)	(517)	(156)	0	(16,634)	(171)	17,647	(21)	0	(11,387)	6,239	23,538	139	29,916		
28	2040.41	34,445	889	0	20	35,353	(7,203)	(1,048)	(8,102)	(530)	(160)	0	(17,044)	(176)	18,133	(22)	0	(11,715)	6,396	29,916	172	36,484		
29	2041.42	35,342	915	0	20	36,276	(7,383)	(1,044)	(8,330)	(543)	(165)	0	(17,466)	(181)	18,629	(23)	0	(12,051)	6,555	36,484	207	43,245		
30	2042.43	36,261	943	0	20	37,223	(7,568)	(1,040)	(8,564)	(557)	(169)	0	(17,898)	(186)	19,139	(25)	0	(12,396)	6,718	43,245	242	50,205		

Report to: **Housing Review Board**

Date of Meeting: 19 March 2015

Public Document: Yes

Exemption: None

Review date for release Post April 2015



Agenda item: 11

Subject: **Changes to the Regulatory Framework**

Purpose of report: This report highlights changes being made to the Regulatory Framework being introduced by the Homes and Communities Agency following consultation with stakeholders.

The Regulatory Framework is the guidance issued to Registered Providers and forms the basis of the Homes and Communities Agency regulation of standards in the social housing sector.

Recommendation: **To note the changes to the Homes and Communities Agency Regulatory Framework and to request that officers assess the implications and report back to the Housing Review Board once detailed guidance is published.**

Reason for recommendation: To create awareness of changes to the regulators expectations on Registered Providers, and ensure local compliance where the standards impact on our work as a social landlord.

Officer: John Golding Strategic lead – Housing, Health & Environment.
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01395 516551 Ext. 2364

Financial implications: No financial implications have been identified at this stage.

Legal implications: The report is for noting and there are no specific legal implications requiring comment at this stage.

Equalities impact: Low Impact
No significant equalities implications.

Risk: Low Risk
The risk is all in non compliance with the Regulators advice.

Links to background information: Click here to enter links to background information; appendices online; and previous reports. These must link to an electronic document. Do not include any confidential or exempt information.

Link to Council Plan: Living in this outstanding place.

1. Regulatory Framework

1.1 There have been significant changes to the social housing sector, which has meant Registered Providers face different and greater risks than ever before. The Regulator, the

Homes and Communities Agency (HCA) has stated that it needs to keep pace with these changes and ensure that the Regulatory Framework allows it to gain the assurance that Registered Providers are managing these risks, and not putting those social housing assets at undue risk.

- 1.2 The HCA took responsibility for the regulation of social housing providers in England on 1 April 2012 following the demise of the Tenant Services Authority (TSA).
- 1.4 The scope of the HCA regulatory activity applies to Registered Providers of social housing. As the Regulator the HCA are responsible for maintaining the register of social housing providers, and for setting out the regulatory framework within which they must operate. The Regulatory Framework includes both the regulatory standards which providers must meet, and the way in which the Regulator carries out its functions.
- 1.5 The focus of HCA activity is on governance, financial viability and value for money as the basis for robust economic regulation; maintaining lender confidence and protecting taxpayers.
- 1.6 While the HCA set consumer standards, the primary responsibility for resolving issues with these is between landlords and their tenants at a local level. The HCA will only intervene in cases of serious detriment that have caused, or are likely to cause, harm.
- 1.7 The HCA's regulatory responsibilities are discharged through an independent Regulation Committee, and within the parameters of the new Regulatory Framework.

2. Changes to the Regulatory Framework

- 2.1 In April last year, the social housing regulator published a discussion document to seek the views of stakeholders on the principles for amending the Regulatory Framework to ensure the protection of social housing assets. Following consideration of responses received, a statutory consultation was published on proposed changes to the framework. Stakeholders were invited to give their views to the Regulator.
- 2.2 As set out by Julian Ashby, chair of the HCA Regulation Committee, the framework focuses on increased risks facing the sector, the need to protect social housing assets and an expectation on Housing Associations to stress-test business plans.
- 2.3 The consultation follows the HCA's discussion document last year, which asked for views on how regulation can help protect social housing assets and maintain the credit worthiness of the sector in a more complex and risky operating environment.
- 2.4 The HCA said the move follows 'profound' changes to the sector, such as the decline of grant and increased reliance on debt. The regulator said it is consulting on changes that will enable it to deliver its statutory objectives more effectively, while maintaining the confidence of investors, tenants and other key stakeholders in the sector.

3. Proposals include:

3.1 Changes to the governance and financial viability standard

- Focus on risk management and mitigation, including the requirement for providers to have undertaken robust stress-testing of the business plan and to have a comprehensive register of their assets and liabilities.
- Ensuring appropriate skills to manage risks and to certify annually compliance with the standards.

- where providers' businesses are ultimately controlled by a non-registered organisation, the regulator will be seeking additional assurances about the security of the social housing assets.

3.2 Code of practice

- Proposal to introduce an associated code of practice that will amplify and expand on the standard to help providers understand the concerns of the regulator.

3.3 Disposals regime

- Changing consents regime to protect the public value in social housing assets as they move between the not for profit and for profit sectors.

3.4 The HCA have said that the sector used to rely on substantial levels of government grant for new development, housing benefit underwriting rental income in full, and banks providing long term debt on low margins. This no longer applies. The consequences for both providers and the regulator are profound.

3.5 For providers, there are different business models to consider and different risks to manage as they navigate this more complex world. In this context, the Regulator feels that it needs to ensure it is keeping pace with developments and is able to spot where problems may emerge and deal with them effectively.

3.6 The HCA see their job to protect social housing assets and their public value. This is for the benefit of tenants, taxpayers and lenders. It also provides the preconditions for further investment and asset growth. The HCA consider that changes are needed to keep the regulatory framework 'fit for purpose'.

3.7 It is worth noting that many of the changes are aimed at Registered Providers who are involved in a wide range of development activities, perhaps with subsidiaries and involved in non social housing activities. I am expecting the issue of guidance prior to the implementation of the new framework in April this year.

3.8 A further report will be presented to the Housing Review Board when the implications of the changes to the Regulatory Framework are known and fully understood.

Report to: Housing Review Board

Date of Meeting: 19 March 2015

Public Document: Yes

Exemption: None

Review date for release None



Agenda item: 12

Subject: 2013/14 HouseMark Benchmarking Report of housing costs and performance

Purpose of report: This report presents the results of HouseMark's cost and performance benchmarking exercise using last financial year's data. The report compares us with our peers in a number of key areas of housing management service delivery. The data relates primarily to 2013/14 although the report also shows our costs and performance in 2012/13 as a comparison.

Recommendation: The Housing Review Board is invited to consider and comment on HouseMark's 2013/14 Benchmarking report.

Reason for recommendation: For the Housing Review Board to see our costs and performance set against our peers and gain an appreciation of the relationship between cost and performance.

Officer: Natalie Brown - Information & Analysis Officer
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Financial implications: The financial implications are included in the report.

Legal implications: There are no legal implications.

Equalities impact: Low Impact
Outturn report on performance.

Risk: Low Risk
Outturn report on performance.

Links to background information: • [Benchmarking Report 2014](#)

Link to Council Plan: Living in this outstanding place

1 Background

1.1 Performance information from across the Housing Service is collected and input into HouseMark's online reporting tool. Satisfaction scores from ongoing service specific satisfaction surveys and STAR survey results are also included. The focus of the analysis is to benchmark our performance against others. Benchmarking has been used as an

improvement tool for some considerable time and we have been members of the HouseMark Benchmarking family for several years. HouseMark have produced a useful benchmarking tool which ensures that we are comparing 'like with like' in relation to housing management activities (see the end of the report for a list of organisations in our peer group).

- 1.2 A few months ago we submitted our data to populate the benchmarking tool and a number of other social landlords did the same. This enabled HouseMark to produce the report reproduced in **annex 1**.

2 Results

- 2.1 Our performance against our peers is good and despite a slight decline in tenant satisfaction we have seen a positive trend compared to 2012/13 when looking at value for money. There are areas where costs have increased from last year, such as cost per responsive repair and spend on major repairs. However, this is in line with increased investment in our stock. The insight summary below contains some key findings as identified by HouseMark.

2.2 Rent arrears and collection

Rent arrears performance has improved on last year and is good compared to peers, with low levels of arrears and high rates of rent collection. This improvement has been delivered for a very similar cost per property to last year.

2.3 Responsive repairs

Costs for responsive repairs are relatively high and have increased. This is partly due to the severe winter weather. The number of responsive repairs per property increased from 1.99 to 2.93 and the number of days to complete a repair also increased from 15.11 to 16.40.

Satisfaction with repairs being done 'right first time' was lower and compared to our peers and we are in the lower quartile for the % repairs completed at first visit. However, overall satisfaction with the repair service remains high but cost has increased.

2.4 Major works

Spend on major works has increased and the proportion of the stock receiving works has increased from 11.1% to 26.03%. The increase in spend is linked to an increase in investment in our stock. There is high satisfaction amongst tenants who receive major works and this has been shown to be a real driver of overall satisfaction with the Housing Service.

2.5 Lettings

Tenancy turnover has increased and is now around the average for our peer group. The number of days has increased. There are more voids, new properties and we are transferring and downsizing more tenants, which is impacting on the letting times.

2.6 People

Staff turnover and staff time lost to sickness has also increased and is relatively high compared to peers.

3.0 Data highlights

- 3.1 The two tables below highlight those major areas of work where we are performing well – within the upper and middle upper quartile and those major areas of work where we are not performing as well – in the lower quartile compared to our peers.

Table 1: Areas of work with strong performance compared to our peer group

	2013/14 Result	Quartile
Total cost per property of Housing Management	261.05	★
Cost per property of Housing Management Overheads	71.19	★
Direct cost per property of anti social behaviour	12.32	★
Direct cost per property of tenancy management	33.57	★
Total cost per property of major works	1348.61	★
Total cost per property of cyclical maintenance	190.16	★
Total arrears as % rent due	1.01	★
Rent loss due to voids	0.80	★
Arrears written off as % of annual rent debit	0.17	★
Average re let time in days during the period benchmarked (standard re lets)	31.68	★
Tenancy turnover rate	6.50	★
Anti social behaviour – closed successfully resolved cases	96.43	★
Percentage of properties that fail to meet the decent home standard	0.0	★

Key

- ★ Upper quartile
- ★ Middle upper quartile

Table 2 – Areas of work with weak performance/costs compared to our peer group

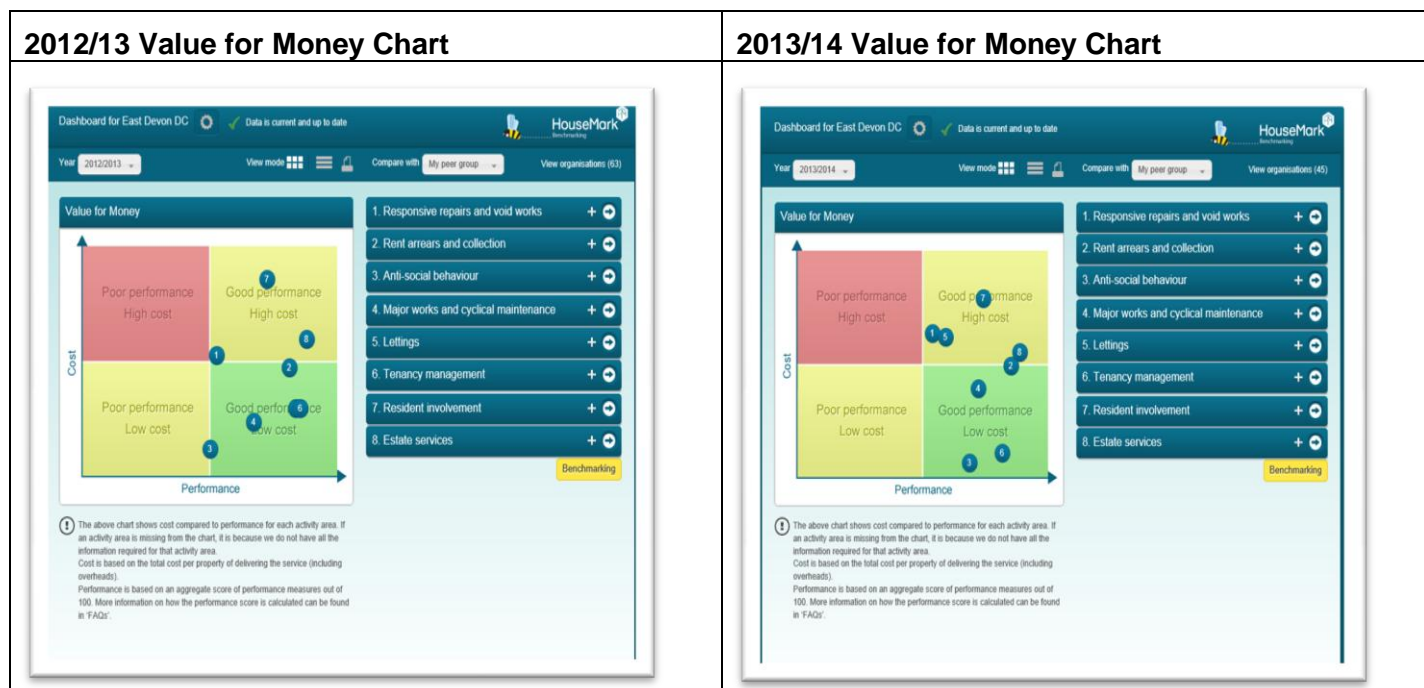
	2013/14 Result	Quartile
Staff turnover in the year %	13.1	●
Sickness absence average working days lost per employee	16.9	●
Repairs completed at the first visit %	84.6	●
Direct cost per property of lettings	37.07	●
Average cost of a responsive repair	174.21	●

Key

- Lower quartile

4.0 Value for money

- 4.1 The charts show cost compared to performance for each activity area for 2013/14 and 2012/13. Cost is based on the total cost per property of delivering the service (including overheads). Performance is based on an aggregate score of performance measures out of 100.
- 4.2 The score card focuses on eight subject areas and takes into account performance and satisfaction relative to the peer group. The results show 'across the board' we are showing good performance compared with our peers and for the most part we can see a positive trend from 2012/13. Most notable is the movement of lettings from low cost to high cost. As explained, an increase number of voids due to higher tenancy turnover is attributing to this change.



Value for Money Scorecard: Beta Version

- 4.3 HouseMark has developed a Beta Version of a VFM Scorecard 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.
- 4.4 In addition, it can usefully feature in housing associations' VFM self-assessments (alongside other data outputs such as the current HouseMark social housing dashboard) to provide credible, comprehensive, absolute and comparative evidence of cost and performance.
- Borrowing from accepted scorecard practice, the data is set out across four domains:
- business health – 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
- 4.5 Each domain contains a basket of indicators. For each indicator the scorecard shows:
- **Value:** performance or cost value for 2013/14
 - **Previous:** the corresponding value for 2012/13
 - **Trend:** how the rate of improvement between 2012/13 and 2013/14 compares with the rate of improvement of your peer group

- **Median:** the peer group median
- **Difference:** how actual performance in 2013/14 compares with your peer group



Value for money scorecard



East Devon DC 2013-14

Process

	Value	Previous	Trend	Median	Diff
Rent collected as % of rent due	99.9%	99.7%	↗	99.8%	↗
Service charges collected as a % of service charges due	NoData	NoData		NoData	
Average re-let time	31.68	22.10	↓	35.14	↗
Repairs completed at the first visit %	84.6%	86.1%	↘	87.0%	↘

Value

	Value	Previous	Trend	Median	Diff
Satisfaction with the quality of new home %	NoData	NoData		97.5%	
Satisfaction with the service provided %	91.0%	91.0%	↘	86.7%	↑
Satisfaction with repairs and maintenance %	91.0%	91.0%	↗	80.7%	↑
Satisfaction with neighbourhood %	91.0%	91.0%	↗	87.5%	↑
Satisfaction that rent provides value for money %	93.0%	93.0%	↗	84.4%	↑
Satisfaction that service charges provide value for money %	87.0%	87.0%	↘	70.2%	↑

People

	Value	Previous	Trend	Median	Diff
Staff satisfied with organisation as an employer %	83.0%	NoData		76.4%	↑
Sickness absence average days lost per employee	16.9	10.0	↓	11.5	↓
Staff turnover in the year %	13.1%	8.1%	↓	10.0%	↓

Business Health

	Value	Previous	Trend	Median	Diff
Total CPP of Housing Management	£261.05	£258.83	↗	£273.06	↘
Total CPP of Major Works & Cyclical Maintenance	£1,538.77	£1,155.78	↗	£1,639.89	↘
Total CPP of Responsive Repairs & Void Works	£781.83	£717.14	↘	£735.19	↗
Total CPP of Overheads	£71.19	£78.36	↘	£84.40	↘
Current tenant arrears as % of rent due	0.72%	0.78%	↘	1.13%	↗
Rent loss due to voids as % of rent due	0.80%	0.67%	↘	0.87%	↗
Gross arrears written off as % of rent due	0.17%	0.19%	↘	0.20%	↗

Trend Indicators

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

Performance Indicators

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

5.0 Conclusions

- 5.1 This exercise has provided us with a real insight into our performance. It has shown we are performing well relative to our peers. However, it is important that we do not get complacent and use this intelligence to see where can improve. There are discussions and further thought to be had on what we do. For instance, will spending more money on something increase tenant satisfaction? Can we make efficiencies and maintain satisfaction and performance levels?
- 5.2 We have developed a performance insight action plan (separate report). This is a first step in ensuring we use all business intelligence wisely. The plan focuses on a number of areas of concern taken from this exercise and the results of the STAR (2014) survey. Through this we hope to show we are not being complacent, but are putting measures in place to ensure we are continuing to strive to further improve our performance and the services we provide for our tenants.

Organisations in our peer group

- 5.3 The organisations in our peer group are all local authorities that have a stock of no more than 7,000 homes:

- Adur DC
- Charmwood BC
- Mid Suffolk DC
- St Albans DC
- West Lancashire BC
- Barrow-in-Furness
- Corby BC
- North Kesteven
- Taunton Deane BC
- Winchester City Council
- Broxtowe BC
- Exeter City Council
- North Warwickshire BC
- Waverley BC
- Cambridge City Council
- Mid Devon DC
- South Kesteven DC
- Wealden DC



Summary of Benchmarking Results 2013/14



East Devon District Council

November 2014

Dear Member

Please find attached your annual benchmarking report. We are in the first year of a change programme to reconfigure our services and deliver 'business intelligence' to our members. In this context, this report embodies changes to data reporting and the way we analyse the data. See Appendix 1 for more detail.

In summary, in terms of data inputting, we offered a 'lighter touch' option - which around 15% of our members have elected to take up.

In terms of the report, we have also made some changes, which we believe are improvements in line with what members have asked for:

- Move from bar charts to histograms – to move away from 'league tables' and display the actual range of performance
- More analysis including 'Insight' regarding your results
- VFM Scorecard **beta version** – we are trialling it this year and welcome your comments for improvement.
- A bespoke section looking at the impact of welfare reform

Our change process is a five year plan, so what can you expect next year? We are looking at:

- Collecting and benchmarking customer satisfaction data based on 'transactional' rolling satisfaction surveys – to *complement* our reporting on STAR periodic 'perception' surveys
- A review of STAR surveys themselves
- Adding Social Value outcomes to our VFM scorecard
- Greater clarity regarding the (specific) costs of supported housing, Supporting People and care/nursing home provision
- Further measures to simplify data collection

Some of these projects are complex and we may not achieve all by next May – but I'm hoping for three out of five at least with the rest following in 2016.

I would like to thank all of our members who have suggested areas for improvement that we have tried to incorporate in this report. I'm sure we haven't got everything just right – it would be counter-intuitive to expect otherwise – and I'm looking forward to your further feedback as we move into the second year of our change programme.

Regards

Ross Fraser
Chief Executive

On another note, I hope you – or colleagues - have had the chance to experience the Commercial Knowledge Transfer element of our Offer':

- Our Business Connect visits are going down really well with members – particularly the John Lewis, Greggs and social enterprise visits
- Our Business Insight 'round tables' are also going well.

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1. Introduction

As a result of customer research undertaken in 2013, we became aware that some members wanted changes to be made to the benchmarking service. So, following extensive customer consultation we have embarked on a three-year improvement and refresh programme for our benchmarking services. Please see Appendix 1 of this report for more details.

As part of this improvement programme, we have changed the format of the report, adding in an executive summary, which includes:

- Insight into your business in the form of high level taster analysis¹
- your VFM Scorecard results
- Sector analysis on the impact of welfare reform – including your own results

Within the main body of the report, we have continued the theme of Value for Money, with more detailed information being provided in the format of the VFM Scorecard.

You will also see that the format of the charts has been changed this year. We have made this change at the request of members who felt that the previous format encouraged “a league table mentality”. This report therefore presents data in the format of tables or histograms. Histograms allow you to see quickly and easily the distribution of data for the whole of your peer group by grouping similar results together.

We have maintained a link to the previous way of reporting results by providing quartile information in the table below the histogram. If you would prefer to see your results in the form of a ranked bar chart, this facility is still available via the New Core benchmarking which can be found at <http://www.housemark.co.uk/hmkb2.nsf/BMCore?OpenForm>

The use of tables and histograms in the report means that it is not possible to identify other organisations’ results from the tables themselves. However, a full set of schedules is included in the Appendices which allows you to identify the top performers².

Appendix 3 of this report provides an overview of the benchmarking methodology and outlines the three-stage validation process that HouseMark undertakes to ensure the validity of the data in this report.

1.1 Importance of Peer Groups

Benchmarking is important to any business. It provides key business comparisons with other similar organisations, enabling understanding of areas of strength and weakness, and allowing learning from ‘the best’.

¹ This insight has been provided by HouseMark’s data analyst’s following an initial review of your data. Please see appendix 4 for further details of the types of data analysis we can offer

² Providing you and the other organisations have agreed to openly their data

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 the identification of areas for improvement and learning from your peers is essential business intelligence.

If you are going to use benchmarking data as part of your business planning and improvement process, you need to be assured that the organisations that you are comparing against are similar to your own organisation. This could relate to stock size, region, organisation type or service provided. However, it could also mean areas with a similar socio-economic make up as your own organisation.

In terms of this report the peer group has been determined in consultation with your staff during the validation process. However, if you would like to receive a report comparing with a different peer group you should contact the data services team by emailing your request to data@housemark.co.uk

The table below confirms the organisations included in the peer group:

Organisations in peer group			
Adur DC	Barrow-in-Furness BC	Broxtowe BC	Cambridge City Council
Charnwood BC	Corby BC	Exeter City Council	Mid Devon DC
Mid Suffolk DC	North Kesteven DC	North Warwickshire BC	South Kesteven DC
St Albans DC	Taunton Deane BC	Waverley BC	Wealden DC
West Lancashire BC	Winchester City Council		

1.2 Feedback on this report

HouseMark would welcome feedback on this new-style report, we are particularly interested in your thoughts on the Insight section and the VFM Scorecard. Please forward any comments to Vicky Johnson or Jonathan Cox on vicky.johnson@housemark.co.uk or jonathan.cox@housemark.co.uk



Executive Summary



2. Insight into your data

The aim of this section is to highlight information identified by our data managers during the validation process that are considered to be either interesting or worthy of further investigation.

If you are would be interested in HouseMark providing you with support to interpret and analyse data in this report along with other external data (for example) to identify cost and performance drivers, recommending and, where necessary, co-delivering organisational change please read Appendix 4 of this report for further information.

We would be particularly interested to receive feedback on this section of the report.

Your insight

This insight summary contains some key findings as identified by HouseMark, which we hope you find useful. If you would like to engage HouseMark to carry out more detailed analysis of your data, please contact lynn.dexter@housemark.co.uk

Rent arrears and collection



Rent arrears performance has improved on last year, and is good compared to peers, with low levels of arrears and high rates of rent collection. This improvement has been delivered for a very similar cost per property to last year.

Responsive repairs

Costs for responsive repairs are relatively high and increased this year due to severe winter weather. The number of responsive repairs per property increased from 1.99 to 2.93, and the number of days to complete a repair also increased from 15.11 to 16.40. The total cost per property of responsive repairs service provision subsequently increased from £388.59 to £511.08. Is this an area that could benefit from further investigation?



Major Works



Spend on major works has increased, with a significantly expanded investment programme. The proportion of stock receiving major works has increased from 11.11% to 26.03%. While costs for management of major works have decreased, service provision spend per property has risen markedly, from £756.72 to £1317.43.

Lettings

Tenancy turnover has increased and is now around the average for your peer group, while the number of days taken to re-let properties has risen from 22.1 to 31.7. Rent loss due to voids has subsequently increased slightly from 0.7% to 0.8% of rent due.



People



Staff turnover has increased from 8.1% to 13.1% and is now relatively high compared to your peers. Staff time lost to sickness has also increased, from 10 to 16.9 days per employee. This is also relatively high. Is this an area that could benefit from knowledge sharing?

3. Value for Money

3.1 The Context – Operating environment

Key issues affecting the operating environment for stock-retaining local authorities are, in summary:

- Growing pressure on local authority general fund budgets as a result of continuing reductions in central government grant. By the end of this Parliament core funding for local government will have fallen by 40%; over the next two years government grant will fall by 15.9% (excluding NHS support for social care which is not available to shire district councils).
- Many councils are responding to these pressures by seeking alternative sources of revenue including rent income from homes provided through an arms-length company outside the HRA. Such new activities involve new risks that need to be understood and managed effectively.
- These pressures apply directly to housing functions financed from the General Fund but also indirectly bear on expenditure in the HRA.
- Most councils have begun new building programmes or are gearing up to build; these activities can involve large amounts of expenditure and the need to develop appropriate skills and capacities.
- The number of Right to Buy sales is growing in most areas; councils aiming to use receipts to fund replacement homes need to do so within the demanding parameters imposed by central government.
- Interest rates are likely to begin rising during the next year, increasing HRA costs.
- The new rent-setting regime, including an end to rent convergence, is likely to have an adverse impact on revenue for many councils.
- Implementation of the under-occupation penalty has led in many councils to increased difficulty in collecting rent from under-occupying tenants;
- The timetable for and likely impact of Universal Credit implementation remains a key area of uncertainty.

3.2 Regulation and your VFM Scorecard

The VFM standard does not apply to local authorities. Nevertheless the regulator expects that all providers, including local authorities, should have a strategy for optimizing value for money and systems to ensure that this strategy is delivered. Additionally, the Tenant Information and Empowerment Standard, which does apply to local authorities, requires providers to make available to tenants accessible, relevant and timely performance information, and to support effective scrutiny by tenants of their landlord's performance.

Local authorities are also encouraged to sign up to the CIH/CIPFA Voluntary Code of Practice for a self-financed housing revenue account.

The Code includes the following principles:

1. **Co-regulation.** The housing authority complies with the principles of co-regulation as set out in *The Regulatory Framework for Social Housing in England from April 2012*.
2. **Financial viability.** The housing authority has put in place arrangements to monitor the viability of the housing business and takes appropriate actions to maintain viability.

3. **Communications and governance.** The housing authority keeps under review the communications and governance arrangements with regards to the new operating environment and adopts governance arrangements appropriate to supporting viability and accountability of the housing business.
4. **Risk management.** The housing authority has in place an effective system for the ongoing management, monitoring and reporting of risks to the HRA.
5. **Asset management.** The housing authority has in place arrangements to maintain its assets to maximize their value into the future. The authority complies with the principles of good asset management as they apply to HRA assets.
6. **Financial and treasury management.** The housing authority complies with proper accounting practices including CIPFA's *Code of Practice for Local Authority Accounting in the United Kingdom* and CIPFA's *Treasury Management in the Public Services Code of Practice*.

The Code provides that financial and other performance information is provided in a format that is inclusive to all. The list of risks to which housing authorities should have regard includes those arising from changes in government policy, treasury management risk, inflation, income recovery rates, void levels, changes to rent policy, changes in the composition of the stock, right to buy, debt levels and grants.

3.3 Value for Money Scorecard: Beta Version

HouseMark has developed a **Beta Version** of a VFM Scorecard 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.

In addition, it can usefully feature in housing associations' VFM self-assessments (alongside other data outputs such as the current HouseMark social housing dashboard) to provide credible, comprehensive, absolute and comparative evidence of cost and performance.



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

- business health – 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 2013/14
- **Previous:** the corresponding value for 2012/13
- **Trend:** how your rate of improvement between 2012/13 and 2013/14 compares with the rate of improvement of your peer group
- **Median:** the peer group median
- **Difference:** how your actual performance in 2013/14 compares with your peer group






The results for each indicator is shown for the current year (value), previous year (previous) together with the median value for the peer group selected. Example below:

Business health					
	Value	Previous	Trend	Median	Diff
Growth in turnover	5.0%	22.0%		6.1%	

The arrows represent how your trend or performance relate to others in your peer group.






The trend arrow

In terms of trend arrows, we are comparing your trend (difference between last year and this year) with the trend deviations of the comparator group. i.e. is your rate of improvement greater or less than the improvement of the group as a whole. We present the results into four categories

-  = Your trend result is showing much greater improvement than that of the peer group (top 20%)
-  = Your trend result is showing greater improvement than that of the peer group
-  = Your trend result is indicating improvement similar to that of the peer group
-  = Your trend result is indicating slower improvement to that of the peer group
-  = Your trend result is indicating much slower improvement to that of the peer group (bottom 20%)

The diff arrow (performance indicator)

The performance indicator (diff arrow) is comparing your value to **the median of the comparator group for each KPI**.

-  = Your performance result is significantly better than the median of the peer group (top 20%)
-  = Your performance result is better than the median of the peer group
-  = Your performance result is similar to the median of the peer group
-  = The median for the peer group is better than your performance result
-  = The median for the peer group is significantly better than your performance result (bottom 20%)

Grey arrows

Trend and performance arrows for four of the cost measures in the scorecard are grey.

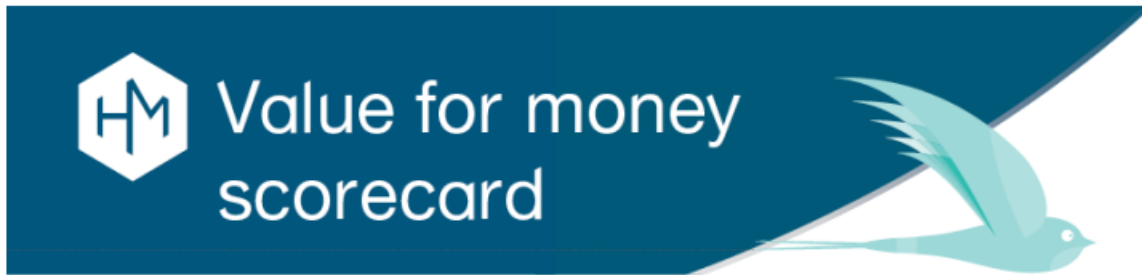
Total CPP of Housing Management	£475.05	£413.64		£432.01	
Total CPP of Major Works & Cyclical Maintenance	£2,405.35	£3,793.05		£1,470.46	
Total CPP of Responsive Repairs & Void Works	£789.53	£735.36		£793.78	
Total CPP of Overheads	£213.15	£154.28		£165.42	

This is because these four measures do not have 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 results.

As such, the direction of arrows reflects simply the direction of cost. i.e. an upwards arrow in the 'diff' column reflects higher than median costs. An upwards arrow in the trend column indicates costs increasing faster than average for the peer group. The same standard deviation calculations apply as for the coloured arrows.

More information

If you have any questions, get in touch with data@housemark.co.uk or call the data helpline **024 7647 2707**.



Value for money scorecard

East Devon DC 2013-14

Process	Value	Previous	Trend	Median	Diff
Rent collected as % of rent due	99.9%	99.7%	↗	99.8%	↗
Service charges collected as a % of service charges due	NoData	NoData		NoData	
Average re-let time	31.68	22.10	↘	35.14	↗
Repairs completed at the first visit %	84.6%	86.1%	↘	87.0%	↘

Value	Value	Previous	Trend	Median	Diff
Satisfaction with the quality of new home %	NoData	NoData		97.5%	
Satisfaction with the service provided %	91.0%	91.0%	↘	86.7%	↗
Satisfaction with repairs and maintenance %	91.0%	91.0%	↗	80.7%	↗
Satisfaction with neighbourhood %	91.0%	91.0%	↗	87.5%	↗
Satisfaction that rent provides value for money %	93.0%	93.0%	↗	84.4%	↗
Satisfaction that service charges provide value for money %	87.0%	87.0%	↘	70.2%	↗

People	Value	Previous	Trend	Median	Diff
Staff satisfied with organisation as an employer %	83.0%	NoData		76.4%	↗
Sickness absence average days lost per employee	16.9	10.0	↘	11.5	↘
Staff turnover in the year %	13.1%	8.1%	↘	10.0%	↘

Business Health	Value	Previous	Trend	Median	Diff
Total CPP of Housing Management	£261.05	£258.83	↔	£273.06	↘
Total CPP of Major Works & Cyclical Maintenance	£1,538.77	£1,155.78	↗	£1,639.89	↘
Total CPP of Responsive Repairs & Void Works	£781.83	£717.14	↗	£735.19	↗
Total CPP of Overheads	£71.19	£78.36	↘	£84.40	↘
Current tenant arrears as % of rent due	0.72%	0.78%	↘	1.13%	↘
Rent loss due to voids as % of rent due	0.80%	0.67%	↗	0.87%	↘
Gross arrears written off as % of rent due	0.17%	0.19%	↘	0.20%	↘

Trend Indicators
 These represent your improvement in comparison to your peer group's improvement.

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

4. Welfare Reform taster analysis

This analysis considers the impact of the changes in welfare support on social landlords' income, arrears, collection costs and empty properties, as well as the indirect effects on other areas of social housing businesses – such as satisfaction and viability.

This report includes the latest available data – up to March 2014 for performance and March 2014 (or 2013/14 inflated) for costs.

The main sources of data in this report are HouseMark's core benchmarking (now New Core) and PI (performance indicator) tracking systems (now Priority Performance Benchmarking). This is presented alongside new data gathered from our welfare reform impact club and publicly available research.

Based on performance to the end of 2013/14, our data shows that the impact of welfare reform on rent collection and arrears rates has been quite small. The year-end figures show no new pattern of decline in any of our rent collection or arrears measures.

The cost of managing rent arrears and collection increased slightly across the dataset up to the end of 2012/13 – both in real terms and as a proportion of housing management costs.

Void levels have changed over the last two years with vacancy rates and re-let times increasing for particular groups of landlords. Eviction rates across the country have also gone up – this concurs with Inside Housing research (13 June) and CORE lettings data, which both suggest that evictions rose between 2012/13 and 2013/14.

4.1 Key Findings

4.1.1 Rent arrears and collection performance

Rent collection rates have held in spite of welfare reforms such as the bedroom tax. Collection rates increased for 61% of 153 landlords submitting data in 2012/13 and 2013/14, while a further 24% reported rent collection decreases of less than 1%. Anecdotal evidence from members of our Welfare Reform Impact Club suggests that rent collection rates were kept up in 2013/14 due to short-term Discretionary Housing Payments, which are likely to end during 2014/15

At the mid-year point we found that welfare reforms were having the biggest impact on poorer performing organisations based in the north of England. This pattern has continued to the end of the year. Northern landlords in the lower quartile typically collected less rent in 2013/14 than 2012/13 – whereas each other region saw increases in the lower quartile threshold. Other regions, including London, recorded very small movements in collection rates.

Rent collected from current & former tenants as % of rent due	Upper	Median	Lower
Sector Quartiles 2012-13	99.79	99.50	99.04
Sector Quartiles 2013-14	100.45	99.76	99.05
North of England Quartiles 2012-13	99.58	99.26	98.72
North of England Quartiles 2013-14	100.20	99.66	98.91
Central England Quartiles 2012-13	99.69	99.49	99.25
Central England Quartiles 2013-14	100.78	99.57	98.64
South of England Quartiles 2012-13	99.95	99.71	99.37
South of England Quartiles 2013-14	100.50	99.95	98.83
London Quartiles 2012-13	99.99	99.65	99.00
London Quartiles 2013-14	100.57	99.83	99.34
Results for East Devon DC		Result	
East Devon DC (2013/2014)			99.9
East Devon DC (2012/2013)			99.7

Similar to rent collection, arrears rates have remained stable over the last two years. The median rate for the 181 organisations submitting current tenant arrears data has remained static at 2.5% of rent due in both 2012/13 and 2013/14. The pattern of 0.5% increases in median arrears rates we found at the mid-year point have been driven down in time for year end. This pattern is evident across the country.

Rent arrears of current tenants as % of rent due (excluding voids)	Upper	Median	Lower
Sector Quartiles 2012-13	1.73	2.52	4.04
Sector Quartiles 2013-14	1.59	2.52	3.81
North of England Quartiles 2012-13	2.09	2.84	4.50
North of England Quartiles 2013-14	1.78	3.14	4.21
Central England Quartiles 2012-13	1.54	2.08	3.01
Central England Quartiles 2013-14	1.50	2.18	2.94
South of England Quartiles 2012-13	1.18	2.29	2.74
South of England Quartiles 2013-14	1.20	2.04	3.06
London Quartiles 2012-13	3.44	4.32	5.43
London Quartiles 2013-14	2.91	3.86	4.86
Results for East Devon DC		Result	
East Devon DC (2013/2014)		0.72	
East Devon DC (2012/2013)		0.78	

We found similarly static figures for former tenant arrears and rent written off as unrecoverable. This suggests that tenants are not leaving with huge debts that landlords are unable to collect.

Using the measure of evictions as a percentage of stock (BV66d), we found evictions have increased across the entire dataset of 149 organisations managing nearly 1.3 million properties.

Evictions due to rent arrears as a % of all tenancies			
	Upper	Median	Lower
Sector Quartiles 2012-13	0.16	0.26	0.39
Sector Quartiles 2013-14	0.21	0.32	0.48
North of England Quartiles 2012-13	0.19	0.34	0.46
North of England Quartiles 2013-14	0.27	0.40	0.60
Central England Quartiles 2012-13	0.16	0.26	0.40
Central England Quartiles 2013-14	0.22	0.32	0.45
South of England Quartiles 2012-13	0.11	0.18	0.31
South of England Quartiles 2013-14	0.16	0.25	0.34
London Quartiles 2012-13	0.17	0.28	0.40
London Quartiles 2013-14	0.14	0.26	0.45
Results for East Devon DC	Result		
East Devon DC (2013/2014)	0.07		
East Devon DC (2012/2013)	0.12		

The median eviction rate went from 0.26% in 2012/13 to 0.32% in 2013/14. For an organisation with 10,000 properties this represents an increase from 41 to 50 evictions a year – around 23%. If we apply this rate to all social landlords, it equates to 2,000 more evictions across England. Given the static former tenant arrears and write-off levels, the Inside Housing headline that landlords are ‘toughening up’ appears to have some truth.

The only regional pattern to note from this analysis is that London was the only region that recorded a drop (of 0.02%) in the median eviction rate between 2012/13 and 2013/14. As we collect more and detailed data through New Core, we will investigate this further.

4.1.2 The cost of managing rent arrears and collection

We estimate that collecting rent currently costs the UK social housing sector well over half a billion pounds a year. After taking inflation into account, costs for organisations in the dataset rose by 2.5% between 2011/12 and 2012/13. This adds around £14 million to real cost of managing rent arrears and collection for all UK social landlords.

The data shows that, at the median, the real cost per property has risen by 5% between 2011/12 and 2012/13. This shows that the cost of collecting rent is rising faster than inflation. The reason for increasing costs appears to be due to extra staff and associated overheads rather than wage inflation.

Total CPP of Rent Collection & Arrears			
	Upper	Median	Lower
Sector Quartiles 2011-12	85.35	108.43	139.58
Sector Quartiles 2012-13	94.76	113.95	139.04
North of England Quartiles 2011-12	83.37	104.99	136.79
North of England Quartiles 2012-13	93.92	110.42	146.20
Central England Quartiles 2011-12	81.76	97.80	137.09
Central England Quartiles 2012-13	91.67	114.25	139.13
South of England Quartiles 2011-12	76.00	103.12	130.84
South of England Quartiles 2012-13	88.41	119.62	136.98
London Quartiles 2011-12	105.03	126.95	166.78
London Quartiles 2012-13	113.15	133.61	198.26
Results for East Devon DC		Result	
East Devon DC (2013/2014)		87.61	
East Devon DC (2012/2013)		85.47	

4.1.3 Empty properties

There is plenty of anecdotal evidence from Welfare Reform Impact Club (WRIC) members that the number of voids has increased since the introduction of welfare reforms. Our mid-year analysis showed an increase in vacant and available to let properties – but no national increase in re-let times. There were no consistent patterns in these lettings measures for London-based organisations.

Whilst year-end 2013/14 echoes this pattern, it has reveals some regional differences. Organisations based in northern England have more vacant properties and are taking longer to re-let properties than other regions. This pattern is evident across each quartile – with the largest increases in the lower quartiles.

% of properties vacant and available to let	Upper	Median	Lower
	Sector Quartiles 2012-13	0.27	0.55
Sector Quartiles 2013-14	0.35	0.52	0.9
North of England Quartiles 2012-13	0.48	0.92	1.22
North of England Quartiles 2013-14	0.44	0.86	1.48
Central England Quartiles 2012-13	0.31	0.57	0.85
Central England Quartiles 2013-14	0.27	0.47	0.61
South of England Quartiles 2012-13	0.20	0.31	0.42
South of England Quartiles 2013-14	0.27	0.40	0.64
London Quartiles 2012-13	0.20	0.37	0.84
London Quartiles 2013-14	0.33	0.51	0.93
Results for East Devon DC	Result		
East Devon DC (2013/2014)			0.26
East Devon DC (2012/2013)			0.16

In the first three months of 2012/13, Northern-based landlords in the lower quartile had just over 1% of properties vacant and available to let, by year-end 2013/14 this had risen to 1.48%.

Additionally, lower quartile northern and midlands-based landlords recorded an annual increase in standard re-let times of nearly four days – whereas organisations based in the south recorded shorter void periods – in each quartile.

Average relet time (standard re-lets)	Upper	Median	Lower
Sector Quartiles 2012-13	17.92	23.96	29.70
Sector Quartiles 2013-14	17.20	23.52	32.38
North of England Quartiles 2012-13	20.47	24.98	30.17
North of England Quartiles 2013-14	21.80	28.00	34.00
Central England Quartiles 2012-13	14.79	20.14	26.97
Central England Quartiles 2013-14	15.35	20.31	30.89
South of England Quartiles 2012-13	16.58	19.64	24.98
South of England Quartiles 2013-14	15.10	18.96	23.95
London Quartiles 2012-13	21.55	27.88	32.18
London Quartiles 2013-14	22.10	26.76	34.23
Results for East Devon DC		Result	
East Devon DC (2013/2014)			31.68
East Devon DC (2012/2013)			22.10

Alongside an increase in voids, there has been an increase in properties accepted at first offer. At year-end 2013/14 a median of almost two out of three properties were accepted at first offer – up from 59% in 2012/13. Similar rises were recorded across each quartile.

Percentage of properties accepted on first offer	Upper	Median	Lower
Sector Quartiles 2012-13	74.67	58.75	46.52
Sector Quartiles 2013-14	78.41	64.65	54.38
North of England Quartiles 2012-13	77.94	63.24	54.43
North of England Quartiles 2013-14	80.78	70.31	54.67
Central England Quartiles 2012-13	74.71	65.90	44.52
Central England Quartiles 2013-14	75.03	64.21	55.95
South of England Quartiles 2012-13	63.95	54.00	38.65
South of England Quartiles 2013-14	72.97	63.08	54.84
London Quartiles 2012-13	78.35	49.17	46.48
London Quartiles 2013-14	86.73	66.37	47.42
Results for East Devon DC		Result	
East Devon DC (2013/2014)			NoData
East Devon DC (2012/2013)			82.2

4.1.4 Welfare reform impact club data

Following requests from WRIC members we created a suite of measures to track the impact of welfare reform. Between August 2013 and March 2014, we collected data on a trial basis from up to 20 club members. We are moving collection to a new 'mini module' for all HouseMark members with 2014/15 data.

From the relatively small numbers of participants in the trial, we've found consistent patterns in some areas. Typically, 10% of tenants have been affected by the bedroom tax. In spite of this smaller one and two bedroomed properties are more likely to become void than larger, three or four bedroom family homes that are likely to be under-occupied.

In March 2014, participants reported that they knew the household composition of 60% of their properties, but knew the economic situation of just 6% of properties. This kind of insight is likely to become more important as reforms such as Universal Credit are rolled out.

Welfare reform context measures		
	Year-end 2013/14	No. of orgs
% of properties with household composition data - end of month snapshot	63.37%	9
% of properties with household income data - end of month snapshot	0.00%	8
% of properties with known universal credit claimants - end of month snapshot	0.00%	11
% of properties with tenants affected by the 'bedroom tax' - end of month snapshot	9.69%	19
% of properties where tenants have 'switched back' to Landlord Direct payments - year-to-date	0.00%	11
% of tenants paying by Direct Debit - end of month snapshot	23.61%	19
% of 0 bedroom/bedsit properties falling vacant year-to-date	15.09%	15
% of 1 bedroom properties falling vacant year-to-date	11.05%	18
% of 2 bedroom properties falling vacant year-to-date	8.92%	18
% of 3 bedroom properties falling vacant year-to-date	5.72%	18
% of 4+ bedroom properties falling vacant year-to-date	4.86%	18

4.2 External data

4.2.1 Department for Work and Pensions statistics

The DWP produces a great deal of welfare statistics, but only a few are relevant to the social housing sector. In terms of numbers, the DWP has published a handful of useful reports on gov.uk since April 2013:

- Around 40,000³ people will be affected by the benefits cap, which will save around £110m in year one, and £300m over the next two years
- Prior to the cap, 10 households received over £958.50 a week – equating to £50,000 a year. No one received more than £100,000 a year
- Around 3.4 million social housing tenants claim housing benefit
- British social rented properties have 1.5 million spare bedrooms
- The bedroom tax will cost local authorities, social landlords and tenants around £930 million
- 44% of the general public support removal of the spare room subsidy or the ‘bedroom tax’
- The government is providing additional funding through Discretionary Housing Payments (DHPs) of £65 million in 2013/14 and up to £35 million in 2014/15 to support those claimants affected by the benefit cap.

The total value of Britain’s housing benefit overpayments outstanding at the beginning of Q4 2012/13 stood at nearly £1.3 billion; a year-on-year increase of 11%. Since the summer there have been an increasing number of legal challenges to welfare reforms coming through the court system – including judicial reviews of size criteria and a rejection of the challenge to the benefit cap by the High Court. To try and get a clearer picture, the DWP is tracking the number of First-tier Tribunal decisions where bedroom tax is the main issue. In an urgent bulletin⁴ issued 30 October it ‘asked’ local authorities to notify DWP of all First-tier Tribunal decisions relating to this subject regardless of whether the decision is overturned or whether they intend to appeal.

4.2.2 Bedroom tax finder

In February 2014 we created a data visualisation⁵ showing how the bedroom tax has affected different parts of the UK. Using open data sourced from the Department for Work and Pensions, we found that:

- Scotland, Wales and Northern England all had more than 10% of social tenants affected whereas less than 10% of social tenants in London and the South East were affected
- The housing benefit bill has risen 24% in real terms since 2008 – due to 20% increase in caseload
- Private sector HB claimants have increased from a quarter to a third of all claimants
- Proportion of in-work HB claims has doubled from 1 in 10 to 1 in 5 of all claims over a five year period

³ This figure was revised downwards from an early estimate of 56,000. <http://bit.ly/17kblQ2>

⁴ www.gov.uk/government/publications/hb-bulletin-u72013-removal-of-the-spare-room-subsidy-and-first-tier-tribunal-decisions

⁵ See <http://bit.ly/1oJqRMH>

4.2.3 Mutual exchanges

Following requests from WRIC members, we've extracted the number of mutual exchanges from the HCA's statistical data return and the DCLG's local authority housing statistics (LAHS) release. Together these showed that there were 37,969 mutual exchanges in 2012/13. Of these 21,944 were recorded by housing associations and 16,025 from local authorities.

The HCA didn't publish any 2011/12 data on mutual exchanges, but LAHS returns indicate an increase of around 1,000 mutual exchanges in the local authority sector. The numbers are still quite small compared to the 295,940 general needs lettings recorded in the same year. The DCLG and HCA are scheduled to publish 2013/14 data in this area in the autumn.

4.2.4 Direct payment demonstration projects

Perhaps most relevant DWP reports to the housing sector are on the direct payment demonstration projects⁶, which have been testing how Universal Credit (UC) payments direct to tenants will work in practice. These will provide the basis for administering direct payments from 2014 as existing housing benefit claimants move onto UC.

All of these projects have shown that collection rates fall when rent is paid direct to tenants rather than to the landlord. The most recent report shows that after nine payment cycles:

- Levels of payments by tenants on the projects varied from 91% to 97%
- The average rent collected as a percentage of rent charged was 94% - up from 92% in the first four months
- Around 17% of tenants involved in the projects had their housing payments switched back to their landlord.

The report contains case study progress reports on each pilot with details about lessons learned and feedback from tenants.

⁶ www.gov.uk/government/publications/direct-payments-demonstration-projects-learning-the-lessons-6-months-in-rr-839



Main report findings



The remainder of this document provides the main report findings. The format follows the four key areas that form the VFM scorecard.















In each section you will be presented with a narrative explaining why this section is an important part of the overall scorecard. This introduction will be followed by a series of charts and tables.

The charts are in the format of a histogram which shows a range of results across the horizontal axis and the number of organisations with result in that range along the vertical axis. The first table under the histogram provides the full range of results available and includes your own result on the second row. The ranges are system generated and will be different for each indicator dependent on the range of results received for that particular indicator. There are ten segments of varying size provided for each indicator.

Finally, the second table below the chart presents the results for your organisation for two consecutive years where this is available and allows you to compare your result with the quartiles for the peer group. We have included the quartile information to maintain a link to the previous way of reporting results. If you would prefer to see your results in the form of a ranked bar chart, this facility is still available via the New Core benchmarking which can be found at <http://www.housemark.co.uk/hmkb2.nsf/BMCore?OpenForm>

Summary tables have been provided in a number of places where we wish to present a large amount of data together. The summary tables contain data for two consecutive years where this is available.

We have also changed the icons for the quartile key. The traffic lights have now been replaced with new refreshed icons the key to which is shown below:

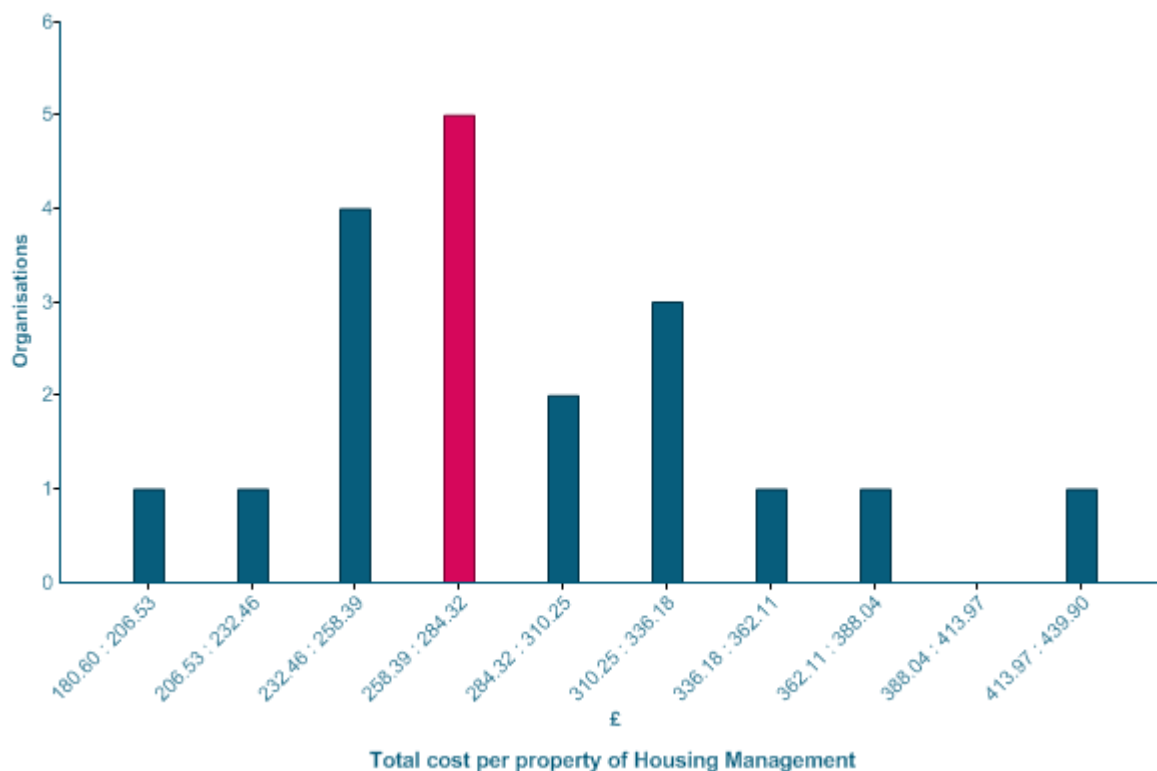
Quartile key							
	Upper Quartile	Middle Upper	Median	Middle Lower	Lower Quartile	N/A	No Data
Valid dataset							
Small dataset							

5. Business Health

When considering the business health of a stock retained council, it is important to look at the elements of the HRA which are controllable. This report therefore concentrates on the larger areas of expenditure in terms of housing management and maintenance and also looks at the ways in which councils can maximise their rental income.

The charts on the following pages compare your performance for the last two years with the performance of the other organisations in your peer group. The table shows you the median and quartile positions for the group.

5.1 Total CPP Housing Management



Total cost per property of Housing Management										
Ranges	180.60 : 206.53	206.53 : 232.46	232.46 : 258.39	258.39 : 284.32	284.32 : 310.25	310.25 : 336.18	336.18 : 362.11	362.11 : 388.04	388.04 : 413.97	413.97 : 439.90
Organisations	1	1	4	5	2	3	1	1	0	1
East Devon DC (2013/2014)				261.05						

Total cost per property of Housing Management		
Comparator Group Quartiles	Upper	253.97
	Median	273.05
	Lower	321.76
Results for East Devon DC		Result Quartile
East Devon DC (2013/2014)		261.05 🏆
East Devon DC (2012/2013)		258.83 🏆

The indicator above shows the total costs (including direct employee costs, direct non-pay costs and allocated overheads) for the housing management function, expressed as a cost per property. The housing management function includes rent arrears and collection, resident involvement and consultation, anti-social behaviour, tenancy management and lettings. The core benchmarking methodology allocates overheads to direct activities, such as housing management, following simple and consistent apportionment rules.

5.2 Total CPP Overheads (housing management)



Cost per property of Housing Management overheads										
Ranges	34.90 : 51.80	51.80 : 68.70	68.70 : 85.60	85.60 : 102.50	102.50 : 119.40	119.40 : 136.30	136.30 : 153.20	153.20 : 170.10	170.10 : 187.00	187.00 : 203.90
Organisations	1	2	7	1	2	2	3	0	0	1
East Devon DC (2013/2014)			71.19							




Cost per property of Housing Management overheads	
Comparator Group Quartiles	Upper 72.35
	Median 84.40
	Lower 130.80
Results for East Devon DC	
Result	Quartile
East Devon DC (2013/2014)	71.19
East Devon DC (2012/2013)	78.36

The above indicators shows the total overheads allocated to housing management expressed as a cost per property. The allocation of overheads is based according to staff time allocated to this indicator and reflect whether staff are based in an office and have access to IT facilities.

Overheads can be a key area for efficiencies. ‘Back office’ spending is generally the most controllable of an organisation’s costs, and there is usually less risk in reducing overhead costs than cutting front-line service costs. Equally organisations will want to ensure they achieve the right balance between the frontline and the back office, ensuring appropriate support and direction for the frontline within available resources.

5.3 Housing Management

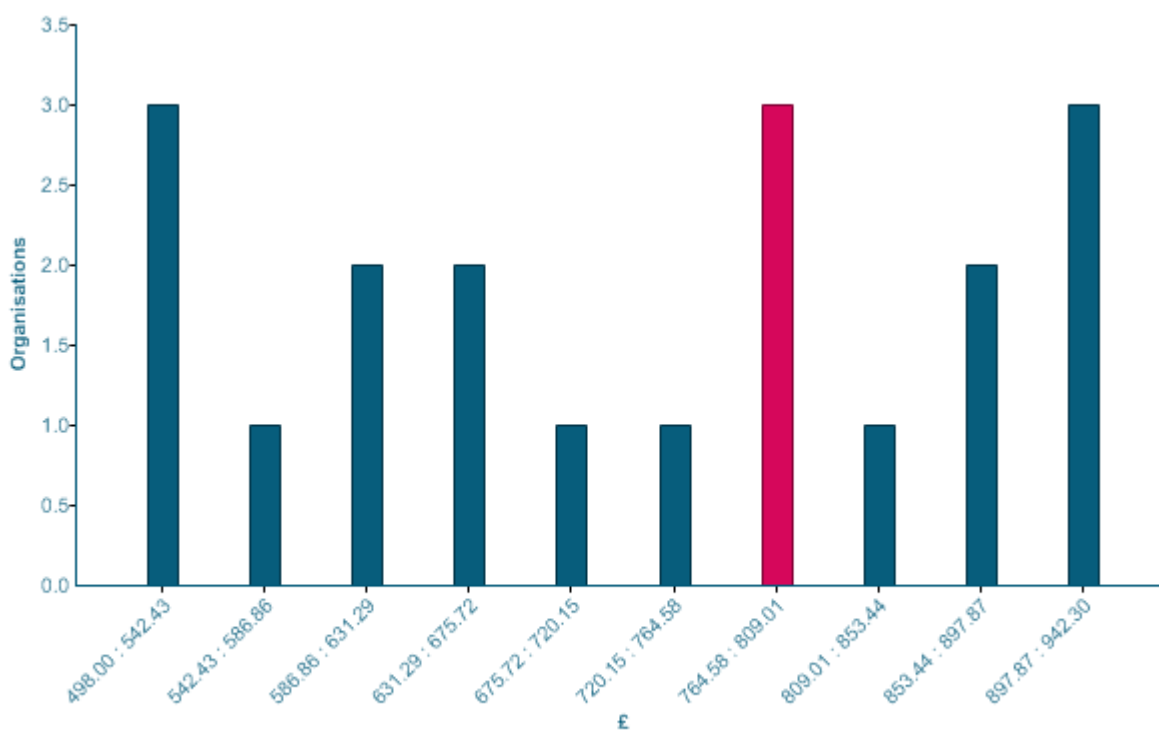
The table below shows the total and the direct cost per property of housing management, including a breakdown of those cost into its five constituent parts for those organisations who have chosen to submit data at the in-depth level.

Housing Management - Cost Summary									
KPI	Sample Size	Upper	Median	Lower	East Devon DC (2013/2014)		East Devon DC (2012/2013)		
					Result	Quartile	Result	Quartile	
Total CPP of Housing Management	19	253.97	273.05	321.75	261.05		258.83		
Direct CPP of Housing Management	19	168.62	186.25	204.57	189.86		180.47		
Direct CPP of Rent Arrears & Collection	19	49.97	57.56	61.71	61.20		58.79		
Direct CPP of Resident Involvement	19	21.50	25.09	36.51	45.71		44.57		
Direct CPP of Anti-Social Behaviour	19	19.23	22.20	32.71	12.32		12.17		
Direct CPP of Lettings	19	23.84	29.45	36.54	37.07		21.03		
Direct CPP of Tenancy Management	19	33.37	41.99	50.35	33.57		43.92		

5.4 Housing Maintenance

All the services you provide as a social landlord are important, but tenants put particular emphasis on receiving a cost-effective, high-quality repairs and maintenance service. Maintenance work can be undertaken on either a responsive or planned basis, ensuring the right balance can have a big impact on your overall expenditure.

5.4.1 Total CPP of responsive repairs and Voids works

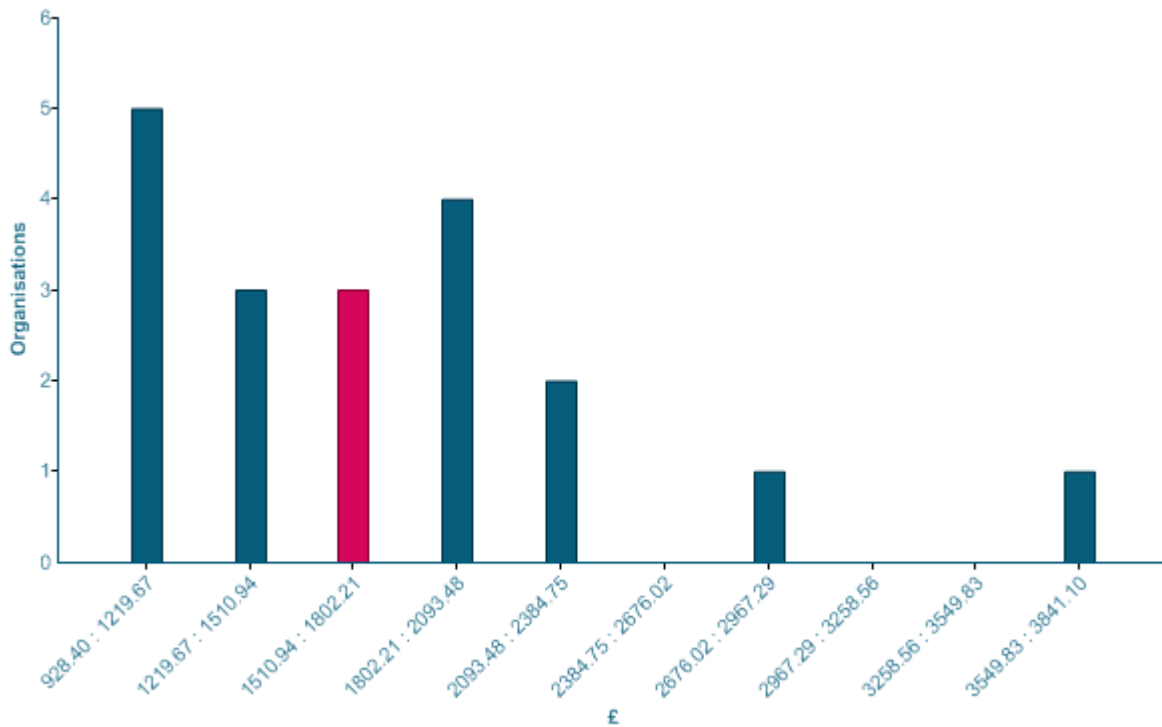


Total cost per property of Responsive Repairs & Void Works

Total cost per property of Responsive Repairs & Void Works										
Ranges	498.00 : 542.43	542.43 : 586.86	586.86 : 631.29	631.29 : 675.72	675.72 : 720.15	720.15 : 764.58	764.58 : 809.01	809.01 : 853.44	853.44 : 897.87	897.87 : 942.30
Organisations	3	1	2	2	1	1	3	1	2	3
East Devon DC (2013/2014)							781.83			

Total cost per property of Responsive Repairs & Void Works		
Comparator Group Quartiles	Upper	609.56
	Median	735.18
	Lower	846.71
Results for East Devon DC	Result	Quartile
East Devon DC (2013/2014)	781.83	
East Devon DC (2012/2013)	717.13	

5.4.2 Total CPP of major and Cyclical works



Total cost per property of Major Works & Cyclical Maintenance

Total cost per property of Major Works & Cyclical Maintenance										
Ranges	928.40 : 1219.67	1219.67 : 1510.94	1510.94 : 1802.21	1802.21 : 2093.48	2093.48 : 2384.75	2384.75 : 2676.02	2676.02 : 2967.29	2967.29 : 3258.56	3258.56 : 3549.83	3549.83 : 3841.10
Organisations	5	3	3	4	2	0	1	0	0	1
East Devon DC (2013/2014)			1538.77							

Total cost per property of Major Works & Cyclical Maintenance		
Comparator Group Quartiles	Upper	1,266.29
	Median	1,639.87
	Lower	2,078.29
Results for East Devon DC	Result	Quartile
East Devon DC (2013/2014)	1,538.77	👉
East Devon DC (2012/2013)	1,155.77	★

5.4.3 Housing Maintenance

The table below shows the total cost of your maintenance functions split between each of the main categories. The total figures are followed by a breakdown of the cost into service provision (cost of the work) and management together with some average costs of individual repair items.

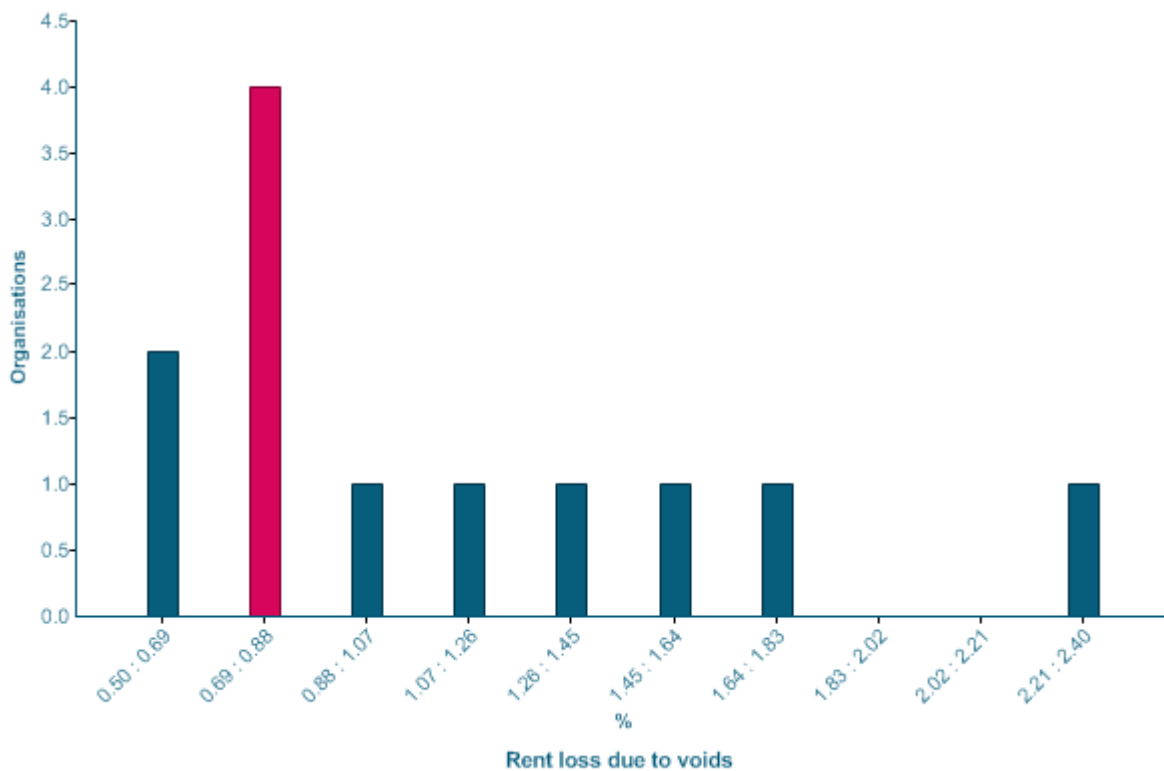
Housing Maintenance Cost Summary								
KPI	Sample Size	Upper	Median	Lower	East Devon DC (2013/2014)		East Devon DC (2012/2013)	
					Result	Quartile	Result	Quartile
Total CPP of Responsive Repairs	19	436.12	530.86	610.78	577.54		448.95	
Total CPP of Responsive Repairs (Service Provision)	19	342.88	447.26	481.83	511.08		388.59	
Total CPP of Responsive Repairs (Management)	19	80.75	94.73	139.73	66.47		60.36	
Average cost of a responsive repair	17	96.39	107.82	146.97	174.21		195.11	
Total CPP of Void Works	19	158.91	204.28	246.78	204.28		268.18	
Total CPP of Void Works (Service Provision)	19	123.22	161.96	204.50	141.92		200.73	
Total CPP of Void Works (Management)	19	30.59	34.75	53.26	62.36		67.45	
Average cost of a void repair	19	1,346.97	1,976.84	2,965.23	2,184.46		3,620.78	
Total CPP of Major Works	19	991.14	1,424.58	1,860.37	1,348.61		836.63	
Total CPP of Major Works (Service Provision)	19	946.83	1,370.32	1,751.50	1,317.43		756.72	
Total CPP of Major Works (Management)	19	61.62	107.82	133.42	31.17		79.91	
Total CPP of Cyclical Maintenance	19	184.12	214.31	273.54	190.16		319.14	
Total CPP of Cyclical Maintenance (Service Provision)	19	147.07	175.30	223.32	174.11		279.57	
Total CPP of Cyclical Maintenance (Management)	19	21.01	30.34	50.04	16.05		39.57	

5.5 Maximising rental income

In terms of your landlord function there are two main areas where income can be lost. The first area is when a property is empty and therefore no rent is chargeable, and the second is when there are arrears of rent. However, we should be clear that although rent arrears is a debt to the organisation, the actual income loss only materialises when the arrears are written off.

The following charts show the amount of rental income that your business is losing due to these two factors.

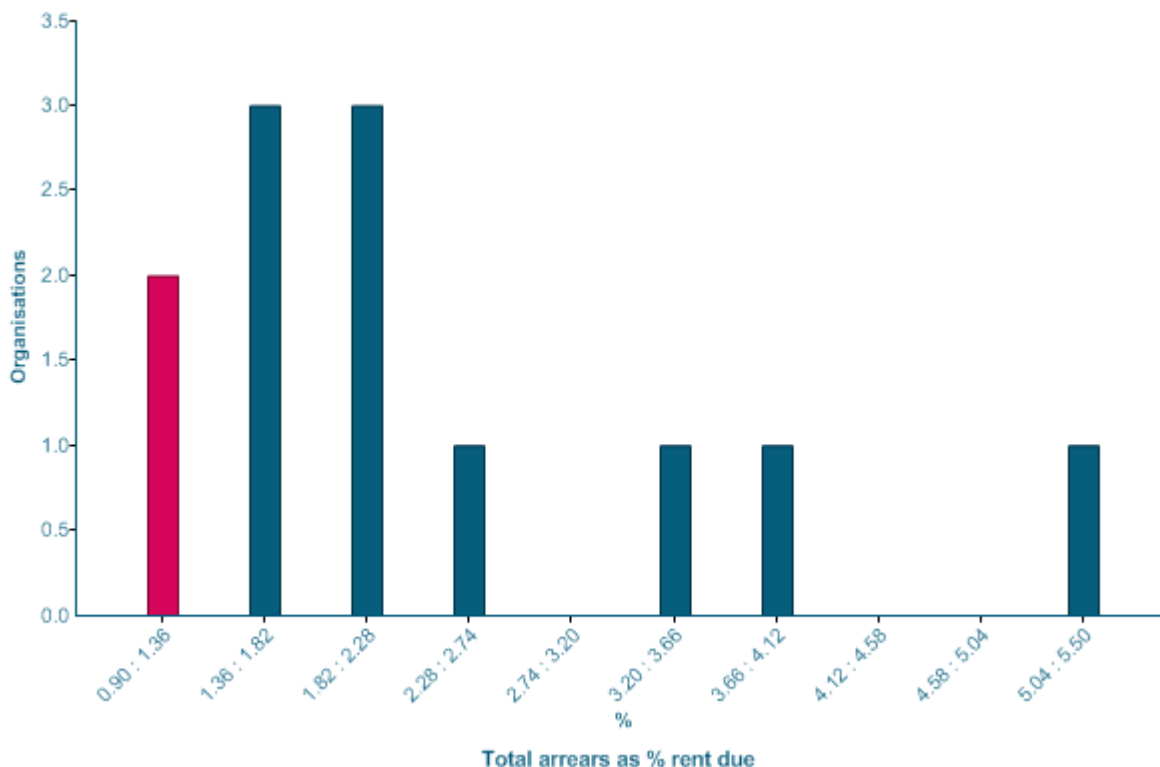
5.5.1 Rent loss due to voids



Rent loss due to voids										
Ranges	0.50 : 0.69	0.69 : 0.88	0.88 : 1.07	1.07 : 1.26	1.26 : 1.45	1.45 : 1.64	1.64 : 1.83	1.83 : 2.02	2.02 : 2.21	2.21 : 2.40
Organisations	2	4	1	1	1	1	1	0	0	1
East Devon DC (2013/2014)		0.80								

Rent loss due to voids	
Comparator Group Quartiles	Upper 0.76
	Median 0.88
	Lower 1.47
Results for East Devon DC	Result Quartile
East Devon DC (2013/2014)	0.80
East Devon DC (2012/2013)	0.67

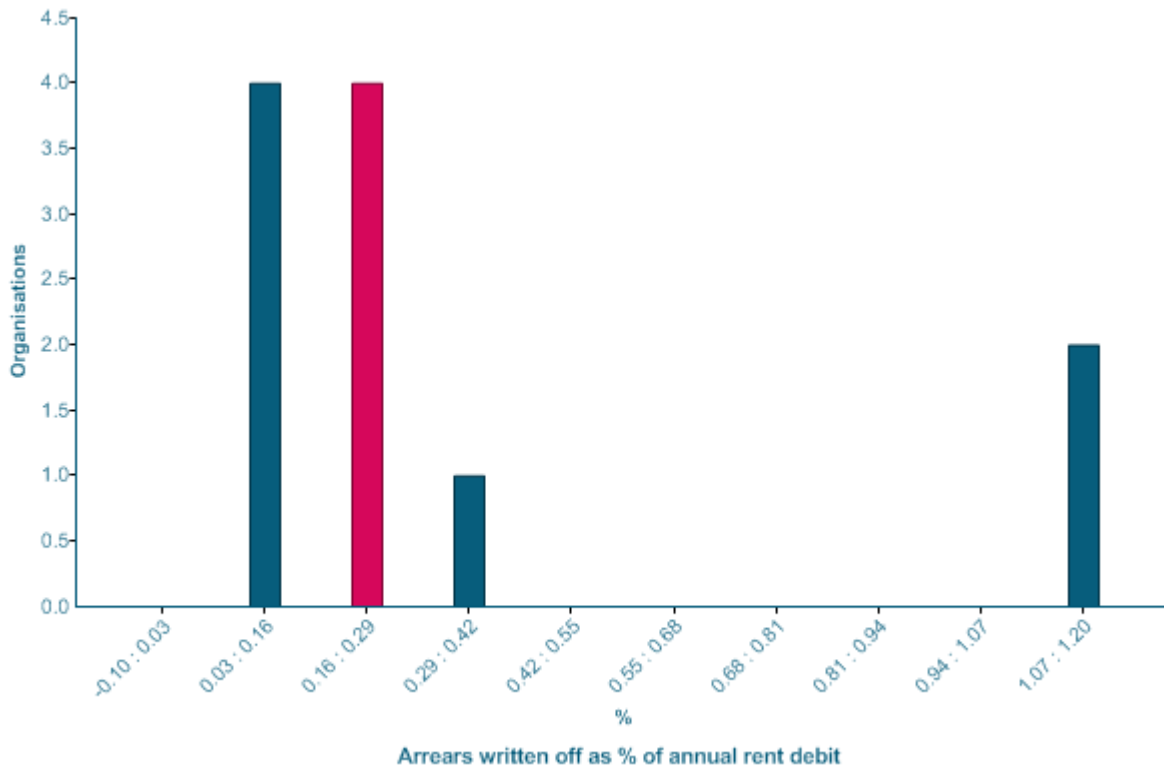
5.5.2 Total arrears as % of rent due



Total arrears as % rent due										
Ranges	0.90 : 1.36	1.36 : 1.82	1.82 : 2.28	2.28 : 2.74	2.74 : 3.20	3.20 : 3.66	3.66 : 4.12	4.12 : 4.58	4.58 : 5.04	5.04 : 5.50
Organisations	2	3	3	1	0	1	1	0	0	1
East Devon DC (2013/2014)	1.01									

Total arrears as % rent due		
Comparator Group Quartiles	Upper	1.45
	Median	1.89
	Lower	2.92
Results for East Devon DC		
	Result	Quartile
East Devon DC (2013/2014)	1.01	★
East Devon DC (2012/2013)	1.22	★

5.5.3 Arrears written off as % of annual rent debit



Arrears written off as % of annual rent debit										
Ranges	-0.10 : 0.03	0.03 : 0.16	0.16 : 0.29	0.29 : 0.42	0.42 : 0.55	0.55 : 0.68	0.68 : 0.81	0.81 : 0.94	0.94 : 1.07	1.07 : 1.20
Organisations	0	4	4	1	0	0	0	0	0	2
East Devon DC (2013/2014)			0.17							

Arrears written off as % of annual rent debit		
Comparator Group Quartiles	Upper	0.16
	Median	0.20
	Lower	0.33
Results for East Devon DC		
	Result	Quartile
East Devon DC (2013/2014)	0.17	👉
East Devon DC (2012/2013)	0.19	👉

One of the biggest challenges to landlords over the last 12 months has been the impact of welfare reform. The next section looks at the effects on your business of these changes and compares them to the sector as a whole.

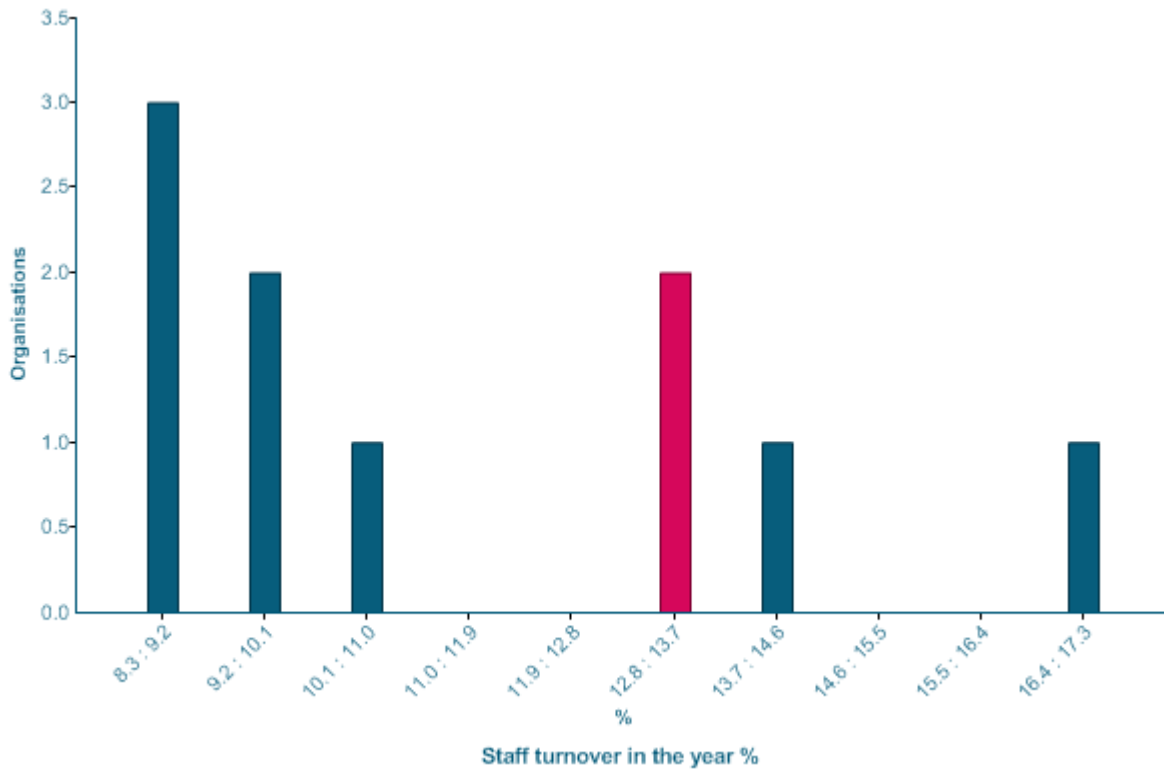
6. People

The delivery of social housing is heavily dependent upon any organisation's greatest resource – its staff. This is not simply about productivity in the shape of efficient systems and process, it is about effectiveness - the way services are delivered, where staff motivation and engagement are crucial.

The charts below allow you to compare your staff turnover, sickness absence and staff satisfaction with other landlords. High staff turnover can impact significantly on costs and performance and tackling absenteeism can help produce productivity gains.

This year, we have also introduced a new indicator which is looking at the ratio between the person in your organisations who earns the most and the average salary for all staff.

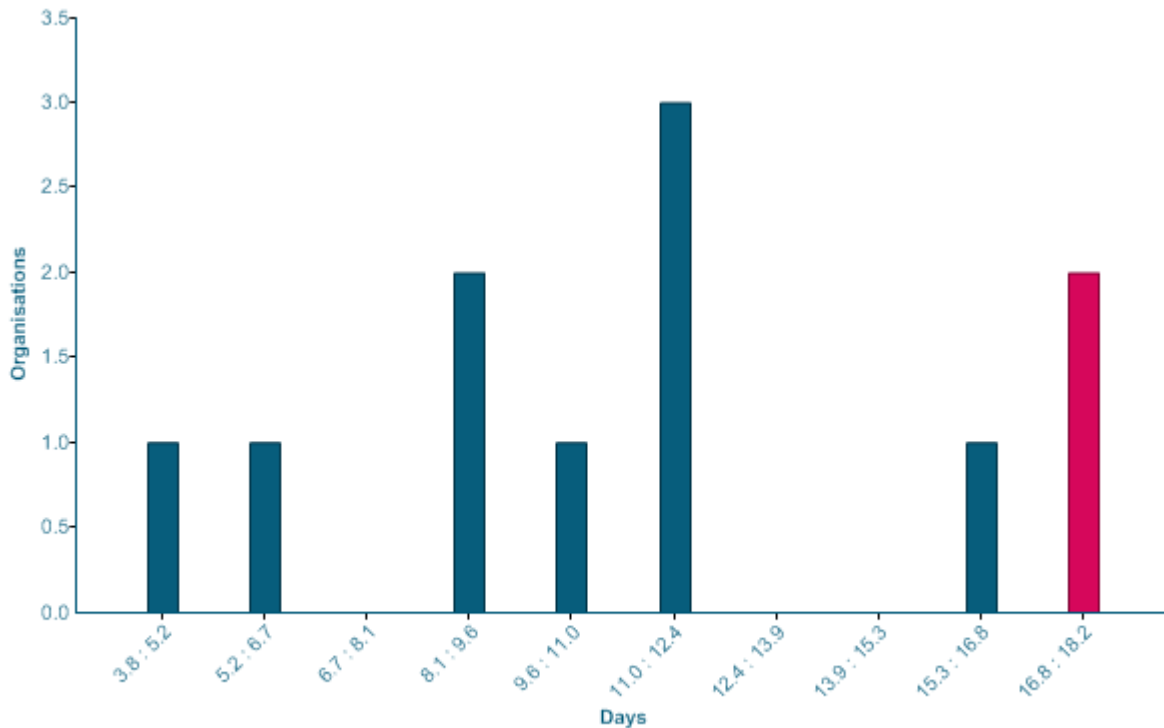
6.1 Staff turnover rates



Staff turnover in the year %										
Ranges	8.3 : 9.2	9.2 : 10.1	10.1 : 11.0	11.0 : 11.9	11.9 : 12.8	12.8 : 13.7	13.7 : 14.6	14.6 : 15.5	15.5 : 16.4	16.4 : 17.3
Organisations	3	2	1	0	0	2	1	0	0	1
East Devon DC (2013/2014)						13.1				

Staff turnover in the year %		
Comparator Group Quartiles	Upper	9.1
	Median	10.0
	Lower	13.1
Results for East Devon DC		
	Result	Quartile
East Devon DC (2013/2014)	13.1	●
East Devon DC (2012/2013)	8.1	★

6.2 Average days lost to sickness

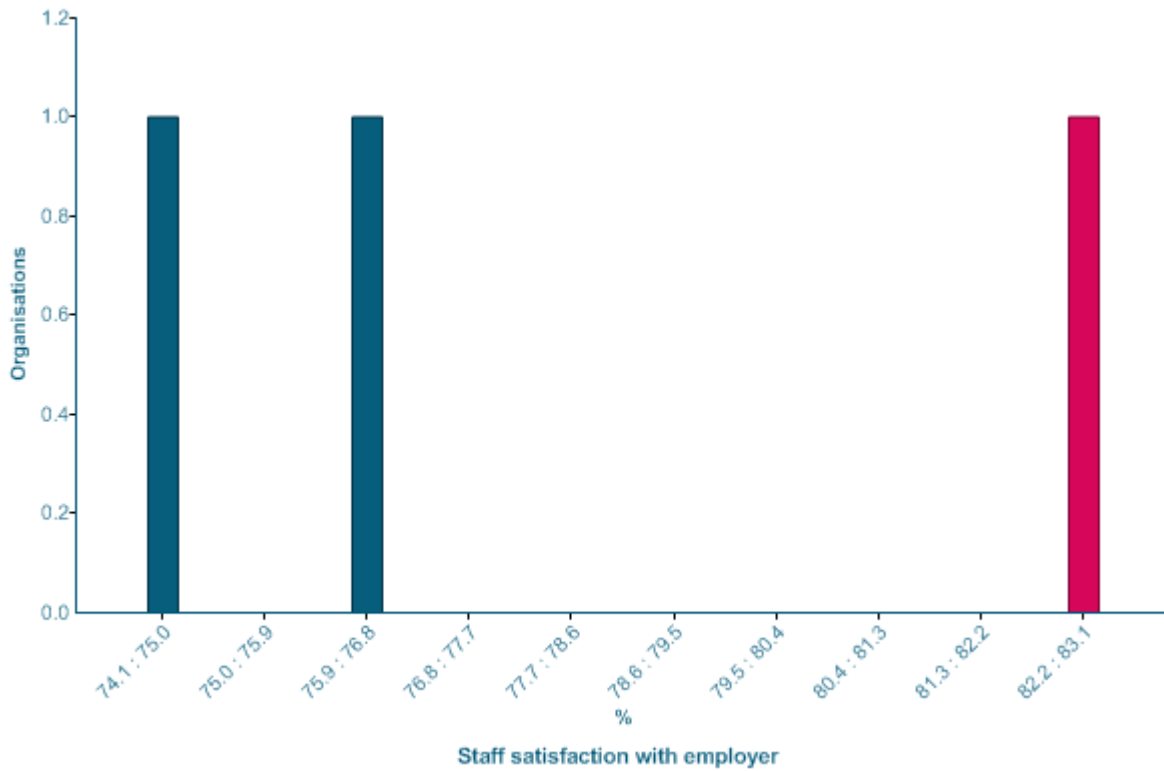


Sickness absence average working days/shifts lost per employee

Sickness absence average working days/shifts lost per employee										
Ranges	3.8 : 5.2	5.2 : 6.7	6.7 : 8.1	8.1 : 9.6	9.6 : 11.0	11.0 : 12.4	12.4 : 13.9	13.9 : 15.3	15.3 : 16.8	16.8 : 18.2
Organisations	1	1	0	2	1	3	0	0	1	2
East Devon DC (2013/2014)										16.9

Sickness absence average working days/shifts lost per employee		
Comparator Group Quartiles	Upper	8.8
	Median	11.5
	Lower	13.8
Results for East Devon DC		
	Result	Quartile
East Devon DC (2013/2014)	16.9	●
East Devon DC (2012/2013)	10.0	▲

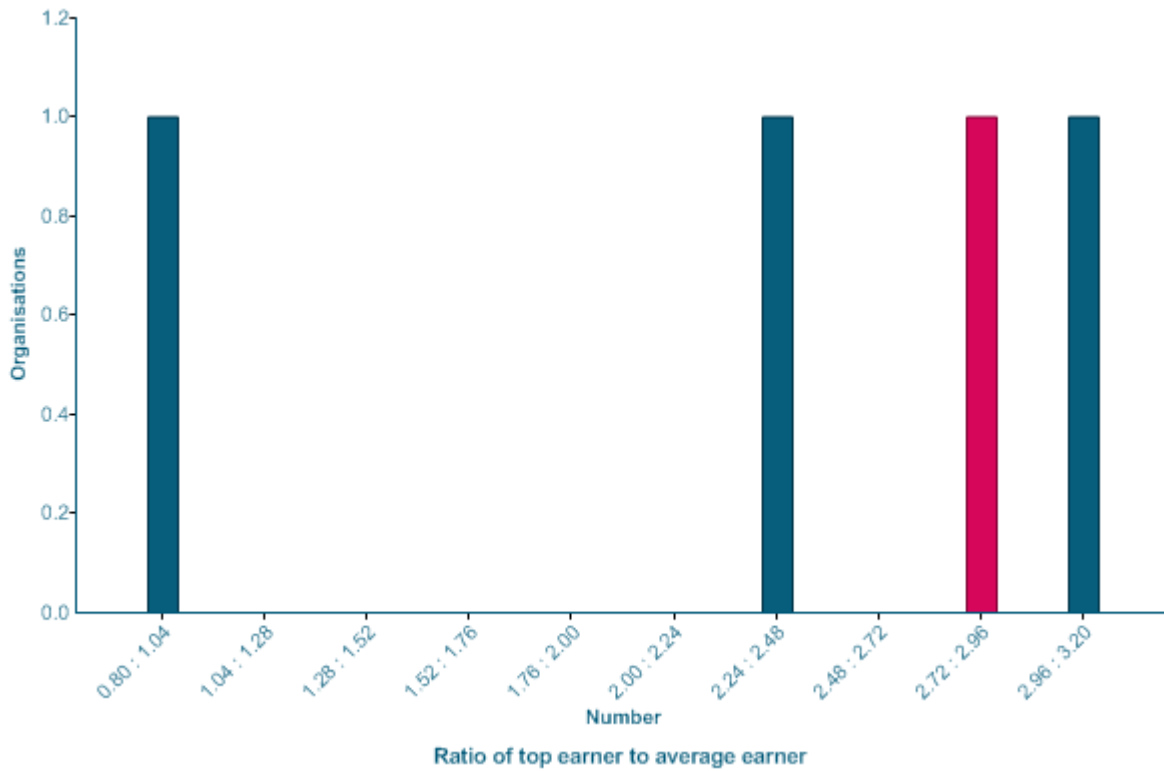
6.3 Staff satisfaction with employer



Staff satisfaction with employer										
Ranges	74.1 : 75.0	75.0 : 75.9	75.9 : 76.8	76.8 : 77.7	77.7 : 78.6	78.6 : 79.5	79.5 : 80.4	80.4 : 81.3	81.3 : 82.2	82.2 : 83.1
Organisations	1	0	1	0	0	0	0	0	0	1
East Devon DC (2013/2014)										83.0

Staff satisfaction with employer		
Comparator Group Quartiles	Upper	N/A
	Median	N/A
	Lower	N/A
Results for East Devon DC		
	Result	Quartile
East Devon DC (2013/2014)	83.0	!
East Devon DC (2012/2013)	NoData	!

6.4 Ratio of top earner to average earner



Ratio of top earner to average earner										
Ranges	0.80 : 1.04	1.04 : 1.28	1.28 : 1.52	1.52 : 1.76	1.76 : 2.00	2.00 : 2.24	2.24 : 2.48	2.48 : 2.72	2.72 : 2.96	2.96 : 3.20
Organisations	1	0	0	0	0	0	1	0	1	1
East Devon DC (2013/2014)									2.81	

Ratio of top earner to average earner		
Comparator Group Quartiles	Upper	N/A
	Median	N/A
	Lower	N/A
Results for East Devon DC		
	Result	Quartile
East Devon DC (2013/2014)	2.81	!
East Devon DC (2012/2013)	NoData	!

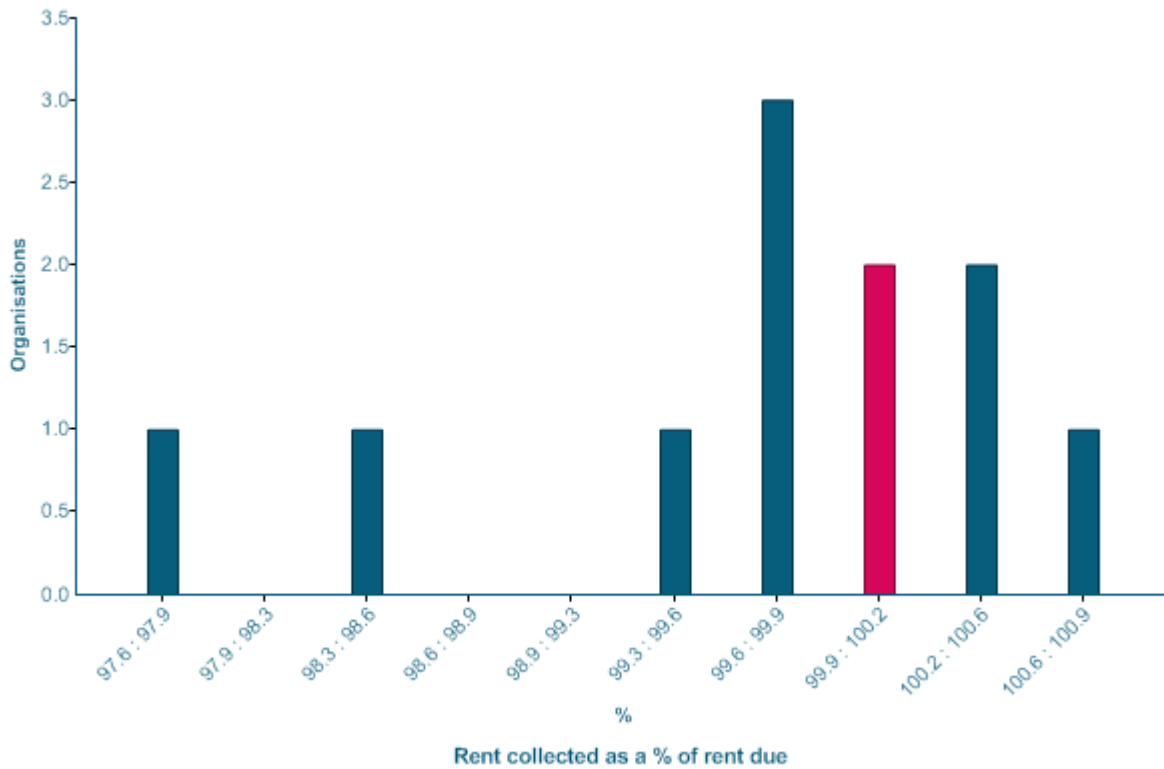
7. Process

This section looks at VFM from the perspective of your key business processes. The effectiveness of these processes is vital to success and are good indicator of achieving VFM.

The key income areas noted in the Business Health section are revisited to understand how well the associated processes are working. It also includes an important repairs process indicator – percentage of repairs completed at the first visit. This effectively doubles up as a 'value' measure too, as tenants want the convenience of getting the job done 'in one go'.

This section looks at how well your business processes are working and the comparison to your peer group will allow you to judge whether this is an area which needs improvement.

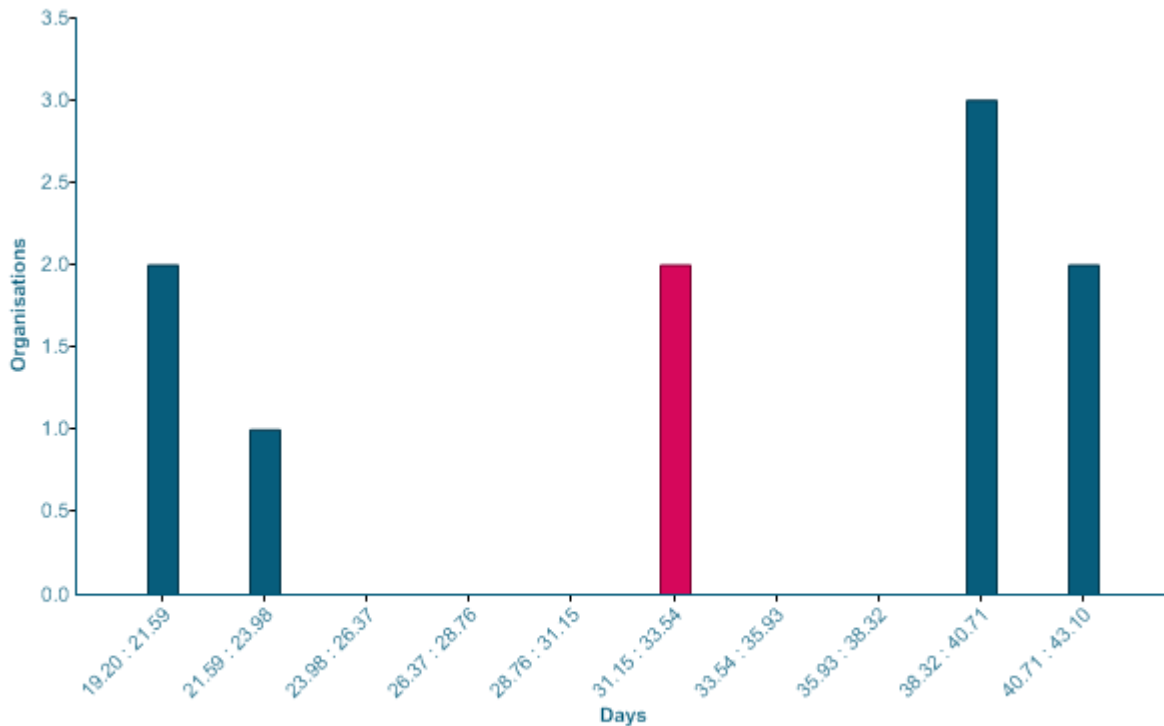
7.1 Rent collected as a % of rent due



Rent collected as a % of rent due										
Ranges	97.6 : 97.9	97.9 : 98.3	98.3 : 98.6	98.6 : 98.9	98.9 : 99.3	99.3 : 99.6	99.6 : 99.9	99.9 : 100.2	100.2 : 100.6	100.6 : 100.9
Organisations	1	0	1	0	0	1	3	2	2	1
East Devon DC (2013/2014)								99.9		

Rent collected as a % of rent due		
Comparator Group Quartiles	Upper	100.2
	Median	99.8
	Lower	99.5
Results for East Devon DC		
	Result	Quartile
East Devon DC (2013/2014)	99.9	👑
East Devon DC (2012/2013)	99.7	🏆

7.2 Average re-let time

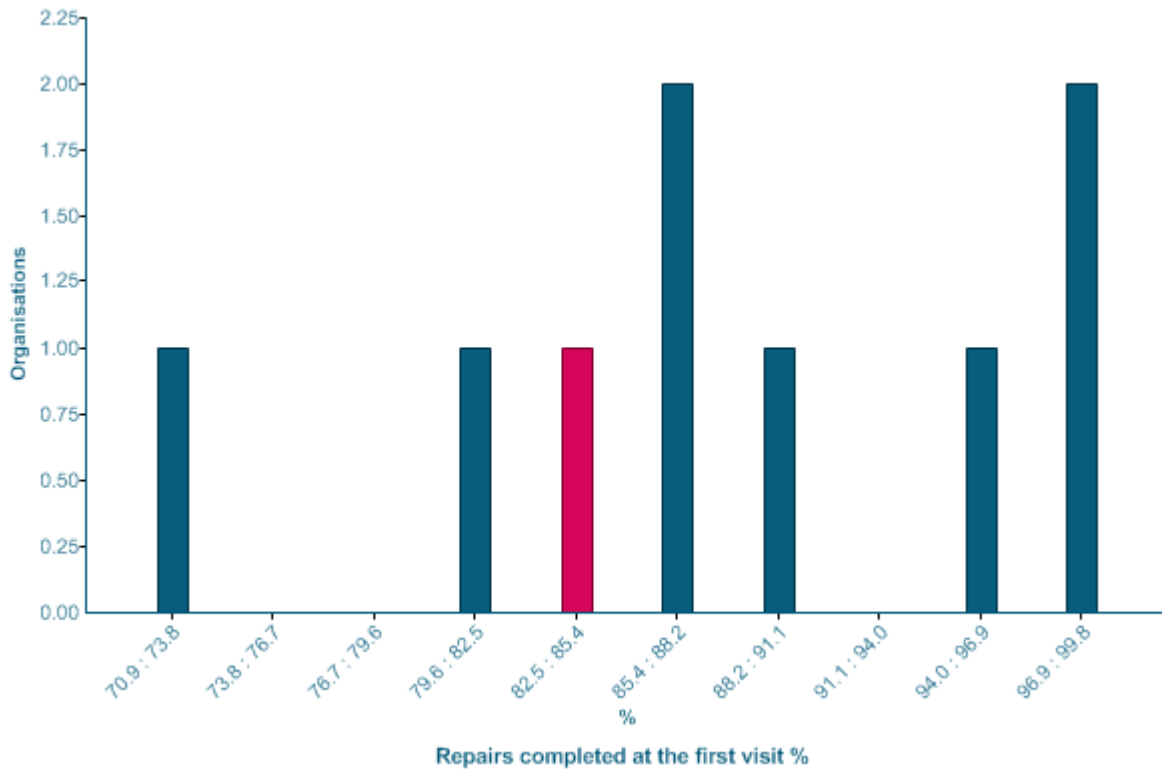


Average re-let time in days during the period benchmarked (standard re-lets)

Average re-let time in days during the period benchmarked (standard re-lets)										
Ranges	19.20 : 21.59	21.59 : 23.98	23.98 : 26.37	26.37 : 28.76	28.76 : 31.15	31.15 : 33.54	33.54 : 35.93	35.93 : 38.32	38.32 : 40.71	40.71 : 43.10
Organisations	2	1	0	0	0	2	0	0	3	2
East Devon DC (2013/2014)						31.68				

Average re-let time in days during the period benchmarked (standard re-lets)		
Comparator Group Quartiles	Upper	24.85
	Median	35.14
	Lower	40.26
Results for East Devon DC		
	Result	Quartile
East Devon DC (2013/2014)	31.68	★
East Devon DC (2012/2013)	22.10	★

7.3 % of repairs completed at the first visit

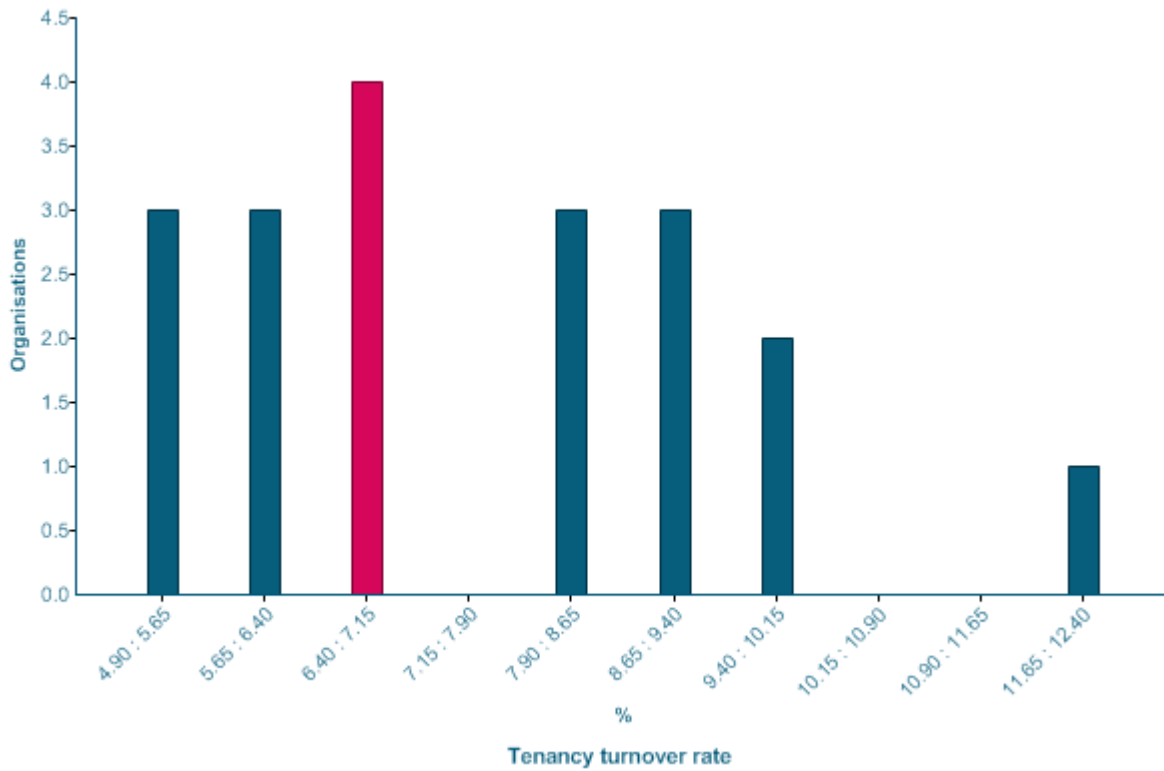


Repairs completed at the first visit %										
Ranges	70.9 : 73.8	73.8 : 76.7	76.7 : 79.6	79.6 : 82.5	82.5 : 85.4	85.4 : 88.2	88.2 : 91.1	91.1 : 94.0	94.0 : 96.9	96.9 : 99.8
Organisations	1	0	0	1	1	2	1	0	1	2
East Devon DC (2013/2014)					84.6					

Repairs completed at the first visit %		
Comparator Group Quartiles	Upper	96.0
	Median	87.0
	Lower	84.6
Results for East Devon DC		
	Result	Quartile
East Devon DC (2013/2014)	84.6	●
East Devon DC (2012/2013)	86.1	◐

Although the indicators above are included in the VFM scorecard in the Executive summary, the indicators below add some additional insight into how your processes are working.

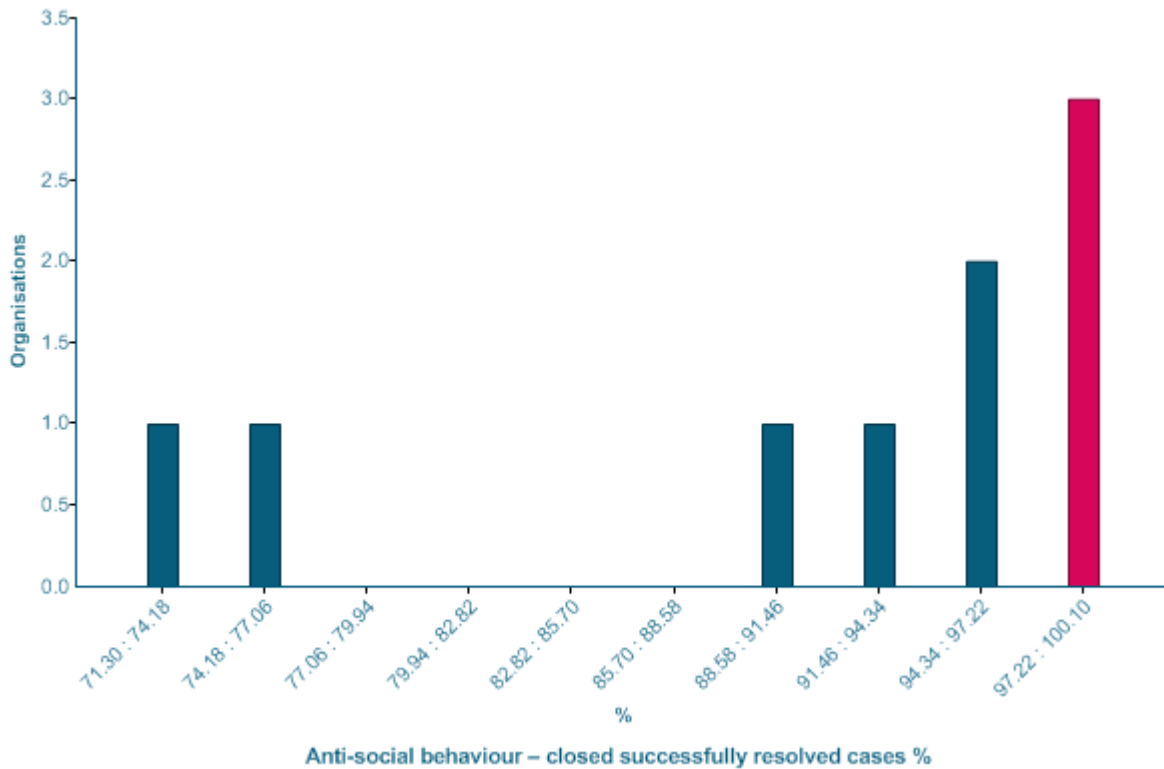
7.4 Tenancy turnover rate



Tenancy turnover rate										
Ranges	4.90 : 5.65	5.65 : 6.40	6.40 : 7.15	7.15 : 7.90	7.90 : 8.65	8.65 : 9.40	9.40 : 10.15	10.15 : 10.90	10.90 : 11.65	11.65 : 12.40
Organisations	3	3	4	0	3	3	2	0	0	1
East Devon DC (2013/2014)			6.50							

Tenancy turnover rate		
Comparator Group Quartiles	Upper	6.13
	Median	6.64
	Lower	8.92
Results for East Devon DC		
	Result	Quartile
East Devon DC (2013/2014)	6.50	★
East Devon DC (2012/2013)	5.54	★

7.5 ASB % cases that were closed successfully resolved



Anti-social behaviour – closed successfully resolved cases %										
Ranges	71.30 : 74.18	74.18 : 77.06	77.06 : 79.94	79.94 : 82.82	82.82 : 85.70	85.70 : 88.58	88.58 : 91.46	91.46 : 94.34	94.34 : 97.22	97.22 : 100.10
Organisations	1	1	0	0	0	0	1	1	2	3
East Devon DC (2013/2014)										98.43

Anti-social behaviour – closed successfully resolved cases %		
Comparator Group Quartiles	Upper	97.67
	Median	96.72
	Lower	88.89
Results for East Devon DC		
	Result	Quartile
East Devon DC (2013/2014)	98.43	★
East Devon DC (2012/2013)	99.05	★

7.6 Customer services

The following table considers the level of customer service you are delivering to your tenants.

Customer Service									
KPI	Sample Size	Upper	Median	Lower	East Devon DC (2013/2014)		East Devon DC (2012/2013)		
					Result	Quartile	Result	Quartile	
Percentage of complainants satisfied with case handling	3	N/A	N/A	N/A	73.9	!	NoData	!	
Percentage of complaints resolved at first contact	2	N/A	N/A	N/A	NoData	!	NoData	!	
Percentage of calls handled at first contact	2	N/A	N/A	N/A	NoData	!	NoData	!	

8. Value

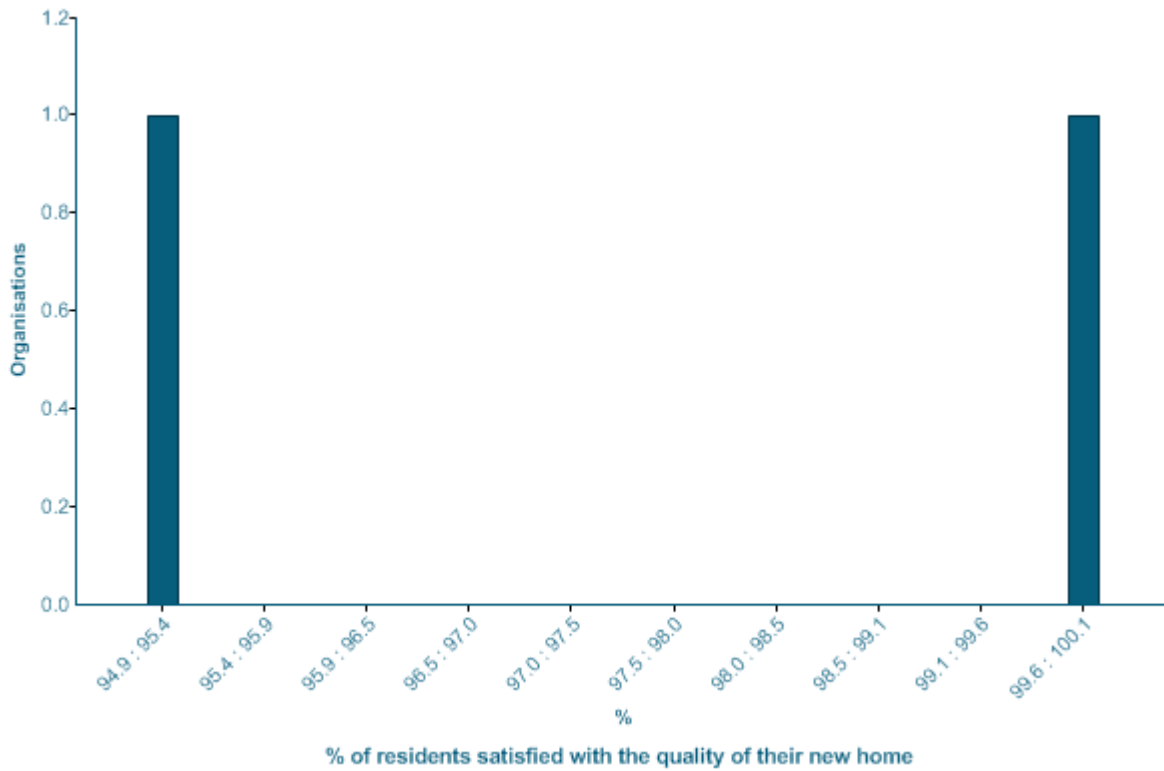
The measures in this section are all about the outcomes (or value) that your organisation generates for tenants. These measures may be complemented by your own data on, for example, new homes, worklessness or financial inclusion initiatives and care and support, to represent the full extent of the social value you produce.

It is important to judge how much value is being provided and this can be measured by outcomes as judged by tenants. For example, if your organisation is a developing organisation, it would be important to find out whether the newly built properties that have been provided are satisfying the needs of the residents who are subsequently occupying them.

Councils also need to be clear whether their tenants are satisfied with the services they provide, and therefore a regular measure of satisfaction through a STAR satisfaction survey can help landlords measure how satisfied their tenants really are across a number of key services.

STAR is a framework which allows a range of survey types and methods (details can be found in [STAR Features](#)). HouseMark will be reviewing the framework later this year and will consult with members who are interested. To express your interest please email data@housemark.co.uk providing your contact details.

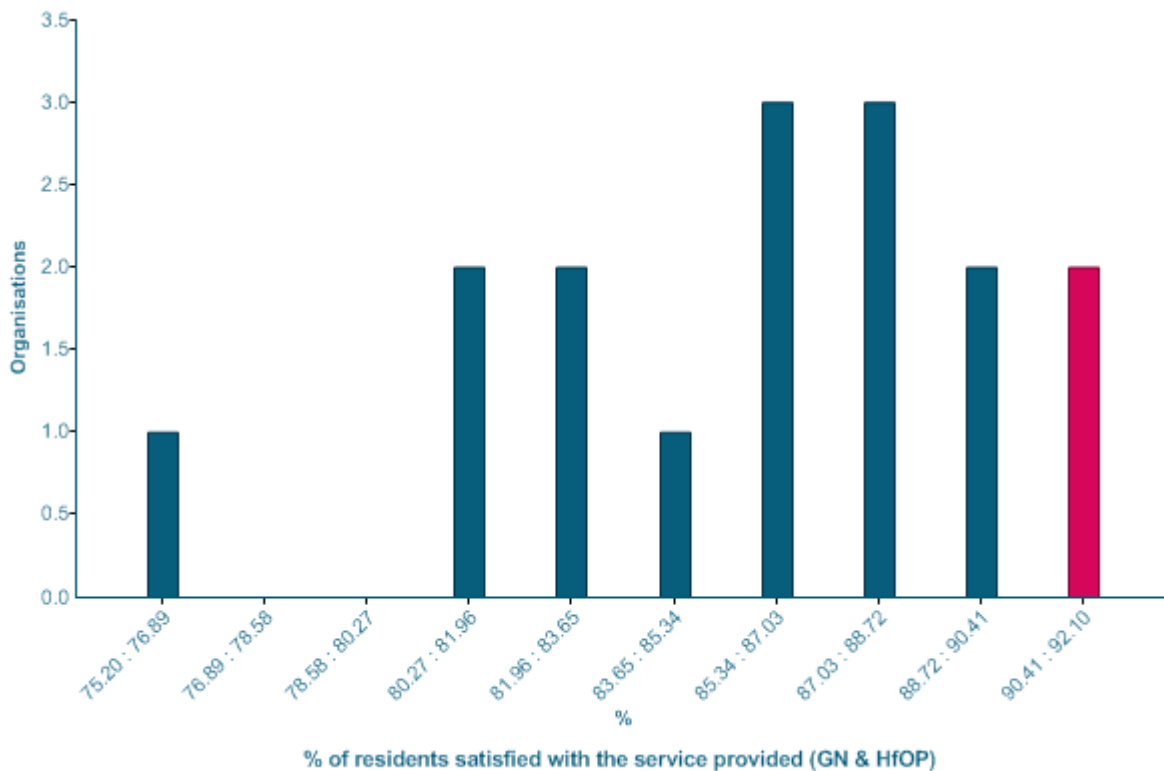
8.1 Tenant satisfaction with the quality of their new home



% of residents satisfied with the quality of their new home										
Ranges	94.9 : 95.4	95.4 : 95.9	95.9 : 96.5	96.5 : 97.0	97.0 : 97.5	97.5 : 98.0	98.0 : 98.5	98.5 : 99.1	99.1 : 99.6	99.6 : 100.1
Organisations	1	0	0	0	0	0	0	0	0	1
East Devon DC (2013/2014)										

% of residents satisfied with the quality of their new home		
Comparator Group Quartiles	Upper	N/A
	Median	N/A
	Lower	N/A
Results for East Devon DC		
	Result	Quartile
East Devon DC (2013/2014)	NoData	!
East Devon DC (2012/2013)	NoData	!

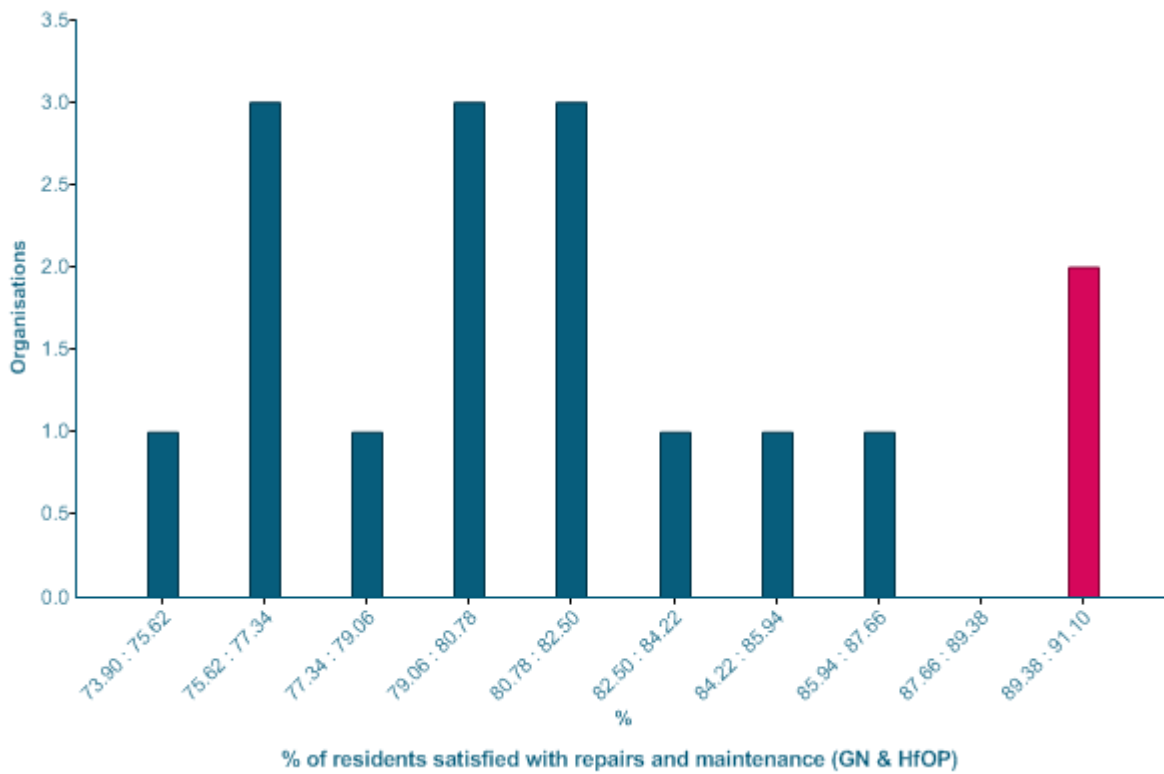
8.2 Tenant satisfaction with the overall service provided by their landlord



% of residents satisfied with the service provided (GN & HfOP)										
Ranges	75.20 : 76.89	76.89 : 78.58	78.58 : 80.27	80.27 : 81.96	81.96 : 83.65	83.65 : 85.34	85.34 : 87.03	87.03 : 88.72	88.72 : 90.41	90.41 : 92.10
Organisations	1	0	0	2	2	1	3	3	2	2
East Devon DC (2013/2014)										91.00

% of residents satisfied with the service provided (GN & HfOP)		
Comparator Group Quartiles	Upper	88.60
	Median	86.70
	Lower	82.98
Results for East Devon DC	Result	Quartile
East Devon DC (2013/2014)	91.00	★
East Devon DC (2012/2013)	91.00	★

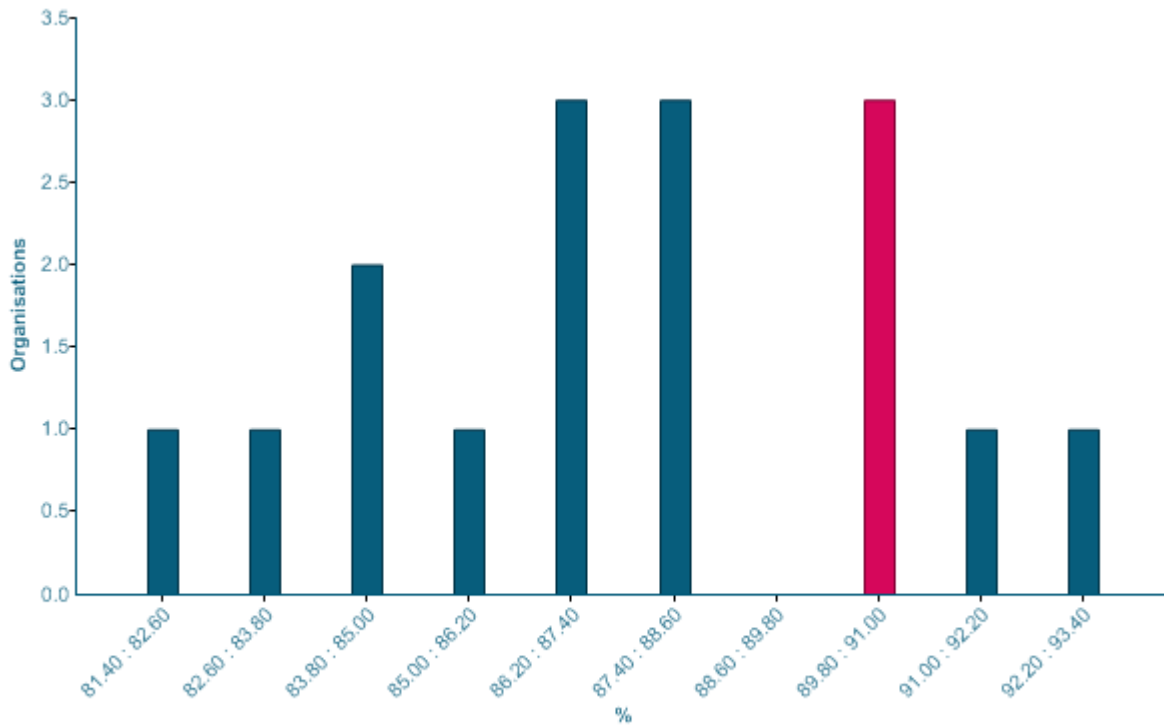
8.3 Tenant satisfaction with the repairs and maintenance service provided



% of residents satisfied with repairs and maintenance (GN & HfOP)										
Ranges	73.90 : 75.62	75.62 : 77.34	77.34 : 79.06	79.06 : 80.78	80.78 : 82.50	82.50 : 84.22	84.22 : 85.94	85.94 : 87.66	87.66 : 89.38	89.38 : 91.10
Organisations	1	3	1	3	3	1	1	1	0	2
East Devon DC (2013/2014)										91.00

% of residents satisfied with repairs and maintenance (GN & HfOP)		
Comparator Group Quartiles	Upper	83.75
	Median	80.65
	Lower	78.55
Results for East Devon DC	Result	Quartile
East Devon DC (2013/2014)	91.00	★
East Devon DC (2012/2013)	91.00	★

8.4 Tenant satisfaction with the neighbourhood as a place to live

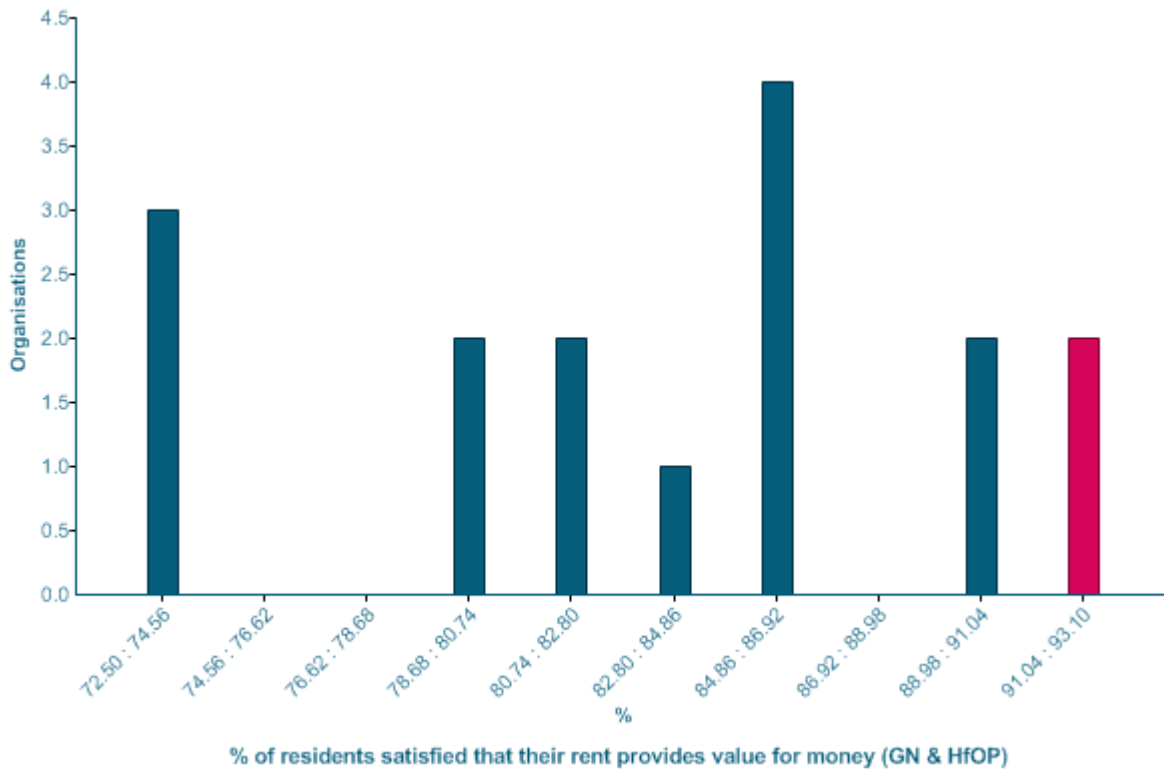


% of residents satisfied with their neighbourhood as a place to live (GN & HfOP)

% of residents satisfied with their neighbourhood as a place to live (GN & HfOP)										
Ranges	81.40 : 82.60	82.60 : 83.80	83.80 : 85.00	85.00 : 86.20	86.20 : 87.40	87.40 : 88.60	88.60 : 89.80	89.80 : 91.00	91.00 : 92.20	92.20 : 93.40
Organisations	1	1	2	1	3	3	0	3	1	1
East Devon DC (2013/2014)								91.00		

% of residents satisfied with their neighbourhood as a place to live (GN & HfOP)		
Comparator Group Quartiles	Upper	90.10
	Median	87.45
	Lower	85.83
Results for East Devon DC		
	Result	Quartile
East Devon DC (2013/2014)	91.00	★
East Devon DC (2012/2013)	91.00	★

8.5 Tenants who believe their rent provided VFM



% of residents satisfied that their rent provides value for money (GN & HfOP)										
Ranges	72.50 : 74.56	74.56 : 76.62	76.62 : 78.68	78.68 : 80.74	80.74 : 82.80	82.80 : 84.86	84.86 : 86.92	86.92 : 88.98	88.98 : 91.04	91.04 : 93.10
Organisations	3	0	0	2	2	1	4	0	2	2
East Devon DC (2013/2014)										93.00

% of residents satisfied that their rent provides value for money (GN & HfOP)		
Comparator Group Quartiles	Upper	87.20
	Median	84.35
	Lower	79.18
Results for East Devon DC		
	Result	Quartile
East Devon DC (2013/2014)	93.00	★
East Devon DC (2012/2013)	93.00	★

This year we have recommended that the option STAR question “how likely are you to recommend others to use the services of the landlord” should be collected in order that a so-called ‘net promoter score’ can be calculated for your organisation. Once sufficient data is available for this indicator we will report the results.

8.6 Social Value

There is fast-growing interest in the sector in terms of measuring social value. The reasons for this are:

- Organisations are seeking to ensure that they are getting a return on their investment for what they are doing in this area
- The sector as a whole seeks to demonstrate the added value that it is delivering in return for public investment

There are a number of different techniques being used to measure social value, notably SROI and the HACT 'wellbeing index' together with 'home grown' approaches. No single technique has yet established market dominance. It is not our current intention to add another methodology to the list.

Instead, we want to include social value in our model. As a first step, we have this year included benchmarking of the cost of social value activity. Over the coming year we will consider whether or not social value outcomes can be benchmarked – which may be difficult due to the range of approaches being adopted – or whether outcomes are best included as non-comparative but still very important contextual data.

For anyone wanting to know more about the issues we suggest you read the recent Midland Heart/HouseMark publication Journey to Impact – which is available from our website.

[http://www.housemark.co.uk/hmresour.nsf/lookup/JourneyToImpact.pdf/\\$File/JourneyToImpact.pdf](http://www.housemark.co.uk/hmresour.nsf/lookup/JourneyToImpact.pdf/$File/JourneyToImpact.pdf)

8.7 Other Value Measures

There are other measures of value which can demonstrate the value provided which are not in the scorecard:

Other Value Measures								
KPI	Sample Size	Upper	Median	Lower	East Devon DC (2013/2014)		East Devon DC (2012/2013)	
					Result	Quartile	Result	Quartile
Percentage of properties that fail to meet the decent homes standard	10	0.0	1.0	12.3	0.0	★	0.0	★
Percentage of properties with a valid gas safety certificate	12	100.00	99.99	99.93	99.81	●	100.00	★
Average SAP rating	8	69.4	69.2	67.1	67.3	☀	64.0	●

Appendices

Appendix 1: Changes to HouseMark Benchmarking

As a result of customer research undertaken in 2013, we became aware that some members wanted changes to be made to the benchmarking service.

There were a number of reasons for this, including increasing diversification in the sector, the need to move on from 'old regulatory PIs' to more business-focused indicators and a strong, common desire for the benchmarking process to be simpler, quicker and better value.

So, beginning last autumn and extending into the early New Year, we embarked on an extensive benchmarking-specific consultation process. By means of focus groups, on-site interviews and an online questionnaire, we offered every member the opportunity to contribute and ultimately we received feedback from around 150 organisations.

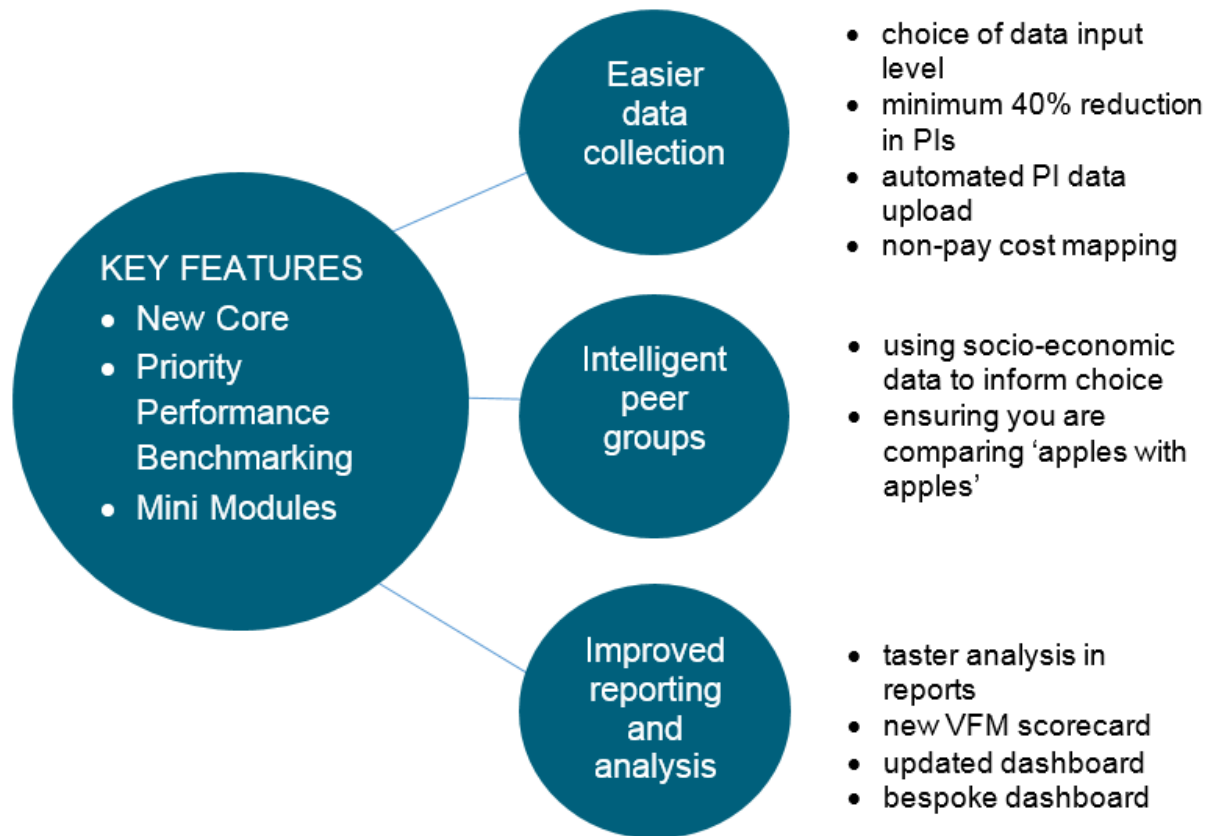
What lessons did we take from the research feedback?

- Members want benchmarking that is fit-for-purpose and reflective of their organisational needs
- Views were fairly evenly split between those wanting to continue benchmarking as before, those wanting radical change and others who would welcome only minor change
- We need to reduce the number of performance indicators that we collect and make them more business-focused
- We need to improve the analysis of data in our benchmarking reports and provide members with more support in selecting peer groups.

We have therefore embarked on a two-year improvement and refresh programme for our benchmarking services. This year, we've placed **choice and flexibility** at the very core of our 2014 data offer. If you still want to do benchmarking as you've always done it, you can. If, however, you want to do it differently, there are now more opportunities to do so. It's benchmarking the way you want it.

All new and improved features of our new benchmarking system revolve around data collection that is faster and easier, with greater flexibility and better outputs **and** new visualisation tools for reporting; all of which will deliver greater value to you.

The key features of the new system are shown in the diagram below and represent the main issues members wanted addressed:



Members receiving this report may have experienced some of our new aids to easier data collection. We would welcome feedback on how helpful they were as part of overall feedback on this report⁷.

Assistance has been provided to identify the most appropriate peer groups with your staff agreeing the final selection. This report itself includes access to the new VFM Scorecard results and provides examples of the types of data analysis available⁸.

There are more changes and improvements to come as we progress through 2014 and into 2015. We will communicate these to you directly, and you can also track our benchmarking refresh through the HouseMark website, newsletter and blog.

⁷ See section 1.2

⁸ See Appendix 4 for further details of our data analysis service

Appendix 2: 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.

Where any compilations of Benchmarking Data or statistics or Good Practice Examples produced from data (other than Data submitted by the Subscriber) stored on the database forming part of the System are made for internal or external reports by or on behalf of the Subscriber, the Subscriber shall ensure that credit is given with reasonable prominence in respect of each part of the data used every time it is used (whether orally or in writing) and such credit shall include the words 'Source: HouseMark'.

The Subscriber shall use best endeavours to ensure that any and all uses of the System shall be made with reasonable care and skill and in a way which is not misleading.

The Subscriber may not sell, lease, license, transfer, give or otherwise dispose of the whole or any part of the System or any Copy. The provisions of this clause shall survive termination or expiry of this Agreement, however caused.

The Subscriber shall not make any Copy or reproduce in any way the whole or a part of the System except that the Subscriber may make such copies (paper based or electronic) of the data and information displayed on the System as are reasonably necessary to use the System in the manner specifically and expressly permitted by this Agreement.

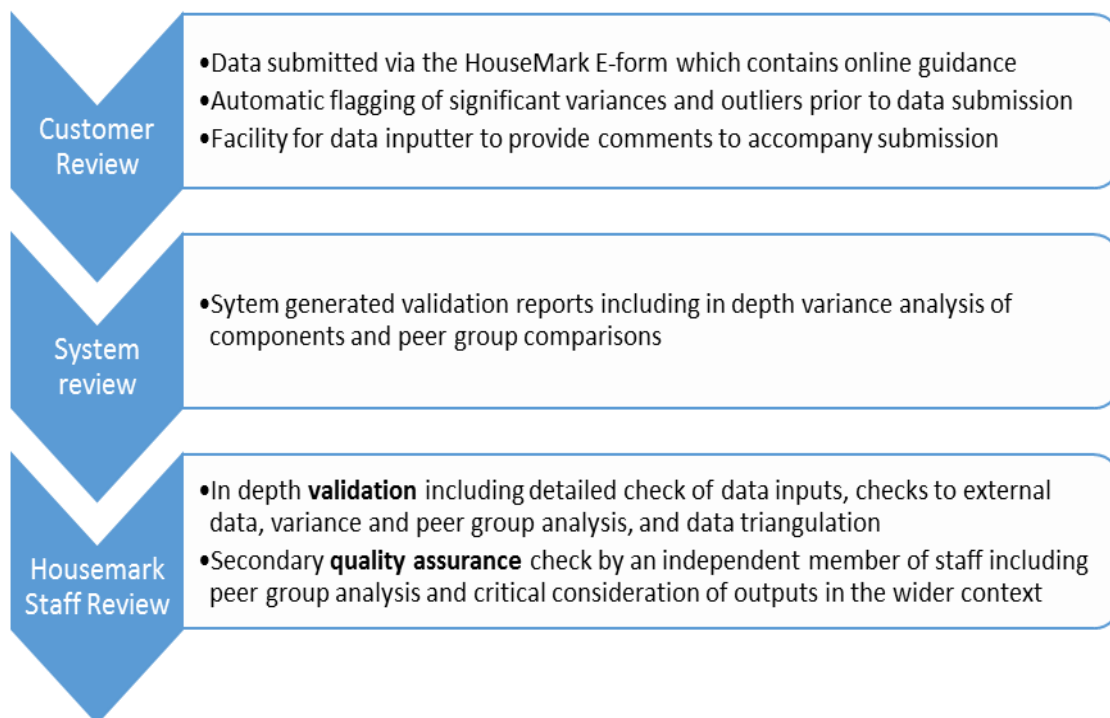
The Subscriber agrees not to use the System (or any part of it) except in accordance with the express terms and conditions of this Agreement.

Appendix 3: Benchmarking Methodology, Validation and Quality Assurance

Methodology

Our benchmarking data provides an analysis of your costs and resourcing at an activity level alongside detailed performance and satisfaction data. Our data is subject to a rigorous **triple-layer** validation and quality assurance process to ensure data integrity which is summarised in the diagram below.

HouseMark Data Validation and Quality Assurance Process



Improvements to data collection

We have introduced a number of tools to minimise the effort involved in data collection whilst maintaining or enhancing data quality.

The **E-form**, our data entry interface, automatically identifies significant year on year variances at data input stage, and allows users to provide comments ahead of the submission. It also cross-populates data components between our differing products, ensuring they only need to be entered once.

Our **employee spreadsheet** enables you to use previous years' time apportionments as a starting point, and make amendments offline, before uploading your data direct to the E-form without the need for manual input.

Our **non-pay mapping tool** removes the annual chore of mapping your non-pay costs to HouseMark categories. This new spreadsheet acts as an interface between your accounts data and HouseMark's categories. Once you've completed the mapping you can upload your data direct to the E-Form without the need for manual input. You can keep the mapping spreadsheet so that your data can be mapped quickly and easily in future years – saving you valuable time.

Our **dedicated data services team** was introduced in 2014 to assist you with entering your data and understanding your results. You can contact the Benchmarking helpline on 024 7647 2707 or email benchmarking@housemark.co.uk

Appendix 4: Other services available from HouseMark

Knowledge

Knowledge transfer

Business intelligence is more than just data. It's about connecting you with the right knowledge. Our new, commercial knowledge offer will support members in making your organisation more robust and agile in the constant climate of change, diversification and competition.

In moving on from 'templates of good practice', our new knowledge transfer offer incorporates a wider, more business-focused set of services that will sit alongside data as one of the key pillars of our new vision.

Building on and enhancing existing services such as our sector knowledge, sector forum and research support, we will be introducing timely, tailored alerts and services covering sector news as well as commercial and business news which impacts on your organisation and the wider social housing environment.

We are working to make our website more accessible and dynamic, giving you access to member "community sites" where you can share knowledge and learning through know-how, discussion forums, thought leadership initiatives and more.....

Our new offer also includes a refreshed 'in sector' best practice element, widened to include new ways of learning from inside the sector through 'best in class' study visits, expanded specialist clubs and refocused regional performance improvement clubs.

Additionally, we have unique experiential learning opportunities which capture learning from the commercial and third sectors – our popular Business Connect programme empowers you through engagement and interaction with world-class private sector businesses and commercially successful in-sector initiatives.

If you would like to know more, please contact our Head of Knowledge Management. Wendy Small at wendy.small@housemark.co.uk

Consultancy

Consultancy support

HouseMark provides additional high quality consultancy support to help landlords achieve business insight, performance improvement and efficiencies through a range of performance improvement and VFM services. These include fixed price products, such as accreditations as well as bespoke support, helping organisations get the most out of HouseMark's data services.

There is more information on our website (www.housemark.co.uk), but the following provides a summary of what we offer:

Value for money

Achieving **VFM** and maximising the return on all your assets is central to the assurance agenda, a regulatory requirement for housing associations and good business sense for all organisations.

Our VFM experts will support you in developing your approach by ensuring you 'do the right things' and 'do things right.'

Data analysis

In addition to helping you with benchmarking data collection and using external data alongside your own business intelligence and benchmarking data, we can interpret and analyse the information to assist you (for example) to identify cost and performance drivers, recommending and, where necessary, co-delivering organisational change.

Where a more 'drilled down approach' is required, our **VFM Repairs Toolkit** provides greater detail to identify costs and performance drivers in this key spend area.

HouseMark is developing a range of data consultancy services that will offer members tailored analysis, and tools enabling you to capitalise on the value of the broad variety of data that is available, aiming to help improve your business decision-making processes.

Accreditation

Our three **accreditation services** for complaints, anti-social behaviour and repairs provide robust external validation of services.

We involve tenants in the assessment process to ensure that there is a customer focus. These accreditation schemes are independently assessed, valid for three years and stimulate continuous improvement, as well as providing you with an evidence base of reaching the standards set for your stakeholders.

In partnership with TPAS and CIH, we offer **Quality Assured Scrutiny Accreditation**, making sure organisations are adopting best practice in the design and implementation of tenant scrutiny. Accreditations are a useful tool to evidence VFM and provide independent assurance around your service delivery.

Business Assurance

As businesses become more diverse and commercially focused, we can support your executive management team and board to meet the expectations of the HCA and to be more effective businesses.

We have recently launched **Business and Service Assurance**, delivered in partnership with Campbell Tickell, a service which offers independent assurance that the organisation has effective systems and strategic management. It also supports improvement work in risk management, regulatory compliance and strategic reporting.

Performance management and improvement

To ensure you are 'doing things right', HouseMark can provide you with support through our range of performance measurement, validation and data assurance services.

We offer both bespoke and fixed price products, such as our **Performance Management MOT**. The MOT offers you a chance to subject organisation-wide or service-based performance management frameworks to critical challenge against assessment criteria using a robust methodology, resulting in clear recommendations for improvement.

For more information, or to arrange a more detailed discussion with one of our consultants, please contact Lynn Dexter on (024) 7646 0500 or email lynn.dexter@housemark.co.uk



Further information

For further information visit our website
www.housemark.co.uk or call 024 7646 0500.

HouseMark, 4 Riley Court, Millburn Hill Road,
University of Warwick Science Park, Coventry CV4 7HP.

About HouseMark

HouseMark is the leading provider of integrated data and analysis, insightful knowledge transfer, high quality consultancy support and via Procurement for Housing, cost effective procurement services to the social housing sector.

Report to: **Housing Review Board**

Date of Meeting: 19 March 2015

Public Document: Yes

Exemption: None

Review date for release None

Agenda item: 13

Subject: **2015/16 Performance Insight Action Plan**

Purpose of report: Key to delivering an excellent performing housing service is strong performance management and listening to the views of our tenants. Results from HouseMark's benchmarking exercise and our latest STAR survey (2014) results have been used to develop a Performance Insight Action Plan for 2015/16. It summarises our intended activities and outcomes over the next 12 months to ensure we continue to improve our services.

This work will complement the actions in the Housing Service Plan and other strategies and policies directed towards improved tenant involvement and housing performance.

Recommendation: **To approve the 2015/16 Performance Insight Action Plan**

Reason for recommendation: The results of the 2014 STAR survey and HouseMark's benchmarking results have helped us identify five key areas of concern which need to be addressed if we are to improve service performance and tenant satisfaction.

Officer: Natalie Brown - Information & Analysis Officer
nbrown@eastdevon.gov.uk ext.1583

Financial implications: No financial implications have been identified at this stage.

Legal implications: There are no legal implications on which to comment.

Equalities impact: Low Impact

Risk: Low Risk

Links to background information: Click here to enter links to background information; appendices online; and previous reports. These must link to an electronic document. Do not include any confidential or exempt information.

Link to Council Plan: Living in this outstanding place

1 Background

1.1 We have received the results of independently conducted research into tenant satisfaction and our performance in key areas of housing management. Whilst the results are very



positive there are inevitably learning points that we should address to achieve our desire for continuous improvement.

- 1.2 It is clear that there are six broad areas/themes for improvement that have come out of the survey results:
 - Anti Social Behaviour
 - Contact
 - Repairs and planned work
 - Feedback to tenants
 - Sheltered tenants
 - Honiton
- 1.3 The 2015/16 Performance Insight Action Plan is set out below. The Plan is still in draft and being populated.
- 1.4 If the Board agree the Insight Plan officers will work towards implementing the actions with a view to improving tenant satisfaction levels through future surveys.
- 1.5 The Plan is intended to compliment the actions set out in our Service Plan (adopted at your January meeting) and there will be some overlap. The actions also link with our adopted local standards in the Annual Report to Tenants, which relate directly to the HCA Regulatory Framework.
- 1.6 None of the proposed action are particularly complex or onerous. Some represent things that we should or are doing.

2015/16 Performance Insight Action Plan

Area of concern	Information and Analysis Officer to manage	When/Completed?	Teams to do	When/Completed?	Outcomes
Anti Social Behavior	Internal look at complaint numbers and areas/roads of interest	Y	Investigate if processes have changed since 2012	01/04/2015	Better understanding of ASB and our tenants
Increase in reported ASB	Presentation to community development workers	Y	Further understand tenant views	01/10/2015	Successful joint working project on ASB
Increase in dissatisfaction with how ASB complaints dealt with	Presentation to estate officers	26/02/2015	Joint work programme for EO and CDW focusing on ASB	01/07/2015	Better experience for tenants reporting an ASB
	Joint workshop between community development workers and estate officers	03/06/2015	All ASB reports are followed up by personal telephone call	Ongoing	Decline in ASB across pilot areas
	Rewrite of ASB report to include breakdown of ASB by area	Y			
Contact	Provide a report on contact statistics	01/04/2015	Produce some commitments for staff and managers to ensure complaints are dealt with most effectively	Ongoing	Knowledge sharing and support for staff dealing with complex issues
Satisfaction with contact service showed a significant amount of dissatisfaction, especially amongst those who had a disability and those of working	Provide some recommendations for improving contact experience	01/04/2015	Provide helpful techniques for MSOs for when they have to have difficult discussions about Council policy	Annual away day TBC	More ways to contact Council Better tenant experience

age.	Work with Open housing to provide new ways tenants can contact us and to ensure the system can enable us to identify the more vulnerable tenants so we can provide a more personal service.	Ongoing			
Area of concern	Information and Analysis Officer to manage	When/Completed?	Teams to do	When/Completed?	Outcomes
Repairs and planned work	Article in housing matters		Internal investigation into property upgrades and where they have happened last 12 months	01/04/2015	Improve job done right first time statistics
Satisfaction with repairs and maintenance service remains top priority for our tenants. Important to improve upon areas with lower dissatisfaction (e.g. Honiton)	Focus group with tenants on views of programmed work	In progress	Discussions with contractors on their biggest issues/complaints	01/04/2015	Understand tenants expectations regarding programmed works
	Produce a report on improvements for next 12-24months	01/08/2015	Discussions with teams on what they hear about biggest issues	01/04/2015	Improve tenant satisfaction with repair/programme works
HouseMark's benchmarking exercise showed a higher than average cost of a responsive repair per property compared to our peer group and lower number of repairs completed at first visit	Telephone survey to understand issues around right first time	In progress	Step up work in Honiton and Exmouth if less work is found to be happening in these areas	TBC	
	Contractors to start documenting why job not resolved first time and IAO to report with quarterly monitoring report	Y			
Tenancy turnover increased from	Work with lettings team and major work team void times and understanding tenancy turnover. E.g. are the same properties becoming void etc?	In progress			

last year					
Area of concern	Information and Analysis Officer to manage	When/Completed?	Teams to do	When/Completed?	Outcomes
Feedback to tenants Important to feedback the results of the survey	Housing Matters article	Y			Tenants feel views have been listened to
	Website	Y			
	Presentation to tenants	Y			
	Press release	Y			
Sheltered Tenants	In 3 months time to monitor affect of charges	01/06/2015	Press release to be sent out re new charges	Y	Ensure sheltered tenants are supported as best they can be with introduction of new charges.
The survey showed drop in sheltered tenant satisfaction. It was agreed that this might be due to the new service charges being implemented. The priority work over the next 3-6 months is to focus on this transition from no payment to payment			Leaflet sent out to all tenants re new charges	Y	Maintain high level of support for sheltered tenants when they contact us.
			Drop in sessions for tenants	Y	Work with the new housing system to ensure we understand who are tenants are so we can provide as personal service as we can
			Email to be sent to all staff for new charges	Y	
			Continue to work with MSOs and provide them with as much support and advice as needed as they are front line	Ongoing	
			Increase staff/manager visibility with tenants e.g. Attending coffee mornings	Y	Improved tenant satisfaction with our services

			Reminder to contractors of the importance sheltered tenants place on aspects of their service like keeping dirt and mess to a minimum		
Area of concern	Information and Analysis Officer to manage	When/Completed?	Teams to do	When/Completed?	Outcomes
Honiton STAR survey shows higher levels of dissatisfaction for tenants living in Honiton	Explore higher levels of ASB (as above)	03/06/2015	Breakdown number of major works completed in Honiton (as above) and complete feasibility of increasing numbers of homes who receive upgrade in area to directly try and increase satisfaction levels in Honiton (as above)	01/04/2015	Improve tenant satisfaction in Honiton

Item 14:

Annual report of the Housing Review Board 2014/15

The Chairman and Vice Chairman of the Housing Review Board are Councillor Pauline Stott as Chairman and Mike Berridge as Vice Chairman of the Board.

The Board welcomed two new tenant representative members during autumn 2014, Joyce Ebborn and Harry Roberts.

Words from the Chairman

It has been a great privilege to have been your Chairman for the last 5 years. During that time so many things have changed for the better though there is always room for improvement and new challenges. We have all worked together both tenants, independents, officers and councillors to create better homes for people.

This year we have again seen some of our valued tenants leave the Board. We said goodbye to Sue Saunders and Victor Kemp both highly respected tenants, and we said hello to Joyce Ebborn and Harry Roberts.

We still have our grounds maintenance Task and Finish Forum (TaFF) going on with the areas of grass that StreetScene cut being measured, to see if there's any difference in those areas as this was last done in 1996. This work should be completed in May.

Our Garage TaFF last year that looked at garages not in use, we have now sold some off and are building houses on sites that are no longer used.

Our Parking TaFF has found several areas to extend or introduce new parking areas for our tenants.

The Handyman's TaFF has just finished looking at small jobs been done quickly for the vulnerable elderly and disabled tenants a pilot scheme will run for 6 months starting in April.

We have purchased some new homes in Axminster and some ex council homes and will start building some 3 new homes in Exmouth and Honiton - with more coming later in the New Year. I think this is one of our proudest moments, as our number one priority in the council was affordable homes for everybody. This year we have achieved over 560 families being housed. People now in bands C & D; providing they meet the criteria, could find themselves being housed after just 6 – 12 months. I would like to thank our officers for the great work they have done to achieve this goal.

The Tenants Scrutiny Panel work on Voids last year was taken on board and their valued work has been implemented.

Our Community Support Workers has now increased to 5; this has help to achieved much needed work in our rural areas as well as the towns. They have worked hard to fill some of the gaps left by the closures of Devon County Council Youth Clubs.

Their latest achievement with our tenants was to plant an apple orchard with help of the Countryside Team. This will be an orchard for tenants use at Littleham Estate.

I would like to thank our Community Support Officers, both at Home Safeguard and working on our estate for keeping this service, even when Supporting People money no longer pays for the service. It means many people owe their lives to either service which I believe living in shelter accommodation this is an essential part of the scheme.

As this year comes to a close I would like to thank all tenants who sit on various committees for the work they do on behalf of council tenants. I would also like to thank our very committed staff at East Devon for the excellent services from all departments headed by John Golding.

The Board

The remit of the Board covers:

- Advising the Cabinet on the Council's landlord activities and functions affecting tenants and leaseholders;
- Maintaining an active involvement in the on-going review of the options for the future ownership and management of Council owned homes, and make to recommendations;
- Promoting good practice and overseeing service improvements;
- Monitoring performance on core housing management activities and reporting to the Cabinet;
- Preparation of the Housing Revenue Account budget and Business Plan;
- Promoting tenant and leaseholder involvement and implementation of the Tenant Compact;
- Consulting with the Tenant Representative Group;
- Encouraging good practice in relation to equality and diversity issues, and ensuring that the needs of vulnerable tenants are satisfied.
- Advise on any other matters affecting the Council's landlord duties and responsibilities.

The Board has continued in its role of introducing service improvements and monitoring throughout the year, liaising with the Tenant Representative Group (TRG) as appropriate. Some examples from the HRB work programme are summarised below:

Draft Housing Revenue Account 2015/16

The draft Housing Revenue Account for 2015/16 was a key document for the Board to influence. The annual HRA was underpinned and influenced by the 30 year HRA Business Plan, which was working as expected. 2012/13 saw the major reform to social housing finance and a move to self-financing, which involved the Council taking on debt rather than paying a subsidy to government from tenants' rents. As a result this showed a healthy HRA balance going into the new financial year. The budget has been produced in accordance with our Housing Revenue Account Business Plan assumptions.

HRA financial monitoring reports

A summary of the overall financial position on the Housing Revenue Account (HRA), HRA Capital Programme and the Business Plan for 2014/15 was provided at every meeting. Careful monitoring throughout the year indicated that the HRA was being maintained at/above the adopted level and the business plan position remained healthy.

Centenary Fields Programme

In June 2014 the Strategic Lead, Housing, Health and Environment invited the Board to nominate a piece of recreational space to be dedicated as a Centenary Field to commemorate World War 1. The Board agreed that the piece of land put forward was adjacent to Rodney Close, Exmouth be approved as a centenary field. It had previously been agreed for development, but it now had Village Green status which effectively prevented any development on the site. Members of the Board agreed that this was a worthwhile cause.

Standardised Tenants and Residents (STAR) Survey Results

The results from STAR surveys provided important information about how services are performing. The last STAR survey was in 2012. It was recommended that Councils undertake a satisfaction survey at least every two years. Unlike many other surveys, a more in depth analysis can be performed on STAR survey data since they are more statistically robust. This enabled a greater understanding of what the data is saying.

Survey Results

Overall, satisfaction scores were positive and EDDC housing service was performing well. However, compared to the 2012 survey there has been a slight decline in reported satisfaction with our services. This is in line with other landlords. Figures published in the year end accounts of the 50 biggest landlords (housing associations) reveals a drop in average overall customer satisfaction from 82.5% of tenants satisfied in 2012/13 to 81.5% in 2013/14. Despite a small decline in satisfaction, scores show that EDDC Housing Service was performing well. This success deserved to be celebrated. However, there were key areas which were worth exploring further and an improvement plan report would come back to the Board.

Men's Shed

The Housing Review Board was aware of the very successful project run by Opendoor; a Christian social action charity, and had established Men's Shed on the Littleham estate in Exmouth. The project Men's Shed was based around the increased and worrying social isolation amongst men in our society. Historically men that do not work tend not to join clubs or socialise in the same way as women. Men tend to stay indoors and have a tendency to become isolated. This can lead to depression and a low morale.

Towards the end of 2013 Opendoor proposed to set up a new project on the Littleham estate, and run it from the Clayton House Community Centre. The Community Development and Support Services teams worked with representatives from Opendoor and Men's Shed to set up the project and gave advice and provided the venue at a reduced rate for an initial period. The project has run for just 12 months and had proved to be so successful it had outgrown the Community Centre. The Housing Review Board agreed to Opendoor to rent a piece of land to erect a wooden shed on land at the side of the Community Centre.

Community Development Team

The team delivered a range of projects including SWITCH; structured clubs for young people in Axminster and the Littleham area of Exmouth, arranged and delivered community festivals and fun days across the district. In addition, the team recruited and trained volunteers, supported youth groups and other groups by providing advice and guidance, run trips and activities for young people some of which have been in partnership with the Countryside team. They support and work with the targeted families support project, were the

key players in the development of the Honiton Together initiative and in securing significant funds to developed this into a new and innovative way of working collaboratively in Honiton.

The team had worked to facilitate community groups in securing the future of youth centres in Axminster, Honiton and Sidmouth. They provided one to one and group support for young people and work with the Support Services team to promote and encourage the use of our community centres and support new users such as the very successful Men's Shed project.

A review of the work of the team was completed earlier this year. This recognised the valuable work the team does and so developed a Community Development plan to build on this. The team was committed to delivering what is required by tenants and their families. To develop the work further the team needed to increase the capacity of the team by an additional 0.6 (three days per week), and recruit and train a Community Development apprentice. Some new initiatives had been established, these included:

- Digital projects.
- Support group for parents on the targeted families register.
- Honiton Together.
- Projects to work with young people fitting the Not in Employment, Education or Training (NEETs) criteria.
- Joint working with the Countryside team to identify and develop at least one Community Orchard.
- Work experience, apprenticeships and training opportunities.
- Jobs fair.
- Supporting people into work by helping with training, CV's, skills and other costs.
- Building confidence with all residents by for example supporting young people to achieve the John Muir award.

Handy Person Scheme & TaFF

The Housing Needs and Strategy Manager introduced the Board to the Handy Person Scheme for Day to Day Repairs and minor works that were tenants' responsibility. The Board set up a time limited Task and Finish Forum to develop the scope and key criteria for a Handy Person Scheme. The TaFF met twice and would start a pilot scheme to run from April 2015 for 6 months. The TaFF would reconvene in November 2015 to discuss the pilot scheme's outcomes.

Tenant Repair Inspectors

The team supported the principle of tenant inspectors, for day to day repair maintenance service to help manage the quality of workmanship by contractors. This was also to gain a better understanding of tenant satisfaction with the service.

Right to Buy

Throughout the year the Board voiced their concerns over Right to Buy receipts. It was anticipated that the number of Right to Buy sales in 2013/14 would be around 30. This was a significant increase on the 14 homes sold the previous year, with only 22 properties being sold over the previous three year period. Government had made proposals to change the rules/criteria for Right to Buy sales and it was anticipated that this would increase the number of sales and result in a reduction in the East Devon Homes housing stock. The Board would continue to monitor the situation. There have been 26 Right to Buy sales and 1 garage sale completed so far this year.

Older persons targeted support

In November 2014 Sue Bewes, the Landlord Services Manager gave an update to the Board on the position regarding the impact of the termination of Devon County Council (DCC) Supporting People contract and options for the future of the Council's support service for sheltered housing residents. The service was in the process of conducting tenant consultations with over 400 people having already attended a roadshow session. In January 2015 the Housing Review Board was asked to choose option 1 (b) to take the support service forward from April 2015. Option 1 (b) involved charging for support by way of a flat rate of support to all sheltered tenants.

Home Safeguard

In November 2014 Amy Gilbert, Support Services Manager updated on the work of the Home Safeguard team due to changes to the service. It had been a challenging year especially the implementation of the new Operator working rota that changed staff times of work; this had led to some staff leaving. The new team was now in place and working well with a day team and a night team, set up to meet customer demand. Devon County Council cuts would affect Home Safeguard but the team was ready for these challenges.

There had been good marketing feedback on the new logo and publications with lots of talks with community groups. There is already an increase in business for installations and October was a record month with the highest number of installations for quite some time.

The Home Safeguard team had passed another Telecare Services Association (TSA) accreditation for the fourth year in a row and was now accredited to 2016; subject to a further successful annual inspection in 2015. The TSA accreditation provided a 'health check' in all areas of the service with particular focus on speed of response and customer satisfaction.

Tenants Leading Change

This was the DCLG's Tenants Leading Change initiative, promoting tenant involvement and its benefits to the delivery of improved services. The Council had good examples of this, including tenant scrutiny and mystery shoppers.

Other issues reviewed by the Board during the year had included:

- Right to Buy update.
- Right to Move consultation.
- Rent Restructuring Scheme.
- Annual report to tenants 2013/14.
- Estate Management review.
- Devon Home Choice – policy changes and update.
- Decoration scheme for vulnerable elderly and disabled tenants.
- Gas safety checks.
- Fire risk assessments.
- Dampness eradication programme.
- Targeted families support project progress report and updates.
- Affordable homes programme 2015-18.
- Performance indicator reports.

Report to: **Housing Review Board**

Date of Meeting: 19 March 2015

Public Document: Yes

Exemption: None

Review date for release None.



Agenda item: 15

Subject: **OPENHousing software implementation**

Purpose of report: To update the Housing Review Board on the progress to date of Capita's OPENHousing System implementation project. The migration of existing data from various systems onto a single housing management system is a significant project for the Housing service designed to lead to improved service delivery for tenants.

Recommendation: **To consider progress towards a comprehensive housing management software system.**

Reason for recommendation: To keep the Housing Review Board informed of progress in implementing the Capita OPENHousing system.

Officer: Claire Barnes - Housing System Administrator cbarnes@eastdevon.gov.uk
Ext. 2687

Financial implications: To be completed by Finance.

Legal implications: There are no legal implications highlighted.

Equalities impact: Low Impact

Risk: Medium Risk

The risks are primarily around slippage in the implementation. Costs are fixed.

Links to background information: Click here to enter links to background information; appendices online; and previous reports. These must link to an electronic document. Do not include any confidential or exempt information.

Link to Council Plan: Living in this outstanding place.

1. Project Purpose

- 1.1 To replace the existing systems and spreadsheet maintenance of data within the Housing Service with a single, integrated system providing access for all housing staff to a single point of reference for operational and customer information.
- 1.2 This will enable a more holistic service delivery, breaking down team barriers and taking into account the whole needs of the customer, not just specific areas of service, as well as meeting best practice standards.
- 1.3 The OPENHousing system will also provide a secure web based portal facility for access by tenants, leaseholders and contractors. This will enable tenants to complete a range of

transactions at a time to suit them, check the progress of repairs requests, and view their rent account online.

- 1.4 The new system will also enable sensitive data to be held with appropriate access restrictions.
- 1.5 A mobile working platform for staff will allow them to access and return data on the move, allowing them to work more efficiently and respond to urgent matters more efficiently.

2. Implementation Strategy

- 2.1 The OPENHousing System will be implemented in two phases.
- 2.2 Phase one will replace all the functionality in the existing legacy systems, and will cover the following areas:
 - Repairs
 - Rents
 - Tenancy Management
 - Void Management
 - Asbestos
 - Asset Management
 - Planned Maintenance
 - Servicing
 - Leaseholder Service Charges
 - Contact Management
 - CRM
 - Right to Buy
- 2.3 Phase two will provide Tenant and Contractor online portals and mobile working, as well as modules for Homelessness and Resident Involvement. In addition, phase two will provide workflow functionality, appointment integration, and the Locator Plus function allowing the pinpointing of required repairs.
- 2.4 As part of the implementation, existing work processes will be reviewed and streamlined to take advantage of efficiencies the system can bring to our working practices and communication.

3. Progress

- 3.1 To date, we have had a number of sessions with system consultants looking at Rents, Repairs, Asbestos, Planned Maintenance, Asset Management, Voids and Tenancy Management.
- 3.2 We are starting 2015 with a revised project plan for the delivery of the OPENHousing System. This plan will see Phase 1 go live in January 2016, which is later than the expected delivery of summer 2015, but is a more realistic and manageable target.
- 3.3 This date will also provide the opportunity to upgrade the system to a newer version prior to going live, which will bring some additional benefits to some teams.
- 3.4 We carried out successful test data loads in August and November, which included rental transactions and arrears cases, as well as existing data on properties, tenancies, and people.
- 3.5 Due to the existing housing data being held in multiple locations, a large amount of work is being undertaken to cleanse and format the data to enable the merging into one single system to provide records which are as accurate as possible.

4. Moving Forward

- 4.1 March will see us carry out the third test load of data, which will include repairs orders and leaseholder data for the first time. We anticipate two further data loads to be carried out before the system is live.
- 4.2 First draft preparation of stock condition data coding and configuration will also be completed in March. This will allow us to carry out a first test load of this data in early April.
- 4.3 Over the next few weeks, we will be continuing to work on modules already begun, as well as Contact Management, CRM, Servicing, as well as Right to Buy, and others.
- 4.4 A considerable amount of work will also be undertaken to establish standard documentation for use by the system, to enable the system to interface with internal and external systems, and to produce a reporting suite for users.
- 4.5 A test plan will be produced and testing carried out between August and December 2015. Alongside this, the Systems Administration team will be producing training materials, in order to begin staff training in early December. This training will be carried out by the System Administration Team.
- 4.6 Some teams within Housing have identified one or more users to become System Champions, who will be integral in assisting the Systems Administration Team in testing the new system, and will become the team experts once the system is live. These members of staff will become more involved over the coming months.
- 4.7 Phase 2 of the project is expected to commence in April 2016.

Housing Service

Quarterly Performance Indicator Report

Quarter 3 (October – December) 2014/15 Financial Year

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0.0 Summary

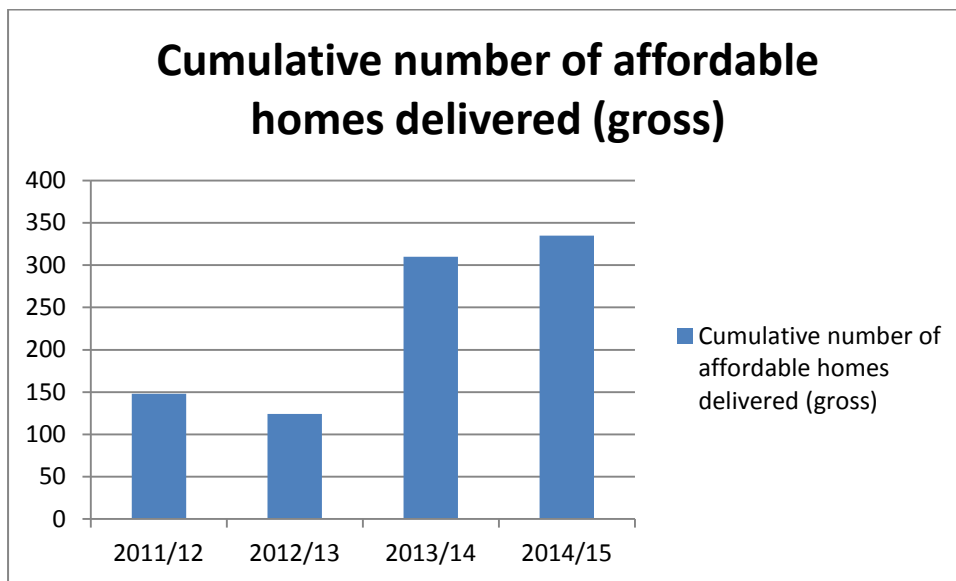
Description	2013/14	2014/15					Progress against last quarter
	Cumulative Total	Apr- Jun	Jul-Sep	Oct - Dec	Jan - Mar	Cumulative Total	
Total supply of social rent housing and intermediate housing	310	68	86	181			
Total New ASB Cases	205	68	76	59			
No. of new stage 1 complaints	17.5	21	7	5			
Cost of temporary B&B accommodation (£)*	£9,138	#	#	#	#		
Calls answered under 1 minute		97.36%	97.53%	97.50%			
The average re-let time in days General Needs	29.70	27.53	28.26	30.60			

Description	2013/14	2014/15					Progress against last quarter
	Cumulative Total	Apr- Jun	Apr-Sep	Apr - Dec	Apr- Mar	Cumulative Total	
% of rent collected from current tenants (incl. arrears bought forward but excl. service charges) - Year to date	96.0%	91.0%	92.3%	93.34%			
Percentage of emergency (immediate) repairs completed within target time - Year to date	92.4%	95.4%	92.2%	97.1%*			

1.0 Affordable Housing Completions

Performance Indicator	2013/14		2014/15						
	Target	% of target met	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Cumulative Total	Target	% of target met
Number of affordable homes delivered (gross) (LAA)	100	100%	68	86	181		335	100	335%

Source: SPAR.net



2.0 Anti-social behaviour

Performance Indicator	2013/14	2014/15			Progress against last quarter
	Cumulative Total	April- Jun	Jul-Sep	Oct - Dec	
No. of new ASB cases					
Alcohol related (H)	0	0	0	2	
Criminal Behaviour (O)	3	1	1	1	
Domestic Abuse (I)	3	1	1	1	
Drugs, substance misuse, dealing (G)	12	0	4	0	
Garden Nuisance (L)	3	8	5	0	
Hate Related (C)	0	0	0	0	
Litter, Rubbish, Fly Tipping (K)	35	21	9	15	
Misuse of Communal Areas (M)	2	0	1	1	
Noise (A)	53	14	29	22	
Nuisance from Vehicles (F)	5	5	3	1	
Pets & Animal Nuisance (E)	36	12	14	8	
Physical Violence (J)	6	1	1	4	
Prostitution, Sex Acts (N)	0	0	0	0	
Vandalism & Damage to Property (D)	7	0	1	1	
Verbal Abuse (B)	9	5	7	3	
Total New ASB Cases	174	68	76	59	
Live Cases at End of Quarter		26	33	32	
Resolved	47	65	72	71	
Unresolved	0	0	1	0	
% of closed cases that are resolved	100%	100%	98.6%	100%	
Resolved by Early Intervention	47	65	73	71	
Actions Taken by Early Intervention	56	66	72	65	
Number of surveys received	48	18	7	4	
How easy to report complaint - % positive rating	83%	94%	83%	50%*	
How quickly were you interviewed - % positive rating	91%	100%	83%	75%*	
Was staff member helpful - % positive rating	82%	94%	86%	75%*	
Overall satisfaction with way complaint was dealt with - % positive rating	74%	72%	83%	75%*	
Overall satisfaction with outcome of complaint - % positive rating	65%	72%	67%	25%*	

Source: Estate Management Customer Satisfaction Survey, Host Access

*very low number of surveys returned (4) Comparisons between quarters cannot be made.

3.0 Complaints

Description	2013/14	2014/15				2014/15	Progress against last quarter
	Cumulative Total	April- Jun	Jul-Sep	Oct - Dec	Jan - Mar	Cumulative Total	
No. of new stage 1 complaints	5	14	7	5		21	
Stage 1 Complaints:		14	7	3		21	
Allocations complaints		4		1		4	
ASB complaints						0	
Estate services complaints		1	1			2	
Tenancy management complaints		1		1		1	
Rents and service charges complaints		5				5	
Repairs and maintenance complaints		2	2	1		4	
Staff & customer service complaints		1	4	2		5	
Other complaints						0	
Average time in calendar days to issue full response to all Stage 1 complaints	17.5	21	17	24			

4.0 Customer Satisfaction

		2008 STATUS	2012 STAR	2014 STAR
Description		Very & Fairly Satisfied	Very & Fairly Satisfied	Very & Fairly Satisfied
Taking everything into account, how satisfied or dissatisfied are you with the service provided by EDDC?	General Needs	86	89	88
How satisfied or dissatisfied are you with the overall quality of your home?	General Needs	85	86	85
How satisfied or dissatisfied are you with your neighbourhood as a place to live?	General Needs	82	89	90
How satisfied or dissatisfied are you that your rent provides value for money?	General Needs	81	91	90
Generally, how satisfied or dissatisfied are you with the way EDDC deals with repairs and maintenance?	General Needs	85	88	86
How satisfied or dissatisfied are you that EDDC listens to your views and acts upon them?	General Needs	64	73	71

Source: STATUS and STAR surveys. NB: The STAR results are based on valid responses only, STATUS on non-valid and valid responses – they are therefore not directly comparable.

5.0 EDDC Stock

Date	1 Bedroom	2 Bedroom	3 Bedroom	4 Bedroom	5 Bedroom	Total
04/04/2011	1189	1428	1609	70	5	4301
15/06/2011	1188	1426	1609	70	5	4298
01/07/2011	1188	1426	1609	70	5	4298
01/08/2011	1188	1427	1609	70	5	4299
01/09/2011	1188	1427	1609	70	5	4299
03/10/2011	1188	1427	1609	70	5	4299
01/11/2011	1188	1427	1609	70	5	4299
01/12/2011	1188	1427	1609	70	5	4299
03/01/2012	1188	1427	1609	70	5	4299
01/02/2012	1188	1427	1609	70	5	4299
01/03/2012	1188	1427	1608	70	5	4298
30/03/2012	1188	1427	1607	70	5	4297
02/05/2012	1188	1427	1607	69	5	4296
01/06/2012	1188	1427	1607	69	5	4296
02/07/2012	1188	1427	1607	69	5	4296
28/11/2012	1190	1423	1605	68	5	4291
04/01/2013	1189	1423	1603	68	5	4288
09/04/2013	1189	1424	1598	66	5	4282
04/07/2013	1189	1432	1594	66	5	4286
02/04/2014	1193	1425	1586	66	5	4279
02/07/2014	1195	1428	1580	65	5	4273
08/10/2014	1196	1424	1575	65	5	4265
15/01/2015	1196	1419	1567	65	6	4253

Source: Host Access Bedroom Analysis

6.0 Homelessness

Description	2013/14	2014/15				Progress against last quarter	
	Cumulative Total	April- Jun	Jul-Sep	Oct - Dec	Jan - March		Cumulative Total
Office Interviews: Number of people who come into EDDC office for housing/homeless advice	2764	592	628	510		1730	#
Approaches: Number of people who indicate that they are homeless or about to become homeless	524	121	90	70		281	#
Acceptances: Number of people who EDDC have accepted as homeless	27	4	0	3		7	
Preventions: Cases EDDC have intervened to prevent homelessness	282	72	57	7		136	
Number of days spent in temporary B&B accommodation**	974	From APRIL 2014 AN ANNUAL FIGURE					
Cost of temporary B&B accommodation (£)*	£9,138	From APRIL 2014 AN ANNUAL FIGURE					
Number of households living in temporary accommodation owed a housing duty at end of quarter (not including B&B)	8	6	4	6		16	

Source: Homelessness & Housing Options Team & SPAR

*Please note this is not the net cost but the total cost. Some payments will be recovered through HB payments

**To be an annual figure commencing 2014/15

7.0 Home Safeguard

Description	2013/14		2014/15				Progress against last quarter
	Cumulative total	Apr-June	July-Sept	Oct-Dec	Jan-March	Cumulative total	
Call Handling							
Answered in under 1 Minute	*	97.36%	97.53%	97.50%			
Answered in under 3 Minutes	*	99.68%	99.65%	99.50%			
Answered in over 3 Minutes	*	0.32%	0.35%	0.53%			
% of Operators Achieving Under 1 Minute KPI	*	56.3%	59.5%	68%			
Operator quality checks (target 100%)	*	100%	100%	100%			
Installations							
Under 2 working Days (urgent) -	13	4	2	1			
Under 2 working Days (urgent) - % installed within target time	100%	100%	100%	100%			
Under 5 working Days - Number	356	0	0	0			
Under 5 working Days - % installed within target time	96%	100%	100%	100%			
Under 15 working Days (non urgent) - Number	121	111	117	113			
Under 15 working Days (non urgent) - % installed within target time	100%	100%	100%	100%			
Under 20 working Days (non urgent) - Number	0	0	0	0			
Under 20 working Days (non urgent) -	0%	0%	100%	100%			
Repairs							
Critical repaired within 48 hours -	88	18	33	17			
Critical repaired within 48 hours - % repaired within target time	98%	100%	100%	100%			
Critical repaired within 96 hours - number	2	18	33	19			
Critical repaired within 96 hours - % repaired within target time	0%	100%	100%	100%			
No critical within 10 working days - number	234	29	45	31			
No critical within 10 working days - % repaired within target time	100%	100%	100%	100%			
No critical within 15 working days - number	0	29	45	31			
No critical within 15 working days - % repaired within target time	0%	100%	100%	100%			
Complaints							
Total complaints	1	2	0	0			
Response sent in under 5 days	1	2	#	#			
Response sent in under 20 days	0	0	#	#			

Source: Homesafeguard Team

8.0 Lettings

Performance Indicator	2013/14	2014/15				Cumulative Total	Progress against last quarter
	Cumulative Total	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar		
Total number of units vacant at the end of the period	18	30	23	36			
Number of units vacant and available for letting at the period end	11	12	8	12			
Number of units vacant but unavailable (BVPI) for letting at the period end	6	12	10	8			
The average re-let time in days General Needs	29.7	27.53	28.3	30.6			
The average re-let time in days Sheltered Housing	23.8	24.50	29	22			
Total number of re-lets during the period benchmarked	278	70	91	80			
The number of properties accepted on first offer GN	140	37	*	25			*
The number of properties accepted on first offer SH	*	*	*	11			*
The % of properties accepted on first offer GN	79.1	52.1	*	35.7			*
The % of properties accepted on first offer SH	*	*	*	100%			*
Percentage of new tenants satisfied with the allocation and letting process	*	*	*	*			*
Percentage of dwellings that are vacant and available to let - GN and HfOP	0.26	0.27	0.24	0.48%			
Percentage of dwellings that are vacant but unavailable (BVPI) to let - GN and HfOP	0.09	0.34	0.31	0.15%			

Source: CORE, Anite (via Business Objects)

NB CORE are withholding Q2 lettings data due to a review by DCLG

Figure 8.1: Housing Voids – Property Type Dwelling – Capability Chart – End to end times, start of void to start of tenancy, 1st October 2014 to 31st December 2014

Housing Voids: Property Type=Dwelling,Area=EDDC,BVPI=No

Run Chart (End to End) - Time from Start of Void, Start of Tenancy between 01-

Oct-14 and 31-Dec-14

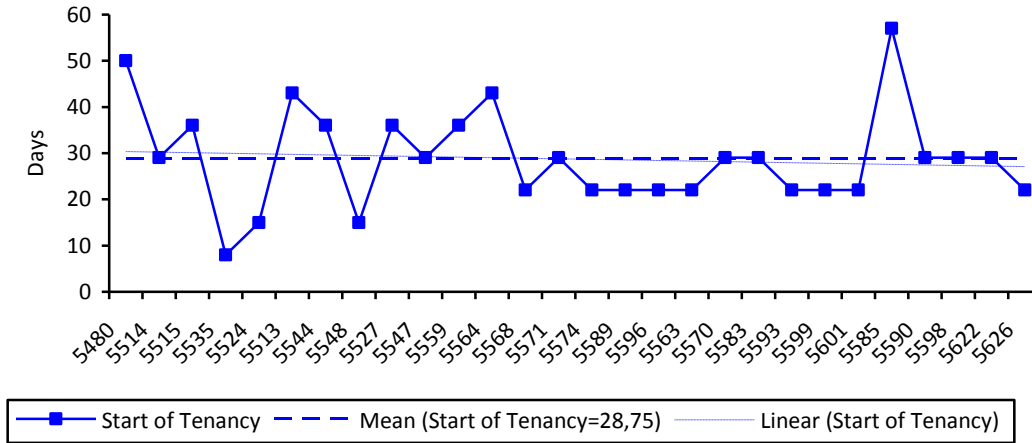
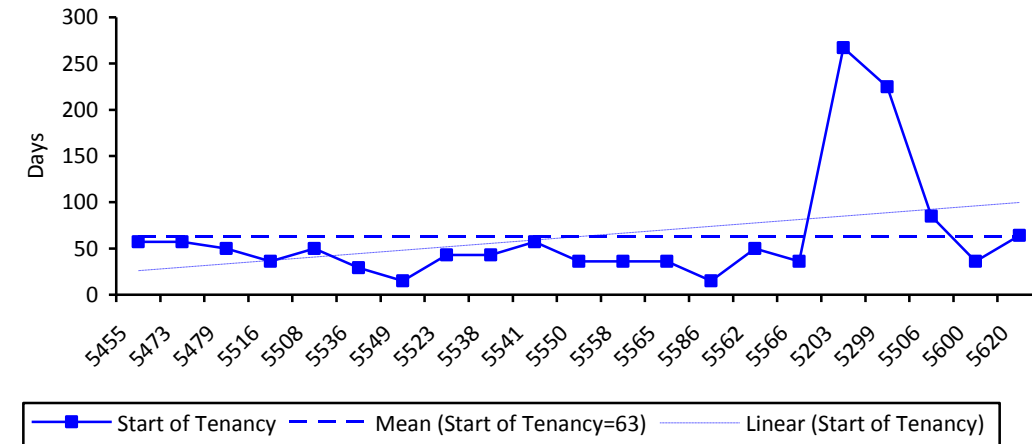


Figure 8.2: Housing Voids – Property Type Dwelling – Capability Chart – End to end times, start of void to start of tenancy, 1st October 2014 to 31st December 2014

Housing Voids: Property Type=Dwelling,Area=EDDC,BVPI=Yes

Run Chart (End to End) - Time from Start of Void, Start of Tenancy between 01-

Oct-14 and 31-Dec-14



9.0 Number of Households on the East Devon Housing Waiting List

Performance Indicator	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar
Band A - Emergency Housing Need				
Band B - High Housing Need	270	273	258	
Band C - Medium Housing Need	489	494	484	
Band D - Low Housing Need	729	773	801	
Band E - No Housing Need	1021	1177	1289	
Total	2509	2717	2832	0

Source: Devon Home Choice

10 Private Sector Housing

Description	Cumulative Total 2013/14	2014/15				Cumulative Total	Progress against
		April- Jun	Jul-Sep	Oct - Dec	Jan - March		
Empty homes investigated	*	70	10	8		88	
Empty homes genuinely brought back into use	#	8	16	2		26	
Non-exempt empty homes	*	591	437	459		1487	
Disabled Facilities Grant Applications	99	32	26	17		75	
Disabled Facilities Grant Completions	*	19	39	37		95	

Source: Council Tax Return & Private Sector Team records

11 Rental

Performance Indicators	2013/14	2014/2015				Progress against last quarter
	Apr-Mar	Apr-Jun	Apr-Sep	Apr-Dec	Apr-Mar	
Rent and service charges due for the period benchmarked (whether property is occupied or not & excluding all arrears brought forward)	£17,992,218.00	£4,268,336.00	£8,887,603.00	13,493,811.00		*
Rent and service charges that could not be collected during the period benchmarked due to empty dwellings	£143,274.00	£43,221.00	£88,694.00	130,944.00		*
Rent collected year to date from current tenants	£17,276,989.00	£3,883,600.00	£8,203,081.00	12,595,402.00		*
% of rent due collected from current tenants	96.02%	90.99	92.30	93.34		
Rent collected year to date from former tenants	£23,704.00	£2,665.00	£5,924.00	7,693.00		*
Current tenant arrears - start of year	£126,960.00	£129,146.00	£129,146.00	129,146.00		*
Current tenant arrears - end of period	£129,146.00	£136,722.00	£161,811.00	163,473.00		*
Former tenant arrears - start of year	£70,860.00	£50,948.00	£50,948.00	50,948.00		*
Former tenant arrears - end of period	£50,948.00	£52,930.00	£42,526.00	48,012.00		*
Gross Annual Rent Roll	£17,992,218.00	£18,496,123.00	£18,486,214.00	18,465,215.00		*
Annual rent and service charges due (excluding rent lost due to dwellings being vacant)	£17,848,944.00	£18,308,832.00	£18,301,731.00	18,286,028.00		*
Total rent and service charges of current and former tenants, which were actually written off as unrecoverable year to date	£30,626.00	£2,055.00	£15,624.00	23,373.00		*
Total number of evictions due to rent arrears year to date	3	1	3	8		*
Number of tenancies at the start of the period	4242	4232	4232	4232		*
Number of tenancies at the end of the period	4241	4221	4231	4211		*
Rent collected from current tenants as a percentage of rent owed (excluding arrears b/f) - GN & HfOP	96.8%	21.0	44.4	68.2		*
Current tenant arrears as a percentage of the annual rent debit (excluding HB adjustment) - GN & HfOP	0.72	0.75	0.88	0.89		
Former tenant arrears as a percentage of the annual rent debit - GN & HfOP	0.29	0.29	0.23	0.26		
Rent written off as a percentage of the annual rent roll - GN & HfOP	0.17%	0.01%	0.08%	0.13%		
Percentage of all tenants who have been evicted for rent arrears - GN & HfOP	0.07%	0.02%	0.07%	0.19%		*
Percentage of rent lost through dwellings being vacant - GN & HfOP	0.8	0.2	0.5	0.7		

Source: Rental Team; HouseMark PI Tracking

12 Repairs

Performance Indicator	2012/13	2014/2015				Progress against last quarter
	Cumulative Total	Apr-Jun	Apr-Sep	Apr-Dec	Apr-Mar	
The total number of emergency (immediate) repairs completed year-to-date	5773	108	253	43		*
The total number of emergency repairs completed year-to-date that were completed within target	5335	103	241	41		*
Percentage of emergency (immediate) repairs completed within target time - Year to date	92.4%	95.4%	92.2%	96.2%		
The total number of urgent repairs completed year-to-date	3,030	917	2196	266		*
The total number of urgent repairs completed year-to-date that were completed within target	2,785	848	1940	235		*
Percentage of urgent (urgent) repairs completed within target time	91.9%	92.5%	88.3%	88.3%		
The total number of routine repairs completed year-to-date	3030	333	1027	359		*
The total number of routine repairs completed year-to-date that were completed within target	2785	303	1007	322		*
Percentage of routine (priority & non priority) repairs completed within target time	91.9%	91.0%	98.1%	89.7%		
Total number of reactive repairs completed year-to-date	11,833	1,358	3,476	668	-	*
Total number of reactive repairs completed year-to-date that were completed on time	10,905	1,254	3,188	598		*
Percentage of all reactive repairs completed within target time	92.2%	92.3%	91.7%	89.5%		
Skinner's completed repairs in target time	#	#	#	98.0%		
The average number of calendar days taken to complete responsive repairs in the period	16.28	18.29	17.86	17.83		
The Percentage of repairs completed right first time in the period	84.6	83.54	83.54	82.12		
How was repair dealt with? % Indicating Reasonable (MD)	97.5	97.9	96.91	97.29		
Satisfaction with the work carried out % indicating Satisfied (Skinner's)	#	#	#	98.1		
The percentage of properties, requiring a landlord gas safety record, that have a valid landlord gas safety record	99.84	99.56	99.43	99.75		
Overall gas safety check service rating - % positive satisfaction rating	98.9%	99.1%	98.1%	#		
Gas safety check work finished in one visit - % positive rating	94.4%	99.1%	91.1%	#		

Source: Host Access Housing Monitoring Report; RHH Online Live Reporting; Gas safety customer satisfaction survey

*Please note process change for Q3 for gas satisfaction surveys from sending out surveys to contractor leaving them with tenant. Also for Q2 low

number of surveys returned due to process issues

*Results are for MD since Skinner's from Oct 2014 was trialing a pilot scheme whereby they organize appointments

*low number of return for surveys. Investigating why these are not being returned