



## Agenda for Housing Review Board Thursday, 11th January, 2018, 2.30 pm

### Members of Housing Review Board

**Venue:** Council Chamber, Exmouth Town Hall, Exmouth EX8 1AW

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Tuesday, 2 January 2018

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- 1 Public speaking  
Information on [public speaking](#) is available online
- 2 Minutes of the previous meeting (Pages 3 - 8)
- 3 Apologies
- 4 Declarations of interest  
Guidance is available online to Councillors and co-opted members on making [declarations of interest](#)
- 5 Matters of urgency  
Information on [matters of urgency](#) is available online
- 6 Confidential/exempt item(s)  
To agree any items to be dealt with after the public (including the press) have been excluded. There are no items which officers recommend should be dealt with in this way.
- 7 Housing Review Board forward plan (Pages 9 - 10)
- 8 Draft Housing Revenue Account budget 2018/19 (Pages 11 - 20)
- 9 Draft Housing Service plan 2018/19 (Pages 21 - 47)
- 10 Responsive repairs and works to void properties extension and procurement process (Pages 48 - 50)
- 11 Appointment of procurement consultants (Pages 51 - 53)

- 12 Universal Credit update (Pages 54 - 59)
- 13 Rent exchange scheme (Pages 60 - 61)
- 14 Tenancy fraud prevention (Page 62)
- 15 Rent deposit and bond scheme (Pages 63 - 65)
- 16 Hillcrest, Exmouth bungalow purchase (Pages 66 - 67)
- 17 Safeguarding adults (Pages 68 - 81)
- 18 What you need to know about the Autumn Budget (Pages 82 - 85)
- 19 HouseMark benchmarking 2016-17 (Pages 86 - 100)
- 20 Performance digest (Pages 101 - 118)
- 21 Date of the next Housing Review Board meeting

To note the date of the next Housing Review Board meeting:

Thursday 8 March 2018 – 2:30pm, Council Chamber, Exmouth Town Hall

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Members of the public exercising their right to speak during Public Question Time will be recorded.

[Decision making and equalities](#)

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**EAST DEVON DISTRICT COUNCIL****Minutes of a Meeting of the Housing Review Board held at Knowle, Sidmouth on 7 September 2017****Attendance list at end of document**

The meeting started at 2.30pm and ended at 4.30pm.

**\*16 Public speaking**

There were no questions raised by members of the public.

The Chairman welcomed everyone to the meeting and invited those present to introduce themselves. She informed the Board that a previous tenant representative, Sue Saunders, had been taken into hospital and circulated a card to be signed.

**\*17 Minutes**

The minutes of the Housing Review Board meeting held on 15 June 2017 were confirmed and signed as a true record.

**\*18 Declarations of Interest**

Mike Berridge: Personal interest - family member lives in a Council owned property and a housing tenant.

Joyce Ebborn: Personal interest – housing tenant.

Pat Rous: Personal interest - housing tenant.

Cllr Ian Hall: Personal interest – family member lives in a Council owned property and uses Home Safeguard.

**\*19 Forward plan**

The Strategic Lead, Housing, Health and Environment presented the forward plan and advised Members that the forward plan acted as a reminder of agenda items to come forward to future meetings. Members were reminded that they could add further issues to the next forward plan by informing either himself or the Democratic Services Officer. Members were advised that items that would be coming forward and added to the plan were the Tenant Scrutiny Panel report, a report on the introduction of Universal Credit and a report about joint working in Broadclyst around the community centre.

**RESOLVED:** that the forward plan be noted and updated.

**20 Housing Revenue Account Business Plan update**

The Strategic Lead – Housing, Health and Environment's report presented the updated Housing Revenue Account (HRA) Business Plan to the Board. The Business Plan set out the known income and expenditure plans and a series of assumptions projected over the next thirty years.

The Business Plan was originally produced to coincide with the reform of social housing finance and the introduction of self-financing. It had now been updated to include the latest developments and challenges likely to affect the HRA over the next few years. The Business Plan was a key policy document for the landlord element of the housing role.

The Business Plan had matured over eleven years and reflected ambitions and priorities. Producing a Business Plan was a good discipline and guided the annual budgeting process. The HRA was in a healthy position so that the service could afford to keep tenants' homes in good condition and deliver good quality housing management services. However,

it needed to be carefully monitored and managed. It was a dynamic document, with complex spreadsheets underpinning it which could be manipulated to model various financial scenarios.

There had been some key operational considerations, which had recently prompted a review of the business, including the governments rent reduction policy, and work had been undertaken with Capita on some technical/financial pieces of work. The Plan was based on a series of assumptions and predictions about income and expenditure. It was noted that asset information regarding stock condition would benefit from being more up to date, and a stock condition survey would be undertaken and the results built into business planning process. The impact of Universal Credit on rental income was unknown, but from experience elsewhere in the country the introduction was likely to have a negative effect on rent income. A development programme for 25 additional homes every five years was also factored into the Plan.

**RECOMMENDED:** that Cabinet note the contents of the draft Housing Revenue Account Business Plan 2017-2022 and approve the Plan.

**\*21 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 2017/18 at the end of month four (July 2017).

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 Portfolio Holder for Sustainable Homes and Communities suggested that the success of the service should be flagged up and included in the monthly performance report going to Cabinet. Good news stories should be better communicated.

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

**22 Responsive repairs and works to void properties contract procurement process**

The Strategic Lead – Housing, Health and Environment’s report updated the HRB on the progress being made to tender and procure a new responsive repairs and works to voids contract. The Board were invited to agree the appointment of consultants to support the Project Group through the procurement, and the revised terms of reference for the Project Group were presented.

The Project Group had been reconfigured, consisting of officers to oversee the drawing up of the specification and the procurement process. The project was extremely large and complex with an estimated value over a 10-year period of well in excess of £100million. It was an involved procurement process and could be subject to challenge. The EDDC Legal team would be drawing up the contract, but were not able to provide support with procurement, specification and the technical aspects of the work. The Devon County Council procurement team were overseeing the procurement of the contract, but did not

have the capacity to give detailed or intensive assistance. Therefore, it was intended to go out to tender for consultants to support officers through the whole process and specifically with assistance in drawing up the contract specification, tender documents and evaluation, contract award, TUPE, mobilisation and so on.

Tenants would be kept fully informed by regular reports to the Repairs Service Review Group and the Tenant Involvement Forum, as well as specific consultation events as and when required. The HRB would be kept engaged in the process with regular reports.

**RECOMMENDED:**

1. that Cabinet note the progress being made on the renewal of the responsive repairs and work to void properties contract;
2. that Cabinet approve the direction of travel and the terms of reference for the project group formed to discuss the procurement;
3. that Cabinet approve the brief for the appointment of procurement consultants.

(Christine Drew, independent community representative, requested that her vote against the proposal be recorded).

**23 Fire safety review and policy update**

The Strategic Lead – Housing, Health and Environment reported on an internal review of fire safety following the Grenfell Tower fire in London. Fire safety was a key element of compliance work and a priority for the Council as a landlord. The Housing Review Board were invited to recommend to Cabinet an updated fire safety policy which outlined the Council's approach to fire safety in housing. It was anticipated that new learnings and revisions to fire safety practice would emanate from the Grenfell Tower inquiry, and this would be embraced when it emerged.

It was acknowledged that tenants also had a critical role to play in fire safety. There was a need for good staff awareness of the fire safety policy and tenants needed to be aware of it too. It was noted that hoarders were a significant risk to fire safety. It was also suggested that East Devon become a non-smoking housing provider.

**RECOMMENDED:**

1. that Cabinet adopt the fire safety policy and endorse the approach towards fire safety in Council owned housing.
2. that Cabinet approve the inclusion of an article on fire safety in the next Housing Matters magazine.

**24 Compliance review**

The Senior Technical Officer – Asset Management reported on an internal review of property and asset related compliance. This was a priority area of service delivery for the Council as a responsible landlord with tenant safety at the centre. It was critical that good practices were adopted and basic compliance requirements exceeded wherever possible. The Council employed a dedicated Compliance Surveyor.

Compliance covered a wide range of areas including gas safety, electrical safety, asbestos management, fire safety and legionella. The Council also adhered to the Construction Design & Management Regulations 2015 and Building Regulations. The Council had legal obligations to fulfil, however, it also adopted good practices with solid fuel, passenger lifts, stair lifts and track hoist servicing, clos-o-mat servicing, rainwater harvester servicing, air

source heat pumps, solar PV panel servicing and servicing and maintaining a number of sewage treatment plants and boreholes.

To ensure that the Council's housing service was compliant it regularly reviewed compliance. The OpenHousing computer system held information on the housing stock and when certain components were due to be serviced. Each month servicing extracts were sent to contractors to ensure they carried out the servicing in line with legislation or best practice, once the service has been completed data was then uploaded to show that the service had been carried out. Each month a report was produced by OpenHousing giving an overview of compliance. These reports were important as they would highlight if the Council was not compliant, and action could be promptly taken to rectify this.

To ensure the housing service remained compliant it was important that tenants were aware of the Council's legal duties as a landlord. Regular articles in the Housing Matters Magazine would create more awareness around compliance and why it was important to allow contractors in to their homes to carry out servicing. The report also proposed that awareness sessions were held within the community where tenants could come along to a coffee morning and talk to staff about health & safety.

It was noted that gas safety checks were undertaken on a 10-month cycle. Contractors were only gaining access to 75% of properties on their first attempt. The profile and importance of this needed to be raised amongst tenants. It was suggested that an article on this should also be included in the Housing Matters magazine.

**RECOMMENDED:** that Cabinet agree the recommendations outlined in the compliance review.

## **25 Sewage treatment works progress**

The Board considered the report of the Engineering Projects Manager, which updated the HRB on the current position regarding the sewage treatment plants (STPs) that served Council properties, and sought approval on proceeding with steps to transfer properties onto the public sewerage system.

The EDDC Housing Service currently owned and managed 15 sewage treatment plants across the district. These served 55 properties, only 22 of which were council properties. The others were ex-council properties sold under the Right to Buy. The current 15 STPs were of varying types ranging from simple septic tanks to more complex processes. Engineers had found a way to transfer 10 of these, the details of which were contained in the report.

### **RECOMMENDED:**

1. that Cabinet approve that applications for First Time Sewerage should be submitted at up to 10 locations, and
2. that Cabinet approve that applications for sewer requisitions should be submitted at 3 locations at a cost of £2,500 per location,
3. that Cabinet approve further consideration being given to options for transfer of sites which are not eligible for the above.

## **26 Tenancy succession policy**

The Housing Needs and Enabling Manager's report presented to the Board the new tenancy succession policy. The rules on succession were given in the tenancy agreement

but it was good practice to also have a succession policy in place to ensure that all cases of succession were treated fairly, consistently and in accordance with current legislation.

**RECOMMENDED:**

1. that Cabinet approve the tenancy succession policy,
2. that Cabinet approve the inclusion of an article raising tenants' awareness of the succession policy in the Housing Matters magazine.

**\*27 Revision of tenancy agreement**

The Board were made aware of planned revisions to the tenancy agreement. The current tenancy agreement required updating to bring it into line with current practice and legislation. The consultation process was lengthy if significant changes were being made. The Board would be kept informed of progress.

**RESOLVED:** that the Housing Review Board note that the tenancy agreement was in the process of being revised.

**28 Annual report to tenants**

The Strategic Lead – Housing, Health and Environment presented the draft of the annual report to tenants for 2016/17. The draft was in word text format and would be graphically designed once the wording had been finalised. The Board felt that every District Councillor should receive a copy of the annual report.

**RECOMMENDED:** that Cabinet approve the content of the annual report to tenants, subject to the information being graphically designed for reproduction in the December Housing Matters magazine.

**\*29 Performance digest – quarter 1 monitoring report**

The Board was presented with the Housing Service performance indicator report for quarter 1 2017/18, with details of selected indicators measuring performance across the Housing Service.

The Board discussed various issues including rough sleepers, anti-social behaviour, the St Andrews Road shared house and welcome packs for tenants. The fantastic work of the SWITCH team was noted. A request was made for ward members to be informed of new tenants moving into their area.

**RESOLVED:** that the performance of the Housing Service be noted by the Board.

**\*30 Housing Review Board selection panel**

The Board noted that following the resignation of Angela Bea, there was a vacant tenant representative position on the Board, with two tenants expressing interest in joining the Board. Some of the previous members of the selection panel were no longer Board members so the Board were asked to select three new members.

**RESOLVED:** that the Housing Review Board selection panel consist of Councillor Megan Armstrong, tenant Mike Berridge and independent community representative Christine Drew, and the Chairman Councillor Pauline Stott. Councillor Ian Hall would substitute where necessary.

**\*31 Dates of the forthcoming Housing Review Board meetings**

It was noted that the district council would shortly be having a presence at Exmouth Town Hall, with housing officers located there. It was suggested that the 2018 HRB meetings be held in the Town Hall, Exmouth.

The Board noted the dates of the HRB meetings for the forthcoming civic year:  
Thursday 2 November 2017 – 2:30pm, Council Chamber, Knowle, Sidmouth  
Thursday 11 January 2018 – 2:30pm, Council Chamber, Exmouth Town Hall  
Thursday 8 March 2018 – 2:30pm, Council Chamber, Exmouth Town Hall

**Attendance list**

**Present:**

Cllr Pauline Stott (Chairman)  
Cllr Megan Armstrong  
Cllr Jenny Brown  
Cllr Ian Hall  
Cllr Brenda Taylor

**Co-opted tenant members:**

Pat Rous (Vice Chairman)  
Mike Berridge  
Joyce Ebborn

**Independent community representatives:**

Julie Bingham  
Christine Drew

**Officers:**

Graham Baker, Senior Technical Officer – Asset Management  
Sue Bewes, Landlord Services Manager  
Amy Gilbert, Property and Asset Manager  
John Golding, Strategic Lead - Housing, Health and Environment  
Andi Loosemoore, Rental Manager  
Mike Purcell, Interim Property and Asset Manager  
Alethea Thompson, Democratic Services Officer  
Rob Ward, Housing Accountant

**Also present:**

Cllr Jill Elson, Portfolio Holder – Sustainable Homes and Communities  
Cllr Simon Grundy  
Josie Ireland, tenant  
Peter Sullivan, tenant

**Apologies:**

Cllr Steve Gazzard  
Victor Kemp, tenant  
Danielle Furzey, Housing Options Manager  
Andrew Mitchell, Housing Needs and Strategy Manager  
Giles Salter, Solicitor

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
Draft Housing Revenue Account budget 2018/19	11 <sup>th</sup> January 2018	Strategic Lead – Housing, Health & Environment
Draft Housing Service Plan 2018/19	11 <sup>th</sup> January 2018	Strategic Lead – Housing, Health & Environment
Responsive repairs and works to void properties contract extension and procurement progress	11 <sup>th</sup> January 2018	Property & Asset Manager
Appointment of procurement consultants	11 <sup>th</sup> January 2018	Property & Asset Manager
Universal Credit update	11 <sup>th</sup> January 2018	Landlord Services Manager
Rent Exchange scheme	11 <sup>th</sup> January 2018	Rental Manager
Tenancy Fraud prevention	11 <sup>th</sup> January 2018	Landlord Services Manager
Rent Deposit and Bond Scheme	11 <sup>th</sup> January 2018	Housing Needs & Strategy Manager
Hillcrest, Exmouth bungalow purchase	11 <sup>th</sup> January 2018	Housing Enabling & Allocations Manager
Safeguarding adults leaflet	11 <sup>th</sup> January 2018	Strategic Lead – Housing, Health & Environment
What you need to know about the Autumn Budget	11 <sup>th</sup> January 2018	Strategic Lead – Housing, Health & Environment
Performance Digest	11 <sup>th</sup> January 2018	Information & Analysis Officer
<b>Quarterly performance reports and regular reports</b>		
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	Landlord Services 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:** 11 January 2018

**Public Document:** Yes

**Exemption:** None

**Agenda item:** **08**

**Subject:** **Housing Revenue Account Year End Forecast 2017/18 & Draft Budget 2018/19.**

**Purpose of report:** This report provides the Housing Review Board with details of the year end forecast of the draft Housing Revenue Account for 2017/18 and proposed budget for 2018/19. This account shows the main areas of anticipated income and expenditure on landlord activities for the year ahead. Producing a Housing Revenue Account has been a statutory requirement for Councils who manage and own their housing stock for some time, and therefore a key document for the Board to influence.

The report aims to provide a rationale for the budget process undertaken in 2018/19 whilst also providing analysis and commentary on the year end forecast position of the HRA against 2017/18 budgets.

The Council has a prescribed timetable for the production of its budgets which involves the development of draft estimates and scrutiny by various member and officer groups. This report presents an opportunity for the Housing Review Board to input into this process.

**Recommendation:** **The Housing Review Board is invited to approve the report on the Housing Revenue Account Year End Forecast 2017/18 & Draft Budget 2018/19 and recommend it to Cabinet.**

**Reason for recommendation:** To give the Housing Review Board an involvement opportunity to contribute towards the development of the main housing service budget.

**Officer:** John Golding Strategic Lead – Housing, Health and Environment  
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**Financial implications:** These are contained in the report.

**Legal implications:** There are no legal implications

**Equalities impact:** Low Impact

**Risk:** Low Risk

**Links to background information:** [www.eastdevon.gov.uk/business\\_plan\\_hra\\_2014](http://www.eastdevon.gov.uk/business_plan_hra_2014)



**Link to Council Plan:** Living in this outstanding place.

## 1 Housing Revenue Account budgeting process

- 1.1 The Housing Revenue Account (HRA) is underpinned and influenced by the HRA Business Plan and updated version of which was presented at the previous Housing Review Board. The budget process utilises the principles contained within it, notably, to maintain an acceptable surplus whilst at the same time maintaining stock levels through the purchase programme to counteract the impact of continuing right to buy sales.
- 1.2 The methodology of the budget process for 2018/19 can be broken into three parts:
- Using the current period HRA account up to November (month 9) and the knowledge of the responsible housing officers and management to forecast a year end position.
  - Comparing this year end position with the budgets set for 2017/18 and adjusting for over/under spends in the next year's budget (2018/19).
  - Further adjusting for known future events such as the completion of a programme of works or the commencement of a new initiative.
- 1.3 The summary and detailed accounts found at the bottom of this report (Annexes A - D) attempt to portray this decision making process. The left hand columns detailing the process in point 1 above and the right hand columns showing year on year budget comparatives; in effect highlighting points two and three.

## 2 The Yearly Surplus & Financing Decisions

- 2.1 The table below shows the headline forecast surplus for 2017/18 and the predicted surplus in 2018/19 versus the equivalent amounts in the latest business plan required to fulfil future year's commitments. The table shows that the HRA by the end of 2018/19 is predicted to have an additional surplus of £415k.

	2017/18	2018/19	Totals
<b>Forecast Net Operating Expenditure</b>	(911,745)	(1,412,829)	(2,324,574)
Required Surplus per Business Plan	(521,680)	(1,386,915)	(1,908,595)
Unrealised Surplus	(390,065)	(25,914)	<b>(415,979)</b>

- 2.2 This £415k should currently be considered as an unrealised surplus due to the inherent risk of budgeting/forecasting. Once realised at 2017/18 year end, this surplus will be used to offset the financing requirements in 2018/19.
- 2.3 The financing requirements for both years are shown in the table below. The £83m Public Works Loan Board (PWLB) loans financing the HRA are structured so that a principal repayment is due in each year. Decisions have been incorporated into the business plan to either pay back the principal in the year or refinance that tranche and delay the principal repayment.

<b>HRA PWLB Loans Financing Business Plan</b>		
	2017/18	2018/19
<b>Total Financing Requirement</b>	<b>3,839,990</b>	<b>4,143,179</b>
Interest Payable	2,536,365	2,562,960
Principal paid in the year	1,303,625	0
<b>Amount of Refinancing Required</b>	<b>0</b>	<b>1,580,219</b>

- 2.4 The use of the unrealised surplus in 2.2 would benefit the refinancing requirement in 2018 without impacting the purchase programme, thus reducing ongoing interest payments as shown below:

<b>HRA PWLB Loans Financing with unrealised surplus</b>		
	<b>2017/18</b>	<b>2018/19</b>
<b>Total Financing Requirement</b>	<b>3,839,990</b>	<b>4,143,179</b>
Interest Payable	2,536,365	2,562,960
Principal paid in the year	1,303,625	415,979
<b>Amount of Refinancing Required</b>	<b>0</b>	<b>1,164,240</b>

### 3 Movement in Reserves

- 3.1 Both of the full contingency reserve (the £2.1 minimum plus the £1m agreed buffer) and the £1.6m debt volatility reserve remain unchanged.
- 3.2 The £5m Future Housing Development strategy (£1.5m from right to buy receipts, £3.5mn from the Fund) for 2017/18 is near completion with 26 properties purchased and one due to complete.
- 3.3 This is due to continue into 2018/19 and when considered in conjunction with budgeted surpluses for each year has the following impact on reserves.

	<b>Future Housing Dev Fund</b>	<b>In Year Surplus</b>	<b>Less Purchase of Properties</b>
<b>Year End 2016/17</b>	<b>(6,770,000)</b>		
17/18 In Year Movement	2,978,320	(521,680)	3,500,000
<b>Year End 2016/17</b>	<b>(3,791,680)</b>		
18/19 In Year Movement	2,087,171	(1,412,829)	3,500,000
<b>Year End 2018/19</b>	<b>(1,704,509)</b>		

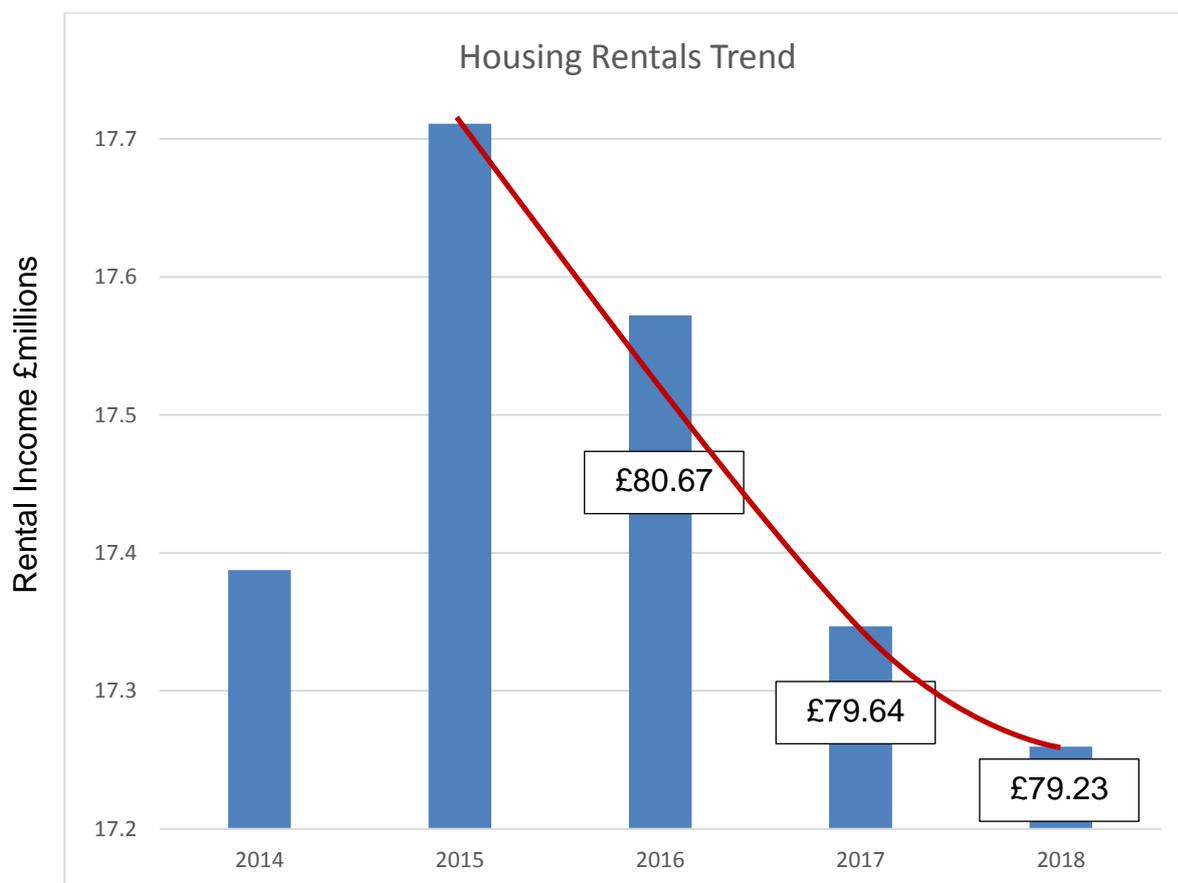
### 4 Income Analysis

- 4.1 The analysis of total income can be seen in the table below and in more detail in the annexes below.

<b>2017/18</b>				<b>Budgets</b>		
<b>Budget</b>	<b>Forecast</b>	<b>Variance</b>		<b>2017/18</b>	<b>2018/19</b>	<b>Variance</b>
(18,312,450)	(18,276,880)	35,570	TOTAL INCOME	(18,312,450)	(18,267,620)	44,830

- 4.2 The primary driver of income is the property rents which has experienced a government determined 1% decrease in rents in 2017/18 which is due to continue into 2018/19. The below graph shows the impact in rental since 2015 and the average rent per property per week for 2016 onwards.
- 4.3 The decrease in rentals is nonlinear as a result of the mitigating effect the Future Housing Development strategy has on the 1% imposed decrease. This is due to low rentals of the RTB properties being sold versus the much higher rentals allowed from the new purchases using the RTB receipts.

4.4 As an illustration the average rental in 2017/18 is £79.64 whereas the average rental of new houses purchased in 2017 is £125, an approximate 160% incremental increase.



## 5 Expenditure Analysis

5.1 The analysis of expenditure can be seen in the tables below and in more detail in the annexes below. Analysis has been split by the usual HRA headings of Repairs & Maintenance, Supervision & Management, Other Expenditure & Major Repairs.

### 5.2 Repairs & Maintenance

2017/18				Budgets		
Budget	Forecast	Variance		2017/18	2018/19	Variance
4,088,400	3,697,936	(390,464)	<b>Repairs &amp; Maintenance</b>	4,088,400	3,983,840	(104,560)

- Programmed Maintenance for 2017/18 is forecast to be on budget and is therefore kept consistent in 2018/19.
- Responsive Maintenance for 2017/18 is forecast to £150k below budget and has therefore been reduced in 2018/19
- Two additional required cyclical maintenance programs have been introduced for both internal and external decoration increasing the budget by £45k in total.
- Asbestos surveys is forecast to be over budget by £170k with the levels of spend expected to continue into 2018/19. This is mostly offset by other smaller predicted underspends.

### 5.3 Supervision & Management

2017/18			Supervision & Management	Budgets		
Budget	Forecast	Variance		2017/18	2018/19	Variance
5,186,310	5,029,741	(156,569)		5,186,310	5,631,451	445,141

The increase in supervision and management is predominantly driven by increases in employee costs. A 2% pay award has been included across the employee pool along with the following additional positions:

- A Housing Service Lead
- A permanent staffing increase in Housing Needs and Strategy to deal with increased workloads resulting from the Homelessness Reduction Act and temporary staff to rationalise paper work onto the open housing system (recharged to the General Fund)
- 2 roles within the property and Asset team to tackle compliance issues, one focussed on Fire Risk Assessments and the other on Compliance administration and recording.
- 2 intern positions have been budgeted for to assist with administrative functions in both the rentals and wider landlord services area with a view to developing future housing officers.

### 5.4 Other Expenditure

The sole material increase in other expenditure relates to updates required on various sewerage treatment plants which was previously presented to the HRB.

### 5.5 Major Repairs Account

2017/18			MAJOR REPAIRS ACCOUNT	Budgets		
Budget	Forecast	Variance		2017/18	2018/19	Variance
4,466,000	4,547,478	81,478		4,466,000	4,406,690	(59,310)

The budget variations are reallocations to match 2017/18 forecast expenditure in most cases. The replacement doors programme is nearing completion so budget significantly reduced for 2018/19. There will be significant works coming out of compliance electrical inspections works predicted in 2018/19 to prevent legal consequences resulting in a budget increase in 2018/19.

## 6 Other Capital Analysis

6.1 The table below shows the movement on the non-affordable housing related capital funded from the RTB receipts not allocated to the 30% affordable housing contribution.

2017/18				Budgets		
Budget	Forecast	Variance		2017/18	2018/19	Variance
119,230	119,230	0		HRA Housing System	119,230	0
75,000	139,645	64,645	Major improvement/extension	75,000	150,000	75,000
50,000	0	(50,000)	Off street car parking	50,000	0	(50,000)
200,000	171,494	(28,506)	Remodelling of Sheltered Schemes	200,000	100,000	(100,000)
14,700	11,021	(3,679)	Seaton Refurbishment Manor Close, Seaton	14,700	0	(14,700)
132,000	110,000	(22,000)	Alteration Phear Avenue, Exmouth	132,000	0	(132,000)
168,000	297,309	129,309	Social Service Adaptations	168,000	250,000	82,000
<b>758,930</b>	<b>848,699</b>	<b>89,769</b>		<b>758,930</b>	<b>500,000</b>	<b>(258,930)</b>

6.2 It is anticipated that the value of RTB receipts will be in excess of the capital requirements shown above and may potentially create an unrealised surplus as commented on in section 2. This assumption is based upon historical RTB levels and therefore contains inherent risk. These surpluses will be treated similarly and be used to improve the financing position.

# Annex A – HRA Summary Account

EAST DEVON DISTRICT COUNCIL  
REVENUE BUDGET MONITORING 2017/2018 & BUDGET SETTING 2018/19  
SUMMARY OF HOUSING REVENUE ACCOUNT

2017/18			Service	Budgets		
Budget	Forecast	Variance		2017/18	2018/19	Variance
£	£	£		£	£	£
(17,781,760)	(17,755,856)	25,904	<b>INCOME</b>			
(530,690)	(521,024)	9,666	Gross Property Rent including Garages	(17,781,760)	(17,722,690)	59,070
			Other Rents & Income	(530,690)	(544,930)	(14,240)
<b>(18,312,450)</b>	<b>(18,276,880)</b>	<b>35,570</b>	<b>Total Income</b>	<b>(18,312,450)</b>	<b>(18,267,620)</b>	<b>44,830</b>
			<b>EXPENDITURE</b>			
			<b>Repairs &amp; Maintenance</b>			
2,826,170	2,637,971	(188,199)	General	2,826,170	2,701,440	(124,730)
1,262,230	1,059,966	(202,264)	Special Works	1,262,230	1,282,400	20,170
			<b>Supervision &amp; Management</b>			
3,646,370	3,587,141	(59,230)	General	3,646,370	4,030,340	383,970
1,539,940	1,442,601	(97,340)	Special	1,539,940	1,601,111	61,171
244,760	249,990	5,230	Other Expenditure	244,760	290,030	45,270
9,519,470	8,977,667	(541,803)	<b>Total Management &amp; Maintenance</b>	9,519,470	9,905,321	385,851
0	0	0	Adjustment to Bad Debt Provision	0	0	0
1,278,720	852,480	(426,240)	Depreciation - dwellings	1,278,720	1,312,250	33,530
0	0	0	- other	0	0	0
3,187,280	3,694,998	507,718	Transfer to Major Repairs Reserve	3,187,280	3,094,440	(92,840)
<b>13,985,470</b>	<b>13,525,144</b>	<b>(460,326)</b>	<b>Total Expenditure</b>	<b>13,985,470</b>	<b>14,312,011</b>	<b>326,541</b>
<b>(4,326,980)</b>	<b>(4,751,735)</b>	<b>(424,755)</b>	<b>NET COST OF SERVICE</b>	<b>(4,326,980)</b>	<b>(3,955,609)</b>	<b>371,371</b>
(34,680)	0	34,680	Interest on Balances	(34,680)	(20,170)	14,510
3,839,990	3,839,990	0	Principal & Interest Payable (PWLB loans)	3,839,990	2,562,960	(1,277,030)
(10)	0	10	Interest on Council House Sales (mortgages)	(10)	(10)	0
<b>3,805,300</b>	<b>3,839,990</b>	<b>34,690</b>		<b>3,805,300</b>	<b>2,542,780</b>	<b>(1,262,520)</b>
<b>(521,680)</b>	<b>(911,745)</b>	<b>(390,065)</b>	<b>NET OPERATING EXPENDITURE - Deficit / (Surplus)</b>	<b>(521,680)</b>	<b>(1,412,829)</b>	<b>(891,149)</b>
0	0	0		0	0	0
<b>(521,680)</b>	<b>(911,745)</b>	<b>(390,065)</b>	<b>Deficit / (Surplus) for the Year</b>	<b>(521,680)</b>	<b>(1,412,829)</b>	<b>(891,149)</b>
			<b>REVISED BALANCES</b>			
(3,100,000)	(3,100,000)	0	Balance b/f HRA	(3,100,000)	(3,100,000)	0
(3,270,000)	(3,270,000)	0	Balance b/f Future Housing Development Fund	(3,270,000)	(291,680)	2,978,320
(1,600,000)	(1,600,000)	0	Balance b/f Volatility Reserve	(1,600,000)	(1,600,000)	0
(521,680)	(911,745)	(390,065)	Deficit / (Surplus) in year	(521,680)	(1,412,829)	(891,149)
<b>(8,491,680)</b>	<b>(8,881,745)</b>	<b>(390,065)</b>	<b>Total Balance C/F</b>	<b>(8,491,680)</b>	<b>(6,404,509)</b>	<b>2,087,171</b>

# Annex B – HRA Detailed Account Page 1

**EAST DEVON DISTRICT COUNCIL**  
**REVENUE BUDGET MONITORING 2017/2018 & BUDGET SETTING 2018/19**  
**SUMMARY OF HOUSING REVENUE ACCOUNT**

	2017/2018			Service	Budgets		
	Budget	Forecast	Variance		2017/18	2018/19	Variance
	£	£	£		£	£	£
				<b>INCOME</b>			
1	(17,329,920)	(17,346,837)	(16,917)	Gross Property Rents	(17,329,920)	(17,259,560)	70,360
2	(451,840)	(409,019)	42,821	Garage Rents	(451,840)	(463,130)	(11,290)
3	(530,690)	(521,024)	9,666	Other Rents and Income	(530,690)	(544,930)	(14,240)
4	<b>(18,312,450)</b>	<b>(18,276,880)</b>	<b>35,570</b>	<b>TOTAL INCOME</b>	<b>(18,312,450)</b>	<b>(18,267,620)</b>	<b>44,830</b>
				<b>REPAIRS &amp; MAINTENANCE</b>			
				<b>Repairs and Maintenance - General</b>			
				<b>Response Maintenance</b>			
5	1,924,170	1,776,427	(147,743)	Rechargeable Works	1,924,170	1,754,440	(169,730)
6	0	(5,105)	(5,105)	Storm Damage	0	0	0
7	0	500	500		0	0	0
				<b>Programmed Maintenance</b>			
8	37,000	49,941	12,941	Communal Areas	37,000	37,000	0
9	0	1,436	1,436	Smoke & Carbon Monoxide Alarms	0	0	0
10	20,000	3,382	(16,618)	Emergency Equipment Test & Repair	20,000	20,000	0
11	0	8,892	8,892	Emergency Light Testing	0	0	0
12	0	5,181	5,181	Automated Door Servicing	0	0	0
13	20,000	5,236	(14,764)	Legionella Testing	20,000	20,000	0
14	1,000	(214)	(1,214)	PAT Testing	1,000	1,000	0
15	180,000	159,675	(20,325)	Solid Fuel Appliances	180,000	180,000	0
16	450,000	449,238	(762)	Gas Boilers Servicing	450,000	450,000	0
17	100,000	95,599	(4,401)	Electrical Inspections	100,000	100,000	0
18	1,000	1,260	260	Clos-o-mat Servicing	1,000	1,000	0
19	85,000	52,909	(32,091)	Lift Maintenance	85,000	85,000	0
20	894,000	832,534	(61,466)	<b>Total Programmed Maintenance</b>	894,000	894,000	0
				<b>Cyclical Maintenance</b>			
21	0	1,969	1,969	External Painting Programme	0	25,000	25,000
22	8,000	4,952	(3,048)	Service of Rainwater Harvest Systems	8,000	8,000	0
23	0	26,694	26,694	Interior Decoration	0	20,000	20,000
24	8,000	33,615	25,615	<b>Total Cyclical Maintenance</b>	8,000	53,000	45,000
25	<b>2,826,170</b>	<b>2,637,971</b>	<b>(188,199)</b>	<b>Total Repairs and Maintenance - General</b>	<b>2,826,170</b>	<b>2,701,440</b>	<b>(124,730)</b>
				<b>Repairs and Maintenance - Special Works</b>			
26	100,000	78,510	(21,490)	Adaptations for Disabled	100,000	100,000	0
27	10,000	4,821	(5,179)	Fence Programme	10,000	10,000	0
28	250,050	29,468	(220,582)	Fire Safety Works	250,050	250,050	0
29	120,000	30,882	(89,118)	Dampness Eradication & Condensation	120,000	50,000	(70,000)
30	10,000	13,916	3,916	Loft Insulation	10,000	10,000	0
31	150,000	0	(150,000)	Fuel Efficiency Measures	150,000	120,000	(30,000)
32	10,000	3,313	(6,687)	Improvements Voucher Scheme	10,000	10,000	0
33	12,000	2,519	(9,481)	Sanctuary Scheme	12,000	12,000	0
34	100,000	244,960	144,960	Asbestos Surveys	100,000	270,000	170,000
35	200,000	317,949	117,949	Asbestos Works	200,000	150,000	(50,000)
36	85,000	89,571	4,571	Gutter Repairs/Improvements	85,000	85,000	0
37	0	0	0	Renewal of Walls	0	0	0
38	100,180	88,194	(11,986)	Handyperson Scheme	100,180	100,350	170
39	0	0	0	Replacement Floors	0	0	0
40	30,000	4,112	(25,888)	Structural Works - Subsidence	30,000	30,000	0
41	5,000	2,153	(2,847)	Grant via Tenant Participation	5,000	5,000	0
42	20,000	16,704	(3,296)	Energy Performance Certificates	20,000	20,000	0
43	10,000	50,266	40,266	Path Repairs	10,000	10,000	0
44	10,000	0	(10,000)	Minor Schemes	10,000	10,000	0
45	10,000	12,402	2,402	Flat Roof Repairs	10,000	10,000	0
46	30,000	70,225	40,225	Chimney Repairs	30,000	30,000	0
47	<b>1,262,230</b>	<b>1,059,966</b>	<b>(202,264)</b>	<b>Total Repairs and Maintenance - Special Works</b>	<b>1,262,230</b>	<b>1,282,400</b>	<b>20,170</b>

## Annex C – HRA Detailed Account Page 2

**EAST DEVON DISTRICT COUNCIL**  
**REVENUE BUDGET MONITORING 2017/2018 & BUDGET SETTING 2018/19**  
**SUMMARY OF HOUSING REVENUE ACCOUNT**

	2017/2018			Service	Budgets		
	Budget	Forecast	Variance		2017/18	2018/19	Variance
	£	£	£		£	£	£
				<b>Supervision &amp; Management - General</b>			
1	2,373,920	2,284,013	(89,908)	Employees	2,373,920	2,670,960	297,040
2	221,170	225,405	4,235	Premises	221,170	238,980	17,810
3	117,240	131,312	14,072	Transport	117,240	127,870	10,630
4	231,100	248,396	17,296	Supplies & Services	231,100	250,440	19,340
5	772,710	772,710	0	Corporate Support Services	772,710	936,800	164,090
6	372,230	372,230	0	Other Support Services	372,230	262,690	(109,540)
7	4,088,370	4,034,065	(54,306)	Total Expenditure	4,088,370	4,487,740	399,370
8	(2,750)	(7,674)	(4,924)	Income	(2,750)	(2,760)	(10)
9	4,085,620	4,026,391	(59,230)	Net Expenditure before Recharges	4,085,620	4,484,980	399,360
10	(439,250)	(439,250)	0	Recharge income	(439,250)	(454,640)	(15,390)
11	<b>3,646,370</b>	<b>3,587,141</b>	<b>(59,230)</b>	<b>Net Supervision &amp; Management - General</b>	<b>3,646,370</b>	<b>4,030,340</b>	<b>383,970</b>
				<b>Net Expenditure Analysis by Cost Centre</b>			
12	763,130		(763,130)	General Operational Management	763,130	856,835	93,705
13	214,250		(214,250)	Strategic Lead Housing & support	214,250	225,169	10,919
14	1,098,770		(1,098,770)	Landlord Services	1,098,770	1,215,839	117,069
15	1,005,190		(1,005,190)	Housing Needs & Strategy	1,005,190	1,048,139	42,949
16	972,570		(972,570)	Asset & Property	972,570	1,107,679	135,109
17	31,710		(31,710)	Council House Sales	31,710	31,319	(391)
18	4,085,620		(4,085,620)	Net Expenditure before Recharges	4,085,620	4,484,980	399,360
19	(439,250)		439,250	Recharge income	(439,250)	(454,640)	(15,390)
20	<b>3,646,370</b>		<b>(3,646,370)</b>	<b>Total Analysis by Cost Centre</b>	<b>3,646,370</b>	<b>4,030,340</b>	<b>383,970</b>
				<b>Supervision &amp; Management - Special</b>			
21	57,070	63,449	6,379	Communal Areas Cleaning	57,070	70,160	13,090
22	39,010	37,653	(1,357)	Community Centres	39,010	40,880	1,870
23	10,000	9,900	(100)	Choice Based Lettings	10,000	10,000	0
24	321,400	321,400	0	Maintenance of Grounds	321,400	313,000	(8,400)
25	39,880	21,543	(18,337)	Play Areas	39,880	35,320	(4,560)
26	51,550	26,555	(24,996)	Estate Management	51,550	45,560	(5,990)
27	13,000	20,651	7,651	Anti Social Behaviour	13,000	13,000	0
28	410	2	(409)	Caretaking & Window Cleaning	410	410	0
29	34,000	18,339	(15,661)	Communal Areas Lighting	34,000	35,021	1,021
30	5,000	290	(4,711)	Shared House St Andrews Road Exmouth	5,000	6,000	1,000
31	5,000	5,372	372	Mutual Exchanges	5,000	5,000	0
32	25,320	14,106	(11,214)	Communal Areas Heating	25,320	26,080	760
33	5,000	7,500	2,500	Longitudinal Study	5,000	5,000	0
34	75,000	6,810	(68,190)	Stock Condition Survey	75,000	75,000	0
35	3,290	4,248	958	Tenants' Conference	3,290	3,290	0
36	15,000	3,768	(11,232)	New Build Feasibility	15,000	15,000	0
37	15,000	13,708	(1,292)	ASW Procurement	15,000	15,000	0
38	5,000	10,800	5,800	Decommissioning Costs	5,000	5,000	0
39	5,000	2	(4,999)	Business Plan Update	5,000	5,000	0
40	9,450	12,461	3,011	District Offices running expenses	9,450	9,400	(50)
41	717,660	754,619	36,959	Mobile Support Officers	717,660	777,470	59,810
42	85,000	78,705	(6,295)	Sheltered Schemes Equipment Maintenance	85,000	85,000	0
43	2,900	10,724	7,824	Sewage Treatment Works	2,900	5,520	2,620
44	<b>1,539,940</b>	<b>1,442,601</b>	<b>(97,340)</b>	<b>Total Supervision &amp; Management - Special</b>	<b>1,539,940</b>	<b>1,601,111</b>	<b>61,171</b>

# Annex D – HRA Detailed Account Page 3

**EAST DEVON DISTRICT COUNCIL**  
**REVENUE BUDGET MONITORING 2017/2018 & BUDGET SETTING 2018/19**  
**SUMMARY OF HOUSING REVENUE ACCOUNT**

	2017/2018			Service	Budgets		
	Budget	Forecast	Variance		2017/18	2018/19	Variance
	£	£	£		£	£	£
				<b>OTHER EXPENDITURE</b>			
1	14,530	6,173	(8,357)	Sewerage - Repairs, Maintenance & Emptying	14,530	54,070	39,540
2	41,180	62,405	21,225	Tenant Participation	41,180	29,380	(11,800)
3	5,250	1,939	(3,311)	Tenant Scrutiny	5,250	5,250	0
4	2,030	0	(2,030)	Storage	2,030	2,030	0
5	5,200	2,835	(2,365)	Honiton - 38 St Pauls Road Heathpark	5,200	5,130	(70)
6	20,100	19,853	(247)	Community Development Work	20,100	20,240	140
7	0	0	0	Honiton Together	0	0	0
8	2,000	456	(1,544)	Minor Management Schemes	2,000	2,000	0
9	0	0	0	Road Repairs	0	0	0
10	1,020	1,686	666	Signs on Estates	1,020	1,020	0
11	8,120	9,120	1,000	Eviction Expenses	8,120	8,120	0
12	0	0	0	Off Street parking - Grants to Tenants	0	0	0
13	3,050	1,710	(1,340)	Pest Control Expenses	3,050	3,050	0
14	10,000	0	(10,000)	Gully Cleansing	10,000	10,000	0
15	32,510	27,510	(5,000)	Tree Felling and Planting	32,510	31,470	(1,040)
16	5,000	5,211	211	Landscaping	5,000	5,000	0
17	65,000	56,736	(8,264)	Removal Expenses (downsizing)	65,000	75,000	10,000
18	0	0	0	Private Water Supplies - Service & Maintenance	0	0	0
19	23,270	42,359	19,089	Removal of Rubbish	23,270	23,270	0
20	6,500	11,998	5,498	Best Value - Housemark	6,500	15,000	8,500
21	<b>244,760</b>	<b>249,990</b>	<b>5,230</b>	<b>TOTAL OTHER EXPENDITURE</b>	<b>244,760</b>	<b>290,030</b>	<b>45,270</b>
				<b>MAJOR REPAIRS ACCOUNT</b>			
22	100,000	12,359	(87,641)	Heating Upgrades	100,000	20,000	(80,000)
23	0	0	0	COT heating upgrades	0	0	0
24	800,000	800,000	0	Gas Boilers Replacement	800,000	800,000	0
25	0	20,916	20,916	COT new boilers	0	0	0
26	150,000	28,060	(121,940)	Electrical Updating	150,000	300,000	150,000
27	150,000	122,496	(27,504)	Roof Renewal	150,000	150,000	0
28	500,000	302,567	(197,433)	Replacement Kitchens	500,000	350,690	(149,310)
29	0	218,900	218,900	COT kitchens	0	190,000	190,000
30	400,000	341,563	(58,437)	Replacement Doors	400,000	100,000	(300,000)
31	320,000	319,765	(235)	Replacement uPVC fascias etc	320,000	320,000	0
32	300,000	227,870	(72,130)	Replacement Bathrooms	300,000	210,000	(90,000)
33	0	38,563	38,563	COT bathrooms	0	70,000	70,000
34	150,000	6,233	(143,767)	Electrical Works on COT	150,000	10,000	(140,000)
35	1,596,000	2,108,186	512,186	COT: Other Expenditure	1,596,000	1,886,000	290,000
36	<b>4,466,000</b>	<b>4,547,478</b>	<b>81,478</b>	<b>TOTAL MAJOR REPAIRS ACCOUNT</b>	<b>4,466,000</b>	<b>4,406,690</b>	<b>(59,310)</b>



**Report to:** **Housing Review Board**  
**Date of Meeting:** 11 January 2018  
**Public Document:** Yes  
**Exemption:** None

**Agenda item:** **9**

**Subject:** **Draft Housing Service Plan 2018-2019.**

**Purpose of report:** This report presents the draft Service Plan for the Housing Service covering the period 2018-2019.

The Service Plan is a document produced annually and sets out the key achievements over the past year and the forthcoming issues to be faced by the Service. A range of Service improvements are identified, performance data reported, consultation proposals outlined, budget information etc.

The Service Plan is presented in draft form for the Housing Review Board's consideration.

**Recommendation:** **To consider, comment on and approve the Housing Service Plan for 2018–2019.**

**Reason for recommendation:** To enable the Housing Review Board to influence the production of the Service Plan.

**Officer:** John Golding, Strategic Lead – Housing, Health & Environment. Tel: 01395 517567  
[jgolding@eastdevon.gov.uk](mailto:jgolding@eastdevon.gov.uk)

**Financial implications:** No financial implications

**Legal implications:** There are no legal implications.

**Equalities impact:** Low Impact

**Risk:** Low Risk

**Links to background information:**

**Link to Council Plan:** Living in this outstanding place.

## **1 Producing a Service Plan**

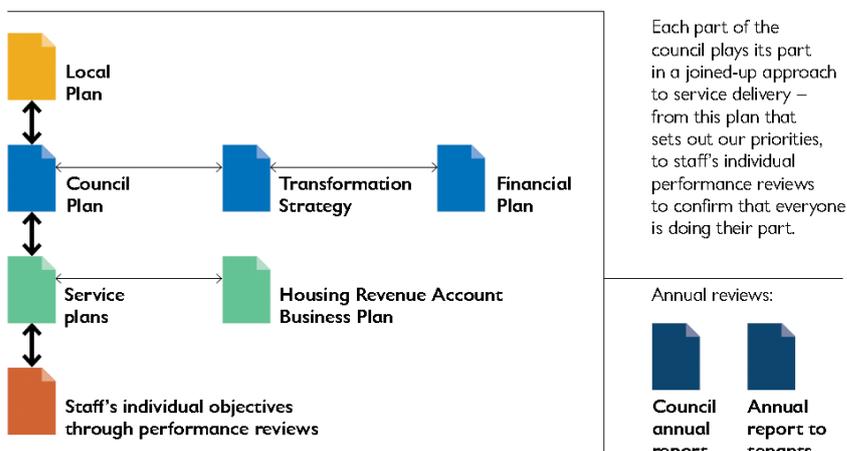
- 1.1 For some time now all the Council's services have organised an annual Service Planning exercise and produced a Service Plan, which sets out details of past performance and achievements, and future challenges and targets.
- 1.2 The Service Plan is produced using a corporate template and it shows how the service improvements link with the Council Plan, identifies the key Service objectives, challenges ahead and outlines areas of performance that we should measure. It also considers efficiencies, key risks, training needs, equalities, opportunities to do things differently and workforce planning.
- 1.3 For Housing the Service Plan links with and complements the Housing Strategy 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.
- 1.4 The Service Plan is intended as a working document and the Service managers will cascade the contents of the Plan at their team meetings. It is a good discipline to complete an annual statement of what the Service expects to achieve, set out in a structured way using a template and involving staff, service users and members in the process. I have tried to capture both the core housing activities we undertake and the areas for service development/improvement.
- 1.5 We have refreshed a number of our policy documents during the course of the year and have given a number of new commitments as well as agreeing a series of 'stretch targets'.
- 1.6 The Service Plan reproduces our key aims in the Housing Strategy. It also sets out a series of Systems Thinking purposes to capture 'what matters' to our customers.
- 1.7 I have drafted the Service Plan following a Service Planning Day and consultation with service managers to a point where it is ready for the Board's consideration. I have reproduced the draft Service Plan in **annex 1**.
- 1.8 It will be noted that many of the dates in the Service Plan for particular actions are on-going activities for the Housing Service and therefore do not sit comfortably with the presumed start and completion date in the template.
- 1.9 I welcome the Housing Review Board's input into the Service Plan before it is finalised and reported to the Cabinet.

## Service Planning 2018-19

### Housing Services

#### Version 0.3

April 2018 – March 2019



**Strategic Lead: John Golding**

**Portfolio holders: Cllr Jill Elson**

**Housing Review Board Chair: Cllr Pauline Stott**

## **Service Plan Template 2018-19: Contents Page**

Section 1	Brief description of service and purpose(s)
Section 2	Key achievements in 2017-18
Section 3	Looking forward: what we will do in 2018-19
Section 3a	Looking forward: any Service challenges or pressures for next 3 years
Section 3b	Looking forward: options for doing things differently
Section 3c	Looking forward: what we will measure, how often and for whom
Section 4	Resources and workforce planning
Section 5	Training and development
Section 6	Service risks: current and new/emerging
Section 7	System Thinking
Section 8	Equalities and safeguarding

### **Notes for Strategic Leads and Service Leads:**

\*Certain parts of this form will be pre-populated. This will include your turnover, full time equivalent/headcount, absence rates and current net budget for your service.

Shaded areas are for guidance.

### **When you have completed your Service Plan:**

- ✓ Save to O:\Service Plans. Final versions will be placed on the intranet/internet
- ✓ Communicate it to your staff
- ✓ Keep it under review – make it a live document which adds value!
- ✓ Use it to formulate individual objectives

## Section 1 – Brief description of service and purpose(s)

### What we do and who we deliver to

We provide a comprehensive range of housing services from housing advice and information, enforcement of housing standards, prevention of homelessness, provision of social housing and landlord services, enabling affordable housing, community alarm services, disabled adaptations etc.

The Housing Service aims to achieve a high level ambition to secure - *A decent home for all*.

We have also adopted the following purposes where we have undertaken Systems Thinking reviews:

- *To match the right people with the right home (voids & allocations).*
- *Do the right repair at the right time, get it right first time, and stay fixed (responsive repairs).*
- *Do the right service/repair at the right time, and leave safe (gas servicing).*
- *To collect the right amount of rent at the right time (rent management).*
- *Deal with customer emergencies promptly (Home Safeguard).*
- *Better housing, better health (private sector housing).*
- *To deliver outstanding Support Services to residents of East Devon regardless of housing tenure (supported housing).*

### How we deliver and ensure equal access

Our Housing Services are delivered through a variety of direct or in-house provision and a number of contracts/partnerships.

We work in compliance with the corporate Equalities Policy.

We are regulated by the Homes and Communities Agency and operate in compliance with the Regulatory Framework.

In Landlord Services we work to an adopted series of housing diversity commitments and a Housing Customer Charter.

We set service standards with our customers.

In Private Sector Housing we deliver our services reactively and proactively.

We have a significant number of statutory functions which we are required to fulfil on behalf of the council.

We work in partnership with both internal and external agencies.

Our enforcement work complies with the Enforcement Concordat.

	<p>We provide several routes for customers to access to our services, including web forms. We regularly update our web pages to ensure the information is accurate and relevant.</p>
<b>How we compare</b>	<p>We use HouseMark for periodic benchmarking exercises of Landlord Services and report the results to the Housing Review Board. We have also undertaken STAR tenant satisfaction surveys biannually.</p> <p>We are undertaking a longitudinal study with Birmingham University into tenant's attitudes and views on the service.</p> <p>The Devon Housing Options Partnership uses the Quality Standards Framework.</p> <p>In Private Sector Housing we compare our services within Devon through the Devon Practitioners Group/Devon Private Sector Housing Managers Group. We monitor our service delivery reporting annually to national and local bodies. We deliver some of our Disabled Facilities Grant adaptations through Framework agreements with contractors.</p> <p>We report to Devon County Council for the Better Care Fund, which included comparing our statistics with the other Devon LA's.</p>
<b>Statutory elements of the service</b>	<p>Landlord services Homelessness/Housing Advice Housing Register and Allocations Tenancy Strategy Health &amp; Safety legislation in relation to asset management - Management (Control of Asbestos) Regulations 2012; Gas Safety (Installation and Use) Regulations 1998; Regulatory Reform (Fire Safety) Order 2005) etc.</p> <p>Private sector housing enforcement, including Housing &amp; Planning Act 2016, Empty Homes and Houses in Multiple Occupation, Private Water Supply assessment and enforcement, Caravan Site Licensing, Provision of Disabled Facilities Grants, Environmental Pollution associated with Rural Drainage and statutory nuisance, public health and wellbeing. Safeguarding - Children Act 2004 &amp; Care Act 2014.</p>
<b>Current net budget (excludes Internal support charges and capital budget)</b>	<p>Housing Revenue Account has an annual turnover of £18 million.</p> <p>Housing General Fund budgets are annually circa. £308k for private sector housing; £401k for homelessness; and a trading surplus for Home Safeguard (£360k).</p>

	Private Sector Housing also has a capital budget. This includes income from Home Stay Grant Conditions and DFG conditions repayments.
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<b>Section 2 – Key achievements in 2017-18</b>		
	<i>Briefly describe key achievements and what outcomes were created. This will inform Annual Report at year end.</i>	<i>Strategic link to Council Plan priorities</i>
1	<p><b>General.</b></p> <p>Incorporated East Devon Homes with Companies House and appointed Directors and shareholder representatives. Business Plan; Articles of Association and Shareholder Agreement produced and agreed by the Housing Company Sub-Committee.</p>	Encouraging communities to be outstanding
2	<p>Housing Strategy and Housing Revenue Account Business Plan updated.</p> <p>Produced an overarching Fire Safety Policy following a fire safety review, and all Fire Risk Assessments up to date.</p> <p>Completed an asbestos removal programme from communal areas in flats in order to improve and retain fire safety standards.</p> <p>Expanded our use of social media.</p> <p>Updated the Mobile Support Officer Procedure Manual.</p> <p>Successfully maintaining a ‘Place of safety’ for people suffering domestic violence.</p> <p>Home Safeguard operating to an effective business model and generating an operating surplus.</p>	Encouraging communities to be outstanding
3	<p>Used Right to Buy receipts to acquire 26 properties to add to our council housing stock.</p> <p>Supported an expansion of the Community Land Trust development programme.</p> <p>Rent collection maintained at a high percentage 99.8% of rent due.</p> <p>Maintained a housing options and advice service during Exmouth Town hall refurbishment.</p> <p>Supported and organised a series of community events.</p> <p>Extended community development programme i.e. garden schemes.</p>	Encouraging communities to be outstanding

	<p>Staff have attained qualifications in repairs and maintenance (Chartered Institute of Housing) and asbestos management (P045).</p> <p>Maintaining high levels of homeless prevention.</p> <p>Prioritised compliance matters, raised awareness of compliance and promoted a zero tolerance approach.</p> <p>Prioritised tenancy and Right to Buy fraud prevention.</p> <p>Negotiated an additional year on the repairs and works to voids contract whilst reviewing our options and initiating the procurement journey.</p> <p>Introduced a new invoicing procedure for responsive repairs.</p> <p>Strengthened the Handyman Service to reach an increasing number of households.</p> <p>Replaced two passenger lifts in our two largest sheltered housing blocks of flats.</p> <p>Improved tendering procedures and achieving improved value for money from contracts on kitchens, bathrooms, boilers, wet-rooms and adaptations.</p> <p>130 new kitchens and 140 new bathrooms installed.</p> <p>Reviewed and updated the disabled adaptations policy for council homes, streamlined procedures in order to make the process more efficient for customers.</p> <p>Reviewed and updated the disabled adaptations policy for council homes.</p> <p>Commenced a longitudinal study on tenants' satisfaction and reintroduced our customer feedback form.</p> <p>Organised a Tenants Art competition.</p> <p>Established Open Arms a Honiton based mental health support group.</p> <p>OpenHousing embedding of phase 1 implementation.</p>	
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	<p>Commenced the tenancy agreement update consultation and change process.</p> <p>Appointed a Repairs Supervisor position and rotated Housing Advisors.</p>	
4	<p><b>Tenants and Communities</b></p> <p>Review and update of the monthly fire safety checks process.</p> <p>12 months managing the shared house largely problem free.</p> <p>Improvements to the communal outside space at Spencer Court.</p> <p>Increased working with Countryside team and StreetScene.</p> <p>Increased working with external partners e.g. HALFF and Occupational Therapists for adaptations.</p> <p>Organised the Broadclyst Christmas fair.</p> <p>Supported the 12<sup>th</sup> Tenants Conference and achieved good outcomes from workshops.</p> <p>Organised the 2<sup>nd</sup> Youth conference – Your Shout.</p> <p>Produced Three Housing Matters magazines.</p> <p>Harepath Road new tenant association set up.</p> <p>Annual garden competition with 51 tenants taking part with the highest number of gold prizes awarded.</p> <p>Tenant training, a range of training for tenants to help build confidence, skills and support being involved in the service.</p> <p>Community Initiative fund grants approved.</p> <p>Review of the welcome bag provided to new tenants.</p> <p>108 tenants have signed up for the Thistle Insurance Scheme, in 2015 88 signed up.</p> <p>Increased number of tenants and young people taking part in the Right Track Programme – (continuing to support both young people and tenants throughout East Devon in key areas such as Honiton, Sidmouth, Axminster and Exmouth. Now using a referral system to ensure priority individuals are seen to and supported as where is</p>	<p>Encouraging communities to be outstanding</p>

	<p>possible. Links with colleges and schools vital to help mentor our young tenants who attend full time education).</p> <p>iFit Sidmouth Family Days (Two organised every term in which CD and Countryside take a number of tenants families, all with young children out on adventure days/experiences to local parks, woodlands and coastal environments. Developing social interaction between families and other families, improving confidence, understanding and life skills for both children and parents. Even grandparents now getting involved which is a fantastic achievement for the group).</p> <p>Mental Health project in Sidmouth (3 year project now well into 2<sup>nd</sup> year, in recent months has come to a real spear head. After a successfully organised Impact Day raising awareness of Mental Health and Body Image at Sidmouth College, CD working with the support of Health and Social Care Forum, Manstone Youth Club and The Project, another 6 Awareness workshops in Sidmouth - focusing on MH, MI, Body Image and Self Harm, amongst other topics. These will be scheduled throughout the 2017/2018 period with x 2 at various locations in Sidmouth every term. In addition there will be a staff awareness workshop for all professionals in Sidmouth (schools, community, college, EDDC, private organisations etc.) to attend which will be held at Sidmouth College. The funds for this project are from the Parishes Together Fund acquired by H&amp;S Care Forum (Di Fuller).</p> <p>SWITCH clubs reviewed and format changed / ceased where necessary.</p> <p>Support Sid Valley HELP, a replacement community charity for the old previous HELP LINK in Sidmouth. Ensuring that the town and surrounding areas have an in depth and effective networking system to pathway individuals to the support required.</p> <p>Comic Relief Bake-Off - We facilitated Young people at Millwey SWITCH club to hold a Cupcake Bake-Off and Cake Sale at Acorn Academy, Axminster.</p> <p>Clayton House Community Centre Allotment club to develop.</p>	
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<p>Link-In Together - Fortnightly Family fun sessions engaged 5 tenant families and 6 other families this year.</p> <p>Dog Fouling Signage - Working with EH and Littleham Primary school on a project to produce dog-fouling signage for display around problem areas of Littleham.</p> <p>Summer sports - Provided the opportunity for YP to stay engaged with SWITCH over the summer holidays with SWITCH Summer Sports.</p> <p>Community Orchards planted in Exmouth, Budleigh Salterton and Axminster.</p> <p>3 Community festivals (Axminster, Littleham and Honiton).</p> <p>2<sup>nd</sup> Sidmouth Wellbeing festival.</p> <p>29 young people attending the Easter Experience at Seaton Wetlands.</p> <p>Small but very successful team in the South West Youth Games.</p> <p>Joint work between CD, TP, EM and were appropriate Support services to hold events etc. with tenants and residents associations.</p> <p>Ongoing support for The Ottery Station (youth centre) Management committee and the OSM BMX and Skateboard Trust.</p> <p>Vegetable growing scheme – Littleham Grow Your own.</p> <p>Kendall House communal garden/land improvements.</p> <p>Mountain Close vegetable garden and bug hotel.</p> <p>Wildflowers on the crescent, Littleham.</p> <p>Rubbish amnesty days at Brim Penny Road and Broad Park Road. I think the rubbish cleared filled over 6 x 20 tonne skips.</p> <p>Notice boards installed for Lymebourne and Arcot Park residents association and Manor Close residents association.</p> <p>Installation of a BBQ at Kendall house after consulting with the residents on what they would like.</p> <p>Improvements to the grounds at Powell Close block 1, ground levelled around drain covers, trip hazard removed from around</p>	
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	<p>manhole, gate installed to keep small children away from the front of the flats.</p>	
5	<p><b>Private Sector Housing:</b></p> <p>Ensured that we completed and received all of the outstanding works in default funding from all of the properties in the Empty Homes project.</p> <p>Reviewed the resources in Private Water Supply service and successfully bid for additional resources with corresponding increase in funding from the increased activities.</p> <p>Reviewed and implemented the enforcement procedures for the Private Water Supply Regulations 2016, including the development of enforcement procedures and inclusion of authorisations for Technical Officers to sign statutory notices and Risk Assessments.</p> <p>Reviewed and improved the DFG application service to provide faster processes for fast track adaptations. Maintained discussions with DCC and Devon Authorities regarding Better Care Fund.</p> <p>Changed procedures and ongoing discussions with Wessex to improve our communication and journey with our customers looking for loan funding for repairs.</p> <p>Continued with our partnership working with the Fire Service regarding flats and HMO's.</p> <p>Carrying out reviews of HMO Licensing procedures to speed up the process and to ensure that the administration and Technical processes are being dealt with in the correct place.</p> <p>Development across this service of new website information – to attempt to reduce the number and frequency of FOI requests.</p> <p>Development of a new civil penalty scheme introduced by the Housing &amp; Planning Act.</p> <p>Very successful Team Away day – developed Team objectives for 2017/18.</p> <p>Implemented remote and agile working across the team successfully ready for the office relocation.</p>	<p>Encouraging communities to be outstanding</p>

	<p>Implementing the Home Energy Conservation Act Plan. Actively engaged with Cosy Devon and Central Heating Fund projects to ensure East Devon residents get their share of any Energy Company Obligation funding to make their homes warmer and more fuel efficient.</p> <p>Managed more effectively the officer training programme to ensure not only CPD where appropriate but also to ensure the team are fully 'match fit'.</p> <p>Worked closely with Environmental Health regarding water supplies and camp sites for major Music Festivals held in East Devon.</p>	
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<b>Section 3 – Looking forward : what we will do in 2018-19 (service objectives)</b>				
<b>Key Service Objectives (please include consultation or procurement activity required)</b>  <i>Please highlight any projects so that they may be recorded and monitored in SPAR. See <a href="#">project guidance document</a> for the definition of a project.</i>	<b>Financial/ corporate resource</b>	<b>Lead Officers</b>	<b>Start date</b>	<b>End date</b>
<b>1) Encouraging our communities to be outstanding</b>				
<b>Providing Homes</b>  We will work towards having no homeless individuals or households.	General Fund budget	Andrew Mitchell & Danielle Furzey	Ongoing	

We will work to make sure that our system for bidding for housing, Devon Home Choice, is constantly reviewed and updated.	General Fund budget	Andrew Mitchell & Paul Lowe	Ongoing	
We are setting up a new housing company to expand our offer of housing into a range of tenures.	Business Plan agreed	John Golding	Ongoing	
We will work with local communities especially in rural areas to provide more community led affordable housing.	Section 106, Community Infrastructure Fund	Andrew Mitchell & Paul Lowe	Ongoing	
We will continue to use Right to Buy receipts and Housing Revenue Account reserves to purchase ex-council and other similar properties to add to our existing council stock.	Housing Revenue Account	Andrew Mitchell & Paul Lowe	Ongoing	
We will work in partnership with our colleagues and other organisations (to deliver our Housing Strategy).	Housing Revenue Account and General Fund budgets	Housing Service Management Team	Ongoing	
<b>Improving homes as a landlord</b> We will ensure that we have a repairs service which is forward thinking and meets tenants' aspirations.	Housing Revenue Account	Amy Gilbert-Jeans	Ongoing	
We will continue to improve our existing stock through difficult financial times, constantly demonstrating transparency and value for money.	Housing Revenue Account	Amy Gilbert-Jeans	Ongoing	
We will continue to make sure all our properties (and where appropriate private sector homes) are safe, meet all health and safety requirements and comply with all relevant legislation.	Housing Revenue Account and General Fund	Amy Gilbert-Jeans & Meryl Spencer	Ongoing	
We will continue to increase our range of digital technology and telecare devices to meet individuals' needs.	Housing Revenue	Sue Bewes & Sue Hodges	Ongoing	

	Account & General Fund			
We will actively involve tenants in all aspects of the service following the Tenant and Council Partnership Statement & Resident Involvement Strategy.	Housing Revenue Account provision	Sue Bewes & Jane Reading & Charles Derry	Ongoing	
<b>Improving homes within the private sector</b> We will continue to improve housing standards within the private sector across the district.	General Fund	Meryl Spencer	Ongoing	
We will enable people to stay in their own homes for longer. We will enable people to stay in their own homes for longer.	General Fund and Better Care Fund	Meryl Spencer	Ongoing	
<b>Improving our communities</b> We will work in partnership with support agencies and other groups to improve the lives of all residents across the district.	Housing Revenue Account and General Fund	Housing Service Management Team	Ongoing	
We will organise events to build relationships with and earn the trust of residents living on our estates.	Housing Revenue Account	Sue Bewes	Ongoing	
We will work to make residents feel safer in their own communities.	Housing Revenue Account	Housing Service Management Team	Ongoing	
We will work to tackle fraud of all kinds; the harm caused by fraud is not just financial – it damages local people and communities, and denies people a home of their own.	Housing Revenue Account	Sue Bewes & Andi Loosemore	Ongoing	
<b>2) Developing an outstanding local economy</b>				
Supporting local businesses through spending locally, where procurement rules permit.	Housing Revenue Account	Amy Gilbert-Jeans & Sue Bewes	Ongoing	
Undertaking training and mentoring of staff.	Housing Revenue Account	Housing Service	Ongoing	

		Management Team		
Supporting Early Help and helping people into work.	Housing Revenue Account	Sue Bewes	Ongoing	
Maintaining effective rent management assisted through the provision of free independent financial advice to optimise tenant's household income.	Housing Revenue Account	Sue Bewes & Andi Loosemore	Ongoing	
Supporting apprentices and work experience opportunities.	Housing Revenue Account	All	Ongoing	
Developing the SWITCH job club preparing more young people for work.	Housing Revenue Account	Sue Bewes & Jane Reading & Charles Derry	Ongoing	
<b>3) Delivering and promoting our outstanding environment</b>				
Promoting Community Orchards and tenants accessing the countryside through partnership working with Countryside and Leisure.	Housing Revenue Account	Sue Bewes & Jane Reading & Charles Derry	Ongoing	
Promoting and installing energy efficiency measures in Council properties and the private sector.	Housing Revenue Account /General Fund	Amy Gilbert-Jeans & Meryl Spencer	Ongoing	
Monitoring and helping to improve the carbon footprint of our contractors.	Housing Revenue Account	Amy Gilbert-Jeans	Ongoing	
Rolling out of mobile/flexible working reducing our carbon footprint.	Housing Revenue Account /General Fund	All	Ongoing	
Maintaining and continuing to meet the professional development requirements of professional and technical staff.	Housing Revenue Account	All	Ongoing	

	/General Fund			
Continuing rollout of digital technology and mobile working, including the OpenHousing housing management software and the Uniform system and webpages.	Housing Revenue Account /General Fund	All	Ongoing	
Promoting a zero tolerance approach to all areas of health & safety compliance in respect of housing assets.	Housing Revenue Account	Amy Gilbert-Jeans	Ongoing	

**Section 3 a – Looking forward: any Service challenges or pressures for the next three years? (Revenue/Capital)**

Our adopted **Housing Strategy** considers future challenges and summarises these as:

### **Welfare Reform and changes to government policy**

We need to manage carefully the forthcoming changes to welfare benefits such as the introduction of Universal Credit, together with other likely further policy changes.

As Universal Credit rolls out to all age groups there is the issue of claimants receiving payments directly and having to prioritise housing rent and charges above other demands. More council tenants may become overdue on their rent accounts which will have a negative effect on our income collection rates, and private sector tenants may also struggle to pay their rent on time. We may also see a rise in homelessness due to evictions arising from rent arrears.

The government's policy of 1% rent reduction will continue to limit our income and therefore what we can achieve in terms of the aspirations we and customers have for the service.

The government's drive towards home ownership is reducing the availability of social housing.

The government's likely move towards shorter term tenancies - we have already introduced flexible tenancies for some but if this becomes more widespread and secure/long term tenancies less common across social housing, there may be more pressure on the council as a provider of last resort.

The reduced funding available for some other services means that housing is seeing an increased work load with, for example, the increased need for temporary accommodation, and support for older and vulnerable people such as those suffering with mental health issues.

### **Ageing Population**

This combined with our demographic profile will continue to shape our need for sheltered housing and excellent services to help maintain independence and sustain tenancies. We must keep ahead of this need and make sure we have the right accommodation and services to offer.

### **Developing alternative ways of delivering our services**

We need to find new ways to make best use of funding opportunities and deliver more affordable housing, as well as delivering our responsive repairs service in the most cost effective way. This will involve a large scale, detailed procurement exercise that will see the appointment of a new contractor for responsive repairs/voids commencing in January 2019. A project team has been set up and they will work alongside consultants to achieve a cost effective, innovative new contract that potentially will cover the housing service for the next 10 years.

We must promote our services to networks of other professionals and agencies, inspiring officers from other departments or agencies to 'deliver differently'.

As council owned stock decreases through the right to buy process we will need to seek other sources of income and new opportunities to help people into housing.

### **Adapting to change and working differently**

We must ensure that changes in our working environment, such as moving to different locations, working remotely and home working, do not adversely affect the service we offer to our residents and partners. This is also important with the introduction of more online facilities where residents can access our services from their own homes.

During the Service Planning Day we also identified the need for compliance matters to be better understood throughout the Service in terms of costs and consequences; the need for stronger budget management; a need to reformat the S/drive; improve the reliability and connectivity of Global Desktop; accelerate OpenHousing implementation; improve our ability to deal with applicants/tenants with mental health issues; and achieve a stronger scrutiny and challenge from the Housing Review Board.

1. Operating the Housing Revenue Account under the self-financing regime and managing high levels of debt and government imposed rent reductions and sale of stock, whilst continuously improving services for customers and delivering our development/acquisition ambitions.
2. Managing the transition to Welfare Reform and rent reductions which will lead to the loss of income and recognising that some tenants may struggle to pay their rent and service charges.
3. Managing the impact of enhanced Right to Buy and the risk of enforced sale of high value stock, and its impact on the Housing Revenue Account Business Plan.
4. Improving housing standards in the private sector including reducing fuel poverty, enforcing standards in Houses in Multiple Occupation; bringing empty homes back into use; providing Disabled Facilities Grants and loan assistance; securing our share of the Better Care Fund; ensuring Mobile Home sites meet licence standards; and monitoring the quality of private water supplies. Keeping current on changes to legislation, staff training and capacity to meet the demands on the service.
5. Preventing homelessness and increasing housing options as the Homeless Reduction Act is implemented, including contributing towards the resettlement of refugees and asylum seekers.
6. Continuing to manage and meet housing need and the supply of affordable homes.
7. Overcoming the problem of insufficient subsidy/grant/opportunities to provide new affordable homes.
8. Continuing to support people staying in their homes and managing the rising demand for property adaptations across all tenures.
9. Completing a series of access audits alongside upgrading or decommissioning sheltered housing to ensure that it is 'fit for purpose'.
10. Providing value for money support services, integrating with Social Care and ensuring that the Better Care Fund is targeted to East Devon clients.
11. Implementing the Health and Wellbeing priorities as set out in our Public Health Plan within a scenario of reducing resources.
12. Improving the energy efficiency of homes to meet our aspiration of minimum levels of energy use.

13. Assisting the development of a sense of community in Cranbrook and encouraging the delivery of high quality homes and the Healthy New Town programme.
14. Improving tenancy sustainment and the wellbeing of tenants and communities, including the challenges around mental ill health and tenants complex needs.
15. Improving the lives of identified Troubled/Targeted/Early Help families.
16. Implementing and embedding the OpenHousing housing management IT system/Worksmart/Electronic Document Management.
17. Completing a new stock condition survey for the Council housing stock and refreshing improvement programmes from the data produced. Ensuring that we have good data on the condition of private sector homes.
18. Recording all non-housing assets and producing an inspection schedule and programme maintenance schedule.
19. Investing in non-housing assets such as community centres; play areas; mobility scooter stores etc.
20. Recruiting and training of professional/technical staff to have the right staff in the right job.
21. Embedding the culture of 'can do', customer focus, and 'one family' joined up working with other Council services, and Systems Thinking in the Service.
22. Preparing for the office relocation and ensuring that we embrace new ways of working and maintain effect links with support services.
23. Ensuring that our approach to compliance issues (Fire; Gas and Asbestos safety) is core business with robust policies and procedures in place. Monitor outcomes from the Grenfell enquiry ensuring any new legislation is implemented as appropriate.
24. Reviewing and redesigning invoicing procedures to ensure accurate and faster payments.

**Section 3 b– Looking forward: options for doing things differently –**

**financial savings / increasing income / changes in how services are delivered**

1. Delivering the East Devon Homes business plan.
2. Self-financing of Council housing and reviewing the Housing Revenue Account Business Plan and debt schedule to maintain viable services.
3. Implementing the OpenHousing software package for housing, including the introduction of mobile working for staff to create service efficiencies.
4. Increasing customer self-service through roll out of OpenHousing customer portal, web forms and enhanced service provision at Exmouth Town Hall.

5. Encouraging generic working and review the 'patch' arrangements whilst continuing to explore the Customer Hub concept.
6. Continuing the shift from responsive to proactive asset management for all Housing assets.
7. Review current void standard to ensure it fits with current financial environment; we will consider our costs per void are high when compared to other authorities. The review will also ensure we are meeting all regulation in relation to compliance matters that will arise on the refurbishment of our properties.
8. Continuing to meet service demand in relation to homelessness through early intervention and prevention initiatives.
9. Attracting more Home Safeguard business, including Telecare, through marketing and promotion of our services.
10. Facilitating activities through our community development programme with a focus on health and wellbeing outcomes consistent with the Public Health Plan.
11. Introducing an extension to the Service Charge regime and examining incentive schemes.
12. Ensuring a greater enforcement presence in the private sector. Increasing customer self-service through the East Devon website utilising web forms and enhancing the information available on the web site. We will also explore opportunities for managing and delivering Private Sector Housing Services differently in the future.
13. Responding to the findings of the longitudinal survey and Viewpoint survey results.
14. Establishing consistent working arrangements for the delivery of Disabled Facilities Grants across Devon, including fast track processes.
15. Considering a proactive approach to adapting sheltered housing units to ensure they are fit for purpose, rather than being reactive to needs as they arise.
16. Expanding the use of social media to communicate with our customers.
17. Working with Environmental Health/StreetScene/Countryside on shared goals.

<b>Section 3 c – Looking forward: Changes to measures and performance indicators - what we will measure, how often and for whom</b>					
<b>Measure/indicator</b>	<b>How often – monthly, quarterly, bi-annually, annually</b>	<b>For whom? Cabinet, Overview and Scrutiny</b>	<b>Link to Corporate Priorities (listed on page 3 1,2,3 or 4)</b>	<b>Responsible Officer for production of management information</b>	<b>Retain this measure (yes/no) or new</b>

1. Housing Strategy.	Annually	Scrutiny Committee and Housing Review Board	Encouraging communities to be outstanding	John Golding	Yes
2. Housing Revenue Account Business Plan.	Quarterly	Housing Review Board	Encouraging communities to be outstanding	John Golding	Yes
3. Housing Revenue Account budget.	Quarterly	Housing Review Board	Encouraging communities to be outstanding	John Golding	Yes
4. Private Sector Renewal Plan & Home Energy Conservation Act & Empty Homes Plans.	Annually	Scrutiny Committee	Encouraging communities to be outstanding	Meryl Spencer	Yes
5. Number of affordable homes delivered.	Quarterly	Scrutiny	Encouraging communities to be outstanding	Paul Lowe	Yes
6. Number of households living in temporary accommodation.	Quarterly	Scrutiny Committee	Encouraging communities to be outstanding	Andrew Mitchell	Yes
7. Customer Satisfaction within the Housing Service.	Quarterly	Housing Review Board	Encouraging communities to be outstanding	John Golding	Yes
8. Responsive repair End to End times & right first time.	Quarterly	Housing Review Board	Encouraging communities to be outstanding	Amy Gilbert-Jeans	Yes
9. Number of empty properties returned to use.	Quarterly	Scrutiny Committee	Encouraging communities to be outstanding	Meryl Spencer	Yes
10. Risk assessments of private water supplies.	Quarterly	Scrutiny Committee	Encouraging communities	Meryl Spencer	Yes

			to be outstanding		
11. Percentage of HRA income due on council owned homes collected.	Monthly	Cabinet	Encouraging communities to be outstanding	Sue Bewes	Yes
12. End to End times for a void Council property.	Monthly	Cabinet	Encouraging communities to be outstanding	Andrew Mitchell/Amy Gilbert-Jeans	Yes
13. Time taken between the start of a tenancy (keys to the new tenant) until the point when the first rent or benefit payment is received.	Monthly	Cabinet	Encouraging communities to be outstanding	Andi Loosemore	Yes
14. Home Safeguard call response and installation times.	Quarterly	Housing Review Board	Encouraging communities to be outstanding	Sue Hodges	Yes
15. Percentage of Landlord Gas Safety Records in place (LGSR)	Monthly	Housing Review Board	Encouraging communities to be outstanding	Amy Gilbert-Jeans	New
16. Number of Council homes sold under Right to Buy scheme	Quarterly	Housing Review Board	Continually improving to be an outstanding Council	Amy Gilbert-Jeans	New

#### Section 4 – Resources and workforce planning

##### Full time equivalents/Headcount as at 01/04/2017

FTE = 101.2

Headcount = 113

##### Turnover (April 2016 to March 2017)

Voluntary Turnover = 9%

Voluntary & Non Voluntary Turnover = 9%

Absence (April 2016 to March 2017)	Days lost per person: 7.1 days
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<b>Section 5 – Training and development</b>			
<b>Team based skills/development required – please identify training required that is not currently available</b>	<b>Who for</b>	<b>Expected outcome</b>	<b>When</b>
1. Customer service	All staff	Improved customer service and complaint handling	During 2018/19
2. Equalities	All staff	Awareness of our responsibilities	During 2018/19
3. Safeguarding children	All staff	Awareness of the Councils policy and reporting procedure	During 2018/19
4. Safeguarding adults	All staff	Awareness of the Councils policy and reporting procedure	During 2018/19
5. Prevent (radicalisation) and countylines	Frontline staff	Awareness of how to report concerns	During 2018/19
6. Health & Safety/Compliance/Lone Working	All staff	Awareness and use of safe systems of work	During 2018/19
7. Data protection and information security	All staff	Awareness of the Councils policy and housing specific requirements	During 2018/19
8. Social Media policy and use	Selected staff	Appropriate and positive use of social media	During 2018/19
9. Systems Thinking	Managers	Take forward the next series of reviews	During 2018/19
10. Mental Health Awareness	Selected staff	Improved understanding of mental health issues	During 2018/19
11. Continuing Professional Development/professional training	Selected staff	Maintaining high standards of professional conduct/knowledge	Ongoing
12. OpenHousing document and mobile device training.	All staff	All users able to benefit from new comprehensive housing management system	Ongoing

13. Customer involvement awareness training	All staff	Embed tenant/customer involvement	Ongoing
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<b>Section 6 – Risks</b>			
<b>New/emerging risks description – See attached Risk Register for current service risks</b>	<b>Impact [minor, significant, serious, major]</b>	<b>Likely-hood [remote, unlikely, likely, very likely]</b>	<b>How managed/controlled What action will you take to reduce/minimise risk</b>
Failure to protect against tenancy fraud	Serious	Very likely	Occupancy checks on tenants in temporary and general accommodation, Social housing fraud initiative, Tenancy 'sign up' checks, Tenancy Fraud Strategy.
Fraud in respect of Rent Collection, allocations and Right to Buy purchases	Significant	Unlikely	Internal procedures, Systems Thinking review, OpenHousing. Manual controls. Review of RTB Policy to ensure robust checks are in place and we are utilising all information available to us as a Council.
Loss of rental income	Serious	Very likely	New tenancy 'sign up', Systems Thinking Regime, Procedures for income management, Rent payment methods.
Right to Buy (sales differ from Business Plan expectations) and spend not in line with DCLG agreement	Significant	Unlikely	Cancel agreement, Costs could be reduced, Loans could be increased.
Safeguarding adults	Serious	Very likely	Safeguarding Older People Policy, Risk Assessments, Mobile Support Officer's Procedure Manual, Team meetings/briefings, Devon County 'Pathways'.
Sheltered housing improvements ensuring the stock is fit for purpose	Significant	Unlikely	Funding availability, Tenant involvement. Liaising with Occupational Therapists to design sheltered housing appropriately at void stage.
A major homelessness incident	Major	Unlikely	Training for an emergency, Out of hours contact, Emergency and Rest Centre Plan, Devon County Council joint working.

Failure to achieve Housing Strategy targets	Major	Likely	Monitoring performance, Assign actions to lead managers, SPAR.net monitoring.
Failure to provide accurate or helpful housing/homelessness advice	Serious	Very likely	Staff training, Staff supervision, Scrutinise decisions, Procedures in place.
Maintain a Housing Register	Serious	Very likely	Staff training, Policy and procedures, Devon Home Choice.
New-Build Council Homes/acquisition scheme failure	Major	Very likely	Robust development proposals, Development expertise, Homes and Community Agency (HCA) bids and grants, Joining Partnership South West development consortium.
Failure of Responsive Repairs contractor	Serious	Very likely	Contract performance monitoring, Contract conditions, Ability to transfer work between contractors, Re-tendering of contract to select two contractors
A compliance failure on gas/solid fuel safety; fire safety; asbestos; health & safety; legionella	Major	Likely	Policies and procedures in place to ensure compliance. Priority given to this work. Competent contractors. Auditing and checking processes.
Loans taken out for self-financing	Serious	Unlikely	Set aside provision for repayment, Tracking Welfare Reform.
Safeguarding Children	Major	Likely	Safeguarding Children Policy, Liaison with the Children's Trust, Staff training, team meeting reminders, Email reminders from Corporate Lead.
Unforeseen expenditure on council homes	Serious	Unlikely	Stock survey information, Insurance, Improvement programmes, HRA Business Plan.
Housing staff lone working	Major	Very likely	Policies in place to mitigate the risk, Home Safeguard monitoring, Health and Safety Advisor, bespoke Lone Working arrangements.
Failure of private water supply	Serious	Likely	Water supply sampling, Risk assessments, Advice.
Fraud in respect of housing grants	Serious	Very likely	Capital expenditure monitoring, Monitoring of grant approvals.
Home Safeguard system failure/interruption to service	Major	Very likely	Disaster recovery arrangements, maintenance contract, UPS system, staff trained on system failure.

## Section 7 – System thinking

<b>Which services have been reviewed</b>	Responsive repairs and works to voids Allocations Tenancy sign up process Aspects of private sector housing	
<b>Future systems to be reviewed</b>	<b>Service</b>	<b>Date of review</b>
	Mobile Support service Tenancy condition enforcement Invoicing Home Safeguard installations Rent arrears Disabled facilities Grants Compliance gas safety Revisit repairs and voids	2018/19

<b>Section 8 - Equalities and safeguarding</b>		
<b>New / emerging equalities risks</b>	<b>Impact Level [High, Medium, Low]</b>	<b>How managed/controlled</b>
<b>1.</b> Housing Strategy	Medium	Equalities Analysis undertaken on the plan.
<b>2.</b> HRA Business Plan	Medium	Equalities Analysis undertaken on the plan.
<b>3.</b> Homelessness Strategy	High	Equalities Analysis refreshed with new strategy.
<b>4.</b> Private Sector Renewal Plan	Medium	Equalities Analysis refreshed with new strategy.
<b>5.</b> Devon Home Choice	High	Equalities Analysis undertaken on the Allocations policy.
<b>6.</b> Tenant Involvement Strategy	Medium	Equalities Analysis undertaken on the strategy.
<b>7.</b> Failure to raise a safeguarding concern	High	Equalities Analysis undertaken on the Safeguarding policy.



**Report to:** **Housing Review Board**

**Date of Meeting:** 11 January 2018

**Public Document:** Yes

**Exemption:** None

**Review date for release** None

**Agenda item:** 10

**Subject:** **Proposal to extend the current Responsive Day to Day Repairs and Void Works to Council Housing Stock contract by a further 6 months with a revised end date of 31 January 2019.**

**Purpose of report:** To recommend that a further six month extension is awarded in order for the completion of the drafting a new specification and the procurement process to take place to secure future contracting arrangements for responsive repairs and void work to properties.

**Recommendation:** **To extend the current Responsive Day to Day Repairs and Void Work to Council Housing Stock contract for a further six months. The current contract is due to end in July 2018 so Members are asked to consider an extension until the end of January 2019.**

**Reason for recommendation:** To ensure that appropriate contracting arrangements are in place for all Day to Day responsive repairs and work we undertake to void properties prior to re-letting.

**Officer:** Amy Gilbert-Jeans, Property and Asset Manager.  
[AGilbert-Jeans@eastdevon.gov.uk](mailto:AGilbert-Jeans@eastdevon.gov.uk)

**Financial implications:** All financial implications are considered within the body of the report.

**Legal implications:** The extension requested falls within the terms of the current contract and does not contradict procurement regulations, there are no other legal observations.

**Equalities impact:** Medium Impact  
The repairs service must be open and accessible to all tenants.

**Risk:** Medium Risk  
Not having sufficient contracting arrangements in place presents risks to management and maintenance of tenant's homes.

**Links to background information:** <http://eastdevon.gov.uk/media/1973368/combined-hrbagenda-120117.pdf> (item 14 and 15)  
<http://eastdevon.gov.uk/media/2022994/combined-hrbagenda-090317.pdf> (item 11)  
<http://eastdevon.gov.uk/media/2140883/combined-hrbagenda-150617.pdf> (item 9)

**Link to Council Plan:** Encouraging communities to be outstanding.

## **1. Background**

- 1.1 In January 2017 the Housing Review Board considered a report on alternative methods for the delivery of the repairs and maintenance contract. In order to manage the procurement process the Board agreed an extension of the existing contracts with Skinners and MD until July 2018.
- 1.2 Since then the Board has received further reports on the progress being made to renew the contract and in September 2017 approved the appointment of procurement consultants to assist with drafting the specification for the contract and the tendering process.
- 1.3 Details on the appointment of the procurement consultants and progress on the procurement will be presented to the meeting.

## **2. Current position**

- 2.1 At the June 2017 meeting the Board agreed to adopt the 'East Devon core repairs offer' as the way forward for the development of the repairs contract in the future, and the adoption of a price per property (PPP) and price per void (PPV) model going forward.
- 2.2 Part of the role of the procurement consultant will be to develop these models and assist us with the drafting of the specification for the new contract.
- 2.3 The time required to draft the specification and the procurement timeframe mean that we will not be able to have the new repairs contract in place by the time the current contracts with Skinner and MD finish in July 2018.
- 2.4 We are therefore requesting a further six month extension to these contracts to enable the work to be completed by January 2019 when the new repairs contract and successful contractor will be in place.
- 2.5 Under the current Responsive Day to Day Repairs and Void work to Council Housing contracts, we have the ability to extend the contract for a period of up to 2 years. Due to us already extending for 1 year we now propose extending this for a further 6 months.
- 2.6 Current Performance of the day to day contractors is being monitored as issues are currently arising in the West of the District. These issues are being discussed at Senior Management level and there is currently consideration being given as to whether a core group meeting is now appropriate in order to escalate the issues appropriately. We are due to brief the tenant repairs group at their next meeting and will keep the Board up to date with any significant developments.
- 2.7 It should be noted that there are currently no concerns with the performance of our East side contracts, Skinners.

## **3. Recommendation**

- 3.1 Members are invited to approve a six month's extension to the current responsive day to day repairs and maintenance contract, which also covers work undertaken to prepare void properties for re-letting.

- 3.2 This additional time will allow us to draw up a robust and fit for purpose specification and complete the procurement work within the required timescales.
- 3.3 Performance will continue to be monitored closely through-out the extended six months with actions being taken to address any issues as and when necessary.



<b>Report to:</b>	<b>Housing Review Board</b>
<b>Date of Meeting:</b>	11 January 2018
<b>Public Document:</b>	Yes
<b>Exemption:</b>	None
<b>Review date for release</b>	none
<b>Agenda item:</b>	<b>11</b>
<b>Subject:</b>	<b>Renewal of the Day to Day Repairs and Void work to Council Housing Stock.</b>
<b>Purpose of report:</b>	
<b>Recommendation:</b>	<p><b>To note the appointment of Echelon Consultancy Limited as procurement consultants for the Day to Day Repairs and work to Voids contract.</b></p> <p><b>To note early stage progress that has been made on the procurement of the Day to Day Repairs and Void work to Council Housing stock contract.</b></p>
<b>Reason for recommendation:</b>	To assist the project team with the renewal of the contract and ensure the Housing Review Board are up to date with progress.
<b>Officer:</b>	Amy Gilbert-Jeans, Property and Asset Manager <a href="mailto:agilbert-jeans@eastdevon.gov.uk">agilbert-jeans@eastdevon.gov.uk</a>
<b>Financial implications:</b>	Finance comments to follow.
<b>Legal implications:</b>	There are no legal implications.
<b>Equalities impact:</b>	Medium Impact The repairs service must be open and accessible to all tenants.
<b>Risk:</b>	High Risk Not having sufficient contracting arrangements in place presents risks to management and maintenance of tenant's homes.
<b>Links to background information:</b>	<a href="http://eastdevon.gov.uk/media/1973368/combined-hrbagenda-120117.pdf">http://eastdevon.gov.uk/media/1973368/combined-hrbagenda-120117.pdf</a> (item 14 and 15) <a href="http://eastdevon.gov.uk/media/2022994/combined-hrbagenda-090317.pdf">http://eastdevon.gov.uk/media/2022994/combined-hrbagenda-090317.pdf</a> (item 11) <a href="http://eastdevon.gov.uk/media/2140883/combined-hrbagenda-150617.pdf">http://eastdevon.gov.uk/media/2140883/combined-hrbagenda-150617.pdf</a> (item 9) <a href="http://eastdevon.gov.uk/media/2197069/combined-hrb-agenda-070917.pdf">http://eastdevon.gov.uk/media/2197069/combined-hrb-agenda-070917.pdf</a> (item 10)
<b>Link to Council Plan:</b>	Encouraging communities to be outstanding.

## **1. Background**

- 1.1 In January 2017 the Board considered a report on alternative methods for the delivery of the repairs and maintenance contract, and agreed an extension of the existing contracts with Skinners and MD until the end of July 2018. A request for a further extension until January 2019 is being presented to the Board at this meeting.
- 1.2 Since then the Board has received further reports on the progress being made to renew the contract and in September 2017 approved the appointment of procurement consultants to assist with drafting the specification for the contract and the tendering process. This paper updates the Board with progress on the appointment of the procurement consultants and provides a general overview of progress to date.

## **2. Current position**

- 2.1 At the June 2017 meeting the Board agreed to adopt the 'East Devon core repairs offer' as the way forward for the development of the repairs contract in the future, and the adoption of a price per property (PPP) and price per void (PPV) model going forward.
- 2.2 Part of the role of the procurement consultant will be to develop these models and assist us with the drafting of the specification for the new contract.
- 2.3 The project team drew up a specification for the role of the procurement consultant and this was presented to the Board at the September 2017 meeting (Item 10, Annex 2).
- 2.4 The procurement team from Devon County Council (DCC) has been assisting us with the work to appoint a consultant and a 'request for quotation' (RFQ) was sent out via the procurement portal 'Supplying the Southwest'.
- 2.5 The tender closed on 13 October 2017. A total of two bids were received.
- 2.6 The evaluation team (Property and Asset Manager, Senior Technical Officer -Asset Management and Compliance, Senior Technical Officer- Responsive Repairs and Voids) considered the bids and carried out the evaluation, with guidance and support from the DCC Procurement team.
- 2.7 The winning bid was submitted by Echelon Consultancy Limited and following notification of approval we have now held the first session with the Team in the format of a launch workshop.

## **3. Next stage of procurement**

- 3.1 The project team have now been fully established with the recent addition of our Housing Systems Manager in order to ensure the integration and consideration of our Open Housing system when designing and procuring the new contract.
- 3.2 The launch workshop was held with our consultants on the 27<sup>th</sup> November. The purpose of this session was to revisit the outcomes of the options appraisal carried out as well as our internal stakeholder's workshop. We also looked at the opportunities there are in terms of ensuring our new contract captures our aspirations for future service delivery, and what this could look like.
- 3.3 We are considering closely what's not working currently and using this as an opportunity to scope the new contract around how we can improve in these areas. We are focusing greatly on what our residents told us at the options appraisal workshop earlier in the year as well as the useful data that has come from a series of telephone consultations we have carried out with tenants.
- 3.4 Time is being spent studying in depth the proposal of a 'price per property model' and we are comforted by the breadth of experience our consultants have in terms of rolling

this model out in other organisations. We are considering a trip to a similar authority that has recently rolled out a price per property/ price per void model, this will be an excellent opportunity for us to learn from good practice and consider more closely how this model could work for us.

- 3.5 The project team are excited and enthused at the opportunity we now have to set up a future contracting arrangement that will continue delivering outstanding services to our tenants. We are keen to explore innovation and new ways of working that we can benefit from in a number of areas, including the assurance that we are getting value for money, providing outstanding customer service to tenants, as well as protecting our assets for the future.
- 3.6 We will attempt to provide an update report to every Board meeting in 2018 in order to ensure that Members are kept fully up to date with progress being made.



<b>Report to:</b>	<b>Housing Review Board</b>
<b>Date of Meeting:</b>	11 January 2018
<b>Public Document:</b>	Yes
<b>Exemption:</b>	None
<b>Review date for release</b>	None
<b>Agenda item:</b>	<b>12</b>
<b>Subject:</b>	<b>Universal Credit</b>
<b>Purpose of report:</b>	This report sets out the latest information on the roll out of Universal Credit and describes the actions being taken to mitigate, as far as possible, potential loss to HRA income.
<b>Recommendation:</b>	<p><b>That the contents of the report informing the Board of preparations for the further roll out of Universal Credit during 2018/19 be noted.</b></p> <p><b>That the Board agree with the course of action suggested: that we invest in supporting tenants in order to mitigate the effects of Universal Credit on their own wellbeing as well as the impact on the Housing Revenue Account.</b></p> <p><b>That we take up the offer from Housing Benefit colleagues to support us through the rollout with two members of staff, and reassess the staffing capacity required to manage the change later in the financial year.</b></p>
<b>Reason for recommendation:</b>	To update the Board.
<b>Officer:</b>	Sue Bewes Landlord Services Manager sbewes@eastdevon.gov.uk
<b>Financial implications:</b>	Financial implications are contained within the body of the report
<b>Legal implications:</b>	There are no legal implications contained within the report.
<b>Equalities impact:</b>	Low Impact
<b>Risk:</b>	High Risk
	There is the risk of reduced income to the HRA and of many tenants falling behind on their rent, which could lead to an increased number of evictions.
<b>Links to background information:</b>	• .
<b>Link to Council Plan:</b>	Encouraging communities to be outstanding.

## **1.0 Background**

- 1.1 Universal Credit (UC) is the new single monthly payment for people who are looking for work or on a low income and will replace:
- Income-based Jobseeker's Allowance.
  - Income-related Employment and Support Allowance.
  - Income Support.
  - Child Tax Credits.
  - Working Tax Credits.
  - Housing Benefit.
- 1.2 Universal Credit should not be seen as a re-working of the current welfare system, it is an entirely new benefit. The key features are:
- Most people will apply online and manage their claim through an online account which should be checked daily as messages will be posted there from DWP (Department for Work & Pensions) e.g. appointments to be kept or outcomes of requests.
  - Universal Credit will be responsive – as people on low incomes move in and out of work, they'll get ongoing support, giving people more incentive to work for any period of time that is available.
  - The DWP will make the payments monthly into a bank account of the tenant's choice.
  - Most claimants on low incomes will still be paid Universal Credit when they first start a new job or increase their part-time hours.
  - Claimants will receive just 1 monthly payment, paid into a bank account in the same way as a monthly salary.
  - Support with housing costs will go direct to the claimant as part of their monthly payment.
- 1.3 Universal Credit will only affect working age people (18-60 yrs. and 6 months); they will be paid a monthly payment per household, direct into a bank account and this amount will include their housing element.
- 1.4 There is a provision for housing providers to apply for the housing element of UC to be paid to them direct at the start of the claim, if it can be proved the tenant falls into one or more of a number of vulnerability categories (set by the Department of Work & Pensions (DWP)). Also if a tenant has rent arrears of 8 weeks or more the housing provider can apply to the DWP to have the housing element of the Universal Credit payment paid direct to them.
- 2.0 **The current position for East Devon**
- 2.1 There is a programme for UC rollout across the region. For our tenants UC goes live for new claims on 4 July 2018 for those with Honiton postcodes (or tenants whose Job Centre Plus is Honiton) and goes live on 26 September 2018 for those with Exeter postcodes (or those whose Job Centre Plus is Exeter).
- 2.2 Legacy benefit claim gateways will be closed on these dates unless claimants have more than two children.
- 2.3 It has initially only affected single people aged between 18 and 60 years and 6 months who are making a new claim as these would have traditionally gone onto Job Seekers Allowance. But as of July/September 2018, all new claims made will be assessed for UC.

2.4 All other claimants (i.e. those currently claiming the legacy benefits) will be transferred over to UC between 2019 and 2022 inclusive.

### **3.0 Concerns about the new system**

3.1 While it is evident that there are some positives to the new UC benefit, particularly around unifying multiple benefits, I also have concerns on several levels as a social landlord.

3.2 As UC may include money towards housing costs, tenants will have to arrange with us to start paying their own rent, if they do not do so already.

3.3 Some individuals may not be good at prioritising their bills or managing a budget and could easily get into debt.

3.4 It takes five weeks to process claims, during which time claimants who have not applied for an advance at the point of their initial claim may well build up debt during this period. On the positive side though, the amount a claimant can claim in advance has in November 2017 been increased from 50% to 100%. By the time we go live in East Devon all claims will be recoverable over 12 months if this is what the claimant wants, regardless of the level of the advance claimed, and advances will be claimable online, making them more accessible for those who need them.

3.5 This could have a serious impact on our rental income. We have identified 1,241 working age tenants on Housing Benefit (HB), and the total HB figure for these tenants is £84,315. Looking at the worst case scenario, if all of these tenants had changes in circumstances that required a UC claim, and none of these tenants paid their rent over the six week period, then our income figure would decrease by £505,890.

3.6 However, this figure would increase to £674,520 taking into account that we cannot request the DWP to make payments direct to us when arrears reach two months or more. Making the landscape appear even bleaker, the maximum the DWP will deduct from the claimant in these circumstances to start paying the arrears back is 20%.

3.7 In terms of yearly rent loss, we always work to a maximum of 8 weeks arrears, so as long as no one else applied for UC during the year we would be chasing the £674,520, with a maximum repayment of 20%, and calculate it would take approximately 40 weeks for each of those in arrears to clear their arrears.

3.8 This could mean we evict more people for rent arrears, receive more homeless applications, and in effect find ourselves in a position where we, as a social landlord, have to do more with less income over the coming months.

### **4.0 Preparations underway**

4.1 Clearly prior preparation is crucial, and we are already working with identified tenants within our sheltered housing to encourage them to put some money by each week in case they should have a change of circumstances and need to make a fresh benefits claim.

4.2 We have looked at the wording of our rent statements and other documentation to ensure they are easy to understand and follow.

4.3 We have met with Housing Benefit managers to synchronise messages on the EDDC website, plan publicity via the tenant magazine, leaflets, etc.

- 4.4 The Rental Manager, Support Services Manager and I have visited officers of Taunton Deane Borough Council to glean advice since they went live in October 2016. We have also visited Yarlington Homes to compare their approach over their first live year.
- 4.5 We have discussed issues regarding UC rollout at the Tenant Involvement Forum, and attended an event set up by EDDC's Benefits team alongside the DWP which will help housing officers across the county set up better lines of communication.
- 4.6 We have presented at the Housing Staff Briefing in November on UC, alerting all officers to what is coming and how they can help mitigate losses.
- 4.7 Our Regional Manager at the DWP is coming to speak at the next team meeting of Mobile Support Officers and Housing staff from other Landlord Services teams will be invited. I will ask him to come to speak to the Housing Review Board should this be your wish.
- 4.8 Staff training from a specialist trainer has been arranged for Landlord Services teams to take place over two days (16 & 17) in January 2018.
- 4.9 A series of 12 customer drop-ins have been set up across the district for us to explain to customers what is happening and how we can help. Where we can we will encourage people to register on the 'verify' part of the UC system now, which will make verification of their identity and claim easier and quicker should they make a claim at some point in the future. We are inviting two credit unions to attend/provide leaflets to show tenants that do not have bank accounts that there is a possible alternative.

Thursday 7 December 2017	Lymebourne Park Community Centre, Sidmouth	Trumps Court Community Centre, Sidmouth
Friday 8 December 2017	Park Close Community Centre, Woodbury	Albion Court Community Centre, Exmouth
Monday 11 December 2017	Dunning Court Community Centre, Honiton	Broadview Community Centre, Broadclyst
Tuesday 12 December 2017	Millwey Community Centre, Axminster	St Gregor's Church Hall, Seaton
Wednesday 13 December 2017	Churchill Court Community Centre, Lympstone	Bidmead Community Centre, Exmouth
Friday 15 December 2017	Palmer House Community Centre, Exmouth	Ratcliffe House Community Centre, Exmouth

- 4.10 Plans are underway adapting our digital project which has not been particularly successful in encouraging people of working age to come forward and improve their confidence and digital skills.
- 4.11 We are in the process of upgrading the Wi-Fi within our community centres so that these can be used by tenants to go online and access their UC accounts.

## 5.0 Plans for the future

- 5.1 We will continue to work closely with staff from Revenue and Benefits and the DWP and local partner agencies to ensure that claimants are supported throughout the Universal Credit application process.
- 5.2 The DWP are undertaking some digital mapping and will soon be able to provide us with places where tenants can go in our area to use digital facilities and log in to their journals daily.
- 5.3 We will firm up our plans on how to triage new claimants. Record claim date, payment date, methods of payment etc., so that if the tenant cannot recall details we have some on record.
- 5.4 Visits to other landlords showed that the supportive approach, while essential in terms of managing our rent collection rates effectively, will come at a price. Both Taunton Deane and Yarlington have dedicated teams of four officers plus a manager to cope with this extra work. Having looked at the tasks required I believe that one officer and one assistant would be a reasonable response initially, with the intention of reviewing our position in a year's time.
- 5.5 We will develop further our digital training programme with particular focus on how we will hook people in that need it. This piece of work has been tasked to one of our Community Development Workers initially.
- 5.6 We will also provide digital access points in Exmouth and Honiton, plus other locations if necessary. Both Yarlington and Taunton Deane have stressed this is key.
- 5.7 It is clear that we need to work much more closely and proactively with our customers if we are to help them manage their income effectively. The vulnerable in particular will require our intensive support and close working across teams to achieve this. It is clear we are facing greater demand for support than we can handle within current resources. I estimate that we will need two extra members of staff initially. Housing Benefits colleagues who have expertise in this area of work will be facing a reduced workload and some freed up capacity. We have been offered additional support for the UC rollout and I am proposing that we accept this support (equivalent to two FTEs) and suggest that we review the need for any further capacity after a period when we can assess the impact on our tenants.
- 5.8 We must, as a priority, work with our Systems Team to establish what the Open Housing system can offer us and how we can use it to effectively co-ordinate our approach.

## **6.0 Conclusion**

- 6.1 We have learned from Yarlington and Taunton Deane that most tenants will be fine under the new UC system, but they will need a lot of support from us across services and teams to achieve this.
- 6.2 We will face the challenges by working more closely with partners both in the public and voluntary sector. It will also, however, take significant investment in supporting tenants to mitigate the worst of the impacts of the changes.
- 6.3 Results from the direct payment pilot sites across the country endorse this approach in helping tenants maintain their tenancies.
- 6.4 The Housing Service has been working with tenants and partner agencies to counter the impact of welfare reform changes including Universal Credit on its rental income and will continue to monitor and review it throughout the year.

- 6.5 It is good to see the DWP continue to make alterations to the UC rules, as these will have a less negative effect on our tenants and our HRA, as exemplified by the newly introduced 'support with housing costs' Nearly all of the most vulnerable claimants currently receive Housing Benefit, so claimants who were previously receiving Housing Benefit will receive a transitional payment – an extra two weeks support worth on average £233 per claimant – when they move to UC. This will be unrecoverable, automatic and received early in the first assessment period.
- 6.6 Based on the information we received during our visit to Taunton Deane District Council, their rent debt increased from approximately £360,000 before UC to £600,000 after UC, or a percentage increase of 66% and is still at this figure a year into live service. If our performance is affected at a similar rate, our rent arrears would increase from £209,400 (as at the end of 16/17 financial year) to £347,604 or an increase of £138,204. The rent arrears of current tenants as a percentage of rent due was 1.1% at the end of last year and this would increase to 1.85%. As Taunton Deane have roughly 1800 more council properties than East Devon, we are unlikely to be affected at quite the same rate, especially now we are aware that the increase in UC applications is a 'drip-fed' approach rather than en-masse.
- 6.7 As a priority we must invest in assisting our most vulnerable tenants in setting up for UC and managing their accounts into the future. The disabled, large families and, in limited cases, the occupants of our sheltered homes, could all face more financial difficulty and housing insecurity as a result of migration to UC. The income to the Housing Revenue Account is at risk, and we must do everything we can to protect it, if we value our services and current ability to be creative with how we deliver them.



**Report to:** **Housing Review Board**

**Date of Meeting:** 11 January 2018

**Public Document:** Yes

**Exemption:** None

**Review date for release** None

**Agenda item:** 13

**Subject:** **Provision of Experian Rental Exchange to Housing Tenants**

**Purpose of report:** This report sets out why the Council should consider joining The Rental Exchange. It is a free, independent service provided by Experian, whereby social housing tenants are able to build a positive credit history to gain equal access to financial services.

**Recommendation:** **To enter into a new contract for the provision of free, independent credit checks for tenants.**

**Reason for recommendation:** With the upcoming changes and cuts too many benefits by the introduction of welfare reforms, the provision of this service will help social housing tenants with financial, digital, and social inclusion that they may not previously have access to.

**Officer:** Andi Loosemore, direct dial: 01395 517444, email: [aloosemore@eastdevon.gov.uk](mailto:aloosemore@eastdevon.gov.uk)

**Financial implications:** No additional financial implications

**Legal implications:** The legal implications of data collection and confidentiality are set out within the report.

**Equalities impact:** Low Impact  
Applies to all social housing tenants

**Risk:** Medium Risk  
Not providing this service could limit our tenants' access to affordable, mainstream credit and fairer deals on purchases, utilities and banking services.

**Links to background information:** • [www.experian-co-uk/rental-exchange/](http://www.experian-co-uk/rental-exchange/)

**Link to Council Plan:** Improving our communities - We will work in partnership with support agencies and other groups to improve the lives of all residents across the district.

## 1. Rental Exchange History

1.1 The Rental Exchange was set up in 2010 by Big Issue Invest and Experian. Together they have been working with social housing providers to incorporate tenants' rent payment history into their credit files, with no cost to the housing provider or the tenant. This allows tenants with a history of little or no credit, to build a credit score in the same way that mortgage holders do.

- 1.2 All information is held by Experian and treated in accordance with the Data Protection Act. It cannot be used for marketing purposes and is only made available to an organisation if the tenancy information is relevant and if the tenant has agreed for a credit check (or where it is strictly necessary for an organisation to check information in the case of fraud).
- 1.3 As part of The Rental Exchange, the body that oversees data sharing within the credit industry, has agreed that social housing providers can access credit performance data to enable them to identify and support vulnerable individuals and families under financial stress. The data is shared between The Rental Exchange and credit performance data providers on a reciprocal basis, this allows the credit performance data providers (including banks, utility companies and finance companies) to access the social housing rental data when making credit and affordability decisions.
- 1.4 As at June 2015, over 150 registered housing providers and 39 social landlords had signed-up to join The Rental Exchange, representing 1.5 million tenants across the U.K.

## **2 The value of the service and do we really need it?**

- 2.1 The main objectives of the service are as follows:
  - To create an on-line proof of identity – increasingly important when applying for goods and services.
  - Building a positive credit history – in over 70 per cent of cases, tenants with no significant arrears see a positive increase in their credit score.
  - Big Issue investment – access to Community Development Finance Institutions which provide savings and affordable credit in the most deprived communities.
  - a. Tenants on full Housing Benefit would see no effect on their credit score, but can still benefit from digital authentication. Test data shows that on average only 8% of tenants have rent arrears which result in a worse credit score after rent data sharing.
  - b. Some real-life examples of on-line shopping given by The Rental Exchange are as follows:
    - Buying a washing machine – with a good credit score you can get a 10kg washing machine for £499 or £575 paying 1 year at 39% APR. With no (or a poor) credit score the base price for the same washing machine is £799 or £1480 based on 3 years credit at 69.9% APR.
    - Car insurance quotes – with digital authentication 108 quotes were received with prices between £161 and £177 annually. Without digital authentication only 98 quotes were received with prices between £167 and £191 annually.

# COUNCIL TENANCY FRAUD? **ACT NOW AND** **HAND BACK** **THE KEY**

**NO QUESTIONS ASKED**

**From 2 to 31 January 2018**



Call our 'no questions asked' number:

**01395 571 657**

Or email [handbackthekey@eastdevon.gov.uk](mailto:handbackthekey@eastdevon.gov.uk)

## **YOU ARE GUILTY OF FRAUD IF YOU:**

- Illegally sublet the whole council house
- Sell the keys
- Wrongly claim succession
- Obtain a house by deception

### **FIND OUT**

[www.eastdevon/handbackthekey](http://www.eastdevon/handbackthekey)  
**#HandBackTheKey**

### **TAKE ACTION**

Call the housing team  
 and hand back the key

### **AVOID A LARGE FINE AND A CRIMINAL RECORD**

By surrendering the tenancy

### **Start your new year with a clear conscience.**

Latest figures show that there are around 723 families in East Devon with an urgent need for housing. If you know you are committing tenancy fraud, this is your opportunity to do the right thing and **#HandBackTheKey**, and help East Devon District Council to provide affordable homes to those who really need them.

For further information go to  
**[www.eastdevon/handbackthekey](http://www.eastdevon/handbackthekey)**.



**Report tenancy fraud using our  
 anonymous 24 hour service  
 online: [stopfraud@eastdevon.gov.uk](mailto:stopfraud@eastdevon.gov.uk)  
 or phone: **01395 517 494****



**Report to:** **Housing Review Board**

**Date of Meeting:** 11th January 2018

**Public Document:** Yes

**Exemption:** None

**Review date for release** None

**Agenda item:** 15

**Subject:** **Rent Deposit and Bond Scheme**

**Purpose of report:** To make the Housing Review Board aware of the planned revision to our Rent Deposit and Bond Scheme.

**Recommendation:** **That the scheme allows bonds to become lifetime bonds rather than fixed term**

**Reason for recommendation:** To make the Housing Review Board aware of this area of work and what amendments are needed to ensure the scheme is up to date and fit for purpose

**Officer:** Andrew Mitchell, Housing Needs and Strategy Manager, [amitchell@eastdevon.gov.uk](mailto:amitchell@eastdevon.gov.uk)

**Financial implications:** All financial implications are mentioned in the body of the report

**Legal implications:** There are no legal implications to consider although if the new scheme is adopted then there may be issues of debt collection if bonds are not repaid.

**Equalities impact:** Low Impact

**Risk:** Low Risk

**Links to background information:** .

**Link to Council Plan:** Encouraging communities to be outstanding.

## 1. Background

- 1.1 It is good practice to periodically review the schemes we have set up to prevent homelessness. The Council's Rent Deposit and Bond Scheme has been in operation since 2006 and has been a key tool in tackling homelessness. Over the last ten years the scheme has assisted several hundred households who have been either homeless or threatened with homelessness by providing the resources and support to move into accommodation in the private sector. Not having a deposit and bond available is one of the main barriers that has prevented many people from accessing suitable private rented accommodation.
- 1.2 As well as assisting people who are in housing need by providing more choice of suitable accommodation, especially taking into account the geography of East Devon, it allows

people to remain in the same towns and areas that they have been made homeless from. This is something that social housing, with the scarcity that exists, cannot always provide. There is also the advantage to the Council of reducing the demand on Council stock, and allowing more properties to be allocated through the Council's allocation scheme.

- 1.3 The scheme has evolved from a solely loan based system to a combination of loans and bonds. It has been mainly cost effective with the majority of loans being repaid. There has clearly been a need to 'write off' some of the loans that have been provided over the years, but this is insignificant compared to the 'dead' cost of accommodating the households involved in emergency accommodation, and then still being in the position of needing to find a long term housing solution.

## **2. Changes to the landscape**

- 2.1 The collapse of Plough and Share in June 2017, which was a key part of the Rent Deposit and Bond process, has been a key factor in reviewing our scheme and taking action to ensure that it is up to date and fit for purpose. The system we had in place worked well, where customers saved the value of the bond throughout the first stages of their tenancy and then took over the responsibility of the deposit. This had the dual benefit of not only reducing the financial liability on the Council but also encouraging our customers to become more self-sufficient and accepting responsibility for their situations.
- 2.2 We have explored setting up a loan system ourselves to replace Plough and Share, but this is not a viable option. We have also looked at potential alternative suppliers although have not found a suitable replacement.
- 2.3 In addition, the private sector environment has changed considerably since the introduction of Universal Credit, with potential landlords being unhappy with the process and in particular the amount of time that claims take to be processed. Whilst the application is being processed arrears inevitably accrue and there is no suitable solution for this issue. This is the primary reason why local landlords are using the Council's scheme less and less. The numbers have reduced considerably to the point where the scheme in its current format is not equipped to work within the current environment.
- 2.4 The result has been an increase in households and individuals being accommodated in emergency accommodation as it has not been possible to prevent or relieve their homelessness through the scheme. Also, there has been a large increase in our prevention fund budget that is simply paying out for deposits and advance rent in absence of a workable scheme, with no loan or bond element attached.
- 2.5 Therefore, changes are needed and incentives for landlords are at the centre of the proposals. The main suggestion is that the Council adopts a lifetime bond scheme where the bond lasts for an indefinite period i.e. the length of the tenancy. There may also be the need for additional payments to landlords as an extra incentive, although these payments could be from our prevention funds.
- 2.6 There is a clear risk that our financial liability will increase by using lifetime bonds as opposed to fixed term bonds, although we are confident that our effective management of the scheme will limit that risk. Each loan and bond that is provided receives a regular check from the Housing Options team to ensure the tenancy is going well – checks are made with the landlord and the tenant. It is also necessary to match the risk against the risk of not having an effective system in place at all, which would be much more damaging to the emergency accommodation budget and the prevention fund budget.

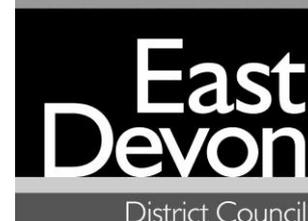
## **3. Timescales**

- 3.1 We anticipate using the lifetime bonds from January 2018. It is also important to note that the Homelessness Reduction Act 2017 comes into effect in April 2018 and there will be an

added duty on Councils to prevent homelessness, therefore as many preventative options as possible will be required to meet this added responsibility.

**4. Recommendation**

- 4.1 That the Housing Review Board note the proposed amendment of the Rent Deposit and Bond Scheme.



**Report to:** **Housing Review Board**

**Date of Meeting:** 11 January 2018

**Public Document:** Yes

**Exemption:** None

**Review date for release** None

**Agenda item:** 16

**Subject:** **Purchase of Hillcrest Bungalow, St Johns Road, Exmouth**

**Purpose of report:** This report seeks authority to enter negotiations to purchase a surplus Devon County Council (DCC) property using Right to Buy receipts and HRA funding.

**Recommendation:**

1. **To support our proposal to enter negotiations with Devon County Council to agree a value and purchase price for Hillcrest Bungalow, Exmouth with a view to redeveloping the site in the future.**
2. **To use Right to Buy receipts and Housing Revenue Account housing development fund to purchase the property.**

**Reason for recommendation:** Buying this site will allow us to develop purpose built council housing to meet specific needs. To ensure Right to Buy receipts are spent on time and not returned to Government with interest.

**Officer:** Melissa Wall, Housing Enabling Officer [mwall@eastdevon.gov.uk](mailto:mwall@eastdevon.gov.uk)  
Paul Lowe, Housing Enabling & Allocations Manager  
[pjlowe@eastdevon.gov.uk](mailto:pjlowe@eastdevon.gov.uk)

**Financial implications:** All financial implications are discussed within the body of the report.

**Legal implications:** The context for the proposed purchase is set out within the report and does not require any legal comment at this stage.

**Equalities impact:** Low Impact

**Risk:** High Risk

If right to buy receipts are not spent in time the Council will have to return them to Government with interest.

There is the risk that planning permission for redevelopment may not be forthcoming.

**Links to background information:** .

**Link to Council Plan:** Living in this outstanding place.

## 1.0 Background

1.1 Hillcrest Bungalow comprises a prefabricated bungalow on a site of approximately 0.15 acres. The bungalow and site forms part of the former Hillcrest School site which was sold

and developed for housing by C G Fry. The bungalow was retained and occupied by the school caretaker but has been declared surplus to requirements by Devon County Council (DCC) in August 2017.

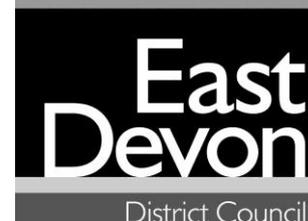
- 1.2 The existing bungalow is in a poor condition and requires complete refurbishment. However, the site in which the bungalow sits has potential for redevelopment. The site is relatively self-contained and well located for local amenities and the town centre.
- 1.3 We have been liaising with DCC about the possibility of Housing purchasing the bungalow and site.

## **2.0 Proposal**

- 2.1 We have done some initial scoping work and inspected the existing bungalow. Informal discussions with planning have been positive and redevelopment of the site for housing is likely to be supported.
- 2.2 There are a number of options for redevelopment (subject to planning) which could be considered. One option we would like to pursue is a purpose built shared house. Alternatively the site may accommodate a property for a larger family or specialist properties. Another option is to develop it for standard general purpose housing.
- 2.3 We will be able to use Right to Buy receipts for part of the acquisition costs and part of the future development costs. Other funding sources for the redevelopment and build costs could include using the sale receipts from selling 24 & 26 Normandy Close, some of our surplus garages or obtaining funding from the Homes and Communities Agency (HCA).
- 2.4 The next step will be to agree a price with DCC via our respective agents.

## **3.0 Recommendations**

- 3.1 We would like to pursue the possibility of Housing purchasing this surplus property and we are requesting your support to open negotiations with DCC to agree the site value and purchase price.
- 3.2 Depending on site value, and if supported by HRB, we propose using Right to Buy receipts (30%) to part fund the acquisition with the remainder (70%) from the Housing Revenue Account housing development fund.



**Report to:** **Housing Review Board**

**Date of Meeting:** 11 January 2018

**Public Document:** Yes

**Exemption:** None

**Review date for release** None

**Agenda item:** 17

**Subject:** **Safeguarding Adults**

**Purpose of report:** This report sets out some good practice advice and a procedure to ensure that we have safeguarding embedded in our service delivery.

**Recommendation:** **To approve the safeguarding procedure set out in the report.**

**Reason for recommendation:** To ensure that staff have a procedure to use in conjunction with the Safeguarding Policy when reporting concerns of abuse.

**Officer:** John Golding Strategic Lead – Housing, Health & Environment.  
[jgolding@eastdevon.gov.uk](mailto:jgolding@eastdevon.gov.uk)

**Financial implications:** No additional financial implications

**Legal implications:** The procedure is written in line with the Government approved guidance on Safeguarding.

**Equalities impact:** Medium Impact

In terms of safeguarding vulnerable adults it is vital that we appreciate that this group need the council and partner agencies to be vigilant and providing the support required.

**Risk:** Medium Risk

We need to keep our policies and procedures up to date and relevant to ensure that we are protecting vulnerable adults effectively. We have legal duties to fulfil and increasingly complex operating environment where landlord services are working with vulnerable tenants.

**Links to background information:** • EDDC Safeguarding Policy.

**Link to Council Plan:** Continuously improving to be an outstanding council.

## 1. Safeguarding procedures

1.1 Safeguarding is one of our core duties in relation to providing a range of housing services.

1.2 We have a clear policy covering safeguarding of vulnerable adults and children. This has been jointly agreed by all Devon districts. It is important that this policy is underpinned by a set of procedures to guide staff (can also be used by members) when interpreting the policy.

- 1.3 The following procedure has been produced in Q&A form and cascaded to staff and needs to be formally endorsed by the Board to provide weight to the procedures.

## **SAFEGUARDING PROCEDURES - REPORTING ABUSE**

### **2. What do I do if I think a child or adult is in danger?**

- 2.1 If you think a child or adult is in immediate danger or a crime has been committed then always contact the police on 999. Report your action to a Safeguarding Champion. If emergency medical care is necessary this should be sought immediately and the Safeguarding Champion informed.
- 2.2 If you have a safeguarding concern complete the appropriate Safeguarding Adult or Child Referral Form and discuss your concerns with the Safeguarding Champion. The Safeguarding Champion will contact Social Services within 24 hours and send them a copy of the report within 48 hours. If no confirmation is received from the authorities the Safeguarding Champion should contact Social Services within three working days to check the information has been received. Child Protection (MASH - Multi-agency Safeguarding Hub) and Adult Protection (Care Direct) have different deadlines for responding, but it is still worth checking that your report has been received.
- 2.3 If you have any other concerns about a child or adult's welfare, they should be reported immediately to a Safeguarding Champion at the earliest opportunity and certainly within the same working day. You can ask a manager to assist you but details should not be revealed unnecessarily and confidentiality should be maintained between these members of staff.
- 2.4 If you or the Safeguarding Champion have concerns about an individual but are not certain if a referral (reporting possible abuse) is necessary, you can ask Social Services (**MASH 0345 155 1071 for children and Care Direct 0345 155 1007 for adults**) and discuss your concerns with them without naming the people involved or disclosing any specific details. They will be able to offer some guidance and tell you whether or not they feel that a formal referral should be made and whether parental consent is needed to refer.
- 2.5 Write down any conversations you have with MASH or Care Direct, including the name of the person you speak to.
- 2.6 Please send a copy of any formal referral to the PA to the Strategic Lead – Housing, health & Environment for our central record of all referrals for monitoring and reporting purposes.

### **3. Who are the Safeguarding Champions?**

- 3.1 In most cases where you have a safeguarding concern you should contact the Safeguarding Champion in your Service or team, but if this is not possible or there isn't one in your team then your manager will be able to help.
- 3.2 Service Leads are safeguarding Champions.
- 3.3 The Strategic Lead – Housing, Health & Environment is also the Corporate Safeguarding Lead and has an overview of policy, links into the safeguarding boards, keeps a corporate record of incidents and can escalate any concerns about a particular case.

### **4. Adults vulnerable to radicalisation – what do I do?**

- 4.1 If you are concerned about an individual who you think is vulnerable to radicalisation but has not committed any criminal act you can contact a Safeguarding Champion. If appropriate, a referral will be made to Channel.
- 4.2 Channel is a partnership approach involving a multi-agency panel deciding on the most appropriate action to support individuals vulnerable to radicalisation. It is similar to MAPPA (Multi-agency Public Protection Arrangements) and MASH. Channel is about supporting and diverting people away from potential risks at an early stage.
- 4.3 **If the Safeguarding Champion does not agree with you** that anything further needs to be done but you still have strong concerns that a child or adult is in danger you should still contact MASH or Care Direct.
- 4.4 EDDC believes that all children and adults have the right to be safe, happy and healthy and deserve protection from abuse and will fully support and protect anyone, who in good faith, reports a concern about abuse.

## **5. What do I do if I am visiting a customer that I know is vulnerable?**

- 5.1 Always check the house file or IT system for any previous concerns and Social Services involvement or support workers.
- 5.2 A Risk Assessment should be carried out before any visits.

## **6. What do I do if a child or adult discloses to me that they are being abused?**

- 6.1 Complete the appropriate Safeguarding Adult or Child Referral Form and...

Do:

- Stay calm.
- Listen carefully
- Find an appropriate, early opportunity to explain that it is likely that the information will need to be shared, but only with people who need to know and who can help.
- Allow the victim to continue at their own pace
- Ask questions for clarification only and at all times avoid asking questions that suggest a particular answer.
- Reassure the victim that they have done nothing wrong in telling you
- Tell them what you will do next and with whom the information will be shared
- After the victim has disclosed, record in writing what was said using the victim's own words as soon as possible. Note the date and time, any names mentioned and to whom the information was given. Ensure the record is signed and dated. Try not to take notes at the time as this can be intimidating.
- Relay this information as soon as possible to a Safeguarding Champion and Human Resources if the incident involves a member of staff.

Do not:

- Dismiss the concern
- Panic
- Allow your shock or distaste to show
- Probe for more information than is offered
- Make promises you cannot keep: such as agreeing not to tell someone else, keeping secrets
- Speculate or make assumptions

- Approach or contact the alleged abuser
- Make negative comments about the accused person
- Pass on the information to anyone other than those with a legitimate "need to know" such as Safeguarding Champion.
- Delegate to others as the victim has specifically chosen you to talk to.

6.2 Remember that you are not responsible for deciding whether or not abuse has occurred. This is the task of the police and child or adult protection agencies following referral to them.

**7. What do I do if a neighbour or concerned visitor reports safeguarding concerns to me?**

7.1 You should always encourage the person reporting to report directly to MASH (Multi-agency Safeguarding Hub), Care Direct or the police. Explain that this is not in place of you investigating the matter, but essential for the services to have first-hand information from the person witnessing and not second or third hand information from us.

7.2 Always check the house file for any previous concerns and social services involvement or support workers, and where possible discuss your concerns with them as they will know the family best.

7.3 If it is safe to do so, you should visit the home within 24 hours of receiving the concerns. Wherever possible this should be in pairs.

7.4 A Risk Assessment should be carried out before any visits.

**8. What do I do if I have suspicions that a colleague may be abusing a child or adult, or not following good practice?**

8.1 Any member of staff who suspects that a colleague may be abusing children or adults should act on their suspicions. Action should also be taken if it is felt that colleagues are not following the East Devon District Council Safeguarding Policy for working with children and adults with care and support needs. This action will serve not only to protect children and adults with care and support needs, but also colleagues from false accusations.

- Write down the details of the incident using the appropriate Safeguarding Adult or Child Form.
- Pass this report to a Safeguarding Champion and Human Resources at the earliest opportunity.
- The Safeguarding Champion should then take appropriate action to ensure the safety of the child or adult and any other people who may be at risk.
- The matter should then be discussed with Human Resources, who will then consider whether the matter should be reported to the LADO (Local Authority Designated Officer - based at Devon County Council).
- If the matter relates to poor practice, management processes should be followed. If the matter relates to abuse a referral should be made to the LADO, and the employee must be suspended or removed from duties which involve children or adults with care and support needs, pending the outcome of an investigation into the allegations (carried out by social services).

- Resignations should not prevent an allegation being followed up and 'compromise agreements' should not be used.

8.2 East Devon District Council acknowledges that this is an extremely sensitive issue for staff and assures all staff and persons working on its behalf that it will fully support and protect anyone, who in good faith, reports a concern that a colleague is, or may be, abusing a child or adult.

## **9. What is our Duty to Refer?**

9.1 Employers have a duty to refer to the DBS any information about individuals who may pose a risk, ensuring potential threats to children can be identified and dealt with. This includes dismissing staff or volunteers for 'relevant conduct' i.e. because they have harmed a child, put a child at risk of harm, behaved in a way towards a child that indicates an unsuitability to work with children or committed a criminal offence.

9.2 If EDDC dismisses or removes someone from regulated activity (or would have done had they not already left) because they harmed or posed a risk of harm to vulnerable groups including children, it is legally required to forward information about that person to the DBS (Disclosure and Barring Service). It is a criminal offence not to do so. If you believe that the person has committed a criminal offence, you are strongly advised to pass the information to the police. For further information on the duty to refer to the DBS, please see [www.gov.uk/disclosure-barring-service](http://www.gov.uk/disclosure-barring-service)

9.3 It is important that staff avoid putting themselves in situations that may lead to allegations of abuse being made against them in the first place.

9.4 More information about the role of the LADO and the process for making a referral can be found at <http://www.devon.gov.uk/index/childrenfamilies/chilSafeguardingChampionrotection/lado.htm>.

## **10. Should I tell the parents/carers of the child or adult about my concerns?**

10.1 There is always a commitment to work in partnership with parents/carers where there are concerns about their children or adults in their care and in most circumstances it would be important to talk to parents/carers to clarify any initial concerns. For example if a child or adult with care and support needs seemed withdrawn, there may be a reasonable explanation; they may have experienced an upset in the family.

10.2 **BUT** if you are suspicious that the parents or carer may be the abuser or you believe that the parent/carer may not be able to respond appropriately to the situation, speaking to them regarding the matter might place the child or adult at greater risk. You should report the suspicion to your Service Lead or Line Manager and advice must be sought from Social Services with respect to consulting parents/carers.

10.3 Some parents/carers may be very angry about the intervention, but if there is a conflict of interests, the need to protect the child must come first.

## **11. What information should I record?**

11.1 In all situations, including those in which the cause for concern arises from a disclosure made in confidence, it is vitally important to record the details of an allegation or reported incident, regardless of whether or not the concerns are shared with a statutory agency.

- 11.2 Using the appropriate Safeguarding Adult or Child Form as far as possible an accurate note should be made of:
- The date and time of the incident and disclosure
  - The parties who were involved
  - What was said and done by whom
  - Description of any visible injuries or bruising
  - Any further action taken by EDDC to investigate the matter
  - Any further action e.g. the suspension of a worker
  - Where relevant, reasons why there was no referral to a statutory agency.
  - The full name of the person/s reporting and to who reported.
- 11.3 The report should be stored securely and shared only with those who need to know. All referrals made to Social Services or the Police, should be confirmed in writing and followed up with a copy of the incident report within 24hrs. Social Services should acknowledge your written referral within one working day of receiving it so if you have not heard back within 3 working days, contact Social Services again.
- 11.4 You should also record the Social Services member of staff to whom concerns were passed and the date and time of the call and subsequent letters sent.
- 11.5 These procedures not only serve to protect children but also protect employees, volunteers and the council itself.
- 11.6 EDDC staff should ensure that records, policies and procedures which are required for the efficient and safe management of the provision and to promote the welfare, care and learning of children or adults with care and support needs are maintained. Records about individual children are usually shared with parents/carers. These records should be maintained in accordance with the Data Protection and Freedom of Information Acts.
- 11.7 If there is an incident and you decide not to refer to a statutory agency you must record the reason why and who made that decision.
- 11.8 Always check the customer or property file for any agencies involved with the individual or their family and keep them informed of any decisions made.
- 12. Draft information Leaflet**
- 12.1 I have reproduced a draft leaflet in **annex 1** which is being developed and refined by the Devon Safeguarding Adults Board and when the final version is ready I will use this as part of our guidance to staff, Members and partners.

Keeping adults  
safe from abuse is  
**everyone's business**

To help someone who is being  
harmed, call **0345 155 1007**

**Say no  
to abuse**

**Information for professionals**

## Introduction

This leaflet is about adult abuse and what you can do if you are worried that you, or someone you know, may be at risk of harm.

We all have the right to live in a safe environment where we are not abused or neglected. Organisations in Devon work together to help people stay safe, to prevent abuse happening and to reduce the harm where it does occur.

## What is abuse?

Abuse is when someone treats you in a way that harms, hurts or exploits you. It happens when someone has power over you and you do not agree to what they are doing to you.

Abuse can take many forms. It can range from someone shouting at you in a way that undermines your confidence and frightens you, to causing you physical pain, suffering and even death. Abuse can happen just once or many times, and can affect other people too. It can be done on purpose or by someone who may not realise they are doing it.

The harm may happen anywhere – at home, in a public place, in a hospital, a care home or at a day centre.

# The different types of abuse

## Physical

Hitting, smacking, pushing, shaking, spitting, or other physical harm.

## Domestic abuse

Controlling, coercive or threatening behaviour or violence between people who are, or have been, intimate partners or family members. It can include psychological, physical, sexual or financial abuse, so called 'honour' based violence or forced marriage.

## Sexual

Any sexual activity where a vulnerable adult cannot or does not consent.

## Financial or material

Fraud, theft or using a vulnerable adult's property without their permission.

## Psychological

Shouting or swearing at or ignoring an adult, or using insulting language about their age, ethnicity, culture, sexuality, gender or disability.

## Modern slavery

Slavery, human trafficking, forced labour and domestic servitude, where people are forced into a life of abuse, servitude and inhumane treatment.

## Discriminatory

Suffering insulting language, harassment or ill-treatment because of age, ethnicity, culture, religion, language, sexuality, gender or disability.

## Neglect

Where a person allows a vulnerable adult to suffer by failing to care for them or by ignoring their needs, for example with regard to food, visual or hearing needs.

## Self-neglect

Someone may not be, for example, taking care of their personal hygiene, health or surroundings. It can include the collecting of a large number of items with little value to others (e.g. newspapers) that make it difficult to live in their home and increase the risk of fire – this is known as 'hoarding'.

## Organisational

Repeated poor care of an adult at risk through neglect or poor professional practice in a paid or regulated care setting such as a hospital, a care home or an organisation paid to support you in your own home.

## Who do we mean when we say 'adult at risk of abuse'?

If you are an adult at risk of abuse, that means you are someone aged 18 or over who needs care and support and you are unable to protect yourself from abuse or neglect. You may be at risk of abuse or already experiencing it.

There are a range of care and support needs that might mean people are unable to protect themselves from abuse or neglect, including age-related frailty, a visual or hearing impairment, physical disability or ill-health, learning disability, mental health problems, substance misuse or because they are providing care for someone else. It doesn't matter whether or not an organisation is providing services to meet your care and support needs – we will still help you to stay safe from abuse.

## Which people might abuse an adult at risk?

Anyone can behave in a way that is abusive. A stranger may be the abuser, but an abuser is more likely to be someone you know, such as:

- family members
- professional staff
- paid or voluntary workers
- friends
- young people
- carers
- other adults with care and support needs.

## What are the signs of abuse?

If someone is at risk of or is being abused, you might see one or a combination of the following signs:

- multiple bruising or fingermarks;
- injuries they cannot give a realistic explanation for;
- worsening health or weight loss for no obvious reason;
- inappropriate, dirty or inadequate clothing;
- mood changes or they become withdrawn;
- a carer who is unwilling to let others have contact with the person they care for;
- shortage of money for no apparent reason;
- neediness – someone being clingy and wanting affection;
- tearfulness and crying for no obvious reason and not saying why.

## What should I do if I think someone is being abused?

Call **999** straight away if it is an emergency and the abuse is putting your own or someone's immediate safety at risk. You will need to consider whether the person has capacity.

Otherwise contact **Care Direct** on **0345 155 1007** or email: [customerservicecentrecaredirectteam-mailbox@devon.gov.uk](mailto:customerservicecentrecaredirectteam-mailbox@devon.gov.uk)

Care Direct is open to take calls between 8am and 8pm Monday to Friday and from 9am to 1pm on Saturdays. Outside of these hours and on Sundays and Bank Holidays, in emergency only, please contact our Emergency Duty Service on **0845 6000 388** (low-call rate).

## Safeguarding Adults Referral Form

A Safeguarding Adult referral can also be made to

**Care Direct** using the form on the link below:

<https://new.devon.gov.uk/devonsafeguardingadultsboard/reporting-concerns>

### **Do not be afraid to contact us.**

An adult who cannot protect themselves may not be able to raise the alarm so it is important that you do – and make the abuse stop.

### What not to do

**Doing nothing is not an option. Don't ignore what is going on. Do not destroy, clean or wipe any evidence that might be used in an investigation.**

### Did you know?

**Did you know it is a criminal offence to abuse an adult at risk who lacks capacity?**

In 2005 the Mental Capacity Act was introduced and made it a criminal offence for anybody to ill-treat or wilfully neglect a person who lacks capacity to make relevant decisions. If a person is found guilty of such an offence under the Act, they could be sent to prison for up to five years, or receive a fine, or both.

## What will happen if I report abuse?

### If you report abuse:

- you will be asked to give details about the situation;
- if the adult is at risk of immediate or serious harm, action will be taken straight away to make sure they are safe. Organisations will work together to stop the abuse;
- in other cases, the action taken will depend on the wishes of the adult at risk and the seriousness of the situation;
- the first thing that will happen is trained staff will contact the person being abused. We will work together with the adult at risk carefully and sensitively to find out what they would like to happen, understand the different risks they are facing and agree how to deal with the situation. The adult at risk will be fully involved in all the stages of the Safeguarding process wherever possible;
- information and advice will be made available so the adult at risk can have choice and control over what action is taken and what help they want to have. We will work with them to put a plan in place to protect them, and we will provide help and advice to stop the abuse from happening again;
- if the adult at risk would have substantial difficulty in being involved in the safeguarding process, an appropriate person who can represent them or an independent advocate will be involved to make sure the adult's views and wishes are taken into account;
- if the adult at risk does not have the capacity to make an informed choice about how to stay safe, they will be carefully supported and protected in their best interests;
- where the abuse is thought to be a crime the police may take legal action against the abuser.

For more copies of this leaflet, or if you would like the leaflet in a different language or format, call **01392 38 3000** and ask for Devon Safeguarding Adults Board.

**Devon Safeguarding Adults Board**

**First floor, The Annexe**

**County Hall**

**Topsham Road**

**Exeter**

**EX2 4QD**

web: [safeguardingadultsboardsecure-mailbox@devon.gcsx.gov.uk](mailto:safeguardingadultsboardsecure-mailbox@devon.gcsx.gov.uk)

email: <https://new.devon.gov.uk/devonsafeguardingadultsboard>



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Housing

# WHAT YOU NEED TO KNOW ABOUT THE BUDGET 2017



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# WHAT YOU NEED TO KNOW ABOUT THE BUDGET 2017



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On Wednesday 22nd November the chancellor delivered his budget, outlining the current economic situation and measures intended to increase business activity. This briefing for CIH members outlines the measures that will impact housing and provides some initial analysis.

In our [budget submission](#) we called on HM Treasury to:

- Carry out a strategic reassessment of housing market interventions with robust objectives, targets and monitoring arrangements, providing clearer long-term policies and investment plans
- Develop a strategy that prioritises housing delivery directly, rather than one aimed at stimulating housing demand
- Implement a strategy that focuses intervention strongly on the delivery of affordable housing
- Develop a strategy that drives forward ongoing improvement of existing homes
- Ensure better coordination between housing investment and welfare spending

## KEY MEASURES FOR HOUSING AND WELFARE

The chancellor's statement included the following for housing:

- Delivering net supply of homes to around 300,000 a year by the mid 2020s
- Investing £44 billion of capital funding, loans and guarantees to support the housing market which includes:
  - » An extra £2.7bn for the Housing Infrastructure Fund
  - » £400m in estate regeneration
  - » £1.1bn on unlocking strategic sites
- Changes to the planning system, further consultation around developer contributions and a review of the gap between planning permissions and homes started which will report before the Spring Statement

- Consultation on an expectation that councils in high demand areas allow more homes for first time buyers and affordable homes to be built on sites outside their existing Local Plan
- Lifting HRA borrowing caps in areas where demand and prices are high - local authorities can bid for increases in their cap from 2019-20
- A consultation on the barriers to providing longer tenancies in private rented sector
- Expanding the Homes and Communities Agency which will become Homes England with a remit of ensuring sufficient new homes are provided and an improvement in affordability
- Five new garden towns to be built and an extra 1 million homes in the Oxford - Milton Keynes- Cambridge corridor by 2050, with the additional road and rail infrastructure needed to support this
- Stamp duty abolished for all first time buyer purchases up to £300,000. For first time buyers purchasing a property up to £500,000, stamp duty will be payable on the difference
- Allow local authorities to impose a 100% additional council tax premium on empty homes
- The voluntary right to buy pilot in the West Midlands is to go ahead



# WHAT YOU NEED TO KNOW ABOUT THE BUDGET 2017



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## HOMELESSNESS REDUCTION MEASURES

- Set up a taskforce to halve rough sleeping by 2022 and eliminate it totally by 2027
- Invest £28million to set up housing first pilots in Manchester, Liverpool and West Midlands
- Provide £20 million to support people at risk of homelessness to obtain tenancies in the private rented sector

## GRENPELL TOWER FIRE

- £28 million for Kensington & Chelsea Council to support local mental health services, regeneration support for the surrounding area and to provide a new community space.

## MEASURES FOR WELFARE INCLUDE:

- Removing the seven day waiting period for universal credit
- Changing the advances system to allow claimants to apply for up to a month's payment within five days of applying
- The repayment period for advances will be extended to 12 months
- Any new universal credit claimants in receipt of housing benefit will continue to receive it for two weeks. This will help those on existing benefits who have a change of circumstances leading to a move to universal credit
- An increase in targeted affordability funding of £125m over the next two years to help people on low incomes in areas where private sector rents are rising fastest.

## OTHER MEASURES OF INTEREST

- The £44billion allocated to housing will include funding to improve construction skills



# WHAT YOU NEED TO KNOW ABOUT THE BUDGET 2017



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## INITIAL CIH RESPONSE

The renewed commitment to tackle the nation's housing crisis in today's budget represents significant progress and we particularly welcome the government's ambitious new target to deliver 300,000 new homes a year. Of course the important thing is that we are building the right homes in the right places and that people can afford them. We have to make sure that any new funding supports the building of new homes that meet the varied needs of individuals and families across the UK. For many people social rents, which are much cheaper than private rents, remain the only truly affordable option and more must be done to support this crucial form of housing.

We have long argued that if we are going to build the homes we need councils will have to play a major part and we welcome measures to support this. The government has made a series of announcements in recent months which lay the foundation for housing associations to commit to developing many more new homes and we must do the same for councils. Relaxing borrowing caps for councils in high demand areas is very positive - we hope to see the government build on this move so that we see a return to the levels of council house building we need

We know that universal credit is causing significant hardship and that the lengthy waiting time for the first payment is a significant problem. Today's measures to help people suffering as a result of the delays are welcome. We hope to see further progress on some of the other issues affecting universal credit claimants, including administrative delays and lack of information. CIH wrote to the Department for Work and Pensions to express our concerns back in July and in particular we are urging the government to slow the roll-out down so that it can make sure it gets this vital reform right

Our research has shown that local housing allowance is completely out of step with rents in many areas of the country - especially for younger people. We welcome the extra funding to help support people in areas worst affected by that gap. However we still think the government should go further and unfreeze local housing allowance rates. The ending of a private tenancy is the leading cause of homelessness in England and we look forward to contributing to the consultation on longer-term tenancies which could give much-needed stability to renters.



**Report to: Housing Review Board****Date of Meeting:** 11 January 2018**Public Document:** Yes**Exemption:** None**Review date for release** None**Agenda item:** 19**Subject:** **2016/17 HouseMark Benchmarking Report of housing costs and performance.****Purpose of report:** This report presents the results of HouseMark's 2016/17 cost and performance benchmarking exercise. The report compares our costs and performance across our service areas with our peers and 2015/16 data.**Recommendation:** **The Housing Review Board is invited to consider and comment on HouseMark's 2016/17 Benchmarking Report.****Reason for recommendation:** To provide essential insight into our service costs and performance and how they compare with our peers.**Officer:** Natalie Brown, Information and Analysis Officer  
[nbrown@eastdevon.gov.uk](mailto:nbrown@eastdevon.gov.uk)**Financial implications:** Financial implications are contained within the body of the report**Legal implications:** There are no legal implications.**Equalities impact:** Low Impact**Risk:** Low Risk**Links to background information:** .**Link to Council Plan:** Living in this outstanding place.**1 Background**

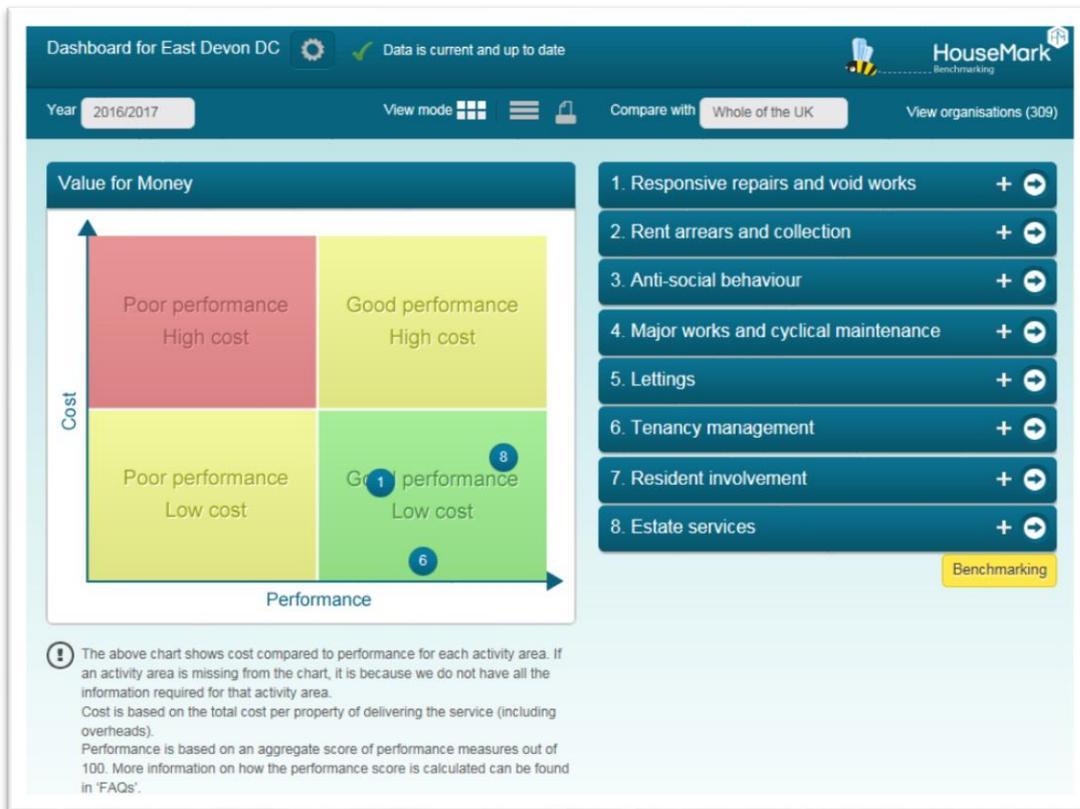
1.1 Performance information from across the service is collected and input into HouseMark's online reporting tool. The focus of the analysis is to benchmark our performance against our peers. Benchmarking has been used as an improvement tool for some considerable time and we have been members of the HouseMark Benchmarking family for several years.

1.2 Against a backdrop of political uncertainty and a tough operating environment (e.g. introduction of bedroom tax and roll out of Universal Credit) HouseMark has been able to provide us with insightful information about our performance and our value for money validating what we are doing well and, not quite so well.

1.3 A few months ago we submitted our data to HouseMark who produced the report reproduced in **annex 1**.

## 2 Value for Money Scorecard 2016/17

The chart below shows cost compared to performance of seven activity areas. 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.



The high level value for money scorecard (see above) is a useful summary of some of our performance and costs. For these three areas, where there was sufficient data available, good performance and low cost was scored.

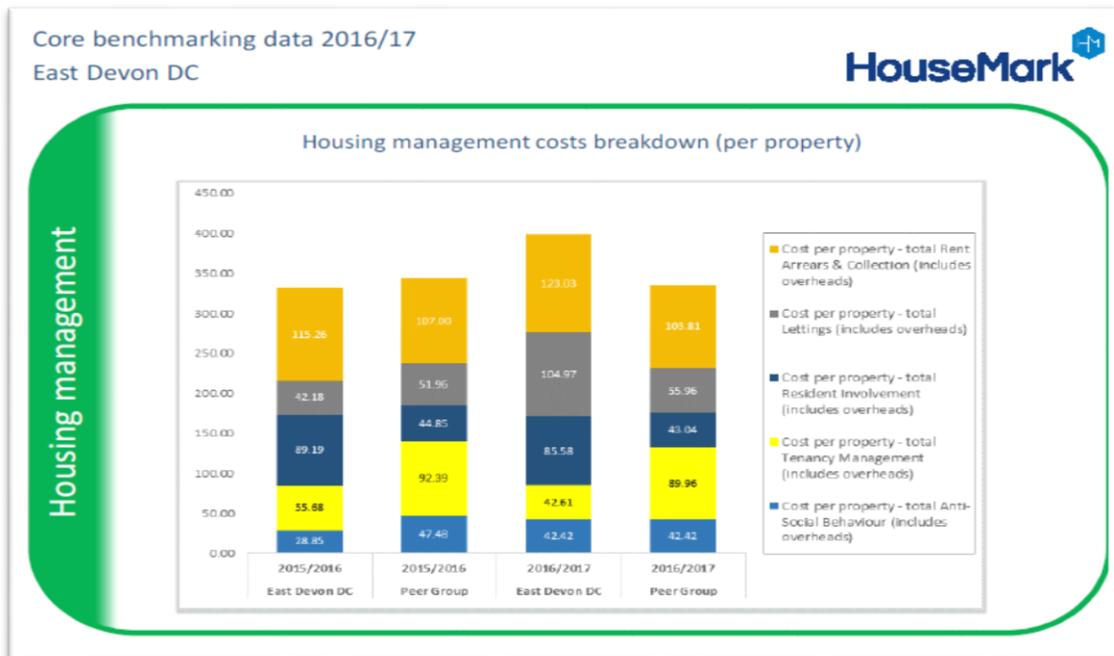
### 2.1 Rent arrears and collection

Despite the current operating environment rent collected from current and former tenants of % rent due is 98.79%. We remain in the first quartile compared to our peers for the total tenant arrears as a % of rent due increasing from 1.19% to 1.34% since 2015/16.

### 2.2 Housing Management

Total cost per property: housing management is £331.16 and is an increase of £67.45 since 2015/16. The median is £360.99. Housing management costs (see chart 2 below) are broken down into total rent arrears and collection (including overheads), total lettings (including overheads), total resident involvement (including overheads), total tenancy management (including overheads) and total anti-social behaviour (including overheads). Compared to our peers we have significantly higher resident involvement (£85.58 to £43.04) and letting costs (£104.97 to £55.96).

Chart 2: Housing management cost breakdown (per property)

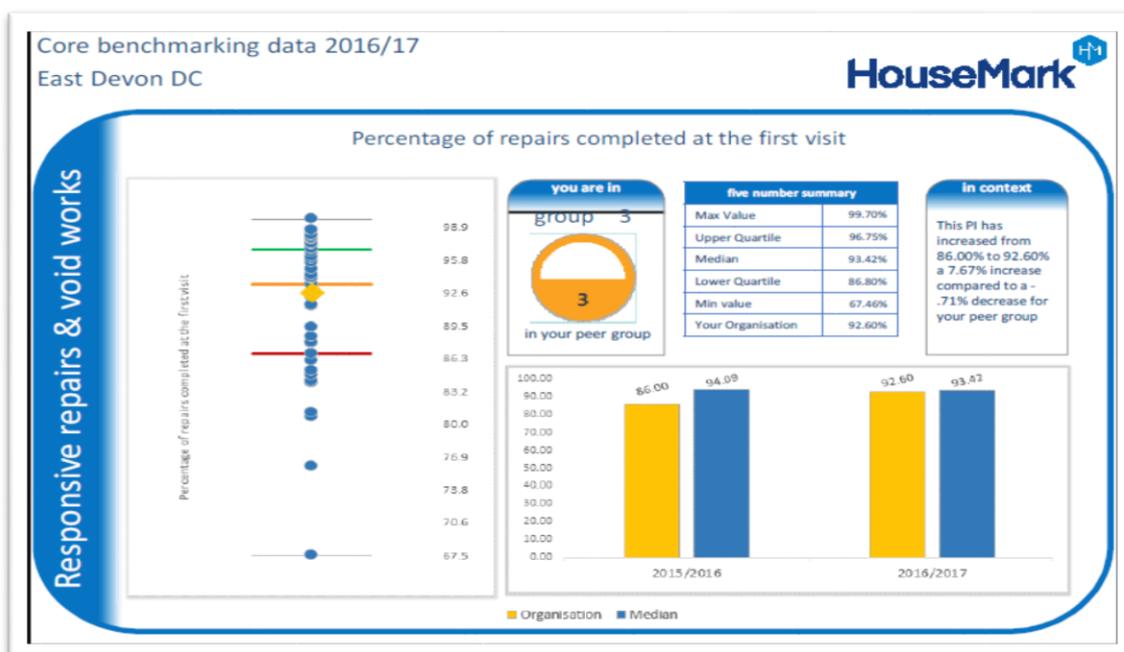


### 2.3 Responsive repairs and Void Costs

Total costs per property for repairs and voids have decreased from £781.91 to £702.45 since 2015/16. The median is £739.79 putting us in quartile 2. Despite the average cost per responsive repair increasing only by 0.58p since 2015/16 the cost is still significantly more than our peer group, placing us in quartile 4. The cost is over £100 more than the median.

Despite the average number of repairs per property decreasing from 2.17 to 2.09 since 2015/16 the average number of calendar days to complete a job has increased from 7.40 to 9.20. This is still better than the 10.08 median scored by our peer group. Our performance places us in quartile 1. An area of performance to work on is the % repairs completed in first visit. This has seen an improvement since 2015/16 but still falls by 0.8% short of the median of 93.40% (see chart 3).

Chart 3: Percentage of repairs completed at the first visit



## 2.4 Major works and cyclical maintenance

Total cost per property: major works and cyclical maintenance has increased from 3.99% from £1541.69 to £1603.26 putting us in quartile 2. This area of the service has seen some significant increases in management costs for both major and cyclical works since 2015/16, 1.38% and 30.56% respectively.

## 2.5 Lettings

Average relet times for standard relets increased from 30.38 to 33.00 days. The median is 31.87 days. Tenancy turnover rate is 5.77% putting us in quartile 2. 0.21% of properties are vacant but unavailable to let compared with 0.46% for our peer group.

## 2.6 Estate Services

Total cost per property for estate services has increased from £119.40 to £132.65 since 2015/16.

## 2.7 People

Staff turnover has decreased from 124.29% to 9.01% since 2015/16 placing us in the second quartile with a median of 9.09% for the peer group.

## 3.0 Actions required in response to the report findings

3.1 The following are some areas taken from the report which will be explored further helping us to improve our performance in 2017/18 and beyond:

1. Understand further the increase in major work and cyclical management costs.
2. % repairs completed first visit has improved but still below the median. This is something to work with our contractors on and to support the content of the new contractor contract.
3. Average cost of repairs per property is significantly high. This high cost needs discussion with the contractors but should also support the content of the new contractor contract.
4. Might have a low average number or repairs which is good news but these are still of a high cost.
5. Average number of calendar days to do a repair has increased and although performance is good compared to the median and peer group it is still surprising it has increased considering they are doing less repair jobs. This is to be reported back to contractors.
6. Using the calculation from the gap saving analysis, a saving of £158,062.54 could be made to our overall housing management costs if we are able to bring our costs down to match the median costs. Similarly, total responsive repairs and void costs could achieve a £156,853.95 saving if we could reduce our costs of that of the median (see chart 4 below).
7. Investigate the slight decline in % rent collected performance since 2015/16.
8. The average relet times for standard relets has increased. There are many factors associated with this rise, including doing more work within standard relets e.g. asbestos surveys etc. It might be timely to look again at what the priorities are for work undertaken during a standard void.

Chart 4: Gap Savings Infographic



#### 4.0 Comparison with 2015/16

4.1 A performance insight action plan was developed in 2016 following the 2015/16 HouseMark benchmarking report. Below is a summary of the actions taken as a result of that report.

#### 5.0 Conclusion

5.1 This exercise provided us with a real insight into our performance. It has shown we are performing well relative to our peers.

#### Organisations in our peer group

The organisations in our peer group are all local authorities and have a stock of no more than 7,000.

- Adur DC
- Charnwood 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

# HouseMark

East Devon DC

## Cost and performance benchmarking report 2017

housemark.co.uk  
@housemarktd

### Your HouseMark cost and performance benchmarking report for 2017

**This report**  
This operational level report offers you benchmarking information on key indicators of cost and performance. Each PI has its own dashboard-style slide with key information. If your peer group is smaller than 70 you will also have an extra slide providing a bar chart with trend information. If your peer group is smaller than eight you will see just bar charts with no quartiles.

**Sections are colour-coded:** use the slide sorter in bottom right to quickly split sections and distribute to teams within your organisation.

**Coverage**  
This report provides timely cost and performance data from your HouseMark submission. Trend data is provided where available.

The accompanying dataset provides you with full data and details of your peer group.

The inflationary uplift applied is based on the RPI 12 month rate at September 2016 which was 2.0%.

**Accompanying headline infographics**  
New for 2017 we have produced a range of headline infographics designed to provide high level headline results for senior execs. These will have been sent to the recipients you told us to send it to in your data entry submission.

**Key graphics explained:**  
These icons are used to show you at a glance which of the four parts of the dataset you fall into.

Where a low value is deemed preferable 'group 1' consists of the lower numerical values. The order of the groups is reversed for PIs where a high value is deemed preferable.

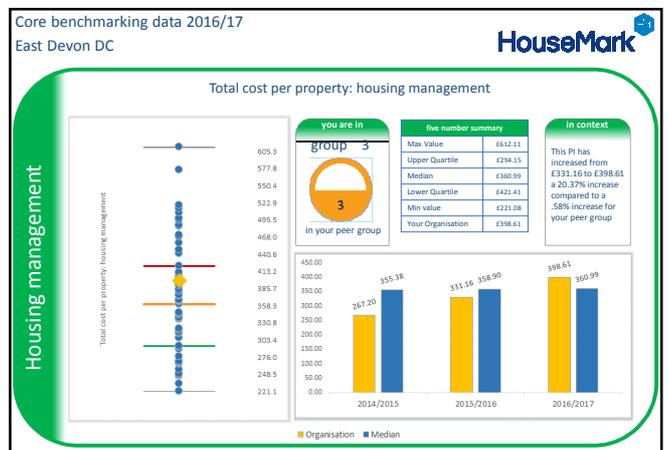
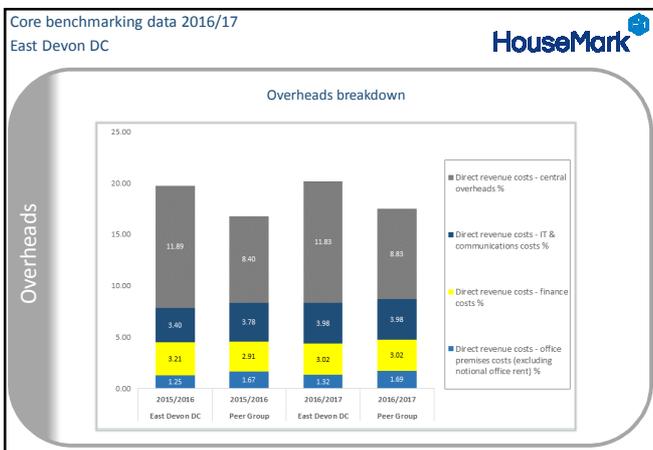
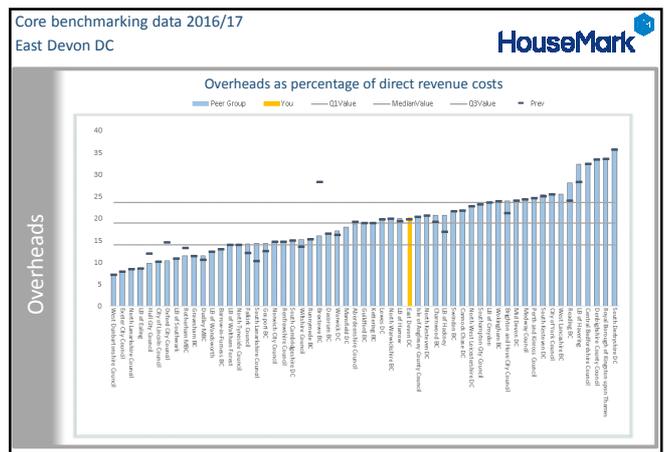
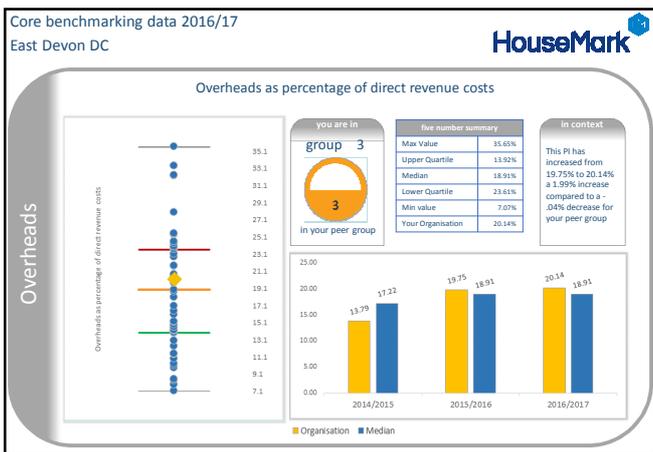
These groups are clearly labelled 1-4.

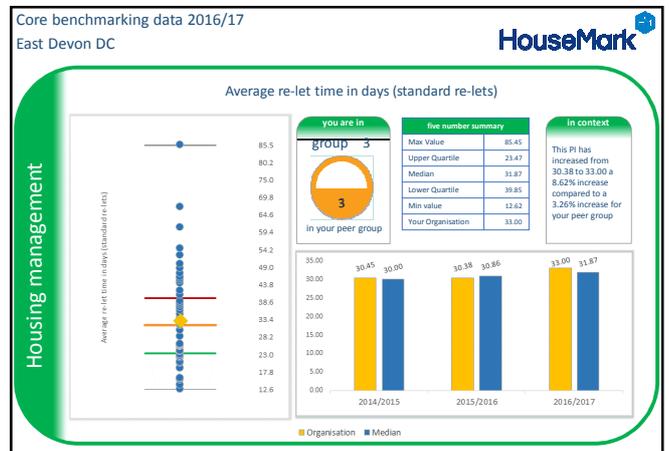
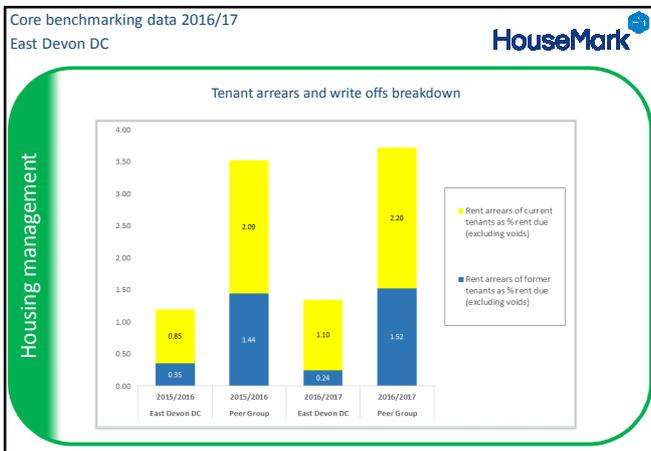
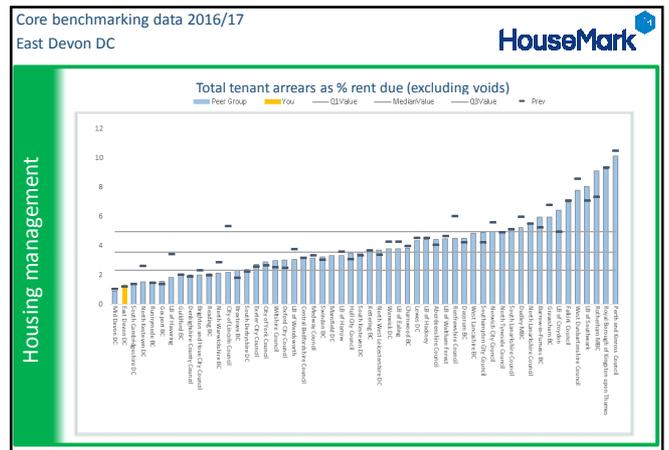
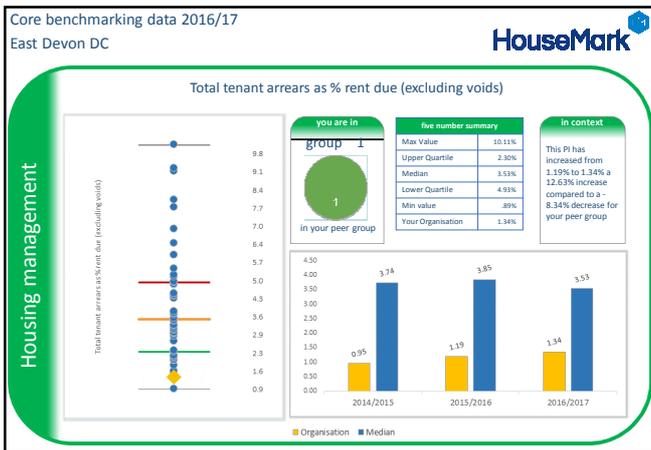
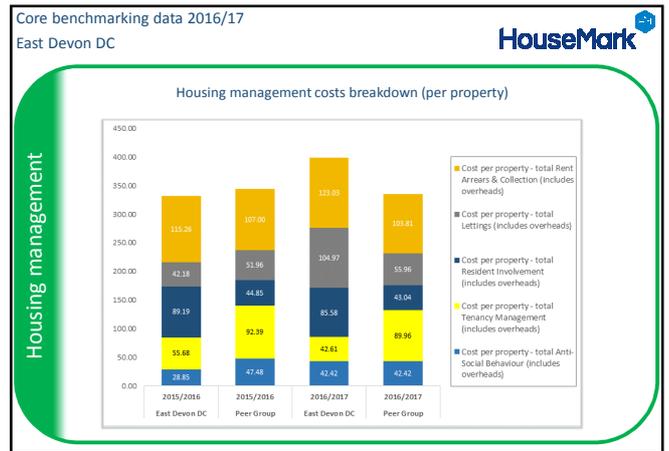
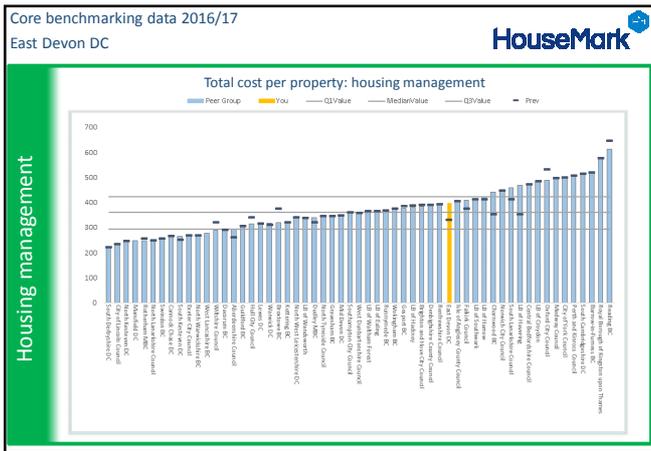
The boxplot chart shows your position in relation to your peers for the chosen PI.

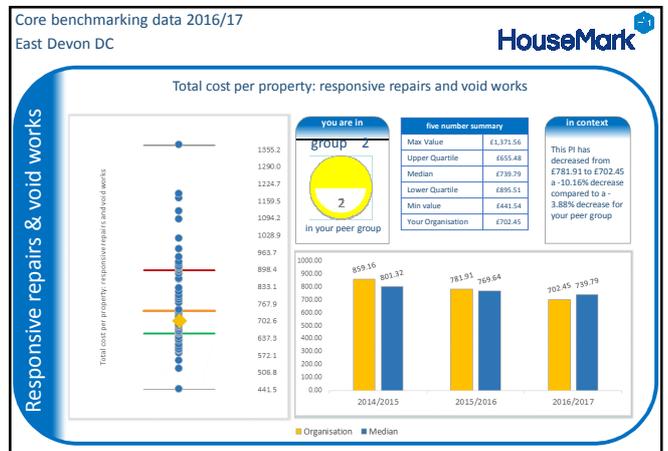
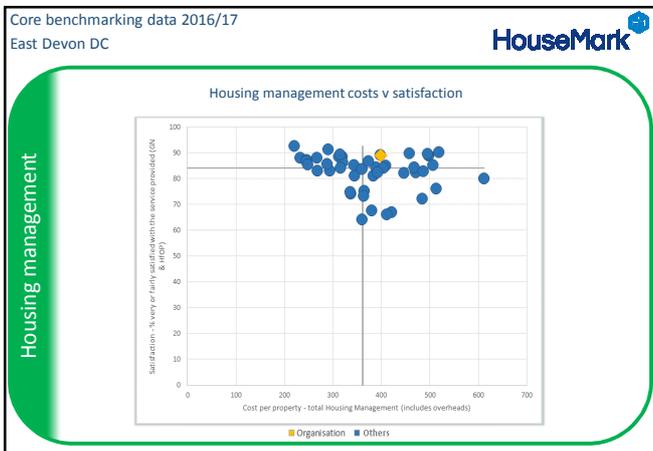
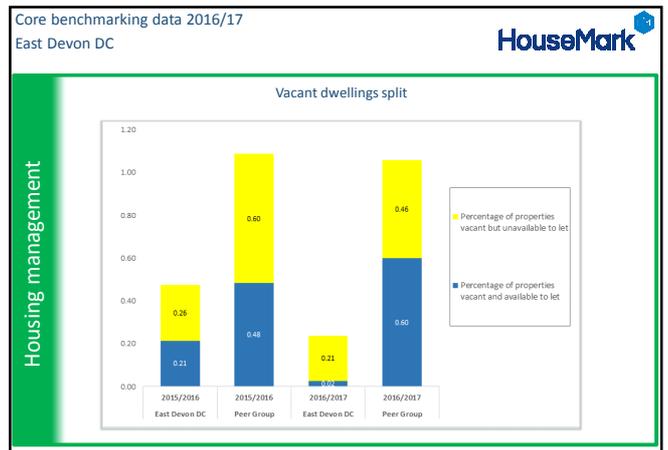
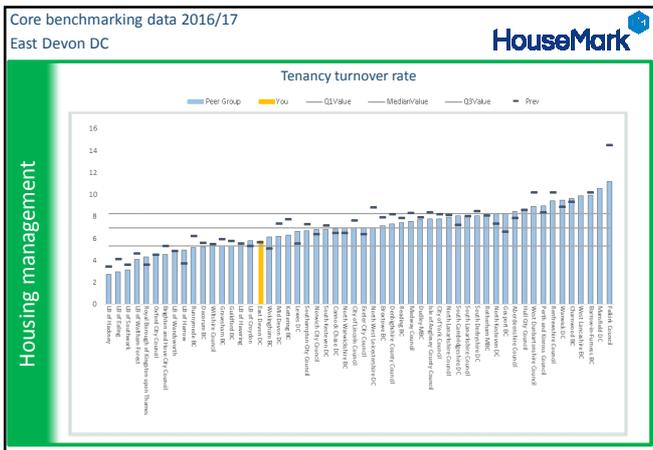
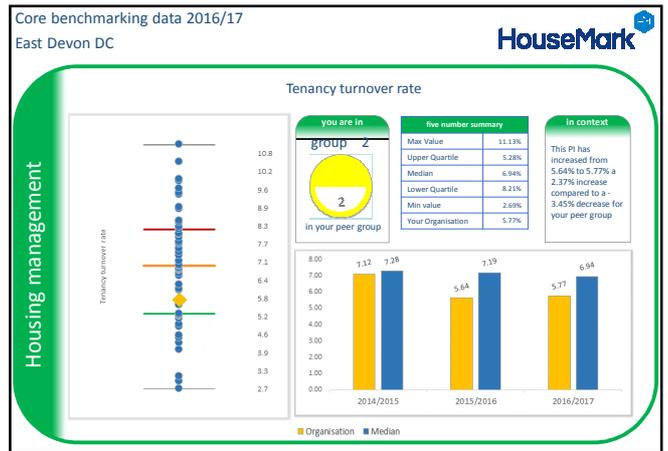
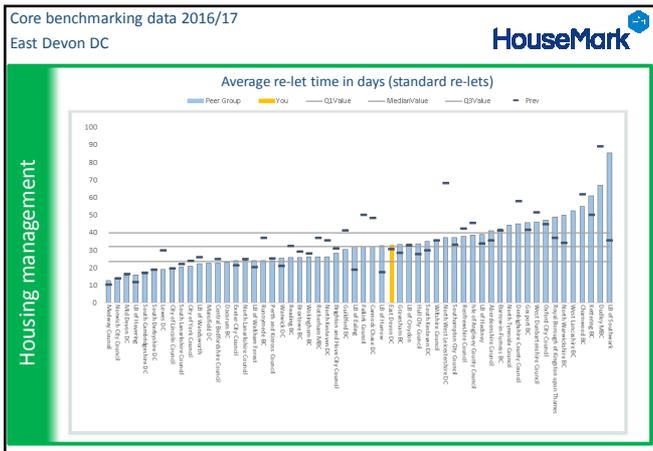
With the data points arranged in numerical order, the median is the middle value.

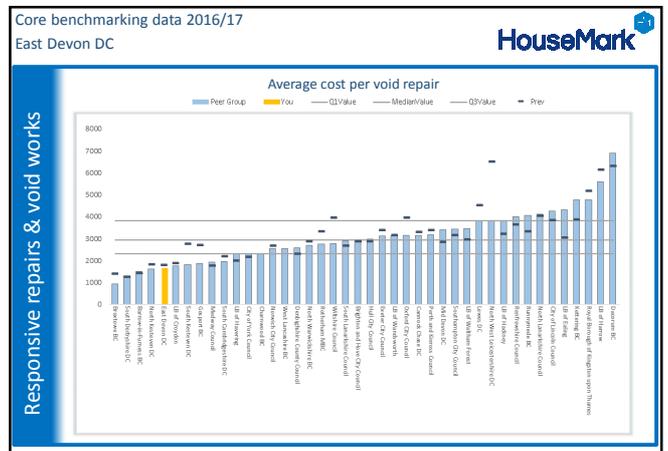
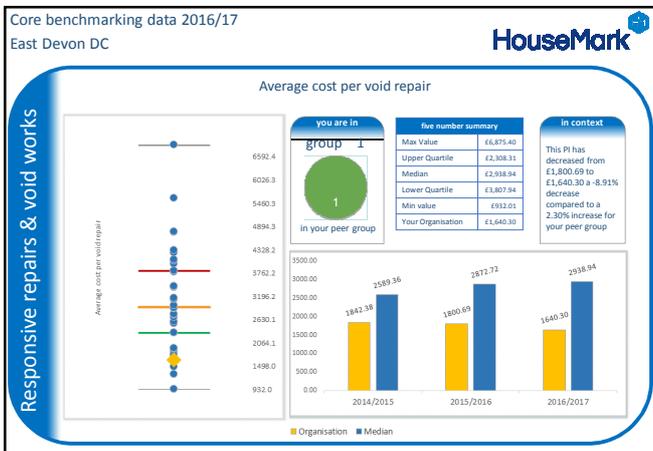
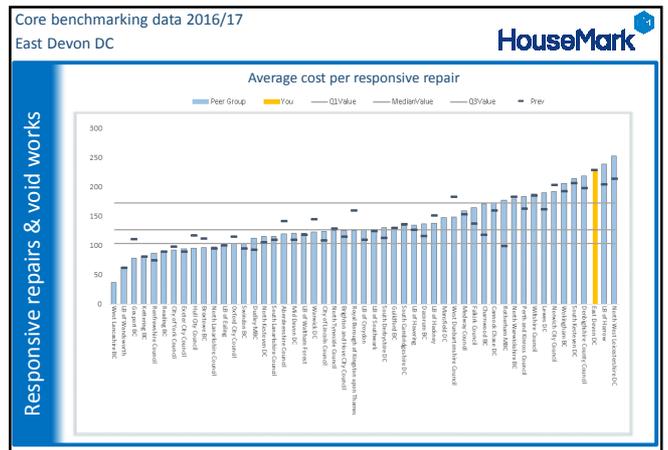
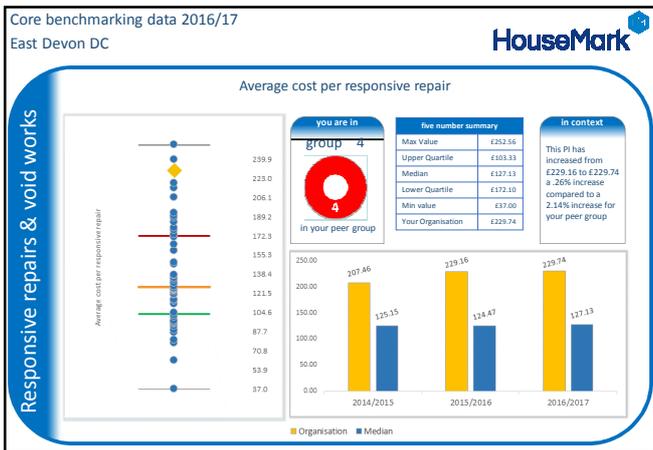
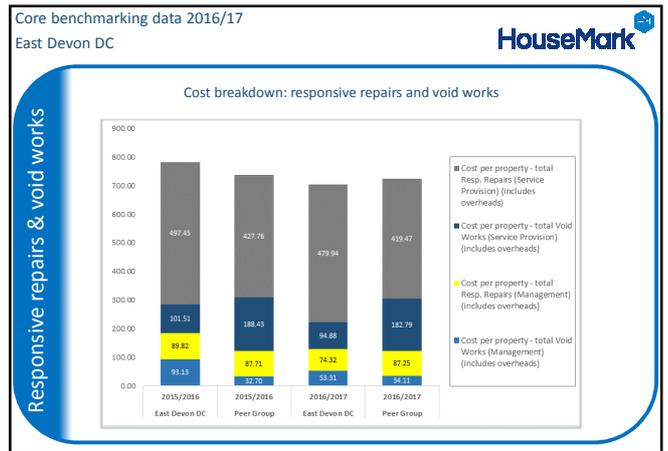
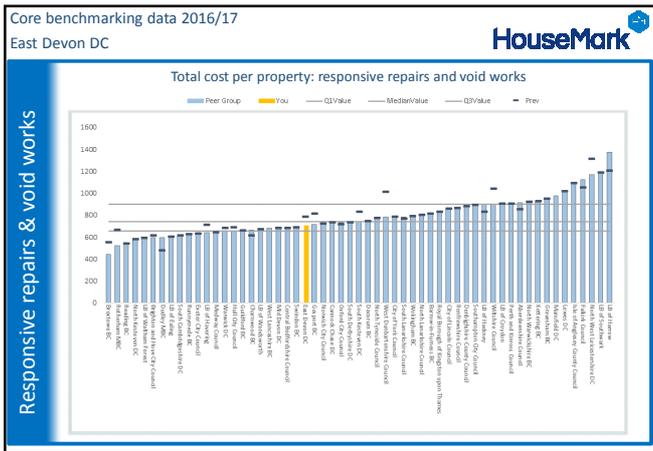
The median and quartiles divide the dataset into four equal parts.

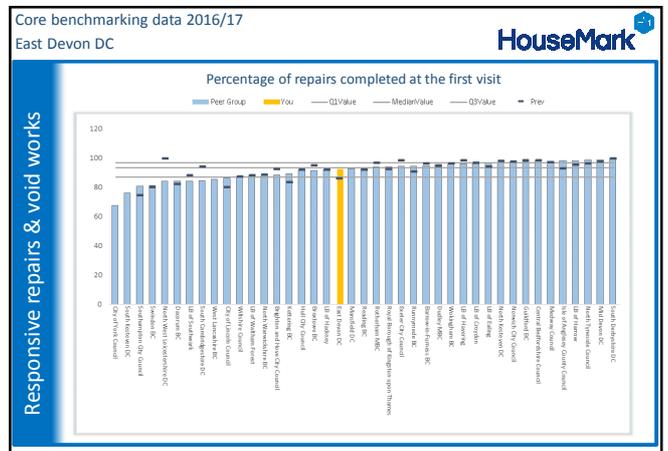
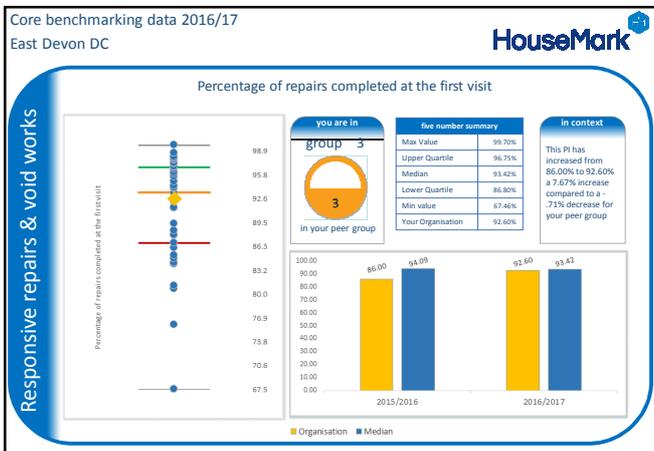
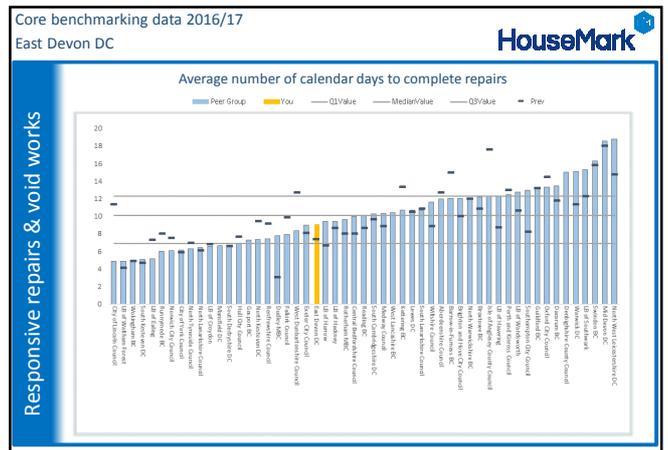
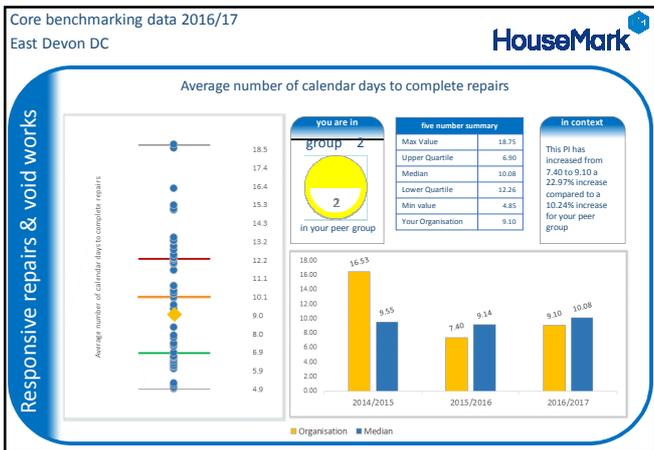
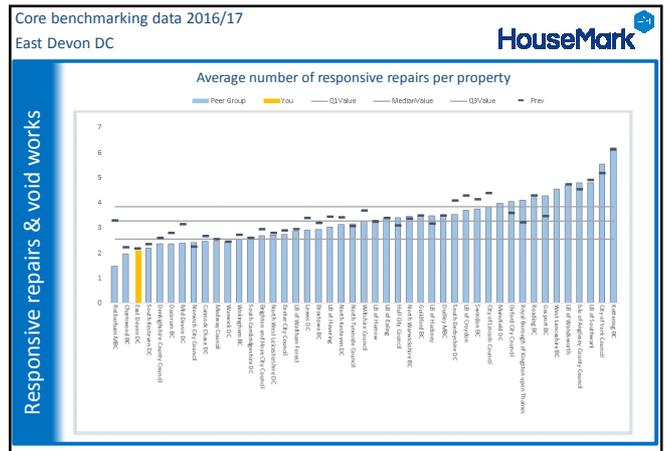
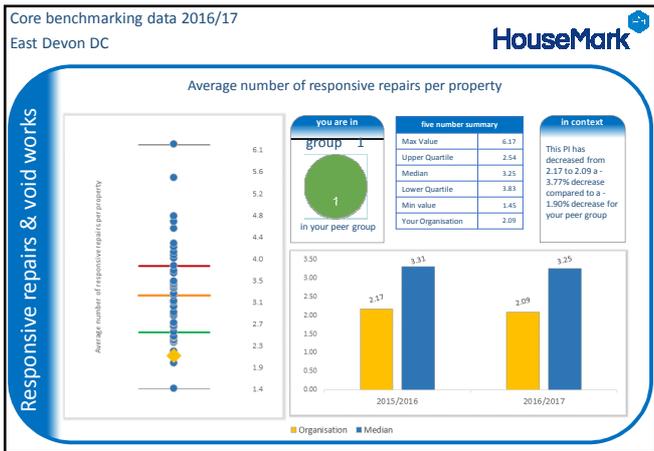
The yellow diamond shows where you sit in relation to the quartiles. Please note we refer to 'upper quartile' to denote the 'preferable' quartile.

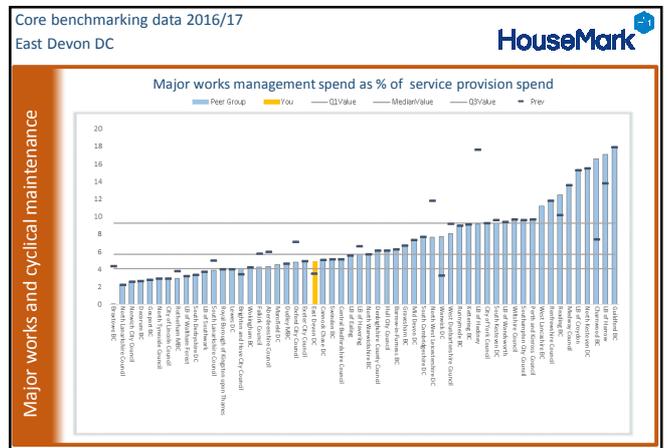
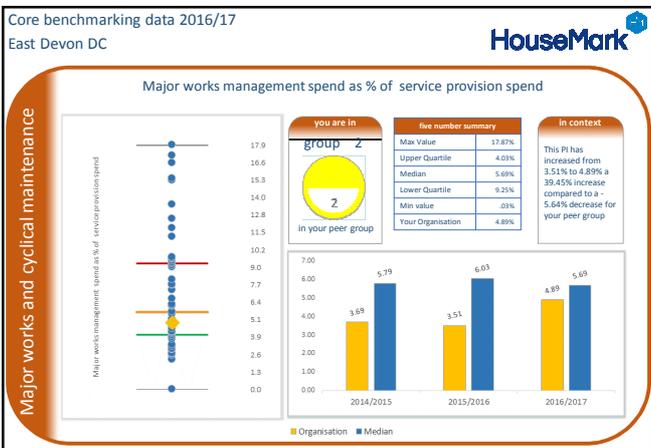
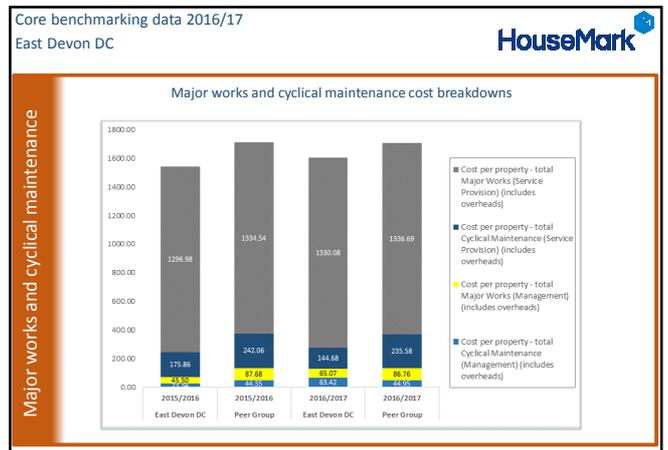
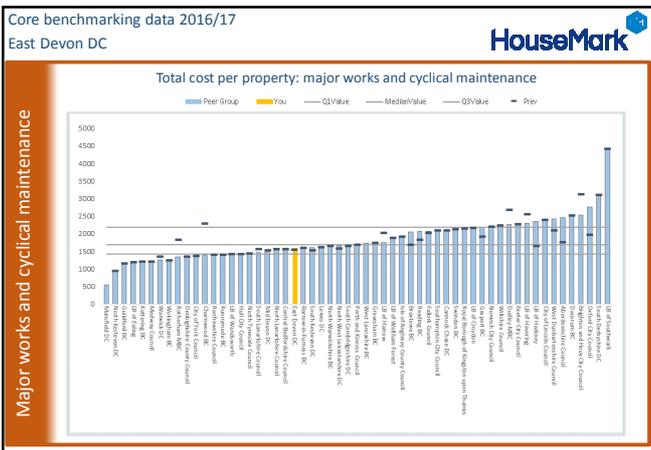
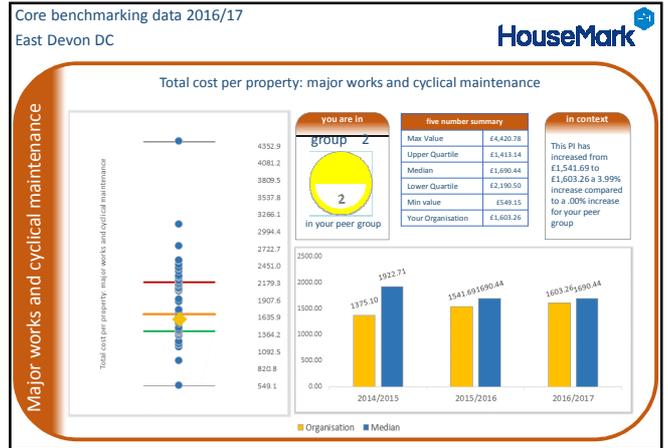
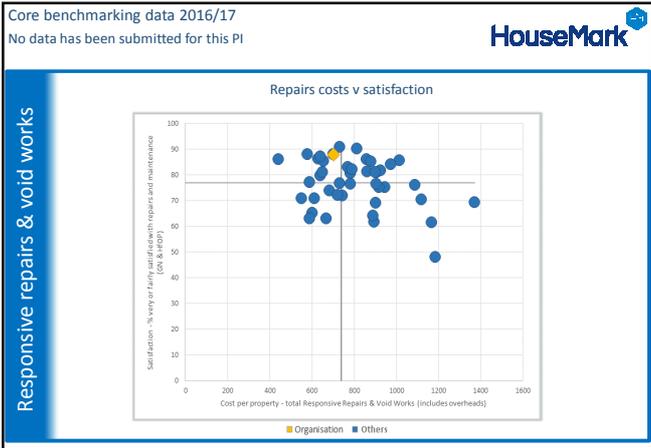


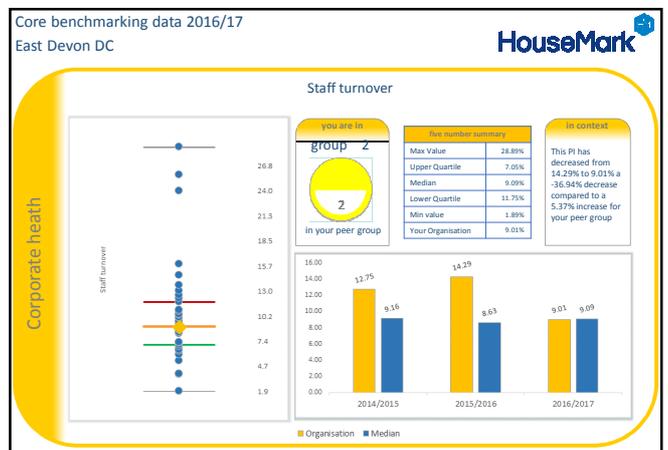
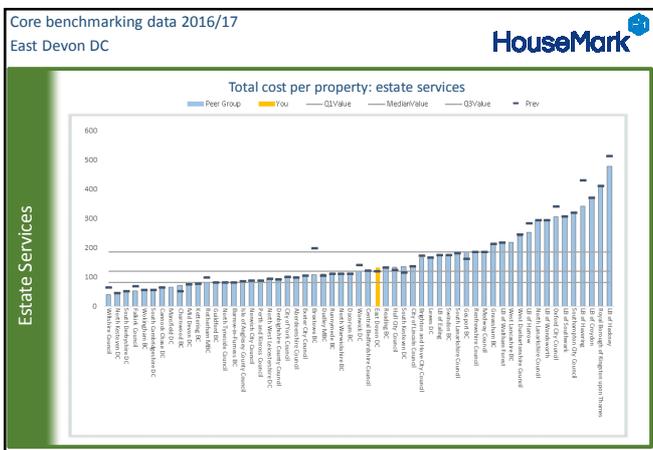
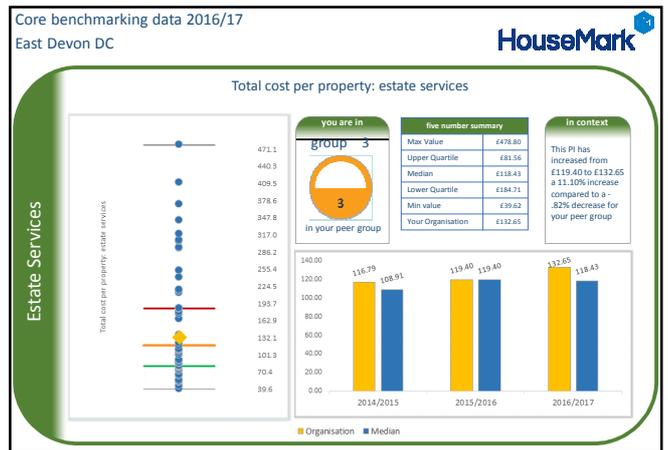
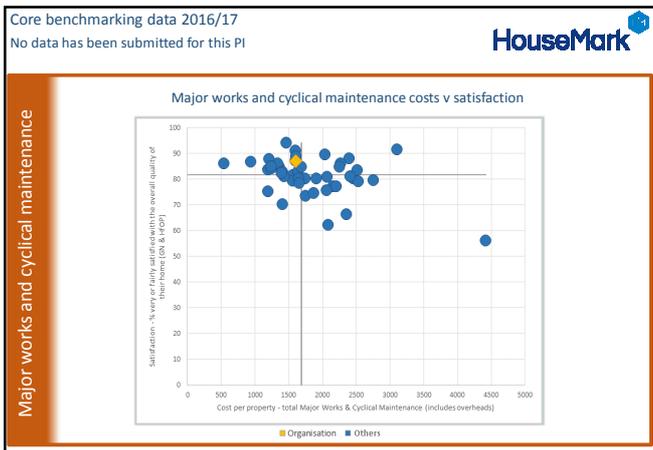
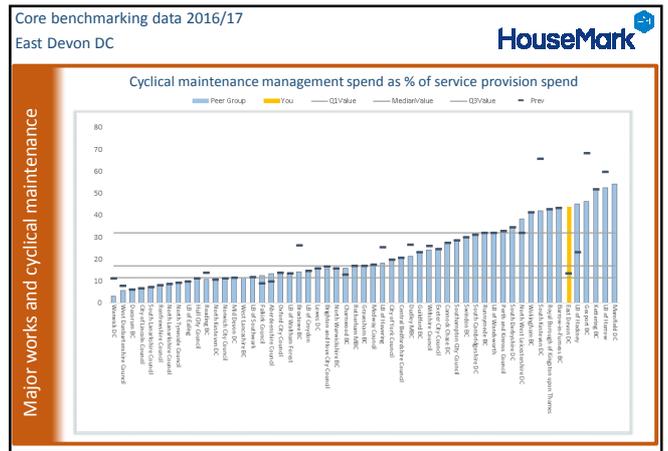
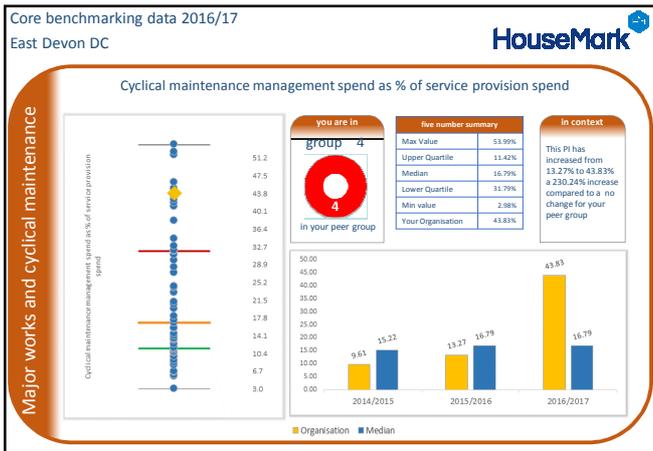


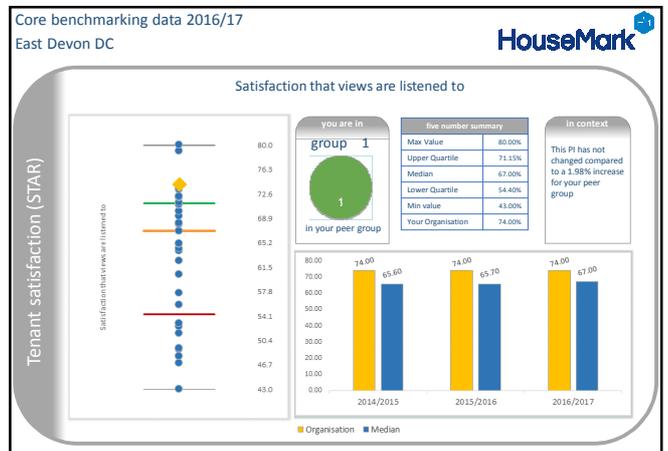
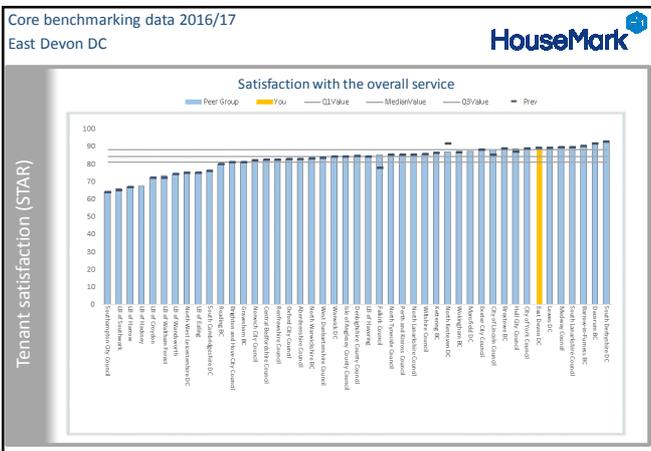
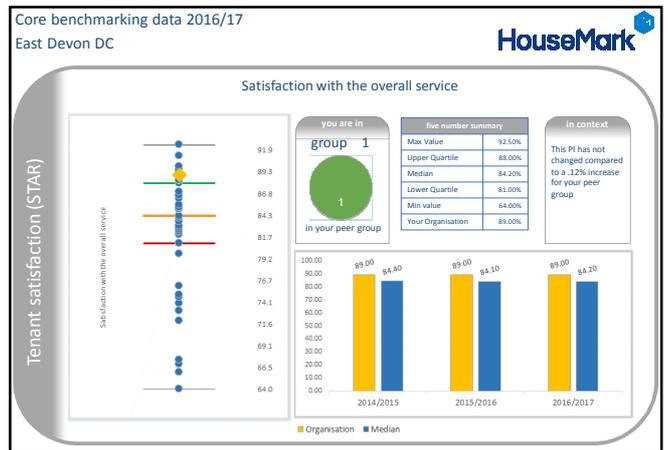
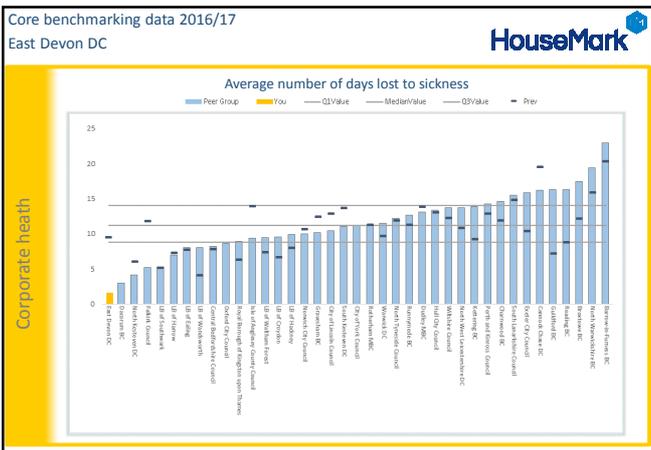
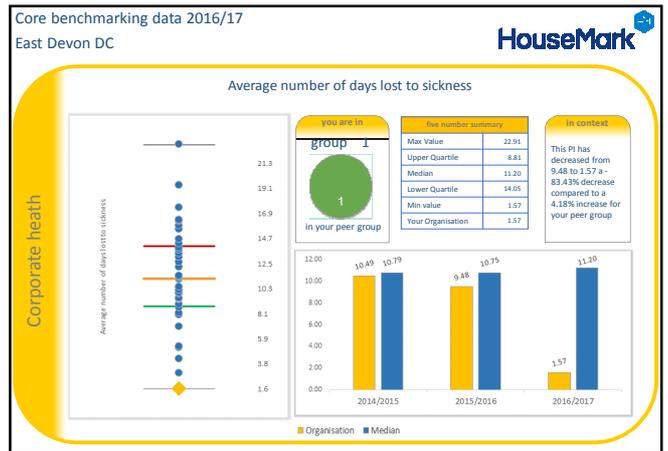
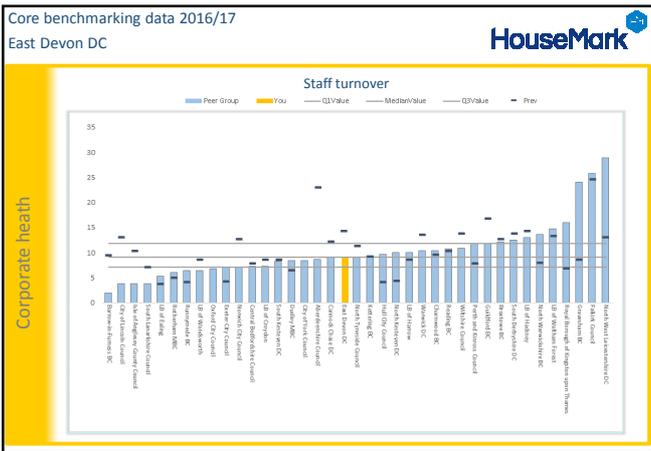


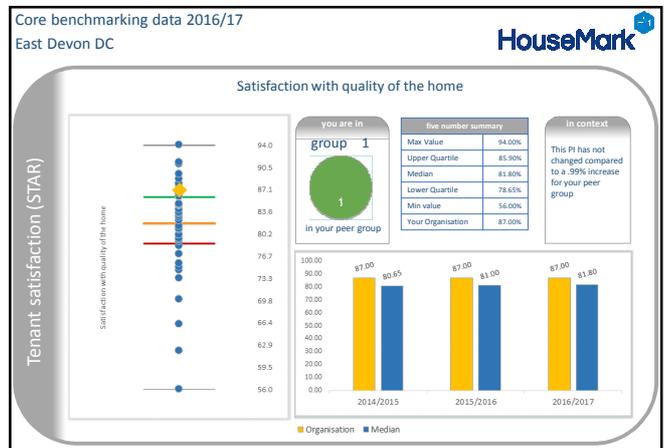
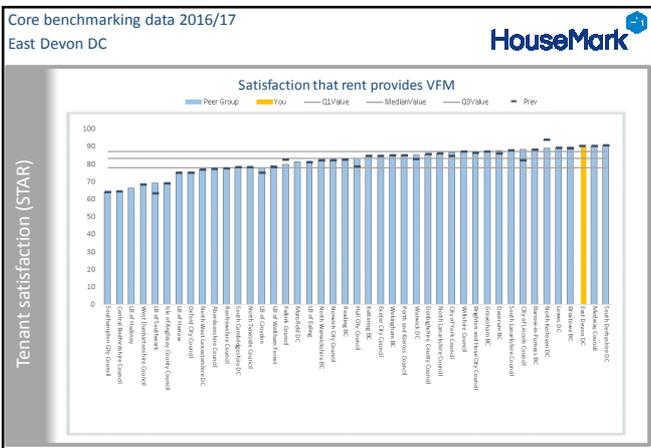
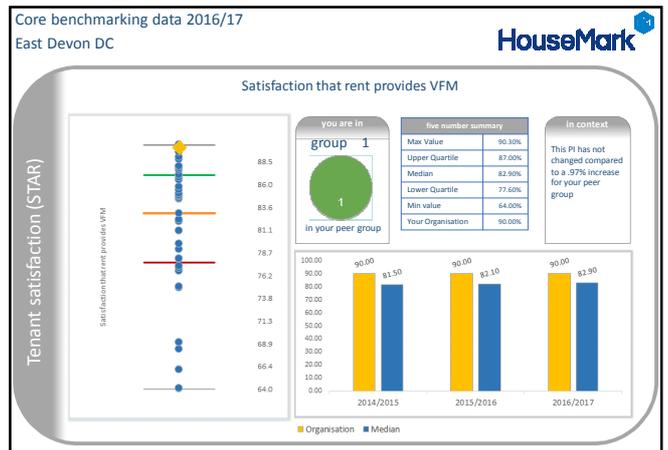
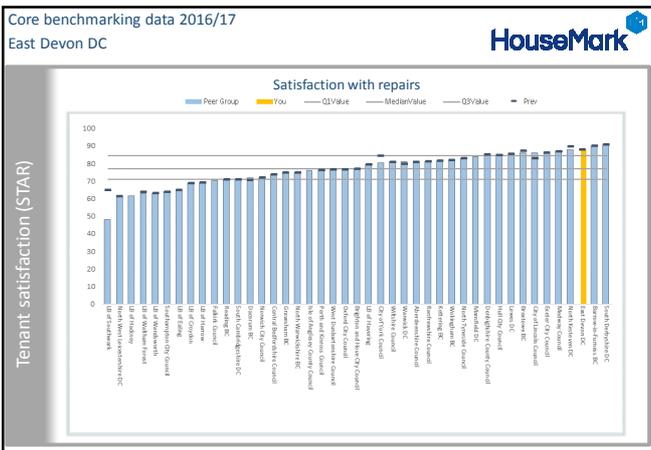
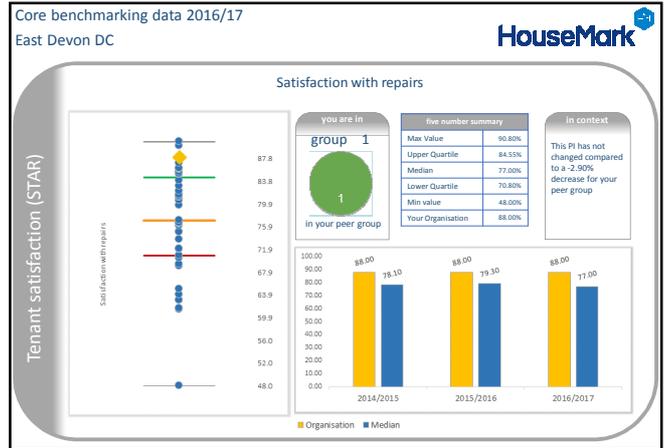
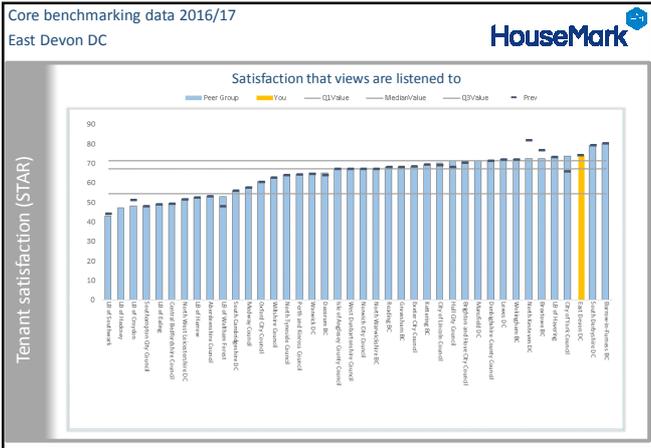


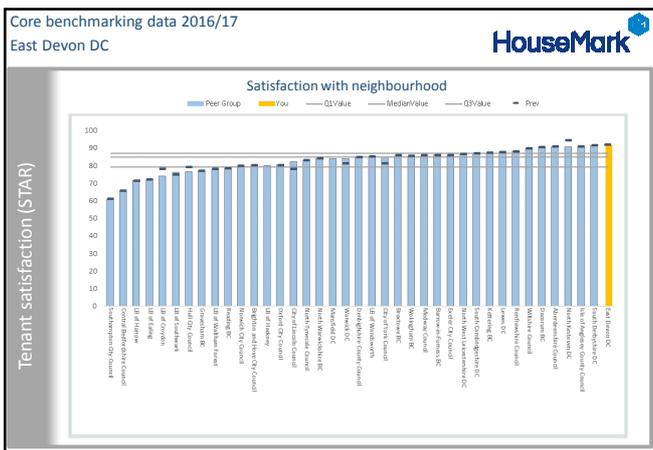
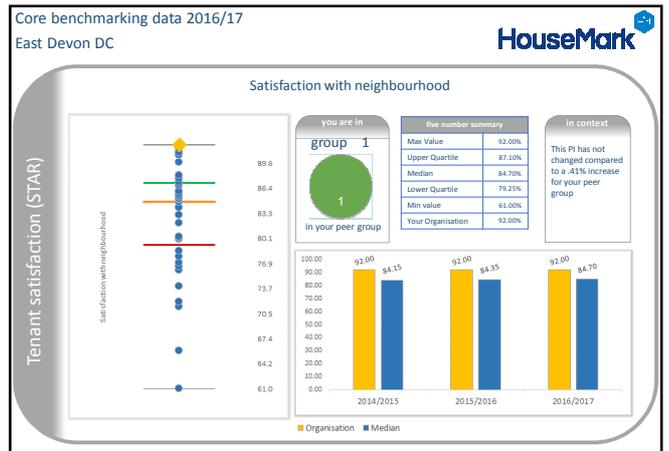
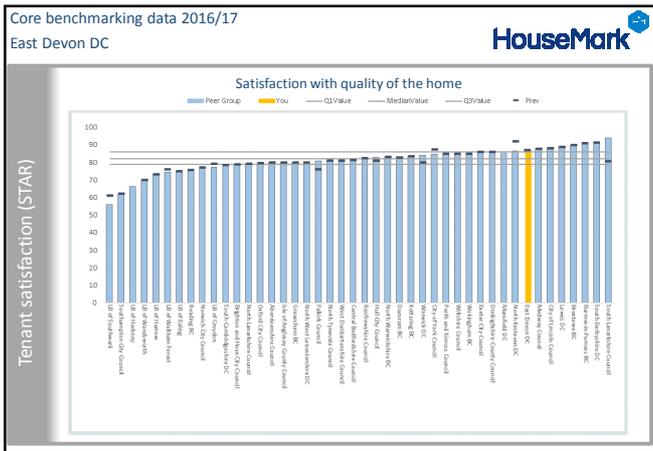














**Report to:** **Housing Review Board**

**Date of Meeting:** 11 January 2018

**Public Document:** Yes

**Exemption:** None

**Review date for release** None

**Agenda item:** **20**

**Subject:** **Quarter 2 (July 1 to September 30 2017) Quarterly Monitoring Report.**

**Purpose of report:** The Housing Performance Indicator Report for Quarter 2 2017/18 details selected indicators measuring performance across the Housing Service.

**Recommendation:** **The Housing Review Board is invited to consider and comment on the performance of the housing service.**

**Reason for recommendation:** For the Board to see the performance of the housing service for quarter 2.

**Officer:** Natalie Brown, Information and Analysis Officer,  
[nbrown@eastdevon.gov.uk](mailto:nbrown@eastdevon.gov.uk)

**Financial implications:** No additional financial implications.

**Legal implications:** There are no legal implications.

**Equalities impact:** Low Impact

**Risk:** Low Risk

**Links to background information:** .

**Link to Council Plan:** Living in this outstanding place.

# Housing Service

## Quarterly Performance Indicator Report

### Quarter 2 2017/18 Financial Year

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**Background Information**

Performance against 2016/17 quarter has been included to provide some context to the statistics.

	Performance is worse than 2016/17 quarter figure by over 5%
	Performance is within 5% of 2016/17 quarter figure
	Performance is better than 2016/17 performance figure

**0.0 Summary**

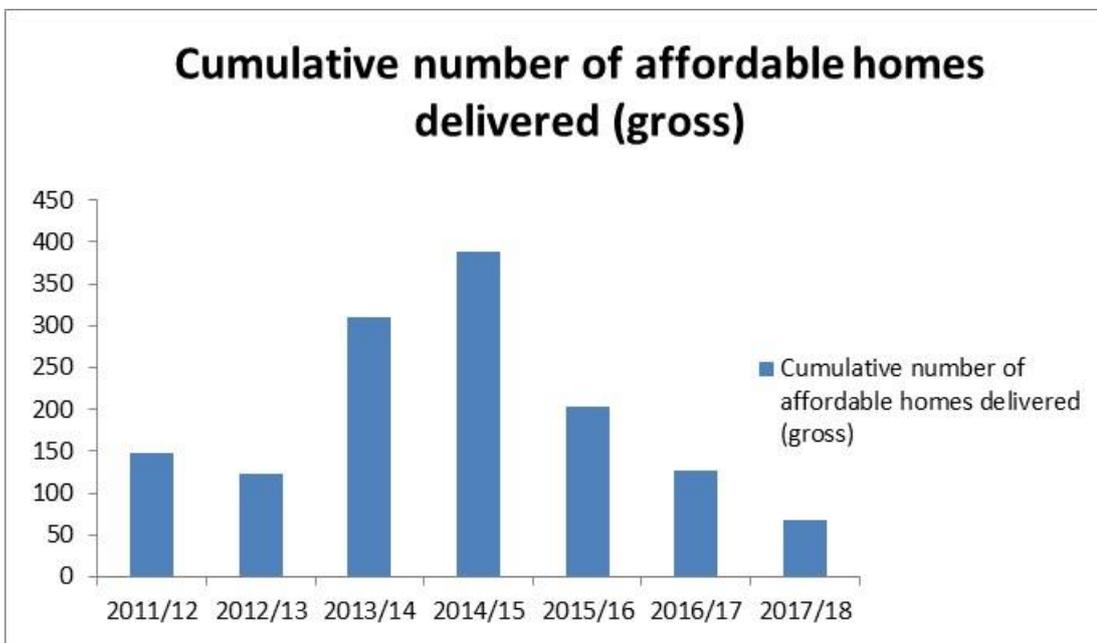
Description	2016/17	2017/18					Progress against 2016/17 quarter 2
	Cumulative Total	Apr- Jun	Jul-Sep	Oct - Dec	Jan - Mar	Cumulative Total	
Total supply of social rent housing and intermediate housing	126	45	22			67	
Total New ASB Cases	410	145	125			270	
No. of new stage 1 complaints	45	5	6			11	
Calls answered under 1 minute (%)	97.7	98.2	#			98.2	#
The average re-let time in days General Needs	36.0	43.4	41.2			42.3	

Description	2016/17	2017/18					Progress against 2016/17 quarter 2
	Cumulative Total	Apr- Jun	Apr-Sep	Apr - Dec	Apr- Mar	Cumulative Total	
% of rent collected from current tenants (excl. arrears bought forward but incl. service charges) - Year to date	98.9%	100.4%	100.1%			100.1%	
Percentage of routine repairs completed within target time	95.5%	97.0%	95.8%			96.4%	

**1.0 Affordable Housing Completions**

Performance Indicator	2016/17	2017/18							Performance against 2016/17 quarter 2
	Cumulative Total	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Cumulative Total	Target	% of target met	
Number of affordable homes delivered (gross) (LAA)	126	45	22			67	100	100	

Source: SPAR.net



**2.0 Anti-social behaviour**

Performance Indicator	2016/17	2017/18				Cumulative Total	Performance against 2016/17 quarter 2
	Cumulative Total	April-Jun	Jul-Sep	Oct-Dec	Jan-Mar		
<b>No. of new ASB cases</b>							
Alcohol related (H)	2	3	1			4	
Child behaviour*	8	2	1			3	
Communal Fire*	3	4	4			8	
Communal Garden*	15		2			2	
Communal Internal*	5	2				2	
Communal Open Space*	15	12	4			16	
Condition of Garden*	1	2				2	
Condition of Property*	34	10	10			20	
Criminal Behaviour (O)	4	7	2			9	
Dangerous Animal						0	
Domestic Abuse (I)	4					0	
Drugs, substance misuse, dealing (G)	9	2	5			7	
Garden Nuisance (L)	102	39	41			80	
Harrasment*	21	4	4			8	
Hate Related (C)	2					0	
Illegal Occupation, Squatter*	3	1	3			4	
Litter, Rubbish, Fly Tipping (K)	18	6	5			11	
Misuse of Communal Areas (M)	0					0	
Noise (A)	73	23	21			44	
Nuisance from Vehicles (F)	0					0	
Parking Dispute*	16	1	2			3	
Pets & Animal Nuisance (E)	24	9	9			18	
Physical Violence (J)	9	1	2			3	
Prostitution, Sex Acts (N)	0					0	
Untaxed Vehicle*	6	3	1			4	
Vandalism & Damage to Property (D)	3					0	
Vehicle Nusiance*	12	5	2				
Verbal Abuse (B)	12	9	6			15	
<b>Total New ASB Cases</b>	<b>410</b>	<b>145</b>	<b>125</b>			<b>270</b>	
Number of surveys received *	8	0	0			0	
How easy to report complaint - % positive rating	56%	#	#			#	
How quickly were you interviewed - % positive rating	#	#	#			#	
Was staff member helpful - % positive rating	50%	#	#			#	
Overall satisfaction with way complaint was dealt with - % positive rating	50%	#	#			#	
Overall satisfaction with outcome of complaint - % positive rating	100%	#	#			#	

Source: Estate Management Customer Satisfaction Survey, OH

\*process changed to a telephone survey

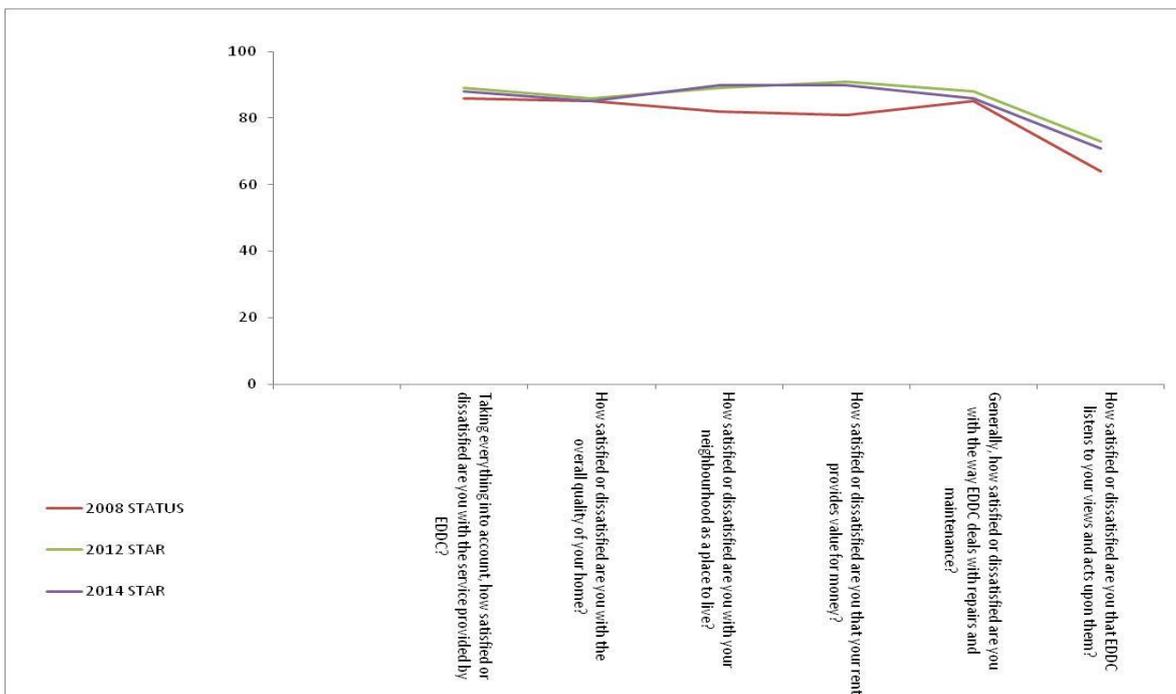
**3.0 Complaints**

Description	2016/17	2017/18				2016/17	Performance against 2016/17 quarter 2
	Cumulative Total	April- Jun	Jul-Sep	Oct - Dec	Jan - Mar	Cumulative Total	
No. of new stage 1 complaints	45	5	6			11	
Allocations complaints	5	0	3			3	
ASB complaints	10	0				0	
Estate services complaints	2	0				0	
Tenancy management complaints	1	0	1			1	
Rents and service charges complaints	2	1				1	
Repairs and maintenance complaints	16	2	1			3	
Staff & customer service complaints	7	2	1			3	
Other complaints	2					0	
Average time in calendar days to issue full response to all Stage 1 complaints	22.2	26.2	25				

**4.0 Customer Satisfaction**

Description	2008 STATUS	2012 STAR	2014 STAR
Taking everything into account, how satisfied or dissatisfied are you with the service provided by EDDC?	86	89	88
How satisfied or dissatisfied are you with the overall quality of your home?	85	86	85
How satisfied or dissatisfied are you with your neighbourhood as a place to live?	82	89	90
How satisfied or dissatisfied are you that your rent provides value for money?	81	91	90
Generally, how satisfied or dissatisfied are you with the way EDDC deals with repairs and maintenance?	85	88	86
How satisfied or dissatisfied are you that EDDC listens to your views and acts upon them?	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	HMO	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
15/04/2015	1196	1415	1562	65	6		4244
24/07/2015	1196	1411	1560	26	6		4237
15/10/2015	1196	1409	1558	64	6		4233
07/01/2016	1195	1407	1556	64	6		4228
08/04/2016	1193	1408	1551	64	6		4222
06/07/2016	1195	1406	1549	64	6		4220
30/09/2016	1195	1406	1549	64	6		4220
04/01/2016	1189	1408	1546	67	6	1	4217
01/04/2017	1196	1403	1540	66	6	1	4211
03/07/2017	1195	1409	1537	66	6	1	4214
04/10/2017	1196	1416	1540	66	6	1	4225

Source: Open Housing and Host Access Bedroom Analysis

**6.0 Homelessness**

Description	2016/17	2017/18					Performance against 2016/17 quarter 2
	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	1932	455	454			909	
Approaches: Number of people who indicate that they are homeless or about to become homeless	312	63	73			136	
Acceptances: Number of people who EDDC have accepted as homeless	18	5	8			13	
Preventions: Cases EDDC have intervened to prevent homelessness	287	57	65			122	
No of households living in temp acc owed a housing duty at the end of the quarter (not in B&B)*	12	4	12			16	
Number of days spent in temporary B&B accommodation*	1420						
Cost of temporary B&B accommodation (£)*	£9,620						
Number of hhlds living in temp accommodation at end of quarter	#	20	24			44	
No of households placed into temp B&B accommodation during the qtr	#	12	17			29	
Number of hhlds in temp B&B accom at end of quarter	#	8	12			#	
Verified rough sleeper count	#	10	7			#	

Source: Homelessness &amp; Housing Options Team &amp; SPAR

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

Factors contributing to a rise in homelessness:

- A national rise of 12% reported by DCLG
- Obstacles caused by welfare reforms in assisting people into the private sector
- Challenges in accommodating an increasing number of people with high and complex needs

**7.0 Home Safeguard**

Description	2016/17		2017/2018				Progress against last quarter 2 2016/16
	Cumulative total	Apr-June	July-Sept	Oct-Dec	Jan-March	Cumulative total	
<b>Call Handling</b>							
Answered in under 1 Minute	97.6%	98.16%	#			#	
Answered in under 3 Minutes	99.6%	99.81%	#			#	
Answered in over 3 Minutes	0.4%	0.18%	#			#	
% of Operators Achieving Under 1 Minute KPI	61.8%	71.2%	#			#	
<b>Installations</b>							
Under 2 working Days (urgent) - Number	21	4	8			12	#
Under 2 working Days (urgent) - % installed within target time		50%	100%				
Under 5 working Days - Number	10	2	0			2	#
Under 5 working Days - % installed within target time		50%	100%				
Under 15 working Days (non urgent) - Number	557	106	121			227	#
Under 15 working Days (non urgent) - % installed within target time		100%	98%				
Under 20 working Days (non urgent) - Number	0	0	0			0	#
Under 20 working Days (non urgent) - % installed	100%	100%	100%				
<b>Repairs*</b>							
<b>Critical Repairs</b>							
Total Number Critical Repairs	#	31	34			#	#
Total Number Critical Repairs within 48 hours	#	29	33			#	#
Total Number Critical Repairs over 48 hours	#	2	1			#	#
% Critical within target time	#	94.0%	94.0%			#	#
<b>Non Critical Repairs</b>							
Total Number Non Critical Repairs	#	27	27			#	#
Total Number Non Critical Repairs within 96 hours	#	26	24			#	#
Total Number Non Critical Repairs over 96 hours	#	1	3			#	#
% Critical within target time	#	96.0%	96.0%			#	#
<b>Complaints</b>							
Total complaints	0	0	0			0	#
Response sent in under 5 days	#	#	#			#	#
Response sent in under 20 days	#	#	#			#	#
<b>Service User Satisfaction (target 5%)</b>							

Source: Homesafeguard Team

**8.0 Lettings**

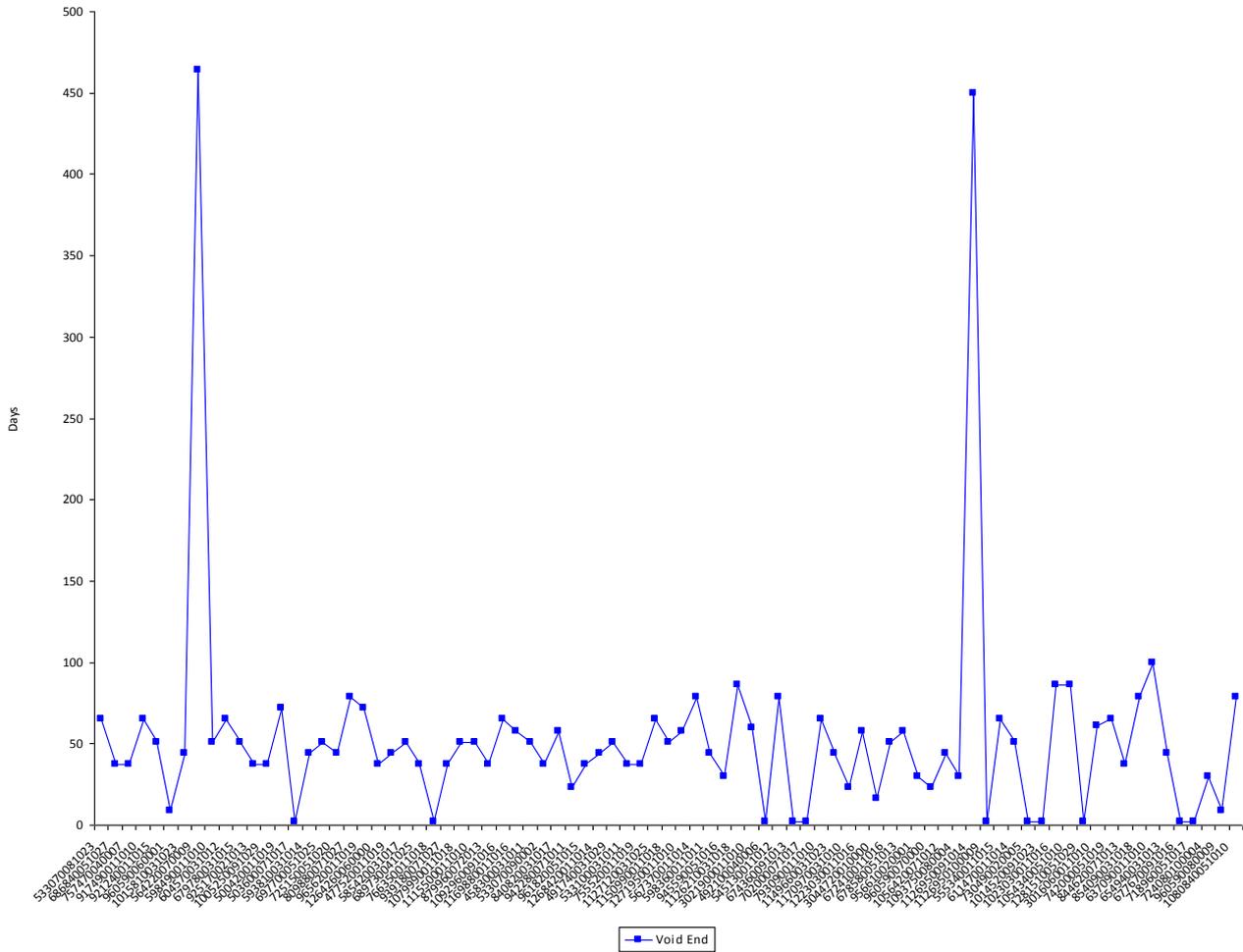
Performance Indicator	2016/17	2017/18				Cumulative Total	Performance against 2016/17 quarter 2
	Cumulative Total	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar		
Total number of units vacant at the end of the period	101	22	14			36	
Number of units vacant and available for letting at the period end	26	1	0			1	
Number of units vacant but unavailable (BVPI) for letting at the period end	#	21	14			#	
The average re-let time in days General Needs	38.6	43.4	41.7			42.5	
The average re-let time in days Sheltered Housing	34.3	37.1	45.4			41.2	
Total number of re-lets during the period benchmarked	213	90	68			158	#
The number of properties accepted on first offer GN*	#	41	37			#	#
The number of properties accepted on first offer SH*	#	34	19			#	#
The % of properties accepted on first offer GN	#	91.1	82.2%			#	#
The % of properties accepted on first offer SH	#	79.1	82.6%			#	#
Percentage of new tenants satisfied with the letting service	85.6	88.9	#			#	#
Percentage of dwellings that are vacant and available to let - GN and HfOP	#	0.000	0.000			#	#
Percentage of dwellings that are vacant but unavailable (BVPI) to let - GN and HfOP	#	0.005	0.003			#	#

Source: CORE, OH

\*5 properties void for over a year in this Q2 void period

Figure 8.1: Housing Voids – Property Type Dwelling – Capability Chart for 01 July 2017 – 30 Sept 2017

Housing Voids: Is Garage?=-No  
Run Chart (End to End) - Time from Void Start, Void End between 01-Jul-17 and 30-Sep-17



**9.0 Number of Households on the East Devon Housing Waiting List**

Performance Indicator	2016/17	2017/18				Progress against 2016/17
	End of Year Total	Apr-Jun	Jul-Sep	Oct-Dec	Apr-Mar	
Band A - Emergency Housing Need	1	2				
Band B - High Housing Need	294	272				
Band C - Medium Housing Need	465	452				
Band D - Low Housing Need	811	809				
Band E - No Housing Need	1790	1797				
<b>Total</b>	<b>3361</b>	<b>3332</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Source: Devon Home Choice

**10 Private Sector Housing**

Description	Cumulative Total 2015/16	2017/18				Cumulative Total 2017/18
		April- Jun	Jul-Sep	Oct - Dec	Jan - March	
Empty homes investigated	140	#	#			0
Empty homes genuinely brought back into use	#	#	#			0
Non-exempt empty homes	993	#	#			0
Disabled Facilities Grant Approvals	99	17	11			28
Disabled Facilities Grant Completions	60	37	32			69

Source: Council Tax Return &amp; Private Sector Team records

**11 Rental**

Performance Indicators	2016/17	2017/2018			Performance against 2016/17 quarter 2	
	Cumulative Total	Apr-Jun	Apr-Sep	Apr-Dec		Apr-Mar
Rent and service charges due for the period benchmarked (whether property (incl garage) is occupied or not & excluding all arrears brought forward)	£19,036,384.54	£4,724,081.17	£9,819,799.97			#
Rent and service charges that could not be collected during the period benchmarked due to empty dwellings (incl garages)	£295,443.26	£91,651.50	£186,768.99			#
Rent collected year to date from current tenants (excludes refunds etc)	£18,760,462.73	£4,649,797.11	£9,478,297.90			#
Rent collected year to date from former tenants (excludes refunds etc)	£44,811.51	£11,578.16	£29,771.16			#
Rent collected year to date from current & former tenants (includes adjustments, refunds, w/off)	£18,805,274.24	£4,661,375.27	£9,638,547.68			#
Total tenant arrears - start of year	£330,686.44	£255,458.07	£249,644.18			#
Total tenant arrears - end of period	£255,458.07	£249,644.18	£219,235.05			#
Current tenant arrears - start of year	£284,032.43	£206,806.30	£249,244.53			#
Current tenant arrears - end of period	£206,806.60	£249,244.53	£155,043.35			#
Former tenant arrears - start of year	£44,810.98	£48,651.47	£55,747.87			#
Former tenant arrears - end of period	£48,651.47	£55,747.87	£64,415.66			#
Total rent and service charges of current and former tenants, which were actually written off as unrecoverable year to date	£47,913.61	£6,111.11	£14,980.85			#
Refunds and adjustments			£84,067.14			
Total number of evictions due to rent arrears year to date	5	1	1			
Number of tenancies at the start of the period	4185	4156	4149			#
Number of tenancies at the end of the period	4156	4149	4166			#
Prepaid B/Fwd	£198,452.14	£198,440.21	£423,886.00			#
Prepaid C/Fwd	£409,381.69	£431,816.56	£316,029.64			#
Rent and service charges due excluding rent and service charges that could not be collected during the period benchmarked due to empty dwellings	£18,740,941.28	£4,632,429.67	£9,633,030.98			#
% of rent due collected from current & former tenants (excluding arrears b/fwd)	99.7%	100.6%	100.1%			
% of rent due collected from current & former tenants (including arrears b/fwd)	98.6%	96.3%	97.5%			#
% of rent due collected from current tenants (excluding arrears b/fwd)	99.9%	100.4%	98.4%			#
% of rent due collected from current tenants (including arrears b/fwd)	99.0%	96.1%	96.3%			
Rent arrears of current tenants as a % of rent due	1.1%	5.4%	1.6%			#
Rent arrears of former tenants as a % of rent due	0.3%	1.2%	0.7%			#
Rent arrears of former & current tenants as a % of rent due	1.4%	5.4%	2.3%			#
Rent arrears of current and former tenants written off as a % of rent due	0.3%	0.1%	0.2%			#
Rent loss due to empty properties as a % of rent due	1.6%	1.9%	1.9%			#
Evictions due to rent arrears as a % of all tenancies	0.1%	0.02%	0.02%			#

**12 Repairs**

Performance Indicator	Cumulative Total 2016/17	2017/2018										Cumulative Total 2017/18	Progress against 2016/17 quarter 2
		Apr-Jun		Jul-Sep		Oct-Dec		Jan-Mar		Cumulative			
		Skinners	MD	Skinners	MD	Skinners	MD	Skinners	MD	Skinners	MD		
The total number of emergency repairs completed year-to-date	564	49	73	71	85					120	158	278	#
The total number of emergency repairs completed year-to-date that were completed within target	558	49	71	71	84					120	155	275	#
Percentage of emergency repairs completed within target time - Year to date	98.9%	100%	97.3%	100.0%	98.8%		#####	###	####	100%	98.1%	98.9%	
The total number of routine repairs completed year-to-date	8212	837	1059	953	1121					1790	2180	3970	#
The total number of routine repairs completed year-to-date that were completed within target	7996	818	1021	924	1074					1742	2095	3837	#
Percentage of routine repairs completed within target time	97.4%	97.7%	96.4%	97.0%	95.8%		#####	###	####	97.3%	96.1%	96.6%	
The total number of first time first fix (emergency) - excl decorationg	4.1	49	71	71	80					120	151	271	#
% First time first fix (emergency)	98.4%	100%	97%	100.0%	94.0%					100.0%	95.5%	97.8%	
The total number of fist time first fix (routine)	7095	706	872	81	885					787	1757	2544	#
% First time first fix (routine)	86.8%	84%	82%	91.0%	79.0%					87.5%	80.5%	84.0%	
Average number of hours to complete (emergency)	4.2	4	2.4	4	0.11					4	1.3	2.6	#
Average number of days to complete (routine)	9.1	8.5	12.2	8.3	13.94					8.4	13.1	10.7	
The total number of appointments (jobs requiring access only)	7580	715	920	896	1096					1611	2016	3627	#
The total number of recalls	185	14	24	26	24					40	48	88	#
The total number of chasers	9	#	#							0	0	0	#
The percentage of properties, requiring a landlord gas safety record, that have a valid landlord gas safety record	100%	100%	100%	100%	100%								
Overall gas safety check service rating - % positive satisfaction rating	#	100%	100%	100%	100%								

Source: Skinners and MD, Liberty Gas Servicing Portal Report

**13 Right To Buy**

Performance Indicators	2016/17	2017/2018				2017/18	2015/16
	Apr-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar		
Number of completed RTB sales	28	7	9			16	23

Source: Open Housing

