



Agenda for Housing Review Board Thursday, 26th March, 2020, 2.30 pm

Members of Housing Review Board

Councillors: T McCollum (Chairman), P Sullivan, C Drew, P Gore, C Summers, I Hall, D Ledger, H Parr, C Collier, C Morrison and B Taylor

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

Contact: Alethea Thompson;

01395 517653; email athompson@eastdevon.gov.uk

(or group number 01395 517546)

Tuesday, 17 March 2020

East Devon District Council
Blackdown House
Border Road
Heathpark Industrial Estate
Honiton
EX14 1EJ

DX 48808 HONITON

Tel: 01404 515616

www.eastdevon.gov.uk

1 Public speaking

Information on [public speaking](#) is available online

2 Minutes of the previous meeting (Pages 3 - 11)

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 12 - 13)

8 Integrated asset management contract - update (Pages 14 - 18)

9 Housing Revenue Account update (Pages 19 - 29)

10 ASW recruitment and skills project (Pages 30 - 38)

11 Climate change action plan (Pages 39 - 44)

12 Air source heat pumps (Pages 45 - 50)

- 13 Neighbourhood and community standard self assessment (Pages 51 - 56)
- 14 Annual report of the Housing Review Board (Pages 57 - 60)

Under the Openness of Local Government Bodies Regulations 2014, any members of the public are now allowed to take photographs, film and audio record the proceedings and report on all public meetings (including on social media). No prior notification is needed but it would be helpful if you could let the democratic services team know you plan to film or record so that any necessary arrangements can be made to provide reasonable facilities for you to report on meetings. This permission does not extend to private meetings or parts of meetings which are not open to the public. You should take all recording and photography equipment with you if a public meeting moves into a session which is not open to the public.

If you are recording the meeting, you are asked to act in a reasonable manner and not disrupt the conduct of meetings for example by using intrusive lighting, flash photography or asking people to repeat statements for the benefit of the recording. You may not make an oral commentary during the meeting. The Chairman has the power to control public recording and/or reporting so it does not disrupt the meeting.

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

[Decision making and equalities](#)

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

EAST DEVON DISTRICT COUNCIL**Minutes of the meeting of Housing Review Board held at Council Chamber, Exmouth Town Hall, Exmouth EX8 1AW on 23 January 2020****Attendance list at end of document**

The meeting started at 2.30 pm and ended at 4.20 pm

45 Public speaking

There were no matters raised by the public.

The Chairman welcomed two newly co-opted members to the Board, Cindy Collier and Christine Morrison, and invited those present to introduce themselves. It was noted that one vacant independent community representative position remained on the Board and the Democratic Services Officer and the Housing Service Lead updated the recruitment process so far.

46 Minutes of the previous meeting

The minutes of the Housing Review Board meeting held on 19 September 2019 were confirmed and signed as a true record.

47 Declarations of interest

Councillor Dan Ledger: Personal interest – employed by a third party contractor for the current repairs and maintenance service.

Cat Summers: Personal interest – housing tenant.

Pat Gore: Personal interest – housing tenant.

Cindy Collier: Personal interest – housing tenant.

Christine Morrison: Personal interest – housing tenant.

Peter Sullivan: Personal interest – housing tenant and vice chair trustees of Sidmouth Consolidated Charities.

48 Matters of urgency

There were no matters of urgency raised at the meeting.

49 Confidential/exempt item(s)

There were no confidential or exempt items.

50 Housing Review Board forward plan

The Housing Service Lead 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 herself or the Democratic Services Officer.

The following items were added to the forward plan:

- Climate change action plan.
- Year two of Your Home, Your Wellbeing study.

- Regulators Consumer Standards:
 - Neighbourhood and community.
 - Tenancy.
 - Tenant involvement and empowerment.
- Homes (Fitness for Habitation) Act 2018 and disrepair claims.

RESOLVED: that the forward plan be noted and updated.

51 **Housing Service Plan 2020/21**

The Strategic Lead – Housing, Health and Environment presented the draft Service Plan for the Housing Service covering the period 2020-2021, for consideration by the Board.

The Service Plan was a working document produced annually by all EDDC services and set out the key achievements over the past year and the forthcoming issues to be faced by the service. It linked closely with the Council Plan and the aim of the process was to produce a work plan for the coming year with a realistic view of the challenges and risks ahead. Producing a Service Plan presented a good opportunity to look back and reflect and also the ability to forward plan. A range of service improvements were identified through a number of SMART objectives (specific, measurable, achievable, relevant, time bound). The Plan linked closely with the Housing Strategy and was designed to complement a number of other housing plans and policies as part of how the Council managed its own housing stock, managed homelessness, and the services it delivered in the private sector. The Plan also considered service challenges and pressures over the next three years, as well as climate change implications. Performance should be monitored constantly against the 'live' document. The Service Plan was coordinated annually with budget planning.

Headlines from the Housing Service Plan were:

- A focus on delivering our housing purpose(s).
- A commitment to tackle homelessness.
- Recognition of poverty as a significant factor in people's lives.
- Revision of the HRA Business plan with updated stock condition data.
- A focus on new development opportunities with the need to review the current acquisition programme.
- Emphasis on the importance of compliance and keeping tenants safe in their homes.
- A focus on mental health and how we are addressing the challenges this is presenting us as a landlord.
- Embedding the Integrated Asset Management Contract.
- The need to raise our profile in the private sector around the work of the private sector housing team.
- Mapping the future of Home Safeguard with a realistic view of risks ahead including digital switchover, refresh of the marketing strategy, relocating the service, review of the staffing rota.
- An emphasis on evidencing value for money with the need to scrutinise some areas to satisfy ourselves that we are achieving what matters most to the customer, in line with our systems thinking purpose.
- Acting on the climate change agenda and building towards a carbon neutral council.

The service planning day involved powerful input from frontline staff on the day to day challenges of the job, ideas for service improvement and the needs of the customers. The Service Plan would be presented to the tenant groups over the next few months and cascade to housing staff. The Board's input into the Service Plan was welcomed, before it was finalised and reported to Cabinet.

The Vice Chairman explained that he was vice chair trustees of Sidmouth Consolidated Charities, which provided grants to those in hardship. Such charities had been impacted on the number of people requesting support. Although EDDC were providing people with a home, these properties were unfurnished and some people were unable to furnish it. He felt that the Council should not be putting people into empty/unfurnished homes. The Strategic Lead – Housing, Health and Environment replied that the housing options team had reported that the number of people moving into properties with absolutely nothing was increasing. Even after living in council housing for one or two years, some people still had nothing. This was referred to as furniture poverty. Staff were being resourceful and helping tenants out where possible. It was important to ensure that the Council's tenants were comfortable and had well-furnished homes. Reference was made to the objective in the forthcoming Service Plan that looked at a feasibility study of the housing service increasing resources and support in that area in order to explore the provision of furnished tenancies.

RECOMMENDED: that Cabinet approve the Housing Service Plan for 2020/21.

52 **Housing Revenue and Capital Budgets 2020/21**

Consideration was given to the Housing Accountant's report which presented the draft HRA revenue and capital budgets for 2020/21. At the same time as preparing the draft budget, draft Service Plans had been prepared and aligned, and linked back to the Council Plan.

The draft budget had been adopted by Cabinet and was now for consideration by the Housing Review Board. Recommendations from the Board would be presented to Cabinet on 5 February 2020, when members would finalise budget proposals to be recommended to Council.

The Housing Revenue Account (HRA) currently had 4,190 dwelling and 738 garages. It was underpinned and influenced by the business plan. This plan needed to be refreshed to consider:

- The implication of a new maintenance contractor.
- To reflect additional work on asset management planning and to further develop management information from the Housing IT system.
- The end of rent reductions.
- Implication of Universal Credit rollout.
- A need to reconsider the debt level and use of Right to Buy Receipts linked to future development ambitions.
- The implications of the climate change action plan.

This work was planned for 2020/21 to be included in the budget. The draft 2020/21 budget continued to invest in and maintain existing properties to a high standard with a comprehensive planned programme of expenditure, adaptations and routine repairs. It also provided an acceptable surplus (£.0927m) which would need to be prioritised between:

- contributing to the purchase programme to counteract the impact of continuing Right to Buy (RTB) sales and ensuring capital receipts were spent and not returned to government
- the ambitions in the Council Plan on climate change.

The Housing Accountant demonstrated some future financial modelling and evaluation for the Board to consider. This showed that:

- Financing all elements of the budget was possible.
- There needed to be a different approach to debt management.
- There was a requirement of a detailed asset management strategy to underpin the revised business plan.
- Stress testing, scenario analysis and other investigations were required to ensure all objectives could be met and influence decision making.

Concern was expressed whether there was sufficient funds in the budget for roof repairs. The Strategic Lead – Housing, Health and Environment advised that the new stock condition survey would provide more up to date information on this need. The current Business Plan was based on the old stock condition survey. Following the conclusion of the new survey it was possible that additional money would be needed in the budget.

The Council's Solicitor raised concerns about the number of disrepair cases that could come forward as a result of private lawyers encouraging tenants to take the Council to court, under the Homes (Fitness for Habitation) Act 2018. It was noted that a disrepair report would be presented to the Board at its next meeting. The Housing Accountant replied that there was no specific allocated budget, but that landlord services had funds available for such issues. Monitoring of the situation would enable it to be budgeted for if necessary. Reference to disrepair had been made in the Service Plan and training was being provided for staff.

RECOMMENDED:

1. that the HRA draft revenue and capital estimates are approved.
2. that the future considerations be noted.

53 **Housing Revenue Account budget update 2019/20**

The Housing Accountant's report provided the HRB with the current position to December 2019 and details of the year end forecast of the draft Housing Revenue Account (HRA) for 2019/20. The HRA showed the main areas of anticipated income and expenditure on landlord activities for the year ahead. Producing a HRA was a statutory duty for councils who managed and owned their housing stock, and therefore a key document for the Board to influence.

The report also provided the position of the HRA capital programme for both affordable housing and other capital items outside of the HRA. The Housing Revenue Account (HRA) was underpinned and influenced by the HRA Business Plan. The budget process utilised 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.

It was noted that income was expected to be marginally lower than previously anticipated primarily due to an increase in lost rent resulting from voids. Responsive repairs was significantly overspent due to the transition from the old cost plus contract to the new price per property contracts. The old contract caused issues due to the erratic nature of

invoicing. The new contract provided more stability and timely invoicing through data sharing. There had been a number of underspends and savings made across the HRA and these were explained in the report.

The revenue reserves position at year end was expected to stay at the adopted levels and still included the volatility reserve, with the surplus being used to fund new homes in future years. It was noted that no revenue contribution to capital through the HRA would be required within the year.

The current business plan included a programme of expenditure to replace properties lost through Right to Buy (RTB) sales and ensure that RTB receipts were invested and not returned to central government.

RECOMMENDED: that Cabinet approve the Housing Revenue Account update to December 2019.

54 **Future Right to Buy spend**

The Housing Enabling Officer's report sought delegated authority to continue the programme of property acquisitions in 2020/21 using Right to Buy receipts and borrowing from public works loans board (PWLB). The report also set options for spending the receipts going forward and considered a number of options.

The Board considered the amount of receipts that needed to be spent in the 2020/21 financial year and it was noted that this was a significant increase from the previous two year. There were five options for spending Right to Buy receipts, explained in the report were:

1. Buying from the open market.
2. Building Council housing.
3. Use the receipts as grant to give to registered providers (RPs).
4. Return the receipts.
5. A blend of the above.

The Council were congratulated on purchasing 61 properties since 2017.

RECOMMENDED:

1. that delegated authority be given to the Strategic Lead – Housing, Health & Environment, Portfolio Holder for Sustainable Homes & Communities and Chair of Housing Review Board to approve purchases to meet the 2020/2021 spending requirements using Right to Buy receipts and borrowing from public works loans board together with any commuted sums that may become available.
2. that following consideration of the options put forward for spending Right to Buy receipts in the future, that option 5 be pursued; a combination of purchasing stock and to look at developing new build.
3. that it be noted that paying back some Right to Buy receipts may be a possibility.

55 **Integrated asset management contract update**

The Property and Asset Manager's detailed report updated the Board on progress with the new Integrated Asset Management Contract (IAM) with Ian Williams Ltd which commenced on 1 July 2019.

After a good mobilisation phase, where the energy and focus had been high, performance had struggled to be consistently high. There had been issues with IT integration and staffing and training difficulties. It was noted that resident feedback on the service was paramount, and although there had been some teething issues, positive comments had also been received. Three areas were now being targeted to improve performance:

- Voids process and delivery.
- Reactive repairs processes.
- Key performance indicators/contract management.

It was noted that much higher than anticipated numbers of reactive repair requests and voids, and the poor condition of voids had also impacted service delivery.

The Vice Chairman thanked the Property and Asset Manager for attending the Repairs Service Review Group meeting earlier in the week so that involved tenants had the opportunity to understand the current position. He reported that he had been involved in the IAM project since the early stages and challenges had been expected. There was a need to ensure that the contract was being run as expected, but tenants on the whole were happy with the work that was being undertaken.

It was reported that the Citizen's Advice Bureau (CAB) had experienced problems reporting repairs on behalf of vulnerable tenants. The Housing Service Lead explained that this issue had now been resolved, with guidance being reiterated to staff, and improved working in partnership with CAB.

The Solicitor advised that he had received an offer of staff training from Devonshire Solicitors on contract management. HRB members could also attend if required. It was noted that staff were also being re-trained by Echelon consultants.

It was suggested that Ian Williams Ltd be invited to the next meeting of the Housing Review Board for an update on progress and to allow them to give their views on performance.

RESOLVED:

1. that the update report be noted.
2. that Ian Williams Ltd be invited to the next meeting of the Housing Review Board to discuss the Integrated Asset Management contract.

56 **Homes standard**

The Housing Service Lead explained that the Council had undertaken a self-assessment of current service delivery against the Social Housing Regulators Home Standard. There would be a series of reports for the HRB that would focus on each of the Regulators Consumer Standards in order to ensure that the Housing Service was meeting all regulatory conditions.

The Homes Standard set out the minimum requirements for what must be achieved to ensure tenants remained safe in their homes and specifically incorporated all compliance legislation across a range of areas including fire safety, gas safety, electrical safety, lifts and legionella.

The remaining three standards were:

- Neighbourhood and community.
- Tenancy.

- Tenant involvement and empowerment.

The Board noted the Council's current position, evidence and actions for further consideration. The Housing Service Lead suggested that some external assessment be sought to test the Council, in addition to the self-assessment.

RECOMMENDED:

1. that the contents of the self-assessment document appended to the report be noted.
2. that a budget of approximately £20,000 be approved to fund an external consultant to undertake a health check/audit of all areas of statutory compliance.
3. that the Property and Asset Manager consider options for combining the final two years of electrical inspections (due to finish 2021/2022) into the coming year 2020/21 in order to finish the programme one year early.

57 **Review of fire safety policy**

The Housing Review Board noted the amendments to the fire safety policy. The Housing Service Lead explained that the policy had been reviewed and updated, with very little changes made.

RECOMMENDED: that the fire safety policy be approved.

58 **Grenfell Tower inquiry phase 1 report October 2019**

The Compliance Surveyor had prepared a report to brief Housing Service Management team on the outcome/findings of the Grenfell Tower inquiry, phase 1 report, as well as the Council's current position and recommendations. This was presented to the Board, who were reassured that the Council was in a good place in respect of fire safety. The Council was:

- up to date with fire risk assessments,
- had no high rise blocks of flats,
- had no external Aluminium Composite Material (ACM) cladding,
- had a good partnership working relationship with the Fire Service,
- all blocks of flats had a red fire boxes which the fire service were aware of,
- had a five year electrical programme,
- had fire resisting composite doors.

East Devon District Council would continue to fully adopt all the recommendations in the inquiry report and would continue to update the HRB on progress. Officer reassured the Board that they were never complacent and would embrace good practice in the field.

RESOLVED: that the report be noted.

59 **Extension to gas servicing contract**

The Housing Review Board considered the report of the Senior Technical Officer (Asset Management and Compliance) which outlined the option to extend the existing gas servicing contract (due to expire on 30 September 2020) by a further year. The extension was allowed within the procurement process of the contract (there was the option to expend for a further two years on an annual basis and by agreement of both client and contractor).

Reasons for extending the existing contract included:

- To maintain properties to a good standard and compliant whilst achieving good value for money.
- To assist in achieving continuity of components and services across the property & asset service.
- To assist in achieving statutory 100% compliance in relation gas servicing across all our stock with gas components all in line with the gas policy.
- To assist in continuing to attend to all gas related breakdowns including carrying out all required remedial work.

RECOMMENDED: that the existing gas servicing and repair contract is extended for one further year.

60 **Extension to asbestos surveying contract**

The Housing Review Board considered the report of the Senior Technical Officer (Asset Management and Compliance) that explained the option to extend the existing asbestos surveying contract by a further year.

RECOMMENDED: that the existing asbestos surveying contract be extended by a further year.

61 **Performance monitoring report - quarter 2**

The Board was presented with the Housing Service performance indicator report for quarter 2 2019/20, with details of selected indicators measuring performance across the Housing Service.

RESOLVED: that the Housing Review Board note the performance of the Housing Service.

62 **Poverty - a local picture**

The Housing Review Board received the report which had been presented to Overview Committee on 14 November 2019, providing information on poverty within East Devon. The evidence based report focused on areas that the district council could influence and outlined work that was already undertaken. The four main areas were:

- Debt and financial vulnerability.
- Homelessness.
- Employment and earnings.
- Health and wellbeing.

The Board noted the nine recommendations contained in the report that had gone from Overview Committee to Cabinet, particularly the creation of an East Devon Poverty Strategy. They also noted how many of the issues linked closely with areas considered by the HRB.

Attendance List

Board members present:

Councillor Tony McCollum (Chairman)
Peter Sullivan, Tenant
Cat Summers, Tenant
Councillor Dan Ledger
Councillor Helen Parr
Cindy Collier, Tenant
Christine Morrison, Tenant

Councillors also present (for some or all the meeting)

M Armstrong
S Gazzard
P Millar

Officers in attendance:

Sue Bewes, Landlord Services Manager
Michelle Davidson, Property and Asset Management
Vicki Farrow, Property and Asset Manager
Amy Gilbert-Jeans, Service Lead Housing
John Golding, Strategic Lead Housing, Health and Environment
Tim Laurence-Othen, Housing Projects Officer
Andrew Mitchell, Housing Needs and Strategy Manager
Giles Salter, Solicitor
Melissa Wall, Housing Enabling Officer
Rob Ward, Accountant
Alethea Thompson, Democratic Services Officer
Sophie Davies, Senior Repairs Advisor, Property & Asset Management

Councillor apologies:

Christine Drew, Independent Community Representative
Pat Gore, Tenant
Councillor Ian Hall
Councillor Kim Bloxham

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 |
|---|------------------|--|
| Disrepair | March 2020 | Property and Asset Manager |
| ASW Recruitment and Skills Project | March 2020 | Landlord Services Manager |
| Climate Change Action Plan | March 2020 | Housing Service Lead |
| Neighbourhood and Community Standard Self-Assessment | March 2020 | Landlord Services Manager |
| Integrated Asset Management Contract- Update | March 2020 | Property and Asset Manager |
| Air Source Heat Pumps | March 2020 | Strategic Lead, Housing, Health and Environment |
| Stock Condition Survey | June 2020 | Property and Asset Manager |
| | | |
| | | |
| | | |
| | | |
| Quarterly performance reports and regular reports | | |
| Responsive repairs | Quarterly report | Property & Asset 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: 26 March 2020
Public Document: Yes
Exemption: None

Review date for release: None

Subject: **Update on Integrated Asset Management Contract**

Purpose of report: Our new Integrated Asset Management Contract commenced on the 1 July 2019.

 This report will update Members on progress as we approach the end of the 9th month of our new contracting arrangement with Ian Williams Ltd.

Recommendation: **For information only**

Reason for recommendation: To ensure Members are up to date with new contracting arrangements covering the maintenance of our housing stock
Officer: Victoria Farrow, Property and Asset Manager

Financial implications: As mentioned within the body of the report, consistent and quality monitoring of the contract is required to ensure the financial benefits that are expected from the PPP and PPV contracts are achieved.

Legal implications: There are no issues raised in the report on which Legal Services need to comment at this time, but if performance continues to fall below that which is set out within the contract then there needs to be consideration of penalty clauses. Early legal advice needs to be sought.

Equalities impact: Medium Impact

 We have involved tenants throughout the process through the Housing Review Board, tenants groups and as part of the evaluation process. We have continued to involve tenants throughout mobilisation through tenant groups and through direct representation on a number of working groups.

Climate change: Medium Impact

 We have engaged with Ian Williams as one of our key Partners in relation to their Carbon Footprint and this work is ongoing.

Risk: High Risk

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

Links to background information: [HRB Agenda 24 January 2019](#) (Item 10)

[HRB 20 September 2018](#) (Item 11)

[HRB 21 June 2018](#) (Item 13)

[HRB 11 January 2018](#) (item 11)

[HRB 12 January 2017](#) (item 14 and 15)

[HRB 9 March 2017](#) (item 11)

[HRB 15 June 2017](#) (item 9)

[HRB 7 September 2017](#) (item 10)

[HRB 28 March 2019](#)

[HRB 20 June 2019](#) (item 11)

[HRB Agenda and Draft Minutes January 2020](#)

Link to Council Plan: Outstanding Homes and Communities

Outstanding Council and Council Services

1. Background

- 1.1 Following an intense mobilisation process over a period of several months, our new contracting arrangements commenced on the 1st July 2019. This has been an extensive project where the Board have played an important role in setting the direction and overseeing governance matters as we moved towards putting in place our new contracting arrangements.
- 1.2 At the January meeting we updated the Board on a number of areas that we are continuing to monitor very closely in order to work towards improved performance. Intense work has been underway over the past couple of months and is continuing with a number of Officers re-focused on certain elements of the contract in order to continue to seek improvements.
- 1.3 On the 20th February, a meeting was held with the National Operations Director of Ian Williams and the General Manager who covers the South West. The meeting was attended by the Strategic Lead for Housing, Health and Environment and the Housing Service Lead. The meeting was a good opportunity to escalate concerns and both parties benefited from an open, honest discussion around where current challenges are and practical resolutions for moving forward. We have agreed a series of actions through the production of a shared Action Plan and will use this as a basis of agreeing where improvements need to be continually monitored. We have also re-commissioned our specialist consultants who supported us through the procurement of the contract to support us with a number of actions deriving from the Action Plan and to work closely alongside our Property and Asset Manager.

2. Staffing- Ian Williams/EDDC

- 2.1 As highlighted in January, Ian William's have been continuing to increase labour and as it stands we still remain under-resourced in relation to the number of Operatives that should

be working on the contract. Recruitment is underway across both work streams (responsive repairs and voids). The recruitment of multi-skilled operatives in East Devon is proving difficult which is linking to the inability of our intention to complete a range of jobs on one visit. We are continuing to raise this as a concern and where such labour skills may not already exist we expect comprehensive training plans to be put in place in order to achieve this.

- 2.2 We have highlighted the need to review our co-location arrangements. The placement of two Ian Williams Schedulers within Exmouth Town Hall was part of our original set-up, again due to staffing issues this has not been in place for some time. The absence of these schedulers has meant we are now regularly in contact with the Ian Williams Birmingham Hub Call-Centre in order to track and follow up information in relation to jobs. This is causing us operational challenges and we are seeking assurances around the need to return to our original set-up. We are still benefiting from one Ian William's Officer being based in the Town Hall on 4 days out of 5, the role of this officer currently is trouble-shooting as opposed to scheduling.
- 2.3 We are continuing to stabilise our own staffing arrangements and have been working closely with human resources to ensure these vacancies are prioritised. We have refreshed the role of Senior Technical Officer- Responsive Repairs and Voids and are now in the process of actively recruiting our own Contracts Manager. We have identified that the focus on our Integrated Asset Management function will benefit from this skill-set with a sharper focus on performance management of the contract. We have identified the need to refresh training for our own Officers in a number of areas.

3 Current position

- 3.1 Following our decision to second two Officers from another area of Property and Asset, we have continued to see steady progress being made in relation to void management. This is being further enhanced by the focus on recruitment in this area by Ian Williams. More robust inspections of properties from both sides have seen an immediate reduction in complaints around the standard of voids being handed over. A weekly void meeting is also informing better communication which is helping our Allocations team with providing realistic move in dates to incoming tenants. The backlog of void properties has been significantly reduced although there are still a number of more substantial voids requiring more intense works that remain vacant and that we are working intensely to programme these works in with realistic return dates.
- 3.2 We are continuing to monitor complaints and most importantly we are applying a 'lessons learnt' discipline to identifying with each complaint what has gone wrong and why. We are implementing changes alongside Ian William's and have recognised a number of simple communication failures that we are addressing internally. We are continuing to keep our Resident Repairs Involvement group updated with feedback coming directly from tenants (through our own questionnaire's) and took the opportunity at the last meeting to review feedback that has been received.
- 3.3 KPI monitoring is currently being aligned. EDDC and IW produce separate KPI reports however we are now working on streamlining and joining up the data for future publication and scrutiny. We have experienced some challenges in this area and this has resulted in a substantial data cleanse to ensure we are reporting on accurate information. Although this work is being prioritised, it has taken us longer to complete this than is ideal and work remains ongoing in this area.

4. Cost Analysis

4.1 As outlined above, we are working closely with finance to carefully monitor costs, this will become more straightforward as we enter the new financial year with no over-hang of previous contracting arrangements. We have begun to compare costs below across voids and responsive repairs.

4.2 Voids

Voids are monitored on a property by property basis and highlighted as to whether they are above or below the PPV threshold. Comparatives have been made throughout the year versus the costs incurred on the cost plus contract with the below table showing the averages per void in year by contractor.

| | IAN WILLIAMS LTD | MD BUILDING SRV. | SKINNER CONST. |
|------------------------|------------------|------------------|------------------|
| Average Value £ | 4,897 £ | 7,002 £ | 7,668 £ |
| Number of Voids | 143 | 63 | 55 |
| Total Value £ | 700,301 £ | 441,144 £ | 421,758 £ |

4.3 Price Per Property (PPP) Analysis

All PPP costs incurred are separately reviewed on a month by month basis with the Price Per Property monthly payment of £118k compared to the costs of each of the jobs raised in the month under a schedule of rates basis. Due to the aforementioned issues with regards to data and delays in invoicing upon going live monitoring of this measure will be of greater benefit in the next financial year.

4.4 PPP Exclusions

All works that are excluded from PPP are separately monitored on a property by property and job by job basis. Each one is flagged as to being above or below the 1k agreed job limit. Where a job is below the £1k limit this will be reviewed to ensure we are comfortable that the reason for the exclusion that was made at the confirmation stage was correct. The current statistics with regards to the exclusions is in the below table.

| | Job Count | £ Value |
|------------------------|------------|----------------|
| Total Orders | 398 | 192,988 |
| Above £1k Limit | 53 | 112,688 |
| Below £1k Limit | 345 | 80,300 |

Responsive Maintenance Value for Money Review

Additional reviews are undertaken each month of the expenditure under the new Price Per contract versus the expenditure under the previous cost plus contract. These will be presented in future finance reports once more consistent data sets are available.

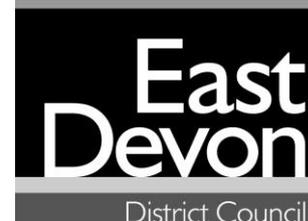
5. Conclusion

5.1 After a good mobilisation phase where energy and focus is normally high, performance has struggled to be consistently high. It has been clear that establishing a working norm on both sides has been challenging. Intense focus needs to remain on driving forward improvements as we continue to work through settling and stabilising our partnership arrangement. Our partners are

demonstrating a strong commitment to working closely with us to seek the improvement's we have identified and have ensured roles and responsibilities are clearly defined within their structure to prioritise this.

From an internal perspective, it is absolutely critical that we stabilise our staffing structure accordingly. Recruitment of a Contracts Manager is of particular importance in order to influence and drive day to day service delivery. The cleansing of our data is also critical to ensure we can publish our own performance data with confidence that in turn will better inform our position moving forward.

As set out within the report, this area of our work remains high priority and we will continue to report to the Board on this basis.



Report to: **Housing Review Board**
Date of Meeting: 26 March 2020
Public Document: Yes
Exemption: None

Review date for release: None

Subject: **Housing Revenue Account update to end of February 2020**

Purpose of report:

This report provides the Housing Review Board with the current position to February 2020 and details of the year end forecast of the draft Housing Revenue Account for 2019/20. 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 also provides the position of the HRA capital programme for both affordable housing and other capital items outside of the Housing Revenue Account.

Recommendation:

The Housing Review Board is invited to approve the report on the Housing Revenue Account update to February 2020 and recommend it to Cabinet

Reason for recommendation:

To give the Housing Review Board an involvement opportunity to contribute towards the housing service, accounts, spending, budget management and influence areas of future expenditure.

Officer:

Rob Ward – Finance
rob.ward@eastdevon.gov.uk
 01404 515616 ext 2357

Financial implications:

Financial details are contained within the report

Legal implications:

No legal observations are required

Equalities impact:

Low Impact
 An analysis of budget changes has not highlighted areas that give rise to any equality issues that need highlighting.

Climate change:

High Impact

The budget approval gives the Council the resources necessary to undertake its business which will significantly contribute to the carbon footprint of the Council.

Risk:

Low Risk
 Risks have been considered in preparing the budgets and the financial implications have been assessed at the point of preparation. Various budget assumptions have been made including the treatment of inflation and interest rates; estimates on the level and timing of capital receipts;

the treatment of demand led pressures; the treatment of planned efficiency savings/productivity gains; levels of income; financial risks inherent in any new arrangements; capital developments; the availability of funds to deal with major contingencies and the need for any provisions.

Links to background information:

2019/20 Draft Revenue and Capital Budget Book

Link to Council Plan:

Outstanding Homes and Communities
Outstanding Council and Council Services

1 Housing Revenue Account Reserves Opening Balances

- 1.1 The Housing Revenue Account (HRA) is underpinned and influenced by the HRA Business Plan. 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 year to date and forecast position of the HRA to the end of December 2020 was presented at the last HRB.
- 1.3 The following tables provide an update on the position of the HRA to the end of February 2020.

2 Housing Revenue Account – current position to February 2020 & Year End Forecast Position

- 2.1 The table below shows a summary of the HRA position compared to the phased budget for this period as well as the forecast position for the year end compared to the revenue budget set for the year. A review of required accrued expenditure to be taken from the current year's revenue is under way.

| Year to Feb 2020 | | | Category | 2019/20 Forecast | | |
|------------------|-------------|------------------|-------------|------------------|-------------|----------------|
| Actuals | Budget | Variance | | Actuals | Budget | Variance |
| -16,552,640 | -16,569,080 | 16,440 | INCOME | -18,019,493 | -18,075,360 | 55,867 |
| 15,763,660 | 16,898,500 | -1,134,840 | EXPENDITURE | 17,777,367 | 17,676,515 | 100,852 |
| 1,260,190 | -883,230 | 2,143,420 | FINANCING | -705,172 | -756,310 | 51,138 |
| 471,210 | -553,810 | 1,025,020 | | -947,299 | -1,155,155 | 207,856 |

- 2.2 Income is expected to be marginally lower than expected primarily driven by an increase in lost rent resulting from voids. The expenditure in the year is broken down further in the table below.

| Year to Feb 2020 | | | Category | 2019/20 Forecast | | |
|------------------|------------|----------------|-----------------------------------|------------------|------------|----------------|
| Actuals | Budget | Variance | | Actuals | Budget | Variance |
| 2,525,588 | 1,608,030 | 917,558 | Responsive Maintenance | 2,681,134 | 1,754,170 | 926,964 |
| 594,651 | 918,010 | -323,359 | Annual Programmed Maintenance | 785,851 | 997,000 | -211,149 |
| 778,794 | 1,179,980 | -401,186 | Repairs And Maintenance - Special | 1,145,763 | 1,288,350 | -142,587 |
| 5,237,752 | 5,414,840 | -177,088 | Supervision And Management | 5,569,393 | 5,760,215 | -190,822 |
| 195,611 | 230,320 | -34,709 | Other Expenditure | 201,734 | 250,240 | -48,506 |
| 3,279,945 | 4,396,000 | -1,116,055 | Major Repairs | 4,162,951 | 4,396,000 | -233,049 |
| 12,612,340 | 13,747,180 | -1,134,840 | | 14,546,827 | 14,445,975 | 100,852 |

2.3 Responsive Maintenance Deep Dive +£927k

Year on Year Comparison

To provide some additional context around the current overspend in responsive maintenance it is worth comparing the overspend with the prior year's outturn. The below table shows the overspend in the prior year and the year on year comparison of 2018 under the cost plus maintenance contract and the 2019 transitional year. In 2018 and in years prior responsive maintenance was over budget which was a main driver in pursuing a new contract.

| Rep Cat 3 | Accounting DATA | | Values | | 2018 | | 2019 | | Year on Year Diff |
|---------------------------------------|------------------|------------------|----------------|------------------|------------------|----------------|------|----------------|-------------------|
| | Prior year | | 4CAST | | | | | | |
| | Sum of Actuals | Sum of Budget | Sum of Diff | Sum of Actuals | Sum of Budget | Sum of Diff | | | |
| 1 Responsive Maintenance | 2,204,197 | 1,754,440 | 449,757 | 2,681,134 | 1,754,170 | 926,964 | | 477,207 | |
| 1 Responsive Maintenance Total | 2,204,197 | 1,754,440 | 449,757 | 2,681,134 | 1,754,170 | 926,964 | | 477,207 | |
| Grand Total | 2,204,197 | 1,754,440 | 449,757 | 2,681,134 | 1,754,170 | 926,964 | | 477,207 | |

Accounting entries i.e. Year End Accruals

Year-end adjustments such as accruals also have an effect on the overspend and impact on year on year comparatives. With the old contract invoices would come in erratically, depending upon when the contractors would do payment runs or when jobs were authorised by officers for payment in the system. This meant that year end accruals, for work done in the current year to be invoiced in the next year was difficult to quantify. If we remove this element from the year on year comparative the spend in 2018 and 2019 becomes closer.

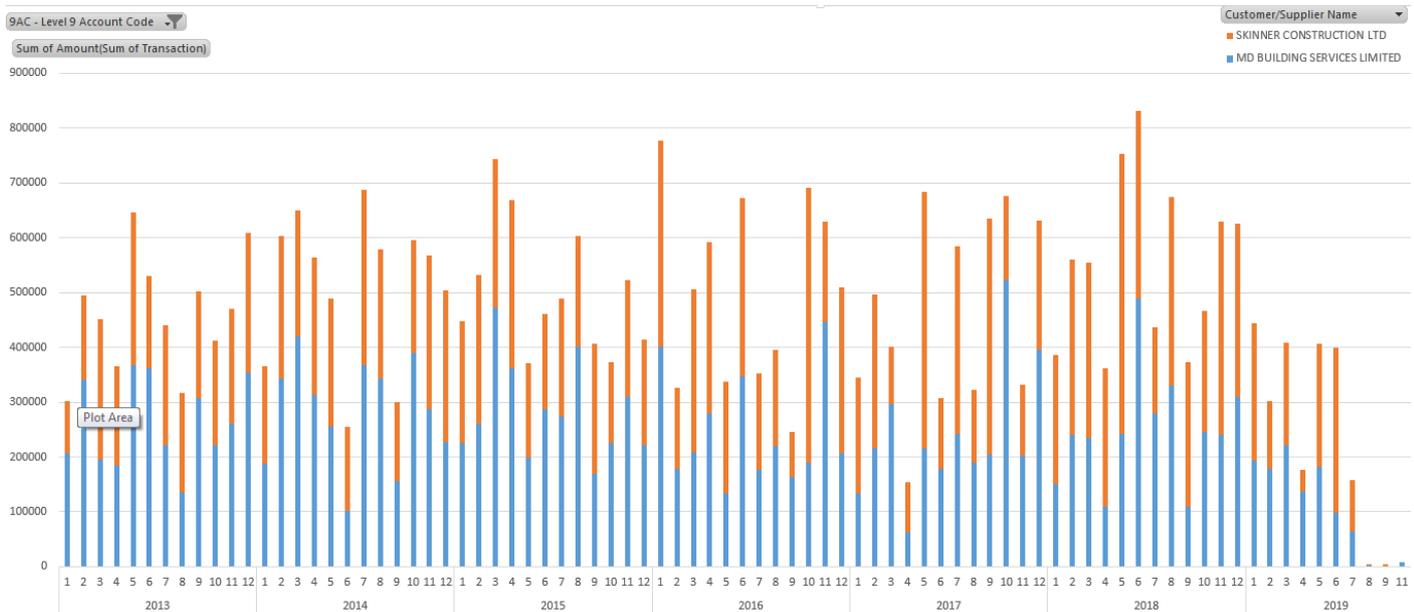
| | 2018 Actuals | 2018 Budget | Diff | 2019 Actuals | 2019 Budget | Diff | Year on Year |
|------------------------|--------------|-------------|------------|--------------|-------------|-------------|--------------|
| Total | £ 2,204,197 | £ 1,754,440 | £ 449,757 | £ 2,681,134 | £ 1,754,170 | £ 926,964 | £ 477,207 |
| Accounting Adjustments | -£ 397,762 | | -£ 397,762 | -£ 187,577 | | -£ 187,577 | |
| Total before Accruals | £ 2,601,960 | £ 1,754,440 | £ 847,520 | £ 2,868,711 | £ 1,754,170 | £ 1,114,541 | £ 267,022 |

Contract switching costs

As a result of the new contract there have been some one off costs, such as the Transfer of Undertakings (Protection of Employment) Regulations which will also have impacted the year on year comparative. If we remove these costs from the current year the increase in 2019 reduces to approx. £170k which is a 7.5% year on year increase and materially consistent with 2018.

New Contract Benefits

As mentioned at the previous HRB the main benefit of the new contract from a financial perspective is consistency and timeliness of invoicing. The below graph showing payments to the previous contractors highlights the inconsistency of expenditure month, making monitoring, forecasting etc much more difficult.



2.4 Additional Information

The appendices now contain numerous additional graphical and tabular pages which show;

- Year to Date and Forecast Income & expenditure split by type versus budget
- Year to Date and Forecast employee expenditure by month
- Summary & Detailed HRA tables

2.5 Reserves Position

Using the above forecasting the revenue reserves position at year end is expected to stay at the adopted levels and still include the volatility reserve with the surplus being used to fund new homes in future years.

| Area | Reserve Description | 2018 | Movement | 2019 |
|-------------------------------|--------------------------------------|---------------|----------|---------------|
| Revenue | Housing Revenue Account Balance | -3,100 | 0 | -3,100 |
| Revenue | HRA Business Plan Volatility Reserve | -1,600 | 0 | -1,600 |
| TOTAL REVENUE RESERVES | | -4,700 | 0 | -4,700 |

3 Housing Capital: Affordable Housing

3.1 The current business plan includes a programme of expenditure to replace properties lost through RTB sales and ensure that RTB receipts are invested and not returned to central government.

3.2 The following table shows the forecasted spend for the year funded through RTB receipts and the Future Housing development fund through the prescribed 30:70 ratio in order to prevent the return of any receipts to Central Government. It also shows the impact upon the associated reserve accounts and provides their forecast balances at the year-end.

- 3.3 The position with regards to required expenditure for the remainder of the year remains the same as presented at the prior HRB, spend of approximately £130k is required to prevent payback to the government. There will be no additional properties purchased within the year and an assessment is underway to capture all enhancement related spend on properties purchased within year, notably with regards to Sailors Rest. The worst case scenario if no additional expenditure items are identified would see £40.5k RTB receipts returned to government.

4 Capital – Housing Capital Programme

- 4.1 The following Earmarked reserves were set up at the year end and are a combination of capital receipts and revenue contributions along with forecasted expenditure during the year. The capital receipts will be utilised prior to the revenue contributions.
- 4.2 Spend to date allocated against these reserves is currently £342k with an additional £198k committed to the Fire Safety Work at Summersby Close & Powell Close in Seaton, totalling £540k with other tenders in the pipeline.

| Reserve Description | Revenue | Capital | Total |
|---------------------------------|-------------------|-------------------|-------------------|
| Fire Risk Assessment Reserve | -1,988,369 | -1,011,631 | -3,000,000 |
| Replacement Lifts Reserve | 0 | -550,000 | -550,000 |
| TOTAL EARMARKED RESERVES | -1,988,369 | -1,561,631 | -3,550,000 |

- 4.3 The residual capital receipts will be used to fund the capital program, the prior years balance brought forward plus the year to date RTB receipts equate to enough to cover the budgeted spend for the year. No revenue contribution to capital from the HRA will be required within the year.

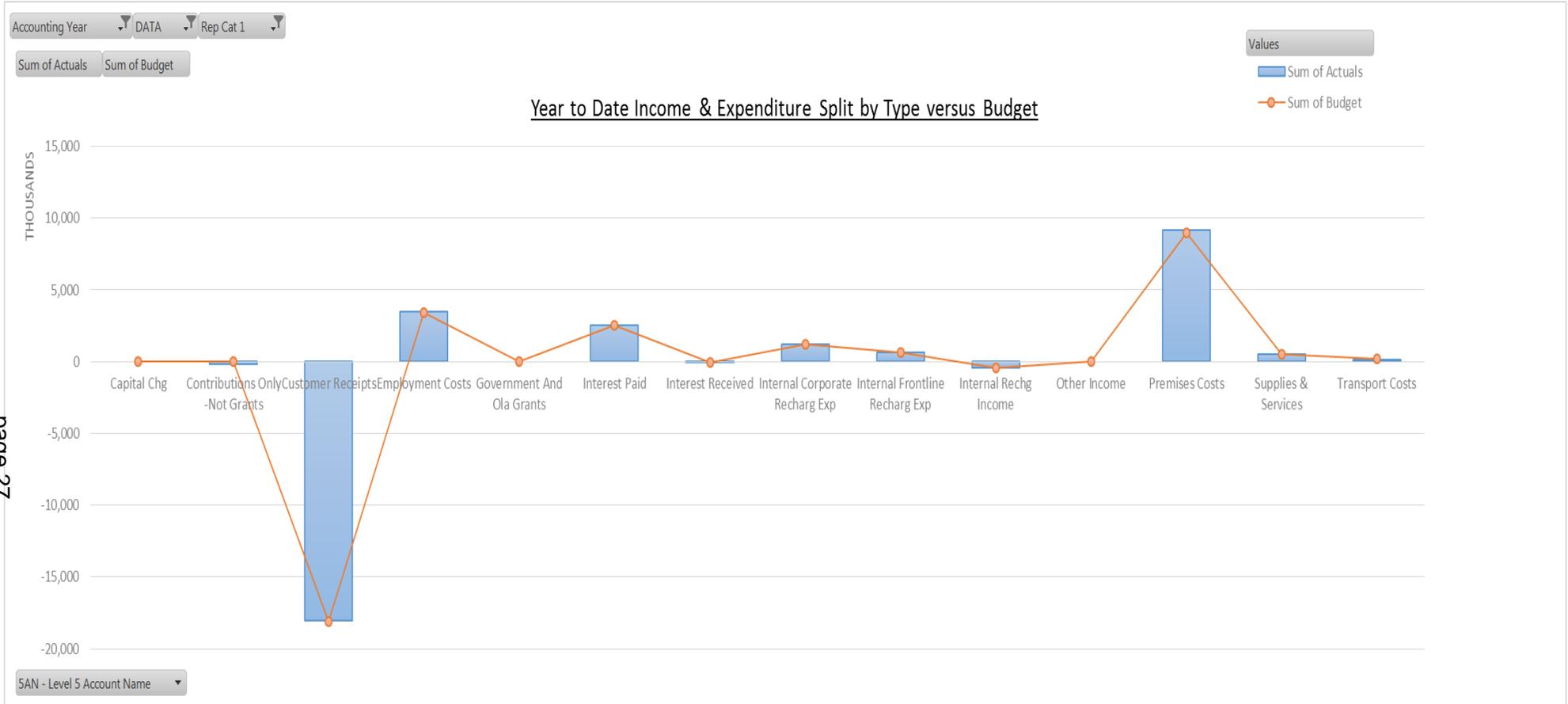
| Housing Capital Programme | 2019/20 | | |
|-----------------------------------|------------------|------------------|--------------|
| | Year to Date | | |
| | Total | Capital Receipts | Revenue Cont |
| | £ | £ | £ |
| Opening Bal (YE 2018) | (338,854) | (338,854) | 0 |
| Addition of Q1+Q2 RTB Receipts | (238,572) | (238,572) | 0 |
| Current Balance before Exp | (577,426) | (577,426) | 0 |
| Year to Date Expenditure | 357,405 | 357,405 | 0 |
| Current Balance | (220,021) | (220,021) | 0 |
| Forecast Future Expenditure | 142,595 | 142,595 | 0 |
| Forecast Balance 2019 YE | (77,426) | (77,426) | 0 |

APPENDICES

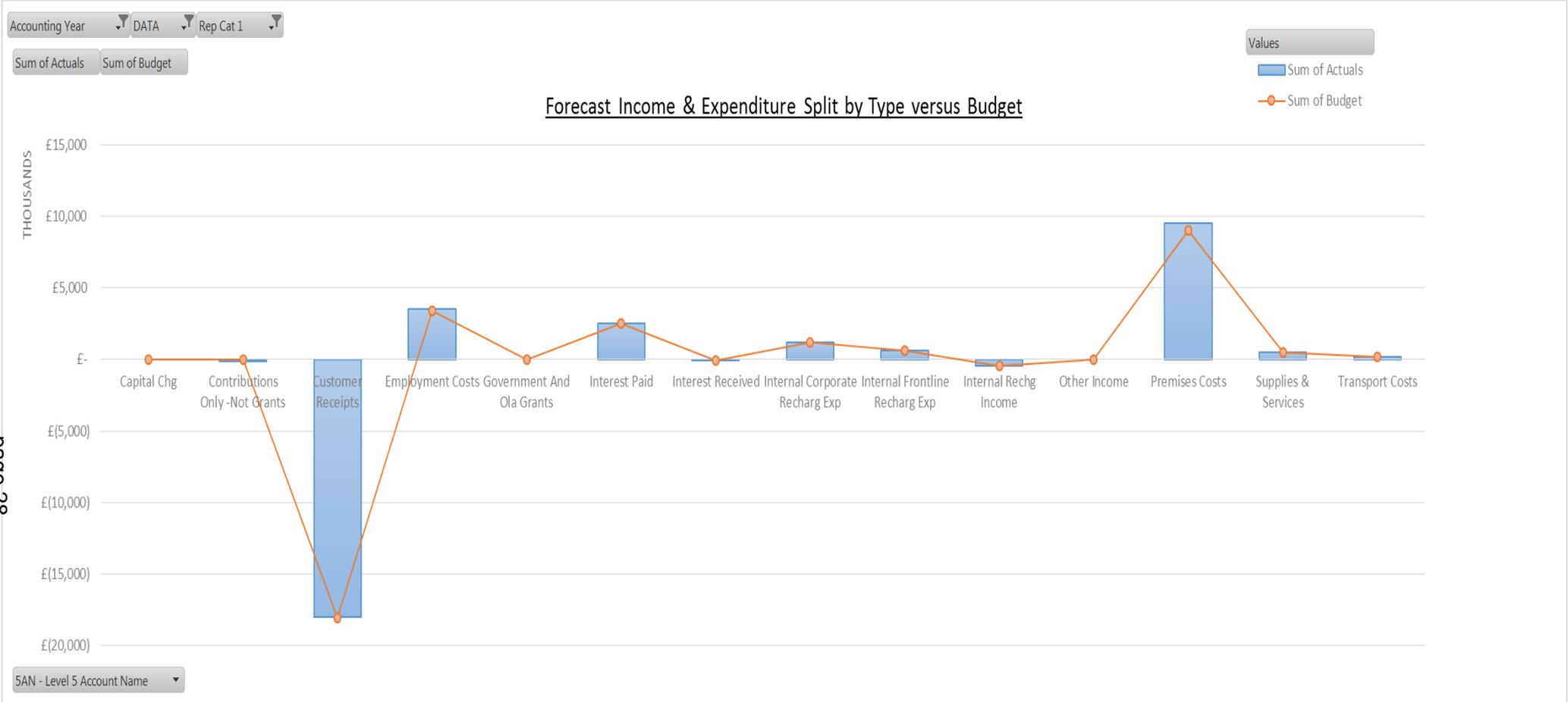
Housing Revenue Account Summary

| | | | | DATA | | Values | | | | | | |
|------------------------------|--|-------------------------------------|-----------|--------------------|--------------------|-------------------|--------------------|--------------------|-------------------|--------------------|--------------------|----------------|
| Rep Cat 1 | Rep Cat 2 | Rep Cat 3 | Rep Cat 4 | Prior year | | | YTD | | | 4CAST | | |
| | | | | Sum of Actuals | Sum of Budget | Sum of Diff | Sum of Actuals | Sum of Budget | Sum of Diff | Sum of Actuals | Sum of Budget | Sum of Diff |
| 1 INCOME | 1 Gross Property Rent inc Garages | 1 Gross Property Rents | | -17,266,783 | -17,259,560 | -7,223 | -15,605,878 | -15,682,040 | 76,162 | -16,998,940 | -17,107,710 | 108,770 |
| | | 2 Garage Rents | | -424,241 | -463,130 | 38,889 | -410,400 | -390,060 | -20,340 | -446,958 | -425,530 | -21,428 |
| | 2 Other Income | 1 Other Income | | -554,496 | -544,930 | -9,566 | -536,363 | -496,980 | -39,383 | -573,595 | -542,120 | -31,475 |
| 1 INCOME Total | | | | -18,245,519 | -18,267,620 | 22,101 | -16,552,640 | -16,569,080 | 16,440 | -18,019,493 | -18,075,360 | 55,867 |
| 2 EXPENDITURE | 1 Repairs And Maintenance - General | 1 Responsive Maintenance | | 2,204,197 | 1,754,440 | 449,757 | 2,525,588 | 1,608,030 | 917,558 | 2,681,134 | 1,754,170 | 926,964 |
| | | 2 Annual Programmed Maintenance | | 1,066,596 | 947,000 | 119,596 | 594,651 | 918,010 | -323,359 | 785,851 | 997,000 | -211,149 |
| | 2 Repairs And Maintenance - Special | 1 Repairs And Maintenance - Special | | 1,390,344 | 1,302,400 | 87,944 | 778,794 | 1,179,980 | -401,186 | 1,145,763 | 1,288,350 | -142,587 |
| | | 1 Supervision And Mgt General | | 4,153,689 | 4,030,340 | 123,349 | 3,786,576 | 3,785,260 | 1,316 | 4,027,254 | 4,032,725 | -5,471 |
| | 3 Supervision And Management | 2 Supervision And Mgt Special | | 1,566,673 | 1,597,110 | -30,437 | 1,451,175 | 1,629,580 | -178,405 | 1,542,139 | 1,727,490 | -185,351 |
| | | 1 Other Exp non Sewerage | | 219,235 | 235,960 | -16,725 | 191,080 | 210,530 | -19,450 | 196,801 | 226,120 | -29,319 |
| | 4 Other Expenditure | 2 Sewerage | | 14,464 | 54,070 | -39,606 | 4,531 | 19,790 | -15,259 | 4,934 | 24,120 | -19,186 |
| | | Adjustment to Bad Debt Provision | | 7,760 | 0 | 7,760 | | | | | | |
| Depreciation | | | -239,707 | 1,312,250 | -1,551,957 | 0 | 3,151,320 | -3,151,320 | 3,230,540 | 3,230,540 | 0 | |
| 5 Capital Charges & Bad Debt | Major Repairs Expenditure | | 4,151,537 | 4,406,000 | -254,463 | 3,279,945 | 4,396,000 | -1,116,055 | 4,162,951 | 4,396,000 | -233,049 | |
| | 2 EXPENDITURE Total | | | 14,534,788 | 15,639,570 | -1,104,782 | 12,612,340 | 16,898,500 | -4,286,160 | 17,777,367 | 17,676,515 | 100,852 |
| 3 FINANCING | 1 Interest on Balances | (blank) | | -38,870 | -20,170 | -18,700 | 0 | -45,540 | 45,540 | 1,398 | -49,730 | 51,128 |
| | 2 Loan Principal & Interest repayments | (blank) | | 2,511,317 | 2,562,960 | -51,643 | 1,260,189 | 2,313,630 | -1,053,441 | 2,523,970 | 2,523,970 | 0 |
| | 3 Other | (blank) | | 5,179,336 | -10 | 5,179,346 | 0 | -1,063,260 | 1,063,260 | -1,159,930 | -1,159,940 | 10 |
| | 4 MIRS | (blank) | | -3,941,605 | 0 | -3,941,605 | 0 | -2,088,060 | 2,088,060 | -2,070,610 | -2,070,610 | 0 |
| 3 FINANCING Total | | | | 3,710,178 | 2,542,780 | 1,167,398 | 1,260,190 | -883,230 | 2,143,420 | -705,172 | -756,310 | 51,138 |
| Grand Total | | | | -553 | -85,270 | 84,717 | -2,680,110 | -553,810 | -2,126,300 | -947,299 | -1,155,155 | 207,856 |

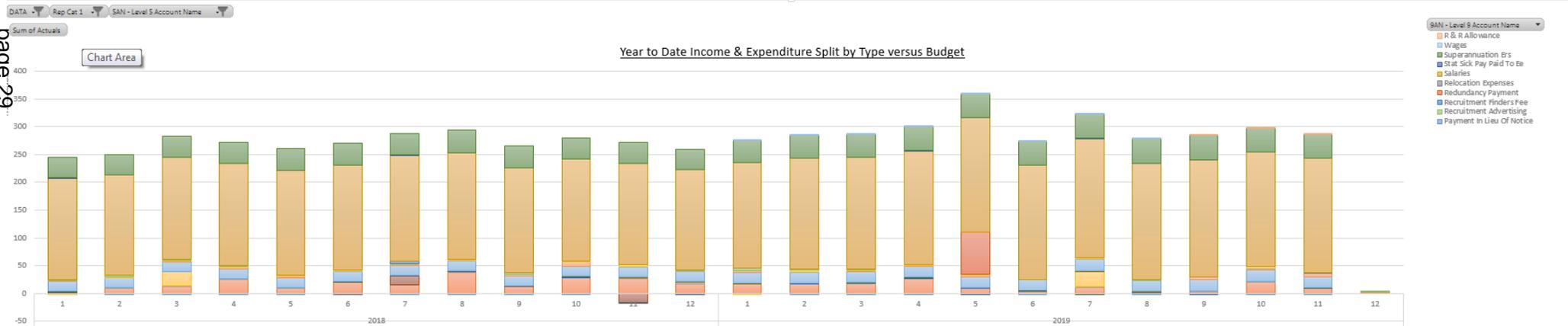
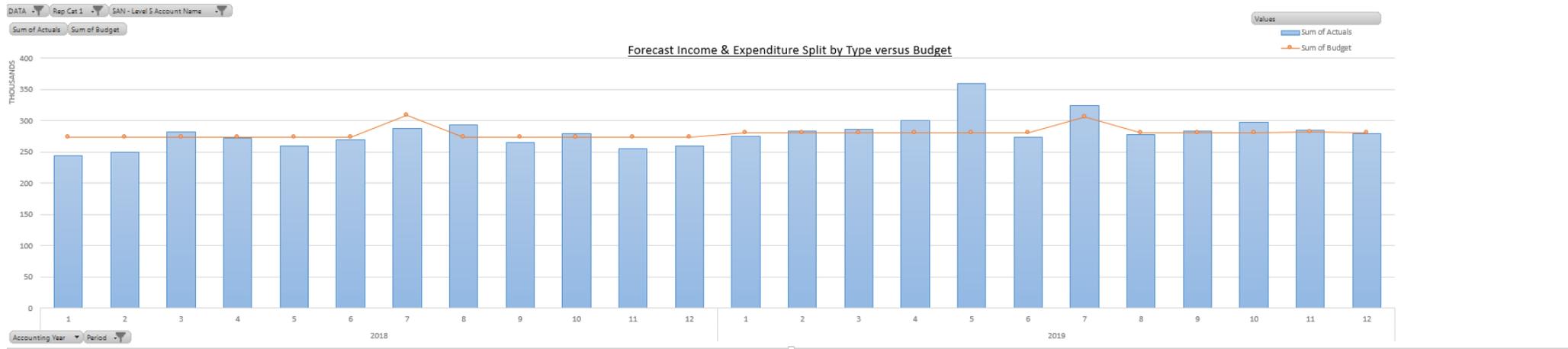
Housing Revenue Account: Year to Date Income & Expenditure by Type



Housing Revenue Account: Forecast Income & Expenditure by Type



Housing Revenue Account: Employee Costs by Month & Type





Report to: **Housing Review Board**

Date of Meeting: 26 March 2020

Public Document: Yes

Exemption: None

Review date for release None

Subject: **Advantage South West- Recruitment and Skills Initiative**

Purpose of report: The report sets out the opportunity for us to contribute towards a collaborative project being run by Advantage South West to fund and recruit a Member of staff to co-ordinate and deliver an improvement in the South West housing sector's ability to attract staff.

Recommendation: To participate in the initiative at an indicative cost of £3000 per annum for three years.

Reason for recommendation: To work with other Advantage South West Members to pro-actively encourage and retain highly skilled staff within the housing sector through shared initiatives and training and development programmes.
To encourage engagement with schools and colleges to promote the benefits of a career in housing in order to build our workforce for the future.

Officer: Amy Gilbert-Jeans- Housing Service Lead

Portfolio Holder: Portfolio Holder for Sustainable Homes and Communities

Financial implications: Financial implications are contained within the body of the report.

Legal implications: There are no legal implications requiring comment.

Equalities impact: Low Impact

Climate change: Strengthening the housing employment sector ensures we are prepared to take on the challenges of climate change in the future.

Risk: Comments
Low Risk

Links to background information: n/a

Link to [Council Plan](#): Choose Priorities and delete what not appropriate.
Outstanding Place and Environment
Outstanding Homes an Communities
Outstanding Economic Growth, Productivity, and Prosperity
Outstanding Council and Council Services

1 Background

1.1 The NHF SW HR & L&D Practitioners Group (PATOG) and Advantage South West have been working together to find a solution to the challenges that many housing providers in the South West including East Devon are currently facing in recruitment. We have been invited to participate in the collaborative project to fund and recruit a member of staff to co-ordinate and deliver an improvement in the south west housing sector's ability to attract staff.

1.2 Key responsibilities would include:

- To increase the visibility of housing as an employment sector
- To improve our engagement with education establishments regarding our sector and requirements
- To improve the sector use of the apprenticeship levy
- To develop joint-working programmes for training and development

A draft job description and person specification have been included as Appendix 1 and 2 to this report

1.3 At its meeting of 18th September 2019 PATOG confirmed its support for this initiative. At its meeting of 3rd October 2019 the Advantage South West Board confirmed its support for this initiative.

The project team is:

- Nikki Forward, Chair of PATOG and Head of Human Resources - Ocean Housing
- Michelle Thake, Head of Human Resources – North Devon Homes
- Neil Biddiscombe, Procurement Manager – Advantage South West

2 The Challenge

2.1 Social housing landlords are experiencing a challenge in getting suitably skilled people to apply for jobs. The nature of the sector in the south west can mean that individuals move from one Housing Organisation to another, thus a single job recruitment can have the knock-on effect of creating multiple additional recruitments.

2.2 There are particular shortages in the management and delivery of asset management functions and this is predicted to get worse: for example, The Farmer Review of the UK Construction Labour Model suggests that within a decade there will be a 20-25% reduction in the available labour force nationally.

2.3 Though individual organisations are undertaking positive actions in their local areas it is believed that increasing collaborative delivery will see increased synergy and improved outcomes.

3 Deliverables

3.1 To employ a member of staff as a “Marketing Recruitment Business Partner” (title tbc) for a 3 year period to undertake targeted actions that will alleviate the challenge. The key activities that this person would undertake, which would be addressed in a phased manner, would include for example:

- Phase 1
 - Increasing our sector visibility
 - Managing the links to target school, college, university and armed forces leavers
 - Promoting the sector as good employers
 - Promoting our social purpose
 - Establishing a single housing recruitment signposting website
 - Co-ordinating and publicising the good practice and collaborative work that is already being undertaken
- Phase 2
 - Improving the input into training provided by colleges
 - Collaboration to maximise return from the apprenticeship levy
 - Co-ordinate collaborative approach to training of existing staff to avoid duplication and integrate best practice
 - Looking at cross-organisation redundancy redeployment
- Phase 3
 - Developing and managing undergraduate/graduate placements, creating a SW Housing Graduate Scheme

3.2 Objective performance targets and measures of success will be put in place in consultation with PATOG.

4 **Costs**

4.1 Participation in this initiative is available to all social housing landlords in the South West. Currently it is predicted that costs for participation would be as follows (p.a.) with a three-year minimum commitment. Once the project team knows how many organisations intend to participate the individual costs can be confirmed.

| | |
|---------------|--------|
| 2000 homes | £1,500 |
| 2,000 – 4,999 | £3,000 |
| 5,000 – 9,999 | £6,000 |
| 10,000 homes | £9,000 |

5 **Practicalities**

5.1 The person would be employed by Yarlinton Housing Group and based at and managed by the HR team of one of the Advantage South West partners (North Devon Homes, LiveWest, Ocean Housing or YHG). Line management would be to the Head of HR of the hosting partner with reporting lines to Advantage South West's Management Team (made up of directors of the ASW partners).

6 **Conclusion**

6.1 Members are invited to approve the recommendation for the reasons set out in the report. This initiative has not been budgeted for within 2020/2021 but the Board can approve the expenditure as a special item going forward.

JOB DESCRIPTION

JOB TITLE: Recruitment Marketing & Skills Manager
RESPONSIBLE TO: Advantage South West & PATOG Members
LINE MANAGER: Head of HR - ??

OVERALL PURPOSE AND RESPONSIBILITIES:

- 1 To increase the visibility of Housing as a 'sector of choice' in the recruitment market
- 2 To improve engagement with education providers and promote the Housing sector's requirements
- 3 To develop efficiencies and effectiveness through shared training & development programmes to the ASW & PATOG Membership
- 4 There is responsibility for a budget of £XXXXX. There are no direct reports, however, there is responsibility to establish good working relationships with the key HR representatives of the ASW & PATOG Membership.

SPECIFIC RESPONSIBILITIES:

- 1 Through the use of social & digital marketing tools look to increase the Housing sector's visibility as a destination sector or 'sector of choice' with the management of social marketing
- 2 Identify and keep under review the 'brand' offering of the SW Housing Sector and its unique selling points and develop a marketing strategy
- 3 Establish a single housing recruitment signposting website/portal for promoting jobs within the SW Housing Sector
- 4 Create a SW Housing Sector 'brand' identity to share with ASW & PATOG Member HR Teams to supplement existing good practice and promote a consistent message at careers fairs and recruitment events
- 5 Identify and target key, high profile recruitment events/portals/methods to promote the Housing sector
- 5 Establish and manage links to target key educational and other sources of potential candidates to promote the Housing sector

- 6 Research with ASW & PATOG Members the skills gaps and future skills requirements for their businesses and the sector. Understand their learning & development requirements and barriers
- 7 Build relationships with key educational and other training providers and fully understand all the programmes of study on offer. Identifying any gaps between what training providers are offering and what individual businesses and the sector require. Understand how best to input into developing the training provided by the providers
- 8 Create a mechanism for sharing the training data with the ASW & PATOG Members
- 9 Research, develop and co-ordinate opportunities for the ASW & PATOG Members to collaborate and gain efficiencies and effectiveness through shared training opportunities
- 10 Look to provide advice and support to ASW & PATOG Member organisations to maximise their apprenticeship levy as creatively as possible
- 11 Support the ASW & PATOG Members with redeployment opportunities in the event of redundancies
- 12 Develop opportunities for managing undergraduate/graduate placements or rotations amongst ASW & PATOG Members

GENERAL:

1. The post-holder will be expected to comply with the policies, procedures and initiatives in its host manager's organisation; in particular, equality and diversity, health and safety and safeguarding.
2. The post-holder will be expected to promote Advantage South West in a positive manner at all times and be a great Ambassador for the Housing Sector.
3. The post-holder is expected to be proactive in identifying how services can be improved and seeking authority to implement changes which benefit Advantage South West and its partners.

No job description can cover every issue which may arise within the post and the post-holder is expected to carry out other duties from time to time which are broadly consistent with those in the document.

I accept that this job description is a fair description of the job I have applied for.

Signed: _____

Date: _____

Print: _____

PERSON SPECIFICATION

JOB TITLE: Recruitment Marketing & Skills Manager

EDUCATION /QUALIFICATIONS:

| ESSENTIAL | DESIRABLE |
|--|---|
| Educated to degree or equivalent level 6 qualification | Social Media or Digital Marketing Diploma Training Qualification e.g. Certificate in Training Practice or NVQ Learning & Development CIPD Qualified ECDL or RSA IT/Typing Qualifications |

KNOWLEDGE AND EXPERIENCE:

| ESSENTIAL | DESIRABLE |
|--|--|
| Experience of Social Media/Digital Marketing projects, using social media platforms Experience of independent project management with successful delivery Experience of a variety of learning & development solutions Experience of managing external consultants and 3 rd party delivery Experience of working with multiple stakeholders and requests Natural influencer – with ability to achieve consensus from multiple stakeholders and requests Self-starter who does not require micro-managing | Recruitment marketing experience Brand development Human Resources experience Project Management Experience |

| | |
|--|--|
| <p>Can do attitude who makes things happen</p> <p>Experience of full marketing mix</p> <p>Expert knowledge of social media platforms</p> <p>Adept at analysing data and drawing insight from multiple sources to inform planning</p> | |
|--|--|

SKILLS & ABILITIES:

| ESSENTIAL | DESIRABLE |
|---|---|
| <p>Excellent interpersonal and communication skills together with a high level of emotional intelligence.</p> <p>Creates an immediate positive, open, approachable and credible impression on others, maintaining a calm and confident manner</p> <p>Ability to inspire and lead to achieve challenging results</p> <p>Demonstrate commitment, energy, drive and enthusiasm in tackling demanding goals</p> <p>Ability to research, collate and analyse large amounts of qualitative and quantitative data.</p> <p>Ability to facilitating cross-functional working and multi-tasking</p> <p>Builds positive personal and organisational relationships internally and externally</p> <p>Credible communicator, able to explain information, both written and oral, in an uncomplicated way, showing tact and patience when presenting and explaining technical information to a varied audience</p> <p>Understands what others need to know and keeps them informed through appropriate contact</p> | <p>Advanced MS Office and Multi-media skills</p> <p>Demonstrates a pro-active understanding of others' agendas</p> <p>Demonstrates a rapid understanding of newly presented information</p> |

| | |
|--|--|
| <p>Ability to influence and negotiate to bring about a win/win outcome for all stakeholders, including conflict resolution and management</p> <p>Makes rational judgements from the available information and objective analysis, avoiding personal bias</p> <p>Planning and implementing projects (time bound work with definite start and end dates and specific goals or objectives).</p> <p>Excellent administrative & organisational skills, solving problems where encountered.</p> <p>Ability to manage and prioritise time, resources and tasks effectively identifying most important priorities and identifying steps needed to accomplish tasks to meet deadlines</p> <p>Firm commitment to accountability, performance management, target setting and monitoring.</p> <p>Contributes positively to Change whilst recognising the impact of change on others and supports them through it</p> <p>Good IT skills, particularly across MS Office packages.</p> <p>Values equality and diversity, takes appropriate action when there is evidence of discrimination or inequality.</p> <p>Ability to transport oneself to various locations for work</p> | |
|--|--|



Report to: **Housing Review Board**

Date of Meeting: 26 March 2020

Public Document: Yes

Exemption: None

Review date for release None

Subject: **Housing Service response to the Climate Emergency**

Purpose of report: This report summarises the work undertaken by the Housing Service in response to the Council's commitment to carbon reduction and increased energy efficiency

Recommendation:

- 1.1 That members agree to the Climate Strategy actions detailed in this report
- 1.2 That members endorse the cultural shift required to move to a carbon neutral Housing Service within 20 years.

Reason for recommendation: EDDC have committed as an organisation to achieve carbon neutrality by 2040. They have endorsed the Climate Change Strategy and the associated action plan to facilitate this.

Officer: Amy Gilbert-Jeans, Housing Service Lead

Portfolio Holder: Portfolio Holder for Sustainable Homes and Communities

Financial implications: As presented at the previous HRB and mentioned below the investment in the councils stock required with regards to climate change is substantial and will alter the future borrowing profile of the council impacting upon the medium term financial plan. It is therefore essential that planning is made with the most up to date information possible with regards to the condition of our stock and the alterations required to ensure carbon neutrality on an asset by asset basis are assessed.

Legal implications: No specific legal implications are set out within the report. All planning to be undertaken with reference to existing statutory frameworks.

Equalities impact: Medium Impact

Climate change: High Impact
Our ambitious target and planned actions will set us on a path to achieving our goal to achieve carbon neutrality by 2040

Risk: High Risk
If radical action is not taken to address our carbon footprint, our aims to become carbon neutral by 2040 will not be met. We will have failed to maximise our contribution to the global fight against climate change

Links to background information: [Climate Change Strategy – Cabinet minutes February 2020 Item 16](#)

Link to [Council Plan](#): Choose Priorities and delete what not appropriate.
Outstanding Place and Environment
Outstanding Homes and Communities
Outstanding Economic Growth, Productivity, and Prosperity
Outstanding Council and Council Services

Report in full

1. Background

- 1.1 East Devon District Council has joined with other authorities across Devon and the wider country in declaring a Climate Emergency. There is a broad scientific consensus that it is human activity that is largely driving the change in climate, and that serious and dramatic adjustments in the way that we work are needed if we are to mitigate against the effects of this change. This has led to the Council committing to becoming carbon neutral by 2040.
- 1.2 In partnership with Exeter University, the council have been working to establish our current carbon footprint, based on data from 2018/19. This has provided us with a baseline figure to benchmark our progress against. What this has revealed is the extent to which the actions of the Housing Service contribute to the overall footprint of the council. Fuel consumption from our housing stock alone represents over 38% of the total calculated figure for the council.
- 1.3 The Climate Change Strategy 2020 – 2025 has **been adopted by the council** and will focus attention on this issue. This document, and the associated action plan detail the extent of changes required across the council if we are to reduce our carbon footprint. It also emphasises our role as a leader in the fight against climate change; we need to act as an educator and facilitator for all residents in our district as well as an inspiration through the actions we take to reduce our carbon footprint.
- 1.4 The action plan associated with the strategy outlines the priorities for all departments. This report focuses on those actions that relate to the Housing Service.
- 1.5 These activities reflect the multiple roles the housing service has in helping to tackle the climate emergency, not only by reducing our own carbon footprint, but also in helping our tenants and the wider residents of East Devon to consider and reduce their own impact on the environment.
- 1.6 The Climate Change Strategy demands that are bold and brave in our actions in relation to the climate emergency. This will require a complete culture change and shift in priorities. We must consider the impact on the environment in all our actions; how we work; how we travel across the district; the types of materials and services we procure; how our contractors operate. Full commitment will be required from Members, senior management team and staff if we are to achieve the target of carbon neutrality by 2040.
- 1.7 This report provides details of our planned activities to address

2. Improving our Housing Stock

- 2.1 We have over 4200 properties in our portfolio, and we are aware that many of our properties are not energy efficient.

- 2.2 We will be carrying out a stock condition survey of all our properties over the next 18 months. This will enable us to have a more concrete picture of the energy efficiency of each property, as well as identifying any other issues that need to be addressed. This survey will inform a 15-20 year plan of improvement works to reduce the carbon footprint and increase the energy efficiency of our housing stock.
- 2.3 Running concurrently with the Stock Condition survey, we will be looking at potential ways of improving energy efficiency and reviewing previous projects to assess their viability for other properties.
- 2.3.1 **102 St Andrews Road** – we are reviewing the energy performance of our retrofitted PassivHaus in Exmouth. We are in the process of installing Smart meters at the property and will be comparing the energy use of this property with that of our second HMO in Morton Road over the course of 2020/21.
- 2.3.2 **Rodney Close** – we are conducting a cost benefit analysis of the air source heat pump system installed in a number of properties in Rodney Close. Anecdotally, tenants have been pleased with the new system, but we are currently seeking assistance from them to quantify the savings in heating costs, and to qualify the wider benefits of having this system of heating.
- 2.3.3 Air Source Heat pumps are a developing market and a separate report has been produced, detailing a proposal to utilise a proportion of our boiler renewal programme budget to invest further in this emerging technology.
- 2.3.4 **Ground Source Heat Pumps** - We are also exploring the concept of ground source heat pump systems as a potential alternative approach to heating suitable properties. This work is seeking to understand the costs involved as well as identifying council properties that are in an appropriate area for the installation of the system, given the extensive groundworks required.
- 2.3.5 Energiesprong**
- 2.3.5.1 Coming out of the Netherlands and currently being piloted in Devon, this approach brings together a number of developing innovations to create a “whole-house” net zero energy home.
- 2.3.5.2 A pilot scheme in Nottingham in 2017 reported a 50% drop in energy bills under this method, highlighting the benefits not only in a reduction in energy use, but also in tackling fuel poverty through lower costs to the end user.
- 2.3.5.3 Whilst the initial cost of implementing this approach is high, costs are coming down as more contractors get involved and the supply chain develops.
- 2.3.5.4 We are fortunate to have one of the few contractors offering this service within the south west in Mi-Space, who we have previously worked with on 102 St Andrews Road. We will be having an initial meeting with them in April to investigate the approach further.
- 2.4 Council homes represent a significant element of the Council’s carbon footprint and a high level of investment will be required to reduce their carbon emissions. At the January HRB meeting, members were advised that an estimated £42 million (based on an investment of £10,000 per property) would be required to make the necessary improvements. It should be recognised that the final cost may exceed this estimate.

2.5 It is recognised that creating more energy efficient homes is only one half of the equation to reduce our carbon footprint. To fully realise our carbon savings, our tenants will also need to adjust their own activities. The importance of our second role as educators and influencers of change should not be underestimated.

3. Helping our tenants and residents

3.1 As landlord to over 4,200 properties, we are in a position to reach a large number of people in the district to offer education, information and advice on carbon reduction and energy efficiency.

3.2 In the same way that our stock condition survey will inform future plans for our housing stock, so we need to carry out some “fact-finding” activities to understand how our tenants feel about the declaration of a climate emergency, what they understand about climate change and what steps they are interested in taking to reduce their own carbon footprint.

3.3 Initially, housing staff will need to receive training on how to discuss the climate crisis, and to gain a greater understanding of the issues. This will give them the skills they need to be able to respond to any queries raised by tenants, offer advice, and signpost people to external organisations.

3.4 We will also develop events and workshops we can offer to tenants to inform, educate and to help them to reduce their carbon footprint. This is a great opportunity build closer communities by uniting around a common goal. We have considered a number of workshops so far:

- A film to learn more about the climate and ecological emergency followed by a discussion
- Workshops to develop and plan local community responses such as rewilding estates, developing community energy solutions or growing/accessing local food
- A workshop to show how you can calculate your own Carbon Footprint.

These workshops would be held in a number of locations across the district

3.5 We plan to call a random selection of tenants to explain that EDDC have declared climate emergency and that part of our response is to support communities to design and implement locally appropriate responses. The aim is to gauge how tenants feel about the climate crisis; what concerns them, what help would they like, would they be interested in events or workshops on how best to respond to the crisis.

3.6 Our Private Sector Housing team will continue to work with private sector landlords to improve the energy efficiency of their properties. Backed with increasingly stringent legislation, enforcement of standards is an option to take, although it is hoped that a collaborative approach will be sufficient in most cases.

3.7 The team are already working with the Cosy Devon Partnership, the Local Energy Advice partnership and other organisations to promote energy efficiency solutions. They are currently piloting a Landlord rating scheme that will incentivise good performance in this area.

4. Day-to-day activities

4.1 One of the best ways of ensuring that our staff are able to help residents to reduce their own carbon footprint, is for them to work to those principles themselves.

- 4.2 The EDDC Transformation Strategy already seeks to find better, more efficient ways of working. With the declaration of a Climate Emergency, this work has taken on a new urgency, and the Housing Service are not alone in considering how their day-to-day activities impact on our environment.
- 4.3 All of our housing teams have been asked to consider the environmental impact of their activities such as:
- Paper use – only printing when necessary.
 - Meetings – can you use skype meeting facilities rather than physically meeting
 - Green travel options – cycle to work schemes, car sharing, meeting co-ordination
- 4.4 Staff will be encouraged to embrace the circular economy in which we keep resources in use for as long as possible, extract the maximum value from them whilst in use, then recover and regenerate products and materials at the end of each service life.
- 4.5 We are reviewing the use of our community centres and district offices to ascertain if they can be used more effectively, perhaps as drop in spaces for mobile working for local workers.

5. Working with contractors and external organisations

- 5.1 We work with a number of outside companies and will continue to develop relationships with current and new providers across housing. We will develop measures to reflect our commitment to carbon reduction that all contractors will be required to meet if they wish to work with us. This may create challenges, but we must adhere to the principles of sustainable and low carbon producing activities to meet our goals.
- 5.2 Our Repairs and Maintenance contractor, Ian Williams Ltd., are measuring their carbon footprint of any activities related to their work with EDDC and this will be included in our plans to become a carbon neutral council. We have received three months fuel and mileage data, as well as a list of materials used, and our partners at Exeter University will use this data as a starting point for our work in this area as they seek to reduce their footprint over time.
- 5.3 Any new procurement will include climate change measures such as fuel/energy efficient vehicles and materials.
- 5.4 As already mentioned, we will continue to support the Cosy Devon Partnership, the Local Energy Advice Partnership and similar organisations to enable collaboration and testing of new solutions to energy use and generation.
- 5.5 We will be looking to seize opportunities for grant funding and offers from the market place to invest in domestic energy retrofit measures and community energy installations, such as Ground and Air heat pumps and the Energiesprong approach detailed in section 3 of this report.

6. Next steps

- 6.1 As a council, we have committed to an ambitious target of achieving carbon neutrality within 20 years. The scale of the challenge in front of us cannot be understated, and it will not be achieved through making small steps.
- 6.2 The activities detailed above signify the start of a journey. Over the next 6 -12 months we have the opportunity to lay the strong foundations of a significant culture change in how

we operate as a Housing Service, actively reducing our carbon emissions, minimising waste, enhancing our environment, and developing energy efficient homes for our tenants.

7. Recommendation

- 7.1 That members agree to the Climate Strategy actions detailed in this report
- 7.2 That members endorse the cultural shift required to move to a carbon neutral Housing Service within 20 years.



| | |
|--------------------------------|-----------------------------|
| Report to: | Housing Review Board |
| Date of Meeting: | 26 March 2020 |
| Public Document: | Yes |
| Exemption: | None |
| Review date for release | None |

Subject: **Air Source Heat Pumps**

Purpose of report: This report considers an element of the Council's carbon footprint relating to our housing stock and relates to the prevalence of fossil fuel heating systems and proposes a programme of installing air source heat pumps, building on our pilot programme.

The forthcoming stock condition survey will confirm our reliance of fossil fuel heating systems for Council homes and using this data we will be able to formulate a deliver programmes of boiler replacement and associated energy efficiency measures designed to reduce our carbon footprint, consistent with our Council ambition.

Recommendation: **To approve a starter programme of air source heat pump installation and use £150,000 from the boiler replacement programme in the Housing Revenue Account for this purpose.**

Reason for recommendation: To work towards the Councils ambition to reduce its carbon footprint and ultimately attain a carbon neutral position.

A report by the Committee on Climate Change (CCC) UK housing: Fit for the future, said that no new homes should be connected to the gas grid from 2025 at the latest. It warned that UK homes are not fit for the future with stalling efforts to cut greenhouse gases from housing and properties at growing risk of overheating and flooding. The proposals would see an end to boilers, radiators and cooking hobs in new homes. Super-efficient houses and flats should use low-carbon heating such as heat pumps and induction hobs to help meet carbon emissions targets.

There is similar pressure to decarbonise existing homes, which for us is a significant part of the Council's carbon footprint.

Officer: John Golding Strategic Lead – Housing, Health & Environment.

Portfolio Holder: Portfolio Holder for Sustainable Homes and Communities

Financial implications: In 2018 Gas & Heating was underspent by £280k and an equivalent underspend amount is expected to be reserved from this years budget to aid in 2020 boiler replacement and this programme.

Legal implications: There are no legal implications contained in the report.

Equalities impact: Medium Impact

The heating systems proposed will provide affordable warmth for tenants who should see reductions in heating costs.

Climate change: Medium Impact

Risk: Comments
Medium Risk

There may be some user resistance but the technology is now well developed and reliable when used properly.

Links to background information: .

Link to [Council Plan](#): Choose Priorities and delete what not appropriate.
Outstanding Place and Environment
Outstanding Homes and Communities
Outstanding Economic Growth, Productivity, and Prosperity
Outstanding Council and Council Services

1. Outline Business case for Air Source Heat Pumps Climate Change Action Plan

1.1 An air source heat pump is usually placed outdoors at the side or back of a property. It takes heat from the air and boosts it to a higher temperature using a heat pump. The pump needs electricity to run, but it should use less electrical energy than the heat it produces.

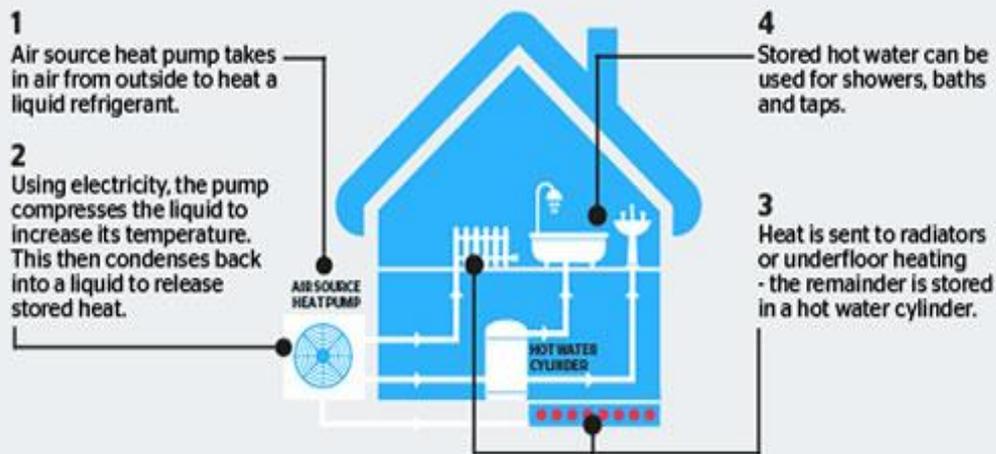
Types of air source heat pumps - There are two main types of air source heat pumps (ASHPs): air-to-water and air-to-air.

1.2 An ASHP works a bit like a refrigerator in reverse. The process consists of an evaporator, a compressor and a condenser. The ASHP absorbs heat from the outside air into a liquid at a low temperature, then the heat pump compressor increases the temperature of that heat. In the condenser, the hot liquid's heat is transferred to the heating and hot-water circuits. So it is used to warm up the home.

1.3 Air-to-water heat pumps - These take heat from the outside air and feed it into your wet central heating system. As the heat produced is cooler than that from a conventional boiler, you may need to install larger radiators or underfloor heating in your home to make the most of it. Air-to-water heat pumps may be best suited to new-build properties. It could cost less if the heat pump is included as part of the building specification, rather than having to retrofit underfloor heating later on.

1.4 Air-to-air heat pumps - These pumps take heat from the outside air and feed it into your home through fans. This type of system cannot produce hot water.

Air source heat pump



- 1.5 Unlike gas and oil boilers, heat pumps deliver heat at lower temperatures over much longer periods. During the winter they may need to be on constantly to heat the home efficiently. Users will also notice that radiators do not feel as hot to the touch as they might do when using a gas or oil boiler. Tenants need clear advice on how to operate the system.
- 1.6 Heat pump systems typically come with a warranty of two to three years. Workmanship warranties for heat pumps can last for up to 10 years. Many manufacturers also offer options for warranty extensions for a fee.
- 1.7 We can expect them to operate for 20 years or more, however, they do require regular scheduled maintenance. A yearly check/service and a more detailed check by a professional installer every three to five years should be sufficient.
- 1.8 The installer will provide written details of any maintenance checks that should be undertaken to ensure everything is working properly. Suppliers for exact maintenance requirements before you commit to installing a heat pump. We will be advised to carry out a yearly check that the air inlet grill and evaporator are free of leaves or other debris. Any plants that have started to grow near the heat pump unit will also need to be removed.
- 1.9 We will also be advised by installers to check the central heating pressure gauge as part of our checks.
- 1.10 To prevent the heat pump from freezing in cold winter weather anti-freeze is used. Levels of anti-freeze and its concentration is one of the things that a professional installer will check when he comes to service your heat pump.
- 1.11 Manufacturers such as Daikin; Valliant, and Dimplex offer ASHPs and associated equipment.
- 1.12 There have been some concerns over the servicing requirements and reliability, but these concerns are being addressed as the technology become more 'normal'.



- 1.13 In 2017 we undertook a scheme at Rodney Close, Exmouth where we provided our tenants with air source heat pumps. The Housing Review Board report is linked below:
<https://democracy.eastdevon.gov.uk/Data/Housing%20Review%20Board/20170112/Agenda/combined-HRB-agenda-120117.pdf>
- 1.14 The cost associated with our retrofit scheme at Rodney Close Exmouth was circa. £6,500 per property. It is important to improve the insulation as part of the installation to ensure that the heat generated is contained in the home. This will likely bring the price per property up to circa. £10,000 per home.
- 1.15 Our annual boiler replacement programme is typically circa. £500k. I am proposing we set aside £150,000 of this to initiate a programme of mainstreaming the installation of Air Source Heat Pumps in our stock, delivering 15 installations. There will be some procurement advantages of using a framework, perhaps through Advantage South West, our procurement club.
- 1.16 There may be an equally good case for the installation of **Ground Source Heat Pumps** (GSHP) which extract heat from the ground from a series of pipes buried in the soil either in a horizontal network or in deep vertical holes. The site characteristics will determine the suitability of the pump type.
- 1.17 We should select a road/estate where traditional boilers are coming to the end of their life or where we have an inefficient storage heater system in place where our properties are off-gas.
- 1.18 During the year we will work up a programme of boiler replacement over the thirty year HRA Business Plan period and taking account of the stock condition survey data due to be collected this year. We will aim to get to the point where a non-fossil fuel heating system is the default replacement.
- 1.19 The infographic in **annex 1** shows the building elements that need attention when improving the carbon footprint of our homes. It shows the standards that a low carbon, sustainable home should attain. The installation of new heating systems is one element of reducing the carbon footprint of our homes, but this needs to be complimented with improved energy efficiency measures as part of a comprehensive package of carbon reduction measures.

1.20 This is a complex and rapidly evolving area of technology and I would expect to see government intervention and incentives emerge over the next few years as we move away from reliance on fossil fuels for our heating systems.

Homes of the future are needed today

Decarbonising and adapting the UK's housing stock is critical for meeting legally-binding emissions targets by 2050 and preparing for the impacts of climate change. The UK Government, householders and developers need to implement policies and measures now that ensure new and existing homes are fit for the future.

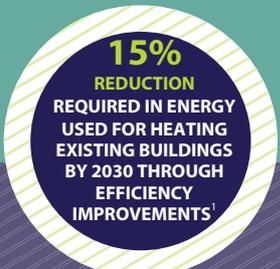
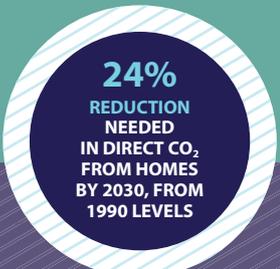
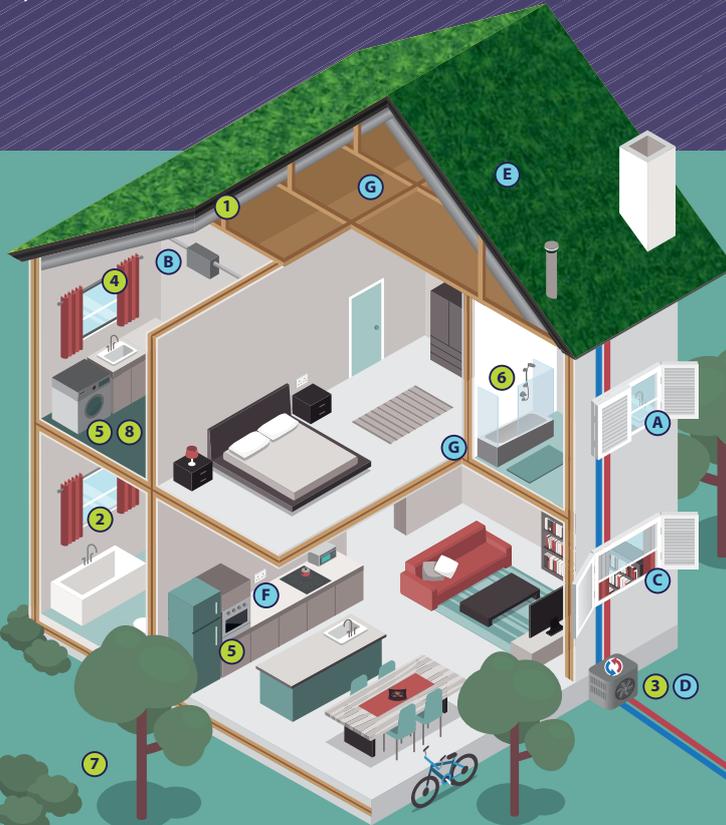
What does a low-carbon, sustainable home look like?

Current technology, and measures aimed at preparing for the impacts of climate change, can help new and existing homes to become low-carbon and ultra-efficient as well as adapted to flooding, heat and water scarcity.

Existing homes

Improving existing homes can help existing house-holders meet the challenges of climate change

- 1 **Insulation**
in lofts and walls (cavity and solid)
- 2 **Double or triple glazing with shading**
(e.g. tinted window film, blinds, curtains and trees outside)
- 3 **Low-carbon heating**
with heat pumps or connections to district heat networks
- 4 **Draught proofing**
of floors, windows and doors
- 5 **Highly energy-efficient appliances**
(e.g. A++ and A+++ rating)
- 6 **Highly water-efficient devices**
with low-flow showers and taps, insulated tanks and hot water thermostats
- 7 **Green space (e.g. gardens and trees)**
to help reduce the risks and impacts of flooding and overheating
- 8 **Flood resilience and resistance**
with removable air brick covers, relocated appliances (e.g. installing washing machines upstairs), treated wooden floors



New build homes

New build homes can and should meet even more ambitious standards in some areas

- A **High levels of airtightness**
- B **More fresh air**
with mechanical ventilation and heat recovery, and passive cooling measures such as openable windows
- C **Triple glazed windows and external shading**
especially on south and west faces
- D **Low-carbon heating** and no new homes on the gas grid by 2025 at the latest
- E **Water management and cooling**
more ambitious water efficiency standards, green roofs and reflective walls
- F **Flood resilience and resistance**
e.g. raised electricals, concrete floors and greening your garden
- G **Construction and site planning**
timber frames, sustainable transport options (such as cycling)

What householders can do today

There are number of practical, easy and cheap steps that householders can take now to adapt their homes, and reduce their bills and carbon emissions:

1 Improve home energy, heating and water usage and efficiency

- Install low-energy lighting, hot water tank insulation, low-flow shower heads and draught-proofing
- Turn off the lights/other electricals when not being used
- Turn taps off when brushing teeth, have shorter showers, check pipes for leaks and water gardens only as needed
- Install water and smart energy meters to manage water and energy use and help identify water leaks

2 Is the heating system working correctly?

- Check your boiler annually and ensure your heating system is operating at no more than 55°C
- Install heating controls like timers and room thermostats
- Turn your thermostat temperature down to 19°C

3 Reduce the risk of overheating in summer

- Opt for thick curtains or blinds (close them during the day), plant trees to provide shade and open windows at night
- Use fans for bedrooms and living spaces (as long as temperatures are below 36°C)

4 Flooding

- If you're in a flood risk area sign up to flood warnings and devise your own household plan to prepare for possible floods

Our recommendations to Government

The Government needs to take action in five areas NOW to improve the UK's housing stock and help achieve long-term emissions reduction targets. This includes:

- 1 Enforcing standards, ensuring compliance with those standards and closing the 'performance gap'
- 2 Delivering a step-change in construction skills
- 3 Retrofitting existing homes so they are low-carbon, energy efficient and resilient to a changing climate
- 4 Ensuring new homes are low-carbon, ultra energy efficient and climate resilient, with sustainable transport options
- 5 Addressing urgent funding needs

Notes

¹ A 15% reduction relative to 2015

Read our new report! Find it online here:

www.theccc.org.uk/publications





Report to: **Housing Review Board**

Date of Meeting: 26 March 2020

Public Document: Yes

Exemption: None

Review date for release None

Subject: **Regulator's review: Neighbourhood & Community Standard**

Purpose of report: To undertake a self-assessment of current service delivery against the Neighbourhood & Community Standard as set out within the Social Housing Regulator's Home Standard.

Recommendation: **To note the contents of the self-assessment document as set out at within the report**

Reason for recommendation: To ensure the Housing Service is meeting all regulatory requirements as set out by the Regulator of Social Housing. The Housing Review Board is responsible for ensuring compliance with the Social Housing Regulator's standards in the absence of any current proactive mandatory performance monitoring from the Regulator.

Officer: Sue Bewes, Landlord Services Manager
sbewes@eastdevon.gov.uk 01395 516551 X2200

Portfolio Holder: Portfolio Holder for Sustainable Homes and Communities

Financial implications: To be completed by Finance.

Legal implications: There are no legal implications identified at this time.

Equalities impact: Low Impact

Climate change: Low Impact

Risk: Comments
High Risk

There are high risks associated with not meeting the Regulator's Standards with the Regulator having powers under the Localism Act 2011. The Regulator's role is to investigate only when there are reasonable grounds to suspect there is actual or serious detriment to tenants as a result of a failure to meet one or more of the consumer standards. Powers can be used if there is evidence that a consumer standard has been breached and, as a result, there are reasonable grounds to suspect that:

- The failure has resulted in a serious detriment to tenants, or
- There is a significant risk that, if no action is taken by the Regulator, the failure will result in a serious detriment to the provider's tenants.

The legislation specifies that the Regulator must exercise its functions in a way that minimises interference and is proportionate, consistent, transparent and accountable.

Links to background information:

Link to [Council Plan](#): Choose Priorities and delete what not appropriate.
Outstanding Place and Environment
Outstanding Homes and Communities

Report in full

1 Introduction

1.1 The Neighbourhood & Community Standard sets out minimal requirements for what must be achieved in terms of neighbourhood management, local area co-operation and how we deal with anti-social behaviour so that we provide safe and clean areas where tenants can live.

1.2 The standard requires that we keep the neighbourhood and communal areas associated with the homes we own clean and safe, that we will work in partnership with our tenants and other providers and public bodies where it is effective to do so. We must co-operate with relevant partners to help promote social, environmental and economic wellbeing in the areas where we own properties.

1.3 We are also required to work in partnership with other agencies to prevent and tackle anti-social behaviour in the neighbourhoods where we own homes.

2 Neighbourhood management

2.1 The standard states that providers shall consult with tenants in developing a published policy for maintaining and improving the neighbourhoods associated with their homes. This applies where the registered provider has a responsibility for the condition of that neighbourhood, and the policy shall include any communal areas associated with the homes.

2.2 We publish our intentions in respect of maintaining and improving neighbourhoods within which our housing is situated within the Housing Service Plan which is reviewed and updated on a yearly basis. Consultation with tenants is a part of the process behind developing the plan which takes place prior to it being brought before the Housing Review Board for approval. Examples from the current year's plan are:

- Encourage and promote the use of community orchards
- Continue to promote and address social isolation and loneliness amongst our residents
- Conduct a review of the Littleham Together project
- Deliver a strength based community development project at St Pauls in Honiton
- Deliver 30 events in partnership with HALFF charity (changing lives through food)

2.3 Examples from the Housing Service Plan 2020/21 are:

- Implement Phase 2 of the #inhoniton project by working with tenants in Honiton to identify areas we can leave wild or re-wild. Explore the potential for Nature Recovery Networks and wildlife improvement corridors on Housing land.
- SWITCH groups to make bug hotels with Countryside to encourage learning and appreciation of the natural world.

- Identify areas of Housing land that are being used by residents without permission and ensure the appropriate signage is posted at all entrances and exits to prevent future claims of easements over our land.
- Invest in the improvement of the communal areas on housing estates, including tree planting and encouraging a greater diversity of wildlife.

3 Local area co-operation

3.1 The Regulator requires that registered providers shall identify and publish the roles they are able to play within the areas where they have properties, and co-operate with local partnership arrangements and strategic housing functions of local authorities where they are able to assist them in achieving their objectives.

3.2 While this statement has clearly been written with housing associations in mind, our Housing Strategy 2016-2020 states as a priority that ‘we will work in partnership with our colleagues and other organisations’ and that ‘we will actively involve tenants in all aspects of the service following the Resident Involvement Strategy’.

3.3 The Housing Strategy also states our commitment to ‘organise events to build relationships with and earn the trust of residents living on our estates, and we do this by:

- Delivering programmes and events for young people, families, sheltered tenants and working age people across our tenanted areas
- Creating repeated opportunities for residents of estates and locks of flats to make new links with each other
- Providing opportunities for residents to meet together and with local services, to help local people help themselves,
- Work to prevent social isolation within our elderly residents such as running IT lessons I our community centres and supporting the activities of the Men’s Shed
- Working with residents to identify local community needs and facilitating activities to enable and empower them to meet their needs
- Working in partnership with support agencies and other groups to improve the health and wellbeing of all residents across the district and to ensure residents feel safe in their communities
- Working to tackle fraud of all kinds
- Developing and adopting a Mental Health Strategy for Housing so that we can better support and understand the needs of an increasing number of tenants with complex needs.

4 Anti-social behaviour (ASB)

4.1 The Regulator requires that social housing providers shall publish a policy on how they work with relevant partners to prevent and tackle anti-social behaviour in areas where they own properties. This information is contained within our Anti-Social Behaviour Policy which was authorised by the Housing Review Board in March 2018 and describes how we work with partners (and as members of the East Devon & Mid Devon Community Safety Partnership) to deliver a proportionate, reasonable, fair and flexible response to anti-social behaviour in the district.

4.2 More detail of what is required, and how we satisfy each requirement, is provided in the table below.

| Compliance | How we achieve it |
|---|---|
| That tenants are made aware of their responsibilities and rights in relation to ASB | Terms of tenancy agreement drawn to the attention of tenants at tenancy sign-up. Tenants Handbook given at sign-up. New Tenant Visit at 6 week point to check they have everything they need from us, and discuss terms of tenancy agreement. |

| | |
|--|--|
| | <p>Articles in Housing Matters magazine published three times a year to tenants.</p> <p>Messages on social media.</p> |
| <p>Strong leadership, commitment and accountability on preventing and tackling ASB that reflects a shared understanding of responsibilities with other local agencies</p> | <p>ASB Policy reviewed regularly by Landlord Services Manager and associated process updated accordingly with Tenants & Communities Manager.</p> <p>5 dedicated Estate Management Officers covering a patch each across the district to deal with nuisance and ASB matters.</p> <p>Weekly case meetings to review cases with officers and monthly meetings with Housing Solicitor at Housing Matters Forum, attended by officers from across Housing teams.</p> <p>Joint training with officers from other corporate services on legal processes.</p> <p>Members of the Devon Fraud Forum that works together to tackle social housing fraud, sharing expertise across the county.</p> <p>Members of the East Devon & Mid Devon Community Safety Partnership and regular meetings with EDDC funded Community Safety Officer.</p> |
| <p>A strong focus exists on preventative measures tailored towards the needs of tenants and their families</p> | <p>Attend Youth Vulnerability/ASB Group meetings with Police and Social Services, East/Mid Devon Locality Partnership meetings which works to improve the safety and wellbeing of children and young people in Devon.</p> <p>Founder members of the East Devon Mental Health Group which meets with mental health teams and GPs in the district to improve lines of communication and provide training and understanding of the needs of our customers across both services.</p> <p>5 dedicated Community Development Workers who run strength based projects designed towards the needs identified by communities themselves.</p> <p>Attendance at Local Action Groups with Police, Community Safety Officer, local stakeholders to discuss hot spots and joint interventions to prevent further ASB from occurring.</p> |
| <p>Prompt, appropriate and decisive action is taken to deal with ASB before it escalates, which focuses on resolving the problem having regard to the full range of tools and legal powers available</p> | <p>Upon receipt of a complaint or anti-social behaviour report we will:</p> <ul style="list-style-type: none"> • Record the complaint. • Acknowledge and respond to the complaint, initially this will usually be |

| | |
|---|--|
| | <p>by the Housing Officer for the area. If the problem is serious and/or continues after initial action has been taken the case will be referred to the Legal Services team.</p> <ul style="list-style-type: none"> • Interview the complainant and develop an initial action plan, in consultation with the complainant where known, to investigate the problem. • Consider whether mediation is appropriate and, if so, offer this to the complainant and then to the other party involved in the problem(s). • Investigate as far as possible every complaint, even when reported anonymously, unless the case is to be referred to mediation. • Take timely, effective and consistent action to tackle the problems by utilising the range of measures available to us. This will include working with our partner agencies. <p>If mediation is considered inappropriate or is refused the action plan will usually involve assisting us by gathering further evidence of any further incidents or ongoing problems. This is likely to involve the complainant keeping a diary of further incidents which will enable us to:</p> <ul style="list-style-type: none"> • Assess objectively the level of the problem. • Assess the success of any action we take. • Build a case for further action. • Take further action. <p>Where necessary action will be taken under one of the related strategies, policies, procedures and legislation:</p> <p>Anti-social Behaviour, Crime & Policing Act 2014 Anti-social Behaviour Act 2003 East Devon Safer Community Anti-social Behaviour Strategy Housing Act 1996 EDDC Domestic Abuse Policy Possession of Council Homes/Garages Policy</p> |
| <p>All tenants and residents can easily report ASB, are kept informed about the status of</p> | <p>ASB can be reported in person, in writing, by telephone, by email or through a third party. Our process requires the case officer to keep</p> |

| | |
|---|---|
| <p>their case where responsibility rests with the organisation and are appropriately signposted where it does not</p> | <p>the complainant informed regularly of progress on the case and actions taken, although this may not be possible where the complaint was received anonymously.</p> <p>It is important that issues are reported to us promptly so that we can offer the appropriate advice and support to people being affected from an early stage, take prompt action in dealing with the issues, solve minor issues before they become more serious, and very serious incidents can be dealt with swiftly to protect the neighbourhood from suffering as a consequence of the ASB.</p> <p>Where necessary we will use a range of legal tools such as warning letters and cautions, injunctions, Acceptable Behaviour Contracts or repossession proceedings to achieve a satisfactory outcome, and engage professional witnesses, external process servers, external specialist legal representation and barrister's opinion or representation as necessary.</p> <p>Where the behaviour, nuisance or ASB is taking place outside our areas of jurisdiction we will signpost the complainant to the correct and responsible agency accordingly.</p> |
| <p>Provision of support to victims and witnesses</p> | <p>We visit victims and witnesses personally and offer support required by the individual. As a minimum this will entail making sure they fully understand the process, what will happen next and what will be required of them should the case be escalated. We will keep in contact offering further support for the duration of the case which can be anything from helping provide some extra security on their property to moving out of the area completely on the rare occasion that the circumstances require it.</p> |

Annual report of the Housing Review Board 2019/20

Following the district council elections there was a change of membership of the Board, including a new Chairman and Portfolio Holder for Sustainable Homes and Communities. Councillor Tony McCollum was appointed Chairman of the Housing Review Board. Tenant member Peter Sullivan was re-elected Vice Chairman by the Board.

The Board welcomed new Board members Councillors Tony McCollum, Kim Bloxham, Ian Hall and Dan Ledger in June 2019 and new tenant representative members Cindy Collier and Christine Morrison during the year. It also said goodbye to tenant representatives Mike Berridge, and Alek Williams during the year. The Board were saddened to hear the news that former member Victor Kemp had passed away.

Words from the Chairman

“New Year New Committee, very much a learning curve for all new members but interesting and challenging.

We have seen a change of our maintenance and repairs contractor which are still finding the changeover challenging due to the back log of outstanding repairs and extraordinary weather over last 5 months. However, moving forward, I am confident we will achieve the standards required.

I would like to take this opportunity to thank all The Housing Team Staff for their continued hard work and achievements, they have my continued full support.”

The year began with an induction for all members. It reminded the Board of the housing service priorities and the remit of the Board.

The Board

The remit of the Board covers:

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

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

Draft Housing Revenue Account and Capital Budgets 2020/21

The draft Housing Revenue Account for 2020/21 was a key document for the Board to influence. The HRA currently had 4,190 dwellings and 738 garages. The annual HRA was underpinned and influenced by the 30 year HRA Business Plan. This business plan needed to be refreshed to consider a number of issues which had evolved over the years, including the implications of the climate change action plan, the Universal Credit rollout and the end of rent reductions. This future financial modelling and evaluation work was planned for 2020/21.

The draft 2020/21 budget continued to invest in and maintain existing properties to a high standard with a comprehensive planned programme of expenditure, adaptations and routine repairs. It also provided an acceptable surplus (£.0927m) which would need to be prioritised between:

- contributing to the purchase programme to counteract the impact of continuing Right to Buy (RTB) sales and ensuring capital receipts were spent and not returned to government
- the ambitions in the Council Plan on climate change.

Draft Housing Service Plan 2019/20

The Service Plan is 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 were identified, performance data reported, consultation proposals outlined and budget information provided to the Board. The Plan linked closely with the Housing Strategy and was designed to complement a number of other housing plans and policies as part of how the Council managed its own housing stock, managed homelessness, and the services it delivered in the private sector. The Plan also considered service challenges and pressures over the next three years, as well as climate change implications.

Headlines from the service plan included a revision of the Housing Revenue Account Business Plan with updated stock condition data, embedding the integrated asset management contract, a focus on mental health, recognition of poverty, commitment to tackle homelessness and acting on the climate change agenda and building towards a carbon neutral council.

HRA financial monitoring reports

A summary of the overall financial position on the Housing Revenue Account (HRA), HRA Capital Programme and the Business Plan for 2019/20 has been regularly provided at meetings. Careful monitoring throughout the year indicated that the HRA was being maintained at the adopted levels and still included the volatility reserve, with surplus being used to fund new homes in future years. The current business plan included a programme of expenditure to replace properties lost through Right to Buy sales and ensure that Right to Buy receipts are invested and not returned to central government. A further report on the future Right to Buy spend asked the Board to consider five options for spending Right to Buy receipts.

18A & B St Andrews Road, Exmouth

In August 2019 an extra ordinary meeting was held to obtain the Board's permission to purchase 18A & B St Andrew's Road, Exmouth. Delegated authority was also sought to continue the programme of property acquisitions using Right to Buy receipts supplemented with HRA funds and borrowing. Before the Board meeting in January members were given a tour of the newly acquired property.

Future rent policy and rent standard

The Board noted the new rent standard and its implications to EDDC. Rents had decreased by 1% since 2016 except for a small number of exceptions where rents had remained static. This had meant a reduction in the amount of rent the council could collect over the past four years and therefore a reduction in the amount of services which could be funded from the rent collected. The council had the ability to increase rents from April 2020 to maximise income for the Housing Revenue Account. EDDC was in the top quartile for rent collection, with over 99% of rents consistently collected for the past 11 years.

Integrated asset management procurement and contract

A major piece of work throughout the year was the preparations, progress and mobilisation of the new integrated asset management contract. The Board were kept updated throughout the year on progress to renew the contract for day to day repairs and void work to council housing stock and the mobilisation process for the new contractor. Tenants were heavily involved in the process and officers attended Tenant Involvement Forum meetings to ensure that tenants were kept informed of progress. The contract was awarded to Ian Williams Ltd and commenced on 1 July 2019. After a good mobilisation phase, performance has struggled to be consistently high, with issues with IT integration, staffing and training difficulties. Higher than anticipated numbers of repair requests and voids, and the poor condition of voids had impacted service delivery. Specific areas were being targeted to improve performance. On the whole tenants were happy with the work that was being undertaken. Ian Williams Ltd would be invited to attend a future meeting of the HRB to update on progress and give their views on performance.

Producing a carbon footprint for housing

EDDC had committed as part of the Devon Climate Change Declaration to produce an accurate carbon footprint for the Council's activities. The housing service had a carbon footprint and calculating this would form an important part of the Council's overall footprint and a key element of the ambition to become carbon neutral as a Council.

Grenfell Tower inquiry

Fire safety was a regular theme in Housing Review Board meetings. The HRB were briefed on the outcome/findings of the Grenfell Tower inquiry, phase 1 report and reassured that the Council was in a good place in respect of fire safety. The Board would continue to be updated on progress.

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

- Review and update of housing policies – which would be monitored for compliance, variations and application throughout the year, including fire safety policy and tenancy policy.
- Tenancy agreement changes.
- Homes standard – self assessment of current service delivery against the Social Housing Regulators Home Standard, which set out the minimum requirements for what must be achieved to ensure tenants remain safe in their homes and specifically incorporated all compliance legislation across a range of areas including fire safety, gas safety, electrical safety, lifts and legionella. The three remaining consumer standards

are neighbourhood and community, tenancy, and tenant involvement and empowerment.

- Homes legislation – Homes (Fitness for Human Habitation) Act 2018 came into effect during 2019. The housing service ensured that its properties complied with the Act.
- Housing complaints – annual report providing information on formal complaints received in relation to the housing service. Formal complaints were carefully monitored to learn from them and improve services wherever possible.
- Extension to gas servicing contract.
- Extension to asbestos surveying contract.
- Quarterly monitoring reports – measuring performance across the housing service.
- Countryside outreach project – from 2015 the HRB had funded one and had days per week for an Education Ranger from the Countryside team to work in areas of the district with high levels of council housing.
- Poverty – a report providing information on poverty within East Devon.
- Resident involvement strategy 2019/22 – adopted.
- Public Health Strategic Plan 2019/23 – the Board received a presentation on the East Devon Public Health Strategic Plan 2019-23 from the Public Health Project Officer.
- Community Development update – a presentation was received by the HRB informing them of the activities and projects that Community Development Workers had undertaken and how it fitted within the wider context of the Housing Service Plan.
- Annual report to tenants 2018/19 – widely distributed to tenants, staff and councillors during autumn 2018.
- House of Multiple Occupation update and expenditure.
- Housing research study: Your wellbeing, your home – the Board were updated on the progress of a joint three year project with the University of Birmingham and LiveWest, exploring the relationship between housing, wellbeing and landlord satisfaction.