



Agenda for Housing Review Board Thursday, 17th September, 2020, 2.30 pm

Members of Housing Review Board

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

Venue: Online via the Zoom app. All members and registered speakers will have been sent an appointment with the meeting link.

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Wednesday, 9 September

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1 Public speaking

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

2 Appointment of Vice Chairman

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

4 Apologies

5 Declarations of interest

Guidance is available online to Councillors and co-opted members on making [declarations of interest](#)

6 Matters of urgency

Information on [matters of urgency](#) is available online

7 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.

8 Housing Review Board forward plan (Pages 12 - 13)

9 Update on integrated asset management contract (Pages 14 - 24)

10 Disrepair (Pages 25 - 27)

11 Advantage South West - renewal of subscription (Pages 28 - 40)

- 12 Advantage South West - recruitment and skills project (Pages 41 - 49)
- 13 Climate change action plan (Pages 50 - 55)
- 14 Air source heat pumps (Pages 56 - 60)
- 15 Regulator's review: Neighbourhood & Community Standard - self assessment (Pages 61 - 66)
- 16 Covid-19 housing recovery (Pages 67 - 76)
- 17 Finance report to end August 2020 (Pages 77 - 81)
- 18 Stock condition survey (Pages 82 - 88)
- 19 Formal complaints (Pages 89 - 94)
- 20 Sailor's Rest, Exmouth - allocations and management (Pages 95 - 100)
- 21 Structure of the housing service (Pages 101 - 106)
- 22 Housing performance management (Pages 107 - 123)

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

[Decision making and equalities](#)

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EAST DEVON DISTRICT COUNCIL**Minutes of 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
Integrated Asset Management Contract-Update	September 2020	Property and Asset Manager
Disrepair	September 2020	Property and Asset Manager
Advantage South West: Renewal of Subscription	September 2020	Property and Asset Manager
Advantage South West: Recruitment and Skills Project	September 2020	Housing Service Lead
Climate Change Action Plan	September 2020	Housing Service Lead
Air Source Heat Pumps	September 2020	Strategic Lead- Housing, Health and Environment
Neighbourhood and Community Standard Self-Assessment	September 2020	Housing Services Manager
Covid-19 Housing Recovery	September 2020	Housing Service Lead
Finance Report (end of August 2020)	September 2020	Housing Accountant
Stock Condition Survey	September 2020	Property and Asset Manager
Formal Complaints	September 2020	Housing Services Manager
Sailors Rest, Exmouth: Allocations and Management	September 2020	Housing Solutions Manager
Structure of the Housing Service	September 2020	Housing Service Lead
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	Housing 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
Benchmarking survey	Annual report	Strategic Lead – Housing, Health and Environment

Evaluating the achievements of the Board	Annual report	
Building Safety Act	November 2020	Property and Asset Manager
Asbestos Contract	November 2020	Property and Asset Manager
Renewal of Gas Safety Contract	November 2020	Property and Asset Manager
Magic Garage Project	November 2020	Housing Solutions Manager
Final Report on Your Home, Your Wellbeing Project	November 2020	Information and Analysis Officer
Spending of RTB receipts	November 2020	Housing Enabling Officer/Housing Service Lead

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: 17 September 2020
Public Document: Yes
Exemption: None

Review date for release: None

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

Purpose of report: Our Integrated Asset Management Contract commenced on the 1 July 2019, we have now had the contract in place for over a year.

 This report will update Members on progress made over the last year, during Covid-19 and our annual review of our partnership with Ian Williams Ltd.

Recommendation: **To note the progress being made with the Integrated Asset Management Contract that commenced in July 2019.**

Reason for recommendation: To ensure Members are up to date with ongoing contracting arrangements covering the reactive repairs and void management of our housing stock

Officer: Graham Baker, Interim 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 Integrated Asset Management Contract (IAMC) through the Price per Property (PPP) and Price per Void (PPV) models 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 of the contract and 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 Integrated Asset Management Contract with Ian Williams 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 an update was provided to the Board identifying a number of areas that are being monitored very closely in order to work towards improved performance. Since that time, intense work has been carried out and is continuing with a number of Officers focusing on all elements of the contract to continually seek improvements with both the day to day management and performance of the Contract.
- 1.3 On the 20th February, a meeting was convened between representatives of East Devon District Council and Ian Williams; those in attendance were the Strategic Lead for Housing, Health and Environment and the Housing Service Lead from EDDC and the National Operations Director and the General Manager who covers the South West from IW.

The purpose of the Meeting was to review the performance of the Contract to date and provide a platform for both parties to escalate concerns. Everyone benefitted from the opportunity to have an open, honest discussion around where current challenges are and practical resolutions for moving forward.

A series of issues were identified and recorded in a shared Action Plan which was used as a basis of recording the areas that need to be continually monitored, improved and ultimately signed off.

We also re-commissioned our specialist consultants, Echelon, who guided us through the procurement process, to carry out a review of the current position of the Contract, identify the issues on both sides, assist in the development the abovementioned Action Plan and in addressing the issues identified.

The Consultant remained in place until early August 2020 and provided valuable support with the management of the IAMC Contract throughout the Covid 19 pandemic

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 proved difficult which in turn impacted on their ability to complete a range of jobs on one visit.

We are continually reviewing the labour structure with Ian Williams to ensure that the required skillset is in place to ensure that the requirements of the Contract can be delivered.

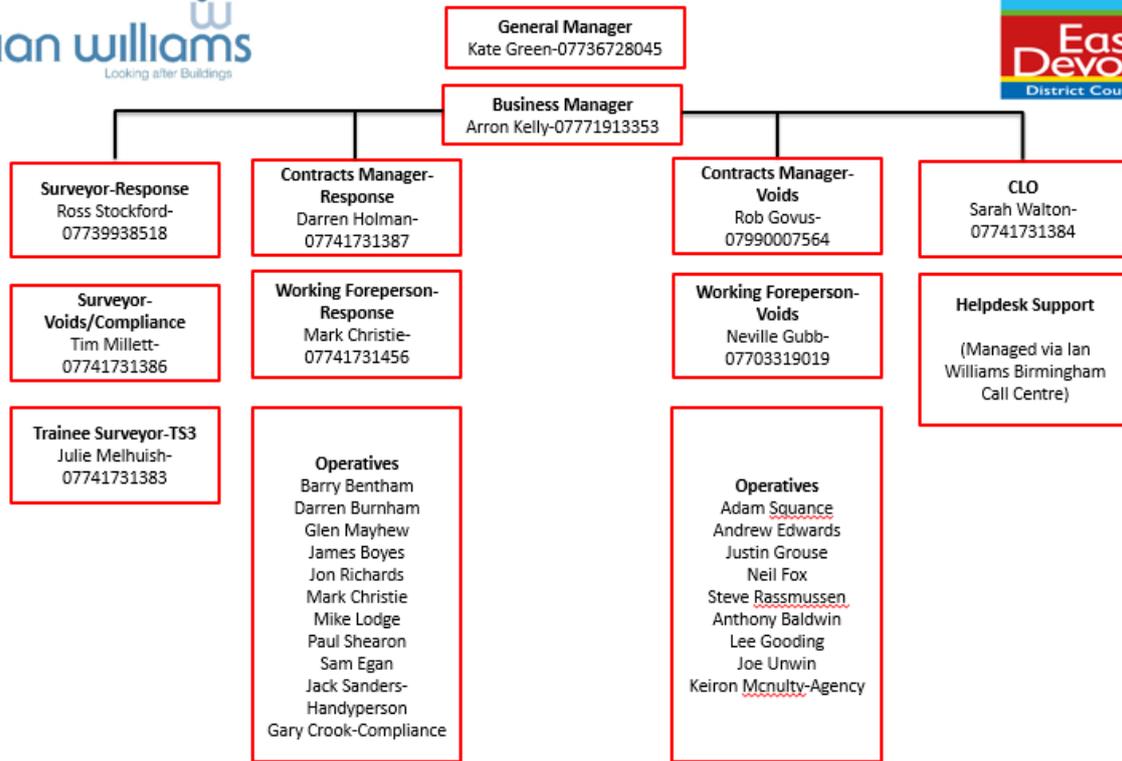
In addition we are continuing to monitor their sub-contract base to ensure that they have the required resource in place to both carry out specialist work as required and to provide additional support to the direct delivery teams as required.

As part of our continual review we also monitor Ian Williams training matrix and plans for their directly employed resource to check both skillset and to ensure that all relevant training etc. required is current and in date.

During the Covid-19 lockdown period, Ian Williams furloughed both office management and operatives engaged on the contract leaving sufficient in place to maintain a service to deliver emergency/urgent repair work and a limited Void service. All Ian Williams staff have now returned to work.

In addition Ian Williams have created a 'Customer Liaison Officer' role to work closely with EDDC's Business Development & Customer Improvement Manager to manage complaints and tenant issues/queries relating to repairs/voids.

Below is the current Ian Williams structure:



Under the Contract there is a requirement for two schedulers from Ian Williams to be co-located in Exmouth Town Hall but this very quickly reduced to one due to resignation. This arrangement has always proved a challenge and was under review prior to the Covid 19 lockdown; further discussion on this arrangement is required as the co-location has not been reinstated since the lifting of the Covid restrictions.

The absence of these schedulers has resulted in all scheduling being carried out by the central Hub/Call-Centre located in Birmingham. This arrangement throws up many operational challenges which all take time to address.

The Contract will be reviewed to decide if we return to co-location or continue with the present arrangement that is contrary to that set out in the Contract.

Since Covid pandemic lockdown and at present Ian Williams do not have any Handypersons currently employed on the contract, they are using an operative to complete all handyperson order requests however this cannot continue long term

We are aware of the significant importance of the Handyperson service to our tenants and have advised Ian Williams that this role must be reinstated as required by the Contract, coupled with this EDDC will also be carrying out a review and re-branding/advertising of the service.

2.2 EDDC

We are continuing to stabilise our own staffing arrangements and have been working closely with human resources to ensure that the Property & Asset team is back up to full capacity at the earliest opportunity.

Vicki Farrow, the Property & Asset Manager left the organisation in July of this year and has been replaced on an interim basis by Graham Baker, this arrangement is in place until the end of September 2020; recruitment is currently underway for a permanent replacement.

We have recruited a Contracts Manager, Kerry Spittle who started with us in July 2020, we ensured that she had a full induction to the IAMC Contract including full training on the detail from our external Consultant Echelon.

We have enhanced our Senior Repair Officer role to the new position of Business and Customer Improvement Manager to help coordinate, triage and manage communications between tenant's, contractors and council staff.

We have identified that these roles will have great benefit with management of the IAMC Contract. We have also identified the need to refresh training for our own Officers in a number of areas.

In addition to the vacant Property & Asset Manager role we also have vacancies for:

- 2no. Reactive/Void Surveyors
- 1no. Planned Works Officer

Recruitment is currently under way to fill these roles.

Two of the Planned Works Officers were seconded over to the Reactive Team to cover the shortage of Reactive/Void Surveyors with particular focus on the delivery of Voids, this arrangement has now ended.

3.0 **Covid 19 Pandemic**

3.1 The Covid 19 global pandemic that has struck this year impacted on Property & Asset, specifically the delivery of repairs and voids under the IAMC Contract particularly when the Country went into lockdown on 16th March 2020.

As soon as the lockdown was imposed our managers within Property & Asset Team worked closely with Ian Williams to change the way of working, specifically the services that could be delivered; it was very quickly decided that we could continue to provide:

- Emergency cover/repairs
- Urgent repairs that if not carried out would adversely affect the fabric of a property or present a Health & Safety/Compliance risk.

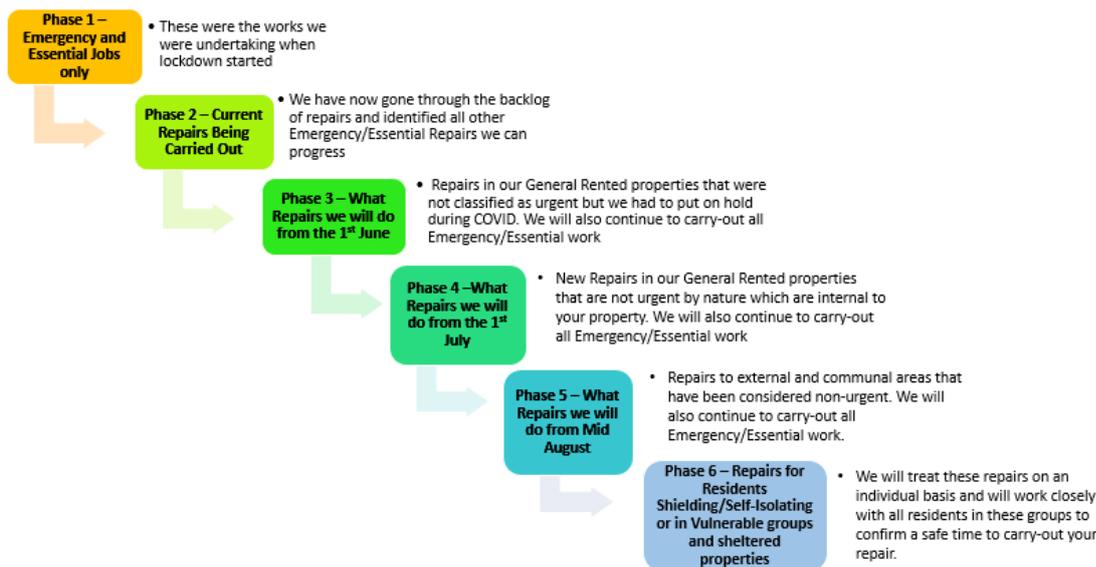
As well as providing the above cover we also managed to continue delivering voids albeit on a much reduced level. Communication through this period was excellent with daily update calls between EDDC and IW in order to ensure constant contact and an understanding of pressures and challenges that both organisations were facing.

The Contractor had to continually review and amend their risk assessments/method statements to ensure that they were compliant with safety guidance legislation issued by the Government, Health & Safety Executive and Public Health England.

Once the initial impact of the Covid lockdown had been addressed focus turned to re-mobilising the IAMC Contract once restrictions were lifted, after much consultation with all parties we produced a six stage re-mobilisation which once restrictions were lifted was very quickly implemented.

The six phase re-mobilisation plan:

REPAIRS SERVICE RE-MOBILISATION PLAN



As part of the re-mobilisation plan both Ian Williams and EDDC recognised the importance to portray a consistent approach with communications.

Residents were advised of the process from initially reporting the repair to their property to advice of what to do when an operative is working on the emergency.

We used a range of communication methods; from a letter drop to every tenanted property, updating social media regularly, changing our phone line message, our website and placing an article in our 'housing matters' magazine; this ensured we had reached everyone, so tenants were aware of how we are keeping both them, our staff and our contractor's safe.

We created a communications plan to reflect how we managed this. We regularly monitored the guidance and information streams that we were receiving to be able to advise teams across housing and importantly update our own information that we were relaying to all.

Our Business and Customer Improvement manager joined team meetings across the housing team to update all officers on the re-mobilisation plan and help answer any questions this may present. In addition the Communications Plan was regularly reviewed and updated.

The following guidance was published to help residents both understand the types of work that was being carried out and the measures that the Contractor would be following when working in their properties.

RESIDENT GUIDANCE

- Emergency repairs are as stated in your residents handbook and on our website
- Essential repairs are repairs that are not emergencies but if we left them too long they may cause further damage to the property such as small leaks, or damp
- This plan is subject to change if changes in lockdown affect the demand on the repairs service, but we will keep you informed
- When your repair can be carried out as identified in the repairs service plan enclosed, we will give you an agreed appointment slot in line with the commitment in our repairs contract

WORKING IN YOUR PROPERTY

- We will at all times be using appropriate PPE equipment before, during, and after any repair in your property, in line with government and PHE guidance
- No operative showing signs or symptoms of Covid-19 will be allowed to work and will be required to self-isolate
- We will check if you are self-isolating for any reason before the operative attends
- We will chemically clean before and after we undertake any works in that particular area of the property
- We will keep our distance from you at all times when we are in your property to keep you and our operative safe
- We will expect you and your family members to keep a safe distance from our operative when they are in your property, maybe in another room if possible
- If you have any concerns about a repair please let us know, as always safety is our main priority

The re-mobilisation plan was successfully implemented so much so that each phase was completed either on schedule or very often ahead of schedule so that by early August the reactive repair element of the Contract has now returned to 'business as usual' (with the exception of work to properties where residents may still be shielding/self-isolating) but with the caveat that Health & Safety working restrictions for operatives still apply.

The void side of the service has still to return to normal and as set out in the Contract as at present Health & Safety restrictions prevent the pre-inspection process being carried out while a property remains occupied.

4 Current position

4.1 Following challenges thrown up by the Covid 19 as already stated the IAMC Contract has now returned to a relative state of normality.

We have now entered the second year of the Contract, as part of this milestone our external Consultants, Echelon have been commissioned to carry out the annual review all as set out in the terms of the Contract. We are looking forward to the results of this review and are expecting it will lead to some minor changes in the delivery of the Contract.

Whilst focus will remain on the core elements of the Contract we are looking forwarding to working with Ian Williams to:

- Enhance and develop the compliance and cyclical servicing work streams that have been introduced into the Contract.
- Review and re-launch the handyperson service.
- Introduce a programme of property MOT's.
- Introduce scheme service days.

- Develop the Social Value delivery side of the Contract.

4.2 We regularly review and monitor complaints resulting from both reactive repair and void works, the intention is always to address and complaints in a timely manner to avoid them escalating.

As well as addressing complaints we are now adopting a 'lessons learnt' discipline as part of any review to identify what has gone wrong and why, then hopefully put measures in place to prevent re-occurrence.

Complaints are an Agenda item at all monthly Operational Group meetings.

We are looking into remobilising our Tenant repair Group, as this was on hold due to Covid-19, complaints will be discussed in this group.

4.3 We have recognised the need to ensure we are collecting customer satisfaction data, Covid has placed some restrictions on this. We have now re-focused our efforts in gathering data in this area as we fully understand the importance of such feedback, indeed is one of the reportable key performance indicators (KPI's).

It has come to light that the satisfaction questions we are asking may appear somewhat similar and repetitive, we are therefore reviewing this area and will carrying out consultation to explore the possibility of changing the questions, format and delivery method to more suit the whole target audience.

4.4 KPI monitoring has proved challenging during the Covid period, as restrictions are lifted KPI reporting has returned to a semblance of normality.

A single KPI Report is produced discussed in detail at the monthly Operational Meetings and signed off as agreed; the KPI's are then presented quarterly to the Core Group for final agreement/acceptance.

To reach this stage we have had to overcome numerous challenges in relation to the collection and recording of data, this resulted in the need to do a substantial data cleanse to ensure we are reporting on accurate information.

5. Cost Analysis

5.1 We are working closely with finance to carefully monitor costs. We hold a monthly financial meeting to discuss payments, trends and budgets to ensure we remain on target.

5.2 Voids

Voids are monitored on a property by property basis and highlighted as to whether they are above or below the PPV threshold. In our July KPI report, this highlighted our average PPV cost is at £6,088 which is high, this is due to the constant exclusions being added onto most voids, this is being closely monitored by our Contract Manager.

KPI	Title	MLAP	Target	Apr-20	May-20	Jun-20	Jul-20
	MSP						
VKPI 7	Average Job Cost	£3,000	£2,500	£4,565	£5,157	£6,539	£6,088

5.3 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.

5.4 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 annual statistics with regards to the exclusions is in the below table.

	Job Count	£ Value
Total Orders	1689	552,736.19
Above £1k Limit	121	295,959.00
Below £1k Limit	1568	256,777.19

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.

5.5 A summary of KPIs has been included as appendix 1

6. **Conclusion**

6.1 The first year of the IAMC contract threw up many challenges not just those related to Covid but also understanding the new delivery model for reactive repairs/voids, the new working practices that need to be followed, establishment of new working relationships and a number of personnel changes

Over the past couple of months and particularly since EDDC have engaged a permanent Contracts Manager there seems to be a much more harmonious working relationship between all parties so much so that everyone is excited to see how the Contract develops over the second year of this long term relationship.

Intense focus will remain on driving forward KPI improvements as we continue to work on managing performance but there will also be considerable focus on driving forward all other areas.

KPIs (2020-21)

KPI	Title	MLAP	Target							
				Q1			Q2			
				Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20
Repairs										
RKPI 1	Customer Satisfaction - Repairs	90%	95%	100%	100%	TBA	TBA			
RKPI 2	Recalls	10%	0%	0.5%	0.66%	1.21%	1.4%			
RKPI 3	First Time Fix - Repairs	80%	90%	92.70%	94.00%	89.00%	90%			
RKPI 4	Post Inspection Quality	90%	100%	100%	100%	100%	100%			
RPKI 5	Repairs Completed in Target	95%	100%	99.5	100%	99.9	98%			
RPKI 6	Average Repair Completion Time	12	8	2.9	3.4	5.62	9			
RPKI 7	Appointments Kept - Repairs	90	100	100%	100%	96%	93%			
RKPI 8	Orders Issued and Overdue	10%	0%	0.50%	0.0%	1%	10.9%			
RKPI 9	Priority Repair Ratio	15%	10%	21.60%	19.40%	16%	12.5%			
Voids										
VKPI 1	Post Inspection Quality	90%	95%	100%	100%	100%	100%			
VKPI 2	Voids - Completed in target	90%	95%	21%	100.00%	100%	100%			
VKPI 3	Average Void completion time Days	12	10	21.2	21.15	31.72	21.6			
VKPI 4	Post Void Repairs	10	5	0	0	0	0			
VKPI 5	Customer Satisfaction	90%	95%	100%	100%	100%	100%			
VKPI 6	Defects at Handover	95%	100%	100%	100%	100%	100%			
VKPI 7	Average Job Cost	£3,000	£2,500	£4,565	£5,157	£6,539	£6,088			

KPIs (2019-

KPI Title		Year 2019-20													
		MLAP	Target	Q1			Q2			Q3			Q4		
Apr-19	May-19			Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20		
Repairs															
RKPI 1	Customer Satisfaction - Repairs	90%	95%	N/A	N/A	N/A	100%	100%	100%	100%	100%	100%	100%	100%	99%
														85%	
RKPI 2	Recalls	10%	0%	N/A	N/A	N/A	0%	0%	0%	1%	0%	0%	1%	0%	0%
				N/A	N/A	N/A	0.9%	1.9%	1.2%	2.1%	2.3%	4.8%	3.2%	3.4%	3%
RKPI 3	First Time Fix - Repairs	80%	90%	N/A	N/A	N/A	85%	83%	86%	88%	80%	81%	82%	84%	83%
RKPI 4	Post Inspection Quality	90%	100%	N/A	N/A	N/A	100%	100%	100%	100%	100%	100%	100%	100%	100%
RPKI 5	Repairs Completed in Target	95%	100%	N/A	N/A	N/A	98%	95%	91%	91%	91%	83%	85%	90%	87%
							91%	90%	87%	87%	86%	80%	87%	83%	98.9%
RPKI 6	Average Repair Completion Time	12	8	N/A	N/A	N/A	3.2	8.5	10.6	11.6	12.7	17.1	17.0	15.0	15.0
							10.2	10.2	11.4	14.0	15.1	20.0	17.5	15.0	6.9
RPKI 7	Appointments Kept - Repairs	90	100	N/A	N/A	N/A	97%	97%	98%	96%	94%	98%	97%	96%	95%
RKPI 8	Orders Issued and Overdue	10%	0%	N/A	N/A	N/A	8%	20%	21%	21%	30%	40%	28%	32%	28%
RKPI 9	Priority Repair Ratio	15%	10%	N/A	N/A	N/A	14%	10%	10%	11%	16%	23%	20%	19%	28%
Voids															
VKPI 1	Post Inspection Quality	90%	95%	N/A	N/A	N/A	100%	100%	100%	100%	100%	100%	100%	100%	100%
VKPI 2	Voids - Completed in target	90%	95%	N/A	N/A	N/A	100%	38%	14%	17%	33%	6%	44%	79%	81%
							100%	50%	13%	9%	29%	11%	5%	6%	13%
VKPI 3	Average Void completion time	12	10	N/A	N/A	N/A	103.8	25.2	42.8	40.4	41.7	38.9	42.6	35.6	
							14.0	16.3	33.0	31.7	28.4	37.4	21.8	24.6	36%
VKPI 4	Post Void Repairs	10	5	N/A	N/A	N/A									
VKPI 5	Customer Satisfaction	90%	95%	N/A	N/A	N/A									
VKPI 6	Defects at Handover	95%	100%			N/A									
VKPI 7	Average Job Cost	£3,000	£2,500			N/A	£444	£3,290	£4,153	£4,470	£3,152	£2,573	£2,425	£1,471	



Report to: **Housing Review Board**

Date of Meeting: 17 September 2020

Public Document: Yes

Exemption: None

Review date for release None

Subject: **Disrepair**

Purpose of report: To update members on the subject of disrepair and outline work that is ongoing to reduce and manage future cases.

Recommendation: **For information only**

Reason for recommendation: To ensure Members are up-to-date with Disrepair Claims in the Councils Housing stock

Officer: Interim Property and Asset Manager – Graham Baker

Portfolio Holder: Portfolio Holder Sustainable Homes and Communities

Financial implications: Disrepair claims by their nature are not possible to forecast and therefore will constitute an unbudgeted expense. Instances and costs associated with each instance will be recorded separately within the HRA and reviewed.

Legal implications: Legal are separately providing a brief presentation on the legal context of disrepair and its potential impact on the Housing Service.

Equalities impact: Low Impact

Climate change: Low Impact

Risk: Medium Risk

Disrepair claims reflect negatively on the Councils reputation and could lead to significant financial loss.

Links to background information: [HRB Agenda June 2019 The Homes \(Fitness for Human Habitation\) Act 2018 Agenda 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 Housing disrepair means a property that is in need of repair in order for it to be safe and suitable for tenants to live in. In a house where repairs or works are needed and we fail to carry out the work within a reasonable amount of time after the issues are reported, this could be considered to be housing disrepair. Landlords cannot be liable unless they have been given notice of the defect(s)
- 1.2 Under section 11 of the Landlord and Tenant Act 1985 a landlord has to keep in repair the structure and exterior of the dwelling house including drains, gutters and external pipes, and to keep in repair and proper working order the installations for the supply of water, gas and electricity and for sanitation. A landlord must also keep in repair and proper working order the installations for space and water heating.
- 1.3 A high quality repairs service is a key element in the provision of good quality rented housing. It is an essential element in achieving high levels of tenant satisfaction, improving the landlord and tenant relationship and protecting health and safety.
- 1.4 A poor repairs service increases the scope for legal action being brought by tenants which diverts resources away from housing management, maintenance and improvement. The provision of a responsive and well-managed housing service depends on the interrelationship between four main areas:
 - i. The stock.
 - ii. The tenants.
 - iii. Staff.
 - iv. Financial resources.

2. Current Position

- 2.1 EDDC have, to date, received 5 Disrepair claims from a number of different Solicitors. The Solicitors are consistently from the North West of the UK. Many Solicitors' practices are now targeting Council and Housing Association properties in a similar way to PPI claims previously, using 'door knockers' to identify properties with poor external appearance as this is often symptomatic of further issues internally. Tenants are advised that they are entitled to compensation for repairs that have not been completed satisfactorily or are outstanding. They are not always advised that they can report the repairs themselves and we will do them but are led to believe that they will get compensation if repairs have not been completed. Often these repairs have not been reported or are a result of tenant lifestyle. Once tenants sign the Solicitors paperwork, they can be responsible for paying Solicitors fees if the claim fails.
- 2.2 All EDDC claims are predominantly for mould. This is a common claim as causes and remedial work is complex and requires good interaction with residents. In order to defend and resolve Claims it is very important that property information is available, accurate and up-to-date.
- 2.3 Technical inspections have been undertaken and reports produced for each property to substantiate/dispute the claims. These are then used to compare with the Solicitors Claim. Decisions are made as to whether the issues are 'lifestyle' i.e. contributed to by the residents or whether there are genuinely a defect within the property and we were aware but have failed to put the defect right. Common defects are extractor fans either not being present, not working or turned off by the residents. If extractors are turned off then residents are contributing to the disrepair so the Claim can be disputed. Gutters leaking due to lack of cyclical cleaning would be disrepair but unreported broken joints would not.

- 2.4 Disrepair Claims require communication across a number of services with Legal Services co-ordinating responses whilst Property and Asset manage any necessary work, often with the support of Housing teams to ensure tenants are able to manage their tenancies. Supporting residents with their responsibilities for looking after the property needs to run alongside defending Claims.
- 2.5 Four of the claims have been settled currently with reduced offers of compensation. Remedial work is ongoing. Compensation settlements have been offered in all cases as the historic data and stock condition information held by EDDC is not as up to date or of the required standard that is needed. The fifth case is being defended vigorously by appointing a joint expert and defending court proceedings brought by our tenant.
- 2.6 Disrepair claims will increase and are prevalent across the country. We are working jointly with ASW members to share best practice, joint surveying experts, legal advice and training for all staff. We are currently in a strong position as we have good systems and processes and have appointed an internal working party overseeing all claims.
- 2.7 We are ensuring that all staff are keeping records and there are numerous ways that staff and tenants can report repairs. We are reviewing processes in line with the new Homes (Fitness for Habitation) Act 2018 and our position will be further strengthened when we complete the full stock condition survey.



Report to: **Housing Review Board**

Date of Meeting: 17 September 2020

Public Document: Yes

Exemption: None

Review date for release None

Subject: **Housing – Renewal of Advantage South West Subscription**

Purpose of report: Members to note the benefits of membership of Advantage South West and to support continuing membership of the organisation

Recommendation: **To continue paying the annual subscription to maintain the membership to Advantage South West**

Reason for recommendation: To maintain properties to a good standard whilst achieving good value for money.

To assist in achieving continuity of components and services across the Property & Asset service.

To assist in the ongoing training and upskilling of staff through regular product review workshops and CPD (Continuing Professional Development) events.

To provide a platform for networking with other Authorities and Housing providers across the South West

Officer: Graham Baker – Interim Property and Asset Manager

gbaker@eastdevon.gov.uk

Portfolio Holder: Portfolio Holder Sustainable Homes and Communities

Financial implications: The financial benefits of being a member of ASW are listed in the body of the report. The subscription amount is included within the current years budget.

Legal implications: To be completed by Legal.

Equalities impact: Low Impact

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Climate change: Low Impact

Risk: Low Risk

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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

Report in full

1. Advantage South West is a limited liability partnership owned by LiveWest, North Devon Homes, Ocean Housing Group and Yarlington Housing Group. Created in 2004, Advantage South West exists to improve homes and lives through collaboration and innovation.

Advantage South West carries out a range of activities including:

New Build:

- we have a range of standard house type designs
- we worked with Altair to develop an offsite new build solution for the South West

Procurement consortium:

- Active since 2008,
- Improves value for money for its Members in the products used in new build, planned and responsive maintenance.
- Saved its members over **£48m** in cashable savings and RPI avoidance.
- Arranges training sessions on technical and legal topics, usually free of charge

Credit Union Sustainability Partnership

- Launched in 2018
- Partnership with Westcountry Savings and Loans
- To provide residents with an alternative to high cost loans

Advantage South West has two permanent full time employees, Neil Biddiscombe (Procurement Manager) and Mark Dobner (Contracts Manager).

Martyn Gimber, Chief Executive of North Devon Homes, is the chairman of Advantage South West.

2. Membership:

Cornwall Rural Housing Association joined Advantage South West in 2019/20 so the number of Members increased to 15, owning around 130,000 properties:

- | | |
|--------------------------------------|-----------------------------------|
| • Coastline Housing | • LiveWest |
| • Cornwall Housing | • Ocean Housing |
| • Cornwall Rural Housing Association | • Plymouth Community Homes |
| • East Devon District Council | • Somerset West & Taunton Council |
| • Exeter City Council | • Teign Housing |
| • Homes in Sedgemoor | • Westward Housing |
| • Magna Housing Group | • Yarlington Housing |
| • North Devon Homes | |

With Yarlington Housing joining the Radian Group ASW is discussing the opportunities for the wider Radian Group of joining the procurement consortium in 2020/21.

3. Frameworks:

Frameworks are awarded on the recommendation of product groups. These product groups work on a participative basis. Product Groups are chaired by a senior manager from a

Member organisation. Each Member has a representative who is responsible for bringing that Member's requirements to the project, contributing to key stages in the process such as creating the specification, deciding how tenders will be assessed and assessing the tenders. Tenants also have played an important part in the process. It is essential to emphasise that without the input of the Member representatives and tenants the projects could not have been a success.

The Procurement Consortium Group, chaired by Tony Sharland (Teign Housing's Head of Asset Management and Development), directs and oversees the work of the Procurement Consortium. John Taylor and Vicki Farrow have represented East Devon District Council on the Procurement Consortium Group and this responsibility will now sit with the incoming Property and Asset Manager.

In 2019/20 Advantage South West ran full EU compliant projects to replace existing product frameworks for UPVC windows. It also awarded a new framework for merchant services (companies supplying building products, plumbing goods, electrical consumables and so on).

For a full list of Frameworks refer to Appendix A.

4. **Strategic Priorities:**

During 2019, through consultation with Members including at its consultation event in October, ASW identified strategic priorities to work with Members to deliver collaborative improvements to the sector in the South West in the following areas. These build on work ongoing as well as look to develop new areas of work.

Off-site manufacture of new homes:

Deliver a new build solution that will mitigate the expected reduction in construction industry capacity and predicted resultant cost increases whilst improving the quality, asset value, specification and lead-time to sustain delivery across the South West.

- Develop a framework and delivery model with members and OSM delivery partner to provide delivery of OSM units

Financial inclusion:

Develop and expand the Credit Union Sustainability Partnership with Westcountry Savings & Loans.

- Deliver KPI targets and household debt interest
- Deliver online services – web and app
- Deliver accounts targeted at social housing eg to help with universal credit

Develop SW Mutual Model to eventually provide Shared Ownership Mortgages and work closely with our communities to deliver the products that are needed on a not for profit basis.

Procurement Consortium:

Continue to deliver collaborative procurement of frameworks and supply chain management to help members deliver VFM and ensure continuity of quality and availability

- Provide procurement advice and support for members
- Facilitate expertise development through CPD and Legal Services updates

- Facilitate expertise sharing through working groups, good practice groups and forum
- Continually develop website access and resources available to members
- Procurement of identified property compliance frameworks

Energy efficiency and asset management strategy development:

Develop a more co-ordinated strategic approach to energy efficiency and planned maintenance in terms of compliance and regulatory requirements going forward to help us procure the labour and materials needed in a more co-ordinated way across ASW partners.

- Work together as partners to understand the impact of compliance works required and start to position our strategic asset management to help deliver this and secure efficiency and manage risk
- Develop Energiesprong and wrap around technology to help look at how we can improve the energy efficiency of existing stock and the materials or solutions that are viable
- Health, safety, energy and compliance standards we need to be aiming for within our stock
- Procurement of some the additional works that will need to be planned for into the future

Recruitment and skills:

Develop an approach to help the south west housing sector improve recruitment results more effectively and promote the sector

- Increase visibility of the housing sector to attract and retain skills
- Improve engagement with education establishments and sector trade bodies to help us recruit more effectively
- Develop options for using the apprenticeship levy more effectively across the sector
- Improve VFM in recruitment
- Deliver savings and efficiency on joint training and development.

5. Other Activity:

Property Compliance was a big area of collaboration in 2019/20, with the increased sharing of good practice in fire, asbestos, radon, legionella and gas activity. Other good practice groups looking at voids, fleet management, DLO activities continued to be active.

ASW jointly funded work with Parity Projects that saw a selection of Members participate in a project to review stock information, compare and reconcile SAP from different versions, and identify potential priorities for investment.

In consultation with Members, additions and amendments to the JCT's Measured Term Contract were commissioned from Stephens Scown and are available to Members to use.

The ASW website which was relaunched at the beginning of 2019/20 continues to be a useful source of information. In particular it has developed a central repository of Member policies and procedures that means that a range of approaches to issues is always available.

At the end of 2019/20 ASW launched additional functionality in the website, a database for companies to upload relevant insurance, certification and accreditation documentation. This is available to all members to use for their own supply chains and will remove significant amounts of duplication.

Though the planned conference 'Domestic Abuse: Making a Stand' which was scheduled for April 2020 was postponed due to the Coronavirus. It is rescheduled for September. The

accompanying video was produced and is being made available to all Members on YouTube at <https://www.advantagesouthwest.co.uk/safeguarding/>

6. Savings summary for East Devon District Council:

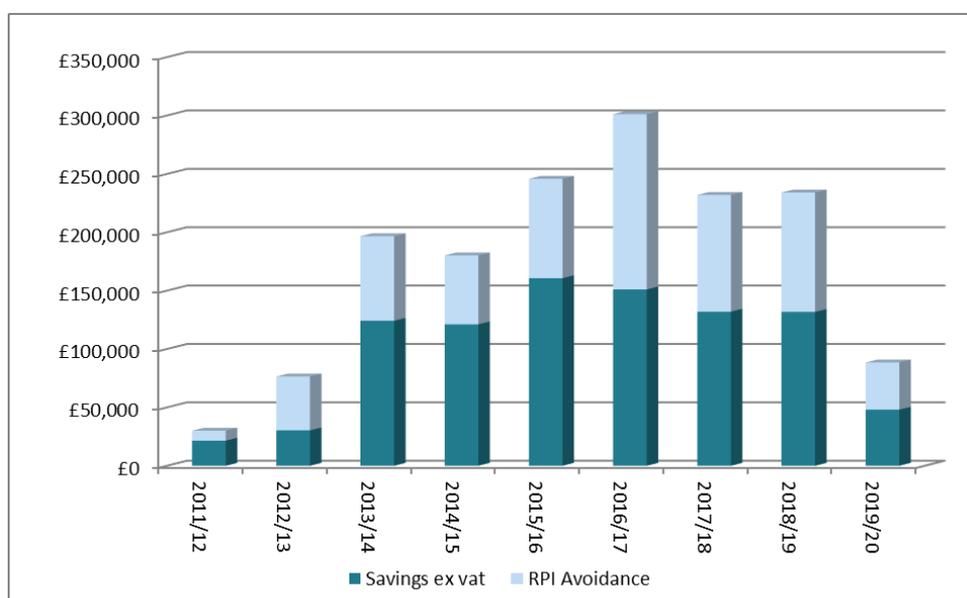
Whilst delivering savings through a range of frameworks is at the heart of our relationship with Advantage SW, we must not underestimate the benefits that our membership has brought in terms of access to the formal network of Members that provides valuable advice and guidance, as well as the specific procurement expertise that Advantage SW itself has.

The table below details the cashable savings (ex VAT) that have been generated for East Devon District Council and additional costs avoided due to framework price changes being lower than RPI.

Company	EDDC		
Row Labels	Sum of Spend	Sum of Total Savings	Sum of RPI Avoidance
Aids & Adaptations	£564	£625	£165
Air Source	£8,754	£5,836	£2,605
Bathrooms	£35,304	£8,728	£4,204
Boilers	£3,895	£0	£675
Consumer Units	£8,054	£1,421	£985
Controls	£164	£93	£35
Electric Heating	£3,793	£722	£433
Fans	£5,047	£2,839	£1,531
Flooring	£14,797	£3,488	£3,549
Kitchens	£73,910	£16,489	£19,698
Radiators	£3,121	£1,516	£995
Taps	£1,206	£579	£78
Asbestos Survey2	£0	£0	£0
Doors Supply2	£0	£0	£0
Grand Total	£214,537	£48,071	£40,425

Note that due to issues getting spend information due to supplier staff furloughing during the Coronavirus / Covid-19 outbreak these figures include a predicted amount of £557.

The graph below shows East Devon District Council's savings since 2010. In total we have saved **£920,855** with a further **£663,957** RPI avoidance.



7. 2020/21 Projects:

In 2020/21 Advantage South West will be re-tendering the following frameworks (subject to confirmation by the Procurement Consortium Group):

- Air source heat pump supply
- Asbestos surveys and works
- Fire risk assessments
- Fire prevention & protection
- Legionella risk assessments
- Legionella services
- Electrical testing & inspection
- Drainage clearance
- Tree surveys
- Cavity wall insulation extraction

It will be creating a new framework for:

- Fire Door inspection
- Internal fire door supply and installation

And new Dynamic Purchasing Systems for:

- Flat and pitched roofing repair and replacement

2020/21 will be affected not only by the ongoing Coronavirus/COVID-19 situation but also the end of the Brexit transition period on 31/12/2020. The short-term impact of COVID-19 is expected to be a reduction in productivity, particularly for on-site activity, due to safe-distance protocols. Factory based working is expected to be affected to a lesser extent, but the impact of these is expected to be a general upward pressure in cost base. Product availability, with one or two exceptions (eg plasterboard), is generally not an issue. How Brexit affects supply chains in 2021 will of course depend on the deal struck with the EU, but past experience is that suppliers will look to increase stock levels in the run up to the end of the transition period if there is uncertainty or no deal.

8. Summary:

Membership of Advantage South West continues to be beneficial for East Devon District Council. Through the efforts of all involved, Advantage South West delivers

- sharing of information and good practice
- access to procurement knowledge and technology
- value for money
- good products
- an increasing range of multi-supplier frameworks
- opportunities for resident involvement
- access to the wider strategic priorities of Advantage South West

As can be seen there are many services provided by Advantage South West and these could be used by Housing as whole rather than predominantly by Property & Asset which is currently the case.

EDDC already gets great value for their annual subscription but with more collaboration across the Housing team there more services available that could be tapped into and ultimately achieve even more benefit/value for our annual subscription.

9. Recommendation:

It is recommended that membership of the group continues for 2019/2020 at a cost of approx. £12,000.00 ex VAT. This amount has already been budgeted for within the Housing Revenue Account.

Appendix 1 – Frameworks and DPSs

Framework	Supplier
Aids & Adaptations	AKW
Air Source Heat Pumps	Daikin
Consumer Units	Hamilton
Extract Fans	AirTech
Bathroom Suites	Ideal Standard
Kitchen units	Premiere & Magnet
Heating valves	Myson
Positive Input Ventilation	AirTech
Radiators	Stelrad
Slip Resistant & Safety Flooring	Gerflor
Taps & showers (non-electric)	Vado
PVCu Windows	Wrekin Windows
GRP Doors Supply & Install	ProFit & Permadoor
GRP Doors Supply Only	Permadoor

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Multi-supplier framework	Suppliers	
Asbestos Surveys with Westworks	Armstrong York	Environtec Limited
	Askams Compliance	Gully Howard
	ACE Asbestos Consultants	Kovia Ltd
	Casa Environmental Services	Life Environmental Services
	DMW Environmental Safety	Resource & Environmental Consultants Ltd

	Encompassed Limited	
Asbestos Removal with Westworks	AA Woods	Maylarch Environmental Ltd
	Asbestech Ltd	McHale Contracts
	Asbestos Business Contractor	Merryhill Envirotec Ltd
	Aspect Contracts Ltd	MSS Group Ltd
	Cablesheer Limited	OCS Environmental Services
	Ductclean (UK) Ltd	Shield Environmental Services
	Envirocall Limited	The Erith Group
	Kaefer C&D Ltd	
Fire Risk Assessments	Fal Fire Protection Ltd	Fire Safety First
	FCS-Live Ltd	Rand Associates Consultancy
Fire Prevention & Protection	Churches Fire Security Ltd	Firewatch South West Ltd
	Fal Fire Protection Ltd	
Legionella Risk Assessments	Churchill Contract Services	Integrated Water Services
	Eplus Global Ltd	Nemco Utilities
	Graham Facilities Management	Urban Environments Limited
Legionella Services	Aquatech Environmental	Integrated Water Services
	Churchil Contract Services	Interserve FS (UK) Ltd
	Eplus Global Ltd	
Lift & Hoist Maintenance	Caretech UK Ltd	Prism UK Medical Ltd
	Dolphin Lifts South West	Southern Care Systems Ltd
	Dolphin Lifts (Western)	Stannah Lift Services Ltd
	KS Stairlifts Ltd	
Legal Services	Bevan Brittan	Stephen Scown
	Capsticks	Tozers

	Clarke Willmott	Trowers & Hamlins
	Pennington Manches	
Electrical Testing & Inspection	DR Jones Yeovil Ltd	Lantei Ltd
	Dodd Group (Midlands) Ltd	Spectrum Property Care
	Emmdee Electrical Services Ltd	Westcountry Maintenance Services Ltd
Drainage Clearance	Metro Rod	Exjet Services
	Drainology	Clear-Flow
	Drainwizards 24/7	
Passenger lift service & repair	Triangle Lifts	Liftec Lifts
	Orona	Kone Plc
Tree surveys	ADAS UK	Tim Moya Associates
	Dartmoor Tree Surgeons	Treework Environmental
	Hi-Line Contractors	
Cavity Wall Insulation -Extraction	Cavitech	J&J Crump
Cavity Wall & Loft Insulation - Installation	J&J Crump	Low Carbon Exchange
Gas Heating Service & Repair	Liberty Group	Dodd Group (Midlands) Ltd
	Robert Heath Heating Limited	Sure Maintenance Ltd
Gas Heating Installation	British Gas t/a PH Jones	Liberty Group
	Dodd Group (Midlands) Ltd	Robert Heath Heating
	Engie Regeneration Ltd	
Heat Pump Servicing & Repair	AS Plumbing Heating Renewables Ltd	Heat Pump Servicing Ltd
	Blue Flame (Cornwall) Ltd	Low Carbon Exchange
Heat Pump Installation	AS Plumbing, Heating, Regeneration	Otter SW

	Engie Regeneration Ltd	South West M&E Services
	Gas Call Services	TSG Building Services
	L&D Group	
Merchant Services	Bradfords Building Supplies	
	City Electrical Factors	PHC
	City Plumbing	Rexel
	Edmundson Electrical	Travis Perkins
	Grafton Group	Wolseley
	Saint Gobain (Jewson)	
Passive Fire Protection	Acoustic Eco-Solve t/a GMC Projects	Harmony Fire Ltd
	Airfire Control Ltd	Ian Williams Ltd
	Allied Protection Limited	Ventro
	CLC Contractors	

Dynamic Purchasing Systems

Note that, unlike frameworks, companies can be added at any time to the DPS.

Framework	Suppliers	
Insurance	Aon	Imperio (<i>terrorism insurance only</i>)
	Arthur J Gallagher	Marsh
	JLT	Zurich
Grounds Maintenance (contracts over £50k)	Ground Control Ltd	KJT Group Ltd
	Glendale Countryside	UK Landscapes Ltd
	Countrywide Grounds Maintenance	English Landscapes Ltd
	Lee Parmenter Contractors Ltd	Sodexo Ltd

	G Burley & Sons Ltd	Plantscape Limited
	Prices Grounds & Tree Care (SW) Ltd	K Hill & Partners Ltd
	Volunteering Matters	Bawden Contracting Services Ltd
	Almeda Facilities Limited	Hooper Services (South West) Ltd
	Tree & Country Care Services	CSUK Ltd
Grounds Maintenance (contracts £50k & under)	Lowther Forestry Group	Wiltshire Weed Control
	ECT Widdicombe & Son	Arborcure Ltd
	Greenearth Groundskeeping	Custom Services UK Ltd
	Universal Tree Care	Thomas Hutchinson
	Gary's Gardens	Dean Elliott & Son Garden Care
	<i>Plus all companies listed for over £50k</i>	
Cleaning (contracts over £50k)	CORMAC	Norton Jones Group
	A Cleaner Generation	Regent Office Care Ltd
	Norse Commercial Services Ltd	Target Commercial Services Ltd
	Bowdens Cleaning Services	Tralin Cleaning Services Ltd
	Almeda Facilities Limited	
Cleaning (contracts £50k & under)	Kingdom Services Group Limited	Nu-look Ltd
	Central Facilities Group Ltd	Gleem Cleaning
	Barton Executive Valeting	Superclean
	<i>Plus all companies listed for over £50k</i>	
Window cleaning (contracts over £50k)	Complete Cleaning Services (SW) Ltd	A Cleaner Generation
	Bowdens Cleaning Services	Clearstone Solutions Ltd
	Drainwizards 24/7	Spectrum Property Care

	HJ Gough & Co Ltd	C&M Services
	Tralin Cleaning Services	MyHome
Window cleaning (contracts £50k & under)	B&D Cleaning Services	S Philips Window Cleaning Company
	Barton Executive Valeting	R Clean
	Hilo Window Cleaning	Clean to Gleam
	Global House	WindowPayne Ltd
	<i>Plus all companies listed for over £50k</i>	
Waste Services	Biffa Waste Services Ltd	Viridor Waste Management
	Suez Recycling & Recovery UK Ltd	Coastal Waste Recycling
	SSR Waste Ltd	Network Waste



Report to: **Housing Review Board**

Date of Meeting: 17th September 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 recommend to Cabinet the participation 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. Budget for 20/21 financial year can be found from current underspends within the HRA.

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).
- 5.2 Delivery of this project will be dependent on enough social housing providers signing up to the initiative, therefore at this stage it is not confirmed that the project will go ahead.

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>	
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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>	
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Report to:	Housing Review Board
Date of Meeting:	17 th September 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 to be 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.
- 1.3 Approval is given for the need for an additional Programme Works Officer who will focus on energy efficiency measures and drive forward the programme for improvements to the housing stock. To recommend additional funding is designated from the Housing Revenue Account and this request is made to Council.

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. There is the need to ensure sufficient resources are in place to ensure we can achieve everything set out in the plan.

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

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 forward 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 we 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 had been due to meet with them just prior to lockdown, this had to be cancelled but we are in the process of setting this back up.
- 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 In order to ensure we can realistically achieve the improvements that will be required to our stock it is essential for us to consider how we will resource this and in order to achieve the right momentum and focus on this area, it is recommended that we employ an additional Programme Works Officer who will work on rolling out projects such as those outlined above. With growing pressures within the Property and Asset team particularly around compliance, we do not consider it realistic to be able to achieve what's required within our current staffing capacity and therefore suggest we employ an additional Officer at a grade 6 (in line with current Programme Works Officers) and at a cost to the HRA of £37,500 (with all associated costs). This role has not been budgeted for therefore it is suggested we fund this from reserves. It will be critical that we employ the right skill set in order to drive this forward, we will be looking for someone with significant experience in monitoring and overseeing these types of projects.
- 2.6 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 to 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:	17 th September 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 and deliver programmes of boiler replacement and associated energy efficiency measures designed to reduce our carbon footprint, consistent with our Council ambition.

Recommendation: **To note the content of the report and approve the continued use and installation of Air source Heat pumps as a viable carbon efficient alternative to conventional boilers.**

Reason for recommendation: To work towards the Council's 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: The reallocation of budget for this program has been included within the wider planned maintenance post COVID budget reallocation within the finance report.

Legal implications: Legal issues will need to be worked through on an issue by issue basis as the project progresses, in terms of procurement, delivery, land use, tenancy issues etc. Legal Services will be able to assist as those issues arise"

Equalities impact: Medium Impact

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

Climate change:

High Impact

Installing Air Source Heat Pumps within our properties is an action within our Climate Change action plan. We are aiming to switch to alternative methods such as this in an attempt to reduce and then end our reliance on gas boilers.

Risk:

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

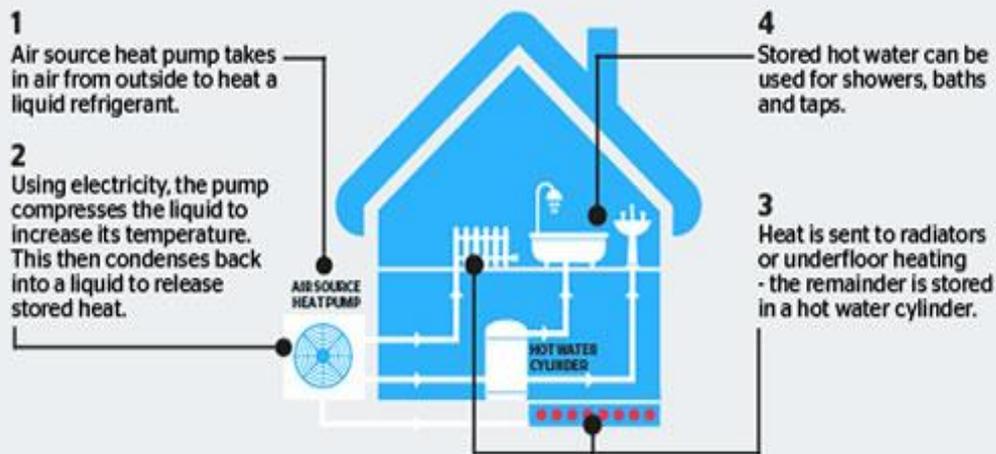
1. Outline Business case for Air Source Heat Pumps Climate Change Action Plan

- 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. All new installs can and will be added to the existing annual ASHP servicing programme.
- 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 the 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. We have had some very positive feedback from tenants living in these properties and we are currently in the process of undertaking further consultation across the whole scheme to gain further feedback on areas such as operating the heating system. Any feedback we gain can help us improve the experiences for other tenants as part of rolling the project out. 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 From an external funding perspective, we have recently applied for Green Homes Grant, a government initiative that has set aside £50 million to encourage retrofitting of existing properties both in the social housing sector and the private sector. We have based our bid on the delivery of the Rodney Close project and have proposed that we can use the funding to install air source heat pumps into properties that have been identified with a low EPC rating. We will know the outcome of the bid at the end of September.
- 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.



Report to: **Housing Review Board**

Date of Meeting: 17th September 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, Housing Services Manager
sbewes@eastdevon.gov.uk 01395 516551 X2200

Portfolio Holder: Portfolio Holder for Sustainable Homes and Communities

Financial implications: There are no specific financial implications.

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

Equalities impact: Low Impact

Climate change: Low Impact

Risk: 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 last 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 this year 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 blocks 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
- 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 Housing 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 a close working relationship with the authority's Housing Solicitor.</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 by the Housing Officer for the area. If

	<p>the problem is serious and/or continues after initial action has been taken the incident will be recorded as a case for action by the Estate Management 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>



Report to:	Housing Review Board
Date of Meeting:	17 th September 2020
Public Document:	Yes
Exemption:	None
Review date for release	None

Subject:	Response to Covid-19 and Recovery (Housing Summary)
Purpose of report:	<p>This report contains the housing extract from the Corporate report that outlines details of actions taken across EDDC to respond to the Covid-19 pandemic. The report provides a high level summary of future recovery actions.</p> <p>A detailed organisation-wide Recovery Plan is work in progress in conjunction with Devon County Council and will be submitted to Cabinet in due course.</p>
Recommendation:	To note the continued work of the housing service in relation to the response to Covid-19 as well as ongoing work that is being undertaken to recover the service.
Reason for recommendation:	To ensure Members are aware of ongoing challenges and the potential impact that Covid-19 is still having on the housing service.
Officer:	Amy Gilbert-Jeans. Housing Service Lead
Portfolio Holder:	Portfolio Holder for Sustainable Homes and Communities
Financial implications:	The current financial impact of COVID19 and the available funds to deal with the pandemic has been assessed separately within the Finance report.
Legal implications:	There are no legal implications set out within the report but Legal Services will continue to proactively advise on any statutory or regulatory changes as a result of the ongoing Covid19 pandemic which will directly affect Housing Services.
Equalities impact:	<p>High Impact</p> <p>Covid-19 has adversely impacted many residents in a number of ways. We have continued to support our most vulnerable residents through the crisis by way of additional reassurance and wellbeing calls and additional support for residents who have been struggling financially.</p>
Climate change:	<p>Medium Impact</p> <p>We have highlighted the need to ensure a green recovery as we work towards recovering services fully.</p>
Risk:	<p>High Risk</p> <p>Covid-19 has brought with it a number of high risks that impact our business plan including;</p>

Potential loss of rental income due to risk of residents being unable to pay rent

If our contractors are unable to function this could lead to our Inability to maintain our properties to standards required ensuring homes are habitable

Inability to maintain gas safety compliance as well as other areas of health and safety/compliance, this could have significant consequences.

Inability to repossess properties due to ASB/rental arrears owing to restrictions on Court hearings.

Links to background information:

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. Introduction

1.1 Members of the Board have been provided with operational updates on service delivery on 3 occasions since March 2020. These were provided by email on the following dates;

- 7th April 2020
- 15th May 2020
- 17th July 2020

1.2 The Strategic Lead for Housing, Health and Environment and the Housing Service Lead have continued to work closely and collaboratively with SMT+ to ensure good awareness of challenges the housing service has faced, we have regularly reported on performance in a number of key areas and how this has been impacted by Covid-19.

1.3 As part of recovery planning, the Housing Leadership team have met on a weekly basis to co-ordinate recovery across the service ensuring consistency and the adoption of guidance that has continued to flow from central government. This advice has been constantly changing and being updated and a significant amount of time and resources has been taken to ensure we can keep up to date with guidance. The Housing Projects Officer has been deployed to assist the Leadership team with recovery, this has impacted and meant a delay on a number of projects including the drafting of the new Housing Strategy and our Climate Change work.

1.4 As part of the wider corporate response to the pandemic, actions included;

- Trigger of the Emergency Plan and Business Continuity Plans
- Mobilisation of the Strategic Coordination Group and Tactical Coordination Group multi-agency meetings twice a week
- OPIC multi-agency meeting
- Joint working with Police, County and others on Covid responses
- Daily and weekly updates for Members

1.5 More specifically to housing, as part of our response phase, we considered new priorities which we grouped as follows;

- Keeping residents Safe
- Protecting residents incomes and livelihoods
- Sustaining Critical Services
- Supporting Communities and Recovery

Appendix 1 outlines more detail that relates to each of the priorities.

2. Summary of high level actions

2.1 Due to the nature of our frontline services, every part of the response phase for housing has had to continue as we have emerged ourselves in recovery work. This has seen considerable pressure for some of our teams and we have re-deployed some Officers into other teams to ensure resilience and additional support where required.

2.2 We have recognised the need to communicate to residents openly about changes they will experience in service delivery and have used the website as a way of doing this with reference to our housing recovery plan. This has been further complimented by the publication of Housing Matters more recently which we designed more as a special edition to concentrate on Covid related matters.

2.3 Our Housing Recovery Plan is subject to constant review and the weekly Housing Leadership team meetings focusing on recovery will stay in place as a way of monitoring any changes, such as the scenario of a local lockdown.

2.4 The points set out below are a summary of recovery actions from across the service, work is ongoing in relation to much of this work.

- Working with other Districts, Housing Providers and the MHCLG to look at how we step down the 'everybody in' approach that has been taken to ensure nobody is homeless through the crisis. With increased numbers of people in temporary accommodation we now need to consider 'move 'on' plans for each individual/household. We are constantly alert to funding streams that we might be able to access to improve our position here, the crisis has seen an overspend on our homelessness budget due to the higher numbers of people we have placed in temporary accommodation.
- We have fast tracked Sailors Rest, Exmouth (12 self-contained flats purchased by the HRA at the end of 2019) and designated the use to move on accommodation as a direct way of assisting people in temporary accommodation.
- We are continuing to review arrears cases to ensure we are providing as much support and assistance as possible to people who are struggling, working closely with Housing Benefits and the DWP to do this.
- Constantly monitoring demand to services to ensure we have Officers deployed in the right areas and can respond to peaks in demand as and when required.
- Following the closure of all community centres, we are risk assessing all 14 Community Centres with a view to beginning to open back up with appropriate safety measures in place.
- Working with legal to prepare for Courts re-opening, be ready to prioritise cases as appropriate.
- Recovering our tenant participation work, zoom meetings with our tenants to resume meetings. We have also consulted with tenants and asked for their views on our recovery plan.

- We have produced a special edition of Housing Matters to outline how we are recovering the housing service.
- Created a complete remobilisation plan for the start-up of the Integrated Asset Management contract following 3 months of only emergency works being undertaken. A considerable back-log of non-essential repairs built up and this work has had to be carefully reviewed and a system created to book these jobs back in. This has been done in partnership with Ian Williams and been monitored by the day. A communications plan has been in place to ensure we are clear on how we are communicating these messages to residents, we have created a specific risk register which is monitored weekly to ensure we are constantly reviewing updated government advice that may change the situation or cause us to review how we are running this area of the service, recognising the critical nature of it.
- Constant focus on gas compliance, we have now brought non-compliant properties down to just 2 (as at 17th August 2020) at its highest this was 34. Each non-compliant property is having a weekly risk assessment carried out over the phone until we are able to get into the property. We are reviewing advice on this constantly and due to non-compliance we self-referred ourselves to the Social Housing Regulator in April.
- We are reviewing the planned works programme for the year, many programmes have not been able to start so we are looking at the financial consequences of this in order to best decide how to proceed through the rest of 20/21.
- We have reviewed and signed off all RAMS and risk assessments from all contractors who work across the housing stock to ensure working practices are covid compliant.
- We are reviewing property acquisition scheme in relation to what has been achieved since lockdown and what potential penalties there could be for pay-back of receipts (slight extension now given for pay-back) risk of financial impact and also stock levels.
- We are monitoring RP completions to understand the impact on affordable housing delivery in the district.
- As part of restarting the Housing Support Service we are considering how we can operate a 'face to face' service without entering people's properties. Currently reviewing options with Corporate Health and Safety Team. Options could include 1:1 drop in sessions in community centres, setting up marquees on estates with Housing Officers being available outside to talk to people.
- Our Community Development work programme is under review, the face to face nature of the work has meant it is high risk and we are assessing carefully the right time for events to re-start. We have started up a digital platform to engage with young people who access our services in this way, we have also offered young people 1:1 phone support as a way of keeping in touch and helping them through the challenges they are experiencing.

2.5 It is recognised that although we are making excellent progress with recovery work, we remain alert to the risk of a local lockdown scenario that could quickly mean we need to instigate further response actions.

2.6 Our experience since March places us in a confident position to be able to adapt as appropriate and our Housing Leadership team will co-ordinate the necessary actions if and when the time comes.

Housing Priorities- Covid-19

Keeping residents safe

Maintaining our Housing Options Service to ensure everyone has access to housing advice in order to prevent homelessness.

We will respond to any reports of rough sleeping immediately and prioritise engaging with these individual's to prevent street homelessness in every instance.

Prioritising Home Safeguard Alarm calls, ensuring we maintain full service cover with additional staffing at peak times.

Increasing levels of phone support for residents living in Sheltered Housing, signposting and assisting them to access additional help and support through the many volunteer networks that have been set up across the District.

Encouraging residents to ensure they have their pendant alarms on them so they can access help and support if required.

Pro-actively contacting all General Purpose Residents (starting with those who are over the age of 70 or who have a disability) to check they have support in place, again signposting to additional support where appropriate.

Attending all Emergency Repairs as required ensuring safety measures are put in place- asking residents to vacate rooms whilst Operatives are in attendance and ensuring the safe distancing measures are put in place.

Prioritising Gas Safety Checks, working with residents to ensure these are undertaken on-time and safely.

Prioritising the need to ensure private sector tenants are being advised accordingly in relation to their tenancies and health and safety.

Providing advice and support to private sector landlords including HMO managers/agents and owners

Protecting Residents Income and Livelihoods

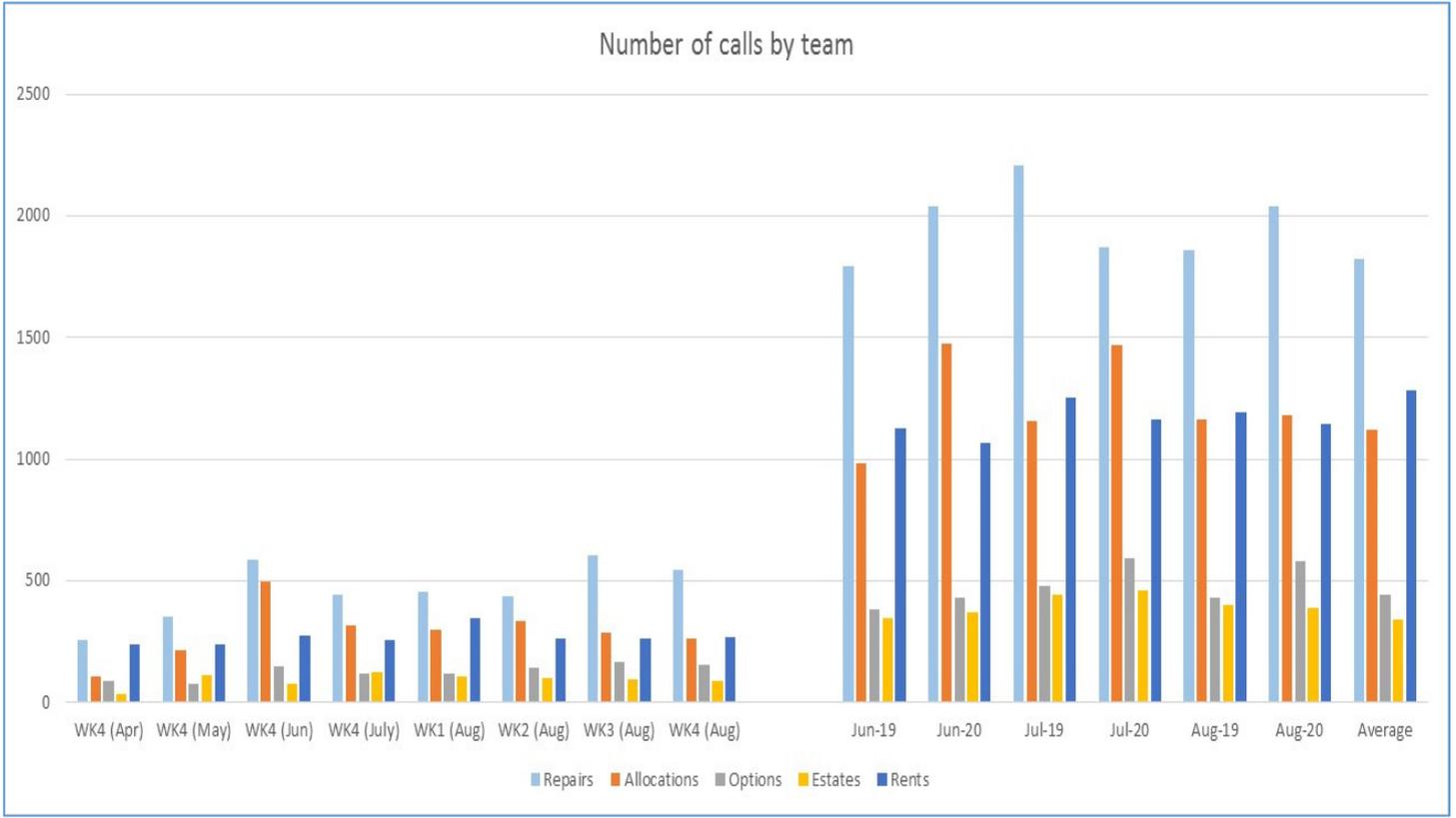
We will take a supportive, sensitive approach to residents who are struggling to pay their rent as a direct result of Covid-19.

We will signpost residents to other avenues of support and help that might be available to them such as benefits, DHP and unemployment advice.

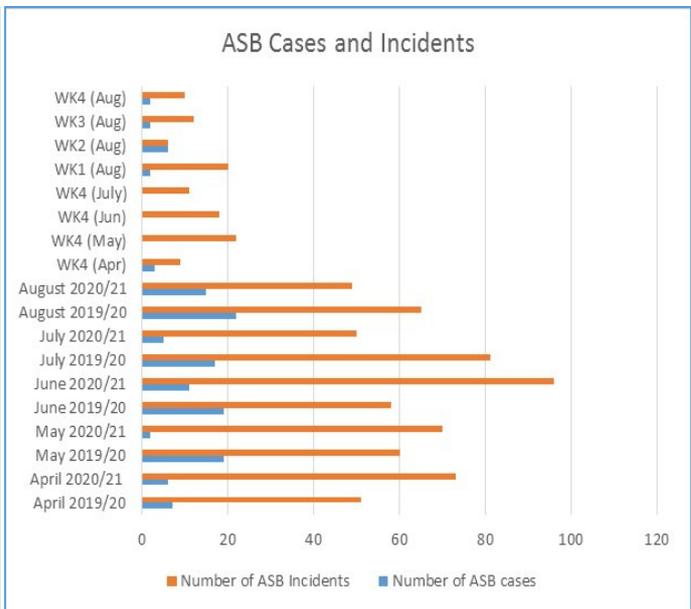
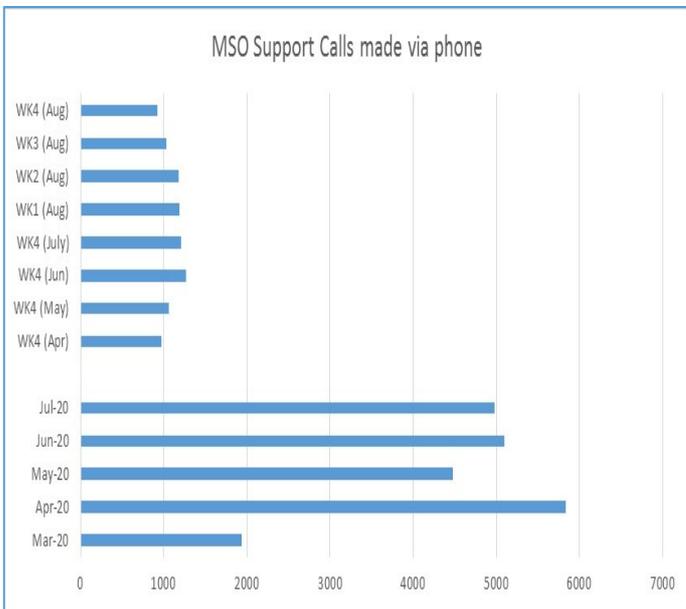
<p>Prioritising adaptations to private sector and Housing Association tenants and owner occupiers.</p> <p>Providing advice and support to people who have private water supplies.</p>	
<p>Sustaining Critical Services</p> <p>We will recognise the impact that Covid-19 has on our own Officers and their families. We will be constantly aware of increased demand on front-line services and prioritise our Officers health and well-being to ensure we are able to maintain services.</p> <p>We will constantly monitor demand on our front-line services in order to assess where staffing levels might need to be increased, we will consider re-deployment opportunities where appropriate.</p> <p>We will keep our website updated of all the latest information in relation to the impact of Covid-19 on the Housing Service.</p> <p>We will continually adapt and be flexible to ensure we can respond to changes required to our services as required through Legislation/Government Guidance.</p>	<p>Supporting Communities and Recovery</p> <p>We will promote health and well-being initiatives amongst all of our residents to help people cope with self-isolation recognising the impact on mental and physical health.</p> <p>We will pro-actively use of Social Media platforms to engage and communicate with residents.</p> <p>We will think creatively of ways we can keep in touch with residents and encourage group activities to support people connecting with each other. We will be mindful of the issue of loneliness and will look at measures to help combat this with increased contact to individuals who live alone.</p> <p>We will work closely with residents within our Shared Accommodation sites to ensure we are supporting safety measures that need to be in place in relation to self-isolating, recognising that there will be challenges where facilities are shared.</p> <p>We will be alert to planning for the backlog of work that will impact on many areas of the housing service (responsive repairs) to ensure a smooth transition back to business as normal once the time comes.</p>

August 2020 WK4 Housing Covid19 Performance Monitoring

Phone Call Demand



Landlord Services



	Apr-19	Apr-20	May-19	May-20	Jun-19	Jun-20	Jul-19	Aug-20
Number of homesafeguard call handled	13,532	10,870	13,410	10,745	12,567	9,408	13,930	9,949

Average weekly support call volume prior Covid19 was 369.

Number of welfare calls to General Need Tenants

Apr-20	203
May-20	1218
Jun-20	1517
July-20	641
Aug-20	316

Rents

% Rent Collected	2020	2019
As at 26th April	71.5%	78.2%
As at 10 May	95.0%	96.5%
As at 17 May	92.1%	93.9%
As at 24th May	88.6%	91.0%
As at 31st May	97.9%	100.9
As at 8th June	92.5%	99.4%
As at 15th June	91.5%	97.5%
As at 21st June	93.6%	94.7%
		101.1%
As at 28th June	93.0%	(as at 30th June 2019)
As at 12th July	98.1%	98.40%
As at 19th July	96.3%	96.80%
As at 26th July	99.3%	97.10%
As at 2nd Aug	99.8%	96.20%
As at 09 Aug	98.9%	99.30%
As at 16 Aug	97.6%	98.20%
As at 23 Aug	69.3%	97.00%
As at 30 Aug	100.2%	100.50%

*rent collection rate fluctuates across months for a number of reasons including when UC payments are made

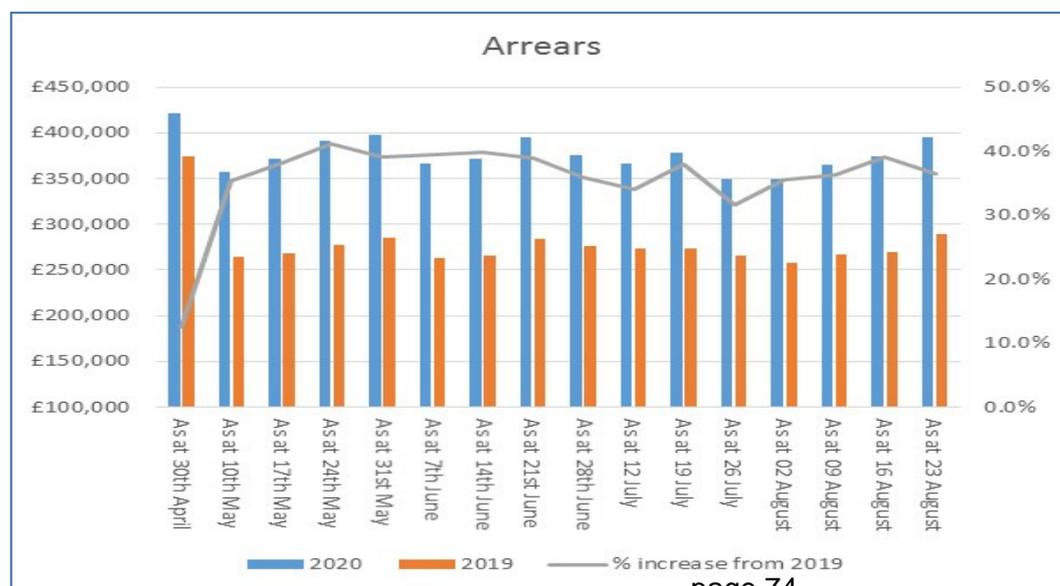
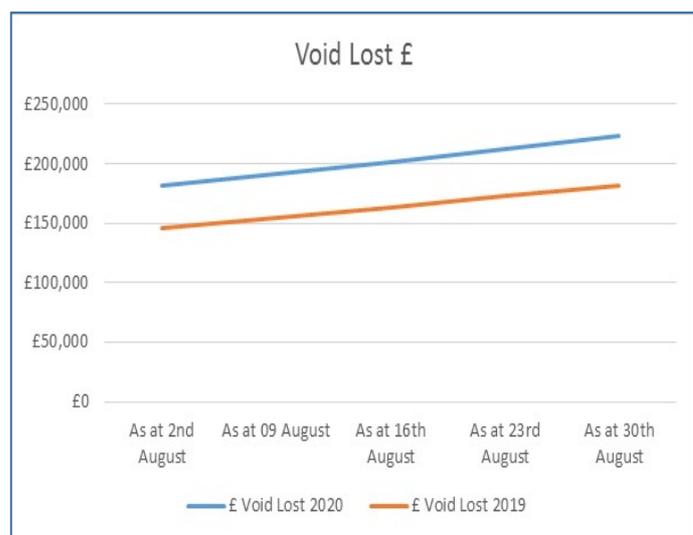
*Please note collection rates may differ depending on when date data is extracted.

As at 31st August 2020, of the arrears £143,236.43 is from tenants on UC compared with in 2019 when it was £55,976.71

This is an increase of **£87,259.72**.

Month	No UC Claimants
Feb	468
Mar	487
Apr	519
May	531
June	555
July	543
August	499

Unlike housing benefit, which hits the rent account at the start of each week and means if the tenant receives full benefit they will never show a rent arrear, the Universal Credit is paid in arrears every 4 weeks. Tenants will be in arrears initially until we get this payment from the DWP which puts a lump sum for the month into their accounts. In the fourth week of our collection figures you can see where this lump sum hits the accounts and collection is increased. The tenants also have a lead in time of 5-6 weeks between making their claim and receiving the first payment, so will automatically be in arrears unless they have some savings to pay us with. We cannot apply to have UC paid directly to us until the tenants has arrears of 8 weeks or more outstanding, so payment is generally reliant on the tenant themselves. Any arrangements we have had with the DWP to also pay an amount on top of the rent to clear arrears was stopped temporarily in March/April 2020 while the DWP redeployed staff to cope with the influx of new claims, as this was a manual process for them so they didn't have the manpower to continue it. This also caused a temporary drop in our collection, which will increase again slightly when they are able to take these on again in July/August 2020. The DWP will shortly be introducing a payment system which means we will receive the 4 weekly direct payment on the same date that the tenant receives their UC payment, which will mean our income stream becomes more steady and we will no longer have the lump sum from all our direct payment cases on one date of the month.



Allocations Team

83 diary entries in Open Housing which relate to Covid19 from allocations as at 12 August 2020

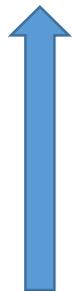
24 voids started in August 2019 and **30** (3 temp) in August 2020 to date. **4** voids started in August Wk3 2019, **5 voids** completed in August Wk4 2020.

111 COC Devon Home Choice Applications in August 2020

Number of DHC Applications (including updates to form)

*since date of extraction some applicants would have withdrawn, been housed etc

Month	2019	2020
Apr	149 (7 homeless applications)	88 (2 homeless applications)
May	113 (9 homeless applications)	172 (5 homeless applications)
Jun	125(10 homeless applications)	219 (13 homeless applications)
July	141 (14 homeless applications)	185 (6 homeless application)
August (to date)	161 (10 homeless applications)	199 (7 homeless applications)
Total	683 (52 homeless applications)	877 (37 homeless applications)



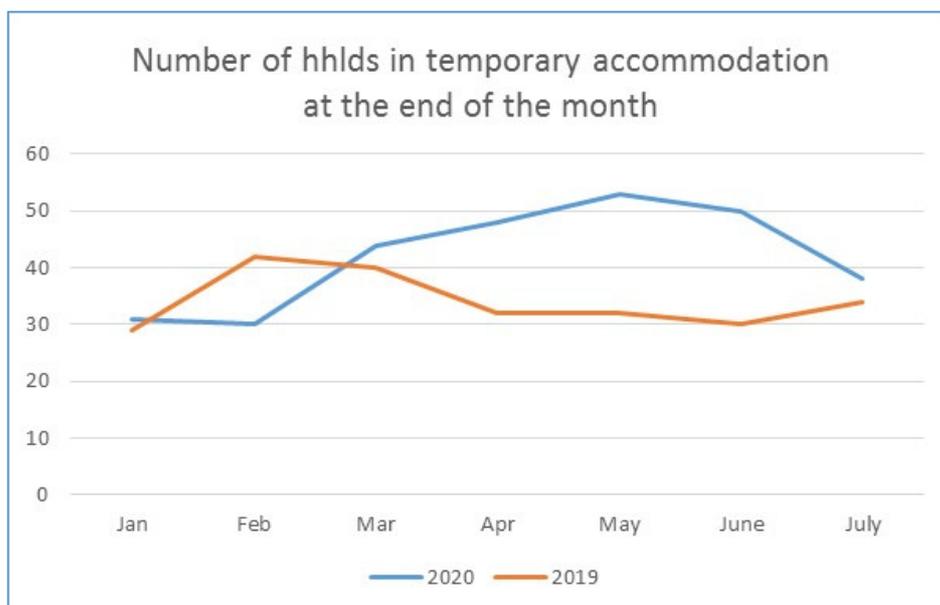
Options Team

As at 02 September **39** households are in temporary accommodation

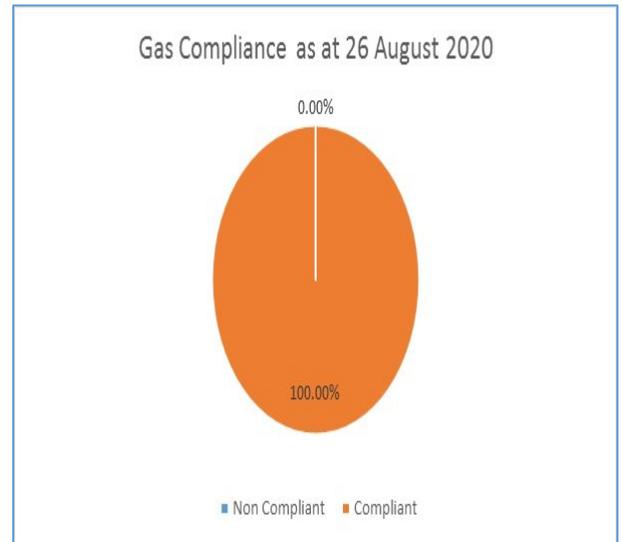
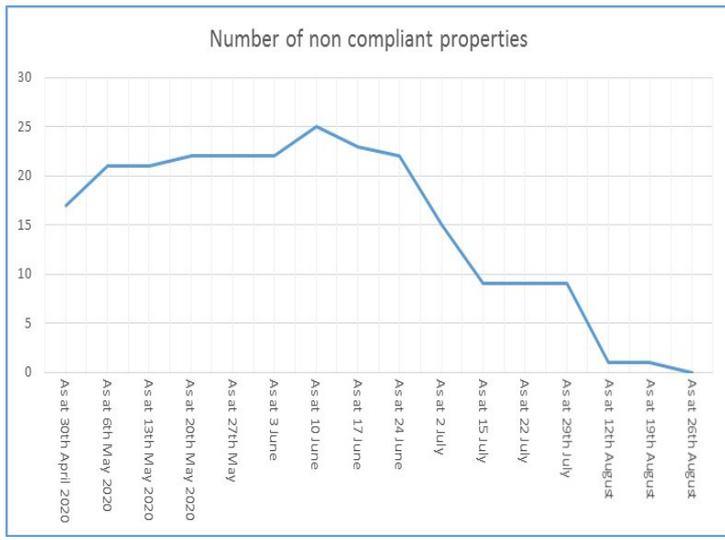
383 approaches since April 2020

149 hhlds going into temporary accommodation between 01/01/2020 and 23/08/2020 compared to **136** in the same time period in 2019.

39 approaches since April 2020 with COVID19 as a reason

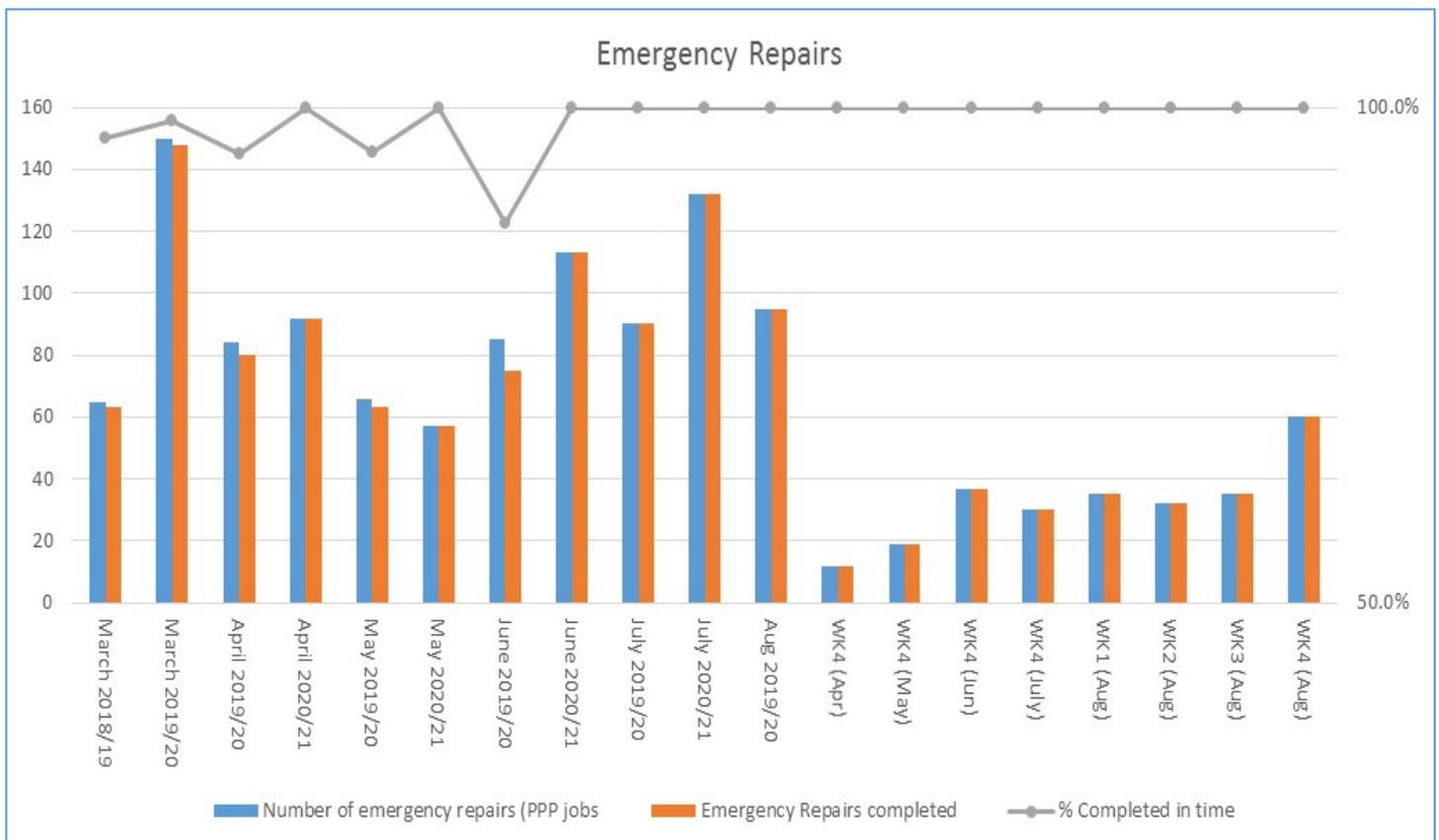


Repairs and Gas Compliance



As at 26th August 2020

- 0 properties non-compliant.
- 0 properties that could go out of compliance within the next 7 days
- 0 properties that we are aware that tenants are self-isolating or shielding where services are due within the next 7 days
- As at 2 September **848** open repair jobs of which 37 are on hold because of COVID19 compared with **976** open repair jobs of which 101 are on hold because of COVID19 as at 31 July.





Report to: **Housing Review Board**

Date of Meeting: 17th September 2020

Public Document: Yes

Exemption: None

Review date for release None

Subject: **Finance Report to end August 2020**

Purpose of report:

This report provides the Housing Review Board with the current position to the end of August 2020 and details of the year end forecast of the draft Housing Revenue Account for 2020/21.

This account shows the main areas of anticipated income and expenditure on landlord activities for the year ahead and highlights to the board areas of change and/or items of note.

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 agree the budget reallocations within the report, note the impact assessments and approve the report on the Housing Revenue Account financial position to end August 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, Accountant

Portfolio Holder:

Portfolio Holder for Sustainable Homes and Communities

Financial implications:

Contained within the body of 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 setting and review process gives the Council the resources necessary to undertake its business which will significantly contribute to the carbon footprint of the Council.

Risk:

High Risk

Covid-19 has brought with it a number of high risks that impact our business plan including;

Potential loss of rental income due to risk of residents being unable to pay rent

If our contractors are unable to function this could lead to our Inability to maintain our properties to standards required ensuring homes are habitable

Inability to maintain gas safety compliance as well as other areas of health and safety/compliance, this could have significant consequences.

Inability to repossess properties due to ASB/rental arrears owing to restrictions on Court hearings.

Links to background information:

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. HRA Opening Reserves Balances

- 1.1 The 2019/20 financial year end resulted in the Housing Revenue Account being in surplus by £0.96m which was £0.19m less than budgeted due to the reasons outlined in the previous report to the HRB. This surplus still remains within the HRA Balance.
- 1.2 During the year end close down due to the onset of COVID19 the decision was made to utilise all capital reserves ahead of the more flexible revenue reserves where possible.
- 1.3 The HRA Balance above the adopted level combined with the HRA volatility reserve equates to a total of **£3.6m** which is available should COVID have a significantly detrimental impact upon the HRA.
- 1.4 The below is the full list of the available reserves at the year-end;

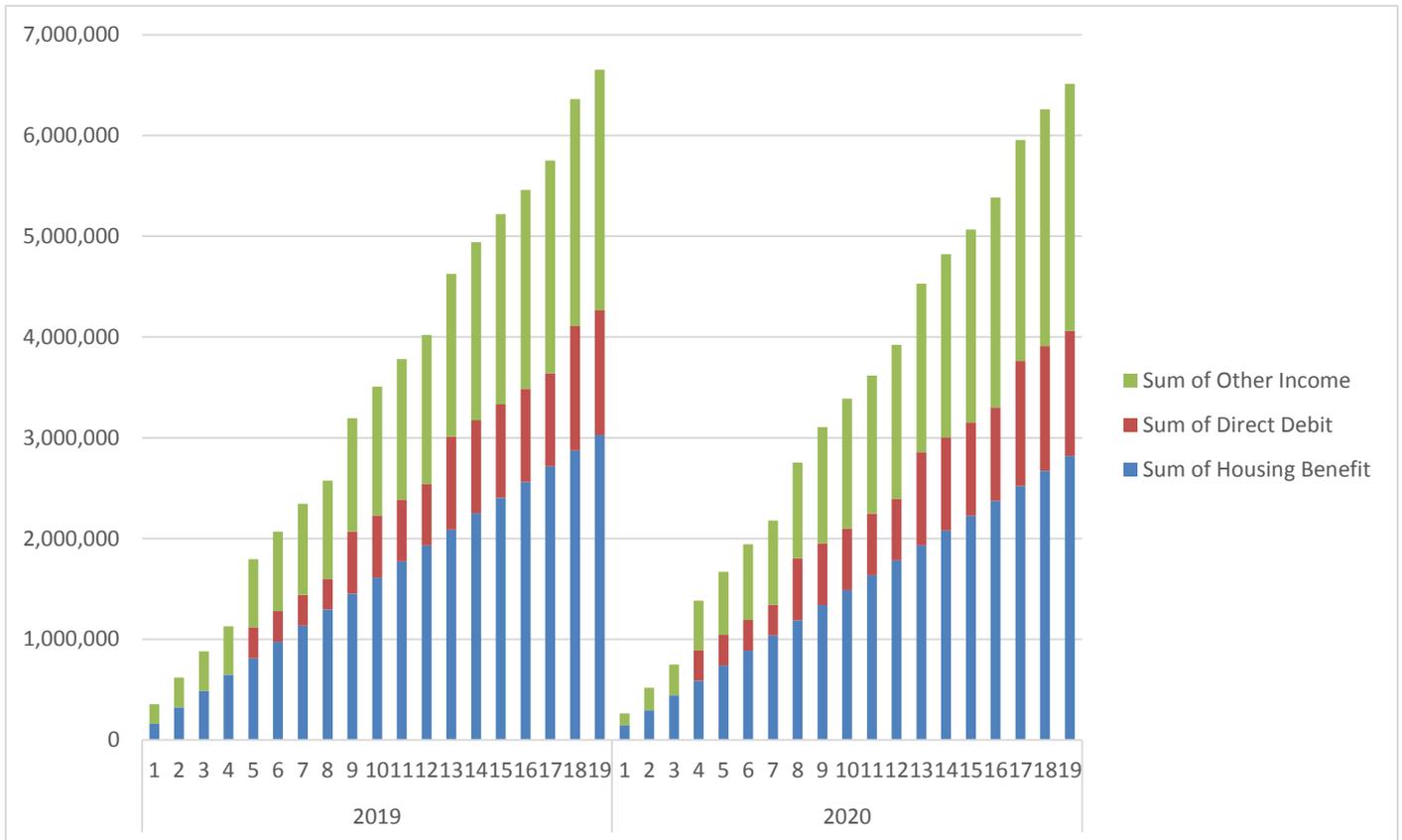
2018/19		2019/20	
Actuals	Revenue Reserve Name	Actuals	Description
-3,100	HRA Balance	-4,059	Adopted level of £500 per dwelling plus £1m buffer
-1,600	HRA Volatility Reserve	-1,600	Earmarked reserve in case of events impacting rental income
-980	New Homes Development Fund	0	Earmarked for new homes
-165	Planned Maintenance Reserve	-515	Earmarked for Future Planned Maintenance commitments
-1,988	FRA & Lifts Reserve	-2,969	Earmarked for FRA Building works and Lift replacement
-7,834		-9,142	

Actuals	Capital Reserve Name	Actuals	Description
-4,469	HRA Capital Receipts	-4,019	30% Government RTB funding of replacements only
-1,377	Hra Retained Capital Receipts	0	Capital Receipts used to finance the capital programs
-5,846		-4,019	

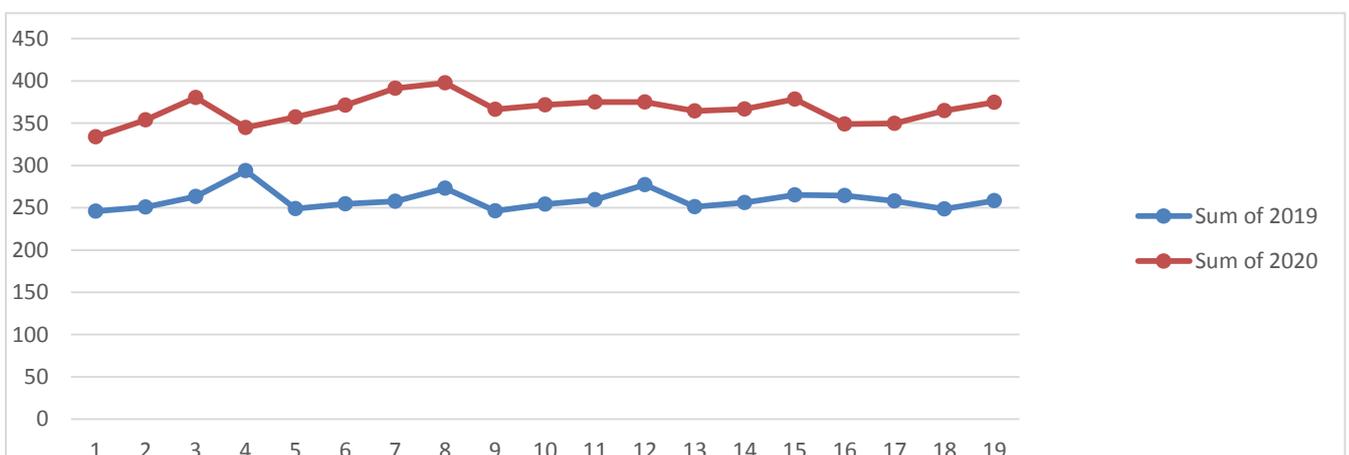
2. COVID 19 Income Impact Assessment v Reserves

2.1 Comparative of Rental Income: in order to assess the impact upon rental income the below comparison of the same periods in both 2019 and 2020 was conducted. The 2019 income was inflated by the annual rental increase to obtain a like for like comparative figure and rentals split by income type and analysed on a cumulative basis.

2.2 The below chart shows that thus far our collection rates and income levels are materially consistent with the prior year and that the impact of COVID19 has been largely mitigated.



2.3 A corresponding analysis of the arrears account also shows a similar correlation to last year and no significant increase during the COVID 19 pandemic. The year on year increase in arrears levels was seen prior to February so cannot be entirely attributed to COVID.



2.4 The below table shows the current year to date income position and the current forecast. This forecasted outturn should be considered pessimistic as it uses a reduced rolling average for the remainder of the year to incorporate a potential COVID impact.

Year to Aug 2020			Category	2020/21 Forecast		
Actuals	Budget	Variance		Actuals	Budget	Variance
-7,192,159	-7,319,900	127,741	Gross Property Rents	-17,068,255	-17,567,740	499,485
-93,993	-177,300	83,308	Garage Rents	-245,132	-425,530	180,398
-264,501	-225,900	-38,601	Other Income	-614,171	-542,120	-72,051
-7,550,652	-7,723,100	172,448		-17,927,557	-18,535,390	607,833

2.5 The aforementioned £3.6m in reserves within the HRA above the adopted level is able to offset the following rent reductions, showing that the HRA is able to withstand a significant COVID impact which as yet we are not experiencing.

£3.6m equals;

- 25% reduction in all rent levels for an entire year
- 10% reduction in Housing Benefit rent & 35% reduction in other rents for a year
- 20% reduction in Housing Benefit rent & 30% reduction in other rents for a year

3. HRA Outturn as at August 2020

3.1 The current outturn position below is based upon the current spend and monthly rolling averages and/or estimates where appropriate.

3.2 The expenditure below is significantly under budget primarily due to COVID impacting the council's ability to carry out certain types of work, replacing kitchens and bathrooms for example is currently not possible with COVID requirements and work restrictions. It is for this reason that the 20/21 budget allocations require revision which is dealt with in section 5 of this report.

Year to Aug 2020			Category	2020/21 Forecast		
Actuals	Budget	Variance		Actuals	Budget	Variance
-7,550,652	-7,723,100	172,448	INCOME	-17,927,557	-18,535,390	607,833
5,674,365	10,232,400	-4,558,035	EXPENDITURE	14,025,300	16,090,360	-2,065,060
-28,491	631,050	-659,541	FINANCING	1,542,997	1,514,470	28,527
-1,904,778	3,140,350	-5,045,128		-2,359,260	-930,560	-1,428,700

3.3 Upon revision of the planned maintenance budget the forecast will be reviewed and is expected to be more in line with the budgeted figure.

4. Capital Position as at August 2020

4.1 Affordable Housing; the Government has currently granted a 6 month extension for the payback of right to buy receipts for the period when development or acquisition of properties was not possible.

4.2 We are hopeful that this extension will be increased as we currently have a Q3 target of £3.4m and to date have either spent or committed £1.7m with an additional Q4 expenditure requirement of £2.4m. The funding for the 70% HRA contribution has been arranged, however, unless significant investment opportunities can be found and quickly we are likely to have to return receipts.

4.3 The capital program as at August 2020 has seen very little spend in light of COVID19.

5. Planned Maintenance Budget Realignment

5.1 As mentioned within 3.2 the pandemic has made it necessary to reorganise the planned maintenance programme. The following table shows the proposed reallocation of work, primarily moving budgets from areas considered difficult to undertake during COVID to those which by their nature are less impacted by working restrictions.

			1,907,800				-1,907,800
Increases	2020/21 Budget			Decreases	2020/21 Budget		
COST CENTRE	Original	Proposed	Variance	COST CENTRE	Original	Proposed	Variance
Electrical Updating	300,000	970,000	670,000	Electrical Heating	102,000	100,000	-2,000
Re-Roofing	0	300,000	300,000	Social Services Adaptations	102,000	100,000	-2,000
Replacement steps; Manor Close, Seaton	0	300,000	300,000	Energy Perf Certificates	20,000	3,000	-17,000
Replacement/upgrading Bin Stores (various locations)	0	150,000	150,000	Subsidence	30,000	10,000	-20,000
Major structural works; Underleys, Beer	0	100,000	100,000	Interior Decoration	20,400	0	-20,400
Balcony & Balustrade at Summersby Close, Seaton	0	100,000	100,000	Replacement Doors	100,000	70,000	-30,000
Electrical Inspections	100,000	150,000	50,000	Lift Maintenance	85,000	45,000	-40,000
Fire door inspections	0	40,000	40,000	Cot: Bathrooms	70,000	0	-70,000
Fra Surveys	0	30,000	30,000	New Boilers - Reactive	71,400	0	-71,400
Fuel Efficiency Measures	120,000	150,000	30,000	Solid Fuel Servicing	180,000	100,000	-80,000
Country House, Sidford	0	30,000	30,000	Asbestos Surveys	270,000	170,000	-100,000
Legionella remedial work	0	25,000	25,000	Asbestos Works	150,000	50,000	-100,000
Communal Areas Mtce	37,740	50,000	12,260	Replacement Bathrooms	210,000	75,000	-135,000
26 Glebe Close Uptonp Mjrrfrb	0	10,000	10,000	Cot: Kitchens	190,000	0	-190,000
Gas Repairs	0	10,000	10,000	Pvcu Fascia Replacement	320,000	70,000	-250,000
Service Rainwater Harvest Sys	8,160	18,160	10,000	Gas Boilers Replacement	800,000	550,000	-250,000
Emergency Light Testing	0	10,000	10,000	Fire Related Building Works	255,000	0	-255,000
Sewage Trtmnt Works	4,850	12,290	7,440	Replacement Kitchens	350,000	75,000	-275,000
Solar PV & Thermal servicing	0	7,000	7,000				
Legionella Testing - Hra Props	20,000	25,000	5,000				
Pat Testing	1,000	5,000	4,000				
Air Source Heat Pump Servicing	0	4,000	4,000				
Fire Equip Servicing and Repair	0	1,000	1,000				
Fire Extinguisher Testing	0	1,000	1,000				
Smoke & Co Alarms	0	600	600				
Clos-O-Mat Servicing	1,000	1,500	500				

6. Green Homes Grant Bid & Associated Required Match Funding

6.1 The council has made an application for £500k of Government Grant funding for reducing the carbon footprint of a selection of council properties. The submission deadline was the 1st September and the Final Allocation list of awarded grants will be on the 28th September.

6.2 In order to obtain the funding the council is required to match fund any award given, the most recent assessment of this additionally required HRA expenditure being an additional £600k to achieve a £1.1m climate change investment.

6.3 Whether or not the council has been successful will be reported to the next housing review board. The match funding will be taken from a variety of sources, being, in order of priority;

- Existing uncommitted climate change budget lines such as Fuel Efficiency Measures, Loft insulation etc
- Reallocations from under budget capital and revenue programs
- Unspent Capital Receipts at the year-end date
- Unallocated revenue reserves



Report to: **Housing Review Board**

Date of Meeting: 17 September 2020

Public Document: Yes

Exemption: None

Review date for release None

Subject: **Housing – Stock Condition Survey**

Purpose of report: To update and inform the Housing Review Board on the current position and proposal for the delivery of the Stock Condition survey previously authorised.

Recommendation: **To approve the delivery of the Stock Condition survey by an external consultant sourced through an approved procurement framework.**

Reason for recommendation:

Stock condition surveys collate intelligence relating to the structure and components within each property within the housing portfolio.

To record robust detail relating to the lifecycle and condition of components within the housing stock.

Use the data collected to inform and develop an asset management plan to link into the Housing Service Plan and the corporate Council Plan.

Use the data to support our legal obligations in relation Health & safety and statutory Compliance work streams.

Officer: Graham Baker – Interim Property and Asset Manager

Portfolio Holder: Portfolio Holder for Sustainable Homes and Communities

Financial implications: The current year's budget contains £75k towards the Stock condition survey with additional amounts available within the planned Maintenance reserve to call upon if required within the year. An up to date stock condition survey is a vital element in the asset management strategy which should underpin the financial business plan and all financial decision making.

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

Equalities impact: Medium Impact

The impact is in respect of not carrying out the new stock condition survey resulting in an inability to plan future work and investment in the stock.

Failure to hold accurate stock information may contravene statutory Regulations/Acts that will be introduced in the near future in the wake of the Grenfell Tower fire tragedy and could lead to enforcement and/or prosecution

Climate change: Medium Impact

Data collated will give us an up to date picture on energy efficiency measures that need to be taken to improve the stock.

Risk:	Medium Risk Failure to hold accurate stock condition data affects the organisations ability to plan work to the stock, carry out accurate financial planning with any degree of accuracy.
Links to background information:	Click here to enter links to background information; appendices online; and previous reports. These must link to an electronic document. Do not include any confidential or exempt information.
Link to Council Plan:	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. Introduction -The Need for a Stock Condition Survey

- 1.1 Registered Providers (RPs) are experiencing growing pressure from a number of areas to hold and provide up to date and accurate information on their business; (Asset Register) much of this can be supplied through an up to date stock condition survey.

The requirement for information comes both from within the RP and from bodies external to the organisation.

What's more EDDC is a social landlord with a duty of care to look after its assets, and its tenants.

The impending introduction of the Building Safety Bill (likely to become an Act of Parliament next year) will dictate that it will be a statutory requirement to hold detailed stock condition data, any failings in this area could lead to investigation, enforcement and ultimately prosecution.

- 1.2 Best Practice in stock condition surveys suggests that they are business critical for planning future work both short and long term, budget planning and financing the business.

- 1.3 Our last comprehensive stock condition survey was undertaken in 2010/11 so the data is old and requires rechecking.

We budgeted for a spend of £75k towards a stock condition survey to be carried out in 2017/18 but for varying reasons the stock condition survey was never carried out, it is now the intention to deliver this project without further undue delay.

Requirements of EDDC Stock

- 1.4 EDDC should:

- Maintain housing stock in a reasonable and lettable condition by identifying, planning and making adequate financial provision for maintenance and improvement works.

- Know the condition of the housing for which we have repairing obligations, including its energy efficiency. The information about the condition of stock is gathered via appropriate approved survey or inspection methods. All information will be recorded electronically and uploaded into the Council's Open Housing system.
- Have the ability to prepare costed plans for future maintenance and improvement of our housing stock, which will keep it in a reasonable and lettable condition appropriate to likely future needs.
- Through our planned work help to meet our obligations under the Home Energy Efficiency Act 1995; this data will be essential to give us the ability to accurately plan work in line with the Authorities Climate Change agenda, specifically to be a carbon neutral Council by 2040.
- Be able to demonstrate that we are making adequate financial provision for planned maintenance and improvement works. If evidence of strategic planning for the upkeep and improvement of stock (assets) is missing, then it is difficult to plan ahead for the business.

1.5 We should also:

- Have reliable arrangements for identifying, recording and analysing the physical condition of our property and its energy efficiency (through stock condition surveys). Such data needs to be adequate for preparing costed plans for future maintenance.
- Use the information on stock condition. We should develop and maintain a medium/long term strategy to keep the housing stock in reasonable and lettable condition, which should form part of the agreed business plan.

1.6 The government is concerned to ensure that RPs are operating as efficiently as possible whilst maintaining or improving the standard of their properties. It is therefore necessary to demonstrate that the organisation is fully aware of its repair responsibilities and liabilities, has identified a workable programme for maintenance, and is making adequate financial provision to undertake the works when they are required.

Tenant Expectations

1.7 Each property is a home and the occupier has a very keen interest in how and when it is maintained. EDDC considers customer satisfaction important. It is therefore essential to be able to advise tenants as to when renewals/major repairs or improvements will be undertaken. Tenants lose confidence if works are not carried out when promised. An agreed programme of work and associated financing is therefore necessary.

1.8 Once stock condition survey data is available, tenants and leaseholders may be consulted about priorities and the intended approach to works. As tenant participation is an important factor at East Devon, choices and flexibility are to be offered. EDDC will need to ensure that works important to the future integrity of the property are not ignored. A stock condition survey should identify such works and enable informed decisions to be made. Justification of decisions can then be given to tenants.

Right to Buy Leaseholders

- 1.9 The leasehold agreement requires that leaseholders are notified in advance of any costs that may be incurred in major repair or improvement of certain areas of the property. At the time of property sales through the Right to Buy process, prospective purchasers should be made aware of the likely level of future service charging and any major works that are planned over the following 5 years. If a maintenance programme is in place, then EDDC will be able to provide accurate information. If this information is not given at the correct time then it might be difficult to recover costs through the service charge.

Energy Information

- 1.10 RPs are required to provide information relating to the energy efficiency of their properties. The local authority will use this information to demonstrate progress in line with the requirements of the Home Energy Conservation Act 1995 (HECA).

Housing Stock

- 1.11 Information from a stock condition survey can be used in almost every area of work:
- The information gained is critical to the preparation of budgets for repair, maintenance and improvement work.
 - The condition of properties directly affects demand for them. Ensuring that properties are well maintained reduces rent loss incurred by properties lying empty.
 - As the age profile of the stock increases, so does the repair liability, sometimes significantly due to design or poor cyclical maintenance.
 - Knowledge of what works are required will enable EDDC to determine staffing levels required and it may be possible to re-programme works to keep workloads constant, or identify where external consultants may need to be engaged.
 - Information gained can be used to prioritise works where sufficient monies are not available to undertake all works that are desirable.
 - EDDC has statutory duties to its tenants to maintain properties at least to a minimum standard. By undertaking a stock condition survey, programmes for repairs will be set up and catch-up repairs can be identified. By adhering to these programmes, properties should be maintained to at least the minimum standard and it is therefore possible to reduce claims by tenants for disrepair. Such claims can be expensive and result in a loss of reputation.
 - Identifying trends in repair requirements may lead to exposure of shortfalls in current strategy, unsuitability of materials/products currently in use.
 - Expenditure on repairs is one the greatest factors affecting cash flow. It is therefore important that we have accurate plans. A robust planned maintenance approach could lessen the reactive repairs demand.

2 Setting Objectives and collecting baseline information

- 2.1 It is critical to set clear objectives before launching into a stock condition survey. Due to the time and financial involvement associated with undertaking the survey, it is important to know from the outset what it is expected to achieve.

2.2 The following points will therefore need to be considered:

- Identify who requires the information and in what format (all information should be provided electronically in a format so that it can be easily uploaded into our Open Housing system).
- Be realistic about what level of information is required from the survey and distinguish this from what is desirable. The more information that is collected the more time consuming and costly the process and the more opportunity there is for error. Furthermore, the data may be difficult to keep up to date. Providing more detailed information could lead to greater risk of error and little gain.
- Identify how the results are to be used (in our case delivering on the Climate Change agenda and having the required information/data likely to be required by Statutory Regulation arising from the Grenfell Fire Tragedy).
- Be clear how the information will be held (in our case on our Open Housing system).

2.3 In addition to this fundamental information, it is likely that the information will be used to:

- Provide cost estimates for financial planning.
- Prioritise work by identifying the most urgent works.
- Implement planned maintenance programmes (particularly those related to Climate Change).
 - Place properties on a scale based on factors such as amenities provided.
- Provide the data required to meet the requirements of impending legislation that is likely to be published in the wake of the Grenfell Tower Fire tragedy.

Baseline Property Details

2.4 It will be necessary to identify what information needs to be collected relating to the property, its address, size, whether it is a flat, house or bungalow etc.

Baseline Property Attributes

2.5 It is generally important to set benchmarks for standards that are required or are desirable, and these benchmarks may well be important factors used when prioritising work or setting policies.

Fitness Standards

2.7 It may be useful to record information relating to basic fitness criteria, which properties generally have to meet, in order that those properties failing to meet the minimum standard may be targeted for improvement or remedial works. The basic requirements may include the following:

- Rising and penetrating damp
- Insect infestation

- Structural defect
- Deleterious materials
- Condensation

Improvement attributes (typical)

- Central heating - full, partial or none?
- Double glazing - full, partial or none?
- Extractor fans - if fitted, how many?
- Mains smoke/heat/carbon monoxide detectors - if fitted, how many?
- Does the property have a fitted kitchen?
- Depth of loft insulation?
- Whether cavity or wall insulation is provided?
- Whether security devices such as door entry systems and window locks are provided?
- Whether trickle ventilation is provided?
- Whether the property reaches a pre-set improvement benchmark?

Other attributes

- Whether the property is of a mobility standard/had adaptations carried out
- Whether the property is close to certain amenities
- Ownership of the property
- When cyclical works are due
- Energy rating

Schedules for Planned Maintenance

- 2.8 Ultimately the survey will be used to set up programmes for future improvement and maintenance. It is therefore necessary to determine what level of detail will be required from the stock condition surveys for meaningful programmes to be set up and over what period the information is to be considered.
- 2.9 It is important to differentiate between elements and components; for instance a bathroom may be considered as an element whilst a bath, a basin, a shower, a WC suite, taps etc. are all component parts to that element.

It may not be appropriate within a Stock Condition Survey to collect information against the individual components as the renewal of a single component would not be planned and

would be treated as a responsive repair, whilst the replacement of a whole bathroom would normally be planned.

Alternatively it may be appropriate to collect information against components rather than whole elements, e.g. splitting a roof into the component parts of structure, coverings, eaves joinery, rainwater goods, parapets etc.

- 2.10 Cost information should be collected for future major repair or replacement of certain elements or components. It will be necessary to determine whether information is to be collected against elements or components to avoid any confusion, which would result in errors.

3 Who undertakes the Survey?

- 3.1 There is insufficient resource within the Property & Asset Team to deliver the Stock Condition Survey in house.
- 3.2 It is now proposed that an external Consultant will be engaged to carry out the Stock Condition survey, it is intended to source the specialist from a procurement Framework that is delivered by the South West Procurement Agency (SWPA).

To date we have submitted an 'expression of interest' to SWPA who in turn have sought out those on the Framework and one company have made contact. We have made preliminary contact with the company in question and our proposing to set up a formal Meeting/discussion to discuss our requirements and agree a way forward.

Our Systems Team will have a large input in this process as they will need to develop an IT brief for the prospective company to meet in order that all information is collected and supplied to us in a manner and format to enable it to be uploaded onto our Open Housing system.

- 3.3 Once the Stock Condition survey has been carried out processes need to be put in place to ensure that information is regularly updated as planned/reactive work is carried out and elements/components are updated.

4 Next steps

- 4.1 To prepare a detail brief setting out both the IT and the survey requirements for a Stock Condition Survey.
- 4.2 To engage an external Consultant sourced through an approved Framework to deliver the Stock Condition Survey.
- 4.3 Once the Stock Condition survey has been carried ensure processes are in place to update elements/components as work is carried out on the stock.
- 4.4 Long term and once the Stock Condition survey has been carried out engage an in 'in house' Stock Condition Surveyor to deliver and annual stock condition survey; it is suggested that this takes the form of a five year rolling programme with one fifth of the stock surveyed per annum.



Report to: **Housing Review Board**

Date of Meeting: 17 September 2020

Public Document: Yes

Exemption: None

Review date for release None

Subject: **Housing Service Complaints April 2019 – March 2020 inclusive**

Purpose of report: This report provides information on formal complaints received in relation to the Housing Service for the period April 2019 to March 2020. We monitor formal complaints carefully, learning from them and using them to improve services wherever possible.

Recommendation:

It is recommended that:

- **The contents of the report be noted;**
- **The Housing Leadership Team re-iterate the importance of outstanding customer care, considering additional training and awareness opportunities where appropriate.**
- **The Housing Operational Managers group reviews processes to ensure they are effectively co-ordinating responses and updates on formal complaints and councillor enquiries raised with them.**
- **The Housing Services Manager works with the council's Information and Complaints Officer, and customers on the Designated Tenant Complaints Panel, to self-assess against the ombudsman's new code by 31 December 2020.**
- **Better communication is needed from Housing Officers in responding to queries from tenants to effectively manage expectations of customers. Failure to do this causes customers to complain again, and the focus then moves to dealing with complaints rather than delivery of the service.**

Reason for recommendation: To continue to improve the way we handle complaints, to learn from them and to meet agreed local standards.

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

Financial implications: Ineffective complaints handling can cost the council significantly through not only associated fees and redress costs but also, and usually more significantly, through resource costs.

Legal implications: Legal Services would echo the Finance comment, that ineffective handling of matters and complaints generates failure demand across the Council's support services as well as within Housing itself. Effective processes, attention to detail and a "right first time" approach throughout the Service would help to reduce that failure demand.

Equalities impact: Low Impact

Risk: Low Risk

Links to background information:

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

1 Background

- 1.1 At present the Housing Service deals with formal complaints through the corporate complaints two stage process:
Stage 1 - complaints will be considered by the Strategic Lead
Stage 2 - complaints will be considered by the Deputy Chief Executive/Monitoring Officer
- 1.2 If customers are still not satisfied they can take their complaint to the Housing Ombudsman. They can do this by waiting 8 weeks from the date of our final response letter and then approaching the Housing Ombudsman themselves, or by contacting a Designated Person.
- 1.3 The Designated Person can be an MP, a local district councillor, or the Designated Tenant Complaints Panel (DTCP), which is a group of tenants supported by an administrative officer and the Housing Services Manager.
- 1.4 Most of the complainants who choose to contact a Designated Person will choose the Designated Tenant Complaints Panel, favouring the view of their peers in terms of reviewing the council's decision on their case.
- 1.5 We give tenants information about how we are dealing with complaints in general in the Annual Report to tenants each October.

2. Complaints received during 2019/20

- 2.1 Between April 2019 and March 2020 we received 52 formal housing complaints. 15 of these went on from stage 1 to stage 2.
- 2.2 There is an increase in the number of new stage 1 complaints received but there has been a decrease in the time taken to issue a full response to all stage 1 complaints. The number of complaints about staff and customer service have remained the same, but predominantly the complaints are concerning repairs and maintenance, and allocation of properties.
- 2.3 The complaints have been broken down by service area as shown in the table below with comparisons each year from 2011/12.
 - 2.3.1 It is important to note that figures for 2016/17 represent a shorter time frame as the handling of complaints transferred from Housing to the corporate Complaints team in October 2016, and some of the records for the period were not available.
 - 2.3.2 Staff & Customer Service: the number of complaints in this area has remained consistent despite our efforts to further address this with extra training over the year for every member of staff, provided by the Housing Ombudsman. The Housing Leadership Team is giving serious consideration as to how this will be further addressed to keep up the positive momentum going forward. A consistent response across all teams to unacceptable attitude/behaviour is crucial.
 - 2.3.3 Antisocial behaviour: New procedures were introduced during the year to better manage tenant expectations and improve response times to queries and complaints made to the housing officers, particularly where negative decisions are having to be made. These appear to have been effective in bringing the number of complaints down in this area.

The change in recording makes us more transparent in our dealings with customers and enables us to deal with service failure more quickly.

4. Complaints Panel Feedback

• Service area	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Staff and customer service	10	6	4	6	10	4	3	8	8
Property and contractor issues	3	7	13	13	14	10	5	8	28
Devon Home Choice/Allocations	2	6	1	8	4	2	8	4	9
Estate services/Tenancy Management	0	0	4	3	5	3	6	6	4
Rents and service charges	0	0	0	3	1	2	2	4	1
Antisocial behaviour	1	1	4	0	2	4	0	7	1
Other	2	1	3	4	4	0	4	0	1
No of new stage 1 complaints	18	21	29	37	40	25	28	37	52
No of stage 2 complaints	0	6	6	6*	13*	9	14	15	15
Local Government Ombudsman	0	1	0	2	4	6 LGO 2 HO	8 LGO 4 HO	----- --	0
Average time in calendar days to issue full response to all stage 1 complaints	14	17	23	21	21.5	17.64	24.93	26.85	25.10

4.1 Local Government Ombudsman (LGO) – 2016/17 - 6 (4 not upheld); 2 x Housing Ombudsman both findings of no maladministration

Local Government Ombudsman – 2017/18 – 8 (4 not upheld); 4 x Housing Ombudsman

Local Government Ombudsman – 2018/19 - one complaint was decided by the Housing Ombudsman which incorporated a number of elements, most of which did not fall within the responsibility of the Housing Ombudsman. One element of the complaint was that the

council had not responded properly to the complainant's concerns about the conduct of a member of staff. The Housing Ombudsman concluded that the council had considered and responded to the complaint appropriately and was not required to take any further steps.

There were 4 housing complaint referrals by the LGO during that year and we were found to be at fault in one complaint as follows:

The complainants alleged that the council did not properly inform them of re-sale restrictions on their former council-owned property and that this meant that the property was over-valued at the time of purchase and it refused the number of potential buyers when they came to sell. The Ombudsman concluded that the council was not at fault in the information provided at the time of purchase but that it was at fault for not properly documenting the complainants' request for a review of the restriction. This process is currently being reviewed as part of a wider review of Right to Buy policy.

Local Government Ombudsman – 2019/20 - there were no LGO or Housing Ombudsman decisions for this year

2016/17 figures were published here

https://democracy.eastdevon.gov.uk/Data/Cabinet/20170906/Agenda/060917combinedcabinetagenda_opt.pdf

2017/18 here

https://democracy.eastdevon.gov.uk/Data/Cabinet/20181003/Agenda/031018-cabinet-agenda-combined_redacted-public-version.pdf

2018/19

<https://democracy.eastdevon.gov.uk/documents/s6928/local%20government%20ombudsman%20complaints%202018-19.pdf>

- 4.1 The Designated Tenant Complaints Panel has met quarterly throughout the year, and has had no cases referred for its consideration. One complaint had been received in March this year, but investigation was delayed due to the Covid-19 pandemic which made it impossible for us to prioritise this piece of work during lockdown. However the DTCP has now met twice via Skype and although difficult has started to work on this complaint, identifying areas where further information is required and calling in evidence as appropriate. The outcome of this investigation will be included in the report to the Board in 2021.

5. Lessons learned from other formal complaints

- 5.1 The Designated Tenant Complaints Panel receives a quarterly Summary Report through which it assists in the monitoring of our formal complaints, identifying any recurring themes and ensuring that we are learning from our mistakes.
- 5.2 The main messages revealed by our complaints during 2019/20 were:
- A requirement for consent to install laminate flooring in flats above ground floor level should be included in the next iteration of the tenancy agreement.
 - Mobile Support Officers are not carers; people coming in to sheltered housing sign the agreement that is clear on what is included and references alarm and support charges. Allocations processes must be clear whether applicants require sheltered housing that comes with the support that MSOs can provide, or general needs housing with support from other organisations (mental health or other specialist support, or carers, for example).
 - Better communication is needed from Housing officers in responding to queries from tenants to effectively manage expectations of customers. Failure to do this causes customers to complain again, and the focus then moves to dealing with complaints rather than delivery of the service.
 - The transition to our Integrated Asset Management Contract caused significant distribution as new ways of working were bedded in, this was also couple with changes to Officers in the team which brought further challenges. The Core Group (made up of Senior EDDC Officers

and Director level at Ian Williams) are monitoring contract improvements carefully, as outlined in the report on today's agenda.

- 5.3 The major emphasis must be that the way we handle first contact is very important, and it is crucial therefore that we get it right first time. This coupled with regular updates to the customer, and writing to them to let them know that we are closing the case or job, are critical to preventing waste within our Housing systems. Waste in our systems means the focus that should be on excellent service delivery first time, shifts to dealing with more complaints, and therefore this waste should be avoided and removed from our systems wherever possible.

6. Additional complaints monitoring

- 6.1 There has been no STAR survey during the year as we have replaced it with a longitudinal survey which we are working on with Birmingham University.
- 6.2 Satisfaction monitoring surveys: Feedback from tenants on our performance is collected for Repairs in the form of satisfaction surveys after the work is completed. Overall satisfaction with the customer's experience of the repairs service for 2019/20 came in at:
- Satisfied 78.13%
 - Not satisfied 12.91%
 - Neither satisfied or dissatisfied 8.96%
- 6.3 Under the new Repairs service which commenced on 1 July 2019 the contractor, Ian Williams collects customer satisfaction via PDAs (hand-held devices used by contractors) and they also leave the EDDC survey forms with the residents for them to return; all complaints are recorded as monthly Key Performance Indicators (KPI's) and reviewed by all relevant parties, actions are taken as required to address any issues highlighted. Since the commencement of the Integrated Asset Management Contract appointments are generally made at first point of contact and this has proved popular and importantly improved the customer experience. As part of ongoing monitoring and additional checks on our contracting arrangement, we are also now undertaking random phone surveys when an operative leaves a property. This gives us an immediate position from the tenant on how the whole experience has been for them.
- 6.4 Service Review Groups for Repairs, Supported Housing, and Estate Management also respond to complaints that come in for their service area, and work to find ways to improve the service as a result of them.

7. New Ombudsman code of conduct

- 7.1 The social housing green paper: a 'new deal' for social housing published on 14 August 2018 aimed to rebalance the relationship between landlords and residents, tackle stigma and ensure social housing can act as a stable base and support social mobility. Residents across the country were asked for their views on social housing; almost 1,000 tenants shared their views with ministers at 14 events across the country, with over 7,000 submitting their opinions, issues and concerns online. The green paper sets out 5 core themes, one of which is 'effective resolution of complaints'.
- 7.2 During the consultation tenants had said it was difficult to raise a complaint as they are not given sufficient information regarding how to complain, and that it took too long and was overly complicated. There was no consistency across the sector, so it was difficult to hold landlords to account.
- 7.3 The white paper was expected in September 2019, but due to first Brexit and then Covid-19 this has not yet emerged; nevertheless the Housing Ombudsman has reviewed current practices and found that there are delays in landlords engaging with tenants, with landlords not accepting or properly escalating complaints, and delays in engaging with the Ombudsman.

- 7.4 After widespread consultation the Housing Ombudsman has come up with a new framework that will promote high quality complaint handling which will be better for both tenants and landlords. The objective is not to punish, but rather to be more accessible, faster, and bring consistency across the sector.
- 7.5 The Housing Ombudsman promotes the use of complaints to drive positive changes in service delivery and to set the right culture, being open and not defensive in our communications. The relevance of this message to Boards, staff and customers is stressed repeatedly; this is not something that staff alone can achieve, especially where a culture change is required.
- 7.6 In general terms a complaint is a complaint no matter how it is made, but must be recognized as not the same as a 'service request' or 'councillor or enquiry'. Landlords should publish procedures widely, and also mention the Housing Ombudsman to complainants at an earlier stage, so that both parties are encouraged to make contact for early advice and assistance.
- 7.7 There must be two stages to the complaint process and a clear time frame, with a recommendation of 20 days for each stage being given although discretion is given to extend these as the landlord sees appropriate. Tenants and staff members should be given the opportunity to give their side and be accompanied if they so wish.
- 7.8 A range of remedies should be considered including putting things right, an explanation, apology, demonstration of learning and repayment for loss where it has occurred.
- 7.9 The aim is to encourage a positive culture and learning from complaints, and reporting to stakeholders annually how we have done this.
- 7.10 As an additional power the Housing Ombudsman will now be able to follow up with landlords where they believe there is a wider issue within the organization that is leading to complaints being raised by customers.
- 7.11 Landlords are being asked to self-assess against the Code by 31 December 2020 and publish the results, so we are working with the authority's corporate complaints handling team and the DTPG to make sure we are compliant before the deadline. Non-compliance could result in the Housing Ombudsman issuing complaint handling failure orders. Guidance on these new orders has also been published and these will be implemented from 1 January 2021.
- 7.12 It is advocated that the 'designated person' provision be removed from complaints processes, but that 'designated complaint panels' such as our own DTPG will be kept where they are proving useful, but not as a mandatory part of the process.



Report to: **Housing Review Board**

Date of Meeting: 17th September 2020

Public Document: Yes

Exemption: None

Review date for release None

Subject: **Policy for allocations and management of 18A & B St. Andrews Road, Exmouth flats (known locally as the Sailors Rest)**

Purpose of report: This report seeks approval of the policy that determines the allocations and management procedures of the properties known as 18A & B St. Andrews Road, Exmouth.

Recommendation: **To approve the Policy**

Reason for recommendation: To ensure the flats are allocated and managed in accordance with the guidelines set out in the Senior Officer Urgent Decision report dated 20th May 2020 ref: Allocation of 18a and 18b St Andrews Road, Exmouth (also known as the Sailors Rest)

Officer: Andrew Mitchell, Housing Solutions Manager

amitchell@eastdevon.gov.uk

Portfolio Holder: Portfolio Holder for Sustainable Homes and Communities

Financial implications: No specific financial implications are set out within the report.

Legal implications: No specific legal implications are set out within the report.

Equalities impact: Low Impact

Climate change: Low Impact

Risk: Low Risk

If the flats are not allocated or managed correctly there may be implications including anti-social behaviour and rent arrears

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

Report in full

1.1 A report dated 20th May 2020 proposing that the twelve general purpose flats at 18a and 18b, St Andrews Road, Exmouth, could be used as temporary accommodation or move on accommodation for homeless applicants who had been placed in temporary accommodation was composed by the Housing Service Lead and agreed by Cabinet. This decision was made in response to the homeless crisis and huge increase in the need to accommodate people as a temporary measure as a result of the Covid-19 pandemic.

1.2 The report gives the Housing Solutions Manager the authority to designate (where required) the use of the twelve flats for the purpose of temporary or move on accommodation as a direct result of the Covid-19 pandemic. The decision has been subsequently made that move on accommodation is the preferred option, providing a stable accommodation arrangement for homeless applicants and also freeing up the existing temporary accommodation resources for new homeless approaches

1.3 This measure has been brought in for an undetermined temporary period of time and will go some way to alleviate the pressure on the Council's Homelessness budget in the general fund as well as providing income for the Housing Revenue Account, with the aspiration to significantly reduce the use of emergency accommodation including bed and breakfast.

1.4 An Allocations and Management policy has been composed to ensure correct allocation and management of the flats whilst they are being used as move on accommodation. Secondary to this, the policy provides clarity on what furniture and fittings will be provided with each flat and what the arrangements will be when each tenancy ends.

2. Recommendation

2.1 That members approve this policy (**appendix 1**) to provide support and clarity to the allocation and management process for the flats at 18a and 18b St Andrews Road, Exmouth, whilst they are being used as move on accommodation.

East Devon District Council

18a and 18b St Andrews Road Flats – Allocations and Management

Issue details	
Title:	18a and 18b St Andrews Road Flats – Allocations and Management
Version number	Version 1.0
Officer responsible:	Andrew Mitchell, Housing Solutions Manager
Authorisation by:	tbc
Authorisation date:	tbc

1 Previous Policies/Strategies

None

2 Why has the council introduced this policy?

To record decisions and approaches in allocating and managing the twelve flats at 18a and 18b St Andrews Road, also known as the ‘Sailors Rest’ flats whilst they are being used as move on accommodation.

3 What is the council’s policy?

3.1 Background

3.1.1 A report dated 20th May 2020 proposing that the flats could be used as temporary accommodation or move on accommodation for homeless applicants who had been placed in temporary accommodation was composed by the Housing Service Lead and agreed by Cabinet. This decision was made in response to the homeless crisis and huge increase in the need to accommodate people as a temporary measure as a result of the Covid-19 pandemic.

3.1.2 The report gives the Housing Solutions Manager the authority to designate (where required) the use of the twelve flats for the purpose of temporary or move on accommodation as a direct result of the Covid-19 pandemic. The decision has been subsequently made that move on accommodation is the preferred option, providing a stable accommodation arrangement for homeless applicants and also freeing up the existing temporary accommodation resources for new homeless approaches

3.1.3 This measure has been brought in for an undetermined temporary period of time and will go some way to alleviate the pressure on the Council’s Homelessness budget in the general fund as well as providing income for the Housing Revenue Account, with the aspiration to significantly reduce the use of emergency accommodation including bed and breakfast.

3.2 Allocations

3.2.1 Allocations into the flats will be made through an Allocations Panel made up of members of staff from the Allocations, Options, Rentals and Estate Management teams within the Housing Service.

3.2.2 Nominations will be made by members of the Options team, and sourced from existing temporary accommodation units including:

- Accommodation in our own housing stock including the 8 bedroom HMO property specifically used as temporary accommodation.
- Gissage House, Honiton, a project providing low level support and run by Independent Futures (part of DCH). There are 6 rooms for single people and 2 small flats for families.
- Bed and breakfast accommodation and holiday let accommodation within the district that is being used as emergency accommodation when nothing else is available.

3.2.3 Applicants nominated will need to be registered on Devon Home Choice and banded accordingly.

3.2.4 The panel will make a decision based on the suitability of the nomination and the supporting information provided at the Panel meetings.

3.3 Furniture and Fittings

3.3.1 A one-off grant was received via a bid for funding dated 11th June 2020 to the Ministry for Housing, Communities and Local Government (MHCLG). A request was made for the repurposing of a proportion of the funding received through the Rough Sleeping Initiative (RSI) for 2020-21 that could not be used for its original purpose due to the Covid-19 pandemic.

3.3.2 This bid was made in acknowledgment of the likelihood that all tenants nominated into the flats would be sourced from homeless situations, and would not have access to furniture and fittings or finances to furnish the flats. The intention matches the aspirations within the Homelessness Strategy that aim to set tenants up to succeed. It is acknowledged that the tenants would have a better chance of sustaining the tenancy and achieving higher levels of affordability and health and wellbeing should the flats be readily furnished.

3.3.3 This funding has been used to ensure each flat is furnished and fitted to the levels listed in the inventory (appendix 1)

3.3.4 The furniture and fittings will be tied to the flats and will not become the property of the tenants. When the tenancy ends it is expected that the furniture and fittings remain in the flat (references to damage and wear and tear, and recharges made under 3.5)

3.4 Sign ups

3.4.1 At the sign-up a member of staff from the Housing service will take photos of the furniture and fittings so that a record is kept of the state of the property and the items provided at the start of the tenancy

3.4.2 An inventory will be provided and signed for each new tenant, recording the furniture and fittings provided with each flat.

3.5 Management

3.5.1 The flats will be managed by the Estate Management team using the standard EDDC introductory to flexible tenancy agreement.

3.5.2 Key fobs will be used for access to each flat with the management of the key fobs being overseen by the Estate Management team. The cost of replacing damaged key fobs or key fobs lost by the tenant will be recharged to the tenant.

3.5.3 Solar panel readings will be taken and recorded by the Estate Management team

3.5.4 At the end of each tenancy checks will be made by the Estate Management team in each flat in order to assess the state of the flat and the furniture and fittings. A check will be made against the inventory completed and signed at the sign up, taking into account factors such as wear and tear. The expense of replacing any damaged or missing items will be recharged to the tenant.

3.6 Appeals and complaints

3.6.1 The Housing Solutions Manager has overall responsibility for ensuring that the right people are placed in the right property on the right type of tenancy.

3.6.2 In making an offer of accommodation we will have taken full consideration for the requirements of the applicant. We will therefore have met our duty under homelessness legislation to the applicant and if our offer is refused we are not required to make a further offer.

3.6.3 The Housing Service will deal with any complaints in accordance with the East Devon District Council corporate complaints policy. For full details please contact the Complaints Officer, East Devon District Council, Blackdown House, Border Road, Heathpark Ind Estate, Honiton, EX14 1EJ, email complaints@eastdevon.gov.uk or phone 01395 517528.

4 Equality impact considerations – the policy is high relevance to equality if it has a big impact on residents and users of the service

Low

We will fully assess the needs of the applicant and additional support will be available through the Housing Options team if required.

5 Appendices and other relevant information

Appendix 1:

Inventory for 18a and 18b St Andrews Road, Exmouth

EDDC have provided the following in a room by room basis that would not be part of the usual fixtures and fittings:

- Bedframe and mattress
- Curtains and Blinds
- Wardrobe
- Chest of drawers
- Table and two chairs
- Sofa
- Lampshades
- Fitted appliances – oven and fridge
- Microwave
- Kettle
- Toaster
- Kitchen utensil pack (full details in the inventory)

6 Who authorised the policy/strategy and date of authorisation.

To be authorised by the Housing Review Board

7 Related Policies/Strategies, Procedures and Legislation

Housing Act 1996 (as amended by the Homelessness Act 2002)

Homelessness Reduction Act 2017

Homelessness Code of Guidance for Local Authorities (Department for Communities and Local

Government)

Homelessness Strategy 2018-2023

8 Policy date for review and responsible officer

01.04.2021 Housing Solutions Manager



Report to: **Housing Review Board**

Date of Meeting: 17th September 2020

Public Document: Yes

Exemption: None

Review date for release None

Subject: **Structure of the Housing Service**

Purpose of report:

This report gives an overview of some changes to the housing structure that have been implemented over the past few months. The detail in the report sets out the reasoning for these changes and appendix 1 sets out a new structure chart for the housing service. Undertaking a review of the structure of the housing service was an objective as set out in the 2020/2021 Housing Service plan.

Recommendation:

To note changes to the structure
 Approve the need for the recruitment of a specialist Mental Health Support Officer to work within the Housing Services Team. To recommend additional funding is designated from the Housing Revenue Account and this request is made to Council.
 Funding required £37,500 (Grade 6 with all associated costs)

Reason for recommendation:

To ensure Members are aware of changes to the housing structure.
 To better manage our increasing demands in the area of mental health and the impact this is having across the service.

Officer:

Amy Gilbert-Jeans. Housing Service Lead

Portfolio Holder:

Portfolio Holder for Sustainable Homes and Communities

Financial implications:

Total employment costs for 2019/20 amounted to £3.5m or 21% of total HRA expenditure. The councils operating costs per unit in the previous year's CIPFA HRA publication were the lowest in the South West region compared to our peers at £2,777 per property. (2019/20 version is yet to be published)

Legal implications:

Legal Services have no additional comment to make at this time, the legal and HR issues are addressed within the report.

Equalities impact:

High Impact
 This review has been undertaken jointly with human resources to ensure equalities matters are considered that relate to roles of individuals and employment legislation.

Climate change:

Medium Impact
 The report refers to the need to ensure the housing service is fit for purpose in order to meet the challenges that relate to Climate Change. This so far has recognised the need for an additional Officer in the

Programme Works team who will focus on Energy Efficiency measures within our stock.

Risk: High Risk

It is essential that the Housing Service structure is set up to ensure we can continue to meet our challenges as set out in the Housing Service Plan. Not achieving this creates risks in our ability to deliver a frontline service.

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. Introduction

- 1.1 The structure of the housing Service has not been considered for some time and therefore a review of the structure has been considered necessary to ensure we are fit for purpose moving forward, the need to do this was highlighted in our 20/21 Housing Service Plan. The housing sector is fast moving with regular changes in legislation and central government policy, it is therefore critical to ensure we are able to adapt to these changes and that our service and teams are set up to achieve everything we need to as set out in the Council Plan/Housing Service Plan.
- 1.2 We have worked closely with the Human Resources team to undertake this review and this was started prior to Covid. We have pressed ahead with some of this work in order to complete some of these changes, recognising the need to settle the team down particularly through some of the challenges of the past 6 months. The changes are not particularly radical and have not involved any formal consultation with Officers or teams, the changes are better described as a re-organisation of the teams. Some of these changes have also come about as a result of Officers leaving the Authority, such times always present opportunities to review posts and job descriptions and ensure we are replacing in the right way moving forward.
- 1.3 The Housing Service is a successful service and continues to provide excellent, vital and much appreciated services to its customers. There is a wealth of passion, good-will and excellent experience across the team. There are however considerable pressures in a number of areas partly due to increasing demands on services generally and in particular increasing demand of a complex nature often due to mental health issues presented by an increasing amount of residents who present with these support needs and the withdrawal of support from other partnering agencies.
- 1.4 With increasing demands, ensuring we have the right people in the right roles is critical with a view also to being able to future proof our services and to ensure we are able to

succession plan where we can. The sections set out below summarise changes within each area of the service.

1.5 Although not strictly part of the remit of the Board, as part of this review we have also taken the decision to return the Private Sector Housing team back to Environmental Health. Members will be aware that for the past few years the Private Sector Housing Team have sat within the Housing Service. Due to the retirement of the Manager post, we took the opportunity to review this and for a few reasons including the growing focus in the area on enforcement it was decided to return the team back to Environmental Health.

2. Housing Services (previously Landlord Services)

2.1 We have introduced a name change here to replace the somewhat archaic reference to 'landlord'. The area generally deals with all of the living in and support services and this includes the Rentals team, Mobile Support Officers, Estate Management, Community Development, Tenant Participation and the Home Safeguard service. The Landlord Services Manager title has been changed to Housing Services Manager.

2.2 We have reviewed the job description of the Senior Support Officer position (currently vacant) and have re-launched this position as the Sheltered Housing Manager post. This better reflects the management responsibilities of a large dispersed team. This post is currently being recruited into urgently as we recognise the necessity of this post (recruitment has been further impacted by Covid). This is being advertised externally and we hope to fill the position within the next couple of months.

2.3 We are proposing to recruit into the Housing Services Team a Mental Health specialist support worker. This is being carefully considered with a view to exactly how we will introduce this new role, it will directly address some of the issues we are highlighting through our up and coming Mental Health Strategy. There is a view that taking on more responsibilities in this area strays us into an area that we are not specialist in and therefore we need to be cautious about the extension of our service in this way, I would encourage the Board to debate this matter as part of considering the recommendation. We have seen a move from housing providers over the past couple of years where they have established such roles within housing teams recognising the ongoing pressures in this area and that it is now something that social housing providers need additional skills and resources in. We touched on this within the Housing Service Plan as an area of significant challenge ahead hence the need for us to consider an additional resource here. In order to ensure clarity on the role it is essential that we draft a clear job description and person specification that captures exactly how this role will work alongside existing Officers in the service. As an example, it is important that we have a clear referral process for cases that the Officer might be involved in, at the risk of overwhelming the post-holder. It should be noted that supporting tenants generally with mental health issues is still a key part of our day to day support services, we have recognised this with increased training to date and accept that there is further training to be undertaken in order to equip our Officers with the right skills.

3. Housing Options, Allocations and Strategy.

3.1 Recognising the increasing demand in homelessness and pressure on the allocations team, we have reviewed the management structure carefully to ensure capacity. We have detached the Housing Strategy team away from the Housing Needs Manager and the Housing Strategy team and the Housing Systems team are now reporting into the Housing Service Lead directly. This is a better fit due to the Housing Service Lead having responsibility for the whole of the service and the Housing Strategy/Systems team very

much working across the service as opposed to solely reporting into one area of the service. We have changed the title of the Housing Needs and Strategy Manager to the Housing Solutions Manager to better reflect the direct link with housing needs and housing allocations.

- 3.2 Following the departure of the previous Allocations and Enabling Manager, we have separated back out these two functions. After carefully reviewing this post and together with feedback from the previous post holder we have recognised that over 90% of the role is taken up on allocations work and the enabling role needs a separate focus. We have since recruited into the post of Housing Allocations Manager.
- 3.3 Corporately, we have been in discussion with the Property and Estates team about support they can offer in relation to our enabling function and the team will be supporting us more closely with this moving forward. This has already seen the transfer of some of our acquisition work going across to the team but with careful oversight and links maintained with our Housing Enabling Officer. We recognise the additional resource that we have lost since the departure of our Housing Needs and Enabling Manager and are currently considering the best way forward with a view to what resources/support is required.
- 3.4 Our Information and Analysis Officer will now report directly into the Housing Systems Team. This sits more appropriately with the need to ensure our Housing System is fit for purpose and picks up on the need for the emphasis on data and in particular dashboard reporting that we are keen to enhance across the service.

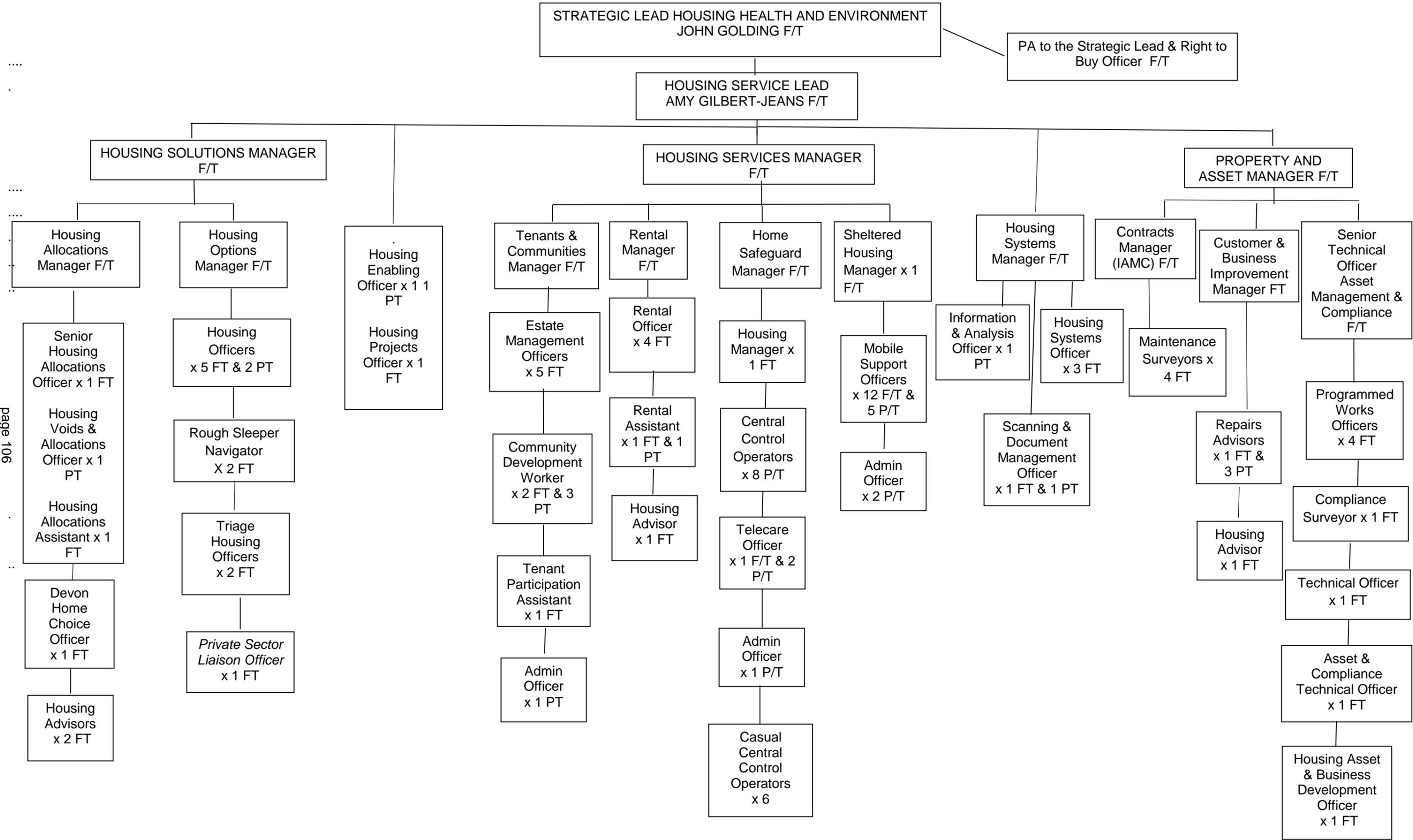
4. Property and Asset

- 4.1 We are still considering some elements of the Property and Asset team, particularly in relation to compliance and tenant safety matters and the changing legislation we are seeing in this area which will likely result in the need for increased resources. We are bringing forward a report on the Building Safety Act to the November meeting and are likely to request additional funding for at least one post that can oversee this area. We are in the process of recruiting for a Property and Asset Manager following the departure in June of the previous post-holder.
- 4.2 The climate change report presented to Members today also supports the edition of an additional Programme Works Officer who will specialise in energy efficiency. This will ensure we are able to accelerate the considerable amount of work required to our housing stock to meet the aspirations as set out in the climate change action plan.
- 4.3 We have been pleased to recruit into the position of Contract Manager for our Asset Management Contract. Prior to recruitment we have once again revised the role and re-focused the emphasis on contract management and the need to ensure we have a role dedicated to the delivery of what we have set out to achieve over the next 10 years in our Integrated Asset Management Contract.
- 4.4 We have developed the previous Senior Repairs Advisor role into a Customer & Business Improvement Manager. This builds on the need to keep a tighter focus on customer satisfaction within the Property and Asset team. This will help us to ensure we are focused on 'what matters' to tenants and explore opportunities to continuously improve our service offer. We also intend for this role to focus more robustly on closing some of the gaps between teams and to always ensure good liaison internally between teams to ensure residents benefit from a better service.

5. Conclusion

- 5.1 The report has outlined a number of changes that have taken place but also highlights areas where a review is ongoing. This work has been impacted by the pandemic, at the start of lockdown we initially put all recruitment matters on hold in order to manage our response. We are now making considerable progress with a number of face to face interviews now being able to resume.
- 5.2 As we work towards the Service Plan for 2021/2022 (once the new Council Plan has been released) and as we continue to recover from Covid, we must be alert to changes in priorities and the strategic direction of the housing service under our new Cabinet, it is therefore right to keep the structure under constant review in order to ensure we can deliver on everything we need to achieve.
- 5.3 There are some significant challenges ahead in relation to work required in relation to climate change, building safety as well as future development aspirations. All of these areas need careful planning and consideration as it is vital that the right resources are in place to drive these projects forward at the pace required.

HOUSING SERVICE STRUCTURE 2020.





Report to: **Housing Review Board**

Date of Meeting: 17 September 2020

Public Document: Yes

Exemption: None

Review date for release None

Subject: **Housing Performance Management Reports**

Purpose of report: The Housing Performance Indicator Report for Quarter 1 2020/21 details selected indicators measuring performance across the Housing Service.

An example of the latest weekly Covid19 report, which has been monitoring different areas of the service since March 2020, has also been included for information.

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

Reason for recommendation: To provide the Board with an up to date insight into current performance of the housing service and a more in depth analysis of the impact of Covid19 on the service.

Officer: Natalie Brown
Nabrown@eastdevon.gov.uk

Financial implications: No specific financial implications.

Legal implications: There are no legal issues which require comment

Equalities impact: Choose an impact level
Low impact

Climate change: Low Impact

Risk: Low Risk

Links to background information:

- .

Link to Council Plan: Living in an outstanding place

Housing Service

Quarterly Performance Indicator Report

Quarter 1 2020/21 Financial Year

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Background Information

Performance against 2019/20 quarter has been included to provide some context to the statistics.

	Performance is worse than 2019/20 quarter figure by over 5%
	Performance is within 5% of 2019/20 quarter figure
	Performance is better than 2019/20 performance figure

0.0 Summary

Description	2019/20	2020/21					Progress against 2019/20 quarter 1
	Cumulative Total	Apr- Jun	Jul-Sep	Oct - Dec	Jan - Mar	Cumulative Total	
Total supply of social rent housing and intermediate housing	356	19				19	
Total New ASB Cases	164	56				56	
No. of new stage 1 complaints	52	11				11	
Calls answered under 1 minute (%)	97.0	98.6				98.6	

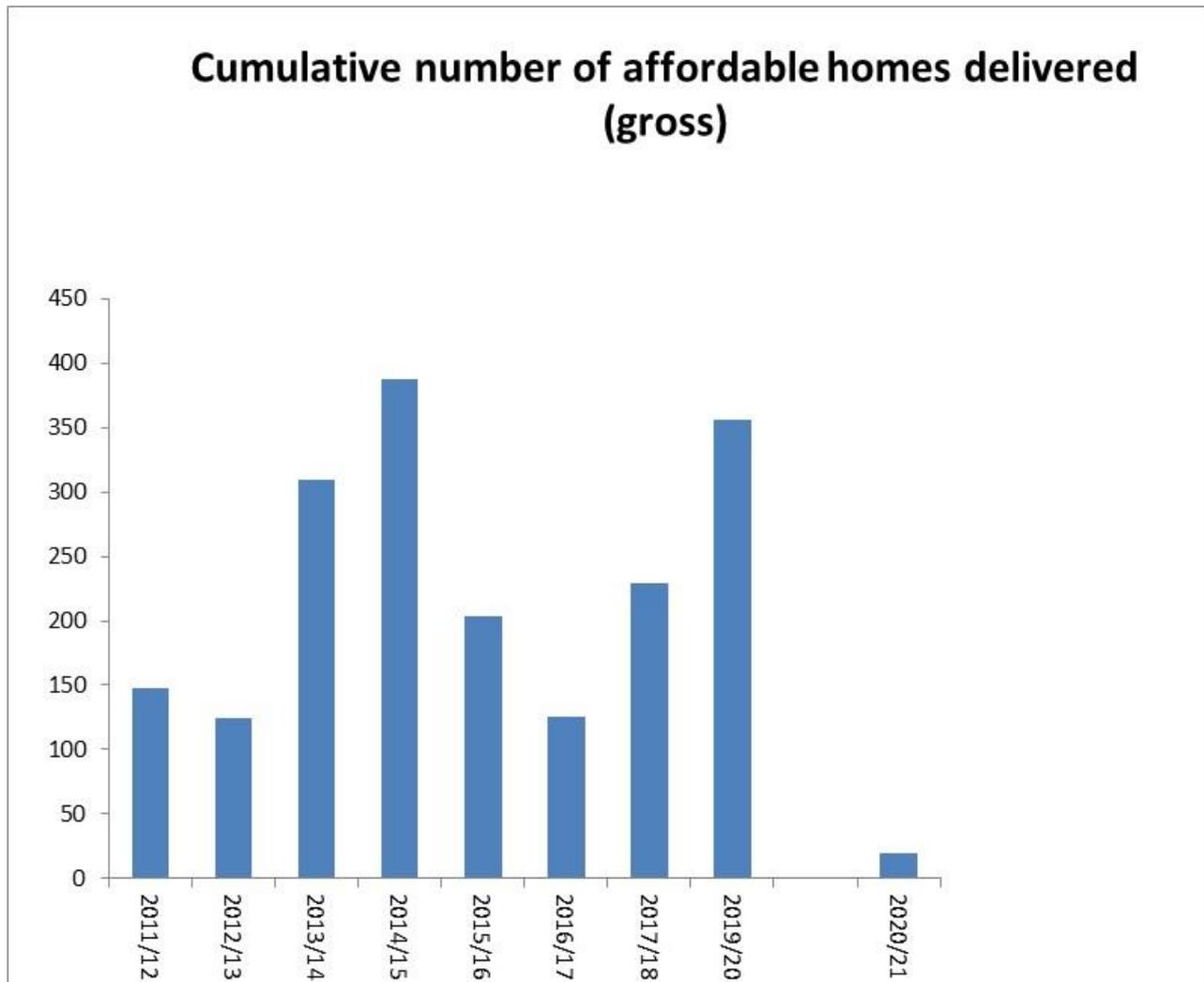
Description	2019/20	2020/21					Progress against 2019/20 quarter 1
	Cumulative Total	Apr- Jun	Apr-Sep	Apr - Dec	Apr- Mar	Cumulative Total	
% of rent due collected from current & former tenants (property (incl garage) is occupied & not including all arrears brought forward & prepaids) - Year to date	100.2%	98.9%					
Percentage of routine repairs completed within target time	90.4%	94.7					#

#No comparable data as IWS contract started in July 2019

1.0 Affordable Housing Completions

Performance Indicator	2019/20	2020/21					Performance against 2019/20 quarter 1
	Cumulative Total	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Cumulative Total	
Number of affordable homes delivered (gross) (LAA)	339	15				15	
EDDC Acquisitions	17	4				4	

Source: Affordable Housing Team



2.0 Anti-social behaviour

Performance Indicator	2019/20	2020/21				Cumulative Total	Performance against 2019/20 quarter 1
	Cumulative Total	April- Jun	Jul-Sep	Oct - Dec	Jan-Mar		
No. of new ASB cases							
Alcohol related (H)	3	1				1	
Child behaviour*	4	1				1	
Communal Fire*	1	2				2	
Communal Garden*	1	3				3	
Communal Internal*	1					0	
Communal Open Space*	4	2				2	
Condition of Garden*	6	3				3	
Condition of Property*	33	12				12	
Criminal Behaviour (O)	3	3				3	
Dangerous Animal	3	0				0	
Domestic Abuse (I)	7	0				0	
Drugs, substance misuse, dealing (G)	14	1				1	
Garden Nuisance (L)	11	8				8	
Harrasment*	13	1				1	
Hate Related (C)	1	0				0	
Illegal Occupation, Squatter*	10	3				3	
Litter, Rubbish, Fly Tipping (K)	0	0				0	
Misuse of Communal Areas (M)	0	0				0	
Noise (A)	21	7				7	
Nuisance from Vehicles (F)	0	0				0	
Parking Dispute*	1	2				2	
Pets & Animal Nuisance (E)	0	1				1	
Physical Violence (J)	7	3				3	
Prostitution, Sex Acts (N)	0	0				0	
Untaxed Vehicle*	0	2				2	
Vandalism & Damage to Property (D)	2	0				0	
Vehicle Nuisance*	0					0	
Verbal Abuse (B)	18	4				4	
Total New ASB Cases	164	56	0	0	0	56	

Source: OpenHousing

3.0 Complaints

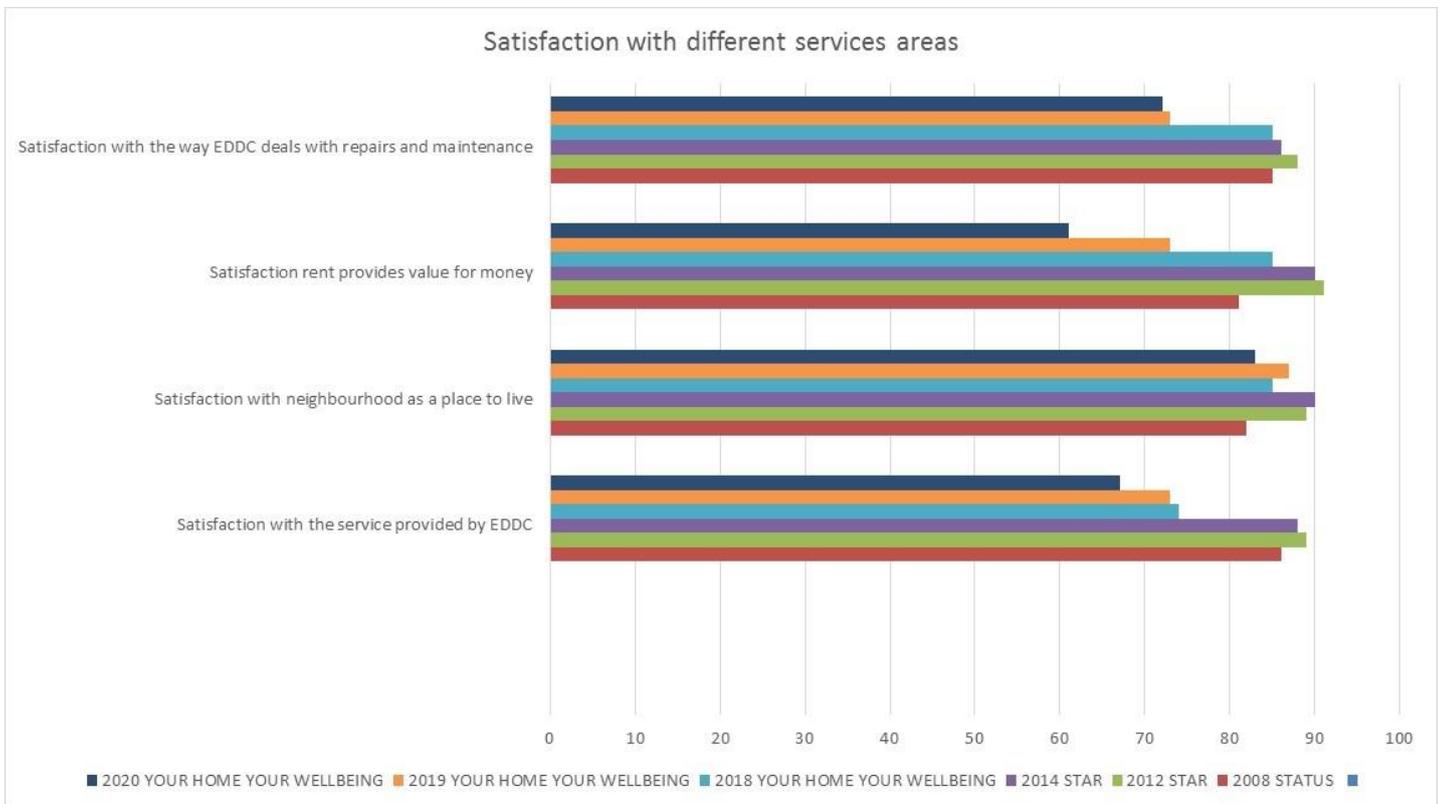
Description	2019/20	2020/21				2020/21	Performance against 2019/2020 quarter 1
	Cumulative Total	April- Jun	Jul-Sep	Oct - Dec	Jan - Mar	Cumulative Total	
No. of new stage 1 complaints	35	11					
Allocations complaints	8	2					
ASB complaints	0	1					
Estate services complaints	0	2					
Tenancy management complaints	4						
Rents and service charges complaints	1	2					
Repairs and maintenance complaints	16	3					
Staff & customer service complaints	6	1					
Other complaints	1						
Average time in calendar days to issue full response to all Stage 1 complaints	23.9	24.1					

Source: Complaints Team

4.0 Customer Satisfaction

Description	2008 STATUS	2012 STAR	2014 STAR	2018 YOUR HOME YOUR WELLBEING	2019 YOUR HOME YOUR WELLBEING	2020 YOUR HOME YOUR WELLBEING
Satisfaction with the service provided by EDDC	86	89	88	74	73	67
Satisfaction with neighbourhood as a place to live	82	89	90	85	87	83
Satisfaction rent provides value for money	81	91	90	85	73	61
Satisfaction with the way EDDC deals with repairs and maintenance	85	88	86	85	73	72

Source: STATUS and STAR surveys and Your Home, Your Wellbeing Survey (2018). NB: The STAR results are based on valid responses only, STATUS on non-valid and valid responses – they are therefore not directly comparable.



5.0 EDDC Stock

Stock Housing Type	2019/20	2019/20								Cumulative Total
	Cumulative Total	April- Jun		Jul-Sep		Oct - Dec		Jan - March		
		GN	SH	GN	SH	GN	SH	GN	SH	
Bedsit	40	25	17							42
Bungalow	984	198	782							980
Flat	1169	645	534							1179
House	1998	1962	15							1977
Maisonette	5	6	0							6
Room*	6	14	0							14
Total	4202									4198

Source: Open Housing

6.0 Homelessness

Performance Indicator	2019/20	2020/21				
Description	Cumulative Total	April- Jun	Jul-Sep	Oct - Dec	Jan - March	Cumulative Total
Approaches: Number of people who indicate that they are homeless or about to become homeless	1126	200				200
Acceptances: Number of people who EDDC have accepted as homeless	7	0				0
Successful Prevention Outcomes	335	54				54
Successful Relief Outcomes	155	9				9
Verified rough sleeper count*	4*	5				#
No of households living in temp acc at the end of the quarter*	44	50				#
No of households placed into temp acc in the quarter*	54	57				#

Source: Jigsaw

7.0 HomeSafeguard

Description	2019/20		2020/21				Progress against last quarter 1 2019/20
	Cumulative total	Apr-June	July-Sept	Oct-Dec	Jan-March	Cumulative total	
Call Handling							
Answered in under 1 Minute	97.04	98.64					
Answered in under 3 Minutes	99.56	99.88					
Answered in over 3 Minutes	0.43	0.12					
Installations							
Under 2 working Days (urgent) - Number	56	17					
Under 2 working Days (urgent) - % installed within target time	100%	100%					
Under 5 working Days - Number	0	0					
Under 5 working Days - % installed within target time	100%	100%					
Under 15 working Days (non urgent) - Number	442	70					
Under 15 working Days (non urgent) - % installed within target time	100%	0%					
Under 20 working Days (non urgent) - Number	0	0					
Under 20 working Days (non urgent) - % installed	100%	100%					
Repairs*							
Critical Repairs							
Total Number Critical Repairs	138	62					
Total Number Critical Repairs within 48 hours	122	51					
Total Number Critical Repairs over 48 hours	8	11					
% Critical within target time	88.4%	82.3%					
Non Critical Repairs							
Total Number Non Critical Repairs	154	71					
Total Number Non Critical Repairs within 96 hours	116	53					
Total Number Non Critical Repairs over 96 hours	14	18					
% Non Critical within target time	90%	75%					
Complaints							
Total complaints	0	0					

Source: HomeSafeguard

8.0 Lettings

Performance Indicator	2020/21			
	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar
Total number of units vacant at the end of the period	84			
Number of voids started in period	95			
Number of voids completed in period	60			
The average re-let time in days General Needs*	39.0			
*The average re-let time in days Sheltered Housing	40.0			
Total number of re-lets during the period benchmarked (incl mutual exchanges)	48			
*Please note this includes the 12 rooms which have become available in this quarter and are to be used as temporary accommodation & LT voids				
** Void time is time from void start to void end (incl allocation process and any repairs etc)				

Source: OH

9.0 Number of Households on the East Devon Housing Waiting List

Performance Indicator	2019/20	2020/21			
	End of Year Total	Apr-Jun	Jul-Sep	Oct-Dec	Apr-Mar
Band A - Emergency Housing Need	1	1			
Band B - High Housing Need	243	268			
Band C - Medium Housing Need	725	747			
Band D - Low Housing Need	1245	1285			
Band E - No Housing Need	2494	1922			
Total	4708	4223			

Source: Devon Home Choice

10 Private Sector Housing

Description	Cumulative Total 2018/19	2019/20				Cumulative Total 2019/20
		April- Jun	Jul-Sep	Oct - Dec	Jan - March	
Empty homes investigated	0	22				#
Empty homes genuinely brought back into use	0	9				#
Non-exempt empty homes	0					#
Disabled Facilities Grant Approvals	127	23				23
Disabled Facilities Grant Completions	68	28				28
Long term empty homes (6mth - 2 years)	#	442				442
Long term empty homes (6mth - 2 years)	#	86				86

Source: Council Tax Return & Private Sector Team records

11 Rental

Performance Indicators	2019/20	2020/21			
	Apr-Mar	Apr-Jul	Apr-Sep	Apr-Dec	Apr-Mar
Debit less voids	£18,538,903.30	£4,647,382.74			
Voids	£497,019.05	£139,563.70			
Adjustments	£118,578.97	£15,638.61			
Court Fees	£6,013.00	£0.00			
Less write offs	£17,232.00	£4,148.52			
Total to collect	£18,538,903.30	£4,647,382.74			
Arrears Cfwd	£316,131.00	£375,120			
Housing Benefit	£8,019,669.30	£1,932,250.14			
Income	£10,658,371.51	£2,679,014.03			
Prepaid B/Fwd	£280,957.00	£374,128.70			
Prepaid C/Fwd	£557,437.00	£304,340.81			
Total credit	£18,559,461.84	£4,595,625.56			
Total credit*	£18,582,706.84	£4,595,625.56			
% Rent Collected (without arrears)	100.11	98.89			
% Rent Collected (with arrears)	98.6	91.5			
Total number of evictions due to rent arrears year to date	6	0			
Number of tenancies at the start of the period	4128	4139			
Number of tenancies at the end of the period	4139	4116			

	Apr-Jun 2019	Apr-Jun 2020	Jul-Sept	Oct-Dec	Jan-Mar
Number of UC Claimants	1298	555			
Total UC debt	£52,621.37	£167,028.35			
Number of UC tenants in credit or no arrears	85	150			
Number of UC tenants owing less than 2 weeks rent	75	103			
Number of UC tenants with rent arrears between 2-4 weeks	50	115			
Number of UC tenants with rent arrears between 4-8 weeks	56	97			
Number of UC tenants with rent arrears between 8 weeks or more	32	90			

Source: OH, Rental Team

*Payments arrangements are in place where appropriate to help reduce the debt.

12 Repairs

Performance Indicator	Cumulative Total 2019/20	2019/2020					Progress against 2019/20 quarter 1
		Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Cumulative	
		PPP	PPP	PPP	PPP	PPP	
The total number of emergency repairs completed year-to-date	1157	367					#
The total number of emergency repairs completed year-to-date that were completed within target	1102	367					#
Percentage of emergency repairs completed within target time - Year to date	93.5%	100%					No info for Q1 2019/20 as new contract
The total number of routine repairs completed year-to-date	6992	1720					#
The total number of routine repairs completed year-to-date that were completed within target	6178	1629					#
Percentage of routine repairs completed within target time	88.4%	94.7%					No info for Q1 2019/20 as new contract
The percentage of properties, requiring a landlord gas safety record, that have a valid landlord gas safety record	100.0%	99.5%					

Source: OpenHousing

13 Right To Buy

Performance Indicators	2019/20	2020/21				2020/21
	Cumulative	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	
Number of completed RTB sales	23	6				6

Source: Open Housing

