

Agenda for Housing Review Board Wednesday, 18th January, 2023, 10.00 am

Members of Housing Review Board

S Dawson, Clake, Robinson, S Beer, S Saunders (Vice-Chair),
C Summers, I Hall, H Parr, C Collier, G Pook, B Taylor and
S Chamberlain (Chair)

Venue: Council Chamber, Blackdown House, Honiton

Contact: Alethea Thompson;

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(or group number 01395 517546)

Tuesday, 10 January 2023

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1 Public speaking

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

2 Minutes of the previous meeting (Pages 3 - 10)

3 Apologies

4 Declarations of interest

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

5 Matters of urgency

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

6 Confidential/exempt item(s)

To agree any items to be dealt with after the public (including the press) have been excluded. There are no items which officers recommend should be dealt with in this way.

7 Housing Review Board forward plan (Page 11)

8 Housing Service Plan (Pages 12 - 58)

9 Finance report (Pages 59 - 65)

10 Damp and mould policy (Pages 66 - 78)

11 Learning from complaints in housing (Pages 79 - 89)

12 Integrated Asset Management Contract (Pages 90 - 108)

13 Review of downsizing grant (Pages 109 - 113)

- 14 Performance dashboard overview (Pages 114 - 121)
- 15 Update on stock condition survey (Pages 122 - 126)

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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 online via Zoom on 11 October 2022****Attendance list at end of document**

The meeting started at 10.00 am and ended at 1.26 pm

18 Public speaking

Co-opted tenant member of the Board Sue Saunders spoke with the backing of the Tenants Management Group in relation to the Property and Assets Complaints Policy, highlighting a number of concerns. Sue expressed particular concern that tenants' complaints were routinely being recategorised as repair requests at pre-stage 1 of the complaints procedure, a practice which she stated is inconsistent with the Ombudsman's Code and therefore unacceptable. Lack of due consideration for tenants' concerns has forced some to behave in ways which lead to them being labelled as aggressive, or persistent complainers. There are many aspects of the Property and Assets Complaints Policy that tenants distrust, and they demand that it be scrapped immediately.

Co-opted tenant member of the Board Steve Beer spoke in relation to the difficulties that many residents are likely to suffer this winter with high energy bills. Residents want to know that community centres and churches will be opening their doors to residents as warm, safe spaces for people to go to. He asked whether community centre rental fees will be waived.

Cllr Steve Gazzard asked that an update report comes to the Board in relation to voids across East Devon, with the numbers, and how Ian Williams is progressing with making the voids habitable for new tenants.

19 Appointment of Vice Chair

It was agreed that co-opted tenant Sue Saunders be appointed Vice Chair of the Housing Review Board.

20 Minutes of the previous meeting

The minutes of the previous meeting held on 16 June 2022 were received and accepted.

21 Declarations of interest

There were none.

22 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.

It was agreed that the following items would be added to the forward plan:

- Creation of a Damp and Mould Policy

- Scoping report for a Retrofit Plan
- Receive the Social Resilience (Poverty) Dashboard (minute 29 refers)

It was also noted that a Void Report would be brought to the next Board meeting following Cllr Gazzard's comments in public speaking (minute 18 refers).

23 **Matters of urgency**

There were no matters of urgency.

24 **Confidential/exempt item(s)**

There were no confidential/exempt items.

25 **Plan for Resident Involvement Strategy**

The Interim Housing Services Manager and the Vice-Chair of the Resident Involvement Management Group, Sue Saunders, co-presented the report which outlines a process to review the Resident Involvement Strategy and scopes the key issues and considerations to ensure that the Council maintains a fit for purpose approach to engaging its tenants in the management and maintenance of their homes.

The presentation included an illustration from Strata of the significance of ensuring the Strategy is communicated out in a cohesive, positive and engaging way, and the value of graphic design and visual presentations to help bring the Strategy to life.

The following points were made in discussion:

- Careful use of colours is important in making visual graphics and presentations accessible to people with visual impairments.
- The Strategy is predominantly aimed at engaging and empowering East Devon tenants and leaseholders. Residents and Community Associations are open to everyone who lives locally however, giving everyone a voice including private rental tenants.
- Part of the review will involve consulting with groups involved in the current structure as well as staff and tenants to ascertain how they are working at the moment, and what can be done better. It will also explore how not-involved tenants can feed back their views and influence the service.
- To ensure that information is widely accessible, people should be made aware that they can request hard copies of documentation, since not everyone is able to use technology.
- It was felt important to be careful with language in how people are referred to e.g. tenant, resident, customer or client. Preferences appeared to differ and it might be appropriate to canvas tenants to find out what their preferences are.

The Board noted the report, and agreed and approved the scope and methodology proposed.

26 **Self-Assessment against Ombudsman Code of Conduct - Complaints**

The Housing Service Lead introduced the report concerning self-assessment of the complaints procedure against the Housing Ombudsman's code.

The Housing Ombudsman has updated its complaints handling code taking effect from April 2022. It is a requirement for the Council to assess its approach to complaint

handling against the Complaint Handling Code annually and to report this to its governing body.

The EDDC corporate complaints team, in consultation with the Housing Service have assessed the current procedure against the new code. This report summarises the findings of the self-assessment, which confirms that the current procedure complies with the new requirements.

The self-assessment found that the EDDC complaints procedure is compliant with the Housing Ombudsman code in all but one area:

- Section 5.1 of the code relating to Stage 1 formal complaints requires landlords to respond to the complainant within 10 working days of the complaint being logged, and allows for a further 10 days in exceptional circumstances.
- Under the EDDC corporate procedure, the response time for Stage 1 and stage 2 complaints is 20 working days. This applies across all service areas of the council and the council has been advised that, where compliance in particular areas is not appropriate, an explanation of this within the self-assessment is acceptable. The Housing Ombudsman recognises that local authorities generally operate a complaints procedure which is consistent across all service areas.

The conclusion is that the current complaints policy complies with the new Housing Ombudsman Code, taking into account the aforementioned clarifications.

A broader review of how the Housing Service responds to complaints and service issues will be beginning shortly, with an initial consultation session due to take place at the Designated Tenant Complaints Panel (DTCP) meeting in September.

Changes to the Housing Ombudsman scheme, taking effect from 1st October, include the removal of the “democratic filter” which means that, if complainants remain dissatisfied at the end of the formal complaint process, they will no longer have to refer their complaint to a designated person or wait 8 weeks before referring to the Housing Ombudsman. The Ombudsman considers this to be a positive change which will make it easier for residents to access their service.

The following points were raised in discussion:

- 7.3 of the Ombudsman Code indicates as best practice that a member of the governing body should be appointed to have lead responsibility for complaints. It was suggested that the Board considers which member should take this role.
- It was recognised that dissatisfaction concerning complaints handling is often due to a failure to communicate effectively with complainants about what is being done and timescales. The Housing Service Lead is committed to refreshing this and building a better system going forward.
- Record keeping was also identified from maladministration complaints as an area for improvement. The Housing Service Lead stated it was on managers’ agenda to work with front line teams on record keeping and to audit and spot-check cases. Where issues with recorded keeping are identified, individual cases are raised with officers so that they can understand what was missing.
- Concerns were raised about the service that tenants were receiving from contractors Ian Williams. The Housing Service Lead stated that tenants have been listened to and an action plan is in place with a focus on improvements that need to be made with the contract.
- Details of how to complain are publicised on the website as well as via leaflets, publications, notices in community centres, and staff are also briefed. It was noted that some people would need help to write complaints to ensure their message is legible and covers the points they need to make.

That Board noted that the council have undertaken an assessment of the Corporate Complaints Procedure against the Housing Ombudsman's complaint handling code of practice, and that a review of the procedure for handling housing service complaints is planned with tenant involvement.

27 **Update on Housing Task and Finish Forum**

The Housing Task Force Service Lead's report informed the Board of the Housing Task Force's progress to date and outlined future plans for the delivery of affordable social housing across the district. The report set out progress so far and the options that were being explored:

- Recruitment – this had been a challenge, but there would soon be three members of the team in place.
- Exploring opportunities:
 - Initial focus had been on land within the Housing Revenue Account.
 - Council sites, not within the HRA were also being explored, with the potential for them to be transferred into the HRA for further housing use.
 - The Task Force had publicised the desire to acquire development sites externally with land and estate agents.
 - An informal offer had been made on a small piece of land in Axminster that could potentially facilitate a larger development in the future.
 - It was intended to complete a new review of HRA garage sites, taking into consideration the new construction methods available.
 - A spreadsheet of all opportunities was being kept. Following options appraisal and viability exercises these would either go forward on to the Development Pipeline Programme or be archived.
- Stock and estate regeneration – the stock condition survey underway would highlight areas within the portfolio that would greatly benefit from a stock regeneration programme. It was also hoped to utilise large gardens to provide additional new housing.
- Development models and methods of delivery – 3 garage sites in Honiton have been identified as having potential for redevelopment. To maximise the potential of the sites and for reasons set out in the report, the Task Force is looking at using a modular building method known as Volumetric MMC (Modern Methods of Construction). Early discussions are taking place with procurement professionals and ZedPods, a company with a proven record of carrying out meaningful community engagement throughout its developments.
- Options appraisal and financial modeller – discussions are taking place with two companies who provide specialist options appraisal and financial modelling software packages for use in social housing development. This forms a fundamental part of the Council's internal due diligence, risk management and financial monitoring for opportunities explored and/or taken through to development.
- Business as usual – the team continues to do all the tasks that transferred over to it from housing.

Discussion included the following points:

- Compulsory purchase powers for acquiring land for social housing purposes would only be considered rarely and as a last resort, and negotiations would always take place first.
- South West Procurement Alliance is a procurement framework to which the Council subscribes which helps with procurement with a range of different contracts.
- Unless classed as sheltered housing schemes, new social housing would not be exempt from Right to Buy.

RECOMMENDED TO Cabinet:

- That approval be given for the Housing Task Force Service Lead, to complete discussions with the South West Procurement Alliance (SWPA) and ZedPods, for the purpose of procuring a contract to develop new housing on behalf of EDDC.

28 **Tenant satisfaction measures**

The Board received a report which summarised the Council's readiness to comply with the new Tenant Satisfaction Measures as proposed in the Social Housing White Paper and which had been finalised and published by the Regulator for Social Housing.

In a brief discussion it was clarified that there is strict guidance from the Regulator on how the Tenant Survey is carried out and it was not possible to alter the form of words for the statements or questions used.

Members noted the publication of the new Tenant Satisfaction Measures by the Regulator and the requirement to ensure compliance of the submission of the data required.

Members also approved a review of the structure and distribution of the Annual Report in partnership with the Tenant Involvement Management Group with a view to providing a proposed approach at a future Housing Review Board meeting that meets the standard required.

29 **Emergency winter housing plan**

The Housing Service Lead introduced the report which outlines the Council's plans to respond to the cost of living crisis and its commitment to support vulnerable tenants throughout the winter period. Given the dramatic increases in gas and electricity prices, and the sharp rising costs of many essential items for many, the cost of basic survival needs will exceed household income for some tenants.

The report proposed the adoption of a series of short-term measures to be implemented this winter and the creation of a Housing Winter Pressures Hardship Fund to help combat the worst impacts on vulnerable households.

Discussion included the following points:

- Members felt that in addition to community centres the district's town halls should be opened up as warm spaces for people to access this winter. Consideration would first need to be given to issues such as staffing, access arrangements and risk assessments.
- It would be helpful for residents to access face to face meetings with officers at community locations, particularly for those who are digitally excluded or in cold homes.
- A snapshot of the Social Resilience (Poverty) Dashboard can be made available for the Housing Review Board, to help inform decisions. This can be added to the forward plan.
- As well as detailing support that can be accessed, the special winter newsletter should double up as a Christmas edition. The Housing Service Lead will ensure the editorial panel are involved in its sign-off.

RECOMMENDATION TO Council and Cabinet:

1. The approval of a budget of £50,000 to allocate towards delivering this project and to designate as a Housing Winter Pressures Hardship Fund.
2. To give delegated authority to the Strategic Lead – Housing, Health and Environment and the Housing Service Lead to approve the detail and criteria for the hardship fund and the grounds on which funds will be allocated to households.
3. To approve the other actions highlighted in the report that will deliver housing's contribution to the EDDC Winter Pressures Plan.

30 **Finance Report**

The accountant's report provided the Housing Review Board with current year to date and draft forecast financial outturn figures for the Housing Revenue Account (HRA) for the 2022/23 financial year. The report also considered the implications of any forthcoming regulatory changes.

Producing a HRA has been a statutory requirement for Councils who manage and own their housing stock for some time, and therefore a key document for the Board to influence.

The report also made reference to the recent Government launched consultation on the social housing rent cap and invited members to debate the topic in order to capture information that can be put forward as part of the consultation process.

It was noted that the HRA was in a healthy position. The original approved budget generates a surplus of £0.208m in 2022/23. This sum and any additional surplus is due to be added to the Capital Development Fund for future investment.

The most notable risks to the above outturn position, which will be kept under review, are;

- Employee costs due to the uncertainty around the 22/23 pay award and the ongoing consultant pay review.
- Income – the current high levels of income received may be at risk due to the increase in cost of living.

Inflationary pressures are also a concern and will be reviewed prior to and considered during the 23/24 budget preparation process with scenarios considered varying the four main drivers;

- Income – currently set at CPI + 1%, June being the latest release which would mean an increase of 11.1% and is likely to go higher.
- Interest Expense – currently fixed, however, refinancing will be required at the end of the year of £2.9m with interest rates rising.
- Employees Costs & Overheads – currently 28% as a proportion of income received, pay awards for 23/24 will need to consider inflationary pressures.
- Premises related costs – the remaining balance once all above assumptions are made to be reinvested into our stock

There has been very little in capital spend to date within the HRA with the acquisition of 42 Berry Close being the only material item.

The Housing Revenue Account update was noted.

The second part of the accountant's report concerned the Social Housing Rent Cap Consultation.

On the 31st August the Department for Levelling Up, Housing and Communities released a consultation document setting out a rent cap for social housing tenants as part of measures to protect tenants from further impacts of the cost of living crisis.

Under the current policy, rent is increased in line with the consumer price index (CPI) plus 1% which would currently mean a potential increase of 11% from April 2023 onwards. The consultation suggests a rent cap is imposed that will sit at either 3%, 5% or 7% and the Government are asking for views from the sector.

It was noted that the difference between the 10.8% rise compared to other scenarios is significant on income levels:

- 3% cap is a reduction in income of £1.473m a year
- 5% cap is a reduction in income of £1.095m a year
- 7% cap is a reduction in income of £0.717m a year

It was also noted that this income is not lost in just year one but will not be in the base income year after year.

Although the increase and implications on tenants affordability to meet this increase will and should be a key consideration of the Board and the Council, the cost of maintaining the housing stock will be increasing with inflation and by not keeping pace with increase income levels will necessary result in a reduction in available resources to meet current plans to maintain and improve stock.

This Council consulted with tenants by holding a workshop on 27 September 2022. The outcome of the consultation was:

- There was no definite answer in relation to the question on the rent cap as the tenants overwhelmingly felt that there was not enough information provided to be able to make an informed decision.
- In order to take an informed decision they would require:
 - The amount of additional funding required to maintain the current level of service delivery as they understand the costs would have increased and they not wish the current service levels to deteriorate any further.
 - The impact on major / cyclical works delivery based on the levels of increase.
 - Whether any Health & Safety works are required by regulation / legislation which are non-negotiable –
 - The rent charged by other providers in Devon
 - The effect on residents claiming full and partial benefits and the numbers that would be effected.
- They felt that management of repairs and contract management could be greatly improved and this would lead to additional funding without impacting rent levels.

In discussion, a tenant member expressed concern about the affordability of rent increases for tenants during the cost of living crisis, commenting that tenants will be worried that it will lead to them having no home to live in.

31 **Housing KPIs Quarter 1**

The Board received and noted the Quarterly Performance Indicator report.

32 **Communication from Regulator of Social Housing- Regulatory context for Government announcement on draft legislative clauses**

The Board received and noted the letter of 7 April 2022 from the Regulator of Social Housing.

The Vice-Chair invited the Housing Service Lead to a meeting of the Resident Involvement Management Group to explain the letter to the Group including what it means for tenants.

Attendance List

Board members present:

Sara Clarke, Independent Community Representative
Rob Robinson, Independent Community Representative
Stephen Beer, Tenants
Sue Saunders, Tenants (Vice-Chair)
Cindy Collier, Tenant
Councillor Brenda Taylor
Councillor Sarah Chamberlain (Chair)

Councillors also present (for some or all the meeting)

M Armstrong
P Arnott
S Gazzard
G Jung
D Ledger
T McCollum
P Millar

Officers in attendance:

Sophie Davies, Housing Business and Customer Improvement Manager
Jo Garfoot, Service Lead Housing Task Force
Simon Davey, Strategic Lead Finance
James DeLeiburne, Senior Graphic Designer
Amy Gilbert-Jeans, Service Lead Housing
John Golding, Strategic Lead Housing, Health and Environment
Susan Howl, Democratic Services Manager
Sarah James, Democratic Services Officer
Andi Loosemore, Rental Manager
Yusef Masih, Interim Housing Services Manager
Martin Millmow, Document Processing Manager
Andrew Mitchell, Housing Solutions Manager
Giles Salter, Solicitor

Councillor apologies:

Sue Dawson, Tenants
Cat Summers, Tenant
Councillor Helen Parr
Councillor Geoff Pook

Chair:

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	January 2023	Property and Asset Manager
Review of downsizing Grant	January 2023	Housing Solutions Manager
Housing Service Plan 2023-2024	January 2023	Assistant Director - Housing
Update on Stock Condition Survey	January 2023	Property and Asset Manager
Learning from complaints in Housing	January 2023	Assistant Director - Housing
Housing Revenue Account draft budget 2023-2024	January 2023	Housing Accountant
Damp and Mould Policy	January 2023	Property and Asset Manager
Performance Dashboard Overview	January 2023	Information and Analysis Officer
Update report on Voids	March 2023	Housing Solutions Manager
Update on Social Housing White Paper	March 2023	Assistant Director- Housing
Housing Decarbonisation Fund Bid	Future meeting	Property and Asser Manager
The Furniture Project	Future meeting	Housing Solutions Manager
Disrepair	Future meeting	Property and Asset Manager
Quarterly performance reports and regular reports		
Integrated Asset Management Contract	Quarterly report	Property & Asset Manager
Letting of Council homes/voids	Quarterly report	Housing Solutions Manager
Devon Home Choice	Quarterly report	Housing Solutions Manager
Rent management	Quarterly report	Housing Services Manager
Systems Thinking leading & lagging measures	Quarterly report	Assistant Director - Housing
New Tenants Survey		
Forward Plan	Every meeting	Assistant Director - Housing
Benchmarking survey	Annual report	Assistant Director - Housing
Evaluating the achievements of the Board	Annual report	Democratic Services Officer

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 18th January 2023

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A

Draft Housing Service Plan 2023-2024

Report summary:

This report presents the draft Service Plan for the Housing Service covering the period 2023-24.

The Service Plan is a document produced annually and sets out the key achievements over the past year and the forthcoming issues to be faced by the Service.

A range of service improvements and carbon reduction aspirations are identified through a number of objectives.

The Plan also considers service challenges and pressures strategically, including climate change implications, the implications of the Social Housing White Paper, the new Building safety Act and the ambitions to increase the supply of social housing with the role of the newly formed Housing Task Force team.

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

Is the proposed decision in accordance with:

Budget Yes No

Policy Framework Yes No

Recommendation:

To consider, comment on and approve the Housing Service Plan for 2023-24.

Reason for recommendation:

To enable the Housing Review Board to influence the production of the Service Plan prior to it being finalised.

Officer: Amy Gilbert-Jeans, Assistant Director – Housing.

Portfolio(s) (check which apply):

- Climate Action and Emergency Response
- Coast, Country and Environment
- Council and Corporate Co-ordination
- Democracy, Transparency and Communications
- Economy and Assets
- Finance
- Strategic Planning

- Sustainable Homes and Communities
- Tourism, Sports, Leisure and Culture

Equalities impact Medium Impact

Climate change High Impact

The Service Plan contains a section on climate change.

Risk: Medium Risk; Part of the content of the Service Plan is intended to focus on identifying and addressing the risk involved in the delivery of a housing service and detailing how this will be managed.

Links to background information .

Link to [Council Plan](#)

Priorities (check which apply)

- Better homes and communities for all
- A greener East Devon
- A resilient economy

Housing Service Plan 2023-24

- 1.1 For some time now all the Council's services have organised an annual service planning exercise and produced a service plan, which sets out details of what the service does, achievements and future challenges and targets.
- 1.2 The Service Plan is produced using a corporate template and it shows how the service improvements link with the Council Plan/Statement of Intent. The template has been modified this year to focus on issues integral to the Council Plan. The Plan identifies the key service objectives, challenges ahead and outlines areas of performance that we should measure. It also considers efficiencies, key risks, training needs, equalities, opportunities to do things differently, and workforce planning. The template has been slightly adapted this year to have more of a focus on the objectives that continue as part of our day to day service delivery (section 3.1) with a clearer definition of new projects that will commence or have greater focus during the life of this service plan (3.2).
- 1.3 The Service Plan links closely with our Housing Strategy and is designed to complement a number of other housing plans and policies as part of how we manage our own housing stock and the services we deliver. There is also a strong link with the Council's Public Health Strategic Plan to ensure we help more people be and stay healthy, enhance self-care and community resilience and integrate and improve support for people in their own homes. There is also a strong link to both the Poverty Strategy and the council's Climate Change aspirations, section 5 of the plan specifically focuses on this.
- 1.4 The Service Plan is intended as a working document and the service managers will cascade the contents of the plan at their team meetings and reflect priorities in staff objectives. It is a good discipline to complete an annual statement of what the Service expects to achieve, set out in a structured way using a template and involving staff, service users and members in the process.

- 1.5 The Plan presented contains many challenges that are continuing and it has been important to reflect a realistic view of this as opposed to being over-ambitious with what we set out. The high vacancy rate we have experienced during 22/23 has impacted on many areas of the service and there is the need for us to ensure our core areas of service delivery are being maintained. The objectives are split between the three front-line areas of the Housing Service (housing services, property and asset, housing needs and allocation).
- 1.6 The headlines for the Service Plan include:
- Reflecting on the success of our 2019- 2023 Homelessness and Rough Sleeper Strategy and Consult on and publish a new 2024- 2028 Homelessness and Rough Sleeper Strategy.
 - Off the back of the launch of our new Resident Involvement Strategy 2023- 2027, ensuring we implement and prioritise the direction of travel that the Strategy dictates.
 - Recognition of poverty as a significant factor in people's lives.
 - Revision of the HRA Business plan.
 - Delivering and concluding the Stock Condition Survey
 - A focus on ensuring our void process is efficient, providing quick turnarounds and that we are maximising rental income.
 - Emphasis on the importance of compliance and keeping tenants safe in their homes.
 - Robustly managing the Integrated Asset Management Contract in order to ensure high levels of tenant satisfaction.
 - Review our approach to damp and mould and ensure we are delivering the objectives set out in our damp and mould policy.
 - Continuing with the future proofing of Home Safeguard with a realistic view of risks ahead including the next phase of the digital switchover, refresh of the marketing strategy and growth plans
 - A review of our Community Development offer and plans to grow this area of the service.
 - Acting on the climate change agenda and building towards a carbon neutral council.
 - Delivering the next phase of the carbon reduction programme for our housing stock.
 - A review of some frontline areas of service delivery to ensure we are delivering effectively, Estate Management and Sheltered housing are specifically mentioned.
 - Embedding and ensuring we are ready for the changes coming as part of the Social Housing Act.
 - Continue to grow the Housing Task Force and see new housing delivery.
- 1.7 The Housing Leadership team have enjoyed being able to refresh the Service Plan as a way of setting out how we plan to get through what looks to be another challenging year ahead with a number of uncertainties in relation to national housing policy as well as competing demands impacting on our financial position.
- 1.8 It is worth pointing out that we have considerably increased the number of performance measures as listed in section 3.3, this is in line with a new refreshed approach to reporting on performance and being able to have better oversight and assurance around a number of areas of the service. This increase in measures provides a more robust approach to ensuring we have a realistic view of performance and can help us identify more quickly areas that require focus as well as areas we are performing well in.
- 1.9 In creating this plan we have sought input from the Portfolio Holder and we are holding a specific consultation day with tenants on the 21st December in order to give our tenant volunteers the opportunity to input. We can feedback to the Board in January the outcome of this consultation exercise.

1.10 I welcome the Housing Review Board's input into the Service Plan before it is finalised.

Financial implications:

At the same time as preparing the draft service plans, draft budgets have been prepared for member consideration. Service plans and budgets are aligned and link back to the Council Plan.

Legal implications:

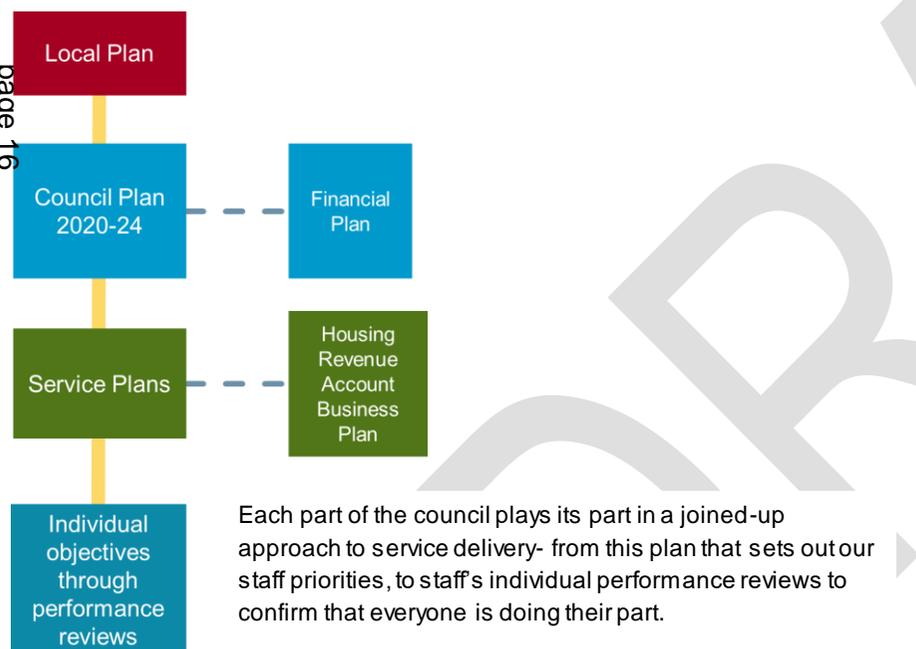
There are no legal implications on which to comment in the report

Housing Service Plan 2023-24

Version 0.7

April 2023 – March 2024

page 16



Director: John Golding

Assistant Director: Amy Gilbert-Jeans

Portfolio holders: Councillor Dan Ledger

Service Plan Template 2023-24: Contents Page

Section 1	Brief description of service and purpose(s)
Section 2	Key achievements in 2022-23
Section 3	Looking forward: what we will do in 2023-24 Looking forward: what we will measure, how often and for whom
Section 4	Workforce planning
Section 5	Carbon and resource use
Section 6	Service risks: new/emerging
Section 7	Digital / Data Transformation
Appendix	Workforce Plan

Notes for Director and Assistant Director/Service Leads:

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

Shaded areas are for guidance.

When you have completed your Service Plan:

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

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

What we do and who we deliver to

Our over-riding Housing Service vision is to deliver a **decent home for all** residents of East Devon. This compliments the emerging Council Plan priority of **Better Homes and communities for all**.

Our Housing Strategy 2020-2024 sets out our key objectives:

- Providing Homes
- Improving Homes
- Improving Communities
- Improving Services

We have adopted the following purpose(s) where we have undertaken Systems Thinking reviews in Housing:

- To match the right people with the right home (voids & allocations).
- Do the right repair at the right time, get it right first time, and stay fixed (responsive repairs).
- Do the right service/repair at the right time, and leave safe (gas servicing).
- To collect the right amount of rent at the right time (rent management).
- Deal with customer emergencies promptly (Home Safeguard).

Our services are delivered consistent with the Council's Public Health Strategic Plan to ensure we help more people be and stay healthy, enhance self-care and community resilience, and integrate and improve support for people in their own homes.

Our approach to managing and tackling homelessness has been reviewed and articulated in our Homelessness and Rough Sleeping Strategy 2019- 2023, this Strategy is due to be reviewed during the duration of this service plan.

The strategy is based upon the results of a review of homelessness in our area and has resulted in establishing the following four priorities:

- Maximise prevention activities and outcomes;

	<ul style="list-style-type: none"> • Increase accommodation options; • Minimise rough sleeping; • Improve health and wellbeing. <p>Housing Task Force</p> <ul style="list-style-type: none"> • To increase the supply of Affordable and Social Housing across the district by working closely with RP partners, CLT's and via direct delivery of new build homes • Redeveloping and maximising the council's assets • Work with OPE to negotiate asset transfers and buy land off the open market where it is affordable • Develop a pipeline of developments and regeneration projects across the district • Secure funding to make development affordable
<p>How we deliver and ensure equal access</p>	<p>Our Housing Services are delivered through a combination of direct service delivery from our housing teams as well as a number of partnerships and contracting arrangements.</p> <p>All of the housing policies are subject to the completion of an equality impact assessment to ensure our services are fully accessible and we work in compliance with the council's corporate equalities policy.</p> <p>We are regulated by the Social Housing Regulator and operate in compliance with the regulatory standards framework.</p> <p>We strive to actively involve tenants in all aspects of our service to ensure wide consultation and the opportunity for tenants to influence the services we deliver. We recognise that we have work to do in this area and our new Resident Involvement Strategy will be launched just prior to the start of this Service Plan and therefore will be a key strategy to guide us in this area.</p> <p>We provide varied methods of communication for customers to access our services and ensure our web pages are kept up to date.</p> <p>We promote the work of the Housing Service using a variety of methods, including the use of social media.</p>

	<p>Housing Task Force</p> <p>We will continue to work closely with longstanding RP and CLT partners for the majority of our affordable housing delivery. For direct delivery of social housing we will be using a formal Development Partner contracted via our Framework Agreement with SWPA</p> <p>For each of our direct delivery developments we will be undertaking a full tenant and community consultation to ensure everyone's voice is heard, their comments noted and acted upon</p>
<p>How we compare</p>	<p>We use HouseMark for periodic benchmarking of our services and report the results to our Housing Review Board.</p> <p>We encourage tenants to complete customer satisfaction surveys to give us feedback on our services. We have completed a longitudinal study in partnership with a local housing association and Birmingham University to look closely at the impact of our services on current tenants as well as those trying to access our services.</p> <p>We are also about to undertake a wider tenant survey to gauge current satisfaction, this will act as a useful baseline in order to measure where we are currently and help us see where improvements need to be made.</p> <p>We are members of The Devon and Cornwall Housing Options Partnership. The group aims to improve the consistency of housing options and homelessness services across Devon and Cornwall Local Authorities by developing shared policies, practices and service standards to ensure equality of services.</p>
<p>Statutory elements of the service</p>	<p>Management of our Council housing stock in line with the regulatory standards framework as set out by the Social Housing Regulator.</p> <p>Right to Buy Council homes</p> <p>Homelessness/Housing Advice (Homelessness Reduction Act 2017)</p> <p>Management of the housing register and operation of an allocations team to ensure our housing stock is allocated appropriately.</p> <p>Creation of a tenancy strategy</p> <p>Safeguarding responsibilities- Children's Act 2004 and Care Act 2014</p> <p>Health and Safety legislation in relation to asset management including:</p>

	<ul style="list-style-type: none"> • Management and control of asbestos regulations 2012 • Gas safety (installation and use) Regulations 1998 • Regulatory Reform (fire safety) Order 2005. • The Building Safety Act 2022
Current net budget (excludes Internal support charges and capital budget)	See Housing Revenue Account and General Fund budgets for Homelessness, Home Safeguard and the Housing Task Force.

Section 2 – Key achievements in 2022-23

	<i>Briefly describe key achievements and what outcomes were created. This will contribute to annual reviews of our Poverty Action Plan, Health & Wellbeing and carbon reduction work.</i>	<i>Link to Council Plan priorities and other strategic objectives: -</i>
		<ul style="list-style-type: none"> • Greener East Devon • Better Homes and communities • A resilient economy • Poverty action plan • Health & wellbeing • Carbon reduction
1.	<p>Successful bid and subsequent effective use of Rough Sleeper Initiative (RSI) funding via the Department for Levelling Up, Housing and Communities (DLUHC).</p> <p>Total of £568k awarded over three years which will finance four specialised posts aimed at assisting rough sleepers</p>	<ul style="list-style-type: none"> • Better Homes & Communities • Homelessness & Rough Sleeper Strategy Action Plan • Poverty Action Plan • Public Health Strategic Plan
2.	<p>Positive delivery of service for customers supported and evidence by;</p> <ul style="list-style-type: none"> • low numbers of complaints (5 in the first 6 months of 2022-23) • low number of requests for homelessness decision reviews (5 in the first 6 months of 2022-23) 	<ul style="list-style-type: none"> • Better homes and communities • Poverty Action Plan • Public Health Strategic Plan

Section 2 – Key achievements in 2022-23		
	<ul style="list-style-type: none"> • low number of Devon Home Choice banding review requests (4 in the first 6 months of 2022-23) <p>Further evidence of anecdotal evidence via the weekly virtual bouquets through Stay Connected Newsletters. The bouquet section is generally dominated with mentions of the Housing Options Team, these really humanise and capture the success of the work of the team.</p>	
3.	<p>Positive outcomes for homeless applicants demonstrated through the number of successful prevention and relief cases in the first six months of 2022-23. As follows;</p> <ul style="list-style-type: none"> • 193 successful prevention cases - <i>where the approach has been prior to the applicant becoming homeless</i> • 95 successful relief cases - <i>where the approach has been made at a time after the applicant has become homeless</i> <p>This has been achieved against a backdrop of continued increasing demand across all areas of the service.</p>	<ul style="list-style-type: none"> • Homelessness & Rough Sleeper Strategy Action Plan • Poverty Action Plan • Health and Wellbeing Plan
4.	<p>Implemented the Housing Services Improvement Plan to address a number of areas of concern specifically within the Housing Services team (this work remains ongoing)</p> <ul style="list-style-type: none"> - Identified the training needs of all staff, recognising this as a key area requiring focus. - Carried out a gap analysis of policies and procedures and identified procedures in need of updating. - Re-established relationships and procedures with Legal - Identified service delivery resource requirements for each team and put in place interim structures to stabilise and ensure service continuity. This was also required as a result of significant management absence in the team. - Reviewed and established clear roles and responsibilities for individuals and plans for each team - Improved team work and morale of the teams. <p>Provided development opportunities for staff members including support and coaching for operational managers where required.</p>	<ul style="list-style-type: none"> • Better homes and communities • Poverty Action Plan • Public Health Strategic Plan • Happy, Healthy, Here Workforce Plan

Section 2 – Key achievements in 2022-23		
5.	<p>Maintained a high proportion of rent and service charge collection against rent owed and continuously improved the rent and income management arrangements. When benchmarked performance is in the upper quartile for arrears collection and just outside the upper quartile for rent collection (Housemark)</p> <p>This work has been supported with pro-active income management initiatives such as tenancy support and sustainability workshops where targeted tenants have come along to receive intensive support.</p> <p>As of November 2022;</p> <ul style="list-style-type: none"> • Rent collection 100.51% (just outside upper quartile performance) • Rent arrears 1.73% (upper quartile performance) • 5 pro-active workshops have been delivered. • Low number of evictions due to rent arrears (2 for this financial year so far) <p>£103k worth of financial gains for tenants, tracked through Homemaker support service.</p>	<ul style="list-style-type: none"> • Better homes and communities • Poverty Action Plan • Public Health Strategic Plan
6.	<p>As part of our Community Development work we have reviewed work plans in this area to ensure we are focusing on the right areas, this has included;</p> <ul style="list-style-type: none"> • Jointly coordinated the Fair share scheme delivered food to 12 vulnerable families for each week of the year <p>Supported the Friends of Higher Brook Meadow Green to carry out consultation for planters and the Group have raised £18K* for planters to be installed.</p>	<ul style="list-style-type: none"> • Better homes and communities • Poverty Action Plan • Public Health Strategic Plan • Greener East Devon
7.	<p>Delivered a total of 9 surgeries at our community centres for sheltered housing tenants providing advice and support on rents, repairs, benefits, financial resilience as well as any other issues raised with a total of 111 tenants in attendance (there are more events planned for the second half of 22/23)</p>	<ul style="list-style-type: none"> • Better homes and communities • Poverty Action Plan • Public Health Strategic Plan
8.	<p>We have responded to the Cost Of Living Crisis with a series of housing specific objectives.</p> <p>A proposal was presented and accepted by the Housing Review Board on the 11th October and work in this area has begun and will be focused and developed through the second half of 2022/23. This includes;</p> <ul style="list-style-type: none"> • Opening of Community Centres as part of the national warmspaces initiative 	<ul style="list-style-type: none"> • Better homes and communities • Poverty Action Plan • Public Health Strategic Plan

Section 2 – Key achievements in 2022-23		
	<ul style="list-style-type: none"> • A hardship fund of £50k specifically set aside for tenants • Consider relevant workshops to run to help tenants in specific areas such as financial resilience/ keeping warm/ energy efficiency measures in their homes. <p>A targeted 'cost of living crisis' edition of Housing Matters to try and circulate relevant information to as many tenants as possible.</p>	
9.	<p>Procured and mobilised a new Gas Servicing Contract including a change to industry standard MOT style servicing and an IT interface for data transfer etc.</p> <p>This transition took place whilst continuing to maintain 100% Gas Servicing compliance across the stock.</p>	<ul style="list-style-type: none"> • Better homes and communities
10.	<p>The stock condition survey has been mobilised and is now underway. The survey has been designed to capture a number of additional measures that have been specifically designed to capture detailed carbon data around our stock in order to specifically feed into a standalone retrofit asset management plan. This will include a HHSRS assessment, an updated SAP profile and an EPC.</p>	<ul style="list-style-type: none"> • Better homes and communities • Greener East Devon
11.	<p>Successful funding bid for Social Housing Decarbonisation Fund Wave 1 and then delivery of measures to 50 identified properties; in addition we have delivered a number of bespoke retrofit projects (whole house refurbishments) as and when opportunities have arisen to do so.</p>	<ul style="list-style-type: none"> • Better homes and communities • Greener East Devon
12.	<p>Procured and mobilised a new Asbestos Surveying Contract.</p>	<ul style="list-style-type: none"> • Better homes and communities
13.	<p>Housing Task Force go live mid-February 2022</p> <ul style="list-style-type: none"> • Implementation of the team • Recruitment to the Development Surveyor Role • Pipeline Programme up and running with the following developments currently in feasibility; 3 x sites in Honiton (c25 Homes), Negotiating on Millwater School asset transfer with DCC (c 20 homes), Sidbury site (c 7 homes) Jarvis Close (c 12 homes) • Procurement for Development Partner undertaken – ZedPods • Procurement for supporting consultancies' underway in stages – 1st Architects live at the moment 	<ul style="list-style-type: none"> • Better Homes and Communities

Section 2 – Key achievements in 2022-23

	<ul style="list-style-type: none"> • Strong relationships built with key stakeholders; Homes England, One Public Estate, Devon Housing Task Force and all local RP partners • Sourced an industry standard Financial Appraisal Tool to assist in decision making and financial probity/transparency 	
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Section 3 – Looking forward: what we will do in 2023-24 (service objectives)

This service agrees that it will undertake the work required under the Financial Sustainability Model adopted by Council in its Financial Plan in reviewing the service under the following 6 areas:

- System Thinking
- Digital Transformation
- Customer Access
- Performance Management Data
- Asset Management
- Income Maximisation

3.1 Service priorities we will deliver in 2023/24 which support the Council Plan Priorities; the Poverty Action Plan and Health & Wellbeing. (Carbon reduction activities see section 5 below)	Financial/ corporate resource	Lead Officers
<p>Continue to meet the increasing demand from homeless households and secure suitable temporary and permanent accommodation, supporting households who present with physical and mental health needs, poverty and other issues, ensuring they are able to sustain their tenancies.</p> <p>Monitor outcomes from the 2019-2023 Homelessness & Rough Sleeper Strategy</p>	General Fund- Homelessness	Housing Solutions Manager

<p>Implement, monitor and review for effectiveness the new delivery model for the re-use and recycling furniture programme to assist residents with setting up their home, recognising the increasing amount of people arriving in our homes with few possessions who need help to set up their homes in order to have a better chance of maintaining their tenancy and living happily in their home.</p>	Housing Revenue Account	Housing Solutions Manager
<p>To allocate properties efficiently ensuring a focus on the keys to keys process to ensure we are housing people quickly and maximising rental income. Re-visit our Systems Thinking purpose/work in this area.</p>	Housing Revenue Account	Housing Solutions Manager
<p>As part of launching the new Resident Involvement Strategy 2023-2027, implement the strategy to ensure all tenant involvement groups are set up, supported and given adequate resources in order to become highly functioning and to provide the housing service with an effective and efficient tenant scrutiny function.</p> <p>The revised strategy will be launched in March 2023, it will feature a number of key objectives that will be monitored through-out the life of the strategy and implementing this will be a high priority during 23/24.</p>	Housing Revenue Account	Housing Services Manager
<p>Review our current Community Development work plan to ensure clarify on objectives.</p> <p>To include;</p> <ul style="list-style-type: none"> • Compliance with actions as derived from the Resident Involvement Strategy 2023-2027 • Ensure we are communicating with tenants in a timely way via a method that is preferable to tenants- Housing Matters magazine or alternative. • Deliver consultation projects for housing with tenants and communities as and when the need arises and to support the wider housing function. • Deliver projects to support resilient communities (health, poverty, social, wellbeing, financial, employment, tenancy sustainment) • Identify Housing land for Nature Recovery Networks, re-wilding and wildlife improvement corridors and liaise with tenants to deliver blue heart areas. • Invest in the improvement of the communal areas on housing estates, including tree planting and encouraging a greater diversity of wildlife through rewilding and nature recovery corridors. 	Housing Revenue Account	Housing Services Manager

<ul style="list-style-type: none"> • Develop the Fairshare project working with Supermarkets in the district and Nourish to collect food from the supermarket, cook and freeze it, and distribute to people with an identified need. Aim to do more for rural areas and link with other work e.g. new applicants for Universal Credit who have limited income for the first six weeks. 		
<p>As part of the delivery of our Home Safeguard service;</p> <ul style="list-style-type: none"> • Ensure we have the appropriate staffing structure in place to deliver a service 24 hours a day to sheltered housing tenants and private customers. • Review the Out of Hours service to ensure we are delivering an effective service, corporately meeting the needs of each service. • Review of management resources to ensure business continuity • Review the commercial opportunities for the service and consider growth potential in order to increase revenue. 	General Fund	Housing Services Manager
<p>Focus on ensuring we maintain our highly performing rental collection rate. Develop our existing methods of tenancy support work in order to pro-actively support tenants to maintain tenancies.</p> <p>To include;</p> <ul style="list-style-type: none"> • Budgeting workshops • New tenant induction workshops • New tenancy sign up briefings • Consider the provision of floating support for vulnerable tenants in sheltered and general needs 	Housing Revenue Account	Housing Services Manager
<p>Deliver an effective Estate Management service that pro-actively manages and addresses anti-social behaviour across our Estates. This must include;</p> <ul style="list-style-type: none"> • Tenancy compliance issues on behalf of the housing service <ul style="list-style-type: none"> • Tenancy fraud • Annual tenancy visits in order to inspect properties and provide support required. • Management of communal cleaning and grounds maintenance, etc. 	Housing Revenue Account	Housing Services Manager

<ul style="list-style-type: none"> Monitoring of service level agreements with service providers such as communal cleaning, grounds maintenance as well as mediation services. Work closely with ASB Officers in Environmental Health on serious cases so they are dealt with in a timely manner 		
<p>Deliver our sheltered housing service to ensure appropriate levels of support are determined and delivered for tenants in sheltered housing. To include;</p> <ul style="list-style-type: none"> Refresh and clearly define our offer of sheltered accommodation ensuring clarity and a commitment to the levels of support that can be offered. Review title of Mobile Support Officers to better reflect job purpose and identity Run a programme of measures aimed at tackling social isolation across our sheltered housing, recognising the increasing number of people suffering from mental health issues. Review the outcomes of the work delivered via the Housing Mental Health Support Officer and implement any changes required (this was a new role introduced during 22/23) 	<p>Housing Revenue Account Service charges</p>	<p>Housing Services Manager</p>
<p>Continue to carry out the Stock Condition Survey; to understand our property portfolio and inform short, medium and long-term asset management plans.</p> <p>Refresh the Housing Revenue Account Business Plan, incorporating a review of our approach to;</p> <ul style="list-style-type: none"> Ensuring current stock meets all regulatory/compliance requirements and is fit for purpose. Achieving retrofit ambitions/climate change requirements Considering disposal of stock that is not fit for purpose Consider whole Estate regeneration Delivering new affordable housing with the aspiration of building more homes for social rent (via the Housing Task Force) <p>Manage the impact of the Government rent cap policy against predicted income, ensure appropriate spending of Right to Buy receipts based on allowances available.</p>	<p>Housing Revenue Account</p>	<p>Property and Asset Manager</p>

<p>Continue major refurbishment and upgrade works that have already been programmed, including;</p> <ul style="list-style-type: none"> • Refurbishment of blocks of flats that will include fire safety works, general compliance works, retrofit works, aesthetic (external decoration) and site regeneration. • Kitchen and bathroom programmes 	Housing Revenue Account	Property and Asset Manager
<p>Maintain all legal and regulatory requirements for compliance functions including the 'big 6 areas of;</p> <ul style="list-style-type: none"> • Fire Safety • Gas Safety • Electrical Safety • Lift Safety • Asbestos Management • Legionella <p>Monitor compliance through the compliance dashboard in order to ensure the Housing Leadership team have overall assurance and can be informed to take immediate decisions as required including the requirement to report non-compliance with the Social Housing Regulator.</p> <p>Continue to prepare for the changes required under the Building Safety Act and implement any changes required.</p> <p>Continue to ensure we are meeting requirements that relate to disrepair and how cases should be handled to ensure we are meeting legal requirements. Ensure our processes and procedures are working efficiently with oversight and input from our Housing Solicitor.</p>	Housing Revenue Account	Property and Asset Manager/Housing Service Lead
<p>Closely monitor performance of the Integrated Asset Management Contract to ensure;</p> <ul style="list-style-type: none"> • Ongoing monitoring against contract KPIs. • A focus on tenant satisfaction levels • Value for money is being achieved and is evidenced • A learning approach is being taken when complaints arise. 	Housing Revenue Account	Property and Asset Manager

<p>Continue preparation to ensure we are prepared for the up and coming changes being introduced by the Housing Regulator, where powers will be increased as part of the Social Housing Act. This will include;</p> <ul style="list-style-type: none"> • Annual performance returns as required covering all tenant satisfaction measures (TSMs) this monitoring will start in April 2023. • Review carefully the results of the tenant satisfaction survey in order to have a baseline of data, create an Action Plan that will look to address issues raised with a view to making the improvements required. • Ensure compliance with Ombudsman Code of Conduct when dealing with complaints. • Deliver training to Members, tenants and staff to ensure they have a full understanding of the up and coming legislative requirements of the White Paper and Building Safety Act as well as having the required skillset and levels of competency as defined in the Legislation to discharge such roles/duties. • Consider specific training and support for the Housing Review Board in order to ensure fulfilment of the governance and scrutiny function as required by the Regulator. 	Housing Revenue Account	Housing Leadership Team
<p>Housing Task Force</p> <ul style="list-style-type: none"> • Deliver the carbon neutral new build homes in Honiton with ZedPods • Progress viable developments through planning and potential build outs to start • Add to the pipeline programme • Undertake feasibility on all development opportunities • Write and agree a set of Guidelines to inform RTBuy Acquisition decisions • Focus Right to Buy Receipts spending on new build development in line with Government Legislation rather than acquisition • Agree new additions / amendments to the constitution to support the work of the team • Write a draft Development Strategy • Contribute to the wider Asset Management Strategy • Undertake comprehensive consultation with tenants and communities on each proposed development 	General Fund and Housing Revenue Account	Housing Task Force Service Lead

Ensure our approach to Damp and Mould is robust and fit for purpose to ensure we are supporting tenants to live in their properties and managing issues relating to damp and mould. This approach will be supported by an EDDC Damp and Mould Policy- to be introduced prior to this service plan commencing (final quarter of 22/23)	Housing Revenue Account	Property and Asset Manager
Ensure we have a strategic approach and action plan in place for providing homes for large families, especially those living in temporary accommodation Similarly take a strategic approach to the provision of specially adapted homes for families requiring them	Housing Revenue Account	Property and Asset Manager and Housing Allocations

3.2 Service development / project * (this will be monitored in SPAR)	Expected outcome	Resources required
Consult on and produce a new Homelessness and Rough Sleeper Strategy 2024-2028	To ensure our service delivery offer sets out ways we will reduce homelessness and rough sleeping in the District. Ensure our approach for how we will capture this is clearly defined.	Housing Project Officer Housing Solutions Manager Housing Service Lead Housing Options Manager
Link to Council Plan priorities	Better Homes and Communities for All	
Milestones	Due date	Lead officer
1. Review current Strategy	By June 2023	Housing Solutions Manager
2. Launch a period of consultation, identifying all key stakeholders and partner agencies that will need to be involved.	June-August 2023	Housing Solutions Manager
3. With outcomes of consultation, produce a draft strategy for circulation and comment.	October 2023	Housing Solutions Manager
4. Publish the new Strategy	January 2024	Housing Solutions Manager

3.2 Service development / project * (this will be monitored in SPAR)	Expected outcome	Resources required
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<p>Complete the Stock Condition Survey</p> <p>Review of Housing Revenue Account Business Plan</p> <p>Creation of a Housing Strategic Asset Management Plan.</p>	<p>To ensure a comprehensive, detailed re-write of the Housing Revenue Account Business Plan is undertaken, to include;</p> <ul style="list-style-type: none"> • Data collected from the Stock Condition Survey that will indicate level of investment in stock required. • Consider approach we take to funds we set aside for Retrofit of the stock and a realistic view of investment from a climate change perspective. • Consider stock disposal programme • Review approach to borrowing in order to determine Housing Task Force outcomes. • Produce a new, comprehensive Strategic, Asset Management Strategy. 	<p>Housing Project Officer</p> <p>Housing Leadership Team</p>
<p>Link to Council Plan objective</p>	<p>Better Homes and Communities for all</p> <p>A greener East Devon</p>	
<p>Milestones</p>	<p>Due date</p>	<p>Lead officer</p>
<p>1. Start scoping and planning a project brief on how this will be delivered, seek external consultancy support.</p>	<p>Prior to the start of this Service Plan.</p>	<p>Housing Service Lead</p>
<p>2. Completion of the Stock Condition Survey (data being submitted during the completion of the survey can start to feed into the plan prior to all data being captured)</p>	<p>September 2022</p>	<p>Property and Asset Manager</p>
<p>3. Consultation with key stakeholders as required</p>	<p>TBC</p>	<p>Housing Service Lead</p>
<p>4. Present draft Housing Revenue Account Business Plan and Strategic Asset Management Plan to Housing Review Board</p>	<p>TBC</p>	<p>Strategic Lead/ Housing Service Lead</p>

3.2 Service development / project * (this will be monitored in SPAR)	Expected outcome	Resources required
Preparation for changes being developed as part of the Social Housing Act, this will start in April 2023 with the introduction of the tenant satisfaction measures and work on this area will need to continue to be developed during 23/24 as part of ensuring we are ready for the inspection regime as being developed by the Social Housing Regulator.	To ensure full compliance with up and coming new Legislation (Social Housing Act) due to be legislated during 2023/2024.	Housing Leadership Team Housing Project Officer
Link to Council Plan objective	Better Homes and Communities for all	
Milestones	Due date	Lead officer
1. Completion of tenant satisfaction survey with review of results and action plan to capture improvements required.	By April 2023	Housing Leadership Team
2. Report on tenant satisfaction measures	April 2023	Housing Service Lead
3. Monthly reporting to Housing Leadership Team on progress being made in relation to each part of the legislation- noting compliance standards. Carry out a gap analysis in relation to current Consumer Standards as set out by the Regulator.	Ongoing	Housing Project Officer
4. Carry out required training to Board Members and Officers.	Ongoing	Housing Leadership Team

3.2 Service development / project * (this will be monitored in SPAR)	Expected outcome	Resources required
Housing Task Force Increase the social housing portfolio and delivery of affordable housing	25 Carbon Neutral New Homes	Housing Task Force
Link to Council Plan objective	Better Homes and Communities / Climate Change	
Milestones	Due date	Lead officer
1. Planning achieved for ZedPods Honiton	Spring 2023	HTF service lead
2. Build out the above development	Summer 2023	HTF service lead
3. Grow Pipeline Programme by 50%	Ongoing	HTF

4. Write draft Development Strategy	Summer 2023	HTF
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3.2 Service development / project * (this will be monitored in SPAR)	Expected outcome	Resources required
Continue to deliver projects via funding opportunities such as the Social Housing Decarbonisation Fund (bid submission currently pending for 23/24- submitted November 2022)	To ensure we are continuing to upgrade current stock and accessing all available funding from central Government.	Property and Asset Manager/team. Consultancy support as and when required.
Link to Council Plan objective	Better Homes and Communities	
Milestones	Due date	Lead officer
1. Recieve feedback on bid made in November	January 2023	Property and Asset Manager
2.If successful, produce a project plan	January- April 2023	Property and Asset Manager
3. Appoint delivery partners as required, consult with tenants where properties fall into the programme.	January- April 2023	Property and Asset Manager
4.Commence works onsite	During 2023/24- 2025/2026 (2 years' worth of funding)	Property and Asset Manager

3.2 Service development / project * (this will be monitored in SPAR)	Expected outcome	Resources required
<p>Review and development of the Home Safeguard service to ensure key objectives are being delivered.</p> <ul style="list-style-type: none"> Review external contracts to ensure we are providing a good service Consider commercial opportunities to grow the service. Ensure the staffing structure is sustainable and fit for purpose. Ensure the Councils out of hours function is being delivered efficiently and in line with legislative requirements. 	Ensure the service is highly functioning with a reviewed delivery plan that includes a refreshed approach to business continuity.	Housing Services Manager Housing Service Lead Potential Consultancy Support.

<ul style="list-style-type: none"> Ensure a robust business continuity plan is in place with reviewed risk register. 		
Link to Council Plan objective	Better Homes and Communities	
Milestones	Due date	Lead officer
1. Review current delivery set up ensuring the team are stabilised and that our business continuity plans are robust	All currently ongoing and off the back of decision due to Cabinet in March 2023 when report is due on future delivery of services.	Housing Services Manager
2. Recruit into vacant positions off the back of decision that will be taken by Cabinet on continuation (or not) of external service covering nights.		

- Reference information below- we have recently refreshed our approach to PIs being captured with a comprehensive review of all measures that are required by the Housing Leadership Team, all of these are captured below.

3.3 Service measure/indicator	How often – monthly, quarterly, bi-annually, annually	For whom? Cabinet, Overview and Scrutiny	Responsible Officer for production of management information	Retain this measure (yes/no) or new
% of rental income for all dwellings that was collected, broken down by general needs and sheltered.	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes
Rent arrears of current and former tenants as a % of annual rent debit. Rent arrears of former tenants as a % of annual rent debit.	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes

% of income lost through properties becoming vacant	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes
Rent written off for all dwellings as a % of rent debit.	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes
% of rental income for all garages that was collected (and former)	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes
% of rent lost through garages becoming vacant.	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes
% of routine repairs completed within target	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes

% of emergency repairs completed within target	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes
% of repairs outstanding and overdue	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes
% of gas servicing carried out within 12 months of previous service	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes
% of job variations	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes
% of social housing stock failing to meet the decent homes standard (on completion of stock condition survey)	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes

Number of dwellings taken out of management	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes
Number of garages taken out of management	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes
% of garages vacant and available to let/ not vacant available to let	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes
% satisfaction with day to day repairs	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes
% satisfaction with major works	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes

Number of dwellings in housing stock	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes
% of garage checks to be completed	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes
Responsive Repairs WIP (work in progress)	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes
% of self-contained dwellings vacant and available to let/not available to let	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes
Average days to relet a social housing rental dwelling (standard)	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes

Number of ASB cases reported	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes
Number of affordable homes delivered	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes
Number of acquisitions into stock	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes
Number of RTB sales	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes
Number of evictions	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes

% of tenancy visits completed	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes
Number of properties ready to let	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes
Number of properties allocated (inc. mutual exchanges)	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes
Number of households on waiting list	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes
Number of homelessness cases	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes

Number of homelessness approaches	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes
Number of households living in temporary accommodation	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes
Number of households placed in temporary accommodation	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes
Successful homeless preventions as a % of prevention cases	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes
Successful homeless reliefs as a % of relief cases	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes

Number of verified rough sleepers	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes
Average number of working days per person lost through sickness	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes
% of PERs complete	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes
% satisfaction with the way your complaint was dealt with	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes
% of complaints responded to and closed within 20 days	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes

% of calls answered within 1 minute	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes
Number of accidents reported	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes
EPC ratings of stock broken down	Monthly	Housing Leadership Team/ Quarterly reporting for Housing Review Board	Housing Service Lead	Yes

Section 4 – Workforce Planning key findings and actions (see appendix for detailed Workforce Plan)

*All captured comprehensively in workforce plan document

Major demands impacting on the workforce have been identified as:	<ul style="list-style-type: none"> • An uncertain political picture nationally • Introduction of the Social Housing Act • Zero tolerance approach from the Regulator/Ombudsman • The sector is struggling reputationally with repeated national coverage of poor standards. • Cost of Living crisis is seeing more dependent people with a higher level of need accessing our services.
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	<ul style="list-style-type: none"> • Rise in homelessness meaning increasing demand for frontline teams. • High levels of stress and anxiety causing absence from work.
<p>Major issues impacting on workforce supply have been identified as:</p>	<ul style="list-style-type: none"> • Pay and conditions better elsewhere • Housing Associations attracting talent- again higher pay. • Inability to attract suitably qualified staff for roles requiring specialist skills. • High levels of Officers due to retire in next few years.
<p>Priority workforce actions that have been agreed by the Service Management Team in liaison with their HR Business Partner are:</p>	<ul style="list-style-type: none"> • Be outcome focused with a strong emphasis on performance data, reporting this data will be part of the new regime under the Social Housing Bill. • Encourage a better culture around performance indicators that can help us to recognise strengths and weaknesses in our delivery and to hold ourselves to account on this. • Ensure accurate data is driving decision making. • Ensure our Service Plan ambitions are realistic and achievable with a discipline around prioritising Council/Service Plan actions over ‘nice to have’ actions. • Work on reducing single points of failure in the service, knowledge of all areas needs to be better shared to avoid failure when key Officers are absent • Consider carefully our approach to ‘grow your own’ and identify within the service the areas that need to be focused on in terms of succession planning to create a programme of opportunities to attract new talent into the service. • Raise the profile of the housing service and demonstrate its value within EDDC. • Actively explore opportunities for apprentices, work place experience, internships, shadowing and mentoring. • Encourage more Officers to achieve a Chartered Institute of Housing qualification.

	<ul style="list-style-type: none"> • Increase wellbeing support for our Officers and recognise the trauma related work they are undertaking. • Review competence of Managers against EDDC Management competencies/behaviours.
The service Workforce Plan will be reviewed by the Management Team, in liaison with the HR Business Partner, on the following basis:	Quarterly

Section 5 – Carbon and resource use

5.1 Short term objective	Expected outcome	Resources required
Reduce carbon use through the development of a policy for determining location of meetings and when meetings should be virtual or face-to-face.	Meetings Policy in place	Climate Change Officer
Link to climate plan action plan	Reduce carbon through reduced travelling of Officers	
Milestones	Due date	Lead officer
1. Draft policy for consultation	July 2023	Climate Change Officer
2. Policy implemented	Jan 2024	Climate Change Officer
5.2 Short term objective	Expected outcome	Resources required

Optimise housing staff travel to reduce carbon use	Reduced overall journeys, increase car sharing. Consider the considerable amount of travelling required for Housing Officers when attending sites.	Housing Project Officer Climate Change Officer
Link to climate plan action plan	Reduce carbon through reduced travelling of Housing Officers	Housing Project officer Climate Change Officer
Milestones	Due date	Lead officer
1. Monitor travel of staff	Sep 2023	Housing Project Officer
2. Analyse and identify opportunities for optimisation	Feb 2024	Housing Project Officer
3. Implement change in policy	April 2024	Housing Project Officer
5.3 Long term objective	Expected outcome	Resources required
Improve energy efficiency and reduce carbon footprint of our housing stock	All council housing stock to achieve EPC level C by 2030 Removal of all solid fuel heating in council properties A Strategic Asset Management Strategy that sets out Retrofit requirements and level of investment required.	Housing Leadership Team External Consultancy
Link to climate plan action plan	Accelerate the upgrading of insulation and energy saving measures in the Council's housing stock. Install air and ground source heat pumps when upgrading of off-gas properties. Upgrade insulation to minimise fuel poverty	
Milestones	Due date	Lead officer
1. Removal of solid fuel heating in all council properties	March 2023	Property and Asset Manager
2. Worst performing properties identified through Stock condition survey	Dec 2023	Property and Asset Manager

3. Grant Funding for improvement works secured and ongoing	Ongoing as and when available	Property and Asset Manager
4. Build plans into Strategic Asset Management Strategy.	Summer 2021	

Section 6 – Risks
 New/emerging risks consider with your team any new and emerging risks to be reported to the Management Information Officer.
 Any current risks that are emerging as high risk should also be reported to the Management Information Officer.

Section 7 – Digital / Data Transformation
 Digital and data are essential building blocks of a successful organisation. Digital transformation will enable teams to work in a more streamlined and efficient way, reducing duplicated work and automating manual processes, in support of our service plans.
 Digital refers to a technology-enabled way of working that uses modern tools, technology and capability.
 Data refers to digital information about people, things and systems.
 Aims: Digital transformation will make accessing and delivering our services to the customer far quicker and simpler. To deliver a better service for our customers we require fast and efficient digital services, high quality data and skilled staff.

7.1 Current and ongoing digital/data projects

*Use this section to record current and ongoing digital/data projects within your service relating to systems, software, processes or anything that requires a digital or data solution. Please provide details of the project objective, progress, difficulties and showstoppers currently affecting the project, a record of these will be kept across iterations of the service plan to track their progress. The Digital and Data team will analyse these projects and contact you to discuss potential solutions to the issues you identify.
(Please use one table per project, copy and paste table as needed)*

7.1.1 Name of project

Upgrade to One Housing and Implementation of One Assets

Impact on service (low/med/high)

High

Names of key members of staff/project leaders involved in the project (including Strata and third parties – include organisation name)

Housing Systems Team (all), Strata (Simon Landfear, Neil Richardson), Housing Business Leads (Amy Gilbert-Jeans, Andrew Mitchell, Graham Baker, Yusef Masih) and team members as required.

Project objective/desired outcome/goals - how does this project support the council’s digital/financial sustainability strategy?

Improved access and usability of Housing management system data encouraging take-up of system use and migration away from legacy off-system processes. The next step in facilitating flexible and hybrid working practices, improved transparency and accountability, and enabling use of complete and real-time management and performance information. Modern systems implementation supporting commitments to the Social Housing White Paper 2021 and the Building Safety Bill 2021.

Description of project, system/software used, current progress, difficulties and showstoppers currently affecting the project

IT system migration from the Capita OpenHousing product to the new OneHousing and OneAssets products from Capita. Project is currently at kick-off stage (9-Nov-2022), Phase 1 (upgrade from OpenHousing to OneHousing) planned to run from 14-Nov-2022 through to end-May 2023, and then Phase 2 (implementation of the new OneAssets suite) currently envisioned to run from Jun-2023 through to end-Sep 2023.

Project start date (if applicable)

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Nov-2022
Project end date (if applicable)
Sep-2023 (current estimate).

7.1.2 Name of project
Service Performance Dashboard and Management Information
Impact on service (low/med/high)
High
Names of key members of staff/project leaders involved in the project (including Strata and third parties – include organisation name)
Housing Systems (Steve Gammon, Natalie Brown), Housing Business Leads (Amy Gilbert-Jeans, Andrew Mitchell, Graham Baker, Yusef Masih)
Project objective/desired outcome/goals - how does this project support the council's digital/financial sustainability strategy?
Visibility of service performance data and trends enabling data-driven service improvement as well as performance and demand forecasting.
Description of project, system/software used, current progress, difficulties and showstoppers currently affecting the project
Reporting tools Insight, and SQL ReportBuilder, being used to develop an interactive real-time performance dashboard that draws on data within the OpenHousing housing management system and other corporate IT systems (e.g. Housing Jigsaw for homelessness performance, and Anywhere365 for telephony performance) to present current and historic/trend performance and demand data across the Housing Service.
Project start date (if applicable)
Jul-2022
Project end date (if applicable)

Mar-2023 and refinements beyond as on-system processes are adopted across the Housing Service in place of some traditional current off-system methods.

7.1.3 Name of project

Tenant Profiling

Impact on service (low/med/high)

High

Names of key members of staff/project leaders involved in the project (including Strata and third parties – include organisation name)

Housing Systems (Natalie Brown, Dan Weedon, Alex Seward), Housing Services / Community Development (Yusef Masih, Alex Higgins)

Project objective/desired outcome/goals - how does this project support the council's digital/financial sustainability strategy?

Data capture of tenant characteristics that can be used to confirm or to shape how and what services Housing delivers to its tenants.

Description of project, system/software used, current progress, difficulties and showstoppers currently affecting the project

Data requirements, and therefore method of data capture and storage, currently being worked up with Housing Service / Communities in conjunction with East Devon's Data Protection Officer (Kate Symington)

Project start date (if applicable)

Dec-2022

Project end date (if applicable)

Jun-2023

7.1.4 Name of project

Home Safeguard, Telecoms Digital Switch-over 2025

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Impact on service (low/med/high)
High
Names of key members of staff/project leaders involved in the project (including Strata and third parties – include organisation name)
Home Safeguard (Sue Hodges), Tunstall Healthcare UK (supplier of Home Safeguard telecare call-handling system), various suppliers of in-home telecare and alarm systems
Project objective/desired outcome/goals - how does this project support the council's digital/financial sustainability strategy?
Ensure all scheme equipment installed is compatible with digital telecommunications infrastructure in time for the 2025 Telecoms industry target for retiring all analogue lines.
Description of project, system/software used, current progress, difficulties and showstoppers currently affecting the project
Confirmation of compatibility or procurement of replacement scheme equipment if not digitally compatible – may require some consultation with Tunstall where equipment compatibility with the Tunstall PNC system is required.
Project start date (if applicable)
Aug-2022
Project end date (if applicable)
Dec-2023

7.1.5 Name of project
Contributions to Temporary Accommodation
Impact on service (low/med/high)
Medium
Names of key members of staff/project leaders involved in the project (including Strata and third parties – include organisation name)

Housing Systems (Dan Weedon, Alex Seward), Housing Options (Andrew Mitchell, Danielle Furzey)
Project objective/desired outcome/goals - how does this project support the council's digital/financial sustainability strategy?
Accounting and charging of Temporary Accommodation costs within OpenHousing enabling improved accounting of costs, housing benefit, and re-charge of costs to temporary residents.
Description of project, system/software used, current progress, difficulties and showstoppers currently affecting the project
Configuration of processes within OpenHousing and integration with Housing Benefits. Existing payment interfaces will be utilised.
Project start date (if applicable)
Nov-2022
Project end date (if applicable)
Mar/Apr-2023

7.2 Potential future digital/data transformation projects

Use this section to identify potential new digital/data transformation projects, this may be changes to systems, software, processes or the procurement of new products that may increase the digital capabilities, efficiency of your service and income generation for the council. The Digital and Data team will analyse these projects and contact you to discuss potential solutions to the issues you identify. (Please use one table per project, copy and paste table as needed)

7.2.1 Name of project

Stock Condition Survey

Impact on service (low/med/high)

High
Names of key members of staff/project leaders involved in the project (including Strata and third parties – include organisation name)
Housing Systems (Dan Weedon, Alex Seward), Housing Property & Assets (Graham Baker and team leads within P&A)
Project objective/desired outcome/goals - how does this project support the council's digital/financial sustainability strategy?
Accurate Stock Condition data loaded into OpenHousing from the detailed property stock condition survey being undertaken by Currie & Brown. This data will then inform Housing's capital and expenditure programmes for property maintenance, green-homes, and housing improvement programmes.
Description of project, system/software used, current progress, difficulties and showstoppers currently affecting the project
Individual property surveys are being undertaken by Currie & Brown and the resulting condition data currently stored within their systems for the duration of the survey contract. Intention is to begin loading this data into the new Stock Condition module of OneHousing as soon as this is available (anticipated end-May / early-Jun 2023) and in regular batches thereafter as Currie & Brown complete their surveys of the entire Housing Stock.
Project start date (if applicable)
June 2023.
Project end date (if applicable)
Aug-2023 (data-transfer processes established and routinely operated between East Devon DC Housing and Currie & Brown).

7.2.2 Proposed name of project
TotalMobile
Impact on service (low/med/high)
High
Key member/s of staff that you can commit to the project (EDDC only)

Housing Systems (Jess Desmond, Alex Seward), Housing teams (as necessary)
Project objective/desired outcome/goals - how does this project support the council's digital/financial sustainability strategy?
Enable on-site / in-field data-entry and data-retrieval through use of portal tablet and smart-phone devices, improving efficiency and value-use of time by reducing the need for keying or re-keying of data into systems.
Description of project, system/software used, transformational action/training needed for project to succeed
Implementation and roll-out of the Capita TotalMobile forms system delivered by Capita as part of the OpenHousing / OneHousing system. TotalMobile comes with a library of out-the-box electronic forms that can be utilised by housing staff in-the-field as well as ability to design bespoke forms where an out-the-box form is not available or is not suitable to the way we want to work.
Is your service currently able to commit a staff resource to this project? - please specify details
Yes – in our forward system plan, likely to commence in full after delivery of OneHousing (~Jun-2023).

7.2.3 Proposed name of project
Tenant Portal
Impact on service (low/med/high)
High
Key member/s of staff that you can commit to the project (EDDC only)
Housing Systems (Steve Gammon, Jess Desmond, Alex Seward), Housing Services (Yusef Masih)
Project objective/desired outcome/goals - how does this project support the council's digital/financial sustainability strategy?
Delivery of an online tenant self-service portal providing a 24/7 channel for common interactions such as requesting a repair, viewing rent statements and making payments, changing household details, logging communications and ASB, amongst others.
Description of project, system/software used, transformational action/training needed for project to succeed

The “Tenant Portal” is an online portal provided as part of our Capita OpenHousing/OneHousing. Look-and-feel and configuration refinements almost complete, however Launch of the portal with tenant has been recommended After upgrade of OpenHousing to OneHousing to ensure first impressions with tenants is not negatively impacted by any risk of disruption during the change-over from Open to One. A Launch strategy is to be devised with Housing Services and also a protocol for handling tenant-login queries.

Is your service currently able to commit a staff resource to this project? - please specify details

Yes – in our forward systems plan, being progressed in parallel with the migration to OneHousing aiming for launch with tenants after go-live of OneHousing.

7.2.4 Proposed name of project

Planned Maintenance module review

Impact on service (low/med/high)

Medium

Key member/s of staff that you can commit to the project (EDDC only)

Housing Systems (Dan Weedon, Alex Seward), Housing Property & Assets (Graham Baker, Paul Lees)

Project objective/desired outcome/goals - how does this project support the council’s digital/financial sustainability strategy?

Reconfiguration of the Planned Maintenance module as part of the OneAssets system implementation to enable improved use of the system and reduce the need for off-system processes and spreadsheets, enabling greater visibility, transparency, and tracking of programmed works through the Housing management IT system.

Description of project, system/software used, transformational action/training needed for project to succeed

Module configuration to be re-visited as part of the OneAssets IT system implementation, anticipated to commence June 2023.

Is your service currently able to commit a staff resource to this project? - please specify details

Yes – in our forward systems plan as an area to be visited as part of the OneAssets system implementation.

7.2.5 Proposed name of project
Resident Involvement
Impact on service (low/med/high)
Medium
Key member/s of staff that you can commit to the project (EDDC only)
Housing Systems (Alex Seward), Housing Services / Communities (Yusef Masih, Alex Higgins)
Project objective/desired outcome/goals - how does this project support the council's digital/financial sustainability strategy?
Configuration and use of the Resident Involvement module within OneHousing to monitor and track resident engagement activities undertaken by the Housing service – an accountable activity under the Social Housing White Paper 2021.
Description of project, system/software used, transformational action/training needed for project to succeed
See "Project Objective" above.
Is your service currently able to commit a staff resource to this project? - please specify details
Yes – in our forward plan as an area to be visited as part of the OneHousing system upgrade.

7.2.5 Proposed name of project
Housing Task Force – Financial Appraisal Tool (SDS ProVal)
Impact on service (low/med/high)
High

Key member/s of staff that you can commit to the project (EDDC only)
Housing Task Force Team
Project objective/desired outcome/goals - how does this project support the council's digital/financial sustainability strategy?
To support the delivery and decision making of financially viable and sustainable new build developments and regeneration projects
Description of project, system/software used, transformational action/training needed for project to succeed
Cloud Based ProVal System – single user licences
Is your service currently able to commit a staff resource to this project? - please specify details
Yes

DRAFT

Report to: Housing Review Board



Date of Meeting 18th January 2023

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A

Draft Housing Revenue Account and Capital Budgets 2023/24

Report summary:

This report presents the draft revenue and capital budgets for 2023/24 for consideration by the Housing Review Board.

Recommendations from this meeting will be presented back to Cabinet on 1st February 2023 when members will finalise budget proposals to recommend to Council.

Is the proposed decision in accordance with:

Budget Yes No

Policy Framework Yes No

Recommendation:

That the draft HRA revenue and capital estimates are recommended to Cabinet including the proposed rent increases for 2023/24.

Reason for recommendation:

There is a requirement to set a balanced budget and to agree rent levels 2023/24

Officer: Simon Davey – Strategic Lead Finance sdavey@eastdevon.gov.uk

John Symes – Finance Manager jsymes@eastdevon.gov.uk

Portfolio(s) (check which apply):

- Climate Action and Emergency Response
- Coast, Country and Environment
- Council and Corporate Co-ordination
- Democracy, Transparency and Communications
- Economy and Assets
- Finance
- Strategic Planning
- Sustainable Homes and Communities
- Tourism, Sports, Leisure and Culture

Equalities impact Low Impact

An analysis of budget changes has not highlighted areas that give rise to any equality issues that need highlighting. There are no changes proposed from the current service provisions as a result of the draft budget that will effect individuals.

Climate change High Impact

The budget approval gives the Council the resources necessary to undertake its business which will significantly contribute to the carbon footprint of the Council. The Council is committed to reducing its carbon net emissions to zero by 2040 and resources have been factored into the budget to meet this priority.

Risk: Medium Risk; Risks have been considered in preparing the budgets and the financial implications have been assessed at the point of preparation. Various budget assumptions have been made including the treatment of inflation and interest rates; estimates on the level and timing of capital receipts; the treatment of demand led pressures; the treatment of planned efficiency savings/productivity gains; levels of income; financial risks inherent in any new arrangements; capital developments; the availability of funds to deal with major contingencies and the need for any provisions. In each of these areas the Council's financial standing, management and track record have been considered in order to prepare robust budget proposals. Other specific areas of risk have been highlighted where appropriate within the report.

Links to background information [Budget Book 2023/24](#) [Draft Revenue and Capital Budget Report Cabinet 4th Jan 2023](#)

Link to [Council Plan](#)

Priorities (check which apply)

- Better homes and communities for all
- A greener East Devon
- A resilient economy

1. Process

- 1.1 The Constitution requires Cabinet to approve the draft revenue and capital budget prior to consideration by the Overview and Scrutiny Committees. The Housing Review Board will undertake the same function in relation to the Housing Revenue Account budgets.
- 1.2 Recommendations from these meetings will be presented back to Cabinet at its meeting on 1st February, along with any comments from the business community. At this meeting members will be required to recommend to Council a budget and the Council Tax requirement for 2023/24.
- 1.3 At the same time as preparing the draft budget, draft service plans have been prepared for member consideration. Service plans and budgets are aligned and link back to the Council Plan.

2 Housing Revenue Account Budget

The Overall Financial Picture

- 2.1 The Housing Revenue Account (HRA) is underpinned and influenced by a business plan, this plan needs to be updated with revised financial modelling once the house condition survey work is complete.

The draft 2023/24 budget is similar to the current year with variations as noted below, continuing to invest in our existing properties at a similar level. All planned expenditure is met from available income.

It should be recognised that the house condition survey will lead to a revised investment and maintenance program for properties, at this stage it is considered there are sufficient resources available but it is likely there will need to be movement between budget heads in 2023/24 to reflect the findings of the survey. The Housing Review Board will be updated on any necessary in year reallocation of budgets or use of additional reserves to meet priorities.

- 2.2 The increase in any individual tenants rent is normally limited to inflation + 1% for the forthcoming financial year. Inflation is taken as the Consumer Price Index (CPI) rate at the prevailing rate for September 2022, which was official registered at 10.1%.

However the Board will be aware that Government have restricted the increase up to 7% for 2023/24. The draft budget assumes an increase in Council House rents to this level in order to meet rising costs, with a factor included for a reduction in stock numbers and voids giving £19.9m, an increase of £1.3m. The same increase has been assumed on garage rents giving an additional £15k in income but members may consider this not to be appropriate.

This increases the current average weekly house rent from £87.01 to £93.10 with the 7% rise. Garages in the main are currently £12.50 per week, a 7% rise will increase this to £13.38.

Draft Revenue Budget 2023/24

- 2.3 The budget book details the draft estimates for 2023/24.
- 2.4 The budget has been prepared to maintain council homes to a high standard with a comprehensive planned programme of expenditure, adaptations and routine repairs. The 2023/24 draft budget maintains significant sums for:
- Major repairs totalling £4m covering new doors, boilers, kitchens and bathrooms, including change of tenancy expenditure, replacement of wooden fascias with uPVC and roof replacements.
 - Day to day repairs, programme maintenance and one off works totalling £4.6m.

- 2.5 A sum has been included of £880k in line with the current year as a standalone project within our budgets for carbon reduction. This is challenging, as many of the costs will be absorbed into our standard housing maintenance, planned works and capital programmes. However we have added a budget line for any works funded by external grants and this will also show any match funding we have apportioned to the specific delivery programme.

When rationalising the costs linked to the decarbonisation of our housing stock we have used an industry best practice 'Fabric First, Least Regret' methodology as explained below

- Fabric First – is about addressing issues with and upgrading the actual building such as; insulation, windows, doors, roofing structures etc. in readiness for sustainable heating and hot water solutions. Due to the age and condition of our stock this is by far the most expensive part of the carbon reduction process. This approach has the added benefit of making the current heating systems much more effective and efficient for our tenants. The Stock Condition Survey will give us the data needed to schedule these works appropriately. These costs will sit predominantly within our maintenance/repairs, planned and cap works budget lines.
- Least Regret – relates to the replacement of systems and components, within each building, at point of 'failure' (expected replacement date). So following on from the above works and again using the Stock Condition Survey data, we will plan the incremental upgrade of all our heating systems in line with each systems/boilers expected replacement date. So for example, when a gas boiler is due for replacement we will remove it and fit a sustainable system in its place, reducing the cost implications of carbon reduction as we will effectively be just bridging the gap in cost between replacing a standard gas boiler and with the cost of fitting an Air Source Heat Pump for example – these costs will sit largely within the planned works budget lines as it is work we would have delivered anywayalbeit in a different way.

HRA BUDGET SUMMARY by SERVICE LINE & ACCOUNTING TYPE				2022	2023	Variance	
Sum of Budget				£	£	£	
Rep Cat 1	Rep Cat 2	Rep Cat 3	Data	2022 YTD	2023	2023	Note
1 INCOME	1 Gross Property Rent inc Garages	1 Gross Property Rents		-18,609,260	-19,911,900	-1,302,640	1
		2 Garage Rents		-215,990	-231,110	-15,120	2
	2 Other Income	1 Other Income		-619,600	-658,510	-38,910	
1 INCOME Total				-19,444,850	-20,801,520	-1,356,670	
2 EXPENDITURE	1 Repairs And Maintenance - General	1 Responsive Maintenance		2,050,770	2,201,058	150,288	3
		2 Annual Programmed Maintenanc		1,019,810	1,039,760	19,950	
	2 Repairs And Maintenance - Special	1 Compliance		791,750	808,600	16,850	
		2 Other		532,000	538,900	6,900	
	3 Supervision And Management	1 Supervision And Mgt General		5,270,670	5,973,526	702,856	4
		2 Supervision And Mgt Special		1,849,000	2,192,480	343,480	4
	4 Other Expenditure	1 Other Exp non Sewerage		233,110	236,680	3,570	
		2 Sewerage		44,250	45,740	1,490	
	5 Capital Charges & Bad Debt	3 Major Repairs Expenditure		4,056,710	4,056,890	180	5
		2 Reval Deprn and Impair		950,420	950,420	0	
2 EXPENDITURE Total				16,798,490	18,044,054	1,245,564	
3 FINANCING	1 Interest on Balances	(blank)		-24,170	-49,000	-24,830	
	2 Loan Principal & Interest repayments	(blank)		2,532,740	2,608,580	75,840	
	3 Other	1 Gain on Disposal		-3,161,910	-3,161,910	0	
		2 Loss on Disposal		2,001,980	2,001,980	0	
		4 Other		-10	-10	0	
	4 MIRS	1 Rev Gain on Disposal		3,161,910	3,161,910	0	
		2 Rev Loss on Disposal		-2,001,980	-2,001,980	0	
		3 Rev Rev, Dep & Impair		-950,420	-950,420	0	
	5 Cont to Capital		880,000	880,000	0	6	
3 FINANCING Total				2,438,140	2,489,150	51,010	

Variations referenced to the above table

- 1&2. Rents on council dwellings have been inflated at the Government capped percentage increase of 7%. This covers Rental income as well as budgeted lost rent due to voids.
3. The Asset Management contract with Ian Williams has been subject to an inflationary uplift in 23/24 by 10.1%.
4. The increase in management charges relate to both Staff related costs, premises costs and increases in overhead recharges back to the general fund for premises and services.

Staff and agency/consultant costs have been based upon a revised predicted establishment provided and the expected salary, pension and national insurance.

Premises costs have also increased most notably utilities costs that are estimated to require an additional £148k of budget in 2023/24.

Overhead recharges explain the remainder of the increase with the impact of significant inflationary uplifts and pressures on central and support services to the HRA that reside within the general fund driving increases.
5. The planned maintenance and major repairs expenditure has been kept relatively consistent year on year due to the unknown factor of the stock condition survey.
6. A large contribution to capital has again been budgeted for in 23/24 for continued climate change work on the council stock.

2.6 The HRA draft budget currently shows a surplus of **£0.268m**; The HRA Balance is currently predicted to be significantly above the £3.1m level at the end of 2022/23 with decisions to be made by members at year end on where to allocate the additional balance. There are competing priorities that members will have to consider. Assuming these decisions are made then the Balance will be back at year end to £3.1m and the £208k surplus identified for 2023/24 can be allocated to priority areas at the end of 2023/24. There is an additional £1.6m being held in the HRA debt Volatility Fund which remains unchanged.

3 Capital Programme

3.1 The attached booklet details the draft capital programme for 2022/23 to 2026/27.

3.2 A summary of the capital funding position is given below for the Council, the HRA proposed expenditure in 2023/24 is £4.906m and as seen below is funded from the HRA. This amount represents the same level of investment as currently provided and seen by the service as suitable to meet all requirements at this time until a full condition survey is completed and maintenance/improvements plans are fully developed.

Capital Programme Financing	2022/23	2023/24	2024/25	2025/26	2026/27
	Budget	Budget	Budget	Budget	Budget
	£	£	£	£	£
Net Expenditure to be Financed (GF & HRA)	18,792,922	10,070,253	7,187,450	4,736,915	5,139,201
Adjust for unused income from grants/contributions:					
	18,792,922	10,070,253	7,187,450	4,736,915	5,139,201
Financing:					
In year capital receipts General Fund	(100,000)	(200,000)	(100,000)	(100,000)	(100,000)
3rd Party Loan repayments	(674,302)	(76,231)	(1,336,497)	(102,888)	(906,117)
GF Capital Receipts Reserve	0	0	0	0	0
General Fund Capital Receipts	(774,302)	(276,231)	(1,436,497)	(202,888)	(1,006,117)
PWLB loan - EZ - Park and Change	(209,274)				
PWLB loan - EZ - Long Lane	(1,252,712)				
PWLB loan - EZ - Open Innovation Building	(160,000)				
GF Loans	(1,621,986)	0	0	0	0
Section 106 Funding	0	0	0	0	0
GF Grants	0	0	0	0	0
Use of GF Capital Project reserves	0	0	0	0	0
GF Revenue Contributions to Capital Funding	0	0	0	0	0
HRA Released RTB and Misc Capital Receipts	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)
HRA contribution - From Major Repairs Reserve	(2,779,780)	(3,127,280)	(3,127,280)	(3,127,280)	(3,127,280)
HRA Cont "Depn"	(1,278,720)	(1,278,720)	(1,278,720)	(1,278,720)	(1,278,720)
HRA funding	(4,558,500)	(4,906,000)	(4,906,000)	(4,906,000)	(4,906,000)
New Homes Bonus Funding	(1,000,000)	0	0	0	0
Net (internal borrowing) / Transfer to Capital Reserves balance	(10,838,134)	(4,888,022)	(844,953)	371,973	772,916
GF Loans/Internal Borrowing	(10,838,134)	(4,888,022)	(844,953)	371,973	772,916
Total Funding	(18,792,922)	(10,070,253)	(7,187,450)	(4,736,915)	(5,139,201)

Financial implications:

Financial details are contained in the report

Legal implications:

No legal observations are required



Report to: Housing Review Board

Date of Meeting 18th January 2023

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A

Damp and Mould Policy

Report summary:

This report provides a context for and an explanation of the rise in concerns about damp and mould and why East Devon District Council have introduced a Damp and Mould Policy. The report recognises the serious health impacts that damp and mould can have on the occupiers and the need to take meaningful action as a social housing landlord that aims to provide a decent home for its tenants.

Is the proposed decision in accordance with:

Budget Yes No

Policy Framework Yes No

Recommendation:

That the Housing Review Board consider the content and adopt the Damp & Mould Policy.

Reason for recommendation:

The HRB notes that the Housing Service desire to manage and proactively address all damp and mould issues identified within our Housing portfolio.

Officer: Graham Baker – Property & Asset Manager - gbaker@eastdevon.gov.uk

Portfolio(s) (check which apply):

- Climate Action and Emergency Response
- Coast, Country and Environment
- Council and Corporate Co-ordination
- Democracy, Transparency and Communications
- Economy and Assets
- Finance
- Strategic Planning
- Sustainable Homes and Communities
- Tourism, Sports, Leisure and Culture

Equalities impact Low Impact

Climate change Low Impact

Risk: Low Risk; Manage the Health & Safety Risk that can impact from damp & mould

Links to background information .

Link to [Council Plan](#)

Priorities (check which apply)

- Better homes and communities for all
- A greener East Devon
- A resilient economy

1. Introduction

- 1.1 Over recent months the prevalence of damp and mould in social housing, including the failings to address the same has become national headlines in both the press and on television. The seriousness and the impact on individual's health was highlighted by the very sad death of a young child living in social housing in Rochdale. As a reaction to this the Government/Regulator have asked every Housing provider to answer some probing questions that seek to establish their current position in relation to this matter. Our response was submitted on 16th December 2022; a copy of our response is appended to this report (**annex 1**).
- 1.2 The issues surrounding damp and mould highlighted the need to have a specific policy and process in place for the management of damp and mould. We want to do this in a proactive way recognising the zero tolerance approach being advocated, and avoiding the lifestyle accusation often levelled at tenants.

2. Background

- 2.1 East Devon District Council is committed to maintaining tenant's homes to a high standard, which adds value to the homes and their surroundings. We recognise that maintaining high quality, secure homes can improve the lives of our customers and achieve high levels of customer satisfaction.
- 2.2 This damp and mould policy is written to ensure that wherever possible tenants are not adversely affected by the causes of damp and mould. It drives forward an agenda of proactive action to manage and eradicate cases of damp and mould.
- 2.3 This policy will be supported by a detailed process for the management of damp and mould cases to ensure they are effectively managed and the issue resolved.
- 2.4 Basic training will be provided for all Officers and Repairs Advisors to help identify and detect signs of minor damp and mould, along with general guidance for tenants on how this can be managed.

3. East Devon District Council Commitments

- 3.1 On report of a damp and mould issue in a property:
- We will undertake effective investigations and implement all reasonable remedial repair solutions and improvements to eradicate damp, including managing and controlling condensation in line with our Damp and Mould procedure.
 - If the outcome of the inspection shows that condensation is causing the problem, we will eradicate the mould and provide advice to Tenants with regard to heating and ventilating their home and also on simple measures that can be taken to prevent a re-occurrence of the problem.

- Where fuel poverty is identified as a factor then we will offer support through Estate Management, Mobile Support Officers and/or our Financial Resilience team.
- Where damp is identified, we will carry out repair works to areas that are affected in accordance with our Damp and Mould procedure.
- Where extensive works are required, we may take a decision that decanting tenants from their property is necessary whilst works are undertaken.
- Review all cases of damp and mould periodically after any works have taken place to ensure it is eradicated from the property and the issues fully resolved.

4. Our Responsibilities

4.1 As Landlord East Devon District Council are responsible for:

- Maintaining the fabric of the property to prevent penetrating and rising damp.
- Carrying out all remedial action to address damp and mould occurrences as and when they are identified/reported.
- Maintaining the property in accordance with current statutory regulations and legislation.
- Ensuring that wherever possible tenants are not adversely affected by the causes of damp and mould.

4.2 Our proposed draft damp and mould policy is included in **annex 2**.

5. Next Steps

5.1 We intend to develop and implement a detailed process complete with definitive timescales for the management and eradication of damp and mould.

5.2 We will provide training to members of the Housing Team that visit properties to ensure that they have a full understanding of the signs of damp and mould within properties and that they are fully aware of their responsibility to report such issues to the Property & asset Team so that it can be managed in accordance with the Damp & Mould Policy/process.

5.3 The advisory content on the website that relates to damp and mould will be kept up to date and relevant.

5.4 We will also send out messages on social media the offer advice on simple steps that can be taken to minimise the risk of damp and mould occurring, this will include simple advice on cleaning areas.

5.5 In terms of communications we will be publishing an article relating to damp and mould in a future issue of the Housing Matters publication, and include an advisory leaflet relating to damp and mould in all welcome packs issued to Tenants moving into our properties.

5.6 We plan to review historic reported cases of damp and mould held on our systems to check the action taken and to ensure that the issue has been resolved.

5.7 Key to managing cases will be to develop a system of managing damp and mould cases on our Open Housing system.

5.8 We are working with our Stock Condition Surveyors to develop a process for the reporting of damp and mould issues as and when they identify the same during the surveys that they undertake.

Financial implications:

It is envisaged that following the policy and procedures identified can be met within existing budgets. If this is found not to be the case then a further report will be presented to the Board.

Legal implications:

The policy links in to the Service's duty of care as a social landlord under the Landlord and Tenant Act 1985, Defective Premises Act 1972 and the Homes (Fitness for Habitation) Act 2018.

Q3 - Please detail your approach to assessing the extent of damp and mould issues affecting your properties, including how you assess the prevalence of category 1 and 2 damp and mould hazards

In September 2022, we began a complete stock condition survey of all our 4,200 properties. All properties will be surveyed over the next 12 to 18 months. The aim of the survey is to assess the age and condition of the major elements of the buildings, fitness for purpose, need for maintenance and existence of components and capacity to meet performance requirements.

We are seeking to gain as much information about our stock as possible, and have developed a comprehensive list of components for checking, including all the roofline areas, pointing, insulation, chimneys, flashings, roof lights, heating type, damp proof course, air bricks, windows and doors, and all other major components.

We will also be carrying out an energy audit of all of our properties as part of the survey to assess the energy efficiency of homes and check any potential improvements that will impact on the running cost of homes.

The survey will also include a Health and Safety Risk Assessment (HHSRS), and will include the requirement to provide photographic records to support any specific maintenance or structural issues, and to identify any Category 1 or 2 hazards.

This comprehensive approach will identify any existing mould and damp problems, but also areas where there is a risk of such problems developing. Whilst the Stock Survey is being carried out any issues relating to emergency repairs or Category 1 or 2 hazards are being reported to us immediately for rectification and are not waiting for the completion of the Stock Condition Survey in its entirety.

Q4 - In the context of the approach detailed in Q3, please provide details of your most recent assessment of the extent of damp and mould hazards in your homes, including the prevalence of category 1 and 2 damp and mould hazards

Our housing stock is mainly traditionally built and pre-war construction. We also have mostly low-rise and low density properties. Anecdotally we find that the majority of damp and mould issues we encounter are as a result of condensation rather than penetrative or rising damp.

As previously mentioned, we have just started a comprehensive stock condition survey looking at 100% of our properties. While we are waiting for the results of this process to come through, we have been interrogating our housing system to assess the extent of damp and mould issues in our housing stock. Reports produced from our system suggest around 430 properties had repairs related to damp dealt with in the last year; these cases are now under review to determine the extent of any damp issues as they could stretch from a small patch of mould caused by condensation, to a serious case of penetrating damp.

Following the review of these cases we aim to set out a works review schedule to follow up on any damp/mould works completed. We will also carry out an analysis of these cases, identifying any potential clusters of cases or building type issues. This will enable us to investigate other similar properties or other homes in the same location to proactively investigate potential mould and damp problems.

Due to the way that damp and mould issues have been reported and recorded historically, it is not possible to accurately ascertain the prevalence of category 1 and 2 damp and mould hazards using existing data. However, we are in the process of setting up our systems to enable us to do so in the future. Our current stock condition survey will record this information, providing us with an accurate baseline moving forwards. Around 7% of properties surveyed so far have had damp or mould issues identified, but this is based on only a small proportion of our total stock.

Given the current cost of living issues, and the potential change of tenants and lifestyles, we are conscious that any historical data we hold may only offer a limited picture of the condition of our properties overall. However, we will work with the information we hold alongside the firmer data coming from our new surveys as it feeds into our system.

Q5 - Given the findings of the assessment outline in Q4, please outline the actions you are taking to remedy any issues and hazards, and ensure that you homes meet the Decent Homes Standard

Damp and mould works are already part of our existing repairs and maintenance contract with works carried out by specialist subcontractors. However, following a review of procedure we are now looking to embed a specialist damp surveyor within both the council and our contractor to further strengthen our response to these issues.

Our planned works programme of roofing replacement (with supplementary insulation works undertaken alongside where required), the installation of damp proofing, repointing of brickwork, and installation of new windows and doors all address issues of mould and damp. This work sits alongside our decarbonisation plan, where we are taking a fabric first, worst first approach to upgrading our housing stock. We are confident that the improved insulation and increased thermal capacity of our stock, will help to reduce the number of damp and mould issues we encounter, as part of our commitment to provide a warm and safe home environment for our tenants.

We are also reviewing our void standard to ensure adequate ventilation and insulation is maintained in all our homes, with void works undertaken to remedy any underlying issues that might cause damp to minimise disruption to tenants where possible.

Tenant support is also a vital component; we already provide tenants with a damp and mould leaflet, providing advice and information on how they can help to reduce the risk of mould developing through natural ventilation and other behavioural changes. We are also looking to develop videos and literature to explain how to operate heating systems effectively to minimise the risk of condensation.

We have reviewed our damp and mould policy and procedure to ensure that it remains fit for purpose, and in line with the most recent guidance and legislation, and are in the process of making minor amendments to ensure that any serious damp and mould issues are handled as a priority. Tenants are being consulted on these changes so they can input into the policy.

We will be utilising the broader housing staff, contractor visits, and reinvigorating our estate officers to report cases they encounter on their tenant visits. We will also be training our staff to provide tips and advice to our tenants on how to avoid condensation. This will involve some work to upskill staff so that they can identify issues.

We will also be looking at the potential to broaden our use of monitoring equipment with tenant consent where we encounter severe damp and mould issues or in properties that are higher risk.

Q6 - Please tell us how you ensure that individual damp and mould cases are identified and dealt with promptly and effectively when raised by tenants and residents

We have reviewed our procedures in relation to damp and mould cases to ensure that we provide the most suitable response on an individual case by case basis. Any report of damp will prompt an investigation from a trained damp and mould surveyor. They will assess the cause and severity of the issue, and report back accordingly. A mould wash is done at this time. We aim to rectify any underlying issues causing damp and mould as soon as is practically possible, and will be implementing an automatic review process to check that any remedial works have resolved the problem.

Consideration is given to the makeup of the household, along with any vulnerabilities or health issues that might be exacerbated or caused by the damp and mould issue as the priority for work to be undertaken will reflect the individual circumstances surrounding each case.

The tenant is kept informed throughout the process of identifying and resolving any issues, as is the case for all repairs. Where condensation is the cause of the damp or mould, we will provide a useful information leaflet and access to a video, both in various languages and large print where required for tenants to explain ways in which they can minimise the risk of future mould developing. We will also ensure that we are providing adequate mechanical ventilation in kitchens and bathrooms, and appropriate ventilation in all other rooms.

All damp and mould cases will be separately identified on our Housing Management System to ensure we have clear logging and reporting of damp and mould cases and to also ensure we can then automatically add a follow-on visit to the affected property within a set time-scale, dependant on the severity of the issue reported.

Our tenant-facing housing staff will also be trained in identifying damp and mould issues and also in ways to minimise condensation so that they can help our tenants but also flag up any issues to our repairs team for action.

Housing Services

Damp and Mould Policy

1 Why has the council introduced this policy?

East Devon District Council is committed to maintaining its homes to a high standard which adds value to the homes and their surroundings. Maintaining high quality secure homes can improve the lives of our customers and achieve high levels of customer satisfaction.

This policy has been written to ensure that wherever possible tenants are not adversely affected by the causes of damp and mould and drives forward an agenda of proactive action to manage cases of damp and mould.

2 Policy Aim

To prevent and manage damp and mould within our stock to ensure our tenants live in warm and healthy homes.

We will ;

- Ensure we treat tenants reporting damp and mould in their property with respect and empathy and that we treat each case in a fair and consistent way.
- Comply with the findings of the Housing Ombudsman Spotlight report on damp and mould as far as reasonably practical.
- Always take a proactive approach through robust procedures, analysis and service delivery to reports of damp and mould..
- Always comply with statutory requirements and build on good practice wherever possible.
- Work in partnership with our tenants to resolve issues of damp and mould in their home, and advise and support them to reduce condensation and excess moisture within the home environment.

- Ensure that tenants are provided with regular updates in relation to damp and mould issues reported in their home.
- Use technology and data collection to provide feedback and advice to tenants.
- Ensure the fabric of our properties are protected from deterioration and damage resulting from damp and mould.
- Know our stock and the type of properties that are more likely to suffer from damp and mould and deal with these properties in an effective and efficient manner.
- Ensure that our planned and retrofit programmes have a consideration of the impact of damp and mould.
- Reduce the risk of expensive legal disrepair claims
- Reduce the risk of reputational damage.

3 Our Commitments

On report of a damp and mould issue in a property:

- We will undertake effective investigations and implement all reasonable remedial repair solutions and improvements to eradicate damp, including managing and controlling condensation in line with our Damp and Mould procedure.
- If the outcome of the inspection shows that condensation is causing the problem, we will liaise with the tenant/s to provide support and advice in regards to heating and ventilating their home. If fuel poverty is identified as a factor then we will offer support through Estate Management, Mobile Support Officers and/or our Financial Resilience team.
- Where damp is found to be present, we will carry out repair works to areas that are affected in accordance with our Damp and Mould procedure.
- Where extensive works are required, we may take a decision that decanting tenants from their property is necessary whilst works are undertaken.
- Review any cases of damp and mould periodically after any works have taken place to ensure it is eradicated from the property and the issues fully resolved.

4 Our Responsibilities

East Devon District Council is responsible for maintaining the property to avoid penetrating and rising damp.

The Council is responsible for carrying out remedial action if these issues do occur.

East Devon District Council is responsible for maintaining the property in accordance with current building regulations and legislation.

To ensure that wherever possible tenants are not adversely affected by the causes of damp and mould.

Actions taken and impact as a result of this policy and its procedures will be regularly reported to the Housing Review Board and the Portfolio Holder.

5 Tenant Responsibilities

Tenants will need to claim for any damage to personal belongings caused by damp or mould through their own personal contents insurance.

Tenants are required to maintain their property in accordance with their Tenancy Agreement.

6 Customer Complaints

Any tenants who are not satisfied with our approach in assessing and managing their damp and mould concerns can make a formal complaint using the Council's corporate complaints procedure.

7 Training for Officers and Contractors

We will ensure that all our staff and contractors have training to raise awareness and have a good understanding of this policy and the diagnosis and treatment of damp and mould.

All managers and staff will receive specific training to provide the skills and knowledge to comply with the policy and associated procedures.

8 Appendices and other relevant information

Damp and Mould procedure to be added here

9 Links related Policies/Strategies, Procedures and Legislation

Responsive Repairs Policy
Resident involvement Strategy
Decant Policy
Complaints Policy
Health and Safety policy

Legislation

Housing Act 2004
Homes (Fit for Human Habitation) Act 2018
Landlord and Tenant Act (section 11 – Repairs and Maintenance) 1985
Decent Home Standard
Environmental Protection Act 1990

10 Data Protection

b) The collection and use of tenant's personal data will not exceed that agreed to in their tenancy agreement

If selecting option c) – please provide a summary of additional personal data required and how this will be obtained and used below.

Click or tap here to enter text.

The [EDDC Data Protection Policy](#) provides further information on how we store and use personal information.

The following privacy notice(s) provide further information on how we will use tenant's personal data, how it is gathered, and how long we will retain this information, and what rights tenants have in relation to this.

Property and Assets - Completion of programmed, servicing and cyclical works

Housing Services - Enforcing conditions of tenancy agreement

Choose an item.

Choose an item.

Choose an item.

Choose an item.

All our privacy notices can be found on the EDDC website (<https://eastdevon.gov.uk/access-to-information/data-protection/privacy-notices/>)

11 Policy consultation

Housing Review Board

12 Policy review

Property and Asset Manager

Review date June 2023

Housing



Michael Krebs, Liverpool Civil Law

The external internal danger

The tragic case of Awaab Ishak has brought into sharp focus the importance of tackling damp, condensation and mould in the home. Awaab was two when he died from exposure to mould in a flat of which Rochdale Boroughwide Housing was the landlord.

Rochdale is yet another social housing association operating a housing stock that was once under the jurisdiction of local government. Social housing associations are not all bad but some are. This is not a polemic against social housing groups. Most of them do a reasonable job on a tight budget but there is plenty of work to do.

Incredibly, fitness for human habitation only became a legal imperative available in private law with the Homes (Fitness for Habitation) Act 2018, which came into force in March 2020 for most lettings in England. It does not apply to Wales which still lags behind, with its own comparative laws due to commence yesterday (1 December) by way of the Renting Homes (Wales) Act 2016. Ironically, South Wales has some of the most deprived communities in the UK.

The most vulnerable in society stand to benefit from these statutory improvements, which are long overdue in a developed western country. The right to live in a home fit for a human would seem like a contender for the most basic of human rights and yet it has taken the England and Wales jurisdiction until deep into the 21st-century to recognise this.

The legislation is linked to the government's Housing Health and Safety Rating System (HHSRS) and its 29 hazards, the first of which is damp and mould growth. It then ranges through excess cold and heat, asbestos, noise, fire, food safety and many others before landing on structural collapse as a fitting testament to the worst things that can happen to a home.

Of course it is important to apply these rules with common sense. All houses have condensation and all accommodation has potential hazards lurking within. The most common cause of condensation is breathing, followed by sweating, washing and cooking. These activities are fairly unavoidable. Landlords have a habit of blaming tenants

for condensation but to live is to expel atmospheric moisture and it has been that way for a very long time. Human beings are 70% water and so this is an ancient problem in a modern world. The UK is a weather-beaten wet, cold island. It will always have humidity in the air and cold surfaces to catch those tiny droplets and convert them back to wet puddles, which are such a delight to fungus and spores. No part of Earth is exempt from this phenomenon but the British Isles are a dreamland for it to unleash its power.

That said, there are things which tenants can do to abate the problem and this needs a campaign of education which government has to lead. The self-help solutions or partial solutions are as simple as opening windows, heating the property, drying clothes in an appropriate way (that is, not on the radiator). Tumble dryers should be used if possible in the winter and outdoor drying if weather permits. Wiping the mould away with appropriate cleaning materials is also a crucial form of mitigation. All of this is obvious to the initiated but the initiated are usually well-educated and living in decent homes, rented or otherwise.

However, with utility bills rising as they are, heating and tumble dryers are not always an option. The government does not need me to lecture on the importance of tackling the menace of rising inflation, which has so many ramifications.

Landlords also have a key part to play, with the installation and maintenance of window vents, air bricks and extractor fans. They can also install thermal plasterboard to insulate external walls, thereby reducing the risk of condensation. Double glazing should by now be in every home but it is not. When I was a boy living in an old Victorian house, I could see my breath on a February morning. Today this should be the stuff of legend rather than an ongoing narrative.

Before the new legislation, all of the above were considered improvements for which the landlord was not obliged. Only if something was clearly in disrepair would the landlord become duty-bound to act. Now, if the property has to be improved to bring it out of

unfitness then so be it. It remains essential, however, for the tenant to notify the landlord of the problem. This has always been the case with few exceptions.

Overcrowding is also a factor in condensation and mould growth. This is not so easy to fix but it is one of the hazards mentioned. Lack of space has other connotations, from stress to domestic violence, but three people in a bedroom will create more hot air than two. This is an acute problem in London, which is already one of the most overcrowded cities on Earth. The more popular a place becomes, the more 'brain gain' it enjoys. It also gains more rats and vermin, but if necessity is the mother of invention the added brain power should find technological solutions to dovetail with legalistic remedies.

Food safety is number 16 on the list. This also overlaps with our subject as mould can infect food. The educational element here is to encourage people to store perishable items in hermetically sealed jars and the like. It goes without saying that food surfaces have to be hygienic.

Damp and mould will also bring infestation in the form of slugs, cockroaches and silverfish, which can truly diminish the quality of life. Landlords will now have to take positive steps to render the property seriously unattractive to such wildlife rather than defer the problem to pest control, which has been the default position for years.

The law has not yet caught up with itself in that the common law is still wrestling with the meaning of fitness for habitation. This is partly due to the absence of such cases passing through the court system during the pandemic. Case law is still thin on the ground but the legislation is wide enough to give creative legal minds scope to be bold and inventive.

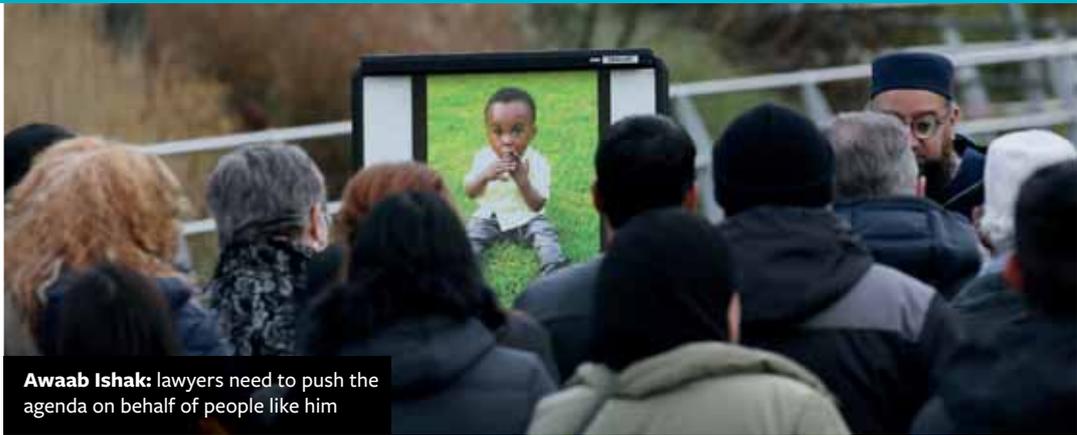
So far there has been a reluctance to take on cases which rely solely on sections 9A, 9B and 9C of the Landlord and Tenant Act 1985, as amended by The Homes (Fitness For Human Habitation) Act 2018. Claimant solicitors are creatures of habit and like to know that their faithful friend section 11 of

the 1985 act (basic structural disrepair) is there to fall back on.

If Awaab is not to have died in vain, lawyers need to think of ways to push the agenda on behalf of people like him. The threshold for what is considered unfit is likely to be lower in light of his passing. Nobody wants to see another death. Infant death is extreme and rare but breathing difficulties exacerbated by living conditions are not. Patients with asthma, chronic obstructive pulmonary disease and emphysema are all known to suffer more in mouldy environments. Their lungs are all the more sensitive to the fungal spores which float about homes like that of this little boy in Rochdale.

In the 21st century, excuses such as inflation and Brexit do not cut the mustard. New-build homes have to be constructed in a way which best allows the building to breathe and at the same time retain heat. The government has promoted insulation and new boilers with occasional grants but more has to be done. Cavity wall insulation is also useful but only if installed correctly. Too often it is installed incorrectly by amateurs who leave the insulation exposed to the elements, which aggravates the condensation inside.

Section 11 was enacted when Margaret Thatcher was still in power and football's Premier League was yet to be invented.



Awaab Ishak: lawyers need to push the agenda on behalf of people like him

Yet despite its age and undoubted success in improving rented homes, it continues to breed claim after claim as if its ink were newly dried. It is not an old piece of historical legislation which lies dormant on the books, but a very relevant piece of law which is still crucial to every disrepair practice. The Homes Act and its sister act in Wales should continue on a similar trajectory to yield claims not just for the sake of lawyers, but to improve our environment for generations to come.

I don't claim to be altruistic but this is one area of law where I feel my contribution is more than just a money-making exercise. This is not the new RTA, as a few bandwagons think it might be. It is not new

at all. It is a meaningful area of law which lends itself to a decent income for lawyers and better lives for clients.

As ever the legislation is just a springboard for the common law to develop, and it will be interesting to see where the land lies in the coming years. Nothing shines light on the issue quite like the tragedy of Awaab. He may yet be memorialised with his own eponymous law which calls for landlords to act urgently in response to a professional medical warning in respect of damp and mould, especially in the case of a child. May his memory be a blessing.

Michael Krebs is a barrister specialising in housing disrepair at Liverpool Civil Law

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Report to: Housing Review Board

Date of Meeting 18th January 2023

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A



Housing Service learning from complaints 2022/23

Report summary:

This report sets out our learning and improvements identified from the complaints we have received during the year. The report makes recommendations in the handling and processing of complaints by the Housing Service in line with the EDDC Corporate complaints procedure, the Housing Ombudsman code and the Consumer standards.

Is the proposed decision in accordance with:

Budget Yes No

Policy Framework Yes No

Recommendation:

That the HRB note and approves the recommendations highlighted within the report.

Reason for recommendation:

This report responds to the recent letter from the Housing Ombudsman and the publication of the performance tables. It also details our performance, the learning from the complaint outcomes to date and the improvements we need to make.

Officer: Amy Gilbert-Jeans – Assistant Director - Housing

Portfolio(s) (check which apply):

- Climate Action and Emergency Response
- Coast, Country and Environment
- Council and Corporate Co-ordination
- Democracy, Transparency and Communications
- Economy and Assets
- Finance
- Strategic Planning
- Sustainable Homes and Communities
- Tourism, Sports, Leisure and Culture

Equalities impact Low Impact

Climate change Low Impact

Risk: High Risk; Compliance with the Housing Ombudsman code and the Consumer standards

Links to background information .

Link to [Council Plan](#)

Priorities (check which apply)

- Better homes and communities for all
 - A greener East Devon
 - A resilient economy
-

1. Background

1.1 EDDC Corporate Complaints policy.

- 1.1.1 The Housing Service complaints are processed by the Council's Corporate Complaints team using the Corporate Complaints procedure.
- 1.1.2 The EDDC complaints procedure is a two-stage process (Stage 1 – complaint and stage 2 – Appeal). The complaints are investigated by the Corporate Complaints team with information provided by the relevant teams.
- 1.1.3 If the complainant is still dissatisfied with our final response they are able to request the Housing Ombudsman to look into their complaint. The complainant can go to the Housing Ombudsman at any time during the process for advice and support.
- 1.1.4 Previously complainants were required to contact a designated person – MP, local councillor or tenant panel – or wait eight weeks before referring their complaint to the Ombudsman and this 'democratic filter' has been removed following a change in the law.

1.2 EDDC Corporate Complaints process

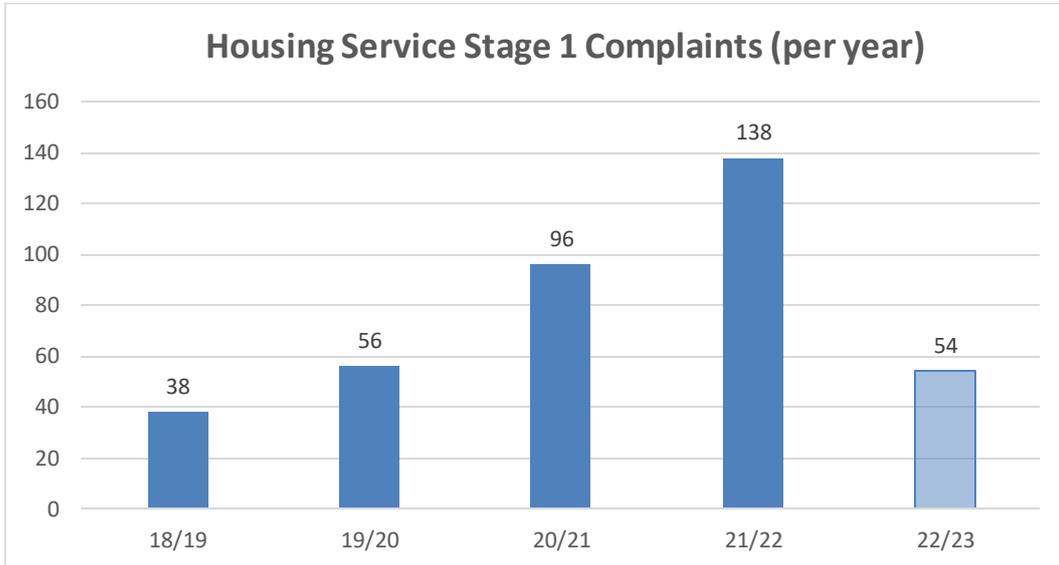
- 1.2.1 The EDDC Corporate Complaints Team administer, process and respond to all complaints received by Council departments including the Housing Service and any complaints referred from the Housing Ombudsman.
- 1.2.2 The Corporate Complaints Team process complaints in line with the EDDC policy ensuring the separation between a complaint and a service request.

1.3 Monitoring and reporting

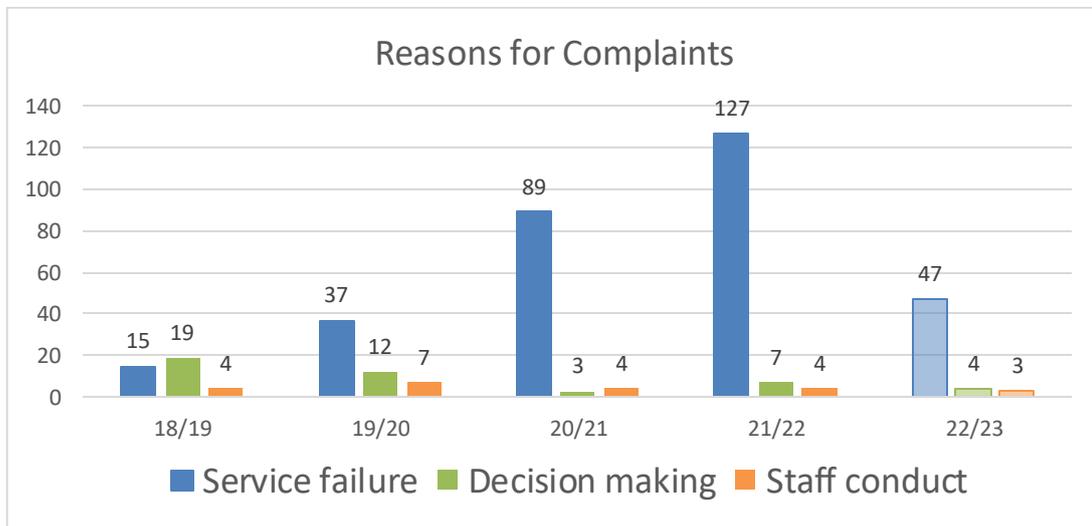
- 1.3.1 The Corporate Complaints Team provide a report to the EDDC SMT meeting every 6 months. The report includes:
 - Categories of complaints (service failure, decision making and staff conduct)
 - Complaints by EDDC service area
 - Housing Ombudsman complaints
 - Learning from complaints
- 1.3.2 The Corporate Complaints team provide 6 monthly reports of complaints to the housing service Designated Tenants Complaint Panel (DTCP). The DTCP role is currently under review as part of the review of the Resident Engagement Strategy which will also consider the implications of the Housing Ombudsman's removal of the democratic filter. The DTCP's current role is to:
 - Resolve complaints at a local level
 - Monitor formal complaints and make suggestions to improve customer satisfaction.
 - Hear complaints from tenants if they are not satisfied with stages 1 and 2 of the EDDC process
 - Report to the Housing Review Board.

1.4 Performance

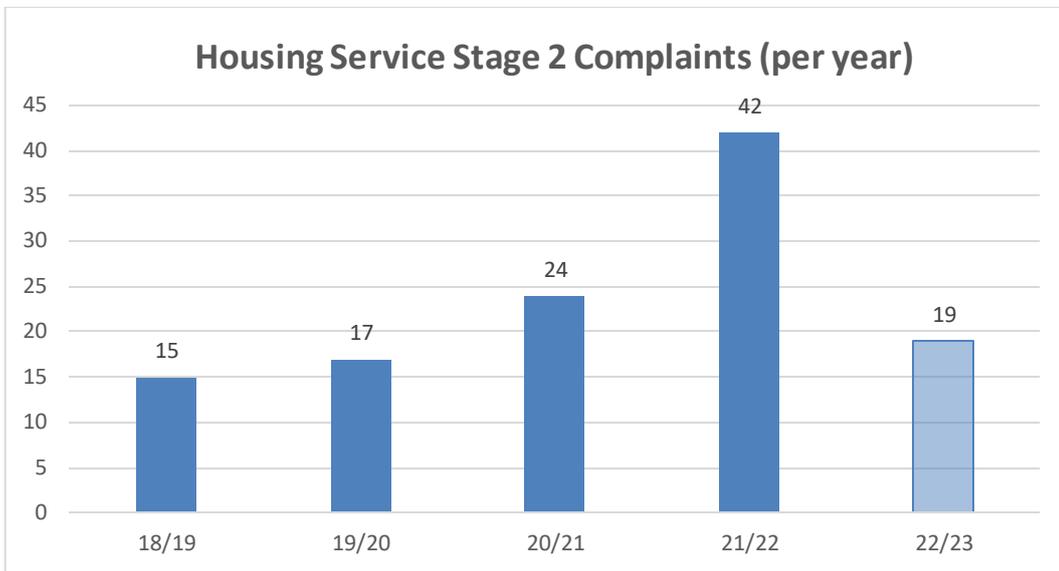
1.4.1 Formal complaints have continued to increase from 32 received in 2018/19 to 138 received in 2021/22. In the current year (22/23) we have received 54 in the first 6 months (April to Sep). Data was not easily available for complaints upheld, complaints partially upheld, complaints not upheld, complaints escalated to Ombudsmen and complaints made by vulnerable tenants and this data will need to be provided in future reports. It would also be useful to have data on how the complaints were received.



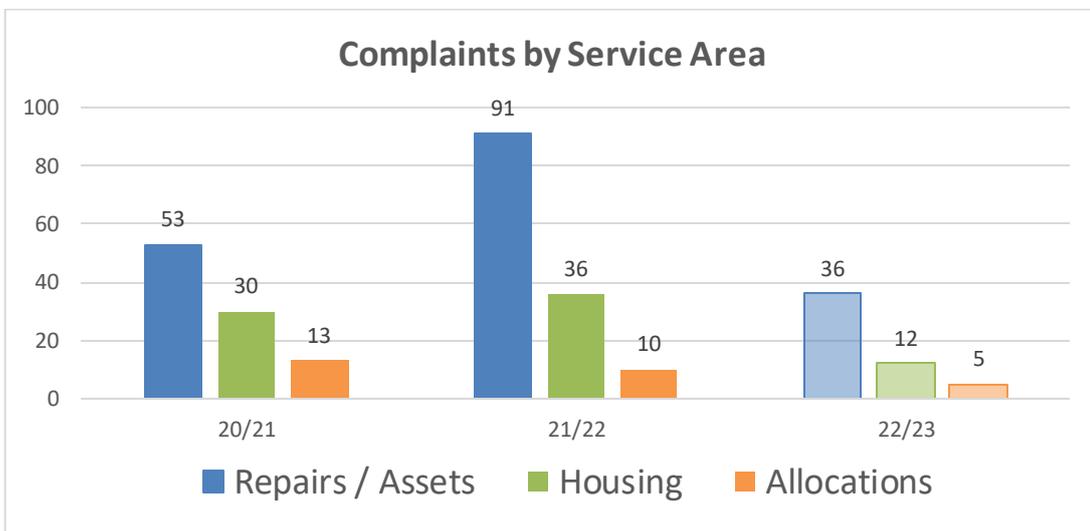
1.4.2 The reason for complaints are detailed in the graph below. The majority of the complaints each year are for service failures.



1.4.3 Between 25 to 39% of complaints progressed to stage 2 of the complaints process. We have received 19 stage 2 complaints in the first 6 months (April to Sep). Data was not easily available for complaints upheld, complaints partially upheld, complaints not upheld, complaints escalated to Ombudsmen and complaints made by vulnerable tenants and this data will need to be provided in future reports.



1.4.4 The repairs/assets service continue to receive the most complaints. Data by service area was not available for 18/19 and 19/20.



1.4.5 Going forward, in terms of measuring our performance, the new Tenant Satisfaction Measures and standards will mean that from 1 April 2023 we will have to collect the following:

- Complaints relative to the size of the landlord (this covers Stage 1 and Stage 2 Complaints)
- Complaints responded to within Complaint Handling Code timescales (this covers Stage 1 and Stage 2 Complaints)
- Satisfaction with the landlord's approach to handling complaints

1.4.6 Since the tragedy at Grenfell in 2017 combined with an increase in media articles and stories regarding poor service performance by some Registered Providers there has been more attention given to how Registered Providers deal with complaints by their residents.

We are required to have clear and transparent processes for dealing with complaints and are expected to operate within the Housing Ombudsman Code of Practice.

The Housing Ombudsman published its annual complaints report in December 2022 with a table of providers with high maladministration rates. The Ombudsman has written to EDDC (see attached) and highlighted that EDDC has a high maladministration rate, which is higher than the average for the sector. (See attached performance report in **annex 1**).

In 2021/22 we received 5 Ombudsman decisions which highlighted a number of failings:

- Maladministration – 3 (1 x ASB, 2 x property condition)
- Service failure – 5 (3 x complaints handling, 2 x ASB)
- Orders – 7 x compensation (total £1450), 2 x policy review, 5 x specific actions

At the time of writing this report, briefing notes were not all available detailing the failures, areas for improvement and learning. These will need to be provided at the next HRB meeting.

There is a risk that non-compliance with policies, procedures and failures in service delivery will lead to both reputational risk as well as closer scrutiny by the regulator.

2. Recommendations – learning

- Rec 1 - Customer complaints training for all staff (members can attend if requested)
- Rec 2 - Customer service training for all staff (members can attend if requested)
- Rec 3 – Relaunch / retrain staff on the EDDC Behaviours Framework which details behaviours, how we communicate, focus on what matters to the customer, trust and respect and being accountable. (members can attend if requested)
- Rec 4 - Record keeping review and refresher training for all staff
- Rec 5 - Quarterly performance reports presented to SMT
- Rec 6 - Learning/improvements tracker which monitors identified improvements/learning actions ensuring implementation.
- Rec 7 - Annual complaints report and analysis to be presented to HRB
- Rec 8 - Annual complaints analysis and learning to be published in Tenants annual report
- Rec 9 - All Ombudsman cases to be reported to SMT immediately and plans/timescales/actions to respond to be put in place.
- Rec 10 - Housing complaints/ombudsman complaints to be tracked and monitored by dedicated officer.
- Rec 11 – Report to HRB on Ombudsman cases detailing learning and areas for improvement.
- Rec 12 – MPs/Councillors enquiries to be part of the reports presented to SMT, HRB and tenants
- Rec 13 – Review role of DTCP in line with the review of the Resident Engagement strategy.
- Rec 14 – Work with the corporate complaints team to develop the reports required for SMT/HRB/Tenants
- Rec 15 – Review the process for repairs satisfaction surveys

Financial implications:

There are no direct financial implications identified.

Legal implications:

There are no legal implications on which to comment.

Landlord Performance Data 2021-22

1.0 Number of Homes

Count of homes under the Housing Ombudsman Service's jurisdiction as of 31/03/2021

Landlord Name	East Devon District Council
----------------------	-----------------------------

Homes

4,344

2.0 Determinations by Outcome

Cases determined between 01/04/2021 - 31/03/2022 by overall determination

2.1 Individual Landlord

Landlord Name	East Devon District Council
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Overall Determination	Count	%
Maladministration	4	80%
No Maladministration	1	20%
Grand Total	5	100%

2.0 Determinations (continued)

Cases determined between 01/04/2021 - 31/03/2022 by overall determination

2.2 By Landlord Type

'Other' includes Co-operatives, For profit, Voluntary, Almshouse or Abbeyfield provider types

Overall Determination	Housing Association	Local Authority	Other	Grand Total
Severe Maladministration	0%	0%	0%	0%
Maladministration	19%	26%	41%	21%
Partial Maladministration	24%	22%	18%	23%
Reasonable Redress	12%	6%	6%	10%
No Maladministration	27%	26%	6%	27%
Mediation	4%	2%	18%	3%
Outside Jurisdiction	11%	18%	12%	13%
Withdrawn	2%	1%	0%	2%
Grand Total	100%	100%	100%	100%

2.3 By Landlord Size

Overall Determination	Less than 1k units	Between 1k and 10k units	More than 10k units	Grand Total
Severe Maladministration	0%	0%	0%	0%
Maladministration	28%	20%	22%	21%
Partial Maladministration	25%	24%	23%	23%
Reasonable Redress	6%	6%	11%	10%
No Maladministration	14%	33%	26%	27%
Mediation	8%	2%	3%	3%
Outside Jurisdiction	19%	14%	13%	13%
Withdrawn	0%	1%	2%	2%
Grand Total	100%	100%	100%	100%

3.0 Findings by Category

Findings on cases determined between 01/04/2021 - 31/03/2022 by category and decision

Landlord Name East Devon District Council

Category	Maladministration	Service failure	No maladministration	Grand Total
Anti-Social Behaviour	1	2	1	4
Complaints Handling		3		3
Property Condition	2			2
Grand Total	3	5	1	9

4.0 Orders Made by Type

Orders on cases determined between 01/04/2021 - 31/03/2022 by order type

Landlord Name East Devon District Council
Type Order

Order Type	Count
Compensation	7
Policy Review	2
Take Specific Action (non-repair)	5
Grand Total	14

5.0 Order Compliance Within 3 Months

Orders with compliance target dates between 01/04/2021 - 31/03/2022

5.1 Individual Landlord

Landlord Name	East Devon District Council
Type	Order

Time to comply	Count	%
Within three months	7	100%
Grand Total	7	100%

5.2 By Landlord Type

'Other' includes Co-operatives, For profit, Voluntary, Almshouse or Abbeyfield provider types

Time to comply	Housing Association	Local Authority	Other	Grand Total
Within three months	99%	99%	100%	99%
More than three months	1%	1%	0%	1%
Grand Total	100%	100%	100%	100%

5.3 By Landlord Size

Time to comply	Less than 1k units	Between 1k and 10k units	More than 10k units	Grand Total
Within three months	100%	100%	99%	99%
More than three months	0%	0%	1%	1%
Grand Total	100%	100%	100%	100%

6.0 Order Compliance Within 6 Months

Orders with compliance target dates between 01/04/2021 - 31/03/2022

6.1 Individual Landlord

Landlord Name	East Devon District Council
Type	Order

Time to comply	Count	%
Within six months	7	100%
Grand Total	7	100%

6.2 By Landlord Type

'Other' includes Co-operatives, For profit, Voluntary, Almshouse or Abbeyfield provider types

Time to comply	Housing Association	Local Authority	Other	Grand Total
Within six months	100%	100%	100%	100%
More than six months	0%	0%	0%	0%
Grand Total	100%	100%	100%	100%

6.3 By Landlord Size

Time to comply	Between 1k and 10k units	Less than 1k units	More than 10k units	Grand Total
Within six months	100%	100%	100%	100%
More than six months	0%	0%	0%	0%
Grand Total	100%	100%	100%	100%

7.0 Compensation Ordered

Total amount of compensation ordered in determinations made between 01/04/2021 - 31/03/2022

Landlord Name	East Devon District Council
Type	Order

Total
£1,450.00

Report to: Housing Review Board



Date of Meeting 18th January 2023

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A

The Integrated Asset Management Contract

Report summary:

To provide the Housing Review Board an update on the delivery of the Integrated Asset Management Contract as part of our regular update on this area of the service, but also as a direct response to ongoing concerns raised regarding the delivery of some key functions of the contract.

The repair and maintenance of tenant's homes is considered to be one of the most important services we provide to tenants, and we work towards achieving our purpose, which is right repair, right time, fix and stay fixed. We have been concerned for some months about the relatively high complaint levels, tenant dissatisfaction, resource levels, material supplies, communications with tenants and the complex and extensive nature of some repairs and voids.

We have an Action Plan developed with Ian Williams our main contractor to improve the service to a level that client, contractor and customers are expecting from the contract.

Is the proposed decision in accordance with:

Budget Yes No

Policy Framework Yes No

Recommendation:

That the Housing Review Board:

1. Notes the update report on the delivery of the Integrated Asset Management Contract; and endorses the Action Plan designed to bring about a sustained improvement in service delivery.

Reason for recommendation:

To update and confirm that the Contract is managed in the most efficient compliant manner possible to ensure the daily operational delivery of the Integrated Asset Management Contract is maintained.

Officer: Graham Baker – Property & Asset Manager – email: gbaker@eastdevon.gov.uk

Portfolio(s) (check which apply):

- Climate Action and Emergencies
- Coast, Country and Environment
- Council and Corporate Co-ordination
- Culture, Tourism, Leisure and Sport
- Democracy and Transparency
- Economy and Assets

- Finance
- Strategic Planning
- Sustainable Homes and Communities

Equalities impact Medium Impact

As a Social Landlord we carry a Statutory Requirement to maintain our Housing Stock in accordance with our Tenancy Agreements.

Climate change Medium Impact

Risk: Medium Risk; In the coming years the use of gas components will be gradually phased out, other fuel options will need to be considered, in relation to gas there is likely to be switch to Hydrogen, the procurement will be carried out to reflect this and the impact of Climate Change; in addition we also need to consider fabric upgrades to our Housing Stock to improve their Energy performance in order to achieve the maximum possible gain from the new technologies that will be installed.

Links to background information [HRB Agenda 21 January 2021](#) (Item 13) [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 29 April 2021](#) (items 16 & 17) [HRB 16 September 2021](#) (Item 14) [HRB 24 March 2022](#) (Item 8) [HRB 16 June 2022](#) (Item 10).

Link to [Council Plan](#):

Priorities (check which apply)

~~Priorities (check which apply)~~

- Better homes and communities for all
- A greener East Devon
- A resilient economy

1. Introduction/Overview

- 1.1 The Integrated Asset Management Contract (IAMC), delivered by Ian Williams and their sub-contractors is now well into the fourth year of a ten year contract, and is about to enter quarter 4. The contract is built around a price per property and price per void tendered price (subject to inflationary increases) with references to variations and agreed schedule of rates.
- 1.2 The first three years of the Contract threw up many operational and logistical challenges, the main one of course being the Covid pandemic and the impact that had on everyone's lives and the delivery of IAMC (Reactive Repairs & Void service) was also impacted. The majority of the restrictions imposed as a result of the pandemic have now been lifted and the past year plus of the IAMC Contract has seen the impact largely subside meaning that we have been in a 'business as usual' situation.
- 1.3 Brexit has also had and continues to impact on the delivery of the IAMC specifically around the sourcing and delivery times for certain materials and components. It had been hoped that we would have seen improvements with this as the year unfolded, but issues are still being experienced. Compounding this we are now seeing the impact of the current economic climate, which has led to significant increased material, and labour costs in the construction industry.
- 1.4 Following issues raised at previous Board meetings surrounding the performance/delivery of the IAMC a high level Action Plan (**annex 1**) was prepared and tabled at the June HRB meeting that captured the specific areas of concern coupled with the actions that would be taken to address the same in very general terms it centres on:

- Communication.
- Management of Work in Progress (WIP)/overdue/multi trade jobs.
- Diagnosis of repairs.
- Appointing of repairs (appointment at the first point of contact).
- Collection and collation of customer satisfaction (paper surveys not left with Tenants on completion of jobs).
- Sub-Contractors/Sub-Contract management.
- Resourcing of the Contract (on both sides).
- In addition to the HRB the Action Plan has been discussed in detail with the Service Repair Group, with the Surveyors and with the Repair Advisors all of whom have inputted to the same. This is a working document with some tasks still 'ongoing'.

2 Key Performance Indicators (KPI's)

2.1 A copy of the KPI's for quarters 1 & 2 of this financial year (April to September) are appended to this report for information.

The KPI's are showing numerous fluctuations in performance across all areas of the Contract.

In most areas the KPI's are indicating a level of improvement in the performance delivery of the Contract, see the KPI headline analysis.

The KPI's for quarter 3 are not included as part of this report as they have still to be validated by the Core Group (the high level Management Group that monitors the IAMC Contract).

2.2 KPI Headline analysis:

During Quarters 1 and 2; with reference to the General items:

- All those scored have shown a level of improvement and are meeting either the MLAP (minimal level of performance) or the Target levels.
- The number of complaints remains very low in direct comparison to the number of jobs, over the six month period only once did the number arise above the Target level and then by just 0.1%.
- For the latter two months of the period no complaints were escalated to Stage 2.
- The figure for Contractor Training days for the management and operatives sits slightly below the MLAP figure.

During Quarters 1 and 2; with reference to repairs:

- 8 of the 9 KPI's are meeting the MLAP or the Target levels.
- Of the one highlighted in red:
 - Repairs completed in target achieved the MLAP figure for three months during the period, but performance dropped for the latter two months. The drop was largely due to resourcing issues, operatives taking Annual leave and vacancies. Measures are in place to reduce the Average Repair Completion time firstly down to the MLAP figure and then to the Target level.
 - Orders issued and overdue is within the MLAP and has been that way for the latter two months of the period. This is impacted somewhat on the number of large scale repair jobs that are required.
 - Weekly Meetings are being held to monitor and manage the delivery of Reactive Repairs.

During Quarters 1 and 2; with reference to Voids:

- Generally, the delivery of Voids is not at the expected or required levels, only one of the KPI's is achieving its Target, two are achieving MLAP and two are in the red, not achieving MLAP/Target.
- Of the two highlighted in red:
 - Generally Voids are completed in Target remains low, this was largely attributed to:
 - delays in clearing debt on meters, this has been addressed by the engagement of an organisation called TSM (Tenant Saves Money) who, in very simple terms clear any debt for the Authority and ensure that there is sufficient credit on meters to both deliver the Void work and for the incoming Tenant.
 - The number of Voids that require a large amount of work to address their poor condition when properties are returned to us; please make reference to items 29 to 31 of this Report, this highlights to condition that properties are returned to us and the impact on the Void delivery.
 - The job cost is always appearing in the red primarily for the reasons set out in the Void section of this Report.

3 General points on the management of the contract

3.1 During the first two quarters of the Contract we had a change of Contract Manager, this enforced change has seen considerable improvement in both the management of the Contract and communication between ourselves and Ian Williams.

3.2 We continue to struggle with the recruitment of Surveyors to support the effective management of the Contract. This is not a problem unique to EDDC, but is an issue which providers nationwide and particularly in the South West are struggling with. Recruitment remains an ongoing process and challenge, but pleasingly we are starting to see some rewards for all our efforts.

3.3 Ian Williams have also had changes in their structure, particularly at Contract Manager, Supervisor and Working Foreman levels, they are also facing similar challenges with recruitment. Those new personal, managers and operatives, are bedding in well and gaining a full understanding of the delivery model of the IAMC Contract.

4 Reactive Repairs

4.1 Repair requests and orders generally remained consistent throughout quarters 1 and 2; they are generally aligned with the figures for the same period from previous years. However, we have seen an increase in service demand for reactive repairs in November onwards.

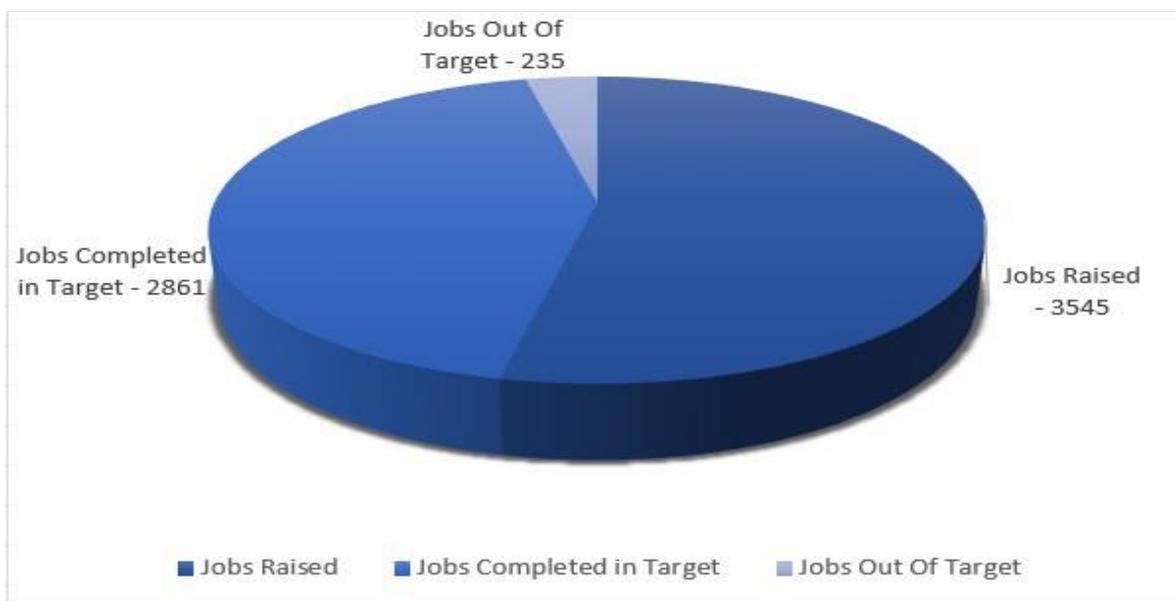
4.2 Work in Progress (WIP) for Q1 was over 1000, and at its peak in April and May hit levels of 1200/1400 which all parties agreed was not acceptable. In line with the Action Plan previously referenced considerable work was carried out to reduce the level of WIP to manageable levels.

4.3 In July the WIP figure had been reduced to around 700, in August the figure had dropped to around 600, September saw a small rise in the figure to around 650. These are the levels of WIP that are expected and manageable.

4.4 As we enter the winter period we are seeing the expected increase in level of service demand and in line with this increase the WIP figure is starting to rise.

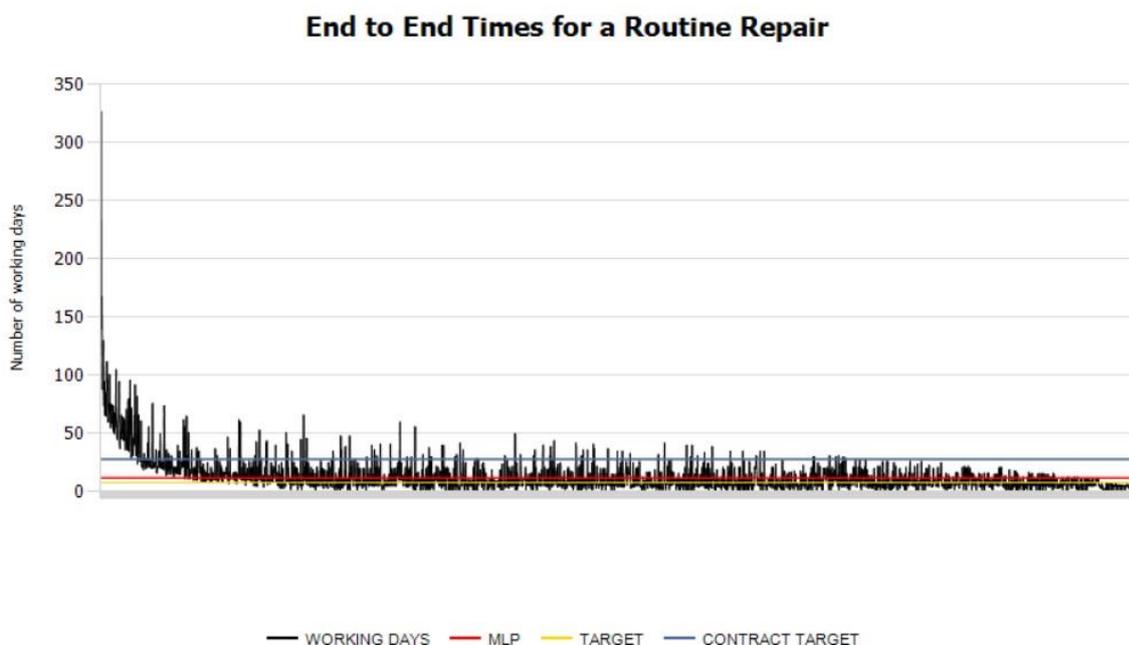
4.5 All parties are aware of this increase in WIP, but this is being managed with phone calls scheduled daily with both Contract Manager's to ensure we do not hit any unmanageable high levels. In addition weekly review meetings are held to address the same issues with the surveying teams from both sides.

4.6 The following table refers specifically to quarter 2 of the present year, in very simple terms it shows the number of repair jobs raised, the number of jobs completed in target and the number completed out of target (longer than 28 days to complete):



The difference between the orders raised and the jobs completed is the amount of WIP (Work in Progress) at the end of Quarter 2.

4.7 The following graph shows the end to end timescales show a trend throughout the months. The chart reflects all of the jobs throughout Q2 July to September. Following on from Q1 we have been working hard to ensure that the end to end timescales for repairs is staying at a low level.



4.8 We continue to carry out data analysis, but do not believe that some of the processes put in place to effectively manage the Contract are being utilised correctly e.g. the Variation process,

post inspections and Extensions of Time (EOT's); this is something we are continually addressing and is an ongoing issue highlighted in the previously mentioned Action Plan.

- Surveyors on both sides have again been instructed and are being supported to follow all the contract processes and record the information so that this can be pulled out of the system; the use of the processes needs improvement on both sides.

4.9 In order to support the drive to improve performance delivery we have re-invigorated the Duty Surveyor role by setting clear expectations, including but not restricted to:

- Duty Surveyor to work in Woodbury, alongside IW
- Clear down the Duty Surveyor inbox to ensure this is empty every night
- Be the Point of Contact for any variations requested from IW and to clarify/deal with queries raised by the Repairs Advisors
- Carry out 25 Post Inspection telephone calls to jobs over £1000
- The days have been set with each surveyor and this will stay the same each week, they are to work together to ensure there is cover on days they cannot make or have holiday and advise Housing, Ian Williams and the Customer Service Centre.

4.10 Larger repair jobs; it is becoming increasingly evident that repair jobs are becoming larger in nature, to this end we, with support from Echelon, the specialist Consultant that assisted us in procuring the Contract, are working on a process for a 'Minor Works Team' to deliver these larger type repairs. Such repairs create challenges around delivery and resource. We need to establish a clear timeframe, Schedule of Rates/Pricing structure, system coding and KPI to ensure such repairs are managed and delivered efficiently.

4.11 The larger repair jobs are becoming more prevalent due in part to the age and condition of our stock, many of the larger repairs relate to external render, footpath repairs/replacement, reactive component upgrades that are deemed urgent and therefore cannot be included on a Planned Works Programme.

4.12 Abandonment of Jobs; the number of jobs being abandoned has decreased, however, it is still happening, many without reason, we continue to investigate to establish reasons and trends. It is evident that there are issues that need to be addressed on both sides.

- We are waiting on an IT systems solution, Capita have been engaged by EDDC to prevent Ian Williams from abandoning jobs. The abandonment of jobs should only be permitted by agreement with the EDDC Contracts Manager, we are enforcing this until the IT solution is in place.

4.13 The payment process continues to work well, there are of course challenges in certain instances, but these are generally addressed and resolved in a professional timely manner.

4.14 Daily call levels and email communication remains at expected levels. One thing that does remain an issue and is impacting on front line staff, particularly our Repairs Advisors, is the abuse received from tenants when either reporting repairs or requesting updates/information. This is becoming more frequent and with one team member down at present, it really does impact on staff morale.

4.15 Management of expectations; we continue to receive a level of requests and even demands from Members, MP's and in some cases internally from other teams, which is bringing its own pressure to bear. These usually stem from residents who are waiting on repairs, currently going

through the complaints system etc. and are then trying other methods to get a different answer or speed up the process.

4.16 We have seen a huge demand for delivery of reactive component upgrades, such as new heating installs, window installs, kitchens, bathrooms; these are as a result of a complaint and the residents not accepting being placed on a future planned works list/programme. Component upgrades are generally carried out on Planned Works programmes not as reactive works unless deemed necessary. Carrying out work in this manner means there are less diary slots available for day-to-day repairs.

4.17 Damp & Mould; there is an expectation that the recent national publicity will see an increase in reports of damp and mould that will need to be addressed; in the past few weeks this is starting to impact, leading to an increase in repairs orders. Central Government have issued a request for a detailed response on how we as an Authority/Housing Service will manage damp and mould cases, in addition we are also working on:

- Our own damp and mould Policy and Procedure.
- A detailed process for the management of damp and mould cases.
- A review of damp and mould cases over the past 12-18 months.
- An analysis of damp and mould cases over the past 12-18 months to determine if there are any trends that can be investigated, further e.g. reports of such cases in several houses in a street may suggest problems with all properties in the street that warrant proactive investigation even if nothing has been reported.

There is a separate HRB Report that will contain considerable more detail in relation to the management of damp and mould cases, it will also contain advice for residents that can be followed to assist in the mitigation of the problems.

5 Voids

5.1 Generally the communication in relation to the delivery of Voids is working well leading to a positive collaborative working ethos between the teams, although there remains room for improvement and the need to focus on this area closely.

5.2 Following the general lifting of Covid restrictions Void turnover has increased resulting in more Void orders being issued to the Contractor, this in turn has presented challenges for their delivery resulting in a backlog, which is now proving challenging to clear.

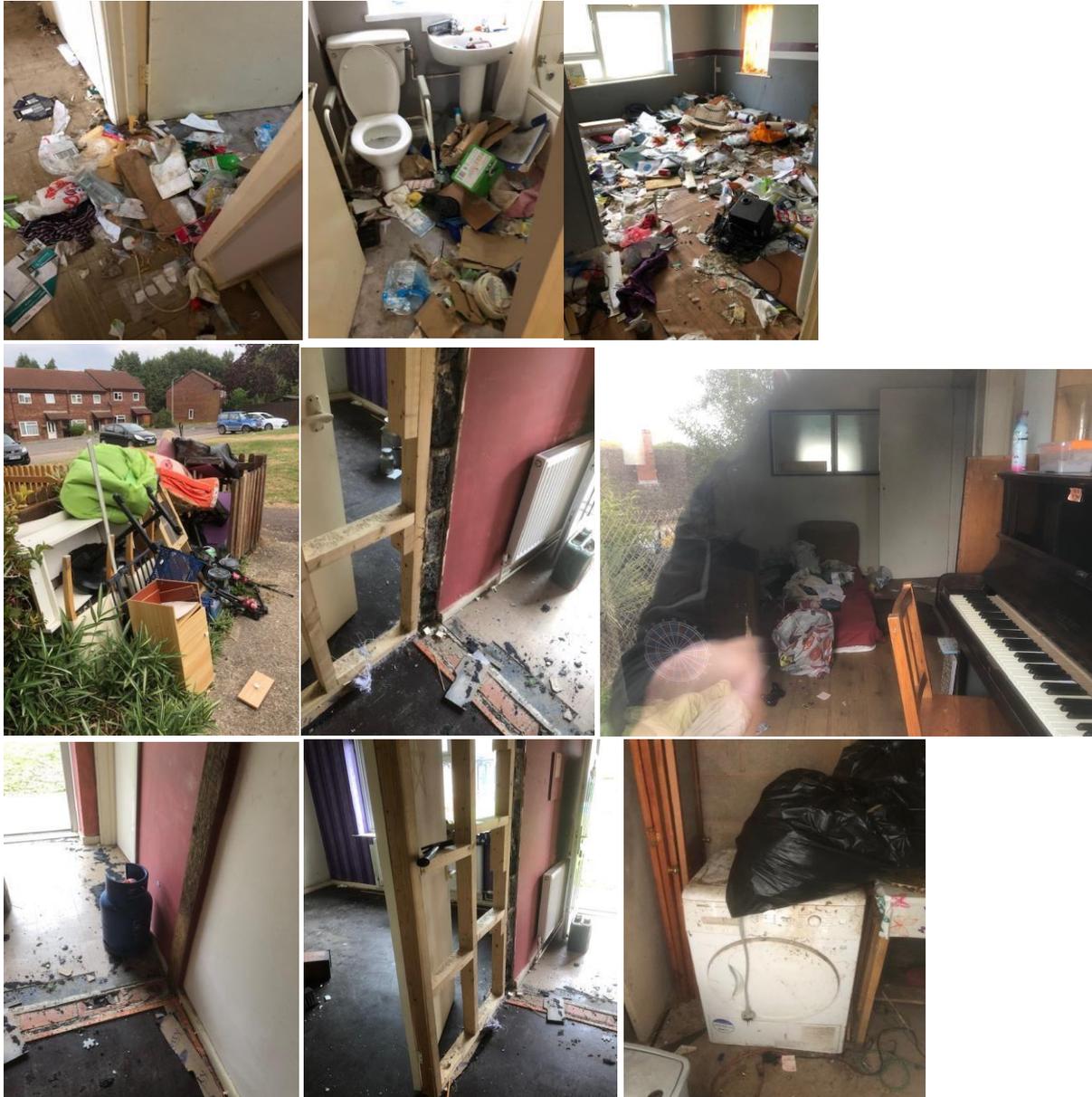
5.3 We had recently outlined concerns that previous covid related restrictions have remained in place with regards to how many properties we can pass to Ian Williams in a week, this has now ended and the restrictions on orders are no longer in place. We are working with Ian Williams to issue a greater number of Void orders per week to firstly clear the backlog and secondly prevent any future build up; this is included in the Action Plan.

5.4 Void Condition & Cost; costs continue to be higher than expected and above the PPV cost, this is generally due to the condition of the properties when they are vacated, typical areas that contribute to the high cost are:

- Environmental/deep clean required before work can commence.
- Remedial work required to repair damage caused by tenants.
- Removal and disposal of rubbish (both internally and externally) left by tenants.
- Garden clearance/tidy.
- Under investment in Planned Works due to other priorities, e.g. Compliance related work (Fire Safety) and Retrofit Work.

5.5 We are seeing an increasing number of properties being returned to us in poor condition and requiring almost all of the above work, such work is not only costly to carry out but also time consuming, sometimes adding several weeks to the Void delivery/turnaround time. Wherever possible the re-charge process is implemented to recover costs that are incurred for such additional (exclusion) work.

5.6 The following are photographs are examples of how properties are being returned to us by outgoing residents:



5.7 The debt left on meters continued to be a challenge throughout quarters 1 & 2 of this financial year challenge for us since the turn of the year. Historically we used to transfer properties to British Gas for them to clear historic debt, but unfortunately, since 23rd December 2021 British Gas no longer provide this service to providers. As a consequence we have altered our processes such that:

- Ian Williams were extremely helpful in the management of this and stepping in to support EDDC, so we were able to hand back some of these properties that have had aged debt. We have now signed up with an organisation called Tenants Save Money

(TSM), they provide a similar service to that previous offered by British Gas to the problem of debt on meters has been mitigated.

- As TSM now manage the debt on meters we no longer have to:
- Try to establish who the energy supplier to the property is.
- Establish the debt.
- Arrange payment.
- All the above requires considerable time and resource, it is resulting in delays (some of which are lengthy) in returning properties. Very often the debt is sizeable, also the particular Utility Company will not engage with us to clear the debt as we are not the Account Holder.

5.8 To assist with the management of Voids on our side, one of our Repairs Advisors has stepped in to provide administration support to the Void Surveyor; this is working well and improving our general management of Voids.

5.9 With no interest from resident members who are able to drive, we are struggling to find Tenant Inspectors, however, we are revisiting the Tenant Inspector role, whereby a resident will visit the property once Ian Williams have finished to do a 'Post inspection' this is to ensure we are involving and capturing resident engagement where possible. We remain committed to providing this, but need input from residents.

5.10 The condition of Void properties when offered for handover continues to fluctuate, the Contractor is continually requested to carry out their own detailed snagging to ensure that that all issues are addressed prior to offering a property for handover, this basic practice will ensure that all handovers go smoothly and there is no delay in handing properties back to EDDC.

5.11 As part of the high level Action Plan we committed to carry out a detailed review of the Void process and Void standard in an effort to improve performance and the general standard, the following are among the issues that will form part of the review:

- Pre-inspection timings (revert to whilst the properties are occupied)
- Management of Voids on our Open Housing System (upgrade and use of the Void Tracker)
- Ensuring that the Void Tracker captures all stages of the Void and where/who they sit with during the process
- Void Classification.
- Clearing the backlog.
- Condition of Voids when returned to EDDC/handed to Property & Asset/Ian William and how we are going to address this moving forward.
- Void Specification.
- Specialist works.
- We engaged with Echelon, the specialist Consultant who procured the IAMC Contract to carry out this review, the results of the same will be subject of a separate HRB Report that focuses solely on Voids.

6 Planned Works

6.1 The IAMC Contract is set up in such a way to allow Planned Works to be added to the work streams already being delivered by Ian Williams.

6.2 To date work has already commenced on the following work streams:

- External Decoration including remedial render repairs and eaves replacement

- Window replacement
- Re-roofing
- Green Energy Retrofit work; much of this work is being delivered using the funds awarded by BEIS (Department of Business, Energy & Industrial Strategy) as part Wave 1 of the Social Housing De-carbonisation funding Government initiative following our successful bid.

6.3 These work streams continue to progress well and have been very well received by the tenants who have felt the impact of us having to delay some planned works mainly due to the pandemic.

6.4 We will be looking to publicise these works on our various communication platforms and also carry out site visits to showcase some of the work. This area of work needs to be closely managed in order to ensure the delivery of planned works is not further impacting on the delivery of responsive repairs. The work stream is managed separately by us and is overseen by our Planned Works Manager (Asset Management and Climate Change).

Among the work streams that we are continuing to deliver include:

- Kitchen & Bathroom Modernisation
- Re-roofing
- External decoration programme
- Specialist bespoke projects e.g.:
 - Whole house upgrades
 - Specialist structural works
 - Specialist damp proofing work
 - Specialist drainage work
- Green energy/climate change work which will include:
 - Fabric upgrades to improve energy performance
 - Window replacements
 - Installation of Air Source Heat Pump heating/hot water installations
 - Installation of solar panels

7 Handyperson Service

7.1 The Covid pandemic significantly reduced demand for the Handyperson Service; although restrictions have been lifted demand remains very low.

7.2 The Contractor is committed to providing a dedicated Handyperson, but due to the current demand it is uneconomic to have one in place, the service is currently delivered by the existing Reactive Repairs Team. A dedicated Handyperson will be put in place if and when demand increases to sufficient levels to warrant this.

7.3 The Handyperson Service continues to be publicised across all platforms, but we have not seen an increase in demand. The service will continue to be publicised and we are considering creative ways to push the scheme and hopefully encourage take up.

8 Social Value

8.1 Since the lifting of the Covid restrictions Ian Williams have increased their delivery of commitments in relation to Social Value. Those that they are delivering include:

- Sponsorship of several Tenant initiatives including the garden competition
- Engagement of apprentices

- A Tenants Discount card with their local suppliers, full details have been provided to the Housing Services Team for roll out to our residents
- We have held three Social Value events at one at Greenhaven, one at Lymebourne Park, Sidmouth and one at Dunning Court, Honiton, further similar events are being planned for the next calendar year.

9 Compliance & Cyclical Servicing

9.1 Compliance & Cyclical Servicing is generally going well, all work streams are being delivered in a professional manner.

9.2 One area we are currently working on and looking to improve is the transfer of data and Certification across/between the IT systems, at present this tends to be primarily a manual process, ideally we would like to get to a position where this is automated.

10 Customer Satisfaction and Compliments

10.1 Throughout Q1 and Q2 the Customer satisfaction remained an emotive subject, the data currently collected across various platforms e.g. Customer Satisfaction surveys returned by tenants, Customer Satisfaction telephone calls made by ourselves/the Contract and the Contractors handheld pda devices all suggest good levels of satisfaction.

10.2 It is acknowledged and accepted that negative feedback is received from other sources which differs from the feedback collected. There has been a great deal of focus on the negative feedback to ensure that we fully understand the issues and put measures in place to prevent future issues. Great strides have been made, but there is still further work to do, we believe that we will see further improvement particularly when the team is fully staffed

10.3 We realise that the importance of leaving paper Customer Satisfaction Surveys with residents after each and every repair and regularly hold toolbox talks with Ian Williams to highlight this fact. We continually ask Ian Williams to ensure that 'paper' Customer Satisfaction Surveys are left after each job; to evidence this we have asked that the Operatives take photos as evidence they are leaving the sheets. We have also reiterated that all sub-contractors working for Ian Williams need to be leaving the sheets and following the same processes as their own operatives. Despite these measures, it is acknowledged that they are still not being left in all instances, and it remains an issue that is constantly being monitored.

10.4 During Quarters 1 & 2 of this financial year 511 paper Customer Satisfaction Surveys were returned to us, the table below sets out the Tenant response to the questions contained in the survey:

Question	Yes	No
Did you find it easy to report the repair?	503	8
Was an appointment made when you first reported the repair?	469	42
Was the appointment time kept?	502	9
Was the work completed on the same day the operative called?	492	19
Do you feel that you were adequately updated throughout your repair?	506	5
Did the contractor wear ID and company clothing at all times?	509	2
Did the contractor treat your home with courtesy, respect and care?	508	3
Did the contractor clear up mess and remove rubbish on a daily basis?	507	4
Are you satisfied with the work overall?	504	7
Would you like a call back to discuss your experience?	5	506

10.5 On the paper form there is also the opportunity for residents to provide additional comments in relation to the service they received, the following are examples some of those comments received:

- Very good
- Professional job
- Very helpful and knowledgeable
- I was well treated all round
- We have found all of IW staff to be very professional and polite that have attended our property to carry out repairs
- We have been in a lot of social housing and this is the worst ever, you do not care about your tenants (this actually relates to a complaint)
- Contractor went above and beyond
- Really understood the situation I am in with my disability, very kind and patient
- Job done quickly and efficiently, thank you IW

10.6 During the period we received 14 compliments, they generally relate to the quality of the work carried out, the operatives and particularly their customer care when carrying out the work.

11 Complaints

11.1 The number of complaints received during Quarters 1 & 2 of this financial year has reduced by almost 50% (approximately 30 down to 15) from the figures recorded in 2021, this highlights the work that both parties have carried out to improve service delivery and performance.

11.2 Complaints are reviewed on a monthly basis at operational level and lessons learnt are adopted. The top reasons for complaints are:

- No communication, residents advising that they do not know when IW are attending and when any works that cannot be completed on that day, are rebooked in for (or they are not)
- Lack of communication; no planned element to multiple jobs to a property
- Communication in general
- Cancellation of jobs and follow up jobs not being scheduled.
- Failure of contractor to show ID.

11.3 Both parties are working to continue to improve communication across the board, there are already good signs of improvement, it is continually monitored to ensure that improvement is maintained.

12 General

12.1 We are working hard to ensure that everyone, i.e. Officers within the Housing Service and our Residents have an understanding and clarity of:

- Repairs etc. that are set out in the Tenancy Agreement as Tenant responsibility
- The management of tenant expectations in relation to the repair that will be carried out

12.2 We continue to work alongside our Allocations team to look into the initial handover documents, to ensure this captures responsibilities of tenants and landlords and that responsibilities are clearly understood. We are also looking to engage our Tenants Repairs Review Group with this area to help support us understand better how we can ensure these areas are clearer for

tenants to understand. We are also working with the Allocations team to review our internal Mutual Exchange process and ensure that this is up to date and working as it should be. This work will be included as part of the wider Void Review.

12.3 We have been aware of a lack of clarity on the contractual timescales across the wider housing team, residents and councillors, it is clear this needs to be addressed, to this end:

- We are exploring ways we can address this, perhaps with some general reminders by way of a specific publication
- We are proposing to deliver some specific workshops could be useful to target certain areas of the District where tenants can pop in, meet us and learn more about how the repairs service is delivered
- We undertook initial roadshows prior to the IAMC Contract going live and now, in the wake of the Covid restrictions being eased we are considering whether it is time for the exercise to be repeated as a way of capturing some meaningful engagement
- We are also exploring the feasibility of a Member workshop, we feel that this could be useful in helping Members understand how the service is delivered

12.4 We are still experiencing a number of residents 'complaining' directly to Council Members and Senior Managers as opposed to following the set process for reporting repairs. On investigation we find that a considerable proportion of these complaints have not been raised at Repair Advisor level for work to be carried out, so we were unaware until they get passed onto the department. It may be that tenants are not aware of the main channels of communication, we are therefore looking at this with the Communications team to see what improvements can be made to make this clearer. It is also another area that would benefit directly from input from our Repairs Review Group with tenants being able to guide and help us understand what could work better

12.5 The majority of items highlighted in the Action Plan have been delivered and as already stated improvements are evident. There are a number of actions that remain open as they record and highlight areas where further improvement will enhance the delivery of the IAMC Contract, further they are areas we need to continually monitor to ensure that standards are maintained and improved, they generally centre on communication and timescales.

13 Next steps

13.1 The Action Plan, previously tabled will remain as a live tool to ensure that those areas highlighted/recorded are continually monitored to ensure standards are maintained and improved upon.

13.2 In addition to the Action Plan we have also engaged Echelon, the specialist Consultant engaged to advise us during the procurement of the IAMC Contract to carry out an in depth review of certain areas of the Contract, specifically:

- Voids (process and specification/standard)
- Reactive repairs (general review of the processes, delivery and particularly the delivery of the larger more complex repairs.
- Processes within the Open Housing System for the management of the IAMC Contract including the interface with Ian Williams

13.3 Their report is currently being prepared and will be reported to the Board at a later date.

Financial implications:

All financial implications have been addressed in the body of the report.

Legal implications:

There are no current legal implications but Legal Services will continue to support Housing Assets and Property Services should it become necessary to invoke penalty clauses and arbitration under contractual obligations.

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Category	Area of concern and outcome required	Action	Owner	Target Date	Action Status	Comments
1. Appointments	1.1 The majority of appointments should be made at first point of contact with a tenant when they call into EDDC Housing Repairs Advisors (HRA's)	1.1.1 IW Hub to provide weekly report where jobs have been left unappointed by EDDC HRA's, even though there was diary availability.	IW	01/05/2022	Complete	Actioned. Reports sent weekly.
		1.1.2 EDDC to identify any trends from this report and Identify Training requirements for the EDDC HRAs.	EDDC	12/05/2022	In Progress	Specific users identified, now to identify specific training requirements.
		1.1.3 Training session to be provided regarding booking appointments. Including appointing to tenants convenience (within the scope of the contract appointment slots and priorities).	EDDC	30/06/2022	In Progress	Training session 1 booked for 25/05. follow on sessions and feedback will be required.
	1.2 Jobs need to be raised correctly for the correct operative to be allocated for the appointment	1.2.1 IW to ensure adequate skill set and number of trades available in the diary	IW	01/05/2022	Ongoing	This is complete for now but a continued effort is placed on recruitment. IW will resource in to accommodate the workflow and have increased to 24 direct operatives, plus some agency support and painting support from other IW businesses.
		1.2.2 EDDC to provide training around correct usage of SORs and locator plus to EDDC HRA's. IW to also be engaged in this workshop.	EDDC	30/06/2022	Not Started	Training to follow action 1.2.3
	1.3 Appointments sent to the IW Hub for scheduling need to be appointed swiftly	1.3.1 IW to provide refresher on IW golden rules of response. Hub to stick within the SLA of 24Hrs for making appointments with tenants. And ensuring they are made at tenant convenience (contract timeslots and priorities dependent).	IW	01/06/2022	In Progress	Communications have been issued.
	1.4 External jobs must be appointed	1.4.1 Reiterate process at above training sessions for both IW and EDDC that appointments must also be made for external jobs (unless fully communal with no point of contact). No repairs should be undertaken without appointments being communicated to tenants (excluding emergency works).	Partnership	01/06/2022	In Progress	IW communications have been issued to the HUB team.
	1.5 Dedicated planning resource at IW Hub	1.5.1 IW to ensure two full time planners are working solely on EDDC contracts. These planners will be responsible for ensuring that the above is actioned and regularly follow up and review.	IW	31/07/2022	In Progress	Process has commenced to secure two full time dedicated EDDC Planning resource, anticipate this will commence WC 06/06/2022
	1.6 Minor Works dealt with differently to coordinate repairs	1.6.1 Minor works to be dealt with by a separate team. CLO will facilitate grouping together these jobs and communicating with the tenant the expectation for site activities. Appointments will be made via the CLO.	IW	01/07/2022	In Progress	Full Minor works process to be established with EDDC.
	2. Communication and Feedback	2.1 All appointments (original or follow on) to be made with the tenant.	2.1.1 IW to recruit a non-working foreperson to facilitate operative re-book process.	IW	01/05/2022	Complete
2.1.2 Appointments made at first point of contact by EDDC HRS's.			EDDC	01/07/2022	In Progress	
2.1.3 Appointments passed to the Hub made within 24 working hours direct with the tenant.			IW	01/06/2022	In Progress	Process reiterated to Hub team, will become easier with dedicated planners from July 2022
2.1.4 Follow-on appointments to be made by operatives direct from site, with the tenant.			IW	01/06/2022	Ongoing	all RB appointments to be called through to Non working Foreperson initially, then booked direct with the Hub, whilst tenant there.
2.1.5 Text message/call facility to be operated to confirm appointment with tenant, a 1 day reminder and an 'on route' message when operative starts the journey to their house			IW	01/06/2022	Complete	IW identified the routes of text messages to confirm when these were being sent.
2.1.6 Follow on appointments requiring materials to be set to 'Query' by Hub and managed daily by Foreperson and Contract Manager. Hub to communicate to tenant as soon as materials/VO confirmed.			IW	01/07/2022	In Progress	Foreperson focused on 'query' workbench. Will be aided by dedicated planners in July 2022
2.2 No Access Repairs: ensure accurate communication and follow correct process		2.2.1 No access jobs need to be rebooked when on site, with a card left for the tenant.	IW	01/06/2022	Ongoing	This process is already in place and working. Card left is photographed by operative.
		2.2.2 Last No access job to leave a card, stating that this was the last visit, and to contact the Hub within 7 days, instead of sending letters which delay the process for all parties.	IW	01/08/2022	Not Started	IW to confirm process with EDDC and establish documents to be left on site (photographed)
2.3 Customer Feedback: to collate as much feedback as possible to gain learning and improve service delivery		2.3.1 IW to ensure CS forms are handed out for all complete works and left onsite. Operative to take a photograph of the form when they leave it.	IW	01/06/2022	Ongoing	Discussed and reiterated at weekly TBT.

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	2.3.2 IW Subcontractors also to hand out forms on site for complete works and photograph to say that they have left with the tenant.	IW	01/06/2022	In Progress	Review with top 5 SC and forms issued for leaving on site	
	2.3.3 Where possible forms should be left for all works, including external jobs and communal areas (where there is a designated contact).	IW	01/06/2022	Ongoing	Discussed and reiterated at weekly TBT.	
	2.3.4 EDDC to ensure a constant and adequate supply of forms and envelopes are provided to IW to prevent any delays or break in continuum.	EDDC	01/06/2022	Ongoing	Ongoing item.	
	2.3.5 EDDC to make telephone surveys to gauge customer satisfaction on a proportion of works each month	EDDC	01/06/2022	Ongoing		
	2.3.6 IW to make telephone surveys to gauge customer satisfaction on a proportion of works each month	IW	01/06/2022	Ongoing	IW currently undertake in excess of 10%, results and any feedback are shared with EDDC	
	2.3.7 EDDC to provide IW with sight of formalised complaints so that they can be engaged in resolution and learning. This will be shared at weekly and operational meetings.	EDDC	01/06/2022	Ongoing	Process to be reviewed as per below to ensure all parties can engage at the correct times to resolve matters	
	2.3.8 Partnership to review the process for managing complaints between both parties, ensuring correct designated points of contact, creating a united and proactive approach that meets the needs of the tenants in terms of resolution	Partnership	01/07/2022	In Progress	Complaints reviewed weekly and monthly. Review of process to continue	
2.4 ID badges: Must be shown on site	2.4.1 IW to reiterate to the whole team (including SC resources) that ID badges must be clearly displayed at all times and shown to tenant when attending site.	IW	01/06/2022	Ongoing	This is the topic of many a Tool box talk (TBT)	
2.5 Better communication around larger repairs jobs	2.5.1 IW to establish a 'Minor Works' team. CLO will group repairs at a property together where they form part of a larger type repair. CLO to be direct point of contact for resident and communicate expectations, activities on site.	IW	01/07/2022	In Progress	Full Minor works process to be established with EDDC. Recruitment of dedicated CM ongoing to manage planned/major type repairs.	
	2.5.2 Tenant Communication to be issued relating to 'Minor Works Process' within 'Housing Matters'	EDDC	01/07/2022	Not Started	Tenant comms plan to be issued following establishment of Minor works process above.	
2.6 IW Feedback on further works needs to be clearer for EDDC,	2.6.1 IW to provide clearer feedback when requesting further works, including relevant SORs where applicable. Information needs to be sent within 48 working hours of initial visit/completion (max two weeks for quotations).	IW	01/07/2022	In Progress	Quotations already being sent but need to review timescales and process.	
2.7 Tenant engagement with the works themselves	2.7.1 tenant Inspectors to be engaged with response works.	Partnership	01/09/2022	Not Started	Tenant representatives to be established	
	2.7.2 IW to arrange for PPE to be obtained and for tenant inspectors/representatives to 'shadow' an operative on site.	IW	01/09/2022	Not Started	when item above has taken place this will be arranged	
2.8 Tool Box Talk content	2.8.1 IW to continue to ensure Bi monthly Tool Box Talks are held with all operatives: Topics to be covered include Health and Safety, customer feedback (positive and negative) and issues identified (for example, showing ID on site, behaviour, leaving site clean and tidy, leaving Customer Satisfaction forms, taking supporting photographs), PDA usage.	IW	01/06/2022	Ongoing	TBT already in place and these items are under regular review and communication.	
3. Job Completions	3.1 Extension of Time (EOT): Ensure correct usage	3.1.1 Review existing EOT process between both parties. Ensure that all are happy with the approach.	Partnership	01/07/2022	Ongoing	Process already in process as part of weekly meetings.
		3.1.2 IW Hub to complete EOT document, CM to own it and discuss at weekly client meetings.	IW	01/07/2022	In Progress	Will be fully in place with dedicated planners in July 2022
		3.1.3 EOTs to be actioned on both IW and EDDC systems as soon as agreed.	Partnership	01/07/2022	In Progress	
	3.2 Post Inspections(PI): 10% PI level required from each party.	3.2.1 IW to ensure that 10% of works are post inspected via CM, Foreperson and BM/Surveyor. And all jobs over £1k	IW	01/07/2022	In Progress	Process commenced. Will increase feedback when new CM insitu
		3.2.2 PI form to be established, scored and scanned and sent to EDDC for records. This PI form is to be signed off by the tenant where possible and submitted in advance of monthly KPI reports	IW	01/07/2022	Ongoing	Forms are generated and scanned and sent to EDDC
		3.2.3 IW PI form also to identify any behaviour/conduct matters regarding operatives on site (good and bad). This to be used to feed back into 'tool box talks'.	IW	01/07/2022	Ongoing	already in place
	3.2.4 EDDC surveyors also to undertake 10% PI's for the contract on a monthly basis	EDDC	01/07/2022	In Progress	Process commenced	
	3.2.5 EDDC PI forms to be scanned and sent to IW for record purposes, in advance of monthly KPIs.	EDDC	01/07/2022			
	3.2.6 All jobs over £1k or in dispute to be post inspected by EDDC	EDDC	01/07/2022			

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	3.3 Jobs can only be closed when all works have been completed.	3.3.1 IW Hub to ensure that all works and tasks have been completed on the job before completing it in the system. Reinvalidate training.	IW	01/07/2022	Ongoing	Ongoing as part of job refresher training.
		3.3.2 IW to conduct specific Tool box talk regarding correct usage of completion codes for operatives.	IW	01/07/2022	Not Started	To be undertaken in June 2022
		3.3.3 IW to provide clear guidance on job completion codes and what these mean to EDDC	IW	01/07/2022	Not started	
		3.3.4 Minor Works jobs to be grouped together by CLO and completed in line with each other to avoid confusion.	IW	01/07/2022	In Progress	
4. Overdue Jobs and WIP	4.1 Overdue Jobs need to reduce to come in line with MLAP and then further towards target.	4.1.1 Increase Labour on the contract to meet demand	IW	01/07/2022	Ongoing	Labour has been increased from 18 to 25 with 3 new positions still open to be filled. OT available for all operatives to reduce backlog in works Strong focus on clearing out old works. Strong focus on ensuring new works does not fall into out of date category. to be achieved after achieving initial milestone of within 10%
		4.1.2 Increase Overtime for operatives to maximise time spent on site.	IW	01/07/2022	Ongoing	
		4.1.3 through the above, reduce the Overdue jobs to within MLAP by end of June 2022	IW	01/07/2022	In Progress	
		4.1.4 Reduce Overdue jobs to 5% of works by end September 2022	IW	01/10/2022	In Progress	
	4.2 Reduce WIP on the contract	4.2.1 Reduce overall WIP on the contract to 2 weeks worth of work via the above and below actions.	IW	01/10/2022	In Progress	
	4.3 Works to be completed within Target	4.3.1 IW to provide dedicated working Foreperson to oversee Diaries and support operatives on site.	IW	01/07/2022	Complete	
		4.3.2 Recruit new Contract Manager to oversee all of response works	IW	01/07/2022	Complete	New CM recruited - due to start 30/05/2022
		4.3.3 Dedicated Hub planners to focus solely on EDDC contracts (x 2)	IW	01/07/2022	In Progress	Plan in place to move towards this goal by June 06
		4.3.4 Focus on due in 10 day reporting - ensuring jobs do not fall off the cliff.	IW	01/07/2022	In Progress	Already a firm focus on CLO and Foreperson.
		4.3.5 Run daily KPI reports to identify position and understand any failures	IW	01/07/2022	In Progress	
4.3.6 ensure EOT process is followed by both parties and actioned on the system correctly		Partnership	01/07/2022	In Progress		
4.3.7 increase Jobs completed within target to 90% by end June 2022		IW	01/07/2022	In Progress		
4.3.8 Increase jobs complete within target to MLAP of 95% by end September 2022		IW	01/10/2022	In Progress	Will follow completion of item above.	
4.3.9 EDDC to establish a report/mechanism to identify 'right to repair' works. This will enable these works to be appointed within the correct timescales.		EDDC	01/07/2022	In Progress	Current process to be reviewed and once complete training rolled out across the teams within IW and EDDC.	
4.4 Minor works team to be established	4.4.1 establish a minor works team to focus on the larger works. Enabling better communication of works with tenants and a more coordinated approach.	IW	01/07/2022	In Progress		
	4.4.2 Establish a clear process for minor work jobs with EDDC, potential for separate priority coding	Partnership	01/07/2022	In Progress	Meeting held to establish process at 12 may 2022	
5. Sub-Contracted Works	5.1 Process for engaging subcontractors to be communicated.	5.1.1 IW to explain the process and approach taken to engaging with SC resources, and what is expected of them.	IW	01/07/2022	Not started	
	5.2 Subcontractors to follow same process as IW and EDDC for works	5.2.1 IW to ensure all SC agreements contain back to back KPI and engagement measures, including handing out CS forms on site to tenants.	IW	01/07/2022	Complete	All SC agreements in place hold this data. Performance against it needs to be reviewed at the monthly meetings.
		5.2.2 IW to hold monthly meetings with SC resources to discuss behaviour and process, including whether their works are achieving KPI measures	IW	01/07/2022	Not Started	Monthly meetings to be set up with SC
		5.2.3 IW to post inspect 5% of SC works per SC monthly	IW	01/07/2022	Not started	Plan to be put in place to formalise these measures
		5.2.4 IW to undertake 5% phone surveys per SC monthly	IW	01/07/2022	Not started	Plan to be put in place to formalise these measures
		5.2.5 All SC to show ID when accessing tenanted properties on site and hand out customer satisfaction forms.	IW	01/07/2022	In Progress	Communications issued to all SC resource.
		5.2.6 IW to ensure that SC use the Jobs portal in order to update job information and provide clarity for both parties. To include Update on appointments.	IW	01/07/2022	In Progress	Communications issued to all SC resource.

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6 Voids	6.1 Understand delays in voids process and how to mitigate them	6.1.1 Commit to undertaking a void process review of the whole process from when the tenant gives notice to the next tenant moving in. All departments and bodies undertaking works to be engaged.	Partnership	01/08/2022	In Progress	Void Workshop meeting commenced 17th May.
		6.1.2 Ensure the weekly void meetings are held between both parties to discuss individual void progress and timescales.	Partnership	01/06/2022	Complete	These are already in place and are a weekly discipline.
		6.1.3 Partnership to establish one 'master void control' document to monitor void progress, so that total clarity is evident.	Partnership	01/08/2022	In Progress	This forms part of the Void process review above.
		6.1.4 Tenanted pre inspection to be carried out. Process to be finalised. Engage with housing allocation team to provide support. This will enable earlier sight of property and better planning.	Partnership	01/07/2022	In Progress	Planned re commencement of this from 01/06/2022
		6.1.5 TMS to be established by EDDC to pay off meter debts for significant or complex figures/situations.	EDDC	01/09/2022	In Progress	IW assisting with clearing old debts on properties in order to enable letting. TMS to be bought on board to facilitate this process.
		6.1.6 partnership to agree the best approach to increasing the void properties issued to IW and remove current backlog. A fair and reasonable approach needs to be taken so as not to disrupt service levels.	Partnership	01/08/2022	In Progress	Discussions held relating to this matter.
6.2 Increase Tenant engagement with Voids process		6.2.1 Tenant inspectors to be engaged within the voids process, for pre and post void inspections.	Partnership	01/09/2022	Not started	
		6.2.2 Review of 'Void Specification'. Potential additions to general needs properties. This needs to be undertaken with tenant engagement and all other parties.	Partnership	01/11/2022	Not Started	
		6.2.3 Housing Services/Allocations to visit Voids before the tenant moves out. Encouraging properties to be left in a correct state and reducing waste and clearance costs	EDDC	01/09/2022	Not Started	Conversations need to be held to reactivate this process.
		6.2.4 Discuss opportunity for retaining carpets/furniture in occasion within voids. EDDC to identify if this is cost effective/useful and engage with tenants.	EDDC	01/09/2022	In Progress	this happens on occasion but can cause complications. EDDC need to review current process as part of void review, in terms of considering how best this would work.
6.3 Resource and Recruitment		6.3.1 IW to recruit in for a new Voids CM and Supervisor/Working Foreperson.	IW	01/08/2022	In Progress	CM Recruited. To commence 13th June.
		6.6.1 IW to commit to additional resources to increase voids undertaken and ensure hand back.	IW	01/09/2022	In Progress	Recruitment adverts already in place for additional positions.
7 Partnership	7.1 Improve Partnership relationship between EDDC and IW	7.1.1 Commit to and arrange an independently facilitated workshop (possibly Echelon), to review the working relationship, understand what frictions there are and how best to overcome	Partnership	01/09/2022	Not started	
		7.1.2 Actively engage in cross office working. EDDC staff teams to work in Woodbury offices on a regular basis.	EDDC	01/09/2022	Not Started	
	7.2 Improve partnership impression within the communities	7.2.1 CLO to have more presence on site with tenants and at tenant meets	IW	01/09/2022	In progress	
	7.2.2 Commit to engaging in more united community events together, like the more recent street clear up day	Partnership	01/09/2022	In progress	Dates need to be established but there is a few locations that this will take place in going forward	
	7.2.3 Bigger presence with 'good news' stories on social media.	Partnership	01/09/2022	In progress	IW and EDDC teams engaged to promote good news in social media	
8. KPI's	8.1 Joint Monthly KPI Validation	8.1.2 Ensure monthly validation meetings and discussion take place between both parties so that tabled KPI data is agreed between both parties.	Partnership	01/06/2022	Complete	These meetings are already held with both parties sharing and agreeing a KPI position.
	8.2 Correct KPI measurement	8.2.1 Review all KPI measures and targets against industry standards and other organisations. Ensure contract targets are achievable and relevant. Engage with Echelon for their knowledge and experience.	Partnership	01/09/2022	In Progress	We have established that some KPI measures are not achievable/or are unevenly weighted. This needs further review within today's industry standards over the next couple of months.
		8.2.2 Table and agreed revised KPI targets where current targets are considered unachievable by industry standards and experience, or for targets that are no longer relevant.	Partnership	01/09/2022	Not Started	To be undertaken after item above.

KPIs (2022-23)

				Year 2022-23											
				Q1			Q2			Q3			Q4		
KPI	Title	MLAP	Target	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
MSP															
KPI 1	EDDC satisfaction with IW	8	9	N/A	N/A	6.57	N/A	N/A	N/A						
KPI 2	IW satisfaction with EDDC	8	9	N/A	N/A	N/A	N/A	N/A	N/A						
KPI 3	Complaints	2%	0.5	0.2%	0.08%	0.6%	0.3%	0.0%	0.2%						
KPI 4	Complaints escalation to Stage 2	10%	5%	0%	66%	33%	66%	0%	0%						
KPI 5	Health and Safety	650	350	N/A	N/A	401	N/A	N/A	326						
KPI 6	Social Value	80%	90%	N/A	N/A	TBC	N/A	N/A	TBC						
KPI 7	Diversity	Info	Info	N/A	N/A	15% & 4%	N/A	N/A	15% & 5%						
KPI 8	Training	3	5	N/A	N/A	2.84	N/A	N/A	2.94						
KPI 9	The EDDC Pound	TBA	TBA	N/A	N/A	72%	N/A	N/A	84%						
Repairs															
RKPI 1	Customer Satisfaction - Repairs	90%	95%	99%	96%	98%	99%	99%	99%						
RKPI 2	Recalls	10%	0%	1.0%	0.04%	1.5%	1.5%	1.0%	0.5%						
RKPI 3	First Time Fix - Repairs	80%	90%	93%	94.0%	92%	91.4%	91%	95%						
RKPI 4	Post Inspection Quality	90%	100%	98%	76%	100%	95%	95%	91%						
RPKI 5	Repairs Completed in Target	95%	100%	82%	89%	90%	94%	96%	96%						
RPKI 6	Average Repair Completion Time	12	8	14	12	12	11	13	15						
RPKI 7	Appointments Kept - Repairs	90	100	97%	97%	96%	96%	97%	94%						
RKPI 8	Orders Issued and Overdue	10%	0%	16%	16%	9%	13%	7%	6%						
RKPI 9	Priority Repair Ratio	15%	10%	16%	14%	16%	14%	17%	15%						
Voids															
VKPI 1	Post Inspection Quality	90%	95%	75%	92%	97%	92%	100%	93%						
VKPI 2	Voids - Completed in target	90%	95%	64%	85%	62%	83%	80%	73%						
VKPI 3	Average Void completion time Days	16	14	20	19	16	16	16	16						
VKPI 4	Post Void Repairs	10	5	10	0	1	6	0	1						
VKPI 5	Customer Satisfaction	90%	95%	0%	0%	0%	0%	N/A	N/A						
VKPI 6	Defects at Handover	95%	100%	100%	94%	100%	83%	100%	73%						
VKPI 7	Average Job Cost	£3,000	£2,500	£6,389	£6,472	£5,441	£ 6,479.83	£5,193	£6,072.00						
VKPI7a	Average Job Cost - V1			£5,387	£5,925	£3,306	£ 4,803.00	£1,919	£6,072.00						
VKPI7b	Average Job Cost - V2			£13,402	£14,715	£11,941	£14,863.83	£9,972	N/A						
Planned Works															
PKPI 1	Predictability of Time	10%	5%	N/A	N/A	N/A	N/A	N/A	N/A						
PKPI 2	Predictability of Cost	10%	5%	N/A	N/A	N/A	N/A	N/A	N/A						
PKPI 3	Customer Satisfaction	90%	95%	N/A	N/A	N/A	N/A	N/A	N/A						
PKPI 4	Post Inspection Quality	90%	95%	N/A	N/A	N/A	N/A	N/A	N/A						
Servicing															
SKPI 1	Servicing- Compliance	100.00%	100%	100%	100%	100%	100%	100%	100%						
Asbestos															
AKPI 1	Reoccupation Inspection Pass Rate	99.5%	100%	100%	100%	100%	100%	100%	100%						
AKPI 2	Air Test Pass Rate During Works	0.5%	0%	0%	0%	0%	0%	0%	0%						

Report to: Housing Review Board



Date of Meeting 18 January 2023

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A

Downsizing Grant

Report summary:

This report sets out review of the downsizing grant available to EDDC tenants seeking to reduce the size of their home with recommendations for the levels of incentive grants.

Is the proposed decision in accordance with:

Budget Yes No

Policy Framework Yes No

Recommendation:

That the Board agree to the suggested financial payments for tenants who are downsizing for a period of 12 months.

Reason for recommendation:

To give the Housing Review Board an opportunity to contribute towards the review of the financial incentives available to downsizing tenants

Officer: Andrew Mitchell, Housing Solutions Manager amitchell@eastdevon.gov.uk

Portfolio(s) (check which apply):

- Climate Action and Emergency Response
- Coast, Country and Environment
- Council and Corporate Co-ordination
- Democracy, Transparency and Communications
- Economy and Assets
- Finance
- Strategic Planning
- Sustainable Homes and Communities
- Tourism, Sports, Leisure and Culture

Equalities impact Low Impact

Climate change Low Impact

Risk: Low Risk.

Links to background information .

[Link to Council Plan](#)

Priorities (check which apply)

- Better homes and communities for all
- A greener East Devon
- A resilient economy

1. Background

- 1.1 Within the district, as is the case nationally, there are high numbers of tenants who are under occupying their current general needs rented accommodation – many are older tenants occupying family houses where family members have grown up and left home. Furthermore, many tenants in this situation may find it increasingly challenging to look after a larger property alongside other factors such as rent levels being higher for larger properties, with benefits not covering additional and unused bedrooms.
- 1.2 There is an increasing need to make the best use of the housing stock within the district (reference 3.1.8.6 of the Housing Allocations Policy). Due to the high demand for all EDDC properties, and in particular larger family homes, actions need to be taken in order to ensure that additional properties are made available for families whilst at the same time looking after the health and wellbeing of older tenants who may be struggling with looking after and affording a larger property.
- 1.3 There is no stand-alone downsizing policy, downsizing is covered within our Allocations policy. This is consistent with other local councils and would be outside of industry best practice to introduce a new, separated policy.

2. Policy

- 2.1 Assistance will be provided for tenants either expressing a need to downsize or being identified as benefitting from downsizing. Tenants wishing to downsize will be registered on Devon Home Choice. There is no separate EDDC Policy for downsizing, as the process is covered within the Devon Home Choice Policy. Applicants wishing to move to a property with fewer bedrooms will be banded as 'B' to reflect a high housing need if they have at least one vacant bedroom in their current home (reference is made to 3.5.4.1 and 3.5.4.2 of the Devon Home Choice Policy). Once registered on Devon Home Choice, tenants will be able to bid for smaller properties when available and advertised, or direct matches may be processed for applicants who are in the greatest need of moving home.
- 2.2 Tenants can also downsize through mutual exchanges. These can be done anywhere in the UK with exchanges between any Council or Housing Association tenant subject to satisfactory references and checks. Downsizing cases are included within the records maintained of downsizing numbers, but these cases are ineligible for financial incentives.

3. Statistics

- 3.1 Table 1 reports on the statistics for downsizing cases from 2019-20:

	2019-20	2020-21	2021-22	2022-23 (first six months)
Devon Home Choice downsizes	28	10	18	10

Of which:				
2 bed to 1 bed	11	6	9	5
3 bed to 1 bed	7	0	4	3
3 bed to 2 bed	10	4	5	2
Mutual exchange Downsizers	3	0	10	4
Total	31	10	28	14

3.2 The table shows a reduction in the numbers of downsizing cases being achieved. Figures show that for 2020–21 cases were lower due to the pandemic with consequence of less people being willing or able to move.

3.3 At the present time other factors negatively affecting the number of downsizing cases being achieved include fewer people moving in general. The costs of factors such as removals and carpets are proving to be prohibitive for many alongside other financial factors such as support charges on sheltered properties and rising energy costs.

4. Financial Incentives

4.1 There are currently a range of financial incentive payments available aimed at encouraging and increasing downsizing opportunities. Information regarding downsizing is included on the Council's website, including a list of the compensation payments for downsizing for all tenants who either express an interest or need to downsize or tenants who have been identified as under occupying and potentially benefitting from a move to a smaller property.

4.2 Instances of downsizing are considered on a case by case basis for tenants moving from one social housing property to another.

4.3 Currently, financial payments are made up of a £1,500 compensation payment and then £500 for each bedroom released, up to a maximum of £3,000. There are no restrictions on how the money is spent - perhaps the money will be used to furnish the new property or meet the cost of removals. Table 2 shows the current levels of compensation for downsizing tenants:

Property		Payments		
Current property (bedrooms)	New smaller property (bedrooms)	Standard compensation payment	Payment for bedrooms released	Total payment
Five	One	£1,500	£1,500*	£3,000
Five	Two	£1,500	£1,500	£3,000
Four	One	£1,500	£1,500	£3,000
Four	Two	£1,500	£1,500	£2,500
Three	One	£1,500	£1,500	£2,500
Three	Two	£1,500	£500	£2,000
Two **	One	£1,500	£500	£2,000

*Maximum payment

******Moves from two-bedroom properties to one-bedroom properties will only be eligible for the downsizing payment in certain circumstances and where a property suitable for a family is being released

4.4 Annual totals of financial assistance provided to downsizing EDDC tenants over the past 4 years are as follows, the vast difference between 2019-20 and 2020-21 reflecting the drop in downsizing numbers owing to the pandemic:

- 2019-20 : £55,000
- 2020-21 : £18,000
- 2021-22 : £35,000
- 2022-23 (first six months) : £23,000

5. Tenant consultation

5.1 A tenant consultation exercise was held on 8th November 2022 with representatives of tenant groups. Discussions covered a range of options with the aim of increasing the numbers of downsizing cases, ultimately assisting tenants with their accommodation needs and leading towards the Council's objective to make the best use of housing stock within the district.

5.2 It was agreed that there are factors over and above the financial incentives made available to tenants when downsizing, in cases where it is acknowledged that assistance is required. The key area was that of additional support for tenants when downsizing. It was agreed that the council will give consideration towards helping tenants, when help is needed, with some of the tasks which come with the process of moving homes. Each instance will be different, depending on need and circumstances, with examples including, potentially, arranging for the connection of services, liaising with removal companies and relevant signposting.

5.3 Through the tenant consultation exercise the following increases to the current financial incentives structure were suggested:

Property		Proposed Payments			
Current property (bedrooms)	New smaller property (bedrooms)	Standard compensation payment	Payment for bedrooms released	Total payment	Increase if agreed
Five	One	£2,000	£2,250	£4,250	£1,250
Five	Two	£2,000	£2,250	£4,250	£1,250
Four	One	£2,000	£2,250	£4,250	£1,250
Four	Two	£2,000	£1,750	£3,750	£1,250
Three	One	£2,000	£1,750	£3,750	£1,250
Three	Two	£1,500	£1,250	£3,250	£1,250
Two **	One	£1,500	£500	£2,000	£0

5.4 The suggested changes show an increase in the standard compensation payment from £1,500 to £2,000 and an additional £750 payment per bedroom released for properties with three or more bedrooms.

5.5 The potential for a stand-alone downsizing policy to be required on the basis that should there be any requirements for amendments in the future then further tenant involvement would be required. The alternative is to continue keeping downsizing incorporated into the existing Housing Allocations Policy, as any amendments would also require tenant

involvement. Either way there would be tenant involvement with any future changes involving downsizing or the financial incentives attached to downsizing.

6. Financial forecast

- 6.1 It would not be possible to accurately predict the additional cost of agreeing an increase to the financial incentives as it is not possible to accurately predict how many downsizing cases will be processed. However, the additional expense is expected to be relatively low, if agreed, and it is acknowledged that this proposal has been introduced as a means of encouraging higher numbers of downsizing cases in order to achieve a better use of stock, freeing up larger properties and ensuring tenants struggling to cope with larger properties can be assisted into more manageable homes.
- 6.2 Should the proposed financial incentives be agreed, over a 12 month period a predicted 20 downsizing cases including properties where properties with three bedrooms are released would add a potential additional £25,000 onto the current budget.

7. Next stages

- 7.1 It is recommended that the increased financial payments, if agreed, are trialled for a period of twelve months and kept under review. Amendments would be required to the Housing Allocations policy and also the downsizing information available on the Council's website, all of which would require further consultation with tenant groups.

Financial implications:

The financial implications are identified in the report and if approved then £25k increase in the downsizing budget is proposed.

Legal implications:

There are no legal implications on which to comment.

Report to: Housing Review Board



Date of Meeting 18th January 2023

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A

Performance Indicator Tabular Summary

Report summary:

To present to the Board a newly developed performance tabular summary. The report outlines some different options for how and what performance information the Board would like to see presented in future meetings.

Is the proposed decision in accordance with:

Budget Yes No

Policy Framework Yes No

Recommendation:

The Housing Review Board notes the report and agrees to use the new performance tabular summary to monitor the performance of the housing service.

Reason for recommendation:

To provide the Housing Review Board with a new way of presenting performance information to improve how performance is monitored across the service.

To ensure the Housing Review Board have better assurance around performance of the housing service. To help and support the Housing Review Board scrutinise, challenge and be held accountable for the performance of the housing service.

Officer: Natalie Brown, Information & Analysis Officer; nabrown@eastdevon.gov.uk; 01395517583

Portfolio(s) (check which apply):

- Climate Action and Emergency Response
- Coast, Country and Environment
- Council and Corporate Co-ordination
- Democracy, Transparency and Communications
- Economy and Assets
- Finance
- Strategic Planning
- Sustainable Homes and Communities
- Tourism, Sports, Leisure and Culture

Equalities impact Low Impact

Links to background information

Link to [Council Plan](#)

Priorities (check which apply)

- Better homes and communities for all
 - A greener East Devon
 - A resilient economy
-

1.0 Background

- 1.1 We have often talked about the need for the service to be more data driven and for reliable and accurate performance information to be easily available so that service delivery improvement can be supported by data based evidence.
- 1.2 With this in mind priority has been given to developing an interactive and online dashboard for the service. The dashboard has been designed following feedback from senior housing leadership who recommended that it should be based on a tabular summary design including a RAG rating (see attached for a paper copy of this). The dashboard provides real time performance data with the housing service able to access the information as and when they require it, making it a very efficient performance monitoring tool. Housing Review Board will be able to have sight of this tabular summary at every meeting where a hard copy will be attached to the agenda prior to the meeting enabling any questions or comments to be posed at the meeting. This will replace the quarterly monitoring report.
- 1.3 56 key performance indicators and 25 compliance performance indicators were chosen to monitor and reflect the different areas of the housing service. Please note the compliance performance indicators are presented in a separate dashboard (see appendix 2 for this tabular summary). These will include the tenant satisfaction measures which we statutorily have to begin reporting on in 2023/24 in accordance with the Regulator for Social Housing
- 1.4 The key performance indicators were picked in consultation with managers and wherever possible have been standardised with those that are used widely within the housing sector to ensure benchmarking is possible. Work to ensure consistency with the industry on how the measures are calculated has also been undertaken to enable accurate comparability. As above, the dashboard will also include the tenant satisfaction measures (TSMs) which we will collect in our annual tenant satisfaction perception surveys.
- 1.5 The majority of the measures available are derived directly from the OpenHousing system. This is the most efficient way of collecting and storing the information since there is transparency to the data and all the information is stored in one central place which minimises user error. It also enables real time data to be extracted whenever the user needs it rather than waiting for a report to be published.
- 1.6 Knowing that there is often a 'story' to be told behind a key performance indicator (level 1) we felt it necessary for the user to be able to drill down further where more charts can be shown providing context to the key performance indicator (level 2). A further drill down option (level 3) is also available whereby the user can extract the specific raw data relating to a data point. This enables managers to pin point exactly what it is that is driving the measure. Below shows an example of this feature as these two further levels (2 & 3) are not shown in the tabular summary which is attached to this report.

Level 1

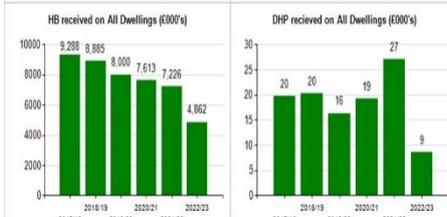


Level 2



Level 3

TABULAR SUMMARY 2022/23				
PI Code	Indicator Title	Final 2021/22	Q1 (Apr-Jun)	Q2 (Jul-Sep)
INCOME MANAGEMENT				
IM01	% of rental income for all dwellings that was collected	100.21	99.60	99.83



PLACE REF	MANAGEMENT AREA	YEAR TO DATE VALUE	RENT DUE YEAR TO DATE	ADDRESS
9,005		4,862,092.36	13,302,974.75	
100018	General	2,458.44	2,799.56	30 St Marks Road
100020	General	0.00	2,925.00	32 St Marks Road
100070	General	0.00	3,346.92	1 St Leonards Road
100082	General	0.00	3,343.68	3 St Leonards Road

1.7 We are also aware that not everybody needs to have sight of all measures and further drop down options are available whereby service areas or different groups eg repairs, Housing Review Board, Tenant groups can just see the performance indicators that relate to their area/interest. Additional performance indicators which are more key to the operational running of the team are also added at this level.

2.0 Format and design options

2.1 As mentioned above a feature of the dashboard is that it can be set in different ways depending on the audience. And so, we would like to hear from the Board:

- (i) Whether it would be beneficial to develop a more refined set of key performance indicators for the Board to support their role of scrutinising housing performance, with feedback, comments and questions of this set given at each meeting.
- (ii) What format you would like the information presented. See options below for examples.

Option 1: A tabular summary

Housing Service Performance
(as at 07-Dec-2022)

● Within Target, ● Close to Target (within 5%), ● Outside Target, 📊 Cumulative Measure, ⬇️ Minimum Target, ⬆️ Maximum Target

TABULAR SUMMARY 2022/23													
PI Code	Indicator Title	Final 2021/22	Q1 (Apr-Jun)	Q2 (Jul-Sep)	Q3 (Oct-Dec) (Partial)	Q4 (Jan-Mar)	November 2022	December 2022 (Partial)	Year To Date	2022/23 Target	Top Quartile	Status	①
INCOME MANAGEMENT													
IM01	% of rental income for all dwellings that was collected	100.21	99.60	99.83	101.17	N/A	99.33	101.17	101.17	98.00 ⬇️	100.64		
IM02	% of rental income for general needs housing that was collected	100.33	99.39	99.73	101.19	N/A	99.25	101.19	101.19	98.00 ⬇️	-		
IM03	% of rental income for sheltered housing that was collected	99.95	100.03	100.02	101.14	N/A	99.48	101.14	101.14	98.00 ⬇️	-		
IM04	Rent arrears of current and former tenants as a % of annual rent debit	2.10	2.14	2.11	2.17	N/A	2.33	2.17	2.17	2.53 ⬆️	2.53		
IM05	Rent arrears of current tenants as a % of annual rent debit	1.62	1.71	1.70	1.74	N/A	1.88	1.74	1.74	1.82 ⬆️	1.82		

Option 2: A tabular summary with the inclusion of graphs

TABULAR SUMMARY 2022/23														
PI Code	Indicator Title		Jan 2022	Feb 2022	Mar 2022	Apr 2022	May 2022	Jun 2022	Jul 2022	Aug 2022	Sep 2022	Oct 2022	Nov 2022	Dec 2022 (Partial)
INCOME MANAGEMENT														
IM01	% of rental income for all dwellings that was collected	105.50												
		96.00	Jan 2022	Feb 2022	Mar 2022	Apr 2022	May 2022	Jun 2022	Jul 2022	Aug 2022	Sep 2022	Oct 2022	Nov 2022	Dec 2022
		RAG:	○	○	○	●	●	●	●	●	●	●	●	●
		Performance:	99.04	99.37	100.21	104.40	97.32	99.60	100.66	99.01	99.83	98.55	99.33	101.17
Min Target:	-	-	-	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	

Option 3: No tabular summary and just the graphs

● Within Target, ● Close to Target (within 5%), ● Outside Target, 📊 Cumulative Measure, ⚡ Minimum Target, ⚡ Maximum Target

TABULAR SUMMARY 2022/23														
PI Code	Indicator Title		Jan 2022	Feb 2022	Mar 2022	Apr 2022	May 2022	Jun 2022	Jul 2022	Aug 2022	Sep 2022	Oct 2022	Nov 2022	Dec 2022 (Partial)
INCOME MANAGEMENT														
IM01	% of rental income for all dwellings that was collected	105.50												
		96.00	Jan 2022	Feb 2022	Mar 2022	Apr 2022	May 2022	Jun 2022	Jul 2022	Aug 2022	Sep 2022	Oct 2022	Nov 2022	Dec 2022
		RAG:	○	○	○	●	●	●	●	●	●	●	●	●
		Performance:	99.04	99.37	100.21	104.40	97.32	99.60	100.66	99.01	99.83	98.55	99.33	101.17
Min Target:	-	-	-	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	

Option 4: More detailed analysis and commentary provided to explain certain performance indicators
(Please note this does not need to be a standalone option and can sit alongside the other options presented above)

Examples (commentary below are examples of what could be provided and not accurate reflection of the situation)

PI Code	Indicator Title	Final 2021/22	Q1 (Apr-Jun)	Q2 (Jul-Sep)	Q3 (Oct-Dec) (Partial)	Q4 (Jan-Mar)	November 2022	December 2022 (Partial)	Year To Date	2022/23 Target	Top Quartile	
TM01	% of self contained dwellings vacant and available to let	0.36	○	○	○	N/A	○	○	○	-	↑	0.34



In the last quarter (Q3) 3 properties were taken out of stock due to subsidence issues.

TM05	Number of affordable homes delivered	📊	230	●	●	No Data	N/A	No Data	No Data	○	46
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Number of affordable homes delivered is lower than expected due to a difficult housing market whereby RPs are cutting back on housing development.

Financial implications:

There are no direct financial implications identified in the report.

Legal implications:

There are no legal implications.

Housing Service Performance

(as at 30-Nov-2022)

● Within Target, ● Close to Target (within 5%), ● Outside Target, . Cumulative Measure, ↓ Minimum Target, ↑ Maximum Target

TABULAR SUMMARY 2022/23

PI Code	Indicator Title	Final 2021/22	Q1 (Apr-Jun)	Q2 (Jul-Sep)	Q3 (Oct-Dec) <small>(Partial)</small>	Q4 (Jan-Mar)	October 2022	November 2022	Year To Date	2022/23 Target	Top Quartile	Status	①
INCOME MANAGEMENT													
IM01	% of rental income for all dwellings that was collected	100.21	●	●	●	N/A	●	●	●	98.00 ↓	100.64		
IM02	% of rental income for general needs housing that was collected	100.33	●	●	●	N/A	●	●	●	98.00 ↓	-		
IM03	% of rental income for sheltered housing that was collected	99.95	●	●	●	N/A	●	●	●	98.00 ↓	-		
IM04	Rent arrears of current and former tenants as a % of annual rent debit	2.11	●	●	●	N/A	●	●	●	2.53 ↑	2.53		
IM05	Rent arrears of current tenants as a % of annual rent debit	1.63	●	●	●	N/A	●	●	●	1.82 ↑	1.82	AMBER	
IM06	Rent arrears of former tenants as a % of annual rent debit	0.48	●	●	●	N/A	●	●	●	0.77 ↑	0.77	GREEN	
IM07	Rent arrears of current general needs tenants as a % of annual rent debit	2.01	●	●	●	N/A	●	●	●	1.90 ↑	-		
IM08	Rent arrears of current sheltered tenants as a % of annual rent debit	0.85	●	●	●	N/A	●	●	●	1.82 ↑	-		
IM09	% of rent lost through properties becoming vacant	2.11	●	●	●	N/A	●	●	●	2.00 ↑	1.36		
IM10	% of rent lost through general needs properties becoming vacant	1.53	●	●	●	N/A	●	●	●	1.50 ↑	-		
IM11	% of rent lost through sheltered needs properties becoming vacant	3.28	●	●	●	N/A	●	●	●	3.00 ↑	-	RED	
IM12	Rent written off for all dwellings as a % of rent debit	0.01	●	●	●	N/A	●	●	●	2.00 ↑	-		
IM13	% of rental income for all garages that was collected	100.58	●	●	●	N/A	●	●	●	99.00 ↓	-		
IM14	Rent arrears of current and former garage tenants as a % of annual rent debit	1.54	●	●	●	N/A	●	●	●	2.53 ↑	-		
IM15	% of rent lost through garages becoming vacant	43.20	●	●	●	N/A	●	●	●	0.00 ↑	-		
ASSET MANAGEMENT													
AM01	% of routine repairs completed within target	84.76	●	●	●	N/A	●	●	●	98.00 ↓	95.00	DRAFT	
AM02	% of emergency repairs completed within target	99.24	●	●	●	N/A	●	●	●	100.00 ↓	100.00	DRAFT	
AM03	% of repairs outstanding and overdue	22.74	●	●	●	N/A	●	●	●	5.00 ↑	-	DRAFT	
AM04	% of gas servicing carried out within 12 months of previous service	99.94	●	●	●	N/A	●	●	●	100.00 ↓	100.00		
AM05	% of job variations	23.46	●	●	●	N/A	●	●	●	20.00 ↑	100.00		
AM06	% of social housing rental stock failing to meet the decent homes standard	-	○	○	○	N/A	○	○	○	0.00 ↑	-	DRAFT	
AM07	Number of dwellings taken out of management	5	○	○	○	N/A	○	○	○	N/A	-		
AM08	Number of garages taken out of management	353	○	○	○	N/A	○	○	○	N/A	-	DRAFT	
AM09	% of garages vacant and available to let	0.96	○	○	○	N/A	○	○	○	- ↑	-		
AM10	% of garages vacant and not available to let	48.56	○	○	○	N/A	○	○	○	- ↑	-		
AM11	% satisfaction with day to day repairs	77.56	●	●	●	N/A	●	●	●	95.00 ↓	92.78	DRAFT	
AM12	% satisfaction with major works	-	○	○	○	N/A	○	○	○	- ↓	-	DRAFT	
AM13	Number of dwellings in Housing stock	4,199	○	○	○	N/A	○	○	○	N/A	-		

AM14	% of garage checks completed (TO BE DEVELOPED)	-	○	○	○	N/A	○	○	○	-	↓	-	DRAFT	
AM15	Ian Williams WIP (Work In Progress)	708	●	●	●	N/A	●	●	●	650	↑	-		
TENANCY MANAGEMENT														
TM01	% of self contained dwellings vacant and available to let	0.36	○	○	○	N/A	○	○	○	-	↑	0.34	DRAFT	
TM02	% of self contained dwellings vacant and not available to let	2.64	○	○	○	N/A	○	○	○	-	↑	-		
TM03	Average days to relet a social housing rental dwelling (Standard)	198.68	○	○	○	N/A	○	○	○	-	↑	43.12		
TM04	Number of ASB cases reported	345	●	●	●	N/A	●	●	●	N/A		25	DRAFT	
TM05	Number of affordable homes delivered	230	●	●	No Data	N/A	No Data	No Data	○	-	↓	-	Manual	ⓘ
TM06	Number of acquisitions	11	●	●	●	N/A	●	●	○	-	↓	-		
TM07	Number of completed RTB sales	12	●	●	●	N/A	●	●	●	N/A		-		
TM08	Number of evictions	4	●	●	●	N/A	●	●	●	0	↑	-		
TM09	% of tenancy visits completed (TO BE DEVELOPED)	-	○	○	○	N/A	○	○	○	-	↓	-	DRAFT	
HOUSING ALLOCATIONS & OPTIONS														
HA01	Number of properties ready to let	15	○	○	○	N/A	○	○	○	-	↑	-		
HA02	Number of properties allocated (including mutual exchanges)	267	●	●	●	N/A	●	●	●	N/A		-		
HA03	Number of residential tenancies terminated	307	●	●	●	N/A	●	●	●	N/A		-	DRAFT	
HA04	Number of households on the waiting list	4,547	●	●	No Data	N/A	No Data	No Data	●	N/A		-	Manual	ⓘ
HA05	Number of homelessness cases	313	●	●	●	N/A	●	●	●	N/A		-		
HA06	Number of homeless approaches	1,006	●	●	●	N/A	●	●	●	N/A		-		
HA07	Number of households living in temporary accommodation	55	○	○	○	N/A	○	○	○	-	↑	-		
HA08	Number of households placed in temporary accommodation	157	●	●	●	N/A	●	●	●	N/A		-		
HA09	Successful homeless preventions as a % of prevention cases	73.68	●	●	●	N/A	●	●	○	-	↓	-	DRAFT	
HA10	Successful homeless reliefs as a % of relief cases	69.43	●	●	●	N/A	●	●	○	-	↓	-	DRAFT	
HA11	Number of verified rough sleepers	3	●	●	●	N/A	●	●	●	N/A		-	Manual	
BUSINESS MANAGEMENT														
BM01	Average number of working days per person lost through sickness	11.83	●	●	●	N/A	●	●	●	8.50	↑	-	Manual	
BM02	% of employee PERS completed	No Data	●	●	●	N/A	●	●	●	100.00	↓	-	Manual	
BM03	% satisfaction with the way your complaint was dealt with	No Data	○	○	○	N/A	○	○	○	-	↓	-	DRAFT	
BM04	% of complaints responded to and closed within 20 days	No Data	●	●	●	N/A	●	○	●	97.52	↓	97.52	Manual	ⓘ
BM05	% of calls answered within 1 minute	54.58	○	○	○	N/A	○	○	○	-	↓	-		
BM06	Number of accidents reported	2	●	●	●	N/A	●	●	●	0	↑	-	Manual	

Housing Service Performance

(as at 30-Nov-2022)

● Within Target, ● Close to Target (within 5%), ● Outside Target

COMPLIANCE KPIS				October 2022				November 2022				Management Comment	Status
Compliance Area	PI Code	Compliance Detail	Risk	Total due to be Completed	Total Completed	Total Overdue		Total due to be Completed	Total Completed	Total Overdue			
Fire Risk Assessment	FR01	Completed fire risk assessments for blocks and communal areas		-	-	-	●	-	-	-	●		DRAFT
	FR02	Analysis of fire risk assessment actions	High	-	-	-	●	-	-	-	●		DRAFT
			Medium	-	-	-	●	-	-	-	●		
			Low	-	-	-	●	-	-	-	●		
Asbestos	AB01	Asbestos reports and reinspections held on Register		4,056	3,936	120	●	4,056	3,936	120	●		
	AB02	Analysis of Asbestos Containing Materials (ACMs) based upon Priority Risk and jobs completed	Very High	0	0	0	●	0	0	0	●		
			High	21	15	6	●	21	15	6	●		
			Medium	281	251	30	●	283	256	27	●		
			Low	2,110	1,831	279	●	2,111	1,839	272	●		
			Very Low	2,767	2,467	300	●	2,769	2,477	292	●		
Gas Safety (contracted maintenance)	GS01	Analysis of capped off domestic and communal appliances		9	9	0	●	11	11	0	●		
	GS02	Communal and domestic gas appliances with a LGSR service within 12 months		3,155	3,155	0	●	3,153	3,153	0	●		
Water Management (contracted maintenance)	WM01	Number of legionella risk assessments within 24 months		20	14	6	●	20	14	6	●		DRAFT
	WM02	Analysis of legionella risk assessment actions	High	0	0	0	●	0	0	0	●		DRAFT
			Medium	0	0	0	●	3	3	0	●		
			Low	1	0	1	●	1	0	1	●		
WM03	Legionella contractor monthly servicing		20	0	20	●	20	0	20	●		DRAFT	
WM04	Weekly flushing (non-residential)		20	-	-	●	20	-	-	●		DRAFT	
Fire Protection Systems (contracted maintenance)	FP01	Analysis of blocks where fire alarm systems servicing (6 monthly)		-	-	-	●	-	-	-	●		DRAFT
	FP02	Analysis of emergency lighting systems 3hr discharge tests (contractor annual soak test)		-	-	-	●	-	-	-	●		DRAFT
	FP03	Analysis of block fire fighting equipment servicing - dry risers, sprinklers, extinguishers (contractor 6 or 12 monthly service per component)		-	-	-	●	-	-	-	●		DRAFT
Fire Protection Systems (estate led maintenance)	FP04	Analysis of weekly fire alarm testing		-	-	-	●	-	-	-	●		DRAFT
	FP05	Compliance check actions (analysis of actions from fire safety checks) EM / MSO weekly / monthly visual checks depending on component - fire exits, extinguishers, dry risers, AOVs	High	-	-	-	●	-	-	-	●		DRAFT
			Medium	-	-	-	●	-	-	-	●		
			Low	-	-	-	●	-	-	-	●		
	FP06	Analysis of monthly block emergency light testing		-	-	-	●	-	-	-	●		DRAFT
	FP07	Analysis of monthly communal smoke/heat detector flick test		-	-	-	●	-	-	-	●		DRAFT
FP08	Analysis of fire drills		-	-	-	●	-	-	-	●		DRAFT	
Electrical Systems (contracted maintenance)	ET01	Analysis of EICR certificates completed for domestic properties within 5 year check		-	-	-	●	-	-	-	●		DRAFT
	ET02	Analysis of EICR certificates completed for blocks within 1 year check		-	-	-	●	-	-	-	●		DRAFT
	ET03	Analysis of domestic properties EICR certificates where unsatisfactory EICR certs C1,C2,C3,F1,F2 actions	C1	-	-	-	●	-	-	-	●		DRAFT
			C2	-	-	-	●	-	-	-	●		
			C3	-	-	-	●	-	-	-	●		
F1			-	-	-	●	-	-	-	●			
			F2	-	-	-	●	-	-	-	●		

	ET04	Analysis of blocks EICR certificates where unsatisfactory EICR certs C1,C2,C3,F1,F2 actions	C1	-	-	-	●	-	-	-	●	DRAFT
			C2	-	-	-	●	-	-	-	●	
			C3	-	-	-	●	-	-	-	●	
			F1	-	-	-	●	-	-	-	●	
			F2	-	-	-	●	-	-	-	●	
Lifting Equipment (contracted maintenance)	LT01	Analysis of LOLER inspections (incl. stair lifts, passenger lifts, lifting beams, platform lifts) 6 monthly	High	-	-	-	●	-	-	-	●	DRAFT
			Medium	-	-	-	●	-	-	-	●	
			Low	-	-	-	●	-	-	-	●	
	LT02	Communal lifting equipment serviced within 3 months (passenger lifts)	7	0	7	●	7	0	7	●	DRAFT	
LT03	Domestic lifting equipment serviced within 6 months (stair lifts, lifting beams, platform lifts)	83	21	62	●	83	21	62	●	DRAFT		



.Report to: Housing Review Board

Date of Meeting 18th January 2023

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A

Full Housing Stock Condition Survey

Report summary:

To update the Housing Review Board on the current position with the delivery of the Stock Condition Survey.

Is the proposed decision in accordance with:

Budget Yes No

Policy Framework Yes No

Recommendation:

That the Housing Review Board note the update on the current position with the delivery of the Housing Stock Condition Survey.

Reason for recommendation:

To monitor the progress of the delivery of a full and robust Stock Condition Survey being carried out to the Housing Assets/Portfolio.

Officer: Graham Baker – Property & Asset Manager - gbaker@eastdevon.gov.uk

Portfolio(s) (check which apply):

- Climate Action and Emergency Response
- Coast, Country and Environment
- Council and Corporate Co-ordination
- Democracy, Transparency and Communications
- Economy and Assets
- Finance
- Strategic Planning
- Sustainable Homes and Communities
- Tourism, Sports, Leisure and Culture

Equalities impact Low Impact

Climate change Low Impact

Risk: Low Risk; EDDC is at greater risk if we do not undertake a full Stock Condition Survey

Links to background information [HRB Agenda and minutes June 2017](#); [HRB Agenda and minutes April 2021](#); [HRB Agenda and Minutes March 2022](#)

[Link to Council Plan](#)

Priorities (check which apply)

- Better homes and communities for all
 - A greener East Devon
 - A resilient economy
-

Stock Condition Survey

1. Current Position:

2. A formal contractual arrangement is in place between East Devon District Council and the specialist contractor engaged to carry out the Stock Condition Survey, Currie & Brown.
3. The mobilisation period has been completed, the work carried out during this period included:
 - Finalising the exact detail for the Stock Condition Survey.
 - Establishing and agreeing all the areas that would form the survey and the data sets that will be collected to inform the following areas:
 - Property condition information
 - Component data/information
 - HHSRS (Housing Health & Safety Rating Scheme) information
 - Energy assessment
 - EPC Certificate
 - Building and fully testing the Stock Condition survey form that will be used to collect the data; the surveys will be carried out using iPads as a Total Mobile solution, once the survey has been completed on site all data will be uploaded to detail review/quality control assessments.
 - Full testing of the IT systems to ensure that capture and process the data.
 - Liaison with our internal Housing Systems Team to ensure that they have a full understanding of the information/data that they will be receiving to load into our system.
 - Agreement of the Programme of Work.
 - Agreement of the content and the issue of formal letters to our Tenants to advise them of the impending Stock Condition Survey and requesting that they allow the Currie & Brown surveyors access to carry out the work. The communication also includes an information sheet of FAQ's (frequently asked questions).
4. The Mobilisation Period took a little longer than hoped, but the delay was considered reasonable as it was essential that all the above was fully in place and agreed prior to commencing the Stock Condition Survey in full.
5. Void properties were used to carry out some initial test surveys, the purpose of these was:
 - Gain a general understanding of the EDDC stock.
 - Fully Test all the IT systems/equipment etc.
 - Allow the Surveyors opportunity to understand the specific requirements of the EDDC Stock Condition survey.

These initial test surveys served their purpose; they identified some IT issues that needed to be addressed before the Stock Condition commenced in full.

6. Programme:

7. The Stock Condition survey finally commenced in full during September 2022 albeit with a very slow/soft start up until Christmas. The intention of this was a further opportunity to:
 - Ensure all the systems were working properly and to fully test the quality control/audit.
 - Ensure the Surveyors were fully understanding of the requirements for the Sock Condition Survey.
8. At the time of writing this Report 278 surveys had been completed this is less than programmed (currently running around 120 surveys behind), but we have received assurance from Currie & Brown that they will quickly bring the project back on programme in the New Year.
9. The project remains on target to complete at the end of September 2023, subject to access, the intention is to improve on this end completion date.
10. The first tranche of data was scheduled to be issued just prior to the Festive Holiday Period, this will be reviewed ready to be loaded into our Open Housing System.
11. When carrying out the Stock Conditions survey the various elements are given a condition rating as set out below:
 - Condition A – As new condition
 - Condition B - Sound, operationally safe, and exhibiting only minor deterioration
 - Condition C - Operational but major repair or replacement needed in the short to medium term (generally 3 years)
 - Condition D - Inoperable, or serious risk of major failure or breakdown

The Stock Condition survey will also include suggested timescales to implement repairs etc.; these are set out below:

- Immediate – within 6 months
- Short term – within the next 1 to 3 years
- Medium term – within the next 4 to 5 years
- Long term – within 6 to 10 years
- Very long term – over 10 years

The data provided will be analysed in accordance with the above and be used to inform/drive forward programmes for repairs and future Planned Works.

12. The table below shows an overview of the issues identified as below 'B' grade the properties surveyed to date:

Item	Volume of Issues identified
External Areas Drainage	2%
Ancillary Buildings	0%
Boundaries	8%
External Walls	6%
External Walls Secondary	0%
Mortar Pointing	6%

Roof Coverings	17%
Roof Coverings Secondary	2%
Roof Drainage	23%
Roof Structure	3%
Roof Lights	0%
Windows	5%
External Doors	2%
Landscaping	0%
External Redecoration	0%
Internal Ceiling Finishes	6%
Internal Floor Finishes	3%
Sanitary Appliances	17%
Sanitary Appliances Secondary	5%
Sanitary Appliances Tertiary	2%
Substructure Ground Floor	0%
Internal doors	3%
Stair Structure	0%
Upper Floor Structure	0%
Internal decoration	14%
Lighting Systems	0%
Main Power Supply	0%
Consumer Unit Domestic	0%
Hot Water Cylinder	0%
Boiler Heat source Ground	0%
Gas Supply	0%
Cold Water Supply	0%

13. The following table shows an overview of the HHSRS items identified to date that are not meeting the required standard:

Item	Volume of Issues identified
Damp Mould	9%
Asbestos	1%
CO fuel combustion	2%
Entry by intruders	3%
Domestic hygiene pests refuse	10%
Personal hygiene sanitation drainage	2%
Falls associated with baths	5%
Falls on the level	8%
Falls on stairs	12%
Falling between levels	8%
Electrical hazards	1%
Collision entrapment	1%
Position of amenities	2%
Structural collapse falling elements	3%

14. All the information referred to in items 12 & 13 and indeed all information as it is issued to us will be analysed and used to inform and implement work programmes in line with the recommended timescales set out above.

15. **Resourcing:**

16. Currie & Brown are fully resourced to deliver the programme.

17.EDDC have in the past six engaged their own Stock Condition Surveyor and Stock Condition Data Admin' Support to support the delivery of the Stock Condition survey and assist in the analysis of all data.

18.Next Steps:

19.Our Property & Asset Team are working with our Systems Admin's Team to upgrade and develop with Stock Condition section of our Open Housing System in readiness to receive all the Stock Condition data. This will also include a tool called 'Scenario Planner' which will be used manage the data to develop short, medium and long term Planned Works programmes, it will also inform budget planning.

Financial implications:

There are no direct financial implications from the report at this stage but the implications of the survey will require detailed analysis and an appraisal of the financial resource implications.

Legal implications:

There are no direct legal implications on which to comment.