



Housing Engagement Board

Quarterly Meeting

22 June 2022 – 13:00 to 16:00

Agenda Pack

Housing Engagement Board Agenda

Date: **Wednesday, 22 June 2022**

Time: **13:00 – 15:00**

Venue: **Zoom (Virtual Meeting)**

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1. Welcome and Apologies

The Chair will welcome all present and apologies will be noted.

2. Quorum

A quorum shall consist of 50% of members.

3. Minutes of Previous Meeting – 24 March 2022 and Matters Arising

The minutes of the meeting held on 24 March 2022 are included for approval.

The Matters Arising will be noted.

Housing Engagement Board

Minutes of the Quarterly Meeting held on Thursday, 24 March 2022 from 13:00 to 15:00 via Zoom

Attendees:	<p>Cllr John Batchelor – Chair</p> <p>Cllr Claire Daunton</p> <p>John Taylor</p> <p>Les Rolfe</p> <p>Margaret Wilson</p> <p>Peter Tye</p> <p>Julie Fletcher (Head of Housing Strategy)</p> <p>Geoff Clark (Neighbourhood Services Manager)</p> <p>Eddie Spicer (Service Manager Housing Assets)</p> <p>Bronwen Taylor (Resident Involvement Officer) – Minute taker</p> <p>Gina Manderson (Housing Communications Officer) – Admin Support</p>
Apologies:	<p>Dave Kelleway – Vice Chair</p> <p>Cllr Mark Howell</p> <p>Peter Campbell (Head of Housing)</p> <p>Jennifer Perry (Resident Involvement Team Leader)</p>

Item	Subject	Action
1.	<p>Welcome and Apologies</p> <p>The Chair welcomed the members to the meeting at 13:00.</p> <p>Apologies were received from Dave Kelleway, Cllr Mark Howell, Peter Campbell and Jennifer Perry.</p>	-
2.	<p>Quorum</p> <p>The meeting was quorate.</p>	-

Item	Subject	Action
3.	<p>Minutes of previous meeting – 20 December 2021</p> <p>The Chair referred to the minutes of the previous meeting and asked for approval.</p> <p>The board approved the minutes.</p>	-
4.	<p>Matters Arising</p>	-
4.1	<p>Minutes of previous meeting – 21 September 2021 (Item 3)</p> <p>The Chair confirmed that the amendment in item 5.4 of the minutes had been amended as requested.</p>	-
4.2	<p>Terms of Reference (4.7) – (Item 4.2 (Item 4.1))</p> <p>The Chair confirmed that reference to the Co-option Policy document had been included in the Terms of Reference document.</p>	-
4.3	<p>Asset Management Strategy (Item 5.1)</p> <p>Julie Fletcher confirmed that the Asset Management Strategy had been presented to Cabinet in February 2022 and had been uploaded to the website. She said that the action plan would be monitored by the board.</p>	-
4.4	<p>Update on Tenant Satisfaction Survey Project (STAR) (Item 5.3)</p> <p>At the last meeting, Margaret Wilson referred to the cost of £16k for the survey and asked if:</p> <ol style="list-style-type: none"> 1.) we had a breakdown of how this figure was made up and would the board get sight of the figures, and 2.) what were the reasons for one of the contractors not meeting the brief? <p>Julie Fletcher provided an update under item 5.2 of the agenda.</p>	-

Item	Subject	Action
4.5	<p>Complaints (Item 6)</p> <p>Geoff Clark advised that the actions worksheet, where all issues raised at estate inspections were recorded, had not been kept up to date by the housing officers and he had had a meeting with them to stress the importance of keeping it up to date. He added that some issues were not always straightforward. He said it was important to keep the tenant volunteers updated and offered his assistance should issues not be resolved.</p> <p>Les Rolfe said that it was important that the tenant representatives were kept up to date on the progress of all actions taken, including those that were done by other entities, example, County Council.</p> <p>Cllr Daunton asked if residents were notified of the issues raised at inspections.</p> <p>Bronwen Taylor advised that all dates and areas have been published on our website, and that at the beginning of each month's inspections, residents were able to complete an online form with comments. She added that they were also reported in monthly newsletters and on Facebook.</p> <p>Peter Tye asked for issues raised at inspections to be reported to the HEB and if future inspections could be conducted with Housing Officers as was done in other areas.</p> <p>Les Rolfe said that all inspections were held with Housing Officers, together with two tenant volunteers, and that all issues raised were agreed and signed off by each person attending the inspection.</p> <p>Julie Fletcher said that we were advertising for tenant volunteers for Estate Inspections and should anyone be interested, to contact Resident Involvement.</p>	

Item	Subject	Action
	<p>Margaret Wilson said that sheltered housing residents received newsletters and asked if all residents received a newsletter, otherwise if they did not, they would need to regularly check the website for updates. She added that she does not use the website as she found it too difficult to navigate.</p> <p>Gina Manderson confirmed that newsletters were emailed to all tenants and printed copies were posted to all sheltered tenants. She added that we did try and reach as many people as possible.</p> <p>Margaret Wilson asked if printed copies were sent to tenants where we did not have email addresses.</p> <p>Julie Fletcher said that once a year we did mail out magazines to all our tenants so we could advertise the dates. She added that it was difficult to reach everyone, however, we would have a look at how we could improve on getting the message to tenants.</p> <p>Margaret Wilson said that she did not think it would be too difficult to plan well ahead for Estate Inspections, as was done with the HEB meetings.</p> <p>Les Rolfe advised that he had all Estate Inspection dates and areas to the end of October 2022, so they could be published in newsletters as soon as dates, etcetera were agreed.</p> <p>Cllr Daunton asked if local members knew when estate inspections were being held.</p> <p>Bronwen Taylor said they had not been advised but she would request the Democratic Services officer to include in the next weekly bulletin to members.</p> <p>Peter Tye asked if rent statements were being sent out quarterly.</p> <p>Geoff Clark said that currently they were not being sent out.</p>	<p>B Taylor</p>

Item	Subject	Action
5.	Standing Items	-
5.1	<p>Update on Repairs Contract</p> <p>Eddie Spicer referred to the document in the pack and advised that there was a preferred contractor, however, this was subject to clarification, the Standstill process, Consultation via S20 notices, member approval and the final issue of the offer. He added that due to the elections, the successful candidate would be announced formally in June 2022.</p> <p>Margaret Wilson asked how much weight the scores of the tenants were given throughout the process.</p> <p>Eddie Spicer said that all scores were adjudicated and were equal irrelevant of who gave them.</p> <p>A discussion on the process and scrutiny was held.</p> <p>Les Rolfe confirmed that the tenants had just as much input as everyone on the panel.</p> <p>A discussion on vulnerable tenants, their personal details and the council's responsibility in terms of General Data Protection Regulation (GDPR) was held.</p> <p>Cllr Daunton said that the housing officers would know their tenants well enough to know of any issues, and there was a lot of work by the Council's Community Safety Partnership where the fire services worked alongside the council and other services, such as the police and other important services, to deal with any issues with tenants.</p> <p>A discussion on the state of empty properties and relets was held.</p> <p>The Chair asked for the next steps of the repair contract process.</p> <p>Eddie Spicer said that the contract had been offered to one of the bidders and the "go live" date of the contract would be 1 October 2022. He explained that they had 30 days with the S23 process to raise any</p>	-

Item	Subject	Action
	<p>issues, which would be addressed and then it would go to council in June 2022. He said that provided it was agreed and passed, the process would be as follows:</p> <ul style="list-style-type: none"> • Formal notification stage with the Standstill period (10 days), • Contract signed • Mobilisation period • Implementation <p>The Chair said that it had been a very thorough process and thanked everybody who played a part in the renewal process.</p>	
5.2	<p>Update on Tenant Satisfaction Survey Project (STAR)</p> <p>Julie Fletcher referred to the documents included in the pack and said at the last meeting the cost of the survey was questioned and that the quote from M E L Research was included for information. She said that the survey was sent out by SMS and email on Friday, 4 March 2022 and that to date 600 responses had been received. She added that the survey would be posted out during the week to all those who had not responded to the electronic versions, which would mean that we should get a bigger response. She said that the closing date was 11 April 2022 and that M E L Research would collate the answers and provide feedback.</p>	-

Item	Subject	Action
6.	New Matters	-
6.1	<p>Resignation of Wendy Head – Co-option process</p> <p>The Chair said that Wendy Head had resigned as she had moved out of a council property and thanked her for her contribution to the council.</p> <p>Bronwen Taylor advised that the co-option process had started at the beginning of February 2022 and that the application closing date was 1 March 2022. She said three applications had been received but one of the applicants had withdrawn his application. She added that the applications had been emailed to the HEB Tenant Representatives on 7 March 2022, however, there was an issue with one of the applications.</p> <p>Julie Fletcher said a meeting with the Monitoring Officer for clarification on the issue had been scheduled, however, the final decision of the successful applicant would be by the tenant volunteers.</p>	B Taylor
6.2	<p>Update on Projects – Evaluation of Tenant Engagement Projects</p> <p>Bronwen Taylor advised that the Project Initiation document and the Project Evaluation form were sent to Peter Tye and Brian Burton, the two volunteers working on this project, on 19 January 2022 for their comments and input. She said that the documents had been used by the teams working on the Tenant Satisfaction Survey and Doubling Nature projects.</p>	-
6.3	<p>Update on Doubling Nature Project</p> <p>Geoff Clark advised that he had a meeting with Margaret Wilson and Les Rolfe on Friday, 25 February 2022, to discuss ideas for this project. He said that they focused mainly on trees, however, also discussed wild-flower areas and allotments. He advised that he had recently received</p>	

Item	Subject	Action
	<p>the results of the last stage of the tree audit and that he would set up a meeting with Margaret Wilson and Les Rolfe to go through the report.</p> <p>Julie Fletcher advised that we did have a small budget for Community Grants for tenants and we could use some of the funds for this project to benefit tenants.</p> <p>Margaret Wilson said that they had a project in St Vincent's Close, however, they did not have a committee yet. She asked what the minimum requirements were if grants were applied for.</p> <p>Julie Fletcher suggested they have meeting to discuss this request.</p> <p>A discussion on the tree audit and the responsibilities of trees was held.</p> <p>Peter Tye asked for the list of where SCDC's trees were planted as this would help Parish Councils identify their trees.</p> <p>Cllr Daunton asked Geoff Clark to notify County Council of the tree audit.</p>	<p>G Clark</p> <p>G Clark</p>
<p>6.4</p>	<p>Forward Plan</p> <p>Julie Fletcher referred to the document included in the pack and advised that this was a draft plan for the next few years and was a live, active document which would keep us more organised and for officers and members of the HEB to focus on what was planned for the rest of the year. She went through all the items on the document and listed a few more items that she had thought of and would add, which were the tenancy policy, budgets and complaints. She asked the board to send her any items that they thought she be added to the document.</p> <p>The Chair said that they need to give thought to policies in order for this board to comment well in advance.</p> <p>Peter Tye referred to the Mutual Exchange Policy and asked if it would be beneficial to review it.</p>	

Item	Subject	Action
	<p>Julie Fletcher said that this policy could be reviewed. Geoff Clark agreed that it had been drafted a few years ago.</p> <p>Peter Tye said that it would make a big difference to residents.</p> <p>Margaret Wilson said that there was no policy in place for outgoing tenants to meet the new incoming tenants. She said that she thought it would save money and time as perfectly good items were removed from houses which could be re-used.</p> <p>Eddie Spicer said that this was something that he was looking into.</p>	J Fletcher
6.5	<p>Tenancy Review Policy</p> <p>Geoff Clark advised that at the Away Day in September 2021, a request was made to remove the reference to fixed terms in this policy. He said that there had not been time to get a project group together to go through the policy, however, reference to “fixed term tenancy” had been removed and replaced with a “introductory 12-month tenancy and thereafter a secure lifetime tenancy”. He added that it had been presented to Cabinet and after the 5-day cooling off period, it would be adopted and an announcement made the following week.</p> <p>Peter Tye thanked Geoff Clark for the work on this policy.</p> <p>Margaret Wilson congratulated Geoff Clark and the Chair agreed that it was the right thing to do.</p>	-
6.6	<p>Small Land Sales Policy</p> <p>Julie Fletcher advised that this policy had been taken to cabinet on 22 March 2022, with the recommendation to approve the draft policy following consultation with the board today. She said there was still time to make amendments or comments before Cllr Batchelor had final sign off and then a decision notice would be issued before the policy was</p>	-

Item	Subject	Action
	approved. She added that this policy was purely to look at small land sales.	
6.7	<p>Council Stock Condition Survey</p> <p>Eddie Spicer advised that he was looking at preparing a tender in the next few months and he would like tenant participation in this project. He said that he would collect data on all the council stock. He added that he would prepare a PID and asked which tenants would like to be involved.</p> <p>Peter Tye and Margaret Wilson said they would like to be involved in the project.</p>	-
7.	Any Other Business	-
7.1	<p>Audit Accounts</p> <p>Margaret Wilson said that at the September 2021 meeting it was said that the audit accounts for Communal Halls in Sheltered programmes would be published and given to halls to display by the end of the tax year and she wanted to check that this was still in hand.</p> <p>Geoff Clark said that he was not aware of this as he has not attended any previous meetings, however, he would have a look into this issue.</p>	G Clark
7.2	<p>Installation water heating systems</p> <p>Margaret Wilson said that last year workman had installed a new hot and cold-water system in the communal hall at St Vincent's Close. She said that some of the small hand basins do not have hot water and one of the residents who had had a look at them seemed to think the issue could be that temperature valves had been installed.</p> <p>Eddie Spicer said that regulations stipulated that anti-scald mechanisms had to be installed and he would arrange for this issue to be resolved.</p>	-

Item	Subject	Action
7.3	<p>Solar Panels</p> <p>Margaret Wilson said that she had been advised that all solar panels should be installed on east and west facing roof tops and about five years ago, some houses had them installed on south facing roof tops. She said that there had been advances in technology and she would like this to be looked at in more detail, and although it may not be something that the HEB would look at, she thought it should look into this kind of issue as a policy going forward.</p> <p>Eddie Spicer said that there was a project where 60 new properties would be having solar panels installed and they have been assessed in accordance with new guidance.</p>	-
8.	<p>Proposed meeting dates for 2022 / 2023</p> <p>The Chair referred to the following proposed meeting dates for 2022 / 2023:</p> <ul style="list-style-type: none"> • 22 June 2022 (Zoom / venue tbc) • 21 September 2022 (Zoom / venue tbc) • 21 December 2022 (Zoom / venue tbc) • 23 March 2023 (Zoom / venue tbc) <p>John Taylor requested for the December 2022 meeting to be held earlier in the month.</p> <p>The Chair said that he was unable to attend the June 2022 meeting.</p> <p>Bronwen Taylor said she would send out Zoom meeting invitations.</p>	<p>B Taylor</p> <p>B Taylor</p>
9.	<p>Closing</p> <p>There being no further business to discuss, the Chair thanked everyone for their attendance and contribution. The meeting ended at 14:40.</p>	-

4. Standing Items

4.1 Update on Repairs Contract

The draft report presented to Scrutiny, [Award of Contract for Responsive & Void Repairs, Heating Servicing & Maintenance, Cyclical and Planned Works](#), is published on our website.

Eddie Spicer to provide an update on the Repairs Contract.

4.2 Asset Management Strategy Action Plan

The Review of Asset Management Strategy Action Plan together with the Asset Management Strategy Action Plan – Appendix A, are included in the pack.

Julie Fletcher to report.

Report to:	Housing Engagement Board (HEB) 22 June 2022
Lead Officer:	Julie Fletcher : Service Manager – Housing Strategy

Housing Asset Management Strategy Action Plan Monitoring

Recommendations

1. That the Housing Engagement Board (HEB) note the progress being made regarding the Housing Asset Management Strategy Action Plan, as set out at Appendix A.

Reasons for Recommendations

2. The Housing Asset Management Strategy includes an Action Plan identifying how the key priorities listed in the Strategy will be taken forward. The Action Plan is a 'live' document which will be brought to the HEB on a quarterly basis to monitor progress and give members of the Board an opportunity to raise any queries relating to the key actions.

Details

3. The Housing Asset Management Strategy was approved by Cabinet in February 2022. The Strategy is a five year plan which sets out the strategic medium and long-term approach to maintaining, improving and developing the Council's housing assets which sit within the Housing Revenue Account. It details the key priorities for the physical care and improvement of the council homes we provide, along with their surrounding environment. The [Housing Asset Management Strategy](#) is available on our website.
4. The Action Plan identifies that three projects have been completed, with a further 13 actions rated 'green' as being on track to complete by the target date. A further 11 actions are rated 'amber' where the target date has been revised or the project is still to get started but anticipated to complete by the due date.
5. There are a further 7 actions identified which are dependent on other actions being completed before these can be progressed.
6. As part of the annual update of the Service Plan, the Action Plan will be reviewed and additional actions added as appropriate.

Background Papers

Appendices

Appendix A: Action Plan – Housing Asset Management Strategy

Report Author:

Julie Fletcher : Service Manager – Housing Strategy

Telephone: (01954) 713352

Action Plan (from Housing Asset Management Strategy (HAMS))

Updated: June 2022

Headline	Ref. & RAG	Action	Lead / Resources	Target Date	Intended / Actual Outcome
Tenant Involvement	T3	Establish a Housing Engagement Board in 2021 and implement the new tenant engagement framework	Julie Fletcher	Completed June 2021	As in existing plans
Service Improvement	S5	To establish a regular inspection regime of non-housing assets to include: <ul style="list-style-type: none"> Estate Inspections Open space inspections (including footpaths and lighting) Garage batteries and sites. 	Geoff Clark	Completed Tenant Inspector programme established	The implications from the white paper is that housing providers need to pay more attention to the appearance and liveability within Council Estates.
Service Improvement	S7	Develop a policy on how to deal with land owned by the Council, including surplus land and in some cases garden land.	Eddie Spicer	Small land sales policy completed March 2022	To provide clear guidance and policy in terms of our non-housing assets.
Green Measures	G7 RAG: Green	Where feasible and viable, consider the installation of bike storage. Update: Exploring opportunities to include within council newbuild developments.	Eddie Spicer	Ongoing	To support cycling to help reduce the carbon footprint through travel.
Service Improvement	S8 RAG: Green	Recruitment of three new posts; two to provide additional support for households facing financial hardship and one for those suffering from mental ill health. Update: Financial Hardship posts – one post filled and recruitment is underway for the second post. Mental Health worker post – looking to start recruitment process June / July.	Heather Wood / Sue Carter Geoff Clark	Financial Hardship Worker June 2022 Mental Health Worker September 2022	To support those impacted by the high cost of living and the pandemic through money advice. To support the increasing number of tenants suffering from mental ill health to help them sustain their tenancy.

Headline	Ref. & RAG	Action	Lead / Resources	Target Date	Intended / Actual Outcome
Tenant Involvement	T2 RAG: Amber	Conduct a 100% satisfaction survey using agreed methodology to allow comparisons over time and with other organisations. Update: Survey undertaken, analysis due shortly. Presentation of findings likely to be July / August 2022.	Julie Fletcher	Survey & analysis completed by May 2022 Revised date: July 2022	To use the industry standard STAR survey methodology. Consider option of using external contractors.
Green Measures	G4 RAG: Green	Complete a survey of all trees across HRA open spaces Update: Survey completed March 2022. Currently going through a data cleansing exercise to identify any areas that may have been missed.	Geoff Clark	July 2022	Ability to map all trees in our ownership and make informed decisions as to replanting, maintenance, etcetera.
Compliance	C3 RAG: Amber	Undertake a programme of works to replace all fires doors with composite FD30S doors over the next 12 months. Update: Very few remaining, just hard to access or complicated installs. Most completed by February 2022.	Eddie Spicer	April 2022 Revised date: November 2022	Priority
Improve Information	I2 RAG: Amber	Fully implement Orchard Housing Management System. Update: Additional issues have caused the delay on previous anticipated dates.	Eddie Spicer	Housing Management April 2022 Asset Management September 2022 Revised Date: December 2022	Full implementation includes mobile surveys, population of database and ability to use this to plan future capital projects.

Headline	Ref. & RAG	Action	Lead / Resources	Target Date	Intended / Actual Outcome
Compliance	C4 RAG: Green	Develop practical advice for tenants to minimise risk of Legionella Update: On target – will look to promote through articles in the news letter and development of a guidance note.	Eddie Spicer	October 2022	Although individual properties are out of current legislation, it is considered good practice
Performance	P1 RAG: Green	Develop a new set of performance indicators for the new repair contract. Update: New Repairs Contract Mobilisation Group to be established following Cabinet decision which will include 3 tenant reps. The objectives of the group will be to help design the performance criteria and statistics analysis for the contract.	Eddie Spicer	October 2022	Need to be a mix of management information and information that allows comparison with others (example, House mark)
Repairs Contract	R1 RAG: Green	Retender the repairs service. New contract to start Q2 2022 Update: Award of contract to be considered at Cabinet on 13 June 2022.	Eddie Spicer	October 2022	To develop a new repairs service that allows the council to deliver its priorities / services improvements and is cost effective. ARK are currently engaged to deliver options appraisal
Service Improvement	S2 RAG: Amber	Review the Tenancy Policy and the use of fixed term tenancies. Update: Cabinet approved the discontinuation of the use of Fixed Term Tenancies at its meeting in March 2022. Tenancy Policy to be revised, awaiting legal advice in terms of process for existing tenancies.	Geoff Clark	April 2022 Part Completed Revised date: Tenancy Policy published by December 2022	To have an updated policy in place by April 2022.

Headline	Ref. & RAG	Action	Lead / Resources	Target Date	Intended / Actual Outcome
Business Planning	B5 RAG: Amber	Undertake an appraisal of all the non-housing assets, including land and garage sites. Update: Work underway. Plan to identify initial 5 sites for housing development and tender for design and planning services by December 2022.	Kirstin Donaldson	December 2022 Revised date: March 2023	To identify the notional value of our non-housing assets and identify opportunities for development and other uses, such as contributing towards the Council's corporate aims of doubling nature.
Green Measures	G2 RAG: Amber	Explore options of a zero-carbon new build scheme within the housing stock. Update: Suitable site yet to be identified	Kirstin Donaldson	Planning Application to be submitted by December 2022	Consider exemplar scheme to demonstrate new zero housing. Intention to monitor effectiveness
Compliance	C1 RAG: Green	Establish a suite of indicators to demonstrate compliance and ensure regular reports. To include <ul style="list-style-type: none"> • Gas Safety • Electrical Upgrades • Water Safety (Legionella) • Fire Safety • Asbestos Update: Currently being worked on by team	Eddie Spicer	December 2022	Increasing importance from green paper.

Headline	Ref. & RAG	Action	Lead / Resources	Target Date	Intended / Actual Outcome
Compliance	C5 RAG: Green	Ensure that responsible officers are identified for all aspects of compliance (gas, electricity, water safety, fire risk, and asbestos) and that all staff have appropriate training. Update: Requested resource enhancement for Health & Safety, structure of responsibility to be determined following decision.	Eddie Spicer	December 2022	Compliance with all aspects of the Homes standard and the requirements of the white paper.
Improve Information	I1 RAG: Green	Appoint specialist contractors to conduct 100% stock condition survey of all council properties. Update: Project Group, involving 3 tenant reps in the process of being set up to participate in the contract procurement process	Eddie Spicer	December 2022	Specialist consultancy advice may be needed to tender for this work.
Business Planning	B6 RAG: Amber	Review the Council's self-insurance policy for its housing stock Update: Establish systems for recording risks and claims	Emma Wilshaw	March 2023	Consider the risks associated and whether this policy is still fit for purpose.
Green Measures	G5 RAG: Amber	Develop an open spaces maintenance policy reflecting the councils doubling nature strategy. Update: Project not yet started	Geoff Clark	March 2023	-

Headline	Ref. & RAG	Action	Lead / Resources	Target Date	Intended / Actual Outcome
Compliance	C2 RAG: Green	<p>Embed the HHSRS within the department including:</p> <ol style="list-style-type: none"> Provide training to all staff who survey properties to identify HHSRS failures and ensure contractors offer similar training. All HHSRS failures to be recorded on the asset management IT system and works carried out as a high priority by including in planned works Continually review the programme of HHSRS work undertaken to ensure the Council maintains compliance with the Decent Homes Standard <p>Update: Training has started and will complete for most of the PS team in early June 2022. HHSRS surveys set up on the asset management system ready for testing. HHSRS programs to be defined and implemented once resources are in place.</p>	Eddie Spicer	March 2023	Housing Health and Safety Rating System used to assess other safety issues within the home.
Service Improvement	S3 RAG: Green	<p>To review the property relet process with the aim of increasing efficiency and avoid loss of rental income.</p> <p>Update: Relet standard and processes being reviewed in Property Services. Project group being established, comprising 3 tenant reps to help improve the relet service provided to incoming residents, with a particular focus on the reuse / recycling of belongings left when a property is vacated.</p>	Geoff Clark / Eddie Spicer	March 2023	Empty properties are a very visual measure of performance. Need to minimise rent loss.

Headline	Ref. & RAG	Action	Lead / Resources	Target Date	Intended / Actual Outcome
Performance	P2 RAG: Amber	Develop a new suite of indicators to measure overall service performance Update: Project not yet started	Peter Campbell	April 2023	Monitoring is given high priority within the HAMS and the green paper.
Service Improvement	S4 RAG: Amber	Establish options to allow leaseholders to benefit from carbon reduction work and for the Council to recover costs from the leaseholders. Update: Project not yet started	Geoff Clark	April 2023	Many blocks of flats contain a mix of council owned properties and leaseholders. The council may want / need to recover costs from leaseholders who benefit from work (example, external insulation)
Service Improvement	S6 RAG: Amber	Review standards within internal communal areas within blocks of flats, such as corridors and stairwells Update: Project not yet started.	Geoff Clark	April 2023	To improve the cleanliness and tidiness for communal areas within blocks of flats
Green Measures	G1 RAG: Green	Continue to explore and trial technical solutions across building archetypes to ensure suitability and affordability for net carbon zero as part of the wider work of the Net Zero Collective Update: Although our involvement with the collective is greatly reduced, alternative methods of industry innovation and best practices are in place.	Eddie Spicer	Ongoing	Field testing, what works best.

Headline	Ref. & RAG	Action	Lead / Resources	Target Date	Intended / Actual Outcome
Green Measures	G6 RAG: Amber	Working with others departments, the Net Zero Collective and local colleges to explore options of training local people in the installation and maintenance of low carbon technologies. Update date: No substantial progress at this stage, when new contracts are in place this should open opportunities.	Eddie Spicer	Ongoing	Increasing capacity in the workforce for the installation and maintenance of new low carbon technologies

The following projects are reliant on other factors before they can begin.

Headline	Ref. & RAG	Action	Lead / Resources	Target Date	Intended / Actual Outcome
Business Planning	B1	Use information from the stock condition survey (reference I2) to develop a new holistic and sustainable 30 year investment plan that reflects both normal decent homes type work as well as zero carbon work	Eddie Spicer	6 months after completion of stock survey.	Stock condition survey will give expected lifespan of each elements of existing stock allowing better planning.
Business Planning	B2	Model the stock's net present value to determine financial performance in light of the zero-carbon standard and confirm the long-term future to support the levels of investment required	Eddie Spicer	After completion of stock survey	NPV will help to determine which, if any, properties cannot be economically maintained and / or improved.
Business Planning	B3	Develop and agree a disposal strategy for properties that are uneconomic to repair and / or uneconomic to introduce carbon reduction.	Eddie Spicer	18 month project following completion of stock survey	Properties that cannot 'wash their own face' to be replaced with other stock and assessment of need.
Business Planning	B4	Review the appropriateness and 'fit for purpose' characteristics of each of the sheltered and older / vulnerable person's housing schemes, examining issues such as property archetypes, locations, accessibility, individual attributes and demand in order to draw conclusions as to the investment works needed to ensure their ongoing sustainability	Eddie Spicer	Following stock condition survey	To ensure that the council makes best use of all HRA housing assets. Analysis of need suggests there is less demand / greater supply of housing for older people.
Green Measures	G3	Ensure that the programme of zero carbon measures identified within the Savills report are reflected in the new investment plan	Eddie Spicer	Following stock condition survey	Investment plan needs to balance existing needs and carbon reduction measures.
Tenant Involvement	T1	Ensure that customers are involved in setting a range of new standards (example, South Cambs Standard, Relet Standard)	Julie Fletcher	Awaiting Government release of New Standard	Ensuring that tenants views are listened to as part of setting new standards.

Headline	Ref. & RAG	Action	Lead / Resources	Target Date	Intended / Actual Outcome
Service Improvement	S1	Develop and agree new 'South Cambs' standard(s) for Council Housing reflecting needs to go further than Decent Homes Standard	Eddie Spicer	Awaiting Government release of new standard	This reflects aims contained within Housing Green Paper. Additional standards to be considered for sheltered housing. Tenant input into process is essential

4.3 Service Plan 2022 – 2023

The Review of the Housing Service Plan for 2022 – 2023 together with the Housing Service Plan for 2022 – 2023 – Appendix A are included in the pack.

Peter Campbell to report.

Report to:	Housing Engagement Board (HEB) 22 June 2022
Lead Officer:	Peter Campbell – Head of Housing

Housing Service Plan for 2022 – 2023

Recommendations

1. That the Housing Engagement Board (HEB) comment on and endorse the draft Housing Service Plan for 2022 – 2023, as set out at Appendix A.

Reasons for Recommendations

2. Final sign-off of the Service Plan is the responsibility of the Head of Service, Peter Campbell, before publication to the Corporate Management Team. Whilst this is primarily an internal document that each service area completes annually, it was felt that it was important that the Housing Engagement Board have sight of the plan and are able to comment before it is finalised. It should be noted that the Service Plan covers all functions of the Housing Service, not just those relating to our responsibilities as a housing landlord.

Details

3. The purpose of Service Plans is to set out how the Corporate Business Plan priorities and actions will be implemented by our services over the next year. It is also an opportunity to highlight the key projects and challenges for each service area and the relationship between departmental dependencies.
4. The Service Plan is a standard template used for all services. The document is internally focussed and may therefore be of a technical nature, the detail of which is not presented in a way for general publication. The Service Plan is split into four sections.
5. Section 1 sets out the service vision, mission and background. The vision has been taken from the approved Housing Asset Management Strategy which is also relevant to the whole Housing Service. It sets out the five primary functions of the Housing Service as well as providing a brief overview of the financial budgets overall. Whilst the budgets can be explained in further detail at the Housing Engagement Board meeting, it should also be noted that further budget training will be arranged later in the year.

6. Section 2 gives a brief highlight of some of the main accomplishments over the last year, what lessons have been learnt and also an analysis of the strengths, weaknesses, opportunities and threats facing the Housing Service.
7. Section 3 sets out the delivery plan as to how the Housing Service will contribute to the Corporate Business Plan priorities, as well as setting out our Business as usual service delivery and key activities. Many of these activities are also identified as key actions within the Asset Management Strategy.
8. Section 4 takes the risks and opportunities identified and rates them in terms of their impact on the service and its likelihood. The scores range from 0 – 5, with the total score being the multiple of the two. The higher the total score represents the greater risk or opportunity and impact to the Service.

Background Papers

Appendices

Appendix A: Housing Service Plan for 2022 – 2023

Report Author:

Julie Fletcher : Service Manager – Housing Strategy

Telephone: (01954) 713352

Housing Service Plan for 2022 – 2023

Section 1: Service Vision, Mission and Background

Service Vision:

Homes should be so much more than just bricks and mortar. Places to feel safe and secure, where communities thrive and grow.



Our vision is supported by having a future-proofed data driven service that enable informed and robust decisions to be taken.

Service Mission Statement:

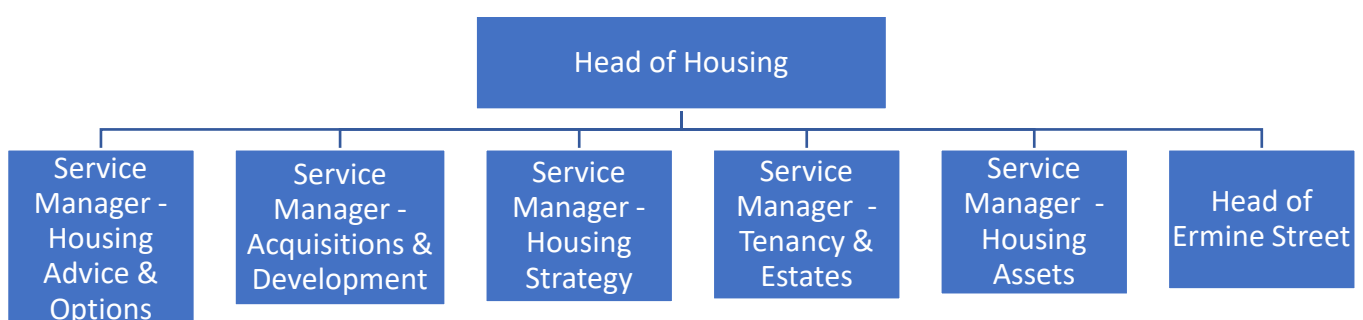
To provide good quality, sustainable homes that are affordable to live in and where people choose to live.

The Housing Service has five primary functions:

1. **Housing Assets** – Providing property maintenance services to over 5,750 homes, including both responsive repairs and capital works to ensure homes are maintained at a decent standard. The Council's housing stock comprises its highest value assets and its repair and maintenance costs form its largest liability. The housing stock is valued at over £514.2 million (Social Housing Value) and at over £1,370 million (open market value with vacant possession) (valuation dated 31 March 2021), therefore successful long-term planning for its sustainable future is vital, including working towards our net zero carbon targets.

The service also supports the two housing companies owned by the Council: Ermine Street Housing and Shire Homes.

2. **Tenancy & Estates** – The Tenancy & Estates Team delivers a range of customer focused services that combine to fulfil a vital role in meeting the housing and welfare needs of our Tenants and Customers. As well as providing a housing management service for our tenants, we also provide additional estate management services on our sheltered schemes, as well as the management of our gypsy & traveller sites.
2. **Ermine Street Housing** is a Council owned company that acquires homes on the open market and lets to private tenants using assured shorthold tenancies. The company also leases 150 homes from the Ministry of Defence. The business activity provides an income stream for the Council.
3. **Housing Strategy and Development** – providing a strategic lead on housing issues within the District including assessing housing needs and working with developers and housing associations to negotiate the affordable housing provision on new developments. The service also includes resident involvement and policy development, performance management across the department and the administration of disabled facilities and repairs grants.
4. **New Build and Acquisitions** – delivering new council homes, including council homes for rent and shared ownership by way of S.106 acquisitions and direct delivery on council-owned sites. The New Build Service also lead on the delivery of community facilities at Northstowe: including a Community Centre, Sports Pavilions and Civic Hub.
5. **Housing Advice and Options** – providing a housing advice and homelessness prevention service which fulfils the council’s statutory duties to homeless households including rough sleepers and also helps people to remain in their homes for as a long as possible through the provision of specialist support. This service also fulfils the Council’s statutory obligations in relation to the allocation of social housing through a choice-based lettings scheme and helps to develop other accommodation options including the Council’s Private Sector Leasing scheme delivered by Shire Homes Ltd.



Background:

This service plan covers both strategic housing functions of the Council and its landlord role. The service plan for Affordable Homes should be read in conjunction with the [Greater Cambridgeshire Housing Strategy \(2019-2023\)](#), the [Homelessness Strategy 2018-2023](#) and the [Housing Revenue Account \(HRA\) Asset Management Strategy 2021-2026](#).

Monitoring of the Service Plan is completed by our Housing Services Management Team and progress reported in our [Annual Report to Tenant & Leaseholders](#) published in Autumn, as well as up to date information contained in our [Tenant & Leaseholder Newsletters](#).

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Finances: (approved by Council in February 2022)

Housing Revenue Account (HRA)

Capital*	Budget 2021 / 2022	Budget 2022 / 2023
Planned Improvements to Existing Stock	£8,257,300	£7,149,000
Other Improvement Costs	£165,000	£70,000
Council New Build Programme	£11,421,475	£17,164,000
Other, that is, Shared Ownership Repurchase, upfront land assembly costs	£325,000	£175,000
Total HRA Costs (Capital)	£20,168,775	£24,558,000
Revenue	Budget 2021 / 2022	Budget 2022 / 2023
Cyclical Maintenance (Revenue)	£1,336,000	£1,778,990
Responsive Repairs (Revenue)	£3,680,000	£3,422,770
Staffing Costs	£3,320,390	£3,713,880
Service Costs	£1,678,590	£1,733,550
Recharges	£2,351,150	£2,578,640
Interest payment on PWB Loan	£7,192,810	£7,192,810
Contribution to capital financing**	£3,946,000	£9,162,000
Depreciation***	£6,902,280	£6,902,280
Total HRA Costs (Revenue)	£30,407,220	£36,484,920
Income received – from rents and other funding sources	-£32,497,640	-£34,623,720

* Capital costs are financed from right to buy receipts and other capital receipts (such as shared ownership receipts, sale of land and money received in lieu of affordable housing on developments)

** Contribution to capital financing is the amount of capital expenditure (in this case the new build programme) financed from rental income in year.

*** The amount charged as depreciation within the revenue account can be used to finance the improvements to existing stock.

In 2021 / 2022 £2M surplus was projected but in 2022 / 2023 that moves to a £1.9M deficit (driven by the higher amount of contributions to capital financing to help finance the new build programme). This funding will be taken from reserves.

Housing General Fund

Service Area	Budget 2021 / 2022	Budget 2022 / 2023
Housing Strategy, Enabling & Development	£277,120	£355,570
Homelessness – Expenditure	£1,346,760	£1,547,350
Housing Allocations	£58,240	£94,740
Private Sector Leasing Scheme	£509,430	£546,040
Sub Regional Home-link Service	£133,420	£146,270
Traveller Sites – Whaddon & Milton	£350,960	£449,550
Improvement Grants (Disabled Facility Grants & Repairs)	£722,980	£809,930
Visiting Support	£295,110	£343,790
Community Lifeline Alarms	£179,160	£193,780
Housing Company (Ermine Street Housing)	£720,080	£785,100
Grounds Maintenance	£149,300	£163,230
General Fund equity-share properties	£263,070	£264,110
New Build Programme	£16,870	£62,580
Total General Fund Costs - Housing	£5,022,500	£5,762,040
Income received – from grants and other funding sources	-£3,295,970	-£3,176,660

Section 2: Where are we now?

Accomplishments:

- Increased provision of accommodation and support that help to prevent rough sleeping, including covid arrangements, outreach support, up to 5 HMO's (21 bedspaces) through Shire Homes Lettings and worked with Emmaus to improve referrals and support further single person move on accommodation on site.
- Dealt with 430 homeless assessments and were able to help prevent homelessness in 56% of cases during 2021 / 2022.
- Embedded new Lettings policy and procured new contract for sub regional Home-Link (homelessness and choice based lettings), along with reviewing service level agreements and implementing enhancements.
- Successfully renewed partnership arrangement with Cambridgeshire County Council for the Visiting Support Service.
- Met the business growth targets for the Housing Support service by providing Lifelines to 117 new customers and through taking on 241 new referrals for the Visiting Support Team.
- Analysis of the impact of the First Homes national policy, briefed members and published a Greater Cambridge First Homes Interim Position Statement.
- Published annexes to the Greater Cambridgeshire Housing Strategy, providing policy direction on Build to Rent, Clustering & Distribution of Affordable Housing and Affordable Rents.
- Completed 87 improvement grants (Disabled Adaptation Grants and Home Repairs Assistance) in 2021 / 2022
- In 2021 – 2022 the New Build service delivered 89 new affordable homes, not only meeting but exceeding their target a year ahead of schedule
- The New Build Team have significantly increased the environmental features in the new homes they are delivering. Homes delivered in 2021 – 2022 have included Air-Source Heat Pumps, Mechanical Ventilation Heat Recover systems, PV panels, green rooves, and electric vehicle charging points.
- Reducing our empty homes turn- around time, set against a backdrop of Covid, where colleagues have had to work more remotely and think carefully how they engage with customers and contractors, and Brexit that has at times affected the supply of various essential parts and materials and negatively affected supply chains.

- Steadily reduced the number of empty long -term properties that we have (properties that require major refurbishment, structural works or significant energy performance improvements) thanks to the support of additional contractors.
- Delivered a new Housing Management System that now has our core elements of tenancy data, rent information, asset and compliance data held in one comprehensive system that were previously managed separately.
- Property Services has completed a Compliance audit review of policies and procedures which has reassured the way we are performing on Compliance areas within our properties, in the main part we are performing very well with a few minor updates to implement. Overall our compliance performance is above average for the sector.
- Introduced a new Asset Management Strategy for 2021 – 2026, a number of the identified action points have already been completed and good progress and or planning is underway for the remaining actions.
- Repairs performance has been steadily increasing over the last quarter of 2021 and into 2022, this is very much in relation to the demising demands from Covid 19, and better response and management of the main contractors overall.
- Work has started and, in some areas, completed to upskill the team to be better prepared for the increased focus on safe and healthy homes and energy efficient Homes. Training provided so far includes Compliance training for admin and managers, HHSRS training for all surveyors and managers, legionella awareness training for all members of the housing team, resident involvement, and development staff.
- All but a few fire doors on residential block and flats have all been replaced with the latest fire safe doors, as AMS Action Plan C3.

Learning:

- Conditions within the housing market have meant that whilst we have continued to take on new properties under Shire Homes Lettings, there has not been an overall increase due to a number of landlords wanting their properties back after the initial 3-year lease. We will therefore need to mitigate against these factors with bespoke advertising and focussed additional resources to increase supply.
- Positive learning from previous interim staffing arrangements in the Housing Advice and Options Service mean that the service has been restructured to ensure staffing levels and knowledge are robust and able to deal with future demand.
- Establishment and role of Housing Engagement Board has taken longer to bed-in. Need to be more realistic regarding implementation, as this can lead to frustrations and lack of

trust when deadlines are not met. Unforeseen staff shortages and the pandemic have also impacted on this.

- The Gypsy & Traveller Accommodation Assessment which is being led by South Cambridgeshire District Council on behalf of seven other local authorities has experienced some difficulties due to the pandemic, differing views and expectations within the Steering Group. Leading this project has required greater resource than expected. Any future commissioning of contracts on behalf of other local authorities / organisations should consider agreeing to a Memorandum of Understanding or Collaborative Agreement between the participants in terms of the contract management, dispute resolution and individual participants opting out of the contract. The Council should also consider the resource implications and whether to seek a financial contribution from the participants.
- Reassessment of a former garage site previously discounted for affordable housing delivery resulted in achieving planning consent for 4 no. affordable rent properties. As a result, the service are reassessing land in Council ownership to deliver more affordable homes.
- As the New Build service has grown, so too has the number of Shared Ownership properties SCDC are delivering. In the past 12 months the team have reassessed how we approach Shared Ownership sales and moved to a model of off-plot sale in order to minimise the Council's liabilities and maximise viability.
- We have continued to deliver our core services of Housing Management and Repairs whilst colleagues have been working from home or remotely, at a time access to our offices has been restricted. This has not been easy and has placed a significant level of stress and demand on the service. We have however adapted to these changes and introduced new working practises at short notice that has meant our customers have seen little material impact to the service we provide
- We have seen a significant rise in the number of cases of anti-social behaviour and tenants requiring support, where deterioration in mental health, drug and alcohol misuse have been a driving factor. The Covid 19 pandemic has clearly negatively affected the health and wellbeing of many of our customers, who were already disadvantaged in society. We will continue to monitor the impacts on individuals, communities, and culture and share relevant data with partners.

Reimplementation of the Asset Management software has been needed as the data was not of great quality within the system, probably caused by poor initial implementation on both sides, it is now taking far longer than anticipated to fully implement, due to the size of the issue this has had an effect of other elements of the forward planning for 2022.

SWOT Analysis:

Strengths	Weaknesses
<ul style="list-style-type: none"> • Staff commitment and knowledge • Joint working arrangements • Clear policy direction through a range of strategies, including Asset Management Strategy, Homelessness Strategy & Housing Strategy. • Ability to adapt to newly arising challenges, such as through the pandemic and refugee schemes • Strong team spirit, willingness to collaborate, adaptable and resourceful • Strong commitment to learn and develop and support colleagues • New contracts to enable a refreshed operation 	<ul style="list-style-type: none"> • Lack of capacity to benefit from external funding • Lack of resources making it difficult to cover both newly arising challenges and the day job • Lack of clear succession planning with potential loss of knowledge/skills • Data quality and lack of resources to support the Housing Management System • Dispersed administration of managing land assets • Administration processes and technology advancement • Corporately a lack of resource, expertise and appropriate skills for the identification and delivery of new gypsy & traveller provision and other specialisms • Don't celebrate successes
Opportunities	Threats
<ul style="list-style-type: none"> • DAHA project – improving services to those experiencing domestic abuse • Improve provision of affordable homes (Shire Homes lettings, Councils, RPs) • Homeless prevention to help people remain in their current homes • Funding opportunities • New housing management system – online portal • Build on resident engagement through new framework and tenant satisfaction survey • Internal and external partnership working • Contribution towards green corporate priorities • The amount of housing development in the District leads to opportunities to acquire more affordable housing • Reinventing the repairs service following award of new contract 	<ul style="list-style-type: none"> • Increased homelessness and rent arrears due to affordability challenges. • Increase demand for social housing following a number of external factors including cost of living increases, Ukraine crisis and other refugee demands. • Identification of the need to provide additional provision for gypsy & traveller sites following outcome of Assessment due Summer 2022. • Government policy changes. • Scarcity and cost of materials • Availability and cost of contractors • Skills shortage in specialisms, such as retrofitting carbon reduction and modern methods of construction • Increased power to the Regulator of Social Housing – additional assessments/potential inspections • Introduction of new tenant satisfaction measures

<ul style="list-style-type: none">• Better forward planning following the stock condition survey• Technology advancement• There are opportunities to gain an increased understanding of why some people refuse offers of accommodation with the objective of reducing the number of refusals and therefore reducing void times and leading to savings in officer time as well as potential changes in the housing offer made to people.	<ul style="list-style-type: none">• Government objective pressures, such as decarbonisation and its direction• New contract delivery (Contractors)• First Homes / Northstowe Starter Homes – administrative burden on local authorities• Increasing construction costs – impact on our ability to build, especially the viability of small Council-led sites• Effects of covid-19 pandemic on the mental and physical wellbeing of customers• Change and transformation is not fully inclusive.• Financial pressures on staff; possibly looking elsewhere with higher salaries.
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Section 3: Delivery Plan

Business Plan Action / Measure Delivery

BP Action or Measure	Target Timescale	Key Dependencies for Delivery	Lead Officer (and Deputy)
B1) Increase the number of Council homes each year to support people on lower incomes. These will include high energy standards and renewables	74 homes in 2022 / 2023	Planning (especially on Council-led Direct Delivery schemes)	Kirstin Donaldson
B4) Improve the energy efficiency of existing Council housing to reduce carbon impact and running costs.	Ongoing	Accurate EPC and stock data to create a costed 5, 10 & 15 year plan	Eddie Spicer
B5) Deliver 2 new sports pavilions, community centre and civic hub (containing health, library and community facilities) at Northstowe	<p>Phase 1 Sports Pavilion delivery Q1 2023 / 2024</p> <p>Phase 1 Community Centre – appoint design team Q3 2022 / 2023 for delivery in 2025</p> <p>Phase 2 Sports Pavilion – start land transfer process 2023 / 2024.</p>	Planning, Finance, Procurement	Kirstin Donaldson
Provide advice and support to prevent homelessness and help vulnerable people in line with our Homelessness Action Plan	March 2023	Competing demands, such as Ukraine programme & increased demand due to the cost of living crisis	Sue Carter / Heather Wood
Provide dedicated support to people in receipt of Universal Credit and other welfare support	March 2023	Recruitment of new staff	Sue Carter / Heather Wood
Work with national, regional and local partners to support the needs of refugees	March 2023	Partnership working both externally and internally	Sue Carter / Heather Wood
C1i) Review community rooms and other small	August 2023	Evaluation of sites and energy	Eddie Spicer

BP Action or Measure	Target Timescale	Key Dependencies for Delivery	Lead Officer (and Deputy)
sites to identify and deliver opportunities for carbon reduction.		assessments. Investigate suitable technologies	
C1iii) Identify and deliver opportunities to invest in publicly accessible electric vehicle charge points in priority locations in the district, working with partners – pilot installations of fast EV Chargers at Sheltered Housing Schemes for public use, and install one rapid charger for public use	Ongoing	Schemes evaluated and 2 pilot schemes currently in plan. Working with the Climate & Environment Team. Additional scheme at Elm Court identified.	Eddie Spicer Geoff Clark Being led by the Climate & Environment Team
C1v) Develop carbon reduction targets as part of the Asset Management Strategy	June 2023	Obtaining national guidance for comparisons on implementing of targets and KPIs.	Eddie Spicer
C2) Identify and deliver new opportunities to plant trees, establish wildflower strips and in other ways enhance nature on our own estate, in consultation with residents	March 2023 but on-going	Following on from the Council's tree audit and supporting the Doubling Nature Strategy	Geoff Clark

Business-as-Usual Service Delivery / Activities

BAU Service Description	Target (and Intervention Levels*)	Key Dependencies for Delivery	Lead Officer (and Deputy)
Increase support to those in financial hardship, including those in privately rented accommodation	March 2023 and ongoing thereafter	Recruitment of new staff	Heather Wood / Sue Carter
Shire Homes Lettings – push on properties to help meet housing need, up to 10 self-contained properties throughout the year	March 2023	Promotion of scheme	Louise Moulding (Sue Carter / Heather Wood)
DAHA project – seek accreditation and embed a culture which views services through a domestic abuse lens.	March 2023	Corporate support from all teams	Heather Wood (Sue Carter)
Complete review of homelessness in the district	March 2023	Links to Greater Cambridge Housing Strategy	Sue Carter (Heather Wood)
Review effectiveness of the lettings policy and gain a better understanding through data analysis of reasons for refusal	December 2022	Sub regional partners	Heather Wood / Sue Carter (Charles Clay)
Preparation for digital changeover (Lifelines)	March 2023	Dates for the digital changeover in the district	Debbie George (Susan Hinawski)
Promote apartment living	December 2022	Through South Cambs Magazine and applicants on Home-Link	Kirstin Donaldson / Julie Fletcher
Review Greater Cambridge Housing Strategy	June 2023	Planning Policy Private Sector Housing – Environmental Health	Julie Fletcher
Tenant satisfaction survey outcome	June 2022	External contractors	Julie Fletcher
Complete Gypsy & Traveller and Boat dwellers accommodation needs assessment	August 2022	Planning Policy	Julie Fletcher

BAU Service Description	Target (and Intervention Levels*)	Key Dependencies for Delivery	Lead Officer (and Deputy)
Complete self-assessment toolkit on Complaints	October 2022	Corporate Complaints Team	Julie Fletcher
Review resident involvement activities, including role of HEB & HPP	November 2022	None	Julie Fletcher
Undertake an appraisal of all the non-housing assets, including land and garage sites.	March 2023	None	Geoff Clark / Kirstin Donaldson
Undertake a review of allotments owned by the Council.	March 2023	None	Geoff Clark
Housing Management System. Customer Portal + other enhancements / additional programmes	Housing Management System implemented April 2022 Asset Management September 2022 Enhancements ongoing	3C ICT Shared service Corporate Transformation Team – re: customer portal	Geoff Clark / Martyn Hilliam
Renewal of Emergency Lifeline Contract	Contract award October 2022.	-	Geoff Clark/ Sue Carter
Review standards within internal communal areas within blocks of flats, such as corridors and stairwells	April 2023	Project group with tenant reps	Debbie Barrett / Geoff Clark
Renewal of Repairs Contract	June – December 2022	Decision by Cabinet to appoint new contractor	Eddie Spicer
Procurement of specialist stock condition survey	December 2022	External consultants	Eddie Spicer
Ongoing property improvements and energy efficiency measures when properties become empty	Ongoing	-	Eddie Spicer

BAU Service Description	Target (and Intervention Levels*)	Key Dependencies for Delivery	Lead Officer (and Deputy)
Ongoing compliance of all properties to ensure they are safe and meet at least minimum safety standards but aiming for all to meet industry best practice.	Ongoing	Keeping up to date with the fast-moving safety legislation in the sector post Grenfell	Eddie Spicer Alexandra Pelling
Improve communal areas to encourage energy efficient, low carbon travel and security	Ongoing	Planning, funding and political direction	Eddie Spicer Alexandra Pelling

*Intervention levels are the levels below which indicate the need for discussion about any action that may be required to address performance.

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Section 4: Risks, Opportunities and Improvement Activities

Risk Description	Impact Score	Likelihood Score	Total Score	Planned Risk Management Actions	Timescale for implementation	Lead Officer
Increase in homelessness and temporary accommodation due to a range of factors that is, (affordability of properties, cost of living increases, pressure on existing accommodation due to increased support for refugee families)	4	5	20	<p>Use government grant money for additional staff for key areas that is, affordability, increasing availability of homes with Shire Homes Lettings.</p> <p>Monitor joint pathways with key agencies that is, criminal justice service, social services.</p> <p>Homeless prevention – advice, support and financial assistance.</p> <p>Annual review of effectiveness of lettings policy.</p>	Actions are ongoing and will need continual review.	Heather Wood / Sue Carter
Increase demand for social housing following a number of external factors including cost of living increases, Ukraine crisis and other refugee demands.	5	3	15	<p>Increase property lets through Shire Homes.</p> <p>Increased affordable housing being completed on new developments</p> <p>Keep under review Housing Register and affordability issues relating to affordable housing</p>	Ongoing	<p>Sue Carter / Heather Wood</p> <p>Julie Fletcher</p> <p>Kirstin Donaldson</p>

Risk Description	Impact Score	Likelihood Score	Total Score	Planned Risk Management Actions	Timescale for implementation	Lead Officer
Identification of new provision for gypsy & traveller sites following outcome of assessment	5	5	25	<p>Communications Plan to be worked through prior to releasing information following the assessment.</p> <p>Will be taken forward as part of the Local Plan consultation process.</p>	<p>Outcome of Assessment Summer 2022</p> <p>Cross-departmental working group to identify action plan following assessment</p>	Julie Fletcher
<p>Government Policy Changes – such as requirement to deliver First Homes, and early proposals in the way affordable homes are delivered, as part of planning obligations.</p> <p>Changes through the Safety Bill, the new Regulatory role of the Housing Ombudsman and new satisfaction performance measures.</p>	5	4	20	<p>Monitor progress of potential policy changes.</p> <p>First Homes Interim Statement detailing how the Council will deal with First Homes until the Local Plan are updated. Continued dialogue with DLUHC.</p> <p>Undertake Self-assessment of complaints process following changings to the Housing Ombudsman and Regulatory role.</p> <p>Undertake tenant & leaseholder satisfaction survey.</p>	<p>Ongoing</p> <p>Published March 2022</p> <p>October 2022</p> <p>June 2022</p>	Peter Campbell and all Service Managers

Risk Description	Impact Score	Likelihood Score	Total Score	Planned Risk Management Actions	Timescale for implementation	Lead Officer
Availability and cost of contractors	5	3	15	New contract agreement will help to control costs. Increased volume of contractors available to us via direct contracts or frameworks, we have expanded our framework network.	Ongoing	Eddie Spicer
Skills shortage in specialisms, such as retrofitting carbon reduction and modern methods of construction	4	3	12	Upskilling of staff in construction methodology. Utilising specialist functions of the new repairs contract to support decarbonisation. Options of consortia in addition to support decarbonisation and utilisation of funding sources.	Ongoing	Eddie Spicer
Increased power to the Regulator of Social Housing – additional assessments / potential inspections	4	4	16	Keep up to date with government changes. Self-assessment of complaints process and pro-active action plan in place following outcome of tenant satisfaction survey.	October 2022	Julie Fletcher Service Managers
Introduction of new tenant satisfaction measures	3	3	9	Set achievable but stretching targets in line with upper quartile benchmarking. Be ahead of the game following outcome of tenant satisfaction survey	October 2022	Julie Fletcher Service Managers
Government objective pressures, such as decarbonisation and its direction	4	4	16	Ensure that decisions are based on robust and informed data before proceeding on any new initiatives	Ongoing	Peter Campbell Service Managers

Risk Description	Impact Score	Likelihood Score	Total Score	Planned Risk Management Actions	Timescale for implementation	Lead Officer
New contract delivery (Contractors)	5	3	15	Robust monitoring of performance to be put in place. Expectations and performance measures made clear at the outset of the new contract.	June 2022 – June 2023	Eddie Spicer
First Homes / Northstowe Starter Homes – administrative burden on local authorities	5	4	20	Dialogue with DLUHC with regards to burdens to LAS under the First Homes Initiative. Seek to recoup reasonable fees with Northstowe Starter Homes.	March 2023	Julie Fletcher
Increased construction costs owing to inflation, and other global factors. In terms of affordable homes this is likely to impact our viability assessments. Currently the New Build Strategy 2020 requires schemes to pay-off in 35years, – if build costs continue to escalate this may be untenable. Where the funding for construction projects is from S106 Agreements (Northstowe Community Buildings) there is likely to be a significant shortfall in funding given the increase in costs between signing and delivery.	5	5	25	Active monitoring of all contracts. Robust contracts that minimise SCDC's risk. Active engagement with development partners from as early as possible, and value engineering where required. On S106 community facilities projects a cross-organisation working group will present a paper to members to outline the issues and present options for decision.	Ongoing	Kirstin Donaldson Peter Campbell

Risk Description	Impact Score	Likelihood Score	Total Score	Planned Risk Management Actions	Timescale for implementation	Lead Officer
Effects of covid-19 pandemic on the mental and physical wellbeing of customers	3	3	9	Recruitment of a new post to provide support to tenants suffering from mental ill health to help them sustain their tenancy	-	Geoff Clark
Change and transformation is not fully inclusive	5	3	15	Through CMT and Leadership Team feed into transformation project. Ensure staff are engaged and kept up to date through team meetings.	Ongoing	Peter Campbell Service Managers
Financial pressures on staff, possibly looking elsewhere with higher salaries	3	3	9	Corporate programme to look at staff recruitment and retention	-	HR

Opportunity Description	Impact Score	Likelihood Score	Total Score	Opportunity Increase Activities	Timescale for implementation	Lead Officer
DAHA project – improving services to those experiencing domestic abuse	4	4	16	Corporate training and awareness. Enhanced practice and procedures, funding opportunities to develop service.	March 2023 (but with earlier milestones)	Heather Wood
Improve provision of affordable homes (Shire Homes lettings, Council's, RP's)	4	4	16	Shire Homes Lettings (that is, Increasing no's, HMO's, work with Ermine Street to increase single person self-contained)	March 2023 (but with earlier milestones)	Susan Carter
Homeless prevention to help people remain in their current homes	4	4	16	Increased work around affordability. Revised money advice arrangements with CAB. Spend to save payments. Link in with other hardship funds.	March 2023 (but with earlier milestones)	Heather Wood / Sue Carter
Gain an increased understanding of why some people refuse offers of accommodation.	5	3	15	Reduce the number of refusals and therefore reduce void times, leading to savings in officer time as well as potential changes in the housing offer made to people.	December 2022	Heather Wood / Sue Carter Charles Clay
Funding opportunities to invest in existing council homes, new initiatives and additional affordable housing	5	3	15	Be more pro-active in securing additional investment, working in partnership with external agencies, etcetera.	Ongoing	All Service Managers
New housing management system – online portal	4	5	20	Real-time information for tenants. Improving customer satisfaction and additional options as to how to deal with the Council.	Interim measures and milestones June 2023	Eddie Spicer / Geoff Clark / Martyn Hilliam

Opportunity Description	Impact Score	Likelihood Score	Total Score	Opportunity Increase Activities	Timescale for implementation	Lead Officer
Build on resident engagement through new framework and tenant satisfaction survey	4	5	20	Tenant Satisfaction Survey will help to prioritise areas for improvement which will lead to greater customer satisfaction	Improvement Action Plan following outcome of survey – July 2022	Peter Campbell and Service Managers
Internal and External Partnership Working	3	4	12	Increase knowledge base, expertise and economies of scale	Ongoing	Peter Campbell and Service Managers
Contribution towards green corporate priorities	5	5	25	Various activities as set out within the activities section of the Service Plan to support the corporate priorities	Ongoing	Eddie Spicer / Geoff Clark
The amount of housing development in the District leads to opportunities to acquire more affordable housing	5	5	25	Closer working between Housing Strategy and NewBuild Scheme to identify sites before a housing provider is secured. Promote the NewBuild Team to developers. Build on existing relationships and work in partnership with the South Cambs Investment Partnership (SCIP)	Ongoing	Kirstin Donaldson / Julie Fletcher
Reinventing the repairs service following award of new contract	5	5	25	Involving tenants to help shape and monitor the performance of the new contractor. Ensure robust contract management systems are in place.	June 2023	Eddie Spicer

Opportunity Description	Impact Score	Likelihood Score	Total Score	Opportunity Increase Activities	Timescale for implementation	Lead Officer
Better forward planning following the stock condition survey	4	5	20	<p>Will be able to be pro-active in the investment within the existing council stock which will reduce the demand for re-active repairs and provide greater customer satisfaction.</p> <p>Will help to target investment and plan for increasing the energy efficiency of homes.</p>	Stock condition survey to be completed by	Eddie Spicer
Technology advancement	4	3	12	To support a data driven, customer focussed service.	Ongoing	Service Managers

4.4 Forward Plan

Julie Fletcher to provide an update on the Forward Plan which is included in the pack.

Housing Engagement Board – Forward Plan

Date of Meeting	Topic	Description	Lead Officer	Decision Route
24 March 2022	Project Initiation Document and Evaluation	Update on Project Initiation Document and Evaluation	Bronwen Taylor	For Information
24 March 2022	Tenancy Policy	Update on Tenancy Review / Policy	Geoff Clarke	Cabinet
24 March 2022	Doubling Nature Project	To update the HEB on the Doubling Nature Project	Geoff Clarke	For Information
24 March 2022	Tenant Satisfaction Survey	Update on project to undertake the Tenant Satisfaction Survey	Julie Fletcher	For Information
24 March 2022	Small Land Sales (HRA) Policy	To provide comments on the draft Small Land Sales Policy and procedures	Julie Fletcher	Cabinet – 22 March 2022 Final approval following HEB comments by Lead Member for Housing
Consultation in May 2022 Revised to June HEB	Service Plan	To provide comments on the Service Plan for the Housing Service for 2022 / 2023	Peter Campbell	Sign off by Lead Member for Housing
Special presentation by MEL May / June 2022 Revised to July 2022	Tenant Satisfaction Report	To note the findings of the Tenant Satisfaction Report and agree actions to take forward	Julie Fletcher	Housing Engagement Board
June 2022	Asset Management Strategy Action Plan	Prioritising the actions and monitoring progress in the Asset Management Strategy	Peter Campbell	For Information
June 2022	Estate Inspection Policy	To amend the number of inspections held per year.	Geoff Clark	Housing Engagement Board

Date of Meeting	Topic	Description	Lead Officer	Decision Route
June 2022	Contract for Repairs / Maintenance	To provide an update of the appointment of the new contractor, transitional arrangements including tenant working groups being established	Eddie Spicer	For Information
September 2022	Communal Areas Review	To note findings from the Communal Areas Review and discuss actions for improvement	Debbie Barrett	Housing Engagement Board
September 2022	Policy Review	To provide an overview of current policies – identify gaps and programme for reviews	Policy Officer	Housing Engagement Board
September 2022	Empty Property Relet Disposal and Standard	Consider findings and recommendations following the outcome of the project working group – Empty Property Relet disposal and Standards	Eddie Spicer	Housing Engagement Board
September 2022	Stigma Project	To note the findings of the Stigma survey	Julie Fletcher	For discussion
November 2022	Mutual Exchange Policy	Review of policy	Policy Officer	Housing Engagement Board
December 2022	New Repairs Contract Performance and Scrutiny Team	Update and feedback from the tenant working groups	Eddie Spicer	For Information
December 2022	Garage & Land Review	Update of findings of the Garage & Land Review and recommend actions	Kirstin Donaldson	Cabinet
December 2022	Budget Update	Budget Update	Martin Lee	Council
March 2023	Review of Resident Engagement Framework	Review of chair, vice chair	Peter Campbell	Housing Engagement Board

Date of Meeting	Topic	Description	Lead Officer	Decision Route
TBC	Council Stock Condition Survey	Outcome of the Stock Condition Survey. Tenant Working Group set up.	Eddie Spicer	For Information
TBC	Together with Tenants Charter	Review what actions are required to achieve the Together with Tenants Charter	Julie Fletcher	Cabinet
TBC	Homelessness Review	Review of Homelessness & Homeless Strategy	Heather Wood / Sue Carter	Consultation

5. New Matters

5.1 Estate Inspection Policy

The Review of Estate Inspections, together with the revised Estate Inspection Policy, are included in the pack.

Julie Fletcher to report.

Report to:	Housing Engagement Board (HEB) 22 June 2022
Lead Officer:	Julie Fletcher : Service Manager – Housing Strategy

Review of the Estate Inspections Policy

Recommendations

1. It is recommended that the Housing Engagement Board approves the revised Estate Inspections Policy which was first published in November 2020 and attached as Appendix A.

Reasons for Recommendations

2. The policy states that it will be reviewed every two years or earlier if required. Whilst it has not yet reached its review date, it has been highlighted that the current Policy is ambiguous in terms of the number of estate inspections to be carried out per year. Following review of the wording, the Policy has been revised, as highlighted in red at point 3.4 of Appendix A.

Details

3. The original wording within the Policy stated that the Housing Services Officers will organise and carry out formal inspections with tenants at least three times per year.
4. However, this was open to interpretation in terms of whether this meant at least three times per year overall, or per Housing Services Officer. Also the wording did not take into account those Housing Services Officers who worked part-time or job share.
5. Having reviewed the wording, and taking into account current practices and capacity, the reality is that two formal inspections per year per housing area patch, conducted between April and October due to weather conditions, is achievable. Therefore the wording at point 3.4 of the Policy has been amended to reflect this.
6. There are no further amendments proposed

Options

7. The option of not adopting the revised Policy for Estate Inspections will mean that the current policy is unclear and inconsistent with current practices.

Implications

8. In the writing of this report, taking into account financial, legal, staffing, risk, equality and diversity, climate change, and any other key issues, the following implications have been considered:-

Financial

9. There are no financial implications to the changes made within the Policy.

Staffing

10. The policy reflects the capacity and resources within Housing Services to be able to carry out formal estate inspections. If the number of estate inspections were to increase, this would have implications on the resources available.

Background Papers

Appendices

Appendix A : Estate Inspections Policy

Report Author:

Julie Fletcher : Service Manager – Housing Strategy

Telephone: (01954) 713352



Estate Inspections Policy

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Section 1: Introduction

- 1.1 South Cambridgeshire District Council (SCDC) recognises the importance of good environments around our properties and are committed to having a robust estate management policy to maintain good quality areas around our properties and communal areas.
- 1.2 We aim to be proactive in our estate management to meet our 'Grounds Maintenance Service Standards' for the benefit of the whole community.
- 1.3 We will work with other agencies where necessary to provide an effective estate management service.

Section 2: Scope and Purpose

- 2.1 This policy applies to all members of staff (permanent or temporary) that are working within the South Cambridgeshire District Council housing department (either as a direct employee or through an agency).
- 2.2 The purpose of this Policy is to outline the Council's approach to estate inspections.

Section 3: Overview of Estate Inspections

- 3.1 It is expected that staff will pick up on any issues they might find around the estates while they are out in the district or while they are speaking to residents in their day to day duties.
- 3.2 An estate inspection will be carried out by each Housing Services Officer (HSO) at least once per month within one of their villages.
- 3.3 The HSO will use the Estate Inspection checklist to identify any areas that need action and take notes to follow up on once the inspection has been completed.
- 3.4 **At least two estates in each housing area patch will be formally inspected with tenants per year, between April and October.** These can be included as one of their monthly inspections outlined in 3.2.
- 3.5 We will look to publish an annual calendar of the formal inspections, including the location and time.
- 3.6 Estate inspections provide a proactive opportunity to pick up any repair or maintenance issues in our housing areas.

- 3.7 The Estate Inspection procedure provides more information on all the areas to be covered in the inspection.

Section 4: Equality and Diversity

- 4.1 Equality is about treating individuals fairly, supported by legislation designed to promote equality and eliminate discrimination and harassment. Diversity is about the recognition and valuing of difference for the benefit of the Council and the individual. Equality and diversity are not interchangeable but are interdependent. There is no equality of opportunity if difference is not recognised and valued.
- 4.2 We are committed to identifying, understanding, and eliminating all barriers that prevent access to services, information and employment.
- 4.3 As a major employer and provider of services, South Cambridgeshire District Council is committed to actively promoting equality and diversity, and working to combat discrimination across all nine protected characteristics of equality;
- Age
 - Disability
 - Gender Reassignment
 - Marriage and Civil Partnerships
 - Pregnancy and Maternity
 - Race
 - Religion / Belief
 - Sex
 - Sexual Orientation
- 4.4 An equality impact assessment has been carried out for this policy.

Section 5: Complaints

- 5.1 Any complaints should be addressed in line with the Housing Department's 'Comments, compliments and complaints' procedure.
- 5.2 An overview of the complaints procedure is available on the website – [Complaints - South Cambs District Council \(scams.gov.uk\)](http://scams.gov.uk).

Section 6: Review

- 6.1 This policy and its procedures will be reviewed every two years. However, earlier reassessment may be required if there are changes in operations and / or legislation etcetera.

Section 7: About this Policy

- 7.1 See the table below for information about this policy:

Author(s)	Gina Manderson, Geoff Clark, Debbie Barrett
Staff Consultation	HSMT
Resident Consultation	TPG
Signed off by	Geoff Clark – November 2020

- 7.2 See the table(s) below for an overview of the history of this policy:

Version History

-	Version One
Effective Date	22 June 2022 by Housing Engagement Board
Review Date	

5.2 Key Amnesty in relation to Tenancy Fraud

Geoff Clark to lead a discussion on this topic.

6. Any other Business (AOB)

Any additional issues to be raised.

7. Meeting dates for 2022 / 2023

- 21 September 2022 (Zoom / venue tbc)
- 15 December 2022 (Zoom / venue tbc)
- 23 March 2023 (Zoom / venue tbc)

8. Closing