



HOUSING MANAGEMENT ADVISORY BOARD

Date: Thursday, 22 February 2018

Time: 6.00pm,

Location: Shimkent Room - Daneshill House, Danestrete

Contact: Fungai Nyamukapa

Email: fungai.nyamukapa@stevenage.gov.uk Telephone: 01438242707

Members:

Councillors: P Bibby CC (Vice-Chair), C Latif, L Martin-Haugh, J Mead and S Mead

Resident Members: J Thurlow (Leaseholder) (Chair), C Anderson (Tenant), K Gibson (Tenant), F Plumridge (Tenant), L Saunders (Tenant) and L Storey (Tenant)

Staff Members: J Cresser (Assistant Director Housing & Investment) and C Miller (Assistant Director Direct Services)

AGENDA

1. **APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST**

2. **MINUTES - 25 JANUARY 2018**

To approve as a correct record the Minutes of the Housing Management Advisory Board held on 25 January 2018.

Pages 3 – 8

3. **HOUSING ALL UNDER ONE ROOF**

To receive update on Housing All Under One Roof Programme

Pages 9 – 18

4. **Q3 HRA BUSINESS PLAN UPDATE**

To receive Housing Revenue Account (HRA) Business Plan Update for Quarter 3

Pages 19 – 26

5. **QUARTERLY PERFORMANCE REPORT - Q3**

To consider the Housing Service Performance report for Quarter 3 (Q3)

Pages 27 – 66

6. REPAIRS AND VOIDS PERFORMANCE UPDATE

To receive update on Repairs and Voids Performance

7. REPORT ON SPRINKLERS IN HIGH RISE FLAT BLOCKS (NOT FOR PUBLICATION)

To consider Report on Sprinklers in High Rise Flat Blocks

Pages 67 – 74

8. AIDS AND ADAPTATIONS REPORT

To consider the Aids and Adaptations Report

Pages 75 – 78

9. ALLOCATIONS REVIEW

To note the Allocations Review report

10. FEEDBACK FROM EXECUTIVE

To receive update from Executive meetings

Pages 79 – 82

11. HMAB WORK PLAN AND TRACKER UPDATE

To consider the 2018/19 HMAB Work Plan and Tracker

12. ENGAGEMENT STRATEGY UPDATE

To receive the Engagement Strategy update

13. ANY OTHER BUSINESS

To consider any business accepted by the Chair as urgent

14. DATE OF NEXT MEETING

Thursday 15 March 2018, 1800hrs, Shimkent Room, Daneshill House



HOUSING MANAGEMENT ADVISORY BOARD

Date: Thursday 25 January 2018

Time: 6.00 pm

Location: Shimkent Room - Daneshill House, Danestrete

Contact: Fungai Nyamukapa

Tel: 01438 242707

Present: **Resident Members:** J Thurlow (Leaseholder) (Chair),
C Anderson (Tenant), F Plumridge (Tenant) and L Saunders (Tenant)
Councillors: P Bibby (Vice Chair), L Martin-Haugh, J Mead and
S Mead
Staff Members: C Miller (Assistant - Director Direct Services)

Start Time: **6:00pm**

End Time: **7:55pm**

1. **APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST**

Apologies for absence were received from Jaine Cresser (Assistant Director - Housing & Investment) and Lesley Storey.

There were no declarations of interest.

2. **MINUTES - 3 JANUARY 2018**

It was **RESOLVED** that the Minutes of the Housing Management Advisory Board (HMAB) meeting of 03 January 2018 are agreed as a correct record and signed by the Chair.

3. **SCRUTINY BRIEFING**

The Scrutiny Officer, Stephen Weaver, outlined the background to scrutiny work in local government, the types of Scrutiny Committees and the roles and responsibilities of the Scrutiny Officer and Members of the Overview and Scrutiny, Community and Environment and Economy Select Committees.

The Scrutiny Officer explained the call-in procedure and characteristics of good scrutiny work. Members were informed that scrutiny work involved consultations among Scrutiny Committees, the Executive, officers and other stakeholders. The Scrutiny Officer gave examples of scrutiny studies that had been undertaken such as reviews of damp and mould in Stevenage Housing Stock, indoor market, business centre and training arrangements for those over the age of 16.

The Board was advised of the pre-scrutiny (policy development) work that Members undertook which involved consulting with the relevant Executive Portfolio Holder and considering emerging policies and strategies before they are submitted to the Executive.

The Scrutiny Officer informed Members that some officers – particularly those from the health sector – were not always keen to have their work scrutinised. Some local authorities had resorted to Freedom of Information requests to get information. The Scrutiny Officer indicated that Scrutiny Committees were involved in the ongoing Housing Allocations Policy review. Members were informed that a scrutiny review had influenced a change in the Council's position regarding the causes of damp and mould in Stevenage housing stock. The Scrutiny Officer confirmed that the Housing, Health and Older People Portfolio Holder and other portfolio holders were consulted during reviews. It was indicated that Portfolio Holders were obliged to respond to recommendations within two months of the conclusion of a review. The Board noted the principles of good scrutiny and were also advised of two high profile cases in Mid Staffs and Rotherham where scrutiny had not succeeded and the lessons learnt from these cases.

4. RENT LETTERS

The Tenancy and Income Manager, Elizabeth Ddamulira, presented the draft Rent Letters and indicated that it was a statutory requirement to send the letters to tenants annually. Members were informed that the Estate Charge had been introduced for the 2018/2019 Municipal year. It was clarified that this charge affected some tenants in new developments and in areas around Archer Road.

Members sought clarification on the format of the letters and suggested the following:

- inclusion of details of changes in monetary terms
- a comparison with charges from the previous year
- tailoring the letters to specific circumstances of the tenants, for example, sending targeted letters with references to the Department of Work and Pensions to those in need of income support only, and
- editorial changes

It was **RESOLVED:**

- That the suggestions be noted
- That Tenancy and Income Manager liaise with C Anderson with regards to editing the letters.

5. ENGAGEMENT STRATEGY PROJECT PLAN

The Resident Involvement Manager briefed Members about the “Working Together – Resident and Community Engagement Strategy”. It was noted that currently Stevenage had two engagement strategies - a Housing Services Resident Involvement Strategy and a Consultation and Engagement Strategy. Members were informed that, in line with the Future Town Future Council (FTFC) programme, the Council is planning to have one council-wide strategy focussing on engaging with Stevenage residents and communities. Members were informed that the first meeting of the strategy working group was held on 22 January 2018.

It was highlighted that one of the key considerations of the strategy would be to encourage a culture where staff automatically engaged with residents as a matter of course. Members expressed concerns that such a strategy could increase workload. The Assistant Director (Direct Services) indicated that aspects of this strategy had been adopted by his unit resulting in improved communication across teams and better engagement with residents.

It was **RESOLVED** that the Resident Involvement Manager provide a short monthly briefing about the Resident and Community Engagement Strategy to the HMAB.

6. CHAIR’S HMAB PRESENTATION

The Chair informed the Board that he would be presenting a briefing about the work and role of the Housing Management Advisory Board to all Members on 14 February 2018. It was noted that the All Member Briefing would be a good opportunity to highlight the work of the Housing Management Advisory Board (HMAB) and Customer Scrutiny Panel (CSP). It was indicated that some Resident Members of the HMAB and CSP were interested in attending the Briefing.

It was **RESOLVED** that the Resident Involvement Manager invite the Resident Members to the Briefing.

7. REPAIRS AND VOIDS UPDATE

The Assistant Director (Direct Services) informed the Board that the Repairs and Voids Improvement Programme was now in the second phase and a draft programme was now available. Members were informed that the programme would be presented to the HMAB after the Assistant Director’s consultations with the Housing, Health and Older People Portfolio Holder and officers from other business units.

The Assistant Director (Direct Services) informed Members that during the review of key performance indicators (KPIs), concerns had been raised about sources of information for the KPIs. As a follow up to this issue, the unit had initiated manual methods of analysing the information. This process started with Voids KPIs. Members were informed that initial assessment indicated positive performance towards target levels.

Members were informed that the unit had adopted an end-to-end case management approach that gave full responsibilities to project officers. The Assistant Director highlighted the cultural shift that focussed on transparency and greater visibility of officers. It was indicated that there had been improvements in turnaround times for voids with 27 out of 28 voids managed in December 2017 and 31 out of 35 in January 2018.

Members raised questions about voids and repairs statistics, work ethics and KPIs. In response to questions, the Assistant Director informed Members that KPIs were now linked to team and individual objectives and that he was liaising with the Portfolio Holder on the provision of accurate statistics. Members were informed that the use of several sources of information might have contributed to discrepancies in figures. The Assistant Director indicated that robust contract management had resulted in officers taking the initiative to improve delivery times for supplies.

It was **RESOLVED** that the Assistant Director report to a future HMAB meeting following his review of KPIs.

8. FEEDBACK FROM EXECUTIVE MEETINGS

Officers suggested that future updates could be provided by circulating the Notice of Decisions from Executive meetings. Members were informed that the 2018/2019 Housing Revenue Account rent setting and budget and the award of the Major Refurbishment Contract were some of the issues discussed at the Executive meeting of 23 January 2018.

It was **RESOLVED** that the Housing, Health and Older People Portfolio Holder provide feedback from future Executive meetings following circulation to Members of the Executive Notice of Decisions.

9. TERMS OF REFERENCE

The Resident Involvement Manager presented the draft Terms of Reference for the Resident Led Safety Compliance Panel. Members suggested amendments to the Membership and Decision-Making sections of the Terms of Reference.

It was **RESOLVED** that the Terms of Reference are adopted subject to the following changes:

3.2 “Tenants and leaseholder representatives on the Panel include: The Chair of the Customer Scrutiny Panel or HMAB” to “Tenants and leaseholder representatives on the Panel include: Member of the Customer Scrutiny Panel or HMAB”

7.1 “The Panel does not have direct decision making powers, but recommendations agreed by the Panel will be fully considered by the Leader of the Council, who in turn will send a report back to the Panel on action taken against each recommendation” to “The Panel does not have direct decision making powers, but recommendations agreed by the Panel will be fully considered by the Executive, who in turn will send a report back to the Panel on action taken against each recommendation”

10. ANY OTHER BUSINESS

There was no other business.

11. DATE OF NEXT MEETING

Date of next meeting: Thursday 22 February 2018, 1800hrs, Shimkent Room

CHAIR

This page is intentionally left blank



HOUSING
ALL UNDER ONE ROOF



Housing – All Under One Roof

Programme Update – Housing
Management Advisory Board

Jaine Cresser

Assistant Director – Housing and Investment

Page 9



25 January 2018

Stevenage
BOROUGH COUNCIL

Agenda Item 3



The journey so far

- Housing Quality Network review in July 2016
- Senior Management Review in July - Nov 16
- Staff presentation in Jan 17
- Northgate modules purchased in April 17
- Improved phones issued in May 17
- Housing and Investment Management re-structure launched in June 17
- Transformation Programme launched 3 July 17
 - Staff update mid September 17
 - Staff update mid December 17
- New Management team in place
- Away day 28 February 18



The Programme

- ✓ Business Vision
- ✓ Knowing our Customers
- ✓ Service and Personal development
- ✓ Digital Housing



Active Projects



Page 12

- Phase 1 programme consists of 21 projects:
 - Completed projects: 4
 - **Business Vision**
 - **Big Knock**
 - **Northgate modules purchased**
 - **Management restructure**
 - Live projects: **8**
 - Project being scoped: **1** (Rationalisation of 4wk/3month visits)



Northgate modules

- ✓ Housing Advice Module
- ✓ Task Manager – being rolled out
- Supported Housing (in progress)
- Scoped – Income Health Check – Feb/March 2018
- Key Details
- Exploring modules not currently used
- Looking for volunteers for the Northgate User Group



Business Vision –Launched Dec 18

- “To have a customer centred service with a right first time approach. Encouraging customers to self-serve where they can.”



Big Knock – Co-Operative Council

- We did it! We achieved a ‘viable sample’



The top things customers said we could ‘do to improve’ were related to communication and investing in their homes



Housing and Investment Management Team

- Three new Housing Operations Manager posts
 - Providing Homes – Hannah Morris
 - Managing Homes – Laura Hodgskin
 - Investing in Homes and properties – Andrew Garside
- They will;
 - Familiarise themselves with the business
 - Seek the teams views
 - Work with staff to design the future service delivery





This page is intentionally left blank

HMAB HRA BUSINESS PLAN UPDATE, QUARTER 3, 2017/18

Subject: HRA Business Plan Update

Date: 22 February 2018

For Information

Author(s): Katrina Shirley

Action Required:

To note progress in delivering activities associated with the Housing Revenue Account (HRA) Business Plan at the end of Quarter 3 (2017/18).

1. BACKGROUND:

- 1.1 In November 2016, the Executive agreed a set of revised HRA Business Plan service proposals and financial assumptions that include a significant investment plan to support commitments relating to new build, existing housing assets and service improvements.
- 1.2 A summary of the key activities and investment plans agreed by the Executive can be seen in Appendix 1.
- 1.3 An update of progress to December 2017 is given in Section 2 below.

2. UPDATE

2.1 Housing Development

2.1.1 Affordable Homes Delivery

- A total of 31 affordable homes were delivered from April to December 2017, against an annual target of 42 units. The homes delivered include 22 units at King Pin, 4 units at Vincent Court, 2 Buy Backs and 3 Open Market Acquisitions (OMAs).
- Construction work at the Twin Foxes scheme progressed well in the third quarter.
- The March Hare scheme was granted planning permission on 5th December 2017 and comprises 15 properties.
- Three further Council-owned sites (Symonds Green community annexe, former Shephall Way surgery and 3-5 Ditchmore Lane) have been hoarded and we plan to bring them forward for development in 2018.

2.1.2 New Sheltered Housing Development

- The design for the older persons' scheme at Kenilworth Road continued to be developed in quarter 3, with a second design workshop being run in December by Kyle Smart architects, to enable various SBC teams to input into the process.

2.1.3 Joint Ventures

- Origin Housing Association has commenced a programme of OMAs in Stevenage and is in the process of delivering 10 x 3 bed homes for affordable rent.
- Work continues on the Du Pont site, where SBC have offered grant funding to Metropolitan Housing in exchange for nomination rights to 34 social rented properties.

2.1.4 Capital Expenditure on New Build and Acquisitions

- Spend on Council new build and acquisitions was £2.8m as at December 2017. The revised 17/18 budget presented in the draft capital strategy (February 2018) is £4.8m.

2.2 Housing Investment

2.2.1 Decent Homes

- A total of 335 homes were made decent in the first 9 months of the year.
- At the end of December, 83.72% of council homes were decent against a target of 83.77% (a revised target in line with the revised capital programme).
- HMAB were previously advised of issues experienced with the internal works contract, that resulted in the profile of spend and works being revised. Alternative contractors have been mobilising and the number of homes made decent will increase over the coming months.

2.2.2 Major Refurbishment (Flat Block) Programme

- A report was presented to the Executive in January 2018 recommending the contract award for the Major Refurbishment Programme.
- Mobilisation of the contract is expected to commence in quarter 1 of 2018/19.

2.2.3 Asset Review Programme

- Residents have been consulted at Fred Millard Court about an improvement scheme. This will provide a new main entrance, improved security and access and a new garden area/scooter storage in the existing underutilised courtyard area. Tender returns for this contract have been evaluated and it is anticipated that the scheme will start on site before the end of the financial year.
- A programme of installation of new fire doors commenced in November 2017 and continues across a number of sheltered housing schemes.

2.2.4 Statutory Mechanical and Electrical Engineering works

- A 5 year compliance improvement plan has been established. A new Compliance Manager post is being advertised.

2.2.5 Warm and Dry Homes Programme

- A major contract for external works (insulation, windows and doors) was let earlier this year and the programme is now underway. Delivery of the programme is on track.

2.2.6 Asset Management Strategy

- A new Asset Management Strategy is being drafted and it is expected that it will be recommended to the Executive in September 2018. The revised timescale for the strategy will allow further work to be undertaken to establish the way forward on a number of key areas including the approach to estate management.

2.2.7 Capital Expenditure on Housing Investment

- The 2017/18 budget for the housing investment programme is £12.1m. This is a revised budget, following Executive approval in September to re-profile some major works relating to the decent homes and asset review programmes into 2018/19.
- In-year spend has also been re-profiled to reflect issues experienced in the delivery of some contracts and the re-allocation of some works to alternative contractors. This means that a greater proportion of spend is now anticipated in the final quarter.
- Actual spend at the end of December was £5.4m. This figure excludes works completed and awaiting payment.

2.3 Housing Management and Maintenance Services

2.3.1 Enhancing Our Repairs Service Programme

- The first phase of the Repairs and Voids improvement programme that was approved by the Council’s Executive in January 2016 has been completed. A review of the first phase has been commissioned to inform the next phase of the project and ensure that the new business unit management team have complete and informed ownership and accountability for its delivery.

2.3.2 Transforming Housing Management Services (*‘Housing- All Under One Roof’*)

- The Housing All Under One Roof Board has identified 22 foundation projects that will be delivered during phase 1 of the programme (i.e. July 2017 to December 2018). The status of the projects is as follows:

Completed	Live	Scoping	Scheduled for a future date	Total
5	6	1	10	22

- The completed projects are: developing a Business Vision; the Big Knock; decision on Northgate Technology; the Income Pilot (which is now being rolled out); and the Management Restructure (the 3 Operations Managers have been recruited).
- The live projects are:
 - **Transformation of Housing Advice** - as part of this project, a new Northgate module was implemented in Q3. (Note: Northgate is the Housing Management IT system.)
 - **Transformation of Supported Housing** – work is currently underway to implement a new supported housing module in Northgate.
 - **Northgate Health Checks** - the first of 6 health checks was undertaken in Q3, resulting recommendations for improving the way we use the rent module.
 - **Enhanced Website Content** - teams are reviewing the content of the housing pages of the current website.
 - **Staff Cohesion** – a team newsletter is being produced on a monthly basis. We are currently preparing for the service away day. Managers are also working on action plan which came out of the September staff survey.
 - **Personal Development and Performance Management** - project focusing on coaching for managers, workshops with staff and developing a training matrix.

2.3.3 Sustainable Services and a Strategic Approach for Older People

- Proposals for new charges for sheltered and flexicare tenants have been approved through the budget setting process and will contribute to the 18/19 savings target.
- The Housing and Investment Business Unit Review will include consideration of the design of our housing services to older people.
- Partnership working takes place through the Hertfordshire Adults Supported Accommodation Strategic Board and the Stevenage Local Area Board (LAB). The Stevenage LAB is developing a preferred model of Extra Care housing for Stevenage.

2.3.4 Service and Support Charges Review

- Work on assessing which (if any) service charges should be de-pooled has commenced. The implementation of this element of the project is planned for 2019/20.

2.3.5 Welfare Reform and Housing and Planning Act Implementation

- The Council is working with partners to pool intelligence and best practice and to develop an appropriate response to welfare reform. Regular meetings are held with the Department of Work and Pensions and the East Herts Housing Benefit Partnership.
- The Government's timetable for the introduction of fixed-term tenancies for new tenants of social housing remains unknown. Similarly, there is no new information on whether the Government will proceed with the Higher Value Void Levy, although it has been confirmed that no levy will be applied during 2018/19.

2.3.6 Allocation Scheme Review

- Proposed amendments to the Allocation Scheme have been consulted on. A report will be taken to Executive in March 2018, recommending changes arising from the review.

3. FINANCIAL ASSUMPTIONS

- 3.1 The revised Medium Term Financial Strategy (MTFS) was presented to the Executive in September, incorporating a refresh of the financial assumptions that were included in the HRA Business Plan report 2016. This included a revised capital programme of £1,155Million with an identified funding shortfall of £26Million over the 30 year period.
- 3.2 Following a Government announcement, the capital programme no longer includes an assumed higher value voids levy of £732k for 2018/19.
- 3.3 The HRA MTFS report recommended a Financial Security (i.e. savings/efficiency) target of £855,000, which is to be identified/implemented over the period 2018/19-2020/21. At the November Executive, Members approved a total of £225,959 HRA Financial Security options, which will contribute to meeting this target and will be implemented in 2018/19.
- 3.4 Members also approved HRA Growth and Service Pressures of £365,092 in 2018/19. This includes the financial cost to the HRA of the Council's Business Unit Reviews (BUR) and ICT Improvement Plan. The growth associated with the BURs was recommended on the basis the right structure would unlock future savings and help meet the Council's Financial Security targets for 2019/20 onwards.

APPENDIX 1: HRA Business Plan Key Activities (agreed by Executive 22.11.16)

**APPENDIX 1:
HRA BUSINESS PLAN KEY ACTIVITIES (AGREED BY EXECUTIVE 22.11.16)**

The tables below summarise the revised HRA Business Plan activities and investment plans, anticipated outcomes and the challenges to be addressed.

Housing Development

FTFC Priority
<ul style="list-style-type: none"> • Housing Development
Outcomes
<ul style="list-style-type: none"> • New council homes, meeting the needs of local people on the Housing Register • Total number of council homes maintained over the 30 year period • Increased income into the HRA
Key Challenges
<ul style="list-style-type: none"> • To mitigate the impact of RTB sales on rental income and council housing supply • To address the shortfall of affordable homes in Stevenage, by providing for new development that meets housing need and by making best use of the stock • To ensure that the sheltered stock is fit-for-purpose, through re-provision of accommodation for older people
Key Activities and Investment
<ul style="list-style-type: none"> • £448m has been allocated to the new build programme over the next 30 years (at future years' prices) • The plan makes provision for £118m of HRA capital to fund the first 10 years of the new build programme, to develop at least 550 new homes. • The initial focus will be on delivering 300 homes by 2021. A schedule of schemes that are underway or in the pipeline were reported to the Executive. • Opportunities to provide additional 'infill' units on HRA property sites will be pursued where funding allows. • The programme will include the development of new sheltered housing accommodation - £8m has been set aside to fund a new improved older persons scheme at Kenilworth Road. • Options for undertaking Joint Ventures with either affordable housing providers or developers are being explored as we seek to remodel or demolish other parts of the HRA stock that are regarded as being failing assets or areas of opportunity for increased and improved housing numbers. • 50% of new build units are offered at affordable rent (AR) levels (i.e. up to 80% of market rent but capped at the Local Housing Allowance rate where applicable), subject to being kept under review by the Housing Development Executive Committee. • The plan now builds in HRA land disposal amounting to £1m in 2018/19.

Housing Investment

FTFC Priority
<ul style="list-style-type: none"> • Investing in Homes to be Proud Of
Outcomes
<ul style="list-style-type: none"> • Tenants living in safe, well maintained, structurally sound, warm and dry homes

- Fit for purpose sheltered stock
- Increased tenant and leaseholder satisfaction with their homes
- Positive return on our HRA assets
- Value for Money achieved through contract procurement and effective programming

Key Challenges

- To continue to maintain homes to the decent homes standard
- To undertake a programme of re-investment in poorly performing properties to ensure a positive return from all our assets
- To ensure that the existing sheltered stock is fit-for-purpose, through investment and re-modelling
- To ensure that procurement activities are robustly planned and delivered and achieve value for money

Key Activities and Investment

- £660m has been allocated to planned maintenance and improvements over the next 30 years (equivalent to £350m at today's prices) – a summary of the HRA Major Works Capital Programme 2016-2046 was presented to the Executive, giving a breakdown of assumed investment by element over the 30 year period.
- The bulk of the programme will continue to involve investment in component lifecycle replacement, in order to maintain homes at the Decent Homes standard. The DCLG's expectation is that at least 90% of the stock should meet the standard.
- A significant proportion of investment (47% over the next 10 years) will be in delivering maintenance and improvements to the Council's flat blocks and surrounding areas, through a major flat block contract.
- £7.4m will be invested in the asset review programme, which involves re-investment in 'poorly performing' properties to ensure a positive return on our assets. The programme includes works to upgrade the public realm, upgrade & remodel flat blocks, improve the standard of sheltered housing and remodel stock to eliminate bedsits.
- Other priorities include statutory Mechanical and Electrical Engineering works and the 'Warm and Dry' programme, which is aimed at improving energy efficiency and tackling damp and condensation issues.
- Planned investment in improvements to parking provision on HRA land will be deferred beyond year 15 of the plan.
- A 1.5% procurement efficiency target will be applied to the entire 30 year major works programme.
- Where redevelopment plans are underway, planned major works investment assumptions will be removed from the capital programme.

Housing Management and Maintenance Services

FTFC Priority

- **Excellent Council Homes – Transforming Housing Services & Sustainable Housing for Older People**

Outcomes

- Responsive, accessible, well-managed services, with a 'right first time' approach
- Flexible support services that adapt to the changing needs and vulnerability of older people living in sheltered/flexicare housing and in the community

- Improved processes and technological solutions that support service delivery
- Improved customer satisfaction
- Transparent service and support charges based on actual costs – i.e. customers clear about what they can expect and only paying for services they receive
- Lettings that achieve a balance between meeting local housing need and promoting sustainable communities

Key Challenges

- To deliver transformative improvements to housing management and maintenance services
- To develop fit-for-purpose services for older residents to meet the needs and expectations of an ageing population, in the context of reduced grant funding
- To ensure that the Repairs and Voids service makes a net contribution to financial overheads
- To implement the requirements of the Welfare Reform and Work Act and the Housing and Planning Act, where possible mitigating against the impact on both customers and the Council's finances
- To ensure that the Allocation Scheme is fair and achieves a balance between meeting housing need, promoting sustainable communities and making best use of the stock, within the legal framework

Key Activities and Investment

- Following an external review of the Repairs and Voids service last year, the Enhancing Our Repairs Service change programme is underway, with the objective of transforming services to the customer and achieving a financially viable Direct Labour Organisation (DLO).
- Outcomes of an external review of Housing Management services that was undertaken in 16/17 will lead to the development of a comprehensive improvement plan supported by growth funding (assumed to be £1.5m over 3 years in the HRA Business Plan).
- The reduction in Hertfordshire County Council (HCC) funding streams for supported housing for older people has prompted a thorough review of the affected services and the development of alternative service delivery proposals, as part of a wider strategic approach to older people's housing.
- The 2014 HRA Business Plan made provision to cover the loss of Supporting People grant for 2 years, following which adjustments were made to gradually reduce funding for older peoples services by £100k per annum over a 3 year period. These reductions have been retained in the revised plan.
- Service and support charges to tenants and leaseholders will be reviewed in 2017/18, leading to the implementation of a new, transparent model from 2018/19 that ensures that actual costs of services provided are fully recovered.
- The Corporate Welfare Reform Steering Group will proactively monitor the impact of welfare reform and develop appropriate responses. A cross-departmental working group has been established to co-ordinate implementation of the relevant measures in the Housing and Planning Act
- The Allocation Scheme and Lettings Plan will be reviewed in 2017.
- Detailed savings options for 2017/18 were presented to the Executive. Savings targets of £200k per annum (at today's prices) will be applied throughout the life of the plan.

This page is intentionally left blank

Appendix 2: Housing Service KPIs – Q3 detailed performance

10102 : CS.03 - Satisfaction with internal investment service works : Calculation type : PERCENTAGE

Performance organisation:

Business unit:

Perspective:

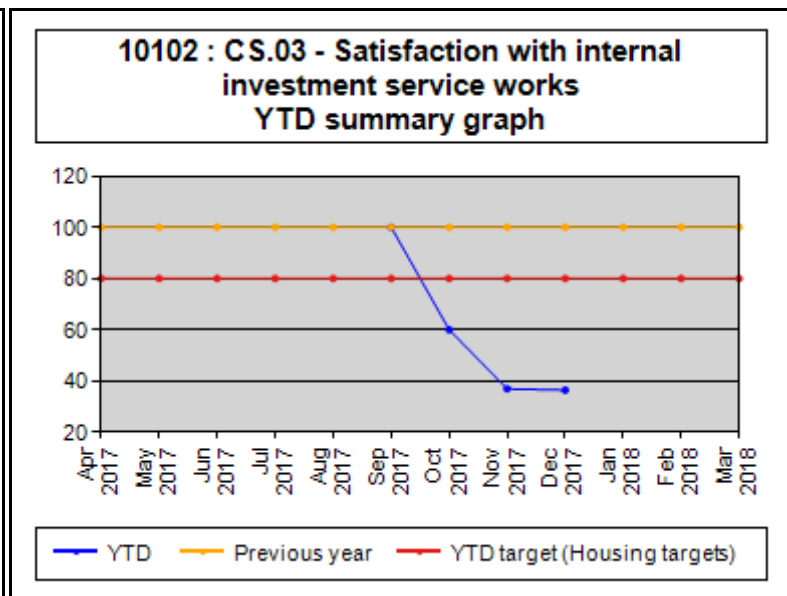
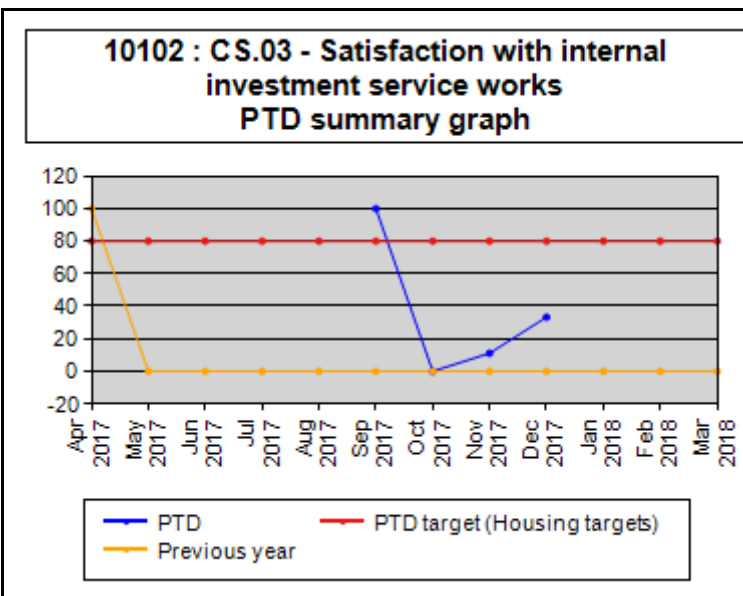
SBC

AsstMgt

Satisfaction

Period to date ✘			Year to date ✘		
Value	Target	Variance	Value	Target	Variance
33.33%	80.00%	46.67%	36.36%	80.00%	43.64%

Period	PTD (%)	Period target (%)	YTD (%)	Year target (%)
April 2017		80.00		80.00
May 2017		80.00		80.00
June 2017		80.00		80.00
July 2017		80.00		80.00
August 2017		80.00		80.00
September 2017	100.00	80.00	100.00	80.00
October 2017	0.00	80.00	60.00	80.00
November 2017	11.11	80.00	36.84	80.00
December 2017	33.33	80.00	36.36	80.00



Date	Organisation	Period	PTD	YTD	Trend	Author
09/01/2018	SBC	Dec 2017				Paul O'Donnell

Results are lower than expected following SBC invoking the contractual break provision with its contractor. This had a negative effect on performance as the contract was brought to an end. It is anticipated that satisfaction will improve when new contractual arrangements commence in February 2018.

Appendix 2: Housing Service KPIs – Q3 detailed performance

10027 : CV.03 - Capital schemes budget spend (£1000s) : Calculation type : RATIO

Performance organisation:

Business unit:

Perspective:

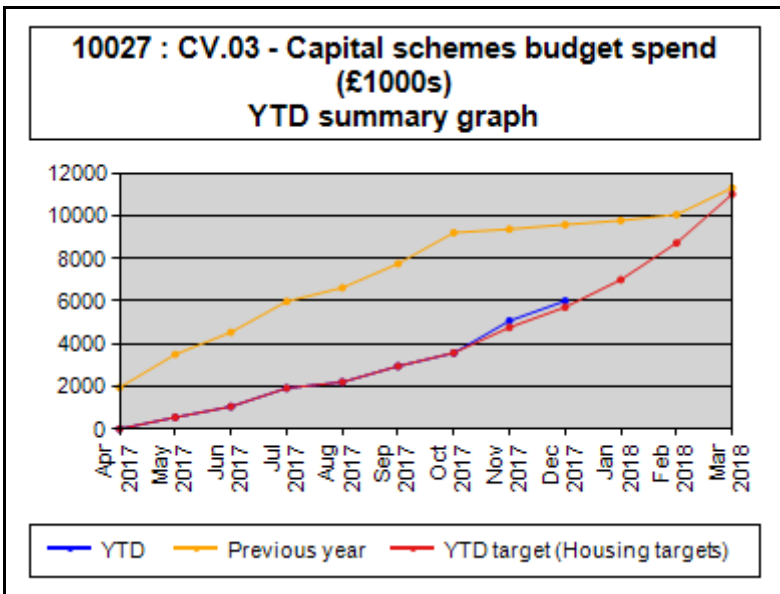
SBC

AsstMgt

VFM

Year to date		
Value	Target	Variance
6,005.78	5,706.79	298.99

Period	YTD (x/y)	Year target (x/y)
April 2017	7.71	7.71
May 2017	546.97	546.97
June 2017	1,051.13	1,051.13
July 2017	1,914.63	1,914.63
August 2017	2,198.66	2,198.66
September 2017	2,947.39	2,947.39
October 2017	3,563.37	3,571.20
November 2017	5,068.11	4,761.99
December 2017	6,005.78	5,706.79



Date	Organisation	Period	PTD	YTD	Trend	Author
09/01/2018	SBC	Dec 2017				Paul O'Donnell

The delivery of the revised capital programme is ahead of schedule and the higher than profiled spend position this month reflects this.

The full year-end contracts spend position remains unchanged and it is anticipated this will be achieved in full.

With spend being higher than profiled this reduces the pressure on delivery in the remaining months of the year.

10039 : TV.06 - Aids & Adapts budget spend (£) ytd : Calculation type : NUMBER

Performance organisation:

Business unit:

Perspective:

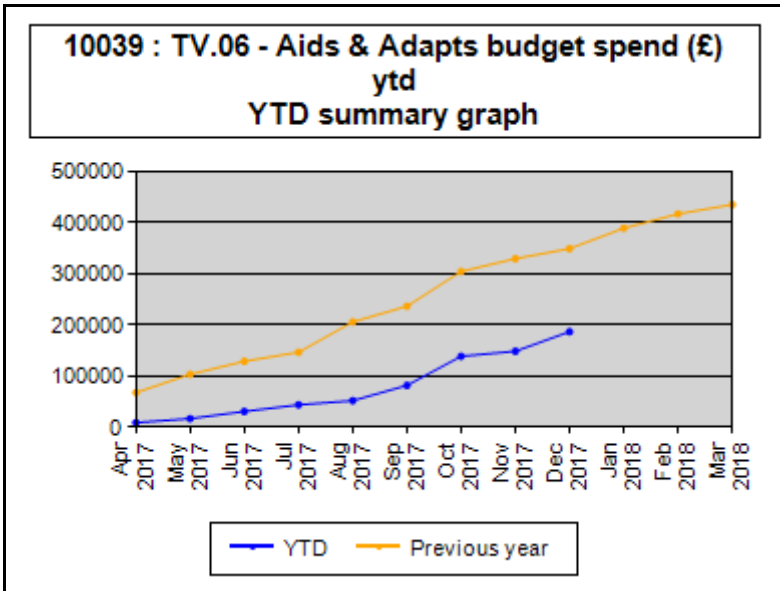
SBC

AsstMgt

VFM

Year to date		
Value	Target	Variance
186,145.00		186,145.00

Period	YTD (n)	Year target (n)
April 2017	8,515.00	
May 2017	16,423.00	
June 2017	30,339.00	
July 2017	43,399.00	
August 2017	51,362.00	
September 2017	81,414.00	
October 2017	138,269.00	
November 2017	148,085.00	
December 2017	186,145.00	



Date	Organisation	Period	PTD	YTD	Trend	Author
29/01/2018	SBC	Dec 2017				Andrew Garside

Expenditure has improved in quarter 3 due to the completion of 2 major and one more minor project and various additional works. The first major project involved a garage conversion to create level access living, door widening, kitchen re-configuration coupled with asbestos removal as it was prudent to complete this at the same time. The other included the creation of a level-access shower room by converting a ground floor store room, a new WC in an adjacent room and kitchen re-configuration. A project more minor in nature was converting an existing bathroom into a level access shower room. Other works completed involved the installation of stair-lifts, removal of equipment and

placing grab-rails. One particular project, being completed at present, involves the installation of a steel pre-fabricated ramp and concrete hard-standing to the rear of the property.

It is anticipated the full budget allocated for Aids and Adaptations for year 2017/2018 will not be spent due to contractor performance issues, which resulted in lower than required productivity while the issues were being addressed and procurement of new contractors undertaken. It is anticipated that there will be an approximate underspend of 336K. The remaining budgeted amount would therefore be considered 'slippage' and taken into year 2018/2019 and added to the allocated budget for that year, which we estimate to be in the region of 500K.

10018 : TE.05 - % stage 1 complaints upheld fully or partially : Calculation type : PERCENTAGE

Performance organisation:

Business unit:

Perspective:

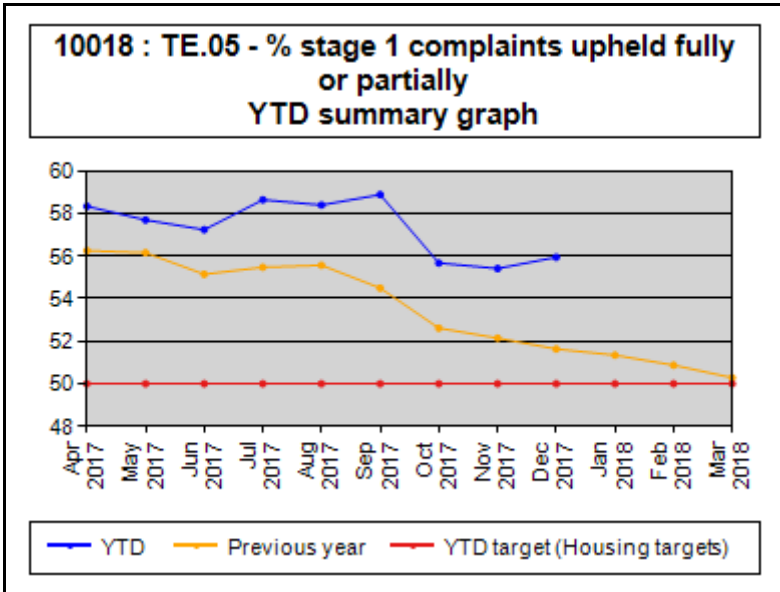
SBC

CustServ

Effectiveness

Year to date		
Value	Target	Variance
55.94%	50.00%	5.94%

Period	YTD (%)	Year target (%)
April 2017	58.33	50.00
May 2017	57.69	50.00
June 2017	57.23	50.00
July 2017	58.64	50.00
August 2017	58.39	50.00
September 2017	58.88	50.00
October 2017	55.67	50.00
November 2017	55.41	50.00
December 2017	55.94	50.00



Date 16/01/2018 **Organisation** SBC **Period** Dec 2017 **PTD** **YTD** **Trend** **Author** Berni O'Regan

292 Stage 1 complaints were upheld out of 522 in the first 9 months of the year – 207 fully and 85 partially.

During quarter 3, 103 Stage 1 complaints were upheld out of 201 – 77 fully and 26 partially, giving a performance of 51.24% for this quarter. Of the 103 complaints upheld in quarter 3, 46 related to Gas, 27 to Asset Management, 15 to Repairs, 4 each to Tenancy Services, Lettings and Home Ownership Services, 2 to Income and 1 to Housing Advice and Homelessness.

When a complaint is upheld, the service must record on the feedback system what they have learned as a result of the complaint and planned or implemented service improvements (i.e. what they intend to do or change). At the end of each quarter the Central Feedback Team follow up on the learning points, asking what has been done and when.

Appendix 2: Housing Service KPIs – Q3 detailed performance

10037 : TE.06 - % stage 2 & 3 complaints upheld fully or partially : Calculation type : PERCENTAGE

Performance organisation:

Business unit:

Perspective:

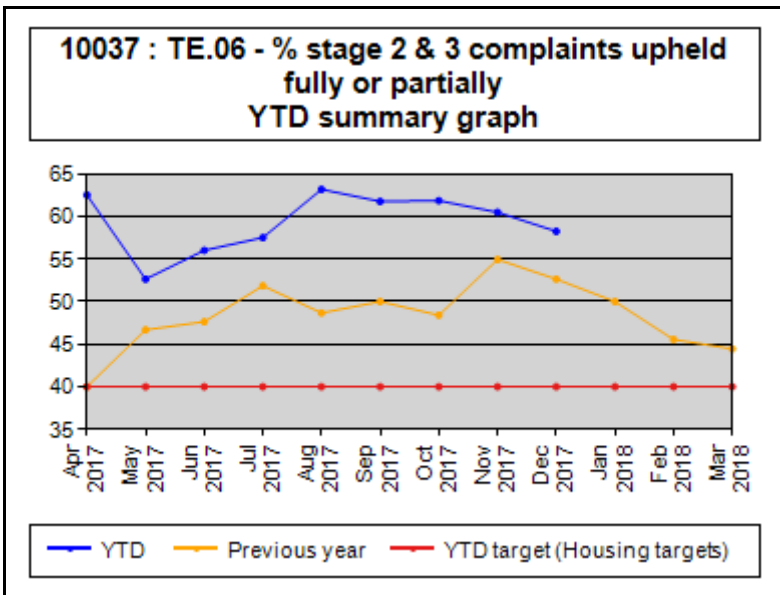
SBC

CustServ

Effectiveness

Year to date		
Value	Target	Variance
58.24%	40.00%	18.24%

Period	YTD (%)	Year target (%)
April 2017	62.50	40.00
May 2017	52.63	40.00
June 2017	56.00	40.00
July 2017	57.50	40.00
August 2017	63.16	40.00
September 2017	61.76	40.00
October 2017	61.84	40.00
November 2017	60.47	40.00
December 2017	58.24	40.00



Date	Organisation	Period	PTD	YTD	Trend	Author
16/01/2018	SBC	Dec 2017				Berni O'Regan

53 Stage 2 & 3 complaints were upheld out of 91 in the first 9 months of the year – 37 fully and 16 partially. In quarter 3, 11 Stage 2 & 3 complaints were upheld out of 23 – 8 fully and 3 partially, giving a performance of 47.83% for this quarter. Of the 11 complaints upheld in quarter 3, 5 related to Asset Management, 4 to Repairs and 1 each to Gas and Tenancy Services.

Appendix 2: Housing Service KPIs – Q3 detailed performance



10022 : TT.06 - MP & Members enquiries answered within 10 days : Calculation type : PERCENTAGE

Performance organisation:

Business unit:

Perspective:

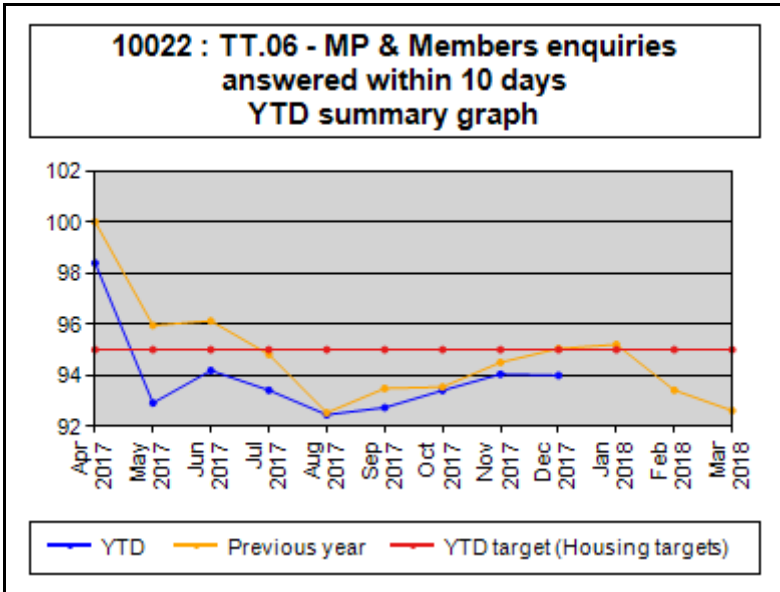
SBC

CustServ

Timeliness

Year to date		
Value	Target	Variance
93.99%	95.00%	1.01%

Period	YTD (%)	Year target (%)
April 2017	98.39	95.00
May 2017	92.91	95.00
June 2017	94.18	95.00
July 2017	93.41	95.00
August 2017	92.45	95.00
September 2017	92.73	95.00
October 2017	93.40	95.00
November 2017	94.04	95.00
December 2017	93.99	95.00



Date	Organisation	Period	PTD	YTD	Trend	Author
16/01/2018	SBC	Dec 2017				Berni O'Regan

485 Member and MP enquiries were closed within target out of 516 enquiries closed in the first three quarters of the year. In Quarter 3, 131 Member enquiries were closed - 128 in time and 3 out of time making Q3 performance 97.71%. Of the 3 Member/MP enquiries closed out of time, 1 each related to Asset Management, Lettings and Repairs. Performance was within target for two out of three months in Q3.

Appendix 2: Housing Service KPIs – Q3 detailed performance



10023 : TT.07 - % Complaints from customers closed on target : Calculation type : PERCENTAGE

Performance organisation:

Business unit:

Perspective:

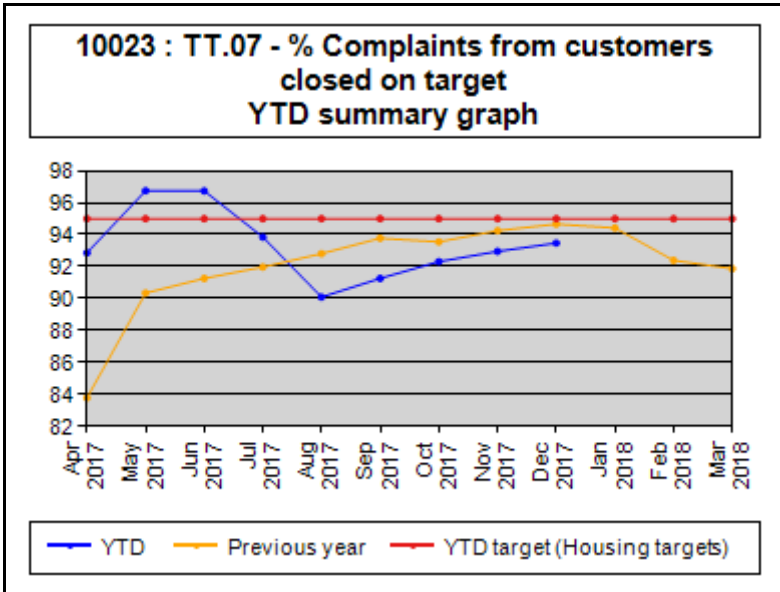
SBC

CustServ

Timeliness

Year to date 📊		
Value	Target	Variance
93.47%	95.00%	1.53%

Period	YTD (%)	Year target (%)
April 2017	92.86	95.00
May 2017	96.75	95.00
June 2017	96.74	95.00
July 2017	93.85	95.00
August 2017	90.09	95.00
September 2017	91.26	95.00
October 2017	92.31	95.00
November 2017	92.95	95.00
December 2017	93.47	95.00



Date	Organisation	Period	PTD	YTD	Trend	Author
16/01/2018	SBC	Dec 2017				Berni O'Regan

573 complaints were closed within target out of 613 complaints closed in the first three quarters of the year. In Quarter 3, 224 Member/MP enquiries were closed - 218 in time and 6 out of time making Q3 performance 97.32%. Of the 6 complaints closed out of time, 4 related to Asset Management and 1 each to ASB and Tenancy Services. Performance was within target for each month in quarter 3.

Appendix 2: Housing Service KPIs – Q3 detailed performance



10046 : TT.04 - % RTB notices responded to within statutory timescales : Calculation type : PERCENTAGE

Performance organisation:

Business unit:

Perspective:

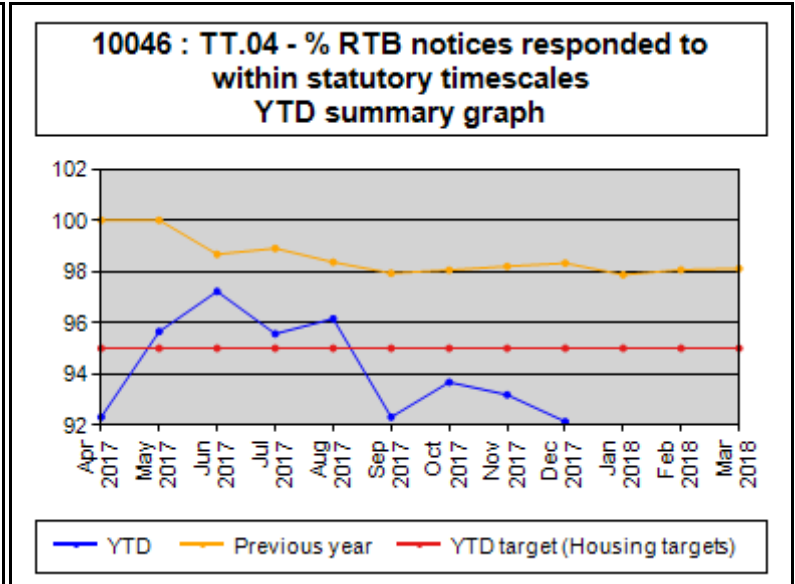
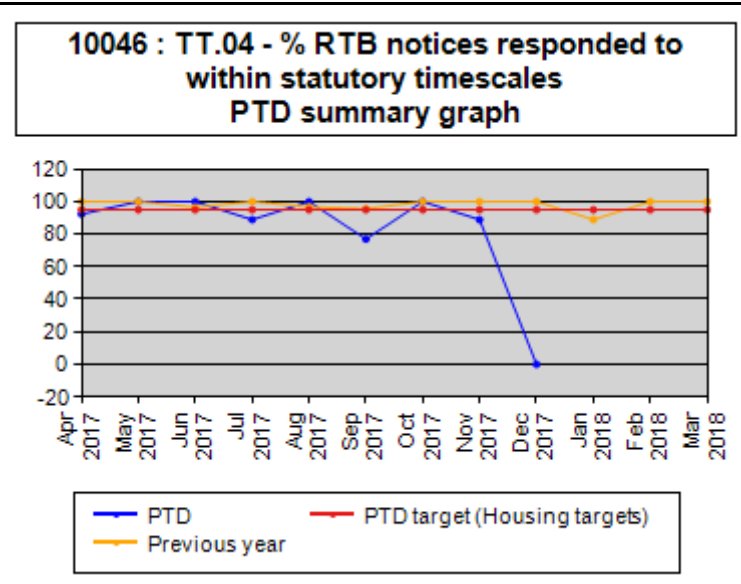
SBC

HOST

Timeliness

Period to date			Year to date		
Value	Target	Variance	Value	Target	Variance
0.00%	95.00%	95.00%	92.13%	95.00%	2.87%

Period	PTD (%)	Period target (%)	YTD (%)	Year target (%)
April 2017	92.31	95.00	92.31	95.00
May 2017	100.00	95.00	95.65	95.00
June 2017	100.00	95.00	97.22	95.00
July 2017	88.89	95.00	95.56	95.00
August 2017	100.00	95.00	96.15	95.00
September 2017	76.92	95.00	92.31	95.00
October 2017	100.00	95.00	93.67	95.00
November 2017	88.89	95.00	93.18	95.00
December 2017	0.00	95.00	92.13	95.00



Date 09/01/2018 **Organisation** SBC **Period** Dec 2017 **PTD** **YTD** **Trend** **Author** Emma Goff

In total 90 notices were sent out ytd, of which 25 were sent out in quarter 3. 45 were advising tenants their right to buy had been admitted or denied and 45 advised tenants of the price they had to pay.

In total 83 were served on time, however 7 Notices were sent out late for the following reasons

4 x RTB 2 Notices (notice letting tenant know if their right to buy had been admitted):

Appendix 2: Housing Service KPIs – Q3 detailed performance

2 cases - tenants delayed allowing access to fraud officer to carry out tenancy audits. (1 x tenant's family member critically ill. 1 x tenant had work commitments and was not able to take time off.)

1 case – there were concerns that the tenant was not living at the property as there were delays in obtaining access, however access has been obtained and right to buy has been admitted.

1 case - evidence obtained and further discussions with the tenant found tenant was not living at the property and the right to buy was denied.

3 x 125 Notice (notice setting out the price to pay):

1 tenant delayed allowing access to the valuer for valuation

1 Notice was late, because of a delay obtaining the information necessary for the new lease. This property was the first sale enquiry at Westwood Court

1 Notice was late due to no IT for 2 days.

There are currently 3 cases for quarter 3 which remain outstanding and will show as out of time in the next quarter (Quarter 4)

2 cases require further liaison with the tenancy team, due to concerns for each in respect of the tenant's health and family pressure.

1 case – fraud officer is making further contact with tenant's daughter to confirm finance of the purchase.

1 case is no longer outstanding but was late being served whilst residency was being checked and has now been admitted. This will show late in January 18.

Quarter 3

In quarter 3 we have noted an increase in investigations required which have led to delays in sending out notices. There have been concerns about 6 of the 11 applications and 6 required further investigation including cold calls, home visits and liaising with the tenancy team. Concerns include tenants' health, non-occupancy and family pressure to buy. There have also been some issues regarding access to tenants' homes over the Christmas period.

Appendix 2: Housing Service KPIs – Q3 detailed performance

10033 : CE.06 - No. of homelessness prevented overall : Calculation type : NUMBER

Performance organisation:

Business unit:

Perspective:

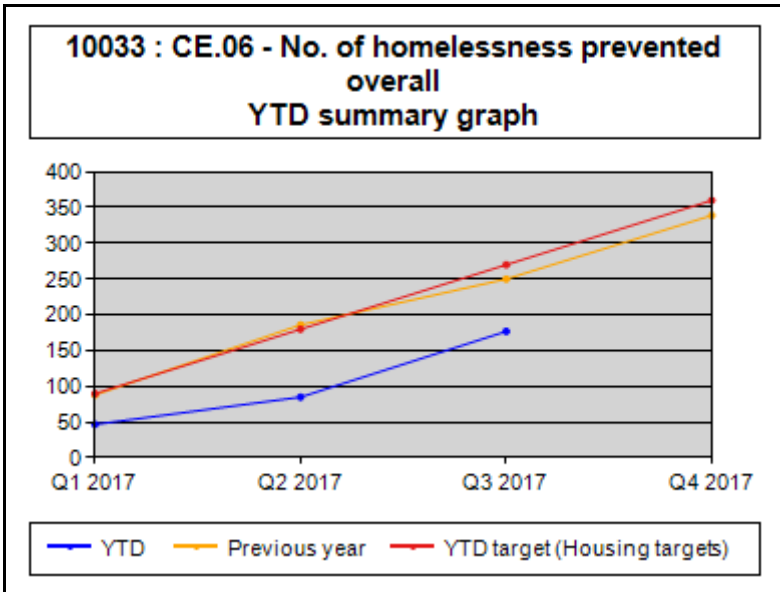
SBC

H&HA

Effectiveness

Year to date ✘		
Value	Target	Variance
177	270	93

Period	YTD (n)	Year target (n)
Q1 2017	47	90
Q2 2017	85	180
Q3 2017	177	270



Date	Organisation	Period	PTD	YTD	Trend	Author
22/01/2018	SBC	Q3				Theo Addae

There has been a marked improvement in performance in Q3 with a total of 92 prevention outcomes being recorded, which exceeds the quarterly performance target. Although this is a significant improvement on Q1 and Q2 performance, it is unlikely that the annual target of 360 prevention outcomes will be achieved as the total number of preventions at the end of Q3 stands at 177. With the introduction of the duty housing advice service, closer monitoring of performance and a full complement of staff, it is likely that the performance in Q4 will be similar to that of Q3.

Appendix 2: Housing Service KPIs – Q3 detailed performance



10048 : TT.05 - % Statutory homeless cases notified of decision within guidance timescale : Calculation type : PERCENTAGE

Performance organisation:

Business unit:

Perspective:

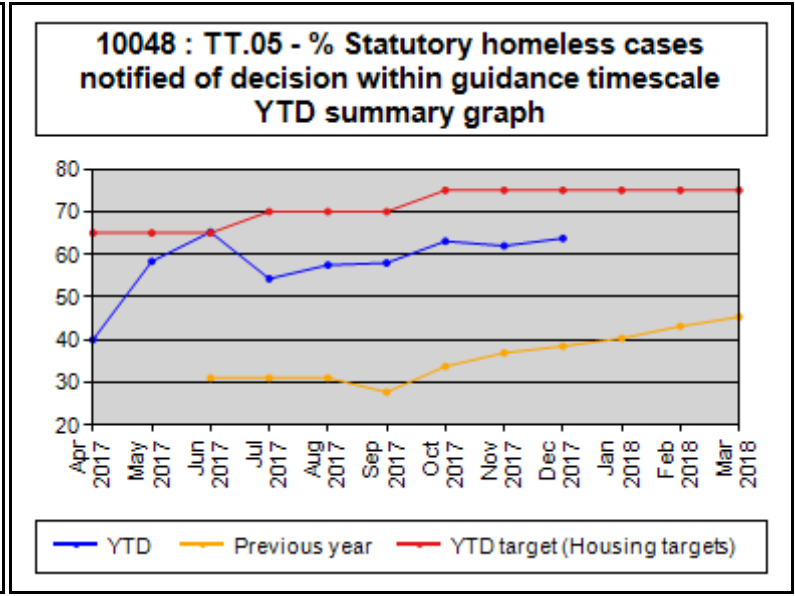
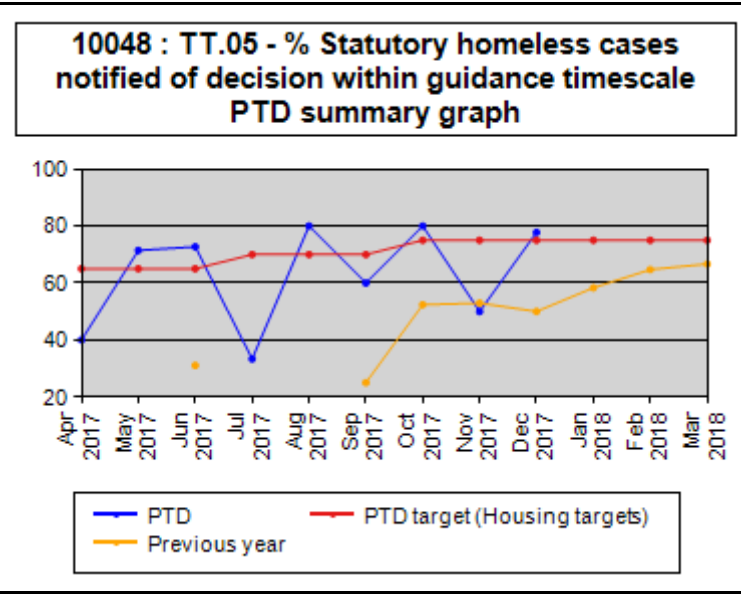
SBC

H&HA

Timeliness

Period to date			Year to date		
Value	Target	Variance	Value	Target	Variance
77.78%	75.00%	2.78%	63.75%	75.00%	11.25%

Period	PTD (%)	Period target (%)	YTD (%)	Year target (%)
April 2017	40.00	65.00	40.00	65.00
May 2017	71.43	65.00	58.33	65.00
June 2017	72.73	65.00	65.22	65.00
July 2017	33.33	70.00	54.29	70.00
August 2017	80.00	70.00	57.50	70.00
September 2017	60.00	70.00	58.00	70.00
October 2017	80.00	75.00	63.08	75.00
November 2017	50.00	75.00	61.97	75.00
December 2017	77.78	75.00	63.75	75.00



Date: 09/01/2018 Organisation: SBC Period: Dec 2017 YTD: Trend: Author: Theo Addae

In Q3, monthly targets were exceeded in 2 of the 3 month in the quarter, meaning on average 69.2% homeless decisions were made within the timeframe.

This was impacted by a poor performance in November where only 50% of decisions were made within the timeframe. This means that at present YTD we have an average of 63.75% of cases made within the statutory timeframes and it is highly unlikely that the 75% target will be achieved.

We will drive to bring as many cases to a conclusion before the statutory timescale, but we are mindful that January normally prompts an increase in presentations. On a positive note, we recorded that the average time taken to issue an acceptance of duty letter was 21.2 days in December against a guidance target of 33 days.

Appendix 2: Housing Service KPIs – Q3 detailed performance

10036 : TV.09 - Recovery & Income maximisation enabled by Hsg. Advice & Homelessness Team :
Calculation type : NUMBER

Performance organisation:

Business unit:

Perspective:

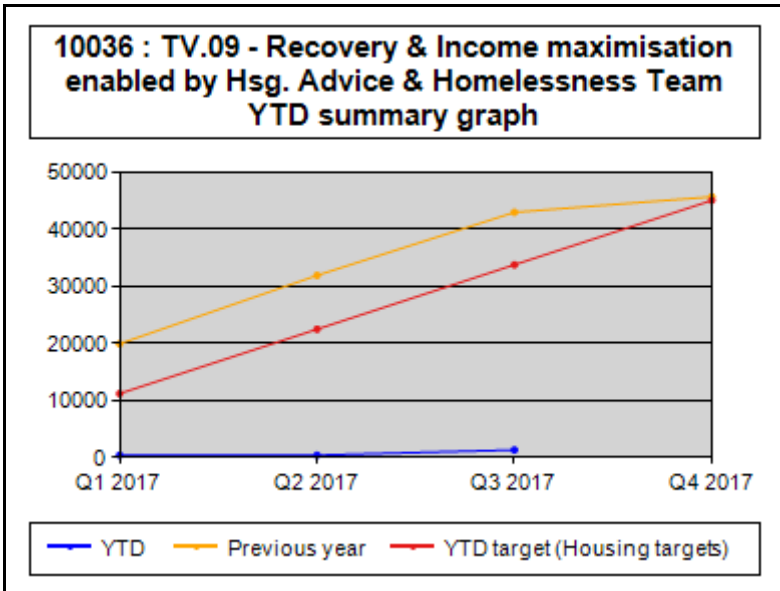
SBC

H&HA

VFM

Year to date		
Value	Target	Variance
1,406	33,750	32,344

Period	PTD (n)	Period target (n)	YTD (n)	Year target (n)
Q1 2017	477	11,250	477	11,250
Q2 2017	477	11,250	477	22,500
Q3 2017	1,406	11,250	1,406	33,750



Date	Organisation	Period	PTD	YTD	Trend	Author
23/01/2018	SBC	Q3				Theo Addae

There has been some money recovered on behalf of the client in Q3, which is an improvement on last quarter. However, overall the money being recovered back through the DWP, housing benefit and Discretionary Housing Payment (DHP) is significantly lower than what was being recovered in previous years. This means that it is not realistic to achieve the annual target this year.

The team are now at full capacity and officers are now very focused on delivering good performance for Q4. Officers are being reminded in weekly case checks to refer cases to housing benefits if there are possibilities of accessing DHP for clients. At the last Welfare Reforms meeting Housing Benefits advised that they are open to accepting any referrals for DHP in Q4.

10013 : CE.01 - % repairs carried out on a first time fix : Calculation type : PERCENTAGE

Performance organisation:

Business unit:

Perspective:

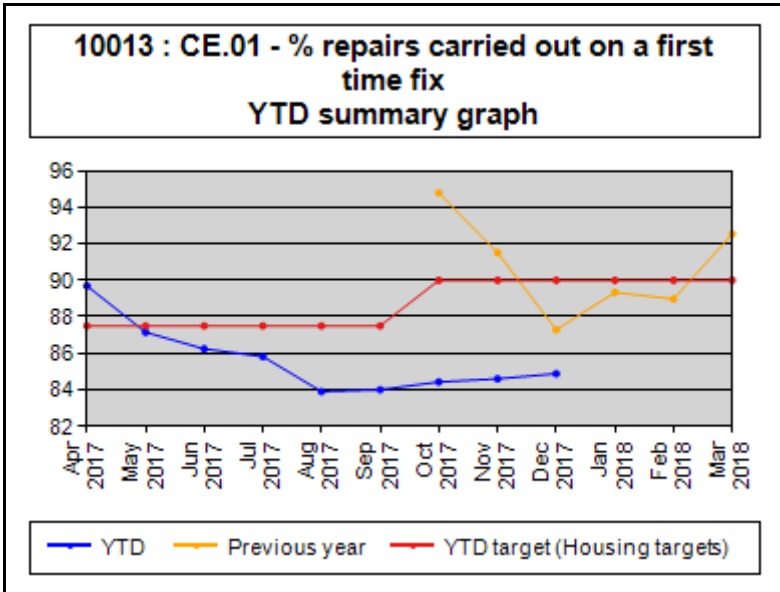
SBC

Repairs

Effectiveness

Year to date ✘		
Value	Target	Variance
84.88%	90.00%	5.12%

Period	YTD (%)	Year target (%)
April 2017	89.69	87.50
May 2017	87.15	87.50
June 2017	86.24	87.50
July 2017	85.82	87.50
August 2017	83.90	87.50
September 2017	84.00	87.50
October 2017	84.43	90.00
November 2017	84.60	90.00
December 2017	84.88	90.00



Date	Organisation	Period	PTD	YTD	Trend	Author
09/01/2018	SBC	Dec 2017				Ros Kerr

Performance has improved this quarter and we continue to address identified issues. We are working with our supplier on materials delivery to ensure availability/delivery of materials when required. An overall review of First Time Fix is taking place as part of the Phase 2 improvement plan which will address this issue.

10001 : CS.01 - Satisfaction with the overall repairs service : Calculation type : PERCENTAGE

Performance organisation:

Business unit:

Perspective:

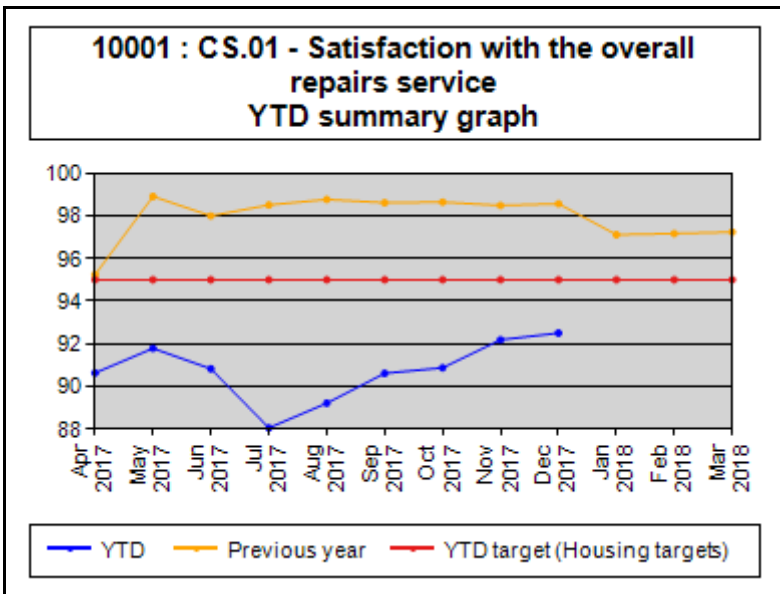
SBC

Repairs

Satisfaction

Year to date		
Value	Target	Variance
92.50%	95.00%	2.50%

Period	YTD (%)	Year target (%)
April 2017	90.63	95.00
May 2017	91.78	95.00
June 2017	90.82	95.00
July 2017	88.05	95.00
August 2017	89.21	95.00
September 2017	90.61	95.00
October 2017	90.87	95.00
November 2017	92.18	95.00
December 2017	92.50	95.00



Date	Organisation	Period	PTD	YTD	Trend	Author
10/01/2018	SBC	Dec 2017				Nicola Gwatkin

Satisfaction has increased steadily since August; this shows that the measures we are putting in place are having a positive impact. The Customer Assurance Officer and Resident Inspectors are calling tenants in order to increase the number of returns and help us identify which operatives are not leaving survey cards. We are working with our tenants to understand what would encourage them to return a survey, for example, communicating by email.

We are also investigating the possibility of implementing surveys on the operative's tablets in order to capture satisfaction in real time. When we receive negative feedback, our Customer Assurance Officer rings the tenant to

discuss and take the appropriate action. Additionally, we are increasing the number of post inspections where we have completed repairs to increase the number of responses received. This will give us a better overview of what customers think of our service.

Appendix 2: Housing Service KPIs – Q3 detailed performance

10024 : TT.01 - Average end to end repairs time (days) : Calculation type : RATIO

Performance organisation:

Business unit:

Perspective:

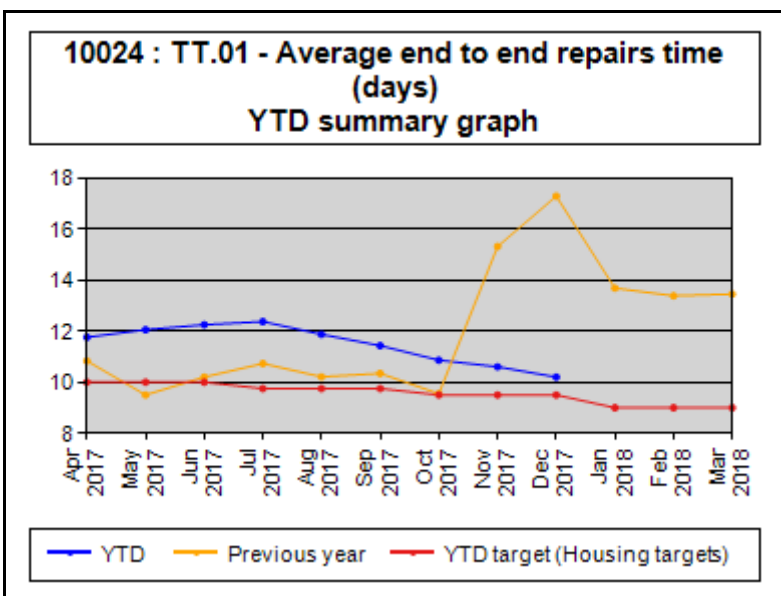
SBC

Repairs

Timeliness

Year to date		
Value	Target	Variance
10.20	9.50	0.70

Period	YTD (x/y)	Year target (x/y)
April 2017	11.76	10.00
May 2017	12.05	10.00
June 2017	12.25	10.00
July 2017	12.37	9.75
August 2017	11.87	9.75
September 2017	11.43	9.75
October 2017	10.86	9.50
November 2017	10.60	9.50
December 2017	10.20	9.50



Date	Organisation	Period	PTD	YTD	Trend	Author
09/01/2018	SBC	Dec 2017				Ros Kerr

We have seen a continuous improvement for the average time taken to complete a repair in quarter 3. In house repairs have taken an average of 8.49 days to complete which is within target. However, overall performance continues to be affected by the time taken for contractors to complete repairs which currently stands at an average of 28.77 days (down from 31.69 in September). The reviewed and amended process continues to show a more accurate reporting of the time taken by contractors to complete jobs. As part of the Phase 2 improvement plan we will have a Contract Manager in place to manage contractor performance.

10055 : TV.05 - Avg. responsive repair cost per dwelling : Calculation type : RATIO

Performance organisation:

Business unit:

Perspective:

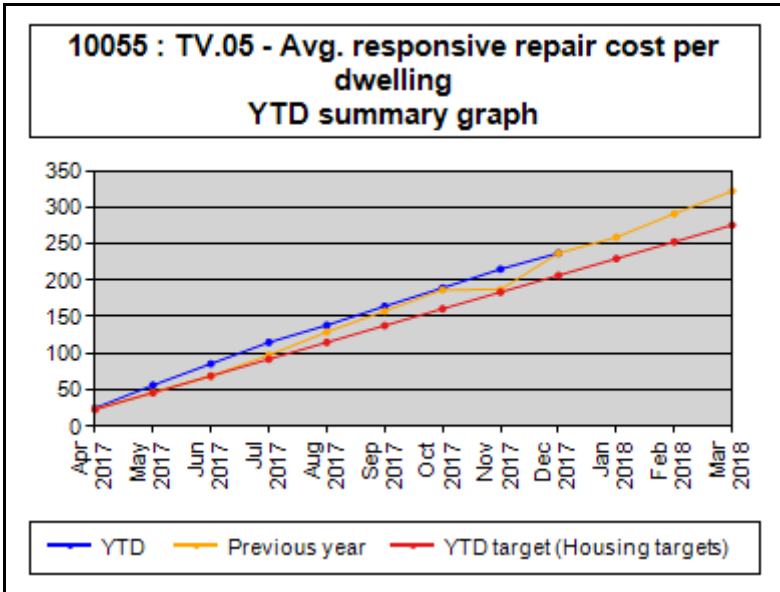
SBC

Repairs

VFM

Year to date ✘		
Value	Target	Variance
237.18	206.73	30.45

Period	YTD (x/y)	Year target (x/y)
April 2017	24.86	22.97
May 2017	56.26	45.94
June 2017	85.55	68.91
July 2017	114.97	91.88
August 2017	138.34	114.85
September 2017	164.27	137.82
October 2017	189.48	160.79
November 2017	215.16	183.76
December 2017	237.18	206.73



Date	Organisation	Period	PTD	YTD	Trend	Author
10/01/2018	SBC	Dec 2017				Ros Kerr

We are currently analysing this data to establish where the level of increase is coming from. This analysis will be completed by the year-end to allow us to report more accurately. Early indications suggest that the age profile of the housing stock is a contributory factor.

Appendix 2: Housing Service KPIs – Q3 detailed performance



10101 : TT.03 - % mutual exchanges completed within statutory timescale : Calculation type : PERCENTAGE

Performance organisation:

Business unit:

Perspective:

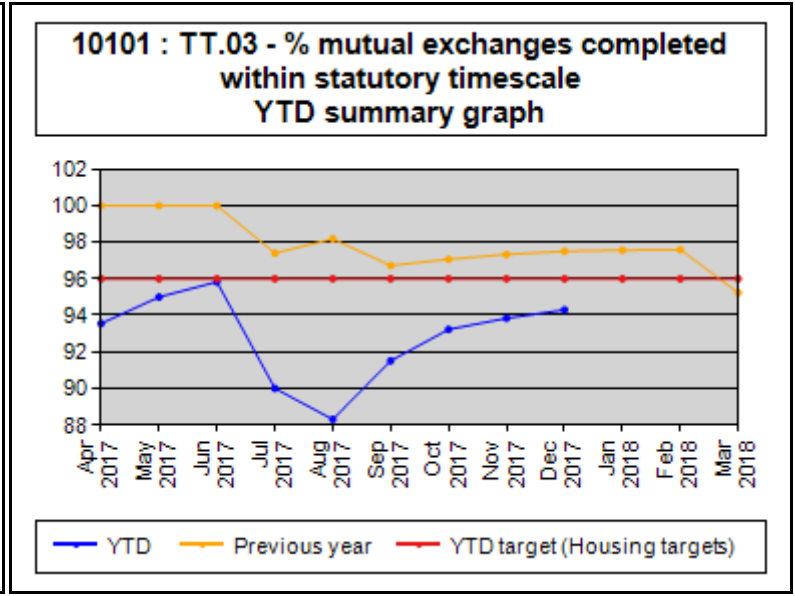
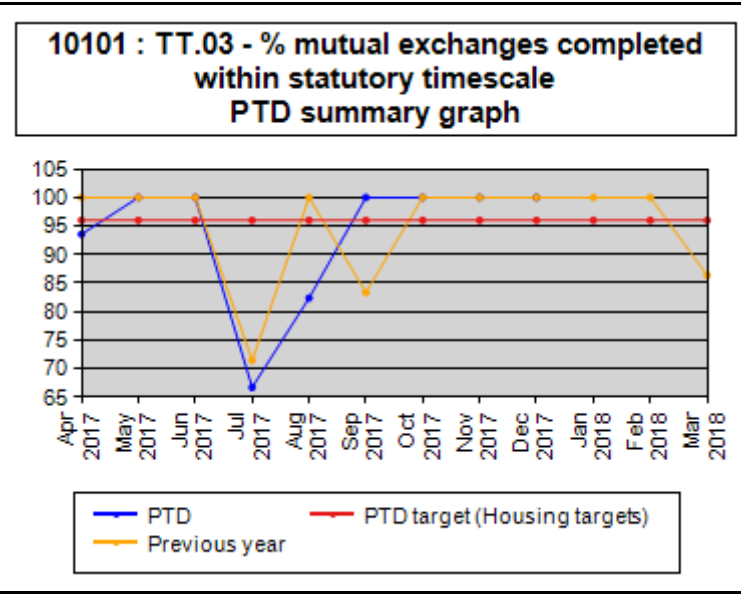
SBC

TenInc

Timeliness

Period to date			Year to date		
Value	Target	Variance	Value	Target	Variance
100.00%	96.00%	4.00%	94.30%	96.00%	1.70%

Period	PTD (%)	Period target (%)	YTD (%)	Year target (%)
April 2017	93.55	96.00	93.55	96.00
May 2017	100.00	96.00	95.00	96.00
June 2017	100.00	96.00	95.83	96.00
July 2017	66.67	96.00	90.00	96.00
August 2017	82.35	96.00	88.31	96.00
September 2017	100.00	96.00	91.51	96.00
October 2017	100.00	96.00	93.23	96.00
November 2017	100.00	96.00	93.84	96.00
December 2017	100.00	96.00	94.30	96.00



Date 31/12/2017 **Organisation** SBC **Period** Dec 2017 **PTD** **YTD** **Trend** **Author** Barbara Woodfield

The statutory timescale of 42 days was met on all applications this month; this has been continuously achieved since September 17. In preparation for the anticipated increase in applications towards the end of February where applicants expect moves to take place over the Easter Holidays in early April 2018, we have a revised process in place for managing the workload successfully.

10038 : TV.03 - % Recharges collected of amount due : Calculation type : PERCENTAGE

Performance organisation:

Business unit:

Perspective:

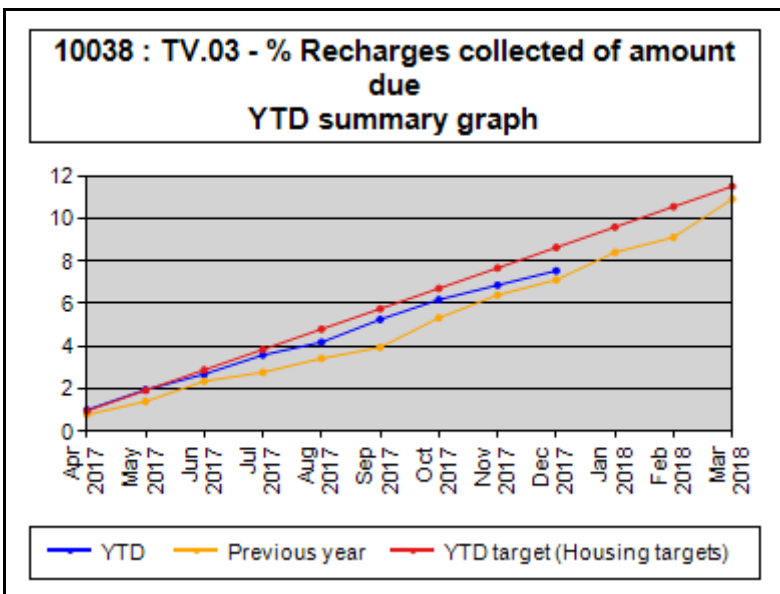
SBC

TenInc

VFM

Year to date ✘		
Value	Target	Variance
7.54%	8.63%	1.09%

Period	YTD (%)	Year target (%)
April 2017	1.00	0.96
May 2017	1.95	1.92
June 2017	2.68	2.88
July 2017	3.58	3.84
August 2017	4.18	4.80
September 2017	5.25	5.75
October 2017	6.18	6.71
November 2017	6.86	7.67
December 2017	7.54	8.63



Date	Organisation	Period	PTD	YTD	Trend	Author
24/01/2018	SBC	Dec 2017				Elizabeth Ddamulira

Following a review of the performance of this measure as agreed at the start of 2017/18, we have reverted back to the originally agreed annual target of 11.5%. We realised that the decision to increase the target to 12.9% following the first 2 months' exceptional performance was premature and based on too little data. We have also introduced proactive measures such as a revised pre-termination inspection form to ensure that residents are advised of the possible recharges before they move, and withdrawing offers of properties if tenants have recharges and former tenant arrears.

10079 : TV.02 - Former Tenants rent arrears % rent due in year (ytd) : Calculation type : PERCENTAGE

Performance organisation:

Business unit:

Perspective:

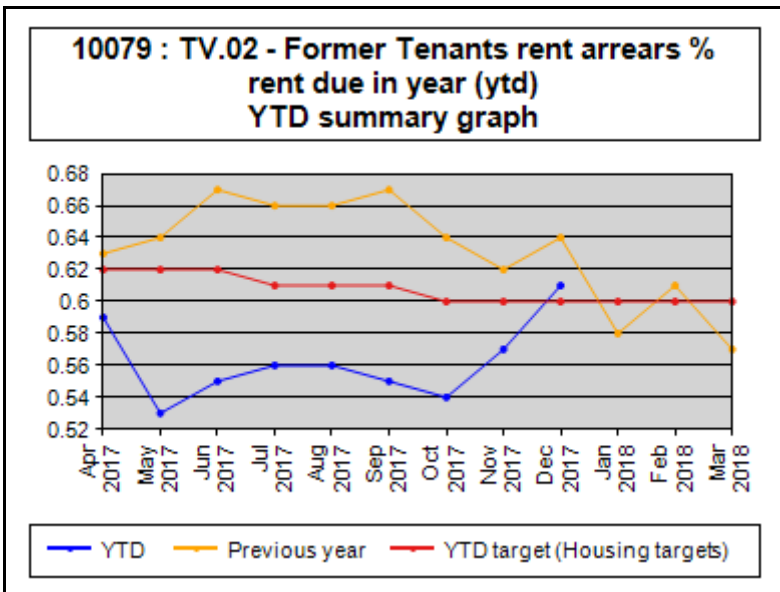
SBC

TenInc

VFM

Year to date		
Value	Target	Variance
0.61%	0.60%	0.01%

Period	YTD (%)	Year target (%)
April 2017	0.59	0.62
May 2017	0.53	0.62
June 2017	0.55	0.62
July 2017	0.56	0.61
August 2017	0.56	0.61
September 2017	0.55	0.61
October 2017	0.54	0.60
November 2017	0.57	0.60
December 2017	0.61	0.60



Date	Organisation	Period	PTD	YTD	Trend	Author
24/01/2018	SBC	Dec 2017				Elizabeth Ddamulira

Performance is above target at 0.61% at the end of December. There has been a 6.9% increase in the FTA arrears of £17,159.22 this month. This was due to 2 evictions, 7 formal notice terminations, 1 abandonment, and 7 terminations due to deaths.

The tenancy arrears collection rate for December is £5,949.30; this is below the expected average monthly collection of £ £8,400. The cumulative amount to date is standing at £60,643.00.

A proactive action plan has been introduced with measures such as a revised pre-termination inspection form to ensure that residents are advised of the possible recharges before they move, and withdrawing offers of properties if tenants have recharges and former tenant arrears. This will help to increase income collection generally and reduce FTA debt.

10091 : CT.01 - Average re-let time - General Needs standard : Calculation type : RATIO

Performance organisation:

Business unit:

Perspective:

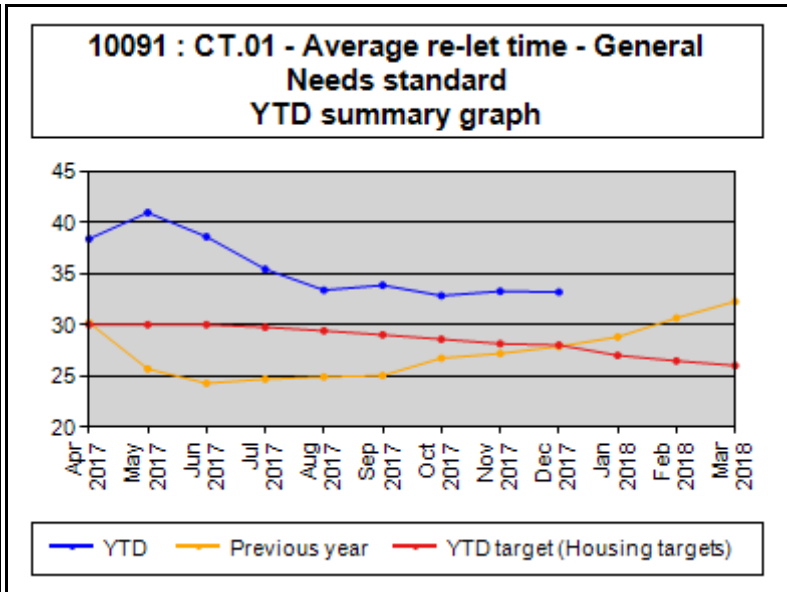
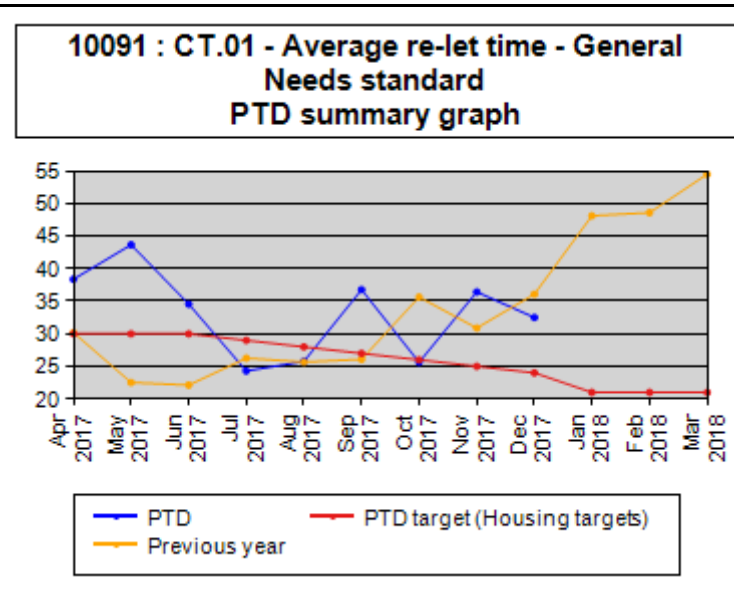
SBC

Voids

Timeliness

Period to date ✘			Year to date ✘		
Value	Target	Variance	Value	Target	Variance
32.50	24.00	8.50	33.18	28.00	5.18

Period	PTD (x/y)	Period target (x/y)	YTD (x/y)	Year target (x/y)
April 2017	38.38	30.00	38.38	30.00
May 2017	43.67	30.00	40.94	30.00
June 2017	34.56	30.00	38.59	30.00
July 2017	24.29	29.00	35.41	29.75
August 2017	25.76	28.00	33.36	29.40
September 2017	36.77	27.00	33.84	29.00
October 2017	25.62	26.00	32.83	28.57
November 2017	36.43	25.00	33.25	28.13
December 2017	32.50	24.00	33.18	28.00



Date: 09/01/2018 Organisation: SBC Period: Dec 2017 PTD: YTD: Trend: Author: Ros Kerr

Improvement has been made this quarter, however, the historic challenges we have had this year still have an impact as the KPI is a year to date figure. The challenges have been felt on resourcing for standard voids as Decent Homes/Major Works work was passed to Repairs and Voids due to the problems with the contractor. We anticipate this pressure on resourcing to lessen in February when the new contractor comes on board. We are also currently working on a voids purge to ensure there are no outstanding voids at the start of the new financial year

Appendix 2: Housing Service KPIs – Q3 detailed performance



10092 : CT.02 - Average re-let time - General Needs major works : Calculation type : RATIO

Performance organisation:

Business unit:

Perspective:

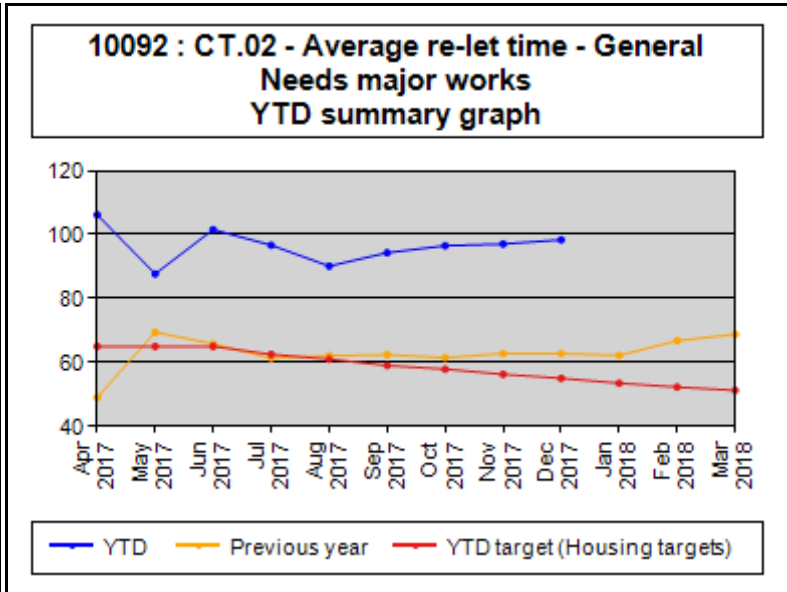
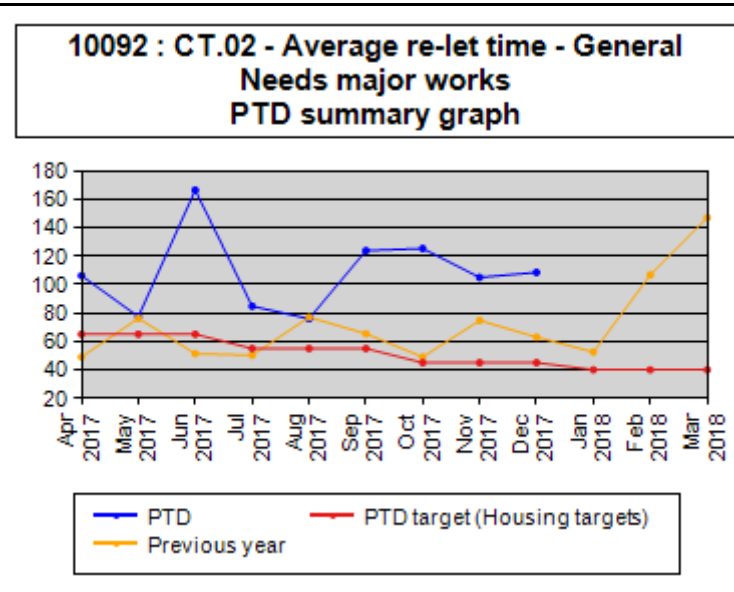
SBC

Voids

Timeliness

Period to date ✘			Year to date ✘		
Value	Target	Variance	Value	Target	Variance
108.50	45.00	63.50	98.38	55.00	43.38

Period	PTD (x/y)	Period target (x/y)	YTD (x/y)	Year target (x/y)
April 2017	106.20	65.00	106.20	65.00
May 2017	77.44	65.00	87.71	65.00
June 2017	166.33	65.00	101.59	65.00
July 2017	84.71	55.00	96.67	62.50
August 2017	75.91	55.00	90.14	61.00
September 2017	123.80	55.00	94.35	59.00
October 2017	125.33	45.00	96.51	57.86
November 2017	105.00	45.00	97.07	56.25
December 2017	108.50	45.00	98.38	55.00



Date: 09/01/2018 Organisation: SBC Period: Dec 2017 PTD: YTD: Trend: Author: Di Dharmasuriya

Performance has been affected by issues experienced with the decent homes contractor. An alternative contractor is currently mobilising. Some decent home works have been completed internally whilst a new contractor has been identified and procured.

Appendix 2: Housing Service KPIs – Q3 detailed performance



10093 : CT.03 - Average re-let time - Sheltered standard : Calculation type : RATIO

Performance organisation:

Business unit:

Perspective:

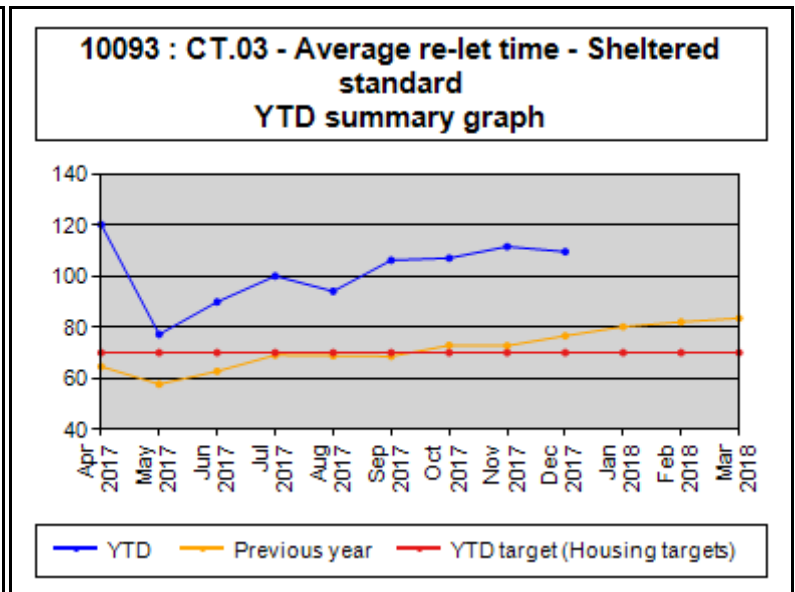
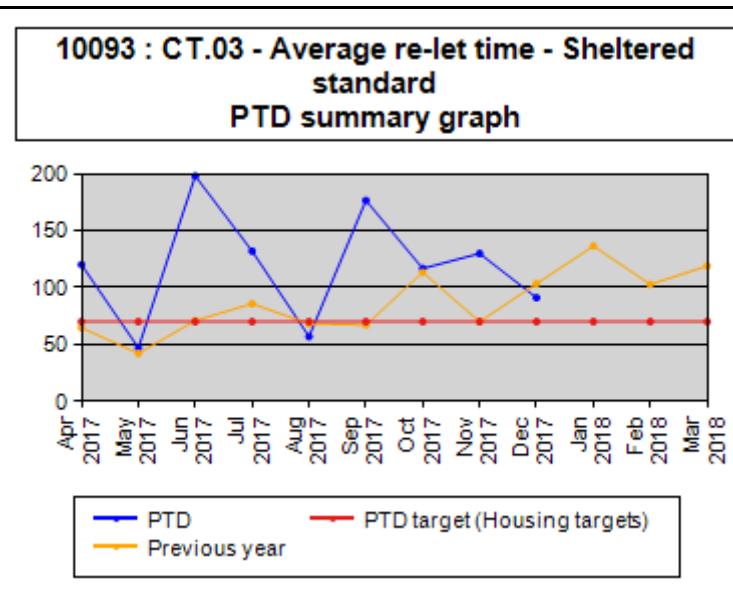
SBC

Voids

Timeliness

Period to date ✘			Year to date ✘		
Value	Target	Variance	Value	Target	Variance
91.00	70.00	21.00	109.47	70.00	39.47

Period	PTD (x/y)	Period target (x/y)	YTD (x/y)	Year target (x/y)
April 2017	120.14	70.00	120.14	70.00
May 2017	47.00	70.00	77.12	70.00
June 2017	198.00	70.00	89.84	70.00
July 2017	132.00	70.00	99.96	70.00
August 2017	56.75	70.00	94.00	70.00
September 2017	176.60	70.00	106.15	70.00
October 2017	116.67	70.00	107.00	70.00
November 2017	129.89	70.00	111.48	70.00
December 2017	91.00	70.00	109.47	70.00



Date: 10/01/2018 Organisation: SBC Period: Dec 2017 PTD: YTD: Trend: Author: Ros Kerr

A total of 5 standard sheltered lets took place in December, 4 of these were let within target, however 1 void took 238 days, which increased performance to an average of 91 days. The reason for the delay was that the property was a 2 bed, which limits demand, as well as being on the 1st floor unlifted, so could not be considered for anyone with mobility needs.

Over quarter 3 20 sheltered properties were let. Of these 20, 10 were long standing voids, with void turn-around between 98 and 819 days. 3 of these were 1 bedroom units which had been remodelled from a studio unit. Whilst the

void turn-around is disappointing it should also be seen as a success that long-standing voids have been let.

The independent living team is currently undertaking a review of all general needs under-occupiers who meet the sheltered age criteria to market current voids.

As with previous seasonal trends voids have increased from 26 to 29 in quarter 3.

Appendix 2: Housing Service KPIs – Q3 detailed performance



10094 : CT.04 - Average re-let time - Sheltered major works : Calculation type : RATIO

Performance organisation:

Business unit:

Perspective:

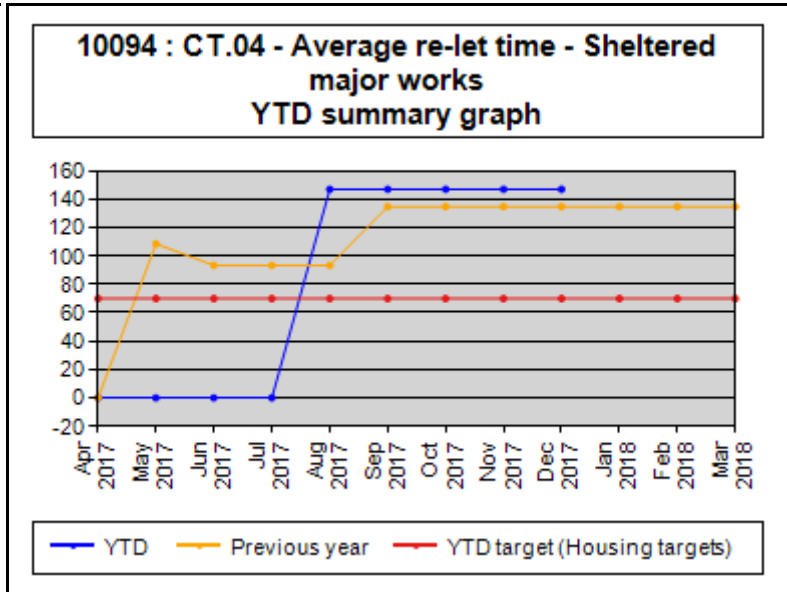
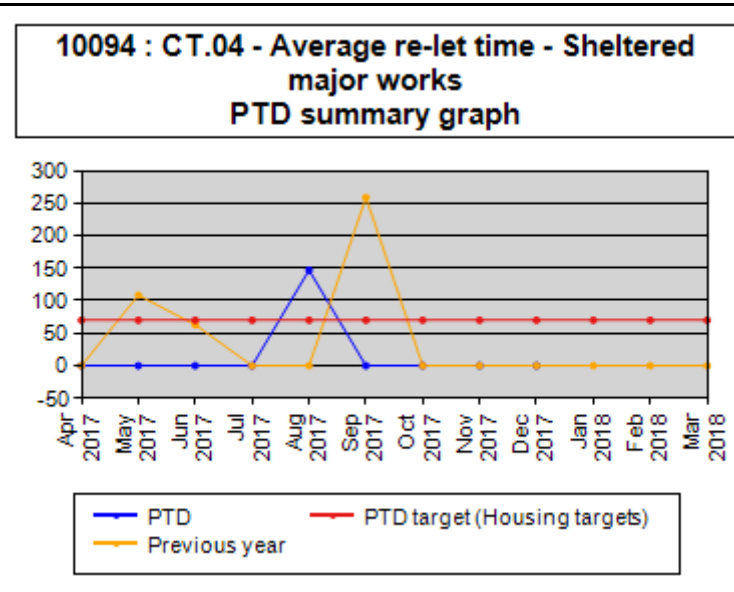
SBC

Voids

Timeliness

Period to date			Year to date		
Value	Target	Variance	Value	Target	Variance
0.00	70.00	70.00	147.00	70.00	77.00

Period	PTD (x/y)	Period target (x/y)	YTD (x/y)	Year target (x/y)
April 2017	0.00	70.00	0.00	70.00
May 2017	0.00	70.00	0.00	70.00
June 2017	0.00	70.00	0.00	70.00
July 2017	0.00	70.00	0.00	70.00
August 2017	147.00	70.00	147.00	70.00
September 2017	0.00	70.00	147.00	70.00
October 2017	0.00	70.00	147.00	70.00
November 2017	0.00	70.00	147.00	70.00
December 2017	0.00	70.00	147.00	70.00



Date: 29/01/2018 Organisation: SBC Period: Dec 2017 PTD: YTD: Trend: Author: Ros Kerr

We have let only 1 sheltered major void so far this year. This void took 147 days to let.

10044 : CV.02 - Void loss in year (£) : Calculation type : NUMBER

Performance organisation:

Business unit:

Perspective:

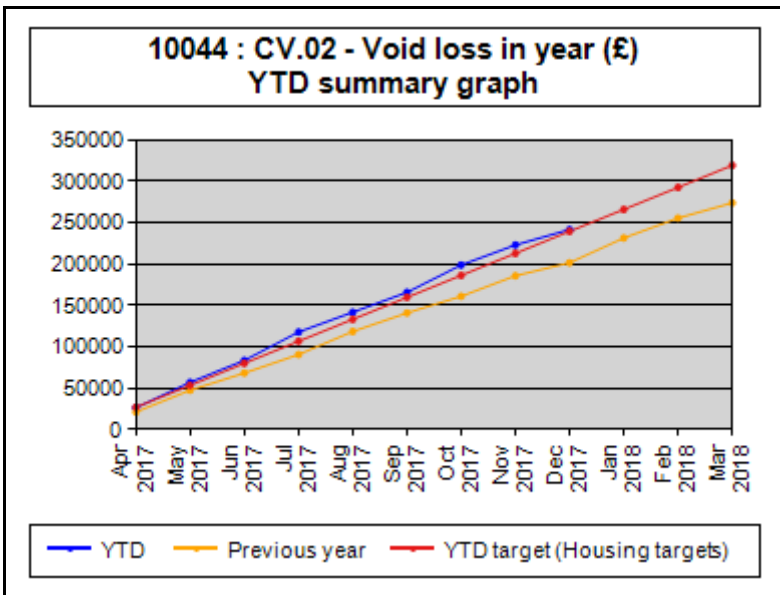
SBC

Voids

VFM

Year to date ▬		
Value	Target	Variance
241,545.00	239,433.75	2,111.25

Period	YTD (n)	Year target (n)
April 2017	25,993.00	26,603.75
May 2017	56,843.00	53,207.50
June 2017	83,350.00	79,811.25
July 2017	117,643.00	106,415.00
August 2017	141,621.00	133,018.75
September 2017	165,753.00	159,622.50
October 2017	198,676.00	186,226.25
November 2017	223,037.00	212,830.00
December 2017	241,545.00	239,433.75



Date	Organisation	Period	PTD	YTD	Trend	Author
29/01/2018	SBC	Dec 2017				Di Dharmasuriya

Performance at the end of quarter three is 0.9% above target for the period. This is an improvement from the position at the end of quarter two where year to date performance was 3.8% above target. The annual target has been re-profiled to account for the impact of additional decent homes work taken on by the repairs and voids service during the transition to the new sub-contractor. The void loss has also been affected by the time taken to let sheltered voids referred to earlier in this report.

10031 : TV.04 - Average repair cost per void property : Calculation type : RATIO

Performance organisation:

Business unit:

Perspective:

SBC

Voids

VFM

Average repair cost per void property:

Commentary

No data is currently available for this measure.

Data cleansing work is currently being undertaken in order to enable the accurate calculation of performance against this indicator. It is anticipated that this work will be complete and enable reporting for 2018/19 performance.

This page is intentionally left blank

HMAB PERFORMANCE REPORT, QUARTER 3, 2017/18

Subject: Performance Management

Date: 22 February 2018

For Information

Author(s): Anja Brueckner

Action Required:

To note performance against the Housing Service Key Performance Indicators at the end of Quarter 3 (2017/18); and to note actions to be taken to improve service outcomes, where performance is below expectations.

SUMMARY:

This report provides HMAB with a summary of the housing performance information at the end of December 2017.

The HRA Business Plan 2014 included a suite of performance measures and targets, which are reviewed annually by the Housing Management Team and monitored throughout the year.

There are 37 measures which are grouped into four performance themes – customer satisfaction, effectiveness of service delivery, timeliness of service provision, and value for money. Each measure is given a 'RAG' (Red/Amber/Green) status. At the end of December 2017, out of 37 performance measures, 13 were green, 8 were amber and 15 were red. Data was unavailable for a further measure.

THEME	GREEN	AMBER	RED	No data
Satisfaction	4	1	1	0
Effectiveness	4	0	4	0
Timeliness	1	4	6	0
Value for money	4	3	4	1
Total	13	8	15	1

The measures falling into each RAG category are summarised in **Appendix 1**.

Appendix 2 is an exceptions report that provides more detailed information for all measures that are performing outside the expected target range, along with proposed actions to address underperformance. It also explains the two measures for which no data is available.

Explanatory Notes to Appendix 1

PI 'RAG' Status

Each measure is given a 'RAG' (Red/Amber/Green) status, based on the following categories:

- Red = more than 5% worse than the target
- Amber = within 5% of target
- Green = on or above target

There is an exception to this rule, as follows:

- Proportion of properties with a valid gas certificate:
 - Red is more than 0.5% below target
 - Amber is within 0.5% of target
 - Green is on target

Further to a discussion at SLT, the tolerance level for 'amber' and 'red' RAG rating for the following measures have been reviewed and amended.

- Proportion of council homes maintained as decent:
 - Red is more than 5% below target
 - Amber is from 0.75% below target to 5% below target
 - Green is 0.75% below target or better
- Tenant satisfaction with internal investment service works
 - Red is more than 6.25% below target
 - Amber is from 3% below target to 6.25% below target
 - Green is 3% below target or better
- Tenant satisfaction with external investment service works
 - Red is more than 5.88% below target
 - Amber is from 3% below target to 5.88% below target
 - Green is 3% below target or better
- Proportion of rent collected:
 - Red is more than 0.75% below target
 - Amber is from 0.25% below target to 0.75% below target
 - Green is 0.25% below target or better
- Number of households living in temporary accommodation:
 - Red is more than 5% below target
 - Amber is from 3% below target to 5% below target
 - Green is 3% below target or better
- Number of homelessness prevented:
 - Red is more than 5% below target
 - Amber is from 3% below target to 5% below target

- Green is 3% below target or better
- Average re-let time - General Needs standard:
 - Red is more than 5% below target
 - Amber is from 3% below target to 5% below target
 - Green is 3% below target or better
- Average re-let time - Sheltered standard:
 - Red is more than 10% below target
 - Amber is from 7% below target to 10% below target
 - Green is 7% below target or better

Trend

The trend shows each measure's performance against target at the end of the last quarter compared to the performance against target at the end of the previous quarter:

- ↑ = performance is improving
- → = performance is steady (allowing for a small change up or down)
- ↓ = performance is declining

This page is intentionally left blank

Appendix 1: Housing Service PI Performance Summary December 2017



Housing Service Performance by Team - December 2017

Business unit	Perspective	Key Performance Indicator (KPI)	Target direction*	Q4 2016/17 Actual	Q1 Actual	Q2 Actual	Q3 Actual	Target	RAG	Trend
Anti Social Behaviour	Satisfaction	ASB Satisfaction with the final outcome	>=	4.21	4.33	4.61	4.38	4.25		
Asset Management	Effectiveness	% dwellings with a valid gas certificate	>=	100.00 %	100.00 %	100.00 %	100.00 %	100.00 %		
		% of council homes maintained as decent	>=	80.50 %	81.01 %	82.25 %	83.72 %	83.77 %		
	Satisfaction	Satisfaction with internal investment service works	>=	100.00 %	N/A %	100.00 %	36.36 %	80.00 %		
		Tenant satisfaction with external investment service works	>=	90.93 %	100.00 %	98.11 %	96.69 %	85.00 %		
		Satisfaction with gas safety and servicing	>=	97.49 %	96.33 %	97.96 %	98.40 %	95.00 %		
		Satisfaction with Aids & Adaptations service	>=	100.00 %	N/A %	100.00 %	100.00 %	85.00 %		
	VFM	Capital schemes budget spend (£1000s) ytd	><	11,302.37	1,051.13	2,947.39	6,005.78	5,706.79		
		Aids & Adapts budget spend (£) ytd	><	434,469	30,339	81,414	186,145	Under Review		N/A
Customer Service	Effectiveness	% stage 1 complaints upheld fully or partially	<=	50.28 %	57.23 %	58.88 %	55.94 %	50.00 %		
		% stage 2 & 3 complaints upheld fully or partially	<=	44.44 %	56.00 %	61.76 %	58.24 %	40.00 %		
	Timeliness	MP & Members enquiries answered within 10 days	>=	92.61 %	94.18 %	92.73 %	93.99 %	95.00 %		
		% Complaints from customers closed on target	>=	91.87 %	96.81 %	91.26 %	93.47 %	95.00 %		

Page 63

Business unit	Perspective	Key Performance Indicator (KPI)	Target direction*	Q4 2016/17 Actual	Q1 Actual	Q2 Actual	Q3 Actual	Target	RAG	Trend
Home Ownership Services	Timeliness	% RTB notices responded to within statutory timescales	>=	98.11 %	97.22 %	92.31 %	92.13 %	95.00 %		
	VFM	% Leaseholder service charges collected ytd	>=	98.26 %	93.66 %	95.88 %	98.44 %	95.00 %		
		Leaseholder Major Works charges collected (% of charges due)	>=	91.47 %	95.72 %	98.72 %	98.55 %	95.00 %		
Homeless and Housing Advice	Effectiveness	No. of homelessness prevented	>=	339	47	85	177	270		
	Timeliness	% Statutory homeless cases notified of decision within guidance timescale	>=	45.34 %	65.22 %	58.00 %	63.75 %	75.00 %		
	VFM	Recovery & Income maximisation enabled by Hsg. Advice & Homelessness Team	>=	45,637	477	477	1,406	33,750		
Property Repairs	Effectiveness	% repairs carried out on a first time fix	<=	92.53 %	86.24 %	84.00 %	84.88 %	90.00 %		
	Satisfaction	Satisfaction with the overall repairs service	>=	97.23 %	90.82 %	90.61 %	92.50 %	95.00 %		
	Timeliness	% repairs appointments made & kept	>=	N/A	96.73	96.87	97.08	95.00 %		
	Timeliness	Average end to end repairs time (days)	<=	13.45	12.25	11.41	10.20	9.50		
	VFM	Avg. responsive repair cost per dwelling	<=	322.31	85.55	164.27	237.18	206.73		
Supported Housing	Effectiveness	No. households in temporary & emergency accommodation	<=	110	97	78	85	110		
Tenancy & Income	VFM	% Rent collected ytd	>=	98.85 %	94.01 %	96.31 %	98.32 %	97.80 %		
		Current Tenants Rent Arrears % rent due in year	<=	0.88 %	1.26 %	1.44 %	1.18 %	1.50 %		
		Former Tenants rent arrears % rent due in year (ytd)	<=	0.57 %	0.55 %	0.55 %	0.61 %	0.60 %		
		% Recharges collected of amount due	>=	10.91 %	2.68 %	5.25 %	7.54 %	8.63 %		

Business unit	Perspective	Key Performance Indicator (KPI)	Target direction*	Q4 2016/17 Actual	Q1 Actual	Q2 Actual	Q3 Actual	Target	RAG	Trend
Tenancy & Income cont'd	Effectiveness	No. evictions carried out for arrears	<=	25	7	11	13	19		
	Timeliness	% mutual exchanges completed within statutory timescale	>=	95.24 %	95.83 %	91.51 %	94.3 %	96.00 %		
Voids	Timeliness	Average re-let time - General Needs standard	<=	32.26	38.59	33.84	33.18	28.00		
		Average re-let time - General Needs major works	<=	68.78	101.59	94.35	98.38	55.00		
		Average re-let time - Sheltered standard	<=	83.45	89.84	106.15	109.47	70		
		Average re-let time - Sheltered major works	<=	134.75	N/A	147.00	147.00	70		
	VFM	Void loss in year (£)	<=	273,905.00	83,350.00	165,753.49	241,545.00	239,434.00		
		Average repair cost per void property	<=	2,040.77	N/A	N/A	N/A	1,600.00		N/A

* Note: The 'target direction' column shows whether the performance figure should be above or alternatively below the target figure.
 i.e. >= means that performance is good if it is higher than the target figure; <= means that performance is good if it is lower than the target figure

Page 65

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Aids and Adaptations Contract Management Performance Flash Report

Project	Aids and Adaptations
Update By	Paul O'Donnell
Covering the period to	24 August 2017 to 14 February 2018
Background information	<p>Anecdotal issues with aids and adaptations were discussed at the HMAB meeting on 24 August 2017. Jaine Cresser reassured the Board that she had recently met with the officers that have taken over this area to review the current status since the service was transferred from Repairs and Voids to the Investment service. A major data cleanse operation was underway with the target to complete by the end of October 2017.</p> <p>Paul O'Donnell, acknowledged and explained issues with staffing and data recording. Paul explained that the aim is to make better use of Northgate to record information and the team will work with Northgate on these improvements.</p>

<p>Achievements this period</p>	<p>A complete data cleanse exercise was undertaken. Records had previously been stored on a number of spreadsheets and within individual paper based files. All data now reconciled with a clear picture of each case stored on one system.</p> <p>The team have worked through cases contacting tenants on an individual basis to discuss their referral and identify whether their needs have changed.</p> <p>A bespoke Northgate IT based system was designed for aids and adaptation cases. This provides staff with a clear and auditable trail of actions for each case. Only new cases received from January 2018 have been inputted into the system, which is being tested by staff over a three month period for suitability/potential adjustments.</p> <p>United Living South (ULS) and FSG Property Services appointed to complete adaptations works on behalf of SBC, replacing Axis whom SBC ended the contract with. ULS will be completing adaptations in conjunction with their internal decent homes project and FSG will complete all other adaptations. Both contracts are currently being mobilised.</p> <p>A permanent member of staff has been appointed, replacing the lead surveyor role for this function which had previously been filled by interim staff. Additional resource (2 X Surveyors) has been allocated on a temporary basis to manage backlog works.</p> <p>There has been a noticeable reduction in aids and adaptation related complaints compared to Q2 (July-Sept) – 29 complaints, which reduced to 13 complaints in Q3 (Oct – Dec).</p>
<p>Actual or potential problems?</p>	<p>As the adaptations team has been working through the backlog of cases they have found that a number of referrals are no longer suitable as residents needs have changed over time. Other issues include residents being previously promised solutions which are not actually viable such as property adaptations which are not possible. In order to resolve these issues, officers have had to request new referrals and redesign solutions.</p> <p>The team are managing a backlog of 351 adaptation cases (at 14/02/18), while also managing new cases as they are received. In order to deal with this additional resource has been temporarily allocated to the team to manage the backlog cases and new cases as discreet projects.</p>

**Aids and Adaptations
Contract Management Performance
Flash Report**

Any changes that need to be made to original plans / timescale?

The Northgate IT system is being tested and will need some refinements following a three month test period commencing Jan 2018. Further testing of any refinements over a similar period will also be undertaken before signing the system off as suitable.

Backlog cases will be managed on a priority order basis over the next 12 months.

This page is intentionally left blank

NOTICE OF DECISIONS

Meeting:	Executive	
Date:	Tuesday, 23 January 2018	
Place:	Shimkent Room - Daneshill House, Danestrete	
Members Present:	Councillors:	S Taylor OBE CC (Chair), J Gardner, R Henry, J Hollywell, J Lloyd, R Raynor, S Speller and J Thomas

**THE DEADLINE FOR CALL-IN OF ANY OF THE DECISIONS BELOW IS 31 JANUARY 2018.
SUBJECT TO THERE BEING NO CALL-IN THE ATTACHED DECISIONS MAY BE IMPLEMENTED WITH EFFECT FROM 1 FEBRUARY 2018.**

7.	018/2019 HRA RENT SETTING AND BUDGET	C Fletcher X 2933
-----------	---	------------------------------

Page 79

The Assistant Director (Finance & Estates) corrected a typographical error at paragraph 4.9.1 – the first line should read ‘Housing Revenue Account Growth’ and not ‘General Fund Growth’ as quoted.

It was noted that comments from the Council’s Housing Management Advisory Board and the Overview & Scrutiny Committee have been included in the report.

With reference to paragraph 5.4.8 of the report, the Executive was informed that £50k had been included in the risk assessment of balances should the Council need to borrow to fund fire safety works for high rise blocks.

It was **RESOLVED:**

1. That Council be recommended to approve that HRA dwelling rents not subject to the 1% rent reduction (currently Low Start Shared Ownership LSSOs) be increased, week commencing 2 April 2018 by 4% i.e. £4.37 per week which has been calculated using the existing rent formula, CPI +1% in line with the Rent and Service Charge Policy approved at the January 2017 Council.
2. That Council be recommended to note that HRA dwelling rents, (other than those outlined in 2.1) are subject to the 1% rent reduction from week commencing 2 April 2018 or £0.95 and £1.62 per week for social and affordable rents respectively, as outlined in the Government’s Welfare Reform and Work Act 2016.
3. That Council be recommended to approve the Final 2018/19 HRA budget, as set out in Appendix A to the report and the revised

2017/18 budget of £2,802,250, (surplus).

4. That Council be recommended to approve the HRA Financial Savings options as outlined in Appendix B to the report.
5. That Council be recommended to approve the HRA Growth options as outlined in Appendix C to the report.
6. That Council be recommended to approve the HRA Fees and Charges as outlined in Appendix D to the report.
7. That Council be recommended to approve the 2018/19 service charges.
8. That Council be recommended to approve the minimum level of reserves for 2018/19 as shown in Appendix E to this report.
9. That the contingency sum of £250,000 within which the Executive can approve supplementary estimates, be approved for 2018/19 (unchanged from 2017/18).

Reason for Decision: As contained in the report.

Other Options Considered: As contained in the report.

9.	DRAFT CAPITAL STRATEGY 2017/18-2022/23	C Fletcher X 2933
----	---	------------------------------

The Executive was of the view that when developing the capital strategy there needed to be clear links with the Asset Management Strategy that was to be considered by the Executive in February, together with the Council's Future Town Future Council programme. Members requested that consultation take place with all Portfolio Holders before the Asset management Strategy was put to Executive to ensure that capital spending met Community needs.

There was concern that sometimes works were being undertaken in Wards unbeknown to Ward Councillors. It was considered that this was particularly the case for work undertaken by HCC.

It was **RESOLVED**:

1. That the revised General Fund and HRA 2017/18 capital programme, as detailed in Appendix A and Appendix B to the report are approved.

2. That the draft 2018/19 General Fund Capital Programme as detailed in Appendix A to the report is approved for consideration by the Overview and Scrutiny Committee.
3. That the draft 2018/19 HRA Capital Programme as detailed in Appendix B to the report is approved for consideration by the Overview and Scrutiny Committee.
4. That the updated forecast of resources as summarised in Appendix A (General Fund) and Appendix B (HRA) to the report is approved.
5. That the Government's potential changes to prudential borrowing and MRP as outlined in paragraph 3.21-3.26 of the report are noted.
6. That the approach to resourcing the General Fund capital programme as outlined in paragraph 4.3.6 and 4.3.11 of the report is approved.
7. That the growth bids identified for inclusion in the Capital Strategy (Appendix C to the report) are approved.
8. That the 2018/19 de-minimis expenditure limit (section 4.7 of the report) is approved for consideration by the Overview and Scrutiny Committee.
9. That the 2018/19 contingency allowance (section 4.8 of the report) is approved for consideration by the Overview and Scrutiny Committee.
10. That the work undertaken by LFSG on behalf of the Executive in reviewing and challenging the General Fund Capital Strategy is noted.

Reason for Decision: As contained in the report.

Other Options Considered: As contained in the report.

12.	MAJOR REFURBISHMENT CONTRACT PROCUREMENT - CONTRACT AWARD	P O'Donnell X 2358
<p>It was RESOLVED that the recommendations in the report be approved.</p> <p><i>Reason for Decision: As contained in the report.</i></p> <p><i>Other Options Considered: As contained in the report.</i></p>		