



## HOUSING MANAGEMENT ADVISORY BOARD

**Date:** Thursday, 19 July 2018

**Time:** 6.00pm,

**Location:** Shimkent Room - Daneshill House, Danestrete

**Contact:** Fungai Nyamukapa

**Email:** [fungai.nyamukapa@stevenage.gov.uk](mailto:fungai.nyamukapa@stevenage.gov.uk) **Tel:** 01438242707

**Members:**       **Councillors:** Philip Bibby (Chair), Sandra Barr, Lizzy Kelly,  
Lin Martin-Haugh and Sarah-Jane Potter

**Resident Members:** Fiona Plumridge (Vice-Chair) (Tenant),  
Christine Anderson (Tenant), Kerry Gibson  
(Tenant), Jon Thurlow (Leaseholder), Len  
Saunders (Tenant) and Lesley Storey (Tenant)

**Staff Members:** Jaine Cresser (Assistant Director – Housing and  
Investment) and Craig Miller (Assistant Director - Direct  
Services)

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### AGENDA

#### PART 1

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

To receive any apologies of absence and declarations of interest from Members

**2. MINUTES OF PREVIOUS MEETING**

To approve as a correct record the Minutes of the meeting held on 21 June 2018

Pages 5 – 10

**3. REVENUE AND CAPITAL QUARTERLY PERFORMANCE UPDATE**

To receive the Revenue and Capital Quarterly Performance update

Pages 11 – 38

**4. HOUSING SERVICE PERFORMANCE QUARTERLY REPORT**

To consider the Housing Performance Quarterly Report

Pages 39 – 78

**5. HRA BUSINESS PLAN QUARTERLY UPDATE**

To consider the Housing Revenue Account (HRA) Business Plan Quarterly update

Pages 79 – 86

**6. MAJOR REFURBISHMENT CONTRACT UPDATE**

To consider the Major Flat Block Refurbishment Contract (MRC) update

**7. TENANCY AGREEMENT UPDATE**

To consider the Tenancy Agreement update

Pages 87 – 96

**8. UNIVERSAL CREDIT UPDATE**

To consider the Universal Credit Update

Pages 97 – 114

**9. FEEDBACK FROM EXECUTIVE**

To receive feedback from Executive Meetings

**10. ANY OTHER BUSINESS**

To consider any other business consider by the Chair as urgent

**11. DATE OF NEXT MEETING**

THURSDAY 16 AUGUST 2018, 18.00, SHIMKENT ROOM

Agenda Published **11 July 2018**

<b>Item no.</b>	<b>Subject</b>	<b>Lead</b>	<b>Mins allocated</b>	<b>Time</b>
	<b>Refreshments</b>		15 Minutes	5.45pm to 6:00pm
<b>1.</b>	<b>APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST</b>	Chair	2 Minutes	6:00pm to 6:02pm
<b>2.</b>	<b>MINUTES – 21 JUNE 2018</b>	Chair	3 Minutes	6:02pm to 6:05pm
<b>3.</b>	<b>REVENUE AND CAPITAL QUARTERLY PERFORMANCE UPDATE</b>	Clare Fletcher	15 Minutes	6:05pm to 6:20pm
<b>4.</b>	<b>HOUSING SERVICE PERFORMANCE QUARTERLY REPORT</b>	Elaine Wright	15 Minutes	6.20pm to 6.35pm
<b>5.</b>	<b>HRA BUSINESS PLAN QUARTERLY UPDATE</b>	Katrina Shirley	15 Minutes	6:35pm to 6.50pm
<b>6.</b>	<b>MAJOR REFURBISHMENT CONTRACT UPDATE</b>	Paul O'Donnell	15 Minutes	6.50pm to 7:05pm
<b>7.</b>	<b>TENANCY AGREEMENT</b>	Keith Wilson	15 Minutes	7:05pm to 7:20pm
<b>8.</b>	<b>UNIVERSAL CREDIT</b>	Elizabeth Ddamulira	15 Minutes	7:20pm to 7:35pm
<b>9.</b>	<b>FEEDBACK FROM EXECUTIVE</b>	Cllr J Thomas	10 Minutes	7:35pm to 7:45pm
<b>10.</b>	<b>ANY OTHER BUSINESS</b>	Chair	5 Minutes	7:45pm to 7:50pm
<b>11.</b>	<b>DATE OF NEXT MEETING</b>  <b>THURSDAY 16 AUGUST 2018, 18.00, SHIMKENT ROOM</b>	Chair		

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## STEVENAGE BOROUGH COUNCIL

### HOUSING MANAGEMENT ADVISORY BOARD MINUTES

Date: Thursday, 21 June 2018

Time: 6.00pm

Place: Shimkent Room - Daneshill House, Danestrete

**Present:** **Councillors:** Sandra Barr, Lizzy Kelly, Lin Martin-Haugh and Sarah-Jane Potter

**Resident Members:** Fiona Plumridge (Vice-Chair) (Tenant), Christine Anderson (Tenant), Kerry Gibson (Tenant), Jon Thurlow (Leaseholder), Len Saunders (Tenant) and Lesley Storey (Tenant)

**Staff Members:** Jaine Cresser (Assistant Director – Housing and Investment) and Craig Miller (Assistant - Director Direct Services)

**Start / End Time:** Start Time: 6.00pm  
End Time: 7.55pm

#### 1 **APPOINTMENT OF CHAIR**

It was moved, seconded and **RESOLVED** that Councillor P Bibby be elected to serve as Chair of the Housing Management Advisory Board (HMAB) for the municipal year 2018/2019.

#### 2 **APPOINTMENT OF VICE-CHAIR**

It was moved, seconded and **RESOLVED** that Fiona Plumridge (Tenant) be elected to serve as Vice-Chair of the Housing Management Advisory Board (HMAB) for the municipal year 2018/2019.

#### 3 **APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST**

##### Jon Thurlow in the Chair

Apologies for absence were received from Councillor P Bibby.

There were no declarations of interest.

#### 4 **MINUTES - 19 APRIL 2018**

It was **RESOLVED** that the minutes of the meeting held on 19 April 2018 are approved as a correct record and signed by the Chair.

5 **HOUSEKEEPING**

The Board considered the Terms of Reference and Code of Conduct of the HMAB.

It was **RESOLVED**:

1. That Terms of Reference of the HMAB are noted subjected to the following amendments:
  - a) Change all references of Housing Management Board (HMB) to Housing Management Advisory Board (HMAB)
  - b) Change paragraph 6.1 to “The positions of Chair and Vice-Chair will be elected annually at the Away Day or the first HMAB meeting after Annual Council whichever comes first
  - c) Change paragraph 8.1 from “The Board will adhere to requirements of the data protection act” to “The Board will adhere to requirement of data protection legislation.”
  - d) Change paragraph 9.2 to the following:  
Declaration of interest should be made at the beginning of each meeting under “Apologies for absence and Declarations of Interest”
  - e) Delete the following from paragraph 10.1:  
“administrative support including distributing papers and providing minutes”
  - f) Insert a new paragraph 10.2: “Constitutional Services Officers will provide administrative support including distributing papers and providing minutes”
  - g) Change paragraph numbering 10.2 to 10.3
  - h) Change paragraph 12.2 to the following:  
“HMAB will meet monthly. Papers will be published five clear working days in advance.”
2. That the HMAB Code of Conduct is noted subject to the following:
  - a) Change all references of Housing Management Board (HMB) to Housing Management Advisory Board (HMAB)
  - b) Change paragraph 3 to the following:  
“This document should be read in conjunction with relevant aspects of the Stevenage Borough Council Constitution, HMAB Terms of Reference and the Nolan Committee “Seven Principles of Public Life” (see appendix 1).”

6 **RIGHT TO BUY RECEIPTS**

The Board noted the Right to Buy (RTB) presentation that was delivered by the

Finance Business Partner (HRA). The presentation was aimed at highlighting current rules relating to RTB and the challenges faced by local authorities.

The presentation covered the following:

- Pooling one-for-one receipt rules
- Stevenage one-for-one receipts position
- Financing New Builds
- Stages for New Builds
- Mitigating Actions
- Suggestions to improve the system

In response to questions about the RTB challenges, the Board was informed that the Council had adopted creative ways of finding appropriate sites for new builds. These measures included redeveloping neighbourhood centres. It was indicated that the situation regarding RTB one-for-one sales receipts would improve if central government considered the following recommendations:

- Increase the three-year retention period
- Change the 30% rule for funding new homes using one-for-one
- Relax the debt cap

## 7 **NORTH ROAD AND KENILWORTH CLOSE UPDATES**

The Housing Development Officer provided an update on North Road and Kenilworth Close projects.

With regard to the North Road scheme, the Board was informed that the contracted firm of architects was currently working on finances for the project. The scheme had been earmarked for private flats. The Council was in consultations with the owners of neighbouring properties and they appeared to be keen on the scheme.

The Council had already carried out asbestos and ecological surveys in preparation for the scheme. The Council had also appointed a contractor to remove Japanese knotweed from the Council property. Demolition was due to start within the next three months. A pre-planning application would be submitted in the next two to three weeks and a full planning application was due for submission in the summer of 2018. Members were informed that income from the private properties on the North Road Scheme would contribute towards the development of social housing schemes in Stevenage.

The Housing Development Officer informed the Board that architects had been contracted to work on the Kenilworth Close Scheme. The scheme would include independent living properties, a general needs block, private sale flats, shops, a community centre with three flexible spaces and residents parking. The two-phase scheme was scheduled to be completed in four years. Public consultations were held in May 2018 and 65% of the respondents had been positive about the development. A visit to a similar scheme in Dunstable, Bedfordshire had been arranged for 15 residents. It was indicated that some respondents had expressed concerns about proximity of the scheme to the highway and the poor public transport service in the area.

It was **RESOLVED** that the Housing Development team be invited to future HMAB meetings to provide updates on the schemes.

## 8 **HOUSING ALL UNDER ONE ROOF UPDATE**

The Assistant Director (Housing and Investment) provided an update on the Housing All Under One Roof (HAUOR) programme. The transformation programme covered 25 projects in the first 18 months. The highlights of the programme were:

- Recruitment of three operations managers
- Health check of the Northgate system
- Procurement of the electronic document management system
- A Northgate Module for Homelessness Reduction Act 2017 statutory returns
- Introduction of a task management system
- The Big Knock door-to-door survey

It was indicated that the next phase of the programme would include the procurement of hand-held computer devices for the supported housing team. Following the success of the “Big Knock”, there were plans to do a similar exercise for the caretaking service.

It was confirmed that the HAUOR update was a standing agenda item for the HMAB.

## 9 **VOIDS AND REPAIRS UPDATE**

The Assistant Director (Stevenage Direct Services) provided an update on Voids and Repairs service. It was pointed out that as part of the business unit review, a number of office-based staff were relocating from Cavendish Road Depot to Daneshill House. This move was aimed at improving collaboration with Housing and Investment, Tenancy and Customer Services teams and reducing costs.

It was reported that voids and repairs performance reporting was now based on the recently-introduced In-Phase Performance Management system. Members highlighted the relatively high quality of reports that were produced using the In-Phase system. The Board was informed that the business unit review had contributed to improvements in a number of reporting areas including:

- Average end-to-end emergency repairs
- Average repair cost per dwelling
- Percentage of repairs fixed first time
- Percentage of appointments made and kept
- Time taken to re-let major works general needs voids

It was indicated that the time taken to re-let standard voids was below target due to four hard-to-let properties that had taken between 123 and 343 days to let. Time taken to re-let major voids was below target but this had improved relative to the previous reporting period.

Plans were in place to collate performance data for the grey areas such as average



repair cost per void, void loss per year (rentals) and average end-to-end time for routine and urgent repairs.

Members sought clarification on categories of void properties and repairs, re-modelling of voids and Key Performance Indicators (KPIs). In response to the questions, the Assistant Directors mentioned that voids properties were classified as sheltered or major works voids. There were different turnaround times for the voids categories. Decisions to re-model properties were made on a case-by-case basis. Repairs were categorised as emergency, urgent or routine. The completion targets for the repair categories were 24 hours, five days and 21 days respectively. KPIs were based on HouseMark benchmarks. Members were informed that any changes to SBC KPIs were subject to scrutiny by the Senior Leadership Team.

It was **RESOLVED** that the Assistant Director (Direct Services) report on the grey areas when data became available.

#### 10 **ANY OTHER BUSINESS**

The Chair accepted an urgent item regarding customer care and related training for SBC staff. Members highlighted incidences of poor handling of customer complaints within their wards and at the Council offices. In one recent incident at Daneshill House reception, the SBC officer dealing with the customer appeared not to be able to handle the situation.

Members were informed that some form of customer care training was offered to all staff. All business units that worked directly with customers had a budget for customer handling training. The Housing and Investment Unit was currently reviewing training arrangements in place and had invited external providers to showcase soft skills training.

It was **RESOLVED** that an update on customer care training be provided as part of the Housing All Under One Roof update.

#### 11 **DATE OF NEXT MEETING**

Thursday 19 July 2018, Shimkent Room, Daneshill House

#### **CHAIR**

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**Meeting:** EXECUTIVE

Portfolio Area: Resources

**Date:** 11 JULY 2018

**Agenda Item:**



## **4th QUARTER MONITORING REPORT GENERAL FUND AND HOUSING REVENUE ACCOUNT**

### **KEY DECISION**

Author –Anita Thomas Ext No. 2430  
Lead Officer – Clare Fletcher Ext No. 2933  
Contact Officer – Clare Fletcher Ext No. 2933

### **1. PURPOSE**

- 1.1 To update Members on the 2017/18 outturn positions for the General Fund and Housing Revenue Account (HRA) and to seek approval for revisions to 2018/19 revenue budgets, subject to completion of the 2017/18 audit of accounts.
- 1.2 To update Members on the Council's reserves and balances available to support revenue expenditure.

### **2. RECOMMENDATIONS**

#### **2.1 General Fund**

- 2.1.1 That the 2017/18 actual net expenditure on the General Fund of £10,138,229 be noted, subject to the 2017/18 audit of the Statement of Accounts.
- 2.1.2 That new carry forward requests totalling £338,100 be approved for the General Fund (paragraph 4.3.1).
- 2.1.3 That the removal of 2018/19 General Fund base budget net savings totalling £116,970 , which will contribute towards the Council's Financial Security objectives for 2018/19 be approved.

#### **2.2 Housing Revenue Account**

- 2.2.1 That the 2017/18 actual in year surplus on the HRA of £4,365,093 be noted, subject to the 2017/18 audit of the Statement of Accounts.
- 2.2.2 That new carry forward requests totalling £82,270 be approved for the HRA (paragraph 4.8.3).

2.2.3 That the removal of 2018/19 HRA budget net savings of £7,000 which will contribute towards the Council's Financial Security objectives for 2018/19.

### **3. BACKGROUND**

3.1 The Accounts and Audit Regulations which contain provisions on financial management, annual accounts and audit procedures were amended with effect from 1 April 2015. The main change to the regulations is now in force with the requirement to publish the Statement of Accounts before the 31 May and complete the external audit report by the end of July. This statutory change to the Statement of Accounts has been successfully implemented and the Statement of Accounts was published on 31 May 2018.

3.2 Within the amended regulations there is still no requirement for Member approval of the Statement of Accounts prior to the completion of the external audit and only the Responsible Financial Officer must certify the presentation of the pre audit annual accounts, no later than the 30 June 2018 for financial year end of 31 March 2018.

3.3 The 2017/18 audited accounts must be presented and approved by Members (Audit and Statement of Accounts Committee) by 26 July. The financial figures for the General Fund and HRA contained within this report are subject to external audit and may change.

3.4 This report sets out the 2017/18 financial position but this may change on completion of the 2017/18 audit of accounts.

#### **3.5 General Fund**

3.5.1 The Council's original 2017/18 General Fund net revenue budget of £9,382,220 was approved at Council on 28 February 2017. Subsequently Members have approved net budget increases of £744,220 (including carry forwards totalling £797,100) giving a 2017/18 working budget of £10,126,440.

#### **3.6 Housing Revenue Account (HRA)**

3.6.1 The Council's HRA revenue budget of £2,790,940 (surplus) was approved at Council 31 January 2017. Subsequently Members have approved budget decreases of £229,180 giving a 2017/18 working budget of £3,020,120 (surplus).

### **4. REASONS FOR RECOMMENDED COURSE OF ACTION AND OTHER OPTIONS**

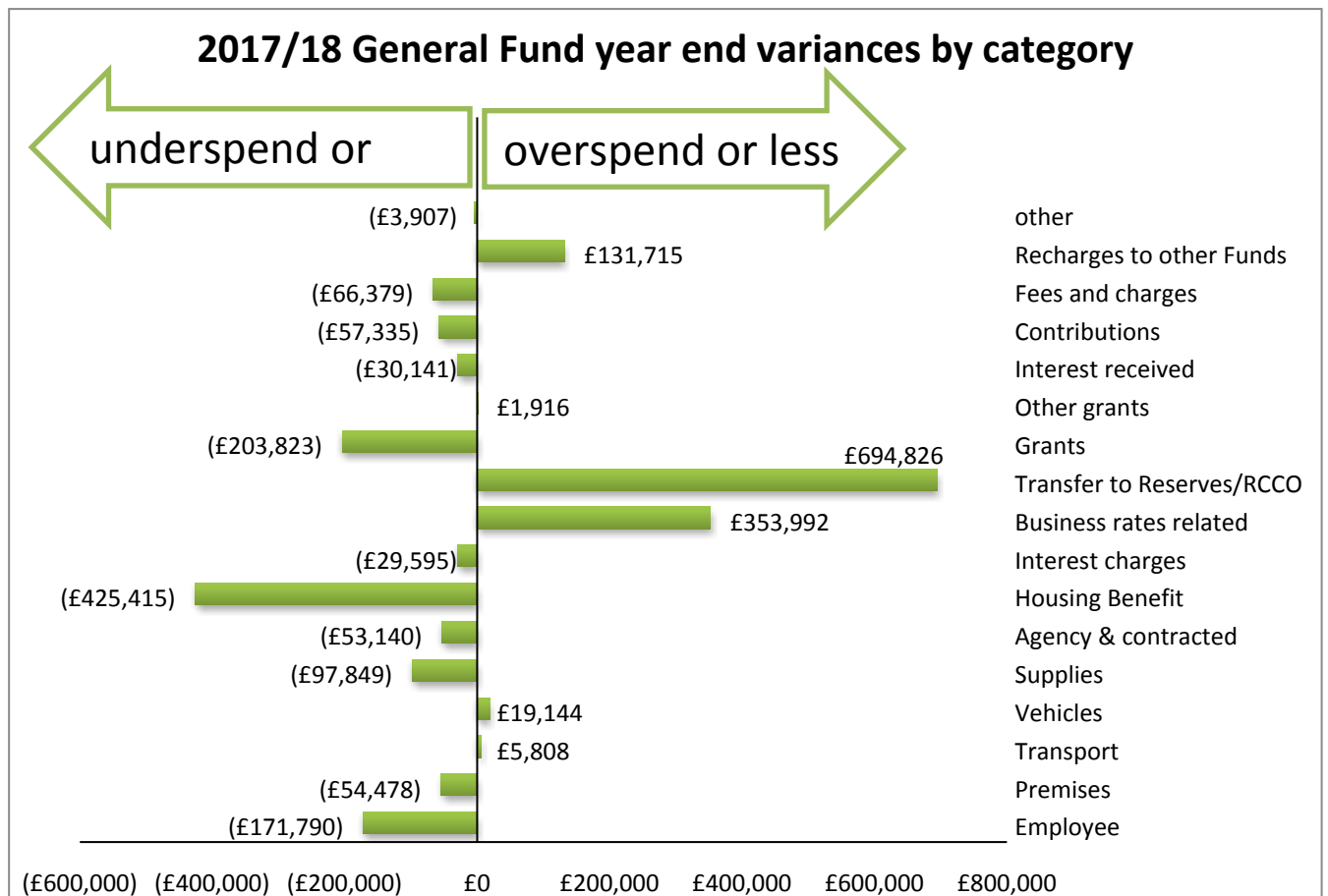
#### **4.1 General Fund 2017/18 outturn**

4.1.1 The 2017/18 outturn position on the General Fund was net expenditure of £10,130,229 an increase of £11,789 over the working budget of £10,126,440. However, included within this figure are transfers to allocated reserves of £650,000 and NDR related budget costs of £353,992 (see para 4.2.6-4.2.11).

General Fund	£	£	£
<b>Working budget</b>			<b>10,126,440</b>
Service underspends	(394,570)		
Homelessness prevention grant	(172,218)		
Net Housing benefit	(425,415)		
<b>total service related underspends</b>		<b>(992,203)</b>	
NDR increase in 2017/18 tariff	102,229		
NDR levy payment	482,982		
NDR additional S31 grant	(231,219)		
<b>total NDR related variances</b>		<b>353,992</b>	
Transfer to Capital reserve	350,000		
Transfer to Regeneration reserve	300,000		
<b>total transfers to reserves</b>		<b>650,000</b>	
<b>Total Net budget variances</b>			<b>11,789</b>
<b>General Fund outturn</b>			<b>10,138,229</b>

#### 4.2 General Fund Underspends

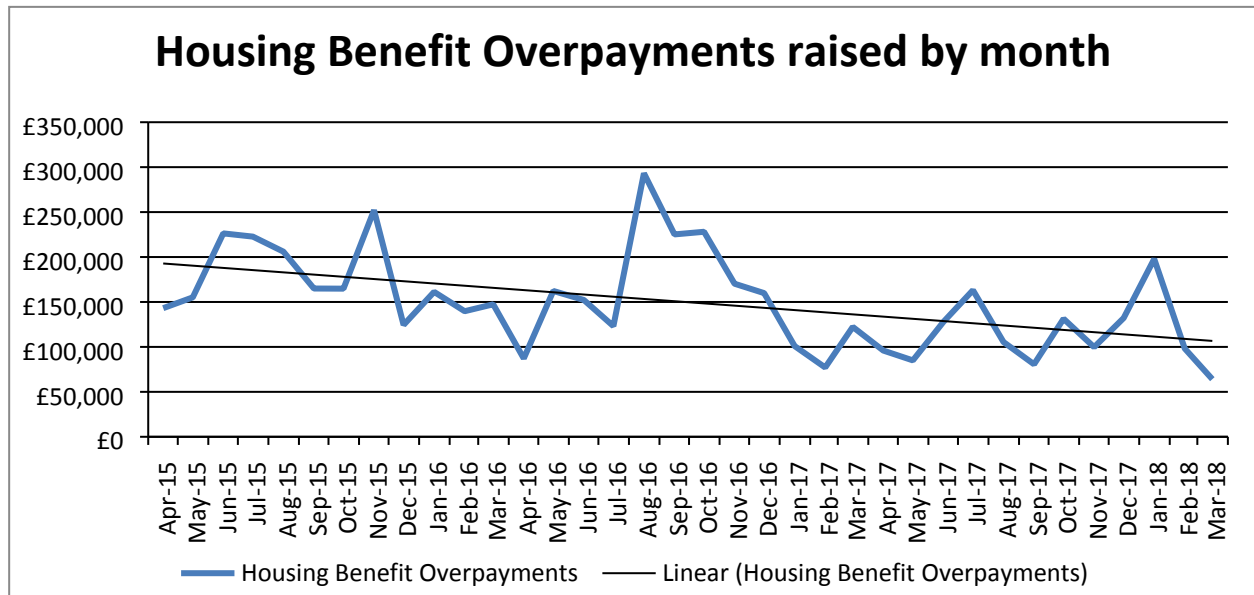
The underlying underspend has been analysed by category and is shown in the following chart.



4.2.1 **Housing Benefit** – Net underspend of £425,415.

	Budget 2017/18 £	Actual 2017/18 £	Underspend £
Bad debt Provision	259,260	(4,695)	(263,955)
Payment of benefit	33,187,050	33,040,833	(146,217)
Subsidy received	(32,045,350)	(32,074,683)	(29,333)
Admin Subsidy	(356,010)	(356,489)	(479)
Overpayments raised	(1,397,280)	(1,381,300)	14,569
<b>Net position on General Fund</b>	<b>(352,330)</b>	<b>(776,334)</b>	<b>(425,415)</b>

4.2.2 Stevenage is able to retain recovered benefit overpayments as these are not fully reimbursed through the benefit system. However, with improving processes overpayment backlogs are minimised and the level of overpayments has fallen steadily over the last two years as shown in the following chart.



4.2.3 Actual housing benefit payments made to claimants was 0.5% lower than budgeted (underspend of £146,217). New initiatives and closer working with other central government agencies has meant that errors and potential overpayments are identified earlier resulting in fewer overpayments. This is beneficial to both the claimant, in that they do not fall into HB debt and for the authority, in that subsidy for errors is not withheld. This has meant that although subsidy expenditure has fallen subsidy reimbursement has not been reduced. The original 2018/19 budget assumed £1.2million of overpayments raised so any reduction will adversely impact the General Fund. Officers propose that this is reduced to £1.0Million, offset by improved subsidy reimbursement. In summary, an ongoing net saving of £30,000 to the General Fund.

4.2.4 Recovery rates - The majority of the 2017/18 underspend has arisen from the reduction in bad debt contribution made in year for outstanding benefit

overpayment debt. The bad debt provision has been calculated based on live and dormant benefit claims. The majority of overpayments are recovered through ongoing entitlement (benefit payments) and in dormant cases this is not possible making it more difficult to collect. In 2017/18 collection rates for overpayment debt was 71% of raised debt compared to 57% in the prior year.

4.2.5 From October the majority of working age residents who would usually apply for Housing Benefit will be applying for universal credit instead. Existing working age Housing Benefit claimants will slowly transition into universal credit when they have certain changes in circumstances. Whilst recovery of overpaid Housing benefit is possible from universal credit it is very difficult as the Council will not be administering the claim. However HMRC and DWP have recently launched a new facility to trace debtors and identify employment details to enable recovery to be made from earnings. This should help mitigate the loss of the facility to recover from ongoing Housing Benefit for these cases. Officers will update members on any subsequent budget pressure as appropriate.

4.2.6 **Non Domestic Rate (NDR):** -net pressure £353,992 as shown in the following table.

NDR element	£
2017/18 tariff increase notified as part of 2018/19 Finance settlement (para 4.2.9)	102,229
Increase levy (para 4.2.8)	256,739
levy (original budget included in core resources)	226,243
Additional S31 grant (para 4.2.10)	(231,219)
<b>Total</b>	<b>353,992</b>

4.2.7 The NDR variances have arisen due to increase in tariff paid to central government and the timing differences for levy (recognised in 2017/18), and additional NDR income (recognised in 2019/20) following the final 2017/18 NDR outturn figures.

4.2.8 Although gross yield is lower than the estimate and more reliefs were granted this was offset by reductions in the contributions to bad debt and appeals provision (see following table). The actual NDR net income for 2017/18 was £894,707 (in total before apportioning) higher than estimated, of which Stevenage will retain £357,882 before the tariff increase (para 4.2.9) £102,229 (£255,653 retained). The additional **levy payment of £256,739** is paid in 2017/18, however due to the complexities of the business rate scheme the gain of £255,653 will not be distributed until 2019/20.

	OR Estimate £	Rev Estimate January 2018	Actual £	Variance to Original Budget £
Gross Yield	(50,004,937)	(49,249,513)	(49,466,709)	538,228
Reliefs Mandatory/discretionary	4,592,795	5,004,969	5,033,622	440,827
Other S31 reliefs	111,621	9,447	22,232	(89,389)
Bad Debt	800,000	800,000	66,758	(733,242)
Cost of Collection	109,538	109,538	109,538	0
Appeals	2,200,000	1,192,275	1,148,869	(1,051,131)
<b>Total NDR Net Surplus before distribution</b>	<b>(42,190,983)</b>	<b>(42,133,284)</b>	<b>(43,085,690)</b>	<b>(894,707)</b>
SBC Share	(16,876,394)	(16,853,314)	(17,234,276)	(357,882)
Tariff (17/18 impact)	14,306,740	14,306,740	14,408,969	102,229
SBC Retained Share (19/20 impact)	(2,569,654)	(2,546,574)	(2,825,307)	<b>(255,653)</b>
S31 Grants (in the General Fund)	(362,350)	(346,186)	(593,569)	(231,219)
Baseline	(2,402,318)	(2,402,318)	(2,402,318)	0
Gains	(529,686)	(490,442)	(1,016,558)	(486,872)
Levy	226,243	225,800	482,982	256,739
SBC Retained Share	(2,705,761)	(2,666,960)	(2,935,894)	(230,133)

4.2.9 The 2017/18 NDR tariff payable to central government was initially based on the 2016/17 rateable value data before the new 2017 rateable list was published. In 2017/18 new rateable values have been applied to Stevenage businesses and the tariff was revised and notified to local authorities as part of the financial settlement in December 2017. The 2017/18 **tariff increased by £102,229** from £14,306,740 to £14,408,969.

4.2.10 Following the new rates list businesses have been encouraged to apply for reliefs. These applications have been successful and more reliefs have been granted. SBC are reimbursed for these reliefs through the **S31 grant** which means more income has been received (**£231,219**) in year via the S31 grant direct to the Council.

4.2.11 **Flexible Homeless support grant – £172,218.** The first year instalment of the two year Flexible Homeless Support Grant was received in 17/18 (£172,218). Funds were applied to provide a Tenancy sustainment officer and post to support private rented placements together with incentives to encourage private landlords to make their properties available to our client base. This work is ongoing and of the initial grant monies received £53,840 has been requested to be carried forward to 2018/19 to continue these projects.

### 4.3 General Fund carry-forward requests

4.3.1 Carry forward request of £338,100, and detailed in the table below, were identified at year end to fund projects that are due for completion in 2018/19.



Service Area	Reason for Carry Forward Request	Carry Forward to 2018/19 £
<b>Community Services</b>		
Leisure	Fairlands Valley Cycle Hub	11,500
<b>Environment Services</b>		
Regeneration & Stevenage First	To fund future Stevenage First projects.	96,260
Local Highway Services	Highway works completed by contractor in April 2018.	9,430
Planning Policy	Set up and enabling budget for planning and regulatory services to embed new structures.	8,940
Public Transport - Green Travel Plan E-Car Club	Additional budget was allocated in 2017/18 (£18,000 from pump prime funding). The carry forward will be used for the e-car club costs.	9,740
<b>Support Services</b>		
Revenues & Benefits Shared Service	In year contract saving requested to fund 2 posts in the Revenues and Benefits Shared Service. This is a one year pilot to use the HMRC debt recovery tool to establish if sufficient additional income recovery and associated reduction in bad debts can be achieved to sustain a longer term increase in staff.	26,000
Business Improvement	Requested for skills and resource to develop data connectivity in the InPhase corporate performance system as a key part of the Performing at Our Peak FTFC programme. This will enable performance measures to be automatically calculated by directly drawing data from business systems, rather than requiring staff to manually calculate figures on a regularly basis.	6,700
<b>Resources</b>		
Garages	Garage Disposal Surveyor – disposals to commence in 2018/19.	35,000
Future Town Future Council	Initiatives funding with commitments in 2018/19	35,230
<b>General Fund - Housing</b>		
Landlord incentives	Continuing projects funded from the Flexible Homelessness Support Grant (£172,218) received in 2017/18.	53,840
Homelessness	Projects funded by New burdens grant received in 2017/18	45,460
<b>TOTAL (General Fund Carry Forward Requests)</b>		<b>338,100</b>

#### 4.4 General Fund ongoing Financial Security options

The Council's 'Financial Security' priority contains five work strands, the first being removal of efficiency savings from budgets. Following a detailed analysis of the year end underspends, £116,970 can be removed from the 2018/19 budget and contribute towards the General Fund's future years saving target.

#### 4.5 2017/18 – General Fund Out-turn Position and Core resources

4.5.1 The net spend and total core resources spent and received in 2017/18 has required a **contribution from balances of £961,866** for 2017/18. The impact of the 2017/18 outturn position on General Fund balances included in this report are summarised as follows :

GENERAL FUND RESERVES:	2017/18 Original Budget £	2017/18 Working Budget £	2017/18 Actual £	Variance to Working £	Impact in future years on collection fund
<b>General Fund Balance 1 April</b>	<b>(6,426,983)</b>	<b>(6,426,983)</b>	<b>(6,426,983)</b>	<b>0</b>	
<b>Net Budget (incl S31 Grant &amp; NDR levy)</b>	<b>9,382,220</b>	<b>10,126,440</b>	<b>10,138,229</b>	<b>11,789</b>	
Council Tax	(5,299,586)	(5,299,586)	(5,299,586)	0	
Retained Business Rates	(2,343,411)	(2,343,411)	(2,569,654)	(226,243)	(255,653)
Retained Business Rates (levy change budgeted in 2018/19 but paid in 2017/18)					(102,229)
Government Support	(689,969)	(689,969)	(689,964)	5	
Transfers to/from collection fund	(617,159)	(617,159)	(617,159)		28,674
<b>Total Core resources</b>	<b>(8,950,125)</b>	<b>(8,950,125)</b>	<b>(9,176,363)</b>	<b>(226,238)</b>	
Net Contribution from/ (to) balances	432,095	1,176,315	<b>961,866</b>	(214,449)	
<b>General Fund Balance 31 March</b>	<b>(5,994,888)</b>	<b>(5,250,668)</b>	<b>(5,465,117)</b>	<b>(214,449)</b>	

4.5.2 Core resources are based on estimates and remain unchanged for the year. Any projected changes in council tax and NDR are adjusted for in future years' accounts. The exception to this rule is any levy due to the government on the surplus above the "base line" amount. In 2017/18 income from NDR was higher than the base line funding resulting in a levy payment to the government of £481,222 compared with the estimated amount of £226,243 in the working budget. The additional £255,653 income gained for Stevenage BC is realised in the following year's (2019/20) core resources (see also para 4.2.4).

4.5.3 **Collection Fund - Council Tax:** In setting the budget an estimate is made on expected income from Council tax based on forecasted property growth in Stevenage. The tax base is calculated in Band D equivalents which will change according to the property types built in Stevenage and the number of households in receipt of Council tax support. In setting the 2017/18 budget a surplus of £139,102 was estimated. The actual surplus was £110,428 a reduction of £28,674 that has to be repaid in 2019/20. (NDR variances are explained in para 4.2.6-4.2.9)

## 4.6 General Fund 2018/19 Budget

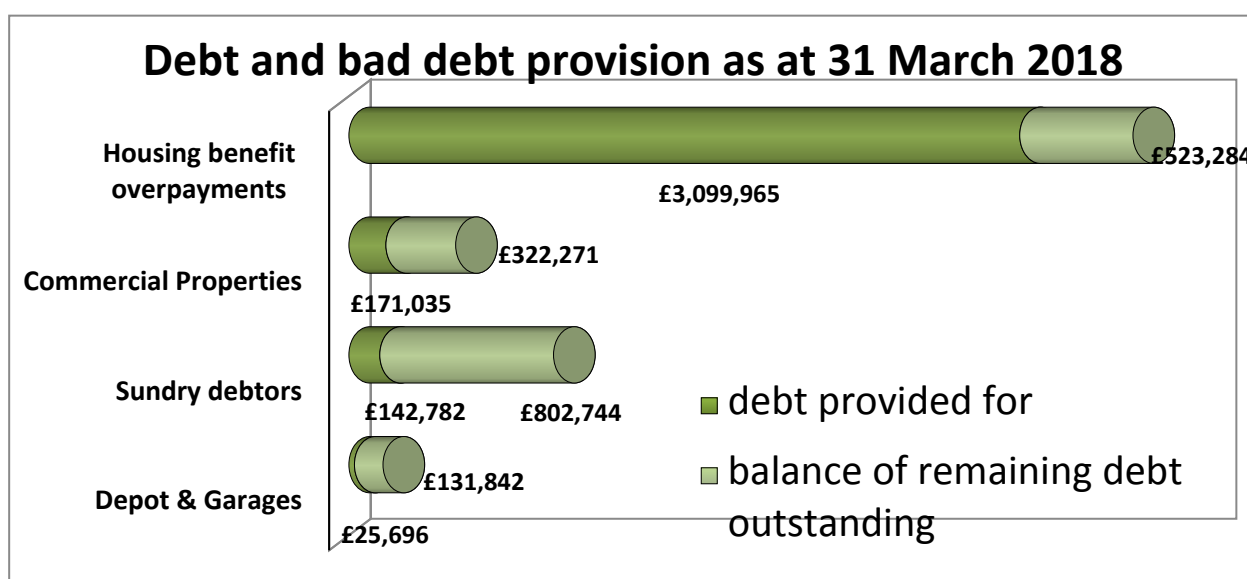
4.6.1 The impact on the 2018/19 General Fund budget of the savings, pressures and carry forwards identified at year end is summarised in the table below and will be incorporated in the General Fund Medium Term Financial Strategy (MTFS) update reported to September 2018 Executive.

GENERAL FUND NET BUDGET:	2018/19 Budget £
<b>Original Budget</b>	<b>9,107,740</b>
Quarter 3 approved net changes	(56,800)
Quarter 3 carry forwards requests	405,000
<b>Approved 2018/19 budget to date</b>	<b>9,455,940</b>
Quarter 4 ongoing net changes	(116,970)
Quarter 4 carry forwards requests	338,100
Changes to approved budget options	nil
<b>General Fund Working Budget</b>	<b>9,677,070</b>

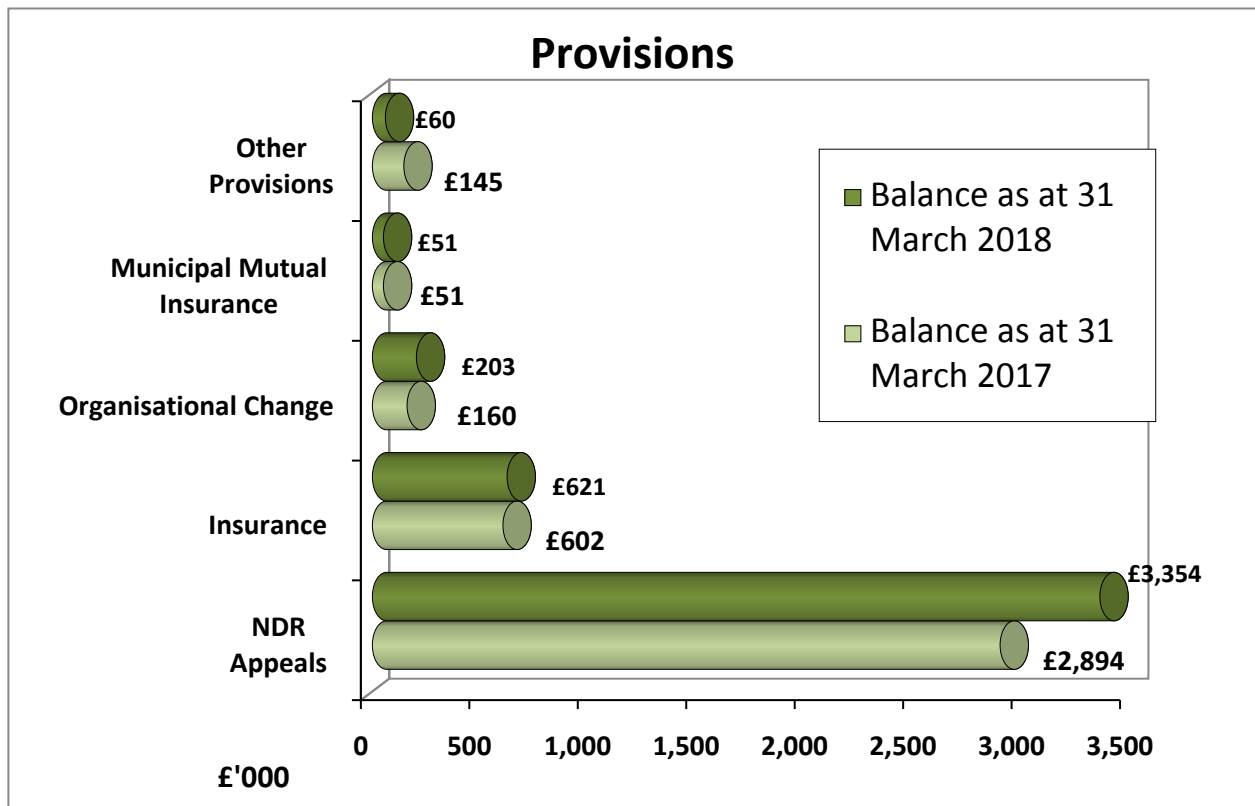
## 4.7 Balance Sheet 31 March 2018 year end Position

4.7.1 The Council's General Fund and HRA balance sheet is reviewed quarterly and reported annually in the Council's Statement of Accounts in its entirety. The following accounting adjustments were made to the balance sheet as at 31 March 2018.

4.7.2 **Bad Debt Provision** – The bad debt provision for the Council's debtors (excluding Council Tax and NDR) as at 31 March 2018 is £3,439,478. The specific bad debt provision for housing benefit overpayments accounts for most of this provision (90%), as detailed in the following chart.

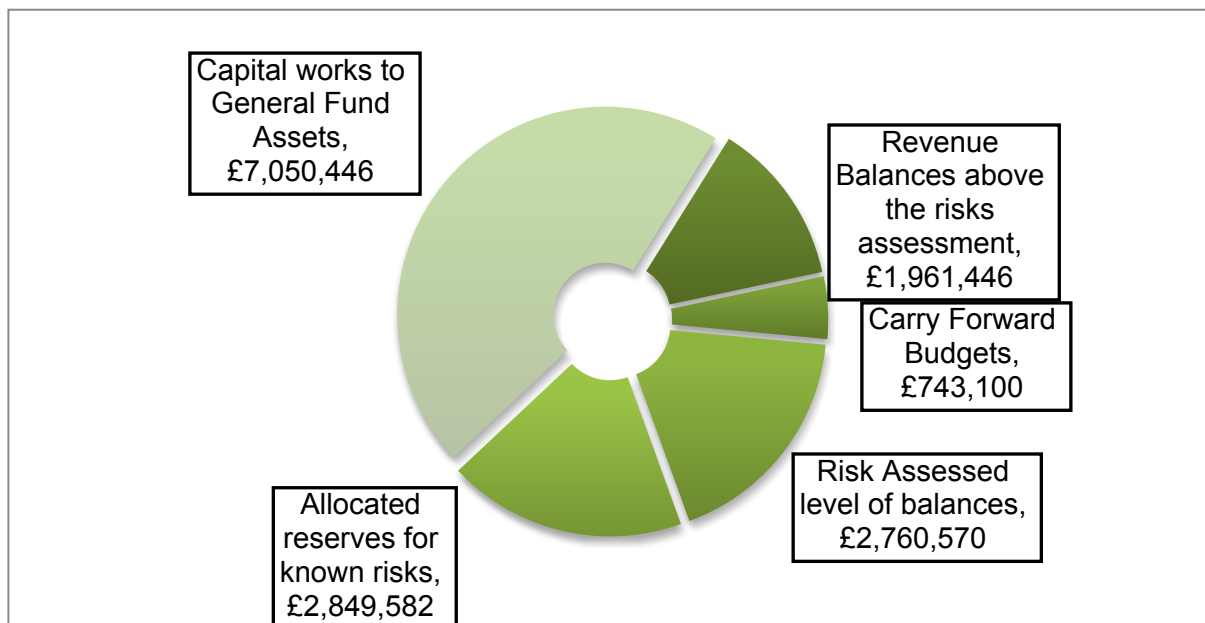


4.7.3 **Provisions** - As at the 31 March 2018 Council's total provisions (funded from the General Fund and HRA) were £4.289Million and these are shown in the chart below.

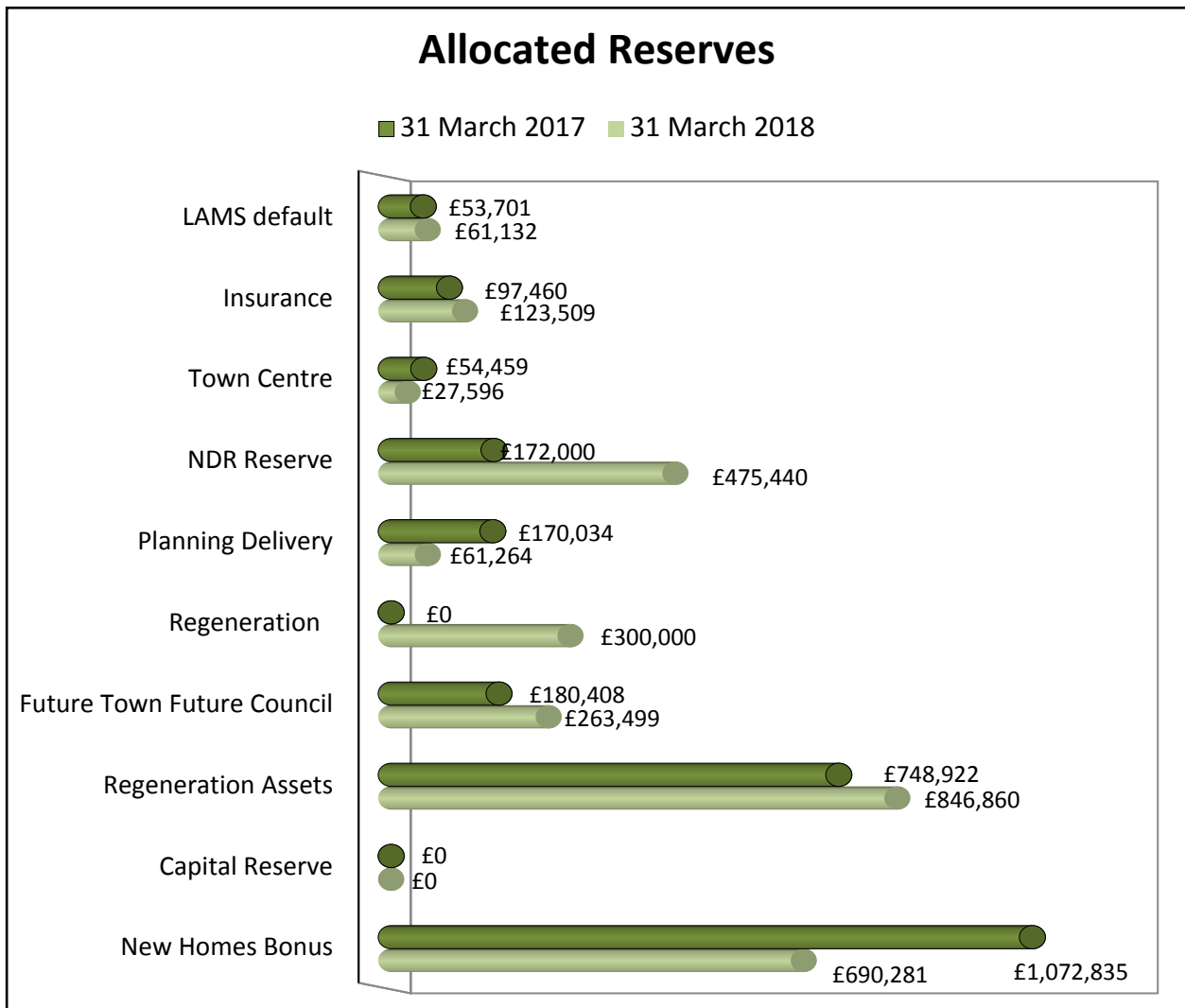


- **NDR Appeals (SBC share only)** – This provision has been made on the basis of expected outcome of business rate appeals outstanding with the Valuation Office Agency (VOA). If the appeal is successful the Council is responsible for the repayment of business rates to the business following the NDR reforms in 2013/14. The total provision for NDR appeals is £8.4M which SBC holds on behalf of HCC and central government.
- **Organisation Change-** This provision represents an assumption of costs associated as part of the business unit reviews being undertaken to shape the Council as part of Future Town Future Council. These costs are due to be paid in 2018/19 as a result of consultation started in 2017/18. In 2017/18 actual costs were lower (due to redeployment and staff leavers) than estimated and £91,000 was returned to balances.

4.7.4 **Usable reserves – General Fund** As at the 31 March 2018 the General Fund had **useable reserves of £15.365Million**, (£8.315Million for revenue purposes and £7.050Million for capital spend). The revenue balances include the General Fund balance of £5,465,117, and includes £743,100 of approved carry forward requests due to be spent in 2018/19). Of the capital resources £6.2Million is allocated to the 2018/19 General Fund capital strategy. The following pie chart details the General Fund usable reserves.



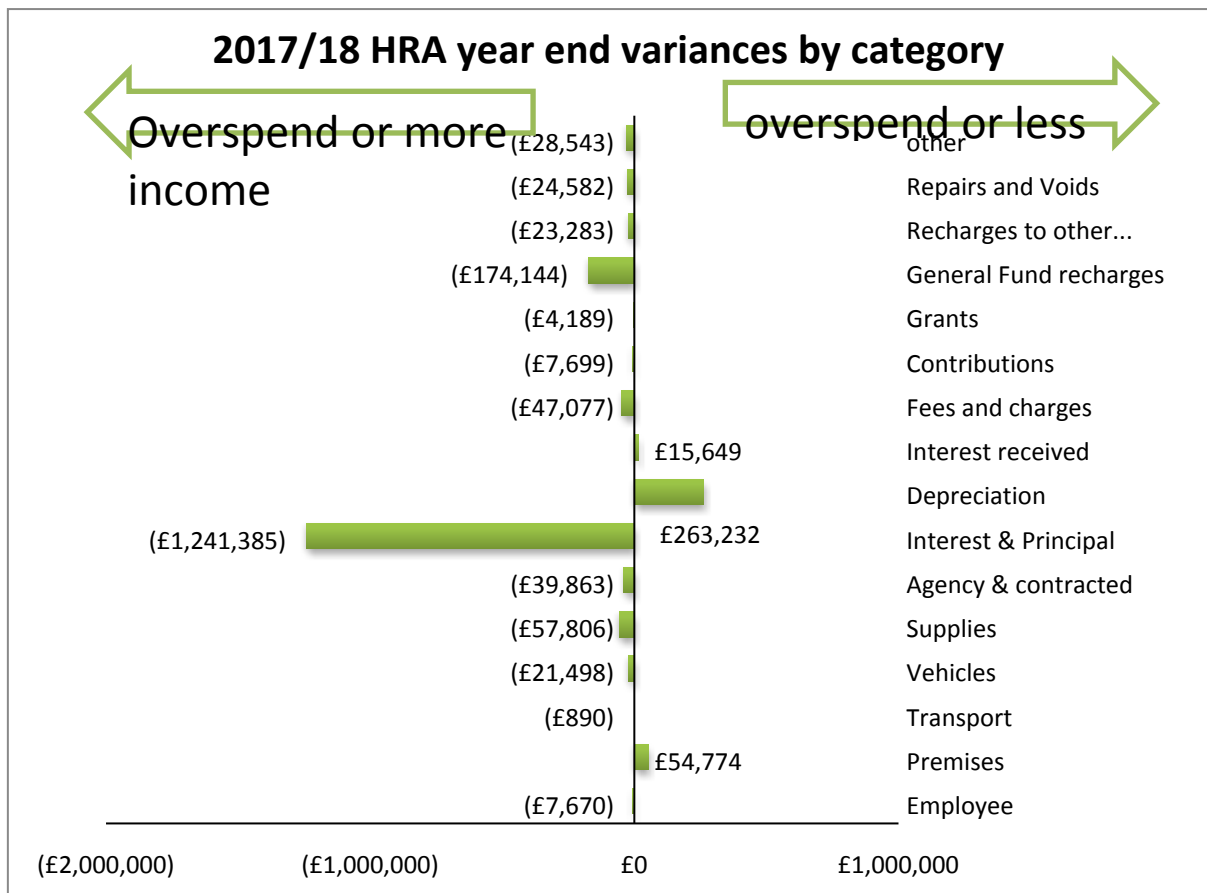
- 4.7.5 In addition the Medium Term Financial Strategy (MTFS) identifies that there is a need to draw down on balances in the next few years and does not anticipate a contribution to balances until 2022/23. In addition there is a requirement to find ongoing financial security options.
- 4.7.6 The General Fund also has reserves it can use to fund works to assets such as buildings and plant (capital). This money cannot be spent on revenue services and the majority of the cash resources have been allocated to specific capital projects. As at 31 March 2018 the General Fund had capital resources of £7,050,446 all of which is estimated to be spent by 2019/20.
- 4.7.7 **Allocated Reserves** - Some balances are 'ring fenced' and have been set aside for specific purposes. The total value of (revenue) allocated reserves available for the Council to spend as at 31 March 2018 is **£2,849,582**, (31 March 2017, £2,549,819). Reserve balances have increased by £299,763, however the majority of the allocated reserves has already been allocated to regeneration projects, new build projects and local planning costs.
- 4.7.8 The General Fund also has a specific reserve for capital projects funded from unbudgeted underspends at year end (£350,000). All of the capital reserve was used to finance part the 2017/18 General Fund capital programme.
- 4.7.9 A summary of the allocated reserves are shown in the following chart:



#### 4.8 Housing Revenue Account (HRA)

4.8.1 The 2017/18 outturn position on the HRA was an in year surplus of £4,365,093, an increase in surplus of £1,344,973 over the current working budget of £3,020,120 (surplus). However included in this total is a budgeted debt repayment of £1,241,000 scheduled for repayment on 31<sup>st</sup> March. Due to Easter bank holidays the physically payment was made on 3<sup>rd</sup> April and in accordance with treasury advice is recognised and accounted for in 2018/19 and not 2017/18.

4.8.2 Other HRA variances are shown in the chart below.



4.8.3 As part of 4<sup>th</sup> quarter monitoring carry forwards of £82,270 were identified and listed below.

Service Area	Reason for Carry Forward Request	Carry Forward to 2018/19
<b>Housing Revenue Account</b>		£
<b>Home Ownership Team</b>	HQN Service Charge Review Project - funds required to complete 18/19 work.	25,080
<b>Housing Transformation Project</b>	Required to complete 3 year project	42,690
<b>Housing Development</b>	Roll out of IT tablets to improve efficiencies	9,000
<b>Homelessness</b>	CCTV rewiring project at Wellfield Court started in 17/18 and is due to be completed in 18/19.	5,500
<b>TOTAL</b>		<b>82,270</b>

4.8.4 In addition ongoing efficiency savings of £7,000 were identified and will contribute towards the savings target required in the HRA business plan.

#### 4.9 2017/18 – HRA Out-turn Position

4.9.1 The 2017/18 outturn position on the HRA included in this report and its impact onre summarised in the table below.

HRA RESERVES	2017/18 Original Budget £	2017/18 Working Budget £	2017/18 Actual £	Variance to Working £
<b>HRA Balance 1 April</b>	<b>(19,749,571)</b>	<b>(19,749,571)</b>	<b>(19,749,571)</b>	
Net Budget	(2,790,940)	(3,020,120)	(4,365,093)	(1,344,973)
Net Contribution to balances	(2,790,940)	(3,020,120)	(4,365,093)	(1,344,973)
<b>HRA Balance 31 March</b>	<b>(22,540,511)</b>	<b>(22,769,691)</b>	<b>(24,114,664)</b>	<b>(1,344,973)</b>

4.9.2 The impact on the 2018/19 HRA budget is shown in the table below.

HRA NET BUDGET:	2018/19 Budget £
<b>Original Budget</b>	<b>2,756,630</b>
Quarter 3 approved net changes	nil
Quarter 3 carry forwards requests	217,870
<b>Approved 2018/19 budget to date</b>	<b>2,974,500</b>
Quarter 4 ongoing net changes	(7,000)
Quarter 4 carry forwards requests (para 4.8.3)	82,270
Quarter 4 one year only (debt repayment)	1,241,000
Changes to approved 2018/19 budget options	nil
<b>HRA Working Budget</b>	<b>4,290,770</b>

4.9.3 These changes will be incorporated into the updated HRA Business Plan to be presented to the September Executive.

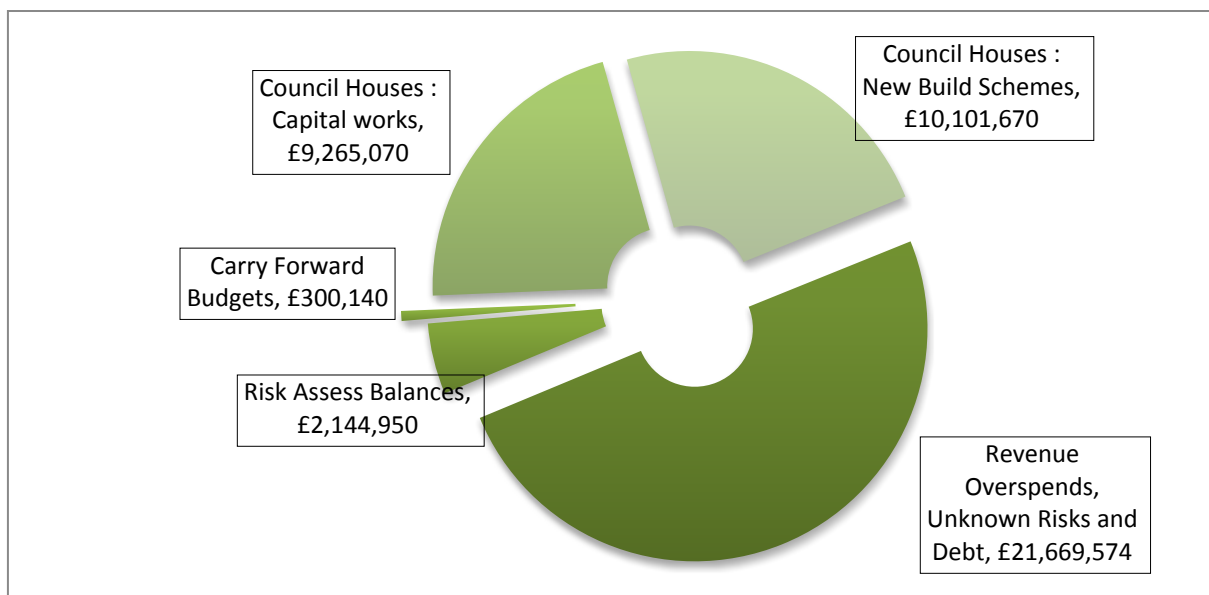
#### 4.10 Usable reserves – Housing Revenue Account

4.10.1 The Reserves which can be used to support Housing Revenue Account (HRA) total £42,937,152, of which £10,101,670 has restricted use and can only be used to fund the provision of new social housing. The Council must match fund 70% of any project and spend the money within three years. If un-spent the receipt must be returned to government plus interest (calculated at 4% above base rate).

4.10.2 The level of HRA balances/revenue reserves risk assessed for 2018/19 is £2,144,950 - with the remainder available to cover future debt repayments and unforeseen risks including carry forward requests of £491,590 and debt repayment (£1,241,000) made 3<sup>rd</sup> April 2018.



4.10.3 Usable HRA balances are shown in the following pie chart.



#### 4.11 Investments and Loans

4.11.1 Council's actual **investments** as at year end were **£62.38Million** (31 March 2018 cash balance forecast was £61.4Million), £4.785Million higher than the £57.595Million held at 31 March 2017. Included in year end balances is the HRA debt repayment of £1.25Million paid on the 3 April. The Council's investment portfolio is detailed in appendix A.

4.11.2 The cash balances held by the Council relate to the provisions held (including those held for the collection funds), capital receipts (for which some have restrictions over their use and may have to be returned), and timing issues between when the council receives the money and when it is to be paid out.

4.11.3 The Council took additional borrowing of £1.756Million in 2017/18 to part fund the General Fund capital programme and £0.263M was repaid. The HRA took no new borrowing but repaid £2.5M. As at the 31 March 2018 the Council had loans of £208.487Million of which £207.171million are with the Public Works Loan Board (PWLb).

### 5. IMPLICATIONS

#### 5.1 Financial Implications

5.1.1 This report is financial in nature and consequently financial implications are included above.

#### 5.2 Legal Implications

None identified at this time.

#### 5.3 Risk Implications

5.3.1 A risk based assessment of General Fund balances is undertaken and reported to Council as part of the General Fund Budget setting process. The required level of 2018/19 General Fund balances were calculated at a minimum level of balances of

£2,760,570 should be maintained, whilst the uncertainty around further Government funding remains high. This report forecasts General Fund balances in excess of this and these projections have been included in the Council's updated Medium Term Financial Strategy to be reported to Members at the September 2018 Executive.

5.3.2 The HRA balances are higher than the minimum level of balances required for the year (£2,144,950). However Members should remember that the Business Plan showed a significant reduction in HRA reserves over the next few years resulting in a need to make reductions in the HRA capital programme. The identified need to refinance £3.5Million has been deferred from 2017/18 and may be taken in 2018/19. There are forecast minimum balances in 2021/22-2022/23 and there are still significant risks facing the HRA.

#### 5.4 **Policy Implications**

The budget framework represents a development of a policy led budgeting approach across Council services and the overall Medium Term Financial Strategy.

#### 5.5 **Equalities and Diversity Implications**

This report is of a technical nature reflecting the actual spend for the year for the General Fund and HRA. The identified ongoing budget changes reported have arisen through efficiencies and do not change any existing equalities and diversity policies, nor will they impact on any groups covered by statutory equalities duties.

### **BACKGROUND DOCUMENTS**

- BD1 - 3rd Quarterly monitoring report General Fund and Housing Revenue Account
- BD2 - 2018/2019 Council Tax and General Fund Budget

### **APPENDICES**

- Appendix A - Investment and Loans Portfolio

**Meeting:** EXECUTIVE

**Agenda Item:**

Portfolio Area: Resources

**Date:** 11 JULY 2018



## **2017/18 CAPITAL EXPENDITURE OUTTURN KEY DECISION**

Author – Yamini Krishnan Ext 2752  
Contributors- Lee Busby Ext 2730  
Lead Officer – Clare Fletcher Ext 2933  
Contact Officer – Clare Fletcher Ext 2933

### **1. PURPOSE**

- 1.1 To update Members on the outturn position on the 2017/18 capital programme including the resources used to fund the total capital expenditure.
- 1.2 To update Members on the Council's Capital Strategy and any changes to the 2018/19 and future year's capital programme.
- 1.3 To update Members on the actual 2017/18 Minimum Revenue Provision (MRP) and the MRP for 2018/19.
- 1.4 To update Members on the resources available to fund the Capital Strategy.
- 1.5 To approve any appropriations between General Fund and Housing Revenue Account.

### **2. RECOMMENDATIONS**

- 2.1 That the 2017/18 General Fund capital expenditure outturn of £9,013,305 be noted, (subject to the completion of the 2017/18 external audit of accounts).
- 2.2 That the 2017/18 HRA capital expenditure outturn of £17,022,272 be noted (subject to the completion of the 2017/18 external audit of accounts).
- 2.3 That the funding applied to the 2017/18 General Fund capital programme be approved as summarised in paragraph 4.2.4.
- 2.4 That the funding applied to the 2017/18 HRA capital programme be approved as summarised in paragraph 4.5.1.

- 2.5 That the 2018/19 General Fund capital programme net changes of £701,875 reduction and slippage from 2017/18 of £11,726,975 (£10.6M on two schemes as detailed in para 4.1.1) be approved as summarised in paragraph 4.3.4 and as detailed in Appendix A to this report.
- 2.6 That the 2018/19 HRA capital programme net changes of £568,020 slippage from 2017/18 and £8,694,850 re-profiled into 2019/20 be approved as summarised in paragraph 4.6.1 and detailed in Appendix B to this report.
- 2.7 The appropriation of 29 Shephall Way (valued at £247,500) in 2017/18 and Symonds Green (valued at £444,550) in 2018/19 from General Fund to Housing Revenue Account as detailed in Para 4.7.3 be approved.

### 3. BACKGROUND

- 3.1 The 2017/18 capital programme was last approved by Members at the March Executive as part of the 3<sup>rd</sup> quarter monitoring report. At March Executive the 2017/18 revised General Fund capital programme was projected to be £20,663,160 and the 2017/18 revised HRA capital programme was projected to be £17,525,250 a total of £38,188,410.
- 3.2 The 2017/18 outturn position included in this report is subject to external audit by 26 July 2018 and there may be changes as a result of any audit findings. The audited accounts will be presented to the Audit and Statement of Accounts Committees on the 26 July 2018.

### 4. REASONS FOR RECOMMENDED COURSE OF ACTION AND OTHER OPTIONS

#### 4.1 2017/18 GENERAL FUND CAPITAL PROGRAMME

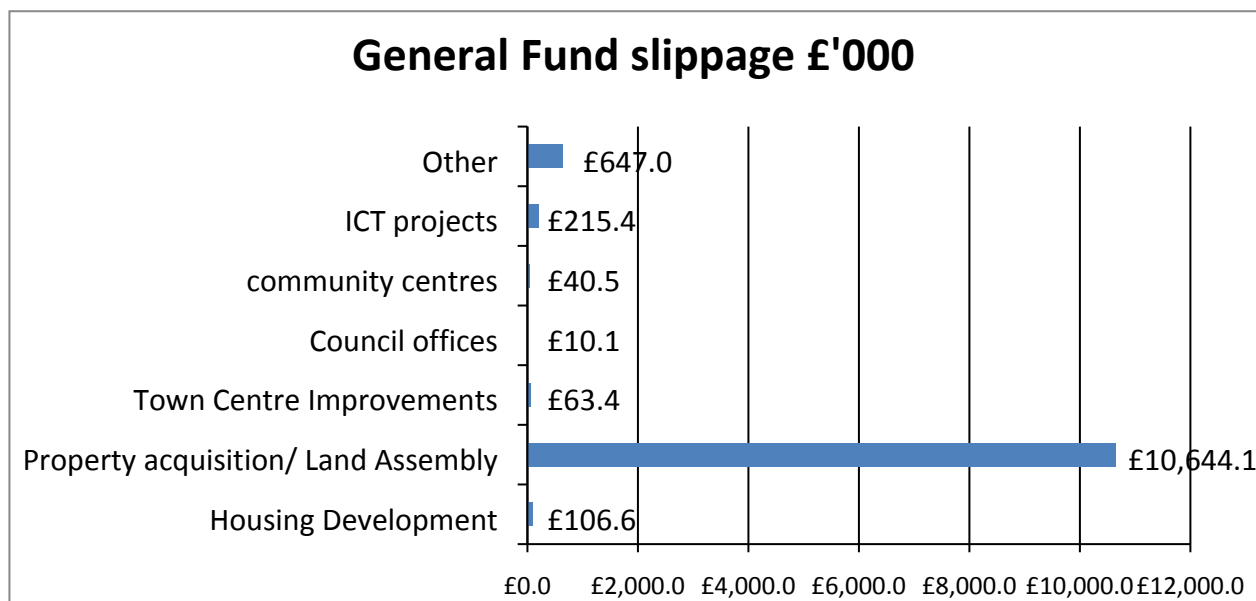
- 4.1.1 The actual outturn for General Fund capital expenditure was £11,649,855 lower than that estimated in the March 2018 Executive. The main reasons for this being:
- Anticipated site assembly costs of £3M for SG1 did not materialise in 4th quarter, timing and site selection has been re-profiled to 2018/19.
  - The approved fund for the commercial property portfolio of the Council's Financial Security priority, one site has been purchased, but another site was not pursued, as the change in the tenants at the site meant it no longer met the Council's criteria. This has resulted in a further slippage of £7.6M.

Appendix A shows slippage by scheme which is also summarised in the table below:

General Fund - Schemes	Q3 Revised Budget £	2017-18 Actuals £	(Under) / Overspend £	Slippage to 2018-19 £
Stevenage Direct Services	1,451,860	1,382,246	(69,614)	67,575
Housing Development	2,512,230	2,405,610	(106,620)	106,620
Finance and Estates	10,149,040	2,117,544	(8,031,496)	8,044,270

General Fund - Schemes	Q3 Revised Budget £	2017-18 Actuals £	(Under) / Overspend £	Slippage to 2018-19 £
Corporate projects, Customer Service & Technology	440,200	267,879	(172,321)	215,360
Housing and Investment	1,531,440	1,474,647	(56,793)	57,440
Regeneration	3,573,810	504,490	(3,069,320)	3,063,400
Communities and Neighbourhoods	213,270	180,523	(32,747)	40,510
Planning and Regulatory	791,310	680,366	(110,944)	131,800
<b>TOTAL</b>	<b>20,663,160</b>	<b>9,013,305</b>	<b>(11,649,855)</b>	<b>11,726,975</b>

4.1.2 The General Fund slippage is summarised by spend type in the following chart. Out of total expenditure, slipped into 2018/19, 91% relates to “Site Assembly” for regeneration and economic development purposes (as detailed in para 4.1.1).



## 4.2 2017/18 GENERAL FUND CAPITAL RESOURCES

4.2.1 The actual General Fund capital receipts realised in 2017/18 was £1,100,581 compared to budgeted receipts of £1,012,515 an increase of £88,066. The projected receipts for 2018/19 are anticipated to be £71,000 higher.

4.2.2 The Council has a statutory requirement to make a General Fund Minimum Revenue Provision (MRP) to reflect the cost of borrowing over the life of the assets funded through borrowing. The Council’s MRP policy is approved with the Treasury Management strategy in February and is applicable regardless of whether physical borrowing has taken place. The MRP charge to the General Fund calculated for 2017/18 remains unchanged at £654,370.

4.2.3 The capital programme also uses grants and contributions from Government and third parties such as developers in the form of S106 agreements. Most of this income is linked to specific projects and cannot support an unrelated scheme in the capital

programme. The current capital strategy contains S106 monies that have been earmarked to support current and future capital schemes.

4.2.4 The resources used and available to fund future capital expenditure are summarised in the following table:

General Fund Resources	Brought forward	Received in Year £	Used in Year £	Available to Fund Future Year Expenditure £
Usable Capital Receipts	(5,898,620)	(1,100,581)	1,210,423	(5,788,778)
Usable Capital receipts - GF LA share allocation	(939,071)	(353,531)	1,292,602	0
One for One Receipts-spent on General Fund schemes		(2,405,610)	2,405,610	0
Section 106 Receipts	(262,485)	(338,841)	8,542	(592,784)
Grant and Other Contributions General Fund	(135,965)	(2,182,118)	595,305	(1,722,778)
Capital reserve (incl. New Homes Bonus)		(1,715,921)	1,715,921	0
Revenue Contributions		(28,952)	28,952	0
Prudential borrowing		(1,755,950)	1,755,950	0
<b>Total</b>	<b>(7,236,141)</b>	<b>(9,881,504)</b>	<b>9,013,305</b>	<b>(8,104,340)</b>

Numbers in brackets ( ) =available funds/funds received in year, Positive numbers = spent in year

### 4.3 GENERAL FUND CAPITAL EXPENDITURE 2018/19

4.3.1 Members approved the 2018/19 General Fund capital programme totalling £21,780,410 at the March Executive. This report identifies an increase in the budget by £11,025,100 to £32,805,510, recommended for approval.

4.3.2 **Slippage** - The 2018/19 programme has increased by £11,025,100 (net) mainly due to slippage from 2017/18 of £11,726,975 (See table under 4.1.1 and chart under 4.1.2). A further slippage of £ 350,000 from 2018/19 to 2019/20 has been identified for Ditchmore Lane (Conversion of existing building to new homes). Having obtained the planning permission for all three dwellings at Ditchmore Lane, it is now possible to procure a contract to develop these properties to ensure Value for Money and also consistency in design and quality.

4.3.3 **Increase/virement in expenditure** funded from the deferred works budget and revenue contributions are proposed as detailed below:

- Boiler upgrade/replacement at Springfield House (£16,000) and Timebridge Community Centre (£98,000) recommend funding from “Deferred Works” budget.
- CCTV cameras en-route to Multi Storey Car Park (£10,000) recommend funding from “Deferred Works” budget.

- Purchase of new rowing and pedalo boats at Fairland Valley Park - £23,000  
As part of the Financial Security option officers have worked with SLL looking at opportunities to increase usage of the Fairlands valley lake facilities. It has been proposed to introduce boats onto the lake on a “pay and play” basis this summer, including Sundays. SLL have costed the revenue implications for this and have sourced boats. Given the remaining length of the contract, it is recommended that SBC make the capital investment. This initial investment will be funded from revenue savings from the SLL contract in 2018/19.

4.3.4 The changes to the 2018/19 budget are summarised in the table below:

General Fund - Schemes budget changes and impact on 2018/19	Spend re-profiled from 2017/18	Budget increases	Budget reductions	Spend re-profiled to 2019/20	Total
Stevenage Direct Services	67,575		(284,875)		(217,300)
Housing Development	106,620			(350,000)	(243,380)
Housing and Investment (Boiler upgrade- Springfield & Timebridge)	57,440	114,000			171,440
Finance and Estates	8,044,270		(124,000)		7,920,270
Corporate Projects, Customer Service, IT	215,360				215,360
Regeneration	3,063,400				3,063,400
Community & Neighbourhoods	40,510	23,000			63,510
Planning and Regulatory(incl. Disabled facilities grant)	131,800	10,000	(90,000)		51,800
<b>TOTAL GENERAL FUND IMPACTS 2018/19</b>	<b>11,726,975</b>	<b>147,000</b>	<b>(498,875)</b>	<b>(350,000)</b>	<b>11,025,100</b>

4.3.5 **Decrease in expenditure-** The 2018/19 General Fund budget has decreased by £498,875 (net). Capital Expenditure for disabled facilities grants has decreased in 2018/19 by £90,000. One of the reasons for this is that from April 2018, Hertfordshire Home Improvement Agency (HIA) administers all new DFG applications on behalf of SBC. The revised budget reflects the commitments that are currently approved under existing grant applications. Any funding received during 2018/19 over and above the requirement will be passed to HIA to facilitate grant awards in Stevenage.

4.3.6 The capital programme for vehicles and plant replacement (Stevenage Direct Services SDS) budget has been reviewed and re profiled for the next four years which has resulted in a reduction of £284,875 in 2018/19. The overall savings identified over five years is £1,047,600. This is based on a review of the service requirement and specification changes to the vehicles, and not as a result of keeping vehicles for a longer period of time.

#### 4.4 HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME

4.4.1 The actual outturn for 2017/18 HRA capital spend is £502,978 lower than that estimated at the March 2017 Executive. The main reason for this is slippage of £568,020 on certain Housing development schemes and IT spend which were due to be spent in the final quarter. The following table identifies the areas of slippage.

Housing Revenue Account	Q3 Approved Budget	Actuals 2017/18	(Underspend) / Overspend	Slippage to 2018-19
	£	£	£	£
New Build and Housing acquisitions	4,841,630	4,560,227	(281,403)	281,350
Major Works	12,132,350	12,178,736	46,386	
Special Projects & Equipment	173,740	47,853	(125,887)	129,570
IT Including Digital Agenda	377,530	235,456	(142,074)	157,100
<b>TOTAL</b>	<b>17,525,250</b>	<b>17,022,272</b>	<b>(502,978)</b>	<b>568,020</b>

4.4.2 In 2017/18 the Major works programme has delivered 420 roof replacements, 649 window replacements, 696 door replacements and 666 insulation improvements such as external wall insulation, cavity wall insulation and loft insulation. Further capital improvement works were carried out internally to properties including 203 boiler replacements, 39 electrical rewires, 81 kitchen replacements and 62 bathroom replacements.

4.4.3 Slippage from the ICT budget relates to various underspends within IT budgets that are both corporate and HRA specific that are being consolidated and utilised to support delivery of new technologies such as Document Management, online services for tenants, and mobile working solutions within the Housing service. It will also be used to fund the HRA contribution to corporate schemes to improve the overall resilience and security of IT services.

4.4.4 As part of the new build and acquisitions programme, five schemes were progressed at the following sites in 2017/18: Archer Road, Vincent Court, Ditchmore Lane, Twin Foxes and March Hare. Of these, 22 homes at Archer Road, and four homes at Vincent Court were completed and delivered. In addition eight properties were bought on the open market providing 34 new homes in total.

4.4.3 The number of properties, where works have been carried out to the property to bring the property up to the decent homes standard (the standard by which each element i.e. kitchen, bathroom, electrics, windows, roof etc. whose condition is measured) in 2017/18 was 660, which exceeded the target of 642.



## 4.5 HOUSING REVENUE ACCOUNT CAPITAL RESOURCES

4.5.1 The value of resources available, (including capital receipts) to support the future capital programme (as at 31 March 2018) is £19,366,740. The resources are summarised in the following table:

Housing Revenue Account Resources	Brought Forward	Received in Year	Used in Year	Available to Fund Future Year Expenditure
	£	£	£	£
Major Repairs Reserve (Depreciation)- includes refund of buyback previously taken from MRR	(4,507,777)	(11,696,665)	6,940,063	(9,264,379)
Usable Capital Receipts	(7,776,126)	(794,485)	8,569,922	(689)
One for One Receipts for HRA	(10,903,677)	(516,166)	1,318,173	(10,101,670)
S20 and Other contributions		(52,439)	52,439	
Revenue contributions		(60,230)	60,230	
S106 Contributions	(81,445)		81,445	
<b>TOTAL</b>	<b>(23,269,025)</b>	<b>(13,119,985)</b>	<b>17,022,272</b>	<b>(19,366,738)</b>

Numbers in brackets ( ) =available funds/funds received in year, Positive numbers = spent in year

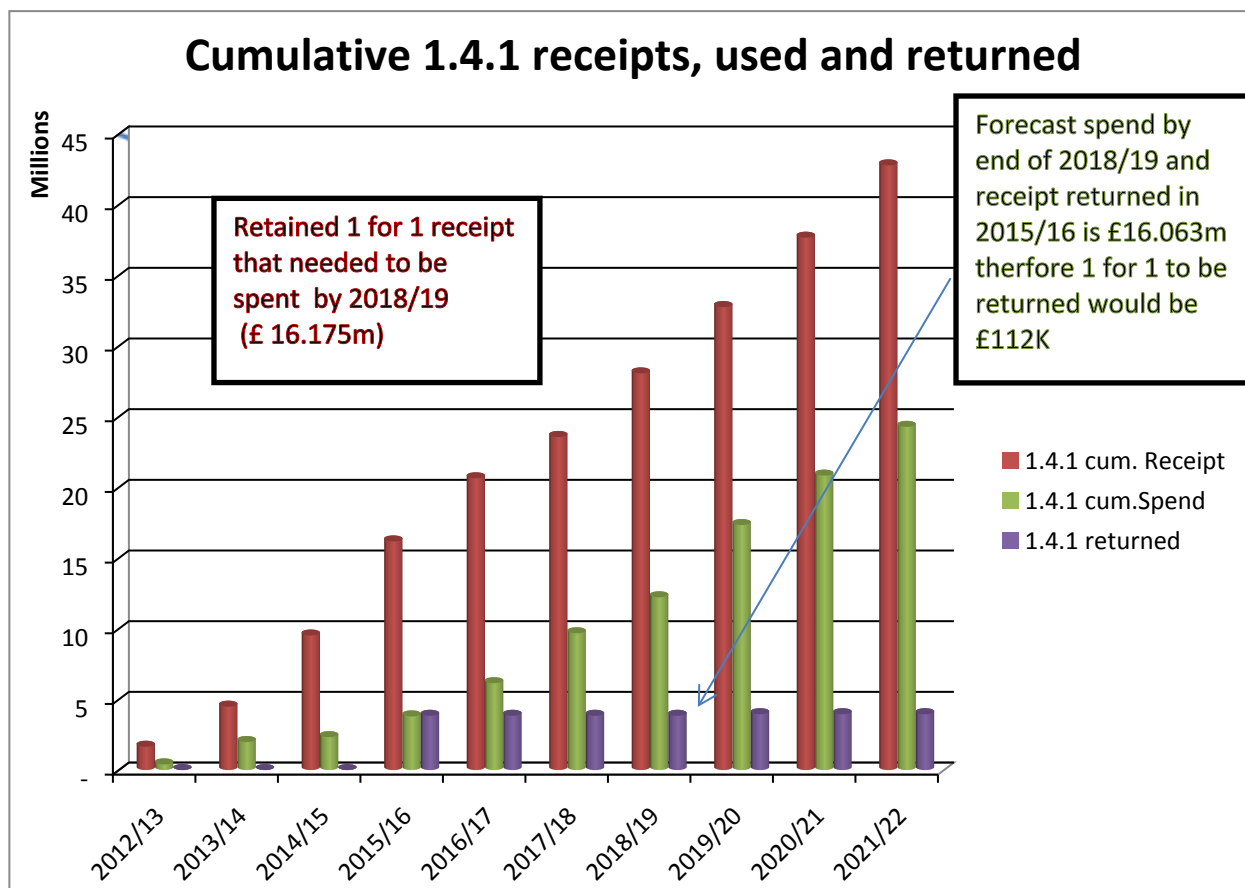
4.5.2 There were 37 homes sold under Right to Buy (RTB) during 2017/18, one exempt from pooling. The resulting HRA gross capital receipt was £4,903,902, and the allocation of this receipt including the pooling payment to the government is shown in the table below.

Housing Revenue Account - 2017/18 Right to buy sales		
	£	£
Sale Proceeds 37 sales		4,903,902
RTB discounts repaid in year subject to pooling		93,831
<b>Total Gross proceeds</b>		<b>4,997,733</b>
less admin fee		(46,800)
Less pooling payment to Government		(860,534)
<b>Net proceeds</b>		<b>4,090,399</b>
Net proceeds allocated as follows:		
LA share	353,531	
1 for 1 receipt	2,947,855	
One New Build property sold (exempt from pooling )	136,002	
Debt receipts	653,010	
		<b>4,090,399</b>

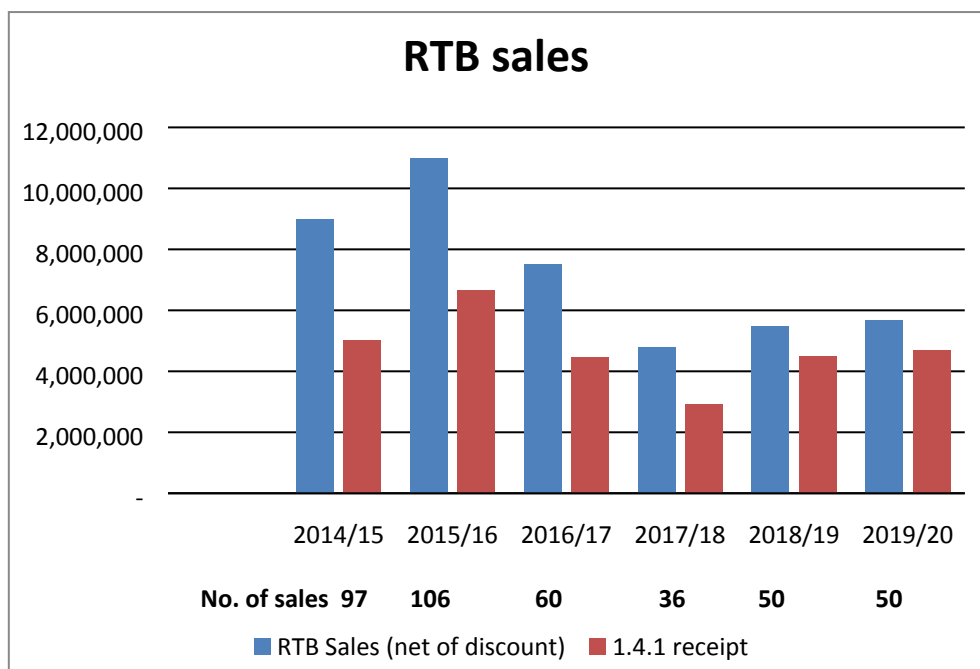
4.5.3 The HRA RTB receipts used in year to finance the capital works was £9,888,095 leaving a balance of £10,101,670 which is the balance of one for one receipt available to fund 30% of the future new build schemes. As Members are aware there is a three year deadline to spend these receipts and if un-spent the receipt must be returned to government plus interest (calculated at 4% above base rate).

4.5.4 Due to the lead times for these new build schemes which include finding suitable residential development sites, grant of planning permission, procurement and build, achieving the three year deadline is becoming more challenging. Officers have reviewed the projected spend and the opportunities to support local social housing providers in return for nomination rights so that one for one receipts can be utilised where ever possible. The revised programme as outlined in paragraph 4.6.1 now means that receipts (£112,000 plus interest) are forecast to be handed back in Quarter 4 of 2018/19. However this may change during the year if there are further changes in the spend profile. The officers will look to mitigate the risk/loss of handing any receipts back to the government.

The chart below shows the actual and estimated (cumulative) one for one receipt including returned receipts to the government.



4.5.5 The trend on RTB sales have been showing signs of slowdown, which means that there is less 1.4.1 receipts now available for spend .As shown in the chart below, the RTB sales peaked during 2014/15 and 2015/16, which meant that the Council needed to spend a high proportion on eligible capital schemes from 1.4.1 receipts retained from these receipts in 2017/18 and 2018/19.



4.5.6 In the first quarter of 2018/19, eight Right to buy sales were completed generating one for one receipts of £1,046,400. Officers will continue to monitor these receipts considering development opportunities available and interest payments that may become due. Should a receipt be held for the three years and remain unspent the interest payment would be approximately £143,800 on a £1 Million receipt (assuming bank base rate remains unchanged at 0.50%)

#### 4.6 HOUSING REVENUE ACCOUNT CAPITAL EXPENDITURE 2018/19

4.6.1 Members approved the 2018/19 Housing Revenue Account capital programme totalling £31,354,630 at the March Executive. This report identifies a net decrease in the budget by £8,126,830 to £23,227,800. The changes to the 2018/19 budget are summarised in the table below:

Housing Revenue Account - Budget changes and impact on 2018/19	Approved budget (March Executive)	Slippage from 2017-18	Spend re-profiled to 2019/20 and beyond	Total
New Build Schemes	15,327,630	281,350	(8,694,850)	6,914,130
Other Major Works	14,419,530			14,419,530
HRA ICT and Equipment	1,607,470	286,670	0	1,894,140
<b>TOTAL HRA IMPACTS 2017/18</b>	<b>31,354,630</b>	<b>568,020</b>	<b>(8,694,850)</b>	<b>23,227,800</b>

4.6.2 The slippage of £8,694,850 is a result of the revised projections for planning and delivery works.

## 4.7 Property Appropriations between General Fund and HRA

4.7.1 Assets may be transferred between General Fund and Housing Revenue Account to allow the most appropriate use of these assets. For example a former underused general fund asset could be redeveloped for new HRA properties. However in doing so no capital receipt is gained for the Council. The value of the land swap is recognised in the capital financing requirement (CFR) for each fund (ie the level of indebtedness of each fund), while overall the Council's CFR remains unchanged.

4.7.2 An appropriation from the General Fund to the HRA results in

- i) an increase in the HRA's CFR and so a reduction in the headroom below the debt cap (effectively reducing the amount of new borrowing the HRA could take
- ii) a decrease in the General Fund's CFR
- iii) the loss of a capital receipt and/or rental for the asset transferred to the HRA.

4.7.3 Appropriation between the funds needs Member approval and as such officers are seeking approval for the following assets to be transferred from GF to the HRA:

Year	General Fund Asset	Reason	Approximate transfer value
2017/18	29 Shephall Way (former Doctors' surgery became vacant when surgery relocated to new site	Redevelopment site for new HRA properties	£247,500
2018/19	Symonds Green Annexe (vacant site and on General Fund disposal list)	Redevelopment site for new HRA properties	£444,550

## 5. IMPLICATIONS

### 5.1 Financial Implications

5.1.1 This report is financial in nature and consequently financial implications are included in the above.

### 5.2 Legal Implications

5.2.1 None identified at this time.

### 5.3 Policy Implications

5.3.1 The approval of the revised budget framework includes a link for the Council's service planning requirements to ensure service priorities are identified. In addition the budget framework represents a development of a policy led budgeting approach across Council services and the overall Capital Strategy.

## **5.4 Equality and Diversity Implications**

5.4.1 *This report is of a technical nature reflecting the projected spend for the General Fund and HRA capital programme.*

## **5.5 Risk Implications**

5.5.1 The significant risks associated with the capital strategy are largely inherent within this report.

5.5.2 If the HRA procurement of contracts is delayed it could lead to works not being completed to the current profile.

5.5.3 A significant risk exists that works deferred due to lack of funding become urgent in year, requiring completion on grounds of health and safety. A reasonable assessment has been made in the prioritisation process to try to keep this risk to a minimum. However, it cannot be forecast fully.

5.5.4 There is a risk in achieving the level of qualifying HRA spend to fully utilise retained one for one receipts. Should qualifying schemes slip or new schemes fail to be developed the three year deadline for spending these receipts will not be met and will have to be returned to the Government plus interest (base rate plus 4%). The current new build programme has a number of schemes where development sites have yet to be identified. In addition it includes sums set aside for open market acquisitions and buy backs which are dependent on suitable properties coming onto the market. Should the new schemes and/or purchases slip or fail to be delivered there is a risk that one for one receipts will have to be returned and interest payments made. It is estimated that with the slippage already identified in this report (para 4.6.1 & 4.6.2) for the current programme (open market acquisitions and new schemes), £112,000 would need to be repaid (as it exceeded 3 year timescale) in Q4 2018/19 with associated interest costs estimated at £16,000 – the next repayment would be due in 2022/23 quarter 1.

5.5.5 There are risks around achieving the level of disposals budgeted for. The estimated dates of receipts very much rely on a series of steps being successful at estimated dates. The level of receipts for the General Fund is a significant source of funding for its capital programme. The Council manages this risk by reviewing and updating the Strategy quarterly, including resources where a sale is likely to complete. This will enable action to be taken where a receipt looks doubtful.

## **BACKGROUND DOCUMENTS**

- BD1 - Capital Strategy Update January 2018 (Executive)
- BD2 - Capital Strategy February 2018 (Council)
- BD3 - Capital Strategy March 2018 (Executive)

## **APPENDIX**

- A - General Fund Capital Programme
- B - HRA Capital Programme

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## HOUSING MANAGEMENT ADVISORY BOARD PERFORMANCE REPORT, QUARTER 4, 2017/18

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**Subject: Performance Management**

**Date: 19 July 2018**

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### For Information

**Author(s): Anja Brueckner (Housing Performance Manager)**

**Contributors: Elaine Wright (Corporate Performance and Improvement Manager), Chloe Norton (Corporate Performance and Improvement Officer), All Housing Service and Repairs & Voids Managers**

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### Action Required:

To note performance against the Housing Service Key Performance Indicators at the end of Quarter 4 (2017/18); and to note actions to be taken to improve service outcomes, where performance is below expectations.

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### SUMMARY:

This report provides a summary of the housing performance information at the end of March 2018.

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.

At the Housing Management Advisory Board (HMAB) of the 22 February, a new format of reporting was agreed that standardises the information being provided with the nature of performance insight being provided to senior management regarding corporate performance measures (that informs the Executive Performance Report)

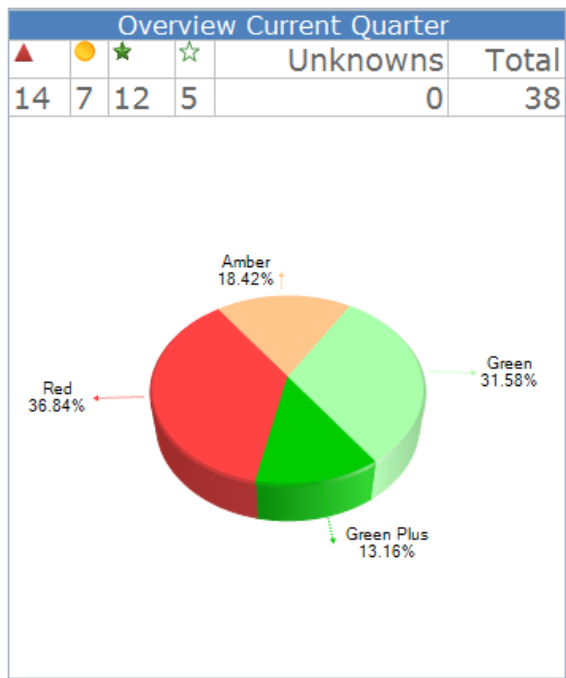
Reporting is provided using the Council's corporate business insight system 'InPhase'. A corporate colour scheme has been applied to the system (blue) and is used across all reports. All current housing performance measures have now been established in the system and initial reporting pages prepared as summarised below. Further enhancements, such as the preparation of page per measure reports for measures currently at green or green plus status, will be established for the next performance report (16 August).

- Measures established in the system with historic data – Anja Brueckner/ Chloe Norton
- Data entry pages for responsible data owners – Anja Brueckner/ Chloe Norton
- Initial page per measure reports (focus Red/Amber status measures) – Elaine Wright
- Initial overview report pages (trends/ status pie charts) – Elaine Wright/Chloe Norton

The Assistant Director Housing and Investment determined the measure themes to be reported. There are 38 measures which are grouped into five themes:

- Customer Service
- Income/ Spend
- Compliance
- Homelessness and Housing Support
- Repairs and Voids

At the end of March 2018, of 38 performance measures, 5 were green plus, 12 were green, 7 were amber and 14 were red. For one red measure, the data provided is an estimate (see details below).



**Appendix 1** identifies the trend of performance over the last five quarters for the complete housing performance measure set reported.

**Appendix 2** is an exceptions report that provides more detailed performance information for all red / amber status measures, together with any actions proposed to improve service outcomes, where performance is below expectations.

As advised Housing Management Advisory Board (HMAB) of the 22 February, the performance information provided will be supported through the presentation of performance using the corporate business insight system, 'InPhase'.

Further to a discussion at SLT, the tolerance levels for the RAG rating for the following measures have been reviewed and amended to give a more realistic position of the performance:

- Average re-let time - General Needs standard:
  - Red is more than 7% below target
  - Amber is from 3% below target to 7% below target
  - Green is 3% below target to 5% above target
  - Green Plus is more than 5% above target
  
- Average end to end repairs time:
  - Red is more than 20% below target
  - Amber is from 0.01% below target to 20% below target
  - Green is 0.01% below target to 10% above target
  - Green Plus is more than 10% above target

**Performance Highlights and areas for improvement**

This section provides an overview of the achievements in 2017/18, but also highlights some areas for performance improvement.



## Achievements:

- The Tenancy and Income Team collected 98.9% of the rent due, exceeding the annual target of 98.8%.
- The Current Tenant Rent Arrears at the end of 2017/18 amounted to 0.76% of the rent debit, the lowest percentage in 6 years.
- The number of evictions dropped from 26 in 2016/17 to 17 in 2017/18
- The Leasehold Team collected all charges for major works carried out to Leasehold properties which were due for collection in 2017/18
- At the end of March, only 46 households were living in temporary accommodation whilst waiting to move into permanent accommodation. This represents a drop of 46% compared to the previous quarter and a decrease of 58% compared to the same time in the previous year.

## Areas for improvement:

### Customer Focus – Complaints

One aim of the housing transformation programme 'Housing all under one roof' (HAUOR) is to enhance the customer experience. A customer care programme is being developed to improve the quality of complaint responses. An external provider will provide customer care training to Housing staff as part of their personal development plan later in the year.

### Repairs

In comparison to last year we have seen an improvement on 'Time taken to complete repair from time of reporting'. There are reviews taking place to improve service over all.

### Voids

On a positive note, a purge on active voids in quarter 4 resulted in an increase in the number of lettings and an improvement in the re-let times for general needs standard voids. However, the re-let time for sheltered voids continues to be adversely affected by the letting of long standing voids. The R&V improvement programme will now focus on elements such as a review of unit costs for repairs and voids and incorporate any new projects deemed necessary. The ultimate aim of the improvement programme is to ensure that the R&V function is operating successfully and serving its customers well which will help enable it to take on further work when deemed appropriate in due course.

### Homelessness prevention

Data for quarter 4 is based on a manual log by officers and hence an estimate as the new Northgate Housing Advice module currently has no reporting facility for this performance information. It is anticipated that this will be resolved by the end of the next quarter (Housing Management Advisory Board 16 August). Performance in quarter 4 was affected by

- Staffing issues with 6 members of the team leaving including both service managers and 4 agency staff who were covering frontline Housing Advice Officers posts
- Preparation for the Homeless Reduction Act which came into force at 3/4/2018
- Training on the new Northgate Housing Advice module which was introduced in January 2018








### Aids & Adaptations


























The service has faced some challenges that have impacted performance during 2017/18 and resulted in the assigned budget not being fully used:

- A backlog of cases was brought forward from 2016/17 as a result of a delay with the contractor starting on site.
- No contractor was in place between December and February
- Additional staffing issues

Arrangements are now in place to improve service delivery with new contractors appointed and work underway on site which assists clearing the backlog and the completion of new cases within their agreed deadlines. The balance of the budget for 17/18 has been allocated to 2018/19 to fund work on the back log. In addition, the Aids and Adaptations Policy is being reviewed to ensure it is fit for purpose and customer focused.

**Key to Performance Status**

- Symbols**
-  Red Status - Focus of improvement
  -  Amber Status - Initial improvement activity identified
  -  Green Status - Variance from target manageable
  -  Green Plus Status - Exceeding expectations
  -  New measure - Performance results not required
  -  No data results
  -  Missing value

	Service	Focus	Target to 31/03/17	Actual to 31/03/17	Status at 31/03/17	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18	Target Next Quarter	Comments 31/03/2018
ASB1: ASB Satisfaction with final outcome	Anti Social Behaviour	Satisfaction	4.50	4.21		4.25	4.33		4.25	4.61		4.25	4.38		4.25	4.25		4.25	
A&Asat1: Satisfaction with Aids & Adaptations service	Asset Management	Satisfaction	85.00	100.00		85.00	?		85.00	100.00		85.00	100.00		85.00	97.30		80.00	
CapSp1: Capital schemes budget spend (£1000s) ytd	Asset Management	Value for money	18,704.74	11,302.37		1,051.13	1,051.13		2,947.39	2,947.39		5,706.79	6,005.79		11,010.35	10,827.82			• We are slightly behind target for 17/18. This position may change slightly with final payments still being processed at this point. There are some key projects, that are procured but will not be completed in full this year, for example Fred Millard Court remodelling.
VLC1: Percentage of sites with valid legionella inspections certificate	Asset Management	Effectiveness	100.00	100.00		100.00	100.00		100.00	100.00		100.00	100.00		100.00	100.00		100.00	
VGC1: Percentage of dwellings with a valid gas certificate	Asset Management	Effectiveness	100.0%	100.0%		100.0%	100.0%		100.0%	100.0%		100.0%	100.0%		100.0%	100.0%		100.0%	• 7241 of the 7241

	Service	Focus	Target to 31/03/17	Actual to 31/03/17	Status at 31/03/17	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18	Target Next Quarter	Comments 31/03/2018	
+	VAS1: Percentage of communal areas with a valid Asbestos survey	Asset Management	Effectiveness	100.00	99.85	▲	100.00	100.00	★	100.00	100.00	★	100.00	100.00	★	100.00	100.00	★	100.00	
+	FRA1: Percentage of dwellings with a valid Fire Risk Assessment	Asset Management	Effectiveness	100.00	100.00	★	100.00	100.00	★	100.00	100.00	★	100.00	100.00	★	100.00	100.00	★	100.00	
+	ECHFL1: Percentage of Homes maintained as decent	Asset Management	Effectiveness	76.4%	80.5%	☆	81.2%	81.0%	★	82.3%	82.2%	★	83.8%	83.7%	★	75.4%	75.8%	★	77.2%	
+	ECHFL-IW1: Percentage of tenants satisfied with internal works completed (for the current quarter)	Asset Management	Satisfaction	80.0%	100.0%	☆	80.0%	?	?	80.0%	100.0%	☆	80.0%	36.4%	▲	80.0%	44.0%	▲	80.0%	<ul style="list-style-type: none"> <li>The performance statistics for the year 17/18 are below target. Poor contractor performance between Q1 and Q3 resulted in below target satisfaction. New contractual arrangements commenced in January 2018 and we have seen an increase in performance (100% based on 5 returns) since this time and are confident that the performance statistics will be above target in the new financial year.</li> </ul>
+	VGC2: Satisfaction with gas services	Asset Management	Satisfaction	95.00	97.49	★	95.00	96.33	★	95.00	97.96	★	95.00	98.40	★	95.00	97.87	★		

Service	Focus	Target to 31/03/17	Actual to 31/03/17	Status at 31/03/17	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18	Target Next Quarter	Comments 31/03/2018
ECHFL-EW1: Percentage of tenants satisfied with external works completed (for the current quarter)	Asset Management			»	85.0%	100.0%	☆	85.0%	98.1%	☆	85.0%	96.7%	☆	85.0%	95.5%	☆	90.0%	
Compl2: Percentage of MP & Members enquiries answered within 10 days (Housing)	Customer Service	95.00	92.61	☆	95.00	94.18	☆	95.00	92.73	☆	95.00	93.99	☆	95.00	94.83	☆	95.00	<ul style="list-style-type: none"> <li>642 Member and MP enquiries were closed within target out of 677 enquiries closed in the full financial year.</li> </ul> <p>In Quarter 4, 161 Member enquiries were closed - 157 in time and 4 out of time making Q4 performance 97.52%. Of the 4 Member/MP enquiries closed out of time, 2 related to Asset Management, and one each to Gas and Housing Advice/Homeless. Performance was in target each month in Q4.</p>
Compl4: Percentage of stage 2 & 3 complaints upheld fully or partially (Housing)	Customer Service	40.00	44.44	▲	40.00	56.00	▲	40.00	61.76	▲	40.00	58.24	▲	40.00	51.28	▲	40.00	<ul style="list-style-type: none"> <li>60 Stage 2 &amp; 3 complaints were upheld out of 117 in the financial year - 41 fully and 19 partially.</li> </ul> <p>In quarter 4, 7 Stage 2 &amp; 3 complaints were upheld out of 26 - 4 fully and 3 partially, giving a performance of 26.92% for this quarter. Of the 7 complaints upheld in quarter 4, 3 related to Asset Management, 2 to Repairs and 1 each to Gas and Supported Housing.</p>
Page 45																		
Compl3: Percentage of stage 1 complaints upheld fully or partially (Housing)	Customer Service	50.00	50.28	●	50.00	57.23	▲	50.00	58.88	▲	50.00	55.94	▲	50.00	57.42	▲	50.00	<ul style="list-style-type: none"> <li>437 Stage 1 complaints were upheld out of 761 in the financial year 17/18 - 320 fully and 117 partially.</li> </ul> <p>During quarter 4, 145 Stage 1 complaints were upheld out of 239 - 113 fully and 32 partially, giving a performance of 60.67% for this quarter. Of the 145 complaints upheld in quarter 4, 71 related to Gas, 54 to Asset Management, 14 to Repairs, 3 to Tenancy, 2 to Supported Housing and 1 Housing Advice/Homeless.</p> <p>When a complaint is upheld, the service must record on the feedback system what they have learned as a result of the complaint and note the resulting 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.</p>
Compl1: Percentage of complaints from customers closed on target (Housing)	Customer Service	95.00	91.87	●	95.00	96.74	☆	95.00	91.26	●	95.00	93.47	☆	95.00	94.44	☆	95.00	<ul style="list-style-type: none"> <li>833 complaints were closed within target out of 882 complaints closed in the full financial year. In Quarter 4, 269 customer complaints were closed - 260 in time and 9 out of time making Q4 performance 96.65%. Of the 9 complaints closed out of time, 2 related to Asset Management, 5 to Gas, and 1 each to Supported Housing and Tenancy Services. Performance was within target January &amp; February, but was 1.67% below target in March.</li> </ul>

Service	Focus	Target to 31/03/17	Actual to 31/03/17	Status at 31/03/17	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18	Target Next Quarter	Comments 31/03/2018
RTB1: Percentage of RTB notices responded to within statutory timescales	Home Ownership Services	95.00	98.11	★	95.00	97.22	★	95.00	92.31	★	95.00	92.13	●	95.00	92.24	★	95.00	<ul style="list-style-type: none"> <li>A total of 118 Right to buy Notices were sent to tenants of which 108 were in time and 10 were outside of the statutory timescales, for the reasons below.</li> <li>On 2 cases the tenants delayed giving access for an audit and/or valuation,</li> <li>On 1 case IT problems meant we were unable to issue a notice on the day it was due,</li> <li>On 1 case there were delays in obtaining information about a new block in order to create a new lease,</li> <li>On 6 cases we needed to carry out (fraud related) investigations to ensure tenants were living at the properties they applied to purchase. There are no provisions under the legislation to delay a right to buy whilst investigations are carried out. However two investigations during 17/18 have resulted in the Right to Buy's being cancelled or denied. One tenant handed back the property and the application was denied and one party has terminated their interest in the property. This has avoided the loss of two properties at a large discounted price.</li> </ul>
LHMW1: Leasehold major works charges collected as a percentage of charges due	Home Ownership Services	95.00	91.47	●	95.00	98.18	★	95.00	98.72	★	95.00	98.55	★	95.00	100.00	★	95.00	
LHSC1: Percentage of Leasehold service charges collected ytd	Home Ownership Services	98.26	98.26	★	90.76	93.66	★	95.00	95.88	★	96.50	98.44	★	98.25	97.46	★	90.76	<ul style="list-style-type: none"> <li>Whilst every effort was made to collect the service charges due, we narrowly missed the target. This was due to a large debt of £8,136.76 which we are currently in the process of recovering with the help of our Legal team. Had this been received in time, the target would have been achieved.</li> <li>We anticipate next year's income collection to be within target as this debt will have been secured. In addition, the arrears process has been streamlined in this last quarter which will allow SBC to escalate the collection of service charges to the legal stage more quickly.</li> </ul>
HLN1: Percentage of statutory homeless cases notified of decision within guidance timescale	Housing Advice and Homelessness	50.00	48.48	●	65.00	65.22	★	70.00	58.00	▲	75.00	63.75	▲	75.00	65.71	▲		<ul style="list-style-type: none"> <li>Throughout the period the results have been close to 75% however there have been times particularly the first month of Q1 and the first month of Q2 where the percentage have been lower which has brought the overall figure down. The team have seen a lengthy period of instability including numerous staff changes - this will be addressed by the restructure. Following the introduction of the Homeless Reduction Act, this measure will be replaced with two new KPIs measuring the percentage of cases prevented/relieved within 56 days as of April 2018.</li> </ul>
																		<ul style="list-style-type: none"> <li>At the end of the quarter, 46 families were in temporary accommodation. This quarter reports a significant drop due to a reduction in presentations and awarding</li> </ul>

Service	Focus	Target to 31/03/17	Actual to 31/03/17	Status at 31/03/17	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18	Target Next Quarter	Comments 31/03/2018	
NI156: Number of households in temporary accommodation at end qtr	Housing Advice and Homelessness	Effectiveness	100.00	110.00	▲	110.00	97.00	☆	110.00	78.00	☆	110.00	85.00	☆	110.00	46.00	☆	100.00	<p>tenancies to those who were adequately housed and not in temporary accommodation.</p> <p>In the last 2 quarters families have moved on to permanent accommodation and demand for temporary accommodation has reduced and we expect less demand for temporary accommodation in quarter 1. However the impact of the Homeless Reduction Act may have an impact on future demand.</p>

Service	Focus	Target to 31/03/17	Actual to 31/03/17	Status at 31/03/17	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18	Target Next Quarter	Comments 31/03/2018	
RIM1: Recovery & Income maximisation enabled by Hsg. Advice & Homelessness Team	Housing Advice and Homelessness	Value for money	65,000.00	45,637.00	▲	11,250.00	477.00	▲	22,500.00	477.00	▲	33,750.00	1,406.00	▲	45,000.00	1,406.00	▲	<ul style="list-style-type: none"> <li>No income was recorded in quarter 4. Data was previously recorded on a Microsoft Access database. However, with the introduction of the Northgate Housing Advice module from January 2018, this database is no longer used and Northgate has no facility to record income recovery. This was not taken into account when the change took place and no manual recording system had been set up to capture this information. Going forward, this measure will be replaced by one measuring the income maximisation for all clients which will be collated by the Tenancy Support Service.</li> </ul>	
BV21: Homelessness preventions	Housing Advice and Homelessness	Effectiveness	360.00	339.00	▲	90.00	47.00	▲	180.00	85.00	▲	270.00	177.00	▲	360.00	231.00	▲	90.00	<ul style="list-style-type: none"> <li>Data provided for Q4 is based upon a manual log recorded by Officers and is a best estimate. The Northgate Housing Advice module, which was introduced in January, currently has no facility for us to run a report to provide accurate data. We aim to have Northgate issues resolved before the next quarterly performance reporting is due. Performance in quarter 4 was affected by staffing issues as there have been a number of staff changes in the service since January 2018 which includes 6 members of the team leaving including both service managers and 4 frontline Housing Advice Officers (agency staff) which needed to be recruited to and this process takes time. Recruitment to replace these posts has caused delays impacting on those left in the team to keep the service running and there is now a back log of cases meaning less time can be spent actively seeking prevention options. We are currently putting measures in place to improve the situation, including consultation for a service redesign, training for all the staff, a review of the Northgate Housing Advice module project, the use of new forms and new systems, training on the Homelessness Reduction Act which came into force at 3/4/2018 to other teams and services on the HRA, working county wide to meet the demand of the legislation, review meetings are being held to monitor progress of the implementation of the legislation including the use of new software and we will continue to monitor implementation.</li> </ul>
ECH-Rep3: Percentage repairs appointment made and kept	Repairs	Timeliness			»	95.00%	95.65%	★	95.00%	96.87%	★	95.00%	97.08%	★	95.00%	96.98%	★	95.00%	
Rep Cost1: Average responsive repair cost per dwelling	Repairs	Value for money	256.00	322.31	▲	68.91	85.55	▲	137.82	164.27	▲	206.73	237.18	▲	275.69	327.07	▲	80.25	<ul style="list-style-type: none"> <li>Performance in Q4 was off target due to a number of cases incorporating repair costs that were higher than expected. YTD performance and variance from budget was however lower than the previous year. Actions to improve collaborative working between repairs and housing investment teams in 2018/19 are expected to improve this further.</li> </ul>



Service	Focus	Target to 31/03/17	Actual to 31/03/17	Status at 31/03/17	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18	Target Next Quarter	Comments 31/03/2018
ECHFL5: Percentage of Repairs service customers satisfied (telephone survey)	Repairs			»	95.00%	90.82%	●	95.00%	90.61%	●	95.00%	92.50%	●	95.00%	94.05%	●	90.00%	<ul style="list-style-type: none"> <li>The performance has improved since August showing the measures put in place to improve have had a positive impact. Feedback received from customers are captured as lessons learnt to improve service.</li> </ul>

Service	Focus	Target to 31/03/17	Actual to 31/03/17	Status at 31/03/17	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18	Target Next Quarter	Comments 31/03/2018
ECH-Rep5: Time taken to complete repair from time of reporting	Repairs			»	10.00	14.70	▲	9.75	11.43	●	9.50	10.20	●	9.00	11.61	▲	10.00	• The performance in comparison to last year has improved. YTD performance had improved despite the impact from Q1 & Q2. There was an increase in the end to end time over the last 2 months due to works being completed for year end. Contractors work processes are being reviewed to ensure accuracy and timeliness of data.
ECH-Rep4: Percentage repairs fixed first time	Repairs			»	87.50%	86.24%	●	87.50%	84.00%	●	90.00%	84.88%	▲	90.00%	83.82%	▲	87.50%	• The challenges faced during Q1 and Q2 around material supplies and van stock have had an impact on the overall YTD performance. These issues have been addressed and collaborative working processes with all partners across the business will further improve performance.
FTA1: Former Tenant Rent Arrears % rent due in year (ytd)	Tenancy & Income	0.60	0.57	☆	0.62	0.55	☆	0.61	0.55	☆	0.60	0.61	●	0.60	0.60	☆		
Recharge1: % Recharges collected of amount due	Tenancy & Income	10.00	10.91	☆	2.85	2.68	▲	5.70	5.25	▲	9.30	7.54	▲	12.90	10.24	▲		• The end of year performance is 2.66% below the set target. The Housing and Income Team are currently working with the Repairs and Voids and Lettings Teams to improve performance in this area. So far we have reviewed the termination, pre-void inspection and post void inspection forms. We also stop transfers to take place until the property is brought back to the required standard.
CTA1: Current Tenants Rent Arrears % rent due in year (ytd)	Tenancy & Income	1.50	0.88	☆	1.50	1.26	☆	1.50	1.44	☆	1.50	1.18	☆	1.50	0.76	☆	1.50	

Service	Focus	Target to 31/03/17	Actual to 31/03/17	Status at 31/03/17	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18	Target Next Quarter	Comments 31/03/2018
BV66a: Rent collection rate	Tenancy & Income	98.8%	98.9%	★	93.6%	94.0%	★	96.5%	96.3%	★	97.8%	98.3%	★	98.8%	98.9%	★	93.6%	<ul style="list-style-type: none"> <li>The annual target has been exceeded. Effort will continue to be directed towards continuous improvements as well as exploring innovative ways to income collection.</li> </ul>
MX1: Percentage of mutual exchanges completed within statutory timescale	Tenancy & Income	100.00	95.24	●	96.00	95.83	★	96.00	91.51	●	96.00	94.30	★	96.00	95.57	★	96.00	<ul style="list-style-type: none"> <li>Since September 2017, we have completed all mutual exchanges within the statutory deadline. This can be attributed to a case management review carried out by the team and successfully putting a new process into place following performance issues in quarter 2.</li> </ul>
Evict1: Number evictions carried out for arrears	Tenancy & Income	25	26	★	6	7	▲	13	11	★	19	13	☆	25	17	☆	6	
VoidsGN: The time taken to relet standard general needs voids	Voids	25.25	32.26	▲	30.00	38.59	▲	29.00	33.84	▲	27.78	33.18	▲	26.00	32.11	▲	32.00	<ul style="list-style-type: none"> <li>Quarter 4 performance has shown improvement. Poor performance in previous quarters has had an impact on YTD performance. The direction of travel is positive however further improvement in collaborative working between repairs, housing, tenancy and lettings teams along with use of modern technology will improve this further.</li> </ul>
Voids sheltered: The time taken to relet standard sheltered voids	Voids	60.00	83.45	▲	70.00	89.84	▲	70.00	106.15	▲	70.00	109.47	▲	70.00	111.31	▲	70.00	<ul style="list-style-type: none"> <li>Performance was generally good. Two long standing, hard to let units at Hobbs Court and Pinewoods were let after a long period empty. Although this adversely affected the overall performance, in these cases we were able to deliver a tailored service to meet the individual needs of our customers. Continuous reviews are carried out to review and improve performance. Due to the marketing exercise by the Independent Living Team more difficult to let properties have been let.</li> </ul>

Service	Focus	Target to 31/03/17	Actual to 31/03/17	Status at 31/03/17	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18	Target Next Quarter	Comments 31/03/2018
Void loss 1: Void loss in year (£)	Voids	217,230	273,905	▲	79,811	83,350	●	159,623	165,753	●	239,434	241,545	●	319,245	321,493	●	79,811	<ul style="list-style-type: none"> <li>Performance against this target has been affected by a slightly higher than anticipated number of voids that have decent homes elements or are in a poor condition. Collaborative working between the Voids Team and Tenancy will further improve performance.</li> </ul>
VoidsGNMW - The time taken to relet major works general needs voids	Voids	45.08	68.78	▲	65.00	101.59	▲	60.00	94.35	▲	55.00	98.38	▲	51.25	105.35	▲	65.00	<ul style="list-style-type: none"> <li>The direction of travel is positive and prioritisation of cases in March has seen a significant improvement in re-let times within that month. This in turn has improved the YTD position. The procurement of a new decent homes contractor, together with additional contractors to support the housing service shall further improve service.</li> </ul>
Voids Sheltered MW - The time taken to relet major works sheltered voids	Voids	90.00	134.75	▲	70.00	?	?	70.00	147.00	▲	70.00	147.00	▲	70.00	130.67	▲	70.00	<ul style="list-style-type: none"> <li>Over 2017/18 only 3 independent living major voids were let, two of these in Q4. Cumulative performance for year was 130.67 days and for Q4 122.5 days. Performance was out of target due to two of these voids being let with a key to key performance of 147 and 196 days, both of these properties are in Scarborough Avenue, which historically have been 'hard to let'.</li> </ul>



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# Housing Performance

## Quarter 4 2017/18

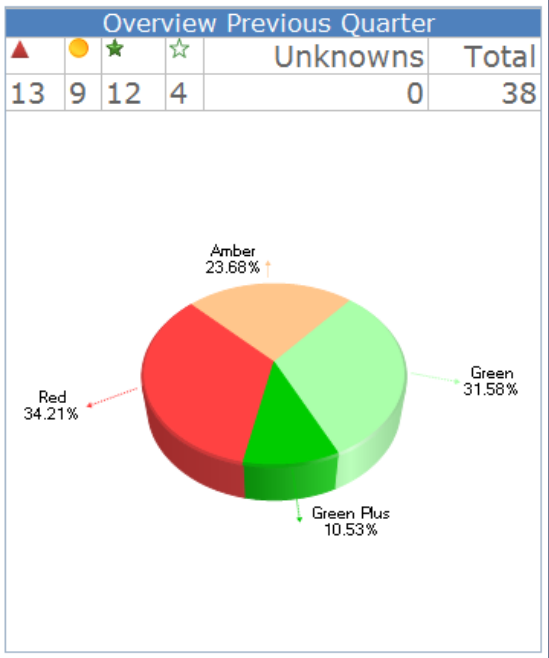
Performing at our peak



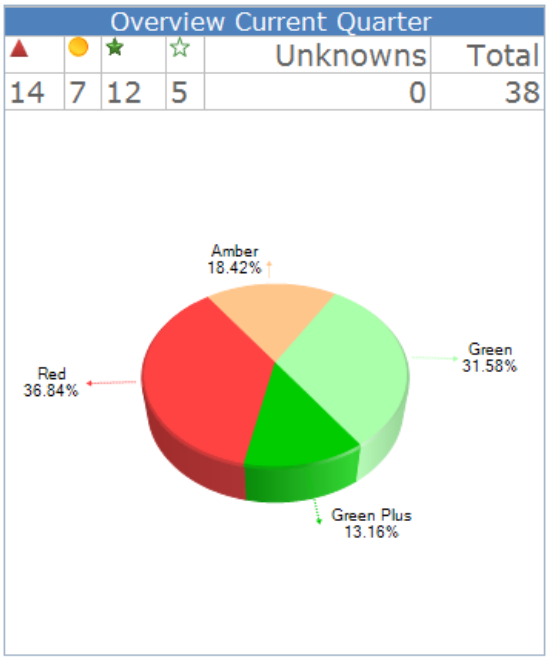
# Overall Status

Performing at our peak

Previous quarter



Current quarter





# Highlights and Exceptions

Performing at our peak



	Status Dec 2017	▲ Status to Mar 18
⊕ Housing & Investment : LHMW1: Leasehold major works charges collected as a percentage of charges due	★	☆
⊕ Housing & Investment : A&Asat1: Satisfaction with Aids & Adaptations service	☆	☆
Housing & Investment : Evict1: Number evictions carried out for arrears	☆	☆
⊕ Housing & Investment : CTA1: Current Tenants Rent Arrears % rent due in year (ytd)	☆	☆
Housing & Investment : NI156: Number of households in temporary accommodation at end qtr	☆	☆

	Status Dec 2017	▲ Status to Mar 18
⊕ Housing & Investment : VoidsGNMW - The time taken to relet major works general needs voids	▲	▲
Housing & Investment : RIM1: Recovery & Income maximisation enabled by Hsg. Advice & Homelessness Team	▲	▲
⊕ Housing & Investment : Voids Sheltered MW - The time taken to relet major works sheltered voids	▲	▲
⊕ Housing & Investment : Voids sheltered: The time taken to relet standard sheltered voids	▲	▲
⊕ Housing & Investment : ECHFL-IW1: Percentage of tenants satisfied with internal works completed (for the current quarter)	▲	▲
Housing & Investment : BV213: Homelessness preventions	▲	▲
⊕ Stevenage Direct Services : ECH-Rep5: Time taken to complete repair from time of reporting	●	▲
⊕ Housing & Investment : Compl4: Percentage of stage 2 & 3 complaints upheld fully or partially (Housing)	▲	▲
⊕ Housing & Investment : VoidsGN: The time taken to relet standard general needs voids	▲	▲
⊕ Housing & Investment : Recharge1: % Recharges collected of amount due	▲	▲
⊕ Stevenage Direct Services : Rep Cost1: Average responsive repair cost per dwelling	▲	▲
⊕ Housing & Investment : Compl3: Percentage of stage 1 complaints upheld fully or partially (Housing)	▲	▲
⊕ Housing & Investment : HLN1: Percentage of statutory homeless cases notified of decision within guidance timescale	▲	▲
⊕ Stevenage Direct Services : ECH-Rep4: Percentage repairs fixed first time	▲	▲

	Status Dec 2017	▲ Status to Mar 18
⊕ Housing & Investment : RTB1: Percentage of RTB notices responded to within statutory timescales	●	●
⊕ Stevenage Direct Services : ECHFL5: Percentage of Repairs service customers satisfied (telephone survey)	●	●
⊕ Housing & Investment : LHSC1: Percentage of Leasehold service charges collected ytd	★	●
Housing & Investment : Void loss 1: Void loss in year (£)	●	●
⊕ Housing & Investment : Compl1: Percentage of complaints from customers closed on target (Housing)	●	●
⊕ Housing & Investment : MX1: Percentage of mutual exchanges completed within statutory timescale	●	●
⊕ Housing & Investment : Compl2: Percentage of MP & Members enquiries answered within 10 days (Housing)	●	●

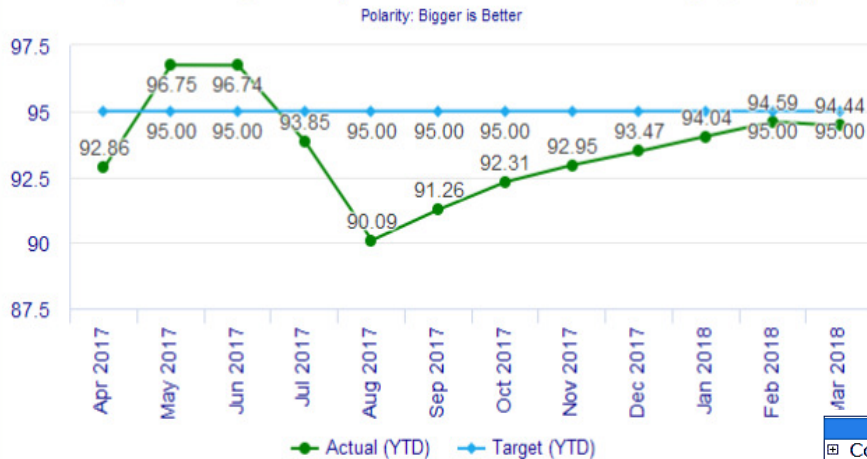
# Housing and Investment: Customer Service

## Customer Complaints closed on target



	Target 31/10/17	Actual 31/10/17	Status at 31/10/17	Target to 30/11/17	Actual to 30/11/17	Status at 30/11/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/01/18	Actual to 31/01/18	Status at 31/01/18	Target to 28/02/18	Actual to 28/02/18	Status at 28/02/18	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18
Compl1: Percentage of complaints from customers closed on target (Housing)	95.00	92.31	●	95.00	92.95	●	95.00	93.47	●	95.00	94.04	●	95.00	94.59	●	95.00	94.44	●
	Target 30/04/17	Actual 30/04/17	Status at 30/04/17	Target to 31/05/17	Actual to 31/05/17	Status at 31/05/17	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 31/07/17	Actual to 31/07/17	Status at 31/07/17	Target to 31/08/17	Actual to 31/08/17	Status at 31/08/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17
Compl1: Percentage of complaints from customers closed on target (Housing)	95.00	92.86	●	95.00	96.75	★	95.00	96.74	★	95.00	93.85	●	95.00	90.09	▲	95.00	91.26	●

Compl1: Percentage of complaints from customers closed on target (Housing)



### Period Performance



**Berni O'Regan**

833 complaints were closed within target out of 882 complaints closed in the full financial year. In Quarter 4, 269 customer complaints were closed - 260 in time and 9 out of time making Q4 performance 96.65%. Of the 9 complaints closed out of time, 2 related to Asset Management, 5 to Gas, and 1 each to Supported Housing and Tenancy Services. Performance was within target January & February, but was 1.67% below target in March.

[See Less](#)

Reply · 34 minutes ago

Compl1: Percentage of complaints from customers closed on target (Housing)



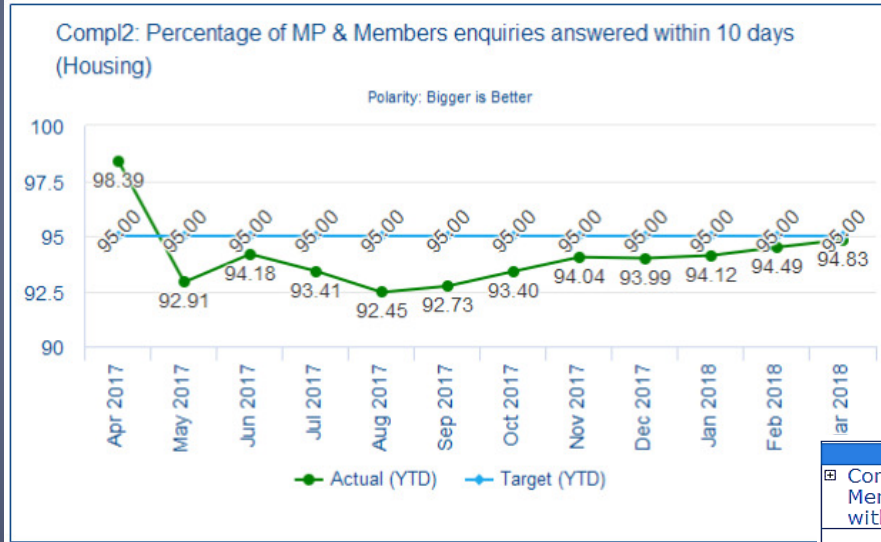
Variance Mar 2018: -0.56

# Housing and Investment: Customer Service

## Response to MP and Members enquiries



	Target 31/10/17	Actual 31/10/17	Status at 31/10/17	Target to 30/11/17	Actual to 30/11/17	Status at 30/11/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/01/18	Actual to 31/01/18	Status at 31/01/18	Target to 28/02/18	Actual to 28/02/18	Status at 28/02/18	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18
Compl2: Percentage of MP & Members enquiries answered within 10 days (Housing)	95.00	93.40	●	95.00	94.04	●	95.00	93.99	●	95.00	94.12	●	95.00	94.49	●	95.00	94.83	●
	Target 30/04/17	Actual 30/04/17	Status at 30/04/17	Target to 31/05/17	Actual to 31/05/17	Status at 31/05/17	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 31/07/17	Actual to 31/07/17	Status at 31/07/17	Target to 31/08/17	Actual to 31/08/17	Status at 31/08/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17
Compl2: Percentage of MP & Members enquiries answered within 10 days (Housing)	95.00	98.39	★	95.00	92.91	●	95.00	94.18	●	95.00	93.41	●	95.00	92.45	●	95.00	92.73	●



### Period Performance



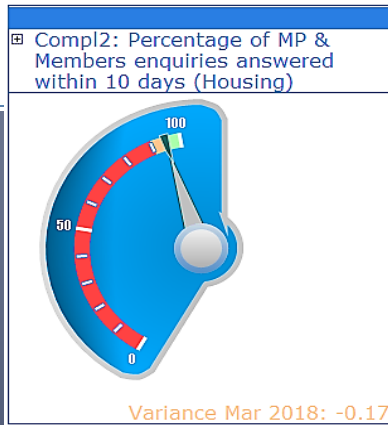
**Berni O'Regan**

642 Member and MP enquiries were closed within target out of 677 enquiries closed in the full financial year.

In Quarter 4, 161 Member enquiries were closed - 157 in time and 4 out of time making Q4 performance 97.52%. Of the 4 Member/MP enquiries closed out of time, 2 related to Asset Management, and one each to Gas and Housing Advice/Homeless. Performance was in target each month in Q4.

See Less

Reply · 36 minutes ago

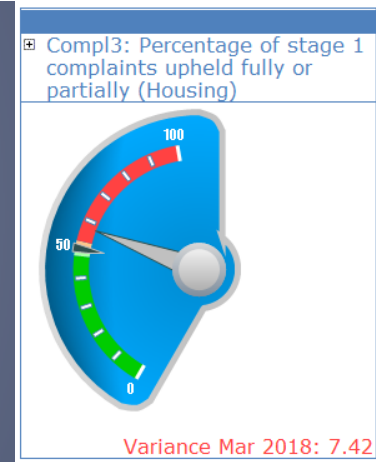
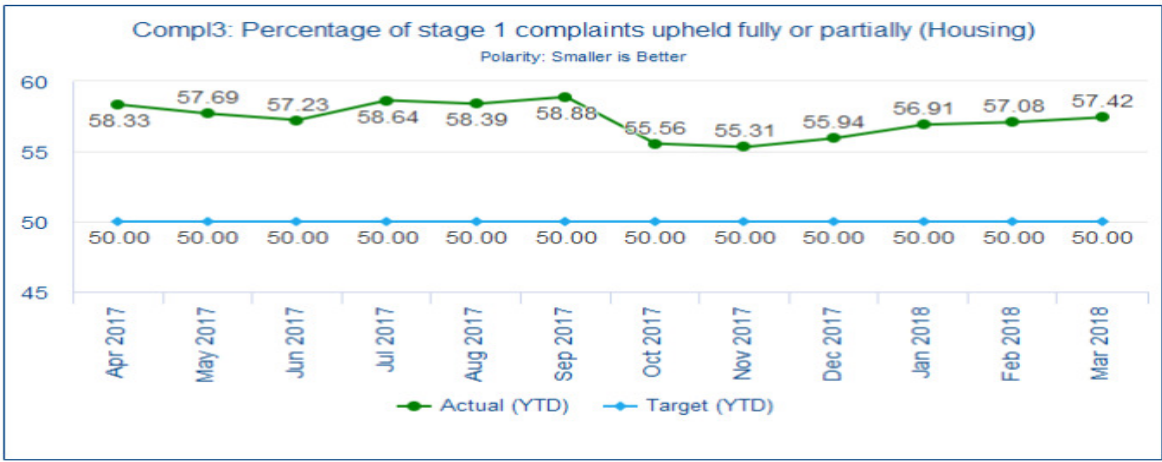


# Housing and Investment: Customer Service

## Stage 1 complaints upheld fully or partially



	Target 31/10/17	Actual 31/10/17	Status at 31/10/17	Target to 30/11/17	Actual to 30/11/17	Status at 30/11/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/01/18	Actual to 31/01/18	Status at 31/01/18	Target to 28/02/18	Actual to 28/02/18	Status at 28/02/18	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18
Compl3: Percentage of stage 1 complaints upheld fully or partially (Housing)	50.00	55.56	▲	50.00	55.31	▲	50.00	55.94	▲	50.00	56.91	▲	50.00	57.08	▲	50.00	57.42	▲
	Target 30/04/17	Actual 30/04/17	Status at 30/04/17	Target to 31/05/17	Actual to 31/05/17	Status at 31/05/17	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 31/07/17	Actual to 31/07/17	Status at 31/07/17	Target to 31/08/17	Actual to 31/08/17	Status at 31/08/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17
Compl3: Percentage of stage 1 complaints upheld fully or partially (Housing)	50.00	58.33	▲	50.00	57.69	▲	50.00	57.23	▲	50.00	58.64	▲	50.00	58.39	▲	50.00	58.88	▲



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### Period Performance – Berni O’Regan:

437 Stage 1 complaints were upheld out of 761 in the financial year 17/18 - 320 fully and 117 partially.

During quarter 4, 145 Stage 1 complaints were upheld out of 239 - 113 fully and 32 partially, giving a performance of 60.67% for this quarter. Of the 145 complaints upheld in quarter 4, 71 related to Gas, 54 to Asset Management, 14 to Repairs, 3 to Tenancy, 2 to Supported Housing and 1 Housing Advice/Homeless.

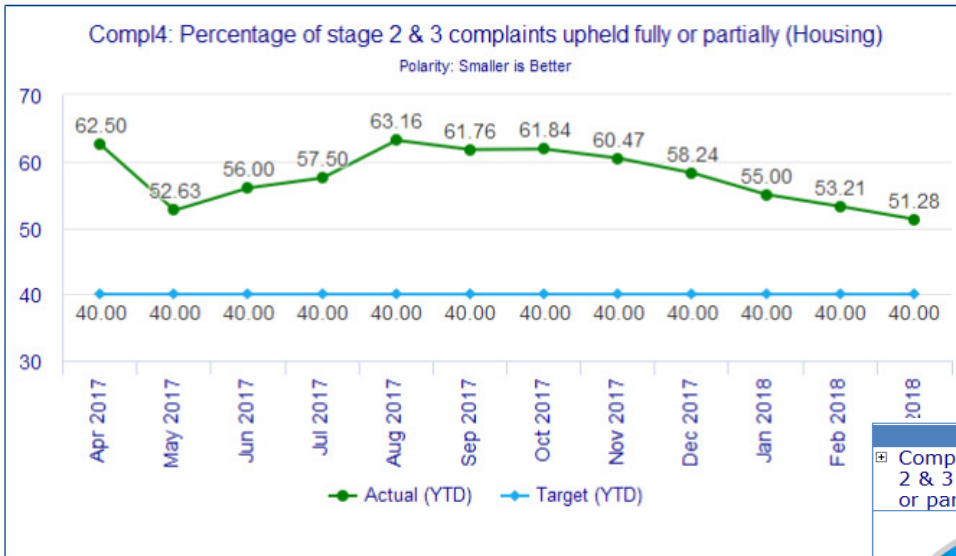
When a complaint is upheld, the service must record on the feedback system what they have learned as a result of the complaint and note the resulting planned or implemented service improvements (i.e. what they intend to do or change). At the end of each quarter the Central Feedback Team follow up on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

# Housing and Investment: Customer Service

## Stage 2 and 3 complaints upheld fully or partially



	Target 31/10/17	Actual 31/10/17	Status at 31/10/17	Target to 30/11/17	Actual to 30/11/17	Status at 30/11/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/01/18	Actual to 31/01/18	Status at 31/01/18	Target to 28/02/18	Actual to 28/02/18	Status at 28/02/18	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18
Compl4: Percentage of stage 2 & 3 complaints upheld fully or partially (Housing)	40.00	61.84	▲	40.00	60.47	▲	40.00	58.24	▲	40.00	55.00	▲	40.00	53.21	▲	40.00	51.28	▲
	Target 30/04/17	Actual 30/04/17	Status at 30/04/17	Target to 31/05/17	Actual to 31/05/17	Status at 31/05/17	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 31/07/17	Actual to 31/07/17	Status at 31/07/17	Target to 31/08/17	Actual to 31/08/17	Status at 31/08/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17
Compl4: Percentage of stage 2 & 3 complaints upheld fully or partially (Housing)	40.00	62.50	▲	40.00	52.63	▲	40.00	56.00	▲	40.00	57.50	▲	40.00	63.16	▲	40.00	61.76	▲



**Period Performance**

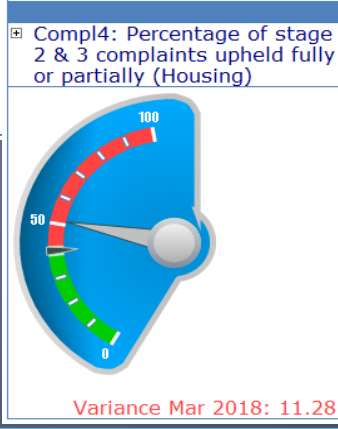
**Berni O'Regan**

60 Stage 2 & 3 complaints were upheld out of 117 in the financial year - 41 fully and 19 partially.

In quarter 4, 7 Stage 2 & 3 complaints were upheld out of 26 - 4 fully and 3 partially, giving a performance of 26.92% for this quarter. Of the 7 complaints upheld in quarter 4, 3 related to Asset Management, 2 to Repairs and 1 each to Gas and Supported Housing.

[See Less](#)

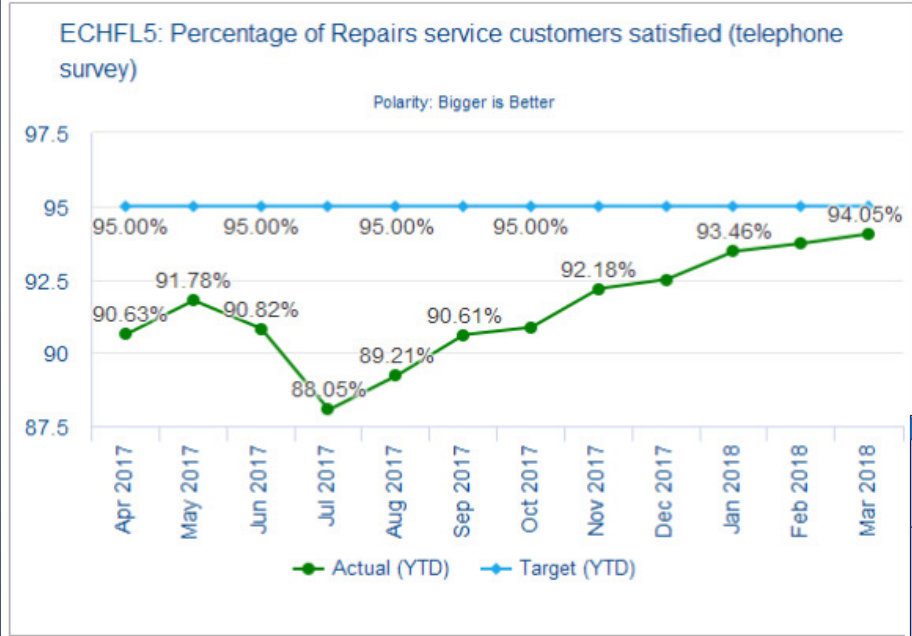
Reply · 11 April 2018



# Housing and Investment: Customer Service Satisfaction with overall repairs service



	Target 31/10/17	Actual 31/10/17	Status at 31/10/17	Target to 30/11/17	Actual to 30/11/17	Status at 30/11/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/01/18	Actual to 31/01/18	Status at 31/01/18	Target to 28/02/18	Actual to 28/02/18	Status at 28/02/18	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18
ECHFL5: Percentage of Repairs service customers satisfied (telephone survey)	95.00%	90.87%	●	95.00%	92.18%	●	95.00%	92.50%	●	95.00%	93.46%	●	95.00%	93.73%	●	95.00%	94.05%	●
	Target 30/04/17	Actual 30/04/17	Status at 30/04/17	Target to 31/05/17	Actual to 31/05/17	Status at 31/05/17	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 31/07/17	Actual to 31/07/17	Status at 31/07/17	Target to 31/08/17	Actual to 31/08/17	Status at 31/08/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17
ECHFL5: Percentage of Repairs service customers satisfied (telephone survey)	95.00%	90.63%	●	95.00%	91.78%	●	95.00%	90.82%	●	95.00%	88.05%	▲	95.00%	89.21%	▲	95.00%	90.61%	●

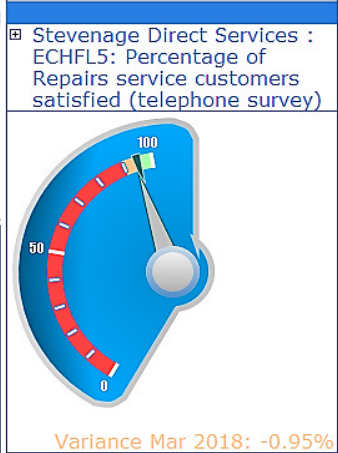


**Period Performance**

**Ros Kerr**

The performance has improved since August showing the measures put in place to improve have had a positive impact. Feedback received from customers are captured as lessons learnt to improve service.

Reply · just now

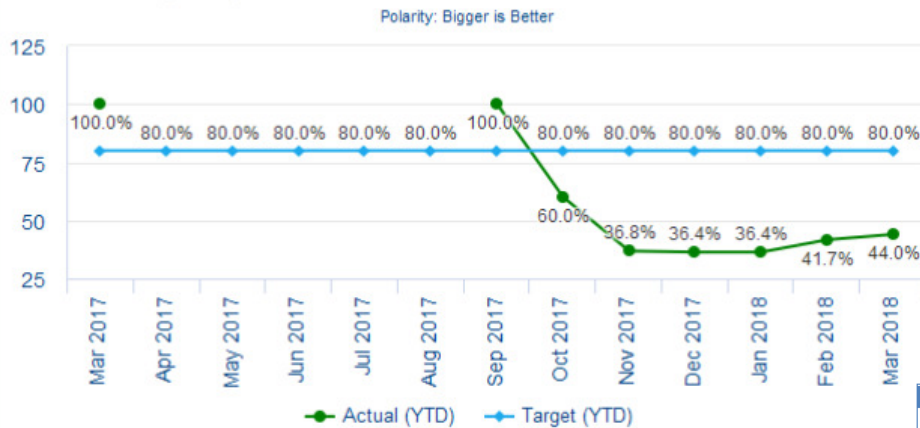


# Housing and Investment: Customer Service Satisfaction with Internal Investment Service works



	Target 31/10/17	Actual 31/10/17	Status at 31/10/17	Target to 30/11/17	Actual to 30/11/17	Status at 30/11/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/01/18	Actual to 31/01/18	Status at 31/01/18	Target to 28/02/18	Actual to 28/02/18	Status at 28/02/18	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18
⊕ ECHFL-IW1: Percentage of tenants satisfied with internal works completed (for the current quarter)	80.0%	60.0%	▲	80.0%	36.8%	▲	80.0%	36.4%	▲	80.0%	36.4%	▲	80.0%	41.7%	▲	80.0%	44.0%	▲
	Target 30/04/17	Actual 30/04/17	Status at 30/04/17	Target to 31/05/17	Actual to 31/05/17	Status at 31/05/17	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 31/07/17	Actual to 31/07/17	Status at 31/07/17	Target to 31/08/17	Actual to 31/08/17	Status at 31/08/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17
⊕ ECHFL-IW1: Percentage of tenants satisfied with internal works completed (for the current quarter)	80.0%	?	?	80.0%	?	?	80.0%	?	?	80.0%	?	?	80.0%	?	?	80.0%	100.0%	☆

ECHFL-IW1: Percentage of tenants satisfied with internal works completed (for the current quarter)



Period Performance



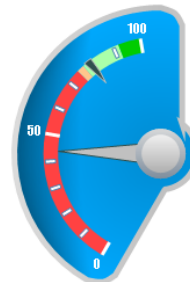
Andrew Garside

The performance statistics for the year 17/18 are below target. Poor contractor performance between Q1 and Q3 resulted in below target satisfaction. New contractual arrangements commenced in January 2018 and we have seen an increase in performance (100% based on 5 returns) since this time and are confident that the performance statistics will be above target in the new financial year.

See Less

Reply · just now

⊕ ECHFL-IW1: Percentage of tenants satisfied with internal works completed (for the current quarter)



Variance Mar 2018: -36.0%

# Housing and Investment: Income/ Spend

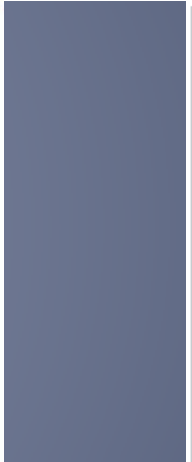
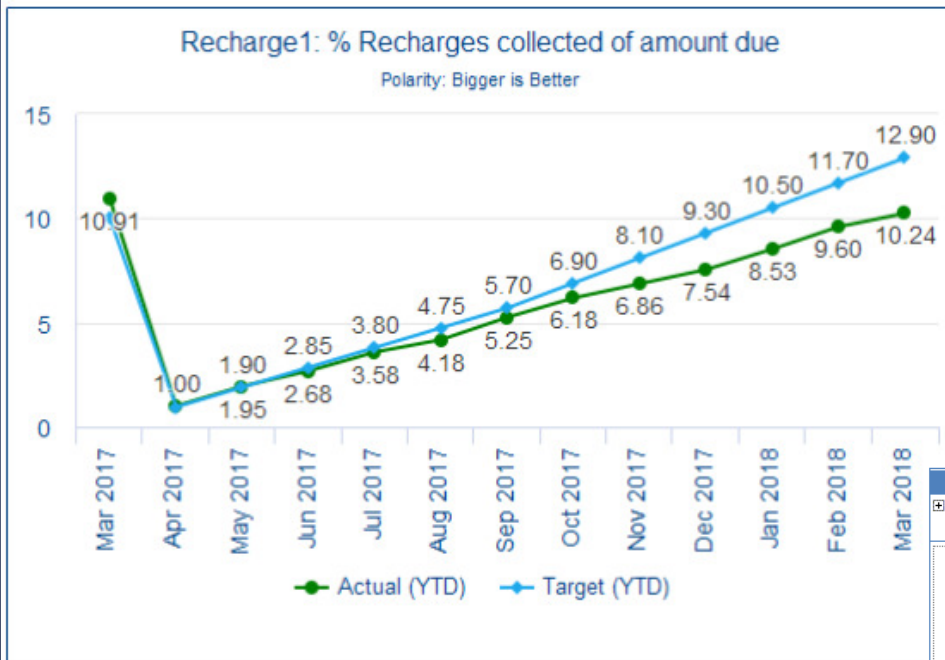
## Percentage of Recharges collected of amount due



	Target 31/10/17	Actual 31/10/17	Status at 31/10/17	Target to 30/11/17	Actual to 30/11/17	Status at 30/11/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/01/18	Actual to 31/01/18	Status at 31/01/18	Target to 28/02/18	Actual to 28/02/18	Status at 28/02/18	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18
Recharge1: % Recharges collected of amount due	6.90	6.18	▲	8.10	6.86	▲	9.30	7.54	▲	10.50	8.53	▲	11.70	9.60	▲	12.90	10.24	▲

	Target 30/04/17	Actual 30/04/17	Status at 30/04/17	Target to 31/05/17	Actual to 31/05/17	Status at 31/05/17	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 31/07/17	Actual to 31/07/17	Status at 31/07/17	Target to 31/08/17	Actual to 31/08/17	Status at 31/08/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17
Recharge1: % Recharges collected of amount due	0.95	1.00	☆	1.90	1.95	☆	2.85	2.68	▲	3.80	3.58	▲	4.75	4.18	▲	5.70	5.25	▲

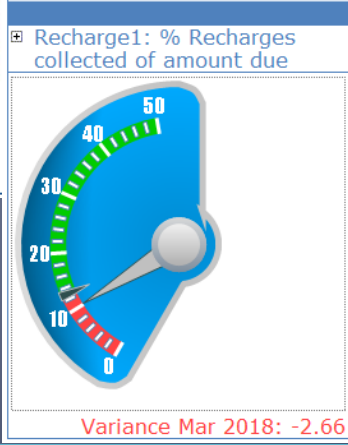


**Period Performance**

**Elizabeth Ddamulira**

The end of year performance is 2.66% below the set target. The Housing and Income Team are currently working with the Repairs and Voids and Lettings Teams to improve performance in this area. So far we have reviewed the termination, pre-void inspection and post void inspection forms. We also stop transfers to take place until the property is brought back to the required standard.

[See Less](#)



ply · 2 minutes ago

Recharge1: % Recharges collected of amount due

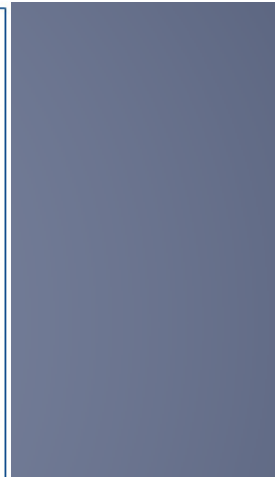
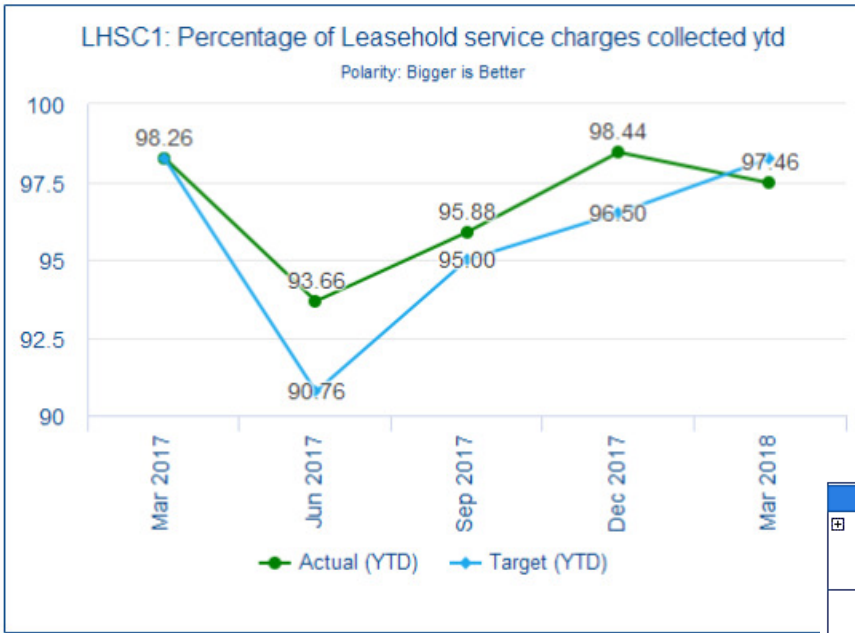


# Housing and Investment: Income/ Spend

## Leasehold Service Charges collected



	Target to 31/03/17	Actual to 31/03/17	Status at 31/03/17	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18	Target to 30/06/18
LHSC1: Percentage of Leasehold service charges collected ytd	98.26	98.26	★	90.76	93.66	★	95.00	95.88	★	96.50	98.44	★	98.25	97.46	●	90.76



**Period Performance**

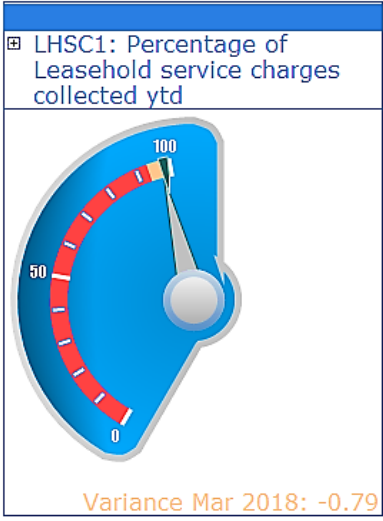
**Anja Brueckner**

Whilst every effort was made to collect the service charges due, we narrowly missed the target. This was due to a large debt of £8,136.76 which we are currently in the process of recovering with the help of our Legal team. Had this been received in time, the target would have been achieved.

We anticipate next year's income collection to be within target as this debt will have been secured. In addition, the arrears process has been streamlined in this last quarter which will allow SBC to escalate the collection of service charges to the legal stage more quickly.

[See Less](#)

Reply · just now

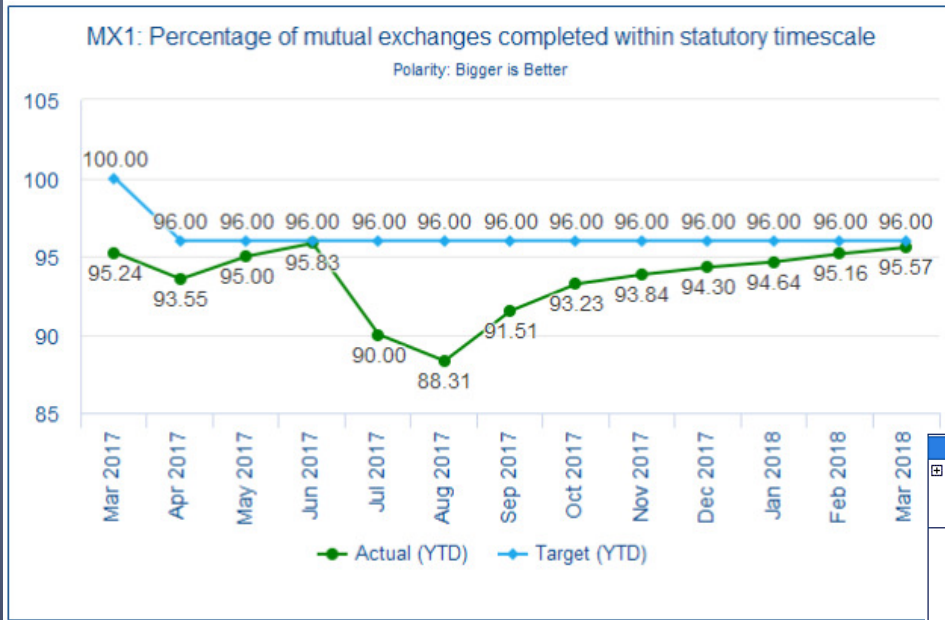


# Housing and Investment: Compliance

## Mutual exchanges within statutory timescale



	Target 31/10/17	Actual 31/10/17	Status at 31/10/17	Target to 30/11/17	Actual to 30/11/17	Status at 30/11/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/01/18	Actual to 31/01/18	Status at 31/01/18	Target to 28/02/18	Actual to 28/02/18	Status at 28/02/18	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18
MX1: Percentage of mutual exchanges completed within statutory timescale	96.00	93.23	●	96.00	93.84	●	96.00	94.30	●	96.00	94.64	●	96.00	95.16	●	96.00	95.57	●
	Target 30/04/17	Actual 30/04/17	Status at 30/04/17	Target to 31/05/17	Actual to 31/05/17	Status at 31/05/17	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 31/07/17	Actual to 31/07/17	Status at 31/07/17	Target to 31/08/17	Actual to 31/08/17	Status at 31/08/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17
MX1: Percentage of mutual exchanges completed within statutory timescale	96.00	93.55	●	96.00	95.00	●	96.00	95.83	●	96.00	90.00	▲	96.00	88.31	▲	96.00	91.51	●



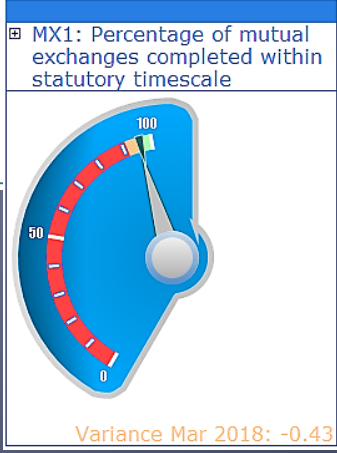
**Period Performance**

**Hannah Morris**

Since September 2017, we have completed all mutual exchanges within the statutory deadline. This can be attributed to a case management review carried out by the team and successfully putting a new process into place following performance issues in quarter 2.

See Less

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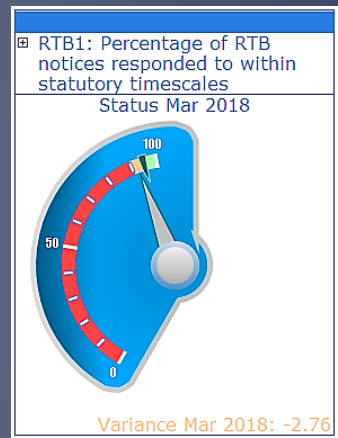
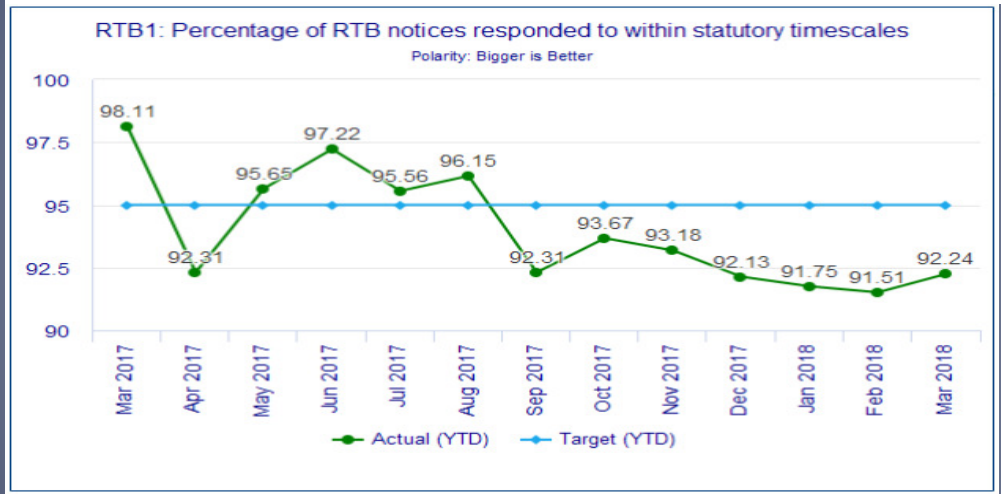


# Housing and Investment: Compliance

## Right to buy notices within statutory timescale



	Target 31/10/17	Actual 31/10/17	Status at 31/10/17	Target to 30/11/17	Actual to 30/11/17	Status at 30/11/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/01/18	Actual to 31/01/18	Status at 31/01/18	Target to 28/02/18	Actual to 28/02/18	Status at 28/02/18	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18
RTB1: Percentage of RTB notices responded to within statutory timescales	95.00	93.67	●	95.00	93.18	●	95.00	92.13	●	95.00	91.75	●	95.00	91.51	●	95.00	92.24	●
	Target 30/04/17	Actual 30/04/17	Status at 30/04/17	Target to 31/05/17	Actual to 31/05/17	Status at 31/05/17	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 31/07/17	Actual to 31/07/17	Status at 31/07/17	Target to 31/08/17	Actual to 31/08/17	Status at 31/08/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17
RTB1: Percentage of RTB notices responded to within statutory timescales	95.00	92.31	●	95.00	95.65	★	95.00	97.22	★	95.00	95.56	★	95.00	96.15	★	95.00	92.31	●



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### Period Performance – Anita Mackie:

A total of 118 Right to buy Notices were sent to tenants of which 108 were in time and 10 were outside of the statutory timescales, for the reasons below.

- On 2 cases the tenants delayed giving access for an audit and/or valuation,
- On 1 case IT problems meant we were unable to issue a notice on the day it was due,
- On 1 case there were delays in obtaining information about a new block in order to create a new lease,
- On 6 cases we needed to carry out (fraud related) investigations to ensure tenants were living at the properties they applied to purchase.

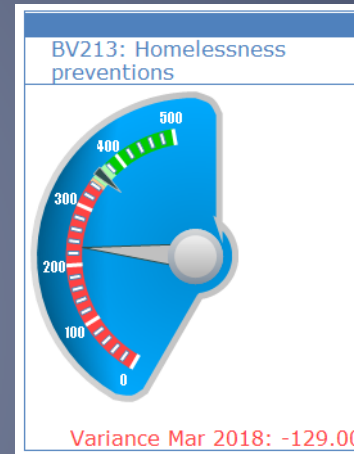
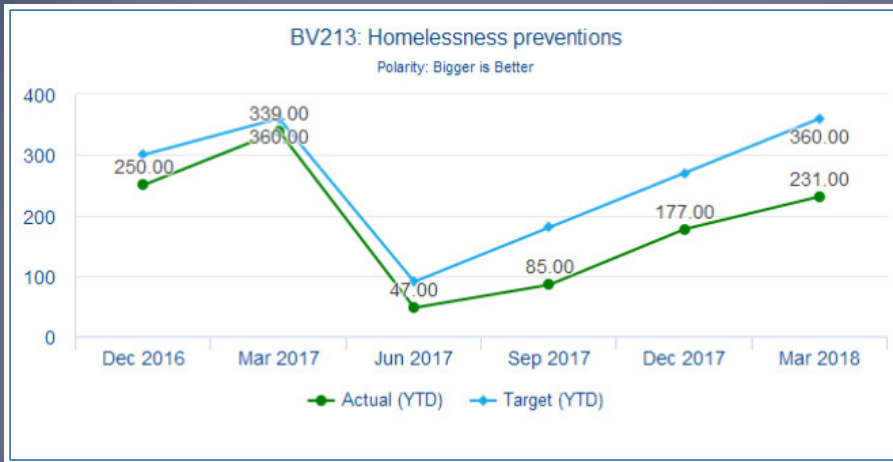
There are no provisions under the legislation to delay a right to buy whilst investigations are carried out. However two investigations during 17/18 have resulted in the Right to Buy's being cancelled or denied. One tenant handed back the property and the application was denied and one party has terminated their interest in the property. This has avoided the loss of two properties at a large discounted price.

# Housing and Investment: Homelessness

## Number of homelessness preventions



	Target to 31/03/17	Actual to 31/03/17	Status at 31/03/17	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18	Target to 30/06/18
BV213: Homelessness preventions	360.00	339.00	▲	90.00	47.00	▲	180.00	85.00	▲	270.00	177.00	▲	360.00	231.00	▲	90.00



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### Period Performance – Hannah Morris:

Data provided for Q4 (54 preventions) is based upon a manual log recorded by Officers and is a best estimate. The Northgate Housing Advice module, which was introduced in January, currently has no facility for us to run a report to provide accurate data. We aim to have Northgate issues resolved before the next quarterly performance reporting is due. Performance in quarter 4 was affected by staffing issues as there have been a number of staff changes in the service since January 2018 which includes 6 members of the team leaving including both service managers and 4 frontline Housing Advice Officers (agency staff) which needed to be recruited to and this process takes time. Recruitment to replace these posts has caused delays impacting on those left in the team to keep the service running and there is now a back log of cases meaning less time can be spent actively seeking prevention options.

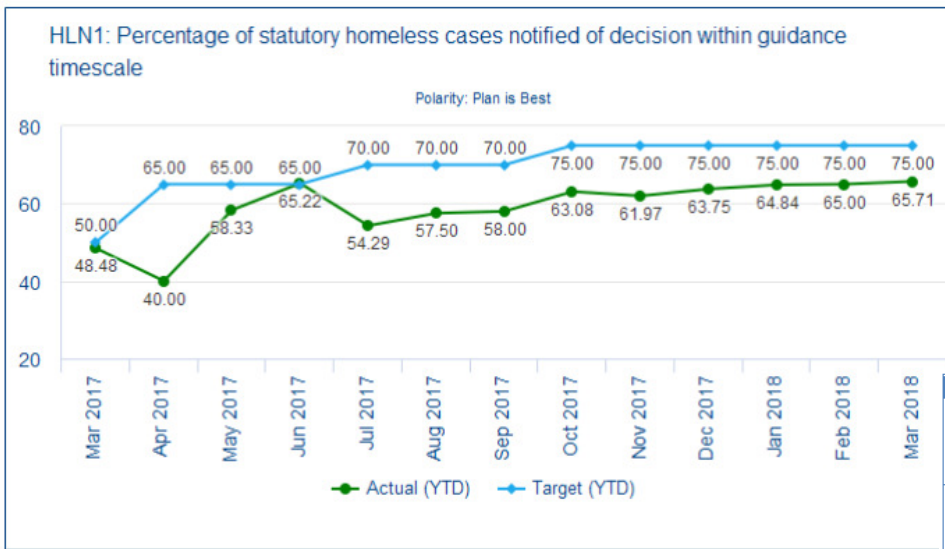
We are currently putting measures in place to improve the situation, including consultation for a service redesign, training for all the staff, a review of the Northgate Housing Advice module project, the use of new forms and new systems, training on the Homelessness Reduction Act which came into force at 3/4/2018 to other teams and services on the HRA, working county wide to meet the demand of the legislation, review meetings are being held to monitor progress of the implementation of the legislation including the use of new software and we will continue to monitor implementation.

# Housing and Investment: Homelessness

## Statutory homeless cases notified



	Target 31/10/17	Actual 31/10/17	Status at 31/10/17	Target to 30/11/17	Actual to 30/11/17	Status at 30/11/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/01/18	Actual to 31/01/18	Status at 31/01/18	Target to 28/02/18	Actual to 28/02/18	Status at 28/02/18	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18
HLN1: Percentage of statutory homeless cases notified of decision within guidance timescale	75.00	63.08	▲	75.00	61.97	▲	75.00	63.75	▲	75.00	64.84	▲	75.00	65.00	▲	75.00	65.71	▲
	Target 30/04/17	Actual 30/04/17	Status at 30/04/17	Target to 31/05/17	Actual to 31/05/17	Status at 31/05/17	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 31/07/17	Actual to 31/07/17	Status at 31/07/17	Target to 31/08/17	Actual to 31/08/17	Status at 31/08/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17
HLN1: Percentage of statutory homeless cases notified of decision within guidance timescale	65.00	40.00	▲	65.00	58.33	▲	65.00	65.22	★	70.00	54.29	▲	70.00	57.50	▲	70.00	58.00	▲



### Period Performance



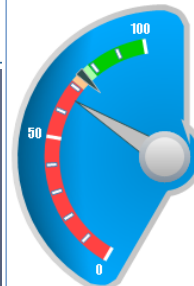
Hannah Morris

Throughout the period the results have been close to 75% however there have been times particularly the first month of Q1 and the first month of Q2 where the percentage have been lower which has brought the overall figure down. The team have seen a lengthy period of instability including numerous staff changes - this will be addressed by the restructure. Following the introduction of the Homeless Reduction Act, this measure will be replaced with two new KPIs measuring the percentage of cases prevented/relieved within 56 days as of April 2018.

See Less

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HLN1: Percentage of statutory homeless cases notified of decision within guidance timescale



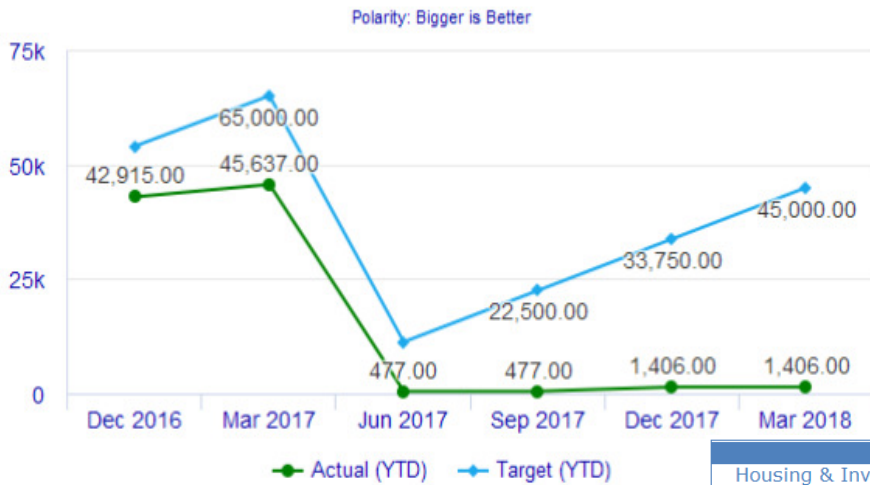
Variance Mar 2018: -9.29

# Housing and Investment: Housing Support Recovery and Income maximisation



	Target to 31/03/17	Actual to 31/03/17	Status at 31/03/17	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18
RIM1: Recovery & Income maximisation enabled by Hsg. Advice & Homelessness Team	65,000.00	45,637.00	▲	11,250.00	477.00	▲	11,250.00	477.00	▲	33,750.00	1,406.00	▲	45,000.00	1,406.00	▲

RIM1: Recovery & Income maximisation enabled by Hsg. Advice & Homelessness Team



Period Performance



Hannah Morris

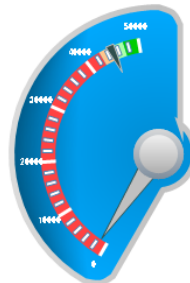
No income was recorded in quarter 4. Data was previously recorded on a Microsoft Access database. However, with the introduction of the Northgate Housing Advice module from January 2018, this database is no longer used and Northgate has no facility to record income recovery. This was not taken into account when the change took place and no manual recording system had been set up to capture this information. Going forward, this measure will be replaced by one measuring the income maximisation for all clients which will be collated by the Tenancy Support Service.

See Less

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Housing & Investment : RIM1: Recovery & Income maximisation enabled by Hsg. Advice & Homelessness Team

Status Mar 2018



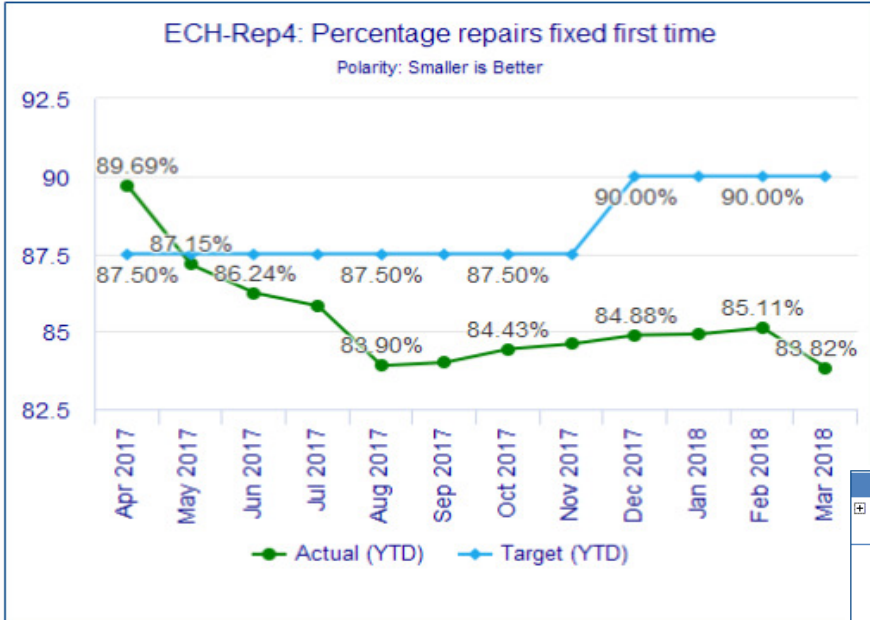
Variance Mar 2018: -43,594.00

# Housing and Investment: Repairs and Voids

## Repairs carried out on a first time fix



	Target	Actual	Status at	Target to	Actual to	Status at	Target to	Actual to	Status at	Target to	Actual to	Status at	Target to	Actual to	Status at	Target to	Actual to	Status at
⊕ ECH-Rep4: Percentage repairs fixed first time	87.50%	84.43%	●	87.50%	84.60%	●	90.00%	84.88%	▲	90.00%	84.91%	▲	90.00%	85.11%	●	90.00%	83.82%	▲
⊕ ECH-Rep4: Percentage repairs fixed first time	87.50%	89.69%	★	87.50%	87.15%	●	87.50%	86.24%	●	87.50%	85.82%	●	87.50%	83.90%	●	87.50%	84.00%	●

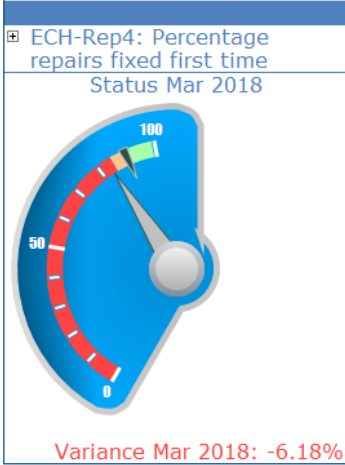


**Period Performance**

**Ros Kerr**

The challenges faced during Q1 and Q2 around material supplies and van stock have had an impact on the overall YTD performance. These issues have been addressed and collaborative working processes with all partners across the business will further improve performance.

Reply · just now

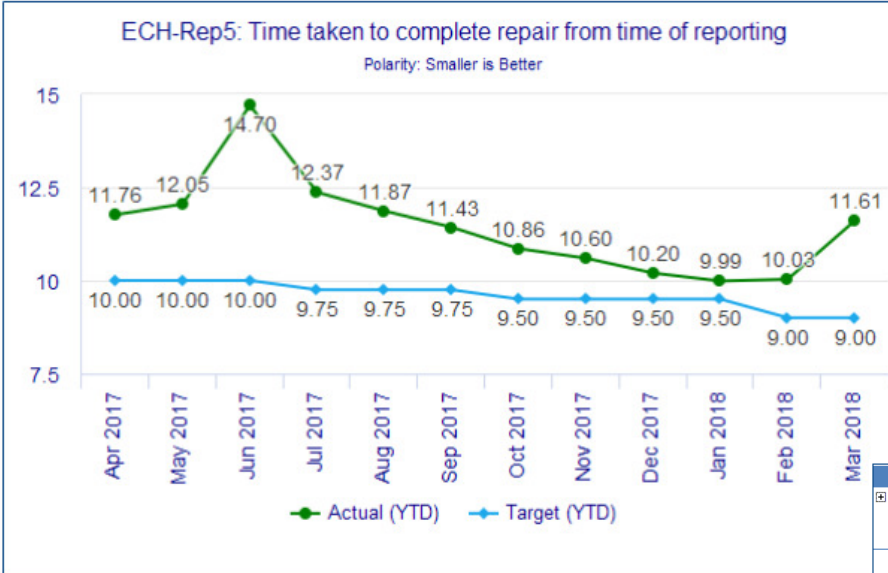


# Housing and Investment: Repairs and Voids

## Time taken to complete repair



	Target 31/10/17	Actual 31/10/17	Status at 31/10/17	Target to 30/11/17	Actual to 30/11/17	Status at 30/11/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/01/18	Actual to 31/01/18	Status at 31/01/18	Target to 28/02/18	Actual to 28/02/18	Status at 28/02/18	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18
ECH-Rep5: Time taken to complete repair from time of reporting	9.50	10.86	●	9.50	10.60	●	9.50	10.20	●	9.50	9.99	●	9.00	10.03	●	9.00	11.61	▲
	Target 30/04/17	Actual 30/04/17	Status at 30/04/17	Target to 31/05/17	Actual to 31/05/17	Status at 31/05/17	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 31/07/17	Actual to 31/07/17	Status at 31/07/17	Target to 31/08/17	Actual to 31/08/17	Status at 31/08/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17
ECH-Rep5: Time taken to complete repair from time of reporting	10.00	11.76	●	10.00	12.05	▲	10.00	14.70	▲	9.75	12.37	▲	9.75	11.87	▲	9.75	11.43	●



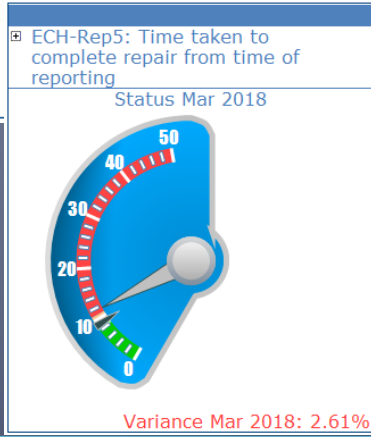
**Period Performance**

**Ros Kerr**

The performance in comparison to last year has improved. YTD performance had improved despite the impact from Q1 & Q2. There was an increase in the end to end time over the last 2 months due to works being completed for year end. Contractors work processes are being reviewed to ensure accuracy and timeliness of data.

See Less

13 minutes ago



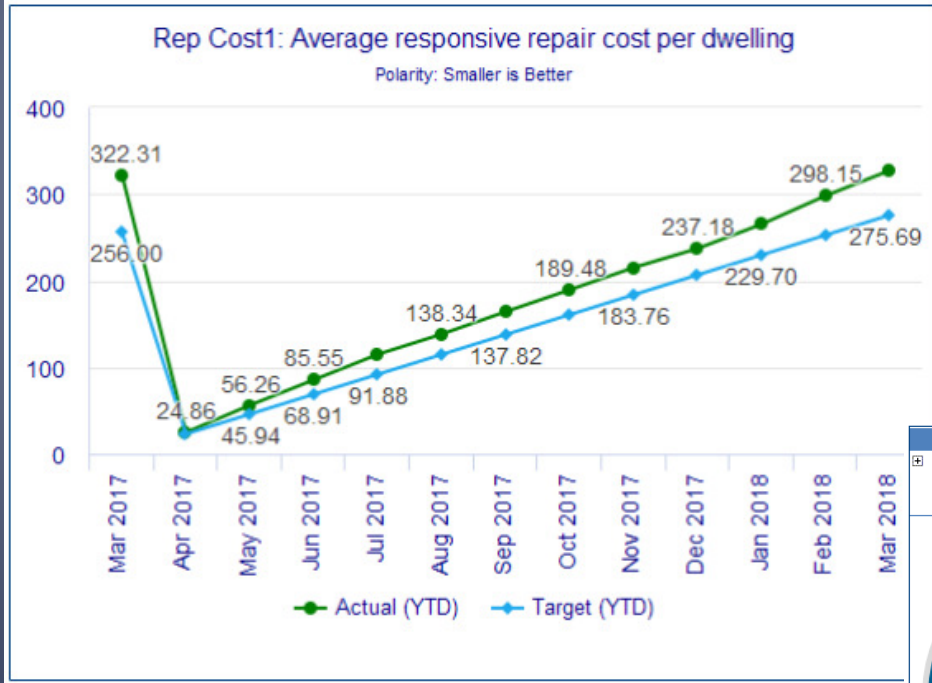


# Housing and Investment: Repairs and Voids

## Average repair cost per dwelling



	Target 31/10/17	Actual 31/10/17	Status at 31/10/17	Target to 30/11/17	Actual to 30/11/17	Status at 30/11/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/01/18	Actual to 31/01/18	Status at 31/01/18	Target to 28/02/18	Actual to 28/02/18	Status at 28/02/18	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18
Rep Cost1: Average responsive repair cost per dwelling	160.79	189.48	▲	183.76	215.16	▲	206.73	237.18	▲	229.70	265.26	▲	252.67	298.15	▲	275.69	327.18	▲
	Target 30/04/17	Actual 30/04/17	Status at 30/04/17	Target to 31/05/17	Actual to 31/05/17	Status at 31/05/17	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 31/07/17	Actual to 31/07/17	Status at 31/07/17	Target to 31/08/17	Actual to 31/08/17	Status at 31/08/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17
Rep Cost1: Average responsive repair cost per dwelling	22.97	24.86	▲	45.94	56.26	▲	68.91	85.55	▲	91.88	114.97	▲	114.85	138.34	▲	137.82	164.27	▲



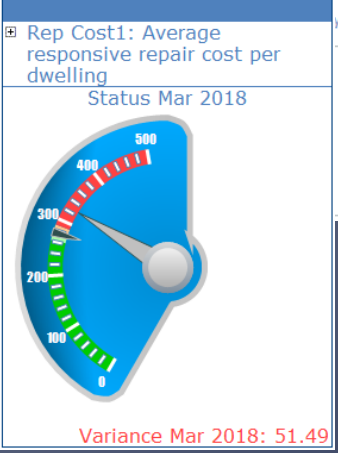
**Period Performance**

**Ros Kerr**

Performance in Q4 was off target due to a number of cases incorporating repair costs that were higher than expected. YTD performance and variance from budget was however lower than the previous year. Actions to improve collaborative working between repairs and housing investment teams in 2018/19 are expected to improve this further.

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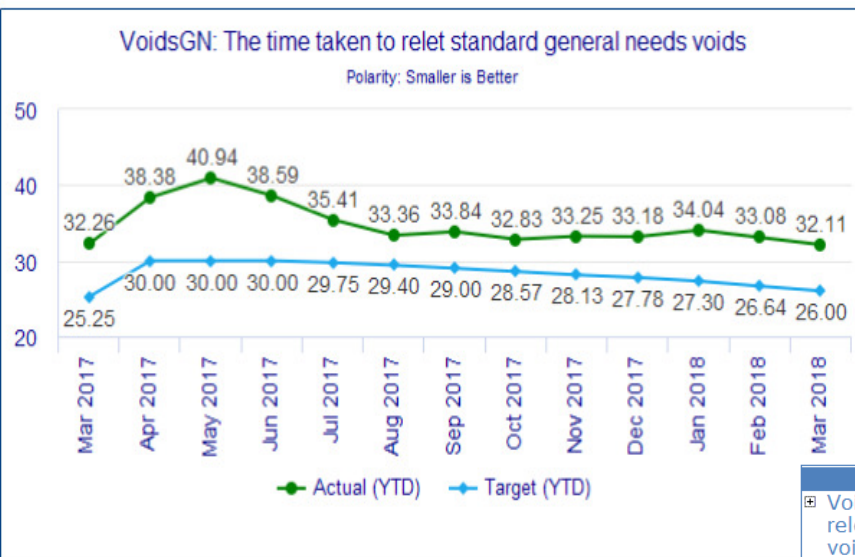
Page 73

# Housing and Investment: Repairs and Voids

## General Needs standard re-let time

Performing at our peak

	Target 31/10/17	Actual 31/10/17	Status at 31/10/17	Target to 30/11/17	Actual to 30/11/17	Status at 30/11/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/01/18	Actual to 31/01/18	Status at 31/01/18	Target to 28/02/18	Actual to 28/02/18	Status at 28/02/18	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18
VoidsGN: The time taken to relet standard general needs voids	28.57	32.83	▲	28.13	33.25	▲	27.78	33.18	▲	27.30	34.04	▲	26.64	33.08	▲	26.00	32.11	▲
	Target 30/04/17	Actual 30/04/17	Status at 30/04/17	Target to 31/05/17	Actual to 31/05/17	Status at 31/05/17	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 31/07/17	Actual to 31/07/17	Status at 31/07/17	Target to 31/08/17	Actual to 31/08/17	Status at 31/08/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17
VoidsGN: The time taken to relet standard general needs voids	30.00	38.38	▲	30.00	40.94	▲	30.00	38.59	▲	29.75	35.41	▲	29.40	33.36	▲	29.00	33.84	▲



**Period Performance**

**Ros Kerr**

Quarter 4 performance has shown improvement. Poor performance in previous quarters has had an impact on YTD performance. The direction of travel is positive however further improvement in collaborative working between repairs, housing, tenancy and lettings teams along with use of modern technology will improve this further.

See Less

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# Housing and Investment: Repairs and Voids

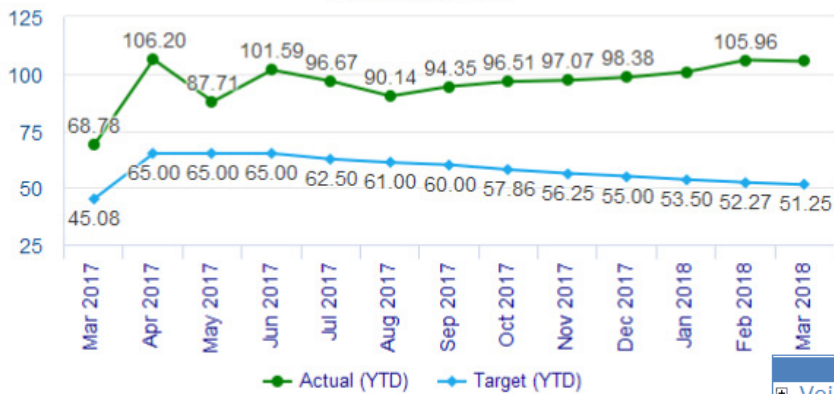
## General Needs major works re-let time



	Target	Actual	Status at	Target to	Actual to	Status at	Target to	Actual to	Status at	Target to	Actual to	Status at	Target to	Actual to	Status at	Target to	Actual to	Status at
⊕ VoidsGNMW - The time taken to relet major works general needs voids	31/10/17	31/10/17	31/10/17	30/11/17	30/11/17	30/11/17	31/12/17	31/12/17	31/12/17	31/01/18	31/01/18	31/01/18	28/02/18	28/02/18	28/02/18	31/03/18	31/03/18	31/03/18
	57.86	96.51	▲	56.25	97.07	▲	55.00	98.38	▲	53.50	100.75	▲	52.27	105.96	▲	51.25	105.35	▲
⊕ VoidsGNMW - The time taken to relet major works general needs voids	30/04/17	30/04/17	30/04/17	31/05/17	31/05/17	31/05/17	30/06/17	30/06/17	30/06/17	31/07/17	31/07/17	31/07/17	31/08/17	31/08/17	31/08/17	30/09/17	30/09/17	30/09/17
	65.00	106.20	▲	65.00	87.71	▲	65.00	101.59	▲	62.50	96.67	▲	61.00	90.14	▲	60.00	94.35	▲

VoidsGNMW - The time taken to relet major works general needs voids

Polarity: Smaller is Better



Period Performance



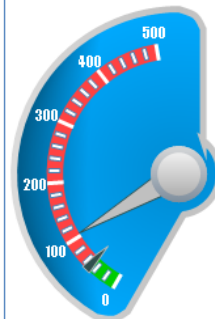
Ros Kerr

The direction of travel is positive and prioritisation of cases in March has seen a significant improvement in re-let times within that month. This in turn has improved the YTD position. The procurement of a new decent homes contractor, together with additional contractors to support the housing service shall further improve service.

See Less

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⊕ VoidsGNMW - The time taken to relet major works general needs voids



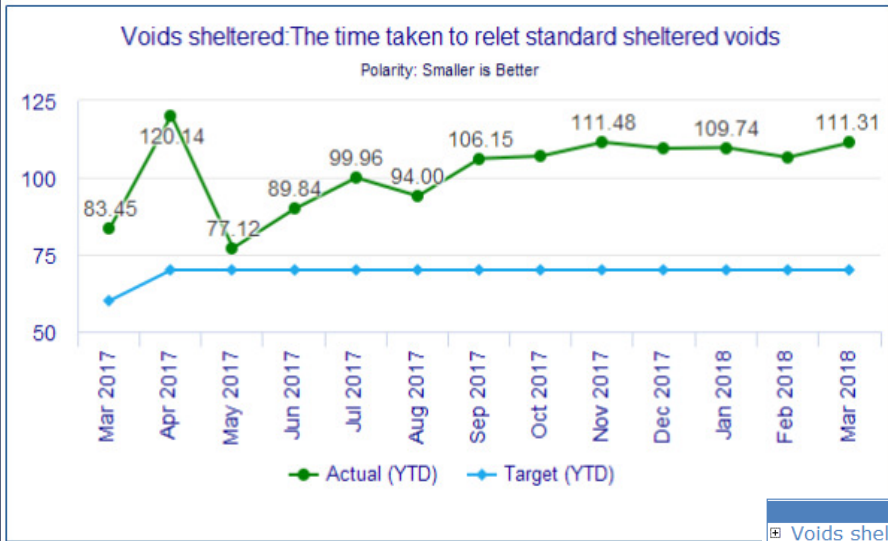
Variance Mar 2018: 54.10

# Housing and Investment: Repairs and Voids

## Sheltered standard re-let time



	Target 31/10/17	Actual 31/10/17	Status at 31/10/17	Target to 30/11/17	Actual to 30/11/17	Status at 30/11/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/01/18	Actual to 31/01/18	Status at 31/01/18	Target to 28/02/18	Actual to 28/02/18	Status at 28/02/18	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18
⊞ Voids sheltered:The time taken to relet standard sheltered voids	70.00	107.00	▲	70.00	111.48	▲	70.00	109.47	▲	70.00	109.74	▲	70.00	106.56	▲	70.00	111.31	▲
	Target 30/04/17	Actual 30/04/17	Status at 30/04/17	Target to 31/05/17	Actual to 31/05/17	Status at 31/05/17	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 31/07/17	Actual to 31/07/17	Status at 31/07/17	Target to 31/08/17	Actual to 31/08/17	Status at 31/08/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17
⊞ Voids sheltered:The time taken to relet standard sheltered voids	70.00	120.14	▲	70.00	77.12	▲	70.00	89.84	▲	70.00	99.96	▲	70.00	94.00	▲	70.00	106.15	▲



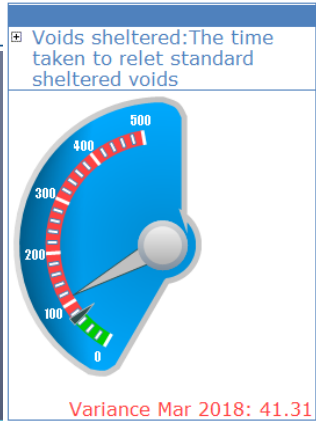
**Period Performance**

**Ros Kerr**

Performance was generally good. Two long standing, hard to let units at Hobbs Court and Pinewoods were let after a long period empty. Although this adversely affected the overall performance, in these cases we were able to deliver a tailored service to meet the individual needs of our customers. Continuous reviews are carried out to review and improve performance. Due to the marketing exercise by the Independent Living Team more difficult to let properties have been let.

[See Less](#)

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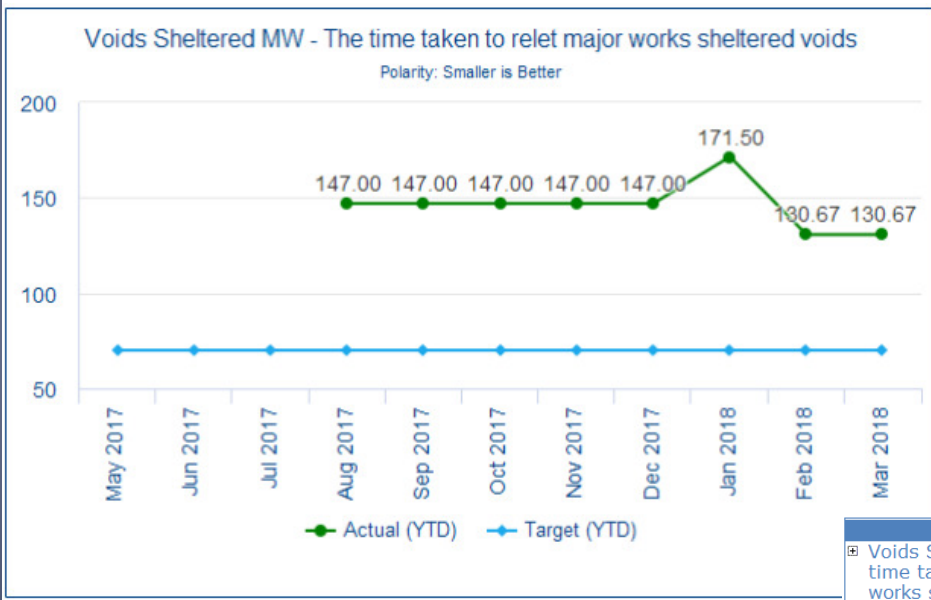


# Housing and Investment: Repairs and Voids

## Sheltered major works re-let time



	Target to 31/10/17	Actual to 31/10/17	Status at 31/10/17	Target to 30/11/17	Actual to 30/11/17	Status at 30/11/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/01/18	Actual to 31/01/18	Status at 31/01/18	Target to 28/02/18	Actual to 28/02/18	Status at 28/02/18	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18
⊞ Voids Sheltered MW - The time taken to relet major works sheltered voids	70.00	147.00	▲	70.00	147.00	▲	70.00	147.00	▲	70.00	171.50	▲	70.00	130.67	▲	70.00	130.67	▲
	Target to 30/04/17	Actual to 30/04/17	Status at 30/04/17	Target to 31/05/17	Actual to 31/05/17	Status at 31/05/17	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 31/07/17	Actual to 31/07/17	Status at 31/07/17	Target to 31/08/17	Actual to 31/08/17	Status at 31/08/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17
⊞ Voids Sheltered MW - The time taken to relet major works sheltered voids	70.00	?	?	70.00	?	?	70.00	?	?	70.00	?	?	70.00	147.00	▲	70.00	147.00	▲



**Period Performance**

**Ros Kerr**

Over 2017/18 only 3 independent living major voids were let, two of these in Q4. Cumulative performance for year was 130.67 days and for Q4 122.5 days. Performance was out of target due to two of these voids being let with a key to key performance of 147 and 196 days, both of these properties are in Scarborough Avenue, which historically have been 'hard to let'.

[See Less](#)

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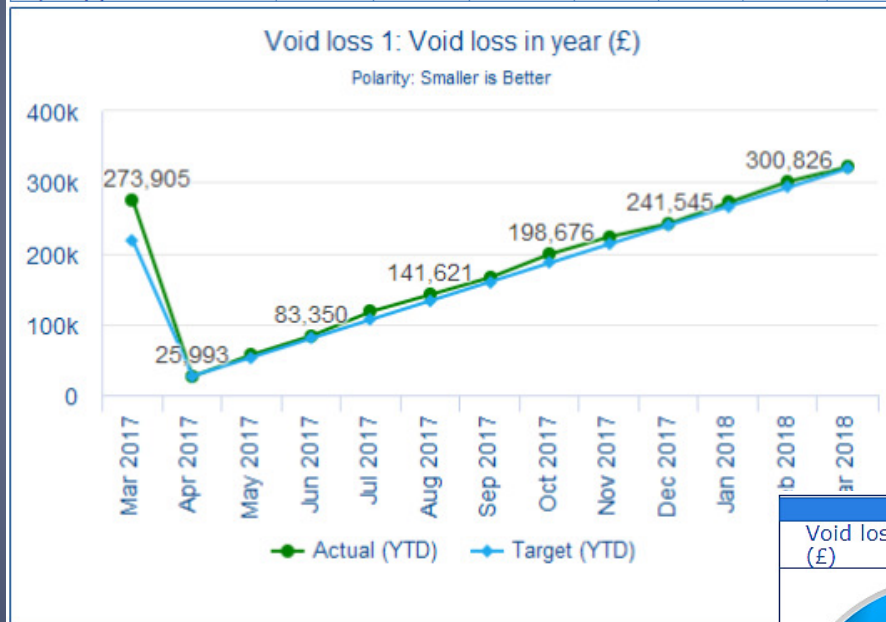


# Housing and Investment: Repairs and Voids

## Void loss in year



	Target 31/10/17	Actual 31/10/17	Status at 31/10/17	Target to 30/11/17	Actual to 30/11/17	Status at 30/11/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/01/18	Actual to 31/01/18	Status at 31/01/18	Target to 28/02/18	Actual to 28/02/18	Status at 28/02/18	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18
Void loss 1: Void loss in year (£)	186,226	198,676	▲	212,830	223,037	●	239,434	241,545	●	266,038	271,352	●	292,641	300,826	●	319,245	321,493	●
	Target 30/04/17	Actual 30/04/17	Status at 30/04/17	Target to 31/05/17	Actual to 31/05/17	Status at 31/05/17	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 31/07/17	Actual to 31/07/17	Status at 31/07/17	Target to 31/08/17	Actual to 31/08/17	Status at 31/08/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17
Void loss 1: Void loss in year (£)	26,604	25,993	★	53,208	56,843	▲	79,811	83,350	●	106,415	117,643	▲	133,019	141,621	▲	159,623	165,753	●

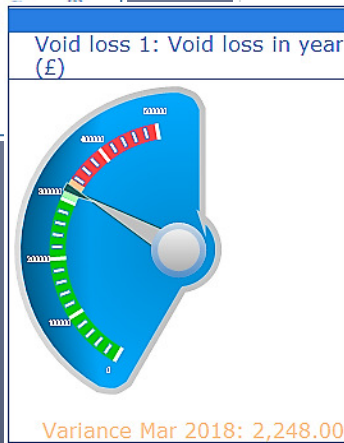


**Period Performance**

**Ros Kerr**

Performance against this target has been affected by a slightly higher than anticipated number of voids that have decent homes elements or are in a poor condition. Collaborative working between the Voids Team and Tenancy will further improve performance.

Reply · just now



## HMAB HRA BUSINESS PLAN UPDATE, QUARTER 4, 2017/18

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**Subject: HRA Business Plan Update**

**Date: 19 July 2018**

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**For Information**

**Author: Katrina Shirley**

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### **Action Required:**

To note progress in delivering activities associated with the Housing Revenue Account (HRA) Business Plan during 2017/18.

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### **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 HRA Business Plan priorities, outcomes and challenges identified within the Executive report, under the headings 'Housing Development', 'Housing Investment' and 'Housing Management and Maintenance', can be seen in Appendix 1.
- 1.3 An update on activities and investment over the past year (2017/18) aimed at addressing these challenges and achieving planned outcomes is given in Section 2 below.

### **2. UPDATE**

#### **2.1 Housing Development**

##### **2.1.1 Affordable Homes Delivery**

- A total of 34 council homes have been developed this year, bringing the total number delivered since 2014 up to 131. These included new homes at the Archer Road and Vincent Court schemes in addition to a number of acquisitions.
- Further schemes are under construction at the former March Hare and Twin Foxes pub sites and at Ferrier Road. Together these schemes will deliver 44 new homes.
- It had been anticipated that properties at the Twin Foxes scheme would have been completed in 2017/18. However, unfortunately, due to adverse weather that prevented rendering work from being carried out, as well as issues with utility providers, the scheme will now complete in 2018/19.
- Three more sites for future development have been prioritised during 2018. Initial design work is progressing and these schemes are expected to deliver approximately 50 units in total.

- In February 2018, the Council learnt that it had been successful in its bid for £900,000 from the Ministry of Housing, Communities and Local Government's (MCHLG) Land Release Fund. This will allow the Council to progress plans for more than 200 new homes at a number of sites, including the Kenilworth Close scheme.

### **2.1.2 New Sheltered Housing Development**

- The Kenilworth Close development will include state of the art homes for older people, in addition to providing a new community centre, general needs homes and shops. There will be at least 78 homes for older people in the independent living scheme, which will also have a café, enclosed private balconies and a roof garden for residents.
- Consultation on the plans for the scheme has commenced (including via the Council's website at <http://www.stevenage.gov.uk/news-and-events/news/203404/> )

### **2.1.3 Partnerships to Deliver Affordable Homes**

- The Council is working co-operatively with Chase Homes and Metropolitan Housing Association on the old Dupont site, where over 200 affordable homes are being developed for shared ownership and for rent. The Council will have access to 34 of these homes to let at social rents in exchange for funding. Children at a local school took part in a competition to create artwork to decorate the hoarding at the site.
- Origin Housing Association has commenced a programme of Open Market Acquisitions, which will deliver 10 x 3 bed homes for affordable rent.

### **2.1.4 Capital Expenditure on New Build and Acquisitions**

- In 2017/18, spend on Council new build and acquisitions in was £4.6m against a revised budget of £4.8m. In addition, the Council gave financial support amounting to £2.4m to other registered housing providers through the use of Right To Buy 1-for-1 receipts.

## **2.2 Housing Investment**

### **2.2.1 Decent Homes**

- A total of 660 homes were made decent during 2017/18.
- At the end of March 2018, 75.82% of council homes were decent against a target of 75.42%% (a revised target in line with the revised capital programme).

### **2.2.2 Major Refurbishment (Flat Block) Programme**

- Contractors Mulalley and Wates Living Space have been appointed to deliver the £45m five-year programme to refurbish 530 blocks of flats across Stevenage.
- Work will vary from block to block and, depending on the condition of a particular block, could include roofs, windows, structural repairs, rewiring, fencing, paving, signs and some redecoration of communal areas.



### **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. Works have commenced on site and these works are due to complete later this summer.
- A programme of installation of new fire doors commenced in November 2017 and continues across a number of sheltered housing schemes.
- An improvement scheme for Silkin Court has been developed and residents are due to be consulted on the proposed scheme during July 2018.

### **2.2.4 Statutory Mechanical and Electrical Engineering works**

- A 5 year compliance improvement plan has been established. An Interim compliance manager is in post and we are looking to appoint to the post on a permanent basis.

### **2.2.5 Warm and Dry Homes Programme**

- A major contract for external works (insulation, windows and doors) was let in 2017/18 and the programme is due for completion this year.
- In 2017/18, external improvement works delivered included 420 roofs, 649 windows and 696 doors. In addition, 203 new boilers were installed.
- Further insulation, windows and door works will be carried out through the Major Refurbishment Contract. These works will enhance the energy efficiency of our flat blocks.

### **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 later this year. 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 was £12.1m. This was 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.
- Actual spend in 2017/18 was £12.2m.

## **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 undertaken 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.

- As part of the arrangements to implement and embed the Repairs and Voids improvement programme, a Contract Manager has been assigned to implement robust contracts for our supply chain contractors. This will facilitate effective performance management and ensure service delivery to our customers is to expected standards.
- The Council continue to monitor revised service delivery arrangements introduced during quarter 2, to ensure that the materials required are available at the time of repair. This aids performance in delivering a first time fix.
- Service delivery in respect of voids is improving. A purge of active void cases carried out during quarter 4 has resulted in an increase in the number of lettings and minimised the number of void cases carried forward into the new financial year. Collaborative working between officers of the Voids, Tenancy and Lettings teams continues to improve, supported by the use of technology such as the 'Voids App', which allows a real time update on current void status to inform prompt tenant viewings, thus improving re-let times. The knock on effect of this meant that properties were able to be let to those in temporary accommodation, which resulted in a drop in the number of households living in temporary properties.
- The Repairs and Voids improvement programme will now focus on elements such as a review of unit costs for repairs and voids and incorporate any new projects that are deemed necessary.

### **2.3.2 Transforming Housing Management Services ('Housing- All Under One Roof')**

- In January 2017, Members agreed to invest £1.5m over three financial years to enable the delivery of the 'Housing All Under One Roof' programme.
- Work is underway on Phase 1 (July 2017 to December 2018) of the programme, to implement digital improvements, adopt new ways of working and provide staff with tools and skills to deliver excellent customer service.
- These improvements will lay the foundations for Phase 2 of the programme, which will continue the delivery of digital improvements, embed new ways of working and enable customers to benefit from improved access to services through a wide range of methods, including online self-service services and additional support for those who need it.
- Progress during 2017/18 included the following:
  - The new Housing and Investment management team is now in place with management roles aligned to the customer journey.
  - Within the Housing Advice and Homelessness service new processes and technology have been implemented, to support the introduction of the Homelessness Reduction Act from April 2018 and to improve case management and the service customers receive. More advice is provided at the first point of contact in the CSC and customers are now benefiting from personalised housing plans. The team are also undergoing a restructure to ensure that the resources available are able to respond to the change in demand for the service.
  - Within the Supported Housing Service more agile ways of working have been implemented, to enable the team to be more responsive to customers' needs and shorten referral processes.
  - Ways of working and use of technology continue to be reviewed and improved to lay the foundation for mobile working and streamlined services for customers.
  - The quality of online information has been improved, to provide customers with up to date information and in preparation for the new Council website.

- Staff engagement in the programme has been sustained through Housing Away Days, informal sessions, focus groups and staff newsletters.

### **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.
- To support future housing development at Kenilworth Close, the Housing and Investment team have worked with affected residents at both Asquith and Walpole Court. The team have agreed individual solutions for each household to support their requirements which, in some cases, has meant a move to other suitable independent living schemes.
- Asquith has been successfully decanted and we are proposing to use this temporarily for emergency and temporary accommodation if required.

### **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 April 2019.
- The review of service charges will include the provision of a revised “estate management” offer including caretaking, grounds maintenance and anti-social behaviour. This forms part of the Assistant Director Business Unit reviews. As customers will be consulted on the proposals, it is anticipated that service charges reflecting a different service offer will be in place for April 2020.

### **2.3.5 Welfare Reform and Housing and Planning Act Implementation**

- Changes to welfare payments in terms of Universal Credit (UC) have continued to be introduced a slow pace but full roll-out of UC for all new claims will take place from October 2018. The Council is working with partners to pool intelligence and best practice and to provide an appropriate response to welfare reform. Regular meetings are held with the Department of Work and Pensions (DWP) and the East Herts Housing Benefit Partnership. Training sessions for all relevant staff within SBC and the shared revenues and benefits service are planned for September 2018 and will be delivered by the DWP.
- 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**

- The Allocation Scheme has been reviewed and in March 2018 the Executive approved the following changes:

- That those at risk of homelessness, who presented themselves to SBC, who subsequently self-sourced alternative accommodation outside of the Borough, retain their local connection for up to two years.
- That the five-year local connection rule is amended to five years out of the last seven years.
- That those who are under-occupying are given a priority banding allowing them to bid for properties themselves via the Choice Based Letting system process.

### **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 2018 Budget was approved by Council on 30<sup>th</sup> January 2018. It incorporated an HRA savings/efficiency package of £226k to be implemented in 2018/19, along with HRA growth and service pressures of £365,092 in 2018/19. The service pressures include the financial cost to the HRA of the Council's Business Unit Reviews (BUR) and ICT Improvement Plan. The pressure 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 Priorities, Challenges and Planned Outcomes (Executive 22.11.16)

<b>Housing Development</b>
<b>Future Town Future Council (FTFC) Priority</b>
<ul style="list-style-type: none"><li>• <b>Housing Development</b></li></ul>
<b>Outcomes</b>
<ul style="list-style-type: none"><li>• New council homes, meeting the needs of local people on the Housing Register</li><li>• Total number of council homes maintained over the 30 year period</li><li>• Increased income into the HRA</li></ul>
<b>Key Challenges</b>
<ul style="list-style-type: none"><li>• To mitigate the impact of RTB sales on rental income and council housing supply</li><li>• 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</li><li>• To ensure that the sheltered stock is fit-for-purpose, through re-provision of accommodation for older people</li></ul>

<b>Housing Investment</b>
<b>Future Town Future Council (FTFC) Priority</b>
<ul style="list-style-type: none"><li>• <b>Investing in Homes to be Proud Of</b></li></ul>
<b>Outcomes</b>
<ul style="list-style-type: none"><li>• Tenants living in safe, well maintained, structurally sound, warm and dry homes</li><li>• Fit for purpose sheltered stock</li><li>• Increased tenant and leaseholder satisfaction with their homes</li><li>• Positive return on our HRA assets</li><li>• Value for Money achieved through contract procurement and effective programming</li></ul>
<b>Key Challenges</b>
<ul style="list-style-type: none"><li>• To continue to maintain homes to the decent homes standard</li><li>• To undertake a programme of re-investment in poorly performing properties to ensure a positive return from all our assets</li><li>• To ensure that the existing sheltered stock is fit-for-purpose, through investment and re-modelling</li><li>• To ensure that procurement activities are robustly planned and delivered and achieve value for money</li></ul>

<b>Housing Management and Maintenance Services</b>
<b>FTFC Priority</b>
<ul style="list-style-type: none"> <li>• <b>Excellent Council Homes (Transforming Housing Services &amp; Sustainable Housing for Older People)</b></li> </ul>
<b>Outcomes</b>
<ul style="list-style-type: none"> <li>• Responsive, accessible, well-managed services, with a ‘right first time’ approach</li> <li>• Flexible support services that adapt to the changing needs and vulnerability of older people living in sheltered/flexicare housing and in the community</li> <li>• Improved processes and technological solutions that support service delivery</li> <li>• Improved customer satisfaction</li> <li>• 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</li> <li>• Lettings that achieve a balance between meeting local housing need and promoting sustainable communities</li> </ul>
<b>Key Challenges</b>
<ul style="list-style-type: none"> <li>• To deliver transformative improvements to housing management and maintenance services</li> <li>• 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</li> <li>• To ensure that the Repairs and Voids service makes a net contribution to financial overheads</li> <li>• 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</li> <li>• 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</li> </ul>

# TENANCY AGREEMENT 2018

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By Keith Wilson







# Why change?

- Regular tenancy agreement reviews are seen as good practice. Last review was in 2013.
- Changes in legislation means a review is necessary. However, we are awaiting Government guidance on The Housing and Planning Act 2016 and the proposed introduction of fixed term tenancies/ high value voids. Other changes in legislation such as GDPR have also made this necessary.
- Fixed Term Tenancies. Offering these for the longest period possible giving due account to community cohesion and sustainability. Wording used to cover this subject to legal advise.
- Opportunity to look at how we operate and what is best practice.
- Allows us to strengthen the tenancy agreement in key areas

# Why change?

- Give us more ability to act on complaints in regards to asb, inconsiderate parking etc.
- A stronger agreement will enable us to tackle issues such as fly tipping where the tenant has been identified. Since April 2018 Tenancy Advisors have delivered 314 general letters to our flat blocks
- Substantially reducing the time we have to spend on cases not completely covered by the tenancy agreement.
- MRC Contract. With the amount being invested in this, it is important that the appointed contractors are able to work in a safe environment and also have access. We will also have the tools available to take the appropriate enforcement action to help manage our flat blocks when the refurbishment is completed.



# Who's been involved?

- Changes are being developed in conjunction with Shared Legal Services
- We have consulted with a number of areas to ensure they have had an input into these changes: Stevenage Direct Services, Tenancy, Income, Independent Living, Anti Social Behaviour and Neighbourhood Wardens. Changes have been identified through the casework various teams are dealing with
- For benchmarking we have also looked at tenancy agreements in use by other local authorities
- Full consultation will also take place with tenants



# What do we want to change?

- Independent living
- Access to property
- Health and safety (Smoking in property, threats to staff)
- Terminating your tenancy
- Anti-social behaviour (Pets, parking)

# What's Changing contd..?

- **Independent living**

- Concerns raised as some residents allowing family members to reside with them who don't meet the criteria for independent living.
- Proposed change will advise permission will only be given in exceptional circumstances and only for a certain period of time
- This will not create a fast track for family members to be given housing

- **Access to property**

- A number of cases where residents have refused access for tenancy audits, investigation of complaints or for repairs/improvements. This has also been identified through working with residents in regards to hoarding.
- Proposed change will clarify under what circumstances the council can enter a property.

# What's Changing contd..?

- **Health and safety**
- concerns raised by operatives working in our properties who wish to work in a smoke free environment.
- operatives have been threatened by residents.
- **Terminating your tenancy**
- Tenants have challenged recharges
- Relationship breakdown joint tenancies. Joint tenants are jointly and severally liable
- Greater clarity about the termination process and SBC's expectations

# What's Changing contd..?

- **Antisocial behaviour**
- Concerns over pets causing nuisance and fouling in communal areas.
- Parking issues as permits are not enforceable.
- Clarity about what animals can and can't be kept at the property (i.e. dangerous animals, livestock etc.)
- Not feeding animals that are considered to be vermin.
- Advising residents where they can and can't park, so as not to cause a nuisance or obstruction.



# What's next

- Bring proposals to informal exec – June, HMAB in July
- Consult with residents
- Plain English Review
- Equality Impact Assessment
- Bring to January 2019 executive
- Mail out with April 2019 rent notification



# Universal Credit / Welfare Reform Update

Page 97

19 July 2018

Elizabeth Ddamulira

# Introduction

Universal Credit (UC) replaces legacy benefits for all claimants of working age (Below 61yrs).

## Key Features

- an online means-tested benefit,
- designed to be “like work”
- designed to “maximise claimants’ responsibility and self-sufficiency” by paying claimants monthly in arrears
- all elements are paid direct to the claimant, including housing costs

# Time Table

**Feb 2015** : First went live in Stevenage

**Feb 2018**: New full service rollout schedule published

**3 Oct 2018** : Stevenage full service rollout  
(new applicants and change of circumstances)

**Mar 2023**: Revised managed migration completion date as announced 7 June 2018

# The impact of UC on claimants

*Based on areas where Full Service has been rolled DWP Survey results published in June 18 and most recent date*

- Arrears to increase by average 50- 70%
- 4 out of 10 were experiencing financial difficulties
- 1 out of 5 do not receive their full payment on time.
- 60 % applied for and receive a UC advance to help them manage as they wait for their first payment paid back over 12 months

## Issues claimants are experiencing:

- hardship due to not having savings to last the initial wait for payments
- problems with monthly budgeting due to fluctuating Universal Credit payments
- difficulties making and managing a claim online, due to a lack of digital access and skills.

# SBC position so far(As at end of Mar 18)

- Total arrears £328, 607
- 1238 tenants were in arrears
- 4057 tenants on Housing benefit (52%): just under 1/2 of this group are of working age (below 61 yrs.)
- Movement of HB claimants on to UC in Sep 16 – Jul 17 was an average of 13 cases per month

\*\*\*\*\*

- 68 (0.84%) tenants on UC (number changes depending on employment transition)
- 35 cases were in arrears: Total arrears of £18,292
- 23 had arrears of 4 Wks./ A month: Total arrears of £16,767
- 10 were subject to Alternative Payment Arrangements (APA)

*\*\*Some working age claimants will continue on Housing benefit if they occupy hostel/refuge type accommodation*

# General Impact on LA /RPS arrears

- An increase in rent arrears since UC taking up to a year to recover.
- Increase in some arrears starts to accelerate before Universal Credit claim, due delay before they make their claim.
- Arrears increase before first payment is made.
- Starts to plateau 10 to 12 weeks following a claim, arrears repayments start
- Claimants already on HB continue to receive their award for the first 2wks of their UC claim :Housing costs are now paid twice in that period,

# Forecast Impact of UC on SBC

- Real impact of UC is expected at the end of **3<sup>rd</sup> – 4<sup>th</sup> Qtrs /Dec 18- March 19**
- Expected UC Claimants Oct- Dec 18 **is approx. 700** (Based on other LA who are now in Full Service) **8.6%**
- **Approx. 51 %** of this group will have arrears from application point .
- **Approx. 34 %** of this group will have arrears of **over 4 Wks. - A month**
- Assumption is **8.60%** will be in arrears due to UC a minimum increase of **approx. £28,260 in a Qtr.**

# Vulnerable Claimants

It is recognised that some claimants would struggle.

## 1.) Personal Vulnerabilities

- DWP is to provide extra support to ‘vulnerable’ claimants
- There are many definitions of vulnerability, or ‘complex needs’, including
  - mental and physical health issues
  - life events

## 2.) Policy and process Vulnerabilities

- These are additional vulnerabilities because of the policy or process design of Universal Credit such as
  - Claimants with limited online access or skills,
  - Claimants who struggle to budget.



# DWP Support

Provision	Description
Universal Support delivered locally (USDL) to be provided by Local Authorities	Assisted Digital Support
	Personal Budgeting Support
Alternative payment arrangements (APAs)	Managed Payment to Landlord
	Split Payment
	More Frequent Payment
Work coach	Tailoring of claimant commitments

# SBC Work & Support during UC Full service roll out

## 1.) Communication

- Correspondence / Mail Outs/ DTI/UC Leaflets
- Rent Statements
- Lettings Pack
- Locata
- Link Magazine
- Poster and Leaflets in *CSC, Children's Centres , Libraries and Leisure Centre, doctors surgeries , local shops, community centres , churches, Credit Unions*
- forthcoming Annual Resident Report
- articles in the Chronicle and internal staff briefings and newsletters

# SBC Work & Support during UC Full service roll out

## 2.) Training of frontline services (Stevenage and East Herts)

❖ run by DWP

❖ Scheduled on 3, 6 & 19 September

# SBC Work & Support during UC Full service roll out

## 3.) Resources

### Income team

- ✓ managing accounts
- ✓ verifying housing costs
- ✓ resolve Housing Costs issues

### CSC

- ✓ sign posting
- ✓ digital support

### Tenancy Support

- ✓ Personal Budgeting
- ✓ Money Management
- ✓ Other support

### Welfare Reform Income Advisor

- ✓ Communication work /targeted information
- ✓ Deliver actions within the Welfare Reform action plan
- ✓ tenants' events , surgery outreach sessions and roadshows
- ✓ Champion the Welfare Support Service internally and externally
- ✓ Develop literature for information publication
- ✓ Organise tenant's training

# SBC Work & Support during UC Full service roll out

## 4.) Employment Initiatives

### 4.1) Job fair July - Stevenage /DWP / NHC

North Hertfordshire College

Tuesday 10th July 2018 10am – 3pm

30+ Employers with current vacancies

### 4.2) Stevenage Works Project and Building futures programme -Joint employment initiative

(SBC/MRC contractors/Echelon Consultancy/ DWP / HART &North NHC)

- ❑ Currently In process of completing master plan
- ❑ Over all the contract term each
  - Confirmed as 12 trade apprentices
  - one Business administration apprentice
  - JDs have now been developed and agreed for the BA
  - trade apprenticeship JDs will be issued shortly to all parties
  - Work on core training programmes relevant for Mulalley/Wates to support as part of their refined offer.

# SBC Work & Support during UC Full service roll out

## 5.) Internal systems and process

- Policy ( HIP & Corporate Debt )
- Procedure and process reviews( Arrears recovery and support referrals)
- Housing system health check
- Implementation of Task Manager
- Procured the Housing Partners System <sup>MP1</sup> which also helps to identify residents affected by welfare reform changes

**Slide 14**

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**MP1**

suggest you spell these out in full

Matthew Partridge, 16/09/14

# SBC Work & Support during UC Full service roll out

## 6.) Multi-agency co-ordinated approach in Stevenage to prevent hardships and Homelessness

- Close working with the DWP/East Herts Housing Benefit Partnership
- Delivery Partnership Agreement with the DWP to support all UC claimants. Referrals are made by the DWP
- CAB SLA to support Stevenage residents and a court desk
- Welfare Reform Steering Group which is made up of internal and external partners
- HCC/ Families first Initiative launched on 2/7/18
  - *An initiative that started in HCC to be rolled out nationally*
  - *Offering information, advice , guidance on services for families*
  - *Child care option*
  - *Accessing appropriate services*
  - *Resource for day to day work with families*
  - *Work force development and practice to enhance work with families*



# What are we doing?

## Housing (cont'd)

- Financial Inclusion strategy
- Service Level Agreement with the Citizens Advice Bureau
- Voluntary Sector Support
- Discussions with local GP's
- Website information
- Resident association meetings
- ASB tools and powers
- Care Act impact
- Food Bank
- EQIA's



Thank  
you