

NOTICE OF MEETING

Meeting: HOUSING OVERVIEW AND SCRUTINY PANEL

Date and Time: WEDNESDAY, 19 JUNE 2019, AT 6.00 PM*

Place: THE BRADBURY ROOM, APPLETREE COURT,
LYNDHURST

Telephone enquiries to: Lyndhurst (023) 8028 5000
023 8028 5588 - Ask for Karen Wardle
Email: karen.wardle@nfdc.gov.uk

PUBLIC PARTICIPATION:

*Members of the public may speak in accordance with the Council's public participation scheme:

- (a) immediately before the meeting starts, on items within the Panel's terms of reference which are not on the public agenda; and/or
 - (b) on individual items on the public agenda, when the Chairman calls that item.
- Speeches may not exceed three minutes. Anyone wishing to speak should contact the name and number shown above.

Bob Jackson
Chief Executive

Appletree Court, Lyndhurst, Hampshire. SO43 7PA
www.newforest.gov.uk

This Agenda is also available on audio tape, in Braille, large print and digital format

AGENDA

Apologies

1. MINUTES

To confirm the minutes of the meeting held on 20 March and 20 May 2019 as a correct record.

2. DECLARATIONS OF INTEREST

To note any declarations of interest made by members in connection with an agenda item. The nature of the interest must also be specified.

Members are asked to discuss any possible interests with Democratic Services prior to the meeting.

3. PUBLIC PARTICIPATION

To note any issues raised during the public participation period.

4. ANNUAL PERFORMANCE AND PROVISIONAL BUDGET OUTTURN

(Pages 1 - 20)

To consider the annual performance of services under the review of this Panel and the provisional budget outturn figures.

5. REVIEW OF HOUSING MAINTENANCE SERVICE (Pages 21 - 36)

To consider a report from the Executive Head of Housing and Governance in respect of a management review of the Housing Maintenance Service.

6. HOUSING STRATEGY / HRA AFFORDABLE HOUSING DEVELOPMENT AND ACQUISITION PROGRAMME UPDATE

To receive an update on the progress of the Housing Strategy / HRA affordable housing development and acquisition programme.

7. SHARED OWNERSHIP

To receive a presentation on Shared Ownership.

8. HOMELESSNESS UPDATE

To receive an update on homelessness.

9. PRIVATE SECTOR HOUSING TASK AND FINISH GROUP UPDATE

To receive an update on the progress of the Private Sector Housing Task and Finish Group.

10. PORTFOLIO HOLDER UPDATE

An opportunity for the Portfolio Holder to provide an update to the Panel on any issues.

11. WORK PROGRAMME (Pages 37 - 38)

To consider the Panel's future work programme, and make changes where necessary.

12. ANY OTHER ITEMS WHICH THE CHAIRMAN DECIDES ARE URGENT

To:

Councillors

Steve Davies (Chairman)
Ann Sevier (Vice-Chairman)
Anne Corbridge
Kate Crisell
Jack Davies

Councillors

Andrew Gossage
Joshua Kidd
Ian Murray
Caroline Rackham
Christine Ward

HOUSING OVERVIEW AND SCRUTINY PANEL – 19 JUNE 2019

ANNUAL PERFORMANCE & PROVISIONAL BUDGET OUTTURN REPORT 2018/19

1. INTRODUCTION

- 1.1 'Our corporate plan' is supported by a corporate framework which provides further context around the main issues the plan aims to address, and key strategies which will contribute to the delivery of the plan. This report provides an overview of the Council's performance and achievements over the last 12 months and sets out provisional details of the 2018/19 projected financial outturn positions for the General Fund, Capital Programme and Housing Revenue Account. In recognition of some of the challenges moving forward it also sets out key strategies for implementation during 2019/2020.
- 1.2 This is the last Annual Performance & Provisional Budget Outturn report aligned to the current corporate plan. Work will be undertaken during 2019/20 by the new administration to develop the Corporate Plan 2020 – 2024.
- 1.3 The Council's statutory Statement of Accounts will be completed and signed by the Responsible Financial (S151) Officer by 31 May and will be presented to Audit Committee in July following external audit. Should there be any significant variations from the figures presented in this report, they will be highlighted at that Committee. The Outturn now presented is in management format.

2. BACKGROUND

- 2.1 Much of the focus for 2018/19 has been on the key strategies developed as part of the strategic framework whilst maintaining frontline service delivery in support of the visions and priorities of the corporate plan.
- 2.2 The Council's financial planning process further supports the delivery of the corporate objectives and the annual budget, and its performance, is an element of the overall corporate plan.
- 2.3 The provisional outturn for 2018/19 as reported to cabinet in April resulted in revised General Fund, Capital Programme and Housing Revenue Account budgets as follows;

	Original Budget £'m	Latest Budget April Cabinet £'m	Reported Variations £'m
General Fund	17.243	16.561	-0.682
Capital Programme	26.225	23.226	-2.999
Housing Revenue Account (Income)	-27.667	-27.597	0.07
Housing Revenue Account (Expend.)	27.667	26.470	-1.197

3. PERFORMANCE

- 3.1 Performance continues to be maintained despite ongoing funding reductions. Appendix 1 illustrates some of the Council's achievements and key data for 2018/19.
- 3.2 The level of central government funding reduced by £1.537m from 2017/18 to 2018/19, with further reductions forecast in future years. Appendix 2 (Corporate Framework) displays the key strategies that are in progress for 2019/20 which will contribute to delivering a level of service that the local population expect, despite these significant reductions.

4. BUDGET OUTTURN

- 4.1 The Annual Budget is an important element of the delivery of the Council's financial strategy which supports the delivery of core services and provides value for money to local taxpayers. Financial Monitoring Reports and Medium Term Financial Plan updates to Cabinet throughout the year provide up to date information on both current performance, and the budget outlook over a medium term period.
- 4.2 The updated General Fund revenue outturn position confirms a spend of £16.204m. This is a favourable yearend variation of £357,000, and results in a total favourable variation for the year as against the original budget of £1.039m. The Financial Monitoring reports presented through Cabinet during the year confirm the reasoning for the significant variations other than the outturn variation of £357,000, which are summarised within Appendix 3.
- 4.3 The updated Capital Programme outturn position confirms a spend for the year of £22.617m. This is a yearend variation of -£609,000, and results in a total variation for the year of -£3.608m.
- 4.4 The updated Housing Revenue Account position confirms income for the year of £27.830m and a spend for the year of £27.761m. This results in an overall surplus for the year of £69,000, with this sum being transferred to the Acquisition and Development reserve.
- 4.5 The following table summarises the positions as explained above (although all stated positions are still subject to change during the course of External Audit);

	Original Budget	Outturn Position	Total Variation
	£'m	£'m	£'m
General Fund	17.243	16.204	-1.039
Capital Programme	26.225	22.617	-3.608
Housing Revenue Account (Income)	-27.667	-27.830	-0.163
Housing Revenue Account (Expend.)	27.667	27.761	0.094

5. ENVIRONMENTAL, CRIME AND DISORDER AND EQUALITY IMPLICATIONS

5.1 There are no environmental, crime and disorder or equality implications arising directly from this report.

6. RECOMMENDATIONS

6.1 It is recommended that the Panel:

- (a) Note the performance and achievements as set out in Appendix 1;
- (b) Note the key strategies in progress for 2019/20 set out in Appendix 2;
- (c) Note the provisional General Fund outturn position set out in Appendix 3;
- (d) Note the provisional outturn position of the Capital Programme set out in Appendix 3;
- (e) Note the provisional outturn position of the Housing Revenue Account set out in Appendix 3; and
- (f) The panel are recommended to provide feedback or comment to Cabinet.

Further Information:

Alan Bethune
Head of Finance (S151)
Tel: 023 8028 5588
Email: Alan.bethune@nfdc.gov.uk

Sheryl Parry
Business Improvement Project Manager
Tel: 023 8028 5588
Email: Sheryl.Parry@nfdc.gov.uk

Background Papers:

Our corporate plan –
Cabinet 3 February 2016

Financial Monitoring
Report – Cabinet 3 April
2019

This page is intentionally left blank

POSITION STATEMENT 2019

ANNUAL PERFORMANCE REPORT



Page 5 Introduction - The New Forest

The New Forest is an area of southern England which includes one of the largest remaining tracts of unenclosed pasture land, heathland and forest in the heavily populated south east of England. It covers south west Hampshire and extends into south east Wiltshire and towards east Dorset. It is a unique place of ancient history, fascinating wildlife and stunning beauty and was established as a royal hunting preserve.

The local government administrative area of New Forest District Council (290 square miles) includes the New Forest National Park (206 square miles). Within the district there are 145 square miles of Crown land, managed by Forestry England.

The New Forest is a working forest that has prospered for nearly 1000 years. Many of the agricultural practices conceded by the Crown in historical times to local people are still retained. The most significant of these is the depasturing

of ponies, cattle, pigs and donkeys in the open forest by authorised local inhabitants known as Commoners. These unique agricultural commoning practices are administered by the Verderers.

The district council was created on 1 April 1974 and was a merger of the borough of Lymington, New Forest Rural District and part of Ringwood and Fordingbridge Rural District. The district is one of the most populated non-unitary authorities in England (179,236) and within its boundaries there are 37 active town and parish councils. Hampshire County Council are responsible for upper tier services.

Operating within the heart of the district council area is the National Park Authority established in 2005. The National Park is the planning authority for its area. In other service areas there are shared responsibilities and close collaborative working with the district council. Approximately 70% of the population of the district live in the New Forest

District Council authority area in a number of medium sized towns. To the south and east of the district border there lies 40 miles of coastline.

The broad range of organisations and community groups that exist means that the council works collaboratively with and in the community to deliver solutions.

The New Forest is home to the third largest economy in Hampshire, with a total Gross Value Added of £4.4bn. The district contains over 9,000 businesses in total, which is more than any other local authority in Hampshire, including the cities of Southampton and Portsmouth. 89% of businesses in the district are micro in size employing fewer than 10 people. Self-employment is relatively high at over 11.6% and unemployment is consistently lower than in the rest of the country. Leisure, tourism and marine along with their associated supply chains are significant employment and economic sectors

within the district. The council works closely with the New Forest Business Partnership and 'Helping local business grow' is a priority.

Average earnings are low with 60% of the working population earning less than the UK average. This, and the high average house price, results in significant cross-commuting between those who work in the forest but can't afford to live there, and those who can afford to live within the district but work elsewhere. The district council is located between the two major conurbations of Southampton and Bournemouth.

The very special nature of the New Forest makes it an extremely attractive place to live; both for those in work and those wishing to retire (28.4% of the population is over 65). Housing development is made more difficult by many of the environmental constraints of the area.

New Forest District Council

Housing, and particularly affordable housing for local people is a particular issue in the district. The district council manages its own housing stock (5,054 properties) and there are in excess of 3,000 people on the housing waiting list.

The New Forest district local plan review provides the opportunity to shape the district over the next twenty years and this will be an important process for the council to complete. The public examination of the Local Plan Review 2016 – 2036 is underway, with hearing sessions taking place in June/July 2019. The plan provides for 10,500 new homes to be built in the district, whilst protecting the district's unique natural environment and minimising the loss of land from the Green Belt.

The vast majority of services are provided by in-house teams. This includes the operation of five high quality health and leisure centres, a Housing Maintenance team as well as Refuse and Recycling, Grounds Maintenance and Street Scene. The council employs 780 FTE with a small number of services provided by third parties or through shared service arrangements.

This is the last updated position statement aligned to the current Corporate Plan, the priorities of which are:

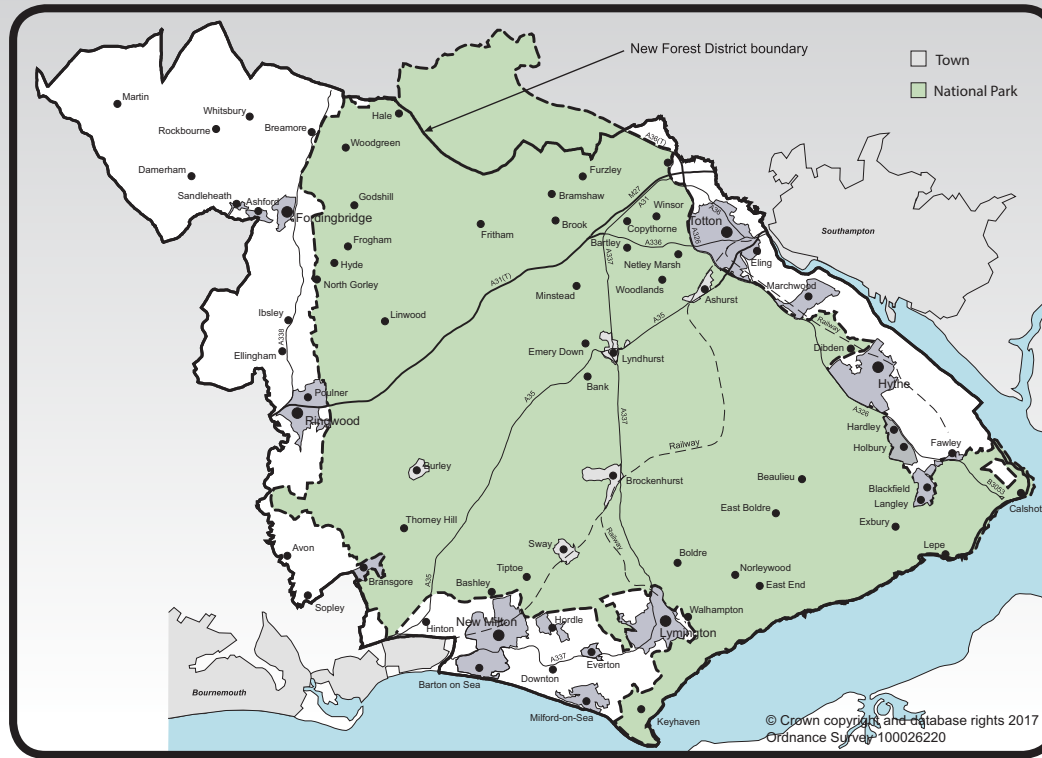
- Helping local business grow
- More homes for local people
- Service outcomes for the community
- Protecting the local character of our place.

These priorities were underpinned by:

- Living within our means
- Working with others to achieve more

Work will be undertaken during 2019/20 by the new administration to develop the Corporate Plan 2020-2024.

In the last two years, significant change has taken place within the organisation and in the way in which the council goes about its business as the council



has set about rebalancing its expenditure and income in light of the significant reduction in central government funding. During this period services have maintained a consistent level of delivery. There is recognition that despite these changes the organisation needs to ensure that it has the capacity to deliver on its priorities.

In February 2019 the council invited the original peer review team to make a follow up visit on the back of the 2017 Corporate Peer Challenge in order to assess progress against the recommendations made. The peer review concluded an impressive pace and extent of change since the original visit, with particular emphasis on the priority given to the Local Plan, the development of housing strategies and the investment made in ICT infrastructure. The team also highlighted the positive working

relationships between members and officers and that Task & Finish groups are used to engage a wide range of members in developing the council's future direction.

Our performance highlights 2018/19

New Forest District Council remains committed to delivering the priorities set out in the 2016-2020 Corporate Plan: Helping local business grow, More homes for local people, Service outcomes for the community, Protecting the local character of our place, Working with others to achieve more and Living within our means.

Our Economic Development Service continues to work with a variety of partners to deliver a range of information and advice, and has organised and led 35 events during 2018/19. Examples include provision of dedicated 1-1 business clinics, a seminar

on securing purchasing opportunities with the district council and the inaugural Local Business Village at the New Forest and Hampshire County Show.

The new Housing Strategy sets out a vision to create balanced communities with a range of housing options that are affordable and sustainable. Alongside objectives to accelerate market housing delivery and increase services for those in greatest need, the strategy includes council plans to support a strong high quality private rented sector, plus the development and construction of at least 600 new council-owned affordable homes for rent and shared-ownership by 2026.

To improve the wellbeing of our community, we delivered a summer Activity Roadshow to encourage families to play together in their local parks. 1,661 residents took part in activities in five parks around the district. A further 1,260 took part in summer park activities delivered by funded partners in the Waterside area.

The 'leave nothing but footprints' anti-litter drive was continued with the New Forest National Park Authority and Forestry England this year, and the annual community litter pick (the 'annual spring clean') was supported by 1,200 volunteers taking part in 50 events.

£361,500 in community grants was approved this year for 14 local not-for-profit organisations. £86,000 was also awarded to local community organisations for capital projects.

In achieving a balanced budget for 2019/20, savings and improved income generation totalling £2.288m absorbed pay and price increases across the Portfolios totalling some £1.009m. This contributed towards new requirements of £1.359m and have also made an important contribution towards offsetting the reductions in government resources. The residual required increase in council funding to address the net increase in costs and reduction in government funding has been achieved by an increase in council tax.

UNDERSTANDING OF THE LOCAL PLACE AND PRIORITY SETTING

Average earnings (full time) for those who work in the New Forest are **£550** per week

People make **13.5m** day trips to the New Forest each year generating **£120m** and supporting more than **2,500** jobs

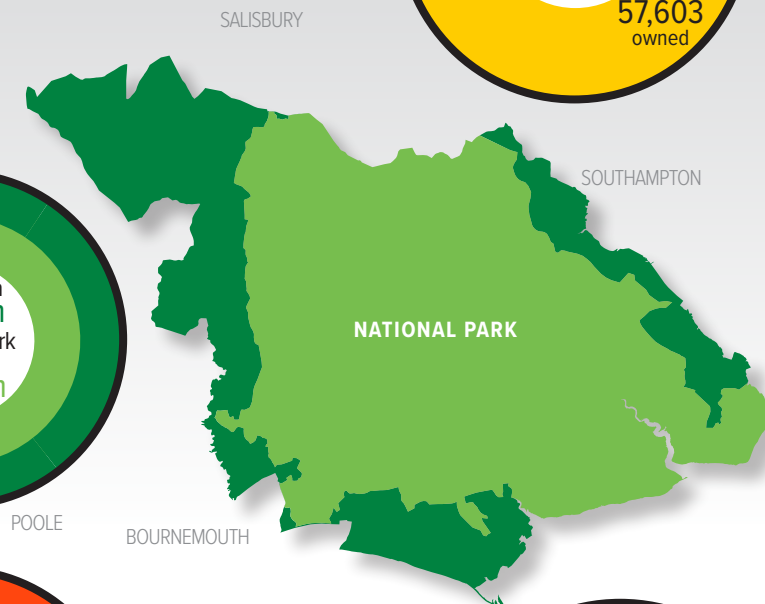
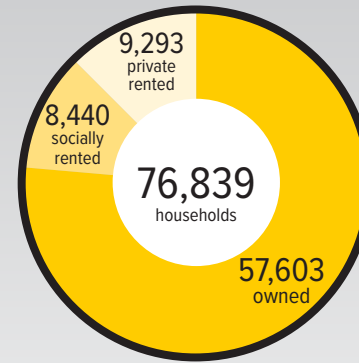
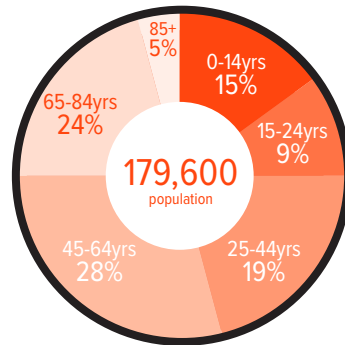
9,000 businesses

We receive **2,000** approaches for housing advice and assistance per year. We rehomed or prevented the homelessness of **321** households

5,054 council houses

142,564 district residents are eligible to vote

9,000 households are supported with housing benefit and/or council tax reduction



Helping local business grow

Leisure, tourism and marine are significant employment sectors within the district. We work closely with the New Forest Business Partnership to boost the economic viability of the area.

More homes for local people

We grant planning permission to over 1,000 planning applications for new dwellings per year, and around 320 new homes are built here every year, 75 of them being affordable new homes. With 1,800 new applications for social housing each year and over 3,000 people on the Homesearch register, 'more homes for local people' is one of our key priorities.

Service outcomes for the community

We provide over 100 local services that our residents value, including refuse, street cleaning, benefits, health and leisure, and housing advice. We regularly review our services to understand how we can improve and what our customers want.

Protecting the local character of our place

We recognise the area's unique qualities and characteristics - our Local Plan shapes development in the area, and we work to keep the area a clean, green, and safe place. *NFDC is responsible for areas outside the National Park, and outside Forestry England Crown Lands.*

Working with others to achieve more

We have a role to play in protecting and improving the New Forest. We know that we can't realise our ambitions in isolation and work closely with the National Park Authority, Forestry England, town and parish councils, local businesses, and numerous local groups.

Living within our means

We continually review activities and services to identify opportunities for savings and opportunities to generate income to address significant reductions in government funding, whilst at the same time maintaining services that are important to our customers.

HELPING LOCAL BUSINESS GROW

Our Economic Development Service continues to work with a variety of partners to deliver a range of information and advice, and has organised and led **35** events during 2018/19. Examples include provision of dedicated 1-1 business clinics, a seminar on securing purchasing opportunities with the district council and the inaugural Local Business Village at the New Forest and Hampshire County Show.

We were involved in the New Forest Partnership Awards, and the **New Forest Brilliance in Business Awards 2018**, celebrating businesses that achieve outstanding results which benefit their workforce, their local community and the New Forest economy as a whole. The overall winner of the awards was Forest Foot and Health Clinic in Cadnam, who have demonstrated an outstanding level of customer care to their patients over the past 23 years.

Our specialist team have been closely engaged with the **Solent Local Enterprise Partnership** to develop strategies which will seek to deliver business growth, appropriate inward investment and greater access to business support services.

We continue to grow our relationship with Creative England to **encourage filming in the district** and this project has now delivered over **£2m** of local economic benefit to local businesses. This was recognised by the Federation of Small Business in their Most Innovative Programme category at the annual FSB Local Authority Awards.

MORE HOMES FOR LOCAL PEOPLE

The new **Housing Strategy** sets out a vision to create balanced communities with a range of housing options that are affordable and sustainable. Alongside objectives to accelerate market housing delivery and increase services for those in greatest need, the strategy includes council plans to support a strong high quality private rented sector, plus the development and construction of **at least 600** new council-owned affordable homes for **rent and shared-ownership** by 2026.

A new **Allocation Policy** was developed to ensure those in the most housing need were allocated social housing properties in the district. Following public consultation, this was approved and will be implemented in 2019/20. We allocated **372** social housing properties to applicants on our housing register.

The Housing Options service launched a new **Homelessness Strategy**, aspiring to reduce homelessness, end rough sleeping and the use of B&B accommodation as well as delivering our own emergency accommodation. The service was awarded a grant from central government of **£55,000** to provide resources to end rough sleeping. In 18/19 we secured permanent accommodation for **320** households who were either homeless or at risk of homelessness.

The public examination of the Local Plan Review 2016-2036 is now underway. The Local Plan guides future development within the district in the area outside of the National Park, and provides for **10,500** new homes to be built in the district, whilst minimising the loss of land from the green belt.

Around **320** additional homes were built this year, with **75** of these being affordable.

SERVICE OUTCOMES FOR THE COMMUNITY

To improve the wellbeing of our community, we delivered a summer **Activity Roadshow** to encourage families to play together in their local parks. **1,661** residents took part in activities in **5 parks** around the district. A further **1,260** took part in summer park activities delivered by funded partners in the Waterside area.

995 people with long term conditions were supported back to health through our activity referral programme **Active Lifestyles**.

In total, over **9.5 million** waste and recycling collections were made during the year, with only **2%** of waste being sent to landfill. Our public conveniences at Sea Road, Milford-on-Sea are being refurbished, and in order to improve our carparks we are nearing completion of the refurbishment and modernisation of Fordingbridge car park.

We completed food hygiene inspections for over **380** (98%) of our high risk food businesses. **72%** of food businesses in the New Forest now have the highest food hygiene rating of 5.

Over **8,000** fitness and swim members use one or more of our five Health and Leisure Centres. Recent improvements to our centres included a new studio at Applemore and a dedicated free weights area at New Milton, with **virtual group fitness** introduced at three of our sites (Applemore, Totton and Ringwood). All five of our Health and Leisure Centres have achieved and maintained the CIMSPA Pool Water Quality Award for the third consecutive year.

PROTECTING THE LOCAL CHARACTER OF OUR PLACE

The 'leave nothing but footprints' anti-litter drive was continued with the NPA and Forestry England this year, and the annual community litter pick (the 'annual spring clean') was supported by **1,200** volunteers taking part in **50** events.

Work to deliver the Hurst Spit defence project alongside the Environmental Agency has continued, and the **coastal protection scheme** is set to benefit communities in the local area.

We continue to work hard to remove abandoned vehicles, with **100** being removed this year compared to **54** last year.

In February, we received confirmation that the Air Quality Final Plan had been approved by the Secretary of State. The plan details how compliance with the EU Ambient Air Quality Directive for nitrogen dioxide will be delivered in the New Forest in the shortest possible time.

The Milford-on-Sea beach hut replacement project has been successful in receiving a number of awards, including a British Construction Industry Award for **Climate Resilience Project of the Year**.

WORKING WITH OTHERS TO ACHIEVE MORE

£361,500 in community grants was approved this year for **14** local not-for-profit organisations. **£86,000** was also awarded to local community organisations for capital projects.

The first **Safer New Forest** conference was held in November 2018, where over 200 local professionals with a shared interest in community safety gathered. Delegates were from a wide variety of organisations including New Forest District Council, Hampshire Fire & Rescue, housing associations, secondary schools, Hampshire Constabulary and charities. Guest speakers and workshops covered a wide range of topics such as drugs and alcohol education and modern day slavery.

The **New Forest Healthy Walks** programme is run in partnership with New Forest National Park and Community First New Forest. In 2018, we saw over **400 walkers** taking part across the year with **654 volunteer** walk leader hours recorded.

We continue to work with the charity **Energise Me** to encourage people to become more active. We have run a number of targeted programmes including a Boxing Satellite Club which engaged **27 young people** at risk of offending.

We have an ongoing partnership with the National Parks Authority and Forestry Commission and work together on initiatives such as litter picking, and were recently involved in a multi-agency approach to improve safety and licensing of local vehicles

LIVING WITHIN OUR MEANS

In achieving a balanced budget for 2019/20, savings and improved income generation **totalling £2.288m** absorbed pay and price increases across the Portfolios totalling some **£1.009m**. This contributed towards new requirements of **£1.359m** and have also made an important contribution towards offsetting the reductions in government resources. The residual required increase in council funding to address the net increase in costs and reduction in government funding has been achieved by an increase in council tax.

The council utilised its available cash balances and increased Treasury Management Investments to **£1.148m** in 2018/19, an increase of **£478k** from the equivalent figure in 2016/17.

During 2019/20, the council will continue to implement its commercial and residential property strategies, set to provide employment opportunities and homes within the district for rent, whilst making a valuable return to the council to support front line service delivery.

Net savings, efficiencies and improved income in services in the year were **£1.039m** and a one-off business rates refund of **£720,000** was received. Retained business rates were **£602,000** ahead of the original budget. Overall the net savings enabled a transfer into the Capital Programme Reserve of **£1.044 million** (a difference of £1.748 million from the £704,000 originally anticipated to be utilised from the Capital Reserve).

FINANCIAL PLANNING AND VIABILITY

Current position

The Capital Programme delivered for 2018/19 totalled **£22.617m**. This included major repairs to New Forest District Council's housing stock, over **£11m** spent on additional council houses, the replacement of vehicles and plant, accommodation and ICT changes in line with the Smarter Working project and coastal monitoring.

Treasury Investment income totalled **£1.148m**, £478,000 up on 2016/17.

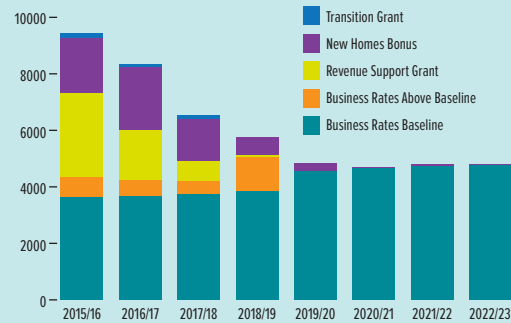
2023 position

Further anticipated funding reductions and pay and price increases currently exceed £4m, however, there are plans in place to deliver a balanced budget.

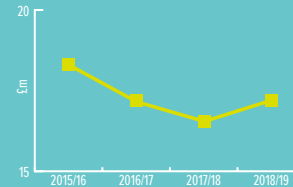
January
Corporate Overview
Panel

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Council Tax per Band D - £	155.76	155.76	158.36	163.36	168.36	173.36
Annual % change		0.0%	0.0%	1.7%	3.2%	3.1%

Government Determined Resources



General fund budget - £m

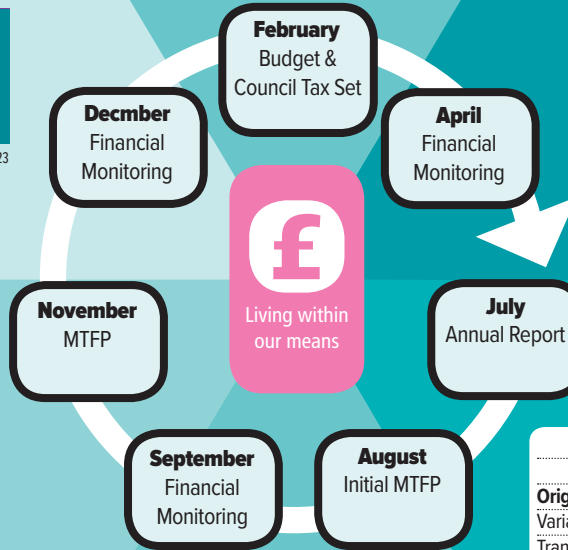


Summary Balance Sheet 31/03/19

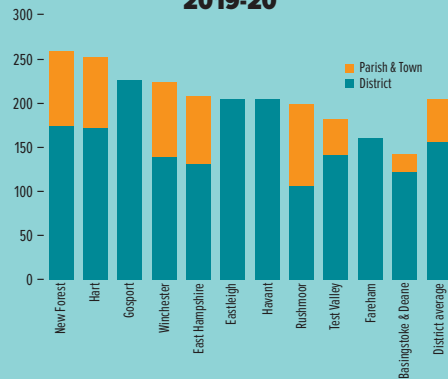
	£'000
Council Dwellings	370,038
Other PPE	84,028
Investment Properties	5,181
Other Long Term Assets	30,154
Current Assets	43,244
Total Assets	532,645
Current Liabilities	-18,420
HRA Settlement	-135,708
Other Long Term Liabilities	-94,876
Net Assets	283,641
Usable Reserves	55,137
Unusable Reserves	228,504
Total	283,641

Summary Usable Reserves 31/03/19

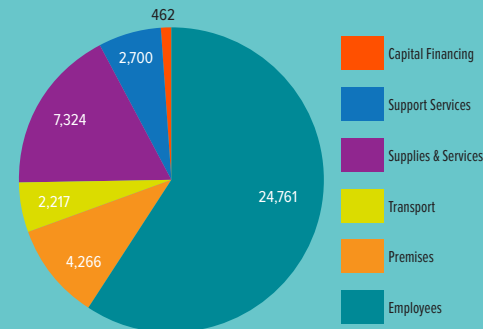
	GF	HRA	Total
	£'000	£'000	£'000
Working Balance	3,000	1,000	4,000
Earmarked	4,439	20,719	25,158
Capital Programme	12,558		12,558
Capital Receipts	3,730	2,071	5,801
CIL / DCs	23,727	23,790	47,517
Total	5,366	52,883	58,249



Band D Council Tax: Hampshire Districts & Parish/Town 2019-20



Budgeted Expenditure 2019/20 (£'000) (Exc. Housing Bens)



	Savings	New Req.	Rephasing	Total
	£'000	£'000	£'000	£'000
Original Budget April 2018/19				17,243
Variations agreed in September	-577	102	606	131
Transfer from Reserves in September	0	0	-606	-606
Variations agreed in December	-351	50	240	-61
Variations agreed in April	-1,418	1,299	-814	-933
Transfer from Reserves		-102		-102
Transfer to Reserves		75	814	889
Provisional Outturn 31/3/19				16,561

October
Budget Task &
Finish Group

September
Corporate Overview
Panel

CAPACITY TO DELIVER

Current position

Staff turnover **26%**

84% of vacancies are filled first time

5 apprentices and **17** management development apprenticeships

Training spend per employee **£205**

Organisational strategy

Future position 2022

Aligning future organisation with delivery of the **corporate plan**

Increased **partnering and collaboration** with others to reduce costs and transform service delivery

Continuing on our path to act more **business-like** with targeted additional **income generation**

Aiming to **maximise income** from local government finance reform

Encouraging **smarter working** and the use of digital interaction, transforming our approach to customer services

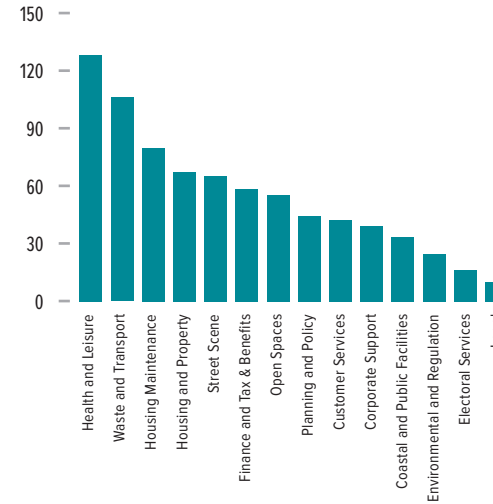
Opportunities for improvement identified by the LGA Corporate Peer Challenge

- 1 Clarity on what the council of the future looks like
- 2 Identifying the next steps for ICT and smarter working arrangements
- 3 Ensuring council priorities reflect those of the local community through engagement with residents
- 4 Performance management framework and approach
- 5 Commercial and residential property investment strategy
- 6 Staff engagement

Organisation 2018/19

FTE 780

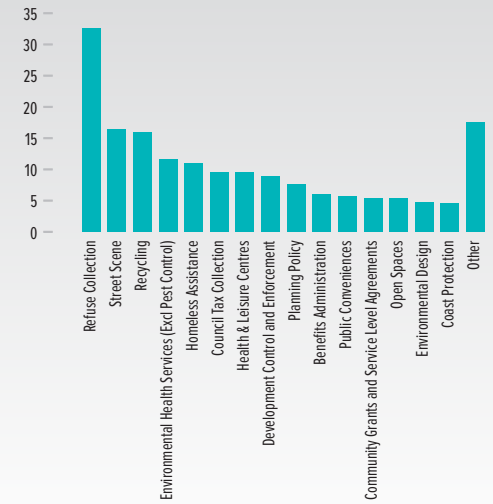
Workforce data by service FTE 2018



Budget £17.493m

Reserves £52.9m

Use of Band D Council Tax 2019/20 budget



Technology
Risk/Opportunity

Customer Expectations



Organisation 2022

FTEs
less than 780

Varied
mix of service
delivery

Budget
requirement
10% less



ORGANISATIONAL LEADERSHIP AND GOVERNANCE

Member Task & Finish groups report to Overview & Scrutiny panels on significant projects and processes

- Budget** (annually)
- Coastal Customer Leisure Review**
- Citizens Advice**
- Council Tax Reduction**
- Community Grants** (annually)
- Private Sector Housing**
- Recreation Management Strategy**

Communications

Regular Chief Executive messages to all staff, staff briefings, communications bulletins and employee forum

Important documents and links

[Strategic Risk Register](#)

[Annual Governance Statement](#)

[Constitution](#)

[Medium Term Financial Plan](#)

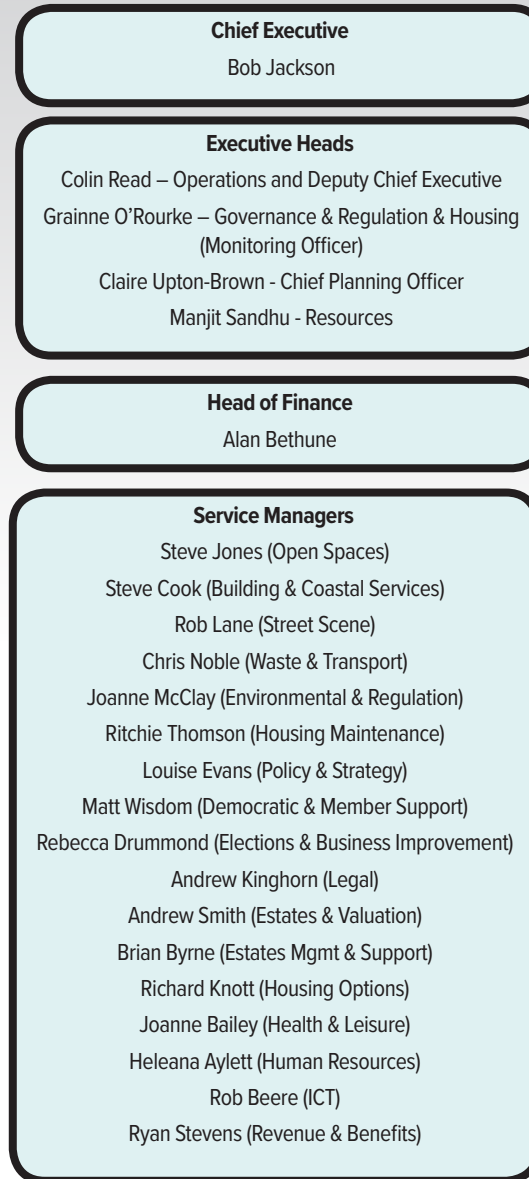
[Annual Audit Letter](#)

[Organisational Strategy](#)

[Organisational Structure](#)

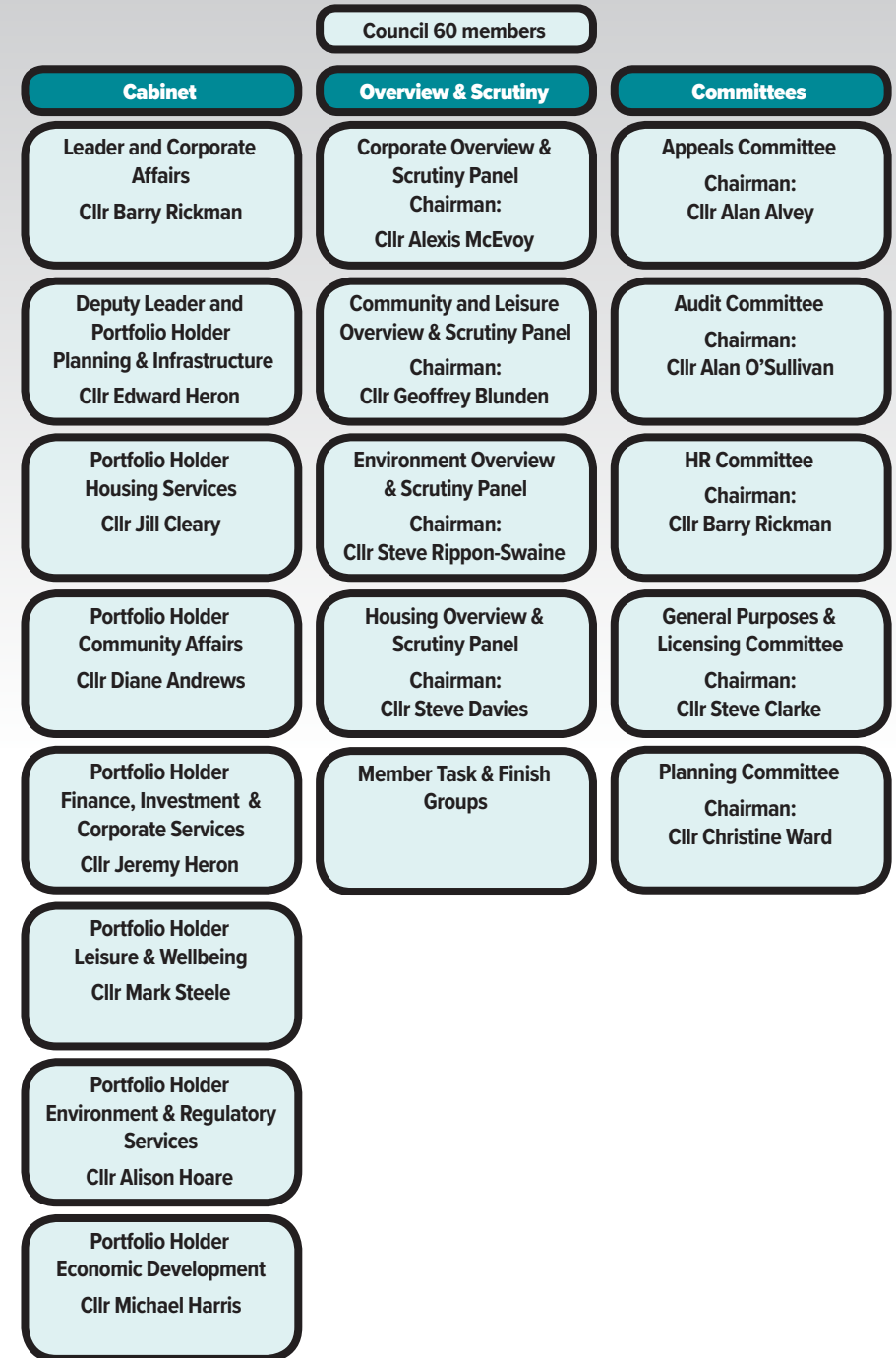
[Democratic Structure](#)

MANAGEMENT STRUCTURE (as of May 2019)



Informal Engagement Cabinet/EMT

DEMOCRATIC STRUCTURE (as of May 2019)



LEADERSHIP OF PLACE

PARTNERSHIP ARRANGEMENTS

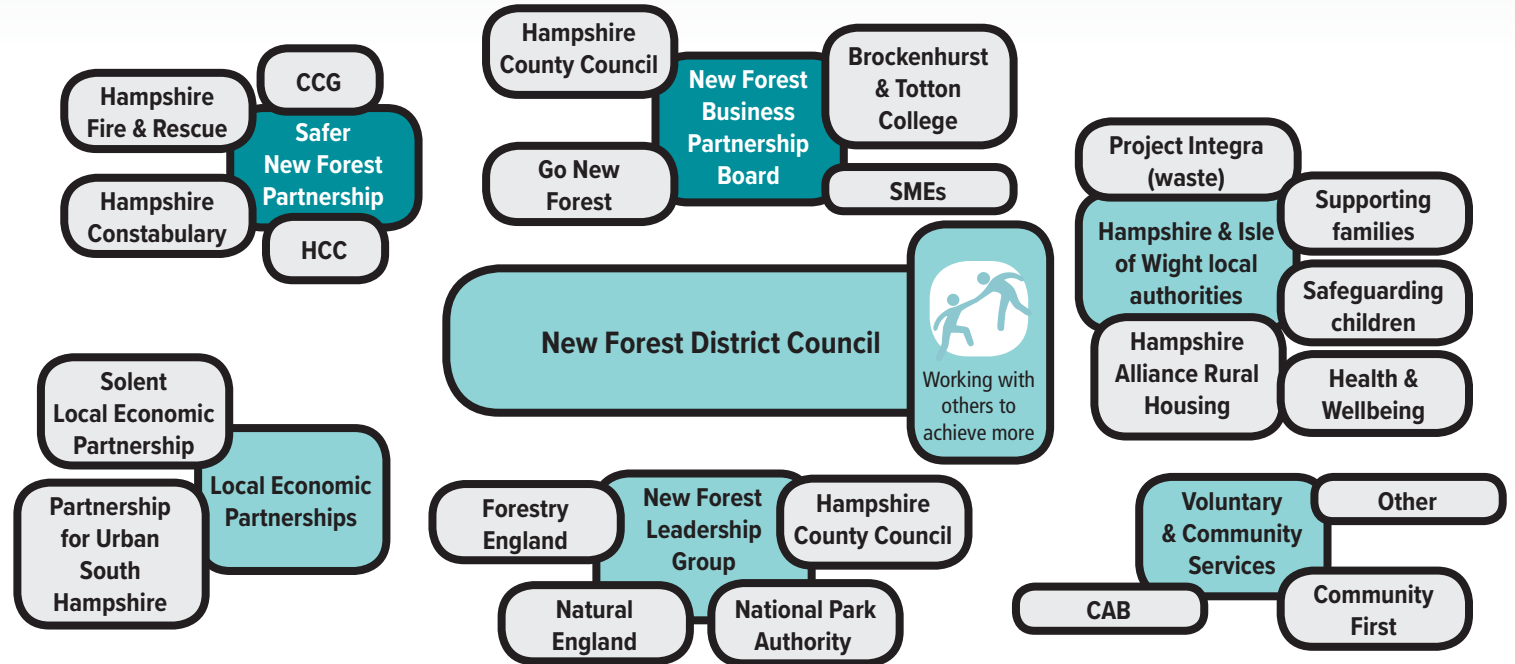
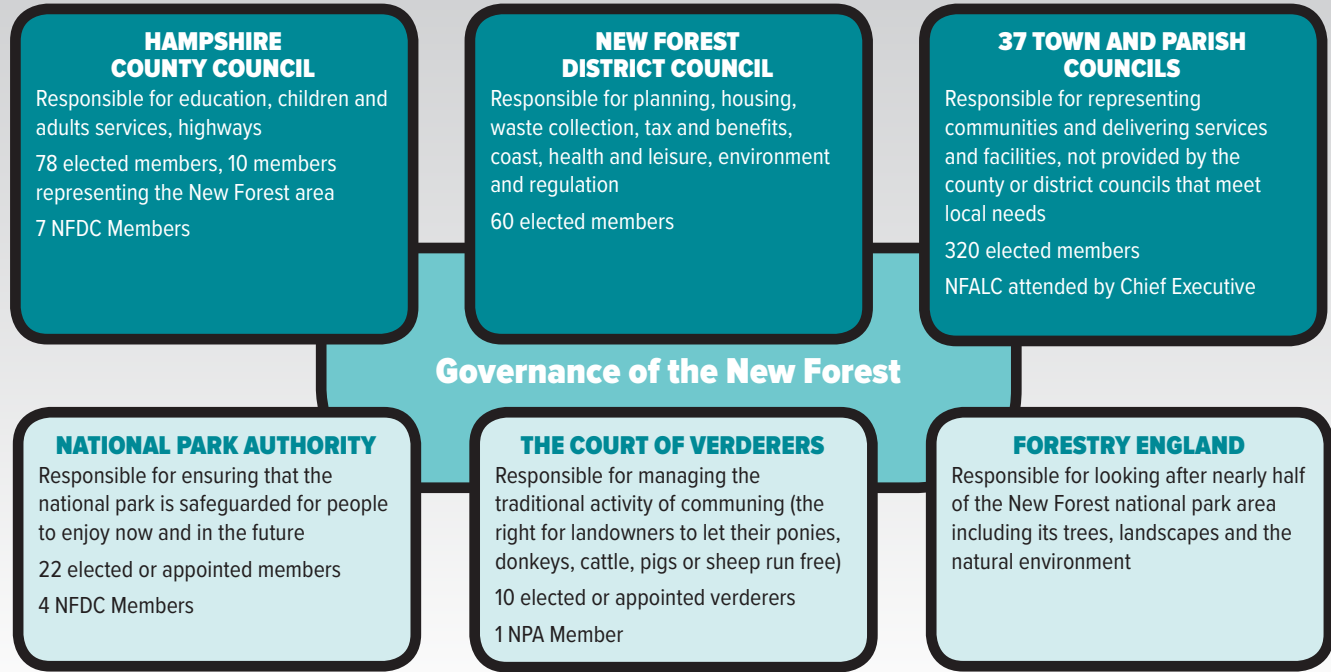
Provided to **HR (NPA) Financial Services and Internal Audit (NPA) Customer Services (Hythe PC) Traffic Management (HCC) Grounds Maintenance (various)**

Provided from **Treasury Management (HCC) Customer Services (Totton TC, Fordingbridge PC, Fawley PC) Internal Audit (Southern Internal Audit Partnership) Planning Trees and Conservation (NPA)**





Private/public **Dibden Golf Centre**

Shared projects
Based at the **channel coastal observatory** we are the lead authority for the regional coastal monitoring programmes. Directly managing the south east region and co-ordinating the programmes for the entire English coastline (six regions) including funding bids of £23 million to 2021. Key partners include Environment Agency, Canterbury, Worthing & Havant Councils to deliver the programme.
NPA Partnership Plan
Ringwood Gateway
Community Grants **awarded £447,000**

Government partnerships
Disabled facility grant and community housing funding



Key performance measures

 Helping local business grow	Non Domestic Rates - gross rateable value	TARGET NA	2018/19 £169.863m	2017/18 £169.169m
	Business count ¹	TARGET NA	2018/19 7,905	2017/18 7,930
 More homes for local people	Successful homeless prevention outcomes ²	TARGET NA	2018/19 58%	2017/18 NA
	Total number of additional homes	TARGET NA	2018/19 323 (draft)	2017/18 266
 Service outcomes for the community	Completed high risk food hygiene inspections	TARGET above 95%	2018/19 98%	2017/18 99%
	Residual household waste per household	TARGET below 465kgs	2018/19 427.25kgs	2017/18 490kgs
 Protecting the local character of our place	Amount sent for reuse, recycling and composting	TARGET above 35%	2018/19 33.6%	2017/18 34%
	Processing of major planning applications within 13 weeks	TARGET above 90%	2018/19 96.31%	2017/18 95.71%
Other key measures	Council tax percentage collected	TARGET above 98.9%	2018/19 98.97%	2017/18 98.8%
	Median Gender Pay Gap	NATIONAL AVERAGE ³ 3.9%	2018/19 ⁴ -6.12% (-65p)	2017/18 -9.48%

¹ Business start up 2016 (805), 2017 (815), 2018 (awaiting figures)

² First year of measurement, 50% working target which will be increased year on year

³ Figure based on average of all local authorities in England

⁴ Percentage represents the difference between the average of men and women's pay. A negative figure represents the female average being higher

Our Vision is to secure a better future for the New Forest by:

Supporting local businesses to prosper for the benefit of the community
Assisting the wellbeing of those people who live and work within the district
Protecting the special and unique character of the New Forest

Our Priorities



Helping local business grow



More homes for local people



Protecting the local character of our place



Service outcomes for the community



Living within our means



Working with others to achieve more

Ambitious

Collaborative

Customer Focused

Financially Responsible

Innovative

Open

Proud

Our Community Strategies

Local Plan

Planning Strategy

Economic Development Strategy

Housing Strategy

Homelessness & Rough Sleeping Strategy

Environmental Strategy

Community Strategy

Our Financial and Organisational Strategies

Financial Strategy

Medium Term Financial Plan

Investment Strategy

Organisational Strategy

Customer Strategy

ICT Strategy

HR Strategy

Procurement Strategy

Accommodation Strategy

Supporting Mechanisms

Service Plans & Budgets

This page is intentionally left blank

BUDGET OUTTURN POSITION (PROVISIONAL)

SUMMARY GENERAL FUND OUTTURN INFORMATION 2018/19 (£'000)

Original Budget				17,243			
Financial Monitoring	Savings/Income	Requirements	NET TOTAL				
September	-577	102	-475				
December	-351	290	-61				
April	-1,418	1,272	-146				
	-2,346	1,664	-682				
Outturn	-1,158	801	-357				
	-3,504	2,465	-1,039				
Outturn Position			16,204				
Rephasings *	Into 17/18	Out of 17/18	NET TOTAL				
September	606		606				
December	240		240				
April		-814	-814				
	846	-814	32				
Outturn		-217	-217				
	846	-1,031	-185				

Portfolio/Committee Level Outturn Analysis		£'000	* Service Variations >-£25,000	
Leader & Corporate Affairs		0	(1) - Waste & Recycling	125
Environment and Reg. Services (1)*	20		(1) - Environmental Health	-42
Community Affairs (2)*	2		(1) - Open Space Maintenance	-70
Planning & Infrastructure (3)*	-92		(2) - Customer Services Employee Savings	-28
Local Econ. Dev., Prop. & Inno. (4)*	-27		(2) - Community Grants	30
Leisure & Wellbeing (5)*	-97		(3) - Development Control	61
Housing Services (6)*	63		(3) - Planning Policy	-47
Finance, Corp. Servs. & Imp. (7)*	-227		(3) - Land Charges	-47
Asset Maintenance & Replacement	1		(4) - Econ. Dev. Employee Savings	-28
	-357		(5) - Health & Leisure Centres	-90
			(6) - Underspend at Stillwater Park	-27
			(6) - Housing Services Staffing	70
			(7) - Rent Rebates and Allowances	-112
			(7) - Interest Earnings	-96
			Net Other	-56
				-357
Health & Leisure	-85			
Offices	-80			
ICT	-50			
Grants	-2			
	-217			

(*transfers from / (to) reserves)

SUMMARY CAPITAL PROGRAMME OUTTURN INFORMATION 2018/19 (£'000)

	GENERAL FUND		HRA		TOTAL	
	Savings	Requirements	Savings	Requirements	NET TOTAL	
Original Budget	7,673		18,552		26,225	
Financial Monitoring						
September					0	
December					0	
April	-300	364	-370	970	664	
	-300	364	-370	970	664	
Outturn	-222	301	-129	320	270	
	-522	665	-499	1,290	934	
Rephasings	Into 18/19	Out of 18/19	Into 18/19	Out of 18/19	NET TOTAL	
August	196		1,564		1,760	
November		-2,040		-815	-2,855	
April		-598		-1,970	-2,568	
	196	-2,638	1,564	-2,785	-3,663	
Outturn		-491		-388	-879	
	196	-3,129	1,564	-3,173	-4,542	
Outturn Position	4,883		17,734		22,617	

Project Level Outturn Analysis	
Investment Expenditure at LTH	248
Disabled Facilities Grants	44
Regional Coastal Monitoring	-204
Major Repairs	186
S106 Housing Acquisitions	83
Net Other	-87
	270

Open Space and Transportation	-358
Eling Experience	-91
Buy-back Programme	-239
New Build Programme	-81
Older Person Scheme Alterations	-68
Net Other	-42
	-879

HOUSING REVENUE ACCOUNT OUTTURN INFORMATION 2018/19 (£'000)

	Original Budget	Budget Variations via Financial Monitoring	Latest Budget	Outturn Actuals	Outturn Variation against Latest Budget
INCOME					
Dwelling Rents	-25,754	0	-25,754	-25,762	-7
Non Dwelling Rents	-749	0	-749	-779	-31
Charges for Services & Facilities	-742	0	-742	-738	4
Contributions towards Expenditure	-57	-70	-127	-130	-2
Interest Receivable	-127	0	-127	-176	-49
Sales Administration Recharge	-33	0	-33	-25	8
Shared Amenities Contribution	-205	0	-205	-220	-15
TOTAL INCOME	-27,667	-70	-27,737	-27,830	-92
EXPENDITURE					
Repairs & Maintenance					
Cyclical Maintenance	1,472	-250	1,222	1,406	184
Disabled Facilities	0	0	0	0	0
Reactive Maintenance	2,672	0	2,672	2,890	218
Supervision & Management					
General Management	4,100	33	4,133	4,153	20
Special Services	1,230	-60	1,170	1,120	-51
Homeless Assistance	61	0	61	68	7
Rents, Rates, Taxes and Other Charges	38	0	38	25	-13
Rent Rebates	0	0	0	0	0
Provision for Bad Debt	150	0	150	157	7
Capital Financing Costs	8,528	0	8,528	8,526	-2
RCCO	9,416	-815	8,601	9,416	815
TOTAL EXPENDITURE	27,667	-1,092	26,576	27,761	1,185
HRA OPERATING SURPLUS(-) / DEFICIT	0	-1,162	-1,162	-69	1,093
HRA Total Annual Surplus(-) / Deficit					-69
Transfer to ICT Reserve M410 HY001					0
HRA TOTAL ANNUAL SURPLUS(-) / DEFICIT					-69

This page is intentionally left blank

HOUSING OVERVIEW AND SCRUTINY PANEL – 19 JUNE 2019

HOUSING MAINTENANCE REVIEW

1. INTRODUCTION

- 1.1 This report deals with a review of the Housing Maintenance Service, carried out by the Executive Head of Housing and Governance, as part of a fundamental review of all aspects of the Council's housing delivery.
- 1.2 Since the Executive Head assumed responsibility for Housing Services in November 2017, a number of reviews have been undertaken as follows:-
- **Housing Strategy and Development** – dealing with the Council's approach, as Housing Authority through a new Housing Strategy (adopted by the Council in December 2018), to facilitate the delivery of increased house building in the District in accordance with the Local Plan, as well as the Council's own council house building and acquisition programme to create at least 600 new council dwellings up to 2026.
 - **Housing Options Service** – covering how the Council allocates social housing in the District and the Council's response to homelessness culminating in a new Homelessness and Rough Sleeping Strategy and a new Allocation Policy (both of which were adopted by the Council in February 2019).
 - **Private Sector Housing** – a review of how the Council carries out its private sector housing duties culminating in an action plan to get the Council where it needs to be in order to discharge all aspects of the functions to a high standard.
- 1.3 This review concentrates on the Housing Maintenance Service which is responsible for maintaining the Council's housing stock which currently sits at 5,088 properties, made up of tenanted houses, flats, hostels and schemes providing extra care.
- 1.4 Due to the financial implications resulting from the review, the matter is being referred to Cabinet and Council for approval.

2. SCOPE OF REVIEW

- 2.1 This review includes all aspects of Housing Maintenance – planned, cyclical and reactive maintenance which have a total estimated 2019/20 spend of £10.5 million.

3. BACKGROUND

- 3.1 The Council owns over 5,000 Council properties and is under a legal duty to maintain the structure and fixtures of these properties including their communal areas.

3.2 The Council's maintenance responsibilities are split into three main areas as follows:-

- **Planned Maintenance** – this involves planning (including financial planning) and implementing the improvements that Council properties need in the medium to longer term. Stock knowledge and its condition are essential so that maintenance and repairs can be programmed to ensure the 'Decent Homes' standards continue to be met and to maintain stock value. Examples of planned maintenance are kitchen/bathroom replacements; roof, door and window repair and replacements.
- **Cyclical maintenance** – there are certain functions that have to be undertaken on a cyclical basis to ensure the Council complies with statutory requirements. These include the need to carry out annual gas testing of all gas appliances in every home and ensuring that everything is in good working order including checking smoke alarms and carbon monoxide detectors and to provide the necessary safety certificates.
- **Reactive maintenance** – this involves the Council having in place a 24/7 repair service to deal with repairs that the Council is legally responsible for. This includes dealing with issues relating to the following:-
 - the structure and exterior of dwellings (including roofs, chimneys, chimney stacks, flues, exterior walls, floors, ceilings, window frames, external doors, drains, gutters and outside walls and paths);
 - kitchen and bathroom fixtures – basins, sinks, toilets, baths and showers;
 - electrical wiring and gas and water pipes;
 - heating equipment and water heating equipment;
 - any communal areas around a property (including stairs, lifts and parking areas).

3.3 Historically, the Council divided its maintenance responsibilities for council housing stock across 2 areas:-

Housing Property Services – who undertook asset management and planned maintenance functions; and

Building Works – who undertook reactive and cyclical maintenance.

This structure operated on a client/contractor split. These 2 services were amalgamated in 2018 which culminated in the new Housing Maintenance Service.

3.4 When the Executive Head assumed responsibility for the amalgamated Service in 2018, it was clear that further work was needed to bring about a Housing Maintenance Service that was efficient, joined up with the rest of Housing Services and based upon a sound delivery model in order to carry out what is required in maintaining over 5,000 Council properties. As part of this review, careful consideration has been given to what functions are carried out in-house and what work is externalised in order to decide whether the current split between internal and external delivery is pitched correctly (see Section 4 below).

- 3.5 The following Table sets out relevant financial information about the Housing Maintenance Service:-

2019/20 Budgets	£m
Planned Maintenance	6.415
Cyclical Maintenance	1.380
Reactive Maintenance	<u>2.672</u>
	<u>10.467</u>
Current Staffing Structure (Top of Grade Budget)	3.316

4. OVERVIEW OF THE COUNCIL'S CURRENT DELIVERY MODEL FOR HOUSING MAINTENANCE

- 4.1 The Executive Head of Housing has considered the entire component parts of Housing Maintenance (i.e. planned, cyclical and reactive) in order to consider whether the current balance of work – involving both in-house and external delivery – is appropriate. An analysis of this is set out below:-

4.1.1 Planned Maintenance

- 4.1.1.1 Currently the Council externalises the majority of capital planned maintenance to external contractors, for example, kitchen/bathroom replacements, roof, window and door replacements, thermal insulation and other major works.
- 4.1.1.2 The Council's Procurement Strategy 2018/22 seeks to realise the 'Quality, Service and Value for Money' offering from suppliers to support and improve the Council's service provision to residents. A significant piece of work that has recently been undertaken is the competitive tendering of both single and multi-supplier 4 year framework contracts for rolling capital expenditure programmes. This is in contrast to the past, where tenders and contracts for planned maintenance were let annually.
- 4.1.1.3 However, whilst external contractors carry out this work, there is significant input required of officers from within the Housing Maintenance Service to plan the works, specify them for contractual purposes, 'call off' the works and then manage the contracts.
- 4.1.1.4 The Executive Head considers that, as far as Planned Maintenance is concerned, the model of using external contractors to carry out capital programme works under a number of framework contracts, with the in-house team planning and specifying the works, including contract management, is appropriate. However, changes are required to the way the current 'in-house' Planned Maintenance team carry out their role. This is picked up in Section 6 – New Proposals.

4.1.2 Cyclical Maintenance

4.1.2.1 The items that fall into the category of Cyclical Maintenance are as follows:-

- Annual gas inspections of every Council property containing gas fuel appliances;
- Annual inspection of every property containing solid or oil fuel appliances;
- Annual checks on smoke and carbon monoxide detectors;
- Electrical inspections on a rolling 5 year programme;
- Fire alarm servicing at 6 monthly intervals;
- Emergency lighting testing (blocks of flats, hostels and extra care schemes) on a monthly basis followed by an annual full rated 3 hour duration test;
- Passenger and Through Floor Lift servicing and inspection regime at 6 month intervals;
- Stairlift servicing and inspection regime at 12 month intervals;
- Legionella testing and inspection regime on a rolling frequency. (The frequency is determined by the item and these include clarifiers, water tanks, water heating systems, water outlets and TMV's etc.);
- Automatic door servicing and inspection regime at alternate 6 and 12 month intervals;
- Cyclical external decorating of all properties and internal decorating of blocks on a rolling 7 year frequency and 'Elderly Person One Room Decorating Scheme'.

4.1.2.2 In the past the Council outsourced gas and electrical inspections to external contractors. The compliance rate for these statutory safety inspections dropped and, as a result, the service was brought back in-house. The Council's current compliance standards for gas and electrical safety compliance are very good, standing at 99%. This involves a dedicated effort on the part of the Housing Maintenance Service and other Housing Teams (including Estates Management) to ensure that every effort is made to gain access to Council properties in order to carry out the required annual checks and other inspections. Legal Services support the current work by instigating court action when attempts to gain access to a property (with the tenant's consent) have failed. The whole process works well and there is a reassuringly high compliance rate for carrying out this important work.

4.1.2.3 Under the newly adopted Fire Safety Policy for Housing Landlord Services, Housing Maintenance is now responsible for managing the call-off arrangements for all Council housing Fire Risk Assessments. However, fire alarm, lift servicing, automatic door servicing and Legionella testing still remain with the Council's Facilities Team. It is considered that Housing Services should be responsible for all aspects of this work to ensure clear accountability and that it is carried out to the required standard. Section 6 picks up new proposals in this regard.

4.1.3 Reactive Maintenance

4.1.3.1 It is crucial that the Council has arrangements in place to deal with repairs, including a 24/7 emergency response. Currently the Housing Maintenance Service undertakes almost all of the routine and emergency reactive repairs which, together, stand at nearly 19,000 requests annually.

4.1.3.2 The Team also carries out some kitchen and bathroom replacements as part of the capital programme. The reasons for this appear to be historical. In recent years, due to long standing vacancies, the completion rates of such work have varied. The Executive Head considers that it would be more effective for the current in-house team to concentrate on repairs, leaving the external contractors to undertake capital kitchen and bathroom replacements as they already undertake the majority of such work.

5. KEY FINDINGS OF REVIEW

5.1 The following are the key findings of the Executive Head during the course of the review:-

- Statutory compliance arrangements need to be consolidated within Housing Services;
- Further resources are required at both the management and operational level to deal with the scale of the work involved;
- Better interaction/co-ordination needed between Marsh Lane and Appletree Court employees – Housing Maintenance needs to be seen as one Service;
- Environment at Marsh Lane Depot – better working environment needed for office based staff which is not remote from Appletree Court;
- Pay/reward structures in need of review – in order to retain and attract good employees;
- New culture needed in terms of managing and supporting employees;
- Supervision of work carried out needs to be strengthened (more enhanced post-inspection work by supervisors/management);

5.2 Section 6 sets out the changes that the Executive Head considers necessary to bring about improvement and change within Housing Maintenance.

6. NEW PROPOSALS

- 6.1 This Section is divided into a number of key headings covering the new proposals that the Executive Head considers necessary to bring about change and improvement in the Housing Maintenance Service.

6.1.1 STRUCTURE OF THE SERVICE

- 6.1.1.1 The Executive Head is proposing to increase resources and implement changes to the structure of the Housing Maintenance Service. The new proposed structure is attached at Appendix 1. This shows 17 new posts, one of which is an additional Service Manager. These will be offset by the deletion of 7 current vacant posts. A summary of the duties of each new post is set out in Appendix 2.
- 6.1.1.2 As can be seen from Appendix 1, the new Housing Maintenance Service is separated into 2 main parts:-
- i) Compliance and asset management (including capital delivery); and
 - ii) Operations (including reactive repairs and void management).
- 6.1.1.3 A central shared support team (see further below) will support both parts of the Service.
- 6.1.1.4 The new structure addresses the need to consolidate and enhance statutory compliance. Within the current structure, there is no one individual or team that has dedicated responsibility and accountability for ensuring that all statutory compliance issues are properly understood, actioned and monitored. Instead compliance is spread over a number of teams across the Council.
- 6.1.1.5 The new structure reflects the importance of this vital work by placing responsibility for all statutory housing compliance under a new Compliance and Asset Management Service Manager, who will have the necessary skills and background in compliance. Annual gas and electrical testing in council properties will now report into this new Service Manager, this being core compliance work. Further, responsibility for Legionella testing, fire alarm testing, lift and automatic door testing will move from the Facilities Team to this new Team. This will ensure that there is clear accountability and responsibility for all compliance work across Housing Maintenance. The ongoing safety of residents is of paramount importance and it is right that the correct strategic context for housing compliance is in place.
- 6.1.1.6 Asset management functions will also sit under this Team as they are linked with compliance issues. It is very important that the Council understands its stock, has detailed knowledge of deficiencies as well as the right approach to planning the necessary maintenance over the longer term, to ensure its stock meets the 'Decent Homes' standard.

- 6.1.1.7 Capital works will also sit with this part of the Service. These are works identified from the carrying out of stock condition surveys and also to address the Decent Homes Standards. The majority of capital works are carried out by external contractors and it essential that the right skills set is in place to manage the contracts to ensure that works are carried out to the required standard. This is an area where a renewed focus, along with a re-skilling of employees, is required to enable the contract management function to be carried out to the required standard.
- 6.1.1.8 A dedicated Health and Safety Officer and 3 Clerks of Works will also sit within this Team. The importance of health and safety cannot be underestimated. The Government's Regulator of Social Housing has recently reminded Housing Providers that they must have appropriate controls in place to ensure the health and safety of tenants and employees. Whilst there is existing corporate health and safety support, there needs to be sufficient resources on the ground within Housing to deal with health and safety issues on a day to day basis. The new Health and Safety post will fulfil this function as well as managing the 3 Clerks of Works, who are the 'eyes and ears' in terms of what is happening on the ground. Whilst these posts will sit under the new Compliance and Asset Management Service Manager, they will also offer support to the Operations Team when required, for example when dealing with task specific risks, method statements, working with materials containing asbestos and ensuring the Council are procuring suitable tools, equipment, PPE and control of substances hazardous to health. These new arrangements will ensure that any risk is identified and measures are in place to reduce such risks to as low a level as reasonably practicable to ensure that employees and tenants are not placed in danger when maintenance activities are carried out.
- 6.1.1.9 The other part of the Service (Operations) will concentrate on reactive repairs and void management. This requires a different skillset to the Compliance and Asset Management responsibilities. The Operations Team relies on skilled 'Trades' to carry out physical remedial work and repairs. The new structure reflects the need for appropriate supervisory roles in this area of work. The new posts will provide a robust management framework resulting in improvements to day-to-day operations, estate and property inspections and will give reassurance that adequate supervision and management are in place to ensure high standards across reactive repairs and void delivery.
- 6.1.1.10 Further, the structure puts in a place 2 dedicated Cleaner posts, directly reporting into the Void Team. These posts will ensure the required standard of cleaning in voids is achieved (see further Voids section, paragraph 6.1.3).
- 6.1.1.11 The two teams will share resources of a central Business Support and Customer Services hub who will deal with the administration of the business, customer service, workforce planning and finances across the whole of the Housing Maintenance Service. Both parts of the Service will draw upon these central resources in order to discharge their respective functions.

6.1.1.12 Further, the structure puts in place a dedicated Training Coordinator post which will sit within this central hub. The Service employs a large and diverse workforce of employees with different qualifications, technical skill and competencies. It is imperative that the Service is able to identify, record and manage the training needs for all its employees and this post is key to ensuring collective and individual training needs are agreed, budgeted and delivered in a timely and cost effective manner.

6.1.1.13 The proposed structure closely replicates other well established models utilised within other Housing Providers of a similar size and provides clear lines of management accountability and appropriate skill and focus for defined activities. An overview of the key functions within the new parts of the Housing Maintenance Service can be found at Appendix 3.

6.1.1.14 The two Service Managers, whilst having separate responsibilities and different skills, will work closely together. Each will have responsibility for 49 and 59 FTE's respectively.

6.1.1.15 The new structure will place the Housing Maintenance Service on a firm footing for the future, given the scale and importance of the responsibilities that go with maintaining the Council's Housing Stock of over 5,000 properties.

6.1.2 **WORKS THAT WILL BE TRANSFERRED BACK TO HOUSING MAINTENANCE**

As from 1st April 2019 responsibility for call-off arrangements and oversight function for Fire Risk Assessments transferred to Housing Maintenance in line with the new Fire Safety Policy for Housing Landlord Services. There are a number of remaining functions carried out by the Council's Facilities Team which also need to transfer back to Housing Maintenance. These are:- fire alarm testing, lifts, automatic door servicing and Legionella testing. It is proposed that the transfer of each of these compliance areas back to Housing Maintenance will be phased in over the next 6 months to ensure a smooth handover transition.

6.1.3 **VOIDS**

- It is crucial that void properties are turned around quickly so that they can be re-let at the earliest opportunity. This is extremely important from a Housing Waiting List perspective and also to ensure the Council receives rent. There are between 200 – 300 void properties annually.
- The Executive Head considers that the current void letting standard and timeliness of delivery could be improved. As can be seen from the new Structure at Appendix 1, a new Void Manager post is proposed and this postholder will be responsible for managing the end-to-end void property process. This new postholder will manage a dedicated Void Delivery Team that will possess the necessary skills, aptitude and experience to turn around void properties to a high standard, supported by the day-to-day Operational Void Supervisor. The new Void Delivery Team will include personnel currently deployed on in-house kitchen and bathroom capital programme work as this latter work will come to an end. This will create a fully integrated approach to void management, provide resilience, speedier response and embed the necessary enhanced standards of service delivery.

6.1.4 **LOCATION / ENVIRONMENT**

The Executive Head has listened carefully to the concerns of office based employees at Marsh Lane Depot, who consider their environment needs improving. It is proposed to relocate all office based employees, who are currently based at Marsh Lane Depot, to Appletree Court, where they will have the benefit of 'smarter working' opportunities, including refurbished office accommodation. This will create a fully integrated service approach to Housing Maintenance, provide resilience for smarter working, embed the necessary standards of delivery and improvements across the whole of Housing Services. It is proposed that this will take place in Autumn 2019.

6.1.5 **CUSTOMER SERVICES**

In 2018/19 the Council's Customer Services Team handled approximately 47,000 calls across Housing Services, with the demand for Housing Maintenance being the highest at 18,761 calls.

The end-to-end journey and experience for tenants needs to be at the forefront of service delivery design for the future. A modern contact model that seeks to maximise digital opportunities and empower tenants to have greater control and influence on the maintenance and repairs undertaken to their property is a key priority. A corporate Website Project Board was set up in early January 2019 to review digital delivery across Council services. The priority for Housing Services is to develop a modern contact model delivered over two phases:

- | | |
|---------|---|
| Phase 1 | Design updated Housing Landlord Services web pages around a new web platform during 2019/20 |
| Phase 2 | Implement and embed Uniclass customer self-serve portal during 2020/21 |

In the interim period, until the new 'Self Service' contact model is implemented, it is proposed to integrate and embed all housing related customer engagement and contact handling within the Housing Maintenance Service. This will provide effective, efficient and skilled customer engagement front of house, improve data capture issues, enable skilled judgement in dealing with matters and improve delays in processing repair requests.

It is proposed that a number of existing Customer Services employees (precise numbers still to be determined but likely to be 4 FTEs) transfer to the Housing Maintenance Service in time to coincide with the move of Marsh Lane Depot office based employees to Appletree Court (September 2019). Customer Services will form part of the new Central Support Hub, as explained in paragraph 6.1.1.11.

6.1.6 **SUPPLY CHAIN CO-ORDINATION**

An existing (vacant) post of Contract Relationship Officer, whose principal function is to set up supply chains, has recently transferred to the Council's Procurement Team with the specific focus to implement a modern supply logistic based upon the "pull demand" model. A key function of the role will be to set up and manage the supply of goods and services from ALL third party suppliers (materials and contractors) that are required operationally. The new supply and logistics

processes will ensure right time, right quality, right place and right price alongside minimising inventory holding.

The role will also ensure Operational Managers and their teams and suppliers fully comply with the processes and service specifications set out in commercial contracts with regular contract monitoring and KPI compliance adding rigour and support to operational activities and contract management. A recruitment exercise has already commenced to fill this existing vacancy.

6.1.7 **PAY REVIEW**

The Council has found it increasingly difficult to attract and retain good and skilled employees in both construction trade and professional disciplines. The Executive Head considers the current pay/reward structures require further consideration to ensure that the Council is competitive and attractive as an employer.

An external pay consultant has been appointed to undertake a review of the pay and reward structure. This will be subject to a further report to EMT within 6-9 months.

7. FINANCIAL IMPLICATIONS

- 7.1 The HRA budget for 2019/20 that was set in February 2019 included a 'Management and Supervision' budget of £4.710m, representing 17% of total income. The structural changes as included within this report result in a potential maximum increase in annual staffing expenditure of £534k. Approximately one third of the total forecast increase in cost is attributable to employees tasked with maintenance operations, and so would fall within the parameters of the existing maintenance budgets. The remaining two thirds (£352k) relate to the required positions within Compliance & Asset Management and the Central Support Hub and would be in addition to the £4.710m budget (resulting in a revised percentage of total income of 18%).
- 7.2 The financial implications to 2019/20 will be less than those outlined in 7.1 due to the part-year effect of the proposed changes, coupled with the likely remuneration points of employees being spread throughout the salary bands, and not all being at the top scale points (which is where the maximum £534k is based).
- 7.3 Redundancy costs could be in the region of £30k-£35k if any of the displaced employees did not either seek redeployment within the Service or were not successful in being appointed to new posts in the revised structure. There are however unlikely to be any redundancies.
- 7.4 Any further changes that may be required following receipt of the Pay Consultant's report (as explained in Section 6) will be reported at the earliest opportunity.

8. RECOMMENDATION

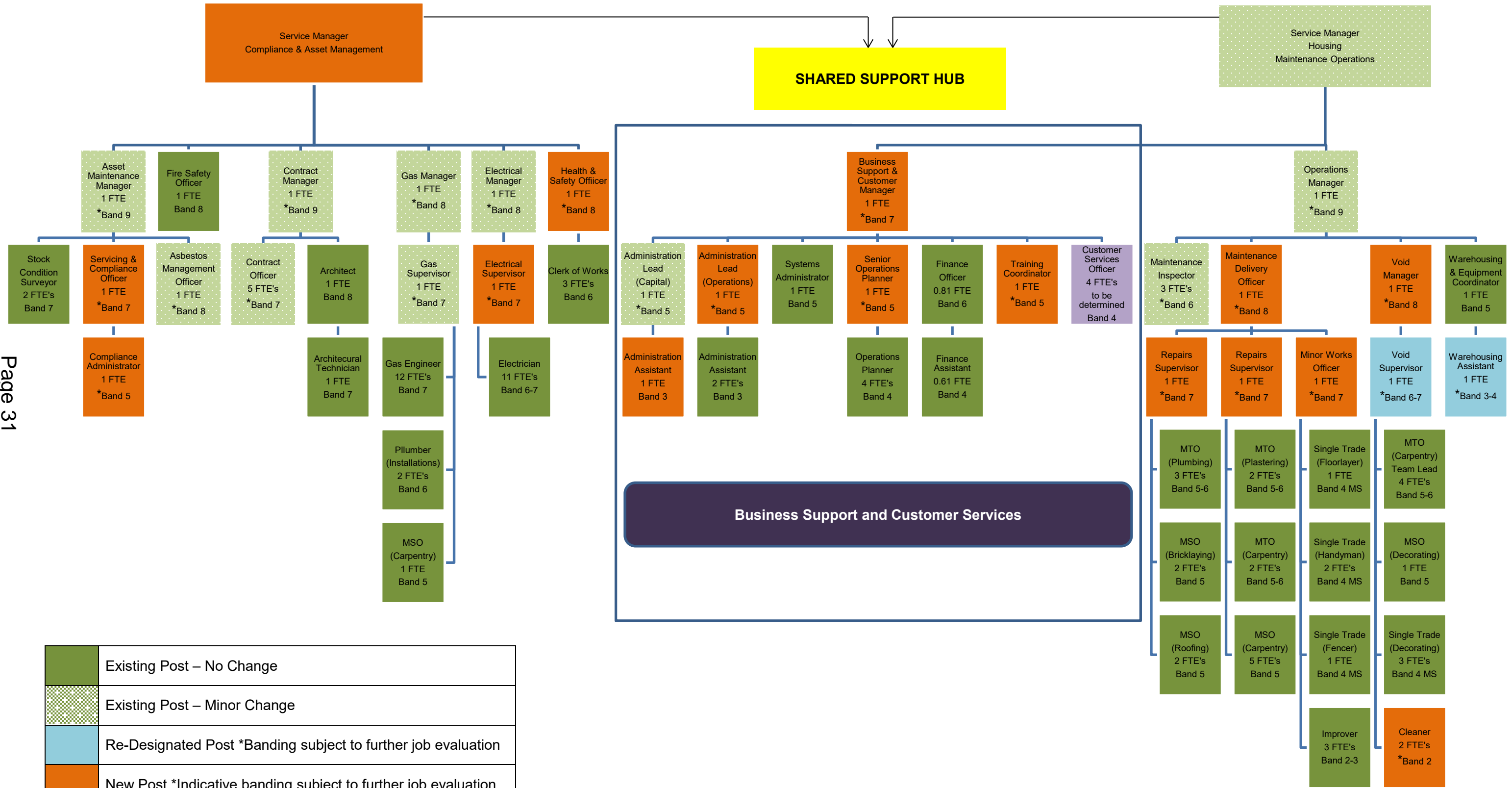
- 8.1 That the Housing Overview and Scrutiny Panel consider the report and makes a recommendation to Cabinet.

For further information contact:

Grainne O'Rourke
Executive Head Housing and Governance
Tel: 023 8028 5588
E-mail: grainne.o'rourke@nfdc.gov.uk

Background papers:

Existing public documents.



	Existing Post – No Change
	Existing Post – Minor Change
	Re-Designated Post *Banding subject to further job evaluation
	New Post *Indicative banding subject to further job evaluation
	Existing Posts to transfer from other areas of the Council

This page is intentionally left blank

DESCRIPTION OF NEW POSTS

Compliance and Asset Management

- Post 1 **Service Manager – Compliance and Asset Management**
Responsible for all statutory housing compliance issues, asset management, stock condition, capital and cyclical programme delivery, fire safety and legislative servicing.
- Post 2 **Health and Safety Officer**
Responsible for all day to day health and safety management, advice and training including: risk management, warehousing, training, safety inspections and compliance and direct line management of Clerk of Works.
- Post 3 **Servicing and Compliance Officer**
Responsible for the day to day contract management and delivery of statutory servicing and inspection contracts (fire alarms, emergency lighting, lifts and lifting equipment, legionella, automatic doors, door entry, warden call systems, sewage treatment plants, playgrounds and overview of registered gas and electrical compliance) and direct line management of Compliance Administrator.
- Post 4 **Compliance Administrator**
Responsible for administrative support to the Servicing and Compliance Officer.
- Post 5 **Electrical Supervisor**
Responsible for operational day to day delivery of electrical inspections and repairs and direct line management of electricians.

Operations

- Post 6 **Maintenance Delivery Officer**
Responsible for the day to day management of Repair Supervisors and Minor Works Officer.
- Post 7 & 8 **Repairs Supervisor x 2**
Responsible for the operational day to day delivery of reactive repairs and direct line management of operational trades peer group.
- Post 9 **Minor Works Officer**
Responsible for the operational day to day delivery of minor work requests up to £15k and direct line management of operational trades peer group.

Post 10 **Void Manager**

Responsible for the day to day management and delivery of Void properties and direct line management of Voids Supervisor.

Post 11 & 12 **Cleaner**

Responsible for day-to-day cleaning operations within void properties.

Business Support and Customer Services (Shared Support Hub)

Post 13 **Business Support and Customer Manager**

Responsible for providing an efficient Central Support/Customer Services Hub for the whole of Housing Maintenance under the direction of the new Service Managers.

Post 14 **Administration Lead**

Responsible for day to day Operations business administration functions and direct line management of administrators assigned to Operations.

Post 15 **Senior Operations Planner**

Responsible for managing the Operations Planners ensuring efficient workforce planning, repair appointments and customer engagement.

Post 16 **Training Coordinator**

Responsible for the coordination of training needs and records management for all of Housing Maintenance.

Post 17 **Administration Assistant**

Responsible for the provision of business administrative duties including data entry, scanning, indexing, call handling and clerical functions.

Asset and Compliance

- Fire safety and statutory compliance;
- Fire safety training;
- Technical support & guidance;
- Legislative Compliance management and reporting;
- Electrical safety inspections;
- Gas safety inspections;
- Asset Management;
- Architectural design;
- Planning applications;
- Building control applications;
- Building surveying;
- Stock condition surveying;
- Project scoping and specification;
- Tender analysis & contract award;
- Contract delivery management;
- Health and Safety work planning;
- Minor work requests over £15k
- Asbestos management and statutory compliance;
- Party Wall Act;
- CDM 2015 and safety risk management;
- Health and Safety work planning overview;
- Safety and quality assurance compliance;
- Health & Safety training;
- Tool Box Talks;
- Safety Bulletins

Shared Support Hub

Business Support and Customer Services

- Customer Services;
- Business support management;
- Finance;
- Job costing;
- Reconciliations;
- Financial analysis
- Customer contact;
- Job scheduling and work force planning;
- Administration;
- Data entry;
- Scanning;
- Indexing;
- Performance & Customer experience;
- Training gap analysis and coordination;
- Report a repair;
- Repair enquiry;
- Request an inspection;
- Rent payments;
- Rent arrears;
- Rent enquiries;
- Housing benefit and claim enquiries;
- Homeseach applications and processing enquiries;
- Property allocation enquiries;
- Reporting nuisance;
- Tenancy related enquiries;
- Mutual exchange enquiries;
- Reporting a death

Operations

- Reactive maintenance repairs;
- Electrical repairs;
- Gas repairs;
- Boiler replacements;
- Workforce supervision and management;
- Small works delivery;
- Void processing;
- Void validating and scheduling;
- Void works;
- Mutual exchanges;
- Tenant minor work requests;
- Estate inspections;
- Property inspections;
- Health and Safety work planning;
- Asbestos tasks;
- Minor work requests up to £15k;
- Warehousing;
- Equipment assets and statutory inspections

This page is intentionally left blank

HOUSING OVERVIEW & SCRUTINY PANEL WORK PROGRAMME 2019/2020

ITEM	OBJECTIVE	METHOD	LEAD OFFICER
18 September 2019			
Housing Strategy / HRA Property acquisition update	To receive an update on the progress of the Housing Strategy and HRA property acquisition	Oral update to Panel	Tim Davis
Draft Housing Asset Management Strategy	To consider the draft Housing Asset Management Strategy	Report to Panel	Ritchie Thomson / Richard Fudge
Draft Housing Maintenance Policy	To consider the draft Housing Maintenance Policy	Report to Panel	Ritchie Thomson
Policies – Gas Safety, electrical safety, lifts and lifting equipment and legionella (or possibly at a later meeting)	To consider policies relating to gas safety, electrical safety, lifts and lifting equipment and legionella	Reports / presentation to Panel	Ritchie Thomson
15 January 2020			
Greener Housing	To consider how the Council can promote / provide greener housing in the District	Presentation to Panel	
Housing Strategy / HRA Property acquisition update	To receive an update on the progress of the Housing Strategy and HRA property acquisition	Update to Panel	Tim Davis
Homelessness Update	To receive an update on homelessness	Update to Panel	Richard Knott

ITEM	OBJECTIVE	METHOD	LEAD OFFICER
18 March 2020			
Housing Strategy / HRA Property acquisition update	To receive an update on the progress of the Housing Strategy and HRA property acquisition	Update to Panel	Tim Davis
Homelessness Update	To receive an update on homelessness	Update to Panel	Richard Knott