

## NOTICE OF MEETING

<b>Meeting:</b>	<b>HOUSING OVERVIEW AND SCRUTINY PANEL</b>
<b>Date and Time:</b>	<b>WEDNESDAY, 15 JANUARY 2020, AT 6.00 PM*</b>
<b>Place:</b>	<b>BRADBURY ROOM - APPLETREE COURT, BEAULIEU ROAD, LYNDHURST, SO43 7PA</b>
<b>Telephone enquiries to:</b>	<b>Lyndhurst (023) 8028 5000 023 8028 5588 - Ask for Karen Wardle Email: karen.wardle@nfdc.gov.uk</b>

### **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](http://www.newforest.gov.uk)

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

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## AGENDA

### **Apologies**

#### **1. MINUTES**

To confirm the minutes of the meeting held on 18 September 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. CORPORATE PLAN (Pages 5 - 30)**

To consider the draft Corporate Plan 2020-2024 'Community Matters'.

**5. HOUSING REVENUE ACCOUNT BUDGET AND THE HOUSING PUBLIC SECTOR CAPITAL EXPENDITURE PROGRAMME FOR 2020/21 (TO FOLLOW)**

To consider the Housing Revenue Account budget and the housing public sector capital expenditure programme for 2020/21.

**6. ELECTRICAL SAFETY POLICY FOR HOUSING (LANDLORD SERVICES) (Pages 31 - 48)**

To consider the proposed draft Electrical Safety Policy for Housing (Landlord Services).

**7. VOID AND MUTUAL EXCHANGE POLICY FOR HOUSING (LANDLORD SERVICES) (Pages 49 - 74)**

To consider the proposed new Void and Mutual Exchange Policy for Housing (Landlord Services).

**8. HOUSING MAINTENANCE SUPPLY CHAIN AND LOGISTICS MODEL (Pages 75 - 86)**

To consider a new proposed supply chain and logistics model for Housing Maintenance.

**9. GREENER HOUSING**

To receive a presentation on how the District Council supports greener housing in its housing activities.

**10. UPDATE ON THE IMPLEMENTATION AND "GO LIVE" OF THE ALLOCATION POLICY**

To receive an update on the implementation and "go live" of the new Allocation Policy.

**11. HOUSING STRATEGY / HRA PROPERTY DEVELOPMENT AND ACQUISITION UPDATE**

To receive an update on the progress of the Housing Strategy and HRA property development and acquisition.

**12. HOMELESSNESS UPDATE**

To receive an update on Homelessness.

**13. PORTFOLIO HOLDER UPDATE**

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

**14. WORK PROGRAMME (Pages 87 - 88)**

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

**15. ANY OTHER ITEMS WHICH THE CHAIRMAN DECIDES ARE URGENT**

To:

**Councillors**

**Councillors**

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

Andrew Gossage  
Joshua Kidd  
Ian Murray  
Caroline Rackham  
Christine Ward

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## HOUSING OVERVIEW AND SCRUTINY PANEL – 15 JANUARY 2020

### THE CORPORATE PLAN 2020-2024 – ‘COMMUNITY MATTERS’

#### 1. RECOMMENDATIONS

- 1.1 That the Panel considers the draft corporate plan 2020-2024, ‘Community Matters’ and notes the consultation feedback.

#### 2. INTRODUCTION & PURPOSE

- 2.1 Following the May 2019 elections, the Cabinet considered its strategic plan for the period of the administration, resulting in the production of a draft Corporate Plan for 2020 to 2024 entitled ‘Community Matters’ ([Appendix 1](#)).
- 2.2 The Corporate Plan is the single most important strategy that shapes the way the Council works and defines its ambitions. In doing so it brings together strategic and service objectives, helping the organisation to work towards the same vision, values and priorities.
- 2.3 It will be underpinned by a suitable and proportionate performance management framework that will detail the plans priorities and monitor its delivery.
- 2.4 This report seeks comments from the Panel before final approval of the plan by Cabinet.

#### 3. COMMUNITY MATTERS

- 3.1 ‘Community Matters’ focuses on the challenges faced and it is these that have shaped the commitments and priorities within the plan. The plan is committed to tackling the accelerating impact of Climate Change, new approaches to providing more homes for local people, maintaining the unique and special qualities of the environment, improving health and wellbeing, and economic prosperity.
- 3.2 The vision of the plan is to secure a vibrant and prosperous New Forest, guided by the people we serve and working in partnership with others to enhance the quality of lives for all by:
  - Understanding local needs and creating a balanced, healthy community who feel safe, supported and have access to services;
  - Protecting the special character of the New Forest and responding proactively to environmental challenges; and
  - Working with others to maintain a vibrant local economy that brings opportunities to the area.

3.3 The plan contains a clear statement of intent highlighting the underlying values of community, teamwork, integrity, services and ambition. These principles will be instilled within the organisation to support the plans objectives.

3.4 Alongside the commitments each Portfolio Holder has set out their priorities for the next four years underpinned by an action plan and achievement measures that will be monitored and refreshed annually to ensure delivery of the plan.

#### **4. CONSULTATION**

4.1 Feedback on the plan has been invited through the council's website to help determine which of the commitments are most important to our residents, along with any other comments they wish to make. Consultation has also been undertaken with Town & Parish Council's, through the Information Bulletin, Employees and Elected Members, alongside this consideration by the Overview and Scrutiny panels.

4.2 Any consultation feedback will be provided at the meeting, however it should be noted that the consultation period does not close until 31 January 2020.

#### **5. DELIVERING THE PLAN**

5.1 The corporate plan sits alongside the council's financial plans to ensure the resources are available and appropriately directed to deliver the plan. Its delivery will be supported by a proportionate performance management framework that will ensure priorities and necessary actions filter through to portfolio resource planning and service plans.

5.2 Primarily the plan will be communicated and reported upon electronically. This will help keep cost to a minimum as well as making the plan and its delivery more accessible to those interested in specific priorities and activities. Dedicated webpages will be developed to support this.

#### **6. FINANCIAL IMPLICATIONS**

6.1 A clear focus of the plan is continued financial responsibility. Direct costs arising from the production and publicity of the plan will be kept to a minimum.

#### **For Further Information Please Contact: Background Papers**

Rebecca Drummond  
Service Manager – Elections & Business  
Improvement  
Tel: 023 8028 5588  
E Mail: [rebecca.drummond@nfdc.gov.uk](mailto:rebecca.drummond@nfdc.gov.uk)

[The Corporate Plan 2020-2024 'Community Matters' – Cabinet 6 Nov 2019](#)



# Community Matters

## Corporate Plan

### 2020-2024

Delivering a prosperous  
New Forest and putting  
the community first







## Introduction

**Our corporate plan plays an important role in making sure the Council's objectives are met for the people and communities in the New Forest district area. It sets out the overarching commitments and vision for the Council over the next four years, the priorities of each Portfolio, and the values that underpin the delivery of the plan.**

The plan focuses on the challenges we face, and all that we can do as an organisation to address them. It recognises the financial constraints in which we operate, builds on the strong financial position we have created and the services our community wants. We remain ambitious in setting priorities that matter to the people of the New Forest and we put our community first.

Our commitments include tackling the accelerating impact of climate change, new approaches to providing more homes for local people, responding to the specific needs of our communities, maintaining the unique and special qualities of the environment, improving health and wellbeing and economic prosperity for the area both now and for the future.

The plan builds on the foundations already laid out, maintaining our commitment to excellence in service delivery.

### Vision

To secure a vibrant and prosperous New Forest, guided by the people we serve and working in partnership with others to enhance the quality of lives for all by:

- Understanding local needs and creating a balanced, healthy community who feel safe, supported and have access to services;
- Protecting the special character of the New Forest and responding pro-actively to environmental challenges; and
- Working with others to maintain a vibrant local economy that brings opportunities to the area.

### Values

**Our values underpin the council's vision and priorities by shaping the way we work.**

#### Community

- We understand that our residents and customers are at the centre of what we do.

#### Teamwork

- We respect the contribution of others, and value those who work for the benefit of our community.

#### Integrity

- We act fairly, openly and with financial responsibility in all that we do.

#### Services

- We use our energy, skills, curiosity and resources to deliver the best sustainable outcomes.

#### Ambition

- We are passionate about leaving things better than we found them

# Leader and Corporate Affairs

PORTFOLIO

*'Delivering a  
prosperous New  
Forest and putting our  
community first'*





## Portfolio holder introduction

**There is continued commitment to delivering modernised and innovative services, putting our community first. This will be done alongside an electoral review to ensure effective democratic representation for all our residents.**



Partnership working remains a key priority to achieve more together. This includes working with the Local Enterprise Partnerships to co-ordinate and actively encourage businesses and appropriate infrastructure connectivity opportunities; delivering a prosperous New Forest.

Recognising the importance of our people in delivering high quality services we will strive to be an employer of choice, providing flexible and modern workspaces and technology through the smarter working initiative.

### **Cllr Barry Rickman**

Leader and Corporate Affairs

## Priorities

- Excellence in services to our residents and continuing to maintain front line services.
- Being an employer of choice.
- Working with regional partners to ensure the prosperity of the New Forest area.
- Ensuring effective democratic engagement and representation.

## Key activities

- Deliver the Organisational Strategy and continued roll out of the smarter working initiative.
- Respond to the outcomes of the staff survey and deliver the HR Strategy to support recruitment and retention.
- Annual review of the economic investment in the New Forest.
- Work with the Local Government Boundary Commission to deliver the Electoral Review in support of electoral equality and effective local government for the New Forest area.

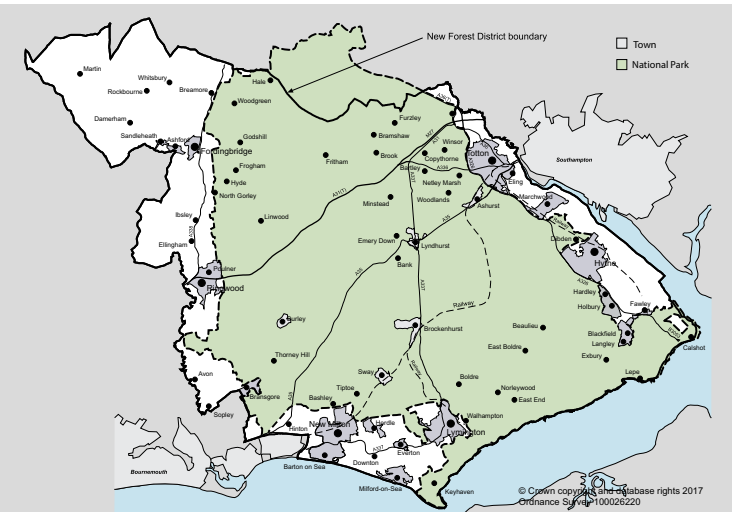


# Planning and Infrastructure PORTFOLIO

*‘Encouraging  
development that  
meets local needs  
and enhances the  
special qualities of the  
environment’*







## Portfolio holder introduction

**Delivering the vision of the local plan and ensuring a mix of homes to meet the needs of residents is core to this portfolio. The approach to development must be proactive and enabling, encouraging development that meets local needs whilst delivering positive economic, social and environmental outcomes for the district.**



Aligned to this is the delivery of a range of green infrastructure projects, funded through developer contributions that enhance the special qualities of the environment. We will also work with partners across south Hampshire to develop a joint spacial strategy which will provide part of the robust evidence base for the next local plan. Greater emphasis will be placed on the early engagement with building control to add value to development proposals and ensure that buildings are safe. Modernisation of car parking will ensure up to date facilities and contribute towards air quality and support the local economy.

**Cllr Edward Heron**  
Planning and Infrastructure

## Priorities

- Delivering the vision of the local plan and encouraging development that meets local needs and delivers positive, economic, social and environmental outcomes.
- Working with partners, applicants and developers to ensure a positive, timely and enabling attitude to development.
- Using contributions to deliver projects that mitigate the impact of development on the natural environment.
- Ensuring building control are engaged at the earliest stage to make future in development projects safe.

## Key activities

- Enable the delivery of development set out in the Local Plan supported by appropriate infrastructure.
- Ensure that all development within the district is resilient to climate change and creates healthy environments for our residents to live in.
- Deliver additional open space, play equipment, sports provision, cycling and walking opportunities and habitat creation areas.
- Increase the number of developments that use NFDC Building Control Service.
- Progress work on the Joint Strategy for South Hampshire.
- Review car parking infrastructure and technology.



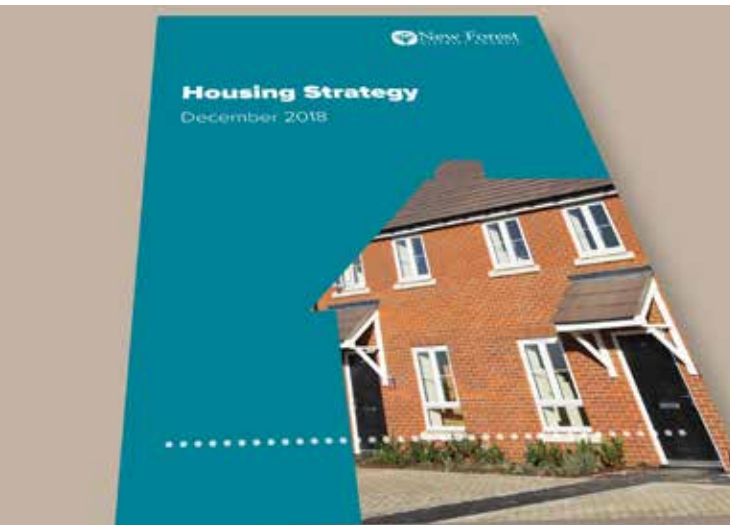
# Housing Services PORTFOLIO

*'Creating balanced  
communities and  
housing options that  
are affordable and  
sustainable'*

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## Portfolio holder introduction

**Providing more homes for local people continues to be a key issue and much of the focus is on delivering the Housing Strategy to ensure we meet the wider housing needs of the district; creating balanced communities and housing options that are affordable and sustainable.**



The Council is committed to providing more council houses, eradicating the use of Bed & Breakfast accommodation and reducing homelessness. Building effective relationships with private rented sector landlords and agents through a Landlord's forum will help improve standards, maintain confidence in the sector and improve access to our clients. This position is reflected in the priorities.

**Cllr Jill Cleary**  
Housing Services

## Priorities

- Meeting local housing needs and promoting sustainable growth.
- Increasing the supply of high quality affordable homes.
- Improving the housing circumstances of those most in need.
- Enabling the best use of housing to meet the needs of local people, including support for a strong high quality private rented sector.

## Key activities

- Deliver the key priorities identified within the Housing Strategy 2018.
- Provide 600 new council homes by 2026 across social rent, affordable rent and shared ownership tenures.
- Reduce homelessness through the provision of multi-agency support to sustain homes and tenancies and through the increase in access to private sector rented homes.
- Protect the health and safety of tenants in private rented properties.
- Minimise the use of emergency Bed & Breakfast accommodation for homeless households.
- Design, deliver and enhance a multi-agency approach and housing pathway to achieve long term accommodation solutions to end rough sleeping in the district.
- Implement a new strategy to tackle empty properties and bring them back in to use.

# Community Affairs

## PORTFOLIO

*'Keeping our  
communities safe and  
listening to their needs'*







## Portfolio holder introduction

**The work to modernise service delivery in response to our customers changing needs and digital demands remains a key focus. The move towards 24 hour access to Council services, using technology to enhance our service delivery will be an important element of this.**



It is recognised that the fear of crime is an important issue and we will engage with the community to manage this fear, whilst keeping our communities safe through the delivery of the Safer New Forest priorities.

We are committed to meaningful engagement with town and parish councils to ensure we are listening to the needs of our local communities.

### **Cllr Diane Andrews**

Community Affairs

## Priorities

- Putting customers at the centre of what we do and how we do it.
- Modernising customer services and responding to changing needs.
- Engaging with partners and the community to inform and contribute towards wider service outcomes.
- Ensuring the New Forest remains a safe place to live, work and visit.

## Key activities

- Implement the new NFDC digital platform and corporate website with enhanced functionality designed around the customer.
- Understand and respond to residents expectations in the delivery of customer services.
- Provide grant funding to community groups and charitable organisations who help deliver the council's objectives in the community.
- Engagement with town and parish councils through the information bulletin and a review of our Statement of Partnership.
- Deliver the Safer New Forest Partnership Plan.

# Finance, Investment and Corporate Services PORTFOLIO

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*'Enabling service  
provision and ensuring  
value for money for the  
council tax payer'*





## Portfolio holder introduction

**Financial constraints and the funding for local authorities will remain a challenge and there is an ongoing need to respond to this to ensure the continued provision of frontline services which are underpinned by efficient and effective support services. Investment in ICT will be instrumental in delivering flexibility and efficiencies.**



The acquisition and managing of quality assets to ensure new income generations, and a return on investment, will help support the council's financial resilience and ensure value for money for the council tax payer.

We will continue to invest in our assets to ensure fit for purpose facilities and those in our community impacted by welfare reform will be supported with the migration to universal credit.

### **Cllr Jeremy Heron**

Finance, Investment and Corporate Services

## Priorities

- Protecting front line services through sound financial planning, including the collection of taxation with appropriate support for individuals and businesses.
- Modernisation and innovative use of ICT to enhance operational efficiencies across all services.
- Using investments to support financial resilience and the local economy.
- Supporting the migration to universal credit.

## Key activities

- Deliver the Council's Medium Term Financial Plan.
- Modernise our corporate and line of business ICT applications.
- Identify sites and opportunities in line with the Commercial Property Investment Strategy.
- Commence trading and acquire properties through the Council's Residential Property Company.
- Deliver improved infrastructure to support operational services.
- Continue to manage the impact of Universal Credit and related welfare reforms and the migration from Housing Benefit.



# HR HUB



# Leisure and Wellbeing

## PORTFOLIO

*'Improving the health and wellbeing of our community'*





## Portfolio holder introduction

**Improving the health and wellbeing of our community and sustaining a healthy lifestyle legacy for future generations is the key focus of the Portfolio; collaborating with partner agencies through the Health and Wellbeing Boards to ensure that wider health outcomes are achieved.**



We will work to join up activity to enable these outcomes and embed key health prevention principles in our core services to support both physical and mental health.

The continued provision of affordable and accessible leisure facilities is an important aspect of creating and sustaining active communities to prevent ill health and improve opportunities.

### **Cllr Mark Steele**

Leisure and Wellbeing

## Priorities

- Working with partners to improve the health and wellbeing of our residents.
- Ensuring that public health prevention principles are embedded within core services of the council.
- Increase the levels of physical activity within the district.
- Providing affordable and accessible leisure facilities.

## Key activities

- Provide strategic leadership across the district through the New Forest Health and Wellbeing Board to improve the lives of local residents.
- Develop and deliver a Health and Wellbeing Strategy focusing on:
  - Physical Health
  - Mental Health
  - Tackling Health Inequalities
  - Creating Healthier Communities
- Create a Leisure Facilities Strategy to ensure the infrastructure exists to enable increased levels of physical activity.
- Deliver the strategic objectives set out in the review of NFDC leisure centres.



# Environment and Regulatory Services PORTFOLIO

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*'Working to tackle  
climate change and  
enhancing our special  
environment'*





## Portfolio holder introduction

**We recognise public concern over the accelerating impact of Climate Change, the damage to nature with habitat erosion and the disappearance of cherished wildlife. We share this challenge and we will work with others to take actions to protect and improve our environment which will be at the heart of all our decisions.**



Environmental risks to health will also be prioritised to reduce carbon emissions and improve air quality. Managing our coastline remains a priority to protect communities from the impacts of erosion with partnership working being instrumental to this.

Our regulatory services will also continue to help protect our residents from risks to health by working with businesses and improving the knowledge and choice for local residents and visitors by publishing inspection ratings.

### **Cllr Alison Hoare**

Environment and Regulatory Services

## Priorities

- Taking actions that address the impact of climate change locally.
- Working with others to protect and enhance our natural environment.
- Reducing waste and increasing recycling.
- Ensuring regulatory services are delivered for the benefit of our residents, businesses and visitors.

## Key activities

- Develop and deliver an overarching Environment Strategy which will set out our actions to protect the local environment and reduce our impact on climate change.
- Develop a new Waste Strategy for the Council.
- Develop investment plans to enable identification of partnership funding options and delivery of flood & coastal erosion projects.
- Respond to future challenges through the development of a new Tree Strategy.
- Work with partners on initiatives to reduce the levels of littering and fly tipping.
- Improve the air quality of the area.
- Maintain a safe environment for our residents and local businesses, by carrying out statutory inspections and following up on complaints.
- Deliver the licensing policy responding to legislation and addressing the challenges faced.
- Continue to provide more land to meet the demand for burial space.



# Economic Development PORTFOLIO

*'Helping local  
businesses to grow and  
prosper'*







# 25 B New Forest Brilliance in Business

Awards



## Portfolio holder introduction

**Economic wellbeing is central to a thriving community and within this portfolio there is a continued focus on helping local businesses to grow and prosper. Increased broadband and mobile connectivity remains a key objective to achieving this. We will engage with the wider business community and promote skills development through the increased take up of apprenticeships and upskilling of the economically active population of the New Forest.**



There is an increasing need to respond to the social, environmental and technological challenges to businesses through supporting our high streets to thrive and diversify, and by providing support for specific industries including forestry and agriculture.

Building on the success of Film New Forest in supporting the local economy, there is an opportunity to extend the promotion of the New Forest as a destination for the wider digital creative industries.

**Cllr Michael Harris**  
Economic Development

## Priorities

- Continuing to work with partners and businesses to grow the New Forest economy.
- Supporting improvements in broadband and mobile connectivity.
- Helping businesses, industries and High Streets respond to social, environmental and technological changes and innovation.
- Continuing to promote the New Forest as a filming destination.

## Key activities

- Identify all businesses within the district and target engagement.
- Work with partners and other council services to improve broadband and mobile connectivity.
- Work in partnership to increase the uptake of apprenticeships and upskilling opportunities.
- Encourage inward investment for the New Forest.
- Establish one online point of entry to the council for businesses.



# Action plan and achievement measures

The following pages contain the plan of specific actions that will directly contribute towards the delivery of the priorities within each portfolio. These actions will be refreshed annually to keep them up to date.

Achievement indicators for each portfolio have been identified to help monitor progress against the delivery of the priorities and provide tangible measures of success.





Leader's and Corporate Affairs	Planning and Infrastructure	Housing	Community Affairs
<p><b>Specific actions</b></p> <ul style="list-style-type: none"> <li>Annual review of the economic investment in the New Forest</li> <li>In partnership with the LEP support funding bids to government to enable improvements in infrastructure</li> <li>Council submission to the Boundary Commission on ward boundary proposals to support electoral equality by February 2020 and implement ward boundary changes for 2023 quadrennial District elections</li> <li>Implement actions to make the council an employer of choice</li> </ul>	<p><b>Specific actions</b></p> <ul style="list-style-type: none"> <li>Deliver actions in Housing Delivery Action Plan and monitor through an annual report to Cabinet</li> <li>Introduce a new pre-application advice service for 2020 to provide support for applicants</li> <li>Develop and deliver an annual programme of recreational mitigation projects</li> <li>Review all Supplementary Planning Documents and the Community Infrastructure Levy Process</li> <li>Design and deliver new ICT system to modernise delivery of the service by 2021</li> <li>Increase the market share for Building Control to ensure the safety of development</li> <li>Actions and recommendations from car parking review to be reported Environment Overview &amp; Scrutiny Panel by March 2021</li> </ul>	<p><b>Specific actions</b></p> <ul style="list-style-type: none"> <li>Provide 600 new council homes by 2026</li> <li>Prevent the homelessness of at least 60% of clients deemed to be threatened with homelessness</li> <li>Monitor and review the delivery of the Allocation Policy 2019 for annual consideration by the Housing Overview &amp; Scrutiny Panel</li> <li>Work with the Task &amp; Finish Group to develop and deliver the new Private Sector Housing Strategy by 2020/21</li> <li>Deliver at least 40 units of council owned emergency accommodation</li> <li>Design, deliver and enhance a multi-agency approach and Housing pathway through twice yearly multi-agency forums and meetings with operational partners.</li> <li>Improve standards by setting up a Landlord's forum to meet six monthly by 2020</li> <li>Implement a new strategy to tackle empty properties by the end of 2020</li> </ul>	<p><b>Specific actions</b></p> <ul style="list-style-type: none"> <li>Implement a modern customer led Website during 2020/21 in response to changing customer's needs, working with Customer Task &amp; Finish Group and monitored by the Community Overview and Scrutiny Panel</li> <li>Greater engagement with Town &amp; Parish Councils following the Task &amp; Finish Group review of the Statement of Partnership</li> <li>Undertake community safety engagement workshops and deliver the Community Safety conference bi-annually</li> <li>Report on the delivery of Safer New Forest Partnership Plan to the Community Overview &amp; Scrutiny Panel</li> </ul>
<p><b>Achievement indicators</b></p> <ul style="list-style-type: none"> <li>Proportion of service performance indicators above or on target (%)</li> <li>Increase in vacancies filled first time (%)</li> <li>Increase in infrastructure investment in the New Forest</li> </ul>	<p><b>Achievement indicators</b></p> <ul style="list-style-type: none"> <li>Increase in the number of houses completed each year (As set out in the Annual Authority Monitoring Report) (Number)</li> <li>Increase in the number of mitigation projects delivered each year (Number)</li> <li>Total amount of Community Infrastructure Levy (CIL) spent (£)</li> <li>Increase in the total amount of open space play and sports provision and cycling and walking infrastructure delivered each year (hectares)</li> <li>Increase in NFDC Building Control Market Share (%)</li> </ul>	<p><b>Achievement indicators</b></p> <ul style="list-style-type: none"> <li>Number of additional council homes delivered (Number)</li> <li>Increase in prevention Duty cases successfully prevented (%)</li> <li>Net increase in the number of private sector lease properties (%)</li> <li>Reduction in private sector property inspections resulting in Category 1 hazards (%)</li> <li>Increase in rough sleepers entering accommodation pathway (%)</li> <li>Reduction in the number of Households in external emergency B&amp;B accommodation at year end (Number)</li> </ul>	<p><b>Achievement indicators</b></p> <ul style="list-style-type: none"> <li>Increase in services available online (Number)</li> <li>Increase in unique user visits to the website (Number)</li> <li>Increase in customer ease of use score (%)</li> <li>Increase in number of engagement activities (Number)</li> <li>Increase in the number of people who feel safe from the fear of crime (%)</li> </ul>

Finance, Investment and Corporate	Health and Wellbeing	Environment and Regulatory	Economic Development
<p><b>Specific actions</b></p> <ul style="list-style-type: none"> <li>Balanced budget agreed annually in February</li> <li>Deliver the ICT strategy to modernise applications and infrastructure with an annual update to Corporate Overview and Scrutiny Panel</li> <li>Identify opportunities and progress the Commercial Property Investment and the Residential Property Investment Strategies for monitoring by Corporate Overview and Scrutiny Panel</li> <li>Continue to work closely with the Department for Work and Pensions, New Forest Citizens Advice and stakeholders on supporting residents through the migration to Universal Credit reporting to Corporate Overview and Scrutiny Panel</li> <li>Deliver new depot facilities to support operational services during 2021</li> </ul>	<p><b>Specific actions</b></p> <ul style="list-style-type: none"> <li>Development and delivery of the New Forest Health &amp; Wellbeing strategy during 2020/21 for consideration by Community Overview and Scrutiny panel</li> <li>Quarterly meetings of the New Forest Health &amp; Wellbeing Board</li> <li>Development of Health &amp; Wellbeing Board strategic priorities</li> <li>Facilities Strategy adopted as part of the Local Plan</li> <li>Deliver the outcomes from the Health &amp; Leisure Review and monitor the achievement of the wider objectives through the Community Overview &amp; Scrutiny Panel</li> <li>Monitor delivery of Mytime Active contract for Dibden Golf Centre to improve participation in golf and associated activities reporting to Community Overview and Scrutiny Panel</li> </ul>	<p><b>Specific actions</b></p> <ul style="list-style-type: none"> <li>Develop an Environmental Strategy which will identify local actions to address the impact of climate change</li> <li>Cabinet approval of Waste Strategy by December 2021</li> <li>Delivery of Tree Strategy, in response to future challenges, reporting to Environment Overview and Scrutiny Panel</li> <li>Develop of business case for future flood and erosion risk management projects at Barton-on-Sea and Milford-on-Sea</li> <li>Work with the Environment Agency to develop the business case for the Hurst Spit to Lymington Flood &amp; Coastal Erosion Project</li> <li>Development of a Clean Air Strategy to identify actions which will improve air quality across the district</li> <li>Work with partners on initiatives such as 'Operation Wolf' as part of fly tipping enforcement and continue to promote behavioural change on littering reporting back to Environment Overview and Scrutiny Panel</li> </ul>	<p><b>Specific actions</b></p> <ul style="list-style-type: none"> <li>Using County Intelligence Unit identify all businesses within the District and prioritise engagement activity</li> <li>Create an 'Invest in the New Forest' Website during 2020/21 to support inward investment to the area</li> <li>Establish an online single point of entry to the council for businesses by 2020</li> <li>Identify options for improved connectivity in the District and develop an Action Plan</li> <li>Work in partnership to increase the uptake of apprenticeships and upskilling opportunities, including Solent Apprenticeship Hub and New Forest Training Academy</li> <li>Continue to actively promote the New Forest as a filming destination for the wider creative digital industries</li> <li>Work with Development Management to roll out Employment and Skills Plans on all major development</li> </ul>
<p><b>Achievement indicators</b></p> <ul style="list-style-type: none"> <li>Maintain high level of Council Tax collected (%)</li> <li>NNDR collected (%)</li> <li>Achieve a balanced budget with reasonable Council Tax increases (%)</li> <li>Increase the value of commercial investment (%)</li> <li>Increase the value residential investment (%)</li> <li>Reduction in ICT downtime as a result of the ICT Strategy (Number)</li> </ul>	<p><b>Achievement indicators</b></p> <ul style="list-style-type: none"> <li>Increase in physical activity in adults (%)</li> <li>Increase in physical activity in children (%)</li> <li>Reduction in inactivity levels (%)</li> </ul>	<p><b>Achievement indicators</b></p> <ul style="list-style-type: none"> <li>Reduced carbon footprint for the New Forest area and District Council</li> <li>Increase in Household waste sent for reuse, recycling and composting (%)</li> <li>Reduction in the number of flytipping incidents (Number)</li> <li>Increase in food establishments which have a satisfactory or good food hygiene rating (%)</li> <li>Increase in coastal funding to achieve the specific actions (%)</li> </ul>	<p><b>Achievement indicators</b></p> <ul style="list-style-type: none"> <li>Increase in S106 agreements containing employment and skills plan (Number)</li> <li>Increase in apprenticeships within the District (Number)</li> <li>Increase in Businesses engaged in economic development programme (Number)</li> <li>Increased uptake in investment platform (%)</li> <li>Increase in broadband connectivity (%)</li> <li>Increase in subscribers to 'Helping local businesses grow' e-news (Number)</li> </ul>



## HOUSING OVERVIEW AND SCRUTINY PANEL – 15 JANUARY 2020

### **ELECTRICAL SAFETY POLICY FOR HOUSING (LANDLORD SERVICES)**

#### **1. INTRODUCTION**

- 1.1 The Council as 'Landlord' has legal obligations as an employer under common law, the Health and Safety at Work Etc. Act 1974, associated legislation and codes of practice pertaining to its compliance and legislative servicing of the Council's Housing stock and communal areas.
- 1.2 This report deals with the electrical safety compliance and inspection regime of the Council's stock and communal areas and recommends a new Housing (Landlord Services) Electrical Safety Policy. The new proposed Policy is attached at Appendix 1.

#### **2. BACKGROUND**

- 2.1 The Council owns over 5,000 Council properties and is under legal duty to maintain, inspect and ensure the safety of electrical installations within these properties including communal areas.
- 2.2 The Council is committed to providing an effective maintenance service in order to comply with its statutory responsibilities, including but not limited to the Landlord and Tenant Act 1985 (as amended) and the Housing Act 2004 and to ensure high levels of resident satisfaction and to protect the value of its housing stock.
- 2.3 A thorough review of servicing and compliance has been undertaken by Housing Management in devising the new Electrical Safety Policy for Housing (Landlord Services).

#### **3. THE NEW ELECTRICAL SAFETY POLICY FOR HOUSING (LANDLORD SERVICES)**

- 3.1 The new Electrical Safety Policy sufficiently addresses the 'Landlord' duties and responsibilities within Housing specific properties and is structured to ensure the Council complies with the requirements of the respective legislation.
- 3.2 The Policy's salient points are as follows:
  - (a) Clearly identifying legislative and regulatory duties;
  - (b) Clear definition of roles and responsibilities;
  - (c) Arrangements and Procedures

#### **4. CONCLUSIONS**

- 4.1 This Electrical Safety Policy sets out the Council's approach in maintaining its properties by being specific to Housing Landlord Services, to achieve statutory legislative requirements, and clearly defines roles and responsibilities.

4.2 It is intended that the new Electrical Safety Policy for Housing (Landlord Services) is implemented on 1<sup>st</sup> April 2020, following approval by the Portfolio Holder for Housing Services

## **5. FINANCIAL IMPLICATIONS**

5.1 An annual budget funded by the HRA is required to implement and support this policy and this will be agreed as part of the Council's annual budget setting process.

## **6. CRIME AND DISORDER IMPLICATIONS**

6.1 There are none arising from this report.

## **7. ENVIRONMENTAL IMPLICATIONS**

7.1 There are none arising from this report.

## **8. RECOMMENDATIONS**

8.1 That the Housing Overview and Scrutiny Panel consider the proposed Electrical Safety Policy and make recommendations to the Portfolio Holder for Housing Services.

### **For further information contact:**

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### **Background Papers:**

Public documents.





**Housing  
Landlord Services  
Electrical Safety Policy  
2020**

<b>DOCUMENT HISTORY</b>	
Name of Policy:	Housing Landlord Services Electrical Safety Policy 2020
Purpose of Policy:	<p>New Forest District Council is committed to its legal obligations and will comply with its statutory duties in relation to electrical safety and in accordance with BS7671: 2018 Electrical Wiring Regulations and the NIC EIC (National Inspection Council for Electrical Installation Contracting). This will ensure that all Council owned properties are maintained to the appropriate standard of health and safety for people in properties owned or managed by the Council.</p> <p>This policy details how the Council, in line with current regulations, will manage and enforce electrical safety and servicing of every residential property owned by the Council and the responsibility of Housing Landlord Services.</p>
Policy Applies to:	This policy and the subsequent arrangements apply to all employed housing staff within New Forest District Council and, where appropriate, tenants, contractors and members of the public.
First Issued:	1 <sup>st</sup> April 2020
Reviewed:	At least every 2 years from date of issue or as a result of legislative or organisational changes or an incident investigation.

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# Section 1 Policy Background & Coverage

## 1.1. Introduction

New Forest District Council ('The Council') is committed to complying with best practice and its statutory duties in accordance with BS7671: 2018 Electrical Wiring Regulations ("the Regulations") and the NIC EIC, to ensure that all Council owned and managed properties which have electrical wiring installations and/or have been provided appliances, are maintained to the appropriate standard of health and safety.

This policy details how the Council in line with current regulations will manage and enforce electrical safety and servicing of every residential property owned and managed by Housing Landlord Services.

## 1.2. Scope

The Council will ensure that Electrical Safety for maintenance, repair and servicing will reflect the following overall principles to:

- protect the health and safety of the tenants, residents, visitors, public, employees and contractors so far as is reasonably practicable;
- maintain all electrical appliances that are the Council's responsibilities in safe working order and in accordance to any manufacturer's instructions;
- identify and manage risks involved;
- promote and enforce electrical safety;
- provide relevant electrical safety information and maintain a dialogue with tenants and employees, and to work in partnership with contractors;
- ensure that all Council properties are safe and suitable for letting from a health and safety perspective and comply with all legal requirements;
- raise awareness to residents and staff of smoke detectors and electrical safety including recognising the symptoms of electrical fires and the procedure to follow.

# Section 2 Legislative and Regulatory Context

There is significant legislation and regulations around electrical safety in residential and commercial buildings that have been adopted, implemented and reviewed over many years, and gives practical advice and guidance on how to comply with the law.

## The Housing Act 2004, which introduced the Housing Health and Safety Rating System (HHSRS)

The Housing Act 2004 introduced the housing health and safety rating system (HHSRS). The HHSRS is a risk-based evaluation tool used to assess potential risks and hazards to the health and safety of occupants from deficiencies identified in residential properties in England and Wales.

- a) The assessment method focuses on the hazards that are present in housing and tackling these making housing healthier and safer to live in;

- b) The assessment covers 29 categories of hazard which includes the threat of uncontrolled fire and smoke.

### Other Legislation, Approved Codes of Practice and Guidance Notes

Other legislation, approved codes of practice and guidance notes relating to Electrical Safety, but which is not exhaustive:

#### Legislation

- a) ss. 9, 10 and 11 of the Landlord and Tenant Act 1985
- b) Occupiers Liability Act 1957 and 1984
- c) The Housing Health and Safety Rating System (England) Regulations 2005
- d) Building Regulations 2010 and its Approved Documents:
  - Part A – Structure
  - Part B – Fire Safety
  - Part F – Ventilation
  - Part G – Particularly Hot water and water Efficiency
  - Part J – Combustion Appliances and Fuel Storage systems
  - Part M – Access to and use of buildings
  - Part P – Electrical safety
- e) Electrical Equipment (Safety) Regulations 2016;

#### Guidance and Approved Codes of Practices

- a) Electrical Technical Bulletins;
- b) BS 7671:2018 Requirements for Electrical Installations – IET Wiring Regulations (18<sup>th</sup> Edition);
- c) BS5839: Part 6 Fire Detection and Fire Alarms Systems (“BS5839 part 6”)
- d) Institute of Engineering and Technology (IET) Guidance note 3 – Inspection and Testing
- e) IET On Site Guide 18<sup>th</sup> Edition
- f) Electrical Safety First - Landlord’s Guide to Electrical Safety

## PART 3 Definitions

Term	Definition
Basic protection	Protection against electric shock under fault free conditions.
Circuit	An assembly of electrical equipment supplied from the same origin and protected against overcurrent by the same protective(s).
Circuit breaker	A device capable of making, carrying and breaking normal load currents and making and automatically breaking, under predetermined conditions, abnormal currents such as short-circuit currents. It is usually required to operate infrequently although some types are suitable for frequent operation.
Current-using equipment	Equipment which converts electrical energy into another form of energy, such as light, heat or motive power.
Distribution Board	An assembly containing switching or protective devices, e.g., fuses, circuit breakers, residual current operated devices.
Earth	The conductive mass of the Earth, whose electric potential at any point is conventionally taken as zero.
Electrical Installation	An assembly of associated electrical equipment having co-ordinated characteristics to fulfil specific purposes.
Electrical Installation Condition Report (EICR)	A periodic inspection report on a property's safety relating to its fixed wiring.
Emergency stopping	Emergency switching intended to stop an operation.
Emergency switching	An operation intended to remove, as quickly as possible, danger, which may have occurred.
Fault protection	Protection against electric shock under single fault conditions.
Fire Stop	A non-combustible seal which is designed to prevent the transmission of smoke or fire.
Instructed person (electrically)	Person adequately advised or supervised by a skilled person (as defined) to enable that person to perceive risks and to avoid hazards which electricity can create.
Insulation	Suitable non-conductive material enclosing, surrounding or supporting a conductor.
Isolation	Function intended to make dead for reasons of safety all or a discrete section of the electrical installation by separating the electrical installation, or section thereof, from every source of electrical energy.
Isolator	A mechanical switching device which, in the open position, complies with the requirements specified for the isolating function. An isolator is otherwise known as a disconnect

Landlord	The owner of property (such as houses, land or apartments) that is leased or rented to another.
Luminaire	Equipment which distributes, filters or transforms the light transmitted from one or more lamps and which includes all the parts necessary for supporting, fixing and protecting the lamps, but not the lamps themselves, and where necessary, circuits auxiliaries together with the means for connecting them to supply.
Minor Works	Additions and alterations to an installation that do not extend to the provision of a new circuit.
Mobile Equipment	(Portable equipment). Electrical equipment which is moved while in operation or which can easily be moved from one place to another while connected to supply.
Non-compliance	A non-conformity that may give rise to danger.
Ordinary Person	Person who is neither a skilled person nor an instructed person.
Safety Service	An electrical system for electrical equipment provided to protect or warn persons in the event of a hazard, or essential to the evacuation from the location.
Skilled Person	A person with technical knowledge or sufficient experience to enable him/her to avoid dangers which electricity may create
Tenant	A person who occupies land or property rented from a Landlord
The Responsible Person	The 'responsible person' is the employer and any other person who may have control of any part of the premises. In the case of NFDC the employer is represented by the Chief Executive together with the Executive Heads who collectively form the 'Executive Management Team'.

## Section 4 Roles and Responsibilities

We will ensure that all Council housing staff are fully aware of their role enforcing electrical safety and minimising and preventing the risk of electrocution or fire.

<b>Chief Executive</b>
Overall responsibility for complying with the electrical safety in social housing controlled by the Council.
<b>Executive Head of Housing and Regulation</b>
The Executive Head of Housing and Regulation has overall strategic responsibility for the Council's Housing Landlord Services approach to electrical safety in social housing controlled by the Council, and to nominate one or more persons to act on their behalf to discharge their responsibilities.
<b>Housing Service Managers</b>
The Housing Service Managers are responsible for the overall effectiveness of the Housing Landlord Services Electrical Safety Policy in their areas of responsibility.
<b>Electrical Manager</b>
The Electrical Manager is responsible for overseeing the day to day management of electrical works provided within the Council's housing stock, ensuring compliance with electrical safety legislation and relevant standards. They will promote and enforce electrical safety through Housing Landlord Services providing clear, comprehensive and unambiguous systems, procedures, instructions, method statements, risk assessments and quality assurance systems so that the statutory requirements are fully met. They are responsible for all electrical competencies and training for the staff undertaking electrical work and report directly to Service Managers for Housing Maintenance (Asset and Compliance) and (Operations).
<b>Electrical Supervisor</b>
The Electrical Supervisor is responsible for day to day delivery and direct supervision of Electrical Engineers, monitoring electrical activities, action incidents and situations that may arise, assisting with electrical investigations. They will ensure electrical cyclical inspections are delivered in a timely manner and report any shortcoming in servicing that could arise to Legal proceedings and reporting directly to Electrical Manager.
<b>Electrical Engineers</b>
Electrical Engineers are responsible for ensuring all electrical works undertaken in Council properties comply with electrical safety legislation, relevant standards and control measures, making sure all electrical systems and appliances are in safe working order, maintained serviced and used according to any Manufacturer's Instructions. They will escalate any immediate unsafe situations and report any dangerous occurrences to the Electrical Supervisor or Electrical Manager.



<b>Housing (Estates &amp; Management) Team</b>
The Housing (Estate and Management) Team are responsible for assisting the Housing Maintenance Electrical Team where no access to properties has been gained following 3 attempts, providing support in making contact and liaising with tenants for access arrangements, and where no access is gained on the 4 <sup>th</sup> attempt shall ensure legal escalation and pursue Court Proceedings to enable entry.
<b>Contractor</b>
Contractors are responsible for complying with electrical safety legislation, relevant standards and control measures for dealing with electrical issues, with holding a valid NIC EIC Registration and have the correct competencies in the work activities they are undertaking on electrical installations and appliances. They will ensure that any Electrical Industry Unsafe Situation Procedure is adhered to, in relation to project works and will report to the responsible person of any potential risk to Electrical safety and protect council properties and tenants from harm.
<b>Housing Maintenance</b>
Housing Maintenance (Compliance and Asset Management) is to assign a responsible person for Projects under contract where electrical works are involved, to regularly monitor and inspect electrical activities, and promote Electrical Safety, Health and Safety and relevant standards. They will report all necessary concerns that may require further safety arrangements to the responsible officer.
<b>Corporate Health and Safety</b>
The Corporate Health and Safety team are responsible for ensuring all individual electrical incidents are investigated and relevant action taken accordingly and provide advice and guidance on any electrical safety legislation. They will also undertake regular health and safety auditing of electrical compliance.
<b>Council Staff (Non-Electrical)</b>
All employees that do not hold the competencies to carry out electrical works shall not undertake any such works and are responsible to report immediately any incidents involving electrical safety to their line manager or responsible person.
<b>Residents</b>
Residents are responsible for allowing Council employees or people authorised by the Council, access into their property for essential electrical safety inspection, emergency and responsive repairs.  Residents are responsible for the installation, repair and maintenance of their own gas/ electrical cooking appliance and must ensure that any such installation is carried out by a Gas Safe/ NIC EIC Registered engineer or company and in accordance with the Manufacturers Instruction of the appliance/s. Residents must obtain written permission from the Council's Housing Landlord Service for consent to undertake any work involving electrics including alterations or new electrical appliance installation.

## Section 5 Arrangements

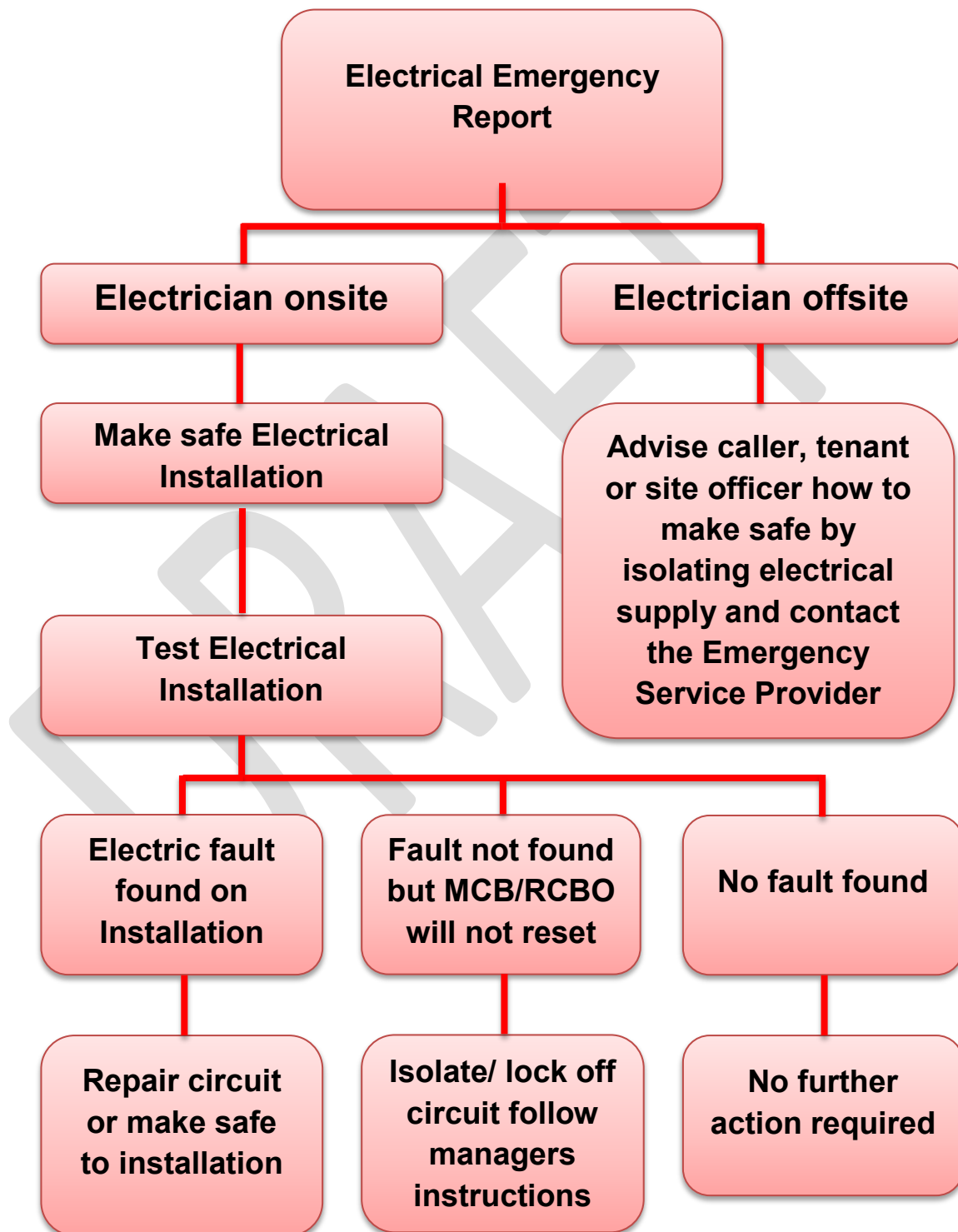
### 5.1 Electrical Emergency Procedure

What to do when an electrical emergency is reported:

1	Obtain and record the caller's details: <ul style="list-style-type: none"><li>▪ Name;</li><li>▪ Address;</li><li>▪ Postcode;</li><li>▪ Telephone Number.</li></ul>
2	Instruct the Caller <ul style="list-style-type: none"><li>▪ To Turn off the electrical supply immediately at the distribution board via the isolator or to pull the main fuse via the service head</li><li>▪ To Extinguish all naked flames (if safe to do so);</li><li>▪ Not to smoke;</li><li>▪ Not to turn electric switches on or off (including use of telephones or mobiles);</li><li>▪ To Call the Electrical Emergency Service Provider -  <b>UKPN Service Call Centre</b> <b>0800 3163 105 or 105 from a landline or a mobile</b></li></ul>
3	In addition, if the caller believes that they have been or are being affected by electric shock, fumes, smells, spillage, or leakage of products of combustion, they must be advised to seek immediate medical attention.  This includes symptoms of nausea, dizziness, chest pains, headaches, and/or palpitations, collapse and loss of consciousness.
4	All reports of electrical emergencies are to be escalated to the Council's electrical team to action and inform the Council's Health and Safety Section. Where relevant the HSE shall be notified and there will be <b>NO DISRUPTION</b> to the area that is under investigation.

## 5.2 Electrical Emergency Procedure

The flow chart below shows the procedure when a report of electric shock or electrical danger has been reported to the Council in respect of council housing properties via Customer Services or to an onsite Electrical Engineer.



### 5.3 Emergency Repairs and Breakdowns (Out of Hours)

Any faults reported which threatens harm to person, property or emergency repairs shall be responded to within 3 hours from initial call raised from the Tenant, resident or member of the public.

Defect or faults to electrical installation and/or appliances shall be made safe from the installation where they are suspected to cause harm or injury to persons or property. If a temporary repair is made, it shall ensure that all electrical safety has been adhered to and follow up works will be made to replace/repair where a permanent repair is required during normal working hours.

Electrical Callout Emergency:

- Electrical faults (These should be passed straight through to **UKPN Service Centre** on **0800 3163 105 or 105 from a landline or a mobile**;
- Activation of Smoke Alarms or where harm has been caused due to electrical fires, again should be raised through to NFDC emergency call out service centre (CCTV) 023 80 285588 or emergency services 999;
- Total electrical heating failure (winter only and for disabled (badge number. required) vulnerable or elderly residents);
- Any major fault which may cause danger to health, life or the safety of the building.

#### Service and Repairs to Council Owned Electrical Appliances

The servicing and repairs of the Council's electrical appliance assets and associated electrical heating systems are carried out by in house staff, trained and experienced in these matters. This includes programmers, thermostats etc.

An emergency is when there is total failure of the electrical system between the months of October and April inclusive, or if a person or property is at risk and children under the age of 5, the elderly (retired), the disabled, the sick, or vulnerable are in a situation without electrical/gas heating.

### 5.4 Repairs and Breakdowns (during working hours)

All Council housing repair requests are reported to the Council via Housing Customer Services. Tenants can report repairs via email, phone or webchat.

Once received jobs are raised, allocated a priority based on the description and urgency and scheduled with the Tenants.

Operatives will attend to the property as per the scheduled appointment and will carry out repair or servicing works.

Where installation and/or appliances are found to be unsafe, then the safe isolation procedure will be adhered to and ensuring installation/appliances are made safe and communicated to the responsible person for further action.

The Priorities are as follows:-

Category	Target	Response
E	3 hours	<b>Emergency</b> Response to make safe/temporary repair only
U	24 hours	<b>Urgent</b> Prevent suffering undue inconvenience or further damage to property
P	5 working days	<b>Priority</b> These are repairs that may affect the comfort of residents and likely to cause damage to the property if not carried out as a priority
R	20 working days	<b>Routine</b> Includes all other minor repairs
PW	90 working days	<b>Programmed Works</b> Major items of replacement or requiring weather or safety dependent work planning
I	28 working days	<b>Inspection</b> Repairs requiring inspection to ascertain nature and to control budgets

## 5.5 Domestic Electrical Safety Inspection

The Council as 'Landlord', is required by law to keep the electrical installations (that it is responsible for) in any property it rents out, in repair. It can only achieve this by carrying out periodic inspections. The guidance recommends that a safety inspection on electrical installations and appliances provided by the Landlord is carried out every 5 years (or at change of tenancy) in all rented properties. It is important that the Council has effective measures in place to gain prompt entry to carry out these inspections, to comply with its statutory obligations. Under the Regulations it is a requirement that all tenanted properties have a current in date Electrical Installation Condition Report (EICR).

During the electrical safety inspection or at installation, all electrical operatives shall inspect all Smoke, Heat and Carbon Monoxide Detectors to ensure they remain in working order and are within the manufacture's expiry date of the unit.

Smoke detectors will be fitted and hardwired in a suitable place in every rented property (one per floor) and will normally be the hallway and landing.

At void all Smoke and Carbon Monoxide alarms are checked and tested and will be upgraded to meet the requirements of BS5839 part 6.

Smoke detectors will be replaced as part of a 10-year rolling replacement schedule or when a deficiency is identified. Through inspection regimes, where additional risks are identified (i.e. hoarding, specific disability or other risk), additional smoke detectors will be fitted to mitigate the risk.

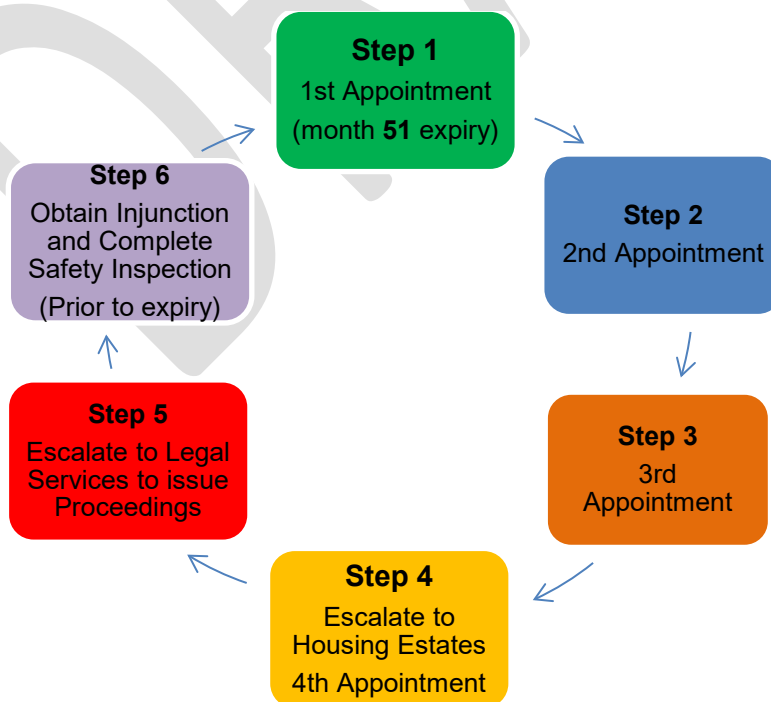
Carbon monoxide alarms are only required in rooms containing a solid fuel burning appliance (i.e. rooms containing an open fire, log burning stove, etc.). However, as gas appliances can emit carbon monoxide, the Council will fit a Carbon Monoxide detector in every room containing a gas fueled appliance which will be inspected each year as part of the annual gas safety inspection visit. Electrical Installations will be inspected cyclically and attempts to gain access will commence on a 51-month cycle to ensure that every effort has been made to complete the safety inspection by the inspection anniversary. The inspection regime also provides an additional opportunity to check for fire risks. Tenants are written to and offered an appointment for an electrical safety inspection to be carried out. Every effort will be made to work with the tenant to make an appointment at a time that is convenient; including where it is appropriate agreeing to an out of hour's appointment to aid successful access.

Legal action will be taken against tenants who do not respond to requests to complete an electrical safety check, or consistently refuse access to their property. In such cases action will be taken to obtain a court injunction to enter the property. Legal action will only be taken as a last resort.

Where access to a property is obtained through the Courts, Housing Landlord Services will be responsible for securing the property and making good any damage caused by entering the property. The cost of this work will be re-charged to the tenant.

All records will be held electronically for a minimum of 7 years, and upon request, a copy of the EICR will be given to the tenant after the completion.

The Table below shows the process of ensuring the Council obtains access to carry out electrical inspections:



## 5.6 Commercial Housing Electrical Inspections

All Council housing stock classified as 'Commercial Electrical Installations' (i.e. blocks that have communal areas) that contain electrical installations shall be inspected every 60 months.

The Council will ensure that all Commercial Electrical tests are completed within the 60 month's period alongside the commercial electrical servicing programme to ensure compliance

Each Commercial electrical housing plant room shall contain a schematic chart of all electrical installation circuits & appliances contained with the building.

All future commercial or plant room alterations shall have an updated electrical schematic from the day of the new installation work carried out.

All works will be carried out by our in-house Commercial Electrical Engineers or approved contractor.

## 5.7 Statutory Electrical Equipment (Multifunction Tester)

Any Electrical Engineer who carries out electrical work will have the use of a multifunction tester to undertake works involved in inspecting & testing.

The use of such equipment will be maintained and recalibrated through our approved external supplier and will maintain all valid compliance certificates, repair sheets or recalibration service sheets of each unit.

## 5.8 Void Properties

At the earliest opportunity Housing Landlord Services shall ensure that:

- Before any other trades can work in a void property all electrical circuits in the property are assessed, repaired, or renewed due to age or faulty;
- An EICR is produced once all electrical works are fully completed and property is ready for re-letting, and supplied to tenant prior to them being given possession of property;
- All Smoke and Carbon Monoxide alarms are checked and tested, and upgraded to meet the requirements of BS5839 part 6
- Any debt left on electrical meter from previous tenant is cleared, ready for new occupant;

Manufacturer's Instructions for any electrical controls and any other necessary paperwork are provided to tenants upon property handover.

## 5.9 Capital Expenditure Replacement Programme

The Council will notify tenants of properties due for an electrical rewire or replacement distribution board. A programme of work is scheduled, and appointments will be made with tenants, on a mutually agreed date to complete the work.

All distribution boards work shall be carried out according to Manufacturer's Instructions, complying with the Regulations, building regulations, and any relevant standards and approved code of practice.

Upon completion of all distribution boards installation work, appliances will be registered with the NICEIC building control notification and all paperwork completed and returned to Housing Landlord Services.

## 5.10 Electrical Competencies

The Council is a registered business with NIC EIC (approved Contractor Scheme) and operates under NIC EIC **No: 500416**. All directly employed electrical engineers operate under this registration.

Under the Regulations, the Council will ensure that all engineers hold the minimum necessary electrical qualifications and competencies to undertake electrical work in domestic or commercial premises and will be deemed competent in the work category they are able to undertake.

As employer, the Council will maintain the electrical qualification and competencies for everyone who undertakes electrical work on behalf of the Council.

Any Contractor who carries out electrical works on behalf of the Council must provide proof of the correct competency and operate under an approved Contractor Scheme Certification in electrical works they are undertaking.

All employees and contractors that do not hold the necessary electrical competencies shall NOT undertake work.



## HOUSING OVERVIEW AND SCRUTINY PANEL – 15 JANUARY 2020

### **VOIDS AND MUTUAL EXCHANGE POLICY FOR HOUSING (LANDLORD SERVICES)**

#### **1. INTRODUCTION**

- 1.1 The Council as 'Landlord' is responsible for the maintenance, repair and replacement of the structure and common parts of its Housing properties as set out in the Tenancy Agreement.
- 1.2 A review has been carried out to the standards of work that the Council carries out to void properties. This was identified as a priority action by the Executive Head of Governance and Housing, when the fundamental review of Housing Maintenance was carried out in Summer 2019.
- 1.3 This report deals with the arrangements for the statutory inspections and the repair, condition and safety standards of void properties and the new standards that will apply prior to letting. It also details the arrangements to reduce the risk of vandalism, theft, flood and arson to properties whilst void and it also covers mutual exchanges. The new proposed Policy is attached at Appendix 1.

#### **2. BACKGROUND**

- 2.1 The Council processes over 250 Council owned properties through void or tenancy transfers resulting from mutual exchange and is under legal duty to maintain the structure and fixtures of these properties, including their communal areas.
- 2.2 The Council is committed to providing an effective void maintenance service in order to comply with its statutory responsibilities, including but not limited to the Landlord and Tenant Act 1985 (as amended) and the Housing Act 2004 and to ensure high levels of resident satisfaction and to protect the value of its housing stock.
- 2.3 The Council is also committed to ensuring that empty properties are turned around at the earliest opportunity, not only to safeguard against rent loss but to reduce the Council's waiting list for council properties. It is important that properties are re-let in an acceptable condition.
- 2.4 A thorough review of void processing and maintenance and repairs standards has been undertaken by Housing Management which has resulted in a new Voids and Mutual Exchange Policy for Housing (Landlord Services).

This proposed policy will sit alongside a suite of other new policies set out below:-

- Electrical Safety Policy;
- Fire Safety Policy;
- Gas Safety Policy;
- Legionella Policy;
- Lifts and Lifting Equipment Policy;
- Maintenance and Repairs Policy

### **3. THE NEW VOIDS AND MUTUAL EXCHANGE POLICY FOR HOUSING (LANDLORD SERVICES)**

3.1 The new Voids and Mutual Exchange Policy addresses the 'Landlord' duties and responsibilities within Housing specific properties as well as improving on the level of the existing standards, ensuring that Council properties are fit for modern living and for the enjoyment of tenants in creating their new home. These improvements include:-

- Decoration that is bright, fresh and welcoming;
- Properties are functional and meet the needs of modern living;
- Improved cleaning standards both internally and externally;
- The ability to be offered and enjoy items left by previous tenants that are found to be in good serviceable condition.

3.2 The new Policy's salient points are as follows:

- (a) Clearly sets out the key principles for the maintenance and repair of Council owned void properties;
- (b) Clearly identifying legislative and regulatory duties;
- (c) Clear definition of roles and responsibilities;
- (d) Provides a flexible, customer-oriented void property management and maintenance service that gives priority to the safety, comfort and condition of properties to meet the needs of modern living;
- (e) Clearly sets out all reasonable steps to be taken to protect void properties from the risk of vandalism, theft, flood and arson;
- (f) Arrangements to ensure void properties are turned around as quickly as possible to minimise rent loss and provide homes to those most in need;
- (g) Arrangements to meet the Council's legal and contractual obligations;
- (h) Arrangements to ensure that prior to letting, void properties meet the safety, performance and quality standards set by the Council;
- (i) Arrangements for the recovery of costs from rechargeable works that are the responsibility of Tenant's.

### **4. CONCLUSIONS**

4.1 This Voids and Mutual Exchange Policy sets out the Council's approach in maintaining and processing void properties by being specific to Housing Landlord Services, to achieve statutory legislative requirements, and clearly defines roles and responsibilities. It improves upon existing standards. The draft policy was presented to the Housing Resident Involvement Group on 10 January 2020 who endorsed it very positively.

4.2 It is intended that the new Voids and Mutual Exchange Policy for Housing Landlord Services is implemented on 1<sup>st</sup> April 2020, following formal approval by the Portfolio Holder for Housing Services.

### **5. FINANCIAL IMPLICATIONS**

5.1 There will be an increase in costs to the HRA Account associated with the introduction of new and enhanced void standards. The Council carries out void works to over 300 properties a year and materials alone to meet the new standards will be approximately £100,000. Additionally, there will be a further £100,000 attributable to

staffing costs in relation to the new standards, the latter having been identified within the July 2019 Housing Maintenance review report.

- 5.2 An annual budget funded by the HRA is required to implement and support this policy and this will be agreed as part of the Council's annual budget setting process.

## **6. CRIME AND DISORDER IMPLICATIONS**

- 6.1 There are none arising from this report.

## **7. ENVIRONMENTAL IMPLICATIONS**

- 7.1 There are none arising from this report.

## **8. RECOMMENDATIONS**

- 8.1 That the Housing Overview and Scrutiny Panel consider the proposed Voids and Mutual Exchange Policy and make recommendations to the Portfolio Holder for Housing Services.

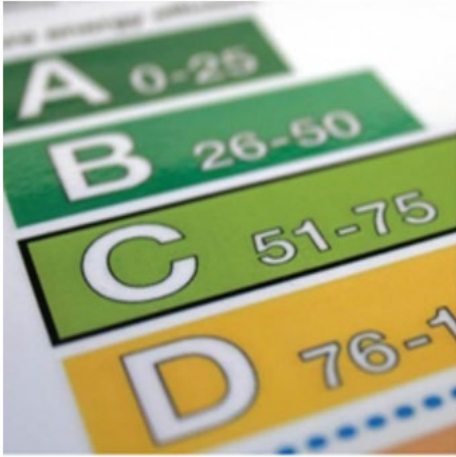
### **For further information contact:**

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### **Background Papers:**

Public documents.

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# Housing Landlord Services

## Void and Mutual Exchange Policy 2020

<b>DOCUMENT HISTORY</b>	
Name of Policy:	Housing Landlord Services Void and Mutual Exchange Policy 2020
Purpose of Policy:	<p>New Forest New Forest District Council is committed to providing an effective maintenance service in order to comply with its statutory responsibilities, including but not limited to the Landlord and Tenant Act 1985 (as amended) and the Housing Act 2004 and to ensure high levels of resident satisfaction and to protect the value of its housing stock.</p> <p>This policy details the arrangements for the statutory inspections thereof and the repair, condition and safety standards of void (empty properties handed back by tenants) and tenancy transfers resulting from mutual exchange to properties owned by the Council prior to letting. It also details the arrangements to reduce the risk of vandalism, theft, flood and arson, as far as reasonably practicable to properties whilst void.</p> <p>This policy is to be read in conjunction with and is supported by Housing Landlord Services' Policies: -</p> <ul style="list-style-type: none"> <li>▪ Electrical Safety Policy;</li> <li>▪ Fire Safety Policy;</li> <li>▪ Gas Safety Policy;</li> <li>▪ Legionella Policy;</li> <li>▪ Lifts and Lifting Equipment Policy;</li> <li>▪ Maintenance and Repairs Policy</li> </ul>
Policy Applies to:	This policy and subsequent arrangements are to be adhered to by housing staff within New Forest District Council and, where appropriate, outgoing or incoming tenants and contractors.
First Issued:	1 <sup>st</sup> April 2020
Reviewed:	At least every 2 years from date of issue or as a result of legislative or organisational changes.

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	Appendix 1 Void Processing Activity Timeline	

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## Section 1 Introduction and Key Principles

This policy details the arrangements for the statutory inspections thereof and the repair, condition and safety standards of void properties and tenancy transfers resulting from mutual exchange to properties owned by the Council prior to letting. It also details the arrangements to reduce the risk of vandalism, theft, flood and arson, as far as reasonably practicable to properties whilst void.

The Council is responsible for the maintenance, repair and replacement of the structure and common parts of its properties as set out in the Tenancy Agreement.

The Council will ensure that the management and maintenance activities of void properties reflects the following overall principles:

- providing a flexible, customer-oriented void property management and maintenance service that gives priority to the safety, comfort and condition of properties;
- take all reasonable steps to protect void properties from the risk of vandalism, theft, flood and arson;
- ensuring void properties are turned around as quickly as possible for re-letting to minimise rent loss and provide homes to those most in need;
- repairing and maintaining the housing stock to the Decent Homes Standard;
- meeting the Council's legal and contractual obligations;
- ensuring that prior to letting, void properties meet the safety, performance and quality standards set by the Council;
- ensuring the services provided are cost effective and obtaining the best value for residents;
- ensuring the principles of health and safety and are central to working procedures and practices;
- maximising economic benefits where possible by creating employment and training opportunities in maintenance related work and by purchasing goods and services locally;
- maximising opportunities for resident involvement in determining the quality of the services delivered;
- measuring and monitoring customer satisfaction to continuously improve services.

## Section 2 Legislative and Regulatory Context

In addition to complying with the terms of the Tenancy Agreement, the Council will ensure that it complies with best practice, relevant policy and statute when repairing void properties.

### **The Housing Act 2004, which introduced the Housing Health and Safety Rating System (HHSRS)**

The Housing Act 2004 introduced the Housing Health and Safety Rating System (HHSRS). The HHSRS is a risk-based evaluation tool used to assess potential risks and hazards to the health and safety of occupants from deficiencies identified in residential properties in England and Wales.

The assessment method contained within the HHSRS focuses on the hazards that are present in housing and tackling these making housing healthier and safer to live in and covers 29 categories of hazard.



## Other Legislation, Approved Codes of Practice and Guidance Notes

The main legislation, approved codes of practice and guidance notes relating to Landlord responsibilities are set out below:

### Legislation

- Building Act 1984;
- Building Regulations 2010 (as amended);
- BS 7671:2018 Requirements for Electrical Installations – IET Wiring Regulations (18<sup>th</sup> Edition);
- Chronically Sick and Disabled Persons Act 1970;
- Control of Asbestos Regulations 2012;
- Defective Premises Act 1972;
- Electrical Equipment (Safety) Regulations 2016;
- Environmental Protection Act 1990;
- Equality Act 2010;
- Gas Safety (Installation and Use) Regulations 1998 (as amended);
- The Housing Health and Safety Rating System (England) Regulations 2005;
- The Landlord and Tenant Act 1985 (as amended by the Homes (Fitness for Human Habitation) Act 2018
- The Leasehold Reform, Housing and Development Act 1993;
- The Secure Tenants of Local Authorities (Compensation for Improvements) Regulations 1994;
- The Secure Tenants of Local Authorities (Right to Repair) Regulations 1994;

### Approved Codes of Practices

- (a) Safety in the installation and use of gas systems and appliances (Gas Safety (Installation and Use) Regulations 1998 (as amended)

### Guidance Notes

- a) Housing Health and Safety Rating System Operating System Guidance 2006;
- b) A Decent Home: Definition and guidance for implementation – June 2006

## Section 3 Definitions

Term	Definition
Competent Person	Person(s) whilst not required to possess specific academic qualifications but: <ol style="list-style-type: none"><li>a) understand the relevant housing 'Landlord' legislation and responsibilities;</li><li>b) have appropriate training, knowledge and experience in the principles of property maintenance;</li><li>c) understand the hazards, risk and other relevant factors with occupants at special risk within the premises;</li></ol>

	<p>d) if carrying out property safety or maintenance surveys, have appropriate training/experience in this field;</p> <p>e) if carrying out property maintenance activities, have appropriate training/experience in their related trade field.</p>
Energy Performance Certificate	<p>An Energy Performance Certificate shows how energy-efficient a property is. The document includes estimated energy costs, as well as a summary of the home's energy performance-related features.</p> <p>The property will be given an energy-efficiency grade between A and G, with A being the most energy-efficient - and G being the worst.</p> <p>Abbreviated to <b>EPC</b></p>
Housing Health and Safety Rating System	<p>The housing health and safety rating system introduced by The Housing Act 2004 is a risk-based evaluation tool to help landlords identify and protect against potential risks and hazards to health and safety from any deficiencies identified in dwellings.</p> <p>Abbreviated to <b>HHSRS</b></p>
Inspection	A visual investigation of a property's condition to establish whether any remedial works are necessary.
Landlord	The owner of property (such as houses, land or apartments) that is leased or rented to another.
Notional Life	The expected life expectancy of a component, fitting, product or repair.
Responsible Person	The 'Responsible Person' is the Landlord.
Stock Condition Survey	A survey to collect information relating to the Government's Decent Home Standard, and about the property in general. An assessment of the main internal and external parts of the property, which identifies when they are likely to require replacing, gathering information on energy efficiency and conducting asbestos management survey on homes built before 2000.
Tenant	A person who occupies land or property rented from a Landlord.

## Section 4 Roles and Responsibilities

The Council will ensure that all Council housing staff are fully aware of their role in meeting the Council's responsibilities as 'Landlord'.

<b>Chief Executive</b>
<p>Responsibility for complying with duties as 'Landlord' rests with the 'responsible person'.</p> <p>The 'responsible person' as Landlord is represented by the Chief Executive together with the Executive Heads who collectively form the 'Executive Management Team'.</p>

### **Executive Head of Governance and Regulation**

The Executive Head of Governance and Regulation has overall strategic responsibility for the Council's approach in maintaining its social housing assets controlled by the Council and is responsible for ensuring that the requirements of the Housing Act 2004, Landlord and Tenant Act 1985 and supporting Regulations are applied and implemented and to nominate one or more persons to act on their behalf to discharge their responsibilities.

### **Housing Service Managers**

The Housing Service Managers are responsible for the overall effectiveness of the Housing Landlord Services Voids, Mutual Exchange and Empty Homes Policy in their areas of responsibility.

### **Asset Maintenance Manager**

The Asset Maintenance Manager is responsible for leading on housing asset management, maintenance strategy and policy. Their role also includes responsibilities for developing planned and cyclical maintenance programmes and maintaining stock condition data and taking responsibility for ensuring the Council's compliance with its landlord statutory duties and obligations, reporting directly to the Service Manager for Housing Maintenance (Asset and Compliance).

### **Housing Estates and Housing Allocations Managers**

The Housing Estates Manager and Housing Allocations Manager are responsible for the detailed arrangements necessary in ensuring that tenancy terminations, void property allocations and new tenancy processing, which are the responsibility of the Council are acted upon in a timely manner within their respective areas of control.

### **Void Manager**

The Void Manager is responsible for the detailed arrangements necessary in ensuring that void repair and maintenance activities and statutory inspections, which are the responsibility of the Council are acted upon in a timely manner to minimise rent loss and that void properties meet the quality standards set out in this policy.

### **Void Supervisor**

The Void Supervisor is responsible for the day-to-day supervision and delivery of responsive repairs and maintenance activities, which are the responsibility of the Council in accordance with detailed arrangements and policy.

Where contractors are being managed, regular monitoring is to be included to ensure risks that could cause harm or injury have been considered and adequate precautions are in place to minimise risk to as low a level as is reasonably practicable

## Section 5 Void Processing

### 5.1 Objectives and Processing Principles

Voids will be processed to ensure that empty properties are turned-around at the earliest opportunity, rent loss is minimised and are available to let to a new tenant at an acceptable standard meeting the Council's legal obligations and the terms of the new tenancy.

Six key principles will be applied when processing empty properties and these are set out below: -

<p><b>Surety</b></p>	<p>To comply with the terms of the Council's surety provision, the Council will:</p> <ul style="list-style-type: none"> <li>▪ Notify provider where a void properties resale value is estimated to be in excess of £250,000;</li> <li>▪ Notify provider where a property has been void for 90 days or more;</li> <li>▪ Notify provider where a group of properties are void;</li> <li>▪ Isolate utilities, except electrical supply where this is required to serve fire or security systems;</li> <li>▪ Drain down water system between 1 April to 30 September;</li> <li>▪ Maintain heating (min 5 degrees Celsius) 1 October to 31 March;</li> <li>▪ Seal letterbox and takes steps to prevent mail accumulation;</li> <li>▪ Secure against unlawful entry.</li> </ul>
<p><b>Statutory</b></p>	<ul style="list-style-type: none"> <li>▪ Energy Performance Certificate;</li> <li>▪ Decent Home Standard;</li> <li>▪ Housing Health and Safety Rating System (HHSRS);</li> <li>▪ Gas Safety Inspection;</li> <li>▪ Electrical Safety Inspection;</li> <li>▪ Fire Detection;</li> <li>▪ Carbon Monoxide Detection.</li> </ul>
<p><b>Safe</b></p>	<p>Properties will be safe and free of hazards arising from faults or deficiencies which could cause harm:</p> <ul style="list-style-type: none"> <li>▪ Physiological;</li> <li>▪ Psychological;</li> <li>▪ Infection;</li> <li>▪ Safety.</li> </ul>



<b>Functional</b>	Properties will be functional for the enjoyment of the incoming tenant: <ul style="list-style-type: none"> <li>▪ Kitchen;</li> <li>▪ Bathroom;</li> <li>▪ Heating and hot water system;</li> <li>▪ Glazing;</li> <li>▪ Security;</li> <li>▪ Internal doors;</li> <li>▪ Lighting;</li> <li>▪ Access, egress and gardens.</li> </ul>
<b>Clean and Clear</b>	Properties will be clear of waste and to a good standard of cleanliness prior to letting.
<b>Items for Reuse</b>	Where items left by the previous tenant and found to be in good serviceable condition, and where following inspection are found to be safe for reuse shall be offered to the incoming tenant.

## 5.2 Termination

5.2.1 The Council will deem a property to be empty in the following circumstances, where:

- the tenant has formally terminated the tenancy by written notice and keys have been received by the Council;
- the tenant has died, there is no successor and the tenancy has legally been concluded;
- the tenant has abandoned the property and, where the appropriate action has been taken to legally end the tenancy;
- the tenant has been evicted, following court action for possession.

5.2.1 Upon giving the required notice to quit as per the tenancy agreement, tenancies terminate on a Sunday. Tenants or their representatives are required to deliver all sets of keys to vacated properties to their local housing office by midday on Monday. Where keys are delivered late, unless there are exceptional circumstances, tenants may incur a further week's rent charge. This decision is at the discretion of the Housing Estates Manager in consultation with the Voids Manager.

## 5.3 Void Processing

### 5.3.1 Pre-Void Inspection

Attempts will be made to inspect properties at the earliest opportunity. By appointment with the outgoing tenant, a joint pre-void inspection shall be carried out within 7 working days of a termination notification by the Void Manager or Void Supervisor along with a Tenancy Management Officer or Tenancy Management Assistant to discuss with the outgoing tenant the procedures relating to vacation which must be clearly advised both verbally and in writing.

The Council will attempt to ascertain from the outgoing tenant the current utility providers in order to facilitate statutory inspections at void stage. Where pre-payment meters are installed, the tenant will be reminded to leave meter keys or cards which are registered against the respective meters and are non-transferable. Outgoing tenants are required to contact their utility providers upon vacation of the property who can deal with any pre-payment credit or debt against their account/s.

The pre-void inspection shall determine the overall condition and whether the property can be re-let following statutory inspections or requires repair to bring it up to the Council's standard. The pre-void inspection shall categorize the properties likely 'Ready to Let' status based on the volume of necessary work. Any repairs deemed to fall outside normal wear and tear shall be the responsibility of the outgoing tenant, and if not completed or not completed to a standard to which the Council is satisfied, will be recharged in accordance with the Council's 'Chargeable Repairs' section of the Housing Landlord Services Maintenance and Repairs Policy.

The details of the pre-void inspection shall be clearly recorded, and any chargeable repairs noted and countersigned by the tenant.

#### 5.3.2 Void Inspection

Upon receipt of the keys, the locks to the property will be changed to a temporary void lock. A full void inspection will be carried out to determine the overall condition of the property following vacation and whether any repairs deemed to fall outside normal wear and tear and the responsibility of the tenant have been actioned or require recharge. The properties likely 'Ready to Let' status will be reviewed and confirmed.

The void inspection will confirm the schedule of works required prior to commencement and meter readings will be taken for gas, electricity and water utilities and provided to the current utility providers.

#### 5.3.3 Post Void Work Inspection

A quality assurance inspection will be carried out upon completion of all void work and any shortfalls in standards identified will be remedied as high priority.

Meter readings will be taken for gas, electricity and water utilities and provided to the current utility provider.

New locks will be fitted, and keys delivered to the local housing office ready for collection by the incoming tenant.

#### 5.3.4 Pests and Infestation

Where there is evidence of pests and/or infestation, pest control measures will be taken, and any pest control work carried out in accordance with the Animal Welfare Act 2006, Wild Mammals Protection Act 1996 and Wildlife and Countryside Act 1981.

The property will be inspected for structural defects, holes through walls and-the-like and any such defect repaired and/or made good prior to letting.

#### 5.3.5 Legionella

Where single dwelling properties have been unoccupied for one week or more, the water system will be thoroughly flushed on a weekly basis with the minimum release of aerosol i.e. removal of any shower heads prior to flushing and prior to occupation.

Single dwelling properties that have been unoccupied for 2 months or more will be chemically disinfected prior to occupation (where systems permit). This should take place no more than one week from the proposed occupation date and be undertaken by a reputable contractor.

### 5.3.6 Stock Condition Survey

The Council will take advantage of the opportunity to undertake a Stock Condition Survey of a property whilst it is void, where the Council holds no stock data or where the last inspection undertaken exceeds 5 years or is due to be inspected within the next 12 months.

## 5.4 'Ready to Let' Target

The Housing Maintenance Service void 'Ready to Let' target shall be categorized as:

CATEGORY		
A	B	C
Good Condition	Average Condition	Poor Condition
Statutory Inspections Serviceable and Functional Minor repairs (1-5 days) Clean & Secure	Statutory Inspections Serviceable and Functional Repair schedule (5-10 days) Clean & Secure	Statutory Inspections None Serviceable or Functional Significant repair schedule Clean & Secure
<b>10 working days Or less</b>	<b>15 working days Or less</b>	<b>Defined by Volume of Works (as soon as reasonably practicable)</b>

## Section 6 Property Standards

### 6.1 Component Standard and Action Table

The property shall be in good condition in order to let which is defined by the statement:

“All components of the dwelling house shall be serviceable, in good working order and free from serious defect.”

Repairs will be ordered by a Housing Maintenance representative in consultation with the Tenancy Management Officer to bring any component to the quality defined in the standards statement. The Housing Maintenance Service shall carry out all statutory obligations in respect of void management.

COMPONENT	STANDARD	ACTION if below standard
<b>UTILITIES</b>		
Water	External stop tap functional. Internal isolation valves functional.	Report to Utility. Repair.
Gas	Meter in place & functional. Pre-payment card in place. Debt cleared. Credit on possession.	Utility. Utility. NFDC. Utility provider to refund outgoing tenant.
Electricity	Meter in place & functional. Pre-payment key in place. Debt cleared. Credit on possession.	Utility. Utility. NFDC. Utility provider to refund outgoing tenant.
COMPONENT	STANDARD	ACTION if below standard
<b>STATUTORY INSPECTIONS</b>		
Gas	Gas Safety Inspection. Obtain Certificate. Gas fires.	Repair/Replace.  If functional leave for reuse by incoming tenant or remove.
Electricity	Electrical Condition Report.  Meet Design Standard. Obtain Certificate.	Cat 1 Hazard – Repair/Replace Cat 2 Hazard – Repair/Replace Cat 3 Hazard – Report.  Fix, Replace or Install
Detection	<b>Smoke detection</b> – functional, in date, hard wired and interlinked, 1 per floor in circulation space, 1 in principal living room and 1 in converted loft spaces (where applicable). <b>Heat detection</b> – functional, in date, hard wired and interlinked with smoke detection, 1 per kitchen. <b>Carbon monoxide detection</b> – functional, in date in each room containing fuelled appliance fixed to wall or ceiling.	Fix, Replace or Install.  Fix, Replace or Install.  Fix, Replace or Install.
Energy Performance	Energy Performance Certificate (Expiry 10 years).	Check/Undertake.
<b>FUNCTIONALITY</b>		
Heating	Functional and no missing components.	Repair/Replace.
Hot Water	Functional and no missing components.	Repair/Replace.
Gas fires	Service & inspect for safety.	Leave for reuse by incoming tenant or remove.



Electric fires	General needs accommodation with gas/oil/solid fuel heating. Older Person accommodation.	Remove.  Inspect/Replace.
Kitchen Units	Sink intact. Taps intact. No leaks. Worktop without obvious burns, cracks, breaks or water blown. Door fronts intact. Functional and minimum life expectancy of 12 months or more.	Replace. Replace. Repair. Replace.  Replace. Kitchen modernisation.
Cooker space	620mm cooker space. Gas supply to cooker point. Electrical supply to cooker point.	Provide. Supply and/or leave capped. Supply.
Washing machine	620mm washing machine space. No leaks from water supply valves. No leaks from under-sink foul waste connection.	Provide. Cap. Cap.
<b>COMPONENT</b>	<b>STANDARD</b>	<b>ACTION if below standard</b>
Sanitary Ware	Clean bathroom suite. No chips, cracks or limescale. Taps intact. No leaks. Toiler pan seat. Cistern flushes. Plugs intact. Functional and minimum life expectancy of 12 months or more.	Clean. Repair/Replace. Replace. Repair. Change in all instances. Repair. Replace. Bathroom modernisation.
As Built Fire Places	No visible sign of damage. Blocked up opening.	Repair. Block up and make good.
<b>SECURITY</b>		
Front Entrance Door	Locks. Glass intact. Handles serviceable. Opens and closes easily. Letterbox intact.	Change in all instances. Replace. Replace. Replace. Replace.
Rear Entrance Door	Locks. Glass intact. Handles serviceable. Opens and closes easily. Letterbox intact.	Change in all instances. Replace. Replace. Replace. Replace.
Windows	Sound glazing units and keys Open and close easily. Window restrictors to 1 <sup>st</sup> floor casement. No window locks	Replace. Repair. Repair.  Remove and replace handles.
<b>JOINERY</b>		
Floorboards	No serious squeaks. No boards missing or holes. No blown chipboard. No nails protruding. No unhealthy smells or foul stains.	Repair. Repair. Repair. Repair. Clean.

	No foam carpet residue.	Clean.
Bannister, Handrail and Spindles	Intact. Max 100mm C's on Spindles.	Repair. Replace.
Internal doors	No holes or visible damage. Handles and latches serviceable. Opens and closes easily.	Replace. Replace. Replace.
Internal glazed doors	Glazing under 1,000mm is laminated	Replace or leave for reuse by incoming tenant.
<b>DECORATION</b>		
Plasterwork	By nature of each scheme – variable.	Repairs to spalling areas. Remove nails, screws and fixings. Fill holes. Investigate ceiling cracks.
Polystyrene Ceiling Tiles or coving	None present in property	Remove and plaster ceiling where required.
<b>COMPONENT</b>	<b>STANDARD</b>	<b>ACTION if below standard</b>
Papered Ceilings	None present in property.	Remove.
Decoration Ceilings	Clean and bright.	Prepare surfaces and apply 2 coats of matt white paint.
Papered Walls	No patterned wallpaper. Painted Anaglypta style papers in good condition.	Remove & plaster if required. Leave.
Decoration Walls	Clean, bright, blank canvass ready for new tenancy.	Prepare surfaces and apply 2 coats of matt white paint.
Decoration Woodwork	Clean and bright.	Prepare surfaces and apply one undercoat and one topcoat of acrylic white gloss paint.
<b>EXTERNAL</b>		
Roof	Tiled with no leaks.	Repair.
PVCU Fascia's, Soffits and Bargeboards	Functional. Clean.	Repair. Clean.
Guttering and downpipes	Intact and functional. Clear of debris	Repair. Clear.
Paths	No tripping hazards.	Repair.
Steps	No tripping hazards.	Repair.
Fencing	Intact Council boundary fence adjacent to a public footpath or highway.  Intact Council boundary fence between adjoining properties.  Intact masonry wall	Repair like-for-like or replace before or following tenancy if safe to do so.  Repair like-for-like or replace before or following tenancy if safe to do so.  Repair or remove and replace with fencing.

		All fencing as per Maintenance and Repair Policy
Ponds	None.	Infill.
Soft landscaping	Acceptable standard for incoming tenant to maintain	Cut back overgrown shrubbery. Strim and cut lawn.
<b>DISABLED / ELDERLY ADAPTIONS</b>		
Stair lifts	None unless advised of incoming tenant need.	Remove and make good or service and leave for reuse by incoming tenant.
Level access shower	Functional.	Leave for reuse by incoming tenant.
Hard wired alarm services	Functional in Extra Care Schemes. None in general needs.	Test. Remove and make good.
<b>TENANT ALTERATIONS</b>		
<b>COMPONENT</b>	<b>STANDARD</b>	<b>ACTION if below standard</b>
Shower	Intact and functional.	Electrical check. Remove or leave for reuse by incoming tenant.
Internal light fittings	Intact and functional.	Electrical check. Remove or leave for reuse by incoming tenant.
Outside lights	Intact and functional.	Electrical check. Remove or leave for reuse by incoming tenant.
External power supplies	Intact and functional.	Electrical check. Remove or leave for reuse by incoming tenant.
Outside tap	Intact and functional with no leaks.	Remove or leave for reuse by incoming tenant.
Fireplace (Freestanding)	None.	Remove and dispose
Sheds / Outbuildings	Intact and functional.	Remove, make good base or leave for reuse by incoming tenant.
Conservatory	Intact and functional.	Remove, make good base or leave for reuse by incoming tenant.
<b>ITEMS FOR REUSE (left by previous tenant)</b>		
Freestanding furniture	Clear.	Remove and Dispose.
Fixed furniture i.e. Built in wardrobes	Good serviceable condition.	Leave for reuse by incoming tenant or remove & dispose.
Carpets	Good serviceable condition.	Leave for reuse by incoming tenant or remove and dispose.  Remove gripper rods from stairs only.

Vinyl	Good serviceable condition.	Leave for reuse by incoming tenant or remove & dispose.
Laminates	Good serviceable condition.	Leave for reuse by incoming tenant or remove & dispose.
Curtain tracks/poles	Good serviceable condition.	Leave for reuse by incoming tenant or remove & dispose.
Curtains	Good serviceable condition.	Leave for reuse by incoming tenant or remove & dispose.
Blinds	None.	Remove & dispose.
Freestanding white goods	None.	Remove & dispose.
Built in white goods	Good condition, safe and functional.	Test, clean and leave for reuse by incoming tenant.
<b>PRE-HANDOVER</b>		
Internal waste	Clear.	Remove and dispose.
Garden waste	Clear.	Remove and dispose.
Loft waste	Clear.	Remove and dispose.
<b>COMPONENT</b>	<b>STANDARD</b>	<b>ACTION if below standard</b>
Cleanliness	Clean for incoming tenant.	Arrange property clean.
Internal and external windows/casements, door frames and glazing	Clean for incoming tenant.	Arrange cleaning.
Locks and keys	New locks and 2 sets of keys.	Replace and supply.
Toilet seat	New.	Replace and supply.
Light bulbs	Fitted and lighting available for incoming tenant.	Replace and supply.
<b>INFORMATION PACK</b>		
Utilities	Utility suppliers and meter readings to be provided.	Provide.
Emergency	Location of emergency control/stop valves/taps to be provided.	Provide.
Heating and hot water	Operation instruction guide to be provided.	Provide.
Housing contact	Contact information to be provided.	Provide.
Fire Safety	Smoke, carbon monoxide detection and fire safety leaflet to be provided.	Provide.
Tenancy	Tenancy conditions to be provided.	Provide.
Asbestos	Asbestos containing materials information to be provided.	Provide.
EPC	Energy Performance Certificate to be provided.	Provide.
Rent	How to pay rent leaflet	Provide.

POST-HANDOVER		
Items for Reuse	<p>'Items for reuse' left by previous tenant which remain functional and safe will remain at the property for the new tenant.</p> <p>If the new tenant does <b>not</b> want the 'items left for reuse' Housing Maintenance will remove and dispose of items free of charge.</p>	<p>Incoming tenants must sign a disclaimer for their acceptance with the understanding that the Council will not service or repair these items as part of the Councils repair responsibilities.</p> <p>Items not required by the new tenant(s) must be identified prior to signing for the tenancy and Housing Maintenance will arrange for their disposal</p>

## 6.2 Design Standards

### 6.2.1 Electrical Installation

It is a Council aim to raise the standard of our homes to make sure they are fit for purpose for modern living. The Council will take advantage of the opportunity whilst a property is void, to ensure that the electrical installation meets the minimum design and components standard expected for modern living as set out below: -

LOCATION	DESIGN STANDARD	ACTION if below standard
Bathroom	1 No. Shower (wet room only); 1 No. Shower Isolator (External or Pullcord - Wet Room Only); 1 No. I.P. Rated Light Fitting; 1 No 1 Gang Light Switch External or Pullcord; 1 No. Continuous Ventilation 3 speed Axial Fan; 1 No Triple Pole Fan Isolator (External or Pullcord)	Fix, Replace or Install
Bedroom	2 No. Double Switched Socket Outlets; 1 No. Light Pendant; 1 No. 1 Gang Light Switch	Fix, Replace or Install
Cupboard Housing Immersion Tank	1 No. 20 AMP Double Pole Isolator Switch	Fix, Replace or Install
Hall	1 No. Double Switched Socket Outlet; 1 No. Light Pendant or Batten Holder; 1 No. 1 Gang Light Switch or; 1 No. 2 Gang 2 Way Light Switch for Landing Switching (if applicable)	Fix, Replace or Install



Kitchen	1 No. Cooker Isolator and Low-level Connection Outlet; 4 No. Double Switched Socket Outlets; 1 No. Fused Connection Switch and Low-level socket outlet for Washing Machine; 1 No. Fused Connection Switch and Low-level socket outlet for Fridge/Freezer; 1 No. Continuous Ventilation 3 speed Axial Fan; 1 No. 1500 or 1800mm Fluorescent LED Light Fitting; 1 No. 1 Gang Light Switch (additional 2 way switching where room has two entrances	Fix, Replace or Install
Landing (Each additional storey)	1 No. Double Switched Socket Outlet; 1 No. Light Pendant / Batten Holder; 1 No. 2 or 3 Gang 2 Way Light Switch for Hall/Additional Landing Switching.	Fix, Replace or Install
Loft	(If Boiler Located within Loft Space) 1 No. Light Batten; 1 No. 1 Gang Light Switch	Fix, Replace or Install
Reception Room (each)	2 No. Double Switched Socket Outlets; 1 No. Light Pendant; 1 No. 1 Gang Light Switch (additional 2 way switching where room has two entrances	Fix, Replace or Install

### 6.2.2 Fire Doors

Front entrance and internal doors to flats will be inspected and required to meet the minimum standards set out below: -

In circumstances where it is not possible to determine if the required standard has been met, the door/s will be replaced prior to letting.

DOOR	DESIGN STANDARD	ACTION if below standard
Front Door	Where the front door is in a fire compartment wall and separates the flat from a space in common use  <b>FD 30S</b>	Fix, Replace or Install
Internal Doors	Internal sub-dividing doors within a flat  <b>FD 20</b>	Fix, Replace or Install

### 6.2.3 Kitchens and Bathrooms

COMPONENT	DESIGN STANDARD	ACTION if below standard
Kitchen	Clean, safe and functional with a minimum life expectancy of 12 months or more at the time of letting.  Pass the Decent Home standard	Action minor repairs and/or replace damaged components where cost effective to do so.  Add property to capital replacement programme or replace at time of void if life expectancy is less than 12 months or more.
Bathroom	Clean, safe and functional with a minimum life expectancy of 12 months or more at the time of letting.  Pass the Decent Home standard	Action minor repairs and/or replace damaged components where cost effective to do so.  Add property to capital replacement programme or replace at time of void if life expectancy is less than 12 months or more.

## Section 7 Mutual Exchange

### 7.1 Background and Eligibility

Secure tenants have a legal right to assignment by way of exchange - to swap homes with each other, which is commonly referred to as a Mutual Exchange. Exchanges do not have to be between NFDC Council tenants, exchanges may take place with tenants of other Authorities or Housing association tenants.

Tenants who have a secure tenancy of any type (periodic or fixed term) have the right to exchange. The type and length of tenancy granted following a Mutual Exchange will depend on the commencement of tenancy date, type of tenancy and the length of time remaining on that tenancy.

Tenants who are eligible and meet the necessary criteria can apply to the Council to Mutual Exchange.

## **7.2 Processing**

Prior to a mutual exchange, an inspection of the property will be undertaken to identify repairs required, damage caused by or alterations made to the property by the existing tenant.

Repairs which are the responsibility of the tenant will be recorded and become the responsibility of the incoming tenant to repair or maintain.

Any category 1 hazard under the Housing Health and Safety Rating System, found to have been caused by and the responsibility of the outgoing tenant will be either rectified by the outgoing tenant or by the Council and recharged in accordance with the Council's 'Chargeable Repairs' section of the Housing Landlord Services Maintenance and Repairs Policy.

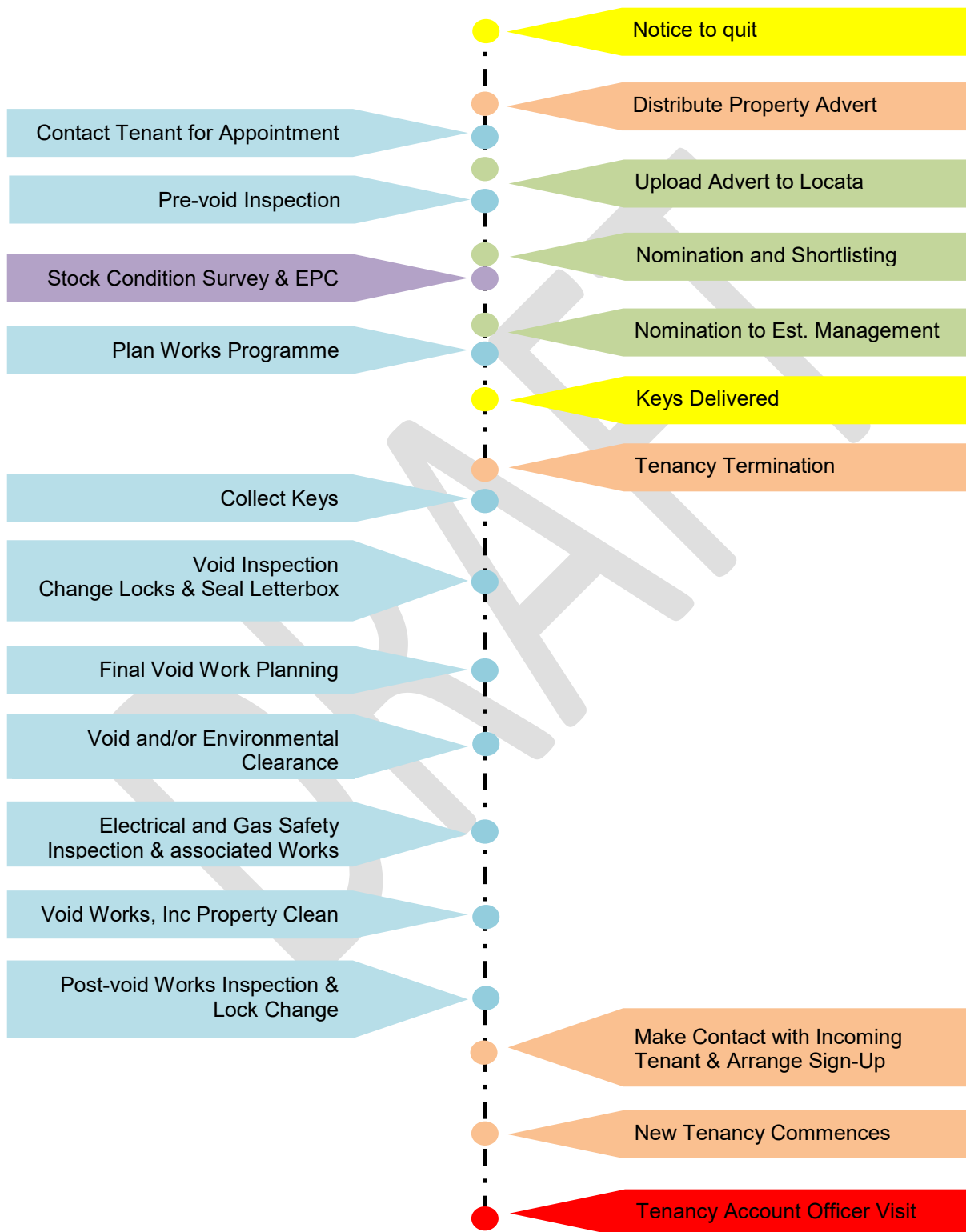
## **7.3 Statutory Inspections**

The statutory Landlord Electrical Condition and Gas Safety Inspection will be carried out, on the day the mutual exchange takes place, after the incoming tenant has completed their move.

DRAFT

## Section 8 Appendices

### Appendix 1 Void Processing Activity Timeline



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## PORTFOLIO – HOUSING SERVICES

**HOUSING OVERVIEW & SCRUTINY PANEL – 15 JANUARY 2020**  
**CORPORATE OVERVIEW & SCRUTINY PANEL – 23 JANUARY 2020**

### **HOUSING MAINTENANCE SUPPLY CHAIN AND LOGISTICS**

#### **1. INTRODUCTION**

- 1.1 This report proposes a new supply chain and logistics model for materials and services to support Housing Maintenance Operations service delivery.
- 1.2 A thorough review of the existing supply chain has been undertaken by the Housing Maintenance Operations Service Manager, supported by the Strategic Procurement Manager and the Executive Head of Governance and Housing. This was a priority action that was highlighted as part of the fundamental review of Housing Maintenance carried out by the Executive Head in the Summer 2019.
- 1.3 A new supply chain and logistics model is required in order to replace the current adhoc approach to procuring goods, materials and services to support the reactive maintenance of Council housing properties. An overview of the proposed model is set out at Appendix 1 with a process map at Appendix 2.
- 1.4 The new supply chain model should provide value for money through greater cost management and match material purchases to our actual demand. It should also allow the Council's trades team to focus upon fixing tenants' properties.

#### **2. BACKGROUND**

- 2.1 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.
- 2.2 The Council is committed to providing an effective maintenance service in order to comply with its statutory responsibilities, including but not limited to the Landlord and Tenant Act 1985 (as amended) and the Housing Act 2004 to protect the value of its housing stock and ensure good levels of resident satisfaction.
- 2.3 This report concentrates on the supply chain in respect of goods, materials and services for reactive repairs and voids and does not deal with capital planned maintenance where there are already appropriate procurement processes in place.
- 2.4 On average, the Council spends in the region of £1 million per annum on goods and materials alone, to effect reactive repairs to Council stock.
- 2.5 In 2018/19 Housing Maintenance purchased goods and materials from 65 suppliers with the top 5 equating to 65% of the total spend. There are no formal long-term agreements in place. The current supplier base is the result of historic local sourcing with annual orders. No cost or price management is in place.
- 2.6 In 2018/19 over the counter purchases (Council trades staff shopping for materials they need) made up 82% of the total expenditure with the remaining 18% of

purchases being ordered for delivery to the MLD stores (this mainly serves the van stocks). An analysis of goods and material expenditure is set out at Appendix 3.

- 2.7 Whilst purchasing relationships with these suppliers are long standing and based on a recurring annual informal arrangement, this is not sustainable in the longer term. It is important that more structured and formal arrangements are put in place to realise value for money opportunities and ensure transparency.
- 2.8 Any new supply chain and logistics model needs to ensure right time, right quality, right place and right price, alongside minimising inventory holding.

### **3. ISSUES ARISING FROM THE REVIEW OF HOUSING MAINTENANCE SUPPLY CHAIN**

3.1 The review identified the following issues: -

- a) The Council needs to have arrangements in place to deal with the supply of goods and materials necessary to effect reactive repairs, including a 24/7 emergency response.
- b) The current ad-hoc and informal approach to purchasing goods and materials needs to change to ensure robust, compliant and value for money purchasing takes place;
- c) Housing Maintenance requires a quality assured range of suppliers for:
  - goods and materials;
  - reactive repairs 'back up' service via approved specialist and trade contractors (when the existing team is fully utilised or when special work is required).
- d) There is a need for detailed management information on goods and materials purchases, adding the necessary rigour to supply chain profiling to support operational activities;
- e) There is a need to ensure Operational Managers, their teams and suppliers fully comply with the processes and service specifications set out in commercial contracts, with regular contract monitoring.

### **4. PROPOSAL**

The Housing Maintenance supply chain and logistics model covers 3 themes;

- Materials Supply Contract
- Minor Works Framework
- Specialist Services Contract(s)

The proposed new model (see Appendix 1) is explained below: -

#### **4.1 Materials Supply Contract**

4.1.1 Housing Maintenance and Procurement have carried out a review of current National Framework Agreements to assess how awarded supplier outlets matched our operating geography. Frameworks reviewed included Cirrus,

Pretium, Crown Commercial Service and ESPO. Framework suppliers were Grafton/Buildbase (0 outlets), Jewson (2 outlets), Travis Perkins (5 outlets), Wolseley (2 outlets).

- 4.1.2 It is proposed that the Council use the Pretium Materials Supply and Managed Services Framework to secure a master vendor to provide ALL goods and materials required to support housing repair activities and supply logistics operationally. Whilst the main spend is within Housing Maintenance, there would also be provision for other NFDC services to acquire materials when needed from time to time.
- 4.1.3 This Framework, managed by Pretium Frameworks Ltd, was procured in partnership with a registered housing provider to select a single supplier (master vendor). The awarded supplier is Travis Perkins Managed Services. The supplier provides the best match to the Council's operation with 5 outlets in the District plus a nationwide coverage and a Midland's based central distribution centre. The local outlets are shown at Appendix 4.
- 4.1.4 The current Framework (Dec 2016-20) facilitates a 'Call Off' agreement of 3 years with an option to extend for further 2 years. Pretium have already commenced the process to re-procure the governing framework covering the period December 2020-24. The Council's Legal Team have checked the framework applicability and confirmed the ability to call-off from the existing framework.
- 4.1.5 Use of the Pretium framework allows for direct engagement with the single supplier, avoiding resource intensive mini-competitions.
- 4.1.6 **Value for Money (VFM)**
- 4.1.7 The use of the Pretium Framework allows the Council to establish a longer-term arrangement with a dedicated supplier to better understand the flow of materials supporting the Housing Maintenance Service. Understanding the data is key to driving improved commercial leverage and cost management. The framework provides control over the pricing of materials (via benchmarking prices of top 50 and top 500 products) and allows the Council to gain from Travis Perkins buying power.
- 4.1.8 Current Councils using the Pretium Framework include Epping Forest District, London Borough of Southwark, London Borough of Newham, London Borough of Barking and Dagenham, Basildon District. Southampton City Council appointed Travis Perkins Managed Services in 2015 to operate their logistics centre in Nursling (site visit undertaken by the Housing Maintenance Operations Service Manager and Strategic Procurement Manager).
- 4.1.9 The Value for Money benefits of this procurement solution are: -
- Improved control of material usages and flow via statistical analysis;
  - Inventory reduction – on hand stocks (running at average of £250k pcm);
  - Buy what is needed. Eradicate redundant stocks that currently build up due to excess buying (driven by minimum order quantity);
  - Reduce Purchase to Pay transactions (65 suppliers down to 1 will drive down purchase order & invoice transactions e.g. c.10,000+ invoices p.a.

down to 12 consolidated invoices p.a. supported by Management Information report);

- Emphasis on account management and operational flexibility;
- Price benchmarking (top 50 and top 500 products), social value fund contributions;
- Bespoke IT offer; to aid communication through enhanced connectivity with existing Council applications;
- Benchmarking provided by LB Southwark Council report a 4.5% cost reduction since moving to managed supplies via Travis Perkins (under the Pretium Framework). They also report annual price reviews well below CPI, a 90% reduction in transactional invoice processing, savings from product swaps and reduced material packaging.

#### **4.1.10 Materials Supply via Pretium Framework Agreement**

4.1.11 The features of the framework are set out below: -

- Materials via a preferred supplier managing ALL sourcing of ALL core and ad-hoc goods and material items (a One Stop Shop to the sourcing of goods and materials); this will include ability for sourcing to achieve the Council's specifications e.g. where NFDC specification requires a particular brand / type / product and NOT a substitute;
- Materials from local or regional specialist suppliers will be managed by the master vendor;
- Analyse, design and implement material supply chain for core list, van stocks, over the counter facility, special requirements;
- Supply chain to operate based on business demand e.g. "Pull" materials (just in time) based on actual need, not "push" stocks into stores (just in case);
- Call off via Uniclass repairs software or via supplier Application interface;
- Supply chain modelling throughout the contract term to maintain accurate van stocks and core list;
- Seamless transition with buy-back deal on Council's current store held stocks that form the initial core list. Offer on non-core surplus stocks to support the stock transfer;
- Master Vendor will parallel purchase core items (in start-up phase only) whilst buy back stocks are dispersed to local supply warehousing;
- Coordinated "Go live" date for supply of goods and materials;
- Regular (Weekly) van stock replenishments based on pull demand triggers from agreed collection points across the district;
- Supplier to provide courier service "direct to site address" for large items or job specific needs e.g. a bath unit, timber sections, boiler kits, etc.;
- Full management information on materials usage e.g. van stocks, kit supplies, material & product line items, job order type, category profiles, savings from sourcing opportunities, supply volumes and values;
- Evidenced compliance controls with regular contract monitoring supported by KPI reviews;
- Dedicated specialist resource from master vendor to support the analysis and design phase through to implementation;

## 4.2 **Minor Works Framework (MWF)**

- 4.2.1 It is also proposed that the Council establishes a multi-lot Minor Works Framework Agreement for specialist trade skills required to supplement direct works delivery requiring specialism or where in-house capacity constraints are likely to impact on tenants. (See Appendix 1)
- 4.2.2 The Council will plan an open tender to select and award from contractors with the ability to support our operation commencing April 2020. This will enable local/regional suppliers to bid.
- 4.2.3 There will be regular monitoring and KPI reviews, ensuring evidenced compliance, adding rigour to contract management.
- 4.2.4 The MWF will be open to ALL NFDC services to reduce the number of ad-hoc quotations currently being run and improve reaction times to operation demands.

## 4.3 **Contract Management & Monitoring**

- 4.3.1 An existing (vacant) post of Contracts Relationship Officer, whose principal function is to set up supply chains for Housing Maintenance, was transferred to the Council's Corporate Procurement Team with the specific focus to implement a modern supply logistic operation based upon the "pull demand" model (see Appendix 1).
- 4.3.2 A key function of the role will be to set up and manage the supply of goods and services for Housing Maintenance from ALL third-party suppliers as set out in Appendix 1. Following a recent recruitment exercise, a new postholder has been appointed and will take up their position in the New Year.
- 4.3.3 Day-to-Day call-off from the suite of Housing Maintenance frameworks and contracts will be coordinated by Housing Maintenance contract administrators and business support with escalation to the Contracts Relationship Officer where required.

## 5. **LOCAL ECONOMIC IMPACT**

- 5.1 The majority of materials used by the Council's Housing Maintenance Service for reactive repairs are commonly available building and construction products. Currently these are sourced informally from a number of locally based suppliers. However, there is little structure and rigour to this process and more formal arrangements are necessary to ensure value for money and transparency. The move to the master vendor model will mean that most of the current supplier base will not be used going forward. The current supplier base (c. 65 suppliers) consists of national, regional and local SME suppliers established through custom and practice. There are no formal tendered contracts in place.
- 5.2 The decision to move away from the current 'scatter gun' sourcing and storage of materials (from over 65 suppliers) to one strategic master vendor will bring the necessary control to the Council's supply chain, meaning that only what is needed is bought at the best market price.



- 5.3 The choice of the Pretium Materials Supply Framework with Travis Perkins (TP) as the master vendor supplier will continue to support the local economy with 5 outlets across the District (and for contingency, another 19 outlets within a 50-mile radius of Lyndhurst) serving both local businesses and the public. Travis Perkins employ staff in local outlets to service the existing business and will employ additional dedicated staff to support the Council's operation going forward.
- 5.4 Analysis of the 65 suppliers used over past 12 months shows that 14 suppliers represent 90% of the spend value, of which 4 are local SMEs. The Council will, as part of the analysis and design phase of moving to the new Model, identify any local specialist goods / product SMEs who may be retained by the master vendor as 2<sup>nd</sup> tier suppliers.
- 5.5 Under the new arrangement the Council's materials supply footprint will be more environmentally efficient as its Trades Team will be served from the nearest Travis Perkins outlet saving both time and unnecessary travel mileage. Materials will be located nearer to the work activity.

## **6. IMPLICATIONS OF PROPOSAL ON EXISTING OPERATIONAL ACTIVITIES**

- 6.1 The Marsh Lane store building warehouses goods and materials and as the predominant user, the management function for this facility sits within Housing Maintenance. In addition to bunkered fuel, sacks, building materials and some cleaning and janitorial items, goods are still procured, warehoused and managed through the Stores Stock Control account for other Services The stores building also acts as the reception hub for the Marsh Lane site.
- 6.2 Office based Housing Maintenance employees, who are currently based at Marsh Lane Depot, are due to relocate to Appletree Court from early January 2020. A small hub will be retained on the first floor, within the existing accommodation footprint at Marsh Lane Depot, for operational employees to report.
- 6.3 In implementing a new master vendor solution for the supply of goods and materials, Housing Maintenance will still require some residual warehousing and management solution for tools, plant, equipment, fleet and goods stock for emergency planning and business continuity. However, it is envisaged that this will be small scale.
- 6.4 The existing Marsh Lane store reception hub, procurement and management of bunkered fuel and residual goods for other operational services will remain as now. However, should future relocation of residual Housing Maintenance Store staff take place, it will be necessary to review arrangements and where the management of these best sits.

## **7. CONCLUSION**

- 7.1 This report sets out proposed changes in the way Housing Maintenance procures its goods and materials to deliver reactive repairs. It also proposes a new more structural approach to the use of specialist contractors via a new Minor Works Framework to support operational delivery. Together, it is considered that this will bring about significant improvements in supply chain logistics, purchasing and compliance controls, product analysis and cost efficiencies.

## **8. FINANCIAL IMPLICATIONS**

- 8.1 An annual budget funded by the HRA is required to support the maintenance and repairs of Council housing stock and this is agreed as part of the Council's annual budget setting process.
- 8.2 Remodelling of the supply chain and introduction of a master vender solution is expected to bring about purchasing savings, circa 4-8%. In addition to purchasing savings, there are opportunities for transactional cost reductions and efficiencies via improved logistic arrangements and productivity of our trade workforce. This will be carefully monitored, and regular reports will be brought back before EMT, Housing Overview & Scrutiny Panel and the Housing Services Portfolio Holder.
- 8.3 There will be some cost associated with IT integration development. This is estimated to be in the region of £10k and will be confirmed on completion of the design phase.

## **9. CRIME AND DISORDER IMPLICATIONS**

- 9.1 There are none arising from this report.

## **10. ENVIRONMENTAL IMPLICATIONS**

- 10.1 Under the new arrangement the Council's materials supply footprint will be more environmentally efficient as its Trades Team will be served from the nearest Travis Perkins outlet saving both time and unnecessary travel mileage. Materials will be located nearer to the work activity.

## **11. RECOMMENDATIONS**

- 11.1 That the Housing Overview & Scrutiny Panel consider the report and gives views to the Portfolio Holder for Housing Services.

### **For further information contact:**

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Grainne O'Rourke, Executive Head of Governance & Housing  
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### **Background Papers:**

Housing Maintenance Service Review  
Report – Cabinet 3<sup>rd</sup> July 2019

HOUSING MAINTENANCE SUPPLY CHAIN MODEL OVERVIEW

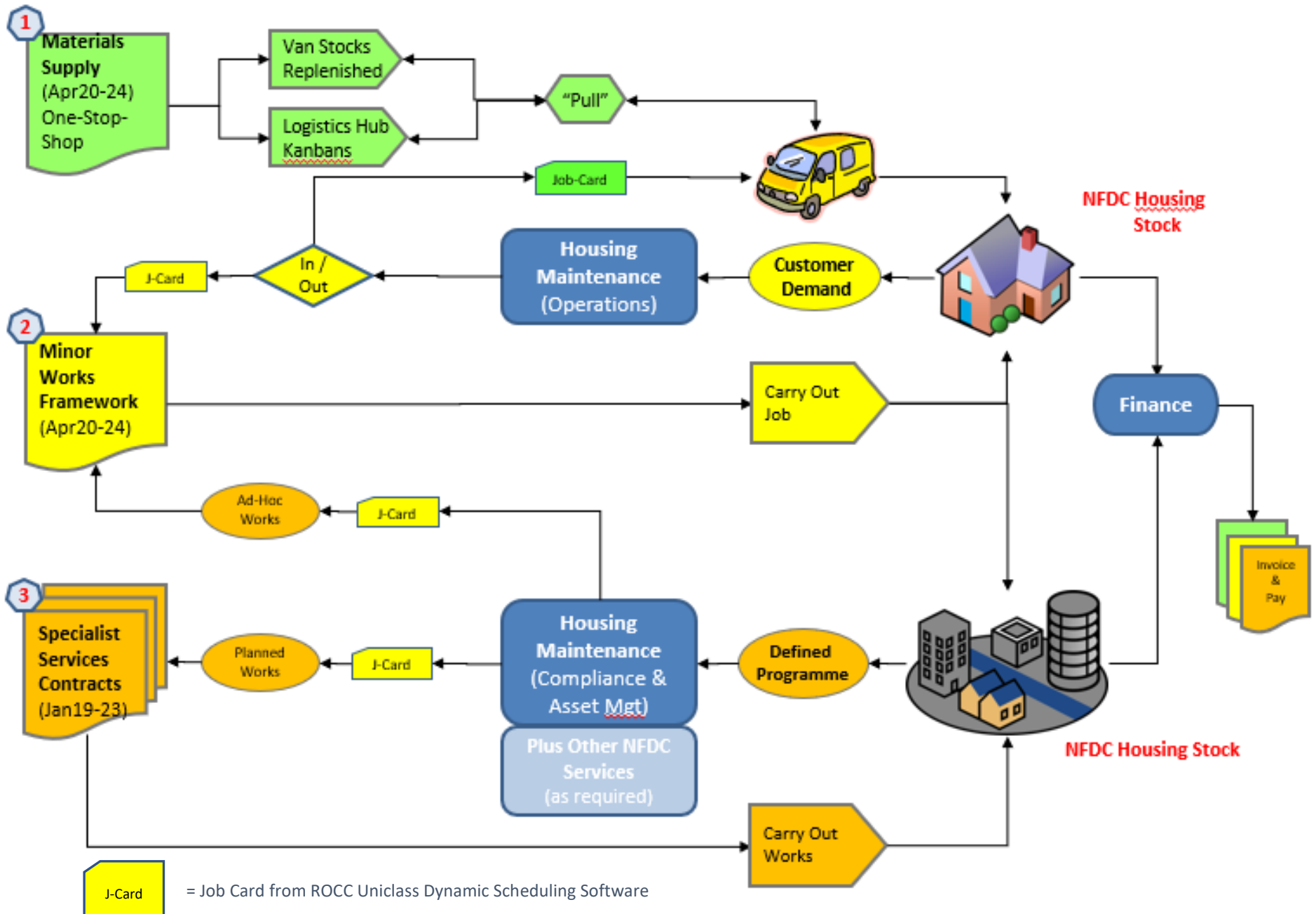


(already in place)

Materials Supply Contract	Minor Works Framework	Specialist Services Contract(s)
<p>Call-Off Contract (Apr2020-23 + 2-year extension) <i>Under national framework</i></p>	<p>4-year framework (Apr2020-24) <i>NFDC tendered framework</i></p>	<p>4-year frameworks &amp; contracts (Jan2019-24) <i>NFDC tendered frameworks / contracts</i></p>
<p>Single-Supplier (one stop shop) to supply ALL building materials required by HM Reactive Repairs (Inc. Voids) based on “pull” demand model to eradicate stocks held in MLD (or other locations). Delivery direct to job site (via courier), NFDC logistics hub (job kits) and van stock replenishment. Open to ALL NFDC Service teams needing materials.</p>	<p>Multi-Contractor Framework to support HM reactive works programme via specialist trade categories. Jobs allocated by rotation taking availability, capacity and skill set consideration. Open to other NFDC Services teams that need minor works contractor from time to time.</p>	<p>A range frameworks and contracts (single or multi-supplier) for specialist services required to maintain and improve NFDC Housing stock. Open to other NFDC Services teams that require a specialist services contractor from time to time.</p>
<p>Material Category ‘Lots’</p> <ul style="list-style-type: none"> <li>▪ Heating and Gas;</li> <li>▪ Plumbing and Sanitary Ware;</li> <li>▪ Electrical;</li> <li>▪ Mechanical;</li> <li>▪ General building supplies;</li> <li>▪ Timber &amp; fencing;</li> <li>▪ Paint</li> <li>▪ Consumables;</li> <li>▪ Special item sourcing</li> </ul>	<p>Multi-contractor Minor Works Framework</p> <ul style="list-style-type: none"> <li>▪ Trade lots</li> <li>▪ Responsive contractors;</li> <li>▪ Support NFDC customer focus;</li> <li>▪ Fixed £/hr rates;</li> <li>▪ Fixed overhead/profit %;</li> <li>▪ Materials uplift %</li> <li>▪ Open book cost management;</li> <li>▪ Job allocation (Rotation or Mini Competition)</li> </ul> <p><i>Related projects</i></p> <p>Professional Services Framework:</p> <ul style="list-style-type: none"> <li>▪ Design / Architect service;</li> <li>▪ Construction Project Management (CPM)</li> <li>▪ Quantity Surveying (QS)</li> <li>▪ Cost Management (CM)</li> </ul>	<p>Single/Multi Contractor contracts for:</p> <ul style="list-style-type: none"> <li>▪ Gas Servicing (commercial);</li> <li>▪ Air conditioning;</li> <li>▪ Scaffolding;</li> <li>▪ Lift Maintenance;</li> <li>▪ Legionella;</li> <li>▪ Asbestos;</li> <li>▪ Fire Equipment;</li> <li>▪ Fire Risk Assessment;</li> <li>▪ Door entry systems &amp; automatic door openers</li> </ul> <p>Frameworks:</p> <ul style="list-style-type: none"> <li>▪ Kitchen refurbishments;</li> <li>▪ Bathroom refurbishments;</li> <li>▪ PVCu Windows;</li> <li>▪ Doors &amp; Fire Doors;</li> <li>▪ Roofing;</li> <li>▪ Cyclical Decorating Services (due 2020)</li> <li>▪ Low Maintenance Eaves (due 2020)</li> </ul>

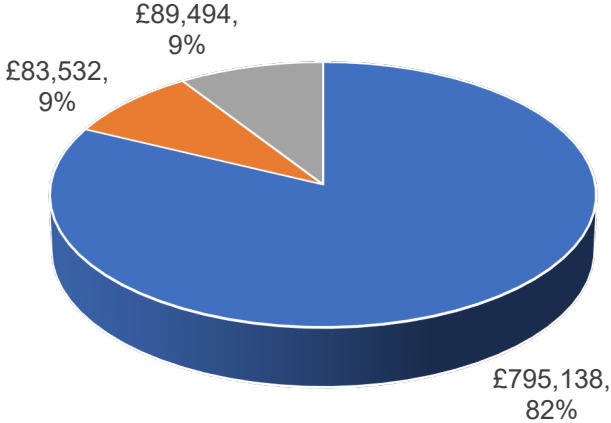
HOUSING MAINTENANCE SUPPLY CHAIN MODEL MAP

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### HOUSING MAINTENANCE MATERIALS SUPPLIER SPEND ANALYSIS

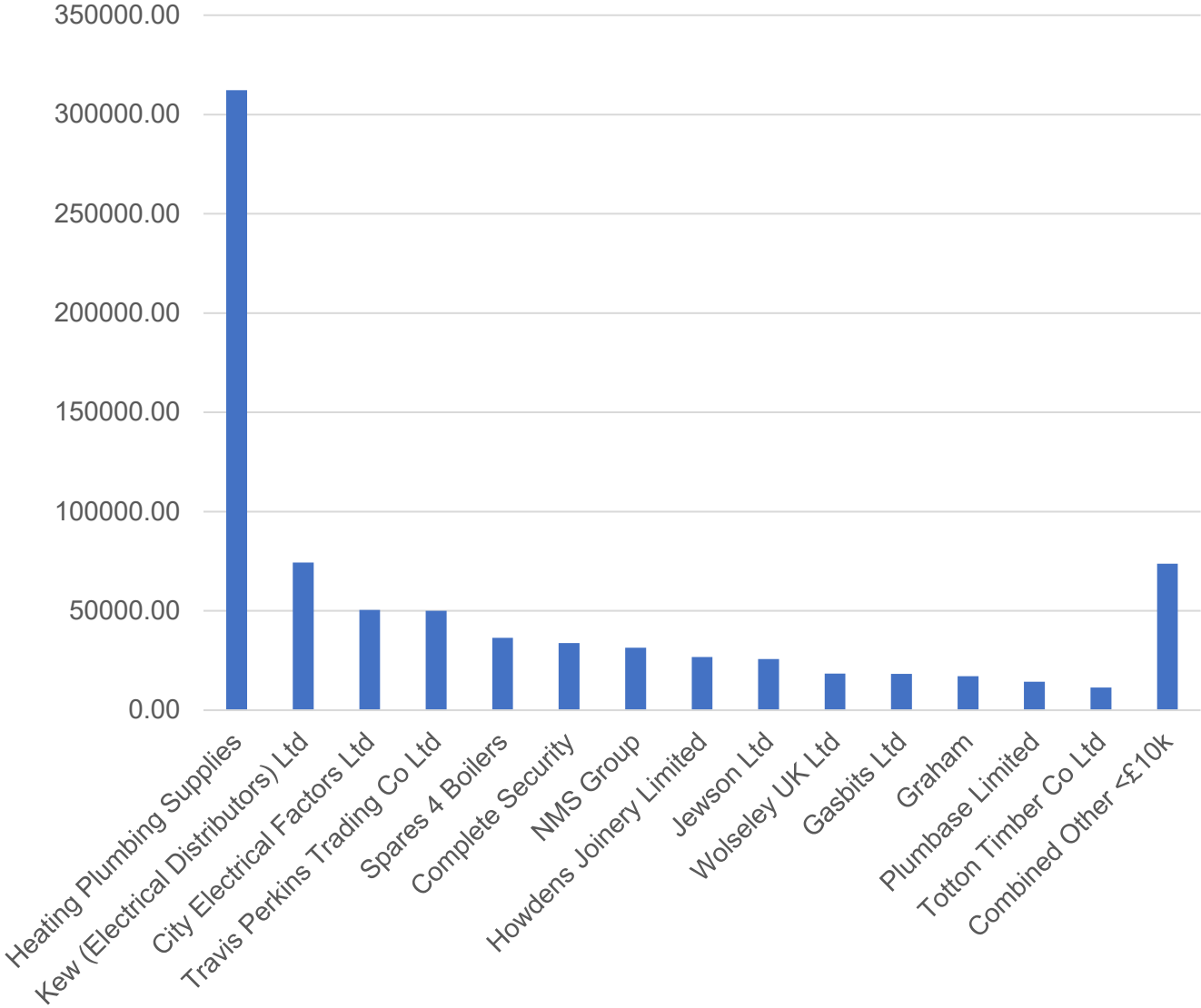
#### Analysis of Spend



84

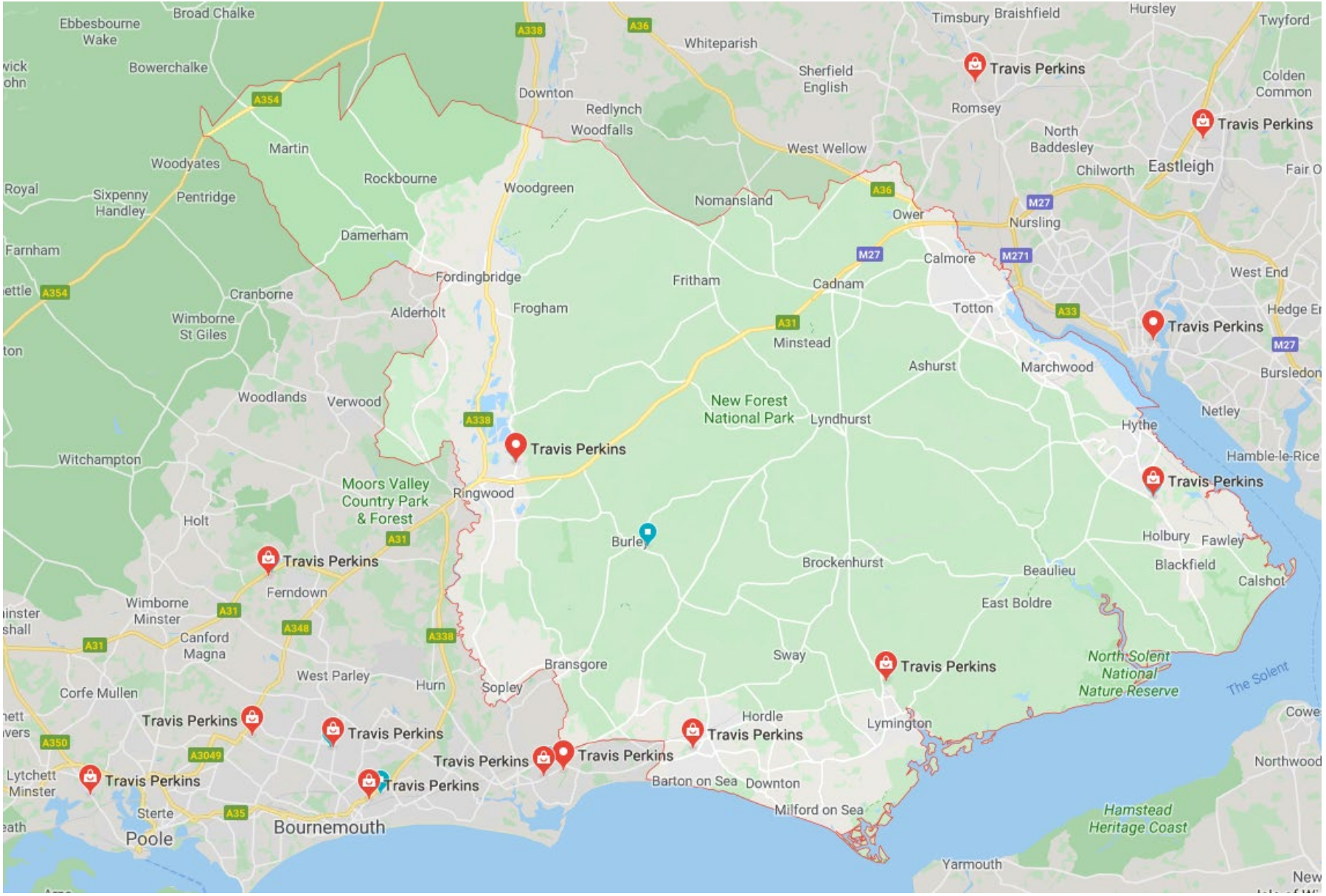
- NON STORES
- STORES
- STORES - VAN REPLENISHMENT

#### Non Stores Expenditure by Supplier





### TRAVIS PERKINS (MASTER VENDOR) DISTRIBUTION



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## HOUSING OVERVIEW & SCRUTINY PANEL WORK PROGRAMME 2019/2020

ITEM	OBJECTIVE	METHOD	LEAD OFFICER
18 March 2020			
Draft Housing Asset Management Strategy	To consider the draft Housing Asset Management Strategy	Report to Panel	Ritchie Thomson / Richard Fudge
Shared Ownership Model	To consider the proposed model for the Council's Shared Ownership scheme.	Report to Panel	Tim Davis
Housing Development Plan	To consider the draft Housing Development Plan to support the Housing Strategy	Report to Panel	Tim Davis
Rural and Community Housing	To receive a presentation from the Housing Strategy and Development Team about their work in this area	Presentation to Panel	Tim Davis
Community Housing Fund	To consider how the fund is administered and how grants are awarded	Report to Panel	Tim Davis
Housing Strategy / HRA Property development and acquisition update	To receive an update on the progress of the Housing Strategy and HRA property development and acquisition	Update to Panel	Tim Davis
Homelessness Update	To receive an update on homelessness	Update to Panel	Richard Knott

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