



STROUD DISTRICT COUNCIL

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30 November 2020

HOUSING COMMITTEE

A remote meeting of the Housing Committee will be held on **TUESDAY 8 DECEMBER 2020** at **7.00 pm.**

Kathy O'Leary
Chief Executive

This is a remote meeting in accordance with the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020.

Venue

This meeting will be conducted using Zoom and a separate invitation with the link to access the meeting will be sent to Members, relevant officers and members of the public who have submitted a question.

Public Access

Members of the public, who have not submitted a question, are invited to access the meeting streamed live via Stroud District Council's [YouTube channel](#).

Recording of Proceedings

A recording of the meeting will be published onto the Council's website (www.stroud.gov.uk). The whole of the meeting will be recorded except where there are confidential or exempt items, which may need to be considered in the absence of press and public.

AGENDA

- 1 **APOLOGIES**
To receive apologies for absence.
- 2 **DECLARATIONS OF INTEREST**
To receive declarations of interest.
- 3 **MINUTES**
To approve the Minutes of the meeting held on 22 September 2020.

4 PUBLIC QUESTION TIME

The Chair of the Committee will answer questions from members of the public, submitted in accordance with the Council's procedures.

DEADLINE FOR RECEIPT OF QUESTIONS

Noon on Thursday, 3 December 2020

Questions must be submitted to the Chief Executive, Democratic Services, Ebley Mill, Ebley Wharf, Stroud and can be sent by email to democratic.services@stroud.gov.uk

5 STROUD DISTRICT 2030 STRATEGY - LIMITING, ADAPTING, RESPONDING AND RECOVERING IN A CHANGING CLIMATE

To seek the views of the Committee on the draft 2030 Strategy, prior to its planned adoption by Full Council.

6 HOUSING COMMITTEE ESTIMATES – REVISED 2020/21 AND ORIGINAL 2021/22 AND HOUSING REVENUE ACCOUNT (HRA) MEDIUM TERM FINANCIAL PLAN 2020/21 – 2024/25

To present to the committee the revised estimates for 2020/21 and the original estimates for 2021/22.

7 GREEN HOMES GRANT LOCAL AUTHORITY DELIVERY SCHEME PHASE 1B BID

To authorise the submission of a bid for £950,000 to the Green Homes Grant Local Authority Delivery Scheme (LADS) Phase 1B. If successful, to further authorise the Chief Executive enter into a Memorandum of Understanding with the Department for Business, Energy & Industrial Strategy (BEIS) to accept the awarded funding, and to take all action necessary to ensure the delivery of the project.

8 COUNCIL HOUSING-HOUSING MANAGEMENT SYSTEM TRANSFORMATION

To inform the Committee of the limitations to the current Housing Management System (HMS) and to seek authority to procure a new system, in conjunction with the new in-house Property Care Service, which will allow Tenant Services to transform its interactions with customers and modernise ways of working.

9 COUNCIL HOUSING - COMMUNITY ENERGY RETROFIT

To seek committee endorsement for proposed investment via a community energy partnership to deliver a low carbon retrofit pilot project focused on independent living homes.

10 MEMBER REPORTS

- a) Housing Review Panel
- b) Performance Monitoring

11 WORK PROGRAMME

To consider the Work Programme.

12 MEMBERS' QUESTIONS

See Agenda Item 4 for deadline for submission

Housing Committee 2020/21

Councillor Mattie Ross (Chair)
Councillor Jenny Miles (Vice-Chair)
Councillor Catherine Braun
Councillor Stephen Davies
Councillor Jim Dewey
Councillor Chas Fellows

Councillor Colin Fryer
Councillor Lindsey Green
Councillor Julie Job
Councillor Norman Kay
Councillor Gary Powell
Councillor Debbie Young

Tenant Representatives

Leticia Gardiner (until 31 Dec 2020)

Sandra Longstreth



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HOUSING COMMITTEE

22 September 2020

7.00 pm – 8.20 pm

Remote Meeting

Minutes

3

Membership

Councillor Mattie Ross (Chair)	P	Councillor Colin Fryer	P
Councillor Jenny Miles (Vice-Chair)	P	Councillor Lindsey Green	P
Councillor Catherine Braun	P	Councillor Julie Job	P
Councillor Stephen Davies	P	Councillor Norman Kay	P
Councillor Jim Dewey	P	Councillor Gary Powell	P
Councillor Chas Fellows	A	Councillor Debbie Young	P

P = Present A = Absent

Officers in Attendance

Strategic Director of Communities
New Homes & Regeneration Manager
Head of Housing Services

Tenancy Operations Manager
Accountancy Manager
Democratic Services & Elections Officer

Other Member(s) in Attendance

Councillor Doina Cornell

HC.001

APOLOGIES

Apologies for absence were received from the Tenant Representatives, Leticia Gardiner and Sandra Longstreth.

HC.002

DECLARATIONS OF INTEREST

There were none.

HC.003

MINUTES

Councillor Catherine Braun raised a question about the Tenants Energy Survey that was discussed at Housing Committee in December 2019 and asked that it be added to the work programme.

RESOLVED **That the Minutes of the meeting held on 10 December 2019 are approved as a correct record**

HC.004 PUBLIC QUESTION TIME

There were none.

HC.005 STRATEGY FOR NEW COUNCIL HOMES

The New Homes & Regeneration Manager introduced the above report and stated that the Council had by 2019 added 239 new homes to its housing stock. The Council had reached its borrowing cap by 2018; but following the Governments abolition of the spending cap in October 2018, the Council approved a budget of £22.8m for a further 111 new homes over the next four years with a land acquisition fund of £3m.

The Strategy would seek to deliver seven strategic objectives which were set out in the appendix to the report and included a robust action plan to ensure delivery which would be reported annually to the Housing Committee. Members were informed that the Head of Property Services had existing delegation to purchase property on the open market up to a value of £500,000, land and property purchases above that value would be referred to committee.

In response to questions, it was confirmed that the budget was for 111 new homes and that the Council would also be looking at other sites. The rents to be charged across these new homes would be affordable rents.

Members asked questions about how the building programme would impact on the Council's target for being carbon neutral. It was noted that there would need to be a business case for any project, with checks and balances built into the process. As the new build programme is based on borrowing over the long term, once the borrowing is paid back the increased rental from the new homes would assist with supporting the HRA. It was noted that there would be a move away from gas as an energy source with air source heat pumps being installed on the next schemes and other technologies would be reviewed.

On being put to the vote, the Motion was carried, ten for with one abstention.

RESOLVED

- a. Adopt the Strategy for New Council Homes and Action Plan**
- b. Notes the delegation approved by Council in the Capital Strategy that land / property purchases, above the existing delegation of £500,000, will be presented to Strategy and Resources Committee for approval except for those occasions where insufficient time is available for a capital purchase to go through the full Committee cycle, and these decisions will be made by the Section 151 Officer and Head of Paid Service, in consultation with the Chair of Strategy and Resources Committee. This only applies where there is an existing budget approved by full Council which may be used.**

HC.006 **TENANT SERVICES FRAUD POLICY**

The Tenancy Operations Manager stated that the previous policy had been adopted by the Housing Committee in 2013 and a revised version was presented to Committee in 2017. At that time Members considered that the policy was not sufficiently robust. This new policy had more specific detail and had been produced with the involvement of tenants.

In response to questions, it was confirmed that the Council was a member of a group of housing providers and that the group were able to benchmark their performance, share data and assess the effectiveness of policies. It was also confirmed that investigation interviews were conducted under caution, in partnership with the Counter Fraud Team. The Tenancy Operations Manager agreed to report back on the PACE training undertaken by Officers and the number of fraud cases.

On being put to the vote, the Motion was carried unanimously.

RESOLVED **To adopt the revised Tenant Services Fraud Policy.**

HC.007 **MEMBER REPORTS**

- a. Housing Review Panel
A meeting had not taken place so no report was provided.
- b. Tenant Representatives verbal update
An email update was provided by Leticia Gardiner and sent to Members.
- c. Performance Monitoring

Councillor Davies commented on a productive meeting that he and Councillor Green had held with officers. The report noted the reduction in repair work undertaken during the pandemic. The tremendous effort from all Officers during the lockdown had been noted by Members.

HC.008 **WORK PROGRAMME**

The Chair introduced the report and commented on a busy programme of work. It was noted that a report was programmed for the December Meeting which would include the Climate Strategy. Members highlighted an emerging theme around 'Retro Fit' and how the Council could influence support across the district.

HC.009 **MEMBERS' QUESTIONS**

Member questions were submitted by Councillor Kay. They were answered by The Chair, Councillor Ross. (Refer to the [recording of the meeting](#)). Councillor Kay commented his surprise at the response and advised he would follow this up.

The meeting ended at 8.20 pm.

Chair

STROUD DISTRICT COUNCIL

**AGENDA
ITEM NO**

HOUSING COMMITTEE

8 DECEMBER 2020

5

Report Title	STROUD DISTRICT 2030 STRATEGY – LIMITING, ADAPTING, RECOVERING AND RESPONDING IN A CHANGING CLIMATE
Purpose of Report	To seek the views of the Committee on the draft 2030 Strategy, prior to its planned adoption by Full Council in 2021.
Decision(s)	The Committee RESOLVES to: a) Endorse the draft 2030 Strategy; b) Delegate authority to the Strategic Director of Place and Senior Carbon Neutral 2030 Officer, in consultation with the Chair of the Committee and the Chair of Strategy and Resources Committee to make any changes to the draft 2030 Strategy arising from the current engagement and consultation process, and c) Commend the draft 2030 Strategy for adoption by Full Council in 2021, incorporating any changes made as a result of the consultation and engagement process referred to in b) above.
Consultation and Feedback	<p>Prior to the public launch of the document, the draft 2030 Strategy, the views of all officers and members had been sought. Special workshops and briefing sessions were held, most notably with senior managers on 12 August 2020 and an all members briefing session on 3 September 2020.</p> <p>The draft 2030 Strategy reflects feedback received to date from Council officers and members. As success depends so crucially on action and ownership by a wide range of partners, residents, communities and businesses, it is acknowledged that further changes to the document will likely be required as a result of the external engagement and consultation process that is currently ongoing. A verbal update on key areas of feedback from the public consultation will be provided at the meeting.</p> <p>Members are asked to note that the draft strategy will be coming to all four main committees for consideration and feedback, prior to Full Council in February 2021.</p>

Report Authors	<p>Brendan Cleere, Strategic Director of Place Email: brendan.cleere@stroud.gov.uk</p> <p>Rachel Brain, Senior CN2030 Officer Email: rachel.brain@stroud.gov.uk</p>			
Options	<p>The draft 2030 Strategy sets an overall route map across a range of priority areas, with a supporting master plan. Collectively, these documents represent an array of options and approaches, based on evidence of key issues and challenges, to achieve the ambition to do everything within the Council's power to achieve a carbon neutral district by 2030.</p> <p>There will be scope to flex our approach through the dynamic action planning process involving communities, partner organisations and businesses that is described in the attached (appended) documents. An open, inclusive and responsive action planning process provides the best possible chance of success in achieving a carbon neutral district by 2030.</p> <p>Taking the above into account, the Committee's options are to accept the draft strategy, ask officers to consider amendments or reject the draft strategy.</p>			
Background Papers	None			
Appendices	<p>Appendix A – The 2030 Strategy: Limiting, Adapting, Recovering and Responding in a Changing Climate, Draft for Consultation, Autumn 2020. Strategy Documents – The 2030 Strategy</p> <p>Appendix B – The 2030 Strategy Masterplan, Draft for Consultation, Autumn 2020. Strategy Documents – The 2030 Strategy Master Plan</p>			
Implications (further details at the end of the report)	Financial	Legal	Equality	Environmental
	Yes	Yes	Yes	Yes

1. INTRODUCTION / BACKGROUND

- 1.1 A 'Climate Emergency' was declared by the Council administration on 16 November 2018, including a pledge to do everything within the Council's power to make Stroud District carbon neutral by 2030. The Climate Emergency was subsequently endorsed by Full Council on 24 January 2019, along with the following motion:
- a. To set out a plan of action, including clear targets and transparent reporting, to develop district wide locally determined contributions to complement national determined contributions in line with the Paris Agreement to limit global warming to 1.5C.
 - b. To include planning and support in the District for adaptation to the climate change that is already happening.

- c. To develop a strategy for Stroud District Council to play a leadership role in promoting community, public and business partnerships for this Carbon Neutral 2030 (CN2030) Commitment throughout the District, County and region.
- d. To work with partner bodies across the county to ensure that the climate emergency is adequately reflected in the development and implementation of all county wide strategies and plans, including Gloucestershire 2050, the Gloucestershire Industrial Strategy, Gloucestershire Energy Strategy and Gloucestershire Transport Plans.
- e. To investigate all possible sources of external funding and match funding to support this commitment.
- f. To work with key partner organisations within the County and region to secure external funding.
- g. To report back on an annual basis to Council on progress made.

1.2 Since the climate emergency declaration, progress has been made across a number of areas, such as:

- Operational development: Environment and Climate central in recovery planning as overseen by recovery board and integrated into officer coordination group; additional staff resource secured realising 2 fte officers dedicated to CN2030 and a shared supporting officer within the wider Corporate Governance Team.
- Own estates: £1m secured for Water Source Heat Pumps at Brimscombe Port and Ebley Mill to bolster our existing onsite renewables provision that has already generated in the region of 1.25m kwh of electricity. Our fleet has been 'greened' by replacing vehicles with EV and now includes 6 electric vehicles.
- Partnerships: Support to domestic and business sectors continues to realise retrofit measures and carbon savings and services have recently been expanded by successful bids to secure Green Homes Grants (GHG) funding. Alongside this top up funding enables advice provision to extend its reach to the 'Able to Pay' residents to support access to the GHG voucher scheme.

Residents are also well supported and encouraged in their endeavours to recycle more through an award winning partnership with Ubico.

Homes and businesses are being well protected from flooding by nationally recognised Rural Sub-Urban Drainage work.

Ongoing projects with local environmental charities and volunteer groups are realising hugely successful habitat regeneration and creation projects such as our Canal Regeneration work. This work also provides volunteering, apprenticeship and educational opportunities that help communities engage with our environmental ambitions.

A new partnership with Transition Stroud is realising neighbourhood climate action groups in our parishes with 18 groups already active in their communities on a range of projects, sharing experience and ideas.

- Strategy: The Draft Local Plan has been developed with the CN2030 pledge as a key focus and based upon a wide range of evidence including commissioning of experts to advise on planning and land use for maximising on our renewable generation capacity.

The draft 2030 Strategy (Appendix A) outlines more headline achievements so far under the 7 organising themes in the document.

- 1.3 Significantly, alongside the above activities, the Council has also been responding with partners and communities locally and nationally, to the ongoing Covid-19 pandemic. Alongside its pervasive and far reaching impacts on all aspects of society and human health, the Covid-19 pandemic has illustrated very clearly the links between human activity and the health of the environment upon which we all depend. A focus on environment and climate is therefore central to all that we do as we plan for longer term recovery from the Covid-19 pandemic, and this is clearly referenced in the Council's Covid-19 Strategy – *Recover, Reset and Renew*, approved by Strategy and Resources Committee on 18 June, 2020.
- 1.4 The draft 2030 Strategy and supporting Masterplan, attached as Appendices A and B respectively, set out how we intend to fulfil the pledge to 'do everything in the Council's power to make Stroud district carbon neutral by 2030' and reaches beyond this to include our strategy for adapting to and, mitigating against, the effects of changing climate and ecological emergency. The documents address all of the points (a – g) referred to above on para 1.1 and the remainder of this covering report introduces the draft Strategy in more detail.

2. THE DRAFT 2030 STRATEGY AND ACCOMPANYING MASTERPLAN

- 2.1 The strategy and plan have been prepared on the basis of background research and contextual evidence review as well as through informal consultation via networks and groups on community needs and interests in relation to the strategy. It has been prepared by a small officer team and is now in draft form following consultation with the Leadership and Management Team and with the whole of council staff via survey on the intranet. Achieving the targets of the strategy is beyond the council's sole control and depends on action from everyone in the District. It is vital therefore that the strategy has the broadest possible ownership to start generating the 'buy-in' that will be required. The current engagement process, the 'District Dialogue' and the collaborative governance and ongoing action planning process are designed to achieve this. We fully expect changes to be made as a result of the current consultation and engagement.
- 2.2 The strategy establishes the context, requirements and approach to both climate and ecological emergency and takes serious consideration to recovery and future resilience building in the wake of the pandemic. It recognises that there is already a changing climate delivering challenges to our everyday lives and that lack of rapid action has both immediate and far reaching, serious consequences. The strategy sets out a vision for 2030 across 7 organising themes (Built Environment; Energy; Natural Environment; Mobility; Economy; Waste and Community). Six cross cutting themes address practical and social issues common to all aspects. An accompanying document gives the first iteration of a master framework for action including 26 quantified targets and success measures over a time framed range of commitments for our 2030 Mission. The commitments are framed within

the spheres of council influence as: 'Exemplar' – on our own estates; 'Enabler' – through partnership; 'Encourager' – indirect influence to private sectors. The strategy proposes a collaborative, community approach to action planning, delivery and governance and identifies starting points in terms of what the council is already achieving and the 7 next key priorities for each theme e.g. addressing the retrofit challenge; mainstreaming renewables etc.

- 2.3 The strategy and plan are currently in draft format for the purposes of public consultation. Under COVID constrained conditions we are putting effort into active online presence and social media communications to promote the website consultation pages. On these a presentation that gives a detailed overview of the strategy to enable the answering of an online questionnaire can be found. We are also launching the 'District Dialogue'. This is to be an ongoing feature of collaborative governance and planning processes but in this instance seeks feedback on the draft and suggestions for its improvement. District Dialogue events are being hosted by chair persons from our communities and enable people to bring their questions and find out more about the strategy. The consultation is ongoing to mid-December, running in tandem with the strategies progress through all committees leading to February's Full Council. It is recommended that any changes arising from the current consultation are made by the Strategic Director of Place and the Senior CN2030 Officer, in consultation with the Committee Chair and the Chair of Strategy and Resources Committee. Key comments and feedback emerging from the consultation will be reported verbally at Committee.
- 2.4 Since the Strategy is a whole council commitment it will be coming to all committees for consideration and to Full Council for adoption in 2021.
- 2.5 We welcome comments on the whole document and given the remit of the Housing Committee, would like to highlight the following: The most significant area of annual emissions in our district is the built environment and its energy use. There is a clear implication in the 2030 ambition for how we manage our council buildings, including housing as we go forward and so particular attention is drawn to the Built Environment and Energy themes and the council's role as exemplar by addressing their own estates. It is also recognised that the council actually owns a small proportion of buildings in the District and so this, along with the many other courses of action the strategy and plan seeks to instigate, is a key area for us to engage with others on. The strategy and plan both state a strong, clear message about the need for collaboration and shared responsibility and action.
- 2.6 In addition to comments made by the committee we would welcome councillors to make individual comments on the website Strategy Documents – The 2030 Strategy and encourage friends, relatives and residents in their wards to also fill in the questionnaire as this strategy will have impacts on the whole district for many years to come.

3. CONCLUSION

- 3.1 The draft strategy and plan makes a clear public statement about how completely the council is addressing the need for 'emergency' action to address climate, ecological and recovery emergencies. It is therefore important that consultation provides sufficient opportunity for feedback and that overall the timescale leading to full council adoption is kept tight.

3.2 It is therefore recommended that this committee commend the strategy and plan to Full Council at the end of Feb '21 and endorse a process whereby interim changes, arising from the current engagement and consultation process, will be made by the Carbon Neutral Team, overseen by the Strategic Director of Place and, in consultation with the Chair of the Committee and Group Leaders.

4. IMPLICATIONS

4.1 Financial Implications

There is a General Fund earmarked reserve for Climate Change of £275k which can be used to meet the initial costs. The ongoing actions needed to implement the strategy will need to be costed and incorporated into the Medium Term Financial Plan of both the General Fund and HRA. Consideration should also be given for the funding of this additional expenditure needed to reflect the CN2030 commitment.

Lucy Clothier, Accountancy Manager, Email: lucy.clothier@stroud.gov.uk

4.2 Legal Implications

The overarching legislative context of the draft Strategy and Plan is The Climate Change Act 2008. This Act places a legal duty on central government to set legally binding targets to reduce UK greenhouse gas emissions to net-zero by 2050. The UK legal framework on climate change is also shaped by both caselaw and international agreements.

One Legal

Tel: 01684 272691 Email: patrick.arran@stroud.gov.uk

4.3 Equality Implications

An EqIA is not required because the draft strategy and plan does not propose a discrete project, policy or action to be implemented. EqIA will be embedded across all actions within the strategy and will be completed ahead of any specific activity being undertaken.

4.4 Environmental Implications

The following sets out details of significant implications identified by officers:

- Failure to endorse the draft strategy and/or support the process outlined in Decisions (b) and (c) could be seen as a failure to acknowledge the 'emergency' declared and increase the risk of overall failure to deliver on the CN commitment made.
- Delivery of targets within strategy will make a significant positive contribution to reducing the impacts of the changing climate on the district
- Delivering of the targets with the strategy will make significant contribution to the whole district contribution to meeting the Paris Conference carbon emission reduction targets

HOUSING COMMITTEE

8 DECEMBER 2020

6

Report Title	HOUSING COMMITTEE ESTIMATES – REVISED 2020/21 AND ORIGINAL 2021/22 AND HOUSING REVENUE ACCOUNT (HRA) MEDIUM TERM FINANCIAL PLAN 2020/21 – 2024/25
Purpose of Report	To present to the committee the revised estimates for 2020/21 and the original estimates for 2021/22
Decision(s)	<p>The Committee RECOMMENDS to Strategy & Resources that:</p> <ul style="list-style-type: none"> a) The revised General Fund Housing revenue budget for 2020/21 and original budget 2021/22 are approved; b) The Fees and Charges list in Appendix A is approved; c) The revised HRA revenue budget for 2020/21 and original budget 2021/22 are approved; d) The movement to and from HRA balances and capital reserves as detailed in Appendix C and section 10 are approved; e) That from 1 April 2021: <ul style="list-style-type: none"> i. Social rents and affordable rents are increased by 1.5%, in line with national rent guidance ii. Garage rents are increased by 1.5% iii. Landlord service charges are increased by 1.5%, except sheltered housing charges which are individually set <p>As detailed in Appendix B</p> f) That the General Fund Housing Capital Programme, as detailed in Section 4, be included in the Council's Capital Programme, and g) That the HRA Capital Programme for 2020/21 to 2024/25, as detailed in Appendix D, be included in the Council's Capital Programme.
Consultation and Feedback	Budget holders and senior managers
Report Author	Lucy Clothier, Accountancy Manager Email: lucy.clothier@stroud.gov.uk
Options	<ul style="list-style-type: none"> a) Reduce or increase capital and revenue expenditure b) Reduce or increase dwelling rents c) Reduce or increase landlord service charges
Background Papers	None

Appendices	Appendix A – General Fund fees and charges Appendix B – HRA rents and service charges Appendix C – HRA MTFP and reserves position Appendix D – HRA Capital Programme and funding			
Implications (further details at the end of the report)	Financial	Legal	Equality	Environmental
	Yes	No	No	No

1. Background

- 1.1 The Budget Strategy reported to Strategy and Resources Committee in October 2020 set out the way in which the Council would approach setting budgets for the forthcoming financial year.
- 1.2 The Committee's service revenue budgets have been prepared in accordance with the budget framework set out in the Budget Strategy report. They are presented in draft format and are subject to further change as the budget setting process progresses. Any subsequent changes will be included in the MTFP report to Strategy and Resources and Council.
- 1.3 It would be helpful where members have questions on matters of detail if they could be referred to the report author or the appropriate service manager before the meeting.**

2. Summary

- 2.1 This report updates Members on the draft General Fund Housing and Housing Revenue Account (HRA) budgets for 2020/21, and the revised budgets for 2021/21.
- 2.2 General Fund Housing
A proposed net increase of £134k on top of the base budget would bring the total General Fund housing revenue original budget to £778k in 2021/22. The current budget for 2020/21, including carry forwards, is £811k.
- 2.3 Updated fees and charges sheets are included in Appendix A, and are based on full cost recovery.
- 2.4 The capital budget is proposed to increase to £2,888k in 2020/21, with a base budget of £1,995 in 2021/22.
- 2.5 Housing Revenue Account
A transfer to HRA general reserves of £262k is included in the draft budget for 2021/22.
- 2.6 It is proposed that weekly rents and most service charges increase by 1.5%, with sheltered housing charges to be set individually for each scheme, based on the cost of providing the service to that scheme.
- 2.7 The HRA capital programme has been significantly affected by Covid-19, and the programme has been amended to reflect this. The revised budget for 2020/21 is £12.1m, rising to £23.4m in 2021/22.

3. General Fund Housing

- 3.1 Members will be aware from both the 2020/21 budget and MTFP (approved in January 2020) and the Budget Strategy reports, the Council is facing a number of financial challenges in 2021/22 and future years. A budget deficit has been forecast in the latter part of the medium term due to anticipated reductions in the level of Government funding and inflationary/cost pressures across the Council's services. The impact of Covid-19 will likely increase the pressure.
- 3.2 The Medium Term Financial Plan (MTFP) report to Strategy and Resources will set out a projection of General Fund expenditure over the medium term 2021/22 to 2024/25. This report sets out a more detailed analysis of the changes to the Housing Committee budget for 2020/21 (Revised Estimates) and 2021/22 (Original Estimates).
- 3.3 The original budget for General Fund Housing was £644k, although this has been revised to £811k following a carry forward of £167k from 2019/20.
- 3.4 It is proposed that the 2021/22 original budget be set at £778k as detailed in Table 1.

Table 1: Summary of changes from the 2020/21 base budget

Housing Committee	para	2020/21 Revised Estimate £k	2021/22 Original Estimate £k
Base Budget		644	811
Virements/adjustments	3.3	167	(173)
Recurring changes:			
Pay increases	3.5		16
Proposed budget adjustments	3.7		124
Net Service Budget		811	778

- 3.5 Pay inflation of 2.75% has been assumed across the General Fund. It should be noted that the pay award has not yet been approved and this estimate could change.
- 3.6 Below is the detail of proposed budget changes

3.7 Homelessness - £153k pressure

The budget for Bed and Breakfast has been increased to recognise the continued higher cost of temporary accommodation. A net increase, the cost of the housing less housing benefit received, of £153k is being included in the 2021/22 base budget. This substantial increase is being included at this level for one year only, in recognition that costs will likely remain high due to Covid-19. An expectation that a review of the temporary accommodation provision will start to reduce these costs will be included in the MTFP, however the ongoing increase in budget means that there will still be a significant impact on the financial position of the Council.

The MTFP assumed that the Flexible Homelessness Support Grant and Homelessness Reduction Grant, currently budgeted at £125k, would cease in 2020/21. Although not yet confirmed it is expected that these will continue in 2021/22 and have been included for one additional year at the 2020/21 rates (totalling £155k). Any updates will be reported in the Strategy and Resources paper in January.

4. General Fund Housing Capital

- 4.1 The original capital programme budget was £2,030k, but this has been revised to £2,888k following capital slippage and a successful bid for Green Homes Grant – Local Authority Delivery Scheme.
- 4.2 The proposed revised budget for 2020/21 is now £2,888k, with the proposed original budget for 2021/22 at £1,995k. This includes the reprofiling of the £500k budget for Temporary Accommodation into 2021/22.

Table 2: General Fund Housing Capital Programme

	2020/21 Original Budget (£'000)	2020/21 Revised Budget (£'000)	2021/22 Original Budget (£'000)
Affordable Housing Capital Programme	0	39	0
Disabled Facilities Grants	330	330	330
Warm Homes Fund	1,000	1,183	0
CCG Health through Warmth Grants	200	227	200
Green Homes Grant – Local Authority Delivery Scheme	0	1,094	950
Temporary Accommodation	500	0	500
Private Sector Housing Loans Scheme	0	15	15
Total	2,030	2,888	1,995

- 4.3 Further detail of the capital budgets are below.

- 4.4 Affordable Housing Capital Programme – this is funding to provide occasional grant assistance to housing associations. Any remaining budget from 2020/21 will be carried forward into 2021/22.
- 4.5 Disabled Facilities Grants - this funding is provided through the Better Care Fund, administered by Gloucestershire County Council.
- 4.6 Warm Homes Fund – this is funding for central heating systems in homes across Gloucestershire, for which SDC is leading. It is externally funded by National Grid, through Affordable Homes Solutions. The scheme is due to end in 2020/21, however, should additional funding become available this will be reported to members.
- 4.7 Health Through Warmth Grants – this is funded by the Clinical Commissioning Group and like Warm Homes covers the whole county. The funding for the Health through Warmth is predominantly used for insulation and heating systems to increase thermal efficiency in homes of people with cold or damp related health issues. Where possible this used in conjunction with the Warm Homes funding.
- 4.8 Green Homes Grant – Local Authority Delivery Scheme (LADS) – A Department for Business, Energy and Industrial Strategy (BEIS) funded scheme to install insulation and air source heat pumps in park homes in off-gas rural areas. This scheme will cover Gloucestershire and South Gloucestershire. As reported to Council in October 2020 the funding bid for 2020/21 has been successful, with an additional bid in progress for the 2021/22 funding as reported at this committee meeting. If this bid is unsuccessful the programme will not continue.
- 4.9 Should any of the externally funded grant payments change, the capital spend will need to change accordingly to prevent leaving the Council with unfunded capital spending.
- 4.10 Temporary Accommodation – approved budget to purchase property suitable for temporary accommodation. This budget has been reprofiled into 2021/22.
- 4.11 Private Sector Housing Loans Scheme – a notional budget has been added to reflect the existing Healthy homes loan scheme and Empty homes loans.

The Healthy homes loan scheme is for owners to remove a serious defect in the property that could affect their health. The loans are repayable when the applicant sells or moves out of the property.

The Empty homes loan scheme is for owners of long term empty properties to apply for loan funding to bring the empty home back into use. These loans are interest free and repayable when the property is sold or no longer available to rent at an affordable level.

5. Housing Revenue Account (HRA)

- 5.1 The base budget in 2020/21 includes a transfer to general reserves of £180k.
- 5.2 The proposed budget for 2021/22 includes expenditure of £23,467k, funded by £23,208k income, with a net transfer from reserves of £782k, including a transfer to general reserves of £262k.

5.3 A summary of the changes from the 2020/21 budget can be found in Table 3 below.

Table 3: HRA Summary

Housing Committee	para	2020/21 Revised Estimate £k	2021/22 Original Estimate £k
Base Budget		(180)	(180)
Virements/adjustments			0
Pay and contract increases	7		212
Rent and service charges	6		(265)
Proposed budget adjustments	8,9		(29)
Net Service Budget		(180)	(262)

6. Proposed Rent and Service Charges 2021/22

6.1 Appendix B sets out the proposed increases in fees and charges.

6.2 Dwelling Rents

2021/22 is the second year of rents being regulated by the Regulator of Social Housing, following the four year rent reductions. The Regulator is permitting registered providers to increase rents by Consumer Price Index (CPI) +1%.

6.3 It is therefore proposed that all social and affordable rents are increased by 1.5% - CPI of 0.5% plus 1%. This increases the average rent from £83.57 per week to £84.83 per week, an increase of £1.26p per week.

6.4 This is much lower than had been assumed in the HRA MTFP due to the low inflation levels. As reported in the Budget Strategy Paper reported to Strategy and Resources and Council in October 2020 a low inflation rate has a significant impact on the long term financial position of the HRA. Compared to the previous assumption of 2% CPI, the current CPI of 0.5% reduces the annual income by £317k. Over a 30 year period this compounds to a reduction in income of £13.1m. With an additional assumption that inflation rates will still be lower than 2% for 2022/23 (1.6% as set out in the assumptions), the total loss of income compared to the previous assumptions totals £16.6m over 30 years.

6.5 This has been in part offset by an increase in property numbers due to lower than anticipated Right to Buy sales in 2019/20 and the first half of 2020/21, as well as the purchase of properties as included in the capital programme.

- 6.6 It is possible to apply to deviate from the regulated rents of CPI+1% if this causes serious financial difficulty. This does not yet apply to the SDC HRA.
- 6.7 Members could choose to increase rents by more or less than 1.5%. Each 0.5% change would increase/reduce the average weekly rent for tenants by £0.42 per week, or £21.84 per year, and decrease dwelling rent income to the HRA by approximately £107k per year. If Members chose to implement a lower rent increase, the corresponding amount would need to be funded from reductions in existing services.
- 6.8 On becoming vacant, dwellings at social rent are being relet at the Target Rent, a national rent calculation for social housing which is designed to give fair and consistent rents across all local authority and housing association stock. Currently 74% of tenants have rents below the Target Rent (a decrease from 78% last year). This figure will reduce as dwellings become void and are relet, but as existing tenancies will be unaffected it will be a very gradual change. Members could choose to implement Social Rents at above Target Rent on relet (up to 5% on General Needs and 10% on Sheltered properties), but this is not being proposed at this time.
- 6.9 Shared Ownership rents
Shared ownership rents are to increase by the inflationary uplifts set out in each lease.
- 6.10 Garage rents and service charges
Garage rents and service charges are recommended to increase by 1.5% (CPI+1%, in line with rents), with the exception of sheltered housing service charges, which are set out below.
- 6.11 Sheltered housing service charges
From April 2021 it is proposed that the sheltered housing service charges are reset, in line with the Older Persons Housing Strategy and based on the expected cost of running each scheme. This means that some schemes will receive a higher service charge and some lower than current charges. A complete list of the proposed service charges, is included in Appendix B.
- 6.12 Savings have been made in sheltered housing through reducing expenditure whilst bringing the service in line with the Older Persons Strategy. These revised charges would allow those savings to be passed on to tenants where possible.
- 6.13 In summary 15 schemes (444 tenancies) would have reduced charges and 10 schemes (267 tenancies) would have higher charges.
- 6.14 These charges are eligible for housing benefit and universal credit and so tenants in receipt of benefits (even partial benefits) would not be affected by these new charges.
- 6.15 With some schemes increasing in cost and some decreasing, the overall benefits claim will not change significantly, however many tenants (currently 32%) pay their rents and service charges in full, and so would be directly affected by this change.
- 6.16 In recognition of this, the proposal includes applying a discretionary discount to the charge for any increase for a tenant not eligible for benefits to bring it back down to the charge that would have been in place had these changes not happened. For 2021/22 this will be £26.36 (2020/21 charge of £25.97 plus 1.5% (CPI +1%)). For example, a tenant not eligible for

housing benefit or universal credit and in a scheme with a new charge of £30 per week would have a credit added to their account to bring the weekly cost back down to £26.36. This credit will continue for the life of the tenancy. A tenant in the same scheme but receipt of housing benefit or universal credit would not have the credit applied and the full service charge will be reclaimed through benefits.

6.17 This will ensure that no existing tenant will themselves pay more than they do now, whilst reclaiming as much of the cost of running the service as possible. Many tenants will benefit from reduced charges, and where those tenants are in receipt of benefits this reduction will also be passed on.

6.18 From April 2021 these charges will be in place for all new tenants, since the properties will be advertised with the full charges, and so any prospective tenant will know the full cost in advance. This will be monitored to see if/how the service charges affect the popularity of schemes.

6.19 Worked example

Example Sheltered Service Charges per week	Example scheme 1 (lower than current charge) charge per week (£)	Example scheme 2 (higher than current charge) charge per week (£)
Current Charge 2021/22 (2019/20 of £25.97 + 1.5%)	26.36	26.36
New charge for scheme	22.00	30.00
Existing tenant in receipt of benefits (any increase would be payable by benefits, not the tenant)	22.00	30.00
Existing tenant not in receipt of benefits	22.00	30.00 less credit of -£3.64 = £26.36
New tenant from April 2021	22.00	30.00

6.20 These charges will be reviewed at least every three years. Where facilities change, for example if a scheme converts to Independent Living and loses the communal room, the service charges will be reviewed earlier.

6.21 Sheltered Modernisation works should not affect future service charges for any scheme, except where additional services, such as a lift, are added. General improvements to schemes will not be charged to tenants through service charges, but will remain subsidised from the wider HRA.

6.22 The purpose of these changes is not financial, but to ensure fair charges to tenants in line with the new service as set out in the Older Persons Strategy. The changes outlined in this

paper would not increase the income to the HRA, but in the short term would reduce it as subsidy would be given to existing tenants with higher charges to pay. This subsidy would reduce as new tenancies start.

6.23 General Needs Cleaning Service Charges

In recognition that during the Covid-19 lockdown there was an 8 week period where the general needs blocks were unable to be cleaned, it is proposed that those tenants affected by the reduction in service will receive a credit against their charges in 2021/22.

6.24 Void assumptions

Void levels are assumed to remain at 1% for General Needs properties for an additional year, increasing the income assumption by £191k. Void rates in sheltered housing remain at 5%.

6.25 Provision for bad debt

In line with current plans, provision for non payment of rents and charges have been increased to £200k (from £110k) to make an allowance for the anticipated impact of Universal Credit. Any ongoing impact of Covid-19 will be monitored.

7. Pay and Price Inflation

7.1 In line with the Budget Strategy, future years pay inflation has been provided for in the MTFP at a rate of 2.75%.

7.2 Provision has also been made for non pay inflation on major contracts.

8. Service Changes

8.1 There are no significant changes to service delivery in 2021/22.

8.2 Tenancy management (staffing)

The Tenancy Management structure was increased by three posts in 2020/21 for a period of 12 months. Due to the exceptional circumstances in 2020/21 it has not been possible to measure the effectiveness of this arrangement and so the additional posts are set to continue for another 12 month period.

8.3 Sheltered housing

Further savings have been found across sheltered housing whilst bringing the service in line with the older persons strategy. As outlined in paragraph 6.11, these savings will be passed on to the tenants through service charges.

8.4 Repairs and maintenance

Budgets have been realigned in line with the in house repairs service, however at this time the overall budget remains the same. The performance of the service will continue to be monitored against both the budget and the business case. It is still expected that savings will be made in the future.

The planned cyclical works on dwellings, which includes external painting and rendering has increased by £239k. This is not an increase in average cost, but represents an increase in work in the programme for 2021/22. The cost of cyclical works vary year to year based on the programme being delivered.

9. Central Changes

- 9.1 A number of changes are proposed to central budgets:
- 9.2 Contribution to capital programme – this is made up of the depreciation charge which is put aside in the Major Repairs Reserve to fund major works, plus a Revenue Contribution to Capital Outlay (RCCO) for the Sheltered Modernisation capital programme.
- 9.3 Provision to repay debt – in line with the MTFP the provision for repaying debt has been increased by 2%, £18k, plus an allowance to repay the additional borrowing on the current new build programme. The total provision included in the base budget for 2021/22 is £967k.
- 9.4 Currently the debt is being directly allocated to offset previous borrowing. This is in line with Minimum Revenue Provision (MRP) in the General Fund. In the General Fund this direct allocation has to happen, however the HRA does not have to put aside money to repay debt. It could, as has been previously reported, keep the borrowing on a long term basis and continue to pay ongoing interest payments.
- 9.5 Although the intention is to continue to put aside money to repay the borrowing, it is proposed that this funding be kept in an earmarked reserve instead of being locked away with the MRP of the General Fund. It could still be available to repay loans when they are due, but would give the possibility of reversing this decision if it became necessary in the future.
- 9.6 This proposal has been included in this budget to start from 2020/21, and is reflected in Section 10, Earmarked Reserves.
- 9.7 Investment income – investment income is expected to decrease against the base budget, due to lower interest rates that have arisen in the Covid-19 pandemic.
- 9.8 Pension lump sum – in line with the triennial pension review the annual lump sum has reduced. The HRA share of this reduction is £73k.

10. Earmarked Reserves

- 10.1 The below table shows a summary of the earmarked reserves held in the HRA. Where there are changes to the reserves held, these are detailed following the table.

Table 5: HRA Earmarked Reserves

Earmarked Reserve	2020/21				2021/22			
	Opening balance £k	Transfers out £k	Transfers in £k	Closing balance £k	Opening balance £k	Transfers out £k	Transfers in £k	Closing balance £k
Sheltered Modernisation	2,345	(949)	1,380	2,776	2,776	(1,524)	1,000	2,252
Estate Redevelopment	1,170	0	0	1,170	1,170	0	0	1,170
Transformation	250	0	0	250	250	0	0	250
HRA General Contingency	100	0	0	100	100	0	0	100
Provision for repayment of debt	0	0	918	918	918	0	967	1,885
Total Earmarked reserves	3,865	(949)	2,298	5,214	5,214	(1,524)	1,967	5,657

10.2 Sheltered Modernisation

Transfers to the Sheltered Housing EMR have remained in line with previous assumptions in total, although have been reprofiled. The transfers from the Sheltered Modernisation are in line with current forecasts of spend.

10.3 Transformation

The HRA has an existing EMR for staffing changes under the Work Force Plan. It is proposed that this reserve is redesignated to general transformation. This would support the HRA share of the cost of council-wide transformation. The transformation programme should lead to savings in the future which would also be shared with the HRA.

10.4 Provision for repayment of debt

As detailed in paragraph 9.3 it is proposed that the amounts put aside for the repayment of debt are held in an earmarked reserve in order to allow flexibility in the future.

11. HRA Medium Term Financial Plan (MTFP) and 30 Year Position

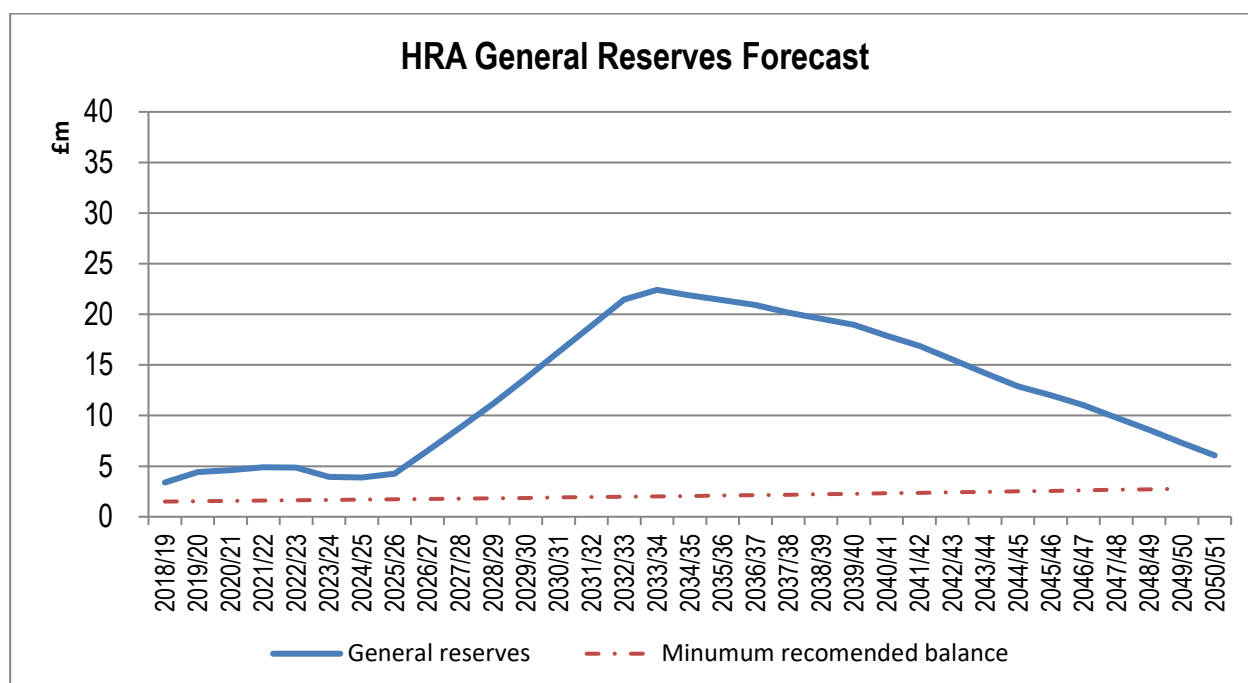
11.1 The MTFP based on the proposed budget position is shown in Table 6.

Table 6: HRA MTFP

	2020/21 Base	2020/21 Revised	2021/22 Base	2022/23 Forecast	2023/24 Forecast	2024/25 Forecast
Income	(22,943)	(22,943)	(23,208)	(23,758)	(24,457)	(25,118)
Expenditure	9,890	9,890	10,138	10,099	10,443	10,728
Other income and expenditure	12,440	12,440	13,329	13,613	15,394	14,956
Total Housing Revenue Account	(612)	(612)	259	(46)	1,380	565
Transfers to/(from) earmarked reserves	431	431	(521)	66	(440)	(473)
Transfers to/(from) general reserves	181	181	262	(20)	(940)	(92)
Total	0	0	0	0	0	0
General Reserves Balance						
Opening balance	4,430	4,430	4,610	4,872	4,852	3,912
Transfers to/(from)	181	181	262	(20)	(940)	(92)
Closing Balance	4,610	4,610	4,872	4,852	3,912	3,820

11.2 With the changes proposed in this report the HRA is forecast to have a balanced position across the full 30 year period, which is very positive given the reduced rental income.

Graph 1: Forecast of HRA general reserves over 30 years



12. Material Assumptions Made in the HRA MTFP

12.1 The MTFP forecast is made under a number of assumptions. The main ones of note are summarised below:

- Rents will rise by CPI+1% for five years, then CPI only.
- Void levels of 2% in general needs (after a period of 1% as detailed in paragraph 6.11), and 5% in sheltered housing properties are assumed (in schemes not affected by the Sheltered Housing Modernisation Programme).
- Inflation of 1.6% has been assumed across rents in 2022/23, rising to 2% in 2023/24.
- 30 Right to Buy sales a year have been assumed in terms of rent loss.
- HRA balances will be maintained at a minimum of £1.5m (rising with inflation) over the MTFP period in order to provide resilience against unexpected costs and the negative financial impact of future legislative changes.
- Major works are included on a standard replacement basis. Additional works identified in the Energy Strategy are not yet included other than those in the current programme.
- The new build programme is included at the estimate cost of building to a minimum SAP rating of 86. Any additional cost over this level would need to be funded by additional borrowing which would increase interest costs and the repayment of the borrowing.

13. Risks and Uncertainties

The HRA still faces a number of risks and uncertainties over the medium to long term. These include:

- 13.1 Inflation – if inflation rates remain lower than expected, the rental income will be lower than currently assumed. This could significantly affect the funding available to run the service and deliver works on the properties.
- 13.2 Right to Buy Receipts – there is still a risk that the development programme could slip, or some schemes may not be possible to deliver. Therefore, because of changes to timing, receipts would need to be repaid.

Due to the impact of Covid-19 on the programme it may be necessary to repay RTB receipts in 2020/21 or 2021/22. In view of this a request has been submitted to the Ministry of Housing, Communities and Local Government for a further extension to the rules to be considered.

There is also a potential risk that the receipts may not be sufficient to fund the capital programme over the longer term. If this were to happen, alternative funding would need to be found. This could include Homes England grant funding.

- 13.3 Interest Rates - the HRA is largely sheltered from increases in interest rates in the medium term as all of the current borrowing is at fixed interest rates. As loans become repayable, advice will be sought from our treasury advisors on the most advantageous approach to refinancing.

Investment income is directly linked to interest rates, and lower interest rates would reduce the investment income the HRA receives on reserve balances.

- 13.4 Stock Condition – the information held on the condition of the stock continues to grow, with data being collected regularly. As more data is collected, the longer term forecasts are revised and could mean that more, or less, spend is required compared to the current forecast.
- 13.5 Staffing – the ability to attract and retain staff, especially in specialist areas such as development, repairs and maintenance and tenancy management, is extremely important. Any significant gaps could result in a reduced service to tenants, and/or a financial pressure in recruiting agency staff.
- 13.6 Internal Council Changes – any major changes to the Council could impact on the HRA medium/long term position.

14. Capital Programme

- 14.1 A revised programme of £12,115k in 2020/21 is proposed, followed by an increased budget of £23,359m in 2021/22. The total indicative spend over the five year capital programme is £63,081k, however this is subject to change as schemes are worked up.
- 14.2 A full breakdown of the capital programme and funding can be found in Appendix D.

15. Major Works

- 15.1 It is proposed that the budget for 2020/21 is revised to £4,969k, with the base budget for 2021/22 at £9,752k.
- 15.2 The delivery of the 2020/21 programme has been significantly affected by Covid-19 and has been reprogrammed accordingly.
- 15.3 The 2021/22 programme has also been revised to include additional works based on the capacity of the Contracts Team and the contractors. It includes £2.263m works which will improve the energy efficiency of the dwellings to help reduce the carbon footprint of the properties and reduce the fuel bills of tenants. The works contributing to this include loft and cavity wall insulation, external wall insulation, windows and heating systems.
- 15.4 As members will be aware, a bid has been submitted for Social Housing Demonstrator grant funding. If successful, the capital programme will be realigned with this bid.
- 15.5 As the works are not yet programmed after 2021/22, the Capital Programme is condensed to show all capital major works on one line. This will be expanded on each year to show the full programme when it is in place, with future years also being reprofiled.
- 15.6 Although the capital programme includes a number of the works identified in the Sustainable Energy Strategy, further work will need to be undertaken to establish the level of ambition, and how best to deliver this. Any additional works will need to be fully costed and decisions will need to be made about how to fund the works.

16. New Homes and Regeneration Programme

16.1 The development programme has been reprofiled with updated assumptions on timing and cost as reported in the New Homes and Regeneration Programme and Sheltered Modernisation Update Information Sheet.

17. Purchase of replacement housing

17.1 A budget of £1,320k was included in the base budget in order to replace HRA properties used as temporary accommodation for homeless families. This should allow households to stay in the district, as well as provide savings to the General Fund, with no net cost to the HRA since future rent income would offset the cost of borrowing.

17.2 Due to the successful programme of purchasing properties in 2020/21, it is proposed to increase this programme to £2m per year. This would allow properties to be purchased on an ongoing basis, and would be used flexibly between buying properties to replace dwellings converted to temporary accommodation, buying properties to add to the general HRA stock which would provide long term accommodation to local households, and also to allow any purchases of land or dwellings which can be added to the development programme, as set out in the Strategy for New Council Homes.

17.3 Any purchases would need to follow the regulations set out in the Capital Strategy and be subject to a survey and business case to ensure that they are suitable to manage and maintain, as well as financially viable. Consultation would continue, including with ward councillors, as normal.

17.4 This would be an opportunity led budget, being dependant on the right properties becoming available and having the necessary staffing resource available at that time. There are no targets in place for acquisitions and it would not necessarily be used in full each year. It is not envisaged that any unused funds would carry forward to the following year.

17.5 Due to the ongoing rental income these purchases would not adversely affect the HRA position over 30 years, but once the initial borrowing was repaid, the rental income would benefit the HRA. It would also assist with the use of RTB receipts, helping to allocate receipts within the three year deadline.

17.6 The revised budget for 2020/21 also includes a budget of £600k for the Next Steps Accommodation Programme following a successful bid for grant funding for four flats to be purchased and used to house ex rough sleepers. The grant funding of £200k will be combined with existing capital receipts to purchase the properties. The HRA funding will be repaid through ongoing rental payments from the new tenants.

18. Sheltered Housing Modernisation

18.1 As reported in the New Homes and Regeneration Programme and Sheltered Modernisation Update Information Sheet works are underway at Willow Road, Stonehouse with works due to start at Springfields Court, Cam in January 2021.

18.2 A budget is included for works on two additional schemes in 2021/22 as planned, with the schemes to be approved by Housing Committee later in the financial year.

19. IMPLICATIONS

19.1 Financial Implications

This report sets out the draft General Fund and HRA budgets relating to the Committee for 2021/22. This will form part of the budget setting process to be considered by Strategy and Resources Committee in January 2021 and Council in February 2021.

Lucy Clothier, Accountancy Manager, Email: lucy.clothier@stroud.gov.uk

19.2 Legal Implications

None directly arising from this report other than to note that this report forms part of the budget setting process for 2021/22 which involves the Council calculating capital and revenue estimates for its General Fund and HRA.

One Legal

Tel: 01684 272691 Email: patrick.arran@stroud.gov.uk

19.3 Equality Implications

There are not any specific changes to service delivery proposed within this decision.

19.4 Environmental Implications

There are no significant implications within this category.

Housing Committee
Private Housing - Caravan Site Licensing
 Schedule of Fees and Charges from 1 April 2021

Description of Charge	Charge April 2020 - March 2021		Charge April 2021 - March 2022		Change %
	£ Exc VAT	£ Inc VAT	£ Exc VAT	£ Inc VAT	
Caravan Site Licensing Fee (VAT exempt) hourly rate charge	47.15	47.15	49.60	49.60	5.2%

Housing Committee
Private Housing - Caravan Site Licensing
Schedule of Fees and Charges from 1 April 2021

Proposed increase in fee/charge from previous year

5.2%

Basis of charge (eg full cost recovery, statutory charge, subsidised service)

Full Cost recovery

Details of any discretionary discounts or concessions

None

Has any benchmarking or consultation been undertaken?

No

Equality Impact Assessment

None

Budget Impact

None

Housing Committee

Private Housing - HMO Licensing

Schedule of Fees and Charges from 1 April 2021

Description of Charge	Charge April 2020 - March 2021		Charge April 2021 - March 2022		Change %
	£ Exc VAT	£ Inc VAT	£ Exc VAT	£ Inc VAT	
Application for Licence Fee for HMO	265.00	265.00	262.00	262.00	-1.1%
Management & Enforcement Fee for HMO - (only applicable once licence approved and due to be paid before licence issued)	635.00	635.00	614.00	614.00	-3.3%

Housing Committee
Private Housing - HMO Licensing
Schedule of Fees and Charges from 1 April 2021

Proposed increase in fee/charge from previous year

-2.7%

Basis of charge (eg full cost recovery, statutory charge, subsidised service)

Charge is recoverable on cost recovery basis, a recalculation of the costs in accordance with the regulations has indicated that a reduction is appropriate this year.

Details of any discretionary discounts or concessions

None

Has any benchmarking or consultation been undertaken?

Costing Matrix used was developed in consultation with other Local Authorities in Gloucestershire and based on the regulations issued by Government

Equality Impact Assessment

None

Budget Impact

Licenses last for 5 years and the number issued is small, so budget impact will be minimal

Housing Committee

Private Housing - Immigration Accommodation Certificate

Schedule of Fees and Charges from 1 April 2021

Description of Charge	Charge April 2020 - March 2021		Charge April 2021 - March 2022		Change %
	£ Exc VAT	£ Inc VAT	£ Exc VAT	£ Inc VAT	
Immigration Certificate	116.67	140.00	119.17	143.00	2.1%

Housing Committee

Private Housing - Immigration Accommodation Certificate

Schedule of Fees and Charges from 1 April 2021

Proposed increase in fee/charge from previous year

2.1%

Basis of charge (eg full cost recovery, statutory charge, subsidised service)
--

Cost Recovery

Details of any discretionary discounts or concessions
--

None

Has any benchmarking or consultation been undertaken?
--

Yes

Equality Impact Assessment

None

Budget Impact

None

Proposed Level of HRA Rents and Service Charges 2021/22

Appendix B

Draft Proposed level of rents and service charges (on a weekly basis over 52 weeks)	Current 2020/21 £	Proposed 2021/22 £	Increase/ Decrease £	Increase/ Decrease %
Rents				
Dwelling rents (average)	83.57	84.83	1.26	1.5%
Garage rents (excl VAT which is chargeable to non tenants only)	13.09	13.29	0.20	1.5%
Landlord service charges (charged where applicable)				
TV relay (communal aerials-basic IRS)	0.37	0.38	0.01	1.5%
TV relay (communal aerials-comprehensive IRS)	0.93	0.94	0.01	1.5%
Cleaning charges (average)	2.58	2.62	0.04	1.5%
District heating (average)	6.98	7.08	0.10	1.5%
Water charges (average)	2.72	2.76	0.04	1.5%
Sheltered Housing service charges				
Archway Gardens	25.97	21.33	-4.64	-17.9%
Ashcroft House	25.97	37.84	11.87	45.7%
Ashwell House	25.97	21.76	-4.21	-16.2%
Broadfield Road	25.97	15.14	-10.83	-41.7%
Burdett House	25.97	27.13	1.16	4.5%
Chapel Lane	25.97	30.82	4.85	18.7%
Concord	25.97	26.69	0.72	2.8%
Draycott	25.97	24.51	-1.46	-5.6%
Dryleaze Court/Dryleaze House	25.97	23.12	-2.85	-11.0%
George Pearce House	25.97	16.55	-9.42	-36.3%
Glebelands	25.97	13.06	-12.91	-49.7%
Grange View	25.97	27.99	2.02	7.8%
Grove Park Road	25.97	25.18	-0.79	-3.0%
Hamfallow Court	25.97	31.75	5.78	22.3%
Hazelwood	25.97	33.36	7.39	28.5%
Jenner Court	25.97	22.59	-3.38	-13.0%
Malvern Gardens	25.97	25.05	-0.92	-3.5%
Sherborne House	25.97	25.79	-0.18	-0.7%
Springfields Court	25.97	20.88	-5.09	-19.6%
St Nicholas Court	25.97	25.77	-0.20	-0.8%
Tanners Piece (average)	16.48	16.73	0.25	1.5%
The Beeches	25.97	28.49	2.52	9.7%
The Corriett	25.97	22.08	-3.89	-15.0%
Vizard Close	25.97	32.79	6.82	26.3%
Walter Preston Court	25.97	29.12	3.15	12.1%
Willow Road	25.97	22.30	-3.67	-14.1%

HRA Medium Term Financial Plan 2020/21 to 2024/25

	2020/21 Base	2020/21 Revised	2021/22 Base	2022/23 Forecast	2023/24 Forecast	2024/25 Forecast
Income						
Dwelling rents and service charges	(22,444)	(22,444)	(22,799)	(23,381)	(24,112)	(24,691)
Other charges and income	(609)	(609)	(609)	(581)	(553)	(555)
Provision for bad debt	110	110	200	204	208	128
Total Income	(22,943)	(22,943)	(23,208)	(23,758)	(24,457)	(25,118)
Expenditure						
Supervision and management	3,927	3,929	3,956	3,964	3,927	4,018
Repairs and maintenance	4,237	4,235	4,507	4,367	4,471	4,578
Sheltered housing service	856	856	845	864	883	904
Other expenditure	542	542	543	554	565	577
Sheltered housing modernisation programme	329	329	287	350	597	651
Total Expenditure	9,890	9,890	10,138	10,099	10,443	10,728
Other income and expenditure						
Support service charges from GF	1,995	1,995	2,081	2,132	2,186	2,241
Revenue Funding of Capital Programme (Depreciation and RCCO)	6,218	6,218	6,947	6,559	7,635	7,098
Provision for repayment of debt	918	918	967	1,311	1,611	1,674
Interest payable/receivable	3,309	3,309	3,334	3,611	3,961	3,943
Total other income and expenditure	12,440	12,440	13,329	13,613	15,394	14,956
Total Housing Revenue Account	(612)	(612)	259	(46)	1,380	565
Transfers to/(from) earmarked reserves	431	431	(521)	66	(440)	(473)
Transfers to/(from) general reserves	181	181	262	20	940	92

HRA Capital Programme	2020/21 Base £k	2020/21 Revised £k	2021/22 £k	2022/23 £k	2023/24 £k	2024/25 £k
Major Works						
Central Heating	745	403	855			
Disabled Adaptations	150	130	150			
Kitchens	589	100	640			
Bathrooms		77	678			
Major Voids	450	450	450			
Asbestos/Radon	271	271	422			
Windows	884	153	465			
Doors		591	823			
Electrical Works	200	194	150			
Environmental Works	150	170	500			
Fire Risk Assessment Works		0	150			
Door Entry	242	212	180			
External Works	2,387	2197	3274			
Lifts		0	80			
Septic Tanks		21	0			
Special Projects		0	500			
IT Systems			435			
Major Works				4,586	4,445	4,576
Total Major Works	6,089	4,969	9,752	4,586	4,445	4,576
New Homes						
Southbank, Woodchester	495	660	0			
Purchase of Properties/Miscellaneous	1,320	2000	2000	2,000	2,000	
New Homes Contingency	50	50	50	50		
Former Ship Inn Site, Stonehouse	50	15	51	1,775		
Glebelands, Cam	50	45	2544	1,989		
Broadfield Road, Eastington	1,126	11	1494			
Orchard Road, Ebley	686	23	840			
Queens Drive, Cashes Green	876	12	494	730		
Ringfield Close, Nailsworth	2,897	14	3302			
Summersfield Road, Minchinhampton	1,086	50	1024			
Gloucester St and Bradley St, WuE	20	2	55	1,757		
Cambridge House, Dursley	30	21	1395			
Opportunity Land Acquisition Pot	3,000	3000	0			
Next Steps Accommodation Project	0	600	0			
Total New Homes	11,686	6,503	13,249	9,691	2,000	
Sheltered Modernisation	614	664	358	584	843	882

Total HRA Capital Programme	14,753	12,115	23,359	14,861	7,288	5,458
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HRA Capital Financing	2020/21 Base £k	2020/21 Revised £k	2021/22 £k	2022/23 £k	2023/24 £k	2024/25 £k
Revenue Funding (including depreciation and Sheltered Modernisation reserve)	6,564	5,612	10,841	5,170	5,986	5,458
Capital Receipts (including RTB receipts)	5,566	4,972	2,692	1,076	0	0
Homes England/ Government Grant Funding	75	200	75	173	0	0
Borrowing	3,925	1,331	9,751	8,442	1,302	0
Total Funding	14,753	12,115	23,359	14,861	7,288	5,458

HOUSING COMMITTEE

8 DECEMBER 2020

7

Report Title	GREEN HOMES GRANT LOCAL AUTHORITY DELIVERY SCHEME PHASE 1B BID			
Purpose of Report	To authorise the submission of a bid for £950,000 to the Green Homes Grant Local Authority Delivery Scheme (LADS) Phase 1B. If successful, to further authorise the Chief Executive enter into a Memorandum of Understanding with the Department for Business, Energy & Industrial Strategy (BEIS) to accept the awarded funding, and to take all action necessary to ensure the delivery of the project.			
Decision(s)	The Committee RESOLVES to: a) Authorise the submission of a Bid b) If successful to authorise the Chief Executive to sign a Memorandum of Understanding and any accompanying documentation in relation to the Green Homes Grant: Local Authority Delivery Grant Scheme Phase 1B and to Further act on the Council's behalf with regards to the delivery of this project c) If successful to add the Green Homes Grant to the capital programme.			
Consultation and Feedback	Consultation has taken place with partner authorities in the Warm and Well Partnership and the Gloucestershire Clinical Commissioning Group.			
Report Author	Maria Hickman Housing Renewal Manager Email: maria.hickman@stroud.gov.uk			
Options	Not to submit a bid			
Background Papers	Agenda Item 12 - Council Meeting - 22 October 2020 Report Green Homes Grant Local Authority Delivery Scheme Bid			
Appendices	None			
Implications (further details at the end of the report)	Financial	Legal	Equality	Environmental
	Yes	Yes	No	No

1. INTRODUCTION / BACKGROUND

- 1.1** A report was presented to full Council at its meeting on the 22nd October 2020 (Agenda item 12) regarding the submission of a bid to the Green Homes Grant Local Authority Delivery Scheme.

- 1.2 The bid was submitted by SDC as the Lead partner in the Gloucestershire & South Gloucestershire Warm & Well Scheme, for the provision of insulation and air source heat pump heating to Park Homes across the Warm & Well delivery area.
- 1.3 The bid was successful with capital funding of £1,094,050 awarded to insulate approximately 100 Park Homes and install 50 air source heat pumps.
- 1.4 All works undertaken as part of this project must be completed by the 31st March 2021.
- 1.5 Council agreed that further matters in relation to this project should be referred to Housing Committee.

2. MAIN POINTS

- 2.1 Central Government have opened up a new round of funding known as Green Homes Grant Local Authority Delivery Scheme (LADS) Phase 1B.
- 2.2 Local Authorities such as SDC who were successful in their bids in the first phase of funding are eligible to submit a further bid to increase the delivery outcomes.
- 2.3 Bids submitted under phase 1B will have until September 2021 in which to complete any works undertaken.
- 2.4 SDC as the Lead partner for the Warm & Well Partnership has submitted an expression of interest to submit a bid for a further £950,000 to carry out energy efficiency improvements to a further 100 Park Homes across the Warm & Well delivery area.
- 2.5 Targeting of funding will be based on analysis of health data working with our CCG colleagues to identify those who would benefit most from this funding.
- 2.6 A full bid has to bid submitted by the 4th December 2020 with successful Local Authorities informed in early January at which time a Memorandum of Understanding will need to be completed with BEIS to accept the funding.

3. CONCLUSION

- 3.1 That as the Lead Authority for the Warm and Well Partnership the Chief Executive on behalf of the Council be authorised to sign the Memorandum of understanding for the Green Homes Grant Local Authority Delivery Scheme Bid.
- 3.2 That the Chief Executive be authorised to act on the Council's behalf to ensure the proper delivery of the project.

4. IMPLICATIONS

4.1 Financial Implications

Should the bid be successful and the grant accepted, the Green Homes Grant Local Authority Delivery Scheme would be added to the Capital Programme, fully funded by the government grant. If the bid is unsuccessful the scheme would not be added to the capital programme and the council would incur no expenditure, and therefore no impact on the financial position of the council is expected from this bid.

Lucy Clothier, Accountancy Manager, Email: lucy.clothier@stroud.gov.uk

4.2 Legal Implications

It is anticipated that if the bid is successful the grant awarded to the Council will be made in accordance with section 31 Local Government Act 2003. One of the requirements of the grant will be that the Council must enter into the Memorandum of Understanding as a record of the arrangement.

One Legal

Tel: 01684 272691 Email: patrick.arran@stroud.gov.uk

4.3 Equality Implications

There are not any specific changes to service delivery proposed within this decision.

4.4 Environmental Implications

There are no significant implications within this category as the work undertaken will be contributing to lifetime Carbon savings estimated to be 7,200tCO₂

HOUSING COMMITTEE

8 DECEMBER 2020

8

Report Title	COUNCIL HOUSING – HOUSING MANAGEMENT SYSTEM TRANSFORMATION			
Purpose of Report	To inform the Committee of the limitations to the current Housing Management System (HMS) and to seek authority to procure a new system, in conjunction with the new in-house Property Care Service, which will allow Tenant Services to transform its interactions with customers and modernise ways of working.			
Decision(s)	<p>The Committee RESOLVES to:</p> <p>a) Approve the procurement of an integrated Housing Management System (HMS)</p> <p>And</p> <p>The Committee RECOMMENDS to Council to:</p> <p>b) Approve an additional revenue budget of £260,000 in 2020/21 to allow the Council to invest in a single integrated system encompassing the whole housing and repairs functions, as well as better integration with the wider Council.</p>			
Consultation and Feedback	<p>Consultation consisted of:-</p> <ul style="list-style-type: none"> • Briefings with the Chair and Vice-Chair of Housing Committee • Discussions with the Strategic Directors of Communities, Resources, and Transformation and Change • Discussions with Finance • Discussions with the Head of Housing Services • Discussions with the Head of Contract Services 			
Report Author	Sara J Weaver, Income & Systems Manager Tel: 01453 766321 Email: sara.weaver@stroud.gov.uk			
Options	<p>1. Re-procure a housing management system that meets the needs of the service in order to achieve the maximum benefits for the Council, our tenants and communities, rather than using multiple systems which need to be integrated; or</p> <p>2. Continue as we are at significant cost and continuing issues with data management across multiple systems.</p>			
Background Papers	n/a			
Appendices	<p>Appendix A – Housing Management System Business Case</p> <p>Appendix A – Attachment 1 - Gap Analysis Report</p> <p>Appendix A – Attachment 2 - Options Appraisal</p> <p>Appendix A – Attachment 3 - Investment Analysis</p> <p>Appendix B – Corporate Delivery Plan 2018-22</p>			
Implications (further details at the end of the report)	Financial	Legal	Equality	Environmental
	Yes	Yes	No	No

1. BACKGROUND

- 1.1 The Council is currently undertaking an extensive business transformation programme, aimed at improving efficiencies, providing value for money and improving customer satisfaction.
- 1.2 There have been longstanding concerns with the current Housing and Repairs IT Systems and their ability to support the needs of the Council, our tenants and our communities and it is clear that the current situation cannot continue. Investing in a new HMS will address the current risks and issues and see benefits and efficiencies achieved for the Council, allowing us to deliver improved customer services.
- 1.3 The main housing system in use by the Council was procured 20 years ago. Since then, the needs of the service and of our tenants and communities have changed, as has the technology available to meet these needs, therefore, investing in a HMS is crucial to future-proofing the Council's housing service. The need for a single, modern, integrated HMS has become even more apparent during the Covid-19 pandemic.
- 1.4 In April 2019, £175k towards essential repairs systems improvements was approved by Housing Committee as part of the project to move the repairs service in-house. We are now seeking an additional £260k to allow the Council to move forward with the procurement of a single integrated HMS.

2. ISSUES FOR CONSIDERATION

- 2.1 Working jointly with Property Care would allow us to procure a HMS that meets current and anticipated business requirements across the service as a whole.
- 2.2 The main objectives are:
 - Cross-service working practices and processes to take place within one integrated IT solution
 - Integrated data and information for accessible reporting
 - Transformation of interactions with our customers
 - Modern, intuitive, future-proof IT
 - Cost effective solutions for the future
- 2.3 Benefits to the Council of a cross-service HMS are outlined in the Housing Management System Business Case. (Appendix A, page 2).
- 2.4 The main risks to the business of not progressing with a new HMS are outlined in the Housing Management System Business Case. (Appendix A, pages 4 and 5).

3. RECOMMENDATION

- 3.1 There is increasing pressure from the Regulator of Social Housing to deliver value for money. This is particularly relevant for the procurement and delivery of a new HMS as it is

more important than ever that all Council Services deliver and achieve better outcomes for our customers, as well as mobile working for staff and service efficiencies.

- 3.2** There are opportunities to apply a more agile approach to managing and future proofing the services we deliver. Not only will this be of benefit to our customers, through the delivery of a service they should rightly expect from their landlord, but also to our employees as workflows/processes will be streamlined allowing a more efficient way of working, as well as allowing managers to closely track and monitor workloads.
- 3.3** The implementation of a new HMS would support one of the “Delivery” objectives as set out in Council’s [Corporate Delivery Plan 2018-2022](#) which states “use IT investment to provide better customer access and enhance workforce productivity and service innovation.” (Appendix B, page 7).

4. IMPLICATIONS

4.1 Financial implications

The report sets out a requested increase in capital budget of £260k for a new Housing Management System, that would be added to the existing approved budget of £175k.

This initial capital outlay could be funded from the Major Repairs Reserve. This would have no impact on the financial position of the HRA in the short term, but would offset funds that are set aside for other capital projects within the HRA.

There are identified revenue savings of £15k from the ongoing annual software costs which would help repay this balance, along with staffing efficiencies that would help improve the service offer within the HRA by freeing up officer time.

Lucy Clothier, Accountancy Manager, Email: lucy.clothier@stroud.gov.uk

4.2 Legal implications

The procurement of the integrated Housing Management System will need to be in accordance with the Council’s Contract and Procurement Rules as set out in the Council’s constitution.

One Legal

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4.3 Equality implications

There are no specific changes to service delivery proposed within this decision.

However, it is noted that any new HMS procured should allow the Council to monitor tenants’ protective characteristics, particularly disability, so we can meet their specific needs as required.

4.4 Environmental implications

There are no significant implications within this category.

Housing Management System Business Case

DOCUMENT CONTROL

Version	Status	Date	Author/Editor	Details of Change
1	Draft v1	15/09/20	Jen O'Grady	First draft
2	Draft v2	24/09/20	Jen O'Grady	Comment from Sara Weaver, Helen Stables and Tara Skidmore
3	Draft v3	01/10/20	Jen O'Grady	Comment from Joe Gordon and Kev Topping
4	Draft v4	26/10/20	Jen O'Grady	Comment from Lucy Clothier, Joe Gordon

APPROVAL PROCESS

Date	Version	Group or Committee	Details of Approval/ review
Mid October	Draft	Joe and Kevin	Further review and comment
Mid October	Draft	Lucy Clothier	Finances for budget consideration
End October	Draft	Caron and Keith	Review and comment
Early November	Draft	SLT	Approval to take to Committee
19 th November	Final	Legal and Finance	Implications of report
26 th November	Final	Democratic Services	Report deadline for Committee
8 th December	Final	Housing Committee	Approval

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1. INTRODUCTION

- 1.1 There have been longstanding concerns about the current Housing and Repairs IT Systems and their ability to support the needs of the Council, our tenants and our communities. It is clear that the current situation cannot continue. Investing in a new Housing Management System (HMS) will address the current risks and issues and see benefits and efficiencies achieved for the Council, allowing us to deliver improved customer services to our tenants and the wider community.
- 1.2 This report summarises the business case for a HMS. £175k has already been approved by Housing Committee in April 2019 for investment in systems as part of the insourcing of the housing repairs service. We are seeking an additional £260k over two years, to allow the Council to invest in a single integrated system encompassing the whole housing and repairs functions, as well as better integration with the wider Council. This Business Case outlines the issues with the current systems and examines the options that have been considered to address these issues. A benefit and investment appraisal demonstrates how a new housing management system will be hugely beneficial to the Council and to customers.

2. THE CURRENT SITUATION

- 2.1 Housing-related tasks and processes can be complex and wide-ranging. Within Tenant Services, 9 separate housing-related systems are currently used to carry out the day-to-day responsibilities of the service (see [figure 1](#)). Using and maintaining these systems is labour-intensive, complex, financially inefficient and ultimately impacts on the quality of the service that we are able to provide. Furthermore, these systems do not integrate well with other council systems causing additional inefficiencies.
- 2.2 A Gap Analysis report (Appendix 1) identified the key issues and risks with the current situation:
- There are too many different systems in use and they do not integrate with other council systems;
 - The complexity of systems hinders, rather than helps, the provision of good customer service;
 - Some key tasks and areas of responsibility are not covered by the functionality of current systems;
 - Management information and data is disjointed and difficult to access,
 - Suppliers are starting to retire parts of our aging housing systems at a financial cost to the Council¹.
- 2.3 The main housing system in use by the Council was procured 20 years ago. Since then, the needs of the service and of our tenants and communities has changed, as has the technology available to meet these needs. Addressing the issues highlighted above and investing in a HMS is crucial to future-proofing the Council's housing service (see [figure 2](#)). The need for a single, modern, integrated housing management system has become even more apparent during the Covid-19 pandemic.

3. BENEFITS OF A NEW HOUSING MANAGEMENT SYSTEM

- 3.1 A new HMS will benefit the Council, tenants and the wider community. The key tangible and intangible benefits identified are:
- 3.2 For the Council:
- The new HMS will have the necessary technology to easily integrate with other council systems and digital platforms, future-proofing the Council's IT systems infrastructure.
 - Current housing systems have inadequate internal control functionality, increasing audit risk. Moving from multiple systems to a single integrated cloud-based HMS will deliver proper audit trails, internal controls and improved system management. This will provide corporate assurance and mitigate the

¹ In the last 18 months' suppliers have requested £46,175 for replacement software

audit risk identified with current housing systems. The high risk (score 12) on the corporate risk register associated with the current situation will be reduced².

- Officers will have a modern, intuitive system which supports them in their duties. Moving away from repetitive re-keying of data and the complexities of working across 9 separate systems will greatly reduce the current frustrations with, and inefficiencies of, Council housing systems.
- Analysis shows that current housing systems create operational inefficiencies valued at £160k annually. Having a more efficient and integrated HMS system will allow Officers to deliver a better value for money service by focusing their time on providing customer service to the tenants and communities who need the most support. Additionally, savings on temporary contract staff as a result of the introduction of a HMS are calculated to be £44.3k p.a.
- The functionality within a new HMS could be of use to other non-housing Council services. For example, dynamic appointment scheduling and estate inspection functionality could potentially be used by Neighbourhoods Wardens, Housing Advice, Community Services and Revenues & Benefits.
- A modern flexible system would allow us to respond to sector developments and emerging Council requirements. For example, a new HMS would offer the option of an integrated allocations module.
- Improved access to reports and management information will give management and members the information they need to make evidence-based decisions.

3.3 For tenants:

- The new HMS will provide tenants with digital access to 24/7 online self-service either through a dedicated Tenant Portal and/or through integration with a Council-wide platform.³
- Channel shift towards more self-service and automation will free up Officer time to provide improved customer service to the tenants who need it the most.
- Introducing a HMS with in-built dynamic scheduling and workflow will give the Council flexibility in managing field workers' diaries, allowing us to react and deliver focused customer outcomes.
- Improved task and communication management will facilitate a move to offering tenants a more consistent and personalised service.

3.4 For communities

- Newer HMS's fully support mobile working, which would allow Officers to spend more time out in the communities that they serve, rather than updating systems back in the office.
- The customer insight capabilities of a new HMS would provide the Council with the tools necessary to better understand the community and their needs and profile the services we provide to improve customer and community engagement.

4. THE OPTIONS FOR CHANGE

- 4.1 It is clear that the current situation cannot continue and investment of some form is needed. The capital costs of each potential option have been carefully considered as part of an Options Appraisal (Appendix 2). Costs are based on quotations obtained from existing and potential suppliers, providing cost assurance for the figures outlined in the following table:

² Excelsis Risk Register number: RTNS74

³ Currently our housing systems can only provide a limited tenant portal and could not integrate with a corporate portal or CRM system without further investment.

Cost Heading	Baseline: Do nothing	Do	Option 1: New Housing Management System	Option 2: Investment in existing housing systems
Software capital cost	£0		£420,000	£315,385
Implementation cost	£0		£15,000	£240,180
Total capital cost	£0		£435,000	£555,565
Funds already approved	-		-£175,000	-£175,000
Additional capital ask	£0		£260,000	£380,565
<i>Annual supplier support costs in the Housing IT budget</i>	<i>£45.5k</i>		<i>£32.5k</i>	<i>£118k</i>

- 4.2 Out of all the options we considered, approval for the additional funds to invest in a new single HMS (Option 1) will achieve the maximum benefits and address the current issues, at a lower cost than further investment in existing housing systems (Option 2). Option 2 involves purchasing a number of additional modules for existing systems; investing in new software; reconfiguration of parts of existing systems to support more integration, and moving to cloud hosted support. The capital costs for Option 2 would be high, in part because of the high level of bespoke consultancy required to modernise and integrate existing housing systems.
- 4.3 The decision on whether to progress with investing in a new HMS has been postponed several times since the Business Case was first presented in July 2019. As a result of the delay, capital costs for the project have increased by ~£70k due to missed offer price opportunities. Any further delay in reaching a decision will likely result in further increases to the capital costs listed.

5. INVESTMENT ANALYSIS

5.1 Capital costs:

In April 2019, £175k towards essential repairs systems improvements was approved by Housing Committee as part of the project to move the repairs service in-house. We are now seeking an additional £260k, as detailed above, to allow the Council to move forward with the procurement of a single integrated HMS in its entirety.

5.2 Revenue budget costs and efficiencies:

The impact of a new HMS on the current housing IT budget has been carefully considered. The 2020/21 revenue budget for housing IT is £151,700⁴ which covers software support, upgrades and purchases for housing systems, including Northgate and Keystone.

With the introduction of a new HMS, a number of existing housing systems will be retired and therefore the current annual spend on these systems will no longer be needed, saving £75,000 a year.

The housing-related support costs for a new HMS are budgeted at £60,000 p.a., of which £32,500 is for annual supplier support and maintenance. It is therefore anticipated that a small annual housing IT budget saving of £15,000 p.a. will be achieved. HMS costs relating to repairs are budgeted for separately in the Property Care IT budget.

Costs are based on direct quotations from potential suppliers and include costs for hosted cloud-based supplier support, offering much better value for money than existing supplier arrangements

⁴ Budget 7046 D53: software maintenance, purchase and upgrades

5.3 Return on investment:

The many benefits to the Council, tenants and communities of a new HMS, as outlined in section 3, are the driving force behind the need for this project. The benefits of greatly improved customer service, reduced risk, and increased Officer efficiency do not necessarily translate into visible budget savings, but are a hugely important return on investment. Although the project objectives are not focused on creating financial savings, it is anticipated that with the introduction of a new HMS there may be a small annual saving to the housing IT budget. This, combined with a resulting saving on temporary staff, is expected to create a direct annual saving for the Council of £59k. A detailed breakdown of estimated costs and efficiencies is set out in Appendix 3 'Investment Analysis'.

5.4 There are other financial related benefits of a new system which have not been calculated for this Business Case, but are worth noting. These include:

- The potential for a positive impact on rent arrears due to improved visibility of rent account information for tenants, and access to technology to support a proactive, not just reactive, approach to rent management.
- Technology will assist with improved stock control and re-ordering through direct integration with our merchant and supplier systems, which will have a positive financial impact for the Council.
- An increase in channel-shift towards online tenant self-service will reduce the costs of processing standard requests and queries. This will be achieved through a new tenant portal, or through improved system integration with a Council-wide digital platform.

6. RISK ASSESSMENT

6.1 The risks of not progressing with this proposal are:

- Current issues, risks and inefficiencies will persist and are likely to be further exacerbated by the need for more workarounds, patches and temporary fixes to make up for current systems limitations.
- The one-off opportunity to align housing systems requirements across the Council would be lost. This could result in increased annual support costs and would be far costlier to resolve in the future.
- Suppliers are starting to retire parts of our aging housing systems at a financial cost to the Council. It is likely that further parts of our housing systems will become unsupported, accruing further cost.
- Our current housing systems would not be able to easily integrate with a new Council digital platform without some financial investment and ICT resource.

6.2 The risks of progressing with the project include:

- The risk that we do not find a new system that meets our requirements. This will be mitigated by soft market testing and talking to other housing providers about their experiences.
- The risk that internal ICT resource and support is not available to support the project when needed. This could be mitigated by forward planning alongside other Council IT projects to ensure project roadmaps and critical paths are aligned to avoid resource 'pinch points'.

7. IMPACT ASSESSMENT

7.1 In addition to the costs and benefits already mentioned there will be other impacts of a new system that will be carefully managed:

- Overhauling the housing systems currently in use will involve a small period of disruption as the service moves from old to new. Officers within Tenant Services have experience in the implementation of new systems and will draw on this experience to develop plans to minimise any disruption. Any impact on tenants will be communicated in advance.
- New processes and systems invariably lead to changes in working practices and these will be introduced carefully and sensitively to ensure that they are fully embraced by Officers and by tenants.

- This project will be impacted by, and have an impact on, wider Council plans for IT modernisation. The two projects must align to fully exploit shared opportunities and benefits.

8. PROJECT TIMELINE

Project Milestone	2020/21					2021/22					2022/23					2023/24																								
	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23						
1 Business Case to Housing Committee			8																																					
2 Council meet to approve budgets					20																																			
3 Refine requirements																																								
4 Soft market testing																																								
5 Procurement (framework)																																								
6 Project initiation																																								
7 System implementation																																								
8 System testing																																								
9 Staff training																																								
10 New system live																																								

9. CONCLUSION AND RECOMMENDATION

- 9.1 In order to put Stroud District Council in the best possible position to deliver an integrated, modern and efficient housing service to tenants, it is recommended that additional investment of £260k is approved towards the costs of a single housing management system.
- 9.2 £175k for a new repairs system has already been agreed by Housing Committee in April 2019 as part of the project to insource our repairs service. This is now an opportune time to invest in our housing systems as a whole, in order to address the long-term underlying issues with our current systems and achieve the maximum benefits for the Council, our tenants and communities.

10. APPENDICES

- Attachment 1 - Gap Analysis Report
- Attachment 2 - Options Appraisal
- Attachment 3 - Investment Analysis

FIGURE 1: DIAGRAM OF THE CURRENT HOUSING SYSTEMS

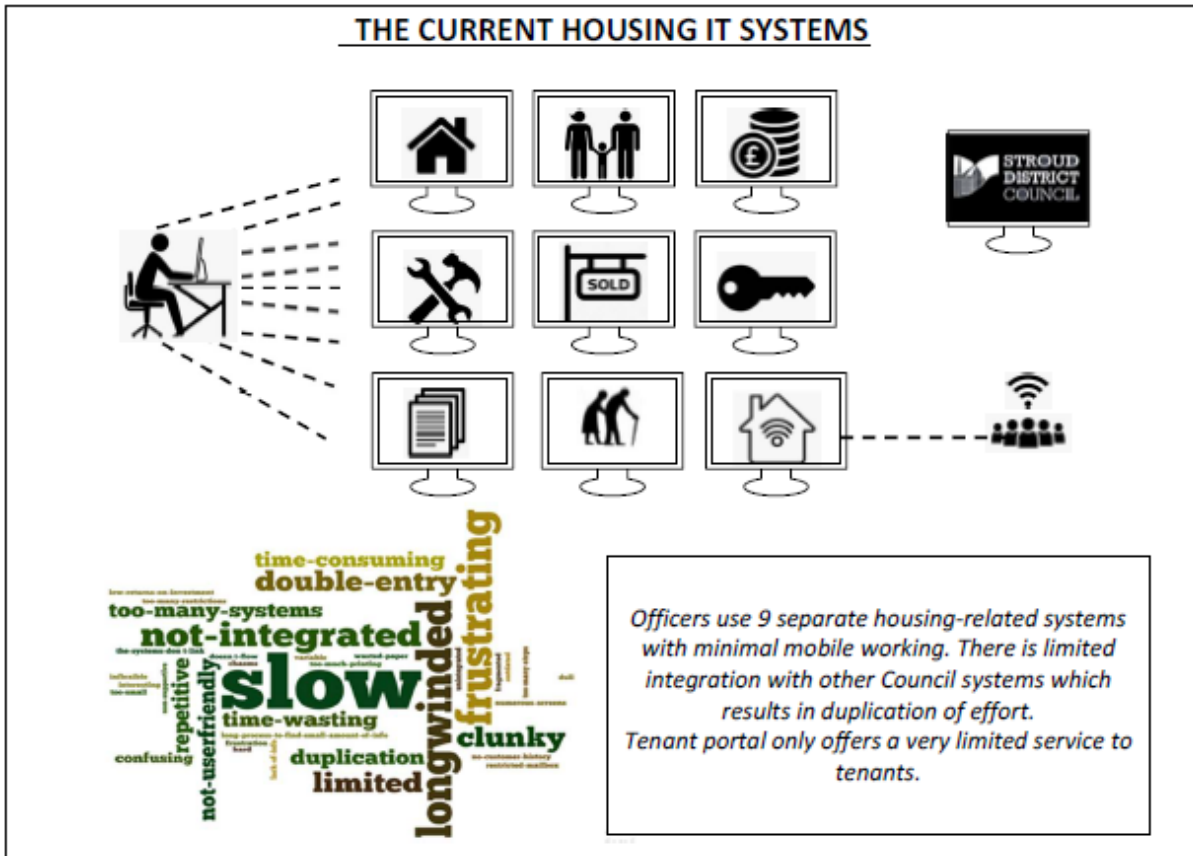
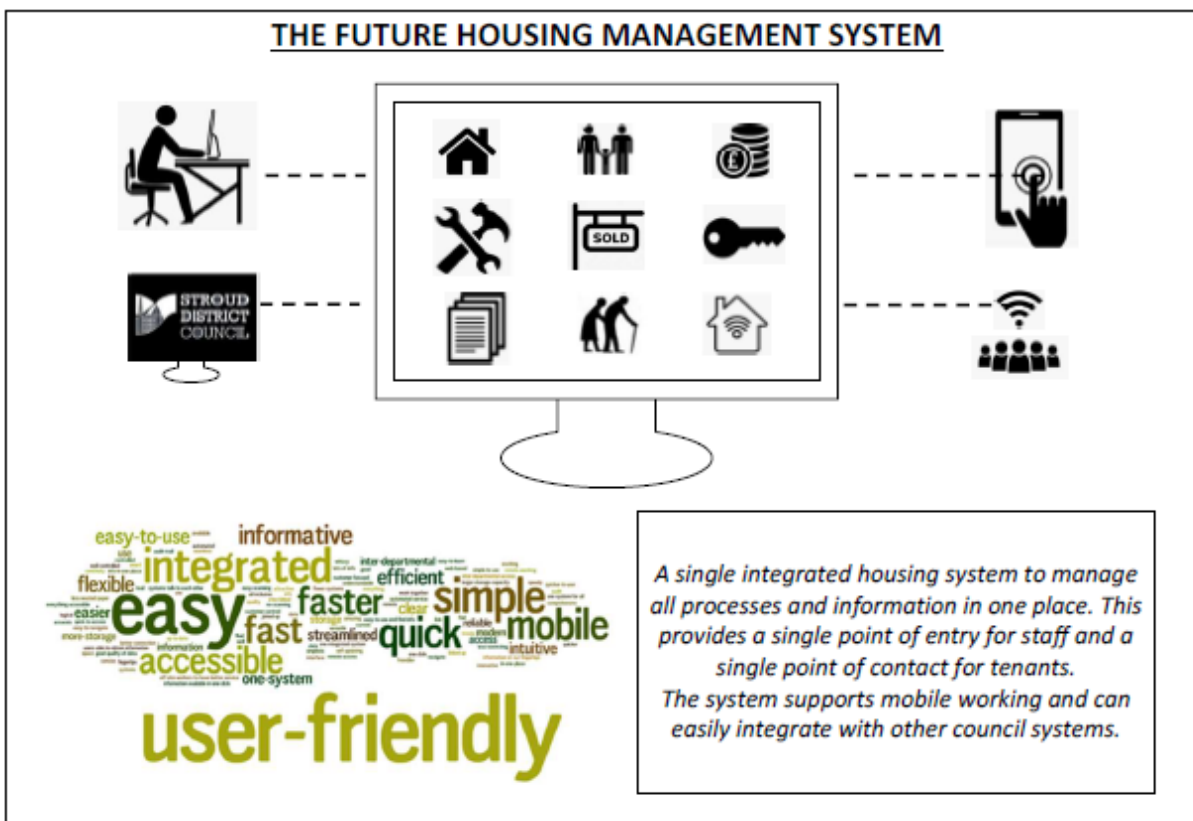


FIGURE 2: DIAGRAM OF THE FUTURE NEW HOUSING MANAGEMENT SYSTEM



Gap Analysis Report

1.	SUMMARY OF DOCUMENT	1
2.	STAKEHOLDER CONSULTATIONS AND FEEDBACK.....	2
3.	GAPS IN THE CURRENT SYSTEMS	4
	• TOO MANY SYSTEMS.....	4
	• INTEGRATION ISSUES BETWEEN SYSTEMS.....	5
	• SYSTEMS AND PROCESSES ARE NOT CUSTOMER-FOCUSED	5
	• LABOUR INTENSIVE PROCESSES	5
	• REPORTING & MANAGEMENT TOOLS ARE LIMITED	6
	• MOBILE WORKING NOT WELL-SUPPORTED	6
	• LOW GENERAL SATISFACTION WITH SYSTEMS	6

1. SUMMARY OF DOCUMENT

- 1.1 This document summarises the stakeholder consultation activities to-date and uses the results of these to identify key gaps and inefficiencies in the current IT system infrastructure used by Tenant Services.
- 1.2 Analysis has been carried out into the gaps between the Council’s current housing systems provision and requirements. Consultation have taken place with users and managers across Tenant Services and the wider Council. Feedback from Tenant Representatives has also been incorporated. This report has been updated in 2019 to include further feedback from a 2018 Ark Health Check of Tenant Services, a 2019 Survey of staff use of Northgate and following recent project developments in the service.
- 1.3 The main gaps and inefficiencies in the current system set-up have been identified as:
- Integration issues between systems
 - Too many systems
 - Lack of customer relationship management/ customer-focus
 - Labour intensive processes
 - Reporting and performance management tools are limited
 - Mobile-working is not well supported
 - Low general staff satisfaction with the systems
 - Poor value for money and a lack of confidence in the main system

2.4 Staff and Managers were then asked to identify what each team requires from an IT system and then rank these requirements in order of priority. The top priority requirements were identified as:

- The system should be user-friendly, stream-lined, simple to use and it should be quick and easy to update. There should be greater automation for repetitive common tasks.
- There should be an overview of all activity/ communication with a customer from across teams. This should have a good audit trail and CRM functionality. The system should be future-proof to allow channel shifting and new ways of communication with tenants.
- There should be single data entry and one system for all across the teams. All information should be held in one place with one version of the truth.
- It should be easy and quick to report from the system. Managers should be provided with the information they need to monitor staff performance and staff should be provided with access to information to that they are self-sufficient and able to monitor their own workloads. They should be better reporting to allow richer and more intelligent insight.
- The system should work for us and our processes, not for the supplier. The technology should allow flexible and mobile working from different devices.
- The system should interface effectively with all other services, systems and departments that it needs to (rather than manual data loads from other systems).

2.5 In 2018 a Health Check of Tenant Services was carried out by Ark Consultants. The Health Check consulted with Service Managers, Front-line staff and peer managers from across the service and the Council. The findings of the health check were broad and touched on many aspects of how Tenant Services Operates. One key section outlined Systems and Processes. Front-line staff scored Systems and Processes as 'Poor'. The key issues that were identified were:

- Staff feel existing processes and systems are not supporting efficient delivery
- Staff highlighted weaknesses in ICT as a significant barrier. Issues included a lack of system integration and a need to up-skill the workforce on using current systems
- Staff were not confident that there was capacity within the Council to improve the ICT infrastructure
- Staff are concerned about the manual nature of systems and processes used to manage compliance

2.6 In 2019 a survey of staff was carried out to assess their use of the current Housing Management System. Many staff comments through the survey can be grouped into three broad areas of frustration:

- **MANUAL INTERVENTIONS:** Staff and Managers commented on the manual old-fashioned nature of many common tasks and processes within the system. The system should be able to easily automate these tasks and staff should be able to track processes and workloads that are automated. Staff identified that this would save them time and effort and reduce work-arounds.
- **DIFFICULT TO USE:** Many staff commented that the system was 'clumsy' and difficult to navigate and that they would like quicker and easier access to the relevant information without having to click through many different screens. Staff identified that simple and modern search and navigation functionality would save time and make their job easier.
- **REPORTING FROM SYSTEM NOT EASY:** Staff would like to have access to more useful reporting and for reports to be quicker to produce.

"I'd like to be able to use Northgate more quickly and efficiently especially when using it during 'Pod' sessions. I sometimes find it difficult to pick up information

about the progress of a reported repair... Printing transaction information is very long-winded. I've resorted to doing a screen print as a get around on occasions."

"I would like to be able to change tenant contact details from the front page...ie telephone numbers. It would save time to be able to set up reports where you could just click an action and it would run."

"My suggestion for the system is the production of user friendly reports, with the amalgamation of records from various screens. The system needs to be more intuitive with Improved interfaces and accurate real time data. This would benefit the team as Individuals would be able to produce their own reports and it would make more efficient/effective utilisation of the system."

"I find the system quite clunky and not user friendly. It should be easier to use, more customer friendly and with better reporting functions that everyone can pull off."

- 2.7 In 2019 feedback from our Tenant Representatives highlighted issues with the current online tenant portal. Particularly frustrating was the lack of functionality to report a repair and review/ select repair appointments at a time to suit the tenant. Equally frustrating was the lack of integration with other parts of the Council - our tenants want to be able to view their rent accounts alongside council tax and benefits claims as well as report repairs and make payments. One tenant described their expectations of a future council portal/app as: *"A one stop shop for all the main priorities"*.

3. GAPS IN THE CURRENT SYSTEMS

- 3.1 Feedback from stakeholders has been used to identify critical gaps which exist in the current IT infrastructure. The Council must deliver services to tenants and the community which are value-for-money, accessible and customer-focused. In this respect there are gaps between IT provision and requirements.

TOO MANY SYSTEMS

- 3.2 In order to perform the day-to-day tasks of a housing provider, Officers have to use multiple housing-related systems as well as numerous other council systems. This causes a huge duplication of effort as well as requiring training, set up and maintenance of multiple systems. There are currently at least 9 housing-related systems and databases in use:

- Northgate – housing management
- Keystone – asset management
- Clik – repairs scheduling
- Information@work – document management
- Tenants Online – basic tenant portal
- Business objects – data reporting
- Esendex – tenant text communications
- ASB database – managing ASB cases
- BARIS – contractor interface

- 3.3 Some parts of these systems are nearing end-of-life and are becoming unsupported by suppliers. This means the Council either risks running its housing function on unsupported systems, or it must pay for the replacement modules from suppliers.

INTEGRATION ISSUES BETWEEN SYSTEMS

- 3.4 Information is stored across multiple systems that are not integrated and also in spreadsheets, personal folders and Outlook accounts, resulting in:
- A lack of integration and information sharing between service areas, which leads to unnecessary work-arounds taking place and some double entry of information.
 - Inefficient services and wasted time, especially with Repairs staff spending time chasing information on planned works
 - Knowledge being stored locally and in spreadsheets in staff folders, and often being lost with staff turnover. This is a GDPR and data protection risk.
 - A poor self-serve experience for tenants and customers discourages tenants from self-serving. This not only results in a poor customer experience, it impacts on our ability to channel shift towards more cost-effective and efficient methods of delivering customer service.

SYSTEMS AND PROCESSES ARE NOT CUSTOMER-FOCUSED

- 3.5 We currently have inadequate customer insight and customer relationship management. This results in an inability to provide a quality service and to respond to our customer's needs in a streamlined, efficient and consistent manner. Staff report sometimes feeling ill-equipped to respond to customer queries. There is no clear protocol for responding to or recording customer contact. Records of customer contact are stored locally or in disparate locations, if at all, leading to an inefficient service.
- 3.6 One of the main concerns is that there is no easy or consistent way of recording interactions with customers, with information being stored in different systems. As customer's expectations increase there is a risk that this will lead to greater levels of dissatisfaction with the service. It also means we have no audit trail or record on the system of what we have done to try to resolve complaints and issues.
- 3.7 In addition, we need a way of gathering insight on our customers through our day-to-day contact with them in order to identify support needs and make referrals. Ultimately tenants may not get the support they need due to lack of information sharing.

LABOUR INTENSIVE PROCESSES

- 3.8 Currently our systems do not facilitate efficient, streamlined and SMART working practices. Processes are longwinded and manual due to a lack of automation resulting in double-entry and clicking through many screens to carry out simple actions, such as updating customer contact information. This makes the service provided to customers less efficient, particularly in the Repairs service where the highest volume of customer contact takes place. This could be addressed through configuring workflows, especially for common daily tasks. Financial administration processes are manual and labour intensive and we currently are at-risk as all the knowledge of how to carry them out is held by one or two members of staff. We have insufficient tools, such as predictive arrears management tools linked to appropriate automated SMS messaging, available to respond to changes in welfare payment arrangements.

REPORTING & MANAGEMENT TOOLS ARE LIMITED

3.9 Reporting tools are limited, require expertise to use, are not very user-friendly and require expensive licenses to be bought for each user. This means that:

- Managers are not equipped with the information they need to help them effectively performance manage their service areas and staff
- Numbers of people with access to reporting tools is limited due to high costs of licenses
- Staff are unable to take responsibility for their own performance and productivity

MOBILE WORKING NOT WELL-SUPPORTED

3.10 Staff have smartphones but are unable to access or communicate with the systems whilst on site or with tenants. This leads to the generation of a great deal of paperwork and needless data entry and scanning putting a strain on the administrative service. It also makes the service provided to tenants less responsive.

LOW GENERAL SATISFACTION WITH SYSTEMS

3.11 There is long-standing dissatisfaction with the main housing system amongst staff. They feel it is unintuitive, “clunky” and old-fashioned – for all the reasons described above. This may be partly due to the fact that our systems were never fully implemented or resourced internally so we are not seeing the full potential of what the system can do. There are also aspects of the systems that cannot be changed, such as the fact that our main system it is modular and based on an old database platform whereas there are now systems being built on web-based platforms which are much better suited to the age in which we and our tenants now live.

Options Appraisal

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1. INTRODUCTION

- 1.1 This report supplements the Business Case for a new Housing Management System (HMS). It provides further analysis of the different options that have been considered, including a financial comparison of shortlisted options.
- 1.2 Several options were initially explored, along with a ‘baseline option’ of no investment. Two main options were taken forward for further consideration:
- Baseline: No investment in current systems
 - Option 1: Invest in a single integrated Housing Management System
 - Option 2: Further investment in existing systems
- 1.3 It is clear from the issues and risks outlined with the current situation that investment of some form is needed. Out of all the options we considered, approval for the additional funds to invest in a new single housing system would achieve the maximum benefits and address the current issues, at a lower cost than further investment in existing housing systems.

2. COST COMPARISON OF OPTIONS

2.1 This table summarises the costs of each option. The first section of the table outlines the capital costs involved, the second section of the table outlines the ongoing annual supplier costs for providing support and maintenance for each option.

Cost heading	BASELINE: No additional Investment in IT (assumes no investment in repairs systems)	Option 1: Investment in a single integrated Housing Management System	Option 3: Investment in existing systems
Capital Costs			
Software estimated capital costs	£0.00	£416,000	£271,385
Hosting estimated capital costs	£0.00	£4,000	£44,000
Implementation expenses	£0.00	£15,000	£240,180
Total Project Costs	£0.00	£435,000	£555,565
Less Finances Secured	£0.00	-£175,000	-£175,000
Remaining Capital Ask	£0.00	£260,000	£380,565
Annual Support & Maintenance Costs (cumulative, including 2% inflation)			
Year 1 supplier support costs within Housing IT budget	£45,500	£32,500	£118,000
Comment	No known additional costs for existing systems have been calculated, however many modules are nearing end of life and will likely need replacing soon.	Optional Allocations module (+£48k) and the potential for wider use of system is not costed into this Business Case. This option is costed as a cloud-hosted HMS.	Includes costs for some but not all systems to be cloud-hosted.

3. BASELINE: NO ADDITIONAL INVESTMENT IN IT

- 3.1 This baseline option has been considered for the purpose of providing a reference point for other options to be compared against. Continuing with current systems as they are with no further investment is not considered to be a sustainable situation. The baseline involves no capital costs but does not allow for essential work to take place to meet the gaps and inefficiencies that have been identified in the current provision (See Appendix 1 Gap Analysis Report). An opportunity to align housing and repairs requirements would be missed.
- 3.2 The baseline contains no known capital costs. However, it is highly likely that further unforeseen investment in the current systems will be required in future years in order to simply keep the systems functioning. Last year we have had suppliers request an additional £46,000¹ on top of our annual support costs to replace aging but essential modules of our current housing systems. These creeping additional costs may continue as other parts of our existing systems reach end-of-life. There are also likely to be significant future capital costs involved with any integration of existing systems with a corporate digital platform.

4. OPTION 1: INVESTMENT IN A SINGLE INTEGRATED HOUSING IT SYSTEM

- 4.1 This option involves procurement of a new system to meet requirements across the housing functions of the Council. The option addresses the issues and risks with the current situation and brings many benefits to the Council and to our tenants and communities. New technology will modernise and rationalise ways of working, automate many of the processes in place, and transform the ways we interact with housing customers. The current complex housing systems infrastructure will be rationalised and modernised, paving the way for easier future developments, integrations and cross-council working.
- 4.2 This option has been costed as a cloud-hosted solution. It is expected that annual support costs for a hosted housing management system would be slightly more than existing system supplier costs due to moving to a cloud-hosted service. This would significantly reduce the risks and issues with the management and maintenance of current systems, offering much better value for money than existing arrangements. The capital costs involved are expected to be significantly less than the costs needed to invest in our existing systems. Additionally, the ongoing support costs of a new system are far more cost effective than those involved with further investment in existing systems.
- 4.3 The functionality within a new HMS could be used by other non-housing Council services. For example, dynamic appointment scheduling and estate inspection functionality could potentially be used by Neighbourhoods Wardens. This may involve further cost.

5. OPTION 2: FURTHER INVESTMENT IN EXISTING SYSTEMS

- 5.1 This option enables us to make the most of the systems already in place, but it involves high upfront costs and resources, does not resolve all the current issues and is not sustainable in the

¹ Includes replacement systems for discontinued document management and tenant portals systems.

long-term. It is the highest cost capital and revenue option out of all of the solutions that have been considered. The investment in existing systems would involve the purchase of additional modules and systems, as well as the procurement of consultancy to re-configure some of the modules currently in use. It also involves moving to a cloud hosted service for some systems, to mitigate some of the risks with the current situation.

- 5.2 Some issues can be resolved through this option but it cannot solve all of the risks and inefficiencies that have been identified. There is also a risk that the additional modules procured would not be successfully implemented. This has happened several times in the past.
- 5.3 With this option there will continue to be several core housing management systems in use by the Council and we will be paying annual support and maintenance for all of the systems. The annual support and maintenance costs will significantly increase with the purchase of additional modules and due to the extra costs of moving to a cloud hosted service.

6. OTHER OPTIONS NOT SHORTLISTED

6.1 Partial investment in current systems, with additional SDC IT development

This involves less upfront investment in improvements to current systems, however it is still more expensive than procuring a replacement system when all other costs are taken into account. Over time the maintenance costs are likely to be significantly higher. Although this option would allow us to build a system to meet our exacting requirements, it relies heavily on there being sufficient IT resource and expertise in-house for developments. It is considered to be a potentially feasible option in terms of meeting business requirements but it is not cost effective or timely.

6.2 Shared services

Figures for this option have not been provided as no viable opportunity has arisen. The benefits of this option are potential savings in procurement and maintenance costs and the sharing of best practice between peers. There are many risks attached to it including political risks and the potential for management costs to spiral through unforeseen challenges in agreeing contracts and shared implementation plans with other organisations.

7. CONCLUSION AND RECOMMENDATION

- 7.1 In order to put Stroud District Council in the best possible position to deliver an integrated, modern and efficient housing service to tenants, it is recommended that additional investment is approved for a single housing management system (option1). The capital costs involved are expected to be significantly less than the costs needed to invest in our existing systems. Additionally, the ongoing support costs of a new system are far more cost effective than those involved with further investment in existing systems.

£175k for a new repairs system has already been agreed by Housing Committee in April 2019, as part of the project to insource our repairs service. This is now an opportune time to invest in our housing systems as a whole, in order to address the long-term underlying issues with our current systems and achieve the maximum benefits for the Council, our tenants and communities.

Investment Analysis

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1. INTRODUCTION

- 1.1 This report supplements the Business Case for a new Housing Management System (HMS). It provides further detailed analysis of the anticipated costs and efficiencies that will be made by investing in a new HMS.

2. CAPITAL COSTS OF A NEW SYSTEM

- 2.1 The capital costs of a new system are set out below. £175k towards essential repairs systems improvements have already been approved in April 2019 as part of the project to move the repairs service in-house. We are now seeking additional finances of £260k to allow the Council to move forward with the procurement of a single integrated housing management system in its entirety.
- 2.2 The capital costs are estimates taken from supplier quotes during soft market testing.

Capital cost heading	Capital costs of a new system
Software estimated capital cost	£416,000
Hosting estimated capital cost	£4,000
Implementation expenses	£15,000
Total project costs	£435,000
Less finances already secured	-£175,000
Remaining capital ask	£260,000

- 2.3 Staff from within Tenant Services are experienced at managing system implementation projects. It is not anticipated that any additional staff resource will be required for the project.

3. IMPACT ON EXISTING HOUSING SYSTEMS REVENUE BUDGETS

- 3.1 Housing systems currently has an annual operational revenue budget ~£150,000 p.a. for costs associated with the support and maintenance of existing systems and small improvement projects. By replacing multiple systems with a new system, the complexities and risks of managing multiple support contracts with different suppliers is reduced.

Housing Management System Business Case: Investment Analysis

Budget area	Current/ average spend	Proposed spend
Spend on systems to be retired	£75,000	£0
Spend on systems to be retained	£45,000	£45,000
HMS Support costs	£0	£32,500
HMS other/ development costs	£0	£27,500
TOTAL	£120,000	£105,000

- 3.2 With the introduction of a new HMS, a number of existing housing systems will be retired and therefore the current annual spend on these systems will no longer be needed, saving £75,000 a year. The housing-related support costs for a new HMS are budgeted at £60,000 p.a., of which £32,500 is for annual supplier support and maintenance. It is therefore anticipated that a small annual housing IT budget saving of £15,000 p.a. will be achieved. HMS costs relating to repairs are budgeted for separately in the Property Care IT budget.
- 3.3 Costs are based on direct quotations from potential suppliers and include costs for hosted cloud-based supplier support, offering much better value for money than existing supplier arrangements

4. EFFICIENCIES BREAKDOWN

- 4.1 Analysis shows that current systems create operational inefficiencies in Officer time to the value of £160k annually. Although resolving this would not result in a direct cash saving, having a more efficient and integrated system will allow Officers to deliver a better value for money service by focusing their time on providing customer service to the tenants and communities who need the most support.

Description of inefficiency	Time value (annual) ¹
Manual production and limited access to reporting. Report production needed as a work-around for lack of task management within systems.	£1,691
Manual production, storage and management of data for statutory returns and regular performance monitoring.	£3,153
System configuration and integration inefficiencies and complexities.	£3,089
Year end manual processes including inefficiencies.	£569
Inefficiencies relating to manual rekeying/scanning contact details, texts and emails and other tenant correspondence not produced or received directly into the system.	£10,912
Manual paper-based tenancy sign-ups and terminations. Information triple-handled.	£3,942
Inefficiencies of training and setting up staff on multiple different systems. Production of user guides and query resolving for multiple different systems.	£2,732

¹ Based on 2019/20 salary grades

Housing Management System Business Case: Investment Analysis

Lack of automation of some parts of weekly rent run. Manual processing of UC payments and manual reconciliations due to lack of integration with finance system.	£2,864
Manual processing of standard tenancy tasks such as changes in circumstances, updating contact details, permissions.	£8,371
Manual spreadsheet processing of ASB cases. Rekeying data.	£8,511
Manual processing and recording on spreadsheet of some rent tasks such as court orders, notice to expire. Inefficiencies in escalation policy set-up.	£8,511
Manual system housekeeping due to lack of audit trails resulting in workarounds	£5,475
Complaint handling inefficiencies – need to look up and review information across multiple systems. No workflow or case management.	£4,031
Inefficiencies of technically maintaining manual integrations between systems. Locally hosted systems require manual upgrades, patches and bug fixes.	£9,174
Lack of facilities to record surveys and tenant involvement leads to re-keying and maintaining separate spreadsheets	£3,760
Repairs inefficiencies as detailed in the report 'Item 11 - Appendix B - SDC It Time & Cost Study - Final Report' approved by Housing Committee in April 2019	£84,180
Total annual value of inefficiencies in Officer time	£160,965

- 4.2 Additionally, a new system will reduce the current need to contract temporary staff for tasks relating to data entry caused by current housing systems inefficiencies. This will result in a direct saving of £44.3k annually.

5. RETURN ON INVESTMENT CALCULATIONS

- 5.1 The many benefits to the Council, tenants and communities of a new HMS are the driving force behind the need for this project. The benefits of greatly improved customer service, reduced risk, and increased Officer efficiency do not necessarily translate into visible budget savings, but are a hugely important return on investment.
- 5.2 Although the project objectives are not focused on creating financial savings, it is anticipated that with the introduction of a new HMS there may be a small annual saving to the housing IT budget. This, combined with a resulting saving on temporary staff, is expected to create a direct annual saving for the Council of £59k.

Investment Payback Calculation:										
Year	1	2	3	4	5	6	7	8	9	10
Capital costs (£k)										
Software	-£210	-£210								
Implementation	-£7.5	-£7.5								
Potential savings (£k)										
Housing IT budget			£15	£15	£15	£15	£15	£15	£15	£15
Temporary staff			£44.4	£44.4	£44.4	£44.4	£44.4	£44.4	£44.4	£44.4

Housing Management System Business Case: Investment Analysis

Annual total	-£217.5	-£217.5	£59.4	£59.4	£59.4	£59.4	£59.4	£59.4	£59.4	£59.4
Cumulative total	-£217.5	-£435	-£375.6	-£316	-£257	-£197	-£138	-£78.8	-£19.4	£40

5.3 Comparing the timing of costs with the anticipated savings of a new system shows that financial return on investment is expected within 10 years of a new system becoming operational.

STROUD DISTRICT COUNCIL

AGENDA
ITEM NO

HOUSING COMMITTEE

8 DECEMBER 2020

9

Report Title	COUNCIL HOUSING - COMMUNITY ENERGY RETROFIT
Purpose of Report	To seek committee endorsement for proposed investment via a community energy partnership to deliver a low carbon retrofit pilot project focused on independent living homes.
Decision(s)	The Committee RESOLVES to: a) Endorse the Community Energy Retrofit Pilot, and b) Note that feasibility and pilot will progress through a collaborative planning and management process overseen by the Strategic Director of Communities in consultation with relevant officers and the Chair of the Committee.
Consultation and Feedback	<p>The concept has been reviewed by panels of technical and community energy experts from the charitable trust Power to Change in order that Gloucestershire Community Energy Cooperative (GCEC - the lead partner) could secure grant funding for this proposal.</p> <p>Other consultation has been between the carbon neutral team; tenant services team, finance team and GCEC as well as with Recovery Board and Housing Renewal Panel.</p> <p>The cross council consultation has achieved broad agreement that to pilot approaches in this way is an important part of acting up on our commitments, acquiring experience and learning to inform future plans and, most significantly, securing community engagement with low carbon improvements for the domestic sector.</p> <p>Since the project is still finalising the feasibility study, engagement beyond council teams has not been appropriate but is planned in the near future as tenant agreement with plans will be required.</p>
Report Authors	<p>Keith Gerrard, Strategic Director of Community Services Email: Keith.gerrard@stroud.gov.uk</p> <p>Rachel Brain, Senior CN2030 Officer Email: rachel.brain@stroud.gov.uk</p>
Options	None considered – if the pilot does not proceed then any needs at the properties will be addressed in line with tenant services wider delivery plan.
Background Papers	None

Appendices	Appendix 1 - Project Model Appendix 2 - Clarifications On Project Model Assumptions			
Implications (further details at the end of the report)	Financial	Legal	Equality	Environmental
	Yes	Yes	Yes	Yes

1. INTRODUCTION / BACKGROUND

1.1 A Community Energy Project is a recognised means of tackling energy issues through collective action to reduce, purchase, manage and generate energy. These projects often tackle challenging issues around energy and have an emphasis on local engagement through social enterprise models that bring benefit to the local community.

The Gloucestershire Energy Co-Operative (GCEC) is an established community energy organisation, legally constituted as a Community Interest Company (CIC - asset locked) and registered with Financial Services Authority. Previous successful projects include 'City Works' where photovoltaic panels provide the third sector organisation tenants with low carbon, cost effective electricity in the city of Gloucester.

1.2 Last year, an approach to the council from Gloucestershire Community Energy Co-Operative (GCEC) who offered the opportunity to pursue funding that could deliver a low carbon project on council owned housing through a partnership founded upon the principles of Community Energy. Now funding has been realised and modelling completed that illustrates how, using revenues from the generation and grid services, a pilot installation project is possible.

1.3 The project is a pioneering one, requiring new ways of working in council and community and deviating from our traditional approaches to both delivering and financing retrofit at scale. The model business case for the project is tied to timescales from grant funders and the final period for registering this iteration of Renewable Heat Incentive RHI (March 2021). Member approval of this activity is therefore required via this committee in order to validate these innovations and allow the project to progress through the required timeline.

2. COMMUNITY ENERGY RETROFIT PROPOSAL

2.1 The proposal is to focus on 7 independent living bungalows, currently heated with storage heaters with a view to: remove the electric storage heaters; install Photovoltaics (PV) for onsite electrical generation; install batteries for storing electricity generated; install a Heat Pump in each property that draws on a shared ground loop system (requiring a small grassed area around the properties).

The Heat Pump is electrically powered via PV and the battery. Heat pump technology is eligible for RHI payments that complement the PV generations revenues from Smart Export Guarantee and are topped up by payments for the services the batteries supply to the grid (helping to regulate demand by responsive release of energy to the grid). These payments drive a business case for GCEC investors realising a share offer that, combined with the grant secured from Next Gen will repay the capital released by GCEC investors over a 20-year period (in line with the RHI payments).

- 2.2 The project has value across a breadth of issues:
- Social: The works will improve the homes of current and future tenants providing heating and hot water systems with much improved functionality. The community energy process democratises energy since generation is on site and in community control. This work opens the potential for full engagement, establishing replicable demonstrators on housing and illustrating how technology can work for and, bring benefits to, householders. The community share offer is a further engagement tool that will bring wider benefit and a further angle for engaging the public in low carbon energy.
 - Economic: Since Heat pump technology is extremely efficient, comparably tenants can expect to save around 50% of their current annual energy costs (circa £850). Local investors in the share offer can expect an annual return of around 3% on their investment. The council could also invest in shares however, it is to be noted that this proposal does not offer a competitive outlay for the council in terms of cost because: as a pilot it will not benefit from economies of scale and; although using a shared loop system keeps costs low, capital monies can generally be sourced at lower rates of interest to the council. Nonetheless, financial colleagues feel this can be accommodated in the HRA and internal consultations have revealed consensus that, in this case, the impacts on issues across the board are what drive the agenda.
 - Environmental: The draft 2030 Strategy in keeping with current economic debate recognises 'The Retrofit Challenge' as a key priority. This project clearly delivers on that challenge and since the development work is complete, the partnership in place and, some funding secured it is a project 'shovel ready' with potential for bringing visibility to the issue and some of its solutions at a local level. The innovation in combining the technologies of PV; battery and, heat pump will realise impressive carbon savings of around 60% per property giving this project a respectful cost per tonne of carbon saved.
- 2.3 At the time of writing the project costs are based on modelled data and work is in progress to evolve these into a business case, working within COVID restraints, with tenant services data team and contractors. The modelling and a detailed description of assumptions are within the appendices of this report and provide a well-considered illustration of costs and returns. The capital measures are paid for by GCEC and are protected for the council under the 'asset locked' basis of their legal status as a CIC. At the end of the 20-year repayment model those 'assets' will revert to SDC (working with independent living housing also reduces potential impacts in this area since there is no 'right to buy'). The council is required to pay GCEC an annual fee for maintenance of the systems, which over 20 years with interest is currently modelled at a total cost of £93k for all 7 properties.
- 2.4 Currently officers are evolving the model into full feasibility. Whilst HRA is deemed to have scope to support the capital works, it is expected that final figures on the business case will be subject to change but resource from the Carbon Neutral team and budget is already identified to support the engagement works.
- 2.5 The work is in keeping with recovery strategy work streams for environment, economy and housing in its potential to: provide housing that is more affordable to maintain at a healthy temperature and by, doing this in a low carbon manner, through developments that bolster retrofit related economies and support demand for these. As a result, recovery funds are considered a potential support to the work and governance via the Recovery Board deemed appropriate since this brings together SLT in a way that can support the ongoing monitoring and decision making in the project.

3. CONCLUSION

- 3.1 Whilst the project does not offer a financially competitive way to deliver retrofit on these properties it does offer a cost effective route for a project of 'pilot scale'. This is achieved through innovation in technology combination that maximises the revenue generation potential of the scheme and is bolstered by grant funding and public investment. The project holds both significant strategic and carbon saving potential and offers an opportunity to be one of a very small minority of councils active in Community Energy projects. The project also offers significant potential in terms of community engagement which is considered of prime importance for the achievement of both recovery and 2030 ambitions.
- 3.2 It is recommended that the committee endorse this activity and the approach to ongoing decision making through advanced feasibility and delivery as described in recommendation (b).

4. IMPLICATIONS

4.1 Financial Implications

This project would have an annual contribution of £3.7k, rising with inflation each year. OAs identified in paragraph 2.3, over the 20 year scheme the total amount payable is expected to be £93k for the seven properties, or £13k per property. This cost could change as the project goes through the feasibility stage. As no contributions are expected to be sought from the tenants benefiting from lower energy costs, this would need to be subsidised by the HRA. It would be possible to fund this pilot project within the current long term position of the HRA.

Lucy Clothier, Accountancy Manager, Email: lucy.clothier@stroud.gov.uk

4.2 Legal Implications

There are no specific legal implications arising from the recommendations in this report. However, as the pilot plan is developed, there will be a need for legal advice in relation to the different elements of the project.

One Legal, Tel: 01684 272691, Email: patrick.arran@stroud.gov.uk

4.3 Equality Implications

At this point in time, the report is seeking authority to take the project through a full viability assessment prior to taking an implementation decision. EQIA must be considered as part of project planning if viable and delivered via the governance procedures recommended. At this point EQIA should consider tenants both as residents of pilot properties and council tenants generally and, specifically consider, disability and age as protected characteristics.

4.4 Environmental Implications

The following sets out details of significant implications identified by officers: Failure to endorse the proposal and/or support the process outlined in Decisions (b) could risk failure to deliver the planned retrofit since it depends upon taking advantage of the funding and RHI revenue timescales imposed upon it. This could be seen as a failure to acknowledge the 'emergency' declared by not taking presented opportunities to act on climate, ecology and recovery emergencies.

GCEC-SDC Next Generation Community Energy Project

Project Model Commentary

Introduction

This note is part of GCEC's response to questions 6 and 12 in the Clarifications Proforma provided by SDC to GCEC to take forward SDC's consideration of the community energy project proposed by GCEC. It provides an explanation of the logic and assumptions in spreadsheet "GCEC-SDC financial model as reviewed by Sharenergy.xlsx". This spreadsheet is an updated version of that supplied with GCEC's original proposal. It reflects findings of an independent review of GCEC's original model conducted by community energy consultants Sharenergy Ltd. Their report has also been provided alongside this note to demonstrate GCEC's commitment to a transparent and "open book" approach to the project.

Layout and operation of the model

The coloured blocks each have a function as follows:

Orange (starting at B3). This holds assumptions concerning the heat and electricity required by each dwelling, and the specification of the heat pump, pv, and battery system to be installed. The heat requirement is a typical value from the Energy Performance Certificates (EPCs) of the example properties (7 sheltered bungalows at Dracott). The cost values for the PV and battery are low because they reflect a contribution totalling £26.6K to the capital cost from the Next Generation grant that has been awarded to GCEC.

Brown (starting at B28). This holds a typical set of Economy 7 tariffs that a tenant might currently be paying. The PV export tariff is assumed to be paid to GCEC under the Ofgem Smart Export Guarantee scheme.

Grey (starting at F3). This gives in G4 the current annual cost of electricity being paid by the tenant based on the heat load and tariffs assumed above (£1512). The savings with respect to that cost from the proposed system are then summarised. Note the savings at G6 include export revenue, the savings to the tenant are at L29 (£843). Tenants who are frugal or have found lower tariffs will still save about 50% of their energy costs but proportionately less in cash terms.

Purple (starting at F12). This is a simplified model of how the smart control of the battery will operate on a day-by-day basis. A key assumption is the number of days per year the tenant will require heating (C12: 220). In the heating season the battery is charged overnight using the overnight E7 tariff. That low cost electricity combined with modest PV generation supplies the electricity used during the day for heating and appliances. Outside of the heating season (i.e. 365-220 days) the battery is charged during the day by PV generation that would otherwise be exported. That free electricity is then used to supply demand when PV generation drops, typically in the evening. In practice the smart control of the battery would make use of both E7 and PV charging on any given day to ensure that the c. 4kWh it delivers to the consumer is obtained at the lowest possible cost.

Light Green (starting at J3). This gives the business model for GCEC arising from the subsidised investment in batteries and PV and resulting income, calculated on a single dwelling basis over 20 years. There is a nominal income to GCEC from occasional use of the battery to supply grid balancing services. This would be invisible to the consumer and is an immature market but expected to become more significant as electrification of heat and transport proceeds. GCEC also gains the Smart Export Guarantee payments. GCEC's costs are interest and repayments to investors, and replacement of the battery at 10 years.

Dark Green (starting at J32). This is the business model for GCEC arising from the total investment in a shared ground loop and heat pumps for the 7 dwellings covered by the model. It assumes that this investment attracts the Non-Domestic Renewable Heat Incentive (NDRHI). This pays a tariff (K48- 9.6p/kWh) for each kWh of deemed heat demand on the system based on the EPCs. The tariff is payable for 20 years (L55 onwards). This on its own is not sufficient to cover GCEC's costs of interest and repayment to investors, and administration (L39-41 onwards). So we propose a service charge based on the deemed heat demand of each dwelling in MWh per annum (K52 - £75). This amounts to £525 per annum for each of these dwellings (K53). This service charge could be paid by the tenant, or SDC, or shared between them. In a sense for SDC it is like a mortgage repayment since for this model at the end of the 20 year term all the assets revert to SDC. Other models are possible.

Blue (starting at J60). This combines the two GCEC business models in the green blocks above to give an aggregate GCEC business model for the project over 20 years. It shows that the model is just viable, with no substantial risk margin.

Performance Monitoring Report: Housing Committee

DATE OF MEETING	28 October 2020
ATTENDEES	Members: Stephen Davies, Lyndsey Green, Mattie Ross, Jenny Miles Officers: Kevin Topping, Joe Gordon, Phil Bishop, Leonie Lockwood

PERFORMANCE UPDATE *(please give a brief progress update on the following areas)*

Homelessness

- Numbers moving into SDC accommodation out of temp accommodation

Period.	SDC Tenancy	RP Tenancy	Other **
2019/20 Q1	6	7	8
2019/20 Q2	8	3	10
2020/21 Q1	0	0	4
2020/21 Q2	9	3	13

** Other reasons include:

- Finding own accommodation.
- Abandonment.
- Assisted into private sector accommodation with Homeless Prevention Fund.
- Use of mediation to allow a return home.
- Eviction.
- End of duty to provide accommodation. (Phil Bishop)

Building Affordable Homes

- We have been successful in our Next Steps Accommodation Programme bid and will receive £200,000 towards the purchase of 4 flats for rent to former rough sleepers. We have also received just over £50,000 to provide support for former rough sleepers currently accommodated in OpenHouse in Stroud.
- Government proposals to reform the planning system may impact these figures in future years; we are staying in close touch with emerging Government policy. (Pippa Stroud)
- **Achieve a start on site for 41 new homes across 4 sites delivering to a minimum of Sap 86 and submit planning applications for a further 43 homes across three sites.**

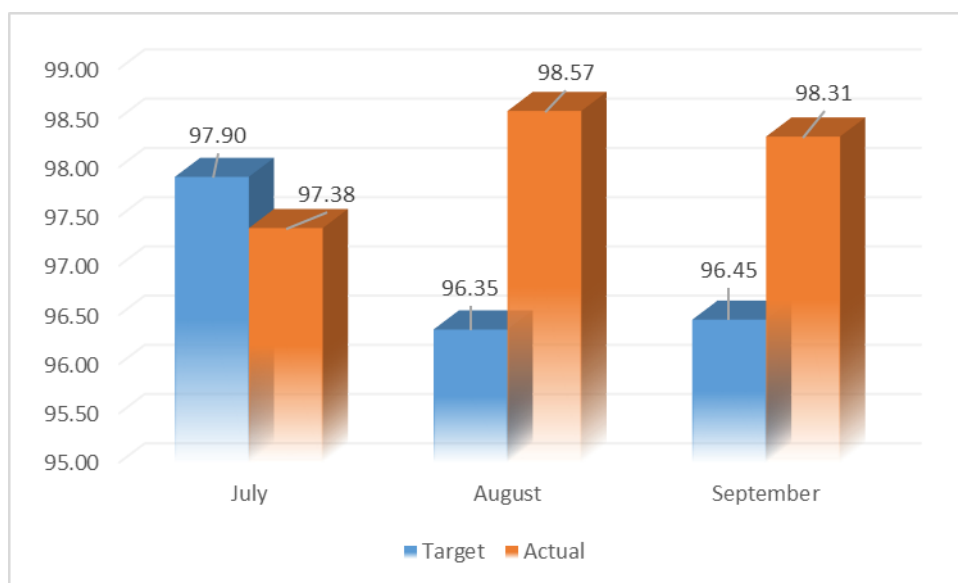
	<ul style="list-style-type: none"> • Contracts are due to be signed by the end of October for 36 new homes across 3 sites in Nailsworth, Minchinhampton and Eastington with all sites due to achieve a minimum SAP rating of 86 and a contract sum of £5.3 million. A further 5 units in Ebley are due to be added into the contract once planning permission has been received. • Planning applications are being prepared for a further 43 homes across three sites in Cam, Dursley and Cashes Green. The latter site has legal access issues that are being resolved prior to a planning application being made. • There are 5 completions due this financial year at Southbank, North Woodchester. Completion is due on the 25 November 2020. • Approval of a New Council Homes Strategy including the setting out of the approach to the purchase of more land. • The Strategy for New Council Homes was approved at the Housing Committee on the 22 September. • Purchase properties to replace those agreed to be used from the Council's existing stock for temporary housing using the budget of £1.32 million (Approval already granted and RTB receipts being used). • One purchase completed and five others are currently with solicitors, with completion of two of those anticipated imminently (next week). Budget is due to be spent in this financial year. (Leonie Lockwood)
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Tenancy Management

Indicator	Actual	Target	Trend	YTD %
Rent Collection (BVPi66a)	98.31%	96.45%	↑	~
Total Net Income (YTD)	£11,028,706.94	£11,134,871.85	↓	~
Current Rent Arrears (YTD)	£328,473.88	£280,897.90	↓	+11.18%
Universal Credit	1054 (no of claimants)	£268,243.60 (total debt)	↓	+22.42%

SI - IM01	Rent Collection (BVPi66a)	
Actual Value	Target	Trend
98.31%	96.45%	↑

2020/21



Commentary:

Monitoring Comments:

Whilst rent collection for this quarter is above target, the challenges of Covid-19 continue to impact.

Explanation for Performance and Action:

During lockdown, the government introduced several measures to protect social housing tenants, however, the message that tenants continue to pay their rent as normal was clear and the IMOs continued to collect rent as per our Income Collection policy, taking into account the tenants' individual circumstances and agreeing sustainable payment plans where appropriate. This is now starting to show a positive result both in rent collection and rent arrears.

SI - IM03	Total Net Income (YTD)	
Actual Value	Target	Trend
£11,028,706.94	£11,134,871.85	↓

Commentary:

Monitoring Comments:

Covid-19 continues to impact on income collection.

Explanation for Performance and Action:

Performance this year continues to be impacted by the pandemic. Impaired incomes and unemployment will have a significant negative impact on household spending due to a potential downturn on the economy.

We should continue to expect a prolonged period of static debt and slow recovery with an emphasis on repayment agreements to recover income sustainably.

SI - IM04	Current Rent Arrears (YTD)		
Actual Value	Target	Trend	YTD %
£328,473.88	£280,897.90	↓	11.18%

2020/21



Commentary:

Monitoring Comments:

Whilst rent arrears have increased by 11.18% YTD, they are now starting to slowly decrease month on month and have reduced by 8.54% since the 1st quarter.

Explanation for Performance and Action:

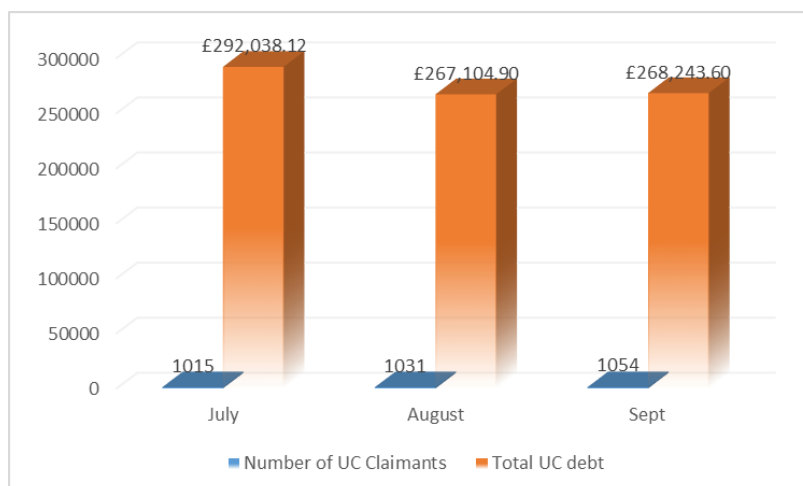
The IMOs continue to proactively engage with tenants to ensure they are receiving the support needed to help them manage their rent accounts. There has been a 6.36% decrease in the number of tenants in arrears since the end of the 1st quarter (723 to 677) and 16.42% YTD (810 to 677).

The government has introduced comprehensive measures to protect tenants including changing the law to increase notice periods to 6 months and evictions not being enforced by bailiffs in local lockdown areas. No evictions will be permitted in England in the run up to Christmas except in the most serious cases involving ASB or domestic abuse.

<https://www.gov.uk/government/news/government-sets-out-comprehensive-support-for-renters-this-winter>

	Universal Credit		
No of Tenants in Receipt of UC	Total Arrears (£)	Trend	YTD %
1054	£268,243.60	↓	22.42%

2020/21



Commentary:

Monitoring Comments:

The number of tenants in receipt of UC has increased by 22.42% in the 2nd quarter. Those with arrears make up 75.5% of all SDC tenants in arrears (511 out of 677).

The average debt per UC tenant in arrears is £524.94. However, 543 (51.52%) claimants are either in credit or have a zero balance on their rent account.

Explanation for Performance and Action:

The IMOs continue to communicate regularly with Stroud JobCentre resolving UC queries. The Service Centres will no longer deal with queries as they are concentrating on the backlog of UC claims.

Claimants requiring additional support are encouraged to apply for a Discretionary Housing Payment which can be used to help with rent payments in the social rented sector. They are also encouraged to engage with GL Communities or other support agencies for free debt management advice.

Activity	Cases
Anti- Social Behaviour (ASB)	66 open ASB cases (as at 20/10/20)

Q1	April	36
	May	29
	June	19
Total Q1		84
Q2	July	14
	August	16
	September	31
Total Q2		61

Commentary:

Monitoring Comments:

From the current 66 open ASB cases, 12 are drug related and this is across the district, 3 harassments, intimidation and hate crimes and the remaining are low level such as noise nuisance.

Explanation for Performance and Action:

22 ASB cases closed due to the NMO team resolving these cases by using a range of tools such as mediation, Acceptable Behaviour Agreements (ABA's) and partnership working.

Consideration has to be given to the fact that during Q1, due to lockdown we were unable to use the tools we would normally use to investigate and close down cases. Therefore the majority of cases opened during Q1 were still being worked through during Q2.

	<p>Housing maintenance (contract services)</p> <p>Comments: Scheduling of the backlog void properties are now complete. Work is scheduled for completion in mid November. The void contractor is currently performing well, and we have been pleased with the quality of work undertaken.</p> <p>We are trying to manage tenant's expectations in terms of timescales to respond to and complete repairs. We are continuing to update communications via all channels to remind tenants that we are still in a post pandemic state of recovery.</p> <p>The new Planned Maintenance contract has been awarded to MD Building Services, who are a medium sized enterprise based in Bristol.</p> <p><u>Q2 Figures</u> Q1 figures are indicated in brackets for comparison.</p> <p><u>Repairs & Voids</u> Repairs raised = 2307 Repairs completed = 1498 Outstanding = 809 scheduled to date (all within target completion dates) Material spend = £71,380 Backlog = 1469 Voids scheduled = 20 Voids issued = 132 Voids complete = 71 Voids open = 18 To be scheduled = 22 C19 Backlog remaining = 3</p> <p><u>Heating & Electrical</u> Gas Servicing = 1243 (688) Gas Repairs = 291 (145) Electrical Repairs = 579 (238)</p>
<p>PROJECTS / CAPITAL PROGRAMME (if not covered in CDP)</p>	<p><u>Tenant Satisfaction</u> Tenant satisfaction is at present not being measured due to capacity and ongoing Covid 19 restrictions. We hope to be in a position to start measuring this with some degree of accuracy from quarter 4.</p> <p><u>Comparison to Previous Service</u> Again at present we are not in a position to accurately provide a comparison due to the initial impact of Covid 19. A fully costed performance and outturn report will be provided at the end of the financial year.</p>

PERFORMANCE MEASURES (see Excelsis where applicable)	Property Services: Performance is measured through project progress and outcomes Performance indicators need to be reviewed as part of future service planning. RTB sales, new build and sheltered completions, disposals are all recorded on Excelsis.
ANY OTHER ISSUES CONSIDERED AT THE MEETING (eg staffing / resources)	
FOLLOW UP (any issues for consideration at the next meeting)	

ANY ISSUES OF SIGNIFICANT CONCERN TO BE REPORTED TO AUDIT AND STANDARDS	
ANY ACTIONS/RECOMMENDATIONS FOR THE COMMITTEE	
REPORT SUBMITTED BY	Kevin Topping, Head of Housing Services
DATE OF REPORT	6 November 2020

Please complete and return to Democratic Services ASAP for circulation to the Committee.

STROUD DISTRICT COUNCIL

HOUSING COMMITTEE

8 DECEMBER 2020

WORK PROGRAMME

**AGENDA
ITEM NO**

11

Date of meeting	Matter to be considered	Notes (e.g. lead Member/Officer)
02.02.21	Tenant Led Service Standards	Principal Neighbourhood Management Officer
	Revised Homeseeker Policy	Senior Housing Strategy & Enabling Officer
	Work Programme 2021/22	Chair-Cllr Ross & Strategic Director of Communities
	General Housing: Allocation Of Grant To Eastington Community Land Trust	Housing Strategy and CIL Manager
	Member Reports a) Housing Review Panel b) Tenant Representatives to provide a verbal update c) Performance Monitoring	Chair-Cllr Ross Tenant Representative - Sandra Longstreth Cllr Green & Cllr Davies
	Disposal of HRA Sites	Head of Property Services
	Approval of Sheltered Modernisation Schemes for 2021/22	Project Manager (Property Services)
23.03.21	Fly Tipping, Waste and Bin Store Strategy	Tenancy Operations Manager
	Cleaner Estates Strategy	Tenancy Operations Manager
	Tenant Services Income Management Strategy 2021-2026	Income & Systems Manager

Items to be considered at a future meeting

- 10 Year Strategy on Housing's Contribution to CN2030 – Head of Contract Services
- Energy Efficiency – Head of Contract Services
- Private Sector Housing Standards – Housing Renewal Manager
- ASB Policy – Tenancy Operations Manager
- De-pooling Rent and Service Charges - General Needs (Late 2021) - Head of Housing Services, Tenancy Operations Manager, Principal Accountant

Published Members' Information Sheets	
Date sent & ref no	Topic
July 2020 HC.001	Update for Members regarding the prevention of housing debt during the COVID-19 emergency
July 2020 HC.002	Regulator Standards 2020
July 2020 HC.003	HRA Delivery Plan 2020 & Appendix
July 2020 HC.004	Older Persons Strategy Action Plan
July 2020 HC.005	Armed Forces Covenant 2019 - 2020

September 2020 HC.006	SDC Property Care
November 2020 HC.007	New Homes and Regeneration Programme and Sheltered Modernisation Update

Information Sheets for Future Meetings:

- Strategic Sheltered Housing Needs Assessment – Housing Strategy and Community Infrastructure Manager – TBC
- Gypsy and Traveller Protocol - Housing Strategy and Community Infrastructure Manager - TBC
- Small Sites, Garages and Disposals Programme update (Autumn/Winter 2020) – Principal Estates Surveyor
- Budget Monitoring Report 2020/21 Quarter 2 (December 2020) – Accountancy Manager
- Annual review of the HRA delivery plan (December 2020) – Head of Housing Services
- Budget Monitoring Report 2020/21 Quarter 3 (March 2021) – Accountancy Manager