



# Public Document Pack STROUD DISTRICT COUNCIL

Council Offices • Ebley Mill • Ebley Wharf • Stroud • GL5 4UB  
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6 September 2021

## HOUSING COMMITTEE

A meeting of the Housing Committee will be held on **TUESDAY, 14 SEPTEMBER 2021** in the Council Chamber, Ebley Mill, Ebley Wharf, Stroud at **7.00 pm**

Kathy O'Leary  
Chief Executive

**Please Note:** The meeting is being held in the Council Chamber at Stroud District Council and will be streamed live on the Council's [YouTube Channel](#). A recording of the meeting will be published onto the [Council's website](#). 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.

**Due to current Covid-19 regulations a maximum of 6 members of public will be permitted in the Council Chamber at any one time, if you would like to attend this meeting please contact [democratic.services@stroud.gov.uk](mailto:democratic.services@stroud.gov.uk).**

## AGENDA

1. **APOLOGIES**  
To receive apologies of absence.
2. **DECLARATION OF INTERESTS**  
To receive declarations of interest.
3. **MINUTES (Pages 5 - 10)**  
To approve the minutes of the meeting held on 8 June 2021 as a correct record.
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, 9 September 2021**

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](mailto:democratic.services@stroud.gov.uk)

5. **BUDGET MONITORING 2021/22 - QUARTER 1 REPORT (Pages 11 - 16)**  
To present to the committee a forecast of the outturn position against the revenue budget and Capital Programme for the general fund and HRA for 2021/22.
6. **OPTIONS APPRAISAL - DECARBONISATION AND ENERGY EFFICIENCY OF COUNCIL HOUSING (Pages 17 - 36)**  
Following the adoption of the Tenant Services Energy Strategy in 2017 and the implementation of a programme of energy efficiency improvements across SDC housing stock, this paper presents further investment options for works over the next 8 years.
7. **RESPONSE TO THE SOCIAL HOUSING WHITE PAPER (Pages 37 - 54)**  
To inform Committee of the actions that are underway and scheduled in response to the white paper and the seven strands of the charter for social housing residents.
8. **DRAFT COUNCIL PLAN (Pages 55 - 74)**  
To present the Draft Council Plan which sets out the Council's priorities and objectives for the next five years.
9. **PROGRESS UPDATE ON KEY ACTION PLANS (CLEANER ESTATES AND SERVICE STANDARDS) (Verbal Report)**  
To receive a verbal update.
10. **MEMBER REPORTS**
  - (a) Housing Review Panel Update\_(Verbal Report)
  - (b) Tenant Representatives\_(Verbal Report)
  - (c) Performance Monitoring\_(Pages 75 - 84)
11. **WORK PROGRAMME (Pages 85 - 86)**  
To consider the work programme.
12. **MEMBERS' QUESTIONS**  
See Agenda Item 4 for deadlines for submission.

#### **Members of Housing Committee**

##### **Councillor Mattie Ross (Chair)**

Councillor Paula Baker  
Councillor Laurie Davies  
Councillor Katrina Davis  
Councillor Colin Fryer  
Councillor Lindsey Green

##### **Councillor Christopher Jockel (Vice-Chair)**

Councillor Nicholas Housden  
Councillor Steph Hynd  
Councillor Jenny Miles  
Councillor Loraine Patrick  
Councillor Lucas Schoemaker



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## HOUSING COMMITTEE

8 June 2021

7.00 pm – 8.50 pm

Council Chamber, Ebley Mill, Stroud

**3**

### Minutes

#### Membership

|   |   |                             |   |
|---|---|-----------------------------|---|
| <b>Councillor Mattie Ross (Chair)</b>       | P | Councillor Lindsey Green    | P |
| <b>Councillor Chris Jockel (Vice-Chair)</b> | A | Councillor Nick Housden     | P |
| Councillor Paula Baker                      | P | Councillor Steve Hynd       | P |
| Councillor Laurie Davies                    | P | Councillor Jenny Miles      | P |
| Councillor Trina Davis                      | P | Councillor Loraine Patrick  | P |
| Councillor Colin Fryer                      | P | Councillor Lucas Schoemaker | P |

P = Present                      A = Absent

#### Officers in Attendance

|   |   |
|---|---|
| Strategic Director of Communities             | Head of Community Services              |
| Service Delivery Manager (Independent Living) | Income and Systems Manager              |
| Head of Strategic Housing Services            | Housing Strategy and CIL Manager        |
| Operations Manager                            | Democratic Services & Elections Officer |
| Community Services Manager                    |   |

#### Other Member(s) in Attendance

Councillor Doina Cornell (Leader)

The Chair introduced Officers and welcomed Members of the Committee who introduced themselves and their wards. It was agreed that Item 11 would be heard after Public Questions.

#### HC.001                      APOLOGIES

An apology for absence was received from Councillor Jockel.

#### HC.002                      DECLARATIONS OF INTEREST

There were none.

#### HC.003                      MINUTES

**RESOLVED                      That the Minutes of the meeting held on 8 April 2021 were approved as a correct record**

#### HC.004                      PUBLIC QUESTION TIME

There were none.

## **HC.005**

## **MEMBER REPORTS**

### a) Tenant Representatives – Verbal Update

Following a recent Tenant Voice taster session, two Tenant Representatives had been recommended, along with two further residents to take on supporting roles. These were Mike Richter from Dursley and Becky Adams from Stonehouse and, in the supporting roles, Trish Betteley and Carole Wise.

Councillor Patrick asked whether she would be required to make a declaration of interest if she knew one of the representatives to which the Chair confirmed she wouldn't.

Councillor Davies asked whether the representatives should cover wider geographical areas in the future. The Chair advised that there were other positions such as Tenant Inspectors and Ambassadors for any residents who were keen to get involved. Councillor Fryer suggested the new Tenant Representatives should join the Committee as soon as possible. It was agreed that this would be put to the next Full Council to formalise the appointments.

The Chair informed Members that the Housing Review Panel would be refreshed and led by the Head of Strategic Housing Services (Interim) and the Senior Housing Strategy & Enabling Officer. Membership would be closely aligned to the membership of the Housing Committee and non-Committee Members may be invited at discretion. Meeting dates would be confirmed.

Three Task & Finish Groups were proposed to be set up so that Members of the Committee could get more closely involved in the following areas of work:

- Retrofit/Carbon Reduction: to support the development, review and implementation of carbon reduction investment in existing Stroud District Council (SDC) stock, including business plan option appraisals.
- Tenant Engagement and Empowerment: to support development, tenant engagement and empowerment in line with the 2021 Social Housing White Paper.
- Housing Repairs and Voids: to support the development of best practice in repairs and maintenance in SDC stock.

Terms of Reference were to be agreed and membership would be cross-party, drawn wholly from the Housing Committee. The groups would be chaired by a Member and would meet 3 to 5 times a year. The Chairs would report to Housing Committee as appropriate. The work and possible continuation of each group would be reviewed at the end of 12 months. Members were asked to give some thought to which of these groups they may like to join.

**RECOMMEND TO COUNCIL**      **That the tenant representatives are appointed.**

## **HC.006**

## **COUNCIL HOUSING: INCOME COLLECTION AND RECOVERY POLICY 2021**

The Income and Collections Manager introduced the report, which focused on rent sundry charges and debts. The key points included; a reviewed policy to ensure compliance with the relevant legislation and debt recovery procedures, opportunity to identify areas for improvement, regular review of internal processes, ensuring tenants remain supported and assessing the impact of Covid-19. The Income Collections Manager commented on the Charter of Social Housing Residents and advised the Charter doesn't specifically mention income collection and rent setting, but the general ethos underpinned the work of the Income Management team. Officers attend regular training including training on Mental Health.

Councillor Green asked if the differences between the amended and original policy could be highlighted in red to easily identify changes. The Income and Collections Manager confirmed this could be done in future.

Councillor Patrick advised she has always been impressed with the process and aims of keeping people in their homes. Councillor Fryer expressed the importance that paying back rent did not mean tenants were set up to fail and to avoid escalation and the risk of eviction.

Councillors also raised questions on severe financial hardship meaning and whether the Council still use bailiffs. The Income and Collections Manager informed Members that severe financial hardship would be associated with bankruptcy or debt relief order and that court bailiffs only attend evictions to serve the eviction notice.

Councillor Miles commented upon the improved new supportive wording of review letters sent out at the start of debt and asked whether this policy would be set in stone or would there be continuous improvement. The Income and Collections Manager answered that the policy review had inspired a review of the wording of letters and that these new ways of wording will be built upon across the service.

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

### **RESOLVED            To approve the reviewed policy**

The Chair confirmed that Item 8 would be heard next.

### **HC.007                    CLEANER ESTATES STRATEGY ACTION PLAN**

The Strategic Director of Communities introduced the report and advised Committee the Action Plan was following from the Cleaner Estate Strategy which had been approved in April. The Action Plan was broken down into four elements; communities, consultation elements, satisfaction and innovation.

Councillor Miles raised a question on tenant's discontent about cleanliness of estates and if Committee would receive a report for progress. The Strategic Director of Communities confirmed milestones would be put in place to report back to Committee.

Councillor Davies asked whether there would be room for change and adaptability with the policy. The Strategic Director of Communities confirmed there is room to amend and develop.

Councillor Patrick asked for clarification on communal cleaning in flats and what dry mopping was. The Community Services Manager explained that it was mopping without water and reason for its use is to reduce slips and falls. Councillor Patrick further elaborated the reasoning for her question and the Community Services Manager advised any failure in standards should be reported to himself and the Housing team who would investigate.

Councillor Fryer commented whether the Action Plan could be delivered under current financial resources. The Strategic Director of Communities confirmed it could be delivered within existing funds.

Councillor Davies asked for more detail around the budget for gardening, whether Members could be involved with improvement of gardens with tenants and whether a mutual resolution around fly tipping and bulky item collection could be achieved. The Strategic Director of Communities agreed to confirm details of the budget outside of Committee, Members

## Agenda Item 3

2021/22

involvement could be incorporated into the plan and he reinforced the Council's commitment to a joined approach in tackling fly tipping and bulky collections.

Councillor Schoemaker raised a question around working in conjunction with a variety of landlords and private owners and whether a monthly service for those with limited car transport for tip collection which would also help with Carbon Neutral 2030 Strategy reducing emissions. The Strategic Director of Communities agreed a whole community and neighbourhood approach was key and working together to address cleanliness and neighbourhood issues. The monthly service idea could be scoped for integration into the Estate Clean Ups element of the Action Plan. The Chair added mention of the Pride in your Neighbourhood projects and that the Tenant Representatives could also be involved.

Councillor Hynd asked what were the reporting lines for Officers within the Council and how it feeds into Committee in relation to outcomes and being able to measure them against key performance indicators. The Strategic Director of Communities advised he was keen for progress to be reported against tangibles with evidence. The Social Housing White Paper included a commitment to tenant involvement, transparency and thoroughness to be clear for reporting back upon. Officers would be held to account against the Action Plan. Councillor Hynd added it would be useful to know what baselines were being worked from.

Councillor Miles enquired what the alternative provisions for fly tipping removal if any. The Strategic Director of Communities advised scheduled removals could be explored to discourage fly tipping. The Community Services Manager advised Housing and Community Services are working close together to resolve fly tipping removal. The Head of Community Services explained education is also important for tenants.

Councillor Schoemaker asked whether linking up with private enterprise was possible to help with fly tipping and if there were any licenced scrap metal dealers working in the area to which Committee agreed there were.

Councillor Green enquired whether the Council could work and link up with other authority's in relation to fly tipping in particular to reduce fly tipping within neighbouring authorities. The Community Services Manager agreed that this would be useful and informed Members that Gloucestershire County Council (GCC) run the recycling centres and had approached South Gloucestershire Council (SGC) historically but had been turned down. Members felt that SGC and GCC facilitating links would be useful. The Community Services Manager would continue trying to put pressure on county colleagues.

Councillor Patrick advised it was individuals outside of the area who come into the district specifically to fly tip or dispose of their waste at bin stores which then needs to overflowing rather than the residents of the street where fly tipping happens. The Community Services Manager informed the Committee of the current project to develop contained rather than communal bin stores. Work is being undertaken and has seen improvements already.

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

**RESOLVED**            **To agree to adopt the Cleaner Estates Strategy Action Plan**

**HC.008**                    **TENANT SERVICES COMPENSATION POLICY 2021**

The Strategic Director of Communities introduced the report advising that the Housing Regulator requires that we have a Tenant Compensation Policy that was reviewed regularly. The policy was last reviewed in 2017 and the revised 2021 policy was consulted on with

tenants to produce a more concise document. The key changes were summarised on page 38 paragraph 3 in the document pack which included; clarifying roles and responsibilities on Officer involvement, a new Neighbourhood Nuisance Compensation Policy that linked into the Anti-Social Behaviour Policy Agreed in April 2021, reviewing lessons learnt as part of the annual reporting and training for staff and tenants.

Councillor Green asked if there was anything in place for tenants who do not wish to be identified and how they can report anonymously. The Strategic Director of Communities confirmed it was an option and support would be provided to tenants who feel intimidated along with working with local Police and third party agencies.

Councillor Baker asked for clarity on homelessness payments in the event of tenant moving which was initiated by the Council and if they qualify for the payment. The Strategic Director of Communities advised he would need to further investigate but suggested common sense and discretion would be applied along with compassion.

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

**RESOLVED**            **To approve the updated policy**

**HC.009**                    **VISITOR ROOM POLICY (INDEPENDENT LIVING)**

The Service Delivery Manager (Independent Living) introduced the report and advised the purpose was to establish a new policy for the Visitors Rooms at the Independent Living Schemes, including setting a charge for use of these rooms of £20 for the first night and £10 each additional night. Across 27 of the schemes, 24 had guest rooms which were previously free of charge, however 11 were fit for purpose. The implementation of the charge is for use of the rooms and ensure compliance was maintained. Consultation was undertaken with tenants (727 letters sent) with 9 responses for and against.

Councillor Fryer asked whether any discretion would be granted to residents on Universal Credit or other benefits to ensure they were not penalised. The Service Delivery Manager confirmed that discretion would be used and advised Members that the rooms were used 7 to 12 times a year, averaging 1 to 2 nights at a time.

Councillor Green asked whether the rooms could be repurposed if vacant such as for homelessness. The Service Delivery Manager advised that the rooms could be repurposed however careful consideration would be required as the schemes often contain vulnerable individuals. The rooms have also been used previously to temporarily rehouse tenants in the case of damage or flooding to their property.

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

**RESOLVED**            **To adopt;**  
**a) The Visitors Room Policy for Independent Living, and**  
**b) A charge for using the Visitor Room in Independent Living**  
**schemes of £20 for the first night plus £10 for each**  
**additional night.**

## **HC.010**                      **SERVICE STANDARDS ACTION PLAN**

The Strategic Director of Communities presented the report and advised that the Action Plan sat behind the Tenant Service Standards which was approved at Committee in April. Some of the specifics of the Action Plan which would be reported back to Committee included; updating the Tenants Empowerment Strategy, support tenants with digital equality, benchmarking Stroud District Council standards against other Authority's and to commit to the STAR surveys of tenants and residents yearly for feedback.

Councillor Baker raised a question around the rollout of digital equality programme and whether it would only be for individuals who volunteer for tenant representatives. The Strategic Director confirmed initially it will be a pilot asking for volunteers with an intention to review at a later date.

Councillor Miles asked whether there would be funds identified to re-employ Resident Involvement Officers following the redesign of the Tenancy Management Service to support tenants. The Strategic Director of Communities advised there was an Officer in post who would be continuing on the work and review available resources to put towards tenant involvement.

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

**RESOLVED**                      **To agree that the action plan is relevant, fit for purpose and implemented.**

## **HC.011**                      **PERFORMANCE MONITORING REPRESENTATIVES**

Councillor Davies and Councillor Green were appointed as Performance Monitoring Representatives.

## **HC.012**                      **WORK PROGRAMME**

The Chair announced that a Work Programme meeting would be held before September Committee and all of Committee will be invited to attend and contribute.

Councillor Hynd raised concern that the Options Appraisal Decarbonisation and Energy Efficiency of Council Housing Policy on September agenda could be a large item for discussion alongside the rest of the reports for September Committee. The Strategic Director of Communities agreed and reasonable consideration time at Committee would be needed.

## **HC.013**                      **MEMBERS' QUESTIONS**

There were none.

The meeting ended at 8:50 pm

Chair



**STROUD DISTRICT COUNCIL****HOUSING COMMITTEE****14 SEPTEMBER 2021**

|                                  |   |
|----------------------------------|---|
| <b>Report Title</b>              | <b>BUDGET MONITORING REPORT 2021/22 QUARTER 1</b>   |
| <b>Purpose of Report</b>         | To present to the Committee a forecast of the outturn position against the revenue budget and Capital programme for the General Fund and HRA for 2021/22.   |
| <b>Decision(s)</b>               | <b>The Committee RESOLVES to note the outturn forecast for the General Fund and HRA Revenue budgets and Capital programmes for this Committee</b>   |
| <b>Consultation and Feedback</b> | Budget holders have been consulted about the budget issues in their service areas. The feedback has been incorporated into the report to explain differences between budgets and actual income and expenditure. |
| <b>Report Author</b>             | Jon Coldridge, Principal Accountant<br>Email: <a href="mailto:jon.coldridge@stroud.gov.uk">jon.coldridge@stroud.gov.uk</a>  |
| <b>Options</b>                   | None  |
| <b>Background Papers</b>         | None  |
| <b>Appendices</b>                | None  |

**1. Introduction**

- 1.1 The purpose of this report is to notify members of any known significant variations to budgets for the current financial year, highlight any key issues, and to inform members of any action to be taken if required.

**2. Summary**

- 2.1 The General Fund revenue position shows an expected overspend of £11k above budget, as shown in Table 1. The General Fund capital forecast shows additional spend of £3k, on an externally funded project.
- 2.2 The HRA is currently expected to have a revenue overspend of £352k and a net capital programme overspend of £590k.

**3. General Fund Revenue Budget Position**

- 3.1 Council approved the original General Fund revenue budget for 2021/22 in February 2021. The latest budget for Housing Committee, following carry forwards from 2020/21, is £207k.
- 3.2 The budget monitoring position for the service at Quarter 1 shows an overspend of £11k, as summarised in Table 1.

## Agenda Item 5

Table 1: General Fund Revenue Budgets

|                                   | Para Refs | 2021/22 Original Budget (£'000) | 2021/22 Revised Budget (£'000) | 2021/22 Forecast Outturn (£'000) | 2021/22 Reserve Transfers (£'000) | 2021/22 Outturn Variance (£'000) |
|-----------------------------------|-----------|---------------------------------|--------------------------------|----------------------------------|-----------------------------------|----------------------------------|
| <b>Housing Committee</b>          |           |                                 |                                |                                  |                                   |                                  |
| Housing Advice                    |           | 479                             | 519                            | 530                              | 0                                 | 11                               |
| Housing Strategy                  |           | 136                             | 303                            | 303                              | 0                                 | 0                                |
| Private Sector Housing            |           | 157                             | 157                            | 158                              | 0                                 | 1                                |
| <b>Housing General Fund Total</b> |           | <b>773</b>                      | <b>980</b>                     | <b>991</b>                       | <b>0</b>                          | <b>11</b>                        |

### 4. General Fund Capital Programme

- 4.1 The Housing General Fund Capital Programme was approved by Council in February 2021. This has subsequently been revised to £3,031k after slippage from 2020/21.
- 4.2 Spend is currently forecast at £3,034k, with a small overspend of £3k on Better Care Fund projects which will be funded in full by Gloucestershire County Council. Although currently forecast to spend on budget, it is likely that the other schemes will fluctuate throughout the year. The budget of £500k for Temporary Accommodation is in place, but will not necessarily be spent during 2021/22 with all options being considered to meet the need.
- 4.3 The following table gives a breakdown of the programme.

Table 2 – Housing Committee Capital Programme

| Housing Capital Schemes                            | 2021/22 Original Budget (£'000) | 2021/22 Revised Budget (£'000) | 2021/22 Forecast Outturn (£'000) | 2021/22 Outturn Variance (£'000) |
|--|---------------------------------|--------------------------------|----------------------------------|----------------------------------|
| Affordable Housing-Support to Registered Providers | 0                               | 39                             | 39                               | 0                                |
| Better Care Fund Projects                          | 0                               | 0                              | 3                                | 3                                |
| Disabled Facilities Grant Scheme                   | 330                             | 330                            | 330                              | 0                                |
| Green Home LADS Park Homes                         | 950                             | 1,604                          | 1,604                            | 0                                |
| Health through Warmth Grants                       | 200                             | 200                            | 200                              | 0                                |
| Private Sector Housing Loans                       | 15                              | 15                             | 15                               | 0                                |
| Temporary Accommodation                            | 500                             | 500                            | 500                              | 0                                |
| Warm Homes   | 0                               | 343                            | 343                              | 0                                |
| <b>Housing General Fund Capital Schemes TOTAL</b>  | <b>1,995</b>                    | <b>3,031</b>                   | <b>3,034</b>                     | <b>3</b>                         |

### 5. Housing Revenue Account Budget Position

- 5.1 The original net Housing Revenue Account (HRA) budget for 2021/22 is a transfer to reserves of £281k, as approved by Council in February 2021.
- 5.2 The monitoring position for the service at Quarter 1 shows a projected net overspend of £352k (1.5% of gross spend) against the current budget, following a proposed net transfer from earmarked reserves of £542k, as shown in Table 3.

Table 3 – HRA Revenue Summary

|  | Para Refs | 2021/22 Original Budget (£'000) | 2021/22 Revised Budget (£'000) | 2021/22 Forecast Outturn (£'000) | 2021/22 Reserve Transfers (£'000) | 2021/22 Outturn Variance (£'000) |
|--|-----------|---------------------------------|--------------------------------|----------------------------------|-----------------------------------|----------------------------------|
| <b>Housing Committee</b>                           |           |                                 |                                |                                  |                                   |                                  |
| Dwelling rents and service charges                 |           | (22,779)                        | (22,779)                       | (22,487)                         | 0                                 | 292                              |
| Other charges and income                           |           | (629)                           | (629)                          | (661)                            | 0                                 | (32)                             |
| Provision for bad debt                             |           | 200                             | 200                            | 200                              | 0                                 | 0                                |
| <b>Total Income</b>                                | 5.3       | <b>(23,208)</b>                 | <b>(23,208)</b>                | <b>(22,947)</b>                  | <b>0</b>                          | <b>260</b>                       |
| Supervision and management                         | 5.4       | 4,196                           | 4,196                          | 3,966                            | 0                                 | (230)                            |
| Repairs and maintenance                            | 5.5       | 4,482                           | 4,503                          | 4,688                            | 0                                 | 185                              |
| Independent Living service                         |           | 637                             | 637                            | 637                              | 0                                 | 0                                |
| Other expenditure                                  | 5.6       | 540                             | 540                            | 591                              | 0                                 | 52                               |
| Independent Living Modernisation                   | 5.7       | 287                             | 287                            | 349                              | 0                                 | 62                               |
| <b>Total Expenditure</b>                           |           | <b>10,142</b>                   | <b>10,163</b>                  | <b>10,231</b>                    | <b>0</b>                          | <b>69</b>                        |
| Support Service Charges from the GF                |           | 2,058                           | 2,058                          | 2,058                            | 0                                 | 0                                |
| Interest payable/receivable                        | 5.8       | 3,334                           | 3,334                          | 3,357                            | 0                                 | 23                               |
| Provision for repaying debt                        |           | 967                             | 967                            | 967                              | 0                                 | 0                                |
| Revenue funding of capital programme (Depn & RCCO) |           | 6,947                           | 6,947                          | 6,947                            | 0                                 | 0                                |
| <b>Total Other Costs and Income</b>                |           | <b>13,306</b>                   | <b>13,306</b>                  | <b>13,329</b>                    | <b>0</b>                          | <b>23</b>                        |
| <b>Total Net Expenditure</b>                       |           | <b>240</b>                      | <b>261</b>                     | <b>613</b>                       | <b>0</b>                          | <b>352</b>                       |
| Transfers to/(from) HRA earmarked reserves         | 5.9       | (521)                           | (542)                          | (542)                            | 0                                 | 0                                |
| Transfers to/(from) HRA general reserves           |           | 281                             | 281                            | 281                              | 0                                 | 0                                |
| <b>Total Housing Revenue Account</b>               |           | <b>0</b>                        | <b>0</b>                       | <b>352</b>                       | <b>0</b>                          | <b>352</b>                       |

Note: table may contain rounding differences

### 5.3 Income – £260k loss of income

Dwelling rents are lower than budgeted due to the continued higher level of voids. Void properties are being let, but the backlog will take time to reduce.

Garage rents are expected to be higher than budgeted but will continue to reduce in line with the approval to review the use of all garage sites.

An allowance for this non-payment of rents is included in the Provision for Bad Debt line. The amount is not yet known and it is hoped that this can be reduced during the year through proactive support for tenants including sustainable payment arrangements to maintain tenancies.

Income levels will continue to be monitored.

## Agenda Item 5

### 5.4 Supervision and Management – (£230k) underspend

A number of posts are currently vacant and it is expected that the total staffing saving across the year will total £171k. This will fluctuate throughout the year as vacancies are filled.

There is also an underspend of £37k on IT software. This predominantly relates to budget available for a new housing system which is now due for implementation later in the year.

### 5.5 Repairs and maintenance – £185k overspend

Void costs are expected to be higher than budget due to an increase in council tax of £100k because of the higher void rates.

There is also an overspend of £85k in Property Care. This predominantly relates to the use of subcontractors for specialist roles such as roofing and drainage.

### 5.6 Other expenditure - £52k overspend

Flytipping and contaminated waste continues to be a costly problem within the estates. A cleaner estates action plan has recently been adopted by Housing Committee. This sets out the expectations, aspirations and methodology used in the delivery of the service and will be used to improve the service by looking at hot spots and the consideration of improved waste storage areas.

### 5.7 Independent Living Modernisation - £62k overspend

Council tax is continued to be due at Cambridge House and Glebelands due to general delays caused by Covid-19 and statutory responses to planning applications.

### 5.8 Interest payable/receivable – £23k pressure

It is expected that the investment income will be lower than budgeted this year as investment rates remain low.

### 5.9 Transfers to/from Earmarked reserves

The earmarked reserve transfers included in the budget are shown in the table below. Further changes to this position are likely, particularly for the newly created Transformation and Retrofit reserves. This will be reported in later budget monitoring reports.

Table 4 – HRA Earmarked Reserves – budgeted transfers

| <b>Earmarked Reserves</b>        | <b>Opening Balance (£'000)</b> | <b>Transfer in (£'000)</b> | <b>Transfers out (£'000)</b> | <b>Closing Balance (£'000)</b> |
|----------------------------------|--------------------------------|----------------------------|------------------------------|--------------------------------|
| Independent Living Modernisation | 2,836                          | 1,000                      | (1,524)                      | <b>2,312</b>                   |
| Estate Redevelopment             | 1,170                          | 0                          | 0                            | <b>1,170</b>                   |
| Staffing                         | 250                            | 0                          | 0                            | <b>250</b>                     |
| HRA General Contingency          | 100                            | 0                          | 0                            | <b>100</b>                     |
| Provision for repayment of debt  | 918                            | 967                        | 0                            | <b>1,885</b>                   |
| Transformation                   | 234                            | 0                          | 0                            | <b>234</b>                     |
| Retrofit                         | 139                            | 0                          | 0                            | <b>139</b>                     |
| Carry forwards                   | 21                             | 0                          | (21)                         | <b>0</b>                       |
|                                  | <b>5,668</b>                   | <b>1,967</b>               | <b>(1,545)</b>               | <b>6,090</b>                   |

**6. HRA Capital Programme**

6.1 The HRA capital programme has been revised to £22,573k for 2021/22, including slippage from 2020/21 and after changes approved in the Outturn Report, including the inclusion of the Decarbonisation Demonstration Project at Hamfallow Court (Independent Living scheme), which is being part funded by government grant.

6.2 The following table gives a breakdown of the current capital programme.

Table 5 – HRA Capital

| <b>Capital Summary</b>                                       | <b>Para Refs</b> | <b>2021/22 Original Budget (£'000)</b> | <b>2021/22 Revised Budget (£'000)</b> | <b>2021/22 Forecast Outturn (£'000)</b> | <b>2019/20 Outturn Variance (£'000)</b> |
|--|------------------|--|---------------------------------------|---|---|
| Central Heating  |                  | 855                                    | 416                                   | 416                                     | 0                                       |
| Disabled Adaptations   |                  | 150                                    | 150                                   | 150                                     | 0                                       |
| Kitchens and Bathrooms                                       |                  | 1,318                                  | 1,488                                 | 1,488                                   | 0                                       |
| Major Works  |                  | 450                                    | 450                                   | 450                                     | 0                                       |
| Compliance   |                  | 422                                    | 422                                   | 422                                     | 0                                       |
| Doors and Windows  |                  | 1,288                                  | 1,450                                 | 1,450                                   | 0                                       |
| Electrical Works   |                  | 150                                    | 150                                   | 150                                     | 0                                       |
| Environmental Works  |                  | 500                                    | 500                                   | 500                                     | 0                                       |
| Door Entry   |                  | 180                                    | 180                                   | 175                                     | (5)                                     |
| External Works   |                  | 3,274                                  | 3,419                                 | 3,419                                   | 0                                       |
| Lifts  |                  | 80                                     | 80                                    | 80                                      | 0                                       |
| Special Projects   | 6.5              | 500                                    | 500                                   | 1,100                                   | 600                                     |
| Fire Risk Assessments  |                  | 150                                    | 150                                   | 150                                     | 0                                       |
| Decarbonisation Project                                      |                  | 0                                      | 1,104                                 | 1,104                                   | 0                                       |
| <b>Total Major Works</b>                                     | <b>6.3</b>       | <b>9,317</b>                           | <b>10,459</b>                         | <b>11,054</b>                           | <b>595</b>                              |
| IT Systems   | 6.6              | 435                                    | 435                                   | 435                                     | 0                                       |
| <b>Total Other Capital Works</b>                             |                  | <b>435</b>                             | <b>435</b>                            | <b>435</b>                              | <b>0</b>                                |
| New Homes Contingency  |                  | 50                                     | 50                                    | 50                                      | 0                                       |
| Canal side: Corner of A419/Downton Rd (Former Ship Inn site) |                  | 51                                     | 55                                    | 55                                      | 0                                       |
| Glebelands   |                  | 2,544                                  | 75                                    | 75                                      | 0                                       |
| Cambridge House  |                  | 1,395                                  | 78                                    | 78                                      | 0                                       |
| Broadfield Road, Eastington                                  |                  | 1,494                                  | 1,448                                 | 1,448                                   | 0                                       |
| Orchard Road, Ebley  |                  | 840                                    | 10                                    | 10                                      | 0                                       |
| Queens Drive, Cashes Green                                   |                  | 494                                    | 50                                    | 50                                      | 0                                       |
| Ringfield Close, Nailsworth                                  |                  | 3,302                                  | 3,014                                 | 3,014                                   | 0                                       |
| Summersfield Road, Minchinhampton                            |                  | 1,024                                  | 950                                   | 950                                     | 0                                       |
| Gloucester St and Bradley St, WuE                            |                  | 55                                     | 55                                    | 55                                      | 0                                       |
| <b>Total New Build and Development</b>                       | <b>6.7</b>       | <b>11,249</b>                          | <b>5,784</b>                          | <b>5,784</b>                            | <b>0</b>                                |
| Sheltered Housing Modernisation                              | 6.8              | 358                                    | 403                                   | 398                                     | (5)                                     |
| <b>Total Sheltered Housing Modernisation</b>                 |                  | <b>358</b>                             | <b>403</b>                            | <b>398</b>                              | <b>(5)</b>                              |
| Acquisitions   |                  | 2,000                                  | 2,492                                 | 2,492                                   | 0                                       |
| Opportunity Land Acquisition Pot                             |                  | 0                                      | 3,000                                 | 3,000                                   | 0                                       |
| <b>Total Acquisitions</b>                                    | <b>6.9</b>       | <b>2,000</b>                           | <b>5,492</b>                          | <b>5,492</b>                            | <b>0</b>                                |
| <b>Total Capital Expenditure</b>                             |                  | <b>23,359</b>                          | <b>22,573</b>                         | <b>23,164</b>                           | <b>590</b>                              |

## Agenda Item 5

### 6.3 **Major Works – £595k overspend**

6.4 Major works programmes are all currently expected to deliver to budget.

6.5 The project at Park Road and Park Parade in Stonehouse have been brought forward and the full project is expected to be completed in 2021/22 (rather than being delivered over two years). This project is funded in full over the Medium Term Financial Plan (MTFP) and so there is no financial impact to the HRA of bringing the works forward.

### 6.6 **Other Capital Works – on target**

£435k is allocated for the implementation of a new Housing IT system.

### 6.7 **New Build and Regeneration – on target**

Work is progressing well at Broadfield Road, Ringfield Close and Summersfield Road; these sites will deliver a total of 36 affordable properties.

### 6.8 **Sheltered Modernisation – (£5k) underspend**

The Sheltered Modernisation Programme is on target for 2021/22.

Work commenced at Vizard Close in August and is due to complete in November, work will then commence at Jenner Court with completion expected in March 2022.

### 6.9 **Acquisitions – on target**

Three properties were purchased in quarter one. Two of these are houses for ex rough sleepers under the Next Steps Accommodation Programme. Further properties have been identified to add to the general needs housing stock and work will continue to find properties and/or land to increase housing offered by the council.

This budget is opportunity led, and may not be used in full in each financial year.

## 7. **IMPLICATIONS**

### 7.1 **Financial Implications**

There are no financial implications arising from this report as it reports on previous financial activities and expected forecasts.

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### 7.2 **Legal Implications**

There are no legal implications arising from this report and the recommendation

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### 7.3 **Equality Implications**

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

### 7.4 **Environmental Implications**

There are no significant implications within this category.

## STROUD DISTRICT COUNCIL

## HOUSING COMMITTEE

14 SEPTEMBER 2021

|  |  |       |          |               |
|--|--|-------|----------|---------------|
| <b>Report Title</b>  | <b>OPTIONS APPRAISAL – DECARBONISATION AND ENERGY EFFICIENCY OF COUNCIL HOUSING</b>  |       |          |               |
| <b>Purpose of Report</b>                                       | Following the adoption of the Tenant Services Energy Strategy in 2017 and the implementation of a programme of energy efficiency improvements across SDC housing stock, this paper presents further investment options for works over the next 8 years   |       |          |               |
| <b>Decision(s)</b>   | <p><b>The Committee RESOLVES to:</b></p> <p>a. <b>Adopt Option 2, that by 2030 the average energy efficiency rating across all Council housing stock will be SAP C and;</b></p> <p>b. <b>Request the Housing Committee Retrofit Task and Finish Group consider the necessary programme delivery requirements, including tenant consultation and resource scheduling, and report back to committee in December 2021</b></p>                                   |       |          |               |
| <b>Consultation and Feedback</b>                               | <p><b>Consultation consisted of:-</b></p> <ul style="list-style-type: none"> <li>• Briefings with the Chair and Vice-Chair of Housing Committee</li> <li>• Briefings with members of SLT</li> <li>• Briefing with Alliance Leadership Team</li> <li>• Discussion with the Retrofit T&amp;F Group</li> <li>• Presentation at the Housing Review Panel</li> <li>• Discussions with Finance</li> <li>• Discussions with the Head of Housing Services</li> </ul> |       |          |               |
| <b>Report Author</b>   | Joe Gordon (Head of Contract Services)<br>Tel: 01453 754190 Email: <a href="mailto:joe.gordon@stroud.gov.uk">joe.gordon@stroud.gov.uk</a>  |       |          |               |
| <b>Options</b>   | Choose a preferred investment option to support the commitment to sustainably reinvest in homes  |       |          |               |
| <b>Background Papers</b>                                       | N/A  |       |          |               |
| <b>Appendices</b>  | <b>Appendix A:</b> CN2030 Housing Stock Carbon Reduction Options 2022 - 2030   |       |          |               |
| <b>Implications (further details at the end of the report)</b> | Financial  | Legal | Equality | Environmental |
|  | No   | No    | No       | Yes           |



# Agenda Item 6

## 1. Background

- 1.1 The Tenant Services Energy Strategy was adopted by Housing Committee in March 2017. The Strategy sets out its key aims, which are to:
  - Relieve fuel poverty
  - Maximise carbon reduction in line with the Council's existing and future agreed targets.
- 1.2 The 2030 Strategy and supporting Masterplan sets out how the Council intends to begin to implement that pledge to help the district adapt to future climate change that will occur due to the level of CO2 already in the atmosphere.
- 1.3 Following the update of the Tenant Services Energy Strategy provided at the February 2021 Housing Committee, members requested a fully costed range of options which could help to support the Council's CN 2030 strategy.
- 1.4 The appended options appraisal provides a comprehensive set of information about the methodology used to collate the information, the effects of measures on property, as well as the cost of investment and efficiencies required to support various levels of investment.
- 1.5 A significant amount of the Council's resources is spent on its property. It is crucial, therefore, that we understand how this investment should be prioritised and what we expect to achieve as a result.
- 1.6 Stroud District Council already has a strong council house investment plan in place to improve energy efficiency and reduce carbon production. This includes an annual circa £3m multiple work stream programme delivering improvements to our homes. It includes:
  - External wall insulation
  - Loft and Cavity Wall Insulation
  - New Roofs
  - New Windows

All of which are helping us to meet the challenges set within the CN 2030 Strategy.

- 1.7 The options discussed in this report provide the opportunity to significantly improve the environmental impact of Stroud District Council's 5,000 properties, with Option 2 delivering a £180m decarbonisation and retrofit programme.

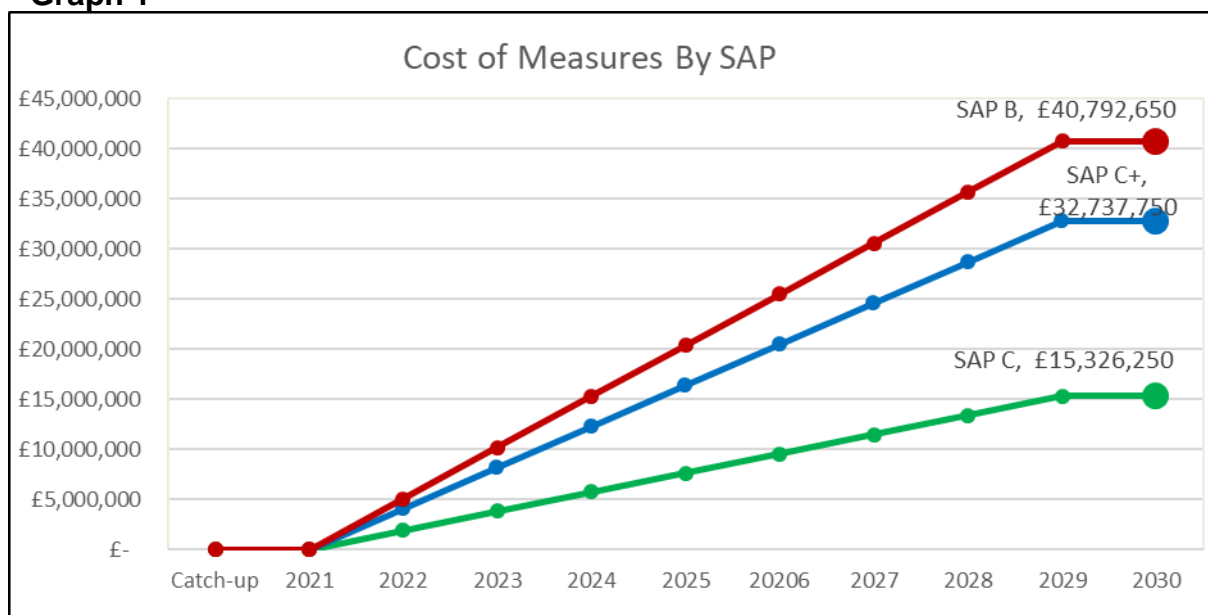
## 2. Options Appraisal

- 2.1 Using our existing property energy performance baseline as a point of reference, a comprehensive exercise was undertaken to evaluate the effects of past energy improvement measures. Through scenario modelling we have also evaluated the likely effects of undertaking supplementary works, such as replacing a gas boiler with a heat pump, or replacing conventional light bulbs with LED light bulbs, or adding various types of insulation to a property.



- 2.2 Since 2017 the average SAP rating of our properties has moved from the lower end of a Band “D” to the higher end of a Band “D”. The 2017 Energy Strategy aspires to achieve an average SAP across all stock to Band “C”.
- 2.3 The Standard Assessment Procedure (SAP) is the methodology used by the Government to assess and compare the energy and environmental performance of dwellings. SAP is rated on a scale of 0 to 100, the higher the rating number, the better the performance.
- 2.4 SAP calculation is the methodology behind the production of an Energy Performance Certificate (EPC), and is essentially a thorough list of calculations to judge the overall performance of a building. The EPC is the proof of those calculations.
- 2.5 Data validation provides accuracy, details, and clarity because it is necessary to eliminate issues before projects commence. By comparing data in our Keystone Asset Management System, and Intelligent Energy System, which we use for the collation of EPC recommendations, we were able to validate our findings, in terms of improvements to our previous baseline position, and what can be achieved within the different investment options.
- 2.6 Over the past two years we have invested circa £3million pounds per year in measures to improve the thermal efficiency of Council dwellings. With improved data collection and validation this investment is set to increase in 21/22 and 22/23.
- 2.7 Graph 1 below indicates the cost of measures to incrementally increase the thermal efficiency of properties. It should be noted that in all scenarios some properties will not reach the average SAP rating due to their construction.

**Graph 1**

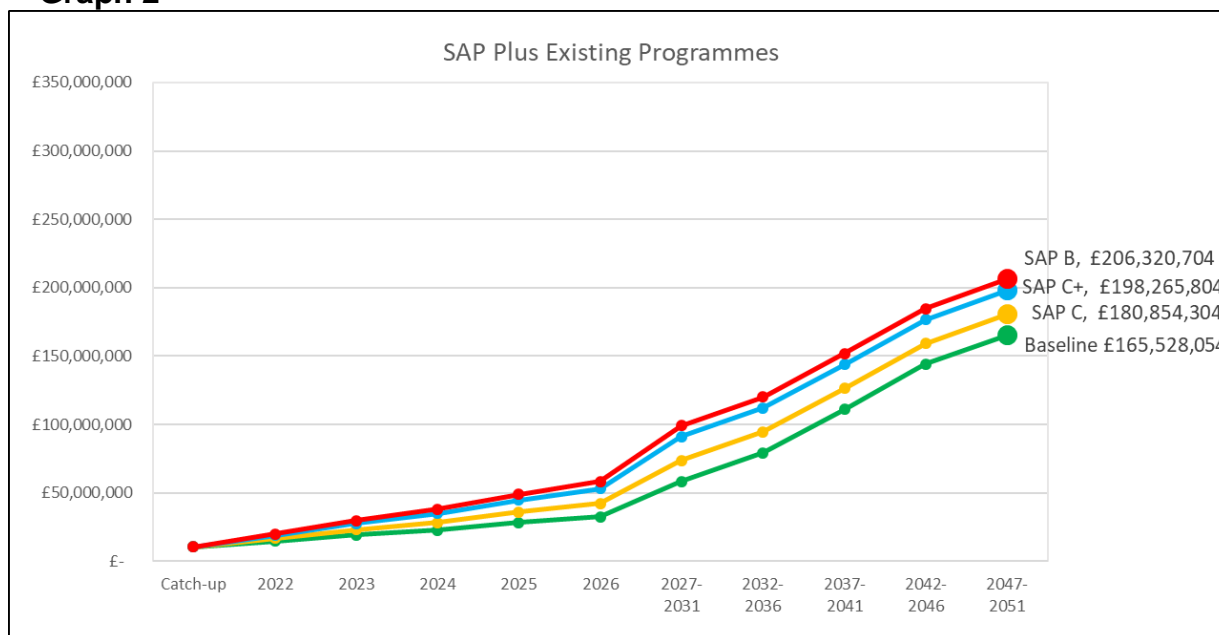


- Sap C Minimum 69 points (£15,326,250)
- SAP C+ Minimum 75 points (£32,737,750)
- SAP B Minimum 81 points (£40,792,650)

## Agenda Item 6

2.8 Graph 2 below indicates the cost of implementing measures to improve SAP rating along with the cost of investing in other improvements already identified.

**Graph 2**



- Current Programme (Baseline) £165,528,054
- Sap C Minimum 69 points (£180,854,304)
- SAP C+ Minimum 75 points (£198,265,804)
- SAP B Minimum 81 points (£206,320,704)

2.9 In total eight combined scenarios were modelled. Taking into account cost alongside impact on energy efficiency/carbon saving, four of these options (including our current investment programme) are deemed to be the most viable for further consideration. These set out with Graph 2. Modelling for all eight options is set out within the appended report CN2030 Housing Stock Options 2022 to 2030.

2.10 Table 1 provides an indication of the efficiencies which could be achieved against corporate objectives as set out in the CN 2030 Strategy and the Tenant Services Energy strategy. The table also gives indicative savings which could be achieved by tenants.

**Table 1**

| SAP Rating Options | Carbon Reduction | Average Increase SAP | Cost per Sap Unit | Cost CO2 Tonnes Saved (per year) | Average Tenant Savings £ |
|--------------------|------------------|----------------------|-------------------|----------------------------------|--------------------------|
| Option 2 - SAP C   | 24.5%            | 7.54                 | £1,957            | £3,853                           | 11.8%                    |
| Option 3 - SAP C+  | 31.4%            | 9.53                 | £2,336            | £4,531                           | 14.0                     |
| Option 4 - SAP B   | 37.7%            | 12.01                | £2,527            | £5,149                           | 17.4%                    |

3. Funding Options

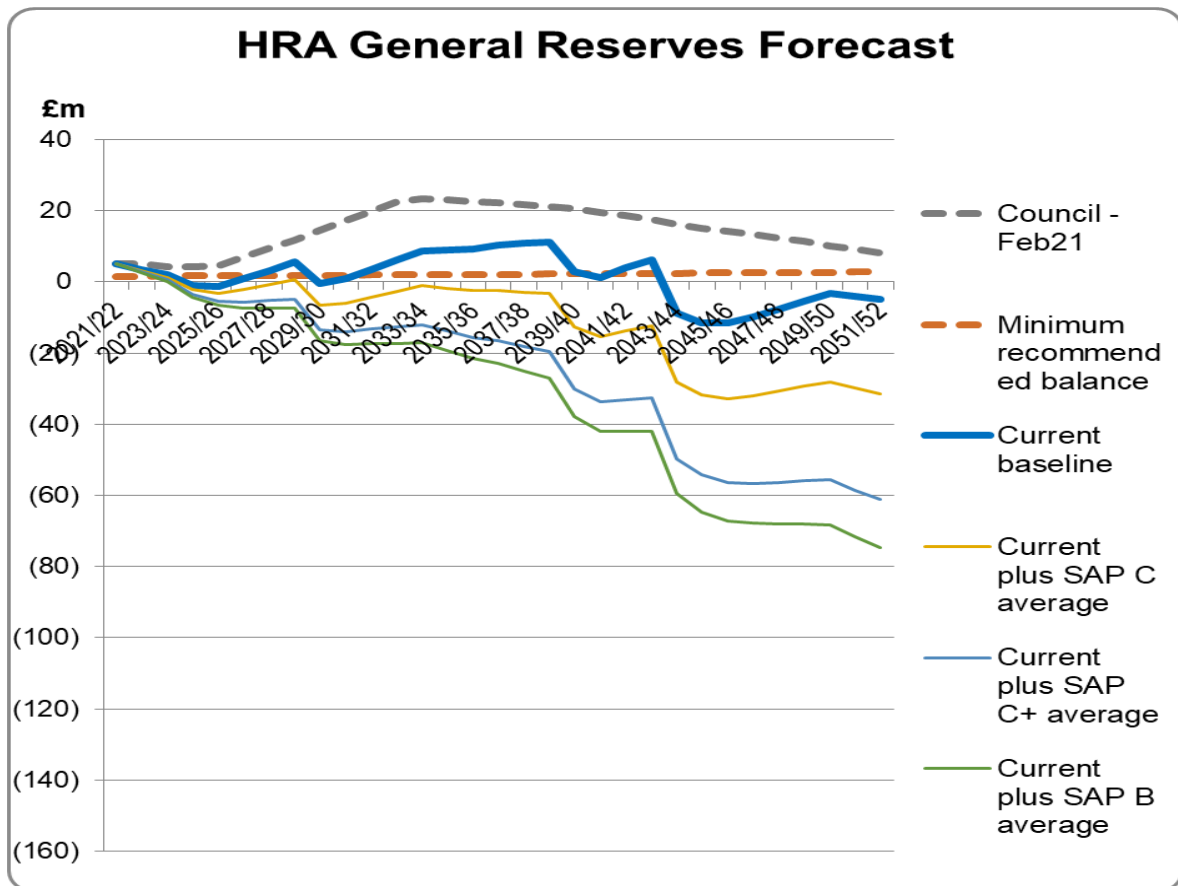
3.1 Financing upgrading works will be challenging and the costs and benefits need to be more visible through the establishment of a solid evidence base that can be referred to. Table 2 below sets out the cost of improvement works along with the anticipated efficiencies that would be required to fund them.

Table 2

| Funding Scenarios                       | Additional borrowing (over 7 years) | Annual Savings needed (indicative amount) |
|---|-------------------------------------|---|
| Option 1 - Current Programme (baseline) |                                     | £0.2m                                     |
| Option 2 - Current plus SAP C average   | £18m                                | £0.9m                                     |
| Option 3 - Current plus SAP C+ average  | £38m                                | £1.6m                                     |
| Option 4 - Current plus SAP B average   | £47m                                | £1.9m                                     |

3.2 Graph 3 below shows the estimated future reserves for each of the options.

Graph 3



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- 3.3 The updated 'current baseline' shows higher cost than were previously included and pushes the HRA into a negative balance as early as 2024/25.
- 3.4 All have assumed borrowing is for 7 years only, with repayments over 30 years (annuity basis – starting off smaller and increasing year on year). Other borrowing options are available.
- 3.5 Interest has been included at 3%. However, it should be noted it is currently lower than this, but could be higher than this by the time we take the borrowing due to uncertainty in the current economic climate (the 'reduced' rate when self-financing loans were taken out was 3.5%).
- 3.6 Some of the options that could be considered to support the funding of these works include but are not limited to:
- Reduce capital spend (reduce capital replacements eg kitchens/bathrooms)
  - Extending component life cycle (consideration would need to be given to Decent Homes 2)
  - Charge higher rents on new build/relet
  - Charge full service charges to all general needs tenants eg grounds maintenance charges
- 3.7 Consideration will need to be given to the diminishing returns on any investment.

### **4.0 Next Steps**

- 4.1 In line with our commitments outlined within the Energy Strategy we have, and are pursuing all viable opportunities to maximise funding through the pursuit of grants, and partnership working.
- 4.2 Along with our partners we were successful with a bid to the Department for Business, Energy, and Industrial Strategy (BEIS) for The Social Housing Decarbonisation Fund Demonstrator. The grant funding will allow us to go further in terms of energy improvement than would have been viable through traditional funding methods.
- 4.3 We have engaged with a number of leading manufacturers and are in advanced negotiations to pilot a range of new and innovative technologies. By doing this we hope to be able to demonstrate how we can work with partners to overcome the innovation barriers and target investment for those households in most need.
- 4.4 The Energy Strategy outcomes were based on known technological requirements and funding at the time of inception. However much has changed since then, including the resetting of our own organisational and government targets.
- 4.5 The work undertaken to date and the additional investment made in the Intelligent Energy Module underpins the work previously done, but crucially now provides a visible plan for each home.

### **5.0 Conclusion**

- 5.1 It is clear that the options to retrofit are challenging for the organisation both in financial and current resource limitations. These challenges are not insurmountable however they do have risks and implications that must be considered.
- 5.2 Investment needs to be based on sound financial footings. We need to continue to invest prudently, and sustainably over the longer term, as there are still as yet un-costed investment needs which may arise from the housing white paper.
- 5.3 We need to respond to changing demand, by agreeing future investment priorities with our tenants. Changing regulations, by adapting to the needs of the Regulator of Social Housing, and changing aspirations, of future tenants. All in a way that ensures the viability of the HRA.

### **6.0 Recommendation**

- 6.1 Any decision to be made by Housing Committee will need to be balanced between the required outcomes and level of risk Committee is willing to accept at this time. A balanced approach will need to be adopted, to ensure we can continue to sustainably reinvest in homes.
- 6.2 It is recommended that Option 2, an average of SAP C cross the Council's housing is stock, is adopted. This is ambitious and reflects a robust commitment to the challenges of climate change.,
- 6.3 While ambitious it is sustainable and allows the organisation to build on a sound financial footing, while also providing scope to take advantages of any new funding or grant incentives and changing/improved technologies. It is in line with the commitment as set out in the Tenants Services Energy Strategy and is within our 30 year forecast and commitment within the HRA.
- 6.3 It is important that the position is reviewed every two years which will give the Council an opportunity to consider technological advancements in the renewables sector, and the ability to consider additional developing funding opportunities which could support additional Work streams beyond any commitment.

### **7.0 IMPLICATIONS**

#### **7.1 Financial Implications**

This report sets out the expected cost of each of the options in Section 2. Table 2 (following paragraph 3.1) sets out the expected new borrowing that would be required in the HRA to fund the expenditure, along with an indicative annual savings that would be required to fund the borrowing (interest payments and capital repayment) and the change in baseline costs.

## Agenda Item 6

The recommended option - Option 2 - an average SAP Rating C, would entail estimated new borrowing of approximately £18million over 7 years, and based on a 30 year repayment would require savings of £900k to be found from the HRA against the current Medium Term Financial Plan (MTFP).

In order to achieve a balanced budget over the medium and long term, these savings (or additional income) would need to be identified and included in the budget proposals agreed by Housing Committee in December and recommended for approval by Council in February. The savings would not need to be achieved immediately, but could be phased in over the MTFP period allowing a period of change. It should be noted that the indicative amount of £900k may change during the budget setting process following the approval of a revised Budget Strategy by Strategy and Resources in September, and as further changes are identified and included the proposed budget.

Section 6 of this report also recommends that the position is reviewed every two years. This would regularly update the financial position and allow members to review the affordability of the options available. Should additional cost savings or new funding be made available, members could then choose to increase the level of works being undertaken.

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### 7.2 Legal Implications

There are no direct legal implications arising at this stage but as the strategy develops legal advice should be sought on:

- the terms and conditions of grant agreements, partnership agreements and, in respect of works contracts, compliance with procurement legislation
- The terms and conditions relating to property agreements including any impact arising due to works being carried out to the Council's Housing stock and where tenants subsequently exercise their right to buy their house.

One Legal

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### 7.3 Equality Implications

7.3.1 An EqlA has been carried out by Officers in relation to the decision made in this report and no equality implications arise.

### 7.4 Environmental Implications

7.4.1 Key documents and policy which will influence our approach going forward include but not limited to:

- CN2030 Strategy
- Tenant Services Energy Strategy

- Non Traditional Homes Strategy
- The Future Homes Standard
- The charter for social housing residents (Social Housing White Paper)
- The Housing and Regeneration Act 2008
- Clean Growth Strategy
- Committee on Climate Change (December 2020) The UK's Path to Net Zero

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## **CN2030**

*Housing Stock*

*Carbon Reduction Options*

*2022 to 2030*

Prepared for:  
Housing Committee September 2021

Prepared by:  
Joe Gordon  
**Head of Contract Services**

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# Agenda Item 6

## Appendix A

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| 6.0 | Finance .....      | 7 |
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**1.0 Introduction**

- 1.1 The delivery of future net zero energy systems will require radically different ways of doing things, including the use of novel technologies, such as smart grid technologies, tenants developing their awareness, knowledge and understanding that ensures they are able to comfortably interact with these technologies, collaborations and the adoption of new regulatory and governance frameworks into our existing strategies.
- 1.2 The climate and sustainability agenda, together with trends in technology, demographics and society, means we are facing unprecedented change.
- 1.3 Challenging established models and norms is difficult, and the way forward often uncertain. The scale of risk and opportunity this brings requires bold and innovative action, tempered by the fact that investment, commerciality, and outcomes need to be sustainable.
- 1.4 All Actions need to ensure greater value for customers, and SDC as a Landlord, not just financially but also in the development and application of useable technologies that are fit for purpose.
- 1.5 A key challenge going forward will be quantifying the uncertainty in future energy systems, along with the reduced timescale we have to deliver our climate change objectives.
- 1.6 Stroud has a rich history in championing environmental issues, and has an ambition to be carbon neutral by 2030.
- 1.7 Tenant behaviour change is growing in importance and we as a landlord realise that technical “hardware” is only part of the solution. Behaviour change forms a critical part of energy saving measures making more knowledge exchange essential. Offering tenants ongoing, high quality and easy to understand advice is critical. This also applies to frontline staff.
- 1.8 This document sets out a range of options for Stroud District Council’s (SDC) consideration and adoption for improving the energy performance of the Council’s Housing Revenue Account (HRA) properties. The options, align, and build on the existing approach set out within the Tenant Services Energy Strategy adopted in March 2017.

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## Appendix A

### **2.0 Background**

- 2.1 In November 2018 Stroud District Council declared a climate change emergency and pledged to do everything within its power to make the Stroud district carbon neutral by the year 2030.
- 2.2 The 2030 Strategy and supporting Masterplan sets out how the Council intends to begin to implement that pledge to help the district adapt to future climate change that will occur due to the level of CO2 already in the atmosphere.
- 2.3 Following the update of the Tenant Services Energy Strategy provided at the February 2021 Housing Committee, members requested a fully costed range of options which could help to support the Councils CN 2030 strategy.
- 2.4 Improving the energy performance of the Council's housing stock presents a major challenge. This can only be achieved by targeting our resources on measures that delivers tangible, measurable outcomes for the Council, and our tenants. Measures must contribute to efficiency and affordability. Education has been identified as an important additional factor towards reaching our objectives.
- 2.5 In 2016 Stroud commissioned the development of an Energy Baseline and Scenario Modelling exercise with the objective of baselining the domestic portfolio using all available stock data to provide as accurate a representation as possible.
- 2.6 Stroud's Energy Strategy recognises that care needs to be taken not to re-invest in poor performing areas at the expense of all others, nor should high risk re-investment occur without due consideration, through an option appraisal. A balanced approach is therefore required when considering the needs of all stakeholders.

### **3.0 Methodology**

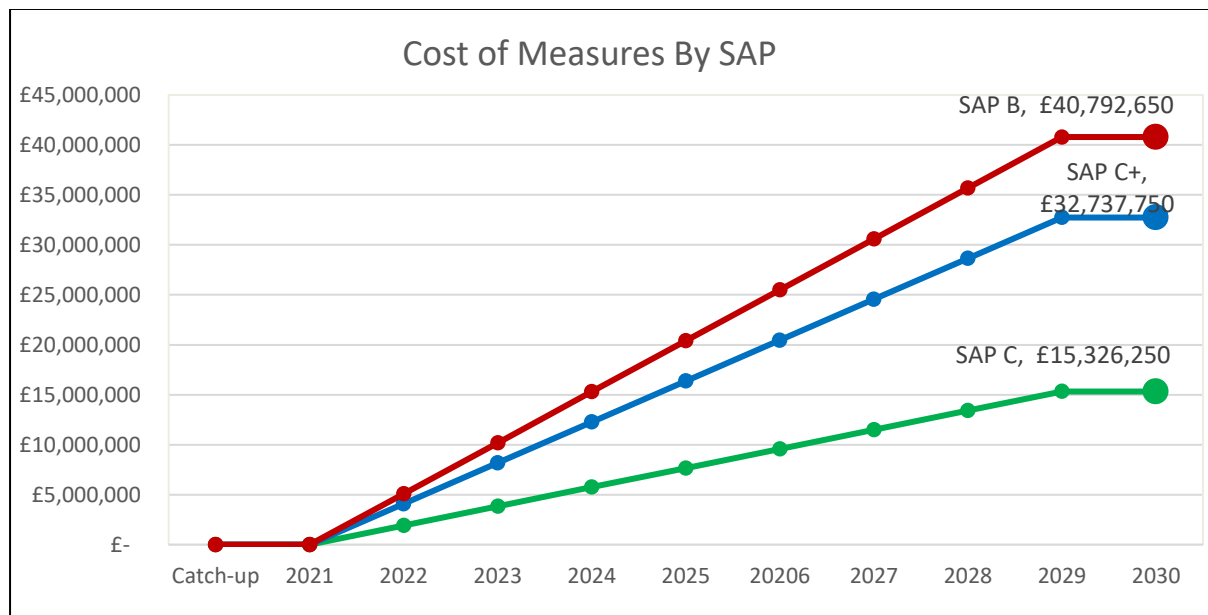
- 3.1 We have undertaken a comprehensive exercise over the past 6months, in looking at the effects of past energy improvement measures undertaken, and through scenario modelling evaluated what other measures can be taken to further improve the stocks energy efficiency.
- 3.2 Existing programmes have been modelled to show the improvement in baseline since 2017 following adoption of the Energy Strategy, and to illustrate what improvements could be achievable going forward. A range of different scenarios were then modelled using the baseline as a reference point.
- 3.3 We have compared the data held within the Keystone Asset Management system, with the information held within Intelligent Energy, the module which collates the data used to produce our EPC certificates (Energy Performance Certificates).
- 3.4 We have looked at the characteristics of existing and proposed components to assess their existing thermal energy properties, and what anticipated improvements they could have in improving each property archatype.
- 3.5 Projected costs have been compared with peer organisations undertaking similar works across the country (allowing for regional variances).

**4.0 Options**

4.1 The range of options presented have been assessed at a granular level, with each component analysed in terms of carbon, and cost. They are presented below in tabulated format, for simplicity.

4.2 It should be noted that undertaking all of the proposed measures does not ensure all properties meet the minimum suggested SAP (Standard Assessment Procedure) target. The range indicated are an average across all stock.

**Graph 1**



4.3 Graph 1 above indicates the cost of measures to bring properties up to the average banding across all stock.

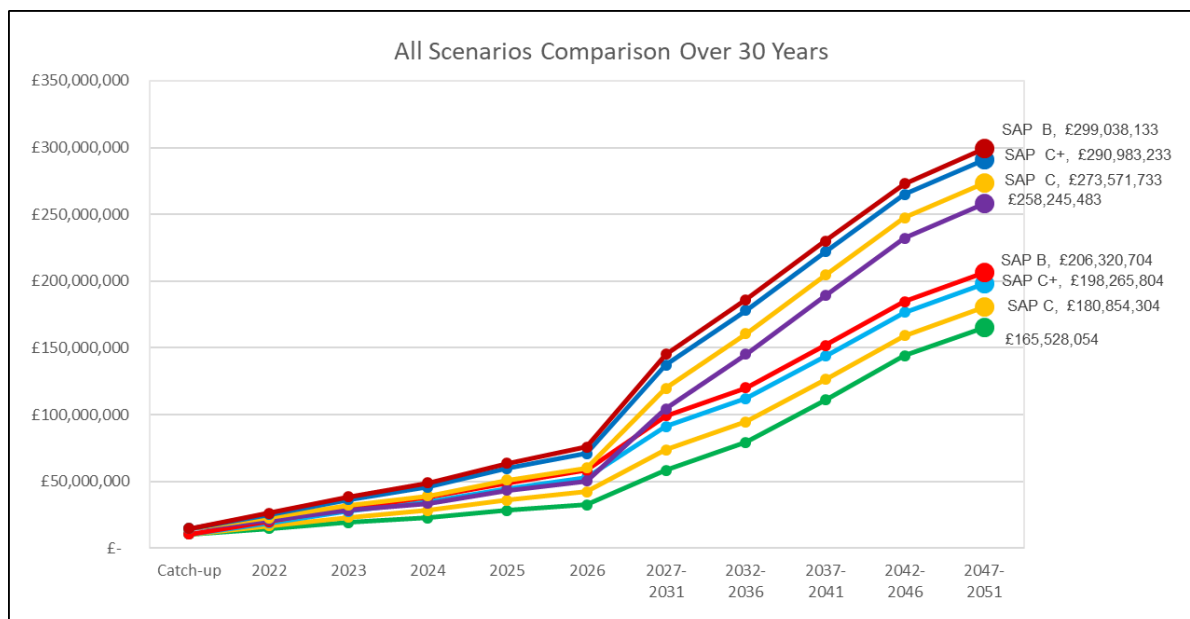
- Sap C Minimum 69 points (£15,326,250)
- SAP C+ Minimum 75 points (£32,737,750)
- SAP B Minimum 81 points (£40,792,650)

4.4 Graph 2 shows the measures for each scenario combined with existing planned and cyclical works programmes compared to the existing baseline projection.

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## Appendix A

**Graph 2**



The graph above shows eight costed possible scenarios which are reflected in Table 1 below. We have taken line 1 to be the lowest trajectory on the graph.

**Table 1**

| Trajectory      | Measure  | Cost £ Million |
|-----------------|--|----------------|
| <b>Option 1</b> | Existing programmes before additional measures   | 165,528,054    |
| <b>Option 2</b> | Undertake the existing programme combined with all of the measure required to reach SAP C  | 180,854,304    |
| <b>Option 3</b> | Undertake the existing programme combined with all of the measure required to reach SAP C+   | 198,265,804    |
| <b>Option 4</b> | Undertake the existing programme combined with all of the measure required to reach SAP B  | 206,320,704    |
| <b>Option 5</b> | Undertake the existing programme combined with the replacement of all heating with a new ASHP  | 258,245,483    |
| <b>Option 6</b> | Undertake the existing programme combined with all of the measure required to reach SAP C, and the replacement of all heating with a new ASHP  | 273,571,733    |
| <b>Option 7</b> | Undertake the existing programme combined with all of the measure required to reach SAP C+, and the replacement of all heating with a new ASHP | 290,983,233    |
| <b>Option 8</b> | Undertake the existing programme combined with all of the measure required to reach SAP B, and the replacement of all heating with a new ASHP  | 299,038,133    |

4.5 Table 1 and Graphs 1&2 set out a range of options elementally and collectively which could be used to support the delivery of key strategic objectives.

4.6 Table 2 provides an indication of the efficiencies which could be achieved against corporate objectives as set out within the CN 2030 Strategy and the Tenant Services Energy strategy. Final measured outcomes may differ from the targets outlined as

behaviour may need to be altered post-retrofit work – especially in improving ventilation where there could be unintended moisture effects of retrofit.

**Table 2**

| SAP    | Carbon Reduction | Average Increase SAP | Cost per Sap Unit | Cost CO2 Tonnes Saved (per year) | Average Tenant Savings £ |
|--------|------------------|----------------------|-------------------|----------------------------------|--------------------------|
| SAP C  | 24.5%            | 7.54                 | £1,957            | £3,853                           | 11.8%                    |
| SAP C+ | 31.4%            | 9.53                 | £2,336            | £4,531                           | 14.0                     |
| SAP B  | 37.7%            | 12.01                | £2,527            | £5,149                           | 17.4%                    |

## 5.0 Findings

- 5.1 As a result of the work undertaken, going forward we are able to set improvement strategies based on either energy cost (SAP) or carbon reduction (CO2) so we can develop bespoke strategies to meet organisational targets, as well as regulatory requirements.
- 5.2 We are already investing more than £3m each year on programmes to improve thermal efficiency, and decarbonise homes. However, meeting our carbon reduction goals, and SAP targets by 2030 will require further significant investment in resources, training and development, but is achievable with a balanced approach.
- 5.3 We already have a range of policies and programmes to support this transition. Our approach, recognises technological uncertainty, and focuses on what we do know. Comparing the baseline information of 2017 and 2021 shows that significant progress has been made against objectives set out within the Energy and Non-Traditional Homes Strategies.
- 5.4 Where we have installed technology to support improvements in thermal performance of homes, we need to develop a more detailed picture of where tenants are now, in their understanding and use of those components. We need to build on the previous good work done by the Tenant Education Officer in explaining the advantages of these new types of systems.

## 6.0 Finance

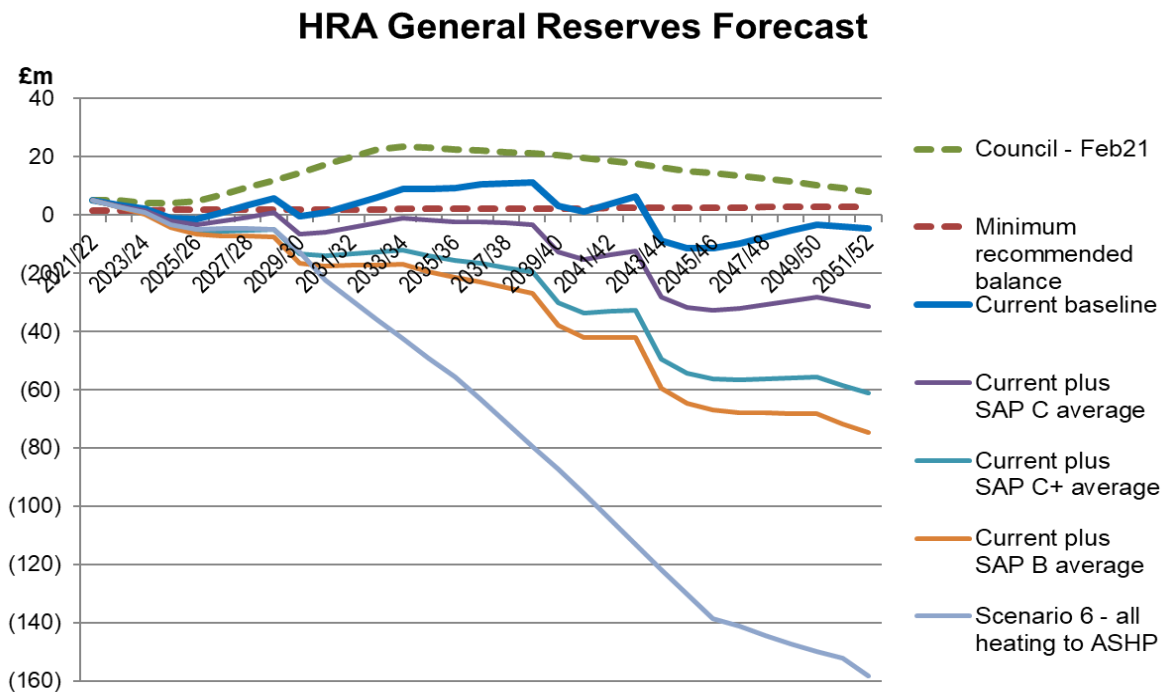
- 6.1 Financing upgrading works is challenging and the costs and benefits need to be more visible through the establishment of a solid evidence base that can be referred to.
- 6.2 The establishment of the new energy performance baseline clearly sets out in granular detail the cost and benefit of elemental improvements.

**Table 3**

| Funding Options   | Additional borrowing (over 7 years) | Annual Savings needed (indicative amount) |
|---|-------------------------------------|---|
| Option 1 - Current programme (baseline)                       |                                     | £0.2m                                     |
| Option 2 - Current plus SAP C average                         | £18m                                | £0.9m                                     |
| Option 3 - Current plus SAP C+ average                        | £38m                                | £1.6m                                     |
| Option 4 - Current plus SAP B average                         | £47m                                | £1.9m                                     |
| Option 5 - Scenario 5 - all heating to ASHP                   | £51m*                               | £4.0m                                     |
| * Costs continue after year 7, but additional borrowing stops |                                     |   |

6.3 Table 3 sets out the corresponding borrowing and efficiencies which would need to be made to bring back the final 30 year position to the minimum recommended balances. For options 6-8 the options for each SAP measure would need to be added to Option 5 e.g. Option 5 plus Option 2 would equal £4.9m of savings being required.

**Graph 3**





**Graph shows estimated future reserves for each of the options.**

- 6.4 The updated 'current baseline' shows higher cost than were previously included and already pushes the HRA into a negative balance as early as 2024/25.
- 6.5 All scenarios have assumed borrowing is for 7 years only, with repayments over 30 years (annuity basis – starting off smaller and increasing year on year). Other borrowing options are available.
- 6.6 Interest has been included at 3%. However, it should be noted it is currently lower than this, but could be higher than this by the time we take the borrowing due to uncertainty in the current economic climate ( the 'reduced' rate when self-financing loans were taken out was 3.5%).
- 6.7 Some of the options that could be considered to support the funding of these works include but are not limited to:
- Reduce capital spend (reduce capital replacements eg kitchens/bathrooms)
  - Extending component life cycle (consideration would need to be given to Decent Homes 2)
  - Charge higher rents on new build/relet
  - Charge full service charges to all general needs tenants eg grounds maintenance charges

**7.0 Conclusion**

- 7.1 Energy reduction, climate change concerns, tenant warmth, and fuel poverty all form part of the challenges we face in delivering our CN 2030, and Energy Strategy objectives. Action and investment to address each of these will have implications for the others, as they are by no means identical and can have competing demands for investment of both capital (in the buildings) and revenue (in working with tenants to ensure they gain most from the capital investment works).
- 7.2 There are important and difficult judgements to be made about the value of costly capital investment in very low efficiency but difficult to insulate properties. Generally, an effectively applied Active Asset Management Strategy would consider disposal where there was no return on capital investment. However, as a Social Housing Landlord, Stroud does not require strict financial "Return on Investment" although it is important to consider value for money.
- 7.3 Disposal of stock which does not meet the requirements of thermal comfort range proposal set out in the Clean Growth Strategy for a social housing energy performance standard of EPC 'C' by 2030, except in circumstances where disposal was expressly linked to redevelopment would require separate consideration.
- 7.4 Replacing items with thermally efficient versions adds cost, both in initial outlay and ongoing maintenance. The Council will also need to bring in resources with specific

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### Appendix A

technical expertise outside their current capabilities to manage the upgraded assets long term, and or upskill existing officers and technicians to perform these tasks.

- 7.5 The target to improve homes by 2030 will require a holistic and collaborative approach. While the end result is desirable, it's the hurdles to getting there, starting with costs and then the process, that could be stumbling blocks to adopting energy efficiency and green heating measures across all stock.

## STROUD DISTRICT COUNCIL

## HOUSING COMMITTEE

14 SEPTEMBER 2021

|  |  |       |          |               |
|--|--|-------|----------|---------------|
| <b>Report Title</b>  | <b>RESPONSE TO THE GOVERNMENTS SOCIAL HOUSING WHITE PAPER</b>  |       |          |               |
| <b>Purpose of Report</b>                                       | To inform Committee of the actions that are underway and scheduled in response to the white paper and the seven strands of the Charter for Social Housing Residents.   |       |          |               |
| <b>Decision(s)</b>   | <p><b>The Committee RESOLVES to agree that the Head of Housing Services work with the cross party Resident Involvement Task and Finish group to:</b></p> <ul style="list-style-type: none"> <li><b>a) Draft Stroud District's Tenants Charter</b></li> <li><b>b) Draft Stroud District's Tenant Empowerment and Engagement strategy</b></li> <li><b>c) Coordinate consultation on the proposed Tenant satisfaction measures, and bring recommendations back to this Committee</b></li> </ul> |       |          |               |
| <b>Consultation and Feedback</b>                               | <ul style="list-style-type: none"> <li>• Housing Committee Tenant Representatives</li> <li>• Neighbourhood Ambassadors,</li> <li>• SDC - Head of Contract Services,</li> <li>• SDC - Property Manager,</li> <li>• SDC - New Homes and Regeneration Manager,</li> <li>• SDC - Head of Community Services,</li> <li>• SDC - Tenant Services Unit Managers</li> <li>• Independent Specialist Housing Management advisor (Bernadette Marjoram)</li> </ul>  |       |          |               |
| <b>Report Author</b>   | Name Kevin Topping, Head of Housing Services<br>Tel: 01453 754196 Email: <a href="mailto:kevin.topping@stroud.gov.uk">kevin.topping@stroud.gov.uk</a>  |       |          |               |
| <b>Options</b>   | N/A  |       |          |               |
| <b>Background Papers</b>                                       | <p><a href="http://www.gov.uk">The charter for social housing residents: social housing white paper - GOV.UK (www.gov.uk)</a></p> <p><a href="http://www.gov.uk">Social housing green paper: a 'new deal' for social housing - GOV.UK (www.gov.uk)</a></p>   |       |          |               |
| <b>Appendices</b>  | Appendix A – The Charter for Social Housing Residents<br>Appendix B – Requirements of the Charter<br>Appendix C – Draft Tenant Satisfaction Measures<br>Appendix D – NHF Together with Tenants Charter   |       |          |               |
| <b>Implications (further details at the end of the report)</b> | Financial  | Legal | Equality | Environmental |
|  | No   | No    | No       | No            |

# Agenda Item 7

## 1. Introduction

- 1.1 The Social Housing White Paper 2020 sets out a new Charter for Social Housing Residents. It builds on the proposals set out in the Social Housing Green Paper: 'A new deal for social housing residents' (2020), the Review of Social Housing Regulation and of course the learning from the Grenfell Tower Tragedy.
- 1.2 The Regulator of Social Housing wrote to all local authority Chief Executives in March 2021 outlining that while much of the responsibility for delivering the expectations set out in the White Paper rests with social landlords, its implementation will be underpinned by a strengthened consumer regulation regime. This regime will build on the existing *reactive* consumer regulation role and standards which all social landlords, including local authorities, are currently subject to.

## 2. Government focus and purpose of the white paper;

### 2.1 The White Papers seeks to:

- Provide clarity on the standards that every social tenant in England is entitled to expect from their landlords.
- Raise the standard of social housing and meet the housing aspirations of residents now and in the future.
- Engender quality, safe environments free from crime & anti-social behaviour.
- Ensure tenants feel protected and empowered by a regulatory regime and a culture of transparency, accountability, decency and service befitting the intentions and traditions of social housing.
- Provide routes to self-ownership.

### 2.2 The White Paper's charter addresses the relationship between landlord and tenant, and how landlords can work with their tenants more effectively. The Regulator considers that the consumer regime must pass three tests for it to be successful:

1. It must make a meaningful difference to tenants.
2. It must be deliverable by landlords, whether housing association or local authority landlords.
3. We must be able to regulate it effectively.

### 2.3 It confirms that the Regulator of Social Housing will focus on the following areas:

- Changes needed to the consumer standards that all social landlords will be required to meet.
- The proactive consumer regulation activity (including, for example, a programme of inspections as outlined in the White Paper) through which we will monitor and assess whether those standards are being met; and
- Agreeing a set of tenant satisfaction measures that will both inform our regulation and help tenants hold their landlords to account.

### 3. Current Position

- 3.1 A number of Stroud District Council current work streams already link directly to this, with work either proposed, in progress or completed.
- 3.2 The Tenant Service Standards action plan and the Cleaner Estates action plan identify areas where greater tenant involvement is being prioritised, including scrutiny, complaints and repairs. Recent task and finish groups are also in place covering resident involvement, voids and repairs and energy/retrofit.
- 3.3 In unison with these, there is commissioned work around resident involvement, Strategic Housing and landlord services. Complaints reports for the whole service have been shared with Housing Committee performance scrutiny members and Tenant Representatives.
- 3.4 Whilst the White paper has wide ranging implications for all social landlords, there are several areas where, as a sector, good progress has already been made that can be built on. This includes:
- Since the Grenfell tragedy there has been an increasing focus on the strength of Tenants and Residents voice and influence in providers' strategic decision making.
  - The appointment of new tenant representatives on Housing Committee (two principals and two deputies) is an early step to enhance tenant engagement and opportunities for a voice in committee.
  - There has been a similar focus on improving customer satisfaction through improved engagement and customer experience mapping. This work is ongoing through property care and the insight officer who is assimilating this information for reporting purposes.
  - Approaches to complaint management have been reviewed in the light of the new Housing Ombudsman code with processes and policies being updated to comply with the new Code, reducing processes to two stages (Stroud has a new corporate complaints management process which was built heavily based on the work of Tenant Services management of Complaints and is compliant with the Ombudsman's requirements), complaints information for 2020/2021 and the first quarter of 2021 have been shared with the Performance members and tenant representatives.
  - There has been a refreshed focus by the Tenant Services team on the Government's decent homes standard, that SDC having exceeded through their own enhanced standard.

### 4. Key challenges and opportunities:

- 4.1 Although some progress has been made over recent months' work remains to be done and there are a number of challenges to addresses. Many areas are still open to consultation with opportunities to influence and ensure our residents voices are heard. Issues for particular attention moving forward include:
- Improving access to our services through a strong and accessible digital offer.
  - Re-designing service delivery in the light of the Covid experience and the focus on Safety, ASB, Domestic Abuse.

## Agenda Item 7

- Supporting the shared focus with Housing Committee on inclusion, respect and tackling social housing stigma.
- Creating a stronger focus on Consumer regulation requirements alongside Financial Viability and Governance.
- Ensuring resident and community engagement is meaningful and inclusive.
- Recognising the particular challenges delivering quality services in consultation with tenants in high-risk buildings and where the design, age and building materials of existing tenants' homes does not meet new health and safety requirements.
- Working with and supporting tenants in meeting our climate change and energy efficiency targets.

4.2 Going forward the focus for all social housing providers is on working constructively with the Regulator to help shape the detail behind the charter and the regulatory changes, through consultation events and workshops and to review their current position against the requirements.

4.3 This is against the backdrop of delivering services during the Covid pandemic, reviewing the learning from the last 18 months and understanding what this means for future service delivery. The white paper supports and is supported by current and evolving legislation and regulation, including;

4.4 **The Building Safety Bill (2020)** – which seeks to create an enhanced regulatory regime for all buildings, covering the design, construction, day-to-day management and maintenance of higher-risk buildings, with residents having a strong voice in the system. Requiring providers to ensure they create and embed a culture of engagement with fire and building safety.

4.5 Culture is referred to 23 times within the white paper- “drive a culture change to put safety first” “develop a national culture of engagement on fire and structural safety for residents of all tenures” “supports a culture change whereby landlords are more open with tenants” “ensure that the needs of tenants are embedded in the culture of all landlords” There is a real focus on embedding change across the sector and we must not forget that we are all part of the journey.

4.6 **Feedback from involved tenants included:**

- I have read through this and I think it looks great. I hope it doesn't create too much extra work for the Council but will formalise some of the things that you already do. I am aware that right to buy is an issue for all councils because of the very unfair return of funds and councils are constantly squeezed by the government and constantly concerned about the budget. None of this is touched upon in the White paper and I know Stroud runs a very reasonable budget with good quality planning for the future. Sadly, I don't think it is likely to be recognised nor rewarded by the government. Nonetheless I think the white paper is quite good and should allow the council and it's tenants to cooperate in a mutually beneficial way.
- I'm wary that this new Charter is a way of getting Housing Association rules in to change the way things are being run to be more like Housing Association than Council run. The way things have been recently I don't believe Tenants have been listened to the way they should have been. I have reported a couple of things from this estate several times and nothing has been done about them. So, as long as we're not being pushed towards a Housing Association, I would be happy for an

honest, clear Charter, that genuinely means what it says, and not just something that is just a load of words that will be ignored. I'd just like to see SDC back to the decent, honest Council it was, when tenants could get satisfaction

- I have read it and have no comments.
- I have read through the paper and all seems to make sense to me
- Yes, I have read it, it sounds good if it is worked properly.
- Thank you for the opportunity to review the response to the social housing white paper. It is a very comprehensive response to numerous complex requirements I am very supportive of responses.
- I would note that following the tenant involvement currently reported in 3.1 and 3.2 paints a picture of a lot of activity taking place whilst I have been involved in some tenant activities I find that what is reported to be taking place is not shared adequately with tenants.
- I have been asking for scrutiny for a number of years however I see it is reported to have taken place in some areas.
- I believe that there is always a tremendous amount of professional work put into planning by officers for tenant involvement however question the ability of officers to see all actions through and provide feedback and post review due to lack of staff resources.
- Feedback from meetings and outcomes and agreements need to be followed up on otherwise tenants can be asking the same questions a year later
- How many times have tenant inspectors started and stopped it is difficult to maintain tenant interest when this stop start happens.
- From experience more support is required for tenant representatives. Officers need to have time and resources for this if these new requirements are to be supported and tenants encouraged to participate.
- I have reported some concerns we as tenants had during the height of Covid only to be advised that there is no problem. I would hope that this type of response would be avoided in the future under the new guidelines.

### 5. Next Steps

- 5.1 Stroud District Council Tenants should have and deserve a strong relevant Tenant Charter. It is appropriate based on those produced by the National Housing Federation (APP D) outlining its commitments to residents and which are based on the following cornerstones:
- Relationships
  - Communication
  - Voice and influence
  - Accountability and Transparency
  - Quality
  - What happens when things go wrong
- 5.2 The Tenant Involvement and Empowerment Task and Finish Group is in a position to lead and develop a Stroud tenants charter as part of their remit and feed back to Housing Committee as appropriate.
- 5.3 A draft satisfaction regime outlined at APPENDIX C is shared with tenants before embedding them into the performance culture that we are seeking to enhance.

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## 6. Implications

### 6.1 Financial Implications

There are no financial implications arising from this report. Any financial outlay identified within this commentary will be met from existing budget.

Jon Coldridge, Principal Accountant

Tel: 01453 754030 Email: [jon.coldridge@stroud.gov.uk](mailto:jon.coldridge@stroud.gov.uk)

### 6.2 Legal Implications

There are no direct legal implications arising from the report and its recommendations.

One Legal

Tel: 01684 272012 Email: [legalservices@onelegal.org.uk](mailto:legalservices@onelegal.org.uk)

### 6.3 Equality Implications

An EqIA has been carried out by Officers in relation to the decision made in this report and no equality implications arise.

### 6.4 Environmental Implications

There are no significant implications within this category.



**Tenants Charter:**

The Charter for Social Housing Residents sits at the heart of paper and outlines seven key commitments that residents should expect from their landlords.

1. **To be safe in your home.** Government will work with industry and landlords to ensure every home is safe and secure.
2. **To know how your landlord is performing,** including on repairs, complaints, and safety, and how it spends its money, so you can hold it to account.
3. **To have your complaints dealt with promptly and fairly,** with access to a strong Ombudsman who will give you swift and fair redress when needed.
4. **To be treated with respect,** backed by a strong consumer Regulator, and improved consumer standards for tenants.
5. **To have your voice heard by your landlord,** for example through regular meetings, scrutiny panels or being on its Governance board (Housing Committee). The Government will provide help, if you want it to give you the tools to ensure your landlord listens.
6. **To have a good quality home and neighbourhood to live in,** with your landlord keeping your home in good repair.
7. **To be supported to take your first step to ownership,** so it is a ladder to other opportunities, should your circumstances allow.

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**Requirements of the Charter**

An analysis of the White Paper has been completed and the key requirements outlined in the seven elements of the Charter are shown below:

|                         |  |
|-------------------------|--|
| <p><b>Charter 1</b></p> | <p><b>To be safe in your home</b></p> <ul style="list-style-type: none"> <li>• Safety will become part of the Regulators’ new consumer regulation role, including the development of statutory and good practice guidance on engaging residents of all tenures on safety issues</li> <li>• Social landlords will need to identify a nominated person responsible for complying with their health and safety requirements – This is in place with our Compliance &amp; Assurance Manager (Jon Priest) and the Director of Communities (Keith Gerrard) with overall governance</li> <li>• Launch a consultation on requiring smoke alarms in social housing and introducing new expectations for carbon monoxide alarms. SDC Property Care is a Gas Safe accredited contractor. Smoke alarms are fitted in all properties as a matter of course, and renewed as part of cyclical and planned and preventative works. Carbon monoxide detectors are installed as matter of course where the Council owns and maintains open flued appliances such as a gas fire. As the programme of renewal of existing smoke detectors is rolled out across all stock existing smoke detectors are being replaced with new combined smoke, heat, and carbon monoxide detectors where possible. Where this is not possible to achieve detector units are installed separately.</li> <li>• Continue to work with the Social Sector (Building Safety) Engagement Best Practice Group and the Building Safety Regulator to ensure resident voices are heard. As part of the mobilisation process to internalise the Repairs and Maintenance Service, Property Care were able to achieve Safe Contractor accreditation. Health and safety is an integral part of how we operate. As a maintenance provider, this is one of the core values so that we have effective and suitable controls in place for our own employees and contractors to manage health and safety risks. Membership and accreditation demonstrates that we meet the necessary requirements around health and safety, equal opportunities, diversity and environmental management practices - all in one plan.</li> <li>• Consult on measures to ensure that social housing residents are protected from harm caused by poor electrical safety. SDC Property Care is an NICIEC approved contractor. We undertake periodic tests to all domestic and non-domestic installations in accordance with the statutory requirements. PAT testing is also undertaken annually by our own internally trained staff.</li> <li>• Tenants and Members will be engaged through the new T&amp;F Groups to review standards and guidance relating to all elements of the repairs service. We want to agree a clear set of standards which is adhered to consistently. Often the term “quality” is confused with an aspiration for “excellence” or deemed to be a standard in itself. Where we use words</li> </ul> |
|-------------------------|--|

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## Appendix B

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|                  | <p>such as “good” or “excellent” there should be no ambiguity as they mean different things to different people and cannot themselves be measured.</p> <ul style="list-style-type: none"><li>• Property Care operatives are empowered to undertake additional repairs identified during service visits. Going forward we will use existing property knowledge and analysis of historical property repairs to target repeat repairs before defects are noticed by tenants. We will also use the information to further strengthen our planned preventative programmes of work.</li><li>• Housemark is the leading data and insight company for the housing sector. The service uses Housemark to benchmark services against peer organisations. The platform is also used for networking and sharing of information and best practice. Any learning is being used to improve existing practices and make improvements to policy and guidance where necessary.</li></ul>  |
| <b>Charter 2</b> | <p><b>To know how your landlord is performing</b></p> <ul style="list-style-type: none"><li>• The Regulator will introduce a new set of tenant satisfaction measures. Satisfaction has already been flagged from consultation events and the STAR survey (both in 2019 pre pandemic) by residents and members. An action plan has been put together to improve satisfaction levels with a timeline and responsible officer. Satisfaction is a key area where we need to improve but tempered with managing expectations. This will be managed and governance applied by the Task and Finish group for resident involvement.</li><li>• Landlords will have to provide a clear breakdown of how their income is being spent, including levels of executive salaries and management costs (relative to the size of the landlord) to be published alongside tenant satisfaction measures. This is already in place with finance colleagues and will form part of the annual report.</li><li>• Landlords will be required to identify a senior person in their organisation who is responsible for ensuring they comply with the consumer standards set by the Regulator This is already in place and this is Keith Gerrard (Director of Communities)</li><li>• Landlords will be expected to report to every tenant on such matters at least once a year, if not continuously, using technology (the use of apps is referenced in the paper) This is planned as part of the tenants newsletter and annual report. The opportunity to digitalise is being investigated by the Housing Manager and the councils communications team</li></ul> |
| <b>Charter 3</b> | <p><b>To have your complaints dealt with promptly and fairly</b></p> <ul style="list-style-type: none"><li>• Landlords will be required to comply with the Housing Ombudsman’s Complaint Handling Code, ensuring that they have good processes in place to respond swiftly and effectively to complaints. This is in place with a corporate complaints model which covers the Housing Ombudsman and the LGSO with appropriate identification of the different routes when</li></ul>   |

|                         |  |
|-------------------------|--|
|                         | <p>complaints need to reach the Ombudsman. Complaints are reported quarterly and these are shared with the member performance group that includes tenant reps from Housing Committee and reported to Housing Committee as appropriate</p> <ul style="list-style-type: none"> <li>• Landlords have been asked to self-assess against the Code by 31 December 2020 and publish the results. This has been completed and was published in December 2020</li> <li>• From March 2021, reports on the complaints the Housing Ombudsman has handled for individual landlords, as well as the determinations on individual cases, will be published on the Housing Ombudsman’s website, this is in place and a number of landlords have been identified and failures published by the Ombudsman</li> <li>• Run an awareness campaign so social housing residents know their rights, are confident in navigating their routes to complain, and are aware of how to escalate to get redress where needed. This is currently part of our complaints process, however, this will be enhanced by information being published both in the annual report and tenant newsletters periodically</li> </ul> |
| <p><b>Charter 4</b></p> | <p><b>To be treated with respect</b></p> <ul style="list-style-type: none"> <li>• Remove the ‘serious detriment test’ and introduce routine inspections for the largest landlords (with over 1,000 homes) every four years. This will include Stroud at some point as we have around 5,000 homes</li> <li>• The Regulator will have new powers to publish a Code of Practice on the consumer standards which will be clearer on Landlord requirements. The consumer standards were last updated in 2015 and 2017 so a review is welcomed.</li> <li>• Removing the cap on the level of fines the Regulator can issue and introducing Performance Improvement Plans for landlords failing to comply</li> <li>• Reduce the notice period for surveys on the condition of properties, and introduce a new power to arrange emergency repairs if needed where a survey uncovers evidence of systemic landlord failures</li> <li>• Set out an expectation for all landlords to self-refer breaches with the regulatory standards</li> </ul>  |
| <p><b>Charter 5</b></p> | <p><b>To have your voice heard by your landlord</b></p> <ul style="list-style-type: none"> <li>• The Regulator will require landlords to seek out best practice and consider how they can continually improve the way they engage with social housing tenants. This will form the backbone of the new tenant involvement and empowerment strategy with governance from the task and finish group</li> </ul>  |

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## Appendix B

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|                  | <ul style="list-style-type: none"><li>• Focus on tackling loneliness and ensuring that tenant-led engagement activities linked to Covid-19 can continue. These are being refocused but are restricted by a lack of resource.</li><li>• Deliver a new opportunities and empowerment programme for social housing residents, to support more effective engagement between landlords and residents, and to give residents tools to influence their landlords and hold them to account. This work is planned in line with the new tenant involvement and empowerment strategy</li><li>• Review professional training and development to ensure residents receive a high standard of customer service.</li></ul>   |
| <b>Charter 6</b> | <p><b>To have a good quality home and neighbourhood to live in</b></p> <p>This section focusses on well designed, decent homes, good neighbourhoods, and pride in the community.</p> <ul style="list-style-type: none"><li>• There will be a review of the Decent Homes Standard to ensure it is delivering what is needed for safety and decency now. It will assess how the standard can support better energy efficiency and the decarbonisation of social homes.</li><li>• The Decent Homes Standard review will consider access to safe, open, and green spaces for people's wellbeing and how improvements to communal space could make places more liveable, safe, and comfortable.</li><li>• There will be a review of the tenant's experience when dealing with frontline staff and how in some cases this can lead to stigma based on their interactions.</li><li>• The review will include professionalisation as to whether housing staff are equipped with the right knowledge and skills to work with people with mental health needs and the government will encourage best practice for landlords working with those with mental health needs.</li><li>• There is consideration for supporting tenants facing anti-social behaviour and crime. The new tenant satisfaction measures will include measures on responsible neighbourhood management, including tackling anti-social behaviour.</li><li>• The Government will work with the Home Office and other partners to develop an understanding on how crime and tenant's perception of crime can be measured and reported. There will also be clarity on the different responsibilities that police, local authorities, and landlords have for ASB management.</li><li>• The Government will work with the National Housing Federation and Local Government Association to encourage social landlords to inform residents of their right to make a community trigger application on how their ASB case is being managed (leading to a multi-agency case review). This is already in place at Stroud in line with the new ASB policy 2021</li></ul> |

|                         |  |
|-------------------------|--|
|                         | <ul style="list-style-type: none"> <li>• There will be a review of perpetrators of anti-social behaviour who suffer from mental health issues.</li> <li>• It considers how to integrate communities and prevents social housing tenants from being made to feel like social class citizens.</li> <li>• It covers how social housing is allocated fairly through local authority allocation schemes. There will also be a review of how government can improve access to suitable homes for disabled people.</li> <li>• For those tenants facing domestic abuse, the Government will expect the Regulator to review and amend its Regulatory Standards to make it clear that landlords should have a policy setting out how they should tackle issues relating to domestic abuse.</li> <li>• The Government identifies a commitment to provide priority for social housing for the armed forces community.</li> </ul>   |
| <p><b>Charter 7</b></p> | <p><b>To be supported to take your first step to ownership</b></p> <p>This section of the report highlights policies and funding that have been put in place to increase the supply of affordable housing:</p> <ul style="list-style-type: none"> <li>• Built over 486,600 new affordable homes since 2010, including 142,400 for social rent</li> <li>• Announced our new £11.5bn Affordable Homes Programme that will deliver up to 180,000 new homes</li> <li>• Announced a new £3bn Affordable Homes Guarantee Scheme</li> <li>• Removed the cap on local authority borrowing to fund housebuilding</li> <li>• Consulted on whether greater flexibilities can be offered around how local authorities can use receipts from Right to Buy sales</li> <li>• Supported community-led housebuilding through the community housing fund</li> <li>• Announced Government will consult on further guidance to provide clarity on rural exception sites policy, to ensure they are used to their full potential.</li> <li>• Introduced a new shared ownership model</li> <li>• Announced that around half of the homes delivered by the new Affordable Homes Programme will be for affordable home ownership</li> <li>• Announced a new Right to Shared Ownership, meaning that most new grant-funded housing association homes for rent will give residents the opportunity to purchase a 10% (or more) stake in their home and to purchase further shares in future</li> <li>• Launched a pilot of Voluntary Right to Buy in the Midlands</li> <li>• Amended the National Planning Policy Framework and published a new national design guide to emphasise the importance of beauty and good design</li> </ul> |

## Agenda Item 7

### Appendix B

|  |   |
|--|---|
|  | <ul style="list-style-type: none"><li>• Emphasised through our new National Design Guide the importance of building beautiful and well-designed social homes.</li></ul> |
|--|---|



**Draft Tenant Satisfaction Measures**

| Theme                                | Draft tenant satisfaction measures  |
|--------------------------------------|---|
| Keeping properties in good repair    | <ul style="list-style-type: none"> <li>• Decent Homes Standard compliance</li> <li>• Responsive repairs completed right first time</li> <li>• Tenant satisfaction with landlord’s repairs and maintenance service</li> </ul>  |
| Maintaining building safety          | <p>Compliance with health and safety obligations:</p> <ul style="list-style-type: none"> <li>• Gas safety</li> <li>• Electrical safety</li> <li>• Fire safety</li> <li>• Asbestos</li> <li>• Water safety</li> <li>• Lift safety</li> <li>• Tenant satisfaction with the health and safety of their home</li> </ul>   |
| Effective handling of complaints     | <ul style="list-style-type: none"> <li>• Number of complaints relative to the size of the landlord</li> <li>• % of complaints resolved within agreed timescale</li> <li>• Tenant satisfaction with landlord’s complaints handling</li> </ul>  |
| Respectful and helpful engagement    | <ul style="list-style-type: none"> <li>• Number of complaints relating to fairness and/or respect,</li> <li>• Tenant satisfaction that their landlord listens to their views and takes notice of them</li> <li>• Tenant satisfaction with landlord’s engagement with tenants</li> </ul>   |
| Responsible neighbourhood management | <ul style="list-style-type: none"> <li>• % of communal areas meeting the required standard (yet to be defined by the tenant scrutiny group)</li> <li>• Number of complaints relating to communal areas</li> <li>• Tenant satisfaction with landlord actions to keep communal areas clean and safe</li> <li>• Tenant satisfaction with landlord contribution to the neighbourhood associated with their home</li> <li>• Number of complaints relating to anti-social behaviour, Tenant satisfaction with landlord’s handling of anti-social behaviour</li> </ul> |
| Overall                              | <ul style="list-style-type: none"> <li>• Overall Tenant satisfaction with the service their landlord provides</li> </ul>  |

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# Together with tenants charter

The Together with Tenants charter aims to strengthen the relationship between residents and housing association landlords.

Housing associations that adopt the charter commit to:



**Relationships** – Housing associations will treat all residents with respect in all of their interactions. Relationships between residents and housing associations will be based on openness, honesty and transparency.



**Communication** – Residents will receive clear, accessible and timely information from their housing association on the issues that matter to them, including important information about their homes and local community, how the organisation is working to address problems, how the organisation is run, and information about performance on key issues.



**Voice and influence** – Views from residents will be sought and valued and this information will be used to inform decisions. Every individual resident will feel listened to by their housing association on the issues that matter to them and can speak without fear.



**Accountability** – Collectively, residents will work in partnership with their housing association to independently scrutinise and hold their housing association to account for the decisions that affect the quality of their homes and services.



**Quality** – Residents can expect their homes to be good quality, well maintained, safe and well managed.



**When things go wrong** – Residents will have simple and accessible routes for raising issues, making complaints and seeking redress. Residents will receive timely advice and support when things go wrong.

To find out more about Together with Tenants,  
visit [housing.org.uk/tenants](https://housing.org.uk/tenants)

**NATIONAL  
HOUSING  
FEDERATION**

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**STROUD DISTRICT COUNCIL****HOUSING COMMITTEE****14 SEPTEMBER 2021**

|  |  |       |          |               |
|--|--|-------|----------|---------------|
| <b>Report Title</b>  | <b>Draft Council Plan 2021 - 2026</b>  |       |          |               |
| <b>Purpose of Report</b>                                       | This report presents the draft Council Plan which sets out the council's priorities and objectives for the next five years.  |       |          |               |
| <b>Decision(s)</b>   | <b>The Committee RECOMMENDS to Strategy &amp; Resources Committee that the draft Council Plan is agreed and recommended to Council</b>   |       |          |               |
| <b>Consultation and Feedback</b>                               | The draft Council Plan has been developed in consultation with the Alliance Leadership Team, Alliance members, the Strategic Leadership Team, the Leadership and Management Team and Council officers and the Stroud District Youth Council.   |       |          |               |
| <b>Report Author</b>   | Andrew Cummings, Strategic Director of Resources<br>Email: <a href="mailto:Andrew.cummings@stroud.gov.uk">Andrew.cummings@stroud.gov.uk</a><br><br>Hannah Emery, Corporate Policy and Governance Manager<br>Email: <a href="mailto:Hannah.emery@stroud.gov.uk">Hannah.emery@stroud.gov.uk</a>                      |       |          |               |
| <b>Options</b>   | Option 1: to do nothing. This is not recommended as it could lead to the Council being without a clearly articulated plan and priorities consequently reducing its public accountability.<br><br>Option 2: to agree or make amendments to the draft Council Plan and recommend to Strategy and Resources Committee |       |          |               |
| <b>Background Papers</b>                                       | None   |       |          |               |
| <b>Appendices</b>  | Appendix A – Draft Council Plan 2021 - 2026  |       |          |               |
| <b>Implications (further details at the end of the report)</b> | Financial  | Legal | Equality | Environmental |
|  | Yes  | Yes   | Yes      | Yes           |

**1. INTRODUCTION**

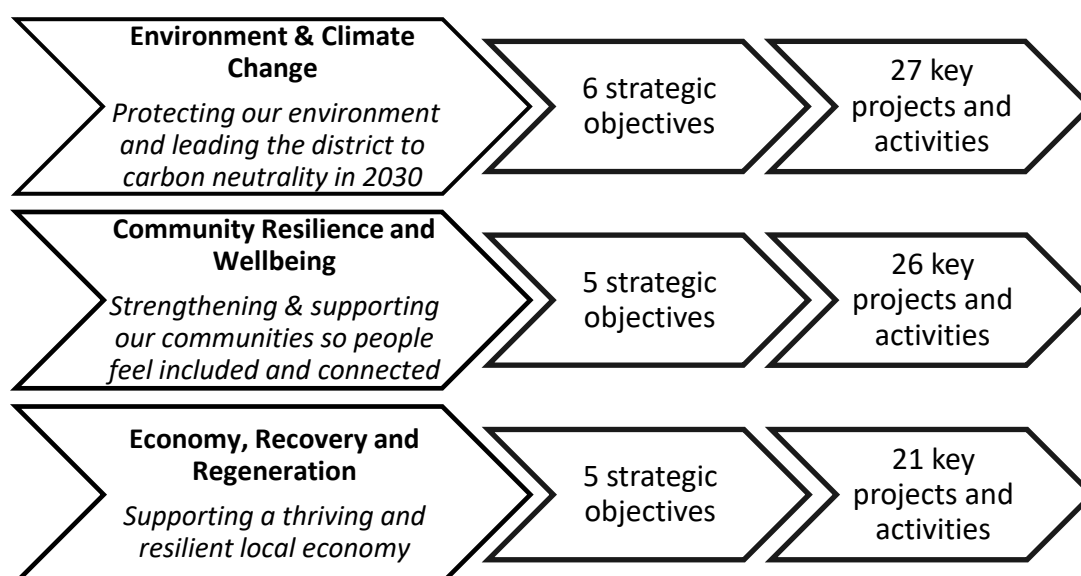
- 1.1** The council previously adopted the Corporate Delivery Plan 2019 – 2020 and a revised Corporate Delivery Plan was due to be developed after the May 2020 Elections. However, as a result of the Covid-19 pandemic and the delayed local elections the council developed and adopted the 'Recover, Reset and Renew Strategy' for 2020 - 2021.

## Agenda Item 8

- 1.2** The Covid-19 pandemic has had a major impact on our district's economy and communities and within the work delivered under the Recover, Reset and Renew Strategy we have been taking stock of the impact of the pandemic, focusing on recovery and renewal and identifying opportunities to join up processes and engage with our communities and key partners. From this we have reviewed and developed our priorities and projects and integrated the Recover, Reset and Renew strategy and other recovery activities into the new Council Plan.
- 1.3** When the Council Plan is adopted, the Recovery, Reset and Renew Strategy will be considered as subsumed into the Council Plan which becomes the overarching set of strategic priorities for the Council.

## **2. THE COUNCIL PLAN**

- 2.1** The draft Council Plan 2021 - 2026 attached at Appendix A is built on three tiers consisting of our priorities, our objectives and the key projects and activity the council will undertake to achieve our objectives.



- 2.2** To ensure that the council has a co-ordinated approach to delivering its objectives, the key projects and activities have been outlined in the Delivery Plan which also includes the governance arrangements, the timescale for start and completion of the project and the Lead Officer responsible for the successful delivery.
- 2.3** The Council Plan is a five-year strategy to align with the financial planning cycle and to reflect the longer term goals and ambitions within the plan. Uncertainty due to the ongoing Covid-19 pandemic continues and the Delivery Plan will therefore remain under review to ensure that resources are being appropriately applied to meet our priorities. The Delivery Plan will be formally reviewed at Strategy & Resources Committee on an annual basis.
- 2.4** The Council Plan is not intended to capture all of the services the Council provides. The priorities and objectives are owned by the whole council and many of the key projects and activities are not solely the responsibility of one service, but a number of services. Other council wide strategies and service plans will capture in more detail the priorities of the services the council provides.

- 2.5** Members will have oversight of the delivery of the Council Plan through the governance and decision making arrangements for the council. For some key projects, other governance arrangements are in place for members to provide input and advice through Task and Finish Groups, Boards and Working Groups as outlined in the Delivery Plan.

### **3. PERFORMANCE MANAGEMENT**

- 3.1** The Council Plan is an integral element of the council's performance management framework (PMF). The Plan is the golden thread that links service, team and personal performance to the priorities of the organisation.
- 3.2** The commitments within the Council Plan will be reflected in service plans and progress in achieving the activities identified as part of the Council Plan will be monitored on an ongoing basis and progress will be reported quarterly to Strategy and Resources Committee.
- 3.3** Where other policy committees have direct responsibility for an objective or key project, it will be considered as part of their work programme and their performance monitoring process.
- 3.4** The council's performance management framework is currently under review to be adopted at November's Strategy & Resources Committee. The draft Council Plan sets out the priorities and what the council will do to achieve its objectives. If The Council Plan is agreed to be adopted, the revised council performance management framework will identify the individual performance measures for each project or activity within the Delivery Plan.
- 3.5** Risks associated with each objective and key projects will be entered onto the relevant service or corporate risk register and elevated as appropriate. The corporate risk register is a living document regularly reviewed by the Strategic Leadership Team.

### **4. IMPLICATIONS**

#### **4.1 Financial Implications**

There are no direct financial implications from adopting the plan. It will be a key document as part of the Medium-Term Financial Planning process and resources will be allocated to projects as appropriate

Andrew Cummings, Strategic Director of Resources  
Tel: 01453 754115 Email: [andrew.cummings@stroud.gov.uk](mailto:andrew.cummings@stroud.gov.uk)

#### **4.2 Legal Implications**

There are no direct legal implications arising from the adoption of the Council Plan but legal advice and support will be available when implementing the projects and activities set out in the Council Plan and associated documents.

One Legal  
Tel: 01684 272691 Email: [legalservices@onelegal.org.uk](mailto:legalservices@onelegal.org.uk)

## Agenda Item 8

### **4.3 Equality Implications**

The Council's commitments to improving equality of opportunity and access, and reducing inequalities are expressed throughout the Council Plan.

Detailed equality implications relating to the key projects and activities outlined in the Council Plan will be assessed as necessary as part of the service planning processes. Equality impact assessments will be carried out for any services, projects or other schemes that have the potential to impact on communities and/or staff on the grounds of protected characteristics.

### **4.4 Environmental Implications**

Environmental sustainability and carbon neutrality are key drivers of the Council Plan and are reinforced as a council priority. The Council Plan identifies how the council aims to tackle the declared Climate Emergency and protect and enhance the natural environment.



# THE COUNCIL PLAN 2021 – 2026, OUR VISION FOR THE STROUD DISTRICT

## FOREWORD

Stroud district is a unique and beautiful part of the world, a place of stunning landscapes and innovation in business and community-led initiatives, but our district also faces significant challenges: the ecological and climate emergency, rising inequality, and the impacts of the pandemic on our health and wellbeing.

The pandemic reminded us how local government and communities working together can make a real difference to people's lives, providing essential services, supporting local residents and businesses, and helping to ensure everyone in our district can continue to lead safe and fulfilling lives.

Over the last year, we have listened to what people in our district have been saying about the challenges they face, and what is important to them. This is the basis for our new five-year plan, based on three key priorities: the environment, community wellbeing, and our local economy.

At the heart of the plan is partnership and collaboration, shown by the Cooperative Alliance of Labour, Green and Liberal Democrats that has run Stroud District Council since 2012.

We recognise that achieving our plan depends on partnerships – with the county council, towns and parishes, the voluntary and charitable sectors, and local businesses.

The next five years bring much uncertainty. Since 2010 we have seen our funding decrease, and the strains of the pandemic are likely to make this worse. However, we will keep working for the best interests of the district, securing funds to invest in our district, in the people and the places where we live. With your support, there is much we can achieve together to make this district a better place for all who live and work here and face the challenges of our time.

**Doina Cornell**  
*Council Leader and Labour  
Group Leader*

**Catherine Braun**  
*Deputy Leader and Green Group  
Leader*

**Ken Tucker**  
*Liberal Democrat Group Leader*

## INTRODUCTION

The Council Plan has been developed collectively by Alliance Members, the Strategic Leadership Team and all services across the Council.

In July 2020 we published our 'Recover, Reset and Renew a strategy for the Stroud district 2020-2021'. The work delivered under the strategy focused on recovery and renewal and identifying opportunities to 'join up' processes and engage with our communities and key partners in a conversation to help define our overall priorities.

As a result of this work and the lessons we have learnt from the pandemic, we have asked what good practice looks like and we have taken stock on how the crisis has affected our finances, organisation, residents, businesses, communities and our district. From this, we have determined our priorities and the activity to undertake to ensure resources are directed to where they will be most effective.

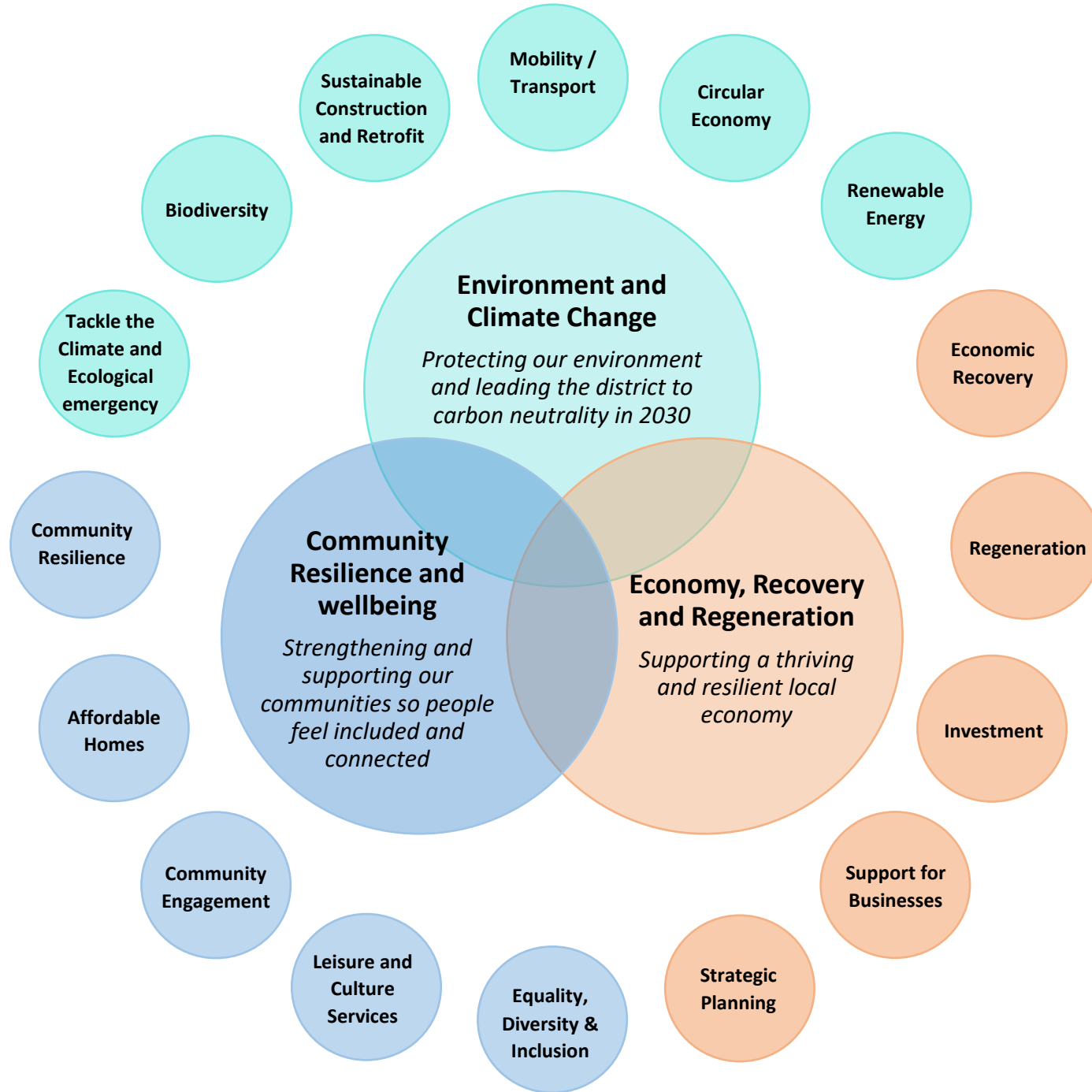
The Council Plan has been built on three tiers consisting of our priorities, our objectives and the key projects and activity we will carry out to achieve our objectives.

The Council Plan is not an exhaustive list of everything we will be doing in the next five years, it sets out the critical activity for the council and ensures this activity is focused through our governance arrangements. Elected Members from all political parties will consider the activity within the plan as it progresses through the Council's governance structure.

# PRIORITIES

The Council Plan focuses on three distinct priorities:

- Environment and Climate Change
- Community Resilience and Wellbeing
- Economy, Recovery and Regeneration



# OBJECTIVES

Each priority has a set of strategic objectives represented in the outer circles.

The Delivery Plan underpins the objectives and outlines the key projects and activities the council will undertake to deliver our objectives.

Agenda Item 8  
Appendix A

## ENVIRONMENT & CLIMATE CHANGE

### *Protecting our environment and leading the district to carbon neutrality in 2030*

We want to ensure our district is a place where people and communities can thrive, while respecting the wellbeing of all people and the health of the whole planet.

In 2018 the council declared a climate emergency and made the commitment to 'do everything within the council's power' to become a carbon neutral district by 2030. We recognise that this ambition needs a huge amount of work not only from the council but across all parts of the district, and our 2030 Strategy mission is to act as an example in the community, to be an enabler and encourager of positive action. The detailed action plan underpinning the 2030 strategy, as adopted by the council in 2020, has informed the objectives of our plan to take the first crucial steps towards net zero and lay the foundations for the work to come.

We are fortunate in that in our communities there is so much support for making the changes that are needed, and expertise amongst local people, businesses and organisations to help shape solutions, reducing our carbon emissions, and building resilience into our natural surroundings. We also face an ecological emergency, and our plan includes key objectives to protect and enhance biodiversity.

We know we cannot achieve this alone, and through our services, policies and projects, we need to do all we can to collaboratively achieve a just transition to a carbon neutral, resilient, inclusive and equality driven district.

## Environment and Climate Change Objectives

**EC1. Tackle the Climate and Ecological Emergency:** Achieve the commitments set for 2021-2024 of the Strategy to be a carbon neutral and ecologically sound district by 2030

**EC2. Biodiversity :** Work with local communities and partners to protect and enhance the district's green infrastructure and biodiversity providing accessible environments that people can enjoy and which positively contribute to their good health

**EC3. Sustainable Construction and Retrofit:** Work with partners to establish Stroud district as a sustainable construction centre of excellence, investing in the skills and capacity in the local economy so public and private buildings across the district can become low carbon and energy efficient

**EC4. Mobility / Transport:** Support development of an integrated active travel (walking and cycling) and public transport network and the development of electric charging infrastructure working with county and regional partners

**EC5. Circular economy:** Develop the foundations of a sustainable circular economy for the district by minimizing consumption, reducing the quantity of resources sent to incineration and applying the waste hierarchy; prevent, reduce, reuse, recycle, recover and as a last resort, disposal

**EC6. Renewable energy:** Increase the proportion of energy generated by renewable sources in the district and work on decarbonizing existing networks

Community Resilience and Wellbeing Objectives

- CW1. Community resilience:** Support communities to help each other and build resilience through a network of community hubs and other community-led networks, with mental and physical health and wellbeing at its heart
- CW2. Affordable homes:** Build affordable, energy efficient homes and deliver high quality services for all tenants by investing in the renovation of existing council homes and meet a range of housing needs for those who experience disadvantage and creating a culture of tenant engagement and empowerment
- CW3. Community engagement:** Strengthen local democracy by developing a culture of community engagement to enable greater involvement of residents, council tenants, communities and businesses in decisions on council services and priorities
- CW4. Leisure and Culture Services:** Adopt a long term investment plan for leisure services and facilities across the district to ensure everyone has access to good quality leisure opportunities that meet their needs
- CW5. Equality, diversity and inclusion:** Embed equality, diversity and inclusion as a priority across the Council and the District with targeted support for those who experience the most disadvantage in our communities

COMMUNITY RESILIENCE & WELLBEING

*Strengthening and supporting our communities so people feel included and connected*

What matters to us is that local people can live healthy and happy lives whatever their background or life situation, and that the places where they live and work can thrive.

Our objectives under this priority are focused on measures that support people to lead healthier and happier lives, tackle racism and inequality, put people at the heart of decision making, enable residents to live in an accessible and inclusive community and ensure our vibrant local communities continue to grow.

Our district is also a deeply rural place of tiny hamlets and farms. We recognise the specific rural challenges many people face, and we want to make sure that access to services and housing is fair wherever you live.

We will tackle housing needs on a variety of fronts, such as: increasing supply of affordable homes of all tenures, action to prevent housing debt in all sectors, action to provide temporary housing where homelessness arises and action to ensure that best use is made of housing stock in all tenures.

Supporting our residents' health and well-being is also more important than ever. Our leisure services are much valued by our communities and have been especially badly affected by the COVID-19 pandemic.

Agenda Item 8  
Appendix A

# ECONOMY, RECOVERY & REGENERATION

## *Supporting a thriving and resilient local economy*

Stroud District has begun to recover from the economic impact of the pandemic, but significant challenges remain. It is critical that our high streets are supported in their recovery, and that district's economy remains resilient and makes a rapid transition to the low carbon economy of the future. We will continue to support those sectors of the economy that have been most affected, recognising our local strengths in the visitor economy, manufacturing and the creative industries.

Our district has one of the largest numbers of small and medium sized businesses in the county. Our objectives aim to support the creation of local decent jobs, support our market towns and provide assistance for our home-grown businesses, large and small.

The pandemic has seen a groundswell of innovation and energy in our market towns and communities in creating locally led approaches to economic recovery and revival. Our objectives focus on harnessing that energy and finding local solutions to big challenges.

In 2018 we adopted the principles of 'Community Wealth Building', to maximise the value of local assets and enable the benefits of economic development to be retained locally, spend local on goods and services and wealth created by a community stay in the area in which it was earned. Our objectives under this priority will help us to achieve this.

## Economy, Recovery and Regeneration Objectives

**ER1. Economic recovery:** Support our high streets and businesses to enable recovery of the local economy from the impacts of COVID-19 and build foundations for a sustainable and inclusive local economy

**ER2. Regeneration:** Deliver key regeneration sites across the district, especially brownfield sites and long-term empty properties, for local jobs, homes, community facilities and green spaces

**ER3. Investment:** Promote the Stroud district to attract investment in key infrastructure and high quality jobs with a focus on environmental technologies, engineering and manufacturing and creative industries

**ER4. Support for Businesses:** Champion local businesses of all types and sizes that lead on environmental and social good practice and support them to grow, keeping wealth in the district, strengthening local supply chains and offering rewarding local jobs

**ER5. Strategic Plan:** Adopt the new Stroud District Local Plan

Appendix A  
Agenda Item 8



## DELIVERY

The Delivery Plan translates the priorities and objectives into tangible work to be undertaken and commitments to be achieved through its lifespan.

Our priorities and objectives are cross-cutting and owned by the whole council, this is reflected in many of the projects and activities not solely being the responsibility of one service, but a number of services.

The Plans will be delivered in times of uncertainty and therefore the Delivery Plan will be reviewed annually to allow for some flexibility and opportunity for redesign to be built into the process.

## THE ROLE OF STAFF AND ELECTED MEMBERS

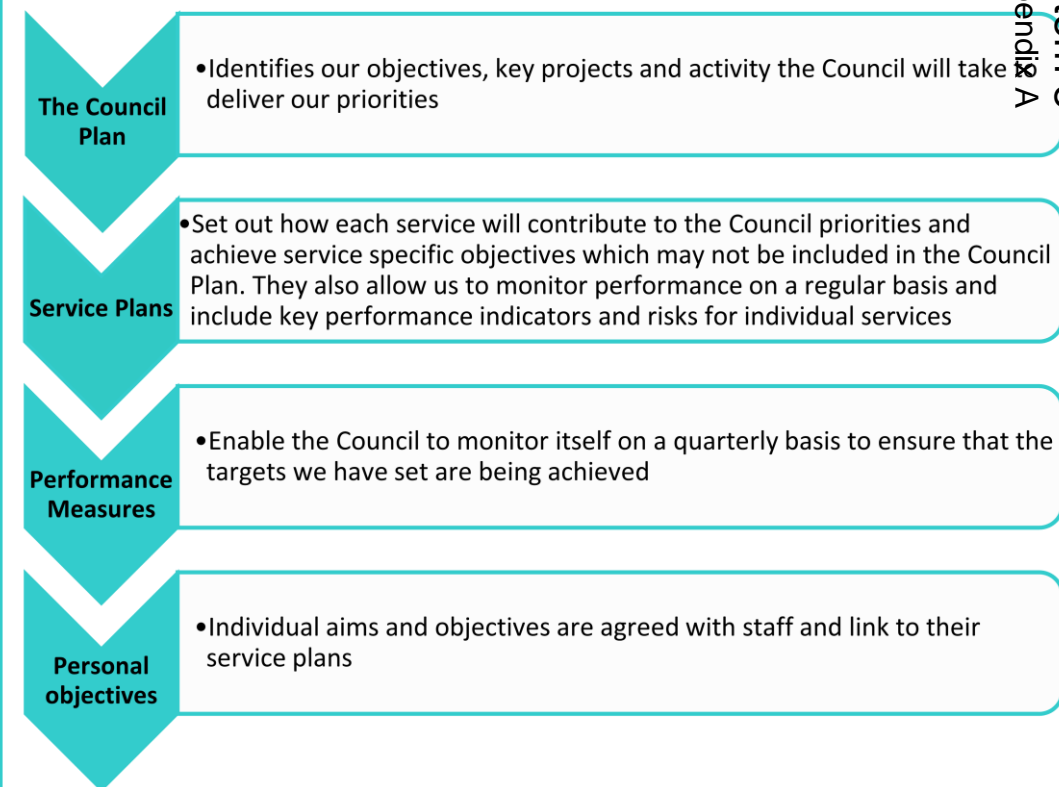
The Council Plan cannot be delivered without the hard work and contribution of our staff. The Delivery Plan outlines the Lead Officers who are responsible for making sure each activity is delivered effectively. The detail of how and when activity and projects will be achieved sits in underpinning documents, such as business cases and project plans. The responsibility for successfully delivering the objectives sits with the Strategic Leadership Team who ensure the right resources and capacity are in place to support delivery.

Elected Members play an important role in considering the key projects and activities through the governance and decision making arrangements for the council. Committees will drive and scrutinise the effectiveness of delivery for the benefit of the district's residents and taxpayers.

Members will also work with officers to provide input and advice and have oversight of delivery through other governance arrangements such as Task and Finish Groups, Boards and Working Groups.


## PERFORMANCE MANAGEMENT

The Council Plan will sit at the heart of our Performance Management Framework. The Framework is intended to ensure that we are meeting our milestones and objectives, drive change and improvement across the organisation, enable effective measurement of the Council Plan and provide a golden thread throughout the organisation.









As part of delivering our Council Plan, we shall be monitoring and reporting on progress in relation to the delivery. Progress updates will be provided to Strategy and Resources Committee on a quarterly basis, these progress updates will be published quarterly so residents, communities and businesses can see how we are delivering for them as an organisation.
















## THE DELIVERY PLAN

The Delivery Plan outlines the key projects and activity we are committed to undertaking in order to achieve our objectives. Projects which are contributing to one or more of the priorities are denoted by the use of the related priority colour 

### ENVIRONMENT AND CLIMATE CHANGE







*Protecting and enhancing our environment and leading the district to carbon neutrality in 2030*

|     | OBJECTIVES   | KEY PROJECTS & ACTIVITIES  | GOVERNANCE                                   | TIMESCALE   |      | LEAD OFFICER |                              |
|-----|--|--|--|---|------|--------------|------------------------------|
|     |  |  |  | START   | END  |              |                              |
| EC1 | <b>Tackle the Climate and Ecological Emergency</b><br>Achieve the commitments set for 2021-2024 of the Strategy to be a carbon neutral and ecologically sound district by 2030 | EC1.1<br> Set up a 2030 <b>Core Group</b> to provide high level strategic overview on delivery, engage with external stakeholders and the public, identify funding opportunities and resourcing required to meet them     | 2030 Core Group (Community Engagement Board) | Full Council, Strategy themes to relevant committee | 2021 | 2021         | Rachel Brain                 |
|     |  | EC1.2<br> Establish the <b>performance management</b> of the 2030 Strategy across the organisation to monitor and report progress towards the Strategy's aims and commitments   | 2030 Core Group (Officer/Member)             | Full Council, Strategy themes to relevant committee | 2021 | 2021         | Eka Nowakowska               |
|     |  | EC1.3<br> Plan and implement the community engagement aspect of the Strategy, to include a <b>2030 community website</b> and direct activities with residents, linking to the Community Engagement Strategy (CW3.1)       | 2030 Core Group (Officer)                    | Full Council, Strategy themes to relevant committee | 2021 | 2021         | Liz Shellam                  |
|     |  | EC1.4<br> Establish an <b>ethics policy</b> for our investments, incorporating work within the Brunel Partnership to divest pension funds from fossil fuels   | Regeneration and Investment Board            | Audit & Standards /Strategy & Resources             | 2021 | 2021         | Lucy Clothier                |
|     |  | EC1.5<br> Explore and <b>progress additional projects</b> for carbon reduction and /or biodiversity net gain and funding opportunities to deliver them.   | 2030 Core Group                              | Strategy & Resources Committee/Environment          | 2021 | Ongoing      | Rachel Brain                 |
| EC2 |  | EC2.1<br> Develop a district <b>Local Nature Recovery Strategy</b> (2030 commitment NE7) and seek opportunities for re-wilding to boost biodiversity in partnership with landowners, businesses, the farming community, |  | Environment   | 2021 | 2024         | Conrad Moore/Vicki Pettigrew |

|  |   |   |  |                           |      |         |                             |  |
|--|---|---|--|---------------------------|------|---------|-----------------------------|--|
| <p><b>Biodiversity</b><br/>Work with local communities and partners to protect and enhance the district's green infrastructure and biodiversity providing accessible environments that people can enjoy and which positively contribute to their good health and well-being</p>                                      | EC2.2   | parish and town councils and local environmental organisations  |  |                           |      |         |                             |  |
|  |       | Deliver the <b>natural flood management project</b> (Stroud Rural SUDS) for the Frome Valley in Stroud in partnership with the Environment Agency, working closely with landowners and communities using innovative flood management techniques                       | Stroud Rural SUDS Project Board                        | Environment               | 2021 | 2026    | Maria Hickman               |  |
|  | EC2.3   | Develop and establish an action plan to Increase our <b>tree canopy, woodland and forestry</b> in line with the Gloucestershire Local Nature Partnership Tree Strategy ambition for 20% canopy cover across the County by 2030  |  | Environment               | 2021 | 2022    | Conrad Moore                |  |
|  |       | Work with partners to <b>protect and enhance green spaces</b> in residential neighbourhoods and town centres, promote 'No Mow May' and adopt best practice for road verges to encourage wildflowers and reduce pesticide use.   | 2030 Explore Group on Biodiversity/ Market Town Forum  | Environment               | 2022 | 2023    | Mike Hammond/ Kev Topping   |  |
|  | EC2.4   | Use the <b>Building with Nature</b> standards for key regeneration sites across the district  | Regeneration and Investment Board                      | Environment, Full Council | 2021 | Ongoing | Mark Russell/Alison Fisk    |  |
|  |       | Agree a costed plan to <b>retrofit all council homes as necessary</b> and begin the first phase of delivery to realise optimum emission reductions and achieve an average Energy Performance Certificate (EPC) rating C across all council homes by 2030              | Retrofit task and finish group                         | Housing                   | 2021 | 2023    | Joe Gordon                  |  |
|  | EC2.5   | In line with the Zero Carbon Public Estate project, produce blueprints for the <b>retrofitting of identified public buildings</b> such as Beeches Green and the Rail Station/Cheapside areas of Stroud as well as identifying other opportunities across the district | Regeneration and Investment Board                      | Strategy & Resources      | 2021 | Ongoing | Alison Fisk                 |  |
|  |       | Develop partnerships, provide advice, and support local action to help <b>private home owners and businesses</b> meet the retrofit challenge (CN2030 BE2, BE7 and BE8)  | Warm & Well Steering Group                             | Housing                   | 2021 | 2023    | Maria Hickman / Amy Beckett |  |
|  |   | Work with partners to position Stroud District as a <b>Retrofit Centre for Excellence</b> which provides training and develops the skills needed to retrofit homes and businesses   | Regeneration and Investment Board / 2030 Explore Group | Strategy & Resources      | 2021 | 2026    | Rachel Brain / Amy Beckett  |  |
| <p><b>Sustainable Construction and Retrofit</b><br/>Work with partners to establish Stroud district as a sustainable construction centre of excellence, investing in the skills and capacity in the local economy so public and private buildings across the district can become low carbon and energy efficient</p> | EC3.1   |   |  |                           |      |         |                             |  |
|  |   |   |  |                           |      |         |                             |  |
|  | EC3.2   |   |  |                           |      |         |                             |  |
|  |    |   |  |                           |      |         |                             |  |
| EC3.3  |   |   |  |                           |      |         |                             |  |
|    |   |   |  |                           |      |         |                             |  |

















|     |       |  |  |                                |      |         |                            |
|-----|-------|--|--|--------------------------------|------|---------|----------------------------|
| EC4 | EC3.5 | Develop planning policies and developer guidance to enable all new buildings to achieve a <b>net zero carbon standard</b>  |  |                                | 2021 | 2023    | Mark Russell               |
|     | EC4.1 | Work with GCC and through the new Cycling & Walking Strategy Task & Finish Group to develop and implement three Local <b>Cycling and Walking Infrastructure Plans (LCWIP)</b> for Stroud; Cam, Dursley and Uley; Wotton-under-Edge and Kingswood, support safe cycling, and identify and prioritise the main strategic cycling routes within the district. | Cycling & Walking Strategy Task & Finish Group | Environment                    | 2021 | 2023    | Simon Maher                |
|     | EC4.2 | In partnership with the County Council, encourage the expansion and improvement of <b>public transport</b> and links to walking and cycling routes – to include bus services and railway stations and services, and bids for new facilities that benefit residents of the District   |  | Strategy & Resources           | 2021 | Ongoing | Conrad Moore               |
|     | EC4.3 | Working with partners, expand the network of <b>Electric Vehicle</b> charging points and increase support for low carbon transport , and a reduction in private car use and explore measures to reduce air pollution such as no-idling zones   |  | Environment                    | 2021 | 2023    | Mike Towson                |
|     | EC4.4 | Review <b>taxi and private hire licensing conditions</b> to consider moving from an ‘age’ condition to an ‘emissions’ based condition – to encourage an increase in the percentage of low and Ultra Low Emission Vehicles (CN2030 M8)  |  | Community Services & Licensing |      |         | Rachel Andrew              |
| EC5 | EC5.1 | Further <b>reduce the quantity of resources discarded as waste</b> and minimise its environmental impact.  |  | Environment                    | 2021 | 2023    | Mike Towson / Rachel Brain |
|     | EC5.2 | Work with our partner Ubico to identify joint opportunities for <b>carbon reduction projects</b> in household collection and management of public spaces   |  | Environment                    | 2022 | 2025    | Mike Towson                |















|            |   |   |  |                                      |                      |      |         |   |
|------------|---|---|--|--------------------------------------|----------------------|------|---------|---|
|            | resources sent to incineration and applying the waste hierarchy: prevent, reduce, reuse, recycle, recover and as a last resort disposal                 | <b>EC5.3</b><br> | Support the phasing out of <b>single use plastics</b> in the district and encourage and support local initiatives to 'reduce, repair and recycle'                  |                                      | Environment          | 2021 | 2023    | Mike Towson / Rachel Brain              |
|            |   | <b>EC5.4</b><br> | Continue to <b>increase recycling</b> rates across the district.   |                                      | Environment          | 2021 | 2023    | Mike Towson                             |
| <b>EC6</b> | <b>Renewable energy</b><br>Increase the proportion of energy generated by renewable sources in the district and work on decarbonising existing networks | <b>EC6.1</b><br> | Continue to <b>increase renewable generation</b> in the district and to decarbonise existing networks, and support <b>community-owned renewable energy</b> schemes | 2030 Governance Energy Explore Group | Environment          | 2021 | Ongoing | Rachel Brain                            |
|            |   | <b>EC6.2</b><br> | Deliver the <b>water source heat pump projects</b> at Ebley and Brimscombe Port Mills  |                                      | Strategy & Resources | 2021 | 2021    | Ali Fisk                                |
|            |   | <b>EC6.3</b><br> | Increase the proportion of Council and partner <b>fleet vehicles</b> powered by zero or low carbon technologies  |                                      | Environment          | 2021 | Ongoing | Joe Gordon / Mike Hammond / Mike Towson |
|            |   | <b>EC6.4</b><br> | Deliver key low carbon <b>demonstrator projects</b> , including a project for 7 homes in Draycott, Cam   | Retrofit task and finish group       | Housing              | 2021 | 2023    | Joe Gordon                              |

### PRIORITY: COMMUNITY RESILIENCE AND WELLBEING


*Strengthening and supporting our communities so people feel included and connected*

| OBJECTIVES  | KEY PROJECTS AND ACTIVITIES   | GOVERNANCE  | TIMESCALE                      |      | LEAD OFFICER |                   |
|---|---|---|--------------------------------|------|--------------|-------------------|
|   |   |   | START                          | END  |              |                   |
| <b>Community resilience</b><br>Support communities to help each other and build resilience through a network of community hubs and other community-led networks, with mental and physical | <b>CW1.1</b><br> | Develop community led networks and <b>community hubs</b> across the district by helping communities to develop their own networks and hubs, connecting smaller and larger hubs and providing support and training | Community Services & Licensing | 2021 | 2024         | Angela Gillingham |
|   | <b>CW1.2</b><br> | Act to improve the physical and mental health and wellbeing of people in the district through delivery of a new 3 year <b>Health and Wellbeing Plan</b>   | Community Services & Licensing | 2021 | 2024         | Angela Gillingham |

|     |  |  |   |   |  |      |      |                               |
|-----|--|--|---|---|--|------|------|-------------------------------|
| CW1 | health and wellbeing at its heart  | CW1.3<br>   | Ensure residents continue to receive the advice they need, by continuing our work in partnership with the <b>Citizens Advice</b> Bureau and developing a new Service Level Agreement  |   | Community Services & Licensing               | 2021 | 2022 | Keith Gerrard                 |
|     |  | CW1.4<br>      | Work to reduce the impacts and causes of <b>anti-social behaviour</b> by developing a district wide policy in partnership with the Community Safety Partnership   |   | Community Services & Licensing /Housing      | 2021 | 2022 | Kevin Topping<br>Mike Hammond |
|     |  | CW1.5<br>      | Appoint <b>Food Justice Champions</b> to work with partners to tackle food injustice, set up a food partnership and develop a food strategy to address the causes of food poverty, promote sustainability and food justice  | Food Justice Champions                                | Community Services & Licensing /Full Council | 2021 | 2022 | Angela Gillingham             |
| CW2 | <b>Affordable homes</b><br>Build affordable, energy efficient homes and deliver high quality services for all tenants by investing in the renovation of existing council homes and meet a range of housing needs for those who experience disadvantage and creating a culture of tenant engagement and empowerment | CW2.1<br>      | Deliver <b>new affordable homes</b> across the District, through planning policy and work with partners including community-led housing groups, housing associations and via our own New Homes Programme, which will deliver EPC-A rated properties in line with our Strategy for New Council Homes 2020-2024 |   | Housing                                      | 2021 | 2024 | Ali Fisk / Pippa Stroud       |
|     |  | CW2.2<br>      | Invest £30m over the next 5 years to <b>repair, maintain and invest in current council housing stock</b> and bring empty council homes back into use as soon as possible  | Voids and Repairs Task and Finish Group               | Housing                                      | 2021 | 2026 | Joe Gordon                    |
|     |  | CW2.3<br>  | Prioritise the <b>prevention of homelessness</b> by delivering the Next Steps Accommodation Programme and invest in temporary accommodation and specialist support, including working with partners countywide to develop the specialist housing and support needed   |   | Housing                                      | 2021 | 2024 | Pippa Stroud                  |
|     |  | CW2.4<br>   | Provide more opportunities for <b>resident involvement</b> in housing decisions through delivery of the Charter for Social Housing Residents and our continuing commitment to build on resident involvement opportunities   | Tenant engagement & empowerment Task and Finish Group | Housing                                      | 2021 | 2023 | Kev Topping                   |










|     |   |   |  |   |   |      |         |  |
|-----|---|---|--|---|---|------|---------|--|
| CW3 | <p><b>Community Engagement</b><br/>Strengthen local democracy by developing a culture of community engagement to enable greater involvement of residents, council tenants, communities and businesses in decisions on council services and priorities</p> | <p><b>CW2.5</b><br/></p>   | Continue to invest and deliver the programme to modernise our <b>Independent Living homes</b> for older people   |   | Housing   | 2021 | Ongoing | Ali Fisk   |
|     |   | <p><b>CW3.1</b><br/> </p>     | Develop a <b>Community Engagement Strategy</b> , which incorporates the Council's Hear by Right Commitment for young person's involvement, and ensures the voice of the community and key stakeholders is at the heart of council priorities | Fit for the Future Board                    | Community Services & Licensing                          | 2021 | 2023    | Mike Hammond   |
|     |   | <p><b>CW3.2</b><br/> </p>     | <b>Improve customer service</b> for residents by procuring a Digital Platform that provides for centralised first contact ensuring an easier access to services and that provides additional support for those with complex needs            | Fit for the Future Board                    | Strategy & Resources and Community Services & Licensing | 2021 | 2021    | Mike Hammond/<br>Adrian Blick  |
|     |   | <p><b>CW3.3</b><br/></p>   | Work with <b>Town and Parish Councils</b> to develop, agree and implement a new strategic approach for partnership working between district, towns and parishes including specific support for rural communities.                            |   | Strategy & Resources and Community Services & Licensing | 2021 | 2022    | Hannah Emery   |
|     |   | <p><b>CW3.4</b><br/> </p>     | Provide dedicated support to communities for the <b>registration of community assets</b> so communities have more control and ownership of local buildings, land and community shops as well as protecting publicly owned land and assets    |   | Strategy & Resources                                    | 2021 | 2023    | Simon Maher /<br>Mike Hammond  |
| CW4 | <p><b>Leisure and Culture Services</b><br/>Adopt a long term investment plan for leisure services and facilities across the district to ensure everyone has access to good quality leisure opportunities that meet their needs</p>                        | <p><b>CW4.1</b><br/> </p> | Continue work to ensure that our <b>leisure and wellbeing services</b> are fit for the future by completing the Leisure Review options appraisal as well as supporting the <b>recovery of the leisure centres</b> from the pandemic.         | Leisure and Wellbeing Task & Finish Group   | Community Services & Licensing Committee                | 2021 | 2022    | Angela Gillingham  |
|     |   | <p><b>CW4.2</b><br/> </p> | Working with partners, increase the number, accessibility, and quality of <b>playing pitches, play areas and outside spaces</b> within the district  | Leisure and Wellbeing Task & Finish Group   | Community Services & Licensing                          | 2021 | 2023    | Angela Gillingham/Mike Towson / Kev Topping/<br>Conrad Moore/ Ali Fisk |
|     |   | <p><b>CW4.3</b><br/> </p> | Increase physical activity and sports participation through our <b>Healthy Lifestyles Scheme</b> and in partnership with the Gloucestershire We Can Move programme   | Leisure and Wellbeing Task and Finish Group | Community Services & Licensing                          | 2021 | 2023    | Angela Gillingham  |

|  |  |   |  |                                |         |  |  |
|--|--|---|--|--------------------------------|---------|--|--|
|  |  | <p><b>CW4.4</b><br/>● ●</p> <p>Support refurbishment of <b>Stratford Park Lido</b> by submitting a bid, in partnership with Stroud Town Council and Friends of the Lido to the National Lottery Heritage Fund</p>   |  | Community Services & Licensing | 2022    | 2024                                   | Angela Gillingham / Mike Hammond / Natalie Whalley |
|  |  | <p><b>CW 4.5</b><br/>● ●</p> <p>Building on previous work, develop an <b>Arts and Culture Strategy</b> for the District</p>   |  | Community Services & Licensing | 2022    | 2024                                   | Keith Gerard                                       |
|  |  | <p><b>CW4.6</b><br/>● ●</p> <p>Implement the <b>Museum in the Park's free-to-join Supporter Scheme</b> to provide residents with exciting opportunities to engage with the museum and extend community reach to new audiences ensuring the museum remains at the heart of the wider community</p> | Museum in the Park Governing Body                    | Community Services & Licensing | 2021    | 2022                                   | Kevin Ward   |
|  | <p><b>CW5</b></p> <p><b>Equality, diversity and inclusion</b></p> <p>Embed equality, diversity and inclusion as a priority across the Council and the District with targeted support for those who experience the most disadvantage in our communities</p> | <p><b>CW5.1</b><br/>● ● ●</p> <p>Deliver our <b>Equality, Diversity and Inclusion</b> Action Plan 2021-25, through engaging with communities, showing leadership and championing equality, diversity and inclusion in all that we do.</p>   | ED&I Working Group                                   | Full Council                   | 2021    | 2025                                   | Hannah Emery                                       |
| <p><b>CW5.2</b><br/>● ●</p> <p>Adopt effective and transparent policies to <b>reduce inequalities</b> that result from socio-economic disadvantage in line with Section 1 of the Equality Act, the socio-economic duty, as an effective framework for tackling local poverty and economic inequality</p> |  | ED&I Working Group  | Full Council   | 2021                           | 2022    | Sarah Turner                           |  |
| <p><b>CW5.3</b><br/>●</p> <p>Lead and support action to reduce <b>health inequalities</b> in partnership with Public Health and local NHS trusts</p>   |  |   | Community Services and Licensing                     | 2021                           | 2024    | Angela Gillingham / Emma Keating-Clark |  |
| <p><b>CW5.4</b><br/>● ●</p> <p>Work with partners to <b>improve the accessibility</b> and welcome of public spaces and shops, and improve awareness of impairments both visible and invisible</p>  |  | ED&I Working Group and Market Towns Forum   | Strategy & Resources /Community Services & Licensing | 2021                           | Ongoing | Amy Beckett                            |  |
| <p><b>CW5.5</b><br/>● ●</p> <p>Work with partners to <b>support older people</b> to stay in their homes for longer and continue to work to become a dementia friendly district</p>   |  |   | Community Services & Licensing                       | 2021                           | 2024    | Angela Gillingham                      |  |









|  |  |  |                      |      |      |             |
|--|--|--|----------------------|------|------|-------------|
|  | CW5.6<br> | Support our <b>Armed Forces Champion</b> and provide help as needed to former members of the armed services who need extra support and continue to deliver the Armed Forces Covenant across the local area | Strategy & Resources | 2021 | 2024 | Kev Topping |
|--|--|--|----------------------|------|------|-------------|
















### PRIORITY: ECONOMY, RECOVERY AND REGENERATION

*Supporting a thriving and resilient local economy*

| OBJECTIVES  | KEY PROJECTS AND INITIATIVES   | GOVERNANCE                        | TIMESCALE                                  |      | LEAD OFFICER |                               |
|---|--|-----------------------------------|--|------|--------------|-------------------------------|
|   |  |                                   | START                                      | END  |              |                               |
| <b>ER1</b><br><b>Economic recovery</b><br>Support our high streets and businesses to enable recovery of the local economy from the impacts of COVID-19 and building foundations for a sustainable and inclusive local economy | <b>ER1.1</b><br>  Develop and implement an inclusive and sustainable ' <b>Economic Development Strategy</b> ' including supporting market towns and sectors most impacted by the pandemic  | Regeneration and Investment Board | Strategy & Resources Committee             | 2021 | 2023         | Amy Beckett                   |
|   | <b>ER1.2</b><br>  Continue to support high street businesses to increase their <b>digital and online</b> visibility  |                                   | Strategy & Resources Committee             | 2021 | Ongoing      | Amy Beckett / Ben Falconer    |
|   | <b>ER1.3</b><br>  Support local high streets through the ' <b>Think Local, Shop Local</b> ' campaign and local initiatives to increase footfall such as markets, events and community-led initiatives  | Market Towns Forum                | Strategy & Resources Committee             | 2021 | 2022         | Amy Beckett / Ben Falconer    |
|   | <b>ER1.4</b><br>  Work with partners across Stroud district to grow a sustainable <b>visitor economy</b> , including the night time economy, walking and cycling, culture and leisure attractions  |                                   | Community Services and Licensing Committee | 2021 | Ongoing      | Amy Beckett                   |
|   | <b>ER1.5</b><br>  Consult with all types of businesses on how to <b>improve business services</b> , for example by providing a 'one door' access point into the Council, direct engagement from Councillors and in particular actions to address the needs of small businesses | Fit for the Future Board          | Strategy & Resources Committee             | 2022 | 2024         | Amy Beckett                   |
| <b>ER2</b><br><b>Regeneration</b>   | <b>ER2.1</b><br>  Develop <b>Brimscombe Port</b> as a key strategic site to support a thriving community, in line with project milestones which include securing a development partner and delivering infrastructure works   | Brimscombe Port Project Board     | Strategy & Resources Committee             | 2021 | 2026         | Alison Fisk / Leonie Lockwood |



|     |   |  |   |  |   |      |         |                                |
|-----|---|--|---|--|---|------|---------|--------------------------------|
| ER3 | Deliver key regeneration sites across the district, especially brownfield sites and long-term empty properties, for local jobs, homes, community facilities and green spaces                                  | ER2.2<br>   | Deliver Phase 1b of the <b>Canal Project</b> (Cotswold Canals Connected), incorporating land acquisition, planning application for the 'missing mile', Ocean Bridge works and a range of activities including five local activity hubs along the canal  | Canal Project Board  | Strategy & Resources Committee                | 2021 | 2025    | Chris Mitford-Slade            |
|     |   | ER2.3<br>   | Produce a pipeline of <b>regeneration</b> schemes progressing 'hard to develop' brownfield sites and long-term empty properties across the district, delivering quality local jobs and homes, while preserving and enhancing biodiversity   | Regeneration and Investment Board                                    | Strategy & Resources Committee                | 2021 | 2026    | Leonie Lockwood / Mark Russell |
|     |   | ER2.4<br>   | Support the <b>development of a diverse local economy of social enterprises, cooperatives and small businesses</b> by working with others to increase commercial space available for expansion and by exploring the use of land for low cost sites and start-ups, as well as protecting existing employment sites | Regeneration and Investment Board                                    | Strategy & Resources Committee                | 2021 | Ongoing | Mark Russell / Alison Fisk     |
|     | Investment<br>Promote the Stroud District to attract investment in key infrastructure and high quality jobs with a focus on environmental technologies, engineering and manufacturing and creative industries | ER3.1<br>   | Attract investment by setting out the offer of Stroud District in a new ' <b>Place Prospectus</b> ' to showcase the district's achievements and future priorities   | Regeneration and Investment Board                                    | Strategy & Resources Committee                | 2021 | 2021    | Mark Russell                   |
|     |   | ER3.2<br>   | Promote prosperity and visitors to the district's waterways, by developing a <b>Canal Strategy</b> , which links to heritage and biodiversity objectives  | Regeneration and Investment Board                                    | Strategy & Resources Committee                | 2021 | 2022    | Mark Russell                   |
|     |   | ER3.3<br> | Work to secure <b>external funding</b> for priority projects, by establishing a task force to review bid options and developing a bid to the Government's Levelling Up Fund and other funding opportunities   | Levelling Up Fund Working Group<br>Regeneration and Investment Board | Strategy & Resources Committee                | 2021 | 2022    | Brendan Cleere                 |
|     |   | ER3.4<br> | Work with partners to support the bid to the UK Atomic Energy Authority to secure the first <b>prototype commercial fusion plant</b> and associated research and innovation park at Oldbury & Berkeley  | Regeneration and Investment Board                                    | Strategy & Resources Committee / Full Council | 2021 | 2024    | Mark Russell                   |
| ER4 | Support for businesses<br>Champion local businesses of all types and sizes that lead on   | ER4.1<br> | Create a ' <b>favoured trader</b> ' list of local businesses and champion those businesses that are living wage employers and lead on environmental and social good practice  |  | Strategy & Resources Committee                | 2022 | 2023    | Amy Beckett                    |

|     |  |  |   |                                     |  |         |              |                           |
|-----|--|--|---|-------------------------------------|--|---------|--------------|---------------------------|
| ER5 | environmental and social good practice and support them to grow, keeping wealth in the district, strengthening local supply chains and offering rewarding local jobs   | ER4.2<br>    | Explore options for bringing more <b>financial power and resilience</b> to our district such as cooperative banking, credit unions, investment in local schemes including renewable energy projects, and local government bonds   |                                     | Strategy & Resources Committee/Audit & Standards | 2021    | 2025         | Andrew Cummings           |
|     |  | ER4.3<br>   | Support <b>procurement from local businesses</b> and drive local spending on low carbon goods and services to create stronger supply chains within the local economy. This may include collaborative partnerships with local anchor institutions to encourage community wealth building |                                     | Strategy & Resources Committee                   | 2021    | Ongoing      | Hannah Emery              |
|     |  | ER4.4<br>   | Work with partners to support the development of <b>skills and training for all ages</b> , including the unemployed, young people and apprentices, and across key sectors including the low carbon sector and visitor economy.  | Regeneration and Investment Board   | Strategy & Resources Committee                   | 2021    | Ongoing      | Lucy Powell / Amy Beckett |
|     |  | ER4.5<br>   | Work with trade unions to <b>support fair employment</b> , encouraging more local businesses and organisations to be real living wage employers   | Regeneration and Investment Board   | Strategy & Resources Committee                   | 2022    | 2024         | Lucy Powell / Amy Beckett |
|     |  | ER5.1<br>   | Progress the <b>Local Plan</b> through public examination and secure its adoption   |                                     | Environment Committee, Full Council              | 2021    | 2022         | Mark Russell              |
|     | ER5.2<br>         | Support the <b>delivery of strategic site allocations</b> contained within the local plan and the key infrastructure required to support it  |   | Environment Committee, Full Council | 2021   | 2026    | Mark Russell |                           |
|     | ER5.3<br>   | Work with parish councils to develop <b>Neighbourhood Development Plans</b> and Orders to meet local development needs   |   | Environment Committee, Full Council | 2021   | Ongoing | Simon Maher  |                           |
|     |  | <b>Strategic Planning</b><br>Adopt the new Stroud District Local Plan  |   |                                     |  |         |              |                           |





## Performance Monitoring Report: Housing Committee

|   |  |
|---|--|
| <b>DATE OF MEETING</b>  | 30 July 2021   |
| <b>ATTENDEES</b>  | <b>Members:</b> Cllr Lindsey Green, Cllr Laurie Davies<br><b>Officers:</b> Kev Topping (Head of Housing Services), Christine Welsh (Projects Officer)<br><b>Tenant Reps:</b> Becky Adams, Michael Richter  |
| <b>PERFORMANCE UPDATE</b> ( <i>please give a brief progress update on the following areas</i> ) |  |
| <b>PROJECTS / CAPITAL PROGRAMME</b> ( <i>if not covered in CDP</i> )                            | Attached (Appendix A) is the complaints report for Q1 that set the scene for the performance meeting. Complaints are an integral part of how we improve our services by identifying points of failure and learning outcomes. This is also a requirement of the Housing Ombudsman and the Regulator for Social Housing in its Consumer Standards and the strengthened approach in the white paper and the Charter for social housing residents. |
| <b>RISKS</b>  | Failure to learn from how we did not get things right leading to complaints puts the organisation at reputational and financial risk and potential investigation by the Regulator who will be rolling out regular checks of all landlords with over 1,000 homes every four years.  |
| <b>ANY ISSUES OF SIGNIFICANT CONCERN TO BE REPORTED TO AUDIT AND STANDARDS</b>                  |  |
| <b>ANY ACTIONS/RECOMMENDATIONS FOR THE COMMITTEE</b>  |  |
| <b>REPORT SUBMITTED BY</b>  | Kev Topping  |
| <b>DATE OF REPORT</b>   | 30 July 2021   |

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## Tenant Services

# **Complaints Performance Report Quarter 1**

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2021-22

# Agenda Item 10c

Appendix A

## Executive Summary

This is Tenant Services' complaints performance report for Quarter 1. The report provides information on our performance in responding to complaints covering the period 1 April to 30 June 2021, and will be compared against data from Quarter 1 2020/21 and Quarter 4 2020/21.

Due to the Council operating a 20-day timeframe for complaint responses, please note that at the time of writing this report, there are a number of complaints still open and awaiting a response - 3 at Stage 0 (service requests), 2 at Stage 1, and 1 at Stage 2. Therefore, figures contained within this report will be subject to change once these complaints have been closed.

The number of Stage 1 and Stage 2 complaints this quarter have decreased by 52% compared to Quarter 4 of 2020/21. However, we cannot compare against Quarter 1 of 2020/21 due to the corporate complaints process being closed during this period last year.

The number of complaints being upheld has decreased by 75% compared to those of Quarter 4 2020/21, whilst the number of partially upheld has decreased by 70%. The number of complaints not upheld has also decreased by 25%.

Out of the 5 closed Stage 1 complaints which were upheld or partially upheld, none had any form of learning outcome evidence captured within the case file.

## Complaints received per month (informal)

The number of Stage 0 complaints (also known as service requests) received per month:

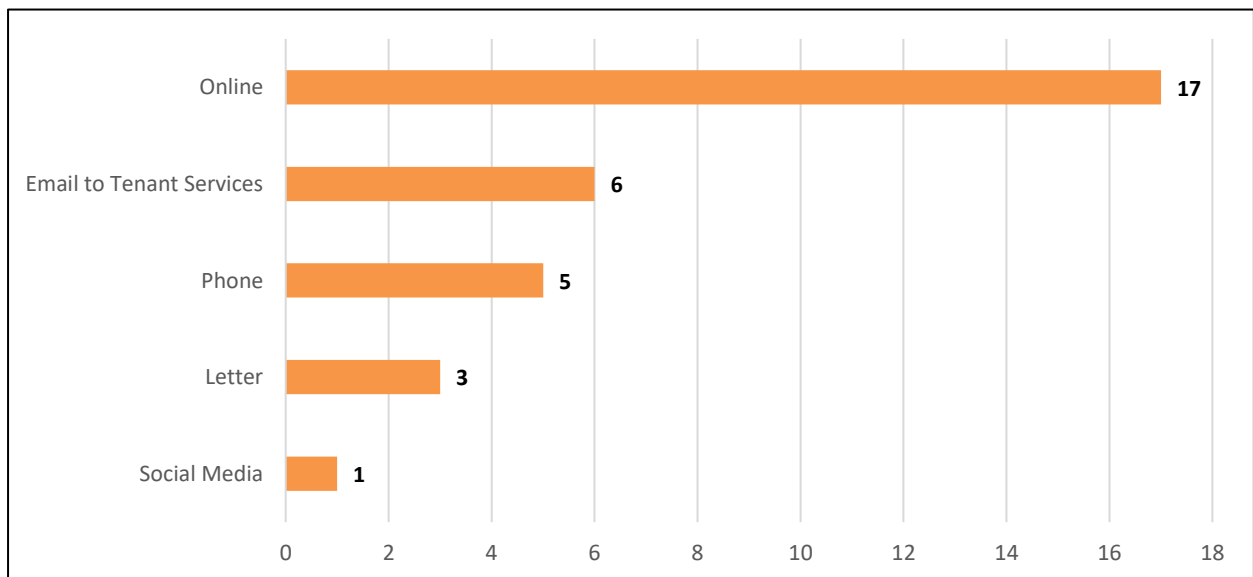
|         | April           | May             | June            | Total |
|---------|-----------------|-----------------|-----------------|-------|
| 2021/22 | 3               | 8               | 10              | 21    |
| 2020/21 | Not reported on | Not reported on | Not reported on | -     |

## Complaints received per month (formal)

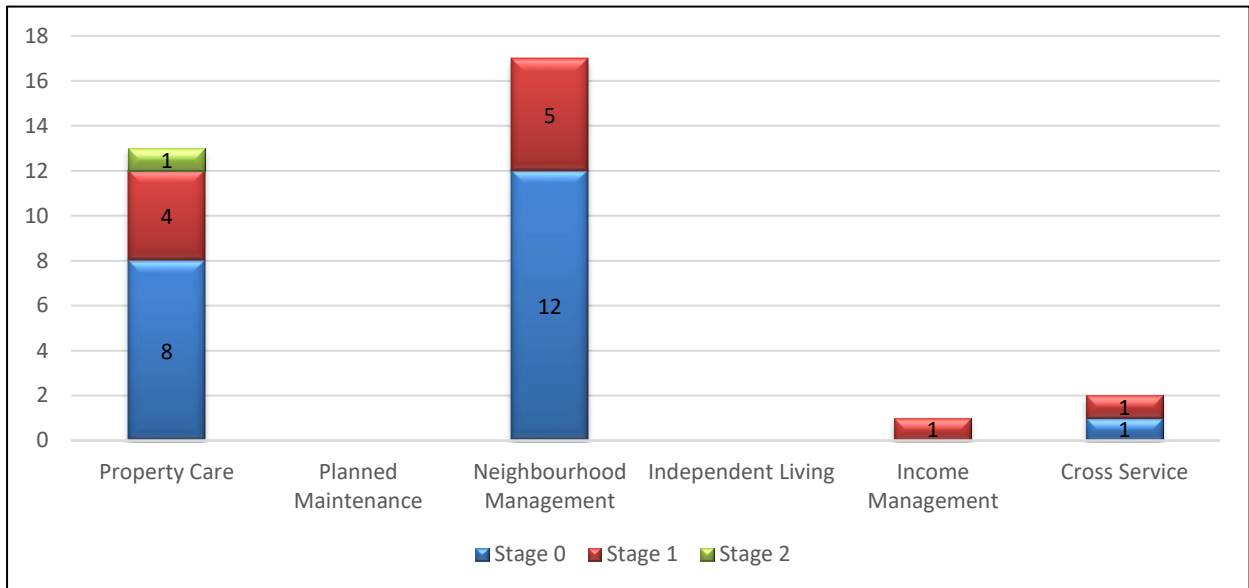
The number of Stage 1 and Stage 2 complaints received per month compared to those received in 2019/20:

|         | April | May | June | Total |
|---------|-------|-----|------|-------|
| 2021/22 | 2     | 3   | 6    | 11    |
| 2020/21 | 0     | 0   | 1    | 1     |

## How our community complained



**Complaints by service area**



65% of complaints were dealt with as service requests (Stage 0), 31% at Stage 1 and 3% at Stage 2. No complaints were referred to the Ombudsman.

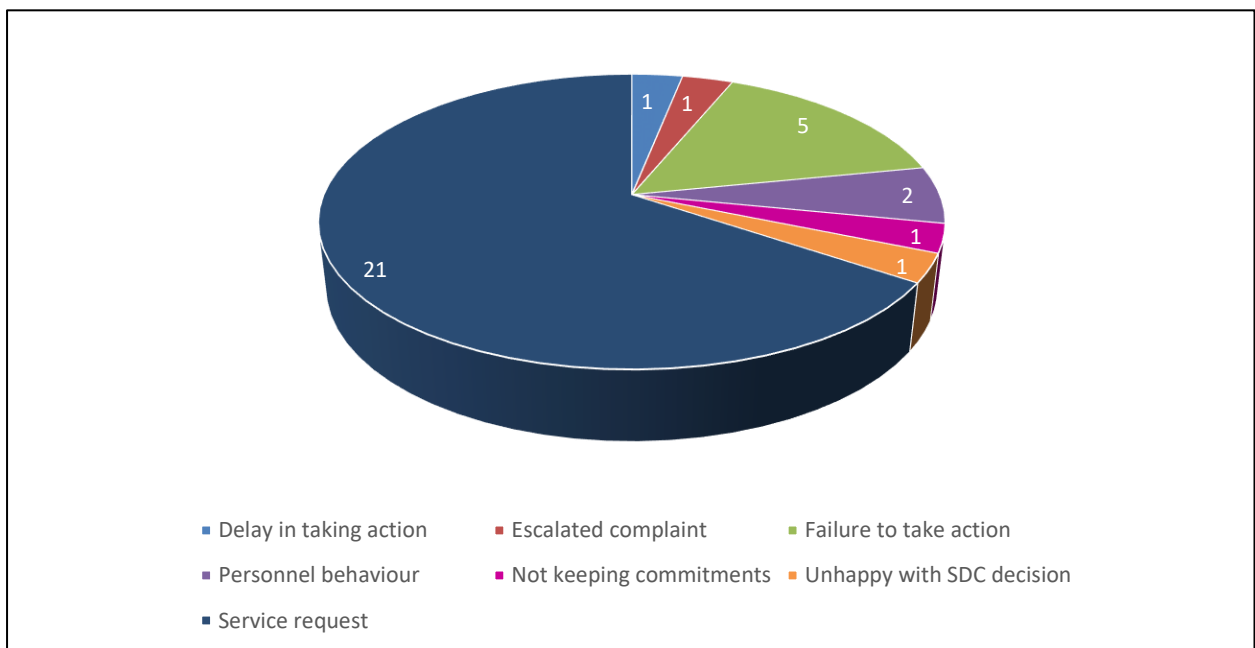
38% of service requests related to Property Care and 57% related to Neighbourhood Management.

Stage 1 complaints relating to Property Care have decreased by 70% compared to the last quarter (Quarter 4 20/21).

Stage 1 complaints relating to Neighbourhood Management have increased; 5 were handled this quarter compared to 3 in Quarter 4 20/21.

One Stage 2 complaint was received this quarter, which related to Property Care.

**Why our community complained**



# Agenda Item 10c

## Appendix A

45% of complaints were associated with failure to take action, whilst 18% were associated with personnel behaviour. 65% of complaints were logged as service requests; 38% related to Contract Services and 57% to Housing Services, whilst one was logged as cross-service.

### Parishes where complaints originated from

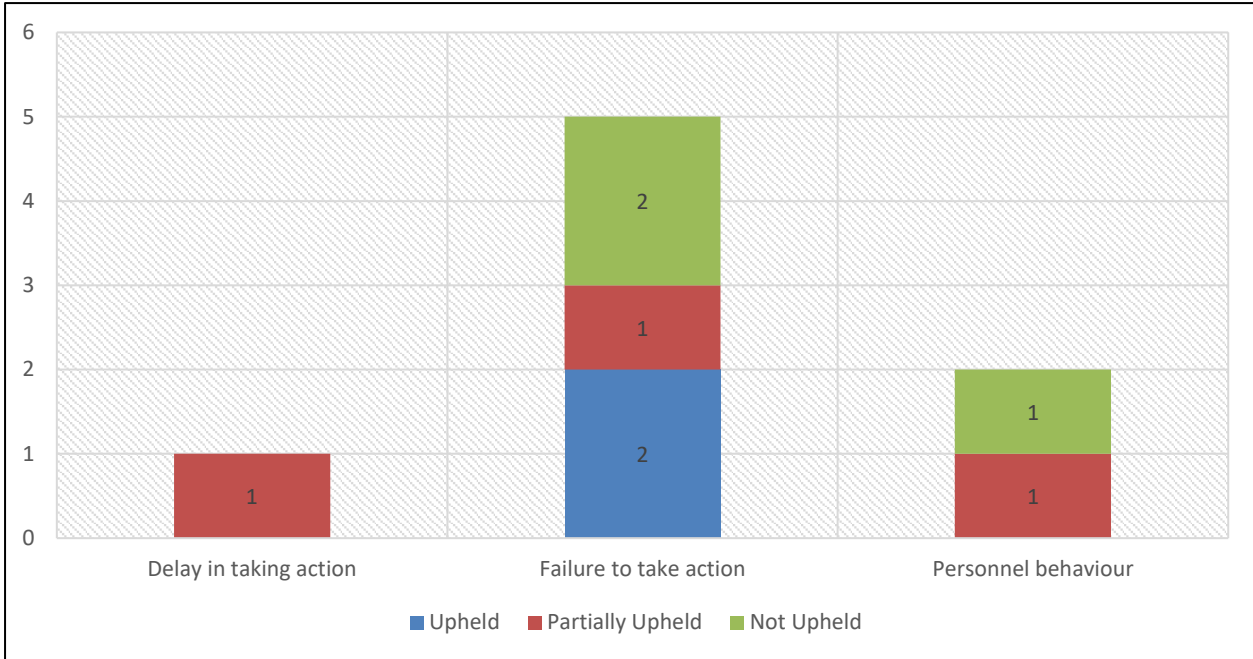


The top 4 parishes where the most complaints were received during Quarter 4 were Dursley (with 7), and Cam, Paganhill and Stroud (all with 3).

|           |   |
|-----------|---|
| Dursley   | <p>Property Care received 4 complaints:</p> <ul style="list-style-type: none"> <li>• 3 were service requests</li> <li>• 1 was categorised as failure to take action</li> </ul> <p>Neighbourhood Management received 3 service requests, and one service request was cross-service.</p>  |
| Cam       | <p>Property Care (PC) received 2 complaints and Neighbourhood Management (NM) received one complaint. These complaints fell into the following categories:</p> <ul style="list-style-type: none"> <li>• 1 delay in taking action (NM)</li> <li>• 1 failure to take action (PC)</li> <li>• 1 escalated complaint – Stage 2 (PC)</li> </ul> |
| Paganhill | <p>Neighbourhood Management received 2 complaints:</p> <ul style="list-style-type: none"> <li>• 1 was a service request</li> <li>• 1 was categorised as failure to take action</li> </ul> <p>Property Care received 1 service request.</p>  |

|        |  |
|--------|--|
| Stroud | Neighbourhood Management received 3 complaints: <ul style="list-style-type: none"> <li>• 1 was a service request</li> <li>• 1 was categorised as failure to take action</li> <li>• 1 was categorised as personnel behaviour</li> </ul> |
|--------|--|

**Complaints upheld, partially upheld and not upheld**



Of the complaints that have been responded to and closed:

- 100% of Stage 1 complaints that were upheld related to Neighbourhood Management.
- 33% of Stage 1 complaints that were partially upheld related to Neighbourhood Management, Income Management and Property Care.
- 67% of Stage 1 complaints that were not upheld related to Neighbourhood Management.

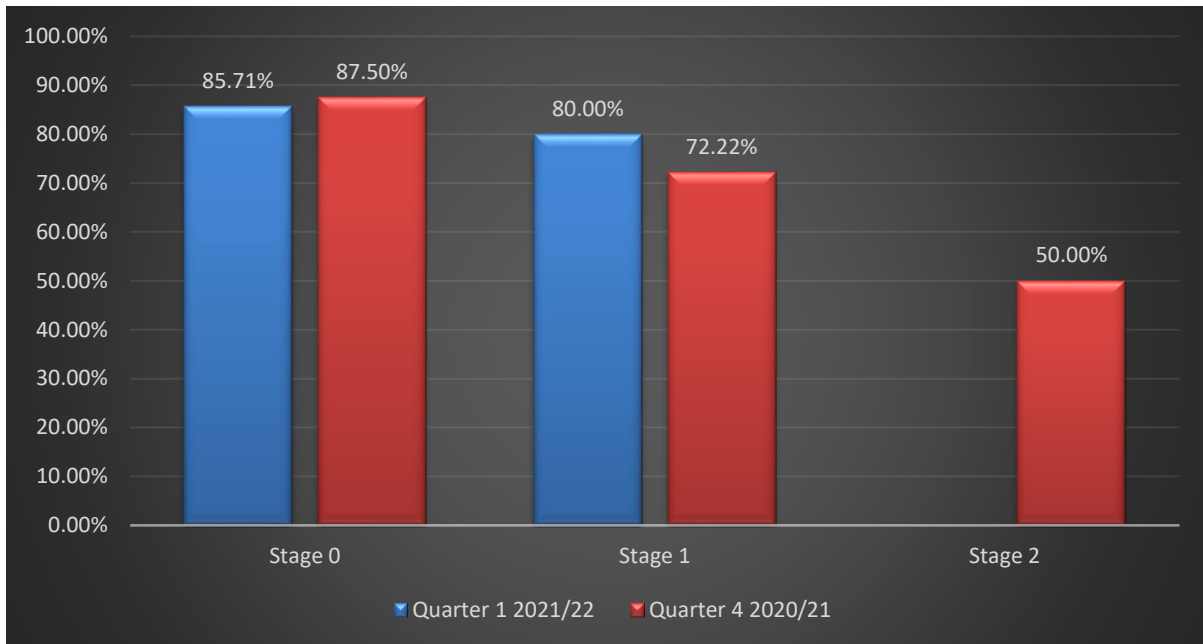
**Extensions**

No extensions to complaint responses were requested during this quarter.

# Agenda Item 10c

Appendix A

## Target times (%)



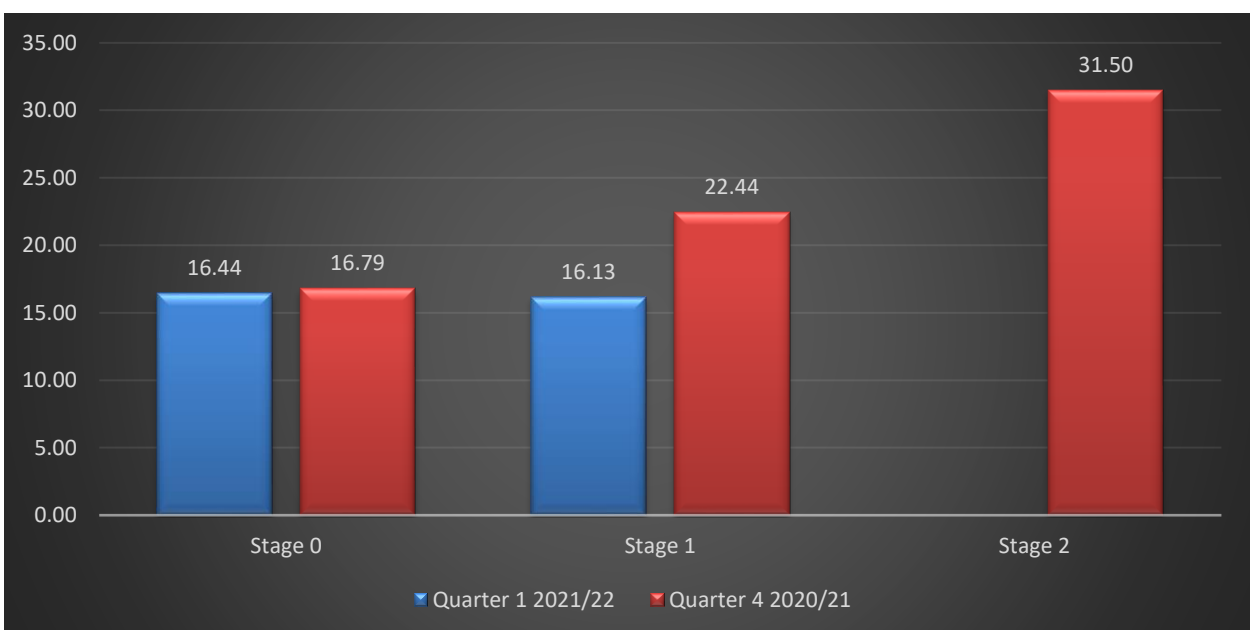
Of the complaints that have been responded to and closed:

Nearly 86% of Stage 0 complaints were responded to within the target time of 20-working days. This is an increase of approximately 2% compared to Quarter 4 20/21.

80% of Stage 1 complaints were responded to within the target time of 20-working days, which is an increase of approximately 8%.

We cannot report on the Stage 2 figure for this quarter, as the complaint is still open.

## Turnaround times (days)

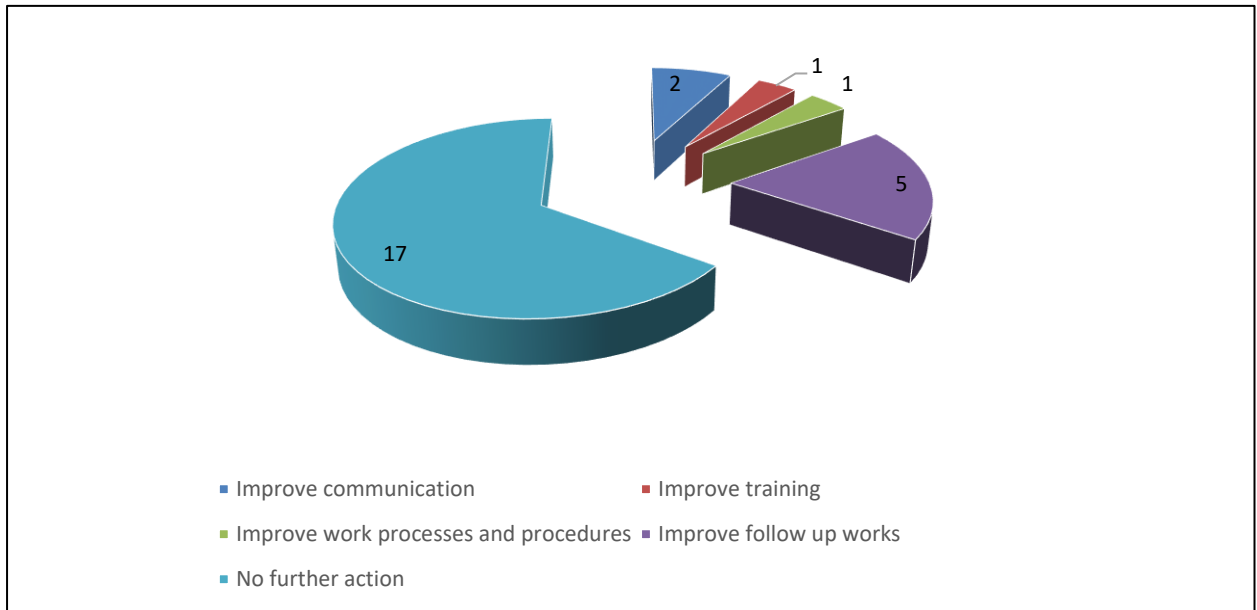


The average turnaround time for Stage 1 complaints for Quarter 1 was 16.13 days; a decrease of 6.31 days compared to Quarter 4 20/21.

We cannot report on the Stage 2 figure for this quarter, as the complaint is still open.



**Learning from complaints**



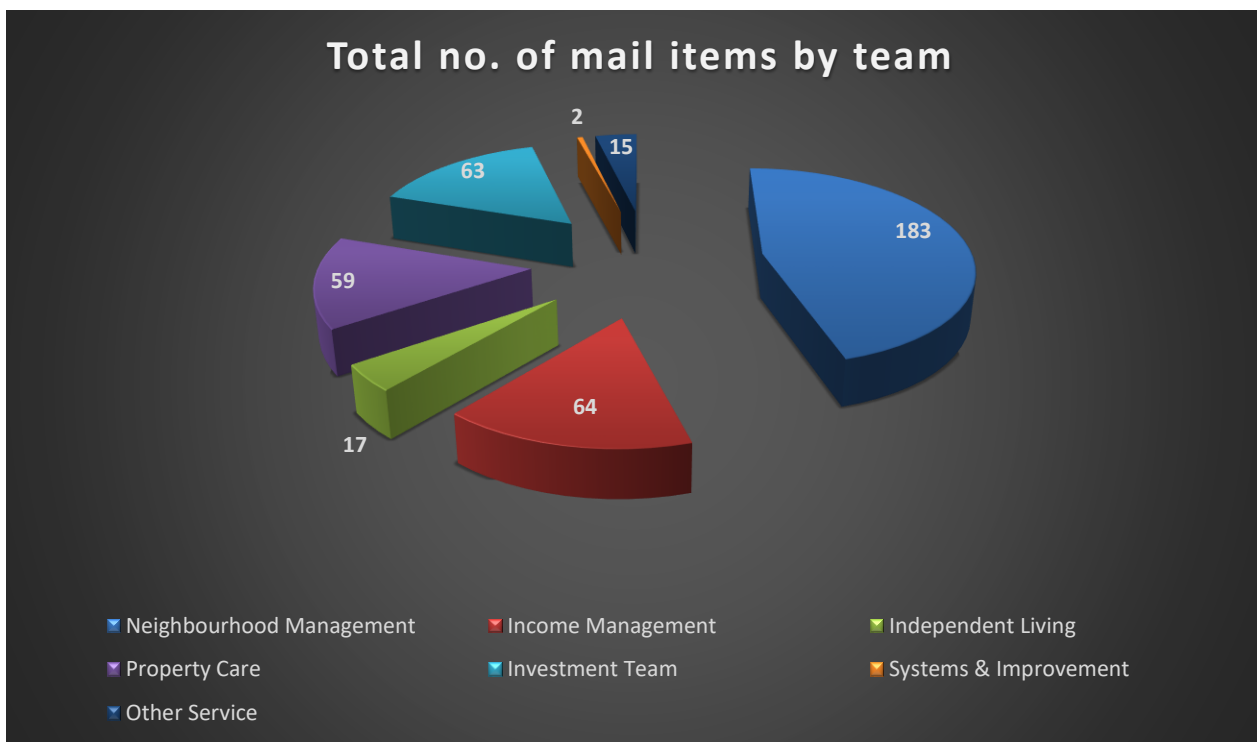
53% of complaints had a learning outcome result of ‘no further action’. 65% of these complaints related to Neighbourhood Management, but 90% of these were service requests.

15% of complaints had a learning outcome result of ‘improve follow-up works’. 80% of these related to Neighbourhood Management, of which 75% were Stage 1 complaints. Of these, 67% were upheld.

[Click here](#) to look at the detailed learning outcome comments.

**Mail**

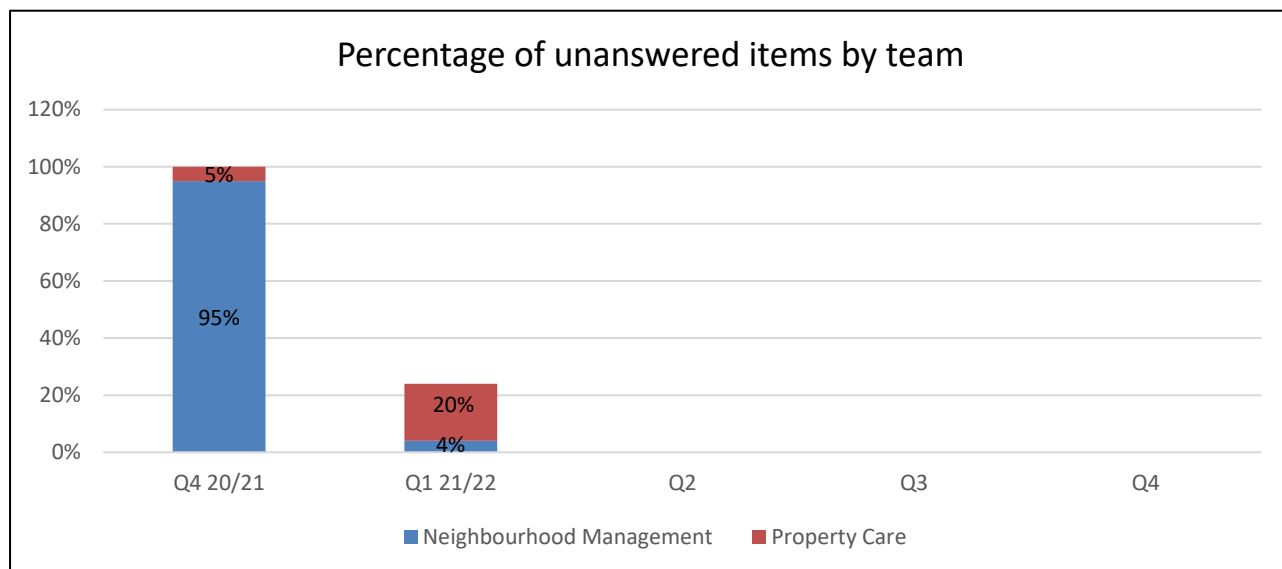
In total, there were 403 items of mail recorded for Quarter 1. 10% of these items required a form of response.



# Agenda Item 10c

## Appendix A

|   | Quarter 4<br>20/21 | Quarter 1<br>21/22 | Quarter 2<br>21/22 | Quarter 3<br>21/22 | Quarter 4<br>21/22 |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|
| Number of items requiring a response                | 48                 | 41                 |                    |                    |                    |
| Number of items unanswered                          | 22                 | 2                  |                    |                    |                    |
| Number of items answered in excess of 10 days       | 0                  | 2                  |                    |                    |                    |
| Percentage of items answered within 10 working days | <b>54.2%</b>       | <b>90.2%</b>       |                    |                    |                    |



The top 3 parishes where the most correspondence originated from for Quarter 1 were Stroud, Stonehouse and Dursley. 65% of correspondence received from these areas that required a response was for the Neighbourhood Management team.

**STROUD DISTRICT COUNCIL****HOUSING COMMITTEE****14 SEPTEMBER 2021****WORK PROGRAMME**

| <b>Date of meeting</b> | <b>Matter to be considered</b>   | <b>Notes<br/>(e.g. lead Member/Officer)</b>                             |
|------------------------|--|---|
| <b>14.09.21</b>        | Budget Monitoring 2021/22 – Quarter 1 Report   | Principal Accountant  |
|                        | Options Appraisal - Decarbonisation and Energy Efficiency of Council Housing             | Head of Contract Services   |
|                        | Responding to the Social Housing White Paper (2020)                                      | Head of Housing Services  |
|                        | Draft Council Plan   | Strategic Director of Resources/Corporate Policy and Governance Manager |
|                        | Progress update on Key action plans (Cleaner Estates & Service Standards)                | Housing Manager   |
| <b>02.11.21</b>        | Tenancy & Estate Management Policy   | Housing Manager   |
|                        | Revised Homeseeker Policy  | Senior Housing Strategy & Enabling Officer                              |
|                        | Corporate ASB Policy   | Head of Housing Services & Head of Community Services                   |
|                        | Mobility Scooter Policy  | Service Delivery Manager (Independent Living)                           |
|                        | Volunteer Policy (Independent living)  | Service Delivery Manager (Independent Living)                           |
|                        | Progress update on key action plans for Cleaner Estates & Service Standards              | Housing Manager   |
|                        | Pet Policy   | Housing Manager   |
|                        | Review of the Action Plan for the Strategy for New Council Homes                         | New Homes & Regeneration Manager  |
|                        | Progress update on Key action plans (Cleaner Estates & Service Standards)                | Housing Manager   |
| <b>07.12.21</b>        | Housing Committee Estimates and Housing Revenue Account (HRA) Medium Term Financial Plan | Accountancy Manager   |
|                        | Budget Monitoring 2021/22 – Quarter 2 Report   | Accountancy Manager   |
|                        | Play Areas Strategy  | Head of Housing Services, Community Services Manager                    |
|                        | Annual Review of the HRA Delivery Plan   | Head of Housing Services  |
|                        | Gloucestershire and South Gloucestershire Warm & Well Partnership Renewal                | Housing Renewal Manager   |
|                        | Progress update on Key action plans (Cleaner Estates & Service Standards)                | Housing Manager   |

## Agenda Item 11

|                 |  |  |
|-----------------|--|--|
| <b>01.02.22</b> | Tenant Handbook                                      | Housing Manager  |
|                 | Independent Living – Approval of Schemes for 2022/23 | Project Manager  |
|                 | Decant Policy  | Head of Housing Services   |
|                 | Tenant Involvement & Empowerment Strategy            | Housing Manager  |
|                 | Older Persons Strategy and action plan review        | Head of Housing Services<br>Service Delivery Manager<br>(Independent Living) |
| <b>05.04.22</b> | Budget Monitoring 2021/22 – Quarter 3 Report         | Accountancy Manager  |

### **Items to be considered at a future meeting**

- De-pooling Rent and Service Charges - General Needs (TBC) – Head of Housing Services, Principal Accountant
- New Homes Programme Update – Project Manager

### **Future Information Sheets:**

- Updated Local Plan Affordable Housing Policies (Spring 2021)– Head of Strategic Housing Services (interim)
- Pet-friendly temporary accommodation (Oct 2021)– Head of Strategic Housing Services (interim)