



# Public Document Pack STROUD DISTRICT COUNCIL

Council Offices • Ebley Mill • Ebley Wharf • Stroud • GL5 4UB  
Telephone 01453 766321  
www.stroud.gov.uk Email: [democratic.services@stroud.gov.uk](mailto:democratic.services@stroud.gov.uk)

13 June 2022

## HOUSING COMMITTEE

A meeting of the Housing Committee will be held on **TUESDAY, 21 JUNE 2022** 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.

If you wish to attend this meeting, please contact [democratic.services@stroud.gov.uk](mailto:democratic.services@stroud.gov.uk). This is to ensure adequate seating is available in the Council Chamber.

## AGENDA

### APOLOGIES

To receive apologies of absence.

### DECLARATION OF INTERESTS

To receive declarations of interest.

### MINUTES (Pages 3 - 12)

To approve the minutes of the meeting held on 5 April 2022.

### 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 Wednesday, 15 June 2022**

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)

**FINAL REPORT OUT OF HOURS (OOH) ACTION PLAN DELIVERY (Pages 13 - 38)**

To inform Housing Committee of the corrective action undertaken to strengthen operational procedures in the management of the Out of Hours Service provision and to provide an update on subsequent service delivery.

**PROSECUTION OF HOUSING AND TENANCY FRAUD ON BEHALF OF SOCIAL HOUSING PROVIDERS (Pages 39 - 42)**

To provide the Housing Committee with a report summarising how Stroud District Council may assist with the prevention, detection and prosecution of housing and tenancy fraud on behalf of Social Housing providers.

**PROGRESS UPDATE ON KEY ACTION PLANS (CLEANER ESTATES & SERVICE STANDARDS) (Pages 43 - 44)**

To receive a verbal report.

**APPOINTMENT OF PERFORMANCE MONITORS**

To appoint two performance monitors for the Civic Year 2022-2023.

**9. MEMBER / OFFICER REPORTS**

- (a) Information Sheet - Rough Sleeper Initiatives (Pages 45 - 46)
- (b) Tenant Representatives (Verbal Report)
- (c) Performance Monitoring (Pages 47 - 54)
- (d) Retrofit / Carbon Reduction Task and Finish Group Summary Report (Verbal Report)
- (e) Tenant Engagement and Empowerment Task and Finish Group Summary Report (Pages 55 - 56)
- (f) Housing Repairs and Voids Task and Finish Group Summary Report (Pages 57 - 58)

**WORK PROGRAMME (Pages 59 - 60)**

To consider the work programme.

**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 Lucas Schoemaker (Vice-Chair)**

Councillor Nicholas Housden  
Councillor Steve Hynd  
Councillor Christopher Jockel  
Councillor Jenny Miles  
Councillor Loraine Patrick



# STROUD DISTRICT COUNCIL

Council Offices • Ebley Mill • Ebley Wharf • Stroud • GL5 4UB

Tel: (01453) 754 351/754 321

www.stroud.gov.uk

Email: democratic.services@stroud.gov.uk

## HOUSING COMMITTEE

05 April 2022

7.00 - 9.38 pm

Council Chamber

### Minutes

#### Membership

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

Councillor Paula Baker  
Councillor Laurie Davies  
Councillor Katrina Davis  
Councillor Lindsey Green  
Councillor Nicholas Housden

\*= Absent

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

Councillor Steve Hynd  
Councillor Jenny Miles  
Councillor Loraine Patrick  
Councillor Lucas Schoemaker  
Councillor Colin Fryer

\*

#### Officers in Attendance

Strategic Director of Communities  
Head of Contract Services  
Interim Head of Housing Services  
Head of Strategic Housing Services  
(Interim)  
Housing Manager

Accountancy Manager  
Principal Accountant  
Operations Manager  
Housing Renewal Manager  
New Homes & Regeneration Manager  
Democratic Services & Elections Officer

#### Tenant Representatives

Mike Ritche

Becky Adams

#### HC.066 Apologies

The Chair proposed to move Agenda Item 13, Members Questions to be taken after Agenda Item 4 with agreement from the Committee.

An apology for absence was received from Councillor Fryer.

#### HC.067 Declaration of Interests

Councillor Jockel declared an interest in agenda item 8. It was agreed if this came up during discussions, he would leave the room.

## **HC.068      Minutes**

**RESOLVED** That the Minutes of the meeting held on 1 February 2022 were approved as a correct record.

## **HC.069      Public Question Time**

There were none.

## **HC.070      Members' Questions**

Member Questions were submitted by Councillor Housden and answered by the Chair. Supplementary questions were also asked and answered (Refer to the [Council's recording](#) and [Agenda Item 13](#)).

## **HC.071      Budget Monitoring Report 2021/22 Quarter 3**

The Principal Accountant introduced the report to the Committee, they then summarised the main variances from each of the budgets:

### General Fund Revenue Budget

- Table 1 on page 14 of the reports pack showed an underspend of £7k.

### General Fund Capital Programme

- Table 2 on page 15 of the reports pack showed a total underspend of £361k.
- £230k underspend on the Disabled Facilities Grant Scheme due to a backlog of referrals for an occupational therapist within the County Council.
- £195k underspend on the Green Homes Local Authority Delivery Scheme (LADS) Park Homes due to the alignment of the grant.
- £50k overspend on the Green Homes LADS 3 due to a new grant for energy efficiency improvements.
- £50k underspend on the Health through Warmth Grant due to the insulation grants.
- £50k overspend on the Home Upgrade Grant – Sustainable Warmth due to the new grant bid.

### Housing Revenue Account (HRA)

- Table 3 on page 16 of the document pack showed a total overspend of £836k.
- Total Income - £377k overspend.
- Supervision and Management - £387k underspend.
- Repairs and Maintenance - £762k overspend.
- Other Expenditure - £61k overspend.

### HRA Capital Programme

- Table 5 on page 19 of the document pack showed a total overspend of £59k.
- Total Major Works showed a £14k underspend due to works deferred later into the next financial year.
- Total Other Capital Works - £435k had been allocated for the implementation of the new Housing System.
- New build and Regeneration showed a £73k overspend due to slippage, costs rising and start time delays due to Covid.

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In response to Councillor Davis, the Strategic Director of Communities explained that they could not comment on specific cases during a meeting, these would need to be raised outside the meeting.

After a question raised by Councillor Green, the Strategic Director of Communities confirmed that the increase in tenants leaving their tenancies had remained high and this was due to a number of reasons which included:

- Tenant's personal circumstances.
- Tenants moving into care homes or similar.
- Tenants who had passed away.

Councillor Housden questioned the savings made on item 4.8 (page 14) of the report and further questioned whether the situation in Ukraine would have had an impact. The Housing Manager confirmed that through working with a partner organisation they had changed the way that the temporary accommodation scheme was delivered which is how they managed to make the savings. She further informed the Committee that the current situation with Ukraine shouldn't affect that specific budget however it could impact other parts of the Housing budget.

The Interim Head of Strategic Housing Services explained about the hosting scheme for people to offer housing opportunities to Ukrainian refugees. They further explained that should any of those placements fail, it was likely that the Council would be asked to step in to provide accommodation.

Councillor Housden repeated his earlier question regarding the loss of £1.1m in the budget due to voids. The Accountancy Manager explained that the figures shown in the graphs were pressures against the budgets. They further explained in detail that the figures were only an estimate and therefore could not be counted as a loss. They also mentioned that the pressures were against the repairs and maintenance budget as a whole and therefore not solely representative of the voids.

Mr Ritcher, the Tenant Representative asked for confirmation that the savings against the kitchens and bathrooms, as seen in table 5 on page 19 of the reports pack, would be carried forward to the next financial year. The Principal Accountant confirmed that this was the case. After a further question on the topic, the Head of Housing Services explained that there were works that were deferred into the following year due to the increased costs of labour and the difficulties surrounding Covid guidance causing less workers on site.

In response to Councillor Housden the Head of Property Services confirmed that item 5.5 on page 17 of the document pack showed an additional £250k which was allocated to the ongoing work on the void properties.

Councillor Jockel proposed and Councillor Baker seconded.

Councillor Baker thanked the Officers for the report and explained it was an extremely difficult year and she was pleased to see that things were improving.

This was echoed by Councillors Miles and Schoemaker.

The Councillors debated the following topics at length:

- The length of time void properties spent empty.

- The Councils priorities on larger projects.
- The length of time utilities took to repair issues and visit a property.

Councillor Schoemaker raised a point that this was reporting the year in which there were still Covid lockdowns, material costs had risen, and labour was increasingly difficult due to self-isolation. He further explained that whilst he was happy with those figures now if they remained unchanged in 12 months' time then they would be questioning them.

Councillor Hynd also raised the point that due to the nature of the HRA, there were no grants available for the larger costs that Covid had caused such as Personal Protective Equipment (PPE).

The Chair, Councillor Ross, commended the officers for their report and their hard work to reduce the number of voids to pre-covid levels.

Councillor Jockel expressed his support for the report and stated he was proud to be part of a Council that provided social housing to the community.

After being put to a vote, the Motion was carried with 7 votes in favour and 4 abstentions.

**RESOLVED To note the outturn forecast for the General Fund and HRA revenue budgets and the Capital Programmes for this Committee.**

### **HC.072      Tenant Engagement Strategy**

The Housing Manager introduced the report and explained that its purpose was to maximise the opportunities for tenants to engage with Stroud District Council (SDC) and ensure that the experience enhanced future delivery. They informed the committee that they held 3 tenant engagement sessions on the 22 February 2022 which were largely successful. They had a large turnout which included new tenants that hadn't been involved before.

The Housing Manager further informed the committee of some of the feedback they had already received which included:

- The re-modelling of the tenant involvement names as tenants felt they were too formal.
- The Café conversation style was a great success due to social inclusion and a less formal atmosphere.

They updated the Committee on the scrutiny training for tenants in May. TPAS were scheduled to carry out training with the involved tenants and then they can choose an area to scrutinise which will then be fed back to the Committee.

They were focusing on getting Officers out in the Community more, such as Housing Hubs for Neighbourhood Management Officers to engage with their tenants and making use of the larger community hubs that were built during lockdown.

The Housing Manger responded to Councillor Green advising that they were still working on engaging with younger tenants as mainly it was the older tenants who were coming forward.

Councillor Davies proposed and Councillor Schoemaker seconded.

Councillor Patrick commended the work and stated she had seen the difference in how tenants engaged with the council. Councillors Schoemaker and Jockel also commended the report.

Councillor Davies was pleased with the outcomes of the tenant empowerment. They further commented that part of their ward had secured a grant as part of the Jubilee fund to develop part Nouncells Cross with an art project.

After being put to a vote, the Motion was carried unanimously.

**RESOLVED To adopt the updated Tenant Engagement Strategy.**

## **HC.073      Decant Policy**

The Housing Manager introduced the report and defined that decant was the process of moving households out of their homes either due to their landlord having compulsory powers of purchase to redevelop or in order to carry out emergency repairs. She further explained that this Policy set out the terms and processes for decanting people from their homes. She recognised that this was a sensitive issue and there would be support for the families involved. The aims of the policy included:

- To provide choice to tenants.
- Ensure that decants operated in a fair equitable and reasonable manner.
- To deliver simple but effective consultation and feedback.
- To enable decants to be carried out in a way which minimised disturbance to households.
- To establish a basis of making offers of support both financial and practical.
- To enable the Council to make best use of stock.

They then informed the Committee of the main updates to the Policy which included:

- The home loss payment was set at £7,100.
- Job titles had been amended to reflect the current structure; decanting would be being looked after by a Lettings Officer.
- Tenants may be considered for a direct match, in line with the HomeseekerPlus Policy.
- If multiple tenants were interested in a direct match, an assessment would be made based on suitability. This process would be sensitive and would take into account specific factors such as disability and vulnerability.
- The safeguarding process will be used for any tenants who were at risk.

In response to Councillor Patrick the Housing Manger explained that the policy was only applicable to tenants who needed to be moved and not those who wanted to move or downsize.

Councillor Miles proposed and Councillor Schoemaker seconded.

After being put to a vote, the Motion was carried unanimously.

**RESOLVED To adopt the updated Decant Policy**

## **HC.074**      **New Homes and Regeneration Programme Update**

The New Homes and Regeneration Manager introduced the report and explained that it provided an overview of SDC's New Homes and Regeneration Programme. This included an update on the current schemes within the Medium-Term Financial Plan (MTFP) and an update on the 3 schemes where an extension of time had been requested and additional costs were incurred.

The New Homes and Regeneration Manager drew Members' attention to the following:

- SDC had built 251 new homes to date.
- A further 94 homes were planned and budgeted for delivery by 2025.
- SDC were actively exploring further opportunities for development.
- A budget of £3m had been allocated to acquire new land for development due to the current limited land opportunities for the Council.

The New Homes and Regeneration Manager updated the Committee on the sites within the current programme, this included:

- SDC had procured a framework agreement with E.W. Beard.
- The schemes were split into tranches in order to mitigate risk.
- The contractor's performance would be monitored monthly through a robust set of KPI's.
- The past 2 years had been challenging with Covid and Brexit having detrimental impacts on the supply of materials and labour.
- SDC had taken handover of 7 new homes in Minchinhampton with a further 9 bungalows in Eastington and 20 homes in Nailsworth to be received in the coming months.
- SDC had achieved an EPC rating A in the new homes in Summersfield Road. It was hoped that the tenants would see a reduction in energy costs because of this.
- On final completion of the contract an outturn report would be presented to the Strategic Director of Resources and would further be reported to the Committee at the budget setting meeting.
- The next four sites scheduled to be completed were:
  - Gloucester street & Bradley Street, Wotton under Edge
  - Orchard Road, Ebley
  - Cambridge House, Dursley
  - Glebelands, Cam

The New Homes and Regeneration Manager gave the following answers in response to Members' questions:

- In relation to the Queens Drive site, there were ongoing complex legal issues.
- Between 2019 – 2025 they had built or were planning to build 101 houses.

Councillor Jockel left the room due to an interest they disclosed at the beginning of the meeting.

Councillor Housden received the following answers in response to his questions about Item 4.4.6 on page 71 of the document pack

- Work was ongoing with the Town Council and other providers of land in the Town, it was still the intention to keep the site in the HRA.
- It was not the Chairs intention to remove the site from the HRA as it was the Committees decision to transfer the site and it would remain in the HR until a point where the Committee decided otherwise.



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- The Chair expressed that it was the Council's intention to work with Stonehouse Town Council who had expressed an interest in the Ship Inn Site and with anyone else who would wish to further the project.
- Around 600 people had expressed their views in a closed question survey which only represented the views of some of Stonehouse's residents.
- It was confirmed that Stroud District Council had spent approx. £54,672.06 on the site with regards to planning applications, legal fees, additional surveys etc.

It was agreed to share the details of the party wall issues mentioned on page 70 of the document pack outside of the meeting.

Councillor Schoemaker proposed and Councillor Miles seconded.

After being put to a vote, the Motion was carried unanimously.

### **RESOLVED To:**

- a) Note the outcome of the delivery of the current New Homes Programme in particular the position with regard to the schemes at Summersfield Road, Broadfield Road & Ringfield Close**
- b) Note the update provided on the programme of new council homes, with budget already approved in the MTFP, for delivery during 2022 to 2025.**

### **HC.075      Revised Civil and Financial Penalties Policy**

The Housing Renewal Manager introduced the report and explained that it was to update and introduce new policies in relation to the private sector enforcement work. They further explained the points of the report which included:

- Landlords were now required to have an electrical safety check on their properties. There was a maximum penalty of £30,000 under the Financial Penalties Policy for not complying.
- Appendix 1 showed an update to the current Financial Penalties Policy to reflect these changes.
- Appendix 2 showed the procedure for the electrical safety check enforcement.
- Appendix 3 was a new policy which regarded the redress schemes for lettings agency work and property management work which was introduced in 2014 however Stroud had not had a policy for this until now.
- Appendix 4 showed the smoke and carbon monoxide alarm (England) regulations 2015 policy which had been refreshed, its main change included a reduction in the early payment discount.

The Housing Renewal Manager gave the following answers in response to questions asked from Councillors:

- There were not normally court costs involved as the first point of enforcement was a fine. If the fine was not paid then it could go to court as a debt.
- They had not needed to enforce any of these previously however, they had previously issued fines and notices.

Councillor Hynd proposed and Councillor Schoemaker seconded.

## Agenda Item 3

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Councillor Schoemaker stated that it was great to get the policies in place and commended the fact that our standards were so high that we hadn't needed to take enforcement action in the past.

Councillor Miles debated that it was good the council took an advice first approach as some landlords would have inherited properties and may not have been as knowledgeable as others.

In response to Councillor Schoemaker, the Housing Renewal Manager reminded the Committee of the [Minimum Energy Efficiency Standards \(MEES\) Policy](#) which related to the EPC certificate of rented accommodation and would be updated when the minimum rating rose from an EPC E to an EPC C in 2025.

After being put to a vote, the Motion was carried unanimously.

### **RESOLVED To:**

- a) **Adopt the revised Policy on the Implementation of Financial Penalties for Certain Housing Offences Attached in Appendix 1; and**
- b) **Adopt the Electrical Safety Standards Policy attached in Appendix 2;**
- c) **Adopt the Redress Schemes for Lettings Agency Work and Property Management Work Policy Attached in Appendix 3; and**
- d) **Adopt the revised Smoke and Carbon Monoxide Alarm (England) Regulations 2015 Policy attached at Appendix 4**

### **HC.076      Progress Update on Key Action Plans (Cleaner Estates and Service Standards)**

A report was circulated ahead of the meeting as part of the document pack.

Councillor Patrick gave feedback to the Housing Manger with regards to the new bin store at Oak Drive, Dursley.

Councillor Housden questioned whether the addition of CCTV to Chapel Street had caused an uplift in fly-tipping in nearby areas. The Housing Manger confirmed this was not the case and they were keeping a very close eye on surrounding areas to ensure this did not become a problem.

### **HC.077      Member / Officer Reports**

- a)      Update on the Out of Hours Provisions - Briefing Note

A report was circulated ahead of the meeting as part of the document pack. The Head of Contract Services informed the Committee that the transfer to the new provider had gone seamlessly.

The Head of Contract Services gave the following answers in response to Councillor Green:

- The previous contractor had given their notice to terminate the contract due to a commercial decision in their main hub to internalise the service, therefore they could not continue with any external contracts.

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- There was no period of time without a contractor during the transfer.
- In the last report presented to committee there was an outstanding action awaiting advice from One Legal which had now been concluded. This related to two points, one of which was an action to update a record which had since been completed and the other was confirmation that the decisions made were legal.

Councillor Green expressed her disappointment with this only being a briefing note and not a full report. She drew attention to the previous report, which was brought to the November 2021 meeting, page 113 paragraph 6.4 stated that a report would be brought to April 2022 Housing Committee which would provide an update of the progress made in delivering the action plan and lessons learned. She further questioned where the updated action plan and the lessons learned were in the briefing note.

The Head of Contract Services apologised for the difference in the briefing note to a report. He confirmed that he would be providing a further report to the Committee at the next meeting.

He informed the committee that the first performance meeting with the new contractor was next week and should the Committee wish, the results from that could be reported back separately.

### b) Tenant Representatives

Becky Adams gave an update on the previous few weeks. She mentioned that they were awaiting an induction which had been previously postponed due to Covid. This induction would enable them both to meet with Housing Managers, meet with other involved tenants, include a trip to the Littlecombe site and visits to a few properties. Becky also informed the Committee that they had been able to visit some void properties as part of the task and finish group which was very insightful.

### c) Performance Management Q3

The Strategic Director of Communities introduced the report and explained that it was a draft report which currently included all of the key indicators that could be looked at as part of the performance monitoring process. He further explained that the two performance leads had not yet had a chance to meet to discuss the report. There was a meeting arranged on the 25 April to look into the report in further detail. It was hoped that this meeting would highlight 2 or 3 things which would then be brought to the attention of the Committee to discuss further. The Strategic Director of Communities informed the Committee that they were keen to get the Youth Council and the Tenant Representatives involved with the performance monitoring process.

The Chair added that there was a mistake in the report which named Councillor Stephen Davies as a Performance Monitor when it should have read Councillor Laurie Davies.

### d) Retrofit/Carbon Reduction Task and Finish Group Update

Councillor Jockel explained that they were approaching the beginning of the implementation stage and gave a brief update of progress since the last meeting which included:

- Agreed how the roll out would take place starting with an initial 250 properties per annum which would then expand to 470 properties per annum.

## Agenda Item 3

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- The visits to Hamfallow and Berkeley had now been completed and feedback had been given. This would then be discussed at the next meeting of the Task and Finish Group.

e) Tenant Engagement and Empowerment Task and Finish Group Update

In Councillor Fryer's absence the Chair gave a short update which included a new tenant member for Middle of the Hill.

The Housing Manger confirmed that they had found someone to assist with recording and editing the DIY videos that Tenant Representative Becky was keen to get started on at the last Committee.

f) Housing Repairs and Voids Task and Finish Group Update

Councillor Baker provided a brief update to the Committee. After putting in their recommendations for the Voids in December, the group was now focusing on the repairs which included:

- They had been exploring the challenges with communications, part of which would be picked up with the new IT systems.
- Looked into the repairs policy in detail and established what was the responsibility of the tenant and the landlord and identified those that came under both.
- Damp and condensation was one of those under the shared responsibility header which could be affected by lifestyle and repairs issues. They discussed amending the wording for shared issues to help direct tenants where they needed to go to address the issue.
- Discussed the challenges of maintaining and repairing existing systems of heating.

Councillor Patrick questioned why the roof tiles in St Georges Road were being thrown away during the renovations, she also highlighted a health and safety concern with the lack of hats and hi-vis being worn on site. The Head of Contract Services explained that the concrete tiles were no longer fit for purpose due to the nib of the tile having worn away. He explained that they were being replaced with a clay tile which had a longer lifespan. He further informed the committee that a percentage of the tiles were supposed to be recycled to be used elsewhere. It was agreed to take the health and safety complaint away as an action to monitor.

**HC.078**      **Work Programme**

**RESOLVED To note the Work Programme.**

The meeting closed at 9.38 pm

Chair

## STROUD DISTRICT COUNCIL

## HOUSING COMMITTEE

21 JUNE 2022

<b>Report Title</b>	<b>FINAL REPORT OUT OF HOURS (OOH) ACTION PLAN DELIVERY</b>			
<b>Purpose of Report</b>	To inform Housing Committee of the corrective action undertaken to strengthen operational procedures in the management of the Out of Hours Service provision and to provide an update on subsequent service delivery.			
<b>Decision(s)</b>	<b>The Committee RESOLVES to note the corrective actions already implemented.</b>			
<b>Consultation and Feedback</b>	<b>Consultation consisted of:-</b> <ul style="list-style-type: none"> <li>• Briefings with the Chair and Vice-Chair of Housing Committee</li> <li>• Strategic Director of Communities</li> <li>• Service leads</li> </ul>			
<b>Report Author</b>	Joe Gordon (Head of Contract Services) Tel: 01453 754190 Email: <a href="mailto:joe.gordon@stroud.gov.uk">joe.gordon@stroud.gov.uk</a>			
<b>Options</b>	N/A			
<b>Background Papers</b>	N/A			
<b>Appendices</b>	Appendix A – Corrective Action Plan Appendix B – Procedures Manual Appendix C – Risk Register Appendix C (i) – Risk Register Probability Guidance Appendix C (ii) – Risk Register Impact Guidance Appendix D – KPI Performance Metrics Integrated into Procedures Manual			
<b>Implications (further details at the end of the report)</b>	Financial	Legal	Equality	Environmental
	No	No	No	No

**1. BACKGROUND**

- 1.1 Following reports of service failures over the 2020/21 Christmas and New Year holiday period, an investigation into the performance of Civica, the Out of Hours (OOH) call handling service provider and MD Group the OOH oncall contractor was undertaken. A report (OOH Failure Report) was produced, which identified corrective measures which were agreed with Civica and MD Group.
- 1.2 The investigation into performance over the Christmas and New Year period 2020/21 did not show that there was systemic failure in service provision. It did however acknowledge that service provision could be improved in spite of the complaints compared to call volume being low in number (98% of calls were dealt with over the Christmas and New Year period). Following this investigation, the processes and service failures changes identified were implemented immediately.

## Agenda Item 5

- 1.3 Following an Internal Audit report (September 2021), a comprehensive action plan was developed in response which sought to address the issues highlighted.
- 1.4 The report “*Corrective Action to Strengthen the Council’s OOH Call out Provision*” Decision “b” stated that “*That the Lead officer shall provide an update on progress at the April 2022 Committee meeting*”, however members requested that a formal report should be submitted to provide a greater degree of transparency as set out within the body of the report.
- 1.5 This report sets out the actions taken, and being taken to ensure procured services meet the expectations of the Council.

### 2. Corrective Action Plan arising from the Internal Audit report

- 2.1 The corrective action plan *appendix A* outlined 30 corrective actions covering the following topics:

- Working Procedures – Actions (207;211-216;219;220;223-228;230;231)
- Contract and Risk Management (208-210;221;222;226;232;233-236)
- Insourcing (217;218)
- Performance and Reporting (229)

#### 2.1.1 Working Procedures including Roles and Responsibilities

- The internal audit report outlined the need for a procedures manual to bring the various procedures and flow charts into one version controlled document. A summary of the contents of the manual is provided in *appendix B*
- This manual has now been created and the procedures, including flow charts have been updated and collated to ensure that the communication between Stroud District Council and the external call centre is robust and effective.
- As part of the creation of the procedures manual, roles and responsibilities were refreshed and updated to ensure a consistent approach across the council and ensure that all roles, responsibilities and obligations are formally documented.

#### 2.1.2 Contract and Risk Management

- A risk register, as detailed in *appendix C*, has been created and documented in the procedures manual.
- Excelsis has been updated to reflect any high-level risks arising from the contract.
- The contract framework, which includes extensions to existing contracts has been reviewed at a both corporate level and service level.
- At a service level, contracts are reviewed at a minimum on an annual basis to ensure that service is maintained. This is documented via minutes within the contract review process, and this is being incorporated into an automated process.

#### 2.1.3 Insourcing

- The service is currently using a contractor to conduct emergency works out of hours. The service is working to complete the insourcing of the out of hours emergency works function so that can be delivered directly by our in-house Property Care operatives.

- The actions identified in the audit report relate to an acceleration of the insourcing of the heating function. This was completed by providing a specific escalation point within Stroud District Council for gas heating enquiries which cannot be dealt with by the contractor and where temporary heaters are not available.
- Property Care operatives directly provide cover for the OOH service
- Service provision will be supported by specialist support contractors to ensure resilience and capacity is maintained.
- Monitoring and review of the arrangement will continue to be developed to ensure there is continual learning, ensuring best practice is adopted throughout the life of the contract.

### 2.1.4 Performance and Reporting

- The KPI performance metrics have been reviewed for the new call handling contractor to ensure that a challenging but achievable performance level is set. This has also been integrated into the procedures manual and in *appendix D*.
- The process for the performance management of the contractor has now been added into the procedures manual to ensure consistency and transparency.
- KPI's for the emergency works contractor have also been reviewed and integrated into the procedure manual. This will ensure consistency and continuity of service as we transition towards an inhouse provision.

2.2 The above summarises all the service attributable actions set out with the Action Plan, which are now complete.

2.3 Monitoring and review of the arrangement will continue to be developed through the monthly meetings and annual review to ensure there is continual learning, ensuring best practice is adopted throughout the life of the contract.

## 3. Governance, Management, and Scrutiny

3.1 The OOH service provision is used principally within the Council's Landlord Services and Environmental Health Service. However, the new service retains capacity should Stroud wish to extend it to incorporate additional service areas.

3.2 As the contractual arrangements mature, we will look at the long-term positioning and oversight of the contract within the corporate structure.

3.3 We will ensure where relevant feedback from performance reporting, and tenant engagement is considered and incorporated to inform learning outcomes.

## 4. Contract Delivery Partner

4.1 Following production of the Action Plan, the incumbent service provider (Civica) tendered their notice to terminate the contract. A new contract was procured where Orbis Group

## Agenda Item 5

who provide similar call handling services to other parts of the Council were chosen as the preferred new service provider.

- 4.2 We have strengthened the way in which the new service is delivered, managed, and monitored, however as previously stated there can be no 100% guarantee with any service provision whether provided by third parties or the Council directly.
- 4.3 It is well documented that an unprecedented set of circumstances impacted the resilience of the service provider. It is hoped the new management and escalation processes will mitigate some of those issues experienced at the time.
- 4.4 Regular meetings to monitor progress and delivery of the service against the set KPI's are scheduled.

### 5. **AUDIT FINDINGS REFERRED TO ONE LEGAL**

Advice was sought by Internal Audit in relation to:

#### **Recommendation 14(H)] – Rejected in Full**

Recommendation 14(H) – “The original contract did not expressly provide for an extension.

The advice provided to the Monitoring Officer in relation to the above said:

*“No evidence was presented to us that the actions were in breach of the Public Contract Regulations 2015”.*

### 6. **CURRENT PERFORMANCE**

- 6.1 The current performance on call handling can be found under *appendix D*.

### 7. **CONCLUSION**

- 7.1 We have strengthened the way in which the new service is delivered, managed and monitored, however as previously stated there can be no one hundred percent guarantee with any service provision whether provided third parties or the Council directly.
- 7.2 It is well documented that an unprecedented set of circumstances impacted the resilience of the service provider. It is hoped the new management and escalation processes will mitigated some of those issues experienced at the time.

### 8. **IMPLICATIONS**

#### **8.1 Financial Implications**

- 8.1.1 There are no financial implications from the decision to note the actions taken.

Andrew Cummings

Email: [andrew.cummings@stroud.gov.uk](mailto:andrew.cummings@stroud.gov.uk)



**8.2 Legal Implications**

8.2.1 There are no legal implications arising directly from the matters discussed in this report.

One Legal

Tel: 01684 272691

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

**8.3 Equality Implications**

8.3.1 An Equality Impact assessment is not required as the report is for information only

**8.4 Environmental Implications**

8.4.1 There are no environmental implications to be considered as part of the report

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# OOH Audit Report - Action Plan

Ref	Title	Assigned	Status	Due	Completed	Details	Completion notes
207	1 OOH Audit Procedures Manual	Adrian Erwood	Completed	12/01/21	02/08/22	An OOH Emergency Helpline Procedures Manual should be prepared by the Contract Manager and circulated to all relevant Officers Once developed this should be subject to a periodic review to ensure that it remains up to date ACTION Creation of a Procedures Manual and reviewed by the project team	Action Completed: Document Drafted
208	2 OOH Audit Development of a Risk Register	Adrian Erwood	Completed	12/10/21	02/08/22	The key risks associated with the OOH emergency helpline end to end service contract and the internal controls in place to manage these should be captured and documented including within Excelsis The Contract Manager should ensure that third parties are informed of any responsibilities they may have in managing risk and that this responsibility is documented within the Procedures Manual Likewise the key risks associated with the outsourced OOH repairs service should be captured ACTION A risk register will be developed to cover the OOH emergency call handling service and the OOH repairs service	Action Completed: Completed
209	3A OOH Audit Embed ongoing risk management and use of excelsis into contract management processes	Joe Gordon	Completed	30/09/2021	14/10/2021	The Head of Contract Services should ensure that ongoing risk management and the use of risk registers and Excelsis is embedded into the contract management process within Contract Services at the Contract Manager level where appropriate ACTION The Head of Contract Services will reiterate his expectations for the capture assessment and monitoring of risk to all staff across Contract Services This will help to ensure that there is a consistent approach to risk management taken across the department and for all services contracts areas	Action Completed: Action now forms part of the provurement and contract management process
210	3B OOH Audit Update Exelsis to capture key risks with OOH Contract	Jon Priest	Completed	10/01/21	10/08/21	of the implementation of Recommendation 2 H to ensure that key risks associated with the OOH emergency helpline are visible to all officers across the Council This will aid in improving the visibility of the OOH emergency helpline as a Council wide service	Action Completed: This has been added into Excelsis and the system has been reviewed
211	4 OOH Audit Review of reporting and stakeholders on the OOH Contract	Adrian Erwood	Completed	12/01/21	12/07/21	The Contract Manager and Head of Service should agree the form frequency and content of reporting on the OOH emergency helpline call handling contract The wider recipients of any reporting other key stakeholders should also be identified The Procedures Manual should contain guidance on the agreed reporting arrangements and report template s ACTION There are existing reporting methods used elsewhere in Contract Services to monitor contracts and contractor performance These will be extended to the OOH call handling contract and the OOH repairs service The relevant guidance on reporting will be documented incorporated within the Procedures Manual	Action Completed: Reporting inclusion Recommendations added into manual
212	5 OOH Audit Key objectives to be identified and documented	Adrian Erwood	Completed	12/01/21	12/07/21	The key objectives of the OOH emergency helpline call handling contract and service should be identified and documented These objectives should be considered when preparing a risk register ACTION	Action Completed: Policy handbook inclusion Added into the policy handbook
213	6 OOH Audit Review Service Requirements Responsibilities and expectations with MD Group	Adrian Erwood	Completed	11/01/21	24/11/2021	Service requirements responsibilities and expectations for the OOH repairs service should be reviewed with MD Group This may involve drafting a clear and comprehensive service specification for MD Group to refer to and to be held to This should build on the service requirements agreed to with the Head of Contract Services pre Christmas ACTION Conduct review into MD s performance Draft clear and comprehensive service specification to manage performance Review alternative options for delivery of the OOH repairs service	Action Completed: Contract management Service requirements and responsibilities outlined with MD and new supervisory lead. Contract management proforma converted to standard SDC contract management template and record keeping going forward.
214	7 OOH Audit Review KPI for the OOH repairs service	Adrian Erwood	Completed	11/01/21	24/11/2021	The flowcharts provided to Civica should contain clear guidance on setting customer expectations this is particularly important where Civica pass the call over to another contractor to resolve For example flowcharts covering repairs by MD Group should refer to the four hour deadline for attendance by the contractor and repairs being completed Civica should advise customers that if their repair is not addressed in this time they should call back Civica can then escalate the matter This four hour deadline will constitute a KPI for MD Group or any other OOH repairs provider that Civica can report against ACTION Any potential KPIs for the OOH repairs service will be considered in particular those that could capture non attendance or lack of timely attendance repeated customer call backs	Action Completed: KPI review Processes reviewed and changes adopted. KPI will form part of contract management document and contract reviews.
215	8 OOH Audit Review OOH call centre flow charts	Adrian Erwood	Completed	11/01/21	24/11/2021	The Contract Manager should review all flowcharts in consultation with Civica to ensure that these reflect the actual approach taken by Civica In particular the Contract Manager should review the flowcharts covering repairs to ensure that there is no ambiguity in who should be contacted when and how ACTION Flowcharts will be reviewed and redistributed Civica will be consulted as part of the review process	Action Completed: Flow charts Flowcharts and processes reviewed, changes and clarifications resolved and adopted.

Ref	Title	Assigned	Status	Due	Completed	Details	Completion notes
216	9 OOH Audit Review OOH call centre escalation flow charts	Adrian Erwood	Completed	11/01/21	24/11/2021	The Contract Manager should ensure that where Civica are required to contact another contractor or third party the flowcharts clearly set out the escalation procedure that should be followed If this is exhausted the flowchart should clearly direct Civica to an appropriate on call Council officer this may be the initial escalation procedure in some cases ACTION Flowcharts will be reviewed and escalation procedures clearly set out as part of the new format	Action Completed: Flowcharts Service and flowcharts reviewed in line with changes adopted for Civica and MD. Escalation rota expanded and back up options for OOH escalation implemented.
217	10A OOH Audit Acceleration of the insourcing of OOH repairs	Adrian Erwood	Completed	12/01/21	12/07/21	for OOH heating repair and boiler repair skills held by the in house team At present this is not currently part of the service provided by MD Group and has not yet been procured in its own right In advance of the winter period the Council must ensure that there are robust reliable and adequate arrangements in place to provide OOH heating repair and boiler repair services for its tenants ACTION Ensure robust reliable and adequate heating engineer boiler engineer coverage in place by December 2021	Action Completed: Heating escalation Lead taken by Ashley Heal and John Brown over escalation
218	10B OOH Audit Insourcing callout employee terms	Joe Gordon	Completed	10/01/21	27/05/22	The Head of Contract Services should agree a deadline for resolving the outstanding issues on employee terms call out and overtime pay with HR This deadline should ideally be no later than 1st October 2021 to allow in sourcing to progress in a timely manner ACTION The Head of Contract Services will identify the key barriers to in sourcing the OOH repairs service and remedy these as soon as practicable This will ensure that in sourcing can proceed without there being any unresolved issues to impede progress The intention is to complete the in sourcing of the OOH repairs service by March 2022	Action Completed: New rates of pay are being trialled with operatives
219	11 OOH Audit Review roles and responsibilities for OOH Contract Manager and Repairs Contract Manager	Adrian Erwood	Completed	12/01/21	12/07/21	Manager for the OOH repairs contract is not clear The Contract Manager for the OOH call handling contract completes some duties that should fall within the remit of the Contract Manager for the OOH repairs contract The roles responsibilities and obligations of the two separate Contract Managers should be agreed and documented ACTION Clarify and document within the Procedures Manual	Action Completed: Roles and responsibilities clarified in document Roles and responsibilities clarified
220	12 OOH Audit Identification of service leads and their roles responsibilities and obligations	Adrian Erwood	Completed	12/01/21	12/07/21	Service Leads should be identified and their roles responsibilities and obligations formally documented in the Procedures Manual Escalation procedures should be detailed for a lack of required engagement ACTION Service Leads will be identified and their roles responsibilities and obligations agreed and documented in the Procedures Manual	Action Completed: Service Leads Added into the policy document
221	13A OOH Audit Contract extensions forms Service Level	Joe Gordon	Completed	30/10/2021	19/01/2022	The Contract Extension Form also a part of the new CMF is a key piece of evidence to be retained as part of an audit trail The statements made in support or otherwise of a contract extension should be accurate and based on objective data The authoriser in this case the Head of Contract Services should on a case by case basis review supporting evidence to gain assurance that any assertions on the Contract Extension Form are fair and accurate There should be clear expectations set out within Contract Services for a timely review of performance well in advance of a contract s expiry date the expiry of the initial term In this case there was no option other than an extension due to poor planning A contract extension should not be viewed as a formality The Council has an obligation to pursue value for money and ensure that contracts meet the needs of the relevant stakeholders ACTION Ensure that contract extension form process is performing as expected within service and liaise with Senior Policy Governance Officer to ensure that this aligns with corporate expectations Ensure that satisfactory performance levels are documented prior to contract extensions	Action Completed: Closed by Jon PRIEST on behalf of the HOS Joe GORDON. Contract extensions reviewed in service by the HOS - Joe GORDON. Corporate are reviewing the framework as part of a wider review . The OOH contract extension form has now been superseded due to the fact that the supplier has served notice of termination of the contract.  Contract extensions reviewed in service by the HOS - Joe GORDON. Corporate are reviewing the framework as part of a wider review . The OOH contract extension form has now been superseded due to the fact that the supplier has served notice of termination of the contract.
222	13B OOH Audit Contract extensions forms Corporate Level	Sarah Turner	Completed	31/12/2021	02/02/22	The Contract Extension Form also a part of the new CMF is a key piece of evidence to be retained as part of an audit trail The statements made in support or otherwise of a contract extension should be accurate and based on objective data The authoriser in this case the Head of Contract Services should on a case by case basis review supporting evidence to gain assurance that any assertions on the Contract Extension Form are fair and accurate There should be clear expectations set out within Contract Services for a timely review of performance well in advance of a contract s expiry date the expiry of the initial term In this case there was no option other than an extension due to poor planning A contract extension should not be viewed as a formality The Council has an obligation to pursue value for money and ensure that contracts meet the needs of the relevant stakeholders ACTION The P G Team will incorporate the requirement to evidence satisfactory levels of performance as part of the contract extension form in the CMF This will also be incorporated into the subsequent training	Action Completed: Completed on behalf of Sarah Turner Senior Policy and Governance Officer Agreed. The P and G Team will incorporate the requirement to evidence satisfactory levels of performance as part of the contract extension form in the CMF. This will also be incorporated into the subsequent training. The contract management framework has been updated to reflect this recommendation. The revised framework will be approved by A&S Committee at its meeting in February 2022. Training on the CMF has started with P&G team attending team meetings; an online procurement and contract management module will be added to the corporate training modules on MeLearning when the current upgrade of this system is completed
223	15 OOH Audit Documentation tracking	Adrian Erwood	Completed	12/01/21	12/07/21	The Contract Manager should prepare an OOH Call Handling Materials Tracker to ensure an adequate level of control over the call handling materials in circulation This Tracker should also address any rotas other lists provided to Civica at a defined frequency if a rota appears on a flowchart this should be reflected on the Tracker ACTION A Tracker to monitor the call handling materials flowcharts for example in circulation will be rolled out alongside the Procedures Manual	Action Completed: Material tracker Tracker to be added to policy doc & folders

Ref	Title	Assigned	Status	Due	Completed	Details	Completion notes
224	16 OOH Audit Call Handling Material Templates	Adrian Erwood	Completed	12/01/21	12/07/21	consistent approach between departments This should include templates and required elements This guidance should ensure that Required Actions Following the Call are present on each flowchart See Appendix G Appendix 2 All call handling materials should be subject to Version Control and clearly labelled with an ID Version Number Preparer and Date of Next Review All call handling materials should be reviewed after this guidance is finalised This should be combined with the roll out of the Tracker above to ensure that they meet the new requirements for format and content and are up to date refer to current rotas for example The Contract Manager should ensure that any missing materials gaps or any duplications are addressed see Finding 3 4 vii and viii above The missing materials highlighted above are not exhaustive and are intended to provoke some renewed consideration of Civica s Council wide role and their ability to signpost elsewhere The Contract Manager should coordinate with Service Leads to ensure that Civica are adequately prepared Civica may offer some input into this process ACTION The guidance for the format of all call handling materials will be set out in the Procedures Manual This will incorporate an ID Version Number Preparer Date of Next Review and Required Actions Following the Call All flowcharts and other materials in circulation will be modified to fit this guidance logged on the Tracker and rolled out to Civica The Operations Manager will liaise with Civica and with officers across the	Action Completed: Version control Tracker developed in line with template and policy doc provided
225	17 OOH Audit Review CIVICA's role in flood management strategy	Adrian Erwood	Completed	12/01/21	02/08/22	Civica s role in the Council s broader flood management strategy should be clearly defined and documented Civica should be equipped with the necessary materials to undertake their role in managing flooding calls enquiries The guidance on the Council s website should be reviewed to ensure that it is still up to date This will ensure that Civica is signposting customers to suitable guidance ACTION The Operations Manager will liaise with the Environmental Health team to ensure that Civica s role in the Council s broader flood management strategy is clarified documented and shared with Civica The flowchart s provided to Civica will be updated to reflect the information obtained There will be adequate guidance for instances of flooding for both tenants and non tenants the wider public	Action Completed: Completed
226	18 OOH Audit Review Contract Management Framework	Sarah Turner	Completed	31/12/2021	02/02/22	The Contract Management Framework the Contract Management Policy should be updated to include guidance on Council wide joint services This should reiterate the minimum expectations for coordination and cover escalation procedures ACTION P G Team will incorporate guidance in the CMF relating to council wide joint contracts	Action Completed: Completed on behalf of Sarah Turner - The contract management framework has been updated to reflect this recommendation. The revised framework will be approved by A&S Committee at its meeting in February 2022.
227	19A OOH Audit Document Roles and Responsibilities of Contact Manager and Owner	Adrian Erwood	Completed	12/01/21	12/07/21	The roles and responsibilities of the Contract Manager and Contract Owner should be documented within the Procedures Manual Following the roll out of the Contract Management Framework the Contract Manager should update the Contracts Register to reflect the correct Contract Owner the Head of Contract Services and complete a Contract Management Plan	Action Completed: Role clarification Included within Procedures Manual distinction between roles.
228	19B OOH Audit Guidance Roles and Responsibilities of Contact Manager and Owner	Sarah Turner	Completed	31/12/2021	02/02/22	P G to update the procedure guidance to ensure the procurement contract management and contracts register have the same defined roles	Action Completed: Completed on behalf of Sarah Turner - Senior Policy and Governance Officer Agreed. P and G to update the procedure guidance to ensure the procurement, contract management and contracts register have the same defined roles. This is underway and will be completed by 31 January 2022
229	20 OOH Audit Document Performance Management Arrangements in the Procedures Manual	Adrian Erwood	Completed	12/01/21	12/07/21	The performance management arrangements for the OOH call handling contract should be clearly set out in the Procedures Manual This should address the Contract Manager s approach to monitoring and collating KPIs particularly over the longer term The Council should review Civica s KPIs to ensure that they reflect a challenging but achievable level of performance If a KPI is to be changed this should be completed via a formal Contract Variation ACTION Civica s KPIs will be reviewed to ensure that they are challenging but achievable The rollout of their new telephony system may allow new KPIs to be identified which will be actioned in line with the requirements of the CPPRs The process for managing Civica s performance will be documented in the Procedures Manual	Action Completed: Performance monitoring Added within the manual

Ref	Title	Assigned	Status	Due	Completed	Details	Completion notes
230	21 OOH Audit Document process for managing Tamar system in Procedures Manual	Helen Coughlan	Completed	12/01/21	12/03/21	The process es for managing the Tamar Telecommunications account should be reviewed and then documented in the Procedures Manual In particular the controls in place for ensuring timely payment to Tamar Telecommunications should be documented This should address the risk of a missed invoice or late payment and potential charges or disconnection Access to the Tamar Telecommunications account should be changed or expanded to include the Contract Manager and or Contract Owner this may need to be achieved using a generic login This should be securely stored shared with only authorised users permitted access to the portal The users with access to the portal should be documented within the Procedures Manual and any BCPs ACTION Access to the Tamar portal will be modified and the process for ensuring the timely payment reviewed The controls in place for managing the risk of late payment will be documented on the OOH risk register and in the Procedures Manual The processes for managing the Tamar service will be documented in the Procedures Manual The new login access information will be securely held outside of the Procedures Manual and shared only with designated officers The officers who will be allowed access will be listed in the Procedures Manual	Action Completed: completed Tamar Process has been processed Maps and saved to Process map folder TAMAR Account has been transferred into Account name of Helen Coughlan, log on details have been assigned to the portal for Helen Coughlan to log into TAMAR Portal... Email sent to Jo White and Tara Wheeler requesting account info and login and password details
231	22 OOH Audit Identify required areas and create BCP within procedures manual	Helen Coughlan	Completed	26/11/2021	18/01/2022	The Contract Manager in consultation with other key stakeholders should identify the areas of the OOH emergency helpline service that require business continuity planning to be considered ACTION A BCP should be created and contained within the Procedures Manual The OOH call handling process including the OOH repairs service will be considered from end to end and a business continuity plan BCP developed This will be documented in an appropriate location and reviewed at least annually	Action Completed: completed amar Process has been processed Maps and saved to Process map folder TAMAR Account has been transferred into Account name of Helen Coughlan, log on details have been assigned to the portal for Helen Coughlan to log into TAMAR Portal Email sent to Jo White and Tara Wheeler requesting account info and login and password details A WhatsApp Group has been created for all OOH's on Call Officer, to provide BC in the event of a large scale emergency requiring additional and multi service support Have met with Emergency Planning how have there own process, process to be documented and added to Procedure Manual as a point of reference Current Tenant Services BCP received though needs reviewing and updating. Last updated March 2020
232	23 OOH Audit Contract Management Framework guidance for Service Failures	Sarah Turner	Completed	31/12/2021	02/02/22	The Contract Management Framework should contain guidance and principles for conducting service failure reviews for contracted out services Any Action Plans produced following such reviews should ensure consideration of root causes governance risk and control ACTION The CMF will be updated to incorporate clear guidance on reporting service contract failures	Action Completed: Completed on behalf of Sarah Turner - The contract management framework has been updated to reflect this recommendation. The revised framework will be approved by A&S Committee at its meeting in February 2022.
233	24 OOH Audit Contract Management Framework service failure reporting	Sarah Turner	Completed	31/12/2021	02/02/22	The Contract Management Framework should set clear guidelines for reporting on service failures This should also address the manner and frequency by which updates are provided ACTION The CMF will be updated to incorporate clear guidance on reporting service contract failures	Action Completed: Completed on behalf of Sarah Turner - The contract management framework has been updated to reflect this recommendation. The revised framework will be approved by A&S Committee at its meeting in February 2022.
234	25A OOH Audit Setting of Annual Review Date for OOH Contract and OOH Repairs Contract	Joe Gordon	Completed	30/09/2021	20/10/2021	The dates for the Annual Review of the OOH emergency helpline call handling contract and the OOH repairs service and contract should be confirmed ACTION There are existing expectations and processes within Contract Services for reviewing contracts on the anniversary of their start date though this has clearly fallen through for this contract The Head of Contract Services will reiterate to all Contract Managers the existing process and his expectations for managing annual reviews of service providers	Action Completed: Completed on behalf of Joe GORDON - See action notes Joe GORDON has communicated with the asset manager Tara SKIDMORE regarding the annual review process. This is currently documented within the contract review meeting minutes and captured on the contract register spreadsheet. To make the process more visible and automated there is a plan to load the requirements into My Compliance management . New action for this task has been created #ACTION 245 <a href="https://my-compliance.co.uk/actions/view/187010">https://my-compliance.co.uk/actions/view/187010</a>

Ref	Title	Assigned	Status	Due	Completed	Details	Completion notes
235	25B OOH Audit Setting of Annual Review Date for OOH Contract and OOH Repairs Contract	Adrian Erwood	Completed	11/01/21	24/11/2021	The dates for the Annual Review of the OOH emergency helpline call handling contract and the OOH repairs service and contract should be confirmed ACTION The dates for the annual reviews of Civica and MD Group will be agreed For MD Group this will be merged with the action for Recommendation 6	Action Completed: Date agreed Annual review date to be 1st December.
236	25C OOH Audit Contract Management Framework Annual Reviews and lessons learned	Sarah Turner	Completed	31/12/2021	02/02/22	The dates for the Annual Review of the OOH emergency helpline call handling contract and the OOH repairs service and contract should be confirmed ACTION P G to incorporate in the CMF that annual reviews and lessons learned should be carried out by contract managers	Action Completed: Completed on behalf of Sarah Turner - The contract management framework has been updated to reflect this recommendation. The revised framework will be approved by A&S Committee at its meeting in February 2022.

OOH Audit Report - Uncontrolled Document

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### OOH Emergency Helpline Procedures Manual

**Directorate:** Communities

**Department:** Contract Services

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## 1. Introduction

The out of office hours (OOH) emergency helpline is a council-wide service which ensures that we fulfil our responsibilities to our customers, tenants, and other stakeholders outside of standard office hours. This call-handling service has been provided by Civica UK Ltd (“Civica”) since January 2018 and has been extended through to January 2024. No further extensions are permitted under this current contract.

The key objectives of this service are as follows:

- (1) Objective 1 – To provide a designated point of contact in the event of an emergency
- (2) Objective 2 – Manage, co-ordinate and respond to an emergency event in-line with SDC Processes
- (3) Objective 3 – To act as point of contact and to escalate as appropriate
- (4) Objective 4 – Document and Report back

This procedures document will cover all operational aspects of the management of this contract, including any performance reporting that takes place. The contents of this document are aligned with the requirements set out in the Council's Contract Management Framework (CMF). The Contract Management Plan required under the CMF is included in Appendix 1. **To be completed by the Contract Manger following roll-out of CMF – format may change so be ready to update, as appropriate. Included here as placeholder / so key pieces can be completed in advance.**

Due to the high throughput of calls relating to tenant repairs, we will also consider the separate OOH repairs service here alongside the call-handling service provided by Civica. This is managed separately (see Section 2.6) and has been provided by MD Group since late 2020. The requirements imposed by the Civica contract (e.g. KPI reporting) are not also applied to the MD Group service provision, it is distinct.

## 2. Contract Management – Roles & Responsibilities

To ensure that there is the required level of engagement and accountability across the Stroud District Council service areas involved in the delivery of this contract, we have set out the roles and responsibilities of all parties involved.

### 2.1. Governance – Considerations

The OOH s contract is currently managed within Contract Services, with responsibility being picked up by Business Support Manager acting as Contract Manager.

Although, the contract covers the whole of the SDC Services, it is recognised that Contract Services are the prime users and beneficiaries of the service.

The OOH’s Contract is brought into line with other supply contracts in terms of contract management mechanisms, including KPI’s, monthly operational and quarterly contractual reviews with the annual review date being 1 December each year.

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## Appendix B

### 2.2. Contract Manager (OOH Call-Handling)

As per the Contract Management Policy, the Contract Manager (OOH Emergency Helpline) is “the Council staff member nominated to be responsible for the management of the administration and management of a contract.” The Contract Manager (OOH Emergency Helpline) is the appointed contact responsible for liaising with the supplier(s) and other internal / external stakeholders and is responsible for the operational management of the contract.

The management of the OOH call-handling contract requires eight hours of resource commitment per week.

The Contract Manager is responsible for the following:

- (1) Maintaining the OOH Emergency Helpline Procedures Manual (this document), ensuring timely updates, revisions, and reviews take place.
- (2) Maintaining the OOH Call-Handling Materials – Tracker, ensuring timely updates, revisions, and reviews take place.
- (3) Record-keeping – The Contract Manager (OOH Emergency Helpline) will ensure that, in-line with (2) above, SDC and Civica hold the same “active” process maps and guidance, and that “old” or “out-of-date” process maps are archived **by both parties**.
- (4) Ensure that, for example, all on-call rotas, contact information, tenant information is provided to Civica by the agreed deadlines. All required rotas and other information should be listed and monitored via the Tracker. Where there are issues doing so, this will be escalated to the responsible officer’s line manager as per the agreed procedures (see below).
- (5) Receive and collate all key performance indicators (KPI) and other performance information for monitoring, reporting, and performance management purposes. This information will be reported to key stakeholders as per the guidance in this document.
- (6) Schedule, lead, and document the service review meetings with the OOH helpline provider.
- (7) Coordinating and conducting the pre-Christmas (and pre-Easter) check with Contractor A (and any other contractors) to confirm their readiness for this period / their arrangements to ensure resilience in the event of high call volumes.
- (8) To identify, document and maintain the continual improvement register with specific regard to new operational emergencies experienced.
- (9) To maintain the setup of the SDC On Call Officer mobile communications.

In the absence of the Contract Manager, the appointed Deputy Contract Manager will undertake the above duties.

### 2.3. Contract Owner (OOH Call-Handling)

As per the Contract Management Policy, the Contract Owner is “the Council staff member who is ultimately accountable for the outcomes of the contract, usually the Strategic Director or Head of Service with the Delegated Authority. The Contract Owner approves contract variations, including extensions, and appoints the contract management roles.”

The Quartley and Annual Reviews will be shared with the Head of Service for Contract Services.

#### 2.4. Service Leads (the Council)

Reference 2.1 above – governance. Detail arrangements / mechanism for bringing other departments into this area formally e.g. Service Leads are designated below, and can only be formally designated following their agreement, the agreement of their line manager, and (if appropriate, agreement of Head of Service).

We must detail all roles and responsibilities here.

The role of “Service Lead” is to fulfil the requirements of the Contract Manager in delivering an effective OOH emergency helpline service, where this is reliant upon the engagement of other departments. This role is expected to involve [insert resource required] of weekly commitment.

The “Service Lead” is responsible for the following:

- (1) Maintenance and Voids Manager – Delivery of OOH Repairs providers
- (2) Business Support Manger – Delivery of OOH call provider
- (3) Environmental Health
- (4) Building Control
- (5) [Insert]
- (6) [Insert]

Where a Service Lead is providing an updated process map, flowchart, or similar to Civica, this **must** be reviewed by the Contract Manager so that the Tracker can be updated, and the format checked to ensure the required elements are present.

Where the Contract Manager (OOH Emergency Helpline) experiences poor engagement, or the Service Lead fails to execute the above responsibilities, this will be escalated to their line manager. A Nominated Deputy (Deputy Service Lead) should generally be identified, who is able to execute the above requirements in the absence of the Service Lead.

The current Service Leads are listed below in Section 2.8.

#### 2.5. OOH Emergency Helpline Provider (Civica)

Civica’s service provision, methods, and general roles and responsibilities are set out in the contract and are summarised below:

provide call handling, message taking, and call forwarding facilities to provide cover outside our normal working hours, during public holidays, and periods of service shutdown. The supplier will be expected to receive calls, verify as appropriate and speak directly to the relevant member/s of the Councils staff, Councils Contractor or emergency service.

The supplier shall employ customer focused and competent operators at all times. Operators will receive and record details from customers on a standard form of log sheet or digital messaging system, or other method approved by the client.

The supplier will check all landlord “repairs” calls are directly related to properties owned by the Council or within one of the Council’s leasehold properties.

To contact members of the council’s emergency teams to inform them of an incident and ascertain their ability to respond.

#### **OOH Emergency Helpline Procedures Manual**

**Directorate:** Communities

**Department:** Contract Services

# Agenda Item 5

## Appendix B

Calls received shall be recorded in accordance with data protection legislation, and made available to the client as required to verify customer complaints, quality checking, or such matters as required by the client

The following information should be recorded for each call logged on a suitable call monitoring system:

- Unique call reference number
- Date and time of call
- Name, address, and contact telephone number of callers
- Address, location of property (If different from above)
- Nature of the call/request, incident
- Date, time, and action taken by the operator
- Date and time of any follow up action taken by the operator
- Free text comments facility to record any other details relating to the call
- Police/Emergency Services incident number, if appropriate

Calls should be forwarded to the appropriate Contractor, Council Department, or Officer as detailed within the Council's Emergency Contact Handbook, or schedule unless changed in accordance with the agreement, contract, or other change document

This list (Personal Risk Register) will be provided to the supplier and the supplier is to ensure that this list is checked when a call is received. This information is to be passed on to the Council's representative prior to them attending the property/site.

The Supplier shall provide a recording of any requested call or numbers of calls within 7 days of a written request by the Council.

The Supplier shall provide the Council with a daily log of all calls received and the actions taken by 10am each day following transfer of the service back to the Council.

The Supplier will comply with the data protection legislation

The Supplier shall provide information towards KPI's on a monthly basis

(1) Attend service review meetings



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Risk Register Probability Guidance

<b>Probability</b>	(4) Very Likely The event is expected to occur in most circumstances Within next 6-12 months 60%+ probability	4	8	12	16
	(3) Probable The event will probably occur in most circumstances Next year 20%-60% probability	3	6	9	12
	(2) Possible The event might occur at some time Next 2-5 years 5%-20% probability	2	4	6	8
	(1) Very Unlikely The event may occur only in exceptional circumstances Next 5-10 years 0-5% probability	1	2	3	4

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## Risk Register Impact Guidance

Category	Severity (Impact)			
	(1) Minor	(2) Significant	(3) Major	(4) Catastrophic
<b>Service Provision and Business Impact</b>	Brief disruption of important service area. Minor effect to non crucial service area. Service Disruption 1 Day. Minor impact on achievement of targets and objectives. Minor relevance to an identified service objective.	Moderate effect to an important service area for a short period. Adverse effect to services in one or more areas for a period of weeks. Service Disruption 2-3 days. Moderate impact on achievement of one or more targets/objectives. Low priority objectives not met/significantly delayed.	Complete loss of an important service area for a short period. Significant effect to services in one or more areas for a period of weeks. Service Disruption 3-5 Days. Significant impact on achievement of a key target/objective or some impact on several of them. Priority objectives not met/not fully delivered.	Service suspended long term. Statutory duties not delivered. Core service disruption of more than 5 days. Major impact on achievement of several key targets/objectives. Corporate priorities not met/key project fails to deliver major improvements.
<b>Financial Cost</b>	Up to £20,000. <2% of annual budget. Contained within service area.	£20k - £100k. >2% but <5% of annual budget. Contained within service area	£100k-£500k. >5% but <15% of annual budget. Budget adjustment across service areas.	Over £500,000. >15% of annual budget. Corporate Budget realignment.
<b>Environmental and Community</b>	No lasting detrimental effect on the environment or the community e.g. noise, fumes, dust etc.	Short-term, local environmental or social impact such as a major fire, water contamination etc.	Long-term environmental or social impact such as a chronic and/or significant discharge of pollutant.	Extensive, long-term impact major public health/environmental incident or loss of significant community facility, impacting a large group of people.
<b>Health &amp; Safety</b>	No injuries, but an incident has occurred.	Minor injuries and/or illness.	Sustained or major illness of/injury to an individual or several people. Incidents reported to HSE Over three days lost from work due to illness/injuries.	Loss of life Large-scale major illness/injuries. HSE investigation and potential legal action.
<b>Reputation</b>	No media attention/minor letters or complaints Complaint from individual/small group, of arguable merit.	Adverse local media. Negative local opinion and formal complaints.	Adverse local and national publicity/member's position threatened.	Adverse local and national publicity for a number of years/members forced to resign. Adverse central government response, involving (threat of) removal of delegated powers Adverse and persistent national media coverage
<b>Legal</b>	Litigation/claims or fine cost of £1k – 5k. Individual claims.	Litigation/claims or fine cost of £5k - £20k. Ombudsman.	Litigation/claims or fine cost of £20k - £250K. Litigation.	Litigation/claims or fine cost of > £250K. Multiple litigation.
<b>Residents / Stakeholders (incl. Due Regard &amp; Social Value Act)</b>	Little or no impact on service to residents/stakeholders.	Isolated residents/stakeholders or small group impact.	Extended impact on small group of residents/stakeholders.	Major impact to and/or to a significant group of residents/stakeholders.
<b>Staff and Morale (incl. Due Regard)</b>	Individuals for limited timescale e.g. 1 month. Morale impact contained within a team and managed	A small number of teams in SDC for limited timescale e.g. 2 months. Some opposition and minor non co-operation effecting morale.	A small number of teams in SDC for extended timescale e.g. 3 months. Industrial action (short period). Difficulties with staff retention and/or recruitment effecting morale.	Across the whole council and result in localised industrial action, possibly for a prolonged period. Extended effect on morale.

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Month of Report:

<b>OOH</b>	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Target	YTD
<i>Calls In</i>	401	361										401
<i>Calls Answered</i>	343	326										343
<i>Calls Answered %</i>	85.5%	90.3%									85.0%	85.5%
<i>Calls Abandoned</i>	58	35										58
<i>% Abandoned</i>	14.46%	9.70%									10.00%	14.46%
<i>Ave Wait time</i>	00:02:12	00:01:59										
<i>Longest wait</i>	0:16:59	00:15:05										
<i>Avg Handling Time</i>	0.002847	00:03:08										
<i>Avg Idle Time</i>												
<i>Escalated calls</i>	7	7										
<i>% Escalated calls</i>	2.04%	2.15%									5%	
<i>First call resolution</i>	336	319										
<i>% first call resolution</i>	97.96%	97.85%									95%	
<i>Avg Hold time</i>												

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## STROUD DISTRICT COUNCIL

## HOUSING COMMITTEE

21 JUNE 2022

<b>Report Title</b>	<b>PROSECUTION OF HOUSING AND TENANCY FRAUD ON BEHALF OF SOCIAL HOUSING PROVIDERS</b>			
<b>Purpose of Report</b>	To provide the Housing Committee with a report summarising how Stroud District Council may assist with the prevention, detection and prosecution of housing and tenancy fraud on behalf of Social Housing providers.			
<b>Decision(s)</b>	<b>The Committee RESOLVES to:</b> <b>a) Note the content of the report;</b> <b>b) Endorse the use of appropriate enforcement powers and those powers set out in the Prevention of Social Housing Fraud Act 2013 (POSHFA); and</b> <b>c) Supports the prosecution (where appropriate) of housing and tenancy fraud offences committed in relation to properties owned by the Authority or Social Housing providers within the District.</b>			
<b>Consultation and Feedback</b>	Consultation took place with the Strategic Director of Resources and the Strategic Director of Communities.			
<b>Report Author</b>	Emma Cathcart, Head of Service Counter Fraud and Enforcement Unit Email: <a href="mailto:Emma.Cathcart@cotswold.gov.uk">Emma.Cathcart@cotswold.gov.uk</a>			
<b>Options</b>	The Prevention of Social Housing Fraud Act 2013 permits Local Authorities to investigate and prosecute for dwelling-houses not owned by it and/or situated outside of its area. For cases relating to offences under this legislation, a case relating to properties situated within the District could be investigated and prosecuted by another Local Authority.			
<b>Background Papers</b>	None.			
<b>Appendices</b>	None.			
<b>Implications (further details at the end of the report)</b>	Financial	Legal	Equality	Environmental
	Yes	Yes	Yes	No

**1. INTRODUCTION / BACKGROUND**

- 1.1. Housing and Tenancy Fraud is identified as being one of the highest risk areas within the public sector causing significant loss to the public purse.
- 1.2. The Counter Fraud and Enforcement Unit (CFEU) reviews housing lists across the partnership to assist in keeping temporary housing costs to a minimum.

## Agenda Item 6

- 1.3. At the time of writing the CFEU delivers counter fraud services to a number of local and national Social Housing providers. They investigate allegations relating to unlawful subletting, false housing applications, key selling, abandonment, right to buy / right to acquire and wrongly claimed succession / transfer of tenancies.
- 1.4. The Cabinet Office has estimated the following savings to Social Housing Providers and Councils:
  - tenancy fraud - £93,000 per property recovered based on average four year fraudulent tenancy. This includes temporary accommodation for genuine applicants, legal costs to recover the property, re-let cost and rent foregone during the void period between tenancies.
  - right to buy - £65,000 per application withdrawn based on average house prices and minimum right to buy discount.
  - housing waiting list misrepresentation - £10,000 per applicant removed based on 1 year local temporary accommodation cost for genuine applicants. The national fraud initiative applies a more conservative estimate of £3,240 per case for future losses prevented as a result of removing an applicant from council housing waiting list.

## 2. MAIN POINTS

- 2.1. Some of the activities outlined in 1.3 above are in breach of the Prevention of Social Housing Fraud Act 2013 (POSHFA) which introduced specific criminal offences in relation to tenancy fraud.
- 2.2. POSHFA enables Local Authority employees to obtain information where there has been alleged fraudulent activity and, where this is found, gives Local Authorities powers to prosecute.
- 2.3. The CFEU utilises these powers and other appropriate legislation to investigate such fraudulent activity on behalf of Social Housing providers.
- 2.4. POSHFA permits a Local Authority to investigate and prosecute for dwelling-houses not owned by it and/or situated outside of its area. However, due to the local impact, it would be preferable, where possible, for the Local Authority with responsibility for the area in which the property is situated to undertake the proceedings.
- 2.5. Where other legislation is utilised for prosecution proceedings, such as the Fraud Act 2006 or the Housing Acts, the CFEU will still have undertaken an investigation and obtained evidence as Local Authority employees. Any potential prosecution proceedings relating to that case would need to be undertaken by the investigating Local Authority as the prosecuting body.
- 2.6. In exceptional circumstances, where the CFEU has undertaken an investigation for a Social Housing provider in relation to a property that falls outside of the District, the Local Authority may still consider undertaking a prosecution if appropriate to do so.
- 2.7. Any legal fees and costs associated with such investigations would be met by the client housing provider and would therefore contribute towards the costs of the Local Authority's legal team. Overall the financial impact is expected to be cost neutral to the Local Authority.



- 2.8. Where the property is not owned by the Local Authority we will seek to recover the legal costs from the Social Housing provider.
- 2.9. Prosecutions will only be considered where the evidential and public interest tests are met with due consideration to the welfare of individuals.
- 2.10. The Local Authority will only take enforcement action where appropriate to do so with due consideration to older offenders, offenders with disabilities and where the offender lacks mental capacity.

### **3. CONCLUSION**

- 3.1. In administering its responsibilities the Local Authority has a duty to prevent fraud and corruption within its District, to protect the interests of the local community and deter wrongdoing.
- 3.2. More widely, in supporting the providers of social housing outside of the District, who may not have access to specialist criminal enforcement officers, the Local Authority is promoting a message of zero tolerance and ensuring affordable housing is available for those genuinely in need.
- 3.3. The POSHFA legislation dictates that only a Local Authority may utilise the Act to obtain intelligence and prosecute the offences therein. The CFEUU is unique in that there are very few dedicated criminal housing enforcement teams who have the requisite skills to provide these services, so the Social Housing provider may not be able to work with the Local Authority with geographical responsibility.

### **4. IMPLICATIONS**

#### **4.1. Financial Implications**

- 4.1.1. Overall the financial impact is expected to be cost neutral to the Council. The resultant recovery of properties and financial benefits are set out in 1.4.

Andrew Cummings, Strategic Director of Resources  
Email: [Andrew.Cummings@stroud.gov.uk](mailto:Andrew.Cummings@stroud.gov.uk)

#### **4.2. Legal Implications**

- 4.2.1. Under the Prevention of Social Housing Fraud Act 2013 Local Authorities can prosecute for offences relating to tenancy fraud. The Act empowers Local Authorities to prosecute in relation to properties let by the Local Authority or in cases where the social housing is let by Registered Social Landlords. A Local Authority can also prosecute in respect of tenancy fraud whether or not the property is located in the Local Authority's area.

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

## Agenda Item 6

### 4.3. **Equality Implications**

- 4.3.1. The Local Authority will only take enforcement action where the evidential and public interest tests are met and it is appropriate to do so with due consideration to older offenders, offenders with disabilities and where the offender lacks mental capacity.

### 4.4. **Environmental Implications**

- 4.4.1. There are no significant implications within this category.



## HOUSING COMMITTEE OFFICER REPORT

### BRIEF REPORT:

#### Cleaner Estates/ Service Standards Action Plan

Currently procuring for the STAR Survey, which we hope will be carried out in October 2022 to gauge tenant satisfaction across the district

Working with the planned maintenance team to look at a timeline for planned works across the district, so that we can consult with communities and look at refuse issues and any other concerns residents may raise.

Starting work on the Annual Report which we hope to produce in Keynotes during Q2

Tenant Engagement scrutiny training took place last month with 10 tenants, with a further online session to take place with later this month with 4 tenants who were unable to attend. A further session will then take place where tenants will have the opportunity to choose the area that they would like to scrutinise

Tenant Engagement Action plan in place and work has started on this

Tenants Voice Induction dates and mentoring have been booked in

Role for Tenant Engagement Officer advertised as from 13 June 22

**REPORT SUBMITTED BY**

Michelle Elliott

**DATE**

10 June 2022

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## **ROUGH SLEEPER INITIATIVES**

The Government has pledged to end rough sleeping by 2025. In line with this commitment local authorities have worked alongside the Department of Levelling up, Housing and Communities (DLUHC) to produce an Ending Rough Sleeping Plan for their locality. This work tied with DLUHC's Rough Sleeping Grant Funding Initiative (RSI 2022-2025), launched in November 2021, that gave local authorities the opportunity to apply for grant funding to reduce rough sleeping in their area. Previously, Government funding for rough sleeping initiatives has either been made available on an annual basis or for very short-term funding periods. The new 3 year funding bid round enabled local authorities to undertake longer term planning to tackle rough sleeping in their area.

The Council has a strong history of working collaboratively with our neighbouring authorities on tackling rough sleeping and, in this regard, we worked closely with our district and county council colleagues to develop a Gloucestershire Ending Rough Sleeping Plan. This was submitted alongside a Countywide RSI 2022-25 grant funding application in February 2022 by Gloucester City Council on behalf of the district housing authorities. The bid submission was a result of complex negotiation, and at times, difficult decision making as the bid partnership was tasked with stepping down funding levels over the 3 year grant plan period.

### **District initiatives developed prior to the RSI 2022-25 bid**

Historically, there has not been high incidence of visible rough sleeping in the Stroud District. However, there is incidence of individual's finding themselves spending a night or two on the streets between ad-hoc 'sofa surfing' type arrangements. The Countywide Assertive Homeless Outreach Service, jointly commissioned by the district authorities, actively engages with people rough sleeping or at risk of rough sleeping to take up offers of accommodation but with emergency provision in the form of 'Somewhere Safe to Stay Hubs' centred in Gloucester and Cheltenham offers were often refused.

The Council has actively sought opportunities over the last two years to develop an accommodation pathway and support locally for this client group. Following the Government's edict that all homeless individuals needed to be temporarily housed during the Covid-19 pandemic the Council contacted Open House, a 10-bed accommodation unit in Stroud, that had previously held contract provision for young people aged 16-25 years old. We worked urgently to enable Open House to immediately accommodate single homeless people with complex needs who were at imminent risk of rough sleeping. Over the following months we sought opportunity for Government funding to enable the project to continue in a more meaningful way by the provision of a dedicated in-house support service. While this has been in the form of individual short-term funding pots this has resulted in the provision of two full time support staff, from November 2020 to date, who provide comprehensive support to

**Laura Stephen, Senior Housing Strategy & Enabling Officer**  
Email: [laura.stephen@stroud.gov.uk](mailto:laura.stephen@stroud.gov.uk)

**HOUSING COMMITTEE  
INFORMATION SHEET (NO.1)  
21 JUNE 2022**

clients with complex needs, which may include substance misuse, anger management issues, mental health, attachment disorders and inappropriate behaviours. Open House also work closely with statutory and voluntary organisations to best enable clients to address their support needs and to develop any skills required to manage independent living.

The Council has also creatively used Government Funding for Open House to seek to develop a separate unit of accommodation for emergency placements and to kit out a 'Skills Room' to enable delivery of workshops and training.

In addition, the Council was awarded capital funding from DLUHC through the Next Steps Accommodation Programme to enable the purchase of 3 x 1 bed units to be used as 'Housing Led' provision. The 'Housing Led' initiative provides self contained accommodation to rough sleepers with very complex needs with enhanced housing support attached to help ensure that tenancies are sustained. The Council has also provided 4 x 1 bed 'Housing Led' units bringing the current provision to 7 units. Enhanced Housing Support services are currently jointly commissioned by the countywide partnership and we plan to expand this service further with additional funding from the RSI bid to enable us to utilise 3 additional 1 bed units in the Stroud District taking our total provision to 10 units.

We also used Government funding to support a dedicated Linkworker for the district attached to the Countywide Homeless Outreach team. This role concentrated on the longer term entrenched rough sleeper cohort. While due to funding constraints this was a short term project, the success of this role was built on and strengthened to now form part of the Countywide Assertive Homeless Outreach service provision (the service was recently re-procured).

RSI 2022-25

The countywide partnership bid includes funding requests for core elements of the current rough sleeping pathway including expansion of the Enhanced Housing Support service to support the 'Housing Led' model, funding for emergency accommodation provision in Cheltenham and Gloucester together with the development of a new Multiple Disadvantage Team (a team of specialist officers with expertise in mental health, drug and alcohol services and Adult Social Care). Locally, we have requested funding for the ongoing provision of two full time support staff at Open House to enable continuation of the project (the current funding arrangement ends June 2022). At the time of writing the DLUHC RSI 2022-25 funding bid announcement is embargoed but I hope to be in a position to update you at the Committee meeting.

**Laura Stephen, Senior Housing Strategy & Enabling Officer**  
Email: [laura.stephen@stroud.gov.uk](mailto:laura.stephen@stroud.gov.uk)



# STROUD DISTRICT COUNCIL

Ebley Mill • Ebley Wharf • Stroud • Gloucestershire • GL5 4UB  
 01453 766321  
 www.stroud.gov.uk

## Performance Monitoring Report: Housing Committee

Date of Meeting	Monday, 16 <sup>th</sup> May 2022	
Attendees	<b>Members:</b> Lindsey Green & Laurie Davies <b>Officers:</b> Keith Gerrard, Joe Gordon, Rachel Brain, Helen Scullard, Alison Fisk, Maria Hickman, Pippa Stroud, Cate James-Hodges	
<b>Performance Update (See report below/attached)</b>		
Council Plan Priorities (see performance management system)	<b>Summary:</b>	<b>Progress &amp; RAG Status</b>
	<b>Action Plans:</b>	7 On Target
	See detailed report below.	0 Not started
	<i>Actions where no information has been provided will be highlighted</i>	0 Overdue
		1 Completed
Council Plan Performance Indicators or Milestones (see performance management system where applicable)	<b>Summary:</b>	<b>Progress &amp; RAG Status</b>
	<b>Milestones:</b>	3 On Target
		1 Not started
		0 Overdue
	<b>Performance Indicators:</b>	2 Completed
		22 On Target
		0 Not Started
	0 Overdue	
Reports being presented to this Committee associated with Council Plan:		
Service Area Indicators (not covered in Council Plan)		
Risks	Corporate Risk Register presented to Audit & Standards Committee. <i>List any relevant Service specific risks.</i>	

## Agenda Item 9c

<b>Relevant finance issues</b>	<b>See Q4 Budget monitoring report</b>
<b>Any other service issues considered at the meeting (eg staffing / resources)</b>	
<b>Follow up (any issues for consideration at the next meeting)</b>	

<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>	<b>Councillor Lindsey Green &amp; Laurie Davies</b>
<b>Date of report</b>	<b>16 May 2022</b>

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










**Report On:** Action Plans, Milestones & Indicators

**Filter By:** Cross Cutting Plans, **Plan Name:** Housing Committee Monitoring Report Housing Quarterly 21/22


Action Plans, Milestones & Indicators (30)

**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.**



Action Required / Description	Deadline	Lead Officer	Status	Last Monitored	Comments
<a href="#">CW2.1</a> Deliver new affordable homes 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.	31/03/2024	Pippa Stroud	On Target 	11/04/2022: Quarter 4	11/04/2022: Quarter 4: New local plan policies, underpinning the delivery of new affordable homes on market housing sites, have been drafted and consulted upon as part of the emerging new local plan. The Examination In Public for the plan is due during 2022; we are currently awaiting confirmation of the date for this.
» <a href="#">CDPCW2.1a</a> Number of new affordable Council homes completed p.a.	N/A	Alison Fisk	Target: 12 Actual: 12		
» <a href="#">CDPCW2.1b</a> Number of new affordable homes completed p.a. by partners	N/A	Pippa Stroud	Target: 120 Actual:	March	Annual figures not available until July 22
<a href="#">CW2.2</a> Invest £30m over the next 5 years to repair, maintain and invest in current council housing stock and bring empty council homes back into use as soon as possible.	31/03/2026	Joe Gordon	On Target 	20/04/2022: Quarter 4	20/04/2022: Quarter 4: Works to 419 properties was undertaken in 2021/22 compared to 214 in 2020/21. Good progress is being made to reduce the backlog of empty properties arising as a result of the pandemic.
» <a href="#">CW2.2.1</a> A rolling 5-year investment plan is agreed (as part of the MTFP) • Quarterly actual delivery tracks 5-year investment plan	31/03/2026	Joe Gordon	Completed 	N/A	22/03/2022: Quarterly monitoring will be reported at Housing Committee
» <a href="#">CDPCW2.2a</a> Spend per council property in upper quartile compared with peers	N/A	Joe Gordon	Target: Actual:		




» <a href="#">CDPCW2.2b</a>	Empty property (void) ready to let turnaround time in upper quartile compared with peers	N/A	Joe Gordon	Target: Actual:		
<a href="#">CW2.3</a>	Prioritise the prevention of homelessness 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.	31/03/2024	Pippa Stroud	On Target 	11/04/2022: Quarter 4	11/04/2022: Quarter 4: Investment in temporary accommodation: February Full Council gave consent for the grant funding of temporary accommodation in the form of the purchase and conversion of the former Ministers' House in Stroud by Gloucester City Homes. A grant agreement is currently being drawn up so that the funding can be transferred to Gloucester City Homes for the purchase. In the meantime, Gloucester City Homes has submitted a change of use planning application to allow the conversion works required.
» <a href="#">CW2.3.1</a>	Financial investment in support and temporary accommodation (C)	31/03/2024	Pippa Stroud	On Target 	N/A	22/03/2022: Council consent received to grant fund Gloucester City Homes to purchase a vacant property for conversion to temporary accommodation.
» <a href="#">CDPCW2.3a</a>	Increase the number of homeless cases prevented by 25% p.a.	N/A	Pippa Stroud	Target: Actual: 62		
» <a href="#">CDPCW2.3b</a>	Reduce the number of households in temporary accommodation after 56 days by 25% pa	N/A	Pippa Stroud	Target: Actual: 49		
<a href="#">CW2.4</a>	Provide more opportunities for resident involvement in housing decisions through delivery of the Charter for Social Housing Residents and our continuing commitment to build on resident involvement opportunities.	31/03/2023	Helen Scullard	On Target 	21/04/2022: Quarter 4	21/04/2022: Quarter 4: We have held several participation events for tenants which have attracted new people interested in becoming involved. When we send out our STAR tenant satisfaction survey, which will include information on how tenants can become involved in a variety of ways to comment, challenge and monitor our services.
» <a href="#">CW2.4.2</a>	Cross service tenants' scrutiny panel established with half yearly report to HC on work programme delivery.	30/12/2022	Helen Scullard	On Target 	N/A	21/04/2022: We invite tenants to participate in monitoring our work and will recruit additional tenant engagement resource to assist tenants in this process so they are informed and confident to able to comment, asses and influence the work of the service



» <a href="#">CDPCW2.4a</a>	80% of tenants are satisfied with the training they receive	N/A	Helen Scullard	Target: Actual:	March	Results of a recent survey will be available in Q1 2022/23
» <a href="#">CDPCW2.4b</a>	80% of tenants are satisfied with the quality and relevance of SDC tenant events they attend	N/A	Helen Scullard	Target: Actual:	March	Results of a recent survey will be available in Q1 2022/23
» <a href="#">CDPCW2.4c</a>	10% increase in the overall number of tenants engaged, including all consultation events, scrutiny panels and performance management activity. Baselines to be confirmed	N/A	Helen Scullard	Target: Actual:	February	February has shown interest from 3 tenants, 2 from general needs and one from independent living
» <a href="#">CDPCW2.4d</a>	Increase the number of tenants engaged who are under 30 years old, including all consultation events, scrutiny panels and performance management activity. Baselines to be confirmed	N/A	Helen Scullard	Target: Actual:	March	Q1 baseline data will be reported when available

<a href="#">CW2.5</a>	Continue to invest and deliver the programme to modernise our Independent Living homes for older people.	31/03/2026	Alison Fisk	Completed 	21/04/2022: Quarter 4	21/04/2022: Quarter 4: ILMP plan delivered for 2021/22 on time and within budget
» <a href="#">CDPCW2.5</a>	Number of Independent Living Schemes modernised	N/A	Alison Fisk	Target: 2 Actual: 2		


**EC3: Sustainable Construction and Retrofit: Work with partners to retrofit our council housing stock and other public sector buildings, and investing in the skills and capacity in the local economy so all buildings across the district can become energy efficient**

Code	Action Required / Description	Deadline	Lead Officer	Status	Last Monitored	Comments
<a href="#">EC3.1</a>	Agree a costed plan to retrofit all council homes as necessary 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.	31/03/2024	Joe Gordon	On Target 	20/04/2022: Quarter 4	20/04/2022: Quarter 4: All properties requiring improvement have been identified. Works are progressing in accordance with the investment plans.
» <a href="#">EC3.1.1</a>	Agree an investment plan to retrofit council homes	31/03/2023	Joe Gordon	Completed 	N/A	This plan has been agreed.
» <a href="#">CDPEC3.1</a>	Number of homes retrofitted each year (Average 470 / year)	N/A	Joe Gordon	Target: Actual:		Programme's have been developed and delivery will commence in early April 2022
» <a href="#">CDPEC3.1(C)</a>	Tonnes of carbon saved through council home retrofit i) cumulative since April 2019, ii) in previous quarter	N/A	Joe Gordon	Target: Actual:		Programme's will commence in early April 2022.  The retrospective collation of data requires significant resource as the process is manual. We will initially report on saving within the current programme, and report on previous years as resource becomes available to collate the data.

<a href="#">EC3.3</a>	Develop partnerships, provide advice, and support local action to help private home owners and businesses meet the retrofit challenge (CN2030 BE2, BE7 and BE8)	31/03/2023	Rachel Brain	On Target 	12/04/2022: Quarter 4	<p>12/04/2022: Quarter 4: There is currently no local authority services for business retrofit but we have partnerships with:</p> <ul style="list-style-type: none"> <li>- Gfirst whose Growth Hub services advise on "resource efficiency" - training for business carbon management</li> <li>-S. Wye - T2030 technical support and part funding to leverage private investment. The latter offers practical help and technical support for retrofit. This project has a fixed term due to reliance for EU funds.</li> <li>-The Warm and Well partnership continue to service the "Vulnerable" and poorest performing properties.</li> </ul> <p>These services are expected to become very pressured in light of socio-economic context. The new Innovate to Renovate partnership (same bodies as Warm and Well) is involved in capacity building work to put in foundations that will enable future local authority led "front door" services to domestic retrofit.</p>
» <a href="#">EC3.3.1</a>	Annual reporting on capacity to service the district's businesses and homes with support for retrofit. Baseline drawn from the first annual report due Feb 2022.	31/03/2022	Rachel Brain	On Target 	N/A	12/04/2022: 5 local authority carbon reduction officers on Innovate 2 Renovate steering group £215k capacity building funds.
» <a href="#">EC3.3.2</a>	Establish a working group to consider Retrofit Centre for Excellence and establish aims, objectives and identified projects (working group in place Summer 2022, work plan identified by Jan 2023).	30/01/2023	Rachel Brain	Not Started 	N/A	
» <a href="#">CDPEC3.3</a>	Number of successful projects and schemes in the district to help private home owners and businesses meet the retrofit challenge	N/A	Rachel Brain	Target: Actual:		

» <a href="#">CDPEC3.3a(C)</a>	Number of enquiries to Warm & Well Advice line	N/A	Maria Hickman	Target: 100 Actual: 299		March	Delivery on track new partnership agreement signed and delivery contract extended for a further 2 years Full W&W quarterly report can be found here <a href="https://www.stroud.gov.uk/environment/energy-efficiency/affordable-warmth-strategy">https://www.stroud.gov.uk/environment/energy-efficiency/affordable-warmth-strategy</a>
» <a href="#">CDPEC3.3b(C)</a>	Number of measures installed through Warm & Well Scheme	N/A	Maria Hickman	Target: 18 Actual: 17		March	installation of measures continues with successful bid project delivery Full W&W quarterly report can be found here <a href="https://www.stroud.gov.uk/environment/energy-efficiency/affordable-warmth-strategy">https://www.stroud.gov.uk/environment/energy-efficiency/affordable-warmth-strategy</a>

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

Code	Action Required / Description	Deadline	Lead Officer	Status	Last Monitored	Comments
<a href="#">EC6.4</a>	Deliver key low carbon demonstrator projects, including a project for 7 homes in Draycott, Cam.	31/03/2023	Joe Gordon	On Target 	20/04/2022: Quarter 4	20/04/2022: Quarter 4: The project is due to commence with the financial year 22/23.



## **HOUSING COMMITTEE OFFICER REPORT**

<b>NAME OF ORGANISATION/BODY</b>	Tenant Engagement and Empowerment Task & Finish Group Summary Report
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### **BRIEF REPORT:**

This group has finished its work, with the Tenant Engagement Strategy being approved at Housing Committee on 5 April 2022.

Achievements over the last year include:

- Two tenant representatives attend Housing Committee;
- An Action Plan has been completed for the Tenant Engagement Strategy;
- Successful Café Conversations have encouraged more tenants to volunteer for tenant engagement training;
- Work has begun to recruit and train a Tenant Scrutiny Panel which will monitor the Action Plan and decide priorities for more detailed scrutiny;
- We are recruiting a new officer to lead on tenant involvement and empowerment.

### Next Steps

- We will review our complaint response letters to invite and encourage complainants to become involved and help us improve our services;
- When the STAR survey (tenant satisfaction survey) is distributed, we will include a similar invitation;
- We will continue to hold Café Conversations and take every opportunity to encourage tenants and leaseholders to become involved with shaping our current and future services.

### Member Oversight

Once the Tenant Scrutiny Panel is established, Member representatives will have the opportunity to regularly meet them to discuss their progress and priorities.

<b>REPORT SUBMITTED BY</b>	Helen Scullard
<b>DATE</b>	18 May 2022

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## **HOUSING COMMITTEE OFFICER REPORT**

<b>NAME OF ORGANISATION/BODY</b>	Housing Repairs and Voids Task & Finish Group Summary Report
<b>DATE OF LAST MEETING ATTENDED</b>	9 <sup>TH</sup> June 2022
<b>BRIEF REPORT:</b>	
<p>The final task and finish group was held on the 9<sup>th</sup> June 2022. The key areas for summary were:</p> <p><b><u>Voids:</u></b></p> <ul style="list-style-type: none"> <li>• Active work in progress has reduced in the last six months by approximately 22% from December 2021 when the group reported back its findings to a consistent level of 70 per week.</li> <li>• The balance of major works for work in progress remains high at over 40% which impacts on the volumes in progress and turnaround times for minor works as they are received.</li> <li>• An action plan is in progress with advertising and letting stages to simplify and streamline the letting stage of the process to enable faster approvals and sign up for the property.</li> <li>• Joint working between development and property care to review and feed into new build standards in conjunction with the lettable standard to provide consistency in standard let.</li> <li>• Utility transfers/debts remain a consistent barrier to enabling works to progress. SDC are tying in with a third party agent Energy Angels to provide a consistent and measurable approach to this exchange as well as supplying upgraded/new meters for the new tenant.</li> </ul> <p><b><u>Repairs:</u></b></p> <ul style="list-style-type: none"> <li>• The new system implementation is critical to the visibility and job management of the repairs service.</li> <li>• Simple changes in checking the flow of communication with additional text messaging services has resulted in improved flow of information between SDC and tenants.</li> <li>• Working with development and tenancy services to bring clearer definition and knowledge to component parts and repair responsibilities within handbooks. To develop online links to how to guides with tenant representative demonstrations and guides.</li> <li>• There is a significant gap in the renewable maintenance market for available technicians/engineers to maintain the new technologies as they are installed and delivered.</li> </ul> <p><b><u>Future Recommended Groups:</u></b></p> <ul style="list-style-type: none"> <li>• Waste management and recycling</li> <li>• Resourcing for the future</li> <li>• Tenant engagement and home maintenance.</li> </ul>	
<b>FUTURE MEETINGS</b>	NA
<b>REPORT SUBMITTED BY</b>	A.D. Erwood/Paula Baker
<b>DATE</b>	13 <sup>th</sup> June 2022

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## HOUSING COMMITTEE

2022

## WORK PROGRAMME 2022/23

Date of meeting	Matter to be considered	Notes (e.g. lead Member/Officer)
21.06.2022	Housing Revenue Account Outturn 2021/22	Principal Accountant
	Prosecution of Housing and Tenancy Fraud on behalf of Social Housing Providers	Head of Service Counter Fraud and Enforcement Unit
	Update for Out of Hours report	Head of Contract Services
	Progress update on Key action plans (Cleaner Estates & Service Standards)	Housing Manager
	<b>Appointments:</b> a) Performance Monitors <b>Member/Officer Reports</b> a) Information sheet – Rough Sleeper Initiatives b) Tenant Representatives c) Retrofit/Carbon Reduction Task and Finish Group Update d) Tenant Engagement and Empowerment Task and Finish Group Update e) Housing Repairs and Voids Task and Finish Group Update	Lead Members /Officers
13.09.2022	Progress update on Key action plans (Cleaner Estates & Service Standards and tenant engagement)	Housing Manager
	Revised HRA Delivery Plan Update	Head of Housing Services
	Rents and Service charge strategy	Operations Manager
	Budget Monitoring Q1	Principal Accountant
	<b>Member/Officer Reports</b> a) Performance Monitoring Q1 b) Tenant Representatives	
06.12.2022 (Budget)	Progress update on Key action plans (Cleaner Estates & Service Standards)	Housing Manager
	Older Persons Strategy 2023-26	Service Delivery Manager (Independent Living)
	Anti Social Behaviour and Compliance Policy	Head of Community Services
	The Health and Wellbeing and Physical Activity Action Plan	Project Manager Leisure, Health and Wellbeing
	Budget Monitoring Q2	Principal Accountant

## Agenda Item 10

	Tenant Handbook Update	Housing Manager
	Housing Committee Estimates and – Revised 2022/23 and Original 2023/24, and HRA Medium Term Financial Plan	Principal Accountant
	<b>Member/Officer Reports</b> a) Performance Monitoring Q2 b) Tenant Representatives	
<b>31.01.2023</b>		
	Social Housing Decarbonisation fund	Head of Housing Services
	Budget Monitoring Q3	Principal Accountant
<b>28.03.2023</b>	<b>Member/Officer Reports</b> a) Performance Monitoring Q3 b) Tenant Representatives	

### Items to be considered at a future meeting

- De-pooling Rent and Service Charges - General Needs – Head of Housing Services, Principal Accountant (sept 2022)
- Tenancy Agreement (part of the de-pooling project) (2023)
- Corporate ASB Policy – Head of Housing Services / Head of Community Services (December 2022)
- Empty properties delivery plan

### Future Information Sheets:

- Updated Local Plan Affordable Housing Policies (Summer 2022)– Head of Strategic Housing Services (interim)
- Review of the Gloucestershire private sector housing survey 2022 – Housing Renewal Manager