



# STROUD DISTRICT COUNCIL

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

## Performance Monitoring Report Q3: Housing Committee

<b>Date of Meeting</b>	Performance Monitoring Meeting, 14 February 2023	
<b>Attendees</b>	<b>Members:</b> Lindsey Green & Katrina Davis <b>Officers:</b> Keith Gerrard, Rachel Brain, Helen Scullard, Alison Fisk, Maria Hickman, Steve Miles	
<b>Performance Update (See report below/attached)</b>		
<b>Council Plan Priorities</b> <i>(see performance management system)</i>	<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>	1 Overdue
		0 Completed
<b>Council Plan Performance Indicators or Milestones</b> <i>(see performance management system where applicable)</i>	<b>Summary:</b>	<b>Progress &amp; RAG Status</b>
	<b>Milestones:</b>	4 On Target
		0 Not started
		0 Overdue
		2 Completed
	<b>Summary:</b>	<b>Progress &amp; RAG Status</b>
	<b>Performance Indicators:</b>	16 On Target
		0 Not Started
		0 Overdue
<b>Reports being presented to this Committee associated with Council Plan:</b>		
<b>Service Area Indicators (not covered in Council Plan)</b>		
<b>Risks</b>	<b>Corporate Risk Register presented to Audit &amp; Standards Committee.</b> <i>List any relevant Service specific risks.</i>	




<b>Relevant finance issues</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>	
No issues of concern to report to Audit and Standards	
<b>Any actions/recommendations for the Committee</b>	
Any issues will be raised at Committee by the Performance Monitors.	
<b>Report submitted by</b>	<b>Cllr Davis &amp; Cllr Green</b>
<b>Date of report</b>	<b>14 March 2023</b>



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

## PART 1 – PRIORITY INDICATORS




**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.**

Code	Action Required / Description	Deadline	Lead Officer	Status	Last Monitored	Comments
» <a href="#">CDPCW2.1a</a>	Number of new affordable Council homes completed p.a.	N/A	Kimberley Read	Target: 24 Actual: 24 	December	Annual figure achieved in June 2022 of 24 new homes.
» <a href="#">CDPCW2.1b</a>	Number of new affordable homes completed p.a. by partners	N/A	Pippa Stroud	Target: 120 Actual: 245 		Additional delivery last year was largely attributable to new homes completed at Great Oldbury, near Stonehouse. Affordable homes are generally built-out in step with market housing; as market housing sales have remained strong here, build rates have remained high.
<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	Tara Skidmore	On Target 	24/01/2023: Quarter 3	24/01/2023: Quarter 3: This programme is on track. Our capital programme will be reviewed to take account of greatly increased costs for materials and labour. Some works may have to be re-profiled
» <a href="#">CDPCW2.2a</a>	Spend per council property in upper quartile compared with peers	N/A	Tara Skidmore	Target: 145 Actual: 168.04	December	The average spend on repairs per council property is above target.  This figure is based on internal quarterly performance monitoring <b>and is not fully peer grouped benchmarked</b> . We will be upgrading from April 2023, more accurate peer group benchmarking will be available.

» <a href="#">CDPCW2.2b</a>	Empty property (void) ready to let turnaround time in upper quartile compared with peers	N/A	Adrian Erwood	Target: 42 days Actual for all work: 121	December	<p>Over the last quarter the number of homes which at any one time are empty and undergoing works has been stable at around 35. To maximize availability of homes, for those in need work has been prioritised on those empty properties which can be returned to occupancy quickly (known as 'minor voids'). This also is most effective at reducing the time when rent is not collected.</p> <p>This was considered by the voids working group which recognised and understood this approach.</p> <p>The impact of this is that properties requiring major and structural works take significantly longer to be completed. The overall effect is that the <u>mean average</u> time for all empty properties is extended.</p> <p>This figure is based on internal performance monitoring <b>and is not peer grouped benchmarked</b>. We will be upgrading from April 2023, more accurate peer group benchmarking will be available.</p>
<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	Michelle Elliott	On Target 	24/01/2023: Quarter 3	24/01/2023: Quarter 3: In the third quarter our Tenant Scrutiny Panel has published its report into void performance and presented it to managers. There have been social events, café conversations, seven estate walkabouts, 17 Housing Officer drop in sessions on patches, four partnership forum meetings with staff and three TPAS online meetings/training. We have carried out our tenant satisfaction (STAR) survey and are awaiting the detailed results. We are particularly pleased that a Stroud tenant is on the national Social Housing Quality Panel.
» <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	Michelle Elliott	On Target 	N/A	The Tenant Scrutiny Panel reported on the empty property (void) process and reported back to Housing Committee through the two Tenant Reps. It is now moving to support consultation on the revised Damp and Mould Policy.






» <a href="#">CDPCW2.4a</a>	80% of tenants are satisfied with the training they receive	N/A	Michelle Elliott	Target: 80 Actual: 80 	December	After tenancy consultation or involvement event participants satisfaction is evaluation. To date we have had positive feedback from tenants attending events, however, we recognise assessing and recording satisfaction this needs to be more rigorous and consistent. Looking forward the Social Housing Regulator is introducing new tenant satisfaction measures and we will report on these when this information is available
» <a href="#">CDPCW2.4b</a>	80% of tenants are satisfied with the quality and relevance of SDC tenant events they attend	N/A	Michelle Elliott	Target: 80 Actual: 80 	December	To date tenants are reporting satisfaction with events however we recognise assessing and recording satisfaction this needs to be more rigorous and consistent. Looking forward the Social Housing Regulator is introducing new tenant satisfaction measures and we will report on these when this information is available
» <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	Michelle Elliott	Target: not available – see narrative Actual: not available – see narrative	December	A baseline for this indicator has not been properly established. This has been due to the wide range of issues covered at a variety of events where attendance varies greatly and is depending on location, subject matter and timings.  Although attendance and satisfaction with events is overall good it has been difficult to achieve a consistence meaningful measure for direction of travel for numbers of participants. We recognise this is unsatisfactory and now need to review our processes.  Looking forward the Social Housing Regulator is introducing new tenant satisfaction measures and we will report on these when this information is available.
» <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	Michelle Elliott	Target: not available – see narrative Actual: Not available – see narrative	December	We have not been able to set a base line for this.  Although we are prioritising attracting younger tenants into participation and engagement events. This has been difficult to achieve and to measure consistently.  Under 30s participation is overall low and varies greatly depending on location, issues being discussed and timing. We recognise this is not satisfactory and requires more focus.


**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	Tara Skidmore	On Target 	24/01/2023: Quarter 3	06/02/2023: A costed plan has been agreed. First phase: A Council house decarbonisation Wave 1 project will carry out 167 retrofit installations. As of Quarter 3: Hamfallow is completed, 26 are rated A and 2 are rated as a high B in the EPC SAP rating., alongside standard planned work programme. Phase 2: A Social Housing Decarbonisation bid has been submitted for Wave 2, which encompasses 250 properties. These projects all contribute to achieving an EPC C SAP rating across our housing stock.
» <a href="#">CDPEC3.3a(C)</a>	Number of enquiries to Warm & Well Advice line	N/A	Maria Hickman	Target: 100 Actual: 424 	September	424 enquiries, as the cost-of-living crisis rises we are seeing a large increase in the number of enquiries many from people who are 'first time' fuel poor households and many who are in employment but still in fuel poverty.
» <a href="#">CDPEC3.3b(C)</a>	Number of measures installed through Warm & Well Scheme	N/A	Maria Hickman	Target: 18 Actual: 2 	September	2 measures installed this quarter, this is expected to increase over the next quarter as the Sustainable Warmth project beds in and ECO4 has just been finalized.



## PART 2 – OTHER INDICATORS

**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.**




Code	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 	12/01/2023: Quarter 3	12/01/2023: Quarter 3: 2.1a –New Council Homes Delivery – targets achieved for this financial year. Soft stripping and demolition has started on the next set of sites at Gloucester Street/Bradley Street, Cambridge House & Glebelands with this work due to finish in July 2023. Additional budget of £5.4m has been requested to deliver the remainder of the New Homes Programme following a sharp increase in the cost of construction and labour, Housing Committee have recommended to Full Council that this budget is approved. A decision will be made at Full Council in February. Local Plan Inquiry commences March 2023
<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 	12/01/2023: Quarter 3	12/01/2023: Quarter 3: Works at the Minister's house are nearly completed and the accommodation should be available for occupation in early February. We are currently working with Gloucester City Homes and The Dogs Trust to draft policies relating to the accommodation of pets.
» <a href="#">CW2.3.1</a>	Gloucester City Homes has now acquired the Minister's house and will be carrying out refurbishment works.	31/03/2024	Pippa Stroud	On Target 	N/A	12/10/2022: The accommodation is anticipated to be available from February 2023
» <a href="#">CDPCW2.3a</a>	Increase the number of homeless cases prevented by 25% p.a.	N/A	Pippa Stroud	Target: whole year 96 Actual: year to date (Q3) 90 	January 2023	The baseline at the beginning of the year was 77 cases prevented. This measure is on target.
» <a href="#">CDPCW2.3b</a>	Reduce the number of households in temporary accommodation after 56 days by 25% pa	N/A	Pippa Stroud	Target: whole year 26 Actual: year to date (Q3) 24 	January 2023	The baseline at the beginning of the year was 34 households families in temporary accommodation for more than 56 days. This measure is ahead of target

<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	On Target 	18/01/2023: Quarter 3	18/01/2023: Quarter 3: Works at Burdett House have started and are proceeding on schedule. CDM consultant appointed at Hamfallow Court and resident consultation has been carried out. Initial designs with contractor and cost exercise has started.
» <a href="#">CDPCW2.5</a>	Number of Independent Living Schemes modernised	N/A	Alison Fisk	Target: 1 Actual: 1	December	The 1st of the 3 schemes to be modernised this year is complete and construction work at the 2nd has now started. Pre-contract work has also begun on the 3rd, with architects appointed and the consultation process underway.


**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="#">EC3.1.1</a>	Agree an investment plan to retrofit council homes	31/03/2023	Tara Skidmore	Completed 	N/A	
» <a href="#">CDPEC3.1</a>	Number of homes retrofitted each year (Average 470 / year)	N/A	Tara Skidmore	Target: 470 Actual: 207 	December	To date this year we have undertaken retrofit works to 207 homes, including 70 loft insulations, 58 cavity wall insulations, 15 external wall insulations and 135 window replacements (NB some homes had more than one item). The shortfall is due to material shortages across industry and staff resourcing issues experienced by contractors.
» <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	Tara Skidmore	Target: 53 Tonnes Actual: 73.4 Tonnes	December	<b>Figures for Hamfallow only Performance measures will be assessed as Wave 1 and Wave 2 programmes are completed.</b>  Retrofit works at Hamfallow are complete, therefore we can provide the following data: Prior to retrofit works the 28 flats were producing 71 tonnes of carbon per annum. Post works they are now producing negative 2.4 tonnes of carbon, this means the site is reducing the amount of carbon annually. Overall, the site has a 103% reduction in carbon.



<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 	25/01/2023: Quarter 3	25/01/2023: Quarter 3: The partnership working on affordable warmth, social housing, public estates and private households continues with progress being made on funding, and development of support services.
» <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	25/01/2023: Work is continuing on our Innovate to Renovate partnership and pipeline funding has progressed to second stage to enable us to build further capacity for advisers focused on the self financing domestic sector.
» <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	On Target 	N/A	25/01/2023: This work is now moving to the commencement of a practical action research phase as we are in progress on project set up for a programme of work for "learning by doing" which will see communities working with us closely so we can learn from each other.
» <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:		We have one scheme in operation. It is Warm and Well. Although this has an affordable warmth focus it does offer advice and services for all householders. We are in development on services for those not eligible for grants working with the same councils as Warm and Well under the Innovate to Renovate partnership agreement. We are in scoping stage at the moment nearing the completion of desk based research. We are not offering services so we do not monitor this provision and Warm and Well is monitored elsewhere.

**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	Tara Skidmore	Not Started 	24/01/2023: Quarter 3	24/01/2023: Quarter 3: tenders have been produced ready for procurement, however we need further feasibility studies. We do not anticipate starting this work in this financial year