



Tuesday, 10 November 2020

HOUSING COMMITTEE  
18 November 2020

Please find attached the noting reports which relate to Item 9 on the main agenda pack for the Committee.

## SUPPLEMENT

### 9. QUESTIONS AND COMMENTS ON NOTING REPORTS

#### 9.1 Noting reports (Pages 1 - 34)

- Housing Delivery Plan Update
- Performance Management – Review of Business Plan Progress – Housing
- Repairs Review Update
- Grenfell Response Update

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## Report of the Deputy Chief Executive

**HOUSING DELIVERY PLAN UPDATE**1. Purpose of report

To update Committee on the work to deliver the Housing Delivery Plan (HDP).

2. Background and detail

The Housing Delivery Plan was approved by Housing Committee and the Finance and Resources Committee in June and July 2019 respectively. The following workstreams have commenced to deliver Phase 1 of the Housing Delivery Plan;

- 2.1 Acquisition of former right to buy (RTB) properties - 7 properties have been purchased by the Council since 2019. 2 are currently with legal officers for completion with several others in the pipeline.
- 2.2 New Build Development on Council owned land – 3 sites were identified for the 2019 - 20 HRA development programme and work has progressed to deliver them in 2019/20 and 2020/21. An update on these 3 sites (Willoughby Street, Beeston, Oakfield Road, Stapleford and Fishpond Cottage, Bramcote) is contained in appendix 1 including a summary of the recent consultation event at Fishpond Cottage.
- 2.3 New Build Development on Council owned land - other sites circa 19 homes – Phase 1 of the Housing Delivery Plan identified several other HRA owned sites to be developed in the Borough between 2020/21 and 2021/22. Work has been undertaken to produce viable schemes for these sites and a combined online/postal consultation survey will take place shortly with local residents, the affected garage tenants and ward members. A summary of these sites is included in appendix 2.
- 2.4 New Build Development on privately owned sites – The Council has the opportunity to work with a local house builder to build 35 new rented homes on an allocated housing site west of Coventry Lane, Bramcote. An outline planning application has recently been submitted for approximately 180 homes on the site. This application includes surplus land owned by the Council behind the Bramcote Crematorium. The sale of land behind the crematorium and the contract with the house builder to build the affordable housing, will be subject to approval by the relevant Council committee.

3. Financial implications

- 3.1 These are set out in detail in appendix 3.

**Recommendation**

**Committee is asked to NOTE the report.**

Background papers

Nil

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APPENDIX 1



**Broxtowe  
Borough  
COUNCIL**

## Housing Delivery Plan Update Phase 1 New Build Sites (2019 - 2021)

### New Build Delivery 2019 - 2021

The following sites have been identified for initial development between 2019 and 2021

1. Willoughby Street, Beeston,
2. Oakfield Road Garage site, Stapleford,
3. 51 Ilkeston Road, Bramcote (known as Fishpond Cottage),

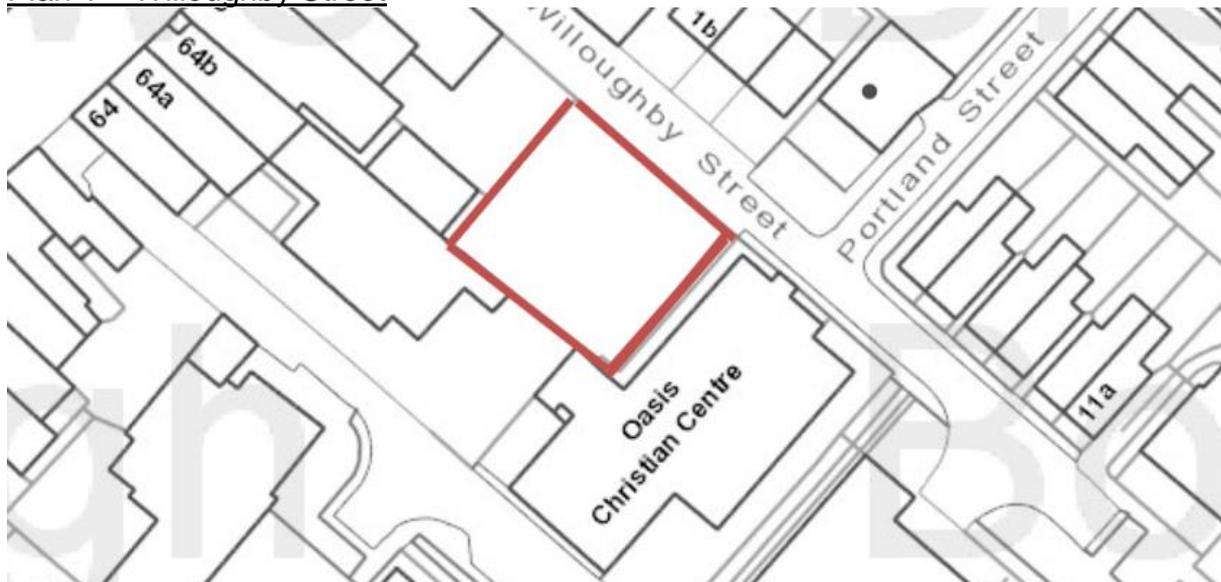
#### 1) Willoughby Street, Beeston

A development of two dementia friendly bungalows for rent is underway at Willoughby Street, Beeston. The scheme has been funded by the Nottinghamshire Better Care Fund. The two bungalows will form part of the Council's stock.

#### **Projected Development Programme**

Completion	Late 2020/early 2021
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#### Plan 1 – Willoughby Street



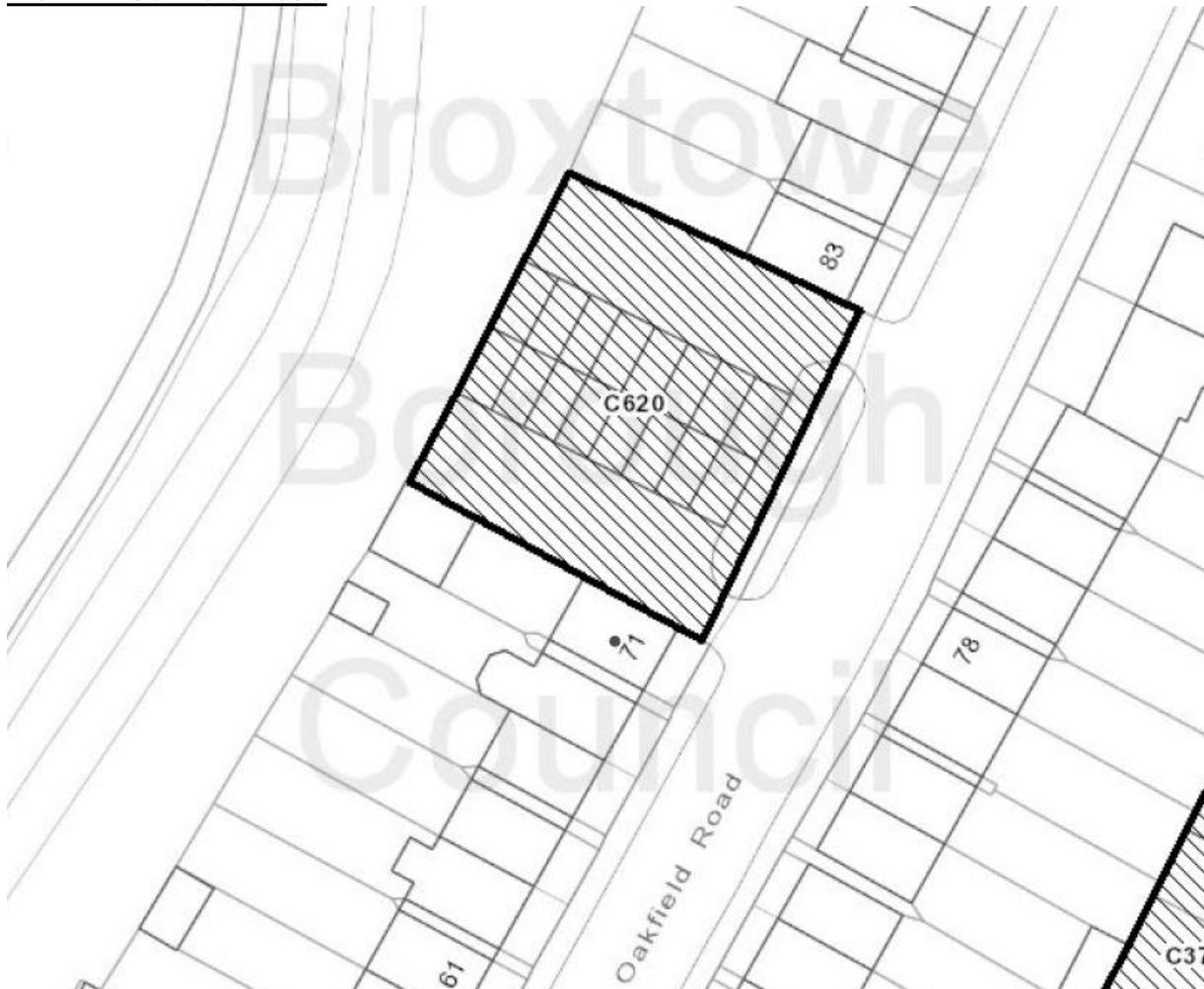
**2) Oakfield Road, Stapleford**

The Council has received planning permission to build 5 one bedroom flats on the site for rent to ex-service personnel. The garages are now vacant. The building works are currently out to tender and construction should begin later this year.

**Projected Development Programme**

Tender exercise	September/October 2020
Begin construction work	December 2020

Plan 2 - Oakfield Road



### 3) 51 Ilkeston Road, Bramcote (known as Fishpond/Farm Cottage)

51 Ilkeston Road is a Council owned 19<sup>th</sup> century detached property with a large garden that is currently vacant. It is situated next to a piece of open land that is not allocated as open space in the local plan. A consultation event with local residents was undertaken in August & September 2020. The plans for the consultation event consisted of 9 new homes (7 houses and 2 flats) and included for the demolition of the cottage.

#### Results of the Survey

172 questionnaires were returned by post or completed online. The results of the survey identified that;

- 69% of respondents did not support the principle of building new homes for rent on the site,
- 76% of respondents did not support the current proposal to build mainly family homes on the site,
- 66% of respondents did not support the current proposal to demolish 51 Ilkeston Road,

#### Summary of reasons to not support the scheme from the survey

*a) Aesthetically poor design, b) do not mix young & old, c) historic building, d) crime / anti-social behaviour concerns, e) ruin view, peace, privacy, f) landscape & nature, g) parking concerns, h) use other land instead, i) already new developments nearby, j) design too crowded, k) lack of infrastructure (increased traffic, flooding, amenities), l) dangerous road, m) refurbish the cottage, n) noise concerns, o) does not meet planning standards,*

In addition, a petition was received signed by 81 residents against the proposed plan. Several emails were also received setting out additional concerns including;

- *Holding a consultation event during the current pandemic,*
- *Suggesting the cottage should be marketed first for sale before demolition is considered,*
- *Setting out planning reasons why the development should not proceed,*
- *Highlighting the adverse impact of the current layout on residents,*
- *Loss of trees/ecological impact of the development,*
- *Disturbance caused by construction traffic,*
- *The Council has a duty of care to local residents.*

In light of the comments received back from the consultation exercise, the layout plan and initial proposal to demolish the cottage, are being reviewed by the architect and council officers. A planning application will be submitted shortly following consultation with the chair of housing.

#### Projected Development Programme

Plans drawn up for consultation	July 2020
Resident consultation exercise	August 2020
Revisions to the layout following consultation	October/November 2020
Planning application to be submitted	November/December 2020

Plan 3 - 51 Ilkeston Road





## Housing Delivery Plan Update Phase 1 New Build Sites (2020 - 2022)

The Council owns over 800 garages, located throughout the borough. All of the garage sites identified require regular maintenance and major modernisation work. Not all Council garages are used to house cars with many acting as storage units. Parking surveys have been undertaken to assess the impact of the proposed plans on existing street parking. The garage tenants and immediate neighbours have been written to and advised that the Council is looking at the feasibility of developing these sites for affordable housing. The housing department will work with the garage tenants affected to try and find them alternative garages over the coming year.

The redevelopment of these sites for affordable houses will provide several benefits. These include enhancing the environment of the area by the creation of a new development and removing areas which can attract anti-social behaviour. Developing Council owned land ensures we maintain control of the development delivery and timescale and provide much needed affordable housing.

### Projected Development Programme

Feasibility exercise/draft plans	July 2020
Resident consultation exercises	November 2020
Planning applications to be submitted	Early 2021

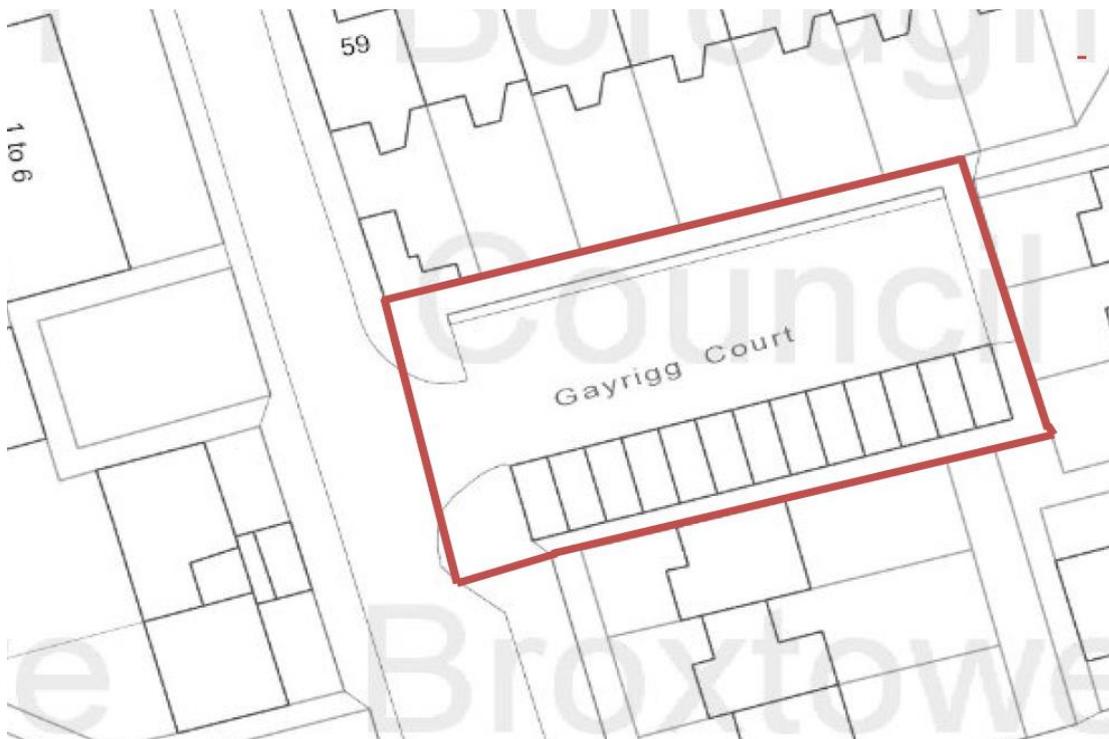
The following 5 sites have been identified for development between 2020 and 2022 as per Phase 1 of the approved housing delivery plan;

1. Felton Close, Chilwell,
2. Gayrigg Court, Chilwell,
3. Barn Croft, Chilwell,
4. Chilton Drive, (West) Watnall,
5. Selside Court, Chilwell.

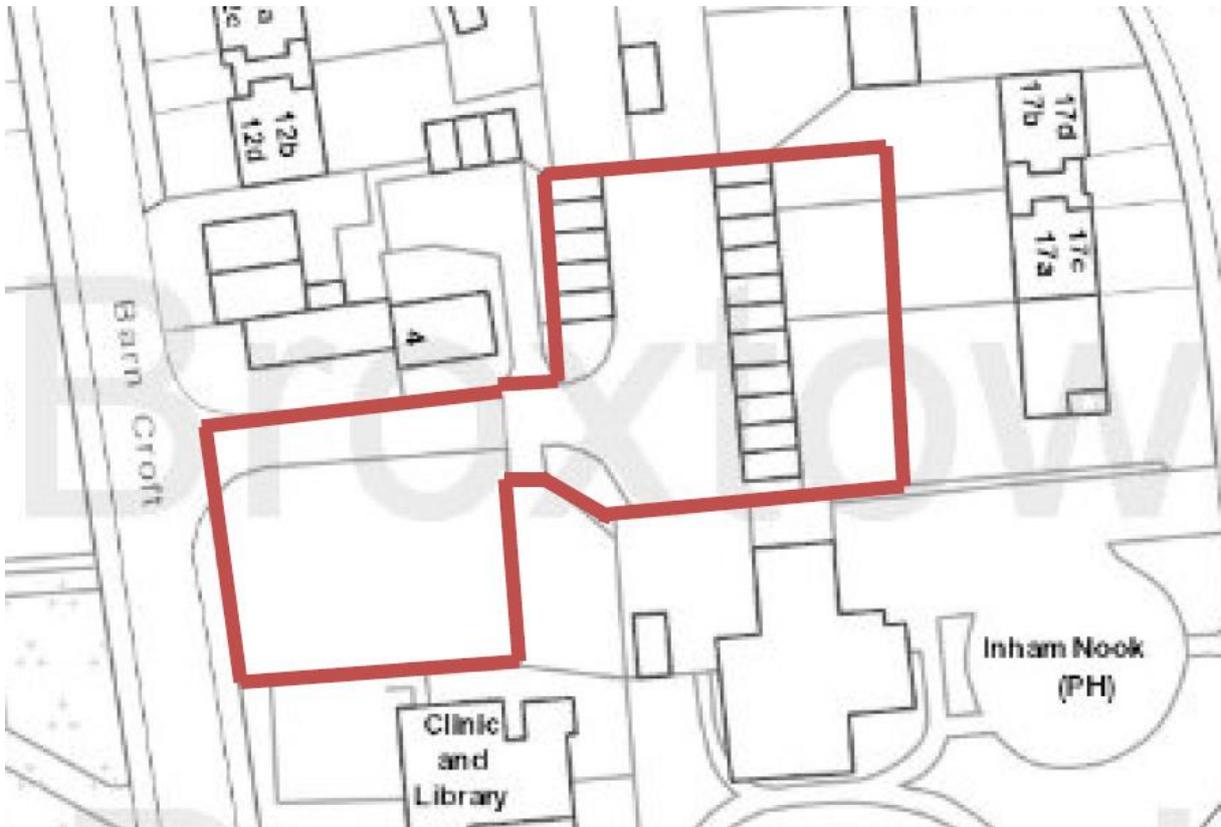
**1) Felton Close, Chilwell - current use 8 garages and open space**



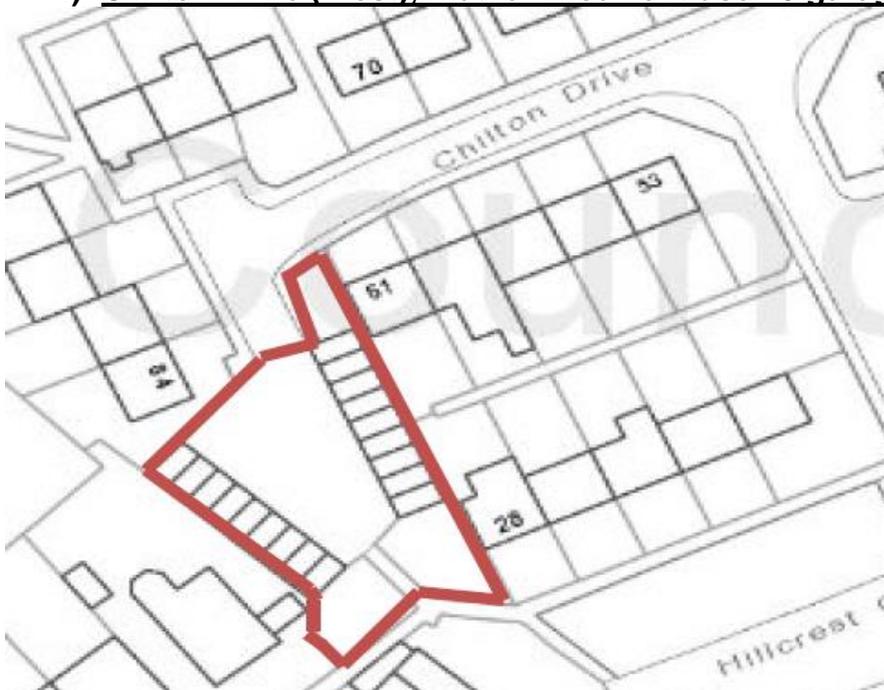
**2) Gayrigg Court, Chilwell - current use 13 garages and a number of parking spaces**



**3) Barn Croft, Chilwell – current use 16 garages, open space and communal garden land**



**4) Chilton Drive (West), Watnall – current use 18 garages**



5) Selside Court, Chilwell - replacement site – current use 17 garages and associated parking spaces



## APPENDIX 3

Financial implications

The 2020/21 capital programme (including the carry forwards from 2019/20 and other amendments approved by Finance and Resources Committee) includes the following Housing Delivery Plan related schemes:

	Budget 2020/21 £
Purchase of Completed Housing/ Former Right to Buy Properties	2,090,100
Dementia Friendly Bungalows (Willoughby Street, Beeston)	265,250
New Build Housing Feasibility Costs	364,850
New Build – Oakfield Road	700,000
New Build – Fishpond Cottage	600,000
New Build – Chilwell/Watnall Garage Sites	900,000
Housing Delivery Plan Officer Posts	56,400

Details of 2020/21 capital expenditure incurred to 31 October 2020 (including on the seven schemes above) will be presented to Finance and Resources Committee on 10 December 2020.

Whilst the Dementia Friendly Bungalows (Willoughby Street, Beeston) scheme is being financed by a grant from the Better Care Fund, it is anticipated that the other six schemes will be financed by capital receipts from the sale of council houses under the RTB initiative. Available HRA capital receipts at 30 September 2020 totalled approximately £4,233,550. These will be enhanced by further receipts from the future sale of council houses.

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## Report of the Chief Executive

**PERFORMANCE MANAGEMENT – REVIEW OF BUSINESS PLAN  
PROGRESS – HOUSING**1. Purpose of report

To report progress against outcome targets identified in the Housing Business Plan, linked to Corporate Plan priorities and objectives, and to provide an update as to the latest key performance indicators therein.

2. Background

The Corporate Plan 2020-2024 was approved by Council on 4 March 2020. Business Plans linked to the five corporate priority areas of Housing, Business Growth, Environment, Health and Community Safety are subsequently approved by the respective Committees each year.

3. Performance management

As part of the Council's performance management framework, each Committee receives regular reports during the year which review progress against their respective Business Plans. This will include a detailed annual report where performance management is considered following the year-end.

This report is intended to provide this Committee with an overview of progress towards Corporate Plan priorities from the perspective of the Housing Business Plan. It provides a summary of the progress made to date on key tasks and priorities for improvement in 2020/21 and the latest data relating to Critical Success Indicators (CSI) and Key Performance Indicators (KPI). This summary is detailed in the appendix.

*The content of this report is based upon data required to demonstrate progress with the Business Plan. The Council is currently reviewing its corporate performance reporting arrangements, including the content of regular reports to Committees. Members are invited to comment upon the format, level and content of data provided for future reports.*

**Recommendation**

**The Committee is asked to NOTE the progress made in achieving the Key Tasks and Actions in the Housing Business Plan 2020-23 in addition to performance in relation to the current CSI and KPI for 2020/21.**

Background papers

Nil

## APPENDIX

## PERFORMANCE MANAGEMENT

1. Background - Corporate Plan

The Corporate Plan for 2020-2024 was approved by Cabinet on 4 March 2020. This plan sets out the Council's priorities to achieve its vision to make "A Greener, Safer and Healthier Broxtowe where everyone prospers". Over the period, the Council will focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.

The Corporate Plan prioritises local community needs and resources are directed toward the things they think are most important. These needs are aligned with other local, regional and national plans to ensure the ambitions set out in our Corporate Plan are realistic and achievable.

2. Business Plans

Business Plans linked to the five corporate priority areas, including Housing, were approved by the Full Council on 4 March 2020, following recommendations from the respective Committees in January/February 2020.

The Council's priority for Housing is "A good quality home for everyone". Its objectives are to:

- Build more houses, more quickly on under used or derelict land (Ho1)
- Invest to ensure our homes are safe and more energy efficient (Ho2)
- Prevent homelessness and help people to be financially secure and independent (Ho3)

The Business Plans detail the projects and activities undertaken in support of the Corporate Plan for each priority area. These cover a three-year period and are revised and updated annually. Detailed monitoring of progress against key tasks and outcome measures in the Business Plans is undertaken regularly by the relevant Committee. This will include a detailed annual report where performance management and financial outturns are considered together following the year-end as part of the Council's commitment to closely align financial and performance management.

3. Performance Management

As part of the Council's performance management framework, this Committee receives regular reports of progress against the Housing Business Plan. This report provides a summary of the progress made to date on key tasks and priorities for improvement in 2020/21 (as extracted from the Pentana Risk performance management system). It also provides the latest data relating to Critical Success Indicators (CSI) and Key Performance Indicators (KPI).

The Council monitors its performance using the Pentana Risk performance management system. Members have been provided with access to the system via a generic user name and password, enabling them to interrogate the system on a 'view only' basis. Members will be aware of the red, amber and green traffic light symbols that are utilised to provide an indication of performance at a particular point in time.

The key to the symbols used in the Pentana Risk performance reports is as follows:

Action Status Key

Icon	Status	Description
	Completed	The action/task has been completed
	In Progress	The action/task is in progress and is currently expected to meet the due date
	Warning	The action/task is approaching its due date (and/or one or more milestones is approaching or has passed its due date)
	Overdue	The action/task has passed its due date
	Cancelled / Postponed	This action/task has been cancelled or postponed

Performance Indicator Key

Icon	Performance Indicator Status
	Alert
	Warning
	Satisfactory
	Unknown
	Data Only

## Housing Key Tasks and Priorities for Improvement 2020/21

Status	Code	Action Title	Action Description	Progress	Due Date	Comments
In Progress 	HS1922_04	Produce an Asset Management Strategy	Ensure effective management of assets	<b>25%</b>	Dec-2019	The key themes for the new strategy were approved by Housing Committee in September 2020. Delays in starting the Stock Condition Survey lead to this action being delayed.
In Progress 	HS2023_01	Implement recommendations from Housing Repairs Review	Maximise efficiency of the repairs service Consider commercial opportunities if available	<b>15%</b>	Mar-2021	Improvements have been made to the service since the review and work has begun to implement all of the recommendations. Housing Committee have received a progress report. Some actions have been delayed due to COVID-19 and the impact this has had on the service.
In Progress 	HS2023_02	Implement Housing Strategy	Improve housing services	<b>90%</b>	Mar-2023	The new Housing Strategy was agreed at the Housing Committee in September 2020 and the first years' Action Plan is now underway.
In Progress 	HS2023_03	Implement Engagement Strategy	Increase understanding of the needs of our tenants and leaseholders Provide skills and employment support for tenants and leaseholders	<b>50%</b>	Mar-2021	Focus is on digital/on-line customer engagement with Housings Facebook Page which launched during September 2020. Some actions have been delayed due to COVID-19 restrictions.
In Progress 	HS2023_04	Implement Neighbourhood Strategy	Improve our neighbourhoods	<b>40%</b>	Mar-2021	Housing Committee have received a progress report and action plan for Year 2. Some actions have been delayed due to COVID-19 and the impact this has had on the service.

Status	Code	Action Title	Action Description	Progress	Due Date	Comments
In Progress 	HS2023_05	Increase availability of general needs accommodation by de-designating and/or redeveloping unsuitable Independent Living accommodation	Most effective use of property owned by the Council to meet the needs of the borough. Additional temporary staffing resource will be required to provide support to tenants Work to properties will be required Reduction in void rent loss expected	25%	Mar-2021	Housing Committee approved consultation with Independent Living Schemes in Phase 1 in September 2020. Results to be presented to Housing Committee for approval to increase general needs accommodation.
In Progress 	HS2023_06	Introduce additional payment methods for customers	Most effective use of property owned by the Council to meet the needs of the borough	25%	Dec-2020	A procurement exercise is being undertaken to set up a contract with a provider that can offer cash payment solutions. Work is progressing to explore further options and functionality on the Capita system for Direct Debit payments.
Completed 	HS2023_07	Produce a new Garage Strategy	Outline the Council's plan for the future of the garage stock, including sites for development and improvement	100%	Mar-2021	The new Garage Strategy was approved by Housing Committee on 2 September 2020. Year one Action Plan has been agreed by a Working Group and actions are being undertaken.
In Progress 	HS2023_08	Review of Broxtowe Standard as part of the Climate Change and Green Futures Programme	Clear understanding of the environmental features that could be included as part of modernisations	20%	Mar-2021	The Stock Survey has been completed. Additional surveys are being undertaken to develop the new Asset Management Plan. The new plan will incorporate energy efficiency measures appropriate to the properties when considering improvements. The new bungalows being built will benefit from air source heating.

Status	Code	Action Title	Action Description	Progress	Due Date	Comments
In Progress 	HS2023_09	Provide additional methods of communication between housing department and customers	Provide a wide range of methods for customers, including tenants, leaseholders and applicants on the waiting list to contact the department and receive information	<b>20%</b>	Mar-2021	Early work has been undertaken to update customers contact details if missing and to check/update on contact details including email address.
Completed 	HS2023_10	Review of Service Charges for Independent Living	Provide a wide range of methods for customers, including tenants, leaseholders and applicants on the waiting list to contact the department and receive information	<b>100%</b>	Sep-2020	Report was presented to Housing Committee on 3 June 2020. It was resolved that a fixed service charge will be applied at all Independent Living properties based on four new category types.
Completed 	HS2023_11	Review of Cleaning Service, including the possibility of cleaning voids in-house	More effective cleaning service Efficiency savings by completing in-house rather than by external contractor	<b>100%</b>	Dec-2020	A new Mobile Cleaning Service was approved by Personnel Committee in September 2020.
In Progress 	HS2023_12	Review of first year of new Independent Living Service, including use of mobile working	Ensure that improvements have been fully implemented Review of new service	<b>25%</b>	Dec-2020	An audit and a review of the Independent Living Plans has been completed.
In Progress 	HS2023_13	'Lifeline Plus' rollout	Increase number of Lifeline customers Increase number of Lifeline customers who choose 'Lifeline Plus'	<b>15%</b>	Mar-2021	Covid-19 has had a significant impact on the Lifeline Service and the promotion of 'Lifeline Plus'. There have been more cancellations than usual and we had to suspend new installations for a period of time. Promotion of the service and installations have now recommenced.

Status	Code	Action Title	Action Description	Progress	Due Date	Comments
In Progress 	HS2023_1 4	Income team to manage recharges and former tenant arrears	Reduce amount of recharges and former tenant arrears that are written off	<b>50%</b>	Mar-2021	The Income Team are now managing the former Tenant Arrears process. Meetings have been held to discuss how recharges could be managed by the team.
In Progress 	HS2023_1 5	Review the Disabled Facilities Grants Policy	Detail the Council's approach to dealing with Disabled Facilities Grants	<b>30%</b>	Mar-2021	Work is underway to consider/produce a countywide policy to ensure consistency across Nottinghamshire.
In Progress 	HS2023_1 6	Review controls for housing in multiple occupation. Ensure effective controls are in place	Ensure effective controls are in place	<b>30%</b>	Mar-2021	Under the relevant Planning Legislation work is underway to invoke Article 4 to control the numbers of HMO properties in a specific area within Beeston.
In Progress 	HS2023_1 7	Explore the potential to increase number of properties through provision of flats over shops	To increase the number of properties in the borough	<b>0%</b>	Mar-2021	A large number of the over shop premises are in private ownership. Consideration of the potential to provide properties above shops will be made towards the end of 2020.
Completed 	HS2023_1 8	Increase the amount of accommodation available for Homeless, including considering shared housing for younger people	Reduce use of B&B accommodation Ensure that homeless households are not placed outside of the borough	<b>100%</b>	Sep-2020	Consideration has been given to the use of licences and Private Sector stock to increase the amount of accommodation available for Homeless. Two HRA properties have been approved to be used as temporary accommodation to increase the amount of accommodation available. This is also being considered as part of the stock options reports.

## Housing Critical Success Indicators 2020/21

Status	Code/Name	Frequency	2018/19 Achieved	2019/20 Achieved	2020/21 Q2	2020/21 Target	Notes
Unknown 	HSTOP10_01 Overall Satisfaction	Quarterly	95.31%	88.98%	n/a	89%	Due to Covid-19, only low numbers of satisfaction surveys were completed during quarter 2, this does not provide an figure for reporting purposes.
Red 	HSTOP10_02 Gas Safety	Monthly	99.99%	99.90%	97.7%	100%	During quarter 2 compliance was not achieved mainly due to none access due to self-isolation and tenant concern with COVID-19, plus people returning to work. A sub-contractor was employed to undertake servicing with a backlog of properties that could not be completed during the lockdown, leaving the DLO to ensure that we comply with the access process which has been achieved.
Green 	HSLocal_36 Homeless clients who will be owed main homeless duty who are prevented/ relieved in the prevention or relief stages	Monthly	100%	100%	97%	85%	During quarter 2, the team accepted the main duty on 2 cases further to being unable to relieve homelessness within the normal timescales. The Housing Options team prevented and relieved homelessness in 100% of cases in August 2020 and September 2020.  These clients have since had final offers in social and supported accommodation.  Please note these offers were delayed due to the COVID-19 pandemic.

## Housing Critical Success Indicators 2020/21 - continued

Status	Code/Name	Frequency	2018/19 Achieved	2019/20 Achieved	2020/21 Q2	2020/21 Target	Notes
Amber 	BV66a Rent Collection: Rent collected as a proportion of the rent owed	Monthly	99.89%	99.81%	96.05%	99.0%	The Government's possession stay has now ended and we now enter the period of the enormous backlog of cases to be addressed. The change in DWP payment processing to daily payments from the DWP for Universal Credit (UC) rent payments means that rent payments will be received directly from UC on the same day it is deducted from the tenants UC award. Currently these payments can be up to 8 weeks in arrears so this will have a positive impact for the Income Collection Team and our tenants.

Data for the following PIs is collected annually and at this stage no information is available.

- HSLocal\_039 Number of new council houses built or acquired (NEW Indicator introduced April 2020)
- NI 154 Net Additional Home provided
- CPLocal\_07 Reduce carbon emission in Housing stock (NEW Indicator introduced April 2020)

## Housing Key Performance Indicators 2020/21

Status	Code & Short Name	Frequency	2018/19 Achieved	2019/20 Achieved	2020/21 Q2	2020/21 Target	Notes
Red 	HSLocal_11_BV64 Private sector vacant dwellings that are returned into occupation or demolished	Quarterly	34	33	4	25	Below the target of 6 for quarter 2. In the year to date 12 dwellings have been returned to occupation or demolished. Target expected to be achieved.
Amber 	HSLocal_29 Electrical compliancy	Monthly	97.3%	98.6%	98.2%	100%	Compliance for the month remains unchanged mainly due to the restrictions in place due to the COVID-19 pandemic.

Status	Code & Short Name	Frequency	2018/19 Achieved	2019/20 Achieved	2020/21 Q2	2020/21 Target	Notes
Green 	HSLocal_21 Housing Service Complaints responded to within timescale	Monthly	91.6%	89.0%	100%	100%	Housing received 29 complaints during quarter 2 which consisted of <ul style="list-style-type: none"> <li>• Housing Repairs (10)</li> <li>• Housing Operations (8)</li> <li>• Income</li> <li>• Independent Living (11)</li> </ul> All complaints were acknowledged within timescale and 14 received a full response within the target days. Eleven complaints were upheld (38%).
Red 	HSLocal_31 Five-year HMO Licences issued annually	Quarterly	36	70	4	15	Below the target of 7 for half year. In the year to date 6 HMO licences have been issued. The Covid-19 pandemic has impacted on the progress of issuing HMO licences.
Green 	HSLocal_BM05 Reactive appointments made and kept	Monthly	96.7%	95.5%	98.3%	98%	During quarter 2, Repairs returned to a full service. The team are working proactively to reduce the backlog of jobs reported over the lockdown period. 2,843 appointments were kept out of 2,889 appointments made.
Red 	HSLocal_40 Numbers of homeless households housed outside of the Borough in temporary accommodation	Monthly	-	-	14	0	New indicator for 2020. At the end of Quarter 2, 20 homeless households were placed in temporary accommodation. 14 households were accommodated in B&B outside of the Borough (in Nottingham City and Erewash Borough Council areas). It is worth noting that at least 3 of the households accommodated in B&B approached the Council via the out of hours service and did not have a local connection to Broxtowe Borough Council. 7 of the 14 households in B&B at the end of September 2020 had vacated or moved on into alternative accommodation by end of October.

Status	Code & Short Name	Frequency	2018/19 Achieved	2019/20 Achieved	2020/21 Q2	2020/21 Target	Notes
Red 	HSTOP10_03a Average Relet Time - Independent Living	Monthly	-	105	106	42	In quarter 1 there was a backlog due to COVID-19. The Lettings and Independent Living Teams worked hard to work through this backlog to make the numbers more manageable. There were 51 properties let in quarter 2, with some being previously hard to let. This is positive.
Red 	HSTOP10_03b Average Relet Time - General Needs	Monthly	-	26.7	42	21	There have been a total of 42 Lets for General Needs for quarter 2, this is considerably higher than quarter 1, which was significantly affected by COVID-19. There are still a significant number of void properties within the service, some of which have experienced significant delays whilst in the Repairs or Capital Works services.  Weekly voids are taking place using Microsoft Teams to manage the current high volume of voids. The meetings help communicate the teams on progress and status. An action plan is being produced.
Green 	HSTOP10_10 Tenancy Turnover	Monthly	7.20	7.76	3.15	3.48	Despite being just over target for quarter 2 (1.81%), the cumulative target has been met. Terminations have been similar each month with a total of 85 terminations in quarter 2. The main termination reasons were: <ul style="list-style-type: none"> <li>• tenants passing away (26)</li> <li>• transfers (23)</li> <li>• relocation for family reasons (13)</li> </ul>
Red 	NI 155 Affordable homes delivered (gross)	Yearly	43	16	-	85	

Status	Code & Short Name	Frequency	2018/19 Achieved	2019/20 Achieved	2020/21 Q2	2020/21 Target	Notes
Green 	NI 159 Supply of ready to develop housing sites	Yearly	78%	100%	100%	100%	Needs met through Part 2 Local Plan Part adopted in October 2019.

## Report of the Chief Executive

**HOUSING REPAIRS REVIEW UPDATE**1. Purpose of report

To update committee on the actions taken following the Housing Repairs review

2. Background

In January 2020, Housing Committee approved the recommendations of the Housing Repairs review that had been completed by the Council's Commercial Manager.

3. Detail

The Housing Repairs Review set out 7 aims for the service, and under the heading of those aims 88 recommendations to be reviewed. The actions were split into three categories: Short term (within 6 months of April 2020); Medium term (within 12 months of April 2020) and Long term (over 1 year from April 2020).

As can be seen from the summary in the appendix, progress has been made with many of the actions, however the impact of Covid-19 has delayed the implementation of some of the actions:

- 9 actions have been fully completed
- 48 actions are currently being progressed
- 31 actions have not yet started

4. Financial implications

The financial implications of the recommendations were outlined in the report presented to committee in January. To date, no further financial implications have been identified.

**Recommendation**

**The Committee is asked to NOTE the report.**

Background papers

Nil

## APPENDIX

***Aim 1: Develop three fully costed service delivery models which will meet business requirements and are adaptable to changes in regulation***

The delivery model was approved at Housing Committee in January 2020. This proposed retaining the existing service but identified some improvements that were required. The review confirmed that the current service meets business requirements and is adaptable to changes in regulation. The Repairs Service has demonstrated how adaptable it can be during the last nine months. The service has needed to change how work is planned and completed, ensuring that emergency repairs continued to be completed to keep tenants safe, whilst remaining compliant with frequently changing government guidance.

The Repairs Service already utilises reports generated through the Housing Management System. The review recommended that the increase use of these reports could help manage the service. Work has commenced to identify areas where reporting is underutilised and some new reports have already been developed and are in use. A full review of where system generated reports could provide further statistical information to aid performance monitoring has been undertaken and a suite of performance reports is currently being developed.

Repairs Operatives have been provided with training to improve the use of their mobile tablets and give them a better understanding of the impact of how they record information on performance monitoring.

***Aim 2: Achieve top quartile performance in customer satisfaction and value for money***

The Customer Care and Workmanship Standards have been reviewed and re-issued to Repairs employees. A reminder has been added to the agenda for the regular 'toolbox talks' meetings with Repairs operatives. A version for the Council website is being developed and will be available shortly.

The review recommended that 10% of all jobs are quality inspected. A form to complete this task has been produced, however due to restrictions this has not been fully rolled out. This links with the reporting improvements previously mentioned, as these improvements will allow different types of jobs to be identified and will provide summary reports once completed.

The recruitment of a temporary Quantity Surveyor to implement a new Schedule of Rates will be progressed in early 2021.

***Aim 3: Ensure the service is efficient, effective and can expand its scope***

Employees from Housing Repairs and the Contact Centre now meet on a monthly basis. Through these meetings a Service Level Agreement has been discussed and a template agreed. A new script for the Contact Centre, and updated training notes are also being developed. Prior to Covid-19 workshadowing between members of the two teams had begun, to develop an understanding of the work of both teams. Positive feedback was given by those who participated and this will be continue

when it is again possible. The Contact Centre have identified two 'champions' for the Repairs service. They attend the monthly meetings and provide direct training and support to new employees in the Contact Centre on repairs issues.

A number of improvements in the way that out of hours calls are dealt with were recommended in the review. Many of these have been implemented, including identifying any calls to the out of hours teams as calls from Broxtowe Borough Council. Changes to internal processes have also been implemented, for example all repairs reported via e-mail now receive an automated response providing information on how their repair request will be dealt with. The Repairs team are working with the Contact Centre champions to further explore how this can be developed to provide more information.

A number of training courses were recommended. Due to the type of training, these are often delivered best when people can complete training face-to-face or out on site, for these reasons much of the training has been delayed until this is possible.

The review recommended that a publicity campaign be launched in the first half of 2020, to remind tenants about their repair responsibilities. It was felt that this would not be the right time to promote this and both the Repairs and Communications teams have been engaged with Covid-19 related work. An appropriate time in 2021 will be identified for a publicity campaign to be undertaken.

Another recommendation was a pilot on zonal working, where operatives focus on one area of the borough over a specified time period to complete non-urgent work. Although this has not been undertaken as originally intended, this is how the backlog of work from Covid-19 was addressed. This has provided some insight into the benefits of working in this way. A full pilot as intended will hopefully be completed in early Summer 2021.

A number of recommendations regarding the use of Stores were included in the review. Many of these actions were identified as medium to long term and will be reviewed early 2021.

On 29th September 2020, Personnel Committee approved the new role of Head of Asset Management. This will bring together Housing Repairs and Capital Works into one department. This was a key recommendation of the Repairs Review.

***Aim 4: Ensure that costs can be accurately recharged to leaseholders and where necessary to tenants***

The review identified that establishment of a sinking fund may be a good solution for leaseholders. The review acknowledged that this would be a long term action, which would be challenging as it would require legal advice and changes to lease agreements. This is continuing to be considered.

***Aim 5: Have fully engaged with members of the Housing Repairs Team in the development of the models***

This was achieved during the review and there were no further actions recommended.

***Aim 6: Ensure that the Repairs Service can retain and attract a skilled workforce***

The review recommended that a skills audit was completed to identify any gaps and to support future succession planning. The review also recommended that apprenticeships be considered. Further work has identified that the range of works currently undertaken by the Housing Repairs team do not cover the full range required to complete an apprenticeship. This may be possible in the future once the Asset Management department is established.

Work regarding vans and out of hours rota has not been progressed at this time. It was acknowledged in the report that this would be a long term action and that it is challenging.

The review made some recommendations regarding operative uniforms. These have been implemented and operatives have been supplied with new uniform for summer months.

***Aim 7: Ensure effective technology underpins the Housing Repairs Service***

Meetings have been held with the software provider of the Council's Housing Management System to discuss the cost and possible implementation of the additional functionality recommended in the review. Some of features will be available as part of the next upgrade of the system. A demonstration of the Customer Portal has also been provided to enable the management team to consider if this provides an adequate solution.

System improvements have been made, such as the provision of warranty information from the Capital Works team. This is now held within the Housing Management System so that all teams can see it easily.

The review recommended an increase in the use of e-mail and text messages rather than letters. Due to the lack of office presence due to Covid-19 these methods are being used much more than before. Further work is required to ensure that a high level of service is still being maintained.

## Report of the Chief Executive

**GRENFELL RESPONSE UPDATE**1. Purpose of report

To update the Committee on actions which have been taken since the last report in June 2020 and highlight work currently in progress.

2. Background

The internal officer working group has progressed the actions identified in the appendix in anticipation of the likelihood that the Grenfell Inquiry will result in significant suggestions for improvement action on the part of all agencies, including local government.

3. Detail

The Grenfell Inquiry has been separated into two phases. Phase 1 focused on the factual narrative of the events on the night of 14 June 2017 and concluded on 12 December 2018. The Chairman published his Phase 1 report on 30 October 2019.

Hearings are currently being held for Phase 2, which examines the causes of these events, including how Grenfell Tower came to be in a condition which allowed the fire to spread in the way identified by Phase 1, particularly:

- The decisions relating to the design of the refurbishment and the choice of materials.
- The regime for testing and certifying the reaction to fire of materials intended for use in construction.
- The design and choice of materials.
- The performance of fire doors in the tower, in particular, whether they complied with relevant regulations, their maintenance and the reasons why some of the self-closing devices do not appear to have worked.
- The organisation and management of the LFB, in particular in relation to the formulation of policy in the light of experience, the arrangements for training firefighters and control room staff, and the arrangements for sharing information about the particular problems associated with fighting fires in high-rise buildings.
- The warnings of potential fire hazards given by the local community.
- The authorities' response to the disaster.

4. Financial implications

All work to the Council's housing stock is paid from the Housing Revenue Account. Budgets are currently being reviewed. An increase in budget, particularly for fire safety remedial works will be required in 2021/2022.

**Recommendation**

**The Committee is asked to NOTE the actions already taken and work in progress listed in the appendix.**

Background papers

Nil

## APPENDIX

## ACTION TAKEN

1. Communication sent to all councillors on 20 June 2017.
2. Additional information sent to Leader, Deputy Leader and Committee on 20 June 2017.
3. The tenant's handbook has been re-written with revised information on fire safety.
4. Audit of all properties we own identified two sets of buildings in respect of which there was insufficient information recorded – leading to subsequent further actions in (a) and (b) below
  - (a) Inspections of older properties in Stapleford ascertained nature of materials used were mineral fibre and not considered to be a high fire risk.
  - (b) Further enquiries in relation to Beeston Square identified cladding used as not of concern.
5. External audit invited to review a number of our in-house fire safety risk assessments, and suggest further improvements.
6. Annual testing of smoke detectors integrated into annual gas safety inspections. If no smoke detector is found, one is installed
7. Test of all smoke detectors in retirement living properties confirmed all were in working order.
8. The specification on all building contracts was changed to stipulate that both cladding and composite panels to be used including constituent parts of materials should be fire resistant or incombustible. The matter will be kept continuously under review to take on board any recommendations from the Grenfell Inquiry.
9. Fire safety advice included in tenants' newsletter, reminding everyone about fire safety (cooking, candles, cigarettes, flammable items in storage, appropriate disposal of rubbish, no blocking of fire exits, mobility scooter storage, blockage of corridors, knowing escape routes, no propping open of fire door, explaining what the policy is in the event of a fire (stay put/evacuate as appropriate), notifying us if there are concerns etc).
10. Website updated with information on fire safety for tenants.
11. Assurance sought regarding active enforcement of building regulations from Erewash BC our partners. Erewash BC attended meeting of Jobs and Economy Committee at which the annual building control report was scrutinised.
12. A register established of all buildings with any form of cladding/composite panel construction and a five-year systematic rolling programme of inspections including random core sampling of products.

13. The regularity of fire risk assessments of non-communal scheme properties and general needs housing was established in accordance with the standard expected in the HHSRS, and documented and monitored.
14. Inventory undertaken of all electrical appliances in temporary accommodation.
15. Identification of privately owned buildings in Broxtowe which may contain aluminium cladding.

**Action taken since January 2018**

- General Housing blocks have had fire risk assessments re-done and all fire detection equipment checked.
- A representative from Erewash BC which delivers our building control service attended planning committee and gave assurance that building regulations are being actively enforced in Broxtowe.
- There has been a review of all electrical appliances within housing. Some old appliances were thrown out. There is now a register of all electrical appliances. This makes it much easier and quicker to identify and speedily respond to recall issues, and ensure better documentation and systematic testing of all electrical equipment.
- An additional £350,000 to cover the cost of independent fire risk assessments and remedial works was included in budgets for 18/19. Work completed on a rolling programme basis. Lawrence Avenue and The Spinney were first to be done. Grove Court and Bexhill Court were next.
- A proposal was presented to Policy and Performance Committee to increase resources for HMO inspection, licensing and enforcement.
- A reminder was provided in an SMT briefing on the CDM regulations and the intranet updated with fresh guidance for responsible officers.
- An internal audit on CDM regs was completed (a reasonable assurance verdict was reported to Governance and audit committee) and the recommendations implemented. As a result of this a new e-learning course was developed and is being rolled out across all relevant officers as a mandatory learning requirement.
- Data was been provided to the government as requested on our housing stock and known private sector stock in our area.
- The Chief Executive as the most senior manager responsible for Housing spent days with front line officers listening to ideas and concerns and interacting with tenants through this experience.

**Action taken since September 2018**

- Following an increase in resources for Leaseholder work as a result of the Oct 17 Housing restructure, work was undertaken and is still in progress to identify any areas of risk where leaseholders may have, for example, replaced front doors with doors which are not providing a high enough fire resistance limit.
- A thorough audit of existing doors was conducted. From that we have an established list of the current stock – stated fire resistance -of existing doors This is a significant issue for the whole sector as the fire resistant qualities of most doors supplied by the industry have been shown to be inadequate or wrongly specified. Central government guidance is awaited.

- Increased resources dedicated to compliance in Housing. Housing Committee agreed to appoint an additional “compliance officer”.
- The tenant engagement strategy newly approved gives greater potential for informal feedback from tenants on safety issues and a wider range of new communication and engagement methods
- Fire shutters ordered for 12 schemes of communal kitchen areas to automatically prevent a fire starting in this location from spreading.
- Installation of free swing door closers to residents’ flats continuing. (Equality Act ease of access)
- Fire Document boxes installed where fire panels are located. (fitted with FFE1 Keys)
- Regency Court – External Emergency and maintained lighting works soon underway.
- Renewal of smoke detector heads at Rockwell Court (communal)
- Nottinghamshire Fire and Rescue Service Fire Audit (Lawrence Ave, Tattershall Drive, Regency Court) completed.
- Fire safety training for independent living co-ordinators imminent.
- Housing risk register to feed the corporate strategic risk register refreshed
- More manager days on the front line and work shadowing to produce new insights and challenges.

**Action taken since September 2019**

- New Housing risk register created
- All general housing stock risk assessments have been completed, and are next due 2021
- Class O tamperproof notice boards have been fitted to general needs housing communal areas. They include details on the fire action plan, no smoking, not storing materials & flammable liquids, and a list of Housing contact details.
- Similar class O notice boards will be rolled out in retired living properties as well (surveys will resume when we can)
- All remaining fire shutters (for kitchens) have been fitted in retired living schemes.
- All fire document boxes have been completed across retired living schemes.
- Fire compartmentation surveys and improvements are ongoing to retired living schemes, and will resume when we can after coronavirus.
- Regency Court emergency lighting has been completed
- Bexhill Court had new smoke detectors and heat detectors fitted as part of the Tunstall system. Compartment repairs to the lift shaft, and communal facilities have been completed.
- A presentation was given to the Nottingham Fire and Rescue Service, other local authorities and RSL’s on the fire stopping/compartmentation our contract partners are doing on our behalf. It was well received.
- Free swing door closers are largely complete within retired living schemes where needed.
- Recent assurances have been received from Erewash BC regarding compliance with building regulations.
- Stay put policy: should be unchanged for now

- (a) because of our residents who are vulnerable, older and potentially confused and number of false alarms.
- (b) our buildings are lower rise and therefore easier to evacuate
- (c) our buildings are less risky on compartmentalization thanks to ongoing programme of work

**Action taken since June 2020**

- The Housing Risk Register created in 2019 has been reviewed and updated
- Following committee approval, a new Communal Areas Policy has been introduced and the safety benefits of the new approach has been promoted to tenants
- A new more thorough fire risk assessment template has been used to assess all Independent Living schemes
- A fire risk assessment working group has been established to progress and monitor any items identified from fire risk assessments and prioritise work accordingly
- Face-to-face training has been delivered to key employees, including Independent Living Co-ordinators and Cleaners by the Health, Safety and Emergency Planning Manager
- The key themes for a new Asset Management Strategy was approved by Housing Committee, which are:
  - (a) Implement recommendations from the stock condition survey
  - (b) Ensure compliance with all regulations and legislation
  - (c) Improve the energy efficiency of our stock
  - (d) Improve our Neighbourhoods
  - (e) Make the best use of our assets
- A new Head of Asset Management and Development role was approved by Personnel Committee, repairs and capital works to move into the same department
- Survey of doors on leaseholder flats completed

**Work in progress**

- Face-to-face Fire Safety Training for all employees who visit housing schemes by the Health, Safety and Emergency Planning Manager to be delivered
- Fire Safety Digital Record to be created for each building. This will include details of what materials went into the construction; full plans for the building; any alterations; a record of any approvals for alterations; fire safety risk assessment; copies of inspection reports
- Asset Management Strategy to be produced to develop a clear asset plan for the council's Housing assets. This plan will set out a framework within which annual maintenance priorities are set and capital building projects delivered, providing better strategic co-ordination between housing repairs and capital works.
- Role of Senior Maintenance Officer for compliance to be reviewed and recruited to
- Development of the Housing Management System to improve the recording of assets
- Review of all inward and outward facing doors

- Review of budgets for 2021/22 to ensure that the work that has been identified can be completed