



21 March 2017

Dear Sir/Madam

A meeting of the Housing Committee will be held on Wednesday, 29 March 2017 in the New Council Chamber, Foster Avenue, Beeston, commencing at 7.00pm.

Should you require advice on declaring an interest in any item on the agenda, please contact the Monitoring Officer at your earliest convenience.

Yours faithfully

Chief Executive

To Councillors:	S A Bagshaw	J K Marsters
	L A Ball BEM	J W McGrath
	J A Doddy	J M Owen
	J C Goold	J C Patrick
	E Kerry (Chair)	A W G A Stockwell (Vice Chair)

### A G E N D A

1. APOLOGIES FOR ABSENCE
2. DECLARATIONS OF INTEREST

Members are requested to declare the existence and nature of any disclosable pecuniary interest and/or other interest in any item on the agenda.

3. MINUTES PAGES 1 - 3

The Committee is asked to confirm as a correct record the minutes of the meeting held on 17 January 2017.

4. ROBIN HOOD ENERGY LTD - PRESENTATION PAGE 4

To advise the Housing Committee of the potential benefits for both tenants and the Council of using Robin Hood Energy Ltd for the provision of gas and electricity supplies.

5. AIDS AND ADAPTATIONS POLICY PAGES 5 - 24

To seek approval for a policy in respect of aids and adaptations provided for disabled occupants of Council owned dwellings.

6. NOTTINGHAM CITY COUNCIL CONSULTATION  
ON SELECTIVE LICENSING PAGES 25 - 38

To advise Members of a consultation received from Nottingham City Council on a proposal to introduce a scheme of selective licensing of all private rented dwellings (excluding houses in multiple occupation) in the city.

7. HOUSEMARK ANNUAL REPORT PAGES 39 - 43

To inform the Committee of the contents of Broxtowe Borough Council's annual housing benchmarking report from HouseMark.

8. PAY TO STAY PAGE 44

To consider the introduction of higher rents for high income social tenants also known as Pay to Stay.

9. WORK PROGRAMME PAGE 45

To consider items for inclusion in the Work Programme for future meetings.

## **HOUSING COMMITTEE**

**17 JANUARY 2017**

Present: Councillor E Kerry, Chair

Councillors: S A Bagshaw  
L A Ball BEM  
M J Crow  
J A Doddy  
R H Darby  
J C Goold  
J K Marsters  
J M Owen  
J C Patrick  
M Radulovic MBE  
A W G A Stockwell

An apology of absence was received from J W McGrath.

35. **DECLARATIONS OF INTEREST**

There were no declarations of interest.

36. **MINUTES**

The minutes of the meeting held on 20 September 2016 were confirmed and signed.

37. **DISABLED FACILITIES GRANT POLICY**

The Committee received a presentation in regards to the Disabled Facilities Grant Policy. The Council, in its role as a local housing authority, is under a statutory duty by virtue of the provisions of the Housing Grants Construction and Regeneration Act 1996 to provide Disabled Facilities Grants for private sector residential adaptations where the appropriate legislative conditions are met.

**RESOLVED that the Disabled Facilities Grant Policy be approved.**

38. **BUSINESS PLANS AND FINANCIAL ESTIMATES 2017/18 – 2019/20**

The Committee considered the proposals for the business plans, detailed revenue budget estimates for 2017/18, capital programme for 2017/18 to 2019/20 and proposed fees and charges for 2017/18. It was noted that the fees and charges for 2017/18 are to remain the same as the year.

1. **RESOLVED** that the attached Housing Business Plan be approved; and
2. **RECOMMENDED** that the Finance and Resources Committee recommends to Council that the following be approved:
  - a) The detailed revenue budget estimates for 2016/17 (revised) and 2017/18 (base) including any revenue development submissions
  - b) The capital programme for 2017/18 to 2019/20
  - c) The fees and charges for 2017/18.

39. HOUSING AND PLANNING ACT UPDATE

The Committee considered the implications of the Housing and Planning Act 2016 and the recent the Autumn Statement announced by the Chancellor of the Exchequer. Members It was noted that further detail was to be provided to the Committee at a later date in relation to high income social tenants.

40. INCOME GENERATION ON RETIREMENT LIVING SCHEMES

The Committee noted the proposals in relation to income generation on retirement living schemes. It was proposed that the Council extend the use of the communal facilities located in the Retirement Living Schemes, for events, activities, forums and training by voluntary, statutory and t hird sector. In addition to offering the hire of the communal facilities for private hire.

41. BEXHILL COURT

The Committee received an update the on the development of the dementia friendly bungalows at Bexhill Court Beeston. The Bexhill court scheme officially opened on 24 November 2016. The development was a partnership project between Broxtowe Borough Council, Nottingham Community Housing Association, Waters Homes and Pelham Architects to build specially designed and adapted bungalows for people with dementia. This contributes to the Council's on-going commitment to be a dementia friendly Council.

42. WORKING TOGETHER TO COLLECT THE RENT – KEY LEARNING POINTS

The Committee noted the key learning points of the Chartered Institute of Housing Programme Working Together to Collect the Rent which ended on 14 December 2016.

43. WORK PROGRAMME

The Committee review the work programme.

**RESOLVED that the Work Programme be approved.**

## Report of the Director of Housing, Leisure and Property Services

**ROBIN HOOD ENERGY LTD - PRESENTATION**1. Purpose of report

To advise the Housing Committee of the potential benefits for both tenants and the Council of using Robin Hood Energy Ltd for the provision of gas and electricity supplies.

2. Background

Historically, the management of utility company debt has been problematic and new tenants have often moved into properties with debts on the meters. In addition, new tenants have not been advised of affordable ways to heat and light their properties which can have implications in terms of fuel poverty.

More recently, the Council has engaged with British Gas regarding the transfer of electricity and gas supplies to new tenants at commencement of their tenancy. This has provided a number of benefits including:

- Debts are cleared from meters and credit added to allow void works to be carried out
- New tenants are automatically signed up to British Gas when their tenancies commence.

3. Detail

It is proposed to further investigate new initiatives to manage the supply of gas and electricity to both void properties and to new tenants.

Robin Hood Energy Ltd is a local company whose aims are to:

- Tackle fuel poverty through the provision of affordable energy
- Roll out smart meters at every void property
- Switch users over to Robin Hood Energy whilst a property is void
- Install dual fuel smart meters whilst a property is empty
- Ensure new tenants are placed on an affordable tariff
- Offer no standing charges whilst a property is void
- Introduce a range of tenant friendly initiatives.

The potential benefits will be outlined through a presentation from Robin Hood Energy Ltd representatives at the meeting. More detailed information regarding costs and benefits of these initiatives can be brought before future meetings of the Housing Committee.

**Recommendation**

**The Committee is asked to CONSIDER the presentation by Robin Hood Energy Ltd. and RESOLVE accordingly.**

Background papers

Nil

## Report of the Chief Executive

**AIDS AND ADAPTATIONS POLICY**1. Purpose of report

To seek approval for a policy in respect of aids and adaptations provided for disabled occupants of Council owned dwellings.

2. Detail

The Council, in its role as a housing provider, provides aids and adaptations to dwellings in its housing stock to enable disabled tenants and members of their families to live more independently and access all rooms and facilities. The types of work undertaken range from the provision of external grab rails to building bathroom and bedroom extensions.

A copy of the proposed policy is attached as appendix 1. An Equality Impact Assessment is attached as appendix 2.

The policy contributes directly to the Council's health and housing corporate priorities *"People in Broxtowe enjoy longer, active and healthy lives"*

and

*"a good quality affordable home for all residents of Broxtowe".*

**Recommendation**

**The Committee is asked to RESOLVE that the Aids and Adaptations Policy be approved.**

Background papers

Nil



Broxtowe  
Borough  
COUNCIL

## Aids and Adaptations Policy for tenants in Council owned dwellings



**Owner:** Head of Public Protection  
**Housing Committee:** 13th March 2017  
**Date:** March 2017

**Review Frequency:** Four yearly  
**Next review date:** April 2020

DRAFT

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## **Introduction**

Housing adaptations can play an important role in allowing people to live independently, and in comfort and safety in their own home. This document sets out Broxtowe Borough Council's policy for the provisions of aids and adaptations to the homes of tenants living in council accommodation.

### **1.0 Policy Statement and Objectives**

Broxtowe Borough Council is committed to ensuring that council tenants and their immediate families who have a disability can, as far as possible, continue to live safely and independently and carry out essential day to day activities.

This policy statement accords with two of the Councils' corporate priorities which are :

*"A good quality affordable home for all residents of Broxtowe".*

And

*"People in Broxtowe enjoy longer active and healthy lives".*

The policy objectives are to:

- Provide a high quality aids and adaptations service to enable disabled tenants and their immediate families to live safely and independently in their own home.
- Provide an efficient and cost effective adaptations service making best use of the council housing stock, and the budget available.
- Assist those in need of adaptations to make informed choices about their housing options, facilitating transfers to more appropriate accommodation where required.
- Raise awareness of the availability of the aids and adaptations service.
- Set out the approach of Broxtowe Borough Council to dealing effectively and consistently with request for aids and adaptations.
- Ensure that value for money is a key consideration in delivering new adaptations and retaining existing adaptations.
- Liaise with, and take advice from, professional advisors for example Occupational Therapists.

### **2.0 Legal Framework**

The Council has to operate within the framework created by various pieces of legislation. These include:

- Housing Act 1985
- Care Act 2014
- Equality Act 2010

- Chronically Sick and Disabled Persons Act 1970
- Housing Grants, Construction and Regeneration Act 1996

### **3.0 Who is considered under this policy?**

A person is regarded as disabled under the Equality Act 2010 if they have a physical or mental impairment that has a 'substantial' and 'long-term' negative effect on their ability to do normal daily activities.

'Substantial' is defined as more than minor or trivial, e.g. it takes much longer than it usually would to complete a daily task like getting dressed "Long-term' means 12 months or more, e.g. a breathing condition that develops as a result of a lung infection

The Council will normally only consider a request for aids and adaptations if the disabled person is the person(s) named in the tenancy, their dependent or a permanent member of the household.

Where applicants are on the transfer list then each request will be considered on its individual merits taking into account all medical information, current property and length of time on the list.

The Council will look at options in its housing stock that may be more appropriate in order to offer value for money and release under occupied properties.

Homeowners, leaseholders and private sector tenants are not included within the scope of this policy because they are eligible to apply for a Disabled Facilities Grant from the Council if they require financial assistance for disabled adaptations.

### **4.0 Definition of Aids and Adaptations**

For the purpose of this policy an aid or adaptation is defined as the provision of fixed equipment and/ or modification to the property or associated land when a need has been identified which enables tenants or other members of the household to continue to live independently and safely in their home.

#### **4.1. Minor Adaptations**

Minor adaptations involve small scale, usually non-structural, alterations or additions to a property.

Examples of this type of work include:

- Lever operated taps
- Hand rails
- Grab-rails
- Additional external lighting
- Flashing doorbells

- Over-bath showers (shower, curtain, tiling, no flooring)
- Minor internal alterations
- Minor kitchen or bathroom works

This list is not exhaustive and some of these works can be self-referrals but others will require an Occupational Therapist referral.

## **4.2. Major Adaptations**

Major adaptations involve larger schemes of works and often involve structural alterations. Types of major adaptations include:

- Installation of ramps or widening doorways
- Installation of improved lighting or adapting a room specifically to make it safer for a disabled person
- Improvements to access facilities such as a stair lift
- Improvements to the facilities such as replacing a bath with a level access shower

## **5.0 Identifying the Need for Adaptations**

Tenants of any age (or members of their household) can apply for an adaptation for themselves. However, there must be a proven need. The policy and procedure recognises the following referral routes:

### **5.1 Self-Referral**

For minor adaptations, e.g. handrails, stair rails, lever taps, etc., a tenant and/or their carer may make a request directly to the Council.

If it is considered that the scope of the works required is more complex and a full assessment of need is required, then the case will be referred to Nottinghamshire County Council Occupational Therapy service for a full assessment.

### **5.2 Hospital Referral**

Adaptation works recommended by a hospital Occupational Therapist, resulting from a full property assessment as part of discharge planning, will be considered by the Council.

### **5.3 Nottinghamshire County Council Occupational Therapy Referral**

This will be the principal referral route for all major adaptations. The Occupational Therapy service will assess the requirements and needs of the tenant, using the recognised Adult Social Care and Health eligibility criteria and associated Policy and Procedural Guidance. The Council will then consider the referral.

### **5.4 Disability Specific Key Workers**

Where the Council receives a request directly through an organisation representing a person with a specific disability / sensory impairment to supply and

fit specialist equipment, the Council will decide if the works can proceed in accordance with the provisions of this policy. Such organisations include the Deaf and Visual Impairment Team from Nottinghamshire County Council.

The Council will reserve the right in some cases to refer the request directly to an appropriate agency for further assessment.

## **6.0 Prioritising Adaptations**

All works will be carried out in chronological order from the date the referral is received unless the relevant Occupational Therapy Team Manager specifically requests a case be prioritised.

## **7.0 Approval of work**

In all cases the Council will consider the following before approving a scheme based on the Occupational Therapist's advice:

- Are the adaptation works reasonable and practicable, having regard to the age and character of the property?
- The likely medical prognosis and the long-term usability of the proposed adaptation(s)
- The needs of the tenant, and any personal factors that the tenant puts forward as demonstrating a need to remain in their existing accommodation
- The availability of the tenant's existing support network and carers
- The cost of the adaptations necessary to the current property
- Any under-occupation of the present accommodation
- Property type and demand
- The likely availability of more appropriate alternative accommodation

Approval of major adaptations will be made on the condition that:

- An Occupational Therapist completes an Assessment of Need which outlines clear recommendations that the work is necessary to sustain independent living;
- An assessment is carried out with the tenant to check whether a move to a more suitable property may resolve the need for adaptations and present a better long-term solution to their circumstances; and the proposed works comply with all Planning Permission and Building Regulation requirements.
- If major adaptation works are not reasonable or practicable to a tenant's home, the Council will work closely with the tenant and other agencies to find a more suitable property to ensure the best use of the housing stock.

## **8.0 Timescales for Works**

All works are dealt with on a referral date order basis. However, if the Occupational Therapist assesses the priority need as urgent, this assessment will influence the priority given to the works.

The Council will acknowledge to the tenant the receipt of the referral, and the details of the works requested within 5 working days of receipt of the referral. In addition, the tenant will be given an indication of the timescale in which it is anticipated the works will start and be completed, the name of the contractor and contact telephone numbers for the contractors and Aids and Adaptations Officer.

Target times for completion of works will vary according to the type of adaptation required. The Council aims to carry out specific types of adaptations following receipt of a referral within the following timescales:

- Minor adaptations: 3 weeks
- Major adaptations , not requiring architect or planning permission: 12 weeks
- Extensive adaptations such as extensions: 26 weeks (following planning approval and successful tender of contract)

The Council will endeavor to ensure that procedures do not add unnecessary delays during consideration of a referral for aids and adaptations. In addition, the undertaking of works is subject to the availability of funding.

Where it is anticipated that the works may exceed a total cost £30,000 (exclusive of VAT) the process may have to be extended in order to seek relevant approval of extra funding.

## **9.0 Funding**

The Council will usually fund works up to the value of £30,000. If the works required exceed this amount, the case will be referred for a decision on allocation of extra funding to the Head of Housing, in consultation with the Director of Housing, Leisure and Property Services, and Chair of the Housing Committee.

## **10.0 Servicing and Maintenance of Equipment**

The Council will meet the costs of all routine repairs and maintenance to any equipment it supplies through this policy.

If equipment is willfully damaged by the tenant, members of their household or anyone else visiting the property, the Council will recharge the tenant for any repairs required.

The Council will maintain an up to date record of all major adaptations installed. A programme will be in place to undertake annual servicing and maintenance of stair lifts and lifting equipment.

## **11.0 Works which will not be funded**

The Council will not adapt a property when:

- A tenancy does not exist
- The tenant is seeking to move or transfer on the grounds the property is not suitable for their needs or they wish to move to another area of the borough.

The Council will not fund non-fixed equipment, including:

- Powered bath-hoists
- Commode chairs
- Specialist toilet seats
- Specialist furniture
- Induction loops

## **12.0 Installation of aids and adaptations by tenants**

A tenant wishing to undertake an adaptation at their own expense is required to make a written request to the Council via their Housing Officer stating what adaptation they wish to carry out. Any adaptation to the property will need written consent from the Council before the work is carried out.

If, following approval, a tenant installs their own aids or adaptations these will not be maintained by the Council. The tenant will be advised of their responsibilities for any servicing or repairs which may be required.

At the end of the tenancy the tenant may be required to remove any approved aid or adaptation they have fitted and make good the property. Alternatively, if the Council agrees to take responsibility for the alterations the tenant will be required to relinquish ownership at no expense to the Council. If the Council agrees future responsibility of an adaptation this will be stated in the conditions should permission be granted to the tenant to undertake the adaptation.

## **13.0 Alternative solutions**

If it is considered by the Council that a tenant's needs would be best met through a move to a more suitable property, a priority transfer within the Council's stock will be sought. Alternatively a priority move to another Registered Social Landlord's property could also be negotiated.

Where a decision is made that a tenant's needs can be best met through a move to a more suitable property, the Aids and Adaptations Officer will inform the Allocations Team of a tenant's housing needs and will provide details to support an urgent housing priority award in accordance with the Allocations Policy.

Examples of cases where it will generally be considered not reasonable or practicable for major adaptation works to be undertaken include:



- In a family dwelling (general needs) where under or over occupation exists.
- Where there is a requirement to provide an additional bedroom or living room and suitable alternative accommodation exists within the near locality.
- Where a level access shower is required in properties at first floor or above, where there is no lift, or in bathrooms of family sized accommodation, which are under occupied.
- Where access ramps would adversely affect the amenity of the area.
- Where the works would significantly affect the Council's ability to let the property in the future and there is suitable alternative accommodation.
- To provide access ramps or major adaptations for tenants with a terminal condition when safe and temporary, but effective, solutions can be undertaken quickly.
- Where the Council is seeking possession of a property because of a breach of tenancy conditions, or where a Right to Buy application has been made.
- To communal / joint access paths and steps
- The practicalities of carrying out adaptations to properties with narrow doors and stairways and passages which might make wheelchair use in and around the dwelling difficult, or with limited access e.g. steep flights of steps making access for wheelchair use difficult and therefore make continued occupation of the dwelling open to question.
- Where there are competing needs of different members of the family which cannot be met in that particular home

The above list is not exhaustive and individual circumstances will be taken into account. Factors affecting the decision on whether it is reasonable or practicable to undertake works include:

- If a tenancy does not exist
- If the tenant is seeking to move or transfer on the grounds the property is not suitable for their needs or they wish to move to another area of the borough
- The extent to which the property is capable of being adapted.
- The cost of the work.
- The availability of suitable alternative accommodation.
- The degree of occupation in the premises.
- The extent to which the tenant is complying with the tenancy agreement.

#### **14.0 Removal of adaptations**

Any adaptation funded or part funded by the Council will remain in the property and should not be removed by the tenant or anyone acting on their behalf without the agreement of the Council.

Where adaptations have been carried out to a property designated for elderly or disabled people, these will not normally be reversed e.g. where a bath has been replaced with a level access shower.

Where General Needs accommodation has been adapted, the Council will seek to find a suitable applicant using the Council's approved Allocations Policy, who will benefit from such adaptations.

### **15.0 Transfers after adaptations have been carried out**

Following a major adaptation, the Council would normally expect the tenant to remain in the property for a minimum of five years. However, there may be exceptions where the individual's needs have changed and the Occupational Therapist and the Council agree a move is necessary e.g. if the family size changes or there is a need to move into supported housing. Then, if the new home requires any adaptations, the Council and the Occupational Therapist will assess any appropriate adaptations and these will be considered in accordance with this policy.

### **16.0 Letting adapted properties**

The Council recognises that the void time is a key stage in the successful delivery of the adaptations process. In order to ensure properties are allocated to make efficient and effective use of the housing stock and reduce costs in delivering adaptations, it is important that key issues have been considered prior to re-let.

The Council will identify details of any major adaptations for all properties that become vacant and will allocate properties to make the most appropriate use of any existing adaptation.

Significantly adapted properties e.g. properties with internal lifts, wet rooms or low-level kitchens fitted may be allocated as a Direct Let to the most appropriate applicant whose needs can best be met by allocating the property to them. Properties allocated in this way will be advertised as a Direct Let and other applicants will not be able to bid for the property.

Where a relocation may be possible the Council will support the tenant with the cost of moving. This amount offered will depend upon individual circumstances up to a maximum of £1,000. This funding will be provided from the aids and adaptations budget. The Council may consider additional costs in exceptional circumstances.

Where a new tenant who is not disabled accepts an offer to move into an adapted property, adaptations such as level access showers will not usually be removed.

### **17.0 Recycling adaptations**

Where possible, adaptations will be "recycled" on re-letting a property by allocating the adapted property to a person needing the adaptation.

If this is not possible, the Council has in place a process to consider removing adaptations from locations where they are no longer required.

Examples of equipment that may be removed and recycled include:

- Stair lifts
- Hoists
- Through floor lifts

Structural adaptations that have been carried out to a property, e.g., door ramps, level access showers and widened doors will not be removed. If a new tenant accepts a property that has been adapted, they must accept that the adaptations remain in situ. All adaptations of this nature will be classed as an attribute to the property and treated as such.

### **18.0 Tenant liaison**

With respect to tenant liaison, the Council will aim to implement the following in respect of this policy:

- To arrange suitable appointments for contractors to gain entry and proceed with the works
- To notify the tenant that they may be considered for a transfer to a more suitable property which would better meet their needs
- In cases where a tenant's request for an adaptation is turned down the Council will put the decision in writing and ensure that the tenant understands their right to appeal and the appeal process. Section 21 of this policy refers.
- To publicise the Adaptations Service to all tenants through newsletters and at local area offices. This includes information packs for all tenants using or planning to use the service
- To consult with and notify all tenants at key stages throughout the adaptation process
- To acknowledge to the tenant receipt of the Occupational Therapist's recommendations
- To notify the tenant and the Occupational Therapist of whether or not the Council will undertake to fund and provide the adaptation
- To advise the tenant as to the extent of the work to be undertaken through use of sketches, diagrams and/or photographs of similar adaptations
- To advise the tenant of the timescale for the work and update them if this changes
- To notify the tenant of which contractor has been instructed to do the work
- To ensure the tenant is satisfied with the works

### **19.0 Performance and Budget Monitoring and Review**

The Aids and Adaptations budget is managed within the Chief Executive's Directorate reporting to and guided by the Head of Housing.

The following information will be recorded by the Aids and Adaptations Officer:

- Number of adaptations installed, on the basis of minor and major
- Number and type of adaptations rejected and reasons

- Percentage of adaptations completed within target (minor and major adaptations, including extensive works - that is work that may require Planning and/or Building Control consent)

Details of spend and budget commitment will be reported to the Head of Housing by the Senior Private Sector Housing Officer. Any request for budget increases will be made by the Head of Housing to the appropriate committee.

The Council will aim that year on year, adequate resources are provided to meet the adaptation needs of its tenants and to make the best use of any adapted properties that become vacant.

## **20.0 Service Standards**

The following standards have been set for the Council's Housing Aids and Adaptation Service:

- The intended recipient of an adaptation will receive an acknowledgement from the Council within 5 working days of receipt of the referral.
- Completion of all adaptation works within the following specified timescales:  
Minor adaptations – within 3 weeks of receipt of referral  
Major adaptations – within 12 weeks of receipt of referral  
Extensive adaptations – within 26 weeks of appropriate approvals being obtained

## **21.0 Appeals**

If a tenant wishes to appeal against any decision taken regarding their requested adaptation they should:

- Write to or email the Head of Housing at Broxtowe Borough Council, Foster Avenue, Beeston, Nottingham NG9 1AB [hpls@broxtowe.gov.uk](mailto:hpls@broxtowe.gov.uk) requesting an appeal on the decision and include any supporting documents or information.
- The Head of Housing will acknowledge the request within 5 working days from receipt of the appeal letter or email.
- The Head of Housing will consider the appeal and consult with any relevant health care professional or other relevant organisations.
- The Head of Housing will inform the tenant of their decision within 20 working days of the appeal being lodged.
- Should a tenant remain dissatisfied, they can access the Council's Corporate Complaints Policy at [www.broxtowe.gov.uk](http://www.broxtowe.gov.uk)

## **22.0 Procedures**

Detailed procedures on the implementation of this policy will be produced and agreed between the Head of Housing and the Head of Public Protection.

### **23.0 Complaints, Comments and Compliments**

The Aids and Adaptation Policy will aim to bring consistency to the management of adaptations within Council properties. However, if a tenant feels they have cause to complain, procedures are in place to put things right as quickly as possible.

- If a tenant wishes to register a complaint they are encouraged, in the first instance, to contact the Aids and Adaptations Officer directly. The Aids and Adaptations Officer will attempt to resolve the situation informally.
- If the tenant remains dissatisfied they can register their complaint through the Council's Corporate Complaints Procedure. This is available at [www.broxtowe.gov.uk](http://www.broxtowe.gov.uk)
- The Council will send a customer satisfaction survey to all of the tenants that have accessed the adaptations service.
- All comments and compliments will be noted and acknowledged as appropriate.

### **24.0 Review of the policy**

Broxtowe Borough Council will review its policy regularly in light of changes to legislation, regulatory guidance, best practice and customer feedback.

The Council will review this policy to ensure that it continues to reflect principles of best practice. The next scheduled review is due April 2020 and every four years thereafter.

Any major amendment to this policy will be brought to the Housing Committee for approval. Minor amendments will be undertaken by the Head of Public Protection in consultation with the Chair of Housing Committee.

**Equality Impact Assessment****APPENDIX 2**

The Equality Act 2010 replaces the previous anti-discrimination laws with a single Act. It simplifies the law, removing inconsistencies and making it easier for people to understand and comply with it. It also strengthens the law in important ways, to help tackle discrimination and equality. The majority of the Act came into force on 1 October 2010.

Public bodies are required in it to have due regard to the need to:

- eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited under the Act
- advance equality of opportunity between people who share a protected characteristic and people who do not share it, and
- foster good relations between people who share a protected characteristic and people who do not share it.

The public sector Equality Duty came into force on 5 April 2011. The duty ensures that all public bodies play their part in making society fairer by tackling discrimination and providing equality of opportunity for all. It ensures that public bodies consider the needs of all individuals in their day to day work – in shaping policy, delivering services and in relation to their own employees.

The Equality Duty encourages public bodies to understand how different people will be affected by their activities so that policies and services are appropriate and accessible to all and meet different people's needs. By understanding the effect of their activities on different people, and how inclusive public services can support and open up people's opportunities, public bodies are better placed to deliver policies and services that are efficient and effective.

The new equality duty replaces the three previous public sector equality duties, for race, disability and gender. The new equality duty covers the following protected characteristics:

- age
- disability
- gender reassignment
- pregnancy and maternity
- race – this includes ethnic or national origins, colour or nationality
- religion or belief – including lack of belief
- sex
- sexual orientation.

It also applies to marriage and civil partnership, but only in respect of the requirement to have due regard to the need to eliminate discrimination.

Having due regard means consciously thinking about the three aims of the equality duty as part of the process of decision-making. This means that consideration of equality issues must influence the decisions reached by public bodies, including how they act as employers, how they develop, evaluate and review policies, how they

design, deliver and evaluate services, and how they commission and procure from others.

Having due regard to the need to advance equality of opportunity involves considering the need to:

- remove or minimise disadvantages suffered by people due to their protected characteristics
- meet the needs of people with protected characteristics, and
- encourage people with protected characteristics to participate in public life or in other activities where their participation is low.

Fostering good relations involves tackling prejudice and promoting understanding between people who share a protected characteristic and others.

Complying with the equality duty may involve treating some people better than others, as far as this is allowed by discrimination law. For example, it may involve making use of an exception or the positive action provisions in order to provide a service in a way which is appropriate for people who share a protected characteristic.

The Equality Duty also explicitly recognises that disabled people's needs may be different from those of non-disabled people. Public bodies should therefore take account of disabled people's impairments when making decisions about policies or services. This might mean making reasonable adjustments or treating disabled people better than non-disabled people in order to meet their needs.

There is no explicit requirement to refer to the Equality Duty in recording the process of consideration but it is good practice to do so. Keeping a record of how decisions were reached will help public bodies demonstrate that they considered the aims of the Equality Duty. Keeping a record of how decisions were reached will help public bodies show how they considered the Equality Duty. Producing an Equality Impact Assessment after a decision has been reached will not achieve compliance with the Equality Duty.

It is recommended that assessments are carried out in respect of new or revised policies and that a copy of the assessment is included as an appendix to the report provided to the decision makers at the relevant Cabinet, Committee or Scrutiny meeting.

Where it is clear from initial consideration that a policy will not have any effect on equality for any of the protected characteristics, no further analysis or action is necessary.

Public bodies should take a proportionate approach when complying with the Equality Duty. In practice, this means giving greater consideration to the Equality Duty where a policy or function has the potential to have a discriminatory effect or impact on equality of opportunity, and less consideration where the potential effect on equality is slight. The Equality Duty requires public bodies to think about people's different needs and how these can be met.

### EQUALITY IMPACT ASSESSMENT (EIA)

Directorate:	Chief Executive's	Lead officer responsible for EIA	David Gell
Name of the policy or function to be assessed:		Aids and Adaptations Policy	
Names of the officers undertaking the assessment:		David Gell	
Is this a new or an existing policy or function?		Review of existing function	
<b>1. What are the aims and objectives of the policy or function?</b> This policy sets out the Council's approach to undertaking disabled adaptations to council dwellings. This will be key in meeting two of the Council's Strategic Priorities: <ul style="list-style-type: none"><li>• A good quality affordable home for all residents of Broxtowe.</li><li>• People in Broxtowe enjoy longer active and healthy lives.</li></ul>			
<b>2. What outcomes do you want to achieve from the policy or function?</b> <ul style="list-style-type: none"><li>• The adaptation of the homes of disabled people to enable them to remain in, and have access to all facilities in, their own homes.</li><li>• Consistent approach to implementation.</li></ul>			
<b>3. Who is intended to benefit from the policy or function?</b> Council tenants with disabilities who require adaptations to their homes to enable them to access and use the rooms and facilities. A large proportion of applicants are older people but the adaptations are available in respect of any disabled person in the household, including children. The families and carers of disabled people will also benefit from such works in terms of a reduced dependence on them by the disabled person as well as more accessible facilities. There will also be a benefit to the health and social care services due to the reduced demand on these services as a result of adaptation works being undertaken.			
<b>4. Who are the main stakeholders in relation to the policy or function?</b> Tenants of Broxtowe Borough Council, particularly those with a disability Families of disabled tenants Nottinghamshire County Council Local building contractors			
<b>5. What baseline quantitative data do you have about the policy or function relating to the different equality strands?</b> It is estimated that some 42% of people over the age of 65 in England have a disability ( <i>Foundations: Disabled Facilities Grants before and after the Better Care Fund</i> ). The prevalence of disability rises with age. Around 6% of children are disabled, compared to 16% of working age adults and 45% of adults over State Pension age (Family Resources Survey 2010/11). 48.5 % of social rented households have a reference person with long term illness or			



disability compared with 26.8% in the owner occupied sector and 21.9% in the private rented sector (Dept of Communities and Local Government "Guide to available disability data" March 2015)

Limiting long standing illness prevalence amongst those from white ethnic groups is almost double the prevalence amongst those from non-white ethnic groups (20% compared with 11%) (Office for National Statistics Statistical Bulletin "Adult Health in Great Britain 2012")

**6. What baseline qualitative data do you have about the policy or function relating to the different equality strands?**

Clearly, the policy is going to impact greatly (in a positive way) on the elderly and disabled. There is no qualitative data about installing aids and adaptations in the homes of people in any of the other equality strands.

**7. What has stakeholder consultation, if carried out, revealed about the nature of the impact?**

Stakeholder consultation has not been undertaken

**8. From the evidence available does the policy or function affect or have the potential to affect different equality groups in different ways? In assessing whether the policy or function adversely affects any particular group or presents an opportunity for promoting equality, consider the questions below in relation to each equality group:**

- **Does the policy or function target or exclude a specific equality group or community? Does it affect some equality groups or communities differently? If yes, can this be justified?**

The policy targets disabled people. As a direct consequence of this, elderly people tend to benefit directly more than other equality groups, simply because of the higher percentage of disability among elderly people. Since the prime objective of the Aids and Adaptations Policy is to assist disabled people, this is entirely justified.

- **Is the policy or function likely to be equally accessed by all equality groups or communities? If no, can this be justified?**

Clearly, by the very nature of the work involved, only disabled people can apply. However, if someone is disabled, it is immaterial if they are part of any other equality group or community.

- **Are there barriers that might make access difficult or stop different equality groups or communities accessing the policy or function?**

No


- **Could the policy or function promote or contribute to equality and good relations between different groups? If so, how?**

The policy will assist disabled people to live in their homes, to be more independent, and/or avoid the need for residential care.

- **What further evidence is needed to understand the impact on equality?**

None

**9. On the basis of the analysis above what actions, if any, will you need to**

<b>take in respect of each of the equality strands?</b>
<b>Age:</b> No further action required
<b>Disability:</b> No further action required
<b>Gender:</b> No further action required
<b>Gender Reassignment:</b> No further action required
<b>Marriage and Civil Partnership:</b> No further action required
<b>Pregnancy and Maternity:</b> No further action required
<b>Race:</b> No further action required
<b>Religion and Belief:</b> No further action required
<b>Sexual Orientation:</b> No further action required
<p><b>Head of Service:</b>  I am satisfied with the results of this EIA. I undertake to review and monitor progress against the actions proposed in response to this impact assessment.</p> <p><b>Signature of Head of Service:</b> </p> <p><b>Date:</b> 24/2/17</p>

## Report of the Chief Executive

**NOTTINGHAM CITY COUNCIL CONSULTATION ON SELECTIVE LICENSING**1. Purpose of report

To advise members of a consultation received from Nottingham City Council on a proposal to introduce a scheme of selective licensing of all private rented dwellings (excluding houses in multiple occupation) in the city.

2. Detail

Nottingham City Council is proposing a scheme of selective licensing for the city's private rented sector dwellings. This means that if accepted, it will be necessary for every private rented sector dwelling (excluding houses in multiple occupation as these are the subject of an existing licensing scheme) to have a licence. Selective licensing schemes must be seen as part of a wider strategic approach to tackling problems which may exist around the private rented sector. The legislation allows local authorities to introduce selective licensing schemes where an area is experiencing any of the following: (i) low housing demand (or is likely to become such an area); (ii) significant and persistent problem caused by anti-social behaviour; (iii) poor property conditions; (iv) high levels of migration; (v) high level of deprivation; (vi) high levels of crime.

In considering whether to designate an area for selective licensing on the grounds above on property conditions, migration, deprivation or crime, the local housing authority may only make a designation if the area has a high proportion of property in the private rented sector.

If a local authority intends to designate more than 20% of its area or more than 20% of its privately rented properties as part of a selective licensing scheme, the Secretary of State's approval is required after the consultation exercise.

Nottingham City Council considers that there are grounds for a selective licensing scheme based on anti-social behaviour, poor property conditions, deprivation and crime. The proposed selective licensing area covers the whole of the city.

A copy of the consultation document in respect of Nottingham City's scheme is attached at appendix 1. Additional relevant information is given in appendix 2. The consultation ends on 31 March 2017.

As a neighbouring authority, Nottingham City Council has formally consulted with Broxtowe Borough Council and Members are asked if they wish to respond to the consultation.

**Recommendation**

**The Committee is asked to consider the report and RESOLVE accordingly.**

Background papers

Nil





# 1. Summary

This consultation is designed to inform citizens and stakeholders about the Council's proposal to introduce a scheme of selective licensing for privately rented homes in the City. The Scheme is proposed to run for five years but could be renewed at the end of that period. The full background to the decision to pursue a scheme is given in the report which was considered by the Council's Executive Board on 22 November 2016.

The Executive Board Report dated 22 November 2016, (which can be found on the Council's website <http://committee.nottinghamcity.gov.uk>) summarises the information which councillors considered at that meeting, namely:

- 🏠 Why the Council believes the scheme is necessary
- 🏠 The ways in which the scheme will fit with the Council's overall approach to housing
- 🏠 How the scheme will help the Council achieve its objectives
- 🏠 The evidence to show that the scheme is needed (using the conditions laid down by the legislation)
- 🏠 How the scheme will operate, and how much it will cost
- 🏠 The outcomes sought from the scheme

TO LET

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## 2. What is Selective Licensing?

The Housing Act 2004 requires local housing authorities to license houses in multiple occupation (HMOs) if they are over 3 storeys and accommodate more than five people who form two or more households. This is called **mandatory licensing**. The Act also gives authorities the power to introduce licensing schemes for other HMOs if certain conditions are met. This is called **additional licensing**, and the Council has been operating a scheme of additional licensing since January 2014. The other form of licensing within the Act is called **selective licensing**. This enables authorities to license all other privately rented houses if certain conditions are met (these are considered in more detail below). By requiring landlords to apply for a licence to rent out their homes, the Council is able to ensure that the landlord is a “fit and proper person” and, through compliance with the conditions set out in the licence, is providing safe, well managed accommodation.

It is now the law that any proposed scheme exceeding either 20% of the area’s private rented sector or 20% of its geographical area must be confirmed by the Secretary of State for Communities and Local Government. The scheme which the Council is proposing exceeds both criteria and will require Secretary of State approval.



## 3. Why does the Council think licensing is necessary?

The City’s private rented sector (PRS) has expanded significantly in recent years. Between the 2001 census and the 2011 census, the proportion of households living in privately rented homes increased by 12%. Since 2011 the sector has increased in size even more. The Building Research Establishment (BRE) carried out a wide-ranging stock survey for the Council in the summer of 2016 and found that the City’s private rented sector comprised 43,000 properties.

The increase in the PRS shows how important the sector is as a source of accommodation for Nottingham citizens. People live in the PRS for a number of reasons: because they can’t afford to buy a home; they can’t access social housing; the relative flexibility and easy accessibility of the PRS suits their lifestyle or the stage in their career; they don’t want the responsibility and financial commitment of home ownership. Whatever the reason for living in the sector, the Council believes that tenants should experience a good quality home. This is clearly shown in the Council Plan 2015-19. Enormous progress has been made in improving the social housing stock in the city via the decent homes programme and its management has also greatly improved. The Council believes that tenants living in the PRS deserve to see such improvements.

At the moment it seems that the quality of management and maintenance in the City’s PRS is very inconsistent, and sometimes poor. Between April 2013 and December 2016 the Council received over 4500 complaints relating to private sector homes.

As well as using all the powers it has under the legislation to tackle poor housing conditions and poor management the Council has tried a number of other initiatives in order to drive up standards in the PRS, most

notably landlord accreditation through two major partners, Unipol and Decent and Safe Homes (DASH). Both schemes are voluntary however, and even though many good landlords have joined the schemes (together known as the “Nottingham Standard”), it remains a relatively small proportion of the sector. The Council therefore believes that much more is needed in order to get landlords to comply with their responsibilities. A scheme of selective licensing will, it is believed, enable the Council to ensure that landlords are proactive in making sure that their properties meet certain standards.

## 4. How does selective licensing fit with the Council’s overall approach to Housing in Nottingham?

The ‘Council Plan’ states that it wants all Nottingham citizens to be able to access a good quality home, and sets out its key objectives for achieving this. Amongst these is a proposal to introduce a citywide licensing scheme for the private rented sector. The proposal for a scheme of selective licensing therefore forms part of a much wider ambition to deliver good quality housing in the City.

The Council believes that regardless of whether you own, are buying or renting your home that it should be safe, warm, and meet modern standards. Although there is a focus on private rented sector within the Council Plan, the plan also seeks to increase the supply of new homes and ensure that consistent standards of management and repair are maintained by housing associations. Put together, these priorities form a multi-tenure approach to housing based on achieving good quality across the city’s stock.

The Council recognises the importance of the PRS within the housing market. It seeks to make use of the sector as a positive housing option for people who are homeless or threatened with homelessness. It fulfils a gap in the market in parts of the City where there is little or no social housing, but where people want to live for reasons such as their support networks. The PRS houses many people on low incomes who are dependent on housing benefit via the Council to support their housing costs. It is quite clear, therefore, that the Council needs a well-managed and well maintained PRS stock in order to meet some of its housing objectives and to be part of an overall, well-balanced housing market.




Selective licensing fits with this approach. If we genuinely support the sector and want to ensure that citizens can have a better guarantee of standards within the PRS we need a way of achieving that. The existing powers, schemes and initiatives aimed at tackling poor housing and raising standards have not been sufficient in delivering the PRS we want to see. A licensing scheme, which sets out a clear set of conditions and expectations will, it is believed, bring a step-change in the way in which the City’s PRS is managed and tackle the significant problems which our evidence shows currently exist within the sector.

Selective licensing is not, however, a stand-alone scheme. It works alongside the other powers available to the Council and the other initiatives the Council has supported to improve the PRS, such as landlord accreditation. If selective licensing is introduced it is proposed that there will be a significant discount in the licence fee for accredited landlords.




## 5. How will the scheme help the Council achieve its objectives?

The proposed selective licensing scheme is above all aimed at improving standards within the PRS as part of an overall objective to bring a higher quality of housing across all tenures. However, the Council believes that its positive impact will be seen beyond just housing and will help to achieve a number of wider objectives, such as:

-  **Health and wellbeing:** it is well known that poor housing can contribute to ill health, and that improving housing conditions, e.g. tackling damp and cold can improve health. Poor housing can also contribute to, or exacerbate mental health problems. The Council and its partners in housing organisations and the health services are working together to achieve housing objectives which lead to a healthier and happier community. Selective licensing will be a significant part of this.
-  **Crime and antisocial behaviour:** It is one of the Council's highest priorities to reduce crime and antisocial behaviour (ASB). The evidence we have compiled to support the case for selective licensing shows that there is a strong correlation, or relationship, between the PRS and crime and ASB. Licensing brings a greater responsibility for landlords to manage their properties better, including the behaviour of their tenants, and in this way is seen as a significant tool in tackling crime and ASB.
-  **Educational attainment:** The Council wants to improve the attainment of children attending city schools. Better housing – a safe, warm and comfortable environment in which to study - can help. Many children are now living in PRS







homes, and we want to ensure that the housing they live in is helping them to thrive and do well at school.

-  **Economic success of the City:** The Council and its partners are ambitious for Nottingham to be a growing city economically, providing high quality jobs in thriving industries and businesses. To do this it needs a good quality housing stock which can attract and accommodate workers, particularly younger, aspirational people at the beginning of their “housing career” who are not ready to buy. A higher standard PRS with a better reputation for good quality housing will help this ambition, and a selective licensing scheme will help to achieve this.

## 6. What evidence is there to support the proposal?

The law sets out a range of conditions to be met before a Council may implement a selective licensing scheme. Whilst Councils do not need to meet every condition, strong evidence must be shown to support the condition(s) which are being relied upon.

In simple terms the law says that a selective licensing scheme or “designation” may be made if the area to which it relates satisfies one or more of the following conditions. The area is one experiencing:

-  Low housing demand (or is likely to become such an area);
-  A significant and persistent problem caused by anti-social behaviour;
-  Poor property conditions;
-  High levels of migration;
-  High level of deprivation;
-  High levels of crime.



In considering whether to designate an area for selective licensing on the grounds of property conditions, migration, deprivation and crime the local housing authority may only make a designation if the area also has a high proportion of property in the private rented sector. It is for each Council to determine what constitutes "a high proportion of properties in the PRS". Nottingham City Council selected all areas in Nottingham with a PRS level higher than the national average of 19% as a starting point and adjusted this to remove multi person households (which would not be covered by selective licensing) to arrive at a figure of 16.3%.

The Council considers that there are grounds for a selective licensing scheme based on the antisocial behaviour, poor property conditions, deprivation and crime conditions.

The evidence collected by the Council using a number of sources such as complaints records, Police data, the Indices of Multiple Deprivation (IMD)<sup>1</sup> and a comprehensive stock condition survey carried out by the Building Research Establishment can be summarised thus:

- 🏠 In line with national trends, rates of Crime and ASB have been reducing in the City. However, overall, both Crime and ASB can still be seen as significant problems in Nottingham.
- 🏠 Research shows that crime and ASB rate is significantly higher in areas with a high proportion of private rented households (both including and excluding HMOs), and the rate in these areas was above the overall rate for the City.

## ASB

- 🏠 Nottingham has higher rates of incidents of ASB compared to the national average.
- 🏠 The rate of ASB calls (especially noise related) and rates of crime is higher in areas with a high proportion of PRS.

- 🏠 Combining the Police data on ASB with the Council's own data shows there is a positive correlation between the rates of all ASB and noise related ASB and areas with a high proportion of PRS.
- 🏠 The PRS accounts for a 10% variance in the rate of noise related ASB calls.
- 🏠 For every 2 reports of ASB received by the Council in areas with a low proportion of PRS, 3 are received in areas with a high proportion of PRS.
- 🏠 When compared to the owner occupied sector the rate increases to for every 3 reports in areas with a low proportion of PRS, 5 are received in areas where there is a high proportion of PRS.

## Poor property conditions

- 🏠 Areas with a high proportion of PRS are more than twice as likely to experience issues of disrepair and one and a half times more likely to experience excess cold
- 🏠 PRS properties are more likely to experience these issues as a result of tenure type and not tenure concentration
- 🏠 Two thirds of complaints to the Council are attributable to the PRS that are not HMOs
- 🏠 For every 3 reports made to the Council for areas with a high proportion of PRS, there would be 2 made in areas with a low proportion.

## Deprivation

- 🏠 Nottingham has high levels of deprivation. Out of the 182 City's lower super output areas (LSOAs), 61 are in the 10% most deprived in the country, and 110 are in the 20% most deprived. Overall, Nottingham is the 8th most deprived district in the country.

<sup>1</sup> The Indices of Multiple Deprivation is a set of data collected at national level showing the relative levels of deprivation in all local authority areas in England



- 🏠 Deprivation is measured by 7 distinct elements that make up the index of multiple Deprivation (IMD)
- 🏠 Areas with a high proportion of PRS have higher levels of Crime, Barriers to Housing, and Living Environment and have lower levels of Income, Employment and Education than areas with a lower proportion of PRS in an area
- 🏠 Areas with a high proportion of PRS have lower than average performance in at least one of the indices, and 87 of the 88 areas are in the lower half of the City's ranking in one or more of the types of deprivation.

## Crime

- 🏠 Areas with a high proportion of PRS have higher incidences of all types of crime compared to the City overall and to areas with a lower proportion of PRS.
- 🏠 Police data on crime shows that areas with a high proportion of PRS are almost twice as likely to experience crime as the rest of the city.
- 🏠 45% of areas where there is a high proportion are almost twice as likely to

experience a crime rate in excess of the City average, with five areas also exceeding the national average.

- 🏠 For every additional unit of PRS property the rate of crime is expected to increase by more than one and half times. A 15% difference in the crime rate can be attributed to the proportion of PRS in an area. The biggest variation of which is for violent crime.
- 🏠 Crime is also one of the elements that is a measure of Deprivation. Areas with a higher proportion of PRS have a worse overall performance for crime as an indication of deprivation, than those with a low proportion, with 58% being in the lower half of the City's rank.

The issues that exist in the PRS are often compounded, with areas with a high proportion of PRS often suffering from more than one problem. Overall the analysis undertaken shows there is a positive correlation between the proportion of PRS in an area and rates of both ASB and crime and levels of deprivation, with the majority of areas suffering from issues associated with all three of these criteria.



In addition to the data which was collected, the experiences of a number of stakeholders working in the City's neighbourhoods were sought. This included Police officers, Neighbourhood Development Officers, Nottingham City Homes Patch Managers, and Community Protection Officers.

Overall, the Council believes it has the evidence to support a scheme of selective licensing on a citywide basis. Whilst a few parts of the City do not meet the statutory criteria the vast majority of the Council's area does and to omit these areas from the proposal would create boundaries for the scheme which would be difficult to understand and undermine the completeness and objectives of the scheme. The Council may also legitimately take into account the likelihood of displacement, which is a poor landlord moving from one area which is covered by licensing to an area that is not. On this basis it is felt that a City-wide scheme is justifiable.



## 7. How the scheme will operate, and how much it will cost?

The Council has carefully considered the various models which it could adopt to operate a selective licensing scheme. It is proposed that if all necessary information is received with the application and there are no immediately obvious reasons to refuse the application that it will be granted. There will be compliance checks carried out once a licence has been granted in order to ensure that the properties that have been licensed fulfil all of the conditions of the licence. The proposed licence conditions are available as part of the Executive Board Report dated 22nd November 2016, Appendix 2ii. These can be found on the Council's website <http://committee.nottinghamcity.gov.uk>.

### Summary of the licensing process:

- 🏠 Receive application with **all** necessary information
- 🏠 Assess if the landlord is fit and proper, if so:
  - 🏠 Issue the licence with the standard conditions and necessary specific conditions tailored to the application. The licence conditions are the key to achieving improvements in property conditions and management that will be the major driver to achieve the scheme outcomes
- 🏠 Refuse licences or reduce the licence period if there are concerns about the proposed licence holder and/or manager not being fit and proper, or property conditions and management
- 🏠 Encourage and require landlords to adhere to the property conditions






-  Carry out compliance checks and hazards safety assessment
-  Advise and support landlords and tenants
-  Take enforcement action as appropriate
-  Work with partners and stakeholders to add value and benefit

The proposed standard licence fee is £600 per property with a discount of £140 for accredited landlords. Whilst the fee may change prior to any submission being made to the Secretary of State to approve the scheme, it is felt unlikely at this stage that it would be higher than that indicated and if there were to be any changes to the fee it is likely to be no more than 20% of the fee proposed. It should be noted that the licence fee can only be used for the administration of the scheme. The Council cannot earn income from a licensing scheme. Information on the proposed fee structure is available in the Executive Board Report dated 22nd November 2016, which can be found on the Council's website <http://committee.nottinghamcity.gov.uk>

## 8. What outcomes are sought?

In the Council's view, the following benefits are expected should the proposal proceed:

-  A further reduction in crime and antisocial behaviour
-  Higher standards of accommodation for all by driving up standards in the PRS and more tenants protected across the City
-  More citizens included in the prosperity of the city and a reduction in the high levels of deprivation in the City

## Licence conditions

To ensure the scheme meets the aims it is setting out to achieve, the Council is proposing indicative conditions that it will

consider applying under the proposed selective licensing scheme. The proposed licence conditions are available as part of the Executive Board Report dated 22nd November 2016, Appendix 2ii. These can be found on the Council's website <http://committee.nottinghamcity.gov.uk>

The Housing Act 2004 requires that every licence has certain mandatory conditions included. The Council also has the power to include other discretionary conditions to apply as appropriate. The proposed conditions have been developed to ensure improved housing standards and landlord competency, pro-active management, and to reduce anti-social behaviour. The conditions also include reference to other guidance and information, directing licence holders to relevant duties and obligations imposed by other relevant legislation. These conditions are however, subject to review.

## 9. How can you have your say on this consultation?

You can do this by completing a simple online questionnaire at:

[www.nottinghamcity.gov.uk/selectivelicensing](http://www.nottinghamcity.gov.uk/selectivelicensing)

Alternatively you can contact us in any of the following ways to request a printed copy of the questionnaire

[selective.licensing@nottinghamcity.gov.uk](mailto:selective.licensing@nottinghamcity.gov.uk)

**0115 876 2312**

You can return your completed questionnaire by email to the address shown above or by post. You won't need a stamp to reply.

Further details and a list of FAQs can be found on our webpage [www.nottinghamcity.gov.uk/qualityhousingforall](http://www.nottinghamcity.gov.uk/qualityhousingforall)

## 10. What happens next?

At the end of the consultation the Council effectively has three options:

- 🏠 **To do nothing and leave the situation as it is and not implement a scheme of selective licensing;**
- 🏠 **Amend the proposal after consideration of the consultation responses before seeking Secretary of State approval; or**
- 🏠 **If the proposal remains unamended by the consultation, proceed to seek Secretary of State approval for the scheme.**

If the scheme was amended to the extent that it was reduced to less than 20% of the city's PRS and 20% of the geographical area of the city a designation could be made without the Secretary of States approval on giving the necessary statutory notice.

After the consultation has closed the Council will consider all the information that has been gathered and a report will be prepared for the Council's Executive Board recommending one of the options given above.









**“ Have  
Your  
Say...”**

You can do this by completing the online questionnaire at **[nottinghamcity.gov.uk/selectivelicensing](https://nottinghamcity.gov.uk/selectivelicensing)**

For a printed copy of the survey or if you require any of this information in an alternative format e.g. large print, Braille etc, email **[selective.licensing@nottinghamcity.gov.uk](mailto:selective.licensing@nottinghamcity.gov.uk)** or call **0115 876 2312**.

## APPENDIX 2

Page 8 of the Nottingham City Council's Consultation Document states:

*"Overall, the Council believes it has the evidence to support a scheme of selective licensing on a city-wide basis. Whilst a few parts of the City do not meet the statutory criteria the vast majority of the Council's area does and to omit these areas from the proposal would create boundaries for the scheme which would be difficult to understand and undermine the completeness and objectives of the scheme. The Council may also legitimately take into account the likelihood of displacement, which is a poor landlord moving from one area which is covered by licensing to an area that is not. On this basis it is felt that a city-wide scheme is justifiable."*

On the basis of the above argument, it is quite logical to assume that the declaration of a city-wide scheme could result in a poor landlord moving into a neighbouring local authority area. Parts of Nottingham City form boundaries with Broxtowe and as such, the migration of poor landlords into the borough would be a possibility. It could also be argued that this would be the case even if the City Council were to limit their licensing to areas meeting the terms of the scheme. However, there are currently only four selective licensing schemes in the country which cover the whole of the borough in question (set up under the old criteria of low housing demand and anti-social behaviour) and there is no documented evidence that migration by bad landlords into the neighbouring boroughs has occurred. Also, contact with some of these boroughs has not identified a problem.

The statement that the City Council is using to justify the city-wide scheme (*"The Council may also legitimately take into account the likelihood of displacement, which is a poor landlord moving from one area which is covered by licensing to an area that is not."*) which appears in the Consultation Document, appears to have been taken slightly out of context. Department of Communities and Local Government Guidance "Selective licensing in the private rented sector - A guide for local authorities" states:

*"It is also important for local housing authorities to consider some of the possible effects of making a designation, and to include any risk assessment they may have carried out. For example, has there been an assessment of the likelihood of possible displacement of unprofessional landlords to other areas within the local authority's jurisdiction, or to neighbouring local authorities."*

The full Nottingham City report seems to fall short of providing a full risk assessment and merely states:

*"Another potential risk suggested by DCLG's guidance is the possible "displacement" of landlords who choose not to engage in the scheme. The City borders a number of districts which are part of the urban continuum of greater Nottingham, so this is a risk. There are already landlords that operate both in the City and in neighbouring Council areas. However, property values are generally much higher and the private rented sector much smaller in the neighbouring districts, which means the opportunities for poor landlords to sell up in Nottingham and move to these districts will be very limited. That said, the Council will ensure that it consults with the neighbouring district councils and listens to any concerns that they have."*



## Report of the Director of Housing, Leisure and Property Services

**HOUSEMARK ANNUAL REPORT**1. Purpose of report

To inform the Committee of the contents of Broxtowe Borough Council's annual housing benchmarking report from HouseMark.

2. Detail

HouseMark is the leading provider of benchmarking services in the housing sector. The Housing department use HouseMark as a source of good practice, to benchmark performance on a quarterly basis and to network and share ideas through performance club meetings.

The annual report provides a more detailed analysis than the quarterly benchmarking which compares performance only. In the annual report housing management, responsive repairs, void works, major works and cyclical maintenance are benchmarked for costs, operational performance and satisfaction.

The report compares Broxtowe Borough Council with 16 landlords with a similar stock size and profile. All of the landlords in our benchmarking peer group are stock retained councils.

The report provides 20 headline measures. Presented as quartiles, these provide a good indication of the Council's performance. Further detail is available in the full report and through the benchmarking online reporting tool. Data is provided to managers and is used to identify areas where improvements are needed and actions for inclusion in Service Area Action Plans.

The headline measures and a summary of the report are included in the appendix. The full Housemark report is circulated separately with the agenda.

3. Financial implications

None






**Recommendation**
















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

Background papers

Nil

## APPENDIX

	= Your performance result is in the upper quartile of the peer group (top 25%)
	= Your performance result is in the middle upper quartile of the peer group (between 25% & 50%)
	= Your performance result is equal to the median of the peer group
	= Your performance result is in the middle lower quartile of the peer group (between 50% & 75%)
	= Your performance result is in the lower quartile of the peer group (between 75% & 100%)

Headline measures	Your value	Quartile
<b>Costs headlines</b>		
Overheads as a % of direct revenue costs	28.2	
Total CPP of Housing Management	368.68	
Total CPP of Responsive Repairs & Void Works	539.43	
Total CPP of Major Works & Cyclical Maintenance	1,645.82	
<b>Operational performance headlines</b>		
Current tenant arrears as a percentage of rent due	1.39	
Rent arrears of former tenants as % rent due (excluding voids)	0.39	
Average re-let time in days (standard re-lets)	29.07	
Rent loss due to empty properties (voids) as % rent due	0.76	
Average number of calendar days taken to complete repairs	10.88	
Percentage of repairs completed at the first visit	95.00	
Percentage of dwellings that are non-decent at the end of the year	0.04	
Percentage of properties with a valid gas safety certificate	100.00	
Staff turnover in the year %	12.7	
Sickness absence average working days/shifts lost per employee	12.2	
<b>Satisfaction headlines</b>		
Satisfaction with the service provided (%)	88.7	
Satisfaction that views being listened to (%)	76.7	
Satisfaction with the repairs & maintenance service (%)	87.2	
Satisfaction with rent VFM (%)	88.8	
Satisfaction with quality of home (%)	89.6	
Satisfaction with neighbourhood (%)	86.0	

Broxtowe Borough Council is benchmarked against our peer group of 16 other stock retained councils:

Landlord name	Units managed GN	Units managed HfOP	Units managed GN & HfOP	Adjusted turnover	DLO	Number of standard units developed in the year
Broxtowe BC (2015/2016)	3,125	1,399	4,524	18,394,928	Y	NoData
Cannock Chase DC	5,010	124	5,134	20,357,376	Y	18
Central Bedfordshire Council	4,400	655	5,055	29,139,720	N	4
Charnwood BC	5,231	455	5,686	25,417,469	Y	NoData
Isle of Anglesey County Council	2,437	1,343	3,780	14,999,869	N	NoData
Kettering BC	3,308	413	3,721	17,621,986	Y	3
Mansfield DC	4,417	2,100	6,517	31,519,918	Y	NoData
Mid Suffolk DC	2,841	406	3,247	16,521,247	Y	NoData
North Kesteven DC	3,862	0	3,862	16,164,646	N	22
North Warwickshire BC	1,889	774	2,663	13,938,564	Y	2
North West Leicestershire DC	3,235	1,124	4,359	20,117,535	Y	NoData
Rugby BC	2,470	1,343	3,813	20,846,075	Y	NoData
South Cambridgeshire DC	4,182	1,065	5,247	30,592,440	N	4
South Derbyshire DC	2,005	968	2,973	13,745,978	Y	80
South Kesteven DC	5,026	1,066	6,092	29,102,716	Y	160
Vale of Glamorgan Council	3,530	327	3,857	18,156,497	Y	0
Warwick DC	4,083	1,368	5,451	27,735,099	N	15

## Costs

Of the 20 headline measures the Council have lower quartile performance for two measures. Both of these relate to cost: 'Overheads as a % of direct revenue costs' and 'Total cost per property of housing management.'

The Council's overheads are 28.2% compared to the peer group median of 19.82%. Whilst office premises and finance overheads are comparable with our peers, it is IT overheads (7.5% compared to a median of 4.8%) and central overheads (15.5% compared to a median of 9.8%) where our costs are significantly higher. Central overheads include the amount recharged to the Housing Revenue Account from other Council departments.

The total cost per property for housing management is £368.68 compared to the peer group median of £305.39. Housing management costs are divided into 5 areas costs per property. Broxtowe Borough Council is above the median in each of the areas:

Housing management area	Broxtowe Borough Council	Median of peer group
Resident involvement	£60.79	£31.37
Tenancy management	£96.11	£78.44
Anti-social behaviour	£47.52	£33.14
Lettings	£73.09	£53.85
Rent arrears and collection	£91.18	£82.67

The total cost per property of responsive repairs and void works is top quartile, £539.43 compared to the peer median of £743.75. Management costs for both responsive repairs and void works are similar to our peer group. It is the cost per repair where performance is better than our peers, in particular the cost per void

which is £1,356.35 compared to the peer group median of £2,187.97. The average number of responsive repairs per property is 3.17.

Although total costs per property of major works and cyclical maintenance is in the middle lower quartile at £1,645.82, it is close to the peer group median of £1,611.44.

### **Operational performance**

Of the ten operational performance headlines, 4 are top quartile, 2 are middle upper quartile and 2 are middle lower quartile. None of the operational performance headlines are in the lower quartile.

Both rent arrears performance headlines are shown as top quartile performance, although data integrity issues have been identified as part of the HouseMark validation process.

Average relet time is middle upper quartile and rent loss due to empty properties (voids) as a % rent due is top quartile. This shows that although our lettings costs are higher than our peer group average we achieve performance better than our peer group median.

The average number of calendar days taken to complete repairs is 10.88 days. This places the Council in the middle lower quartile. Further analysis shows that the repairs completed at the first visit is middle upper quartile, 95% compared to our peer group median of 92.9% and appointments kept as a percentage of appointments made is also middle upper quartile, 94.9% compared to our peer group median of 93%. Therefore, although repairs take longer to complete, we achieve better performance in other repairs indicators than our peers. Satisfaction with the repairs service was in the top quartile.

0.04% of the Council's stock was non-decent at the end of the year. Although a very small amount, this places us in the middle lower quartile as many other council's report 0%. 100% of properties have a valid gas safety certificate which is top quartile performance compared to the peer group median of 99.96%.

Both indicators regarding staff were in the middle lower quartile. Staff turnover was 12.7% compared to our peer group median of 9.6% and staff sickness was 12.16 days compared to our peer group median of 10.57 days. High staff sickness levels were identified prior to the HouseMark report being received as they are monitored through the Housing Top Ten performance indicators. The matter has been discussed at management meetings and actions are being taken to try and address the high levels of sickness.

### **Satisfaction**

It can be seen that when compared with our peer group five of the six satisfaction measures are top quartile. This information is taken from the 1536 responses to our STAR (Satisfaction of Tenants and Residents) survey. STAR is a sector wide methodology used to measure satisfaction in a comparable way and is robustly validated by HouseMark to ensure that criteria are adhered to. The high satisfaction

reported in our annual report confirms the high monthly satisfaction figure reported as part of the Top Ten performance indicators.

Tenant satisfaction:

Area	Broxtowe Borough Council	Median of peer group
Overall satisfaction	88.7%	84%
Views are listened to	76.7%	67%
Repairs	87.2%	79.3%
Rent provides value for money	88.8%	82%
Quality of home	89.6%	83.2%
Neighbourhood	86%	86.9%

**Report of the Director of Housing, Leisure and Property Services****PAY TO STAY****1. Purpose of report**

To consider the introduction of higher rents for high income social tenants also known as Pay to Stay.

**2. Background**

The Housing and Planning Act 2016 required local authority tenants with a higher income to pay a higher rent. A 'higher income' is defined as a household earning more than £31,000 per year. It was argued that high income families should not be paying social rents when they could afford to pay more. Higher rents would increase income and also, if families did not wish to remain and pay higher rents, would make properties available for those who need them most.

On 21 November 2016 the DCLG announced that the policy would no longer be mandatory for local authorities. This was confirmed in the Autumn Statement.

**3. Detail**

Any additional rental income gained through implementing Pay to Stay would be returned to the Secretary of State, minus any administrative costs. If implemented this would place a large administrative burden on the Council. All tenants would need to be contacted to declare their income. It is expected that many tenants would not supply this information for a variety of reasons, and that follow up letters, telephone calls and visits would be required. Information provided would then need to be verified with the HMRC.

Once the information has been supplied Officers would need to calculate a new rent payment, contact the tenant to inform them and update systems accordingly. It is not known how many tenants would be affected, as this information will only be available once every tenant has been contacted.

**4. Financial implications**

No additional income would be gained as any additional income would be returned to the Secretary of State.

**Recommendation**

**The Committee is asked to RESOLVE that Pay to Stay is not implemented.**

**Background papers**

Nil

## Report of the Director of Legal and Planning Services

**WORK PROGRAMME**1. Purpose of report

To consider items for inclusion in the Work Programme for future meetings.

2. Background

Items which have already been suggested for inclusion in the Work Programme of future meetings are given below. Members are asked to consider any additional items that they may wish to see in the Programme.

3. Work Programme

7 June 2017	Fixed Term Tenancy Policy
	Social Lettings
	Superfast Broadband into Retirement Living
	Housemark Update
	30 Year Business Plan

4. Dates of future meetings

The following date for future meetings have been agreed:

- 7 June
- 20 September
- 1 November

(All meetings to start at 7.00 pm)

**Recommendation**

**The Committee is asked to consider the Work Programme and RESOLVE accordingly.**

Background papers

Nil





# HouseMark Core Benchmarking Report 2015/16

Broxtowe BC

March 2017

HouseMark 



NATIONAL  
HOUSING  
FEDERATION



pfi



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# 1. Introduction

## 1.1. Operational context

Housing continues to feature highly on the political agenda. The government is focused on increasing new housing supply and promoting home ownership. Limited funding is available for new affordable rented housing with the majority of government funding for affordable homes being directed at home ownership schemes. Achieving government housing targets alongside its home ownership aspirations may prove increasingly challenging in the event of a post-‘Brexit’ downturn.

The Housing and Planning Act 2016 brings in a number of significant challenges for local authority housing. Each of these policies has its own set of cost implications.

Local Authorities now have a duty to consider selling higher value stock that becomes vacant, so the proceeds can offset a levy set up to fund the voluntary right to buy for housing associations. The proposals to implement this scheme are still being finalised, but the Act allows the government to estimate the amount of money it would expect each authority to receive from higher value vacant property sales and to pay this to the Treasury.

The Act also brings to an end the principle of lifetime tenancies, with most new local authority tenancies being for fixed terms of between 2 and 10 years. Where households contain a child under the age of 9, the authority will be able to grant a tenancy that lasts until the child is 19.

Alongside these measures, social landlords are being required to reduce their rents by 1% per year over the next four years as the government seeks to reduce housing benefit costs.

The uncertainty created by the current operational context means that local authorities have cut back plans to develop properties by as much as 90%<sup>1</sup> and focused on keeping a tight control on operating costs in order to maintain a viable service while balancing the housing revenue account.

In this new environment, HouseMark’s benchmarking exercise with its granular analysis of costs aligned to a wealth of information on performance and satisfaction and robust validation is an invaluable tool.

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<sup>1</sup> <http://www.cih.org/resources/PDF/Investing%20in%20council%20housing%20CIH-CIPFA%20July%202016.pdf>

## 1.2. Benchmarking

Benchmarking is important to any business. It provides key comparisons with similar organisations, enabling understanding of strengths and weaknesses and underpinning an evidence based approach to resource allocation, cost reduction and target setting.

Commercially, this information would be used to maintain competitive advantage. In social housing, particularly around the landlord function, competition is less of an issue; but understanding differences and identifying areas for improvement are essential business intelligence.

HouseMark benchmarking provides essential insight into your detailed service costs and how they compare with others. Our methodology ensures all costs are allocated in the same way to clearly defined categories. Our systems also allow flexible peer group selection, ensuring comparisons are made with organisations of a similar profile facing similar challenges.

At HouseMark, we continue to review our benchmarking offer to ensure it remains relevant and insightful. We are currently in the midst of a member-driven 'systems thinking' review of our benchmarking service. This is a two-year improvement project incorporating the re-platforming of our data entry and reporting systems.

The objectives are to:

- Make data collection easier for you
- Deliver outputs more quickly and flexibly
- Ensure you gain value from participation

For 2016, we continue to offer the full range of benchmarking outputs, enhanced in line with customer feedback. Full details of enhancements, new performance indicators and new products (including our exciting new maps tool) can be found in the HouseMark Benchmarking Offer 2016 document.

This benchmarking report is one output among many drawn from HouseMark's core benchmarking service, aimed at all levels of staff and management within our member organisations, as well as residents. The report has been enhanced to include powerful information on trend, and includes additional information on: development; maintenance management to service provision ratios; and new information on transactional satisfaction (StarT). It is just part of our evolving offer, which enables a changing, diversifying sector to drive efficiency and value for money, understand customers and manage risk.

Other key benchmarking outputs include:

- Flexible VFM Scorecard – the VFM Scorecard featured in this report is flexible and can be edited online. Members can choose from a basket of available indicators to bespoke the VFM Scorecard to their organisation. The VFM Scorecard is designed to provide you and your stakeholders with a high-level value-for-money summary of your business activities.

Process	Value	Previous	Trend	Median	KPI
<a href="#">Rent collected from current and former tenants as % rent due (excl. arrears b/f)</a>	99.3%	100.0%	●	99.8%	●
<a href="#">Average re-let time (standard re-lets)</a>	24.55	49.35	★	24.80	●
<a href="#">Repairs completed at the first visit %</a>	95.7%	95.3%	★	92.2%	●
<a href="#">Service charges collected as % service charges due (excl. arrears b/f)</a>	NoData	NoData	●	100.9%	●

People	Value	Previous	Trend	Median	KPI
<a href="#">Staff turnover in the year %</a>	17.0%	7.2%	●	15.9%	●
<a href="#">Sickness absence average days/shifts lost per employee</a>	9.1	10.8	★	8.8	●
<a href="#">Staff satisfied with organisation as an employer %</a>	NoData	NoData	●	84.0%	●

Value	Value	Previous	Trend	Median	KPI
<a href="#">Satisfaction with quality of new home %</a>	NoData	NoData	●	95.0%	●
<a href="#">Satisfaction with service provided %</a>	90.0%	93.3%	●	87.0%	★
<a href="#">Satisfaction with repairs &amp; maintenance %</a>	84.0%	89.7%	●	81.9%	●
<a href="#">Satisfaction with neighbourhood %</a>	87.0%	88.7%	●	86.4%	●
<a href="#">Satisfaction rent provides value for money %</a>	88.0%	87.5%	★	84.0%	★
<a href="#">Satisfaction service charges provide value for money %</a>	80.0%	NoData	●	73.4%	★

Business & Financial	Value	Previous	Trend	Median	KPI
<a href="#">Total CPP of Housing Management</a>	£573.41	£463.49	↑	£444.69	↑
<a href="#">Total CPP of Responsive Repairs &amp; Void Works</a>	£1,069.71	£590.60	↑	£804.62	↑
<a href="#">Total CPP of Major Works &amp; Cyclical Maintenance</a>	£1,890.85	£2,232.95	↓	£1,552.14	↑
<a href="#">Total overhead costs as % adjusted turnover</a>	17.4%	12.8%	↑	11.0%	↑
<a href="#">Current tenant arrears as % rent due (excluding voids)</a>	1.30%	1.15%	★	2.62%	★
<a href="#">Rent loss due to voids as % rent due</a>	1.10%	2.04%	★	0.88%	●
<a href="#">Gross arrears written off as % rent due</a>	0.40%	1.04%	★	0.40%	●

<b>Trend Indicators</b>
This represents your improvement in comparison to your peer groups' improvement.
<b>Performance Indicators</b>
These represent your performance in comparison to your peer group's performance.

<b>Trend</b>
This represents your improvement in comparison to your peer groups' improvement.
<b>KPI</b>
This shows how your actual performance or cost compares with your peer group

- Social Housing Dashboard – developed with boards and residents in mind, this quadrant-based chart provides at-a-glance understanding of an organisation's costs and performance across key social housing service areas. It can also be embedded directly into your own website or intranet. The dashboard has been refreshed in 2016 in line with customer feedback. More granularity is now provided on housing maintenance, and performance indicators have been refreshed to ensure the suite of measures used to calculate the 'performance score' remains appropriate. The original version has been retained for those who prefer it.



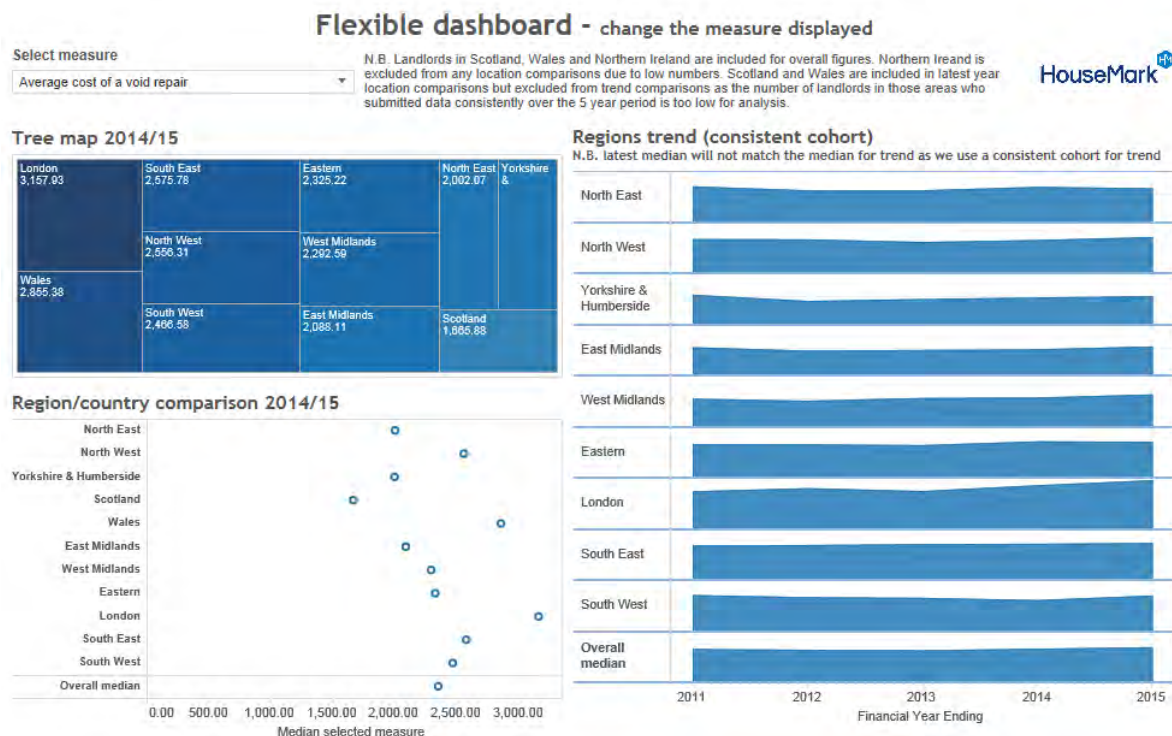
- Spreadsheet schedules – supplied with this report, these contain in-depth figures for each organisation in the peer group and are broken down into operational service areas.

Pi#01			Pi#02			Pi#03		
Average re-let time (standard re-lets)			Void loss %			Tenancy Turnover		
Days	Rank	Quartile	%	Rank	Quartile	%	Rank	Quartile
33	31	31	33	30	30	33	26	26
22.56			1.00			6.29		
29.00			1.40			7.93		
34.14			1.82			9.97		
30.91	22	Q3	3.54	30	Q4	3.59	3	Q1
27.70	12	Q2	1.24	12	Q2	10.86	24	Q4
21.50	8	Q1	0.49	1	Q1	6.96	9	Q2
23.61	9	Q2	0.96	8	Q1	8.78	17	Q3
28.70	15	Q2	1.68	19	Q3	10.36	21	Q4

- Online reporting – this provides full flexibility to analyse different peer groups over various timescales, look at service areas in detail, and extract charts and data. Our scenario facility also allows you to model changes in staffing and non-pay costs to assess the impact of potential changes on your relative position.



- Sector analysis – using aggregated benchmarking data alongside other publicly available relevant data, HouseMark's in-house team of analysts produce several reports throughout the year to identify emerging patterns and understand the effect of external issues on the housing sector. For example, our voids and lettings storyboard which can be viewed on-line <https://www.housemark.co.uk/subscriber-tools/data-and-analysis/voids-and-lettings-analysis-2010-15>





### 1.3. Key operational issues

Changes in the operating environment may impact on your costs and performance in a number of ways. Your benchmarking data will help you assess how you have managed these changes compared to your peers.

The table below sets out a number of current issues and how the relative impact on your organisation can be analysed using benchmarking data:

Operational issue	Response
In spite of delays to the full adoption of Universal Credit, our survey of Welfare Reform Impact Club members found that its continued incremental roll-out was a risk, as arrears levels were around three times higher for UC claimants than HB claimants.	Benchmarking data provides a comprehensive overview of rental income and arrears performance measures alongside the costs of collection. Peer group comparison helps you assess the effectiveness of your strategies to cope with change.
Changes to welfare benefits impact on the relative affordability of social housing for many actual and prospective tenants. This may make it more difficult to attract and retain tenants.	The impact may be seen on performance in areas such as re-let times, vacancy rates and tenancy turnover. Comparisons of resourcing and costs in these areas can be utilised to assess the value for money of services such as choice-based lettings, and provide an evidence base for strategies such as change of use.
Extension of right-to-buy discounts and the sale of higher value voids are likely to increase diminishing stock numbers. While time-frames for higher value void sales have yet to be confirmed, the effects are likely to be significant.	Losing rented stock through disposal of higher value voids and right-to-buy sales may impact on cost per property and the ratio of staff to properties. A reduction in stock without a reduction in expenditure would show as a rise in these measures, suggesting less value for money. Loss of stock in this way also impacts on rental income streams.
Planned reductions in rent by 1% per year for the next four years and levies relating to higher value voids regulations will have a significant impact on local housing authority revenue streams.	Organisations are likely to seek efficiency savings to compensate for reduced revenue. But will savings be across the board or focused on areas of lower priority, will they be sufficient to maintain service levels – and how will this impact on performance? Benchmarking enables you to understand the impact of these changes on your own organisation compared to your peers.



<p>The Housing and Planning Act introduced a number of provisions that impact on local authorities including sales of higher value voids and lifetime tenancies.</p>	<p>Effective assessment of the impact of these changes on your organisation (and the ability of your structures to effectively manage them) is facilitated by comparisons with your peers, backed up by shared learning.</p>
<p>Reductions in stock and shrinking HRA income may impact on local authority landlord performance and satisfaction levels.</p>	<p>The benchmarking tool allows organisations to link performance, cost and satisfaction and measure the impact of dwindling resources on service levels.</p>

## 1.4. Making use of your data

HouseMark benchmarking has a key role in supporting local authorities to ensure that core landlord activities are being managed in an efficient and effective manner.

The table below sets out examples of how benchmarking can help this process:

Challenge	Solution
Understanding of the costs and outcomes of delivering specific services and which underlying factors influence these costs and how they do so.	Our benchmarking identifies the costs and key cost drivers for specific services alongside key performance metrics.
Ensuring performance management and scrutiny functions are effective at driving and delivering improved value for money.	The presentation of comparable cost and performance data in a single report, with the ability to look at trends over time allows you to use HouseMark data to flow between performance management and scrutiny functions.
LA business plans should be built on robust and prudent assumptions about income and fees based on past performance as well as future projections.	You can access performance and cost trends over time.
Managing and addressing risk should involve developing plausible scenarios that test the business plan against adverse movements in the operating environment.	The scenario function within core benchmarking enables you to model changes in operational expenditure and assess the impact on outputs.

The data collated for this report is an asset that can be sweated like any other - the more the data is used, the better value it provides. Our data is comprehensive and robust, it balances with statutory accounts, it is validated against statutory returns as well as previous submissions and sector norms. It is the richest source of data that housing organisations have access to on a daily basis.

## 1.5. About this report

HouseMark now offers a range of formats for your annual core benchmarking report. This report uses boxplots, stacked bar charts and scatter charts to display your benchmarking results. For 2016 we have also added waterfall charts. These charts show in detail your peer group trend for four headline housing management KPIs.

Following communication with your organisation, you have opted in to this report either by requesting it specifically, or because you have not requested an alternative format. Alternative templates that use bar charts (as per 2013 report) or histograms (as per 2014 report) are available on request. A separate document providing more detail on the available reporting options is available on request.

If you think your peer group isn't quite right, HouseMark will be happy to liaise with you to agree an alternative peer group. HouseMark can use a wide range of profile data sourced from both benchmarking returns and publicly available data to recommend a peer group suitable to your needs.

If you'd like to edit the indicators included in your VFM Scorecard, you can do so [online](#).

To discuss any or all of the above options, we would be happy to hear from you. You can contact our data services helpline on 024 7647 2707 or email [data@housemark.co.uk](mailto:data@housemark.co.uk)

The data used in this report is the most recent data available. Performance measures for you and your peers are therefore all based on 2015/16 performance.

Cost measures for your peers are either based on 2015/16 costs or 2014/15 costs uplifted in line with inflation<sup>2</sup> where 2015/16 cost data has not yet been submitted. Where this report shows historical figures for your organisation, these costs have not been uplifted in line with inflation, and reflect the actual cost for that year.

For organisations in London and the South East we apply an area cost adjustment to reflect the generally higher costs experienced in these regions.

Comparisons can be made with or without inflation and / or area cost adjustment by using our online reporting tool.

All references to the 'average' in this report refer to the median average, rather than the mean.

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<sup>2</sup> Based on September 2015 RPI of 0.8%

## 1.6. Your peer group

If you are going to use benchmarking data as part of your business planning and improvement process, you will want to be sure that your peer group is appropriate for your needs. We are able to create peer groups based on a variety of factors such as stock size, region or organisation type or service provided. We can also advise on organisations which operate in local authority areas with similar socio-demographic characteristics.

We have therefore, discussed and agreed with you that the peer group to be used for producing this report is based on the following parameters:

Location(s)	Central
Organisation Type(s)	LA
Stock Size	2500 - 7500

The table below provides the names of the organisations within your peer group alongside some key contextual information.

Landlord name	Units managed GN	Units managed HFOP	Units managed GN & HFOP	Adjusted turnover	DLO	Number of standard units developed in the year
Broxtowe BC (2015/2016)	3,125	1,399	4,524	18,394,928	Y	NoData
Cannock Chase DC	5,010	124	5,134	20,357,376	Y	18
Central Bedfordshire Council	4,400	655	5,055	29,139,720	N	4
Charnwood BC	5,231	455	5,686	25,417,469	Y	NoData
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Mansfield DC	4,417	2,100	6,517	31,519,918	Y	NoData
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North Kesteven DC	3,862	0	3,862	16,164,646	N	22
North Warwickshire BC	1,889	774	2,663	13,938,564	Y	2
North West Leicestershire DC	3,235	1,124	4,359	20,117,535	Y	NoData
Rugby BC	2,470	1,343	3,813	20,846,075	Y	NoData
South Cambridgeshire DC	4,182	1,065	5,247	30,592,440	N	4
South Derbyshire DC	2,005	968	2,973	13,745,978	Y	80
South Kesteven DC	5,026	1,066	6,092	29,102,716	Y	160
Vale of Glamorgan Council	3,530	327	3,857	18,156,497	Y	0
Warwick DC	4,083	1,368	5,451	27,735,099	N	15

## 1.7. Further information

HouseMark would be delighted to receive feedback on this report format, or any other aspect of our services. We would also be happy to provide you with further information on other services available from HouseMark.

Contact us on:  
02476 472 707 or email [data@housemark.co.uk](mailto:data@housemark.co.uk)

## 2. Cost and performance summary

The below table is a summary of your headline cost, performance and satisfaction measures for 2015/16. The quartile represents where you sit on this measure compared to your peer group.

Note that we have provided quartile symbols for costs measures in this summary table for ease of interpretation. However, please note that high costs / investment (particularly around major works) is not necessarily a bad thing. The VFM Scorecard in section 3 uses different quartile symbols for cost measures, which are colour neutral and simply show high or low. More detail on all of these measures and more is provided in the main body of the report from section 4 onwards.

Headline measures	Your value	Quartile
<b>Costs headlines</b>		
Overheads as a % of direct revenue costs	28.2	
Total CPP of Housing Management	368.68	
Total CPP of Responsive Repairs & Void Works	539.43	
Total CPP of Major Works & Cyclical Maintenance	1,645.82	
<b>Operational performance headlines</b>		
Current tenant arrears as a percentage of rent due	1.39	
Rent arrears of former tenants as % rent due (excluding voids)	0.39	
Average re-let time in days (standard re-lets)	29.07	
Rent loss due to empty properties (voids) as % rent due	0.76	
Average number of calendar days taken to complete repairs	10.88	
Percentage of repairs completed at the first visit	95.00	
Percentage of dwellings that are non-decent at the end of the year	0.04	
Percentage of properties with a valid gas safety certificate	100.00	
Staff turnover in the year %	12.7	
Sickness absence average working days/shifts lost per employee	12.2	
<b>Satisfaction headlines</b>		
Satisfaction with the service provided (%)	88.7	
Satisfaction that views being listened to (%)	76.7	
Satisfaction with the repairs & maintenance service (%)	87.2	
Satisfaction with rent VFM (%)	88.8	
Satisfaction with quality of home (%)	89.6	
Satisfaction with neighbourhood (%)	86.0	

### 3. Value for money scorecard

In line with member feedback, we have improved the VFM scorecard's functionality to enable you to choose the measures you want it to show. You can select the KPIs you wish to include from a comprehensive basket of indicators available online.

The scorecard overleaf displays our list of default measures unless you have customised your scorecard online and advised us to include it in your report. You can modify the PIs contained within your scorecard online at any time. Further guidance is included in the [VFM Scorecard User Guide](#).

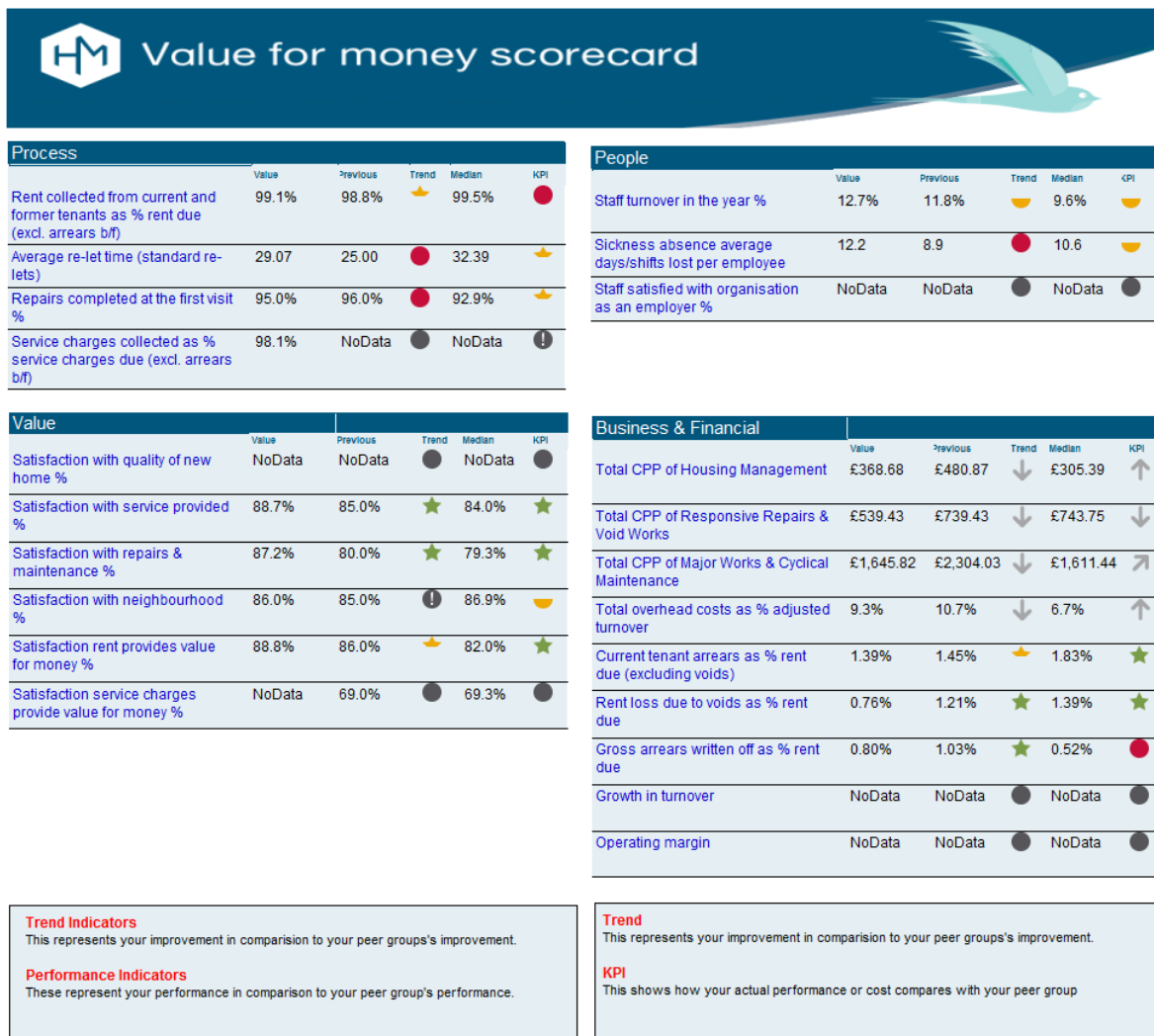
The VFM Scorecard is designed as a business effectiveness tool that can be used by boards, executives, tenants and other stakeholders to help them understand and challenge organisational performance in the round.

Borrowing from accepted scorecard practice, the data is set out across four domains:

- business and financial – operating efficiency, profitability and maximising income
- people – getting the most out of your most important resource
- process – effectiveness of key business processes
- value – effectiveness of service outcomes

Each domain contains a basket of indicators. For each indicator the scorecard shows:

- **Value:** your performance or cost value for 2015/16
- **Previous:** the corresponding value for 2014/15 (where available). Note this has not been uplifted in line with inflation.
- **Trend:** how your rate of improvement between 2014/15 and 2015/16 compares with the rate of improvement of your peer group (where previous year data is available)
- **Median:** the peer group median
- **KPI:** how your actual performance in 2015/16 compares with your peer group





Key to KPI symbols	
Performance	Cost
= Your performance result is in the upper quartile of the peer group (top 25%)	= Your costs are lower than three-quarters of your peer group (lowest 25%)
= Your performance result is in the middle upper quartile of the peer group (between 25% & 50%)	= Your costs are less than the average for your peer group
= Your performance result is equal to the median of the peer group	= Your costs are equal to the median of your peer group
= Your performance result is in the middle lower quartile of the peer group (between 50% & 75%)	= Your costs are higher than the average for your peer group
= Your performance result is in the lower quartile of the peer group (between 75% & 100%)	= Your costs are higher than three-quarters of your peer group (highest 25%)
Key to trend symbols	
Performance	Cost
= Your performance trend (the actual change in your year-on-year performance) is upper quartile when compared to the trend for your peer group	= The actual change in your year on year costs shows that your costs are decreasing more quickly (or increasing more slowly) than three quarters of your peer group
= Your performance trend (the actual change in your year-on-year performance) is in the middle upper quartile when compared to the trend for your peer group	= The actual change in your year on year costs shows that your costs are decreasing more quickly (or increasing more slowly) than half of your peer group
= Your performance trend (the actual change in your year-on-year performance) is equal to the median when compared to the trend for your peer group	= The actual change in your year on year costs shows that your costs are increasing (or decreasing) at the median rate for your peer group
= Your performance trend (the actual change in your year-on-year performance) is in the middle lower quartile when compared to the trend for your peer group	= The actual change in your year on year costs shows that your costs are increasing more quickly (or decreasing more slowly) than half of your peer group
= Your performance trend (the actual change in your year-on-year performance) is lower quartile when compared to the trend for your peer group.	= The actual change in your year on year costs shows that your costs are increasing more quickly (or decreasing more slowly) than three quarters of your peer group

## Polarity

Trend and performance arrows for the cost measures in the scorecard are grey. This is because we have not applied a valuative polarity (i.e. high or low is neither good nor bad). Whilst low cost is generally considered to be good, in many cases an organisation may choose to invest more to achieve certain outcomes. As such, the direction of arrows reflects simply the direction of cost i.e. an upwards arrow in the 'KPI' column reflects higher than median costs. An upwards arrow in the trend column indicates costs increasing faster than average for the peer group.

## 4. Overheads

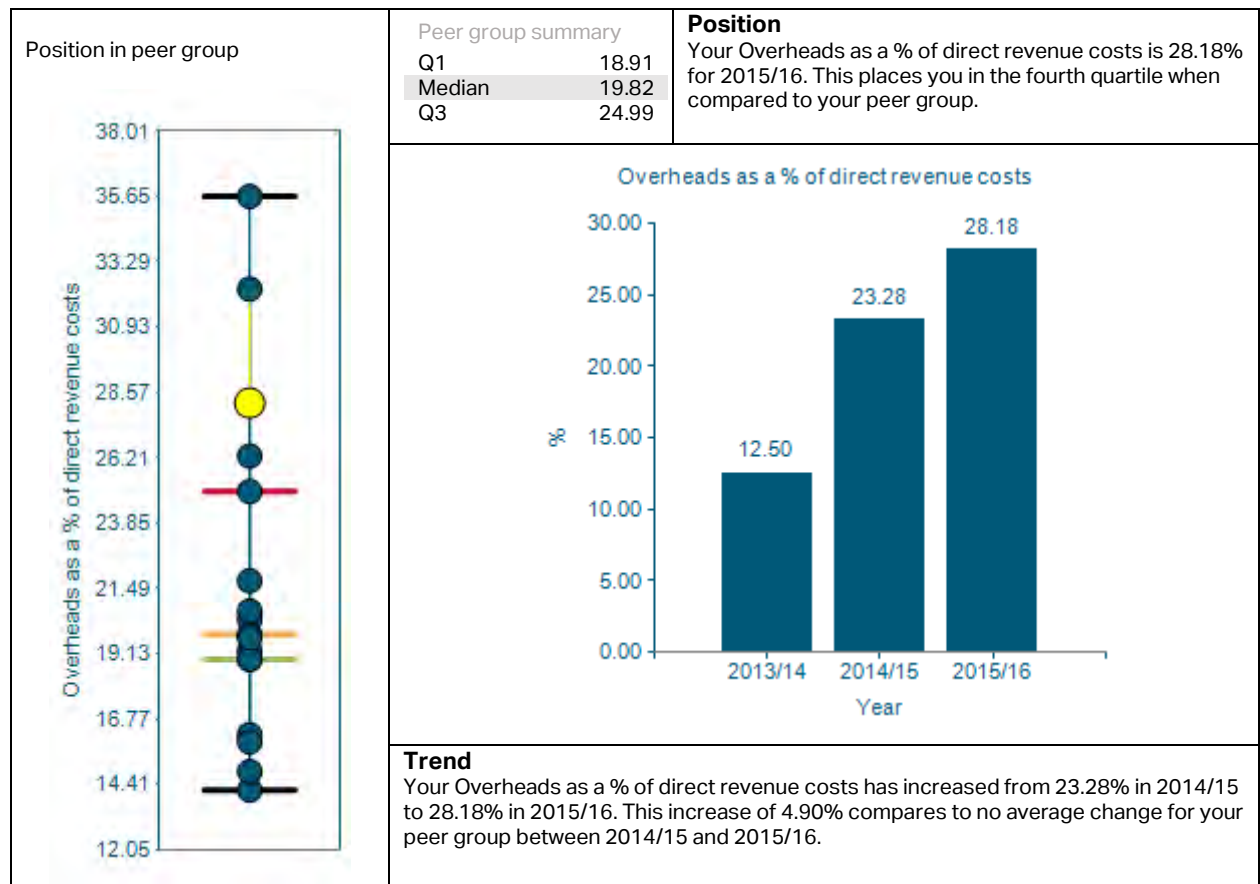
This section looks at some key overheads ratios. Overheads refers to what is generally considered 'back-office' functions, and includes premises, IT, finance and central overhead costs. Overheads are usually a mix of employee costs and non-pay costs. Whilst it is generally preferable to have low overheads, the right level of investment in this area is key to effectively supporting front line activities.

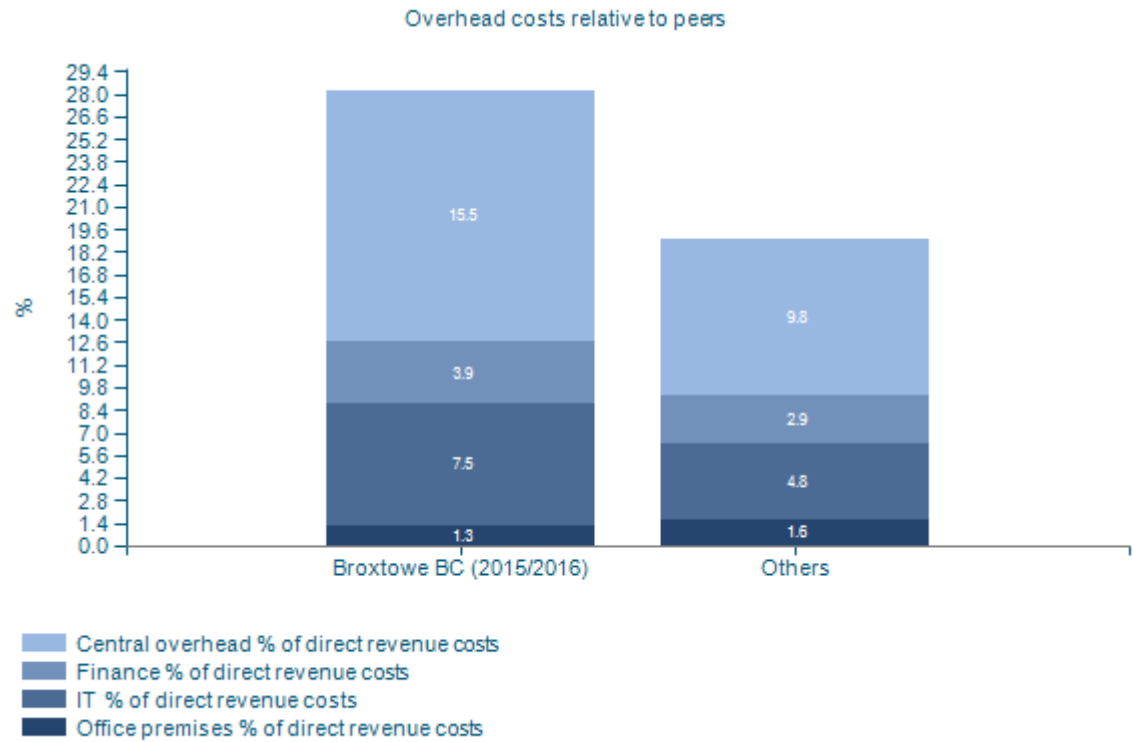
Generally we use 'overheads as a percentage of direct revenue costs' for benchmarking purposes, as it provides a common measure of activity across the whole business and between different types of organisations.

Even so, 'overheads as a percentage of direct revenue costs' is not a perfect measure and will vary with the types of activities undertaken. Some activities are more revenue-generating than others. An organisation with a significant market rent portfolio may generate more revenue relative to overhead costs than an organisation with substantial supported housing stock. In view of such differences, we believe that while it is a good broad indication of overhead cost efficiency, it is most useful when comparing organisations with a similar mix of business activities or when considering business diversification plans.

For a rounded view of overheads, other ratios should also be examined. To this end we have also included a scatter chart plotting overheads as a percentage of direct revenue costs against another ratio: overheads as a percentage of adjusted turnover which shows your expenditure on overheads in relation to your adjusted turnover.

## Overhead costs as a percentage of direct revenue costs



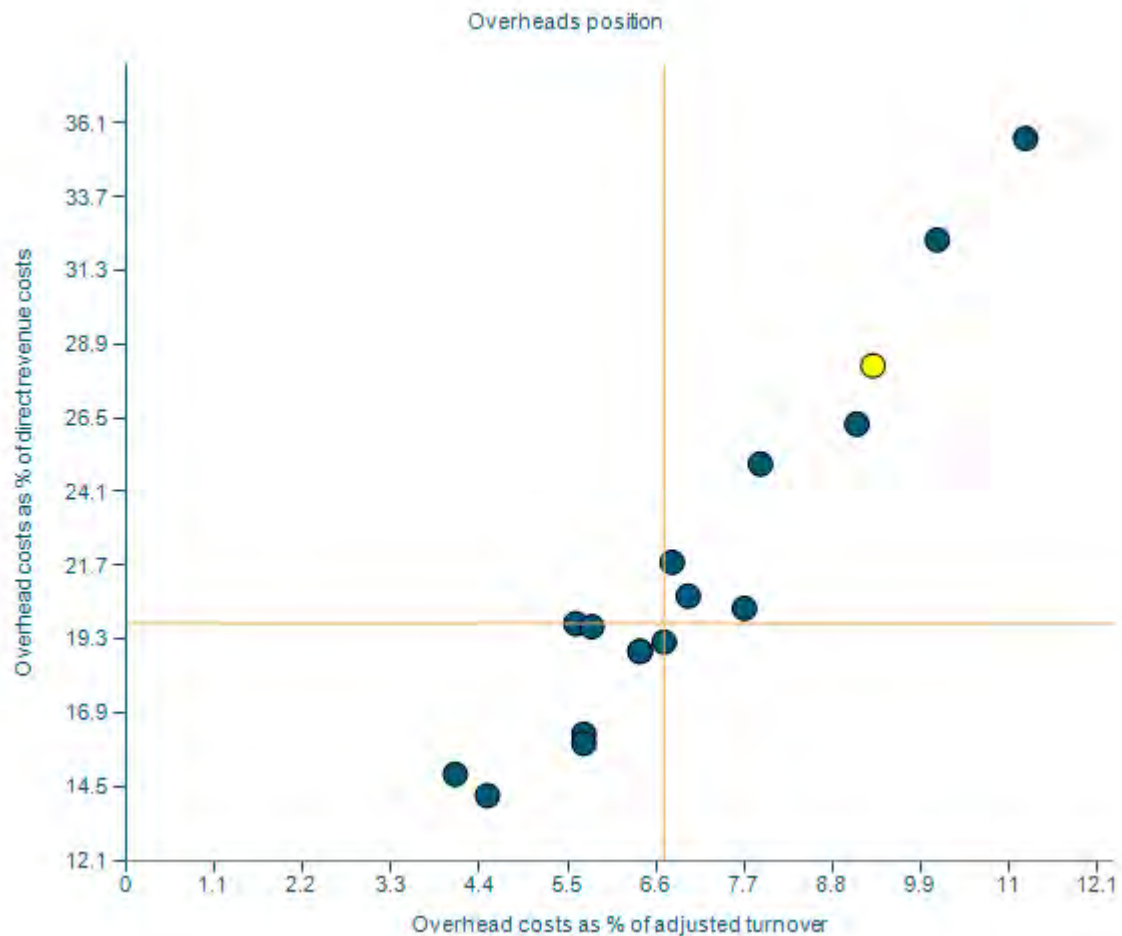


Note that for the others in your peer group, medians have been used for each of the overhead components. The sum of the component medians may not necessarily equal the median of the aggregate measure.

### Overheads proportional to direct revenue costs and adjusted turnover compared

The below scatter plot shows overheads as a percentage of adjusted turnover plotted against overheads as a percentage of direct revenue costs. As both are a measure of overheads, we expect a relatively strong correlation between the two measures, but differences in service delivery profile can have an effect on your relative position against the two measures.

Your organisation is highlighted yellow whilst the horizontal and vertical yellow lines represent the medians for the peer group.



## 5. Housing Management

Housing management is a core landlord function and represents collecting rent and managing arrears, carrying out lettings, managing tenancies and anti-social behavior cases, as well as enabling resident involvement.

Some organisations have specialist teams delivering some or all of these housing management services, whilst others have generic housing officers.

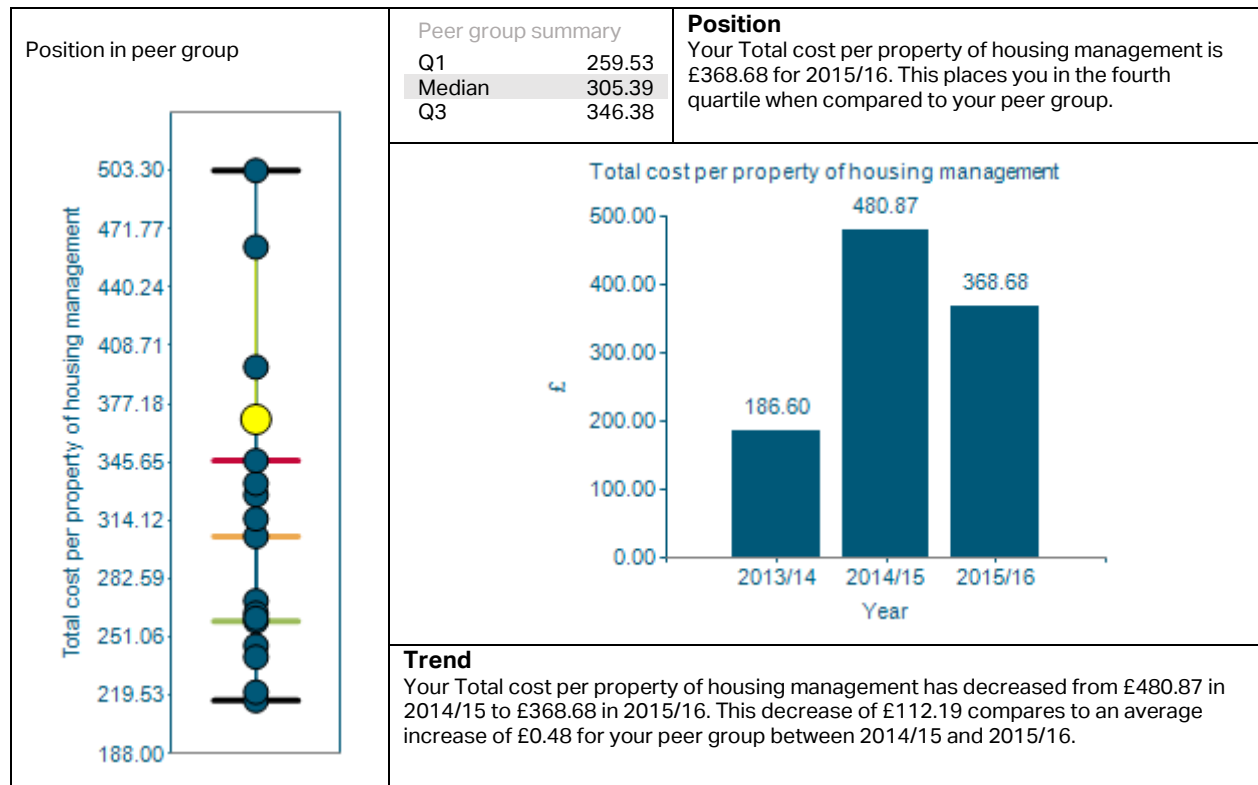
Generally housing management costs are largely made up of staff costs, although include some non-pay costs such as legal fees and choice-based lettings fees.

The total cost per property of housing management also contains an overhead allocation.

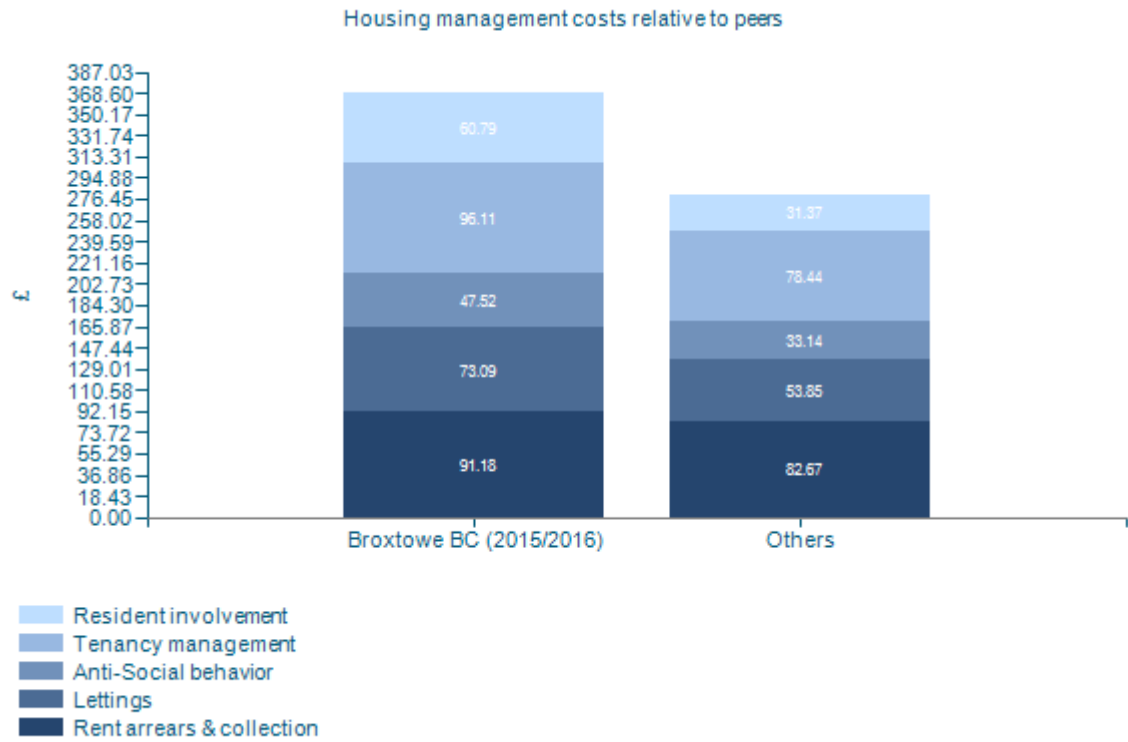
This section compares your total housing management cost per property with your peer group. A breakdown of your housing management costs is also provided unless you have opted to provide your housing management costs only at a high level. This section also covers some headline housing management performance measures.

Finally, we have also included a scatter chart plotting your total housing management cost per property against satisfaction with the landlord's services overall. Scatter charts are a useful way of showing two different measures on one chart. Additionally, if there is any correlation between the two measures, scatter charts make this possible to see at a glance.

## Housing management total cost per property







The above chart shows the breakdown of your housing management costs compared to your peers, but will not display if you have opted only to provide your cost data at a high level.

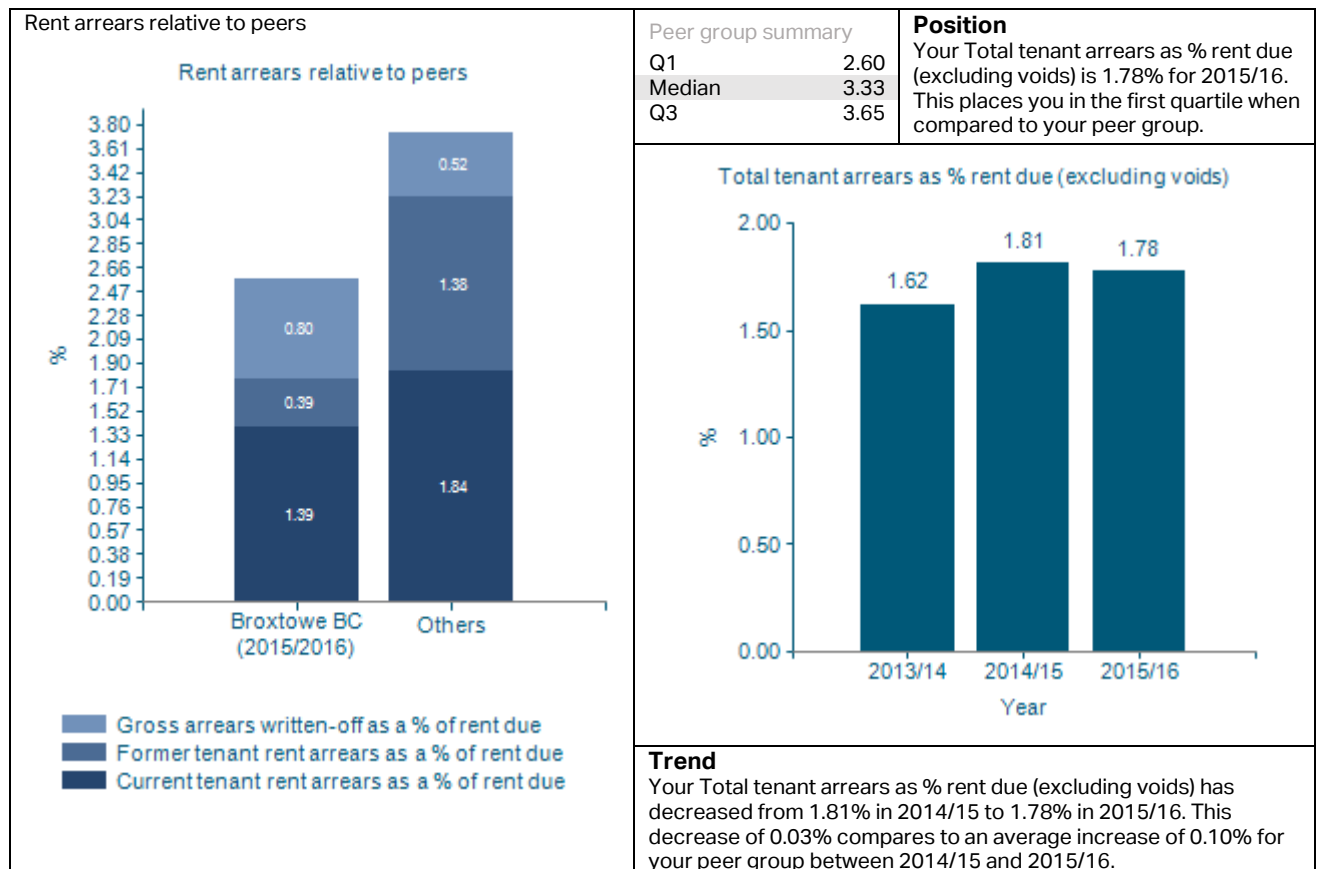
Note that for the others in your peer group, medians have been used. The sum of the component medians may not necessarily equal the median of the aggregate measure.

## 5.1 Housing management performance

### Tenant arrears

A full analysis of arrears requires comparisons of a range of different measures in the round. For example relatively low current tenant arrears may result from a robust approach to evictions. This in turn may impact adversely on former tenant arrears. Former tenant arrears can be reduced where the organisation makes the decision to write them off. An overview of these measures allows you to assess how effective your approach is to income recovery and income maximisation.

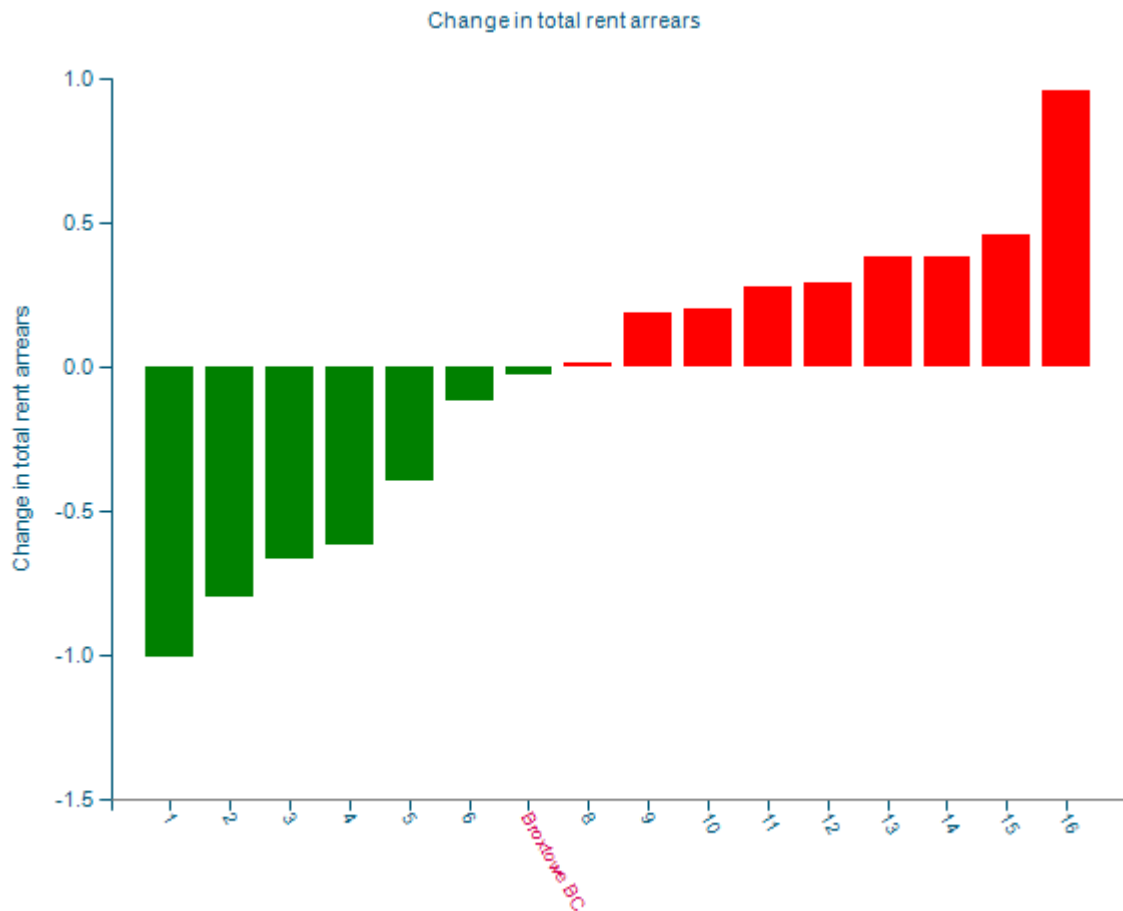
The below stacked bar chart shows the full tenant debt position and write-offs when compared to your peer group. If you have not provided data for one or more of the measures, the stacked bar chart will only show the measures for which you have provided data.



## Change in total tenant arrears

The below waterfall chart shows the trend on arrears for your organisation alongside the trend for your peers. Trend is calculated by taking total arrears as at the beginning of year from total arrears as at the end of the year. Hence a negative figure means that your total arrears reduced over the course of the year. Note that total arrears includes both current tenant arrears (prior to any adjustments for late HB payments) and former tenant arrears.

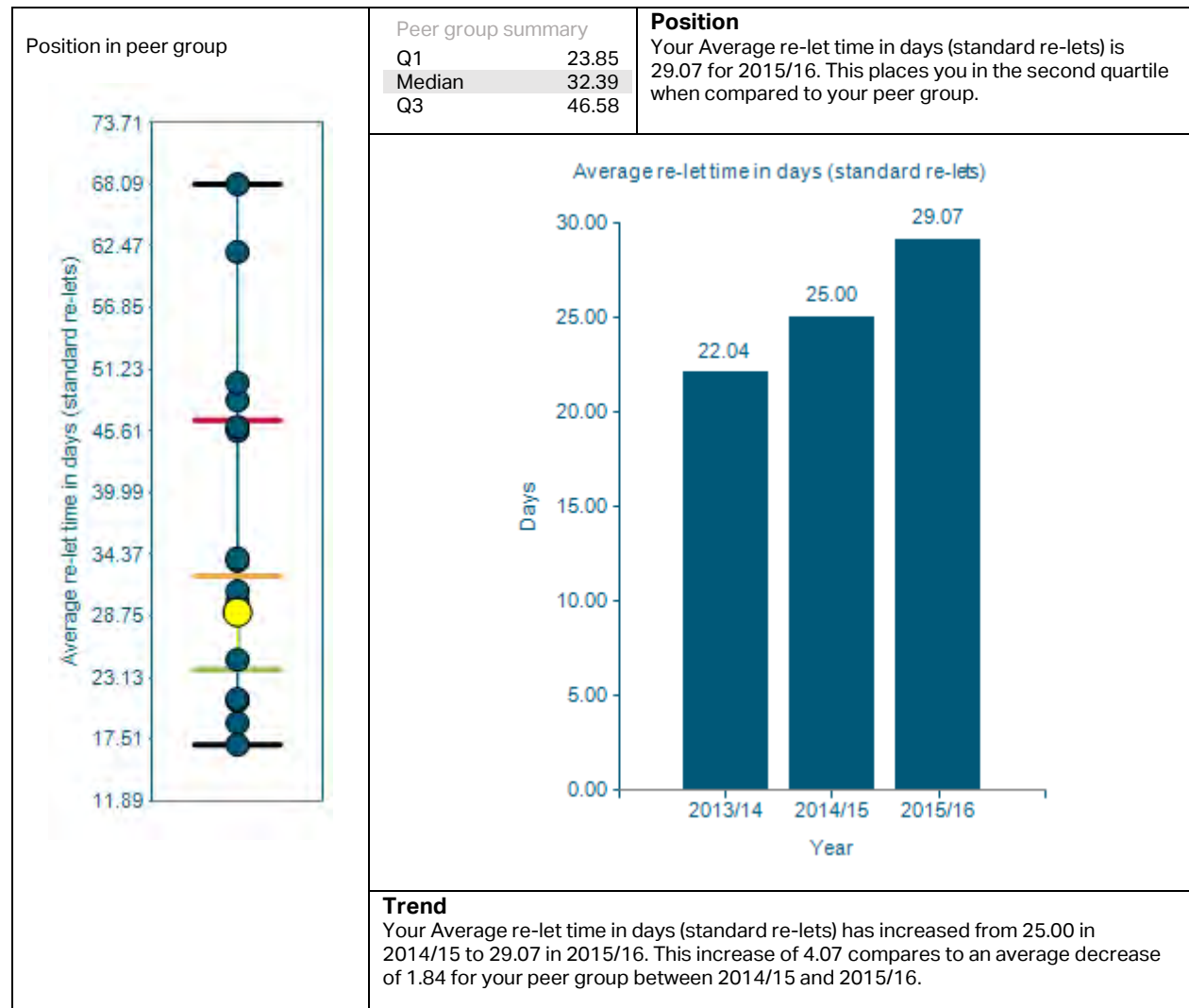
The chart scale reflects the difference between the two years as a percentage of the annual rent due.



Organisation	Total arrears 2015/16	Total arrears 2014/15	Difference	Median difference for peer group
Broxtowe BC	1.78%	1.81%	-0.03%	0.10%

## Average re-let time in days (standard re-lets)

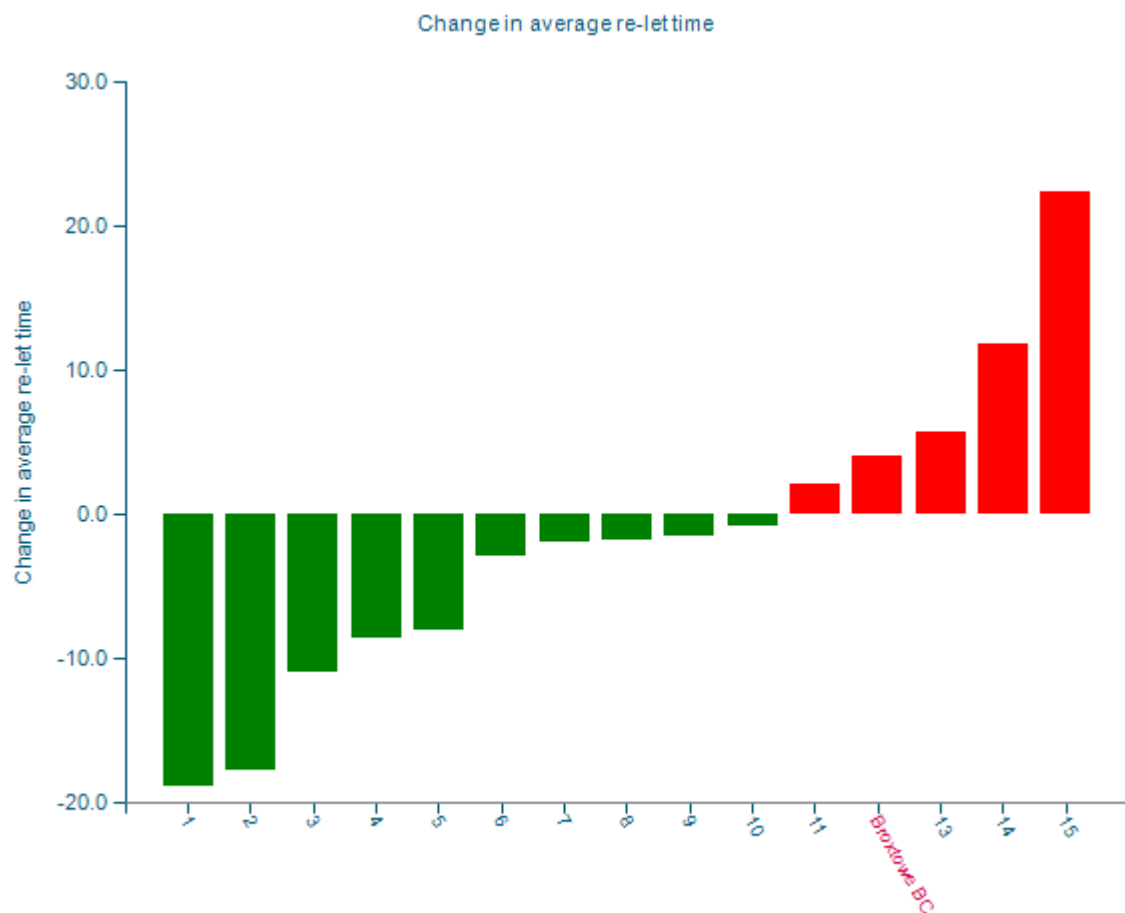
This is the average time taken (in days) to re-let standard voids. It excludes voids that underwent major works, and is generally considered to be an indication of your voids and lettings performance. We also collect the average re-let time for major works units which can be found in our detailed schedules.



## Change in average re-let time

The below waterfall chart is an alternative way of showing the trend on average re-let time for your organisation alongside the trend for your peers. We are particularly interested in your feedback on this new chart type. Trend is calculated by taking your average re-let time for the previous year from your average re-let time for the current year. Hence a negative figure means that your average re-let time reduced.

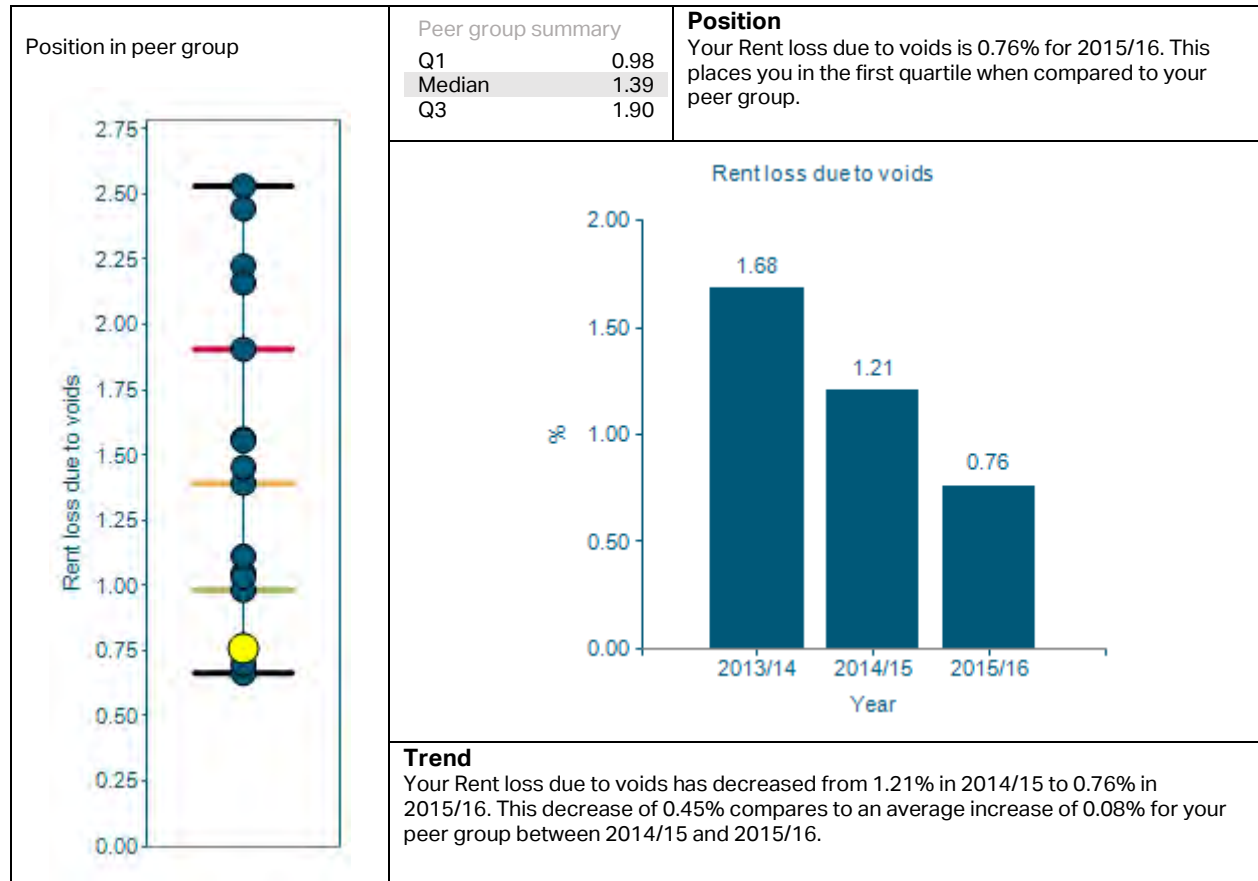
The scale on the chart is the difference between previous and current year's average re-let time, in days.



Organisation	Re-let time 2015/16	Re-let time 2014/15	Difference	Median difference for peer group
Broxtowe BC	29.07	25.00	4.07	-1.84

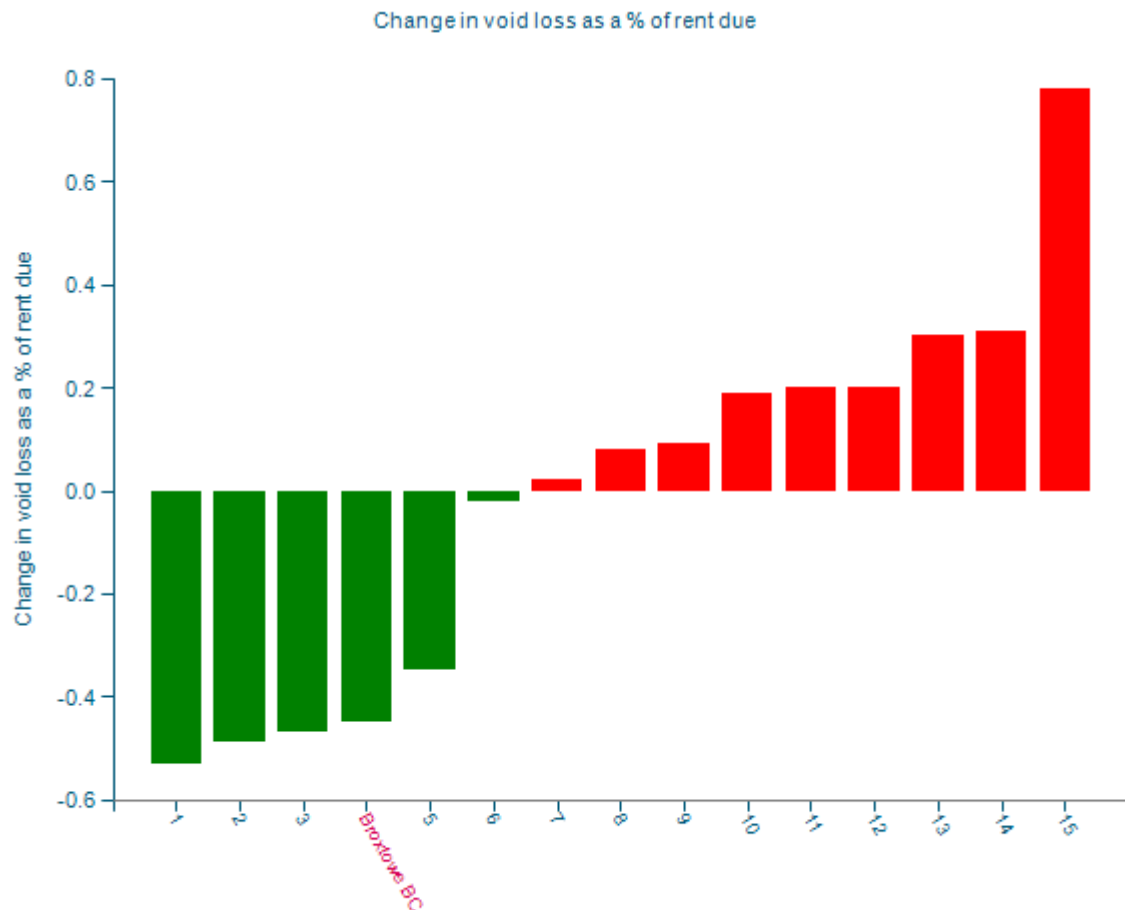
## Rent loss due to voids

This is the rent lost due to dwellings being vacant as a percentage of the annual rent roll. Void rent loss drivers include high tenancy turnover, high void numbers and/or high re-let times. Void rent loss has a direct impact on revenue and low void rent loss is desirable.



## Change in void loss as a percentage of rent due

The below waterfall chart is an alternative way of showing the trend on void loss for your organisation alongside the trend for your peers. We are particularly interested in your feedback on this new chart type. Trend is calculated by taking your void loss for the previous year from your void loss for the current year. Hence a negative figure means that your void loss reduced.

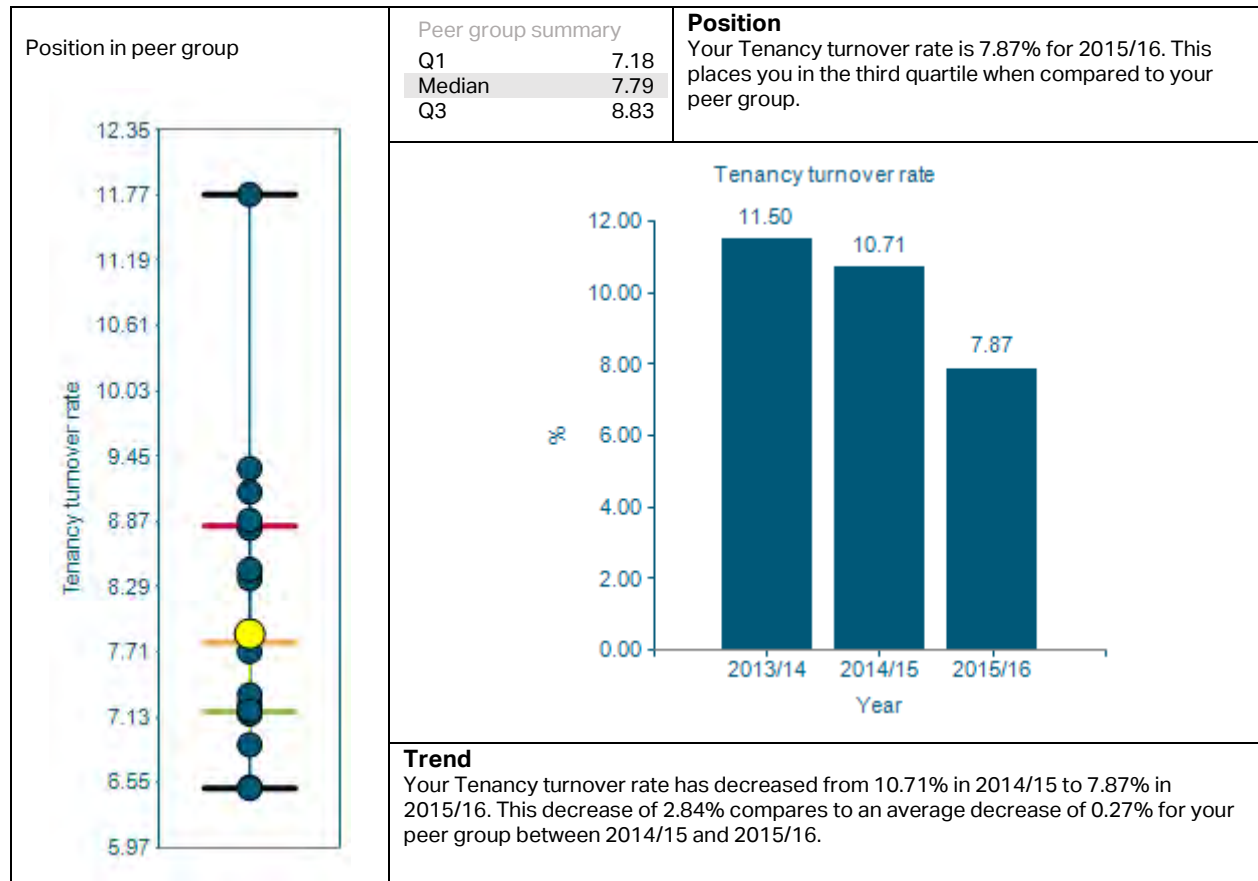


Organisation	Void loss as % or rent due 2015/16	Void loss as % or rent due 2014/15	Difference	Median difference for peer group
Broxtowe BC	0.76%	1.21%	-0.45%	0.08%



## Tenancy turnover rate

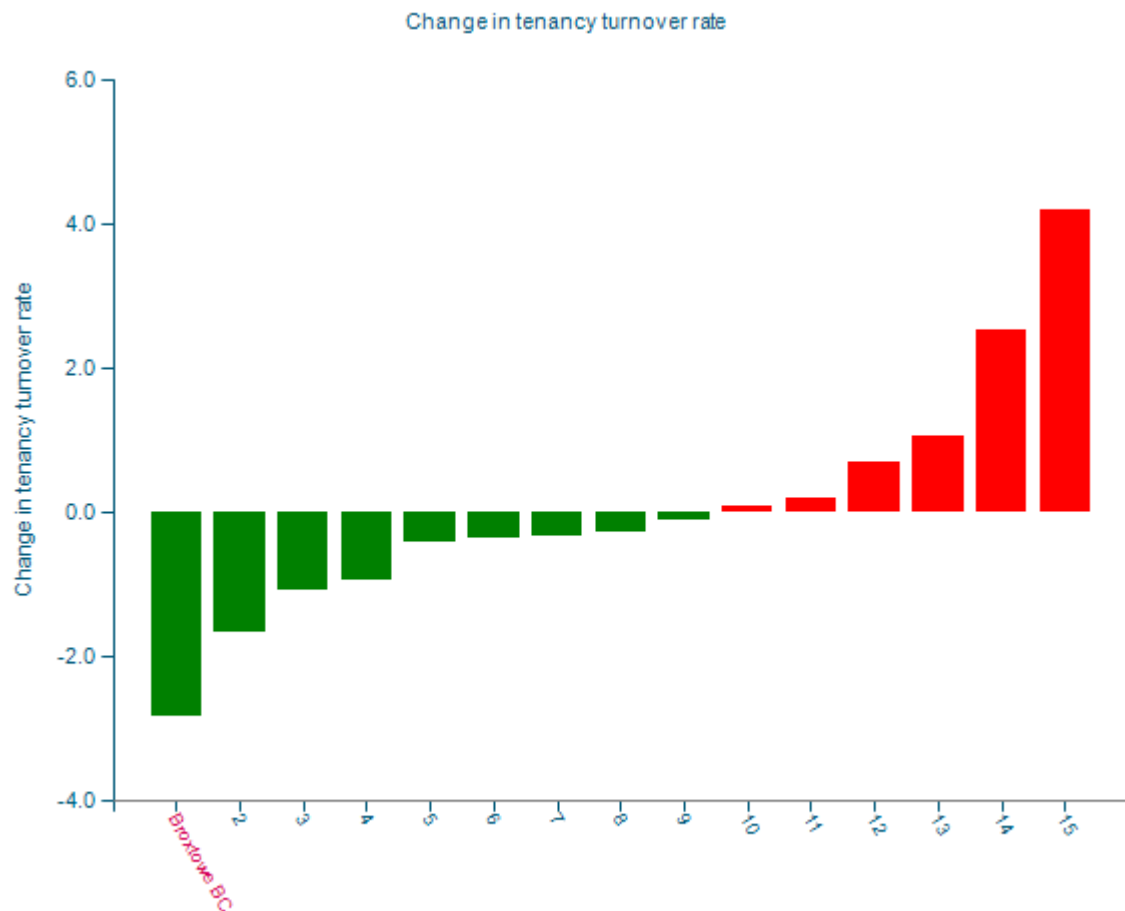
Tenancy turnover is the number of tenancy terminations divided by the total number of units in management. The level of tenancy turnover is likely to impact on void costs per property, rent loss due to voids as well as being an indicator of tenancy sustainment.



## Change in tenancy turnover

The below waterfall chart is an alternative way of showing the trend on tenancy turnover for your organisation alongside the trend for your peers. We are particularly interested in your feedback on this new chart type. Trend is calculated by taking your tenancy turnover for the previous year from your tenancy turnover for the current year. Hence a negative figure means that your tenancy turnover reduced.

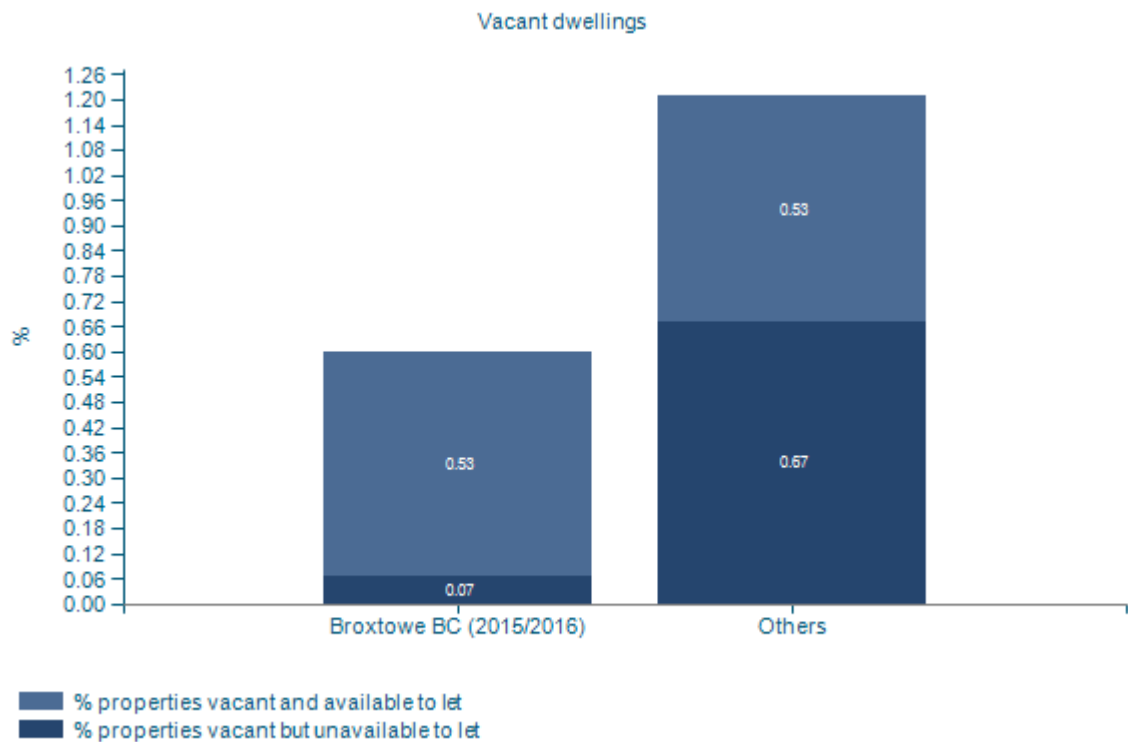
The scale represents the difference in tenancy turnover between previous year and current year, as a percentage of units in management.



Organisation	Tenancy turnover 2015/16	Tenancy turnover 2014/15	Difference	Median difference for peer group
Broxtowe BC	7.87%	10.71%	-2.84%	-0.27%

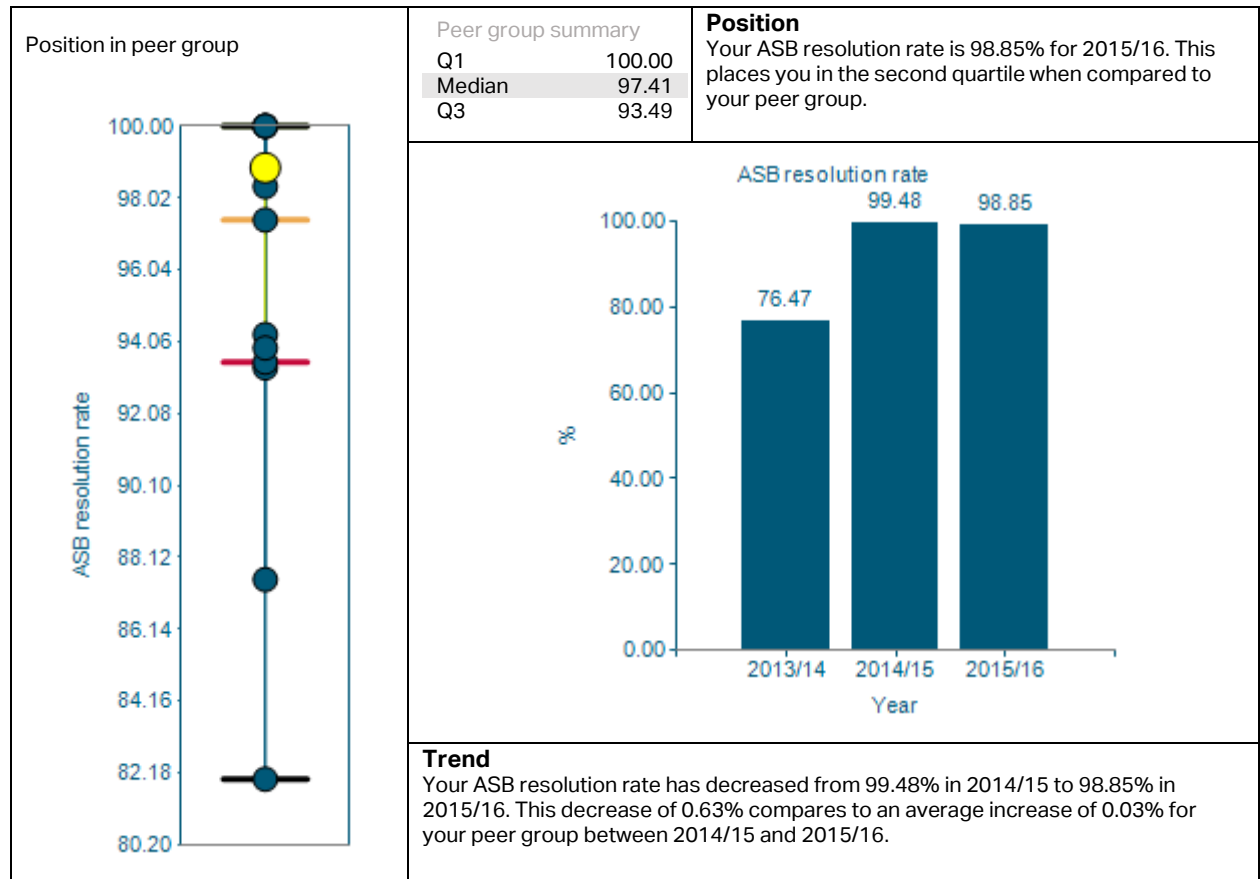
### Vacant dwellings at the end of the period

This stacked bar chart shows the percentage of units vacant at the end of the period, split between available and unavailable to let. This is then compared to the average for your peer group.



## ASB resolution rate

This is the percentage of closed ASB cases that were resolved. An ASB case counts as resolved if the landlord has evidence that the ASB is no longer a cause for concern. This figure can be affected by differing practices in ASB case management. For example, some landlords will not close a case until they know it has been resolved.



## 5.2 Housing management cost and satisfaction

This scatter chart plots total housing management cost per property against tenant satisfaction with the landlord's services overall. The chart is divided into quadrants by the median lines. As well as showing how your cost and satisfaction compares to the peer group, presenting two indicators in this way enables an at-a-glance view of any potential correlation between the two measures.

Your results will not appear in this chart if you have not provided a figure for the satisfaction with the overall service provided measure.



## 6. Responsive repairs and void works

Carrying out responsive repairs and void works is a core landlord function.

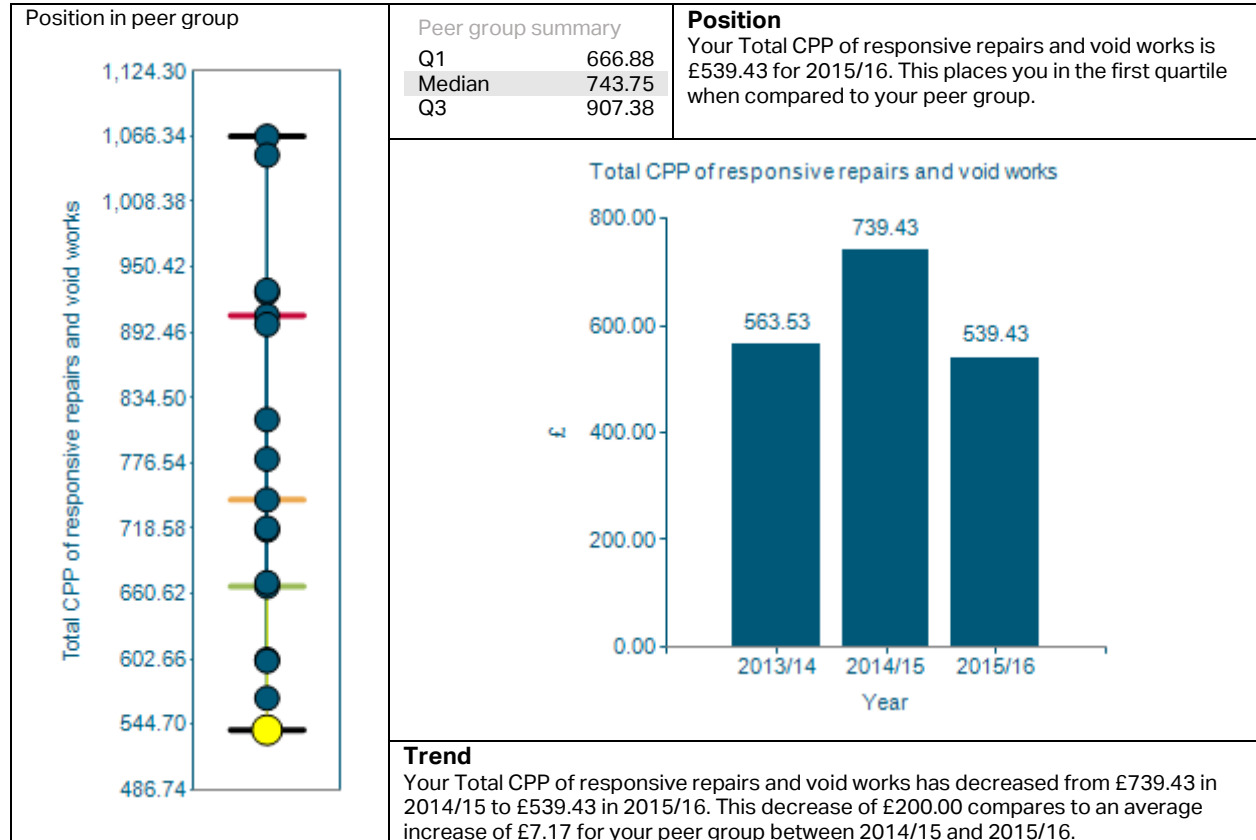
Responsive repairs and void works costs can be split into management (client side) costs and service provision (contractor side) costs. Some organisations outsource some or all of the service provision side to contractors, whereas others may have a DLO (direct labour organisation). Total costs should be comparable no matter the service delivery vehicle, but when carrying out more detailed analysis, organisations with a DLO will have a greater proportion of their costs as employee costs.

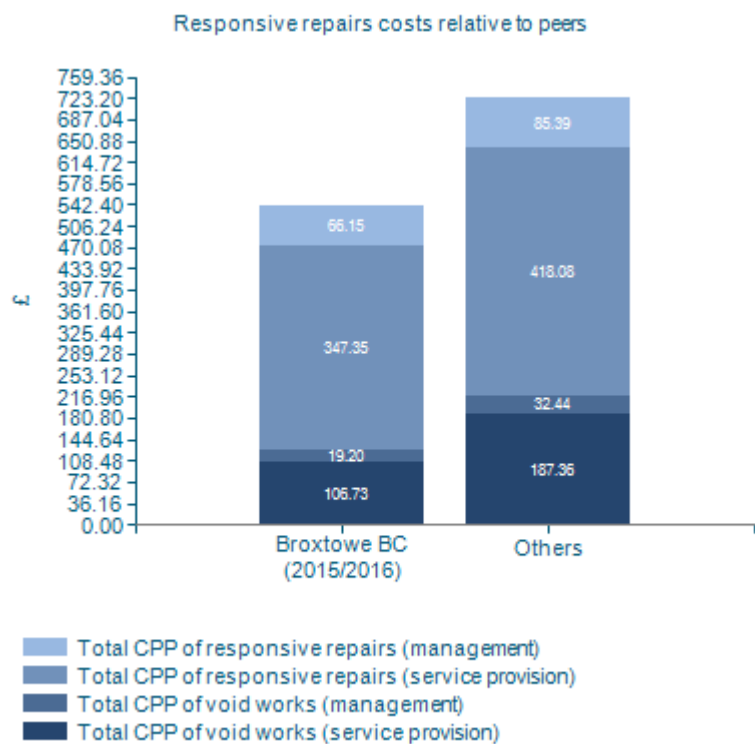
In this section we compare your total cost per property of responsive repairs and void works to your peer group. We also look at some other key cost drivers such as the average cost per responsive repair and the average cost per void repair.

For 2016 we have included additional charts on management costs (client side) as a percentage of service provision (contractor side) spend.

Some headline repairs performance measures have also been included, as well as a scatter chart comparing total cost per property of responsive repairs and void works with satisfaction with repairs. Scatter charts are a useful way of showing two different measures on one chart. Additionally, if there is any correlation between the two measures, scatter charts make this possible to see at a glance.

### Responsive repairs and void works total costs per property





Note that for the others in your peer group, medians have been used. The sum of the component medians may not necessarily equal the median of the aggregate measure.



## Management costs as a percentage of service provision spend

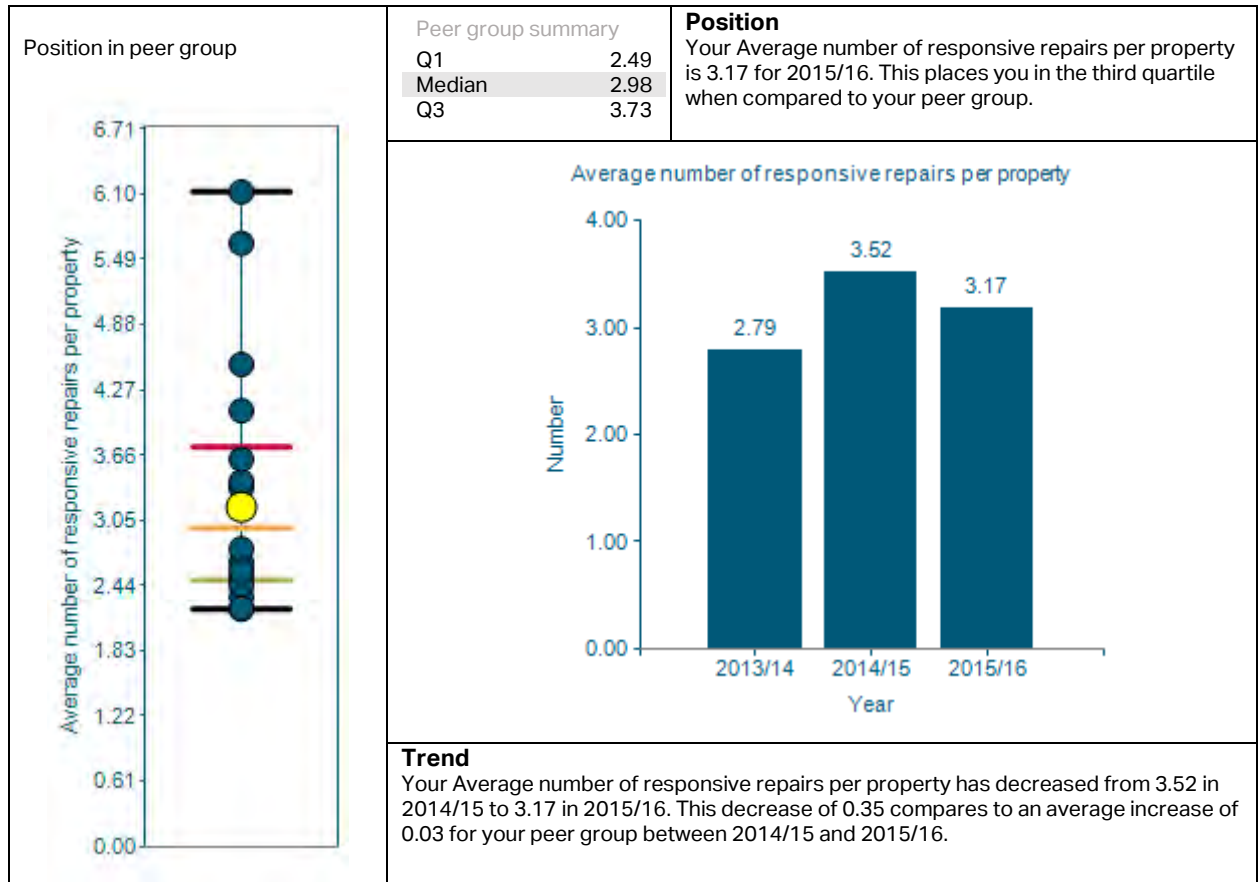
The below charts show management costs as a percentage of service provision spend for responsive repairs and void works respectively. Although the charts suggest a low proportion of management spend is a good thing (i.e. top quartile), in reality these measures are about achieving the right balance. Investing in staff to manage contractors / operatives can in theory help keep service provision spend low.

<p>Peer group summary</p> <table> <tr> <td>Q1</td><td>17.71</td></tr> <tr> <td>Median</td><td>20.35</td></tr> <tr> <td>Q3</td><td>23.75</td></tr> </table>	Q1	17.71	Median	20.35	Q3	23.75	<p>Peer group summary</p> <table> <tr> <td>Q1</td><td>14.10</td></tr> <tr> <td>Median</td><td>16.94</td></tr> <tr> <td>Q3</td><td>19.86</td></tr> </table>	Q1	14.10	Median	16.94	Q3	19.86
Q1	17.71												
Median	20.35												
Q3	23.75												
Q1	14.10												
Median	16.94												
Q3	19.86												
<p><b>Position</b></p> <p>Your Responsive repairs management spend as a percentage of responsive repairs service provision spend is 19.04% for 2015/16. This places you in the second quartile when compared to your peer group.</p>	<p><b>Position</b></p> <p>Your Void works management spend as a percentage of void works service provision spend is 17.99% for 2015/16. This places you in the third quartile when compared to your peer group.</p>												
<p>Responsive repairs management spend as a percentage of responsive repairs service provision spend</p>	<p>Void works management spend as a percentage of void works service provision spend</p>												
<p><b>Trend</b></p> <p>Your Responsive repairs management spend as a percentage of responsive repairs service provision spend has decreased from 36.88% in 2014/15 to 19.04% in 2015/16. This decrease of 17.84% compares to an average decrease of 0.68% for your peer group between 2014/15 and 2015/16.</p>	<p><b>Trend</b></p> <p>Your Void works management spend as a percentage of void works service provision spend has decreased from 27.12% in 2014/15 to 17.99% in 2015/16. This decrease of 9.13% compares to an average decrease of 1.25% for your peer group between 2014/15 and 2015/16.</p>												

## Cost per repair

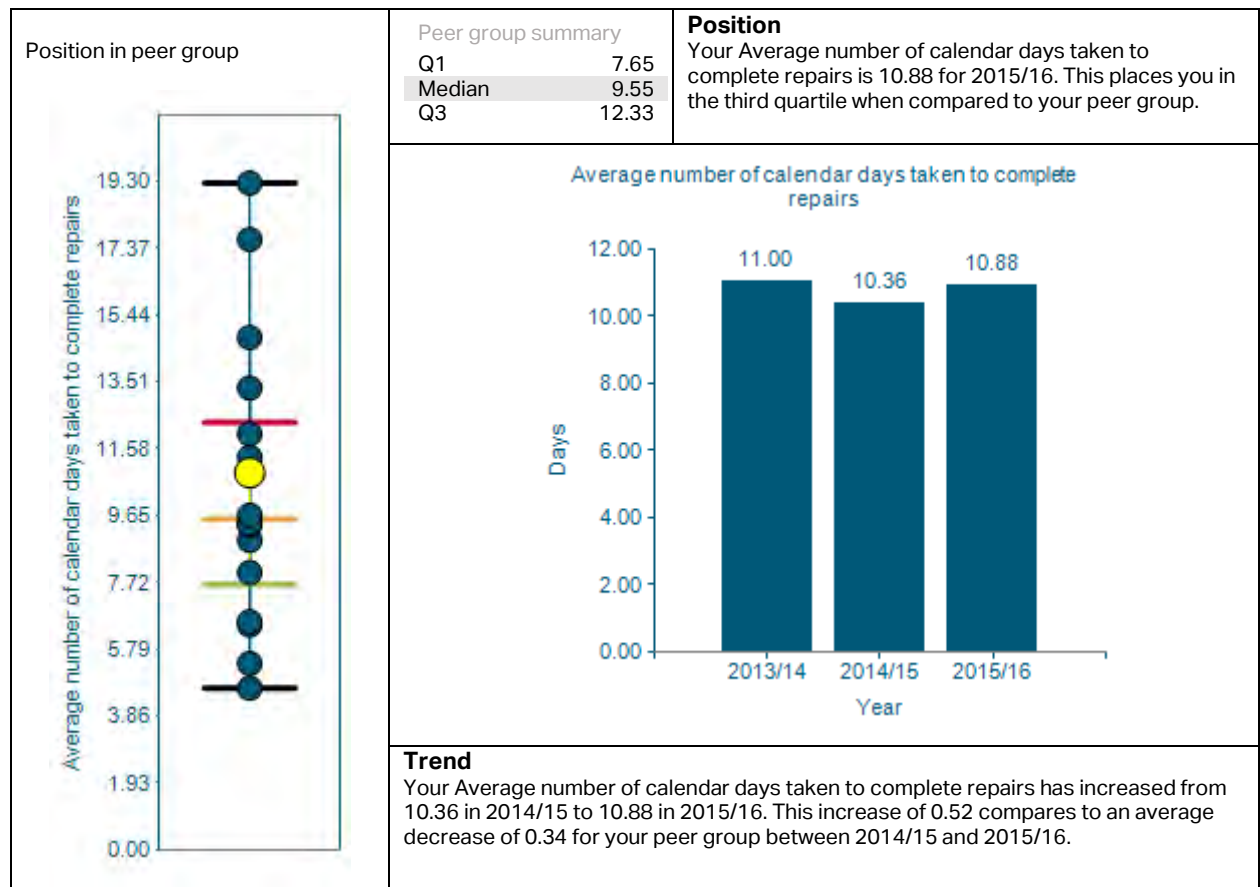
<p>Peer group summary</p> <table> <tr> <td>Q1</td><td>108.03</td></tr> <tr> <td>Median</td><td>133.63</td></tr> <tr> <td>Q3</td><td>161.11</td></tr> </table>	Q1	108.03	Median	133.63	Q3	161.11	<p>Peer group summary</p> <table> <tr> <td>Q1</td><td>1,849.47</td></tr> <tr> <td>Median</td><td>2,187.97</td></tr> <tr> <td>Q3</td><td>3,016.73</td></tr> </table>	Q1	1,849.47	Median	2,187.97	Q3	3,016.73				
Q1	108.03																
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Q3	161.11																
Q1	1,849.47																
Median	2,187.97																
Q3	3,016.73																
<p><b>Position</b></p> <p>Your Cost per responsive repair is £109.42 for 2015/16. This places you in the second quartile when compared to your peer group.</p>	<p><b>Position</b></p> <p>Your Cost per void repair is £1,356.35 for 2015/16. This places you in the first quartile when compared to your peer group.</p>																
<p><b>Cost per responsive repair</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Cost per responsive repair (£)</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>124.18</td> </tr> <tr> <td>2014/15</td> <td>112.95</td> </tr> <tr> <td>2015/16</td> <td>109.42</td> </tr> </tbody> </table>	Year	Cost per responsive repair (£)	2013/14	124.18	2014/15	112.95	2015/16	109.42	<p><b>Cost per void repair</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Cost per void repair (£)</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>1,031.04</td> </tr> <tr> <td>2014/15</td> <td>1,439.71</td> </tr> <tr> <td>2015/16</td> <td>1,356.35</td> </tr> </tbody> </table>	Year	Cost per void repair (£)	2013/14	1,031.04	2014/15	1,439.71	2015/16	1,356.35
Year	Cost per responsive repair (£)																
2013/14	124.18																
2014/15	112.95																
2015/16	109.42																
Year	Cost per void repair (£)																
2013/14	1,031.04																
2014/15	1,439.71																
2015/16	1,356.35																
<p><b>Trend</b></p> <p>Your Cost per responsive repair has decreased from £112.95 in 2014/15 to £109.42 in 2015/16. This decrease of £3.53 compares to an average decrease of £4.62 for your peer group between 2014/15 and 2015/16.</p>	<p><b>Trend</b></p> <p>Your Cost per void repair has decreased from £1,439.71 in 2014/15 to £1,356.35 in 2015/16. This decrease of £83.36 compares to an average increase of £106.91 for your peer group between 2014/15 and 2015/16.</p>																

## Average number of responsive repairs per property

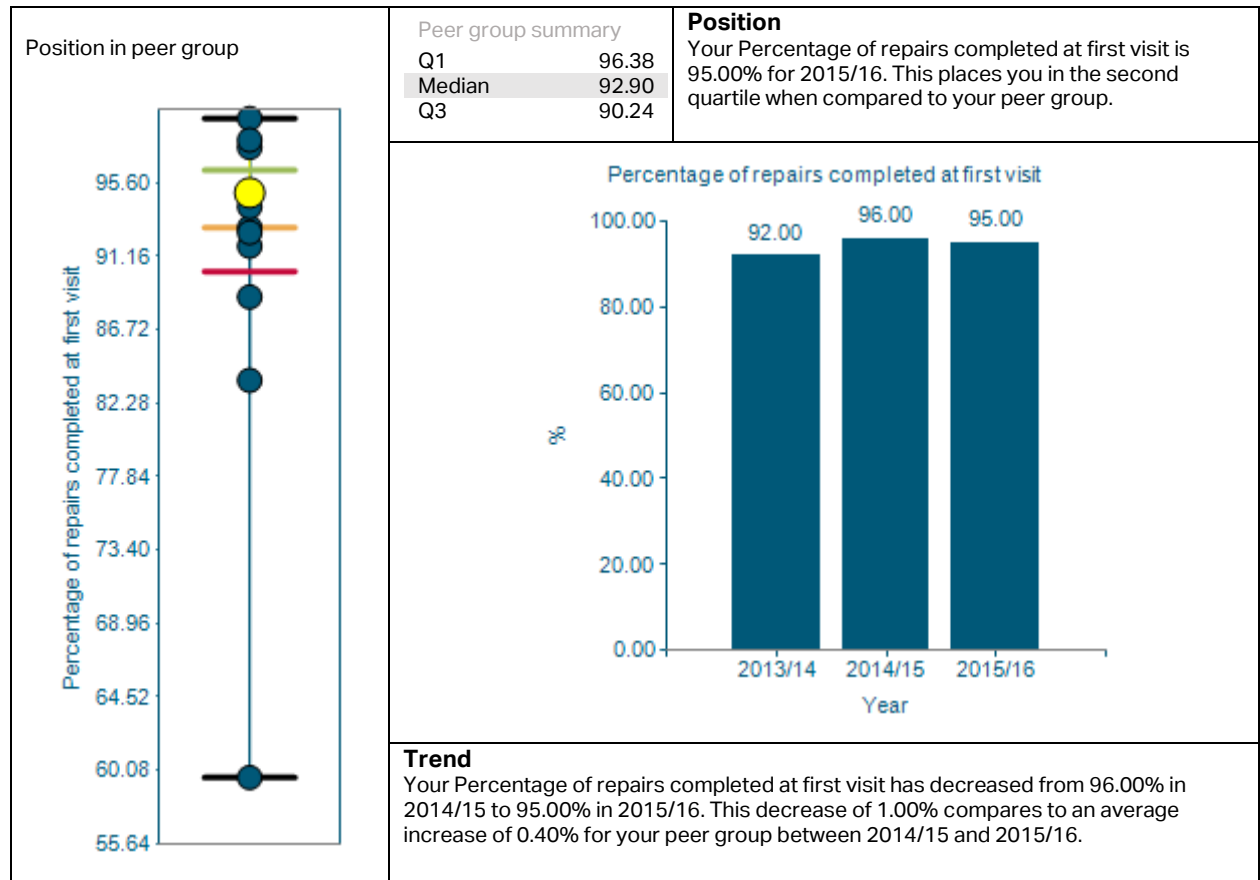


## 6.1 Responsive repairs performance

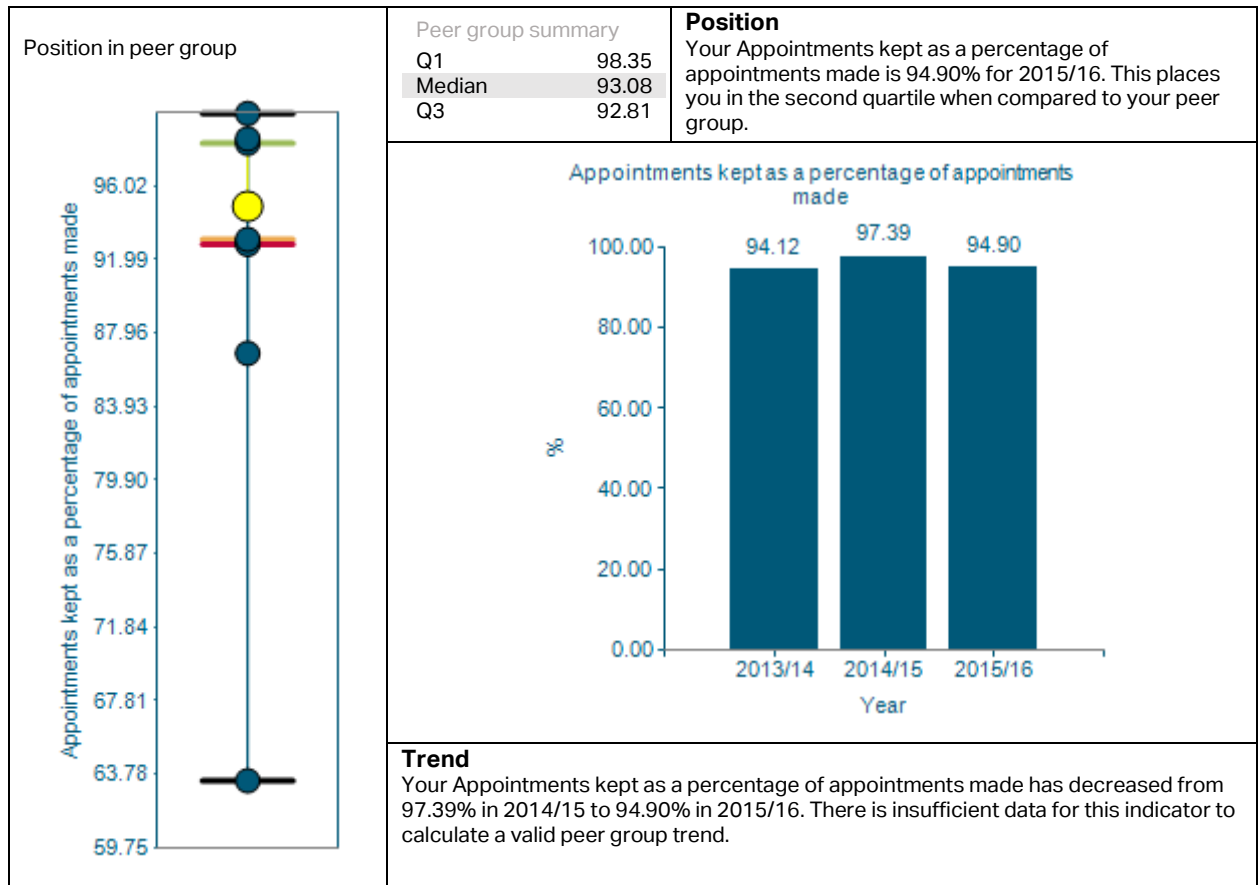
### Average number of calendar days taken to complete repairs



## Percentage of repairs completed at the first visit



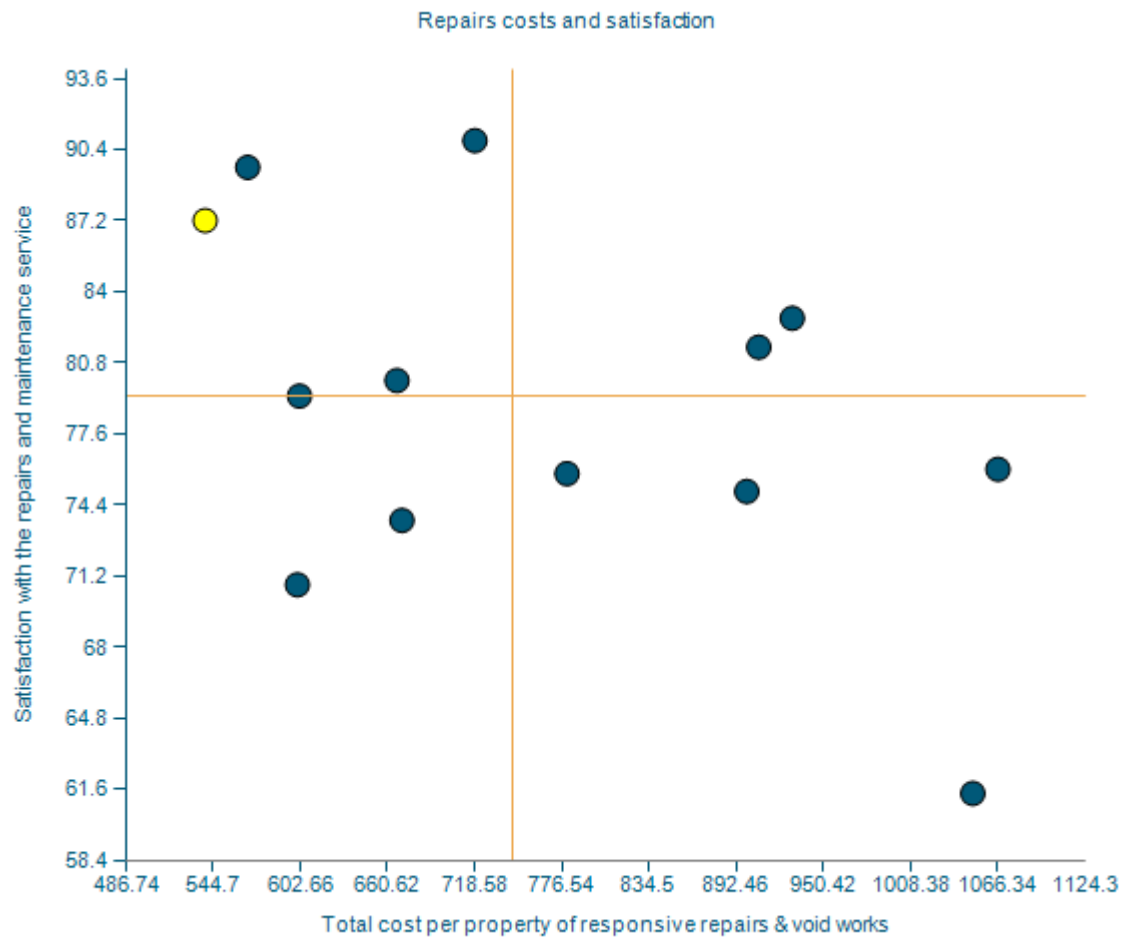
## Appointments kept as a percentage of appointments made



## 6.2 Repairs cost and satisfaction

The chart below shows repairs costs and tenant satisfaction with the repairs service compared, along with your position relative to your peer group.

Your results will not appear in this chart if you have not provided a figure for the STAR satisfaction with the repairs and maintenance service measure.





## 7. Major works and cyclical maintenance

This section compares your cost per property of major works and cyclical maintenance with your peer group.

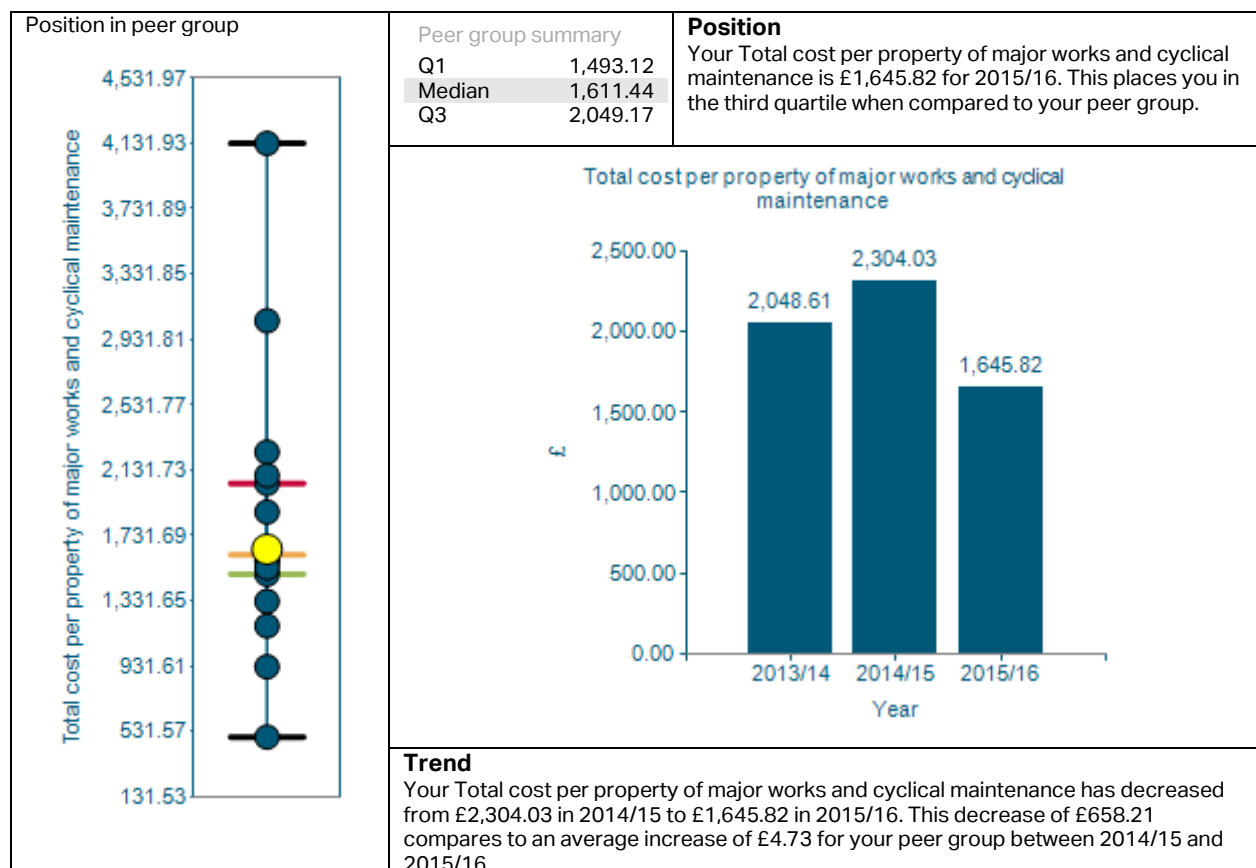
Major works spend can more accurately be called investment, and high costs in this area are not necessarily a bad thing. Similarly, proactive cyclical maintenance can help minimise reactive work.

Major works and cyclical maintenance costs can be split into management (client side) costs and service provision (contractor side) costs. Major works spend includes capital spend on major works, as well as any revenue spend.

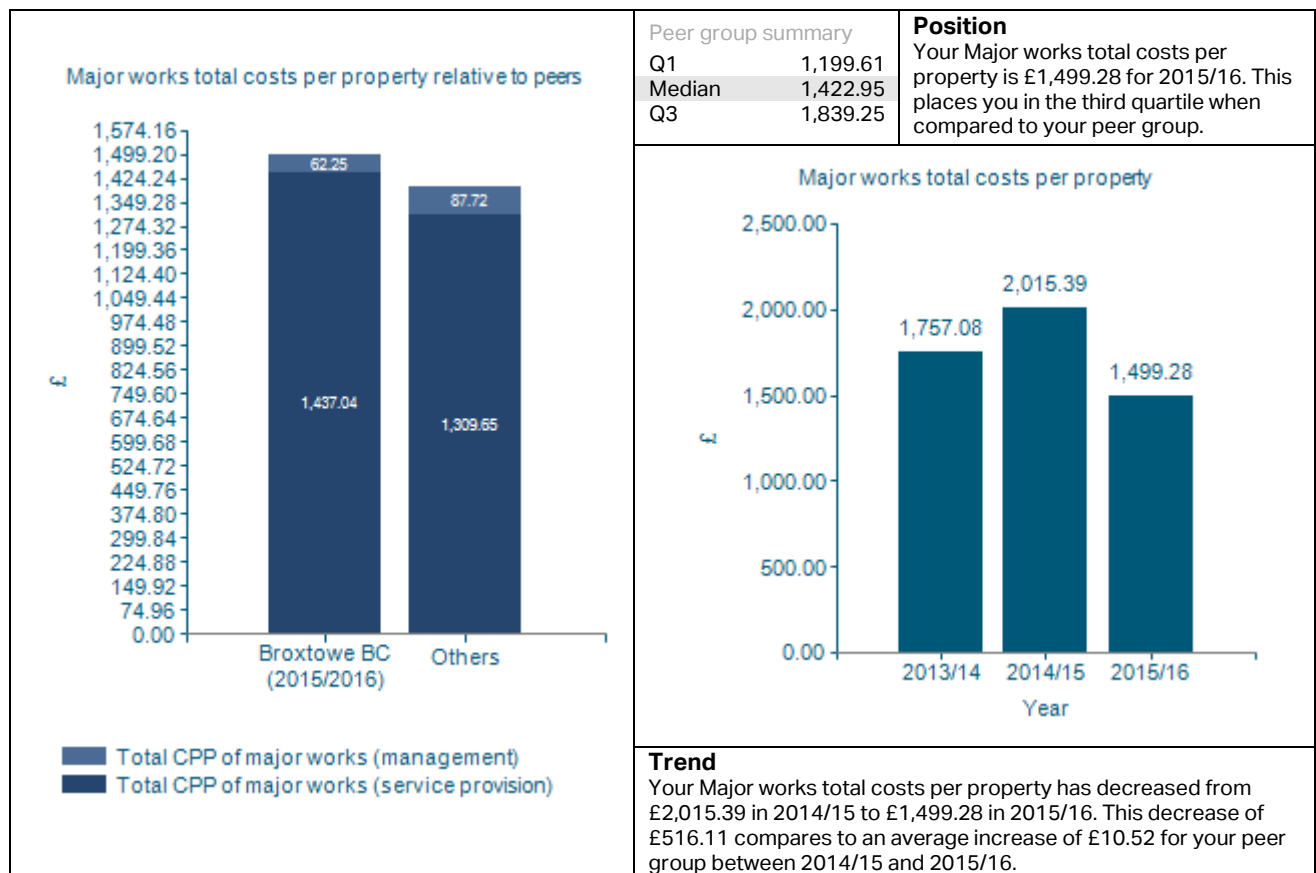
New for 2016, we have included additional charts on management spend as a percentage of service provision spend.

We have also included some headline performance measures, as well as a scatter chart comparing total cost per property of major works and cyclical maintenance with satisfaction with the overall quality of home. Scatter charts are a useful way of showing two different measures on one chart. Additionally, if there is any correlation between the two measures, scatter charts make this possible to see at a glance.

### Major works and cyclical maintenance total cost per property

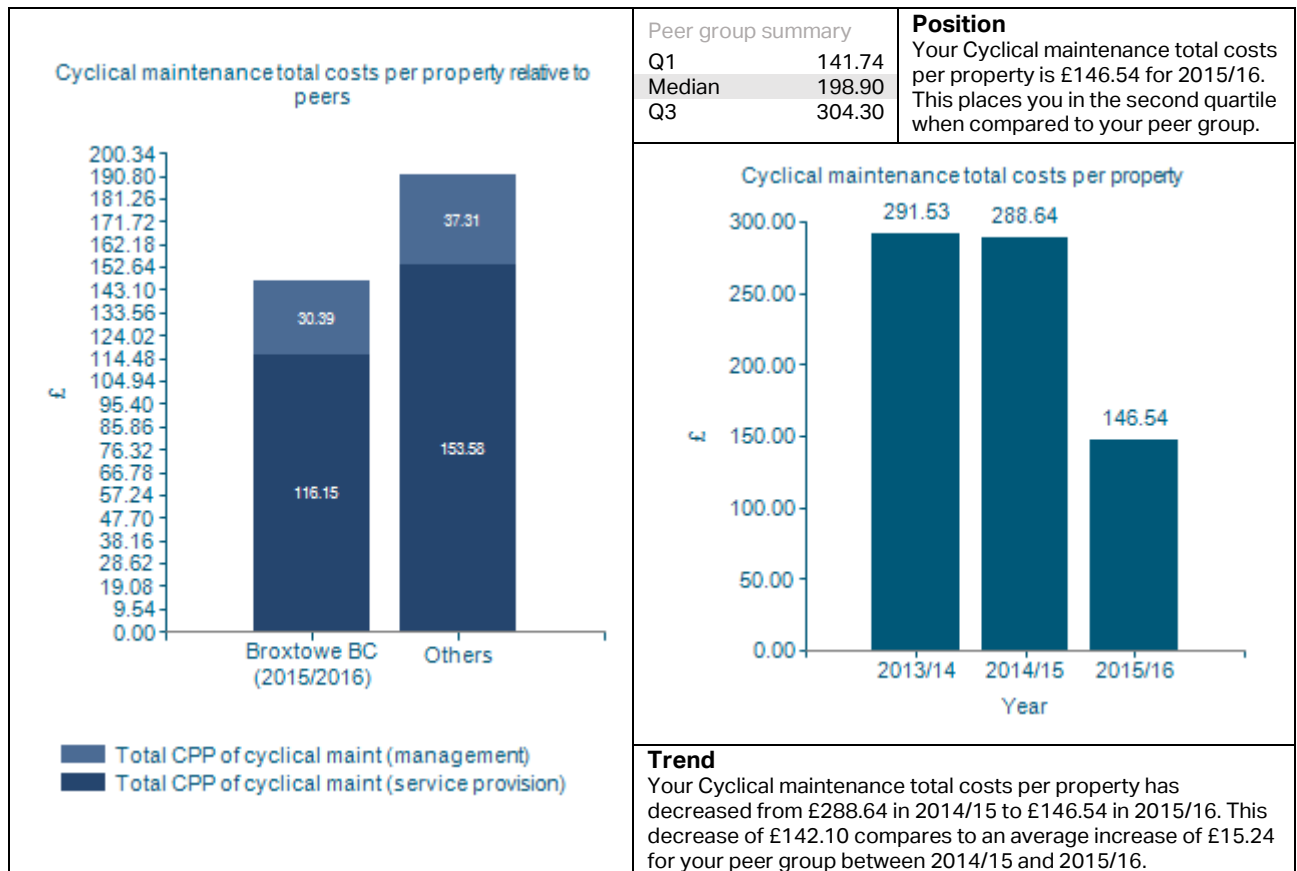


## Major works total cost per property



Note that for the others in your peer group, medians have been used. The sum of the component medians may not necessarily equal the median of the aggregate measure.

## Cyclical maintenance total cost per property



Note that for the others in your peer group, medians have been used. The sum of the component medians may not necessarily equal the median of the aggregate measure.

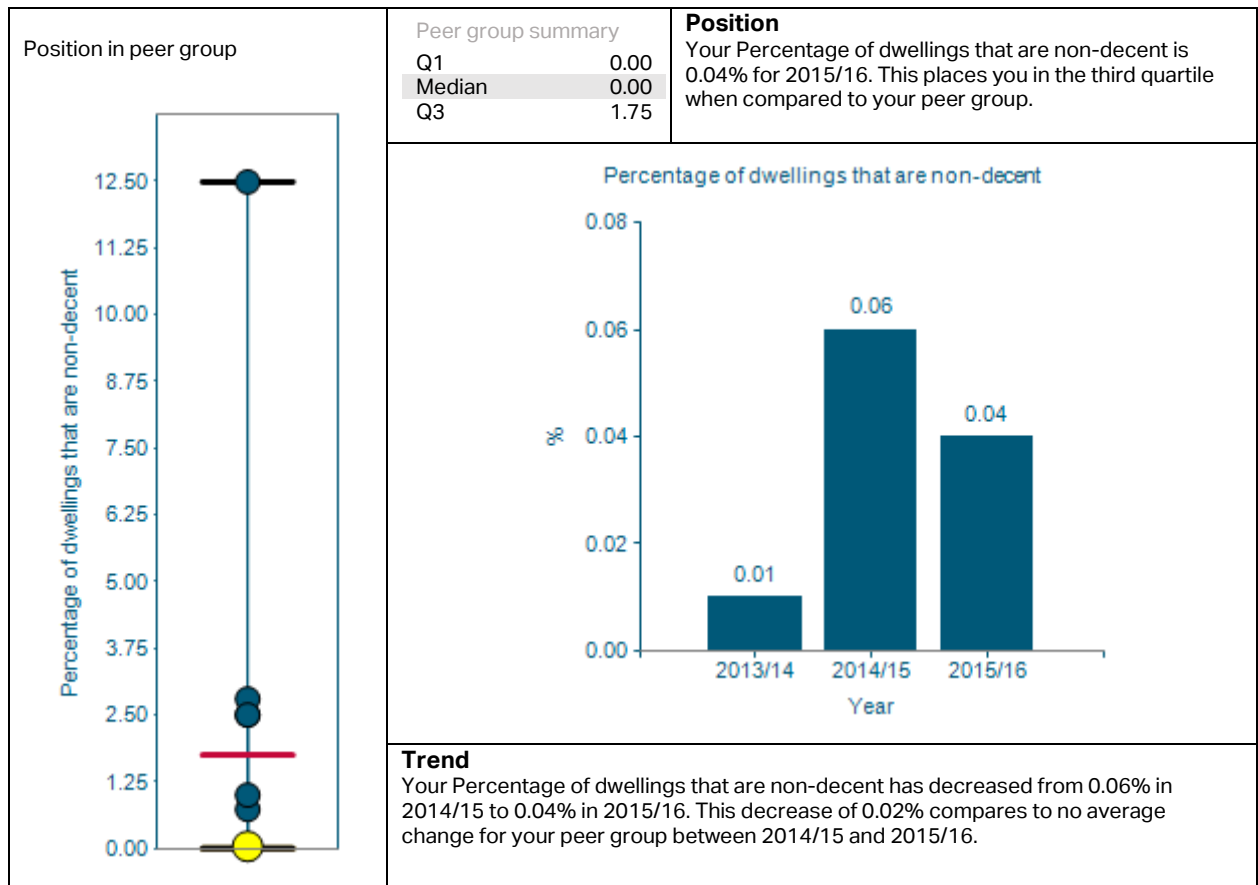
## Management costs as a percentage of service provision spend

The below charts show management costs as a percentage of service provision spend for major works and cyclical maintenance respectively. Although the charts suggest a low proportion of management spend is a good thing (i.e. top quartile), in reality these measures are about achieving the right balance. Investing in staff to manage contractors / operatives can in theory help keep service provision spend low.

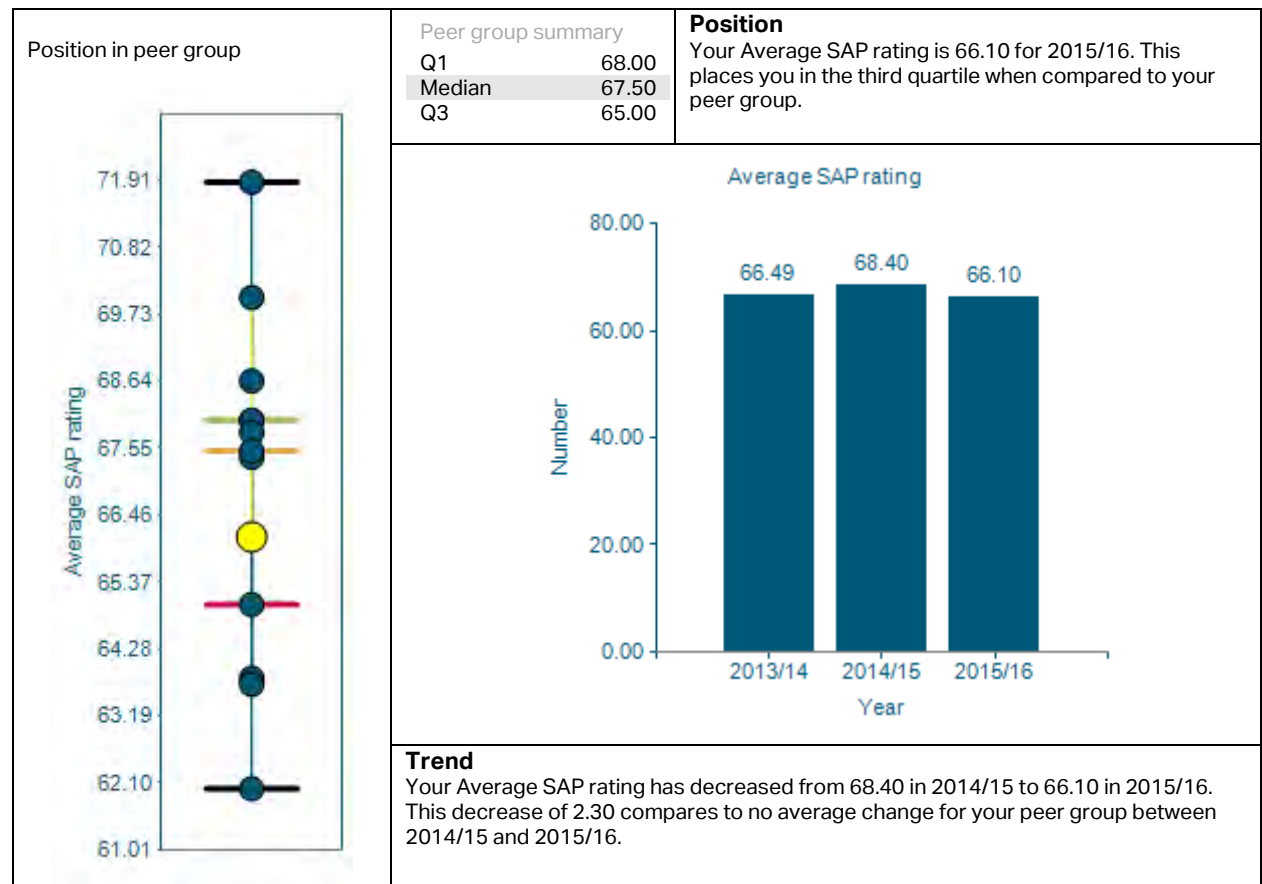
<b>Peer group summary</b> Q1 4.11 Median 5.42 Q3 9.21	<b>Peer group summary</b> Q1 15.03 Median 24.43 Q3 31.31
<b>Position</b> Your Major works management spend as a percentage of major works service provision spend is 4.33% for 2015/16. This places you in the second quartile when compared to your peer group.	<b>Position</b> Your Cyclical maintenance management spend as a percentage of cyclical maintenance service provision spend is 26.17% for 2015/16. This places you in the third quartile when compared to your peer group.
<b>Trend</b> Your Major works management spend as a percentage of major works service provision spend has decreased from 5.62% in 2014/15 to 4.33% in 2015/16. This decrease of 1.29% compares to an average increase of 0.56% for your peer group between 2014/15 and 2015/16.	<b>Trend</b> Your Cyclical maintenance management spend as a percentage of cyclical maintenance service provision spend has increased from 19.47% in 2014/15 to 26.17% in 2015/16. This increase of 6.70% compares to an average increase of 0.58% for your peer group between 2014/15 and 2015/16.

## 7.1 Major works and cyclical maintenance performance

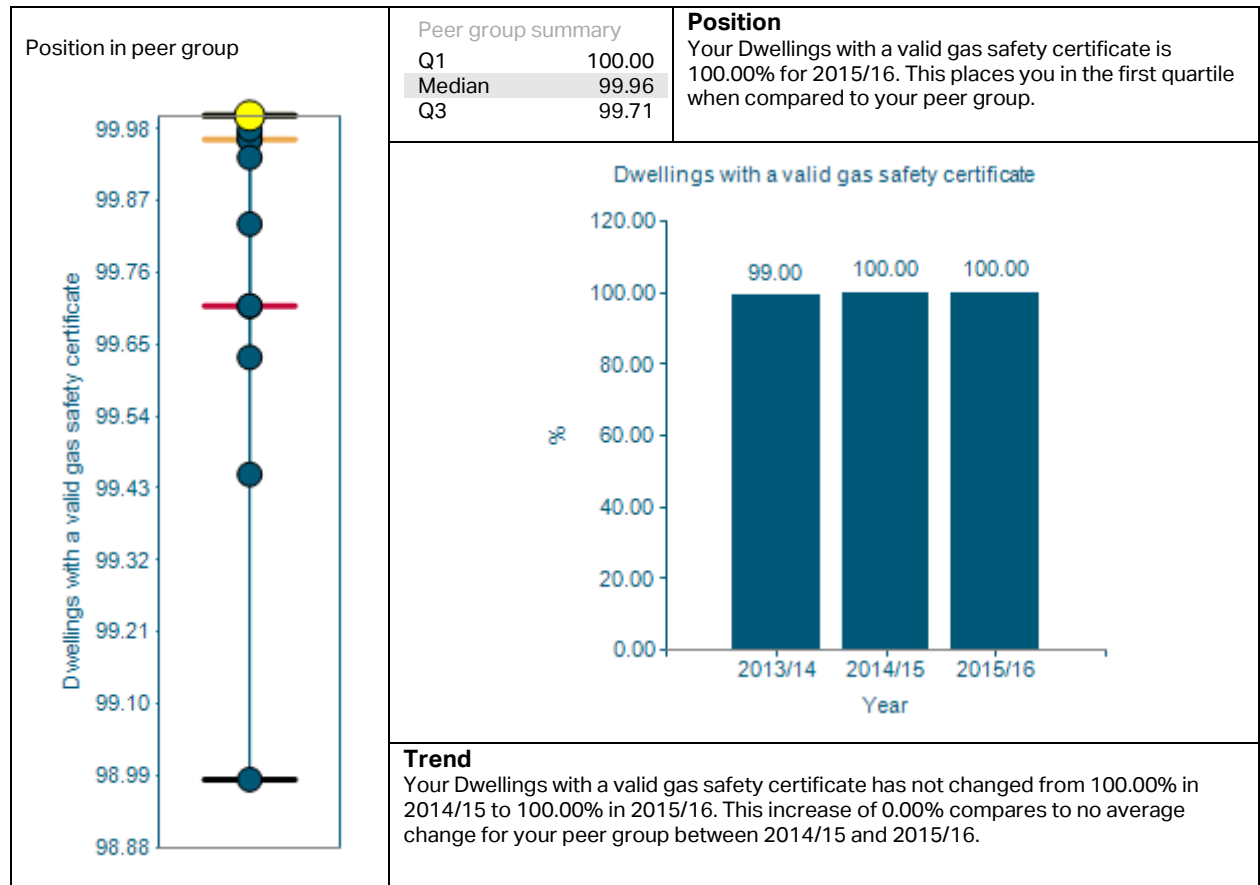
### Percentage of dwellings that are non-decent



## Average SAP rating



## Dwellings with a gas safety certificate

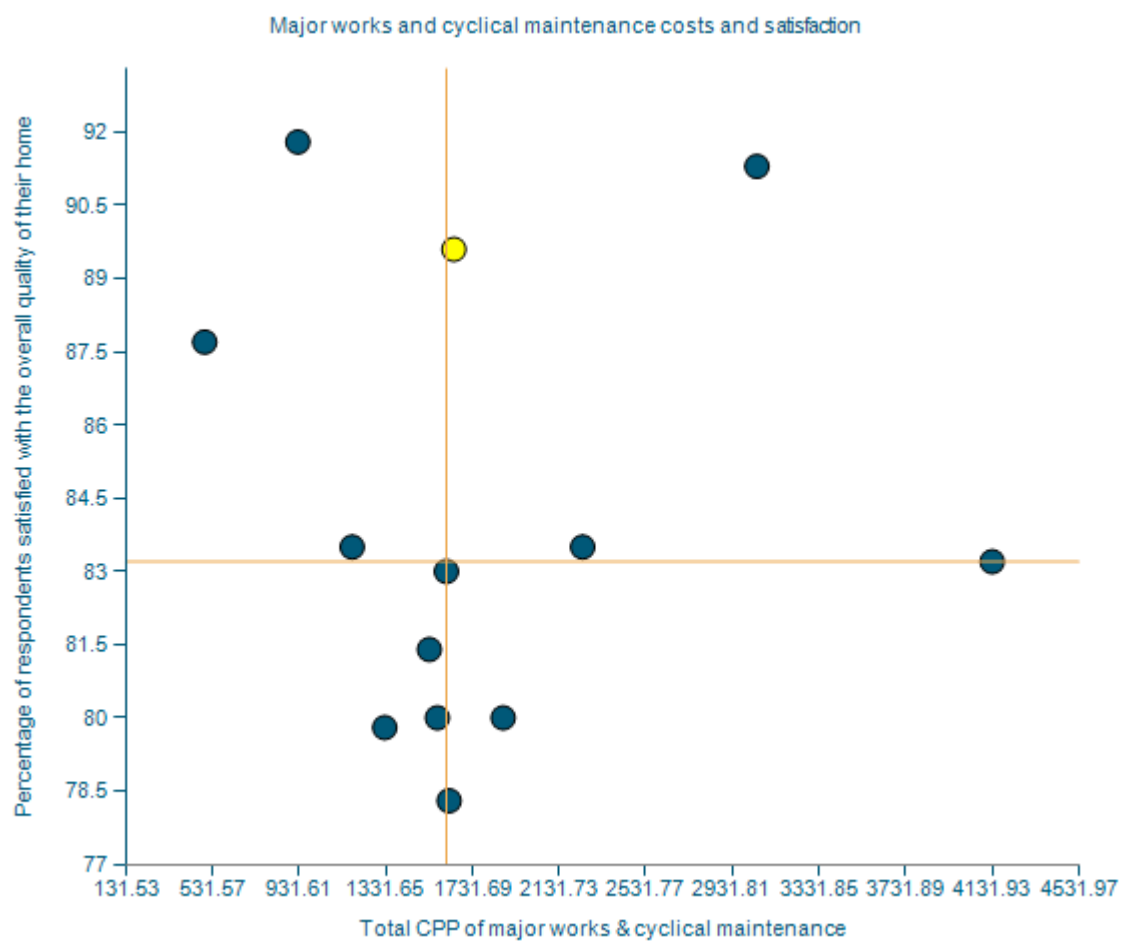


## 7.2 Major works and cyclical maintenance cost and satisfaction

The chart below shows total costs per property of major works and cyclical maintenance and tenant satisfaction with the overall quality of the home compared, along with your position relative to your peer group.

Note that the satisfaction measure used in this chart is a STAR satisfaction measure based on a random sample of all tenants. This differs from the transactional measure included in the VFM Scorecard (satisfaction with the quality of new home) which is asked of tenants/leaseholders of new build properties only.

Your results will not appear on this chart if you have not provided a figure for the STAR satisfaction with the overall quality of home measure.

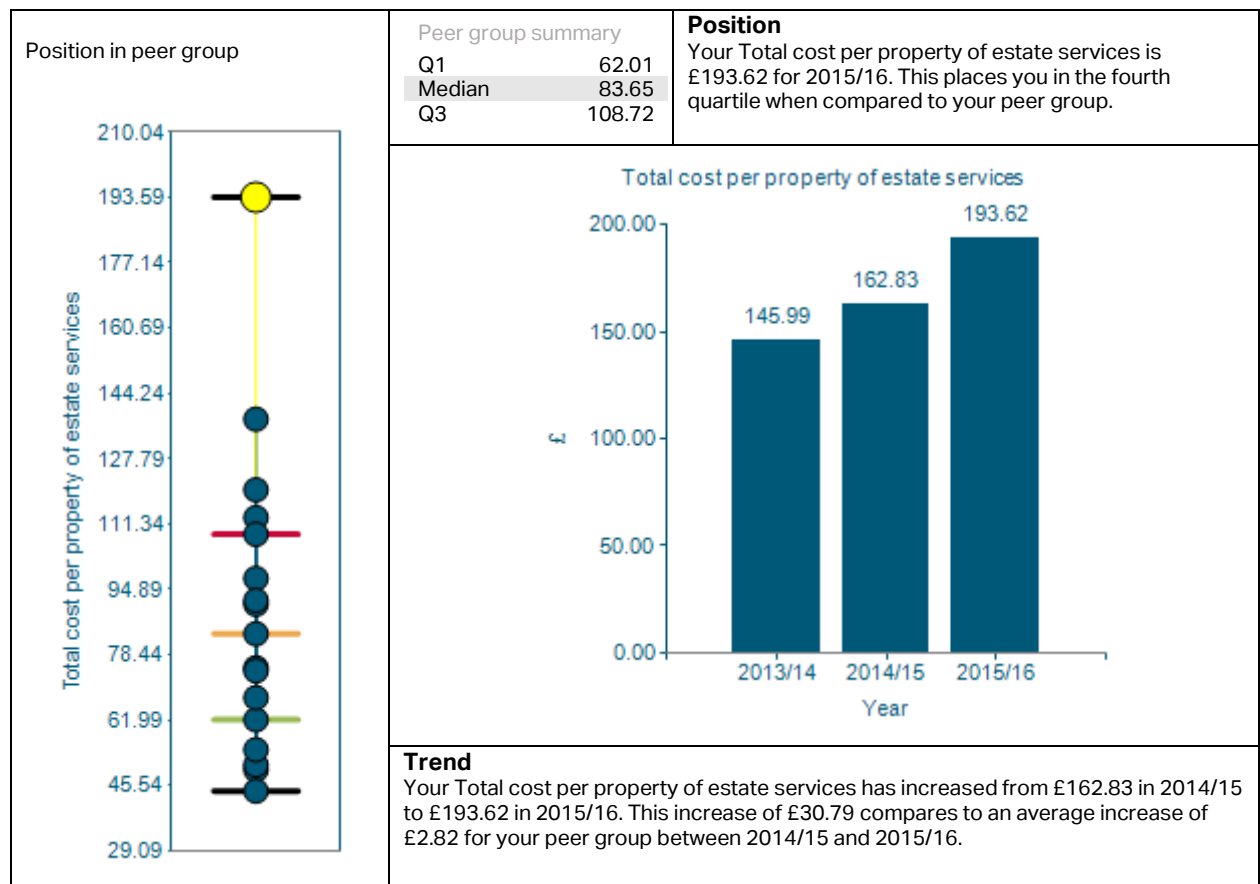




## 8. Estate Services

The chart below shows your cost per property of estate services. Some landlords will have significant responsibilities for grounds maintenance or cleaning of communal areas depending on their stock profile and contractual arrangements with local authorities. Different types of properties require different levels of estate services – for example, flats compared with houses or street properties compared with estates where the organisation owns the majority of properties. This indicator should therefore be treated with some caution.

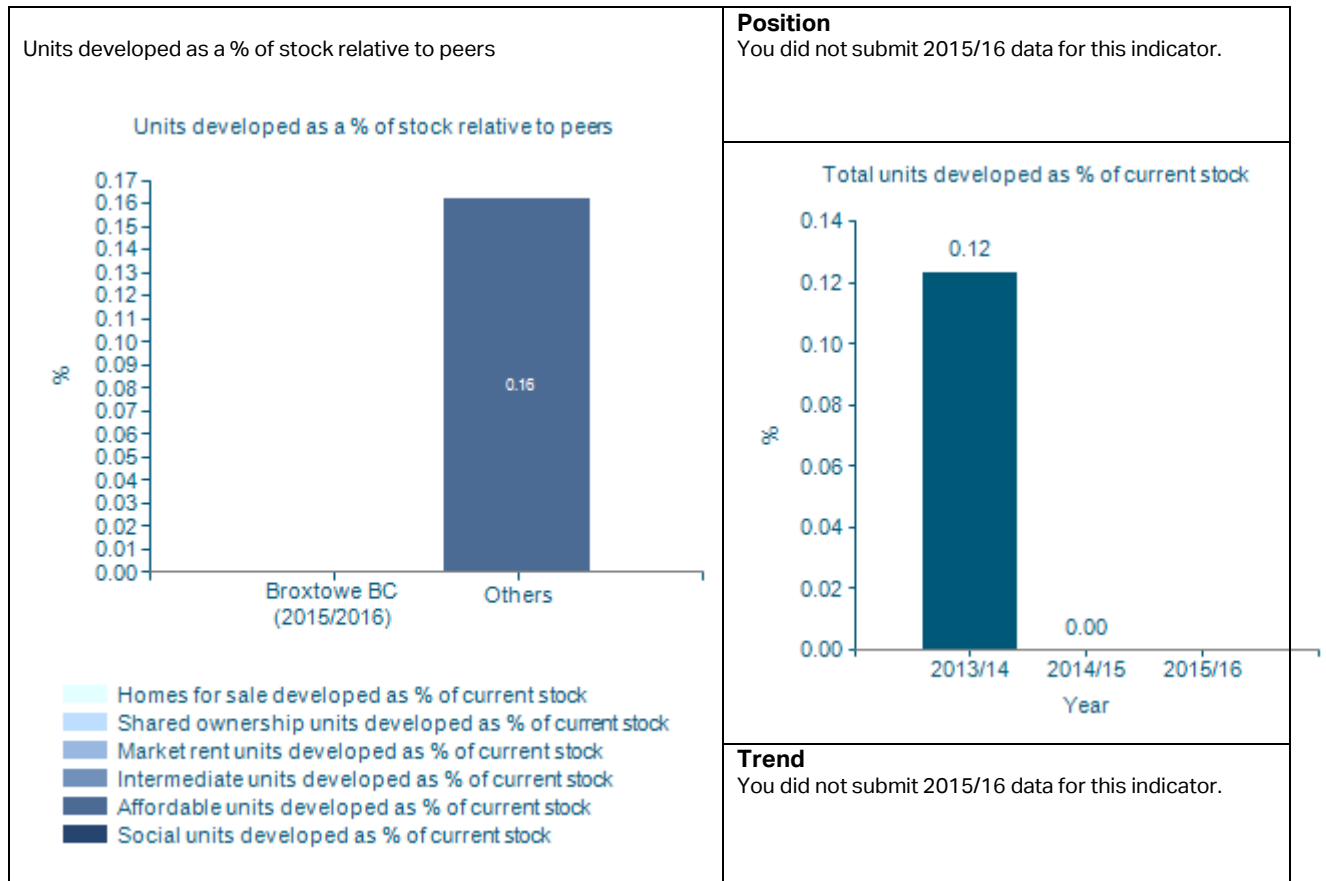
Additionally, the cost per property does not take into account any income received via service charges.



## 9. Development

### Units developed as a percentage of stock

The below charts show your units developed as a percentage of stock and also displays your units developed by tenure type.



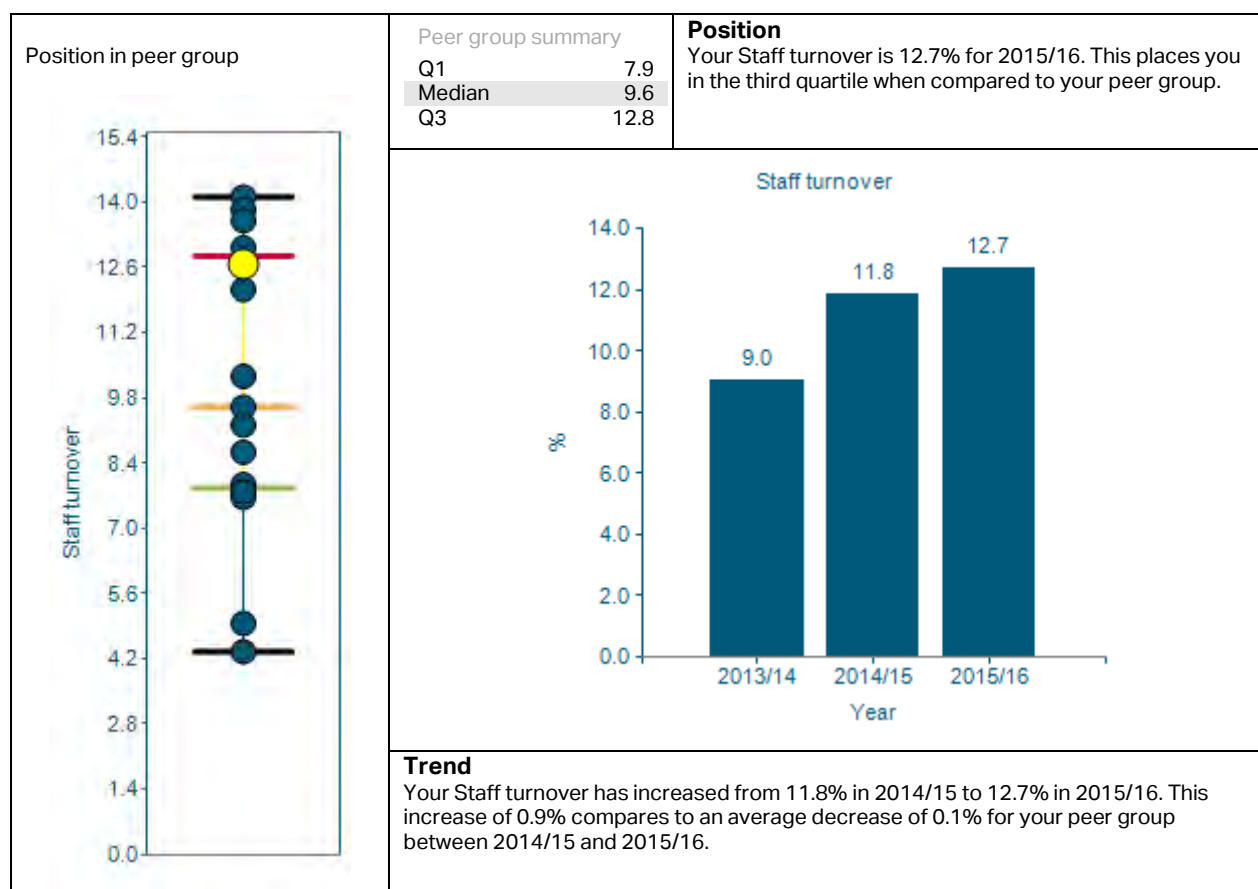
## 10. Corporate Health

Staff are a key business asset and this section provides some headline staffing measures compared to your peer group.

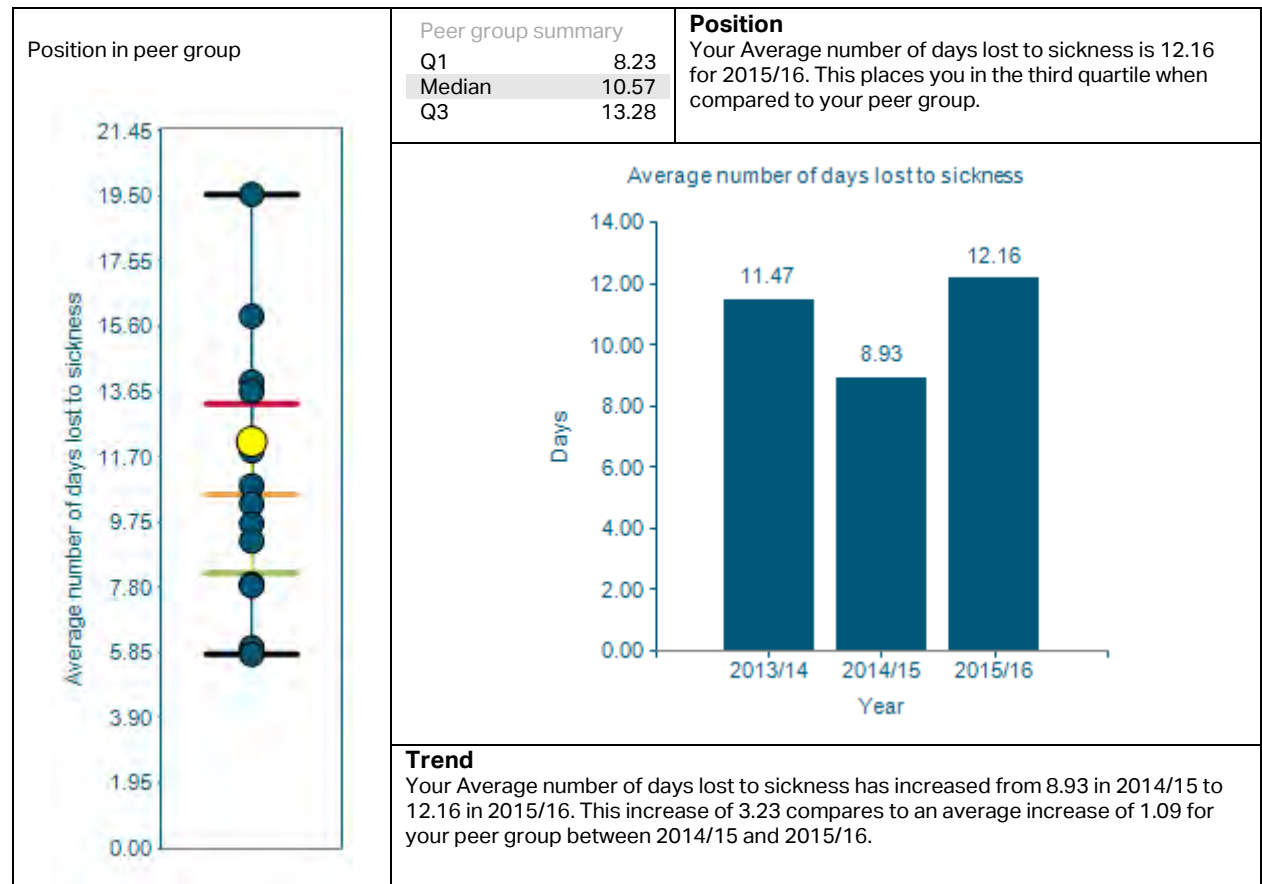
Staff turnover includes voluntary and involuntary turnover. Whilst low staff turnover is generally considered to be a good thing, some staff churn may be desirable for your business. Analysis of staff turnover split between voluntary and involuntary is available online.

Sickness absence includes both long and short term sickness absence.

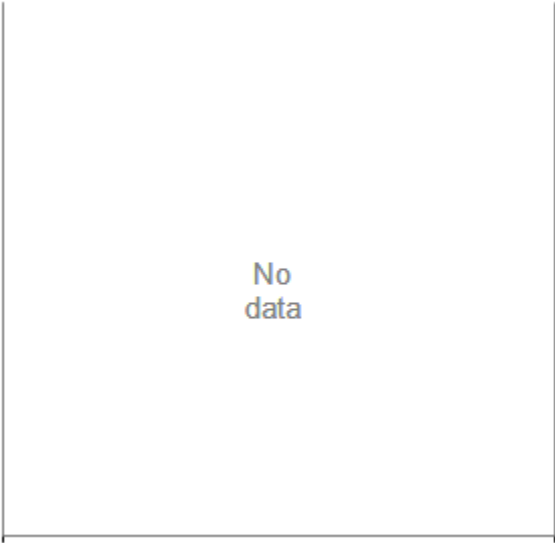
### Staff turnover



## Average number of days lost to sickness



## Staff satisfaction with employer

Position in peer group	Peer group summary		<b>Position</b>
	Q1	NoData	You did not submit 2015/16 data for this indicator.
	Median	NoData	
	Q3	NoData	
			
	<b>Trend</b> You did not submit 2015/16 data for this indicator.		

## 11. Customer contact and complaints

The below boxplots show a selection of contact centre and complaints measures.

The average time taken to answer inbound telephone calls is measured in seconds.

HouseMark recently carried out an in-depth benchmarking exercise of contact centres and complaints in which over 100 housing providers took part. For more information on this exercise, please contact [data@housemark.co.uk](mailto:data@housemark.co.uk)

<b>Peer group summary</b> Q1 NoData Median NoData Q3 NoData	<b>Peer group summary</b> Q1 NoData Median NoData Q3 NoData	<b>Peer group summary</b> Q1 NoData Median NoData Q3 NoData
<b>Position</b> You did not submit 2015/16 data for this indicator.	<b>Position</b> You did not submit 2015/16 data for this indicator.	<b>Position</b> You did not submit 2015/16 data for this indicator.
<b>Trend</b> You did not submit 2015/16 data for this indicator.	<b>Trend</b> You did not submit 2015/16 data for this indicator.	<b>Trend</b> You did not submit 2015/16 data for this indicator.

## 12. Tenant satisfaction (STAR and transactional)

The next two pages contain satisfaction results for your organisation compared to your peer group.

The first six boxplot charts are all sourced from STAR surveys that have been carried out. STAR is a sector wide methodology for measuring satisfaction in a comparable way and is robustly validated by HouseMark to ensure the criteria are adhered to. Crucially, STAR surveys are based on a random sample of all tenants. This is referred to as 'perceptual' satisfaction.

The second set of boxplots show transactional satisfaction survey results. Transactional satisfaction surveys are carried out following an interaction with the landlord (for example a repair). In 2015, HouseMark has launched StarT, a framework for collecting and comparing transactional satisfaction surveys. 2015/16 figures shown in this report are validated by HouseMark as StarT compliant, although any figures for prior years are not. More information on StarT can be found on our website [www.housemark.co.uk](http://www.housemark.co.uk)

## 12.1 Tenant satisfaction (STAR)

<b>Peer group summary</b> Q1 88.7 Median 84.0 Q3 82.3	<b>Peer group summary</b> Q1 69.2 Median 67.0 Q3 62.0	<b>Peer group summary</b> Q1 82.8 Median 79.3 Q3 75.0	<b>Peer group summary</b> Q1 85.2 Median 82.0 Q3 78.0	<b>Peer group summary</b> Q1 87.7 Median 83.2 Q3 80.0	<b>Peer group summary</b> Q1 89.0 Median 86.9 Q3 83.3
<b>Position</b> Your Satisfaction with overall service is 88.7% for 2015/16. This places you in the first quartile when compared to your peer group.	<b>Position</b> Your Satisfaction that views are listened to is 76.7% for 2015/16. This places you in the first quartile when compared to your peer group.	<b>Position</b> Your Satisfaction with repairs is 87.2% for 2015/16. This places you in the first quartile when compared to your peer group.	<b>Position</b> Your Satisfaction that rent provides VFM is 88.8% for 2015/16. This places you in the first quartile when compared to your peer group.	<b>Position</b> Your Satisfaction with quality of home is 89.6% for 2015/16. This places you in the first quartile when compared to your peer group.	<b>Position</b> Your Satisfaction with neighbourhood is 86.0% for 2015/16. This places you in the third quartile when compared to your peer group.



## 12.2 Transactional satisfaction (StarT)

<b>Peer group summary</b> Q1 NoData Median NoData Q3 NoData	<b>Peer group summary</b> Q1 NoData Median NoData Q3 NoData	<b>Peer group summary</b> Q1 NoData Median NoData Q3 NoData	<b>Peer group summary</b> Q1 NoData Median NoData Q3 NoData	<b>Peer group summary</b> Q1 NoData Median NoData Q3 NoData	<b>Peer group summary</b> Q1 NoData Median NoData Q3 NoData
<b>Position</b> You did not submit 2015/16 data for this indicator.	<b>Position</b> You did not submit 2015/16 data for this indicator.	<b>Position</b> You did not submit 2015/16 data for this indicator.	<b>Position</b> You did not submit 2015/16 data for this indicator.	<b>Position</b> You did not submit 2015/16 data for this indicator.	<b>Position</b> You did not submit 2015/16 data for this indicator.
<b>Trend</b> You did not submit 2015/16 data for this indicator.	<b>Trend</b> You did not submit 2015/16 data for this indicator.	<b>Trend</b> You did not submit 2015/16 data for this indicator.	<b>Trend</b> You did not submit 2015/16 data for this indicator.	<b>Trend</b> You did not submit 2015/16 data for this indicator.	<b>Trend</b> You did not submit 2015/16 data for this indicator.

## **13. Appendix – Disclosure of information**

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