



26 November 2018

Dear Sir/Madam

A meeting of the Housing Committee will be held on Tuesday 4 December 2018 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 C Goold	J M Owen
	G Harvey	J C Patrick
	E Kerry (Chair)	A W G A Stockwell (Vice Chair)

AGENDA

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 - 4

The Committee is asked to confirm as a correct record the minutes of the meeting held on 19 September 2018.

4. REFERENCES

4.1 Mental Health Working Group

17 September 2018

Review of Support for Young People with Mental Health Problems

There was a detailed discussion about the services available to young people with mental health problems and their families. It was noted that the Think Family approach was an attempt to negate the fact that services could, at times, be split.

There was also consideration of the support given to lone parents through housing. It was noted that many children do not have the opportunity to go on holidays and those who were at home for the whole six weeks suffered from long periods of inactivity. The Group praised the fact that there was already a free holiday play scheme in place, but added that tying the scheme in with the Housing Department could be useful.

RECOMMEND to the Housing Committee that the Housing Section be asked to organise summer holiday activities in housing areas for low income families with children, in association with Liberty Leisure.

5. DECANT POLICY

PAGES 5 - 18

To approval for a new Decant Policy.

6. DEMENTIA FRIENDLY BUNGALOWS

PAGES 19 - 23

To seek approval for the Housing Revenue Account (HRA) to purchase land at Willoughby Street on which to construct dementia friendly bungalows for the HRA, utilising funds from the Better care fund.

7. RENTS TEAM RESTRUCTURE

PAGES 24 - 34

To seek approval to restructure the Rent Section and recruit additional resources as part of the move to the Housing Department and in preparation for the implementation of Universal Credit.

8. SOCIAL AND AFFORDABLE HOUSING UPDATE PAGES 35 - 36

To invite the Committee to consider the social and affordable housing need study commissioned by the Council.

9. PERFORMANCE MANAGEMENT – REVIEW
OF BUSINESS PLAN PROGRESS – HOUSING PAGES 37 - 43

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

10. WORK PROGRAMME PAGE 44

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

HOUSING COMMITTEE

19 SEPTEMBER 2018

Present: Councillor Eric Kerry (Chair)

Councillors: S A Bagshaw
L A Ball BEM
J Briggs
R H Darby
J C Goold
G Harvey
R I Jackson
J K Marsters
J M Owen
J C Patrick

Apologies for absence were received from Councillors J W McGrath, M Radulovic and A W G A Stockwell.

14. DECLARATIONS OF INTEREST

There were no declarations of interest.

15. MINUTES

The minutes of the meeting held on 6 June 2018 were confirmed and signed as a correct record.

16. PERFORMANCE MANAGEMENT - REVIEW OF BUSINESS PLAN - HOUSING - OUTTURN REPORT

The Committee received a report on the progress against outcome targets identified in the Housing Business Plan. It was noted that the average re-let time was decreasing.

17. HOUSING SERVICE ANNUAL REPORT 2017/18

The Committee received a report on the Housing Service Annual Report. This is a regulatory requirement of the Regulator of Social Housing's Tenant Involvement and Empowerment Standard.

The Regulator of Social Housing sets out the regulatory framework for social housing in England. The framework is a number of standards that registered providers are expected to meet. The consumer standards apply to all registered providers, including local authorities.

RESOLVED that the Housing Service Annual Report 2017/18 be approved.

18. CUSTOMER PROMISES

The Committee received an update on the the adoption of a set of Customer Promises across the work of the Housing Department.

The Housing Department identified key areas that required improvement, these being, the need to improve customer services and better interdepartmental communication and working.

RESOLVED that the adoption of the Customer Promises by the Housing Service be approved.

19. GUIDANCE FOR THE USE OF LOCAL LETTINGS POLICIES

The Committee reviewed the new Guidance for the Use of Local Lettings Policies.

Local authorities have the ability in accordance with The Housing Act 1996 to enable them to let properties to people who match a particular description or criteria where there is a demonstrated need to the approach.

Within the scope of this policy, the Council seeks to provide guidance on how local lettings policies could be used.

RESOLVED that the Guidance for the use of Local Lettings Policies be approved.

20. HOUSES IN MULTIPLE OCCUPATION

The Committee were advised of changes to mandatory licensing of Houses in Multiple Occupation (HMOs).

The purpose of the mandatory licensing regime was to ensure that those HMOs likely to present the most significant health and safety risks are known to the local authority, with evidence provided that appropriate management arrangements have been made for the property.

The Council recognised the need for a standard for HMOs to be introduced to ensure the wellbeing of residents within the borough. This standard sets out the minimum sizing for sleeping rooms and is higher than the national legislated minimum.

RESOLVED that the standards for HMOs in Broxtowe be approved.

21. HOUSING RECHARGE (SUNDRY DEBTS) POLICY

The Committee reviewed the proposed Housing Recharge (Sundry Debts) Policy.

The aim of the Policy was to provide clear guidance to staff, tenants and leaseholders to explain when a service, or work undertaken by the Council, would be recharged to the tenant or the leaseholder.

RESOLVED that the Housing Recharge (Sundry Debts) Policy be approved.

22. GRENFELL RESPONSE UPDATE

The Committee was updated on actions which have been taken since the last report in January, highlighted work currently in progress, and encourage discussion on potential future work, in response to the Grenfell fire tragedy.

An external audit of a number of fire risk assessments had led to recommendations for further work to address small breaches to compartmentalisation.

A capital budget for 2018/19 of £350,000 was available, which would allow for the survey work, the continuation of existing work to improve fire safety, and also allow for commencement of additional work to address recommendations from third party surveys.

RESOLVED that the suggestions as detailed in appendix 1 be adopted.

23. WORK PROGRAMME

The Committee considered the Work Programme.

RESOLVED that the Work Programme be approved.

24. EXCLUSION OF PUBLIC AND PRESS

RESOLVED that, under Section 100A of the Local Government Act, 1972, the public and press be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A of the Act.

25. HOUSING REPAIRS AND HOUSING STRATEGY RESTRUCTURES

RECOMMENDED to the Policy and Performance Committee to:

- 1. Approve the new posts of: Senior Maintenance Officer (Compliance), Senior Work Planner, Facilities Co-ordinator, Housing Systems Administrator and Housing Operations Manager**

2. Delete the frozen Single Trade Operative posts T154 and T159 and frozen Apprentice Maintenance Operative post T164.
3. Delete the frozen Multi-skilled Operative post T501.
4. Delete the Work Planner post T507.
5. Delete Housing IT Systems Officer post H154.
6. Delete the Neighbourhood Services Manager post H21.

Report of the Chief Executive

DECANT POLICY

1. Purpose of report

To seek Committee approval for a new decant policy.

2. Background

The Council makes all reasonable attempts to allow tenants to remain in their homes while repairs or routine maintenance takes place in properties. On rare occasions, it is not possible and it is necessary to move tenants out of their properties, usually temporarily, while necessary repairs or maintenance take place.

The policy may also be used on occasions where there is an emergency circumstance within Council properties and it is necessary to move tenants out.

The Council aims to avoid tenants from incurring unnecessary household costs as a result of decants and the policy details the assistance that the Council is able to provide in accordance with its statutory responsibilities.

3. Detail

This policy outlines:

- The reasons for the Council considering a decant
- The rehousing options
- How the Council will conduct a decant
- How compensation and costs are managed
- Communication and liaison around decants
- When the tenant returns to the property following a decant
- Decants and new housing developments

An Equalities Impact Assessment is included as appendix 1 of this report and the Decant Policy is included at appendix 2.

Recommendation

The Committee is asked to RESOLVE that the Decant Policy be approved.

Background papers

Nil

APPENDIX 1

Equality Impact Assessment

Public bodies are required in 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 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.

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:	Housing	Lead officer responsible for EIA	Richard Smith
Name of the policy or function to be assessed:		Decant Policy	
Names of the officers undertaking the assessment:		Richard Smith	
Is this a new or an existing policy or function?		New policy for existing function	
<p>1. What are the aims and objectives of the policy or function?</p> <p>The Policy will detail the Council's approach to Decants:</p> <ul style="list-style-type: none"> • To enable decants to be carried out with minimal disruption and disturbance to residents • To establish the requirement to consult effectively and provide regular feedback to residents who are affected by a decant • To establish a framework in which the Council provides assistance, whether practical or financial, to residents effected by the need to decant • To ensure that decants are managed in a fair, equitable and reasonable manner • To establish a basis of approval for a decant to take place • To enable the Council to make best use of its stock through timely access for improvement and development works or where a decision is made for demolition or disposal • To minimise rent loss to the Council by having a joint approach between Housing Repairs, Capital Works and Housing Operations. 			
<p>2. What outcomes do you want to achieve from the policy or function?</p> <p>The purpose of a decant is to allow for the Council to carry out essential works that cannot be completed with the tenant in situ.</p>			
<p>3. Who is intended to benefit from the policy or function?</p> <p>Council tenants who have a property in a condition where a decant is required or are affected by a decant.</p>			

<p>4. Who are the main stakeholders in relation to the policy or function?</p> <ul style="list-style-type: none"> • Tenants • Housing staff • Contractors of the Council
<p>5. What baseline quantitative data do you have about the policy or function relating to the different equality strands?</p> <p>When applicants apply to join the waiting list and are housed with the Council they are asked for personal details, which provides quantitative data on the equality strands.</p>
<p>6. What baseline qualitative data do you have about the policy or function relating to the different equality strands?</p> <p>Information provided on Council records.</p>
<p>7. What has stakeholder consultation, if carried out, revealed about the nature of the impact?</p> <p>None. Decants occur when they are required.</p>
<p>8. From the evidence available does the policy or function affect or have the potential to affect different equality groups in different ways?</p> <p>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:</p>
<ul style="list-style-type: none"> • 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? <p>Applicants must be over the age of 18 to hold a tenancy with the Council, so those younger than that are excluded from holding a tenancy but may be part of the household. This can be justified.</p>
<ul style="list-style-type: none"> • Is the policy or function likely to be equally accessed by all equality groups or communities? If no, can this be justified? <p>Yes. The vast majority of decants will occur in circumstances with no pattern and could therefore affect any group or community who may be living in the affected Council properties at that time.</p>

<ul style="list-style-type: none"> • Are there barriers that might make access difficult or stop different quality groups or communities accessing the policy or function? <p>None; the policy and decisions are made by Council officers.</p>
<ul style="list-style-type: none"> • Could the policy or function promote or contribute to equality and good relations between different groups? If so, how? <p>The decant policy should not contribute positively or negatively in this area.</p>
<ul style="list-style-type: none"> • What further evidence is needed to understand the impact on equality? <p>None as decants are rare and are generally unplanned where and when they occur.</p>
<p>9. On the basis of the analysis above what actions, if any, will you need to take in respect of each of the equality strands?</p>
<p>Age: It is not anticipated that the Council will need to take any further action in order to enable access for this group.</p>
<p>Disability: It is not anticipated that the Council will need to take any further action in order to enable access for this group.</p>
<p>Gender: It is not anticipated that the Council will need to take any further action in order to enable access for this group.</p>
<p>Gender Reassignment: It is not anticipated that the Council will need to take any further action in order to enable access for this group.</p>
<p>Marriage and Civil Partnership: It is not anticipated that the Council will need to take any further action in order to enable access for this group.</p>
<p>Pregnancy and Maternity: It is not anticipated that the Council will need to take any further action in order to enable access for this group.</p>
<p>Race: It is not anticipated that the Council will need to take any further action in order to enable access for this group.</p>
<p>Religion and Belief: It is not anticipated that the Council will need to take any further action in order to enable access for this group.</p>
<p>Sexual Orientation: It is not anticipated that the Council will need to take any further action in order to enable access for this group.</p>

<p>Head of Service: 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>Signature of Head of Service:</p>
--



Decant Policy

Contents

1.0 Scope	13
2.0 Purpose	13
3.0 Aims and Objectives	13
4.0 Regulatory Code and Legal Framework	13
5.0 Policy Outline	14
5.1 Reasons for a decant	14
5.2 Rehousing options.....	14
5.3 Conducting a decant	15
5.4 Compensation and Costs.....	16
5.4 Communication and Liaison.....	17
5.5 Returning to the property following works.....	17
5.6 New Housing Developments.....	18
6.0 Related Policies, Procedures and Guidelines.....	18
7.0 Review.....	18
8.0 Document History and Approval	18

1.0 Scope

The Decant Policy sets out the approach that Broxtowe Borough Council takes to moving residents temporarily in order for work to be carried out to their property and where it is not safe or possible for the resident to remain in the property while work is carried out or where it is damaged in an emergency, such as fire or flood.

A decant can on occasions be a permanent move, such as when a property cannot be repaired economically and/or has been earmarked for demolition or disposal.

The policy only applies to Council properties and tenants and not leaseholders. If emergency housing is required as a result of a civil emergency or similar, this policy does not apply.

2.0 Purpose

The purpose of a decant is to allow for the Council to carry out essential works that cannot be completed with the tenant in situ. The policy outlines the Council's approach to this.

3.0 Aims and Objectives

The aims and objectives of the policy are:

- To enable decants to be carried out with minimal disruption and disturbance to residents
- To establish the requirement to consult effectively and provide regular feedback to residents who are affected by a decant
- To establish a framework in which the Council provides assistance, whether practical or financial, to residents affected by the need to decant
- To ensure that decants are managed in a fair, equitable and reasonable manner
- To establish a basis of approval for a decant to take place
- To enable the Council to make best use of its stock through timely access for improvement and development works or where a decision is made for demolition or disposal
- To minimise rent loss to the Council by having a joint approach between Housing Repairs, Capital Works and Housing Operations.

4.0 Regulatory Code and Legal Framework

The Landlord and Tenant Act 1985

The Housing Act 1985

Land Compensation Act 1973

Gas Safety (Installation and Use) Regulations 1998

Electrical Equipment (Safety) Regulations 1994

5.0 Policy Outline

5.1 Reasons for a decant

A decant is where a tenant moves from their original property to another one, either temporarily or permanently. Decants will be considered in the following circumstances:

- The property requires works that makes it potentially unsafe or potentially unhealthy for the tenant to remain
- The property is in a condition that makes it uninhabitable
- Improvements are required to a property that are too significant to complete with the tenant in occupation. (The Council will take account of a tenant's individual circumstances when making this decision.)
- The property affected is subject to a redevelopment programme or where demolition is required.

5.2 Rehousing options

Emergency Decants

Where an unexpected event has caused a property to become uninhabitable, the Council will use its responsibilities in accordance with the Housing Act 1996 Part 7 to rehouse residents in temporary accommodation, which could be by the usage of Bed and Breakfast. If the issue with the property can be remedied and returned to in a period of less than 2 weeks, then the Council will consider the continuation of the usage of temporary accommodation for this period.

Short Term Decants

Where decants do not arise in an emergency but are short term, a period that is likely going to be less than 8 weeks, the Council will either choose to use appropriate temporary accommodation. The Council will work to avoid the usage of Bed and Breakfast for short term decants.

The Council will identify a property from its own stock or a Registered Provider for the tenant to move into temporarily. The Council will consider the Housing Allocations Policy with regard to the size and type of property used as a decant property. Where possible the decant will be located in the same area as the current property to minimise disruption to the tenant.

On occasions due to the availability of stock, temporary decant properties may be in a different location and of a different size to the current property. The decant tenant will not be decanted to a property that will result in overcrowding.

If a tenant refuses their initial decant offer and it is considered a reasonable suggestion of accommodation, the Housing Operations Manager, or an appropriate deputy, will decide if additional alternative decant properties should be found.

If the decant is considered absolutely necessary and the tenant refuses more than 3 offers that are considered reasonable by the Housing Operations Manager, or an appropriate deputy, and there is no reasonable prospect of the works being completed with the tenant in occupation, then the Council will consider possession proceedings.

Permanent Decants

Where a decant involves a permanent move because of disposal or demolition of the original property, the Council will assist tenants in accessing the Homesearch Scheme and assess their application in accordance with the Allocations Policy. They will be assessed as Band 1 to reflect the urgency of their circumstances.

The permanent decant property will be offered on equivalent tenancy terms and will be treated as a new letting. Tenancy rights will not be affected wherever possible. If a property is sourced that would result in a change to the rights of a tenant, such as moving to specialist accommodation that affects the Right to Buy, the tenant will be informed of this at the point of the offer being made. If the decant is considered absolutely necessary and the tenant refuses more than 3 offers that are considered reasonable by the Housing Operations Manager, or an appropriate deputy, the Council will consider possession proceedings.

5.3 Conducting a decant

Properties that will be used as part of a decant will be inspected and made ready to let in accordance with the letting standard. It will be treated as a standard void property.

In an emergency or short term decant, no rent or Council Tax will be charged on the decant property but will continue to be charged on the original property. It will be the tenant's responsibility to update any relevant agencies and claims.

In an emergency or short term decant, the tenant will not sign a tenancy agreement for the decant property but will occupy the property under a Decant Agreement outlined in the Decant Procedure.

An emergency or short term decant does not count as a new letting of the property. The tenant remains liable for the services and rent at their original tenancy, which they will be returning to.

5.4 Compensation and costs

In the event of a permanent move, the tenant could be entitled to Home Loss payments.

Home loss payments are applicable where there is:

- A compulsory acquisition of an interest in the dwelling
- The making of a housing order in respect of the dwelling
- An acquisition of the dwelling and land by an authority possessing compulsory purchase powers.

Home loss payments could be claimed if the tenant has occupied the property as their sole residence for a period of one year prior to displacement and/or the tenant is a Secure or Fixed Term Tenant.

The current amount of Home Loss Payment in accordance with The Home Loss Payments (Prescribed Amounts) (England) Regulations 2018 is £6,300. These payments are increased annually.

In the event that the tenant does not qualify for Home Loss Payments, they could qualify for disturbance payments. The criteria for where disturbance payments could be applied for is similar in terms of compulsory acquisition or housing orders. It is possible to qualify for both.

Disturbance payments cover 'reasonable expenses' incurred by the entitled person during moving.

Tenants should not incur unnecessary costs as a result of a decant. The Council will assist the tenant with moving essential items from one property to another. If some items are required to be stored, the Council should consider the request and provide appropriate safe and secure storage accordingly.

The tenant should retain receipts for any costs and these will be considered by the Council and should be refunded at the Council's discretion, if the costs are considered necessary.

The Council will not cover the costs of, or provide any household items, such as toiletries and other products, or food at the new property.

The Council will consider the reimbursement of travel expenses where a decant has been necessary to an area that is a significant distance, more than five miles, in addition to their normal journeys to school or employment. Tenants wishing to make a claim for this must demonstrate the hardship by providing income details and showing receipts or tickets etc.

The Council will consider the following works to assist the tenant in the event of a decant:

- The removal of furniture and assistance with packing by supplying boxes

- The storage of belongings
- Removal vans
- The lifting and refitting of carpets or flooring in their permanent home
- Fitting of carpets or flooring in the decant address
- The refitting of curtains or blinds in the permanent home and decant address. If additional blinds or curtains are required in the decant address, the Council will consider the supply of these.
- The redirection of post
- Disconnection or moving of kitchen appliances from the permanent home to the decant address and back.
- Cost of the kennelling of pets that cannot be housed as part of the decant
- Any other request from the tenant that is considered reasonable by the Head of Housing or Housing Operations Manager.

Any payments as a result of any Home Loss are subject to deduction of any outstanding debt to the local authority.

5.5 Communication and Liaison

The Council recognises that moving home in any circumstance can be a stressful experience. The Decant Policy aims to ensure that decants are carried out efficiently with minimal stress and hardship caused to the decanting tenant.

It may be necessary in certain circumstances to consult with tenants in accordance with Section 105 of the Housing Act 1985. If this is considered appropriate, the Council will engage with tenants at the earliest possible charge and allow the tenants the statutory timescales in accordance with the Act.

Liaison throughout the decant process is essential and will be led by the appointed Housing Officer. All relevant teams will engage positively with the tenants and will be responsive to their concerns.

On short term or permanent decants, the Council will ensure that the following information is communicated to affected tenants:

- Details of the project being undertaken
- The proposed start dates (if known) and the anticipated duration of the work
- A copy of the policy and associated procedures
- How a property will be identified
- Confirmation of the help and support that the Council will provide
- A named contact or contacts for the duration of the project

If the tenant should require any further advice or assistance in relation to the decant process or their options, the Council should signpost them to the Housing Options Team, Citizens Advice Bureau, Law Centre or a Solicitor.

5.6 Returning to the property following works

The services provided to the tenant by the Council as part of moving them out to the decant property should be replicated to assist in moving them back. The Council will

confirm in writing the date that the works will be completed and when the decant property will need to be vacated by.

If the tenant refuses to move back to their property, the Council will make an application to the Court for their eviction from the decant property. This action will not affect their original tenancy.

If the tenant does wish to stay in the decant property, the request should be made to the Housing Operations Manager or Head of Housing. The Council may consider a 'direct let' in accordance with the Housing Allocations Policy or alternatively require the tenant to return to their original tenancy. There should be no betterment in terms of property type or size as a result of a decant.

In these circumstances, the Council will consider whether costs incurred as part of the decant are all now appropriate. If any costs are to be recharged, this is at the approval of the Housing Operations Manager or the Head of Housing.

5.7 New housing developments

If the Council has decanted tenants because of demolition with a view to new housing being built in the location, the Council will offer the tenant a property on the new development subject to them meeting the allocation criteria of the properties being built.

6.0 Related Policies, Procedures and Guidelines

This policy should be read in conjunction with the:

- Allocations Policy
- Decant procedure
- Repairs Policy
- Repairs procedures
- Tenancy Management Policy
- Tenure Policy

7.0 Review

This policy will be reviewed every 3 years unless there are significant changes in legislation.

8.0 Document History and Approval

Date	Version	Committee Name
4/12/18	1.0	Housing Committee

Report of the Chief Executive

DEMENTIA FRIENDLY BUNGALOWS1. Purpose of report

To seek Committee approval for the Housing Revenue Account (HRA) to purchase land at Willoughby Street on which to construct dementia friendly bungalows for the HRA, utilising funds from the Better Care Fund.

2. Background

Each year, second-tier authorities receive a capital grant from central government for the provision of Disabled Facilities Grants (DFGs). The amount of capital grant which Broxtowe has received has increased over recent years and is now given via the Better Care Fund. Broxtowe is currently meeting its obligations with respect to mandatory DFGs, as a result of an underspend last year and an allocation of £803,661 this year.

3. Detail

A scheme for two dementia friendly bungalows has been discussed with partners from the Nottinghamshire Better Care Fund and approval has been given to use £275,000 for the scheme. An extract from the business case is included in appendix 1. The amount earmarked from the DFG capital budget is considered to be adequate to fully undertake the project. The two bungalows will form part of the Council's stock on completion.

The piece of land at Willoughby Street is owned by Broxtowe Borough Council's General Fund and would have to be purchased by the HRA. It has been independently valued at £105,000. The land has been vacant for a number of years. A map of the site is included in appendix 2.

4. Financial implications

Rental income of £8,478.72 per annum would be generated from the two additional properties, based on the rent for similar dementia friendly bungalows built in Beeston in 2016. The average annualised maintenance cost for the two properties would be £2,600 (£1,300 per property). The scheme would ensure that grant funding from the BCF is utilised.

Recommendation

The Committee is asked to RESOLVE that the HRA purchase land at Willoughby Street on which to construct dementia friendly bungalows for the HRA, subject to decisions required by the Policy and Performance and Finance and Resources Committees.

Background papers

Nil

APPENDIX 1

Extract from Business Case for Dementia-Friendly Bungalows in Broxtowe**1.1 Background**

According to Alzheimer's Research UK, 850,000 people are estimated to be living with dementia in the UK. 1 in 14 people over the age of 65 have dementia in the UK. The number of people with dementia in the UK is expected to grow rapidly over the next several decades. As age is the biggest risk factor for dementia, increasing life expectancy is the driving force behind this projected rise.

Dementia itself is not a disease – it is actually caused by lots of different diseases. The word 'dementia' is just an umbrella term for the symptoms caused by these diseases such as memory loss, confusion and personality change. Alzheimer's disease is the most common cause but other dementias include vascular dementia, dementia with Lewy bodies and frontotemporal dementia.

Dementia is more than just memory loss – most people associate dementia with memory loss, but the condition affects people in a wide variety of ways. That might include changes in behaviour, confusion and disorientation, delusions and hallucinations, difficulty communicating, problems judging speeds and distances and even cravings for particular foods. Everyone's experience of dementia is different.

Dementia not only devastates lives, but creates enormous cost to the economy. The cost of dementia care is spread across three main sectors, with a majority of costs falling on informal carers.

Healthcare: these costs mainly fall on the NHS and are due to hospitalisation of people living with dementia, which can be due to a variety of causes.

Social care: relates to the cost of services such as care and nursing homes, homecare, and respite care.

Informal care: relates to the family and friends providing unpaid care for people living with dementia.

For people living in the community, the average annual cost per person with mild dementia is £26,000. This compares with a cost of £31,000 per person if they are in a residential care setting.

Details are shown in the tables below:

People with dementia living in the community (average cost per annum)

	Healthcare	Social care	Unpaid care	Other costs	Total costs
Mild dementia	2,751	3,121	19,714	137	25,723
Moderate dementia	2,695	7,772	32,237	137	42,841
Severe dementia	11,258	10,321	33,482	136	55,197

People with dementia living in residential care (average cost per annum)

	Healthcare	Social care	Unpaid care	Other costs	Total costs
Mild dementia	4,504	24,737	1,067	136	30,444
Moderate dementia	9,438	25,715	2,901	136	38,190
Severe dementia	8,689	25,874	2,119	136	36,817

As can be seen, the cost to the NHS and Social care is far higher where people with dementia are living in residential care as opposed to living in the community.

In terms of numbers of people diagnosed with dementia, the figures for Nottinghamshire are shown below:

Ashfield	1498
Bassetlaw	1583
Broxtowe	1569
Gedling	1612
Mansfield	1356
Newark and Sherwood	1664
Rushcliffe	1664

However, research has indicated that only 43% of people with dementia have been diagnosed. This would indicate the actual number in Broxtowe with the condition is over 3,000.

Two thirds of people with dementia in the UK live in their own home in the community, with one third living on their own. Approximately one third of people living with dementia are in a housing-with-care setting.

Housing and housing-related services can play an important role in ensuring that people living with dementia and their families and carers, live happier, healthier and more independent lives.

Essentially, all housing and housing-related services can help to ensure that people living with dementia and their carers can reach the outcomes outlined in the National Dementia Declaration.

In order to see this happen, it is vital for the housing sector to ensure that policies incorporate the need to provide suitable housing for people living with dementia.

By way of example, Selwood Housing has 5,500 homes across Wiltshire and Somerset and also offers floating support to people in their own homes which helps people to live independently as well as offering community alarm and telecare services. An example quoted from this organisation is of a lady who lived alone and was diagnosed with dementia. She was suffering with burns to her legs as a result of sitting too close to the gas fire and she also got disorientated sometimes when she went out. She had exit and temperature extreme sensors installed and this had a very positive outcome, enabling her to continue with her preferred choice of living alone.

Housing is one factor that can affect the quality of life for someone with dementia. Good quality, properly designed or adapted housing with appropriate assistive technology can be hugely beneficial in extending the time an individual can remain in their own home with dementia.

1.2 BUSINESS REQUIREMENTS and SUCCESS CRITERIA

The requirement is for the provision of two bungalows which have been built to specifications which mean they are particularly suited for occupation by tenants with dementia. The bungalows would be two-bedroom which means that a separate bedroom can be occupied by a partner who in many cases will be acting as the carer.

The “dementia friendly” design will also mean that the accommodation is ideal to cater for the requirements which are also likely to exist along with dementia (see above) and so will assist in preventing falls.

The provision of such accommodation will allow Broxtowe Borough Council to have purpose built accommodation for some people with dementia. It will provide those people with the opportunity to live at home in safe accommodation.

The success of the project will be the occupation of the bungalows by people with dementia, meaning they do not need to live in a residential care setting.

1.3 CURRENT POSITION

Broxtowe Borough Council has already established its commitment to assisting those with dementia. The Council has an approved Dementia Action Plan, and in 2015 and 2016, built six dementia-friendly bungalows. If this business case is successful, the intention will be to have detailed discussions with the existing tenants of those bungalows to establish what could be improved when building new ones. We are already aware of certain factors which would be altered for any new accommodation.

APPENDIX 2

Potential Development Site

Beeston, Nottinghamshire



Broxtowe
Borough
COUNCIL



© Crown copyright and database rights 2018. Ordnance Survey 100019453

© Crown Copyright and database right 2018. Ordnance Survey 100019453
You are not permitted to copy, sub-license, distribute or sell any of this data to third parties in any form.
FOR BROXTOWE BOROUGH COUNCIL BUSINESS USE ONLY

1:1,250

Report of the Interim Deputy Chief Executive

RENTS TEAM RESTRUCTURE1. Purpose of report

To seek approval to restructure the Rents Section and recruit additional resources as part of the move to the Housing Department and in preparation for the implementation of Universal Credit.

2. Background

After reviewing the current processes and in order to achieve the above objectives, the Interim Rents Manager has recommended the proposed restructure for the following reasons:

- The rents team is unlikely to be able to absorb the expected increased workload brought about by the implementation of Universal Credit.
- Following some recent research, in comparison to other rent teams in similar local authorities the rents team appears to be under resourced by approximately 4 FTE.
- Procedures and practices need to be changed to bring them in-line with best practice and to provide a more customer focused service; this is not possible with the current structure and resources.

3. Detail

A summary of the operational business case for the proposed changes is set out in appendix 1. The current and proposed structure charts for the two teams in shown in appendix 2, and financial implications are shown in appendix 3. Evidence of consultation with the unions is set out in appendix 4.

4. Financial implications

The financial implications are detailed in appendix 3.

Recommendation

The Committee is asked to RECOMMEND to the Policy and Performance Committee that:

- 1. The new Income Collection Team structure, including the posts of: Income and Housing Manager, Income Collection Manager, Income Collection Accountant, Income Collection Officer and Income Collection Assistant be approved.**
- 2. The recruitment of additional resources: 3 FTE Income Collection Officers, 1.6 FTE Income Collections Assistants and 1 FTE 12 month fixed term Financial Inclusion Officer be approved.**
- 3. The deletion of the existing posts be approved.**

Background papers

Nil

APPENDIX 1

1. Operational Business Case

There are several operational objectives underpinning the restructure proposals:

- Mitigate the risks brought by the implementation of Universal Credit
- Increase the management capacity within the Housing Department
- Increase the capacity within the rent team
- Ensure the successful integration of the rents team into the Housing Department
- Broaden the remit of the rents team
- MobySoft RentSense software

2. Mitigate the risks brought by Universal Credit**2.1.1 What is UC?**

UC is the government's flagship welfare reform measure. Its main aims are to reduce administration, ensure that claimants are better off in work and to prepare claimants for, and encourage them into, work.

UC will replace the following benefits for all working age claimants:

- Job Seekers Allowance (JSA)
- Employment and Support Allowance (ESA)
- Income Support (IS)
- Working Tax Credit (WTC)
- Child Tax Credit (CTC)
- Housing Benefit (HB)

Key features of UC:

- Payments will be made once per month *in arrears* directly to the claimant.
- Claimants will not receive a breakdown of the payment detailing how much they have been paid for each of the elements (housing element, work element, child element etc.) and will have to budget to meet their outgoings.
- The claimant will be required to complete a claimant commitment and meet objectives in order to receive their payments.
- The claim will be managed online by the claimant including updating the rent amount. Changes in any earned income will be fed in directly from the Inland Revenue.

In order for third parties to be able to discuss any matters relating to the UC claim, express and specific permission must be given by the claimant and recorded on their journal. This permission is specific to the issue recorded and only lasts for the duration of that enquiry. This is a major change to the current

system where claimants could give permission to third parties to discuss their claims for housing benefit for the duration of their claim for example.

The rollout of UC in the borough has already started in the north at Heanor Job Centre and will go live on 14 November 2018 at Beeston Job Centre. Beeston Job Centre currently processes approximately 5,100 claims for ESA, JSA and Income Support alone.

As Broxtowe Borough Council is responsible for both charging of rent and payment of HB, the Council is in a fortunate position in that HB is paid onto the rent account weekly. In comparison, Housing Associations usually receive HB paid every 4 weeks in arrears and have to include arrears resulting from HB in their arrears reporting.

Last year the Council received over £8m in income from HB which equates to approximately 55% of the annual debit. This income has been pretty much guaranteed and has taken little management but this amount will significantly reduce as UC is rolled out and tenants have to pay their own rent.

2.1.2 How have other councils and ALMOS been affected?

As the rollout of UC has been in place for several years now there is a wealth of research into the effect on landlords in terms of the increase in rent arrears and extra costs in collecting rent.

A report on localgov.co.uk states that the amount owed in rent arrears for people claiming UC and living in council housing has nearly doubled in the past year (Jan 2017). The study by the National Federation of ALMOs and the Association for Retained Council Housing found 89% of claimants were in rent arrears and that arrears had risen from an average of £321 to £615 in the 12 month period.

The Guardian also reported on 17 September 2017 that ‘rent arrears among tenants receiving Universal Credit are running at three, four or even five times of the level of those on the old system’. They go on to state that “Figures obtained by the Observer under FOI also show that half of all council tenants across 105 local authorities who receive the housing element of universal credit (...) are at least a month behind on their rent, with 30% two months behind.”

Likewise the final report from the Northern Housing Consortium (NHC) ‘Impact of Universal Credit – The Frontline Perspective’ (December 2017) states:

“The total arrears per organisation submitting data attributable to UC claimants grew in each round of surveys from almost £23,000 in Round 1 to more than £180,000 in Round 4. At this point, average arrears per UC claimant stood at £427”

An assessment of the likely impact of Universal Credit on Broxtowe’s rental income has been carried out as part of the MobySoft (see paragraph 7) business case. Based on information gleaned from their work with c.100

registered providers of social housing they estimate that 29% of our income is at risk from UC. Further information about the likely impact is set out in the full business case at the end of appendix 1.

2.1.3.1 Impact on Broxtowe to date:

The Council currently has 98 UC cases

- Of these 82 are in rent arrears and the balances range from £28.66 to £1,817.39
- 42 of the 98 cases had clear rent accounts or were in credit when they made their claim for UC

Of the 98:

- 5 have had no increase or decrease in arrears since claiming UC
- 31 have reduced their arrears since claiming UC
- 62 have increased balances since claiming UC – the total increase totals £26,961.06

The net change in arrears across this group is an increase of £20,606.17.

Broxtowe Borough Council has recently employed a financial inclusion officer to support tenants with their finances and works closely with Citizens Advice Broxtowe to provide support both to tenants and residents of the borough. The Financial Inclusion Officer recently advised that she is currently operating a waiting list with around a 2 week wait for an appointment. Cornwall Council is anticipating a 416% increase in the number of people needing personal budgeting support for UC. As the Financial Inclusion Officer is unlikely to be able to meet such an increase in the demand for support, the proposal includes an additional 12 month fixed term Financial Inclusion Officer to see the Council through the start of the rollout. Officers within the rent team will also require additional training to allow them to spend more time supporting customers claiming UC.

2.1.4 What have other organisations done?

The National Housing Federation compiled a report which followed seven Registered Providers in the first year of the role out 'Universal Credit One Year In: The experience of housing associations'. Whilst Broxtowe Borough Council is not a Registered Provider the experiences are directly comparable.

They reported that several of the organisations changed their staff structure or recruited additional staff to manage UC. The changes included:

- Forming a specialist team to deal with UC claims
- Reworking the team
- Creating new rent officer and team leader posts
- Creating financial support teams
- Changing the remit of the rent officer from enforcement to dealing with debt and financial issues.

In order to prepare for UC the rents team restructure proposal reflects the sort of steps taken by other organisations including:

- Reworking the team
- Creating new rent officer and a new manager post
- Increasing the financial support team
- Changing the remit of the officers

3. Increase the management capacity within the Housing Department

A decision has already been made that the rents team will move into the Housing Department. The management of the rents team within the Housing Department has been considered. The current Housing and Operations Manager currently manages Tenancy and Estates, Allocations (including cleaning) and Homelessness. The Housing Allocations and Options Manager post was deleted in April 2018 following committee approval and the Independent Living Service is currently reporting directly to the Interim Senior Housing Manager. It is therefore proposed to introduce an additional manager ‘Income and Housing Manager’ who will have responsibility for both the Income and Independent Living Teams.

Moving the line management of the Independent Living Service will not have an impact on the job evaluation grading of the Housing and Operations Manager’s post.

4. Increase capacity and resilience within the rent team

A comparison was made with organisations of similar stock size to Broxtowe to understand how the current staff levels compare. The information received indicates that the rent team is currently understaffed by approx. 4 FTE in comparison to other teams.

Landlord	Manager	Team Leader	Income Officers	Income Assistants	Average*
Macclesfield		1 shared role	8	1	625
Lancaster City	1		5		760
Sedgemoor	1	1	5	1	796
Wiltshire County	1 shared role	1	6	1	877
Bournemouth	1		4		1,315
Darlington	1	1	2.7	5	1,924
Shropshire			2	6	2,055
Broxtowe	0	1	1	1.4 vacant post +	5,155

* Average is the number of units divided by the number of Income Officers

Role	Broxtowe Head Count (comparable posts)	How do we compare?
Manager	0	There is currently no substantive manager. Five out of the seven organisations that responded had a rent manager
Team Leader	1 40 hour post	Three out of the five teams who had managers also had a team leader. In total 4 out of the 7 had a team leader demonstrating that Broxtowe's staffing in this role is comparable to other organisations of a similar size.
Income Officer (Recovery Officer)	1 FTE	This is lower than all the organisations listed. In one case by 7 rent officers. On average Broxtowe has 3.7 fewer rent officers than similar organisations.
Income Assistant (Rent Assistant, Clerical Assistant, Rent Collector)	1.4 FTE + vacant post (currently 22.5 hours)	On average the organisations above have 2 rent assistants. For teams with a higher count of rent officers the number of rent assistants is slightly lower; however teams with fewer rent officers have significantly more rent assistants.
Rent Accounting Officer	1 FTE	None of the teams who provided a response have a rent accounting officer (this function often sits within finance departments)

With the increased demands that will be brought by Universal Credit, it is proposed to increase the staffing levels within the team to ensure that the Council can maintain high levels of customer service and sustain performance.

Additional resources will allow us to:

- Intervene at a much earlier stage in the process when the arrears are more manageable for the tenant and quicker to recover
- Monitor rent accounts much more regularly
- Employ a much more person centred approach to income collection with a focus on engaging with individuals to ensure that the rent is paid in line with the tenancy agreement
- Spend more time supporting customers with their claims for UC
- Offer additional budgeting advice to help customers make their rent payments
- Work more closely with the housing team to provide a holistic approach to tenancy management in order to sustain tenancies
- Work in partnership with Citizens Advice to offer support to our most vulnerable tenants

- Manage absence in the team more effectively

All of the above will directly or indirectly mitigate the risks brought by Universal Credit.

5. Ensure the successful integration into the Housing Department

By increasing the number of Income Collection Officers the team will be able to work on a patch based system. Currently arrears work is divided up between the team by stage leading to a lack of consistency for the customer.

Having an income patch officer will mean that they can 'buddy up' with their estates counterpart to work more efficiently and provide more joined up services to customers.

Working closely together will be even more important following the issue of introductory tenancies which will require close and joint management from both the tenancy and income teams.

6. Broaden the remit of the team

Currently the team only collects rent and service charges from tenants. Other income due to the Housing Department is currently collected by the leasehold team for leaseholder charges and the Independent Living Service for Lifeline Charges. It is envisaged the team will become the central point for collection of all income due to the Housing Department hence the change of title from 'Rent' to 'Income Collection'. Given the current resource levels and the anticipated increase in workload brought by UC, the team would not be able to take on any further work without additional resources.

7. Mobysoft RentSense software

A decision was made at the Finance and Resources Committee on 11 October 2018 to invest in MobySoft's RentSense product.

The main benefits of the software are:

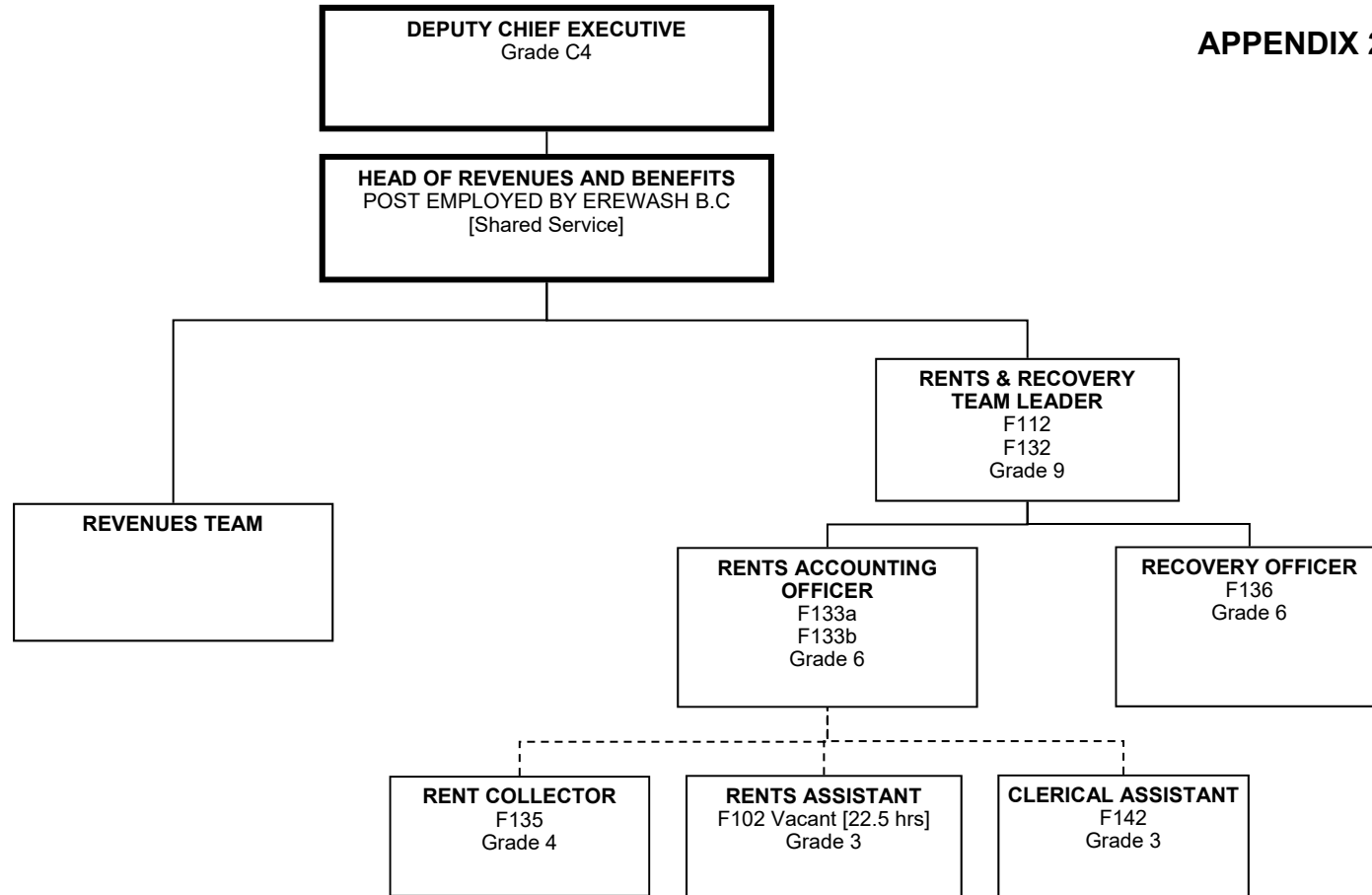
- The RentSense intelligence is unique in automatically establishing and analysing tenant transactional patterns without manual user intervention.
- RentSense will free up significant officer time to focus on income collection/arrears prevention.
- There will be negligible impact on internal services, including IT, and the implementation process can begin immediately without the need to make changes to the current system or processes.

MobySoft has prepared a business case (attached) which suggests that Broxtowe Borough Council could expect to see a reduction in arrears of 15.8% (equating to £75,282) in the first year. It will also free up additional capacity within the team of 1.27 FTE. Both of these outcomes would assist with mitigating the risks brought by UC.

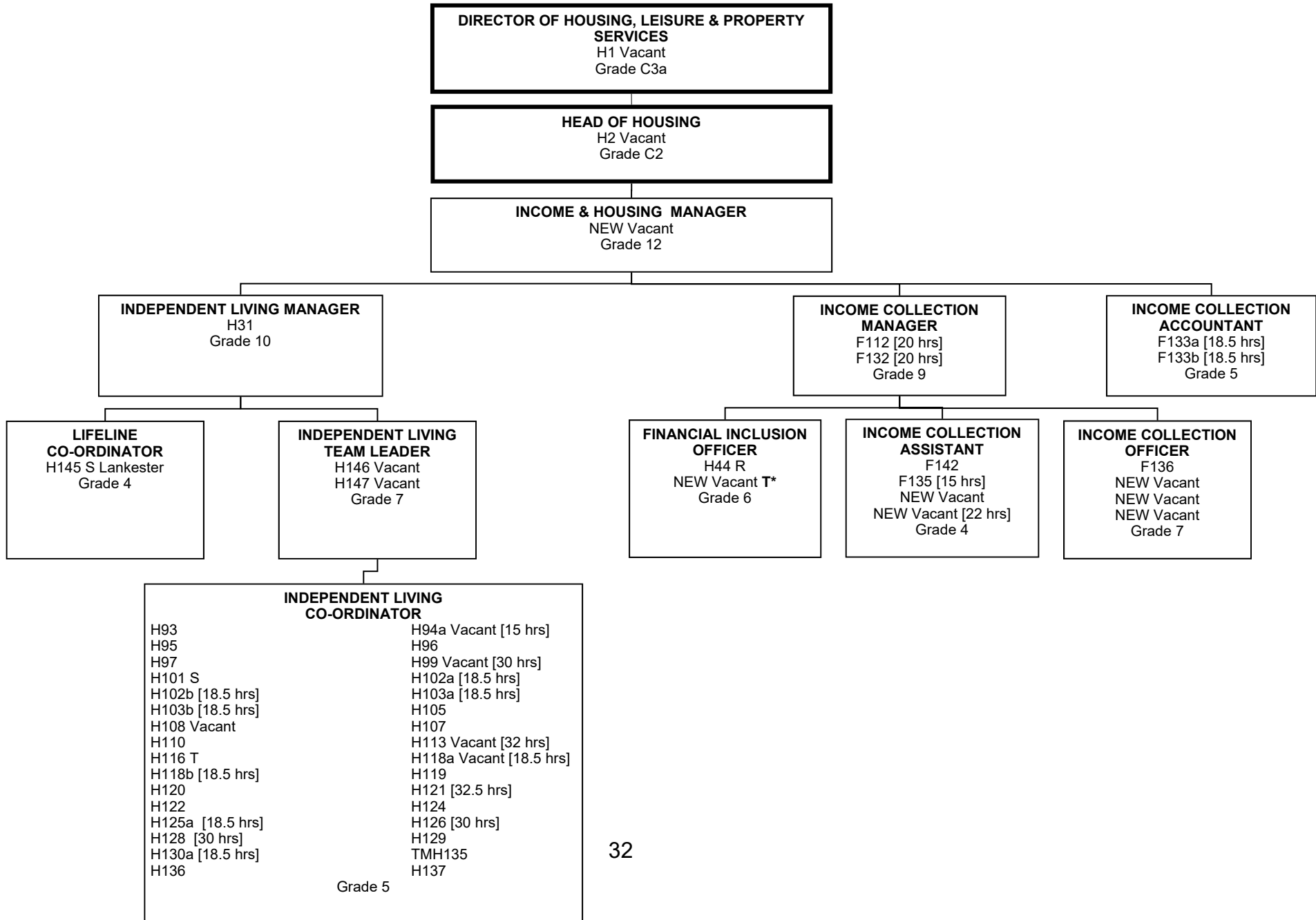
DEPUTY CHIEF EXECUTIVES DEPARTMENT REGULATORY SERVICES - REVENUES & RENTS JUNE 2018



APPENDIX 2



HOUSING & PROPERTY SERVICES DEPARTMENT HOUSING DIVISION — INCOME & INDEPENDENT LIVING PROPOSED



APPENDIX 3

Financial Implications of Housing Rents Team Restructure				
<u>Deletion of Existing Posts</u>				
				Salary inc on-
				costs
				£
	<u>No of Posts</u>	<u>Post No</u>	<u>Grade</u>	
Rents & Recovery Team Leader	0.54	F112	Grade 9, Point 44	20,550
Rents & Recovery Team Leader	0.54	F132	Grade 9, Point 44	20,550
Recovery Officer	1	F136	Grade 6, Point 27	28,000
Rent Accounting Officer	0.5	F133a	Grade 6, Point 29	14,600
Rent Accounting Officer	0.5	F133b	Grade 6, Point 29	14,600
Rent Collector	0.4	F135	Grade 4, Point 19	9,900
Rents Assistant	0.61	F102	Grade 3 Point 15	13,400
Temporary Clerical Assistant *Not budgeted for	1	F142 (TEMP)	Grade 3 Point 13	-
	<u>5.09</u>			<u>121,600</u> <u>121,600</u>
<u>Creation of New Posts</u>				
				<u>Min Scp</u> <u>Max Scp</u>
Income & Housing Manager	1 NEW		Grade 12 point 56 -59	46,370 48,820
Income Collection Team Leader	1 NEW		Grade 9, Point 41-44	35,850 38,010
Income Collection Officer	4 NEW		Grade 7, Point 31-34	119,610 127,290
Income Collection Accountant	1 NEW		Grade 5, point 21-24	25,070 26,790
Income Collection Assistant	3 NEW		Grade 4, point 16-19	67,920 73,250
Financial Inclusion Officer (Fixed Term for 12 months)	1 TEMP		Grade 6, point 26-29	27,440 29,120
				<u>322,260</u> <u>343,280</u>
<u>INCREASE IN COST TO THE HRA</u>	<u>11.00</u>			<u>200,660</u> <u>221,680</u>
<u>No change to post</u>				
Financial Inclusion Officer	1		Grade 6 Point 26	27,450 29,120
<u>Assumptions</u>				
Superannuation inclusive of 14.4% contribution				
Financial implications based upon 2018/19 full year.				
For part-time implementation savings would be pro-rata.				

APPENDIX 4

Both unions have had the opportunity to comment on the proposals. Their comments as follows:

Union members within the team are supportive of the proposed move into Housing, and welcome additional resources coming into the team. This will allow for a closer working relationship and ensure maximum income coming into the Housing Department. It will also ensure there are sufficient resources in place for the introduction of Universal Credit. However, there are some concerns around the application of Job Evaluation, with members currently going through the appeals process.

NB: a job evaluation appeal was held for the Income Collection Assistant post on 1 November 2018. As a result the post was re-evaluated from grade 3 to grade 4. The post holders affected by this change are aware of the outcome; one post holder will see no change and the other will see an increase.

Report of the Chief Executive

SOCIAL AND AFFORDABLE HOUSING NEEDS STUDY1. Purpose of report

To invite the Committee to consider the social and affordable housing need study commissioned by the Council.

2. Background

On 14 March 2018 the Committee commissioned a social and affordable housing need study. After a tendering exercise the work was undertaken by GL Hearn. The report produced by them is circulated separately with the agenda. The main recommendations of the report are summarised in the appendix.

3. Financial implications

Current housing debt attributable to the HRA totals £81.3m. As of the recent budget announcement, the Council is no longer constrained by the £85m debt cap. Other consultations may result in further relaxations to government regulations currently restricting the available spending on social house building. Together these changes make it economically more advantageous to build houses through the HRA than through a separate company structure. In June 2018 the government announced grant funding will be available to support social and affordable rented housing. The study proposes a build programme through the HRA of 230 new social rented homes over the next 10 years. Net rent income after deducting operating costs, including voids and bad debts, management costs and repairs and maintenance is greater than the debt costs on the required borrowing to fund this programme. The main limiting factors will be the availability of land and expertise and the Council's willingness to take on the debt levels.

RECOMMENDATION

The Committee is invited to CONSIDER the report circulated separately and RESOLVE:

- 1. To approve the recommendation of a house building delivery plan of a minimum of 230 social rented houses over the next 10 years delivered through the HRA.**
- 2. That a proposal for resourcing the delivery of this programme through an enhanced Capital Works team be submitted to the Finance and Resources Committee.**
- 3. That a proposal for a phased delivery plan to meet the identified affordable rented social housing need in the report be brought to a future meeting based on:**
 - land the Council currently owns**
 - purchase of already built properties**
 - a buy-back policy**
 - remodelling of existing under-used accommodation**
 - judicious use of partnerships where there is a proven business case to use this route to deliver dwellings faster or where additionally can be achieved.**

Background papers: Nil

APPENDIX

The study shows:

- The provision of new affordable housing is an important and pressing issue in the borough.
- Based on households unable to buy or rent in the market there is a need for 268 affordable homes per annum. The need for such homes is in all parts of the borough.
- If the additional category of need identified in the new NPPF is included (housing for those who can afford to rent privately but not afford to buy a home) the need is for 368 dwellings per annum.
- The focus of new affordable housing (rented) should be
 - 1 bed properties (30-35%)
 - 2 bed properties (30-35%)
 - 3 bed properties (25-30%)
 - 4 bed properties (5-10%)
- There may currently be an oversupply of rented/sheltered retirement housing but a shortfall in the leasehold sector. As the population ages there is a potential need for an additional 637 care beds over the 10 years to 2028.
- The Council should consider the potential role of bungalows as part of the future housing mix, encouraging households to downsize. The study identifies a need for about 170 wheelchair user dwellings.
- The most economically effective form of delivery will be through the Council's HRA rather than through a company or in partnership with registered providers.
- In addition to new build schemes HRA housing could consist of acquisition and buyback of properties and increased density through remodelling existing properties.
- The Council could build 230 social rented homes over the next 10 years through the HRA.

Report of the Chief Executive

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

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

2. Background

The Corporate Plan 2016-2020 was approved by Cabinet on 9 February 2016. Business Plans linked to the five corporate priority areas of Housing, Business Growth, Environment, Health and Community Safety are approved by the subsequently approved by the respective Committees each year.

The Business Plans are reviewed and refreshed annually. This Committee recommended the latest Housing Business Plan on 17 January 2018 to Finance and Resources Committee before final approval at Full Council on 7 March 2018.

3. Performance management

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

This quarterly report is intended to provide this Committee with an overview of progress towards Corporate Plan priorities from the perspective of the Housing Business Plan. It provides a summary of the progress made to date on key tasks and priorities for improvement in 2018/19 and the latest data relating to Key Performance Indicators (KPI). This summary is detailed in appendix 1.

Recommendation

The Committee is asked to CONSIDER the progress made in achieving the Business Plan for Housing and to NOTE the current Key Performance Indicators for 2018/19.

Background papers

Nil

APPENDIX 1**PERFORMANCE MANAGEMENT****1. Background - Corporate Plan**

A new Corporate Plan for 2016-2020 was approved by Cabinet on 9 February 2016. It has been developed setting out the Council's priorities to achieve its vision to make "Broxtowe a great place where people enjoy living, working and spending leisure time." Over the next few years, the Council will focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.

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

2. Business Plans

The Business Plans are linked to the five corporate priority areas, including Housing, were approved by the respective Committees at meetings held in January and February 2018.

The Council's priority for Housing is "A good quality affordable home for all residents of Broxtowe". Its objectives are to:

- Increase the rate of house building on brownfield sites (Ho1)
- Become an excellent housing provider (Ho2)
- Improve the quality and availability of the private rented stock to meet local housing need (Ho3)






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





3. Performance Management

As part of the Council's performance management framework, the Housing Committee receives regular reports of progress against the Business Plan. This report provides a summary of the progress made to date on key tasks and priorities for improvement in 2018/19 (as extracted from the Pentana performance management system). It also provides the latest data relating to Key Performance Indicators (KPI).






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




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

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







Key Performance Indicator and Trends Key	
	Alert
	Warning
	OK
	Unknown



Housing Key Tasks and Areas for Improvement - 2018/19

Status	Action Code	Action Title	Action Description	Progress Bar	Due Date	Comments
	HS1520_10	Enhanced Housing Needs Analysis	Housing Needs Analysis	<div style="width: 70%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">70%</div></div>	31-Mar-2019	Report on the study of Social and Affordable Housing Need presented to Housing Committee on 4 December 2018.
	HS1520_20	Reduction of empty homes	Reduction of empty homes	<div style="width: 0%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">0%</div></div>	31-Mar-2019	Work scheduled for quarter 3 2018/19.
	HS1520_23	IT system improvements	Actions & Pls IT system improvements	<div style="width: 57%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">57%</div></div>	31-Dec-2018	Capita Open Housing Project is being delivered to target and Phase 1 of the project has a go live date of 10 December 2018. This will include Repairs, Voids, Contract Management, Asbestos, Gas and Electrical Testing. Phase 2 implementation including Right to Buy, Service Charges and Planned Maintenance is scheduled for quarter 4 2018/19.
	HS1520_29	Produce a Housing New Build Delivery Plan	Add to Social Housing Stock Produce Affordable Homes to rent	<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">100%</div></div>	4-Dec-2018	Draft housing delivery plan presented to Housing Committee on 4 December 2018.
	HS1520_30	Have a pipeline of schemes to produce more housing in Broxtowe to put forward for funding opportunities	Attract more resources to deliver houses in Broxtowe	<div style="width: 25%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">25%</div></div>	31-Mar-2019	A site update is reported to Jobs and Economy Committee as a standing item. This includes details on progressing sites and provides the basis for the pipeline of sites to utilise finding opportunities when these become available. There has been some success in bidding for funds in relation to Chewton Street and Walker Street sites in Eastwood and also Beeston Square. Further progress is expected to be made as the vacant post in Economic Development was filled in August 2018.

Status	Action Code	Action Title	Action Description	Progress Bar	Due Date	Comments
	HS1520_31	Implement findings of Retirement Living Review	Following approval by Housing Committee changes are made to adapt the Retirement Living Service to improve support to older people living in Broxtowe.	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e0e0e0; position: relative;"> <div style="background-color: #4f81bd; width: 42%; position: absolute; left: 0;"></div> 42% </div>	31-Mar-2019	An implementation plan is place to deliver the new Independent Living Service from 1 December 2018. Recruitment to vacant positions is underway and two new Activities Coordinators have been recruited. A Training Plan for the Independent Coordinator Team is being delivered. Residents are being updated via "Meet the Manager" sessions, a regular newsletter and scheduled "Older Persons Week" events.
	HS1520_32	Introduce a Leaseholder Service	Implement and efficient/effective service for leaseholders following appointment of a new Leaseholder Officer	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e0e0e0; position: relative;"> <div style="background-color: #4f81bd; width: 75%; position: absolute; left: 0;"></div> 75% </div>	31-Dec-2018	The Leaseholder Officer is completing a review of the services offered to Leaseholders. Including updating all procedures and improving the service charge process. A new Leasehold Management Policy was approved by this committee on 14 March 2018. The team are developing a Section 20 Procedure which sets out the process for managing major works. The 2017/18 Service Charge collections process has been conclude. Feedback received from leaseholders will be used to shape the process for 2018/19.
	HS1520_33	Introduction of Tenancy Sustainment Service	Tenancy Sustainment Officer and Financial Inclusion Officer will provide a new service to encourage tenancy sustainment	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e0e0e0; position: relative;"> <div style="background-color: #4f81bd; width: 78%; position: absolute; left: 0;"></div> 78% </div>	31-Dec-2018	The Tenancy Sustainment Service commenced in March 2018. Both the Financial Inclusion Officer and Tenancy Sustainment Officer have full caseloads and to date have supported over 100 residents with a variety of complex issues. A performance management framework is being introduced to monitor the outcomes of the service. The Financial Inclusion Officer has brought in an additional £ 17,000 of rent owed in the last six months. This has been achieved by ensuring tenants are obtaining the benefits they are entitled to.

Key Performance Indicators Housing – 2018/19

PI Status	PI Code & Short Name	Data Collected	2016/17	2017/18	Q2 2018/19		Trend	Notes
					Value	Target		
	HSLocal_20 Housing Applicants in Bands 1 and 2 housed within 12 weeks	M	-	-	25.0%	45%	Negative	During Quarter 2, 22 out of 87 properties were let to applicants in Bands 1 and 2 within 12 weeks.
	HSLocal_21 Housing Service Complaints responded to within timescale	M	-	-	94.1%	100%	Positive	The Housing Department received 34 complaints during quarter 2. All complaints were acknowledged within timescale and 32 of the 34 received a full response within the target time. A new complaints process is in place which focuses on ensuring the responses are thoroughly investigated and a learning log is completed, which identifies any improvements that can be made.
	HSLocal_22 Housing ASB complaints contacted within timescale to agree action plan	M	-	-	100%	92%	Positive	There were a total of 59 ASB complaints that were opened over Quarter 2. All of these were contacted within the agreed timescales.
	HSLocal_BM05 Reactive appointments made and kept	M	93.0%	93.2%	97.2%	98.0%	Positive	1,995 out of 2,053 appointments were kept during Quarter 2. There is an improvement from Quarter 1 as work has been undertaken to reduce the number of sub-contractor appointments not being kept.
	HSLocal_BM06 Reactive repairs first time fixes	M	91%	88%	87%	97%	Stable	During Quarter 2, 2,188 out of 2,524 jobs were completed on the first visit. Work is on-going to review van stocks.
	NI 155 Number of affordable homes delivered (gross)	Y	20	8	-	85	Negative	The Part 2 Local Plan is scheduled for examination hearing sessions in December 2018. This gives a realistic prospect of adoption of the plan by Spring 2019.

PI Status	PI Code & Short Name	Data Collected	2016/17	2017/18	Q2 2018/19		Trend	Notes
					Value	Target		
	HSTOP10_01 Overall Satisfaction	M	93.39%	87.31%	86.9%	87%	Stable	61 satisfaction forms were received during quarter 2. The reduction in number of surveys is due to the decrease in Keep In Touch visits and the exclusion of Capital Works surveys which were previously included. The number of surveys will be increased following the implementation of Capita Open Housing Phase 1 which will improve the facility to survey tenants.
	HSTOP10_03 Average Relet Time	M	34.3	35.4	49.2	23	Negative	87 properties were let during quarter 2. The cumulative average relet time at the end of Quarter 2 was 49.16 days. This is split by 33.7 days for general needs and 77.0 for Retirement Living Services. The number of properties void for more than 12 weeks has reduced by over 50% during August and September 2018. All teams involved are working together to reduce the general needs void time. A reduction from 38 days in August 2018 to 34 days in September 2018 was achieved. The recruitment of new staff has assisted with this.

Report of the Interim Strategic Director

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

16 January 2019	<ul style="list-style-type: none">• Pets Policy• Alterations and Improvement Policy• Resident Involvement Discussion Paper• Business Plans and Financial Estimates 2019/20 - 2021/22• Housemark Update
-----------------	--

(All meetings to start at 7.00 pm)

Recommendation

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

Background papers

Nil

THE IMPACT OF THE **FULL UNIVERSAL CREDIT SERVICE** ON BROXTOWE BOROUGH COUNCIL

THIS BRIEFING DOCUMENT HAS BEEN
PREPARED EXCLUSIVELY FOR :

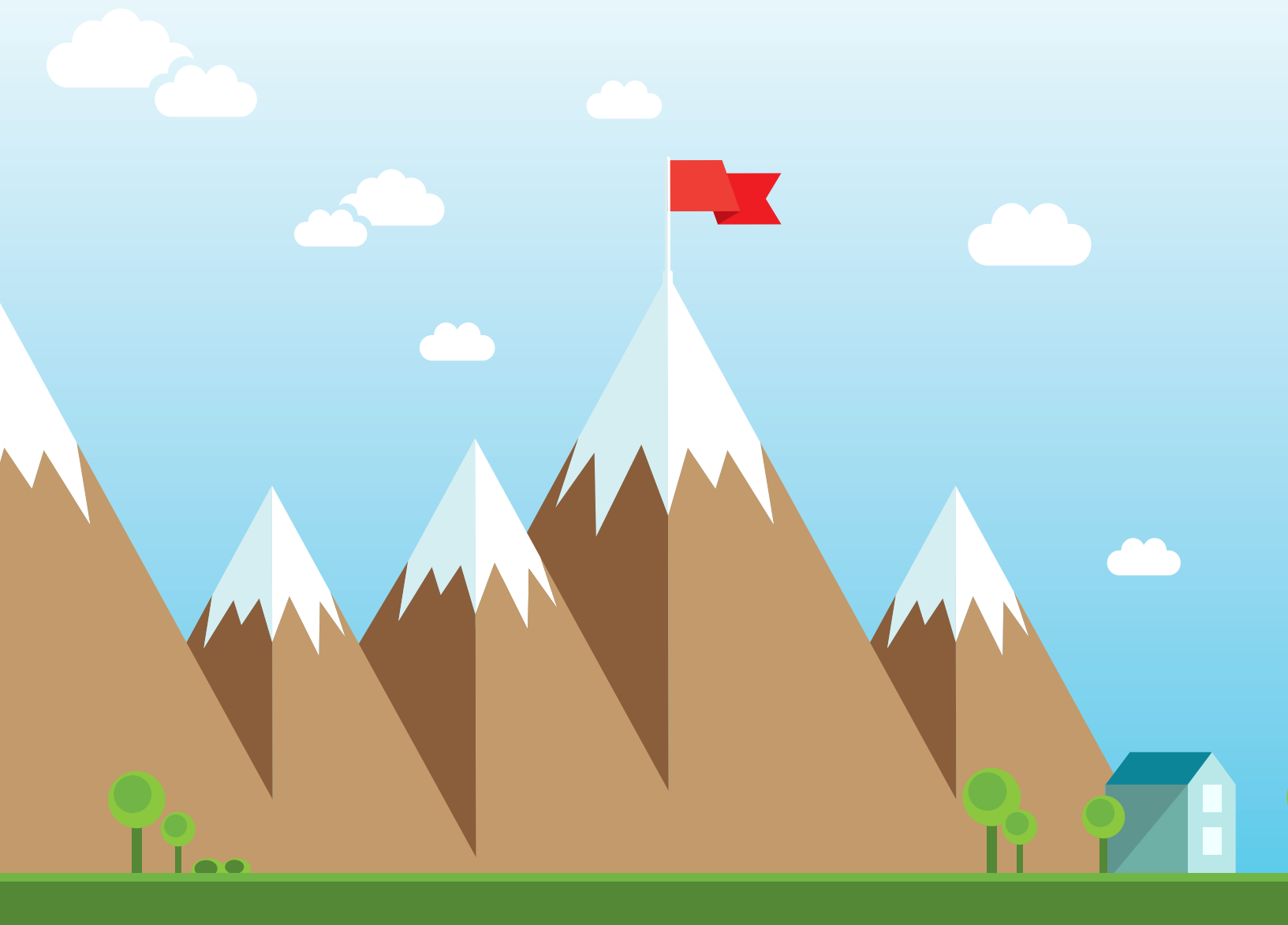
LIZ WALKER



INTRODUCTION

Liz, as you know all registered providers are undergoing unprecedented change as they face up to this new environment for social landlords. There are many factors shaping this including: welfare reform, political uncertainty and the 1% rent cut in England. Of the multitude of welfare reform perhaps Universal Credit represents the biggest threat to landlords.

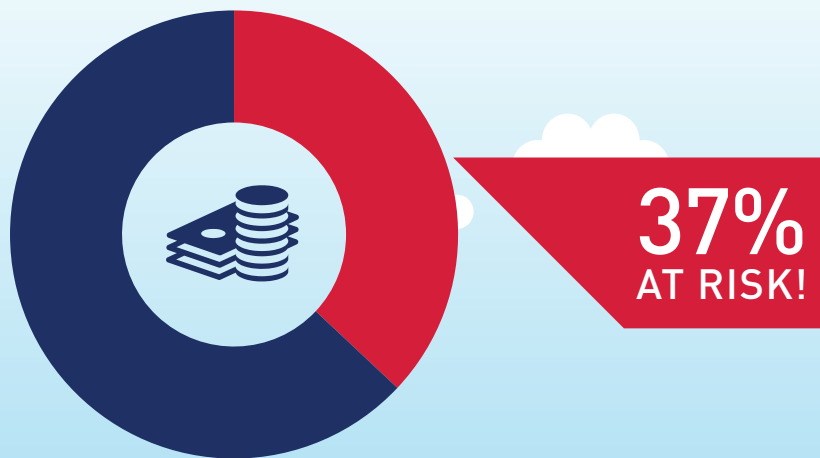
There have been several pilot projects run around the country, and some have shown a dramatic impact on the ability to collect rent from people on benefits. The pilots showed a long term impact on collection rates (-3.6%) but perhaps more importantly a fall in collection of more than 30% in the short term as people get used to their new responsibilities.



Other statistics uncovered by Universal Credit research include:

- It costs 400% more to support tenants on UC than tenants on legacy benefits¹
- 89% of UC tenants are in arrears (compared to 31% of all social tenants)²
- UC tenants need 3 times more contact than other tenants³
- 37% of income currently collected by Direct Payment is at risk of non-collection by Housing Associations⁴
- Additional Costs of £1.2m p.a. if you have 20,000 tenants of working age on HB⁵

IMPACT OF WELFARE REFORM ON INCOME COLLECTION



¹ City West Housing Trust's Direct Payment Pilot

² National federation of ALMOs

³ First Choice Homes Oldham

⁴ IPSOS Mori: Impact of Welfare Reforms on Housing Associations

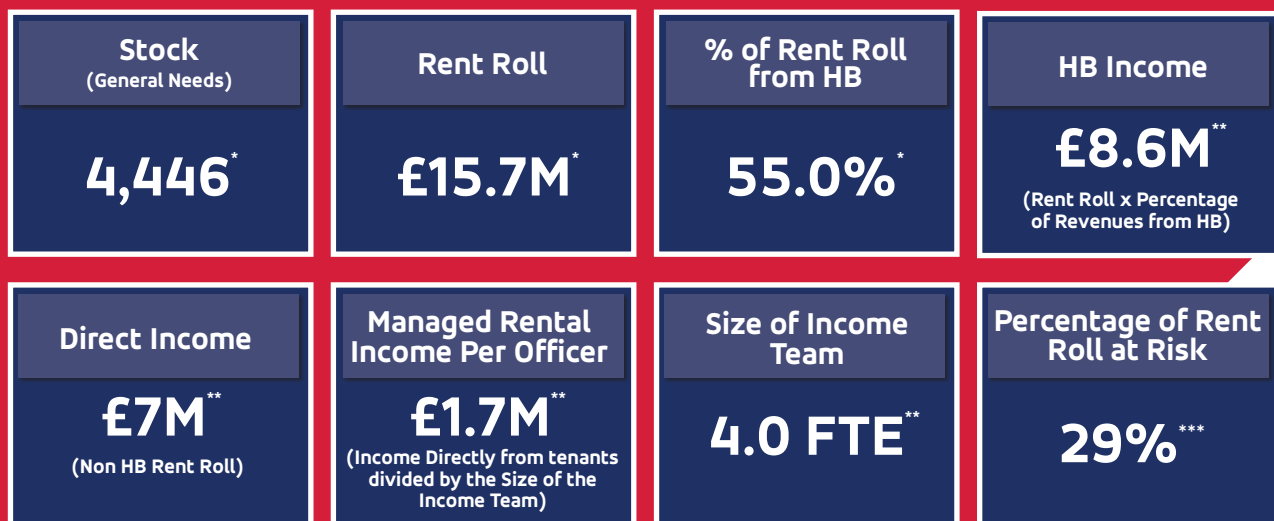
⁵ Direct Payment Demonstration Projects Landlord Learning Document: Southwark Council

UNIVERSAL CREDIT AND YOU

So what will the effects of Universal Credit be for Broxtowe Borough Council? Many landlords have undertaken their own studies on how UC will affect them and their operations, we at Mobysoft have also carried out our own research, which has been underpinned by consultation with over 75 landlords.

This bespoke report looks exclusively at how UC will affect Broxtowe Borough Council and specifically your Income Function.

BROXTOWE BOROUGH COUNCIL KEY STATS



* Source: Broxtowe Borough Council

** Source: Derived from data provided by Broxtowe Borough Council

*** Source: Moody's - this figure represents the housing benefit at risk of being affected, that's paid to working age tenants, of total income. 29% is the average for Moody's customer base

FIGURE 2:

THE FORECASTED IMPACT OF UNIVERSAL CREDIT ON BROXTOWE BOROUGH COUNCIL INCOME FUNCTION

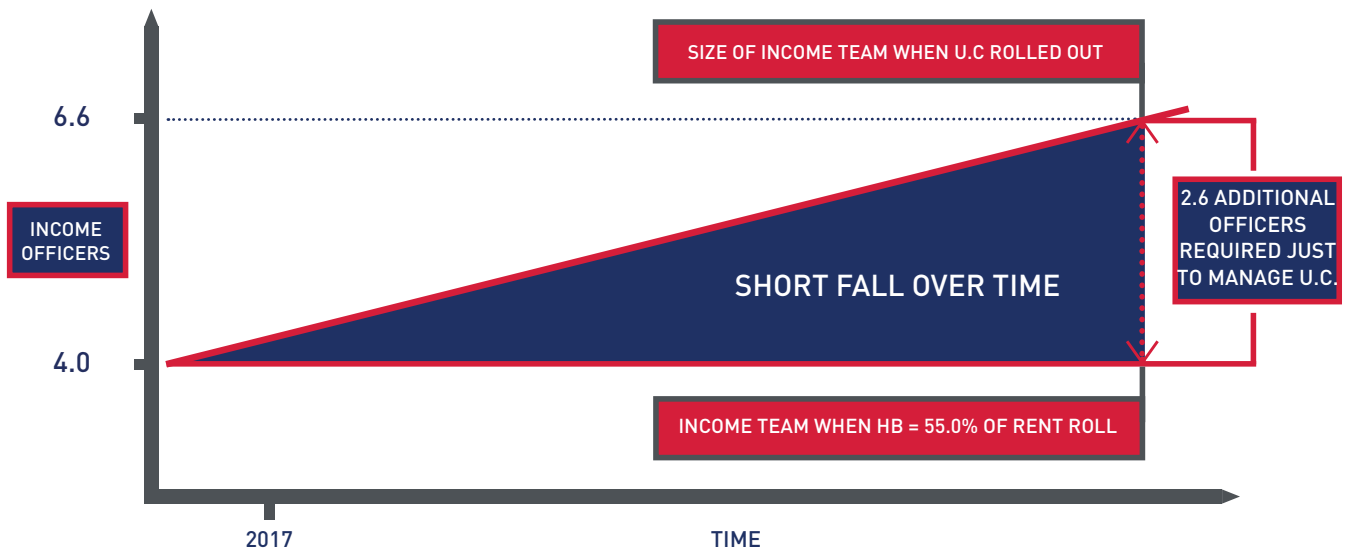


Figure 2 highlights the impact Universal Credit will have on Broxtowe Borough Council's income function when UC is fully deployed. Mobysoft predicts there will be a shortfall of 2.6 officers to manage the caseload and to collect the increase in direct rental payments.

Mobysoft has calculated this by analysing rent roll, revenue derived from Housing Benefit and other sources, size of income team, the managed rental income (or revenue) per officer and the percentage of total income that is at risk of being affected, which is Housing Benefit that is paid to working age tenants. The latter Mobysoft has used Moody's average of 29%. For further details of this analysis please contact us and a consultant will be able to explain this in greater detail.

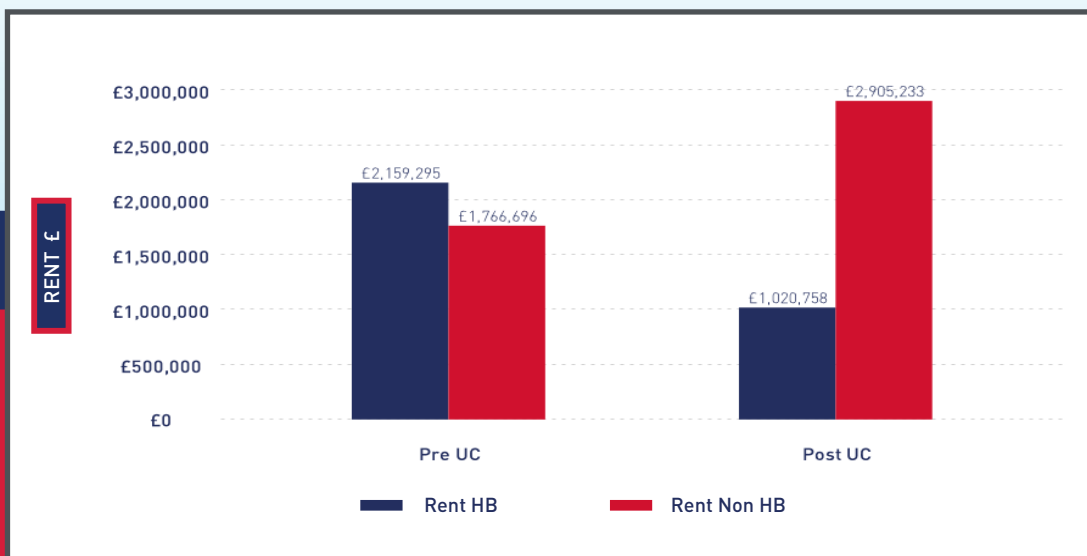
Landlords that Mobysoft speak to often don't have budget to increase headcount within the income team, and when they do they first want to make the income function as efficient as possible, before investing further. Therefore, for many landlords the solution to this issue is creating and embedding efficiencies through systems and processes to counter this increase in workload.

However, at an estimated cost of £27,000 per head annually (including on costs such as insurance and office space) for an income officer, it would cost around £70,200 each year to increase FTE of the income team by 2.6. For many such an investment is simply not feasible.

Whilst at current levels of headcount within the income team, when Universal Credit is rolled out, the 'managed rental income per officer' is projected to rise to £2.9M, an uplift of 65% per head, as Figure 3 highlights.

FIGURE 3:

**DIRECT RENT COLLECTION RATES PER OFFICER
PRE AND POST UNIVERSAL CREDIT**



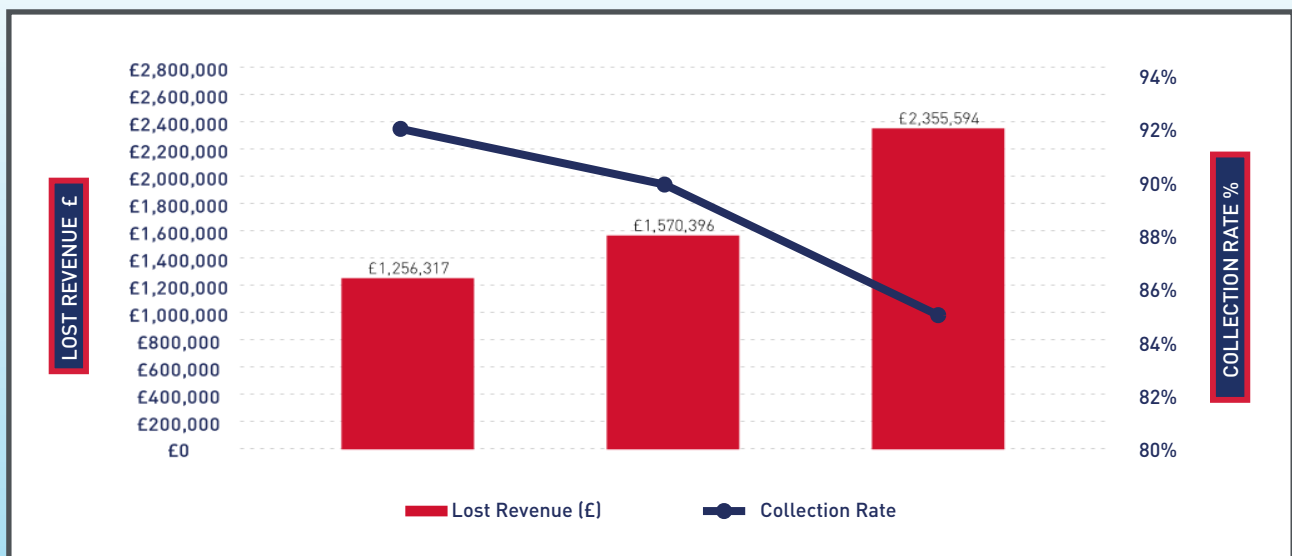
**Creating
an uplift of
65%
per head**

The full service roll out of Universal Credit is taking place throughout many local authorities in the UK in 2017 and 2018. Mobysoft has consulted with several landlords who are also facing the switch to full service roll out, and there are grave concerns regards how this will affect income collection rates. Landlords we have spoken to believe collection rates will fall to between 85% and 92%, as numbers of new Universal Credit claimants each month changes from a trickle to a torrent.

Some landlords are bracing themselves for a ten-fold increase in claimants each month because of full service UC. If collection rates do fall as expected then Broxtowe Borough Council can expect to see a loss of rent of between £1.2M and £2.3M, as illustrated in Figure 4, as the number of tenants switching to Universal Credit balloons.

FIGURE 4:

THE EXPECTED IMPACT ON COLLECTION RATES AND LOST REVENUES DUE TO FULL SERVICE UNIVERSAL CREDIT



RENTSENSE EMBEDDING EFFICIENCY

RentSense is used by over 75 landlords across the United Kingdom. We are focused on creating and embedding tangible efficiencies within organisations. Moreover, RentSense is working with all types and sizes of landlords including: Housing Associations, ALMOs and Local Authorities as well those with over 30,000 stock to those with less than 4,000.

We formulate predicted reductions in the income functions' weekly caseload and what FTE capacity RentSense could help deliver within the income function.

At Mobysoft we offer a consultation, that we term Discovery Day (DD). This is where we analyse your processes and systems and then calculate if RentSense can help your income function operate more efficiently and effectively.

FIGURE 5:
AVERAGE WEEKLY CASELOAD REDUCTION DELIVERED BY RENTSENSE FOR NEW CUSTOMERS

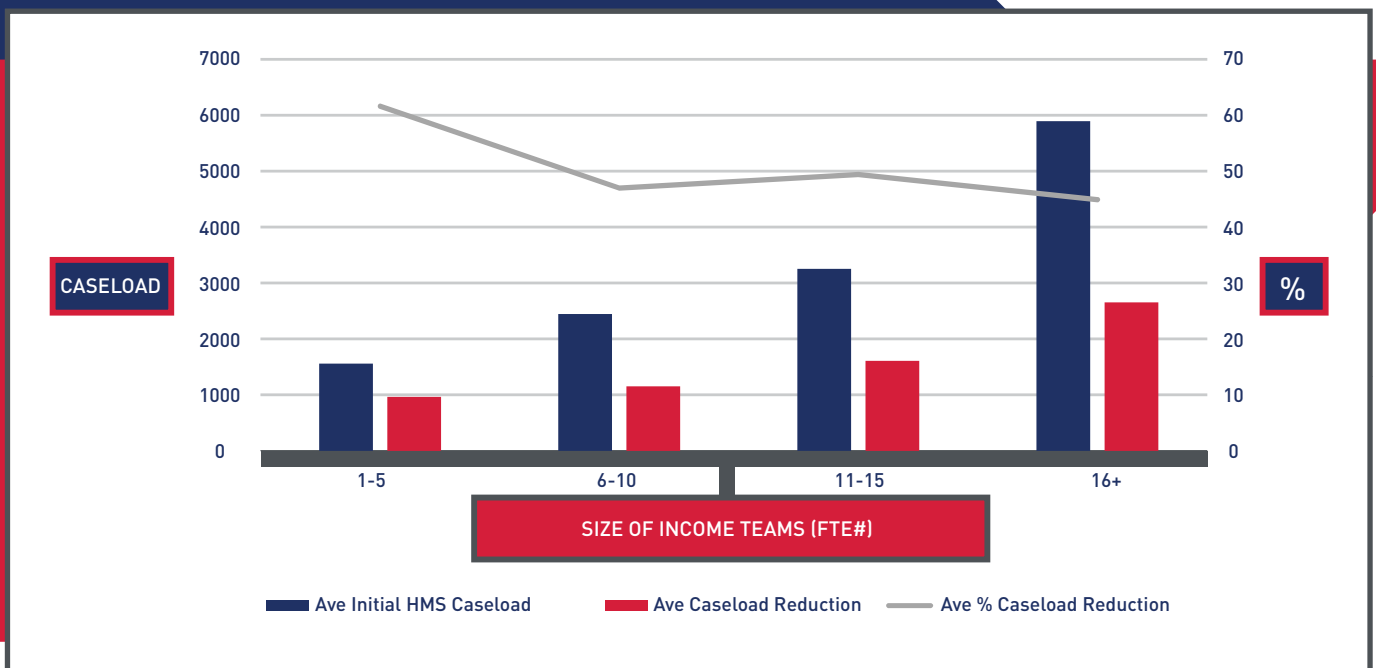
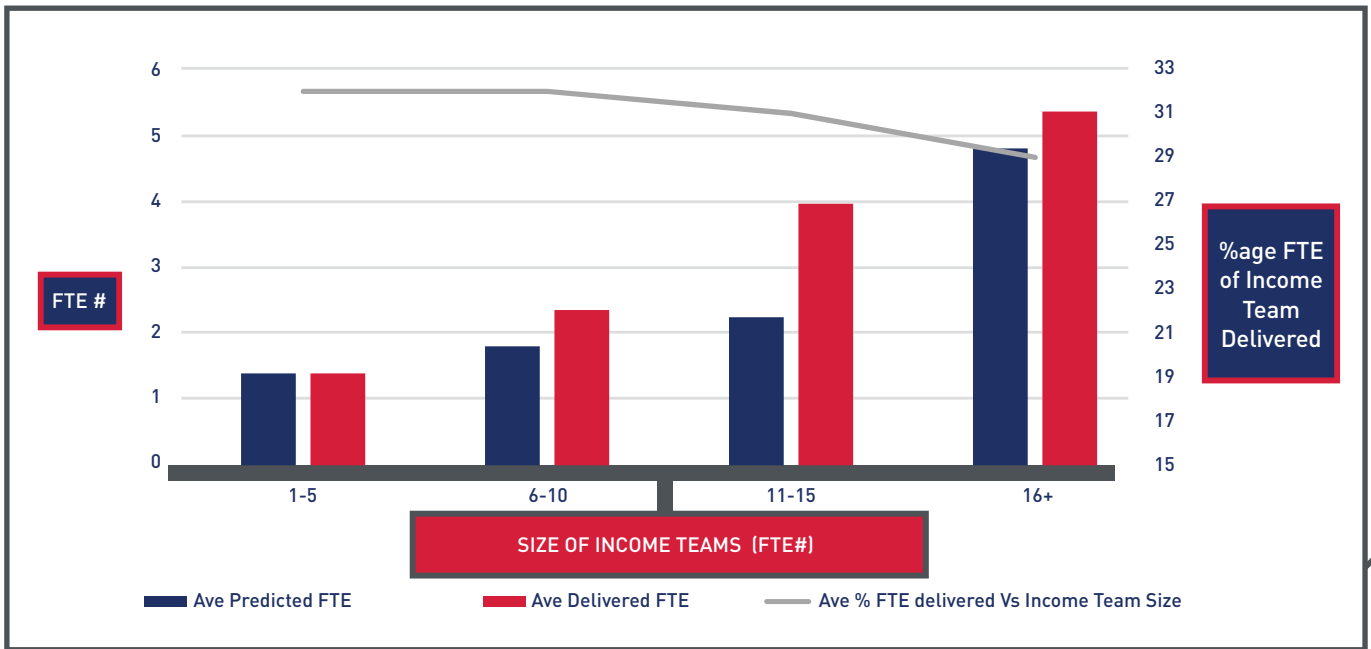


Figure 5 highlights how effective RentSense is in reducing income teams' weekly caseload, so they are only speaking to tenants who have defaulted or are predicted to default on their rent.

For all landlords that went live in 2015 that had 1-5 FTE within their income team RentSense reduced their weekly caseload on average by 62%.

FIGURE 6:

FULL TIME EQUIVALENTS PREDICTED VS DELIVERED BY MOBYSOFT TO NEW CUSTOMERS



In Figure 6 this demonstrates the predicted FTE capacity Mobysoft calculated RentSense would deliver for customers that went live in 2015. It also shows the actual FTE delivered. In each case RentSense either met or exceeded this target.

For income teams with 1-5 FTE RentSense delivered 1.4 additional FTE capacity and on average this translated to 32% of the income function.

There are limited options for landlords in mitigating this new age of welfare reform, whilst ignoring the situation or waiting to see is simply not viable. With limited resources, mainly due to the 1% rent cut, landlords are looking to create immediate and lasting efficiencies which will help to mitigate the Universal Credit challenge.

MORE THAN JUST ARREARS

Many assume RentSense is a tool for solely for reducing rent arrears. However, it's primary function is for creating an accurate caseload and embedding efficiencies within the income function. A by-product these efficiencies is that typically arrears do fall and landlords also maximise their income revenue stream. Landlords also credit RentSense for helping them reduce evictions as well as former tenant arrears.

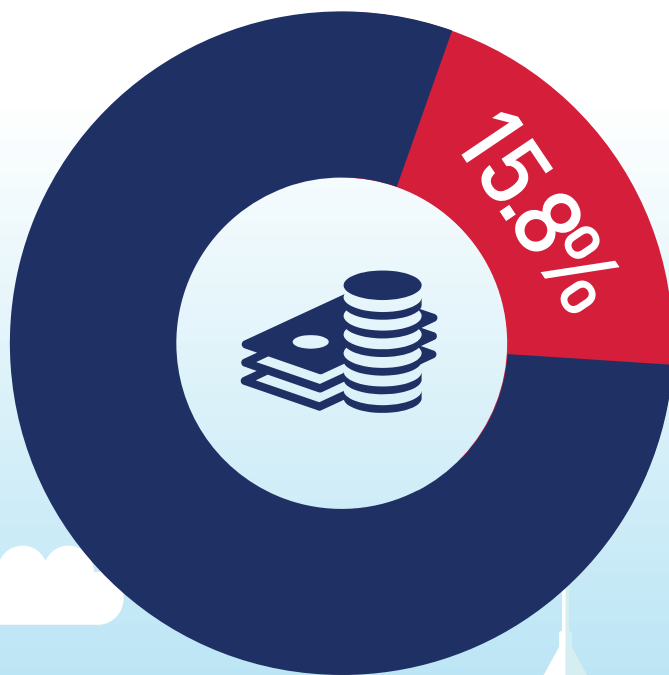
Moreover, RentSense often has an immediate impact on arrears and in the first year customers experience on average a 15.8% reduction. This is reflected in Figure 7 which shows how much arrears would fall for Broxtowe Borough Council in terms of both £ and per cent figures if your organisation deployed RentSense and achieved these savings.

 Housing associations need to use digital technology as a tool to drive innovation in their understanding of their customers and assets.  PWC Report – The Housing Association of 2020.



FIGURE 7:

PROJECTED ARREARS LEVELS IF BROXTOWE BOROUGH COUNCIL ACHIEVED AVERAGE RENT ARREARS REDUCTION, OF 15.8% OF RENTSENSE USERS



£74.1K

PROJECTED
ARREARS
SAVING

CHANGING TECHNOLOGY

Just as there has been a paradigm shift in social housing in recent years this is also true for technology. This in part has been driven by internet and accessibility along with the falling cost of hardware, and in particular memory, as well as web enabled mobile devices. These, along with other factors, have fuelled the growth of cloud computing.

CLOUD COMPUTING

RentSense is a cloud based application that is deployed within 12 weeks and delivers and embeds immediate efficiencies. What's more it also requires very little client side management or resource as Mobyssoft hosts and manages the application in the cloud.

According to research from Gartner firms with predictive analytics in place will be 20% more profitable than those without by 2017. These predictive metrics are especially useful for organisations that are seeking to mitigate risks and prevent disruptive events having an impact on productivity. So as data balloons there is a need for the analysis tools to improve and begin to forecast and predict customer or tenant behaviour as well as wider macro insights. Figure 8 reflects the business insight and value that predictive analytics can deliver over and above using solely historic data and standard data analysis software tools.

PREDICTIVE ANALYTICS

As software technology evolves it becomes capable of delivering greater value to organisations. The technology at the heart of RentSense is Predictive Analytics, which combines detailed algorithms and machine learning. This enables RentSense to accurately identify and predict patterns in ever changing tenant behaviour, which is why it consistently outperforms other technology and systems.

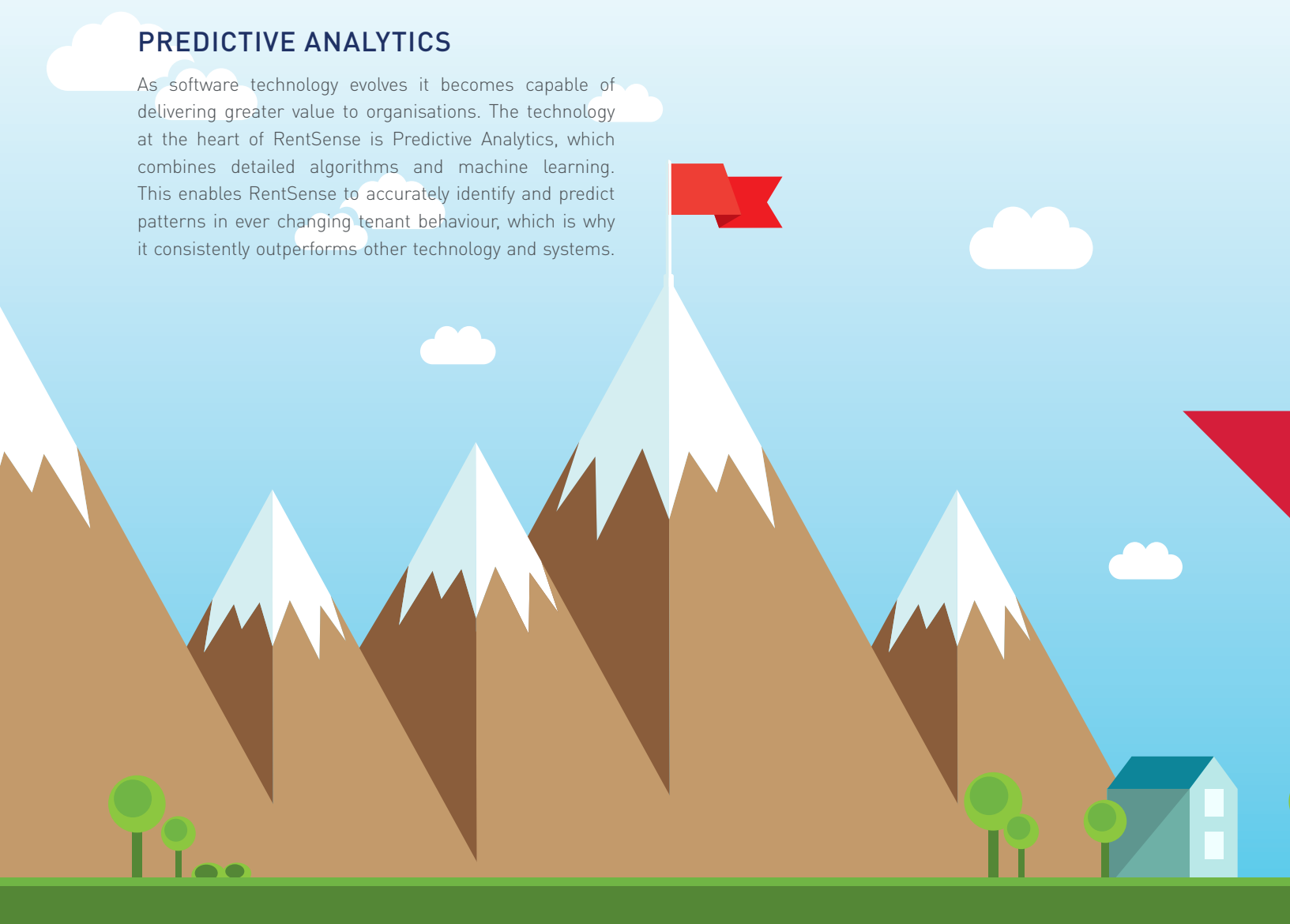
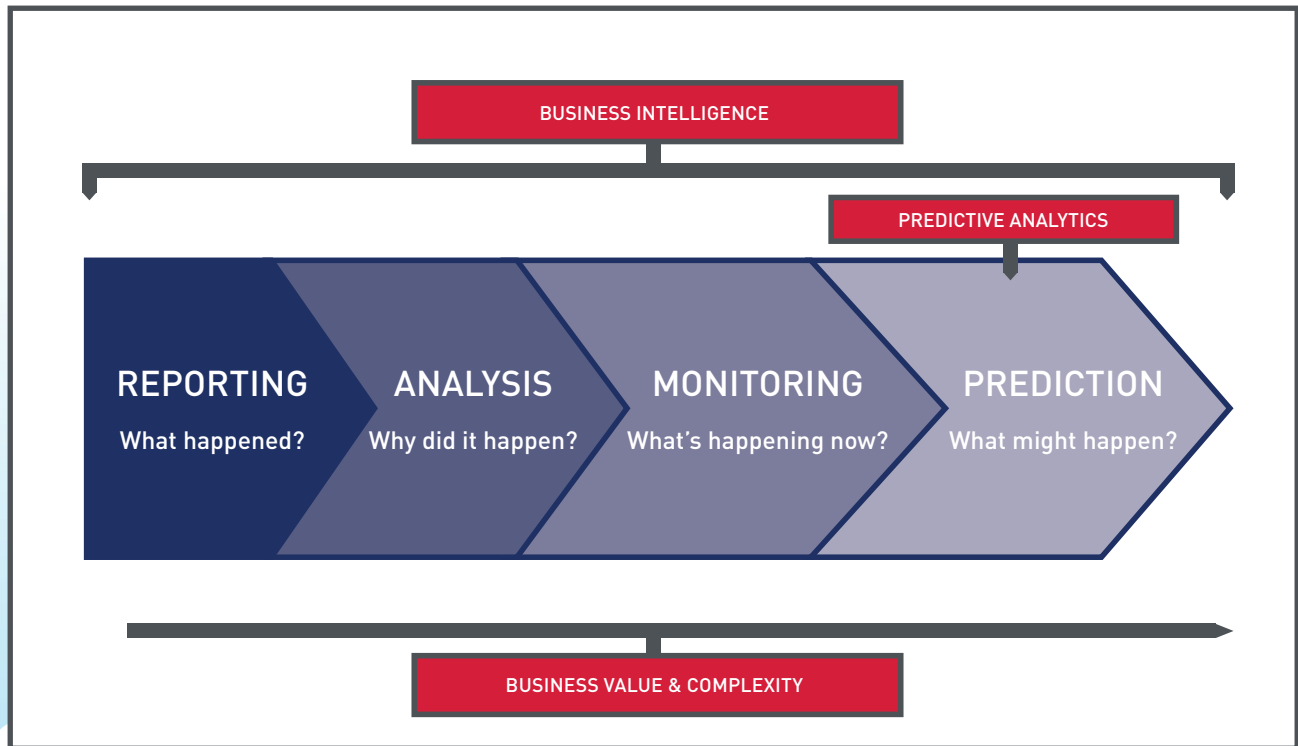


FIGURE 8:

THE PROGRESSION OF BUSINESS INTELLIGENCE THROUGH PREDICTIVE ANALYTICS



“ In 2016 there will be an 11% shift of IT budget away from traditional in-house IT delivery, toward various versions of cloud computing as a new delivery mode. ” IDC

CONCLUSION

This briefing document highlights how one of the toughest challenges landlords will face, Universal Credit, will affect Broxtowe Borough Council. Cultural changes, such as Rent First, can help instil certain values within staff and tenants, whilst technology can now begin to predict behaviour and outcomes enabling landlords to allocate resource to where it is most needed.

In this new age of social housing many providers are becoming more commercially minded and by having the right tools landlords can not only create efficiencies but embed those within the organisation.

RentSense is enabling this efficiency gain across a wide range of landlords including many similar in size and type to Broxtowe Borough Council.

Moving forward social landlords will need to continue to harness the potential of new technology and innovation and marry and match them to their operational needs to help deliver their strategy and maximise income.

▮▮ Upgrade IT systems to improve efficiency and knowledge. ▮▮ Chartered Institute of Housing
Taken from 'Five proactive things you can do to offset the impact of Universal Credit'

Liz, if you would like a more detailed report on how RentSense could potentially help Broxtowe Borough Council mitigate Universal Credit and other welfare reform then our contact details are listed below.

ABOUT MOBYSOFT

Mobysoft helps deliver time and cost saving solutions, which create tangible ROI for the Social Housing sector, including its RentSense application which is a cloud based predictive analytic solution that optimises front line income management workload.

The software helps around 100 housing organisations maximise income, create efficiencies and mitigate welfare reform. On average customers achieve a 15.8% arrears reduction in the first year as well as an average efficiency saving of 32%.

In 2016 Mobysoft won a Queen's Award for Enterprise in Innovation and the Housing Excellence Best IT system for its RentSense solution.

Mobysoft is one of the fastest growing SaaS providers in the UK and has been shortlisted in the "Northern Tech Awards" in 2014, 2015, 2016 and 2017.

In 2017 Mobysoft secured funding investment from private equity firm Livingbridge to help develop other predictive software solutions for the social housing sector.

CONTACTS:



Commercial Director

Paul Evans

M: 07867 301 096

E: paul.evans@mobysoft.com

Head of Business

Peter Steele

M: 07833 683 010

E: peter.steele@mobysoft.com



