

## Housing Business Plan 2025–2028

This Business Plan details the projects and activity undertaken in support of the Broxtowe Borough Council Corporate Plan priority of **HOUSING**.

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

The Business Plan covers a three-year period but will be revised and updated annually. Detailed monitoring of progress against key tasks and outcome measures is undertaken regularly by General Management Team and reported to Cabinet on a quarterly basis. In addition, Cabinet and the Overview and Scrutiny Committee will also occasionally receive high level reports on progress against Corporate Plan priorities as required and as part of action planning, target setting and outturn reporting.

**The Council's Vision for Broxtowe is 'greener, safer, healthier Broxtowe where everyone prospers'.**

**The Council's Values are:**

- Going the extra mile: **a strong, caring focus on the needs of communities**
- Ready for change: **innovation and readiness for change**
- Employees: **value our employees and enable the active involvement of everyone**
- Always improving: **continuous improvement and delivering value for money**
- Transparent: **integrity and professional competence**

**The Council's Priorities and Objectives for Housing are 'a good quality home for everyone':**

- Build more houses, more quickly on under used or derelict land
- Invest to ensure our homes are safe and more energy efficient
- Regulate Housing effectively and respond to housing needs

## 1. Published Strategy and Policy Documents Supporting the Delivery of Priorities and Objectives

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Corporate Plan	The Council's overarching plan for its priorities, targets and objectives. The plan sets out priorities to achieve the vision for 'A greener, safer, healthier Broxtowe where everyone prospers' with focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment	April 2028	Chief Executive
Business Strategy	Designed to ensure that the Council is: <ul style="list-style-type: none"> <li>• Lean and fit in its assets, systems and processes</li> <li>• Customer focused in all its activities</li> <li>• Commercially minded and financially viable</li> <li>• Making best use of technology</li> </ul>	Updated annually	Deputy Chief Executive
Medium Term Financial Strategy	The Council's key financial planning document. In detailing the financial implications of the Corporate Plan, the MTFS provides a reference point for corporate decision-making and helps to ensure that the Council can optimise the balance between its financial resources and the delivery of its priorities. The MTFS informs the annual budget-setting process, ensuring that each year's budget is considered within the context of the Council's ongoing sustainability over the entirety of the planning period	Updated annually	Deputy Chief Executive Head of Finance Services
Capital Strategy	An overarching summary document which encompasses all capital and treasury activity including the capital programme, financing planning, accounting policies and asset management	Updated annually	Deputy Chief Executive Head of Finance Services

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Housing Strategy 2025-2028	Provides the plan for the future direction of the Housing Service and will incorporate the Engagement Strategy and Neighbourhood Strategy, which were previously stand-alone documents	April 2028	Head of Housing
Housing Revenue Account Business Plan	Summary of analysis of stock condition, current and future finances, priorities for action and targets for improvement	Updated annually	Head of Finance Services
Housing Delivery Plan	Sets out how the Council will build or acquire more housing to add to the HRA housing stock	Reviewed annually	Housing Delivery Manager
South Nottinghamshire Homelessness and Rough Sleeping Strategy 2022-2027	Plan for existing and future needs of homeless in Broxtowe. With a focus on homelessness prevention and rough sleeping	April 2027	Housing Operations Manager
Empty Homes Strategy 2020-2024	Sets out the Council's approach to bringing long term empty private dwellings back into use	March 2025	Head of Environmental Health, Licensing and Private Sector Housing
Broxtowe Anti-Social Behaviour Policy 2024-2027	Provides details on how the Council will tackle anti-social behaviour (ASB)	2027	Chief Executive
Housing Allocations Policy	Provides details on how the Council will allocate properties	September 2025	Housing Operations Manager
Tenure Policy	Sets out the tenancies that will be offered by the Council	April 2028	Housing Operations Manager
Rent Collection Policy	States the clear guidelines which officers will work towards when recovering rent arrears	September 2026	Income and Housing Manager

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Broxtowe Core Strategy	Strategic level planning document	2028	Head of Planning and Economic Development
Broxtowe Disabled Facilities Grants Policy	Details the Council's approach to dealing with Disabled Facilities Grants	2025	Head of Environmental Health, Licensing and Private Sector Housing
Climate Change and Green Futures Programme	A strategic document detailing actions that aim to reduce the Council's carbon footprint to net zero by 2027 and outlines how the Council will influence, encourage and assist households, businesses and schools within the Borough to achieve the same goal	Reviewed regularly by working group	Executive Director
Asset Management Strategy 2022-25	Adopt and implement the strategies set out in the Asset Management Strategy 2022-25.  Develop specific strategies for key individual premises to include decarbonisation. The strategy should be reviewed regularly and adapted to suit current market influences and changing Council requirements	December 2025 (Regular reviews to be undertaken)	Deputy Chief Executive  Head of Asset Management & Development
Policy on the use of civil penalties in Private Sector Housing enforcement	Introduced in 2021 and details the Council's approach to using Civil Penalties as a tool for dealing with private sector housing matters.	2026	Head of Environmental Health, Licensing and Private Sector Housing  Senior Private Sector Housing Officer

**A full list of Housing policies is on the Council's intranet.**

## 2. Service Level Objectives Linked to Corporate Objectives

<b>Objective (Ho1) – Build more houses, more quickly on under used or derelict land</b>
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### Planning and Development Services

- Development Control
  - Pre-application advice and process applications for planning permission
- Planning Policy
  - Monitoring of land information through Strategic Housing Land Availability Assessment (SHLAA);
  - Making better use of statutory powers to bring forward housing development, including Compulsory Purchase

### Housing Services and Strategy

- Housing Strategy
  - Monitor demand for affordable housing in different areas of the Borough
  - Monitor progress of the Housing Strategy
  - Work with registered providers and Homes England to increase development in the borough
- Home Ownership
  - Monitor and administer home ownership schemes such as Shared Ownership, First Homes and Discount Market Sale properties being delivered on new build sites.
- Performance
  - Monitor performance of the Housing Business Plan

### Housing Operations

- Allocations
  - Provide information on housing need
  - Increase access to accommodation and enable people to access accommodation that meets their needs

### Asset Management

- Capital Works
  - Undertake major refurbishment works and ensure all Council housing achieve the Decent Homes Standard
  - Implement retrofit work to reduce carbon emissions of housing stock, improve warmth and reduce damp and mould
  - Carry out upgrades to central heating provision, energy efficiency, structural remedial works to achieve and maintain the Decent Homes standard
  - Provide a project management service to other Directorates
- Housing Development
  - Identification of potential development land for housing development

## Private Sector Housing

- Private Sector Housing
  - Identifying empty private sector houses and bringing them back into occupation
  - Improving the standard of privately rented properties

**Objective (Ho2) – Invest to ensure our homes are safe and more energy efficient**

## Housing Operations

- Tenancy Services
  - Effectively manage ASB cases to enable residents to quietly enjoy their homes
  - Ensure estates are safe, clean and maintained to a high standard
- Housing Options
  - Focus on prevention of homelessness
  - Liaise with private landlords to secure tenancies in the private sector
  - Effective management of temporary accommodation
- Allocations
  - Allocate properties in accordance with Housing Allocations Policy, ensuring pre-tenancy checks are completed
  - Assess tenant needs prior to commencement to achieve sustainable tenancies

## Independent Living

- Independent Living
  - Support tenants to live independently in their home and help vulnerable tenants to maintain their tenancies
  - Effectively manage ASB cases to enable residents to quietly enjoy their homes
  - Reduce social isolation and promote health and wellbeing

## Asset Management

- Capital Works
  - Implement Capital Investment Programme including safety and energy efficiency measures for HRA stock, and achieve the Decent Homes Standard
  - Commission and ensure completion of the asbestos surveys and asbestos management plans for council housing stock
  - Commission and ensure the completion of fire safety risk assessments for all Council housing and directly undertake or commission work to address the completion of fires risk mitigation actions

## **Housing Repairs**

- Housing Repairs
  - Provide an efficient and effective service of reactive maintenance in response to tenant requests
  - Ensure compliancy with the Gas Safety (Installation and Use) Regulations
  - Undertake work to address the completion of fire risk assessment mitigation actions
  - Complete an effective system of inspections including post inspections
  - Provide high standard of inspections for electrical testing including full compliance with EICR, legionella and lift servicing
  - To undertake Sanctuary Housing Assessments and carry out Sanctuary repairs

## **Housing Services and Strategy**

- Housing Strategy
  - Complete research to ensure that decisions made by Housing Services are based on accurate information
- Performance
  - Monitor performance and make recommendations for improvements
  - Monitor performance of Business Plan
- Home Ownership
  - Effectively co-ordinate and manage leases ensuring an effective service is delivered
  - Ensure legal compliance
- Engagement
  - Develop methods to publicise involvement and promote awareness
  - Monitor scrutiny of services by residents

## **Community Safety**

- Tackle Crime and Anti-Social Behaviour
  - Work with Housing Team and Police to reduce crime and anti-social behaviour in housing areas
  - Coordinate Sanctuary applications for tenants

## **Private Sector Housing**

- Private Sector Housing
  - Ensure that dwellings in the private sector are free of hazards which pose a risk to the occupants
  - Ensure that dwellings privately rented meet the minimum energy efficiency standards
  - Licence appropriate Houses in Multiple Occupation and ensure they are properly managed
  - Carry out an annual inspection of the licensed residential caravan park sites

## **Objective (Ho3) – Regulate Housing effectively and respond to housing needs**

### **Communities Team**

- Communities Team
  - Work with Housing Repairs to offer the Sanctuary Scheme to Council housing tenants

### **Income**

- Income
  - Support tenants to sustain their tenancy by providing financial inclusion advice
  - Early intervention when rent issues arise

### **Housing Operations**

- Housing Options
  - Focus on prevention of homelessness
  - Liaise with private landlords to secure tenancies in the private sector
  - Work to increase number of Council owned temporary accommodation units
- Tenancy Services
  - Create sustainable tenancies through pro-active work
  - Help tenants with additional support needs including mental health issues to maintain their tenancies
  - Promote tenancy sustainment through decreasing instances of possession action and encouraging responsible awareness of tenancy liabilities for tenants through increased engagement

### **Housing Services and Strategy**

- Performance
  - Complete regulatory returns and monitor compliance with the Regulator of Housing's Consumer and Economic Standards

### **Planning Policy**

- Planning Policy Team
  - Ensure planning policy makes appropriate provision for different types of housing need in different location

### **Private Sector Housing**

- Facilitate adaptations to the homes of disabled people in the private sector
- Regulate private sector housing through enforcement of relevant legislation
- Consider further licensing for privately rented properties
- Address damp and mould and other hazards in the private sector



### 3. Measures of Performance and Service Data

#### Context – Baseline Service Data

Service Data / Description	Actual 2021/22	Actual 2022/23	Actual 2023/24	Comments including benchmarking data
Homelessness applications received ( <b>HSDData_01</b> )	408	352	367	367 of the housing advice interviews resulted in a homeless application being taken due to the applicant/s being homeless or threatened with homelessness within the next 56 days
Housing advice interviews undertaken ( <b>HSDData_03</b> )	408	479	722	This includes 367 occasions where an application was taken. Other interviews provided advice and guidance.
Homelessness acceptances ( <b>HSDData_02</b> )	262	130	254	Although the number of applications is similar to the previous year, the number of acceptances is much higher. From the 367 homeless applications taken by the team, 97 were accepted from applicants whom were already homeless.
Lifeline referrals ( <b>HSDData_05</b> )	811	795	796	At the end of March 2024, we had 796 Lifeline customers. Through the year we had 197 new customers from 359 referrals.
ASB cases ( <b>HSDData_07</b> )	99	112	134	Equates to 30.66 cases per 1,000 properties, which sits between Housemark's Q1 and Median year-end annualised figures for UK Wide Peer Group: <ul style="list-style-type: none"> <li>• Upper quartile = 21.90</li> <li>• Median = 37.58</li> <li>• Third quartile = 52.74</li> </ul>
Properties sold under Right to Buy ( <b>HSDData_08</b> )	34	27	16	During 2023/24, 16 properties were sold under Right to Buy: <ul style="list-style-type: none"> <li>• Eight houses (5 x 3 bed and 3 x 2 bed)</li> <li>• Eight flats (6 x 2 bed and 2 x 1 bed)</li> </ul>
Flats sold on a lease under Right to Buy ( <b>HSDData_09</b> )	11	10	8	
Housing applications received ( <b>HSDData_11</b> )	1,080	1,245	1,679	Total applicants on the housing register as at 31 <sup>st</sup> March 2024 was 1,511.

<b>Service Data / Description</b>	<b>Actual 2021/22</b>	<b>Actual 2022/23</b>	<b>Actual 2023/24</b>	<b>Comments including benchmarking data</b>
Tenancies allocated (HSDData_12)	290	373	310	
Repair requests (HSDData_13)	13,353	14,776	13,741	
Number of Council Properties (HSDData_22)	4,380	4,358	4,364	
Evictions for ASB (HSDData_24)	1	0	1	
Notices of Seeking Possession (NOSP) served for ASB (HSDData_25)	2	1	0	
General Needs Units (HSDData_27)	3,031	3,252*	3,247	*This figure was adjusted from 1 April 2022 to take into account re-designated properties – 3,279
Independent Living Units (HSDData_28)	1,349	1,106**	1,117	**This figure was adjusted from 1 April 2022 to take into account re-designated properties – 1,101
Leaseholders (HSDData_29)	293	309	316	
Council Garages (HSDData_30)	828	828	789	During 2023/24, 39 garages were removed from the stock due to housing redevelopment.
Five-year HMO Licences issued annually (HSDData_31)	63	83	67	There was a peak in licence applications in 2022/2023 as applicants sought to gain licences prior to the implementation of the Beeston Article 4 Direction (planning legislation affecting any new HMO properties in a specified area). Licences are usually issued for 5 years.
Evictions for rent arrears (FRData_32)	0	0	3	In all cases the Financial Inclusion Service was offered. In two cases there was evidence that the tenant was not using the property as their principal home, and was living elsewhere.
Notices of Seeking Possession (NOSP) served for rent arrears (FRData_36)	60	37	78	

## Critical Success Indicators (CSI)

Priority leaders work corporately and have **defined the outcome objective** for each priority area and have **identified outcome indicators** that are **Critical Success Indicators**.

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Net additional homes provided <a href="#">(NI154)</a>	306	332	512	430	430	430	Head of Planning and Economic Development  The large increase in 2023/34 is due to some large student and care home developments completing in 2023/24
New Council houses built or acquired <a href="#">(HSLocal_39)</a>	13	6	25	23	45	45	Head of Housing  During 2023/24, 25 properties were acquired into the Housing stock. This consisted of: <ul style="list-style-type: none"> <li>• 8 x 3 bed houses</li> <li>• 9 x 2 bed flats</li> <li>• 3 x 2 bed houses</li> <li>• 4 x 1 bed flats</li> <li>• 1 x 1 bed bungalow</li> </ul>

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Overall satisfaction with the service provided (HSTOP_01)	85.8%	70.68%	65.58%	89%	79%	79%	<p>Head of Housing</p> <p>This figure is available annually and is calculated from the Tenant Satisfaction Measures Survey.</p> <p>Housemark year-end analysis of monthly pulse data based on the Central Local Authorities and ALMOs peer group:</p> <ul style="list-style-type: none"> <li>• Upper quartile = 78.7%</li> <li>• Median = 68.7%</li> <li>• Third quartile = 63.6%</li> </ul> <p>Most landlords are having a decline in satisfaction rates. New target is still aiming for top quartile performance.</p>
Gas safety (HSTOP_02)	99.84%	99.41%	99.84%	100%	100%	100%	<p>Housing Repairs and Compliance Manager</p> <p>During 2023/24, 4,205 out of 4,212 were serviced on time. seven were completed out of compliancy. Full compliancy was achieved from May 2023 onwards.</p> <p>Housemark year-end analysis of monthly pulse data based on the Central Local Authorities and ALMOs peer group:</p> <ul style="list-style-type: none"> <li>• Median – 99.92%</li> <li>• Fully Compliant – 31.0% of landlords</li> </ul>

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Legionella compliancy (HSLocal_33)	100%	100%	100%	100%	100%	100%	<p>Housing Repairs and Compliance Manager</p> <p>Previously a KPI, has been included as a CSI due to the new Tenant Satisfaction Measures from 2023/24.</p> <p>Housemark year-end analysis of monthly pulse data based on the Central Local Authorities and ALMOs peer group:</p> <ul style="list-style-type: none"> <li>• Median – 100%</li> <li>• Fully Compliant – 87.5% of landlords</li> </ul>
Lift checks compliancy (HSLocal_43)	-	-	93.4%	100%	100%	100%	<p>Housing Repairs and Compliance Manager</p> <p>New performance indicator 2023/24, part of the new Tenant Satisfaction Measures.</p> <p>One scheme out of 15 was completed out of time by three weeks (in April 2024).</p> <p>Housemark year-end analysis of monthly pulse data based on the Central Local Authorities and ALMOs peer group:</p> <ul style="list-style-type: none"> <li>• Median – 100%</li> <li>• Fully Compliant – 89% of landlords</li> </ul>

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Asbestos compliancy (HSLocal_44)	-	-	14.5%	100%	100%	100%	<p>Head of Asset Management and Development</p> <p>New performance indicator 2023/24, part of the new Tenant Satisfaction Measures.</p> <p>Housemark year-end analysis of monthly pulse data based on the Central Local Authorities and ALMOs peer group:</p> <ul style="list-style-type: none"> <li>• Median – 100%</li> <li>• Fully Compliant – 63% of landlords</li> </ul> <p>Remedial works to be funded from Capital budget.</p> <p>Asbestos data is held on an external portal, which is being validated. In addition, work is being done to ensure that operatives can access full records via mobile devices, which presently is not in place.</p>

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Blocks and schemes with a Fire Risk Assessment (HSLocal_45)	-	-	70.2%	100%	100%	100%	<p>Head of Asset Management and Development</p> <p>New performance indicator 2023/24, part of the new Tenant Satisfaction Measures.</p> <p>Housemark year-end analysis of monthly pulse data based on the Central Local Authorities and ALMOs peer group:</p> <ul style="list-style-type: none"> <li>• Median – 100%</li> <li>• Fully Compliant – 81.3% of landlords</li> </ul> <p>Remedial works to be funded from Capital budget.</p> <p>Presently, all blocks have had an FRA completed, via three separate suppliers. An assessment of the submissions has found a number of formatting issues, which are being addressed by the Health and Safety team. Work has commenced on putting in place an automated system to store FRA documentation, once this data has been cleansed. There are issues with FRA not covering roof spaces and this will need to be addressed as part of the re-inspection programme, which is presently being procured.</p>

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Electrical compliancy (HSLocal_29)	73.2%	80.0%	89.1%	100%	100%	100%	Housing Repairs and Compliance Manager  Not included as part of the new Tenant Satisfaction Measures.  It is becoming increasingly difficult to access the remaining properties. As at end of December 2024, electrical compliancy figure had increased to 93%. Some cases have been escalated to Legal Services to obtain injunctions. Further support is provided by other teams and support workers to access remaining properties.
Rent collected as a percentage of the rent owed (BV66a)	100.91%	100.76%	100.20%	99.0%	99.0%	99.0%	Income and Housing Manager  Achieved an arrears figure of £153k as at 31 March 2024 which is slightly lower than the previous arrears at 31 March 2023 (£155k).
Homelessness cases successfully intervened or prevented rather than relieved/a main duty being accepted (HSlocal_42)	84.60%	71.30%	82.70%	70%	70%	70%	Housing Operations Manager  The Housing Options team have successfully intervened or prevented an average of 82.7% of cases over 2023/24, which is an increase of 11.4% from 2022/23. The team had a number of vacancies during 2023/24 but still exceeded the target.



## Other Performance Indicators

Priority leaders also identified two further sets of performance indicators namely **Key Performance Indicators (KPI)** for reporting to GMT and Members and **Management Performance Indicators (MPI)** for use in business planning and performance monitoring at a service level.

### Key Performance Indicators (KPI)

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Supply of ready to develop housing sites <b>(NI159)</b>	100%	100%	100%	100%	100%	100%	Head of Planning and Economic Development
No. of Residential Planning Commitments <b>(DSData_20)</b>	1,531	1,717	831	950	950	950	Head of Planning and Economic Development
No. of affordable homes provided <b>(NI 155)</b>	40	68	79	85	85	85	Head of Planning and Economic Development
Void Rent Loss <b>(HSLocal_03a)</b>	-	-	£239K	£350k	£300k	£300k	Housing Operations Manager New indicator 2023/24. The cumulative total of rent loss since April 2023 is £239,384. There has been a total of 21,863 void days since April 2023.
Average Relet Time – General Needs <b>(HSTOP_03)</b>	54 days	88 days	63 days	20 days	20 days	20 days	Housing Operations Manager In 2023/24, 161 General Needs properties were relet. The average time taken from the point of the previous tenancy ending to the point of a new tenancy commencing took on average 63 days. This is a significant decrease from the previous year.

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Average Relet Time – Independent Living (HSTOP_03a)	132 days	170 days	45 days	40 days	40 days	40 days	Housing Operations Manager  In 2023/24, 98 Independent Living properties were relet. On average, it took 45 days for the properties to be relet, which is much closer to the target than recent years. Previous years have seen an increase in the average relet time due to letting hard-to-let properties that were void for a significant period of time.
Reactive repairs - appointments kept (HSLocal_BM05)	97.7%	96.2%	97.7%	98%	98%	98%	Housing Repairs and Compliance Manager  During 2023/24, 11,329 appointments were kept out of 11,613 appointments made. The reasons for the 284 not kept are as follows: <ul style="list-style-type: none"> <li>• Sickness - 106</li> <li>• Rearranged to attend an emergency - 163</li> <li>• Weather - 15</li> </ul>
Total number of nights bed and breakfast accommodation is used (HSLocal_46) (New)	-	-	-	-	1,400	1,400	Housing Operations Manager  New performance indicator 2025/26. Target based on total of 788 nights from April 2024 – September 2024. Working to achieve a 10% reduction.

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
<p>Number of cases closed in the last 3 months where a property has been returned to occupation (HSLocal_11)</p> <p>This is the number returned to use with intervention from the Private Sector Housing Team; which may include at least one of the following actions:</p> <ul style="list-style-type: none"> <li>• Correspondence by letter/ email/ meeting/ telephone with person responsible – this includes providing general or bespoke advice</li> <li>• Visit to assess property (external or internal)</li> <li>• referral to other department or other organisation (e.g. Building Control, NCC Highways, NCC deputyship team)</li> <li>• Enforcement action</li> </ul>	25	26	34	24	24	24	<p>Head of Environmental Health, Licensing and Private Sector Housing</p> <p>Review of PI undertaken 2023/24 - title refined further.</p> <p>Updated from "Identify six Private Sector dwellings each quarter to implement a plan to return into occupation"</p> <p>This PI includes the Policy Requirement to identify 5 properties where partnership working is required to resolve long standing issue preventing re-occupation.</p> <p>In addition, this covers the work in the Empty Properties Strategy.</p>

## Management Performance Indicators (MPI)

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Current tenant arrears as a percentage of the annual rent debit (HSLocal_37)	1.1%	1.0%	0.9%	2.0%	2.0%	2.0%	Income and Housing Manager  The arrears have decreased by £1,731. from March 2023 to £155,109 at the end of March 2023 this has resulted in the below target year end figure to report (0.9%). Housemark year-end snapshot of UK wide peer group: <ul style="list-style-type: none"> <li>• Upper quartile= 2.00%</li> <li>• Median =2.91%</li> <li>• Third quartile = 4.15%</li> </ul>
Void Garages as percentage of let-able garages (HSLocal_32)	9%	1.6%	9.1%	12%	10%	5%	Housing Services & Strategy Manager  During 2023/24, 17 garages were let and 47 garage tenancies were terminated. The reduction of garage lets on previous years was due to vacancies in the team.  At the end of March 2023, 56 garages were ready to let out of 618 lettable garages. The total garage stock is 789.
Inspect all residential caravan sites once a year (ComS_054)	100%	100%	100%	100%	100%	100%	Head of Environmental Health, Licensing and Private Sector Housing
Proactive HIMO inspections (ComS_098)	21	57	94	40	40	40	Head of Environmental Health, Licensing and Private Sector Housing  Excludes requests for service /licensing inspections

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Number of empty property notifications received in the last three months (ComS_099)	-	-	Baseline of 32 cases per annum	No target - tracking indicator	No target - tracking indicator	No target - tracking indicator	Head of Environmental Health, Licensing and Private Sector Housing New Performance Indicator 2024/25. Baseline of 32 cases per annum  This reports the number of service requests received for empty properties, that represent the number of new cases per quarter.

#### 4 Key Tasks and Priorities for Improvement 2025/26 – 2027/28 Including Commercial Activities

Priority leaders are asked to consider potential **commercial activities** in their priority areas when setting the key tasks and priorities for the next three years. In doing so priority leaders should consider:

- In which service areas could new commercial activities be undertaken?
- How much additional income could be generated from the new commercial activities?
- Would additional resources (employees, equipment, systems etc.) be needed to undertake the new commercial activities? If yes, outline these with estimates of costs.
- How will these new commercial activities link into the Council's Medium Term Financial Strategy, Capital Programme, Business Strategy and Commercial Strategy?
- Will the new commercial activities affect existing Revenue and Capital budgets? If yes, then remember to include the net income or costs to Section 5 'Link Key Tasks and Priorities for Improvement to the Financial Budgets'.
- Please identify new '**commercial activities**' in the comments column.

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Refresh and implement 10 year housing new build delivery plan <a href="#">HS1922_02</a>	Add to the social housing stock Produce affordable homes to rent	Partnerships with Registered Housing Providers and external consultants	Housing Delivery Manager December 2029	To be achieved through combination of use of capital receipts and commuted sums
Develop Asset Management Strategy 2025-2028 <a href="#">HS2124_02.1</a>	Plan to fully utilise assets held within the Housing Revenue Account Ensure all Council housing achieves the Decent Homes Standard	Current external contractors	Head of Asset Management and Development March 2028	Based on information from recent stock condition survey.

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Implement South Nottinghamshire Homelessness and Rough Sleeper Strategy Action Plan <b>HS2225_07</b>	To prevent homelessness and rough sleeping To offer support to those who experience homelessness	Partnership with Gedling and Rushcliffe Partnership with CAB and Broxtowe Youth Homelessness Partnership with commissioned services through Nottinghamshire County Council or through the Rough Sleeper Initiative (RSI)	Housing Operations Manager March 2027	Ringfenced grant is received to provide statutory services to homeless people All actions included in the strategy can be delivered within the grant available
Energy Efficiency Schemes <b>CP2326_01b</b>	To achieve Carbon Neutral and all dwellings to be EPC level C or above	Midlands Net Zero Hub Submit Bids for various grants opportunities such as SHDF Wave 3 (expected £3m grant over 3 years) and ECO4	Head of Asset Management and Development 2027 in line with Council Net Zero Target	Preparing to submit application for the next round of Grant Bids. Awaiting outcome. All SAP C properties included in the initial proposed schedule have been removed and replaced with D and below. Work to identify high cost properties, to allow a full appraisal ahead of investment, has begun.
Implement Housing Strategy 2025-2028 <b>HSG2427_01.1</b>	To achieve actions to help support the corporate plan priorities, for all housing services including out landlord services	Improvements to be delivered in-house, with support from partner agencies	Head of Housing Housing Services and Strategy Manager March 2028	Most actions can be completed using existing budgets. Actions in the later years of the strategy may require additional budget which will be considered each year as part of the business planning process.

<b>Action</b>	<b>Targeted Outcome</b>	<b>Partnership / Procurement Arrangement</b>	<b>Officers Responsible / Target Date</b>	<b>Budget Implications / Efficiencies / Other comments</b>
Implement Housing Improvement Board Performance Improvement Plan <a href="#">HSG2427_02</a>	To improve the services of the Housing Repairs and Capital Works team	Support required from interim external project management	Head of Housing Head of Asset Management and Development March 2026	Improvements in processes should achieve efficiency savings. Work to automate delivery streams, move away from spreadsheet / manual intervention.
Review Lifeline Service, by undertaking consultation with current and potential customers, and adapt service accordingly <a href="#">HSG2528_01</a> (New)	Improved service for elderly and vulnerable people in the Borough	Currently in contract with a provider for the hardware	Income and Housing Manager March 2025	Additional budget may be required once service has been reviewed. Report will be presented to Cabinet at appropriate time. Could increase income for the Council depending on the business model approved.
To consider whether an additional licensing scheme for private rented dwellings would be appropriate <a href="#">COMS2427_02</a>	To determine whether the evidence exists to meet the criteria for the implementation of an additional property licensing scheme or whether the introduction of the Renters Reform legislation will address the key concerns in private rented property standards	Not applicable  Procurement of support for evidence may be required	Head of Environmental Health, Licensing and Private Sector Housing Senior Private Sector Housing Officer Initial scoping exercise by end September 2025	Resource for the scoping exercise would be required. An initial stock condition housing exercise has been procured. If the recommendation is to introduce additional licensing, financial reports including fees and charges to support this function will be undertaken.



Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Produce a policy on HMO licensing if necessary <b>COMS2427_03</b>	To provide a framework to support the existing procedures for HMO Licensing	Not applicable	Head of Environmental Health, Licensing and Private Sector Housing Senior Private Sector Housing Officer March 2025	The approach to enforcement of HMO Licensing is addressed through the existing Housing Civil Penalty and Corporate Enforcement Policies. To be met within existing resources if required.
Develop and implement a Damp and Mould Action Plan <b>AMD2528_02</b> (New)	To ensure the Council meets the legislative requirements in relation to damp and mould Improve the health outcomes for tenants Provide information to residents Ensure compliance with legislation	Commission remediation works as required Council Properties	Head of Asset Management and Development Head of Housing Head of Environmental Health, Licensing and Private Sector Housing Ongoing	Additional Capital funding required circa £150k per annum. Action plan in draft, work on data mapping has commenced, to establish a preventative approach. HHSRS CAT 1 Hazards identified on the last round of the HRA stock condition surveys, which relate to damp and mould, have been passed to an external supplier to complete a full assessment of the cause of the issues, and undertake post work checks to ensure resolution.

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Undertake Asbestos Management Surveys <a href="#">AMD2528_03</a> (New)	To ensure the Council meets the legislative requirements in relation to asbestos management	Commission contractors as required to manage asbestos within Council Assets	Head of Asset Management and Development Ongoing	Additional Capital funding required circa £450K per annum. An annual re-inspection regime is not presently in place. There are also issues around the same contractor completing surveys and removals. Work to re-procure services and develop the API between system and the external asbestos portal is underway.
Undertake Fire Safety Risk action remediation <a href="#">AMD2528_04</a> (New)	To ensure the Council meets the legislative requirements in relation to Fire Safety	Commission remediation works as required to ensure Fire Safety of Council Assets	Head of Asset Management and Development Head of Health, Safety, Emergency Planning and Compliance Ongoing	Additional Capital funding required circa £2,036,400 per annum. Presently, no contracts in place to deliver passive, active, fire doors or any annual fire door inspection programme. In addition, the spreadsheet based system to record, allocate and close off actions is not sufficient to evidence the necessary transparency required to demonstrate adequate resolution of issues raised through the FRA process. A proposal is due to GMT in early 2025/26 to rectify this.

The shadowed rows indicate reduction impact on Climate Change and Green Futures

## 5 Link Key Tasks and Priorities for Improvement to the Financial Budgets

Priority leaders should ensure that key tasks and priorities (including commercial activities) that have a financial implication are included in the analysis below.

Revenue and Capital Budget Implications/Efficiencies Generated	Action	2025/26 Budget £	2026/27 Budget £	2027/28 Budget £
<b>Budget Implications</b>				
Additional funding required to meet requirements of new legislation regarding damp and mould	CP2528_01	£150,000	£150,000	£150,000
Social Housing Decarbonisation, funded through DESNZ grant and Council co-funding	CP2326_01b	£2,060,000	£2,060,000	£2,060,000
Additional funding required to meet requirements of legislation regarding Asbestos	CP2528_02	£450,000	£450,000	£450,000
Additional funding required to meet requirements of legislation regarding Fire Safety Risk Assessments	CP2528_03	£2,036,400	£2,036,400	£2,036,400
<b>Efficiencies Generated</b>				
Reduced rent loss due to improvements in void processes	HSLocal_03a	(£50,000)	(£50,000)	(£50,000)
Reduced rent arrears due to effective use of RentSense system	BV66a	(£5,000)	(£5,000)	(£50,000)
<b>New business/increased income</b>				
Homes England grant funding		To be determined	To be determined	To be determined
Lifeline Service	HSG2528_01	-	Unknown***	Unknown***
Increase in recharges	HS2225_05**	(£10,000)	(£10,000)	(£10,000)

Revenue and Capital Budget Implications/Efficiencies Generated	Action	2025/26 Budget £	2026/27 Budget £	2027/28 Budget £
<b>New business/increased income</b> (continued)				
Income from new shared ownership units	HS1922_02	(£22,000)	(£22,000)	(£50,000)****
Income from new rental units – both new build and acquisition	HS1922_02	(£186,000)	(£279,000)****	(£279,000)****
<b>Net Change in Revenue Budgets</b>		<b>*Note</b>	<b>*Note</b>	<b>*Note</b>

\* Budget implications to be considered and confirmed once project business cases have been finalised.

\*\* Action in 2024/25 Business Plan

\*\*\* Unknown until review is completed

\*\*\*\* Prediction based on likely handover date of future schemes and estimated rent

## 6. Summary of Key Risks

*Priority leaders have identified three strategic risks for the Business area and ensured that these are considered in the Council's Strategic Risk Register.*

Key Strategic Risk	Action to be taken or required to mitigate/minimise the risk or threat
Failure to deliver the HRA Business Plan	Implement new Asset Management Strategy and Housing Delivery Plan
Failure to deliver a Housing Repairs and Compliance Service which meets Right to Repair and Compliance legislation	Self assessment to ensure that the Housing Service meets the requirements of legislation and the Regulator of Social Housing Consumer Standards
Failure to maximise collection of income due to the Council	Income team to fully utilise RentSense software to support tenants with cost of living increases.

*The top five risks (strategic or operational) arising from the key tasks and priorities for improvement have also been identified. As part of the project planning process for each key task detailed risk analyses will be undertaken and mitigation actions identified. It is anticipated that there will be 'common themes' identified that are covered by Strategic Risks.*

Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
Refresh and implement 10 year housing new build delivery plan <a href="#">HS1922_02</a>	Number of units identified in the plan are not delivered	Yes - Risks 2, 3, 8 and 20	Housing Delivery Group established to monitor progress and address any issues
Develop Asset Management Strategy 2025-28 <a href="#">HS2124_02.1</a>	Failure to meet the requirements of the strategy due to vacant posts	Yes – Risks 2 and 20	Permanent recruitment to key posts
Implement Housing Strategy 2025-28 <a href="#">HSG2427_01.1</a>	Failure to meet the requirements of the strategy due to vacant posts	Yes – Risks 2 and 20	Effective recruitment to minimise vacancies
Implement South Nottinghamshire Homelessness and Rough Sleeper Strategy Action Plan <a href="#">HS2225_07</a>	Failure to meet the requirements of the strategy due to high turnover of employees	Yes – Risks 2, 20, and 21	Partnership work with other Councils and providers
Energy Efficiency Schemes <a href="#">CP2326_01b</a>	Energy efficiency of Council properties does not enable Carbon Neutral to be achieved	Yes – Risk 24	Obtain and review current Energy Efficiency data to devise an action plan

Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
Develop and implement a Damp and Mould Action Plan <b>AMD2528_02</b> (New)	The Council's Assets are not achieving the require standard	Yes – Risk 7 and Risk 21	Obtain and review current data for Damp and Mould to devise an action plan
Undertake Asbestos Management Surveys <b>AMD2528_03</b> (New)	The Council's Assets are not achieving the require standard	Yes – Risk 7 and Risk 21	Undertake Asbestos Surveys and agree management plans for the Council's assets
Undertake Fire Safety Risk action remediation <b>AMD2528_04</b> (New)	The Council's Assets are not achieving the require standard	Yes – Risk 7 and Risk 21	Programme works to remediate fire safety risks for the Council's assets

Risks as extracted from the Strategic Risk Register as at February 2025:

**Risk 2:** Failure to obtain adequate resources to achieve service objectives

**Risk 3:** Failure to deliver the Housing Revenue Account (HRA) Business Plan

**Risk 7:** Not complying with legislation

**Risk 8:** Failure of Financial Management and/or budgetary control

**Risk 20:** Inability to recruit and retain employees with required skills and expertise to meet increasing demands and expectations

**Risk 21:** Failure to comply with duty as a service provider and employer to groups such as children, the elderly and vulnerable adults etc.

**Risk 24:** Failure to achieve commitment of being carbon neutral for the Council's own operations by 2027

The latest Strategic Risk Register is available in full at

<https://intranet.broxtowe.gov.uk/finance/risk-management/>