

# Overview and Scrutiny Committee

Tuesday 24 July 2018

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A meeting of the above Committee will be held at the Town Hall, Royal Leamington Spa on Tuesday 24 July 2018 at 6.30pm or the conclusion of the Joint Scrutiny Committee meeting, whichever is the latter.

Membership:

	Councillor Mrs Falp (Chairman)	
Councillor Boad		Councillor H Grainger
Councillor Bromley		Councillor Naimo
Councillor Mrs Cain		Councillor Parkins
Councillor D'Arcy		Councillor Mrs Redford
Councillor Davison		Councillor Shilton

## Emergency Procedure

At the commencement of the meeting, the Chairman will announce the emergency procedure for the Town Hall.

## Agenda

### 1. Apologies and Substitutes

- (a) to receive apologies for absence from any Councillor who is unable to attend; and
- (b) to receive the name of any Councillor who is to act as a substitute, notice of which has been given to the Chief Executive, together with the name of the Councillor for whom they are acting.

### 2. Declarations of Interest

Members to declare the existence and nature of interests in items on the agenda in accordance with the adopted Code of Conduct.

Declarations should be entered on the form to be circulated with the attendance sheet and declared during this item. However, the existence and nature of any interest that subsequently becomes apparent during the course of the meeting must be disclosed immediately. If the interest is not registered, Members must notify the Monitoring Officer of the interest within 28 days.

Members are also reminded of the need to declare predetermination on any matter.

If Members are unsure about whether or not they have an interest, or about its nature, they are strongly advised to seek advice from officers prior to the meeting.

3. **Minutes**  
To confirm the minutes of the meetings held on 30 May 2018 and 26 June 2018. **(Pages 1 - 10)**
4. **Review of the Work Programme, Forward Plan and comments from the Executive**  
To consider a report from Democratic Services. **(Pages 1 - 17)**
5. **Review of Housing Services – Service Area Update**  
To consider a report from Housing Services. **(Pages 1 - 28)**
6. **Executive Agenda (Non-confidential Items and Reports) – Wednesday 25 July 2018**  
To consider the non-confidential items on the Executive agenda which fall within the remit of this Committee. The only items to be considered are those which Committee Services have received notice of by 9.00am on the day of the meeting.  
**You are requested to bring your copy of that agenda to this meeting.**  
**(Circulated separately)**
7. **Public and Press**  
To consider resolving that under Section 100A of the Local Government Act 1972 that the public and press be excluded from the meeting for the following item by reason of the likely disclosure of exempt information within the paragraphs 1,2 & 3 of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006.
8. **Executive Agenda (Confidential Items and Reports) – Wednesday 25 July 2018**  
To consider the confidential items on the Executive agenda which fall within the remit of this Committee. The only items to be considered are those which Committee Services have received notice of by 9.00am on the day of the meeting.  
**You are requested to bring your copy of that agenda to this meeting.**  
**(Circulated separately)**

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Telephone: 01926 456114  
E-Mail: [committee@warwickdc.gov.uk](mailto:committee@warwickdc.gov.uk)

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on request, prior to the meeting by calling  
01926 456114.**

# Overview and Scrutiny Committee

Minutes of the meeting held on Tuesday 26 June 2018 at the Town Hall, Royal Leamington Spa at 6.00 pm.

**Present:** Councillor Mrs Falp (Chairman); Councillors Ashford, Boad, Bromley, D'Arcy, Davison, Mrs Evetts, H Grainger, Naimo, Parkins, and Shilton.

**Also Present:** Councillors Grainger, Phillips and Thompson.

## 8. **Apologies and Substitutes**

- (a) There were no apologies made.
- (b) Councillor Ashford substituted for Councillor Mrs Cain and Councillor Mrs Evetts substituted for Councillor Mrs Redford.

## 9. **Declarations of Interest**

Councillors Mrs Falp and Shilton made a general declaration of interest because they were members of Warwickshire County Council, in case any matters arose concerning this Council.

### Minute 13 – Review of Council’s Sustainability and Climate Change Approach

Councillor Boad declared a pecuniary interest because he was a direct of Act on Energy. He left the room whilst this item was discussed.

### Minute 14 Executive Agenda (Non-Confidential Items & Reports – Wednesday 27 June 2018) – Item 5 – Increased Litter Bin Provision

Councillor Mrs Falp declared a personal interest because a close family member worked in Neighbourhood Services.

## 10. **Minutes**

The minutes of the meeting held on 30 May 2018 were unavailable for approval and would be presented for approval at the meeting in July.

(Councillor Bromley arrived at the meeting during this item)

## 11. **Warwick District Infrastructure Delivery Plan (IDP)**

The Committee considered a report from Development Services (Policy & Projects) which provided an update on progress made on the Infrastructure Delivery Plan (IDP) that was associated with the District’s future growth requirements to 2029. The IDP continued to be updated to reflect the latest information arising from ongoing discussions with infrastructure providers and to reflect emerging infrastructure requirements necessary to support the Local Plan.

## **OVERVIEW AND SCRUTINY COMMITTEE MINUTES (Continued)**

Mr David Butler, the Council's Business Manager - Policy and Development and Ms Janet Neale, Warwickshire County Council's Infrastructure Manager, explained that the report was a six-monthly update on the IDP. The IDP was a live document which was continually being updated to provide better visibility for members of the Public and Councillors, so that progress on developing key infrastructure that was required could be examined. The IDP also showed receipts of S106 monies through the financial year. They then spoke about each section of Appendix 1 in the report, which provided an update on specific infrastructure, taking questions after each type of infrastructure:

### Education:

- The reason why there was a funding gap in this area was mainly because of the relocation of the Kenilworth School, which did not form part of the growth agenda. The funding for the relocation would be something the school would deliver. The County Council and the IDP only had a commitment to fund the growth element. The school would find a lot of its funding from the sale of their sites, although the District Council would be working with the school. The County Council would give some support. We would expect to see the funding gap close as we got a definitive value of the assets.

Additionally, the County Council received funding that was not directly connected to housing growth, but for basic growth caused by a rise in birth rates; this varied year on year. This year the funding would be in the region of £5m, but was expected to rise to £29m in the next financial year because it was recognised that the rise in birth rates at primary school level would affect secondary schools. The Government had recognised that Warwickshire required more funding, and this money would be spent county wide where there was a need.

The figures in the report only reflected housing growth.

- The funding for Special Needs was for all levels of education, not just secondary education. Work was also being done with the Free School sector providers for them to make bids for funding across the County.
- The difference in the funding gaps shown on pages 11 and 12 of the report were due to the fact that these were for different timespans. Page 12 figures reflected the next five years.

### Primary Health Care, GP facilities:

- The County Council now had a Planning Officer who worked as part of the Public Health Team; their time was spent working with the Foundation Trusts or the CCGs across the County.

The Foundation Trusts had been successfully securing S106 money for revenue funding. Issues that had arisen had been caused by transformation work around health, for example, longer opening hours at GP surgeries. This made it difficult for the CCGs to assess where there was capacity. Another issue was that GP surgeries operated effectively as businesses.

## OVERVIEW AND SCRUTINY COMMITTEE MINUTES (Continued)

- Capital build funding came from NHS Trusts, but there was a funding lag of one year. To help overcome this, they requested revenue funding for as many people as they thought a new housing estate would generate. It was felt that requesting capital funding would be of little benefit; an example cited for this was that it was not possible to expand Warwick Hospital. However, CCGs had started to be more flexible in the way they requested S106 money, and they would also ask for land to be reserved in case new buildings were required.
- Child and Mental Health Servicing was not reflected in the figures in the report because it was not as a direct result of growth, but officers would see if it could be added to the tables for the future.

### Transport and Highways:

- Relieving congestion issues and encouraging the use of other forms of transport to cars was now fundamental as part of key infrastructure projects. Work was ongoing with the University to ensure routes for public transport to give buses greater access to campus than could be achieved by cars. This was at the forefront of all planning; however it was also recognised that congestion for cars had to be relieved for better air quality.
- The Council was confident that no harm had been caused by the time lag in doing the design code after work had already started on Europa Way, because the build work was only in the first phase.
- The County Council had identified that the T5/South Leamington Gyratory was something for which CIL money was necessary because it was not something that could be directly linked to a particular developer. Therefore it was on the CIL 123 list for the current financial year. Some design work had been done, but to proceed, further funding was required.
- The County Council was investigating Park & Ride services for the whole County. No further information was available as yet.

### Indoor Sports / Leisure & Tach Brook Country Park:

There were no questions on this section of the report.

### Emergency Services:

- Money was assigned from S106 payments to neighbourhood policing teams, and space was assigned if a hub or offices were required. The money would be used towards new vehicles, uniforms and communications.

The Chairman thanked the officers for the report and taking questions. She then asked for a vote on whether the next IDP update should be done at a joint meeting of both Scrutiny Committees.

**Resolved** that the next update report on the IDP be given in January 2019 at a joint meeting of the Finance & Audit and Overview & Scrutiny Committees.

## OVERVIEW AND SCRUTINY COMMITTEE MINUTES (Continued)

### 12. Finance – Service Area Update

The Committee considered a report from Finance that brought together details of the Finance Risk Register, contract Register, Budget, and service initiatives.

In previous municipal years, the Committee had asked portfolio holders to attend its meeting on different evenings to Finance & Audit Scrutiny Committee, and write a report specific to the remit of each Scrutiny Committee. Certain Members had felt that this should be changed and had requested that a single report came to both Scrutinies on the same evening, but this suggestion had come too late for the Finance Service Area update, which had already taken place in May at Finance & Audit Scrutiny Committee; this meant that Overview & Scrutiny was playing “catch-up”. A scheduling clash meant that Councillor Whiting, the Portfolio Holder for Finance was unavailable to attend the meeting, and Councillor Phillip had substituted in his place to note any questions and take them back to Councillor Whiting who would write a response.

The Committee felt that the report needed further work because it was not clear which parts of it were to be scrutinised by it. The Deputy Chief Executive (BH) was asked to speak to the Democratic Services Manager about the formatting of future combined reports.

The following questions were asked; some were given answers; but some would need to be passed to Councillor Whiting to return replies:

(Appendix A to the report – the Finance Risk Register, page 8, item 5 on fraud)

In the last five years:

- How often had the things listed as triggers happened and what had been the scale of loss?
- What sorts of frauds had occurred?
- Were they one-offs or were they recurring issues?
- Had they been plugged?
  
- The report shows that there would be a surplus at the end of the financial year. Where would this go, and therefore why is there not “in real terms” a surplus?

In response, Councillor Phillips explained that whilst the surplus was there, it would be immediately soaked up by the need to replenish various reserves across the Council.

- What was the difference between the I:\ drive and the H:\ drive stated at item 7?

In response, the Deputy Chief Executive (BH) explained that the I:\ drive could be accessed by all staff, but the H:\ drive was personal to each staff member. It caused issues if work needed by other officers was stored on the H:\ drive when someone left the Council because there was a complicated process to gain access to a staff member’s personal drive. The Council was currently going through a migration exercise to move required data from the H:\ drive onto the I:\ drive.

## **OVERVIEW AND SCRUTINY COMMITTEE MINUTES (Continued)**

- Page 17, item 24 where it showed the residual risk rating as the likelihood more than likely, but the impact low. One of the possible consequences was "reputation" because we were dealing with outside bodies and another was "morale" because it went wrong. Might the impact be a bit low, and required more focus, especially with one of the possible consequences being shown as "reputation"?

(Appendix D to the report, page 38)

- What had happened to help deal with the increase in time taken to process benefit/Council tax reduction claims?

In response, the Deputy Chief Executive (BH) replied that more staff had been recruited.

(Appendix C, page 24)

- Under the Finance Portfolio, the figures listed for contingency budgets had varied from what was a reasonably low figure, to nothing for 17/18, to an original budget figure for 18/19 of nearly £1m. Why was this and where had these figures come from?

(Appendix C, page 26)

- Under S1417 Procurement, Direct Expenditure, Third Party Payments – That figure had gone way above trend up to just above £20k, which was quite a jump. Was this because the Council had entered into partnership with the County Council for strategic procurement support, so it had to be paid for somewhere?

The Chairman asked Members to send any further questions direct to Councillor Whiting for a response, and to copy her when they did so. She thanked Councillor Phillips for attending the meeting.

### **13. Review of Council's Sustainability and Climate Change Approach**

The Committee considered a report from Health & Community Protection which summarised the Council's latest position in relation to Sustainability and Climate Change including a refresh of the Sustainability Approach document and the Council's achievements in the last year.

In response to questions, the Ms Ellis, Sustainability Officer and Councillor Thompson, Portfolio Holder Health & Community Protections replied that:

- The Council was working on a dockless bicycle scheme was being worked upon, with bids being made next month and a possible launch date for next spring.
- The Expression of Interest had been submitted and approved by the Ultra-Low Emission Bus Scheme to have electric buses and charging infrastructure on route 67 (Sydenham – Leamington – Cubbington). The bid would be in before 16 July. An update would be given at Council.
- In respect of the need for alternative arrangements for staff parking, the Council was working on a current travel plan, car share and bike share. There would be more promotion of car share and bike share days. The use of "Pool" cars had moved up the agenda.
- We were working with the Private Sector landlords in respect of energy efficiency in buildings, which was also a national



## **OVERVIEW AND SCRUTINY COMMITTEE MINUTES (Continued)**

requirement; using data we already possessed to encourage certification.

- The Council was developing a fuel poverty strategy, which included a marketing strategy to get the message out to residents. This was still a work in progress.
- The "Drop-in" energy days had not been as well attended so there was a need to re-think how the message could be better communicated.
- Air quality was not in this report because it had its own action plan, but the two initiatives complemented each other.
- Ways were being sought to improve car sharing and keeps costs down such as "liftshare.com", or use of the Intranet. The Council would be implementing a car share scheme. As yet there was not a time table for a car share scheme, but it was moving up the agenda in priority.
- Councillor Thompson would raise the matter of Members being unable to access the Council's Intranet.
- Councillor Phillips was heading up work to improve sustainability in the Council's own housing stock with initiatives such as solar PV panels or solar thermal panels.
- Corporate properties needed a different approach because their roofs were larger.
- Data would be provided on how well we were performing against the target set for biomass fuel systems.

### **14. Executive Agenda (Non-confidential items and reports) – Wednesday 27 June 2018**

The Committee considered the following confidential item which would be discussed at the meeting of the Executive on Wednesday 27 June 2018.

#### **Item 5 – Increased Litter Bin Provision**

The Committee welcomed and supported the recommendations in the report.

Ideas were raised about using new technology where possible and providing different types of refuse bins in different areas, based on demand and use, e.g. Parade in Leamington Spa might have different requirements to quieter streets, such as Milverton Hill in Leamington Spa.

The Committee was pleased that these proposals would cover the District.

### **15. Review of the Work Programme, Forward Plan and comments from the Executive**

The Committee considered its work programme for 2018 and the Forward Plan and the responses the Executive gave to the comments the Overview and Scrutiny Committee made regarding the reports submitted to the Executive in May 2018.

The minutes from the first meeting of the Task & Finish Group on the role of the WDC Chairmen were discussed. Members asked that paragraph 1.2 should be amended to say that all past chairmen of the Council who were contactable should be consulted with a list of questions.

## **OVERVIEW AND SCRUTINY COMMITTEE MINUTES (Continued)**

A request from Housing Services had been received to present the Stock Condition Survey to both Scrutiny Committees together in June ahead of their separate meetings. This had been delayed until July because of information still required, and so the request had been made that it should be presented to a joint meeting in July instead.

### **Resolved that**

- (1) a joint meeting of both Scrutiny Committees would be held before Overview & Scrutiny Committee in July for a presentation of the Stock Condition Survey;
- (2) a report on the direction of travel for the renewal of the recycling contract in 2019/20 should be presented to the Committee in late August if possible for pre-scrutiny work and if necessary following this, a decision to do Task & Finish Group work;
- (3) a report on Fuel Poverty be presented to the Committee at its late September meeting;
- (4) a full update on what progress has been made on what was agreed at Executive in June 2017 on HMOs should come to the meeting in July; and
- (5) In respect of the previous Chairmen to be consulted by the Task & Finish Group dealing with the role of the Council's Chairman; the Task & Finish Group could decide which chairmen should be consulted.

(This was an amendment to a decision made by the Committee at its meeting in May, which required all contactable ex-chairmen to be consulted.)

(The meeting finished at 8.37 pm)

CHAIR  
24 July 2018

# Overview and Scrutiny Committee

Minutes of the meeting held on Wednesday 30 May 2018 at the Town Hall, Royal Leamington Spa at 6.00 pm.

**Present:** Councillors Bromley, Mrs Cain, Davison, Mrs Falp, H Grainger, Naimo, Parkins, Mrs Redford, Shilton and Weed.

**Also Present:** Councillors Coker and Phillips.

## 1. **Apologies and Substitutes**

- (a) An apology for absence was received from Councillor Boad.
- (b) Councillor Weed substituted for Councillor D'Arcy.

## 2. **Appointment of Chair**

It was proposed by Councillor Shilton, and duly seconded that Councillor Mrs Falp be appointed Chair of Overview and Scrutiny Committee.

**Resolved** that Councillor Mrs Falp be elected Chair of Warwick District Council's Overview and Scrutiny Committee for the municipal year 2018/19.

## 3. **Declarations of Interest**

There were no declarations of interest made.

## 4. **Minutes**

The minutes of the meeting held on 4 April 2018 were taken as read and signed by the Chairman as a correct record.

The minutes of the meeting of the Health Scrutiny Sub-Committee meeting held on 14 March 2018 were noted.

## 5. **Executive Agenda (Confidential items and reports) – Thursday 31 May 2018**

The Committee considered the following confidential item which would be discussed at the meeting of the Executive on Thursday 31 May 2018.

Item 9 – Catering and Events Concessions Contract – Royal Pump Rooms and Jephson Gardens Glasshouse

The Committee welcomed and supported the report but requested robust monitoring of the contract from the outset.

(NB The Committee reviewed recommendations 2.1 to 2.3 because it felt 2.4 onwards were recommendations F&A should consider.)

## **OVERVIEW AND SCRUTINY COMMITTEE MINUTES (Continued)**

### Item 3 – Student Housing Strategy

The Committee welcomed and supported the Policy in general and welcomed that some of the recommendations from the HMO Task & Finish Group were included within the document.

The Overview & Scrutiny Committee expressed concerns that the aims did not specifically address the concerns about over-concentration of students in some areas through a dispersal strategy.

### Item 11 - MHCLG Rough sleepers Initiative 2018-20

The Committee welcomed the report but had questions on what would happen in two years when the MHCLG funding ceased.

## **6. Health Scrutiny Sub Committee**

The annual appointments to the Health Scrutiny Sub-Committee were decided by Members of Overview & Scrutiny Committee.

### **Resolved** that

- (a) Councillors Bromley, Mrs Falp, Parkins and Mrs Redford be Members of the Health Scrutiny Sub Committee for the municipal year 2018/2019; and
- (b) all other Members of Overview and Scrutiny Committee are substitute Members of the Health Scrutiny Sub Committee for the municipal year 2018/2019.

## **7. Review of the Work Programme, Forward Plan and comments from the Executive**

The Committee considered its work programme for 2018 and the Forward Plan and the responses the Executive gave to the comments the Overview and Scrutiny Committee made regarding the reports submitted to the Executive in April 2018.

The minutes from the first meeting of the Task & Finish Group on the role of the WDC Chairmen were discussed. Members asked that paragraph 1.2 should be amended to say that all past chairmen of the Council who were contactable should be consulted with a list of questions.

A request from Housing Services had been received to present the Stock Condition Survey to both Scrutiny Committees together in June ahead of their separate meetings.

### **Resolved** that


- (1) a joint meeting of both Scrutiny Committees would be held before Overview & Scrutiny Committee in June for a presentation of the Stock Condition Survey;

## **OVERVIEW AND SCRUTINY COMMITTEE MINUTES (Continued)**

- (2) a report giving an update on how the Catering and Events Concessions Contract – Royal Pump Rooms and Jephson Gardens will run and the progress of the contract should be given in six months' time, with an update in October 2019;
- (3) a review of all items marked as "TBA" on the work programme should be undertaken by the Committee in July; and
- (4) the comments from the Executive report be noted.

(The meeting finished at 8.27 pm)

CHAIR  
24 July 2018

	<b>Overview &amp; Scrutiny Committee – 24 July 2018</b>	<b>Agenda Item No. 4</b>
<b>Title</b>	Work Programme, Forward Plan & Comments from Executive	
<b>For further information about this report please contact</b>	Lesley Dury, Committee Services Officer, 01926 456114 or <a href="mailto:committee@warwickdc.gov.uk">committee@warwickdc.gov.uk</a>	
<b>Wards of the District directly affected</b>	N/A	
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b>	No	
<b>Date and meeting when issue was last considered and relevant minute number</b>	26 June 2018	
<b>Background Papers</b>	N/A	
<p style="text-align: center;">This report is produced for Scrutiny meetings for governance purposes. It is part of the process for ensuring that the Council is held to account for the decisions it makes or may make.</p>		

## 1. Summary

- 1.1 This report informs the Committee of its work programme for 2018/19 (Appendix 1) and of the current [Forward Plan July to September 2018](#)
- 1.2 In addition, it provides the Committee with the response that the Executive gave to its comments regarding the reports submitted to the Executive on 27 June 2018 (Appendix 2).

## 2. Recommendation

- 2.1 Members consider the work programme (Appendix 1) and agree any changes as appropriate.
- 2.2 The Committee to; identify any Executive items on the Forward Plan which it wishes to have an input before the Executive makes its decision; and to nominate a Member to investigate that future decision and report back to the Committee.
- 2.3 Members note the responses made by the Executive on the Comments from the Executive report (Appendix 2).

## 3. Reasons for the Recommendation

- 3.1 The work programme should be updated at each meeting to accurately reflect the workload of the Committee.
- 3.2 Two of the five main roles of overview and scrutiny in local government are to undertake pre-decision scrutiny of Executive decisions and to feed into policy development.

- 3.3 If the Committee has an interest in a future decision to be made by the Executive, or policy to be implemented, it is within the Committee's remit to feed into the process.
- 3.4 The Forward Plan is actually the future work programme for the Executive. If a non-executive member highlighted a decision(s) which is to be taken by the Executive which they would like to be involved in, that member(s) could then provide useful background to the Committee when the report is submitted to the Executive and they are passing comment on it.
- 3.5 Appendix 2, Comments from Executive, is produced to create a dialogue between the Executive and the Overview and Scrutiny Committee. It ensures that the Overview and Scrutiny Committee are formally made aware of the Executive's responses.
- 3.6 Where the Overview & Scrutiny Committee have made a recommendation as opposed to a comment the Executive are required to respond to the recommendation(s) made, including whether or not they accept the recommendation(s).

#### 4. **Background**

- 4.1 The five main roles of overview and scrutiny in local government are: holding to account; performance management; policy review; policy development; and external scrutiny.
- 4.2 The pre-decision scrutiny of Executive decisions falls within the role of 'holding to account'. To feed into the pre-decision scrutiny of Executive decisions, the Committee needs to examine the Council's Forward Plan and identify items which it would like to have an impact upon.
- 4.3 The Council's Forward Plan is published on a monthly basis and sets out the key decisions to be taken by the Council in the next twelve months. The Council only has a statutory duty to publish key decisions to be taken in the next four months. However, the Forward Plan was expanded to a twelve month period to give a clearer picture of how and when the Council will be making important decisions.
- 4.4 A key decision is a decision which has a significant impact or effect on two or more wards and/or a budgetary effect of £50,000 or more.
- 4.5 The Forward Plan also identifies non-key decisions to be made by the Council in the next twelve months, and the Committee, if it wishes, may also pre-scrutinise these decisions.
- 4.6 There may also be policies identified on the Forward Plan, either as key or non-key decisions, which the Committee could pre-scrutinise and have an impact upon how these are formulated.
- 4.7 The Committee should be mindful that any work it wishes to undertake would need to be undertaken without the need to change the timescales as set out within the Forward Plan.
- 4.8 At each meeting, the Committee will consider their work programme and make amendments where necessary, and also make comments on specific Executive

items, where notice has been given by 9am on the day of the Overview and Scrutiny Committee meeting. The Committee will also receive a report detailing the response from the Executive, on the comments the Committee made on the Executive agenda in the previous cycle.

- 4.9 The Forward Plan is considered at each meeting and allows the Committee to look at future items and become involved in those Executive decisions to be taken, if members so wish.
- 4.10 As part of the new scrutiny process, the Committee is no longer considering the whole of the Executive agenda.
- 4.11 On the day of publication of the Executive agenda all Councillors are sent an e-mail asking them to contact Committee Services, by 09.00am on the day of the Overview and Scrutiny Committee meeting to advise which Executive items they would like the Committee to consider.
- 4.12 As a result the Committee considered the items detailed in appendix 2. The response the Executive gave on each item is also shown.
- 4.13 In reviewing these responses Committee can identify any issues for which they would like a progress report. A future report, for example on how the decision has been implemented, would then be submitted to the Committee at an agreed date which would then be incorporated within the Work Programme.



**Overview and Scrutiny Committee  
Work Programme 2018**

**24 July 2018**

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Review TBA items on the O&S Work Programme	O&S 30 May 2018	Discussion				
Full update on HMOs – progress on what was agreed at Executive in June 2017	O&S 26 June 2018	Written report followed by Q&A at meeting	Andrew Jones			
Task & Finish Group – Role of Warwick District Council Chairman	O&S Task & Finish Group	Either as part of the Work Programme, or a written report	TBA	Councillors Ashford, Mrs Knight and Margrave	Every meeting until completed	

**Actions arising from O&S Committee 26 June 2018**

The Task & Finish Group (Role of the Chairman) was informed that it could choose a mixture of past Chairman to consult.

The Deputy Chief Executive (BH) spoke to the Democratic Services Manager about changes to format of the Portfolio Update reports to both Scrutiny Committees to make it clear what part of the report each Committee reviews.

A list of questions that were not answered at the meeting on the Finance Service Area Update report was sent to the Portfolio Holder, Finance and the Head of Finance for a response. The responses are shown below in blue ink.

Councillor Davison's question:

(Appendix A to the report – the Finance Risk Register, page 8, item 5 on fraud)

The main frauds captured under this heading relate to Housing Benefit and Council Tax Reduction. Here we know there will always be an element of fraud, including claimants supplying wrong information or not notifying us of changes in circumstances. It is these frauds that are the main drivers for the scoring in the risk register.

In the last five years:

- How often had the things listed as triggers happened and what had been the scale of loss?  
Other than housing benefits/council tax reductions claims, known numbers are minimal.
- What sorts of frauds had occurred?  
See comment above re HB/CTR. No known fraud within Finance staff. Occasional frauds by other Council employees have been investigated by the Internal Auditors.
- Were they one-offs or were they recurring issues?  
Other than HB/CTR, one-off.
- Had they been plugged?  
We always strive to have controls in place to stop fraud happening. Unfortunately, it will always remain a possibility despite whatever controls are in place.

Councillor H Grainger's question:

- The report shows that we would have a surplus at the end of the financial year; where would this go and therefore why don't we "in real terms" have a surplus?

A more detailed response will be emailed to Members.

Councillor Boad's questions:

- Page 17, item 24 where it showed the residual risk rating as the likelihood more than likely, but the impact low. One of the possible consequences was "reputation" because we were dealing with outside bodies and another was "morale" because it went wrong. Might the impact be a bit low, and required more focus, especially with one of the possible consequences being shown as "reputation"?

The scoring here is subjective, especially in trying to rate the possible reputational impact that has not happened. In the long term the impact is not believed to be significant.

(Appendix C, page 24)

- Under the Finance Portfolio, the figures listed for contingency budgets had varied from what was a reasonably low figure, to nothing for 17/18, to an original budget figure for 18/19 of nearly £1m. Why was this and where had these figures come from?

The Contingency Budgets are provided for different purposes. In all cases the budgets are reallocated to the relevant service budget as they are agreed to be used. Hence the Contingency Budgets reduce, whilst nothing is charged directly against these budget

(Appendix C, page 26)

- Under S1417 Procurement, Direct Expenditure, Third Party Payments – That figure had gone way above trend up to just above £20k, which was quite a jump. Was this because the Council had entered into partnership with the County Council for strategic procurement support, so it had to be paid for somewhere?

For 2017/18 the figure includes the cost of the Procurement Review that was undertaken by consultants (£12,300). From 2018/19 the figure includes the additional cost of the new Partnership arrangements with WCC as previously agreed by members.

Councillor Bromley's question:

(Appendix D to the report, page 38)

- What had happened to help deal with the increase in time taken to process benefit/Council tax reduction claims?

Actions here include:-

- New staff becoming productive as they have received more training.
- Use of interim staff.
- Staffing structure of Benefits Team reviewed (reported to Employment Committee January 2018) to enable more resources to process claims
- More use of Customer Service Team (telephony) to deal with initial contacts.

**29 August 2018**

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Renewal of Recycling Contract 2019/20 – to review the direction of travel (pre-scrutiny work)	26 June 2018	Written report followed by Q&A at meeting	Gary Charlton			
Phase 2 Leisure Development in Kenilworth  (Possible call-in of Executive Report scheduled for 30 August 2018 – This had been on the O&S work Programme as a “TBA”)	1 June 2016	Verbal Update	Rose Winship			

**25 September 2018**

Title	Where did item originate from	Format	Lead Officer / Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Xmas Lights (Possible call-in of Executive Report scheduled for 26 September 2018)	O&S 26 June 2018	Scrutinise report to Executive	James Deville / Councillor Butler			
Fuel Poverty	26 June 2018	Written report followed by Q&A				
Events Review Update	O&S 6 February 2018, minute 78	Written report followed by Q&A	James Deville / Dave Barber		February, March or April 2019	4 <sup>th</sup> quarter of 2018/19
Portfolio Holder Update – Neighbourhood Services						

**30 October 2018**

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Increased Litter Bin Provision – report back to show how well the scheme has been received and results <i>(This can slip to November if it is necessary for results data to be meaningful)</i>	Exec Report 27 June 2018 / O&S 26 June 2018	Written report followed by Q&A at meeting	Gary Charlton			

**27 November 2018**

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Portfolio Holder Update – Development & Business						
Annual Feedback on Outside Appointments	Standing Annual Item	Written Report	Democratic Services		November 2019	Annually
Current Arrangements for South Warwickshire Community Safety Partnership	Mandatory	Written report followed by Q&A at meeting	Pete Cutts		Late Nov / Early Dec 2019	Annually
Catering and Events Concessions Contract – Royal Pump Rooms and Jephson Gardens Glasshouse – Update on how it will run, contract progress	O&S 30 May 2018	Written report followed by Q&A at meeting	David Guilding / Phil Clarke		October 2019 – Update on how it has gone	

**8 January 2019**

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Local Plan Infrastructure Delivery Plan (O&S voted this to be done as a Joint meeting of F&A & O&S at its meeting 26 June 2018)	30 June 2015 & 26 June 2018	<b>Joint meeting of F&amp;A and O&amp;S</b> Written report followed by Q&A at meeting	David Butler / Phillip Clarke		June 2019 January 2020	Half yearly Update
Portfolio Holder Update – Chief Executives		Written report followed by Q&A at the meeting	Councillor Mobbs		To be on the same evening as F&A 2019	Annually
Vision & strategy for Leamington town centre annual update and progress on Action Plan.	O&S 6 March 2018	Written report followed by Q&A at meeting	Phillip Clarke		January 2020	Annually
Verbal update on the Shared Environmental Enforcement with Rugby Borough Council	4 April 2018	Verbal report	Gary Charlton / Grahame Folkes Skinner			8 January 2019

**5 February 2019**

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Progress report on the HEART service	O&S 6 February 2018, minute 75	Written report followed by Q&A at meeting	Mark Lingard			5 February 2019



**5 March 2019**

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Portfolio Holder Update – Cultural Services						

**2 April 2019**

<b>Title</b>	<b>Where did item originate from</b>	<b>Format</b>	<b>Lead Officer/ Councillor</b>	<b>Membership of Task &amp; Finish</b>	<b>Next report date if applicable</b>	<b>Completion date</b>
Annual review of membership / participation of Outside Bodies	Standing Annual Item	Written Report	Andrew Jones		April 2020	Annually
Overview and Scrutiny Committee End of Term Report	Standing Annual Item	O&S Report for Executive	Committee Services Officer		April 2020	Annually
Member Children's Champions: End of Year Report	Standing Annual Item	Written report followed by Q&A at meeting	Andrew Jones		April 2020	Annually

**May 2019**

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Portfolio Holder Update – Health & Community Protection						
Elect an Overview and Scrutiny Committee Chairman					May 2019	Annually
Health Scrutiny Sub-Committee – Appoint members and substitutes					May 2019	Annually

**June 2019**

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Review of Council's Sustainability and Climate Change Approach	27 June 2017	Written report followed by Q&A at meeting	Marianne Rolfe / Alice Ellis		June 2020	Annually
Portfolio Holder Update – Finance? – <i>to be confirmed with F&amp;A so that the Finance updates for both Scrutiny Committees are held on the same evening</i>		Written report followed by Q&A at meeting	Councillor Whiting		Annually	Annually

## TBA

<b>Title</b>	<b>Where did item originate from</b>	<b>Format</b>	<b>Lead Officer/ Councillor</b>	<b>Membership of Task &amp; Finish</b>	<b>Next report date if applicable</b>	<b>Completion date</b>
Policy on Regulating the Private Rented Sector - Update(Ref 880)	30 August 2017	TBA	Ken Bruno		Awaiting the publication of government guidance	
"Mystery Shopper" – testing customer service at the Council	25 July 2017	TBA	TBA			
Housing & Homelessness Strategy	27 September 2016	Written report followed by Q&A at meeting	Charlotte Lancaster			
CWLEP update	30 June 2015	Verbal Report	Councillor Mobbs		BH to provide a copy of the Board Meeting Dates to LD	Quarterly if an update is available

Council Development Company (Forward Plan Ref 727)	February 2016	Written report followed by Q&A at meeting	Bill Hunt / Councillor Phillips		A report cannot be brought forward until housing futures and changes to the Housing and Planning Act have been completed	
Emergency Planning in light of Grenfell Tower and other major incidents (To include: <ul style="list-style-type: none"> <li>• What this Council has done,</li> <li>• Capacity</li> <li>• Staff Learning)</li> </ul>	27 June 2017	Written report followed by Q&A at meeting	Marianne Rolfe		When the results from the Government enquiry into Grenfell Tower are known	
Asset Management Strategy (Corporate Assets) (Forward Plan Ref 641) – Overview and Scrutiny Committee to determine if this should be a Work Programme item	November 2015	Written report followed by Q&A at meeting	Councillor Phillips			

**Response from the meeting of the Executive on O&S Committee's Comments  
- 27 June 2018**

<b>Items no.</b>	5	<b>Title</b>	Increased Litter Bin Provision	<b>Requested by</b>	Whitnash Residents' Association, Labour & Green
<b>Reason considered</b>	<p><b>Green</b> - Welcome the proposal in broad terms but would like this investment to be an opportunity to consider the design of the bins themselves. Concerns have been raised about domestic waste rapidly filling litter bins; additionally, are there suitable designs to reduce smell/flies etc?</p> <p>Note: We haven't included the recycling bins in this, as that would broaden the scope considerably.</p> <p><b>Labour</b> - In order to scrutinise the assumptions, priorities and options more closely</p> <p><b>WRA</b>- While fully supporting the increase in bins and collections, we would like to know how the distribution will be decided and if all the District will benefit from new bins and collections.</p>				
<b>Scrutiny Comment</b>	<p>The Overview &amp; Scrutiny Committee welcomed and supported the recommendations in the report.</p> <p>Ideas were raised about using new technology where possible and providing different types of refuse bins in different areas, based on demand and use, e.g. Parade in Leamington Spa might have different requirements to quieter streets, such as Milverton Hill in Leamington Spa.</p> <p>The Committee was pleased that these proposals would cover the District.</p>				
<b>Executive Response</b>	<p>The recommendations in the report were approved.</p>				

	<b>Overview and Scrutiny Committee</b> <b>24<sup>th</sup> July 2018</b>	<b>Agenda Item No. 5</b>
<b>Review of Housing Services</b>	Review of Housing Services – Service Area Update	
<b>For further information about this report please contact</b>	Amanda Bennett Service Improvement Manager <a href="mailto:Amanda.bennett@warwickdc.gov.uk">Amanda.bennett@warwickdc.gov.uk</a> Lisa Barker Head of Housing Services <a href="mailto:Lisa.barker@warwickdc.gov.uk">Lisa.barker@warwickdc.gov.uk</a>	
<b>Wards of the District directly affected</b>	N/A	
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b>	No	
<b>Date and meeting when issue was last considered and relevant minute number</b>	N/A	
<b>Background Papers</b>	None	

<b>Contrary to the policy framework:</b>	No
<b>Contrary to the budgetary framework:</b>	No
<b>Key Decision?</b>	No
<b>Included within the Forward Plan? (If yes include reference number)</b>	No
<b>Equality Impact Assessment Undertaken</b>	N/A

<b>Officer/Councillor Approval</b>		
<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive/Deputy Chief Executive		Chris Elliott
Head of Service		Lisa Barker
CMT		Bill Hunt
Section 151 Officer		Mike Snow
Monitoring Officer		Andrew Jones
Portfolio Holder(s)		Peter Phillips
<b>Consultation &amp; Community Engagement</b>		
None for the purposes of this report.		
<b>Final Decision?</b>		
<b>Suggested next steps (if not final decision please set out below)</b>		

## 1. **Summary**

1.1 This report brings together details of Housing Services' performance.

## 2. **Recommendation**

2.1 That Overview and Scrutiny Committee should review the Housing Services Performance Report and make observations on it as appropriate.

## 3. **Reasons for the Recommendation**

3.1 It has been requested by members that performance details are reviewed.

3.2 Housing Services are presenting this report on performance to the Overview and Scrutiny Committee.

### 3.3 *Performance*

3.3.1 Details of Housing Services performance against the Service Area Plan were reported to Executive in April within the finalised Service Area Plan for 2017/18. The 2017/18 performance report has been updated to reflect the full year and is available as Appendix A. The aforementioned finalised Service Area Plan for 2017/18 is available as Appendix B.

## 4. **Policy Framework**

### 4.1 **Fit for the Future (FFF)**

The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things, the FFF Strategy contains several Key projects

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

<b>FFF Strands</b>		
<b>People</b>	<b>Services</b>	<b>Money</b>
<b>External</b>		
<b>Health, Homes, Communities</b>	<b>Green, Clean, Safe</b>	<b>Infrastructure, Enterprise, Employment</b>
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/productivity of local economy Increased employment and income levels

<b>Impacts of Proposal</b>		
	The work by Housing services assists to support corporate and local services.	The work by Housing services assists to support corporate and local services.
<b>Internal</b>		
<b>Effective Staff</b>	<b>Maintain or Improve Services</b>	<b>Firm Financial Footing over the Longer Term</b>
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
<b>Impacts of Proposal</b>		
As a service, Housing Services is committed to developing and supporting staff to achieve their potential.	As a service, Housing Services is very committed to customers and making optimum use of digital technology.	The work of Housing Services supports the corporate and local vision and ensures that, public money is properly used and accounted for.

## 4.2 Supporting Strategies

There are several policies and strategies for which Housing Services takes the lead, with these being applicable across the Council. These are primarily the Housing & Homelessness strategy and the Housing Revenue Account Business plan.

## 4.3 Changes to Existing Policies

This report does not propose any changes to existing strategies.

## 5. Budgetary Framework

- 5.1 Annual Budgets for Housing are set by the executive on an annual basis and budget reports are routinely considered by the Senior Management Team, with quarterly reports issued to the Executive. The next Executive report is due in July, which will detail the overall outturn.

## 6. Alternative Option(s) considered

- 6.1 As this report is predominantly for information, at the request of the Overview and Scrutiny Committee, no other options are proposed.



## Housing Services – Appendix A

### Service Area Plan Performance 2017/18

#### 1. Background

##### *Corporate/Strategic*

Housing Services is responsible for managing the Housing Revenue Account. This includes maintaining the services' Medium Term Financial Strategy, Budget setting and monitoring expenditure/income against the budget.

##### *Customers*

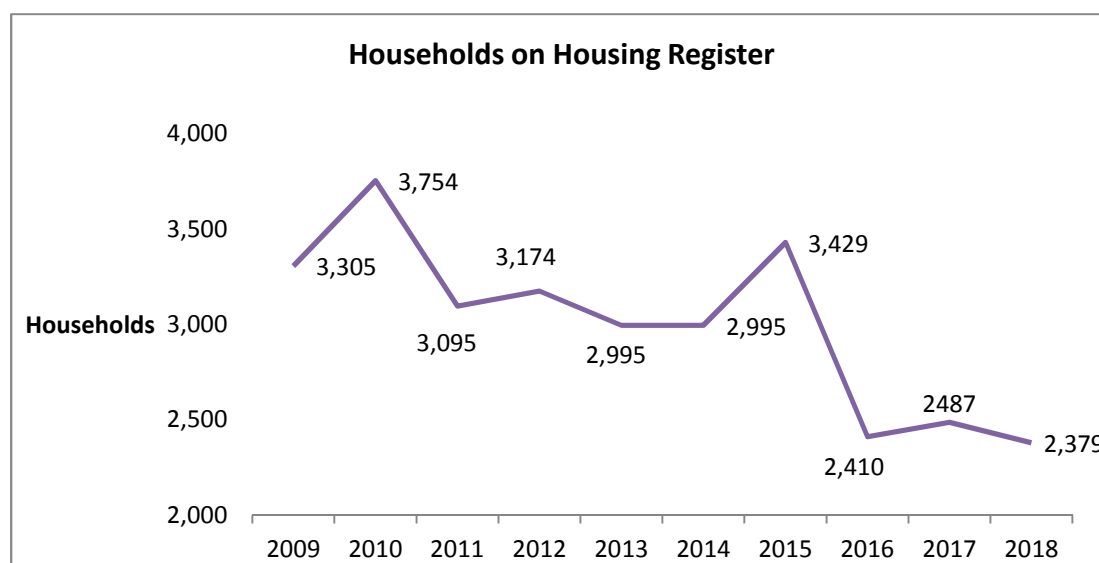
The customers of Housing Services include all those responsible for the payment of current rent and service charges for leaseholders. There are approximately 5,600 tenants and 600 leaseholders (as at June 2018). The Housing Advice team administers the Housing Waiting List (HomeChoice) which features over 2,000 applicant households.

In addition, Housing Services work with partner organisations including other Local Authorities and Housing Associations and with other agencies the Home Office, Immigration and National Directorate and other UK government departments.

#### 2. Performance

##### ***Housing Advice and Allocations***

During the first complete year of the Council's new Allocations Policy, the number of households waiting for a home on the housing register has reduced to 2,379 (March 2018). This is the lowest number of applicants on the waiting list at year-end since 2005.



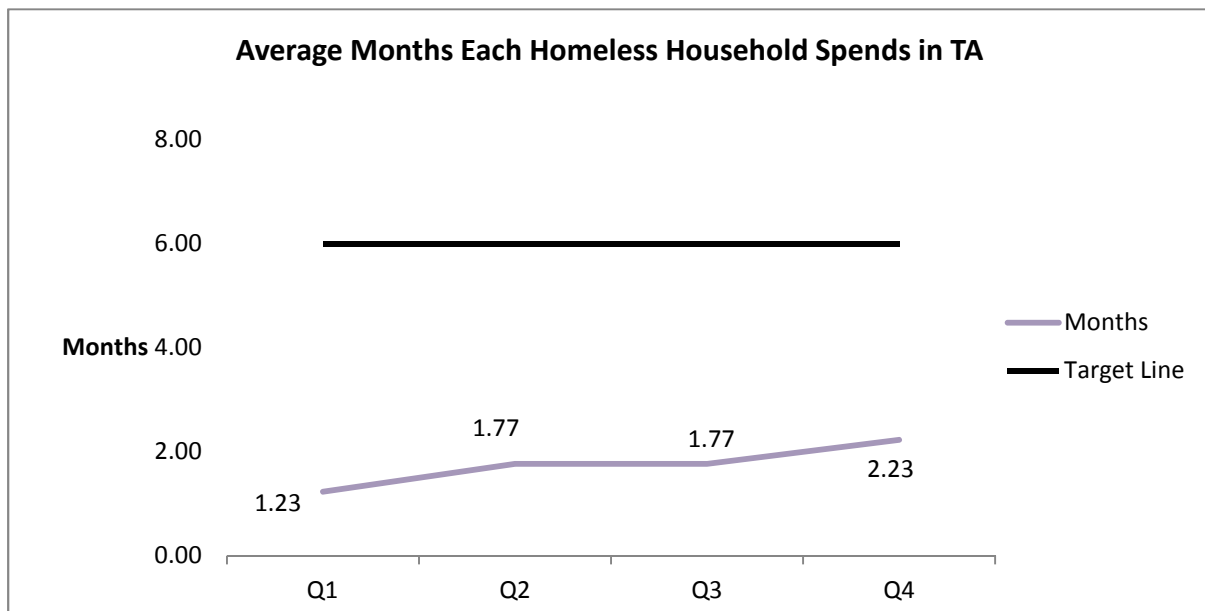
The new Allocations Policy has placed greater emphasis on providing opportunity for current tenants to transfer which in turn assists the Council to make the best use of its stock. During the year 2017/18, 185 existing Council Tenants transferred through HomeChoice, thereby freeing up their existing property for another waiting list applicant.

The Housing Advice and Allocations team received a 'substantial level of assurance' rating from the lettings and void control audit.

### ***Housing Advice and Homelessness***

Following consultations with voluntary and community services, other partners and with elected members, a new Housing & Homelessness Strategy for Warwick District Council was approved at Full Council and went live from 1<sup>st</sup> April 2017. This important document will help to shape the work of the Council and its partners over the coming three years with an aim of tackling homelessness across the district.

Considerable savings have been achieved through the significant reduction in the use of bed and breakfast accommodation for homeless families. The use of accommodation at Willes Road - alongside existing units at Tachbrook Road and Tachbrook Street - has provided more suitable temporary accommodation for homeless families. During the year 2017/18, the Housing Advice team were comfortably within their target of the average length of time each homeless household spends in temporary accommodation.



## ***Housing Strategy and Development***

In 2017/18 financial year saw the completion of 305 affordable homes. With our partners, we continue to deliver affordable homes. Through our joint venture with W2, we are now onsite at Station Approach in Leamington that will deliver 160 affordable homes and at Theatre Street, Warwick for a further 40 properties.

The proposal to regenerate the Lillington area and build 600 new homes has been put on hold following the Inspector's decision not to approve Red House Farm being taken out of the green belt.

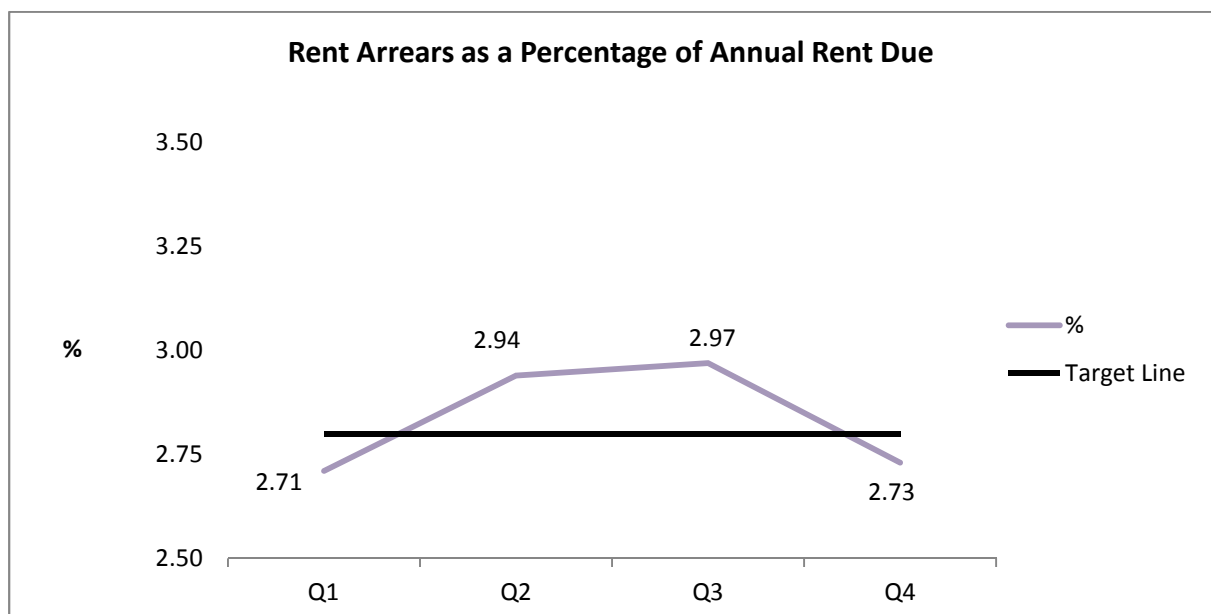
Over the summer of 2017, we submitted a bid to the Local Government Association for assistance with the development of the Student Housing Strategy. We were successful in obtaining £14,000 worth of free-to-WDC consultancy support, to help with better gathering and analysis that will provide a firm basis for the development of the final strategy document.

## ***Income Recovery and Financial Inclusion***

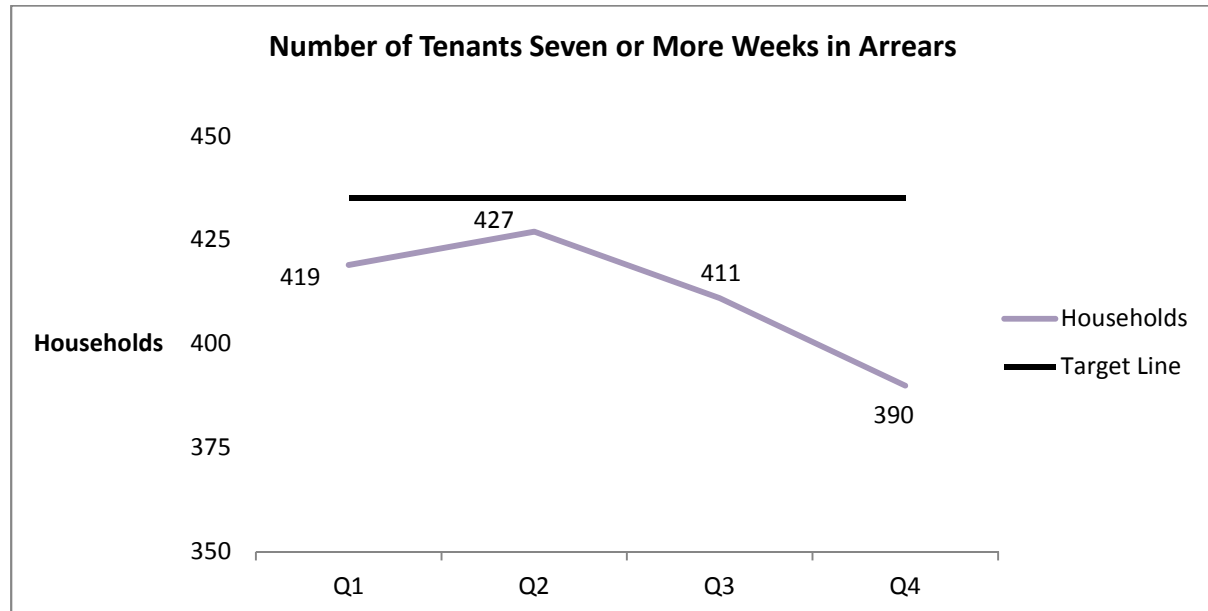
Councillors and officers have been working together to review the work around financial inclusion. This has led to the formulation of a Financial Inclusion Action Plan. The plan sets out actions around six themes: Access to Money Advice; responding to welfare benefit changes; Promoting affordable credit; Reducing fuel poverty, tackling worklessness, working with partners.

Our Money Advice caseworkers have generated income in the form of benefit entitlements or savings from prevention of evictions of an estimated £300,000.

In November 2016, the Executive approved a new Rent Arrears Policy. We have set a performance target for rent arrears to be no greater than 2.8% of total rent due. The target was met for 2017-year end and 2018-year end, having risen above the target line during the middle part of the year.



In addition to this, the target performance figure for the number of tenants in seven or more weeks in arrears (435) was met for all four quarters of the year 17/18.



### ***Tenancy Management***

The work of the Tenancy Officers during the year 2017/18 has been dominated by fire safety following the Grenfell Tower tragedy, which generated a high level of enquiries from the media, councillors and residents.

The Housing Management team swiftly responded to the fallout from the Grenfell Tower disaster. A plan of works has been set out and the Assets team have undertaken significant effort in respect of the seven 7+ storey blocks and the two 6 storey blocks that fall within the Warwickshire Fire & Rescue service (WFRS) definition of a high-rise block.

Joint inspections of the communal area of each block were undertaken with the WFRS and a programme of initial repair work and additional safety measures implemented and completed, including the fitting of 'drench'.

The Sustaining Tenancy Team have continued to also complete tenancy update visits every three years. They have completed visits to each of the 400 "very high-rise" residents and have ensured that entry was gained to every property to check that there were no fire safety issues and to reiterate in person the fire safety advice in high-rise. New leaflets and new signage have been supplied to our blocks.

The Sustaining Tenancies team have continued to effectively respond to instances and claims of Anti-Social behaviour. The team were able to close 126 'cases' during the year 2017/18, of which 81.75% were resolved within 6 months.

The sustaining tenancy team have had the building cleaning service contract and the lifeline service audited and achieved substantial assurance status.

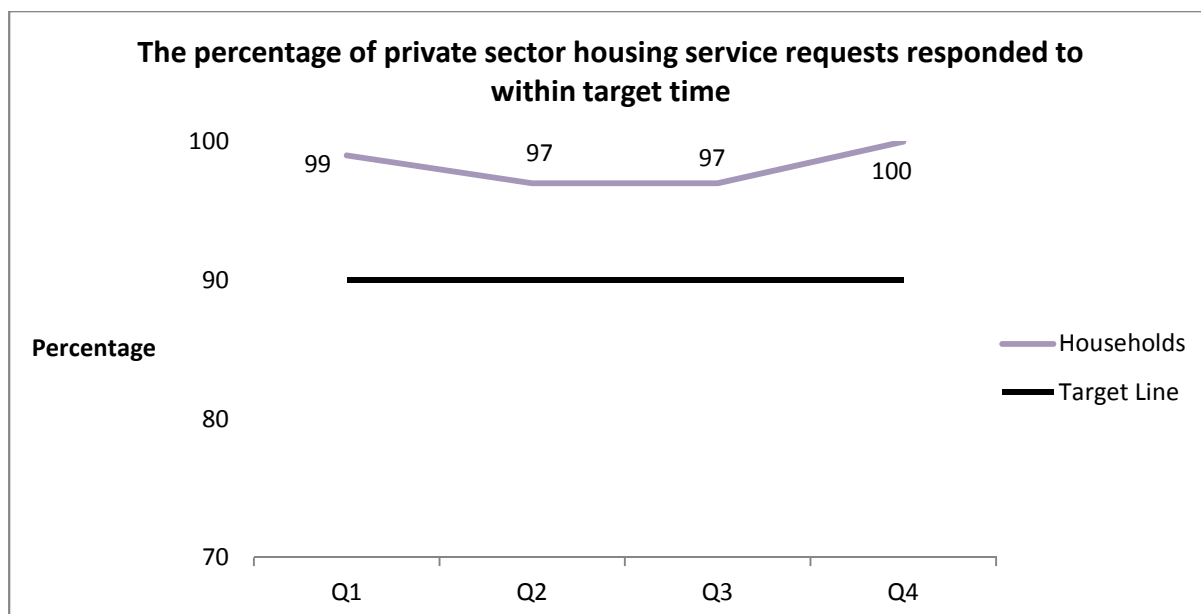
### ***Private Sector Housing***

The introduction of the countywide Home environment assessment and response Team service (HEART) went live 1<sup>st</sup> April 2017. This service, involved the five Warwickshire District and Borough councils and the County Council provides specialist support and the delivery of adaptations and related services. The service is designed to speed up and improve the quality of services offered to people who need home adaptations. The HEART service delivers a range of interventions, in addition to Disabled Facilities Grants, to enable customers to remain independent in their homes. A common Housing financial Assistance policy has been adopted across the county to enable applicants to be assessed in the same way. At the end of September 2017, the time taken to of their adaptation work dropped to 117 days for Warwick District Tenants and Residents.

In collaboration with Stratford-on-Avon District council, we have held two landlord forums in the last 12 months, bringing together 50 to 60 different stakeholders including private sector landlord, letting and property management agencies, and the National Association. These events enable the sharing of information and ideas and a place that landlords can find out about work elsewhere in the sector.

We will continue to vigorously pursue landlords who flagrantly breach housing regulations, whether related to HMO licensing, fire safety or overcrowding.

The Private Sector Housing team have continued to provide swift responses to the enquiries that they receive, comfortably surpassing the 90% target of 'Private Sector Housing service requests responded to within target time'.



In 2016/17 and 2017/17, the District has encountered a significant increase in the number of unauthorised encampments resulting in action through both the County and Magistrate’s courts. This has impacted on Local Authority, private landowners, the courts and the police in terms of resource time and cost. We have agreed a Countywide Gypsy and Travellers protocol aimed at ensuring that responses are, consistent, efficient and effective.

***Lifeline and Supported Tenancies***

Housing Support and Lifeline Services were subject to a full review in 2017 and a subsequent major restructure. Lifeline service operates on a more commercial footing, which has required some focus on marketing our Lifeline Services. We have undertaken a number of exciting publicity events to increase our marketing activity. Our electric vehicles are now clearly branded as Lifeline Services vehicles and we have been active on social media to target marketing at key audiences.

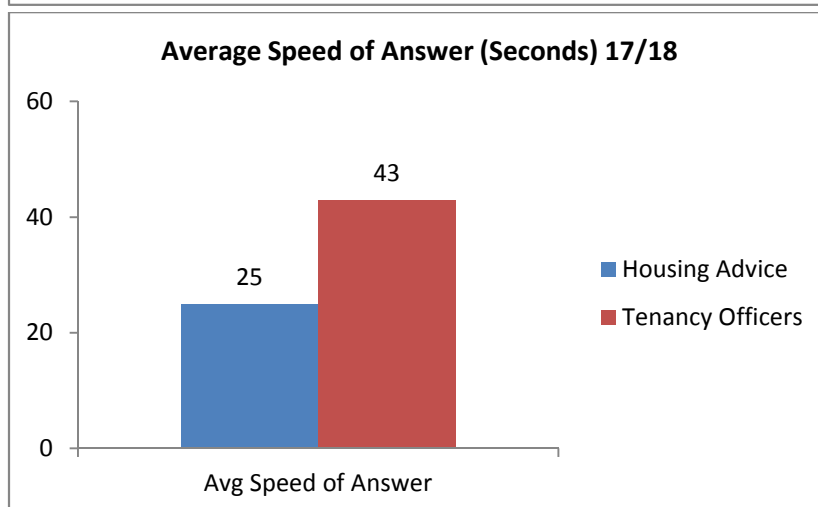
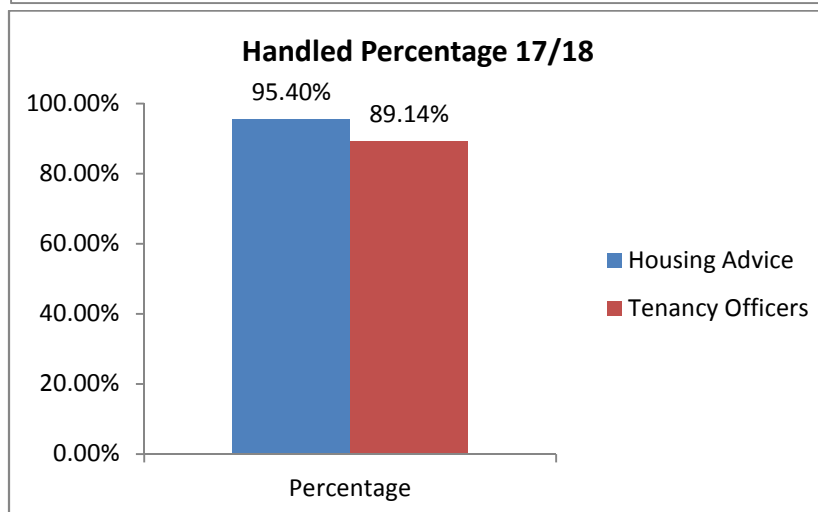
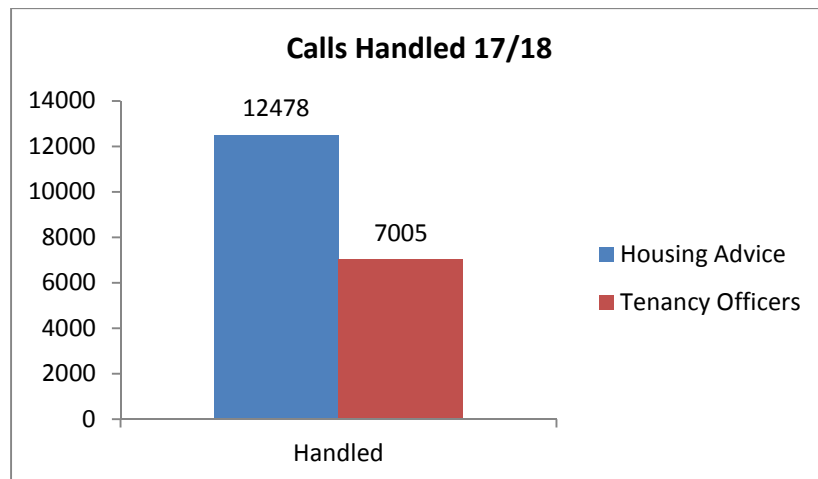
We have reopened William Wallsgrove House following the supported housing provider pulling out. Our staff has accepted the challenge this has presented and is now managing and providing support to 11 young people.

***Tenant Engagement***

Engagement works has continued with a number of local environmental projects and have completed several tenant consultations. We have completed new seating, planting, patio landscaping and fencing as well as organising a skip day. The annual report to Tenants and a Leaseholder bulletin has been completed during the year. The STAR satisfaction survey has been completed and this independent survey found that 82% of tenants were satisfied with the service provided by Warwick District Council.

## Call Centres

The Housing Advice and Tenancy Officer teams continue to use a CISCO developed telephony system to handle the enquires that come into to the teams. Between the two teams, nearly 20,000 calls were received during 2017/18 and 92% were answered.



### **3. Risks**

The Housing Risk Register has continued to be reviewed throughout the year, and is due to be presented to Finance & Audit Scrutiny in 2018, alongside the Contract Register and review of Budget, this being the inaugural review of this nature by Finance and Audit Scrutiny Committee. There are no risks that score in the "red". Risks are regularly considered at Finance Management Team meetings.

### **4. Workforce planning**

We will implement the new requirements brought about by the Homeless Reduction Act 2017, ensuring that our staff have the skills and support to make a smooth transition to the new arrangements and ensuring that our Homelessness Strategy is revised accordingly.

Our work on improving fire safety will continue with the Assets team.

Our review of the Allocations Scheme was brought back to the Executive Board Feb 2018.

The deliveries of affordable housing will continue to be a key priority.

We will continue to look opportunities to purchase small parcels of houses, and for development land within the District.

Implementation of Financial Inclusion includes actions to support residents on the transition to the full roll out for Universal credit.

Implementation of the Rental Exchange scheme.

Continuing our work to ensure that our Lifeline Services are developed, we will further rollout the Lifeline marketing plan.

Review the possible restructuring of Housing teams to deliver better management of teams and the management of ground maintenance and cleaning contracts.



## 5. Budget

The Housing budget for 2017/18 included the Council-wide 1% reduction to discretionary budgets. There was also an assumed £50,000 additional investment interest included from the use of alternative investment vehicles. In view of the continuing low investment interest returns, the 2016/17 Treasury Management Strategy included Equity Funds as a new investment instrument with the aim of getting an increased return on some of the Council's investment portfolio whilst protecting the Council's investment. Following an appointment, two fund managers were appointed in March 2017, with £3m paid into each fund in April. These investments need to be regarded as long-term investments since the returns may be somewhat erratic over a short term. A review of the performance on these funds is planned to Finance and Audit Scrutiny Committee.

## 6. Planned Changes, Major Work streams and Projects

Change/Project	Milestones
Housing & Property Services - split and redesign	New assets team New service area - "Housing Services"
New Head of Housing Services	Focus on people base services
Budget Review – increase engagement across all Services	Ongoing each month – improved reporting Comparison to Final Accounts
HomeChoice Allocations Policy Review	New allocation policy - reduced waiting list by over 1,000 since June 2016 implementation of current policy.
Homelessness Reduction Act implementation	New staff resource in place
Universal Credit – prepare for Oct 2018 rollout to new working age housing benefits claimants.	Rental exchange scheme
Housing Support and Lifeline Services	Full review completed

## Service Area Plan 2017/18

**Part 1 - Service Information/links to policy**

**Part 2 - Managing Service Delivery**

**Part 3 - Managing and Improving People**

**Part 4 - Budget**

**Part 5 - Managing Planned Changes/Projects**

<b>Service Area :</b>	Housing Services
<b>Service Area Manager:</b>	Lisa Barker
<b>Deputy Chief Executive:</b>	Bill Hunt
<b>Portfolio Holder(s):</b>	Councillor Peter Phillips

### 1 Purpose of the Services Provided

To provide effective, value for money, customer-focussed housing services by:

- Helping people to find and maintain housing appropriate to their needs by providing housing advice and homelessness services
- Managing the HomeChoice scheme on behalf of all affordable housing providers operating within the district
- Improving standards within the private rented sector by licensing Homes in Multiple Occupation, undertaking Housing Health & Safety Rating System inspections and taking enforcement action if appropriate
- Providing people-based services, tailored to reflect individual needs, that allow council tenants and leaseholders to thrive and participate in their community and succeed to the best of their abilities
- To provide effective management of our council housing stock including tenancy enforcement, rent collection, estate management
- Supporting people to live independently by providing high quality sheltered and supported housing, lifeline services, Disabled Facility Grants, an aids and adaptation service for council homes, affordable warmth and financial inclusion advice
- Maintaining a financially viable Housing Revenue Account (HRA) to ensure the provision of a high quality council housing service through timely collection of income, value for money deployment of management resources and prudent management of costs
- Supporting the creation of stable, inclusive communities by managing an effective Housing Strategy for the district.
- Encouraging the development of affordable housing across the district through effective use of s106 funding, deployment of commuted sums and exploration of options to increase the level of council housing to offset Right to Buy sales
- Supporting the delivery of key corporate projects or studies

## 1.1 Linkages to Sustainable Community Strategy

	Direct	Indirect
<b>Housing</b>	<ul style="list-style-type: none"> <li>• Exploring options to maximise the delivery of affordable housing including:               <ul style="list-style-type: none"> <li>○ Working with developers to effectively use resources made available through s106 planning obligations or CIL contributions</li> <li>○ Taking advantage of any public funded investment made available by the Homes and Communities Agency or other Government funding streams</li> <li>○ Explore the potential of development sites, both publically and privately owned which can be used to deliver affordable housing for rent, shared ownership or sale</li> <li>○ Purchasing shared ownership properties e.g. Great Field Drive, Cloister Way, as opportunities present themselves</li> </ul> </li> <li>• Helping people to find, maintain and enjoy a secure home by:               <ul style="list-style-type: none"> <li>○ Deploying effective homelessness prevention strategies and providing support for those threatened by homelessness at an early stage</li> <li>○ Providing high quality temporary accommodation for anyone whose homelessness can not be prevented with as little use of bed and breakfast accommodation as possible</li> <li>○ Effective administration of the HomeChoice scheme to ensure affordable housing is allocated in a fair and transparent way</li> <li>○ Helping council tenants to sustain their tenancies by providing advice and tailored people-focussed services that equip people to develop the skills and knowledge they need to maintain their tenancy.</li> </ul> </li> </ul>	

	<ul style="list-style-type: none"><li>○ Assisting older people to maintain their independence by providing housing support and developing the Council's 24/7 cross-tenure Lifeline Service.</li><li>○ Contributing to the effective management of the county-wide HEART service to deliver a programme of Disabled Facilities Grants (all tenures) and Aids &amp; Adaptations (Council homes) so that people can continue to enjoy their homes regardless of any disability</li><li>● Improving the quality of the districts existing housing stock, including:<ul style="list-style-type: none"><li>○ Raising the standard of homes in the private rented sector by deploying an effective regime for HMO licensing and HHRS inspections, supported by enforcement action when necessary</li><li>○ Supporting a Landlord Steering Group and a Landlords' Forum</li><li>○ Helping people remain healthy and safe in their homes, we will provide discretionary grants to owner occupiers where the condition of their home is dangerous but they do not have the means or capacity without help to resolve the situation.</li><li>○ Maintaining high standards of cleaning of communal areas and grounds maintenance on housing estates where the Council is the majority landlord</li></ul></li><li>● Providing high quality Council homes by:<ul style="list-style-type: none"><li>○ Regularly reviewing the Housing Revenue Account Business Plan to ensure the Council can continue to effectively manage and maintain its landlord function and continue to make a proactive contribution to the provision of a range of housing options for the district</li></ul></li></ul>	
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<p><b>Prosperity</b></p>	<ul style="list-style-type: none"> <li>• Providing an effective financial inclusion support service for Council tenants</li> <li>• Contributing to the 'Breathing Space' project, operated in partnership with other housing associations providing homes in the district, to support residents who are struggling financially by offering money advice and signposting services and referrals to Job Clubs</li> <li>• Providing accommodation for the Lillington Job Club</li> <li>• Letting the majority of Council owned homes on social rents</li> </ul>	<ul style="list-style-type: none"> <li>• Our Procurement Strategy gives weighting to organisations who commit to using the local labour force.</li> </ul>
<p><b>Safer Communities</b></p>	<ul style="list-style-type: none"> <li>• We reduce anti-social behaviour by having the Tenancy Enforcement Officers work alongside the Community Safety Team and sharing capacity and skills.</li> <li>• Ensuring effective engagement with the county-wide safeguarding structures</li> <li>• Training staff to recognise potential safeguarding issues, incidents of domestic violence and equipping them to make effective referrals to ensure appropriate action is taken</li> </ul>	
<p><b>Health and Well Being</b></p>	<ul style="list-style-type: none"> <li>• Recognising that a secure home is fundamental to the health and well-being of the district's residents and ensuring that effective people-focussed services are provided that allow tenants to sustain their tenancies.</li> <li>• Improving the quality of living by reducing the risk of damp and poor quality housing within the private rented sector.</li> <li>• Preventing homelessness and providing temporary accommodation and a route into housing in those cases when it can not be prevented</li> <li>• Working to reduce the distress and ill-health that can be caused by the loss of a home by carrying out regular</li> </ul>	<ul style="list-style-type: none"> <li>• The Council currently offers secure tenancies to all tenants. Secure tenancies offer the security needed by households to invest in their homes and communities, build healthy and sustainable lives and avoid disruption to family life. (NB this may change if the Government proceeds with its current intention of requiring Council's to offer only fixed term tenancies for new tenancies)</li> <li>• Our Housing Advice, Tenancy and Housing Support Officers work in partnership with the NHS, Public Health, the Alcohol and Drug Support Services, to support our tenants to choose healthier lifestyles. We do this by identifying support needs and making referrals where they will help and by working closely with the agencies that can help people live a healthier lifestyle.</li> </ul>

	<p>routine tenancy visits to all WDC tenants to help make sure that people get the right support to sustain their tenancy and allowing potential problems to be identified early and solutions deployed to maintain pleasant neighbourhoods and well-kept homes.</p> <ul style="list-style-type: none"> <li>• Helping to reduce the number of admissions to hospitals and care homes and help people return home more quickly after receiving treatment by carrying out aids and adaptations and providing Disabled Facilities Grants so that residents can remain in their homes safely and for longer.</li> <li>• Maintaining and improving the Council's 24/7 Lifeline service which currently has over 3,000 users.</li> <li>• Ensuring our sheltered housing schemes maximise the opportunity for older people to maintain their independence, by providing social activities that improve residents' mental and social wellbeing.</li> <li>• Visiting every illegal gypsy and traveller encampment to identify if there are particular housing needs amongst the occupants that require redress</li> </ul>	
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>• Providing financial advice to tenants to maximise their income</li> <li>• Exploring options to enable council tenants to access affordable warmth</li> </ul>	<ul style="list-style-type: none"> <li>• Contributing to the corporate financial inclusion agenda</li> </ul>
<b>Involving Communities</b>	<ul style="list-style-type: none"> <li>• Engaging with tenants and leaseholders through a variety of approaches</li> <li>• Ensuring tenants are represented on the Housing Advisory Group which assists in the development of housing policy and practice</li> </ul>	<ul style="list-style-type: none"> <li>• Utilising HRA properties to provide facilities that benefit the wider community e.g. Packmores Centre, Warwick</li> </ul>
<b>Narrowing the Gaps</b>	<ul style="list-style-type: none"> <li>• Financial inclusion strategies</li> <li>• Direct provision of council homes at social rents in a</li> </ul>	

	district with an unbalanced housing market and high costs of private sector renting or home purchase	
<b>Supporting Families</b>	<ul style="list-style-type: none"> <li>• Hosting the Warwick District Priority Families Programme officer.</li> </ul>	
<b>Rural Issues</b>	<ul style="list-style-type: none"> <li>• Direct provision of affordable council homes in many villages across the district.</li> </ul>	

## 2 Managing Service Delivery

### 2.1 Service Overview

(NB – Specify main aspects of service delivery during the year)

Service Being Delivered	Priorities (with Justification)	Service Demand	
<b>Sustaining Tenancies Team</b>	<p>Re-designing Housing Support and the Lifeline service to address the £463K shortfall in 2017/18 created by the cessation of Supporting People funding</p> <p>Review the cleaning contract and determining whether the contract should be re-procured</p> <p>Determine plans for cleaning of all our blocks and amend the contracts if necessary</p> <p>Maintain the Service Visit programme to ensure every tenant is visited at least once every 3 years</p> <p>Maintain the Council’s ability to continue to provide its landlord service by making sure that all income due to the Council is collected promptly and to see ongoing improvement in performance.</p>	3,500 Lifeline alarm users	<p>102 blocks cleaned</p> <p>1,800 visits programmed for year</p> <p>1,900 tenants in arrears</p> <p>Annual rent debit £26.3m</p>

	<p>Deal effectively with anti-social behaviour ensuring new policies on ASB and Domestic abuse are implemented successfully</p> <p>Deal effectively with breaches of tenancy</p> <p>Review our approach to tenancy management in light of the Housing and Planning Act and specifically fixed term tenancies. This may mean the introduction of a new Tenancy Agreement as well as related procedures</p> <p>Ensure the newly established Neighbourhood Officers team is operating effectively in improving the management of our estates</p> <p>To review the disaggregation of service charges</p>	<p>Value of current, £693K, former £215K and garage rent debt £3K</p> <p>c1.15% bad debt write-offs</p> <p>c2500 NSPs served pa</p> <p>c40 evictions</p>	
<p><b>Housing Strategy &amp; Development Team</b></p>	<p>Effectively administer the district-wide HomeChoice scheme</p> <p>Complete the 12 month review of the new Homechoice Policy</p> <p>Reduce the time people have to spend waiting for a new home and reduce income loss to the Council's landlord service by letting empty homes to new tenants as quickly as possible</p>	<p>c2,500 applicants on the Housing Register</p> <p>Average void time 44 days</p>	<p>500 Voids pa</p> <p>700 lettings &amp; nominations pa</p>



	<p>Prevent people from becoming homeless or when that is not possible help them find a new place to live as quickly as possible by providing a homelessness service that is compliant with the legal requirements placed upon the Council to help those who are homeless.</p> <p>To implement the recommendations of the Temporary Accommodation review.</p> <p>Offer an effective, tailored and relevant advice and assistance service.</p> <p>Inspect (or re-inspect) all HMOs requiring a license and issue an up to date license as appropriate.</p> <p>Effectively manage complaints and concerns raised by private sector tenants about the quality of their homes.</p> <p>Respond to reports of Gypsies and Travellers settling on unauthorised sites such as country parks, highway and privately owned land, taking direct action in respect of land owned by the Council and supporting with advice encampments on land owned by other landholders.</p> <p>Maintain effective administration of the service area.</p>	<p>c620 homeless applications pa</p> <p>c140 homeless acceptances pa</p> <p>c5 rent bonds issued</p> <p>c30 homelessness preventions</p> <p>c480 advice and assistance approaches per year</p> <p>335 licensable properties</p> <p>220 inspections undertaken pa</p> <p>c380service requests per year</p> <p>c25 enforcement notices issued</p> <p>c30 illegal encampments</p> <p>580 leaseholder statements issued</p>	
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	<p>Monitor and ensure an effective response to the implementation of the Housing and Planning Act</p> <p>Continuing to manage and respond to incoming consultations for affordable housing development to ensure maximum delivery of varied affordable housing provision.</p> <p>Evaluate options to increase our council stock portfolio via the purchase of clusters of viable properties.</p>	<p>c£19k service charge arrears</p> <p>65 Right-to-Buy applications</p> <p>c200 completions of new affordable housing</p>	
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## 2.2 Measures

### Key Corporate Measures

<b>Customer Measures – those important to the people/organisations who use our services</b>									
<b>Note: these measures should be used on a daily, weekly or monthly basis to identify the impact of interventions in the system and to plan future interventions. Interventions may be very small adjustments to resources, or may involve transformational change</b>									
	Qtr 4 16/17	Qtr 1		2		3		4	
Number of empty homes brought back into use as a consequence of PSH team activity (Target: 1 per quarter)	8	6	↓	6	→	3	↓	9	↑
The average number of days it took to let each property (Target: 33 days)	34.92	32.08	↑	31.37	↑	33.37	↓	33.83	↓

The percentage of decisions on each homelessness case accepted within 33 days (Target: 75%)	64.00%	70.24%	↑	48.26%	↓	30.91%	↓	31.54%	↑
The average number of weeks each homeless applicant spends in temporary accommodation (Target: 6 months)	6 weeks	5 weeks	↑	7 weeks	↓	7 Weeks	→	9 Weeks	↓
Total number of Service Visits (Bi-Annual Tenancy Update Visit) (Target: 144 per M, 432 per Q)	391	408	↑	369	↓	222	↓	229	↑
Percentage of calls to Lifeline answered within one minute (Target: 97.5%)	98.67%	98.3%	↓	97.0%	↓	96.6%	↓	97.3%	↑
The percentage of private sector housing service requests responded to within target time (Target: 90%)	90%	99%	↑	97%	↓	97%	→	100%	↑
Total Rent Arrears as % of rent debit (Target: 2.8%)	2.78%	2.71%	↑	2.94%	↓	2.97%	↓	2.73%	↑
Tenants seven or more weeks in arrears (Target: 575)	435	419	↑	427	↓	411	↑	390	↑
<b>Operational Measures – other (non-customer) measures essential to ensure that “purpose” can be achieved.</b>									
Note: <u>this section will not be used by most service areas</u> as their Customer Measures are expected to be sufficient. However, there may be cases where an operational measure is required to ensure the smooth running of a service area.									
	Qtr 4 16/17	Qtr 1		2	3	4			
Commercial Income earned by Lifeline (Target: £60,000)	£33.3k	£41,000	↑						
Total number of affordable homes completions	14	84		98	58	65			
Total number of people registered with HomeChoice	2532	2597		2488	2442	2404			
Number of HMO Licences which were relicensed	12	19		38	69	65			
The average number of days applicants remain in Band 1	42	33		45	25	29			

## 2.3 Managing Risk

Risk	Planned Actions during year	Comments
Budget	<ul style="list-style-type: none"> <li>Maintain monthly budget monitoring regime</li> <li>Review HRA budget assumptions when further information on implementation of outstanding Housing &amp; Planning Act proposals and timescale for local implementation of changes to the social security system are known</li> <li>Ensure savings/additional income is planned for reduced income from Supporting People for funding our housing related support</li> </ul>	Maintain close liaison with ARCH, CiH and DWP
Procurement	<ul style="list-style-type: none"> <li>To ensure contracts are managed well. In particular ensure current risk issues with the cleaning contract are mitigated</li> </ul>	
Contract Management	<ul style="list-style-type: none"> <li>Quarterly reviews of the Contracts Register at Housing Management Team meetings.</li> </ul>	
Audits	<ul style="list-style-type: none"> <li>Internal Audits scheduled for 2017/18: Housing rent collection Private sector housing regulation Housing related support services Building cleaning services</li> </ul>	Review action plan for previously completed audits at monthly 1-1s
Risk Register	<ul style="list-style-type: none"> <li>Quarterly review of Risk Register by the Housing Management Team</li> </ul>	Full review reported to F&A Committee 4/1/17
Service Assurance	<ul style="list-style-type: none"> <li>Handover of assurance responsibilities to form part of Induction Programme for new Head of Service and process will include an in-year review of assurance arrangements</li> </ul>	
Corporate Health & Safety	<ul style="list-style-type: none"> <li>Health and Safety Assessments to be regularly checked and updated</li> <li>Contribution to corporate agenda to be reviewed as part of Risk Register review</li> </ul>	

## Part 3 – Managing and Improving People

### Workforce Planning

Category	Sponsor	Activity	Budget Impact	Impact on other Service Areas	Milestones
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<b>1. Succession Planning</b>  (E.g. planning for leavers)	Bill Hunt	Recruitment of new Head of Service	Assumed to be within existing budget	Support from HR agreed	Advert April  Appointment May
	New Head of Service	Decision on service team manager secondments	None	Support from HR	After Head of Service in post
<b>2. Skills, Training, Competency Needs</b>	Bill Hunt/new Head of Service/ Sustaining Tenancy Manager/ Housing Strategy & Development Manager	Develop a service area training plan (training matrix) from appraisal PDPs	Budget for training needs to be adequately resourced to support officers, in particular those doing professional courses	Finance	Sept 2017
	As above	Skilling the teams to enable them to be more flexible to change  Working differently supporting a work/life balance  Deployment of ICT to support flexible working	Within existing budgets	None	Throughout year

**Part 4 BUDGET – Main budgetary pressures and changes**

Activity	Budgetary Impact	2017/18	2018/19	2019/20
<b>General Fund</b>				
Identify savings on discretionary budgets	Ongoing challenge to find savings without impacting upon statutory service delivery	£10,300 Target	TBA	TBA
<b>Housing Revenue Account</b>				

Social security changes	<p>Local Housing Allowance (LHA) rates and caps will now apply to social housing tenants beginning from April 2019. Nearly all current council rents are below LHA rates. However, tenants aged under 35 will be affected by the shared room rate that for some will be below our rent levels and therefore tenants will have a shortfall to pay, and some single occupiers of larger/more expensive properties may also be affected and have a shortfall from the one room rate. Occupiers in the private sector are already subject to LHA rates. HA tenants will be more severely affected due to higher rents than we charge.</p> <p>The introduction of Universal Credit has now started to impact upon us, although due to the small numbers involved this is not having a negative impact on rent collection overall, The full roll out from June 2018, will have a bigger impact and we will monitor the impact and measures prior to this time.</p>	Bad debt provision (BDP) set at 1.5% £399k	HRA BDP increased to 2% £524k to reflect increased risk of rent arrears	BDP set at 2% in HRA BP £517k
Reduction in cost/increase in income for Lifeline Service	<p>Funding shortfall of £546K identified from July 2017 when existing transition arrangements for withdrawal of Housing Related Support funding from WCCC cease.</p> <p>Re-design of service to be reported to June Employment Committee</p> <p>Proposal to appoint fixed term Project Manager to support income generation activities taken to March Employment Committee</p>	HRA has agreed budget of up to £546k as per HRA Budget report at February 2017 Executive.	Current funding shortfall of £819k at 2017/18 values (Pending re-design and income generation programme).	TBA
1% annual rent reduction	Mandatory until 19/20	£253k reduction	£243k reduction	£237k reduction

## Part 5 – Managing Planned Changes, Major Workstreams and Projects

Change/Project	Sponsor/ Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
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<b>Change/Project</b>	<b>Sponsor/ Lead Officer</b>	<b>Budget Impact</b>	<b>Impact on other Services</b>	<b>Milestones</b>	<b>Date</b>
Agree and implement workplan for Year One actions for the Housing & Homelessness Strategy	Ken Bruno		Development Services	Agree workplan with Portfolio Report to HAG Report to Executive	April 2017 June 2017 March 2018
Review the Allocation Policy	Ken Bruno			Commence review Executive report  Implement any changes	June 2017 November 2017 March 2018
Complete re-design of Housing Support & Lifeline service	Simon Brooke	£463k additional budget included for 17/18 – savings proposals will allow an element to be returned to reserves		Complete consultation Report to Employment Committee and Executive	May 2017 June 2017
Promote the Lifeline Service to increase number of users and maximise income	Simon Brooke	£463k additional budget included for 17/18– additional income savings proposals will allow an element to be		Appoint Project Manager	April 2017

<b>Change/Project</b>	<b>Sponsor/ Lead Officer</b>	<b>Budget Impact</b>	<b>Impact on other Services</b>	<b>Milestones</b>	<b>Date</b>
		returned to reserves			
Review approach to Service Charges	Simon Brooke				
Review Tenant Engagement Strategy	Ken Bruno			New strategy	March 2018
Review the effectiveness of the Housing Advisory Group	Ken Bruno				
Review services provided to leaseholders	Ken Bruno			Consultation Proposals	Summer 17 October 17
Review service charges	Simon Brooke				
Offer benefit and income maximisation advice to all sheltered scheme tenants adversely affected by the revised service charges	Simon Brooke			Commencement Completion	April 2017 June 2017
Complete the fire alarm system improvement programme	Simon Brooke				
Review the operation of the cleaning contract and determine if re-procurement required	Simon Brooke				
Complete the re-licensing of existing HMOs and the new licensing required by the revised regulations	Ken Bruno			Commencement Complete the relicensing Plan for new regulations	Sept 2017 April 2018 TBC
Effectively settle and support Syrian refugees	Ken Bruno			First households settled	April 2017
Complete the transition of disabled adaptations to the county-wide HEART service and review the effectiveness of the new arrangements	Ken Bruno			Transfer	April 2017
Eliminate the routine use of Bed & Breakfast accommodation for homeless households	Ken Bruno				May 2017
Effectively manage new temporary accommodation provision e.g. Willes Road and review the level of service provision provided to	Simon Brooke/ Ken Bruno			Complete repairs and bring onstream	May 2017



<b>Change/Project</b>	<b>Sponsor/ Lead Officer</b>	<b>Budget Impact</b>	<b>Impact on other Services</b>	<b>Milestones</b>	<b>Date</b>
households in temporary accommodation					
Complete Rental Exchange project	Simon Brooke				
Make decision on future support for Credit Union	Simon Brooke				
Review the W2 Partnership	Andy Jones/Ken Bruno			Decision as to scope of review  Completion	July 2017  Dec 2017
Contribute to the review of options to develop new HRA homes	Bill Hunt/ Head of Housing/ Russell Marsden				
Review HRA Business Plan assumptions in light of budget pressures, social security changes and emerging thinking on the unimplemented provisions of the Housing & Planning Act	Bill Hunt/ Head of Housing/ Andrew Rollins			Report as part of HRA base budget setting report	Dec 2017
Contribute to the feasibility project on the potential regeneration of Lillington	Andy Jones/ Philip Clarke/ Head of Housing				
Let ICT support and development contract for HomeChoice system	Ken Bruno		Frees up ICT resources for other digital work.	Procurement exercise  Contract let	June 2017  Nov 2017