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Chairman: Councillor R.B. Laughton
Vice-Chairman: Councillor G.S. Merry

Members of the Committee:

Councillor R.L. Bradbury
Councillor Mrs B.M. Brooks
Councillor G. Brooks
Councillor Mrs I. Brown
Councillor Mrs T. Gurney

Councillor Mrs S.M. Michael
Councillor J. Middleton
Councillor A.C. Roberts
Councillor D. Thompson
Councillor B. Wells

Substitutes:

Councillor Mrs G.E. Dawn
Councillor J.M. Peck
Councillor Mrs L.M.J. Tift
Councillor I. Walker
Councillor T. Wendels

AGENDA

SPECIAL MEETING: Homes & Communities Committee

DATE: Monday, 26th January 2015 at 5.30pm

VENUE: Room G21, Kelham Hall

**You are hereby requested to attend the above Meeting to be held at the time/place
and on the date mentioned above for the purpose of transacting the
business on the Agenda as overleaf.**

If you have any queries please contact Helen Brandham on 01636 655248.

Refreshments will be served at 5.00pm in the Meeting Room

AGENDA

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| 1. | Apologies for Absence | |
| 2. | Declarations of Interest by Members and Officers and as to the Party Whip | |
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PART 1 – ITEMS FOR DECISION

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PART 2 – ITEMS FOR INFORMATION

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CONFIDENTIAL AND EXEMPT ITEMS

None

NEWARK & SHERWOOD DISTRICT COUNCIL

Minutes of the **HOMES & COMMUNITIES COMMITTEE** held on Monday, 24th November 2014 in Room G21, Kelham Hall at 5.30pm.

PRESENT: Councillor R.B. Laughton (Chairman)

Councillors: Mrs B.M. Brooks, G. Brooks, Mrs I. Brown, Mrs T. Gurney (Opposition Spokesperson), Mrs S.M. Michael, J. Middleton, A.C. Roberts and D. Thompson.

Councillor T. Wendels acting as Substitute for Councillor G.S. Merry.

18. APOLOGY FOR ABSENCE

An apology for absence was submitted by Councillors: G.S. Merry and B. Wells.

19. DECLARATION OF INTEREST BY MEMBERS AND OFFICERS AND AS TO THE PARTY WHIP

NOTED: that the following Member declared an interested in the item shown below:

<u>Member/Officer</u>	<u>Agenda Item No.</u>
Councillor R.B. Laughton	Agenda Item No. 12 – Community Safety Partnership Scrutiny – Personal Interest – as his wife works for Nottinghamshire Police Authority.
Councillor T. Wendels	Agenda Item No. 12 – Community Safety Partnership Scrutiny – Personal Interest – as an employee of Nottinghamshire Police Authority.

20. DECLARATION OF ANY INTENTION TO RECORD THE MEETING

NOTED: that no elected Member, Officer or member of the public declared any intention to record the meeting.

21. MINUTES OF THE MEETING HELD ON 15TH SEPTEMBER 2014

AGREED that the Minutes of the meeting held on 15th September 2014 be approved as a correct record and signed by the Chairman.

With the agreement of the Committee, the Chairman amended the running order of the Agenda.

22. COMMUNITY SAFETY PARTNERSHIP SCRUTINY

The Committee considered the report presented jointly by the Business Manager – Community Safety and Chief Inspector Philip Davis of the Nottinghamshire Police Authority.

The report provided information as to the Bassetlaw and Newark & Sherwood Community Safety Partnership and listed the other organisations which had a representation on the Partnership. It gave updates on progress, performance and also provided information as to the challenges and opportunities for the future following budget cuts to many public sector agencies.

Members sought clarity on some of the crime group descriptions listed in paragraph 4.2 of the report and noted the year to date percentage changes between 2013/2014 and 2014/2015.

Chief Inspector Davis advised that over the past few years, Newark & Sherwood had experienced reductions in serious crime but for the first quarter of the current year there had been an increase in criminality. Consideration had been given to this during quarters 1 and 2, following which during quarter 3, the reasons were understood and were able to be tackled. He also noted that the way in which violent crime was recorded had changed which made it difficult to compare. He advised that focus was now on victim focus and belief of the victim, adding that some violent crimes were now recorded that would not have been in the past which resulted in the figures being elevated.

Members noted that it was important that all statistics be kept in context with the population figures. Chief Inspector Davis agreed adding that this was always a consideration when reviewing resources for the district.

A non-Committee Member expressed his disappointment that a mutually convenient date could not be found for a joint scrutiny meeting, requesting that every effort be made to resolve this issue. He also queried whether it was possible to give localised figures for the against the person statistics.

In response, Officers advised that every effort would be made to: co-ordinate diaries between the two authorities in future to agree a mutually convenient date; and also to explore whether localised statistics could be provided.

In relation to the comments about violence against the person statistics, it was reported that the recording of these types of crime had risen substantially due to staff who worked in secure units and mental health institutions reporting all incidents, but noting that it was very difficult for local authorities to effect any change. Chief Inspector Davis also advised that there had been an increase in violent crime incidents during the night in Newark but that the Police's work to reduce this would continue.

It was reported that there had been a significant increase in the reporting of domestic violence but that there was very little violence in public open spaces as most crime was familial, however, these figures were constantly reviewed and the prevention of domestic violence work undertaken by the CSP assisted greatly.

Members queried whether use was made of CCTV video recordings to assist with crime reduction. In response, they were informed that CCTV was used extensively by the Police, both provided from the Council and privately owned. Personal recording equipment had been trialled but this had not been successful. Equipment with an improved specification was currently being trialled but it was not known when this would be widely used. Council CCTV images were generally very good and used in evidence whenever possible however, some recordings on privately owned equipment was not of the same evidential quality.

Members noted that the location of some of the street cameras were in areas where street lighting was not fully operational. The County Council were aware of this issue but, to date, had not resolved the matter. It was also noted that where lighting was operational, but offered poor visibility, this was often when new bulbs were inserted, the installers did not clean the lenses and this would be highlighted to the County Council.

Members were asked to provide any comments they wished to be put forward to the next meeting of the partnership which was scheduled to take place on Tuesday, 16th December 2014.

AGREED that:

- (a) the work of the partnership be noted and that the following comments be forwarded to the Scrutiny Committee at Bassetlaw on 16th December 2014; and

“The figures quoted for ‘all crime’ and ‘ASB’ were noted with concern but it was recognised that there had been a change in the recording procedures. The Council sought assurances that the rise in figures was due to the changes in recording procedures.”

- (b) the uncertainty of future funding of the Community Safety work be noted.

23. PERFORMANCE MANAGEMENT UPDATE – 2014/2015

The Committee considered the report presented by the Business Manager – Performance in relation to a selection of performance information falling under the remit of the Homes & Communities Committee.

In relation to the number of workplace employee accidents, Members queried as to the reasons for the increased in incidents. In response, it was reported that the way in which the statistics were illustrated was misleading. Regular discussions were held with the Council’s Health & Safety Officer and it was confirmed that there was no cause for concern.

In relation to CCTV proactive incidents responded to, Members questioned how many prosecutions had resulted from the use of CCTV imagery. Officers acknowledged that this would be an excellent performance indicator but any information would be reliant upon both the Police and CPS providing the Council with information, the receipt of which may not be reliable. It was noted that the incidents referred to were not all criminal but covered a variety of instances.

Members requested that the information contained within the appendix be more clearly legible as at present the font size was difficult to read.

AGREED that:

- (a) the report and comments above be noted; and
- (b) the information contained in the appendix to the report be made larger so as to be more clearly legible.

24. GENERAL FUND BUDGET PERFORMANCE REPORT TO 30TH SEPTEMBER 2014

The Committee considered the report presented by a Financial Services Officer in relation to the Committee's net expenditure for the period ending 30th September 2014 with the profiled budget for the period. Contained within the report was performance commentary in relation to employee costs, supplies and services and major income streams.

Members queried whether the underspend in relation to vacant posts was sustainable. They were informed that the majority of posts had now been filled and that these would not impact on the budgets for the forthcoming year.

AGREED that:

- (a) the overall position of the Homes & Communities Committee net expenditure compared to budget at 30th September 2014 be approved; and
- (b) Officers continue to look for additional savings throughout the financial year.

25. COUNCIL'S DRAFT REVENUE BUDGET 2014/2015 – 2019/2020

The Committee considered the report presented by the Assistant Business Manager – Financial Services in relation to the progress to date on the budget for 2015/2016 and future years.

The report provided information as to the current financial environment for local authorities; savings already identified; the current budget strategy; draft revenue budget proposals; revenue budget bids; proposed increases in fees and charges; and conclusions following consideration of all the aforementioned issues. Members were informed that the fees and charges were to be scrutinised by the corporate management team before final presentation to the Policy & Finance Committee.

Members noted that given the current economic climate it might be necessary, in the future, for them to consider whether to continue to provide non-mandatory services.

In relation to Grants and Concessions (A11921) Members requested more detail to enable them to make informed decisions. They were advised that these were grants awarded to voluntary organisations and that a list of these could be provided together with a breakdown of awards, if required.

Members considered the information contained in paragraph 3.1.3 in relation to the required new savings to achieve a freeze on Council Tax for the 2015/2016 budget, querying whether Officers were recommending that this be stopped. They were advised that the current policy was to maintain the freeze but that any decision would be that of Members. It was noted that a 1% increase would not generate any additional income as it would result in the Council losing its Council Tax Freeze Grant, approximately £63,900 per annum. A 2% increase would result in the Council being capped and could lead to the need for a referendum.

AGREED that:

- (a) the review of fees and charges (excepting services which are subject to commissioning and devolution), discretionary services in light of the Council's priorities and the minimum level for statutory services be noted;
- (b) the current draft committee budget be incorporated into the overall service budget to be reported to the Policy & Finance committee at its meeting on 4th December 2014; and
- (c) the Director – Resources continues to formulate budget proposals for formal consideration at the Homes & Communities Committee meeting on 26th January 2015 for recommendation to Policy & Finance Committee on 25th February 2015.

26. PERFORMANCE MONITORING: NEWARK & SHERWOOD HOMES AND THE HOUSING REVENUE ACCOUNT

The Committee considered the report presented by the Business Manager – Strategic Housing in relation to the financial performance of the Housing Revenue Account (HRA) and operations of Newark and Sherwood Homes (N&SH) in accordance with the Management Agreement and Annual Delivery Plan.

A Member of the Committee voiced concerns about the spare room subsidy, commonly referred to as the 'bedroom tax', requesting that a breakdown of the number of evictions due to a reduction in benefits be provided, adding that there were insufficient alternative properties to relocate to. In response, Members were advised that the situation was being monitored and N&SH Board had localised data on the number of evictions.

In relation to responsive repairs, Members queried as to why no target had been set in Q2, noting that there had been instances of significant periods of times of waiting. It was reported that data had outstanding but that following receipt this would commence in Q3.

Members noted that tenants were moving into properties prior to repairs being completed. It was noted that this was only done with the agreement of the tenant and was in an attempt to avoid rent voids. Members added that tenants made appointments for repairs to be carried out only for the workmen to not attend, or alternatively, for them to arrive without an appointment, thereby breaking N&SH own best practice. Members were informed that the N&SH Board were responsible for reviewing individual cases.

In relation to the Helpline No. 150, Members commented that some tenants were charged for the facility but did not actually have access to it. They were advised that it was part of the tenancy agreement and in line with Government Policy.

It was proposed that two representatives from the Tenants' Panel be invited to attend a future meeting of the Committee to provide their personal feedback on the performance of N&SH.

AGREED that:

- (a) the strategic performance information in relation to the activities of N&SH and the HRA be noted; and
- (b) information in relation to the number of evictions due to reduced spare room subsidies be forwarded to Members of the Committee; and
- (c) two representatives from the Tenants' Panel be invited to attend a future meeting of the Committee.

27. NEWARK & SHERWOOD HOUSING MARKET NEEDS ASSESSMENT 2014

The Committee considered the report presented by the Business Manager – Strategic Housing in relation to the progress made to finalise the Newark & Sherwood Housing Market Needs Assessment (HMNA) 2014 and the Sub-Area Analysis reports.

Members were informed that they would receive a presentation on the Assessment in the New Year and therefore any questions which they had arising from the paperwork contained in the Agenda should be directed to the Business Manager – Strategic Housing.

AGREED that

- (a) the progress made to finalise the Newark & Sherwood Housing Market and Needs Assessment 2014 and accompanying Sub-Area Analysis be noted; and
- (b) arrangements be made for the consultant to present the findings of the work undertaken in the compilation of the HMNA 2014 and the Sub-Area Analysis Report.

28. CARE AND SUPPORT SPECIALISED HOUSING – SCARBOROUGH ROAD, BILSTHORPE

The Committee considered the report presented by the Business Manager – Strategic Housing in relation to the progress being made concerning the Council’s new build development at Scarborough Road, Bilsthorpe and to endorse the partnership with Nottinghamshire County Council to designate nine units as extra care accommodation.

The report set out that the development of the new units was progressing well in accordance with the construction programme. The main works to the individual bungalows was now complete with the external works and service connections underway. The report also provided information as to the progress of securing nine of the bungalows for use as extra care housing for local older people with care support needs.

Members were informed that should they wish to view the premises, to contact the Business Manager – Strategic Housing who would make the necessary arrangements.

AGREED that:

- (a) the progress of the new build Council housing development at Scarborough Road, Bilsthorpe be noted; and
- (b) the proposals as set out in Paragraph 5.2 of the report be endorsed.

29. THE ANTI-SOCIAL BEHAVIOUR, CRIME & POLICING ACT 2014 – AUTHORISATION OF OFFICERS

The Committee considered the joint report presented by the Business Managers – Community Safety and Environmental Health in relation to the new powers contained within the Anti-Social Behaviour, Crime & Policing Act 2014. The report sought authorisation for the delegation to designated Officers to take action under the powers contained within the Act and for the approval of the level of fixed penalty notices issued under the Act.

The report listed the Parts and Sections within the Act that were most relevant to Anti-Social Behaviour (ASB) (Parts 1 – 6); listed the formal sanctions contained within the Act; and the proposals arising therefrom.

In relation to the fixed penalty offences and PSPO fixed penalty offences fees, Members queried how the figures had been reached. In response they were advised that the figure was the same as other FPNs already in use across the Council and was therefore equitable.

A non-Committee Member queried to what extent issues raised by other organisations such as Town Councils would be actioned. In response Members were advised that if concerns were raised action would be taken as appropriate.

AGREED that:

- (a) the new powers under the Anti-Social Behaviour, Crime & Policing Act 2014 be noted;
- (b) the scheme of delegation as set out in Appendix One to the report be approved; and
- (c) the fee for a CPN Fixed Penalty Offences and PSPO fixed penalty Offences at £75 with a reduced fee of £40 if paid within 14 days be agreed.

30. EQUALITY AND DIVERSITY

The Committee considered the report presented by the Director – Safety in relation to some of the legal challenges that have been made over the previous year to various local authorities across the country relating to equalities and to give consideration of any lessons that this might have for the Council.

The report set out that the Council had specific statutory duties under the Public Sector Equality Duty of the Equality Act 2010: Members' responsibilities when making decisions; and issues to consider in relation to Members' personal responsibilities. Attached to the report as appendices were a list of some court cases where councils had been required to defend themselves against claims of breaches of the Equality Act; a guide to avoiding judicial reviews; and some cases when councillors thought they were not acting in their capacity as a councillor but had later been determined that they had been.

Members agreed that they were supportive of the principles but were concerned that some of the complaints may turn out to be frivolous or vexatious and that they could be used for political reasons.

AGREED that a Briefing Note be sent to all Councillors giving guidance on the extent of a Councillor's responsibilities under the Equalities Act and raising awareness about the risks to the Council of breaching its equalities duties.

The meeting closed at 7.10 pm

Chairman

NEWARK & SHERWOOD DISTRICT COUNCIL

Minutes of the **SPECIAL HOMES & COMMUNITIES COMMITTEE** held on Wednesday, 7th January 2015 in Room G23, Kelham Hall at 5.30pm.

PRESENT: Councillor R.B. Loughton (Chairman)

Councillors: Mrs B.M. Brooks, G. Brooks, Mrs T. Gurney (Opposition Spokesperson), Mrs S.M. Michael, J. Middleton, A.C. Roberts and B. Wells.

ALSO IN ATTENDANCE: Councillors: P.C. Duncan, J.E. Hamilton, G.P. Handley, R.J. Jackson, M. Shaw, R. Shillito, D. Staples and I. Walker.

31. APOLOGY FOR ABSENCE

An apology for absence was submitted by Councillor D. Thompson.

32. DECLARATION OF INTEREST BY MEMBERS AND OFFICERS AND AS TO THE PARTY WHIP

NOTED: that no Member or Officer declared any interest pursuant to any statutory requirement in any matter discussed or voted upon at the meeting.

33. DECLARATION OF ANY INTENTION TO RECORD THE MEETING

NOTED: that no elected Member, Officer or member of the public declared any intention to record the meeting.

34. NEWARK & SHERWOOD HOUSING MARKET AND NEEDS ASSESSMENT 2014

The Committee received a presentation from David Couttie of David Couttie Associates (DCA) which summarised the findings of the Newark & Sherwood Housing Market and Needs Assessment 2014 and Sub-Area Analysis Report. (Copy attached as Appendix A.) Having considered the presentation, Members commented as follows:

Aging Population

It was noted that the increase in the elderly population should have been anticipated many years before. Previously, the two world wars had had an impact on the number of elderly people and planning for the appropriate housing was now required for an increase in an aged, but more able bodied, population.

Percentage Return of Consultation

Members shared DCAs concern about the low return of consultations but it was noted that experience dictated that this was always around 20% and statistically valid. Mr. Couttie advised that indepth checks of who had responded to the consultation were carried out before the findings were collated and released.

Over/Under Occupation

It was noted that tenants in social housing wished to down size due to the commonly known 'bedroom tax' (Spare Room Subsidy) but were unable to do so as there was insufficient alternative accommodation. Members queried whether the scrapping of this reduction in benefits had been considered during the collation of findings from the consultation.

In response, Mr. Couttie stated that whilst he was in agreement with the policy it had been badly processed. He added that it was not that the Council wished to take away a tenant's property but more so that their needs should be re-assessed to ensure that they continued to live in a property that met their current needs. A Council should not be expected to subsidise tenants who resided in a property that was too large for them. If the flow of stock was increased, the issues surrounding over/under occupation would be lessened.

It was noted that it would be beneficial if new tenancies were for a fixed term and not a 'for life' tenancy with Members suggesting that this may be a way in which the flow of stock could be increased.

Mr. Couttie stated that the problem was a cultural issue adding that no person's requirements remain static over a period of 40 years. He added that the balance of housing stock in new towns was poor, specifically citing Crawley, but that there was little appetite to tackle the problem as it was an extremely sensitive issue.

It was noted that despite previous forecasts the population levels had not decreased. It was also noted that forecasts for these changed every 2 years and that census data was no longer reliable, especially in areas predominantly occupied by ethnic minorities.

Flexibility on Type of Accommodation

It was suggested that there needed to be more flexibility over the type and use of accommodation e.g. flats over shops and granny flats/annexes.

Mr. Couttie responded that to-date the use of over shop dwellings had been unsuccessful as many shop owners did not wish to release potential storage space. In relation to granny flats, he added that these had failed in the 1970's to provide accommodation but there seemed to be an increase in their popularity at present.

Threshold of Affordable Housing

It was noted that Planning Committee received information as to whether a development was in accordance with the affordable housing policy threshold when considering an application. However, often a developer threatened to withdraw their application as they considered it not to be viable if the levels of affordable housing requirements were enforced leading to the development being granted with a reduced level. It was suggested that a significant change was required in order to begin to meet the need of affordable housing in the district. It was also noted that the findings of the consultation could be used to influence Newark and Sherwood Homes policies and that the Council needed more a strategic approach to this matter.

Mr. Couttie advised that it was possible for local authorities to maintain their required levels of affordable housing but in order to do so, all policies and strategies needed to be tighter together with more co-operation between local authorities.

Members expressed concern that the current financial climate did little to effect change in relation to the number of affordable accommodation being built. Mr. Couttie acknowledged this, adding that it was possible that Government priority could change and funding be given to local authorities to being a programme of building but that this would not happen with the existing structure of housing and planning policies.

The Chairman of the Committee thanked Mr. Couttie for his presentation, adding that it was for Members to use the information to influence decision making at the Council via planning and housing policies.

AGREED that the finding of the Newark & Sherwood Housing Market and Needs Assessment (HMNA) 2014 and accompanying Sub-Area Analysis be endorsed.

The meeting closed at 6.50 pm

Chairman

HOMES & COMMUNITIES COMMITTEE REVENUE BUDGET 2015/16 - 2019/20

1.0 Purpose of Report

- 1.1 To inform the Committee of the budget and scales of fees & charges for those areas falling under the remit of the Homes & Communities Committee for 2015/16 and future years.

2.0 Background Information

- 2.1 Business Managers and service budget officers have been working with officers from Financial Services to determine a first draft general fund budget and medium term financial plan. The budgets have been prepared in line with the strategy agreed by Policy & Finance Committee on 18th September 2014.
- 2.2 The Homes & Communities Committee met 9th December to scrutinise the budget and continue to look for ways to achieve further savings in 2015/16 and future years. The budget proposals attached at **Appendix A** have been developed following consideration by the Committee.
- 2.3 It was agreed that Business Managers should continue to work with officers from Financial Services to formulate a final budget for submission to Policy & Finance Committee on 26th February 2015. The current budget proposals are attached at **Appendix A**. A schedule of fees and charges pertaining to Homes & Communities Committee are attached at **Appendix B**.

3.0 Revenue Budget Proposals

- 3.1 The current draft budget shows a reduction in 2015/16. Direct service expenditure including deferred and capital charges, and all central services recharges currently shows an overall decrease of £58,920 against 2014/15 budget, less the superannuation adjustment of £111,850. (see paragraph 3.5.1). When central recharges and capital are excluded this becomes an increase in the budget of £42,800 (2.1% on the comparable base budget).
- 3.2 This budget figure includes an average of 2% inflation on expenditure and income, as approved by the Policy & Finance Committee at its meeting on 18th September 2014. It also assumes a 1% increase in salary and wages costs overall in the 2014/15 initial budget and a further 1% increase for 2015/16. The 2014/15 and 2015/16 combined pay award has since been announced and it is not considered to be significantly different to the original estimates overall.
- 3.3 The budget will be further reduced during the financial year as strategic savings, currently shown centrally 'below the line' are agreed and implemented – this could include savings from leisure commissioning, devolution & service re-design, collaboration and ultimately efficiencies achieved through the move to the new offices later in the medium term financial plan.

3.4 Staffing costs account for approximately 62% of the gross service budget (excluding capital and central recharges) and significant budget savings cannot be achieved without affecting staffing levels.

3.5 Major variances between 2014/15 and 2015/16 are shown below:

3.5.1 It should be noted that the County Council Superannuation fund has changed the method of payment for the back-funded element of pensions – previously this was charged as an additional percentage on top of the basic employers contribution for each employees, however the basic rate is now payable with an annual lump sum payable from below the line. For this committee the superannuation included in the initial budget for 2014/15 which will now be accounted for 'below the line amounts' to £111,850.

3.5.2 The budget for Customer Services includes 2 temporary members of staff with the costs being met from the Change Management budget (reports to Policy Committee). The costs of changes to the grading structure have been built into the base budget for future years.

3.5.3 The budget shows a reduction in the level of grants payable to the CAB service however the rent concession for Keepers Cottage is included in this budget.

3.5.4 The post of Chief Information Officer was formerly charged to the Change Management Reserve within Corporate Management but is now charged directly to ICT.

4.0 Fees and Charges

4.1 The level of fees and charges has been considered by officers within the framework set out in the Corporate Charging Policy. Proposals for increases in fees and charges are attached at **Appendix B** for consideration and recommendation to Policy & Finance Committee on 25th February 2015 and Council on 10th March 2015.

5.0 Conclusions

5.1 It is important that the Committee continues to scrutinise and review its budget in order to achieve additional savings in future years at a time when the Council is facing reducing government grants and other financial pressures.

6.0 RECOMMENDATIONS that:

(a) the final Committee budget as shown at Appendix A be recommended to Policy & Finance Committee at its meeting on 25th February 2015 for inclusion in the overall council budget; and

(b) the scales of fees and charges as shown at Appendix B be recommended to Policy & Finance Committee at its meeting on 25th February 2015 and Council on 10th March 2015.

Reason for Recommendations

To ensure that the final budget proposals for 2015/16 to 2019/20 and level of fees and charges for 2015/16 are recommended to Policy & Finance Committee on 25th February 2015.

Background Papers

Nil

For further information please contact David Dickinson on Extension 5300 or Amanda Wasilewski on Extension 5738.

David Dickinson
Director – Resources

BUDGET SUMMARY
HOMES & COMMUNITIES COMMITTEE

APPENDIX A

CODE	DESCRIPTION	2014/15	2015/16		2016/17	2017/18	2018/19	2019/20
		INITIAL BUDGET	BASE BUDGET	MORE/ (LESS)	BASE BUDGET	BASE BUDGET	BASE BUDGET	BASE BUDGET
A10204	MISCELLANEOUS HOUSING (GF)	356,130	370,360	14,230	370,370	370,380	370,400	370,410
A10212	PRIVATE SECTOR SPEECH CALL	(17,840)	(37,580)	(19,740)	(32,390)	(32,020)	(31,650)	(31,350)
A10213	HOUSING OPTIONS	439,580	431,650	(7,930)	435,410	438,780	442,230	445,280
A10215	STRATEGIC HSG (WAS COMMUNITY)	115,700	116,710	1,010	118,510	119,880	121,200	122,300
A10802	ICT	0	0	0	0	0	0	0
A10804	CASHIERS	0	0	0	0	0	0	0
A10809	CUSTOMER SERVICES	0	0	0	0	0	0	0
A10810	COMMUNICATIONS & CUST SERVICES	151,600	145,770	(5,830)	148,250	150,230	152,250	154,130
A10814	LICENSING ADMIN	10,900	(2,230)	(13,130)	(1,120)	(100)	920	1,780
A10816	COMMUNITY SAFETY	31,820	99,040	67,220	103,580	104,910	106,400	107,400
A10820	LICENSING ENFORCEMENT	0	0	0	0	0	0	0
A10823	ANTI-SOCIAL BEHAVIOUR	99,790	33,390	(66,400)	34,540	35,520	36,510	37,430
A10826	DOMESTIC VIOLENCE	33,640	31,310	(2,330)	41,780	42,250	42,710	43,180
A11126	CCTV	154,130	151,170	(2,960)	153,810	156,260	158,830	161,310
A11607	ENERGY AND HOME SUPPORT	90,000	79,250	(10,750)	80,280	81,170	82,070	82,820
A11921	GRANTS AND CONCESSIONS	156,560	159,190	2,630	149,320	139,440	139,540	139,640
A11923	EMERGENCY PLANNING	82,500	67,740	(14,760)	68,740	69,580	70,460	71,320
A15012	IS RECHARGES	0	0	0	0	0	0	0
A15013	IS NON STOCK RECHARGES	1,020	840	(180)	850	860	870	880
	TOTAL	1,705,530	1,646,610	(58,920)	1,671,930	1,677,140	1,692,740	1,706,530

BUDGET SUMMARY
HOMES & COMMUNITIES COMMITTEE
SUBJECTIVE SUMMARY

APPENDIX A

CODE	DESCRIPTION	2014/15	2015/16	More (Less)	2016/17	2017/18	2018/19	2019/20
		INITIAL BUDGET	BASE BUDGET		BASE BUDGET	BASE BUDGET	BASE BUDGET	BASE BUDGET
111	SALARIES AND WAGES	1,416,390	1,467,340	50,950	1,464,110	1,478,740	1,493,470	1,508,390
113	NATIONAL INSURANCE	93,740	96,310	2,570	96,260	97,220	98,220	99,190
114	SUPERANNUATION	260,620	162,490	(98,130)	161,810	163,420	165,070	166,730
	EMPLOYEE SUB TOTAL	1,770,750	1,726,140	(44,610)	1,722,180	1,739,380	1,756,760	1,774,310
211	REPAIRS AND MAINTENANCE	750	750	0	750	750	750	750
212	ENERGY COSTS	1,480	1,980	500	2,000	2,020	2,040	2,060
213	RENT	22,450	22,710	260	22,710	22,710	22,710	22,710
214	RATES	3,140	3,200	60	3,260	3,330	3,400	3,470
215	WATER SERVICES	0	300	300	300	300	300	300
217	CLEANING AND DOMESTIC	80	80	0	80	80	80	80
219	CONTRIBUTION TO FUNDS	3,300	2,300	(1,000)	2,300	2,300	2,300	2,300
315	CAR ALLOWANCES	17,870	15,900	(1,970)	16,210	16,530	16,860	17,180
411	EQUIPMENT AND FURNITURE	214,280	102,810	(111,470)	108,440	109,280	110,120	110,790
412	MATERIALS	150	100	(50)	100	100	100	100
431	CLOTHING AND UNIFORMS	1,070	1,090	20	1,110	1,130	1,150	1,170
441	GENERAL OFFICE EXPENSES	30,600	30,350	(250)	30,900	31,460	32,040	32,630
451	CONTRACTUAL	32,870	28,080	(4,790)	28,620	29,180	29,740	30,320
452	OTHER SERVICES	92,850	84,470	(8,380)	98,690	99,680	100,700	101,730
461	COMMUNICATIONS AND COMPUTING	96,730	179,820	83,090	180,340	182,360	184,420	186,540
471	STAFF	4,820	4,840	20	4,880	4,930	4,980	5,040
481	GRANTS	153,110	143,110	(10,000)	133,110	123,110	123,110	123,110
482	SUBSCRIPTIONS	3,250	3,310	60	3,330	3,350	3,370	3,390
491	INSURANCE	28,920	35,360	6,440	36,070	36,720	37,410	38,270
492	CONTRIBS TO FUNDS AND PROVISNS	247,040	258,130	11,090	263,100	268,150	273,310	278,580
493	OTHER	99,490	114,010	14,520	114,800	115,610	116,450	117,300
612	OTHER TRANSFER PAYMENTS	39,870	60,220	20,350	60,220	60,220	60,220	60,220
711	ADMIN BUILDINGS	134,920	123,940	(10,980)	125,800	127,440	129,140	130,760
712	CENTRAL DEPARTMENT SUPPORT	527,580	581,810	54,230	590,460	597,600	605,100	609,770
713	CSS MONTHLY PERCENTAGE RECHGS	48,810	23,840	(24,970)	24,270	24,680	25,090	25,530
715	DEPARTMENTAL ADMINISTRATION	7,780	8,380	600	8,520	8,620	8,730	8,810
821	CAPITAL CHARGE	405,370	469,250	63,880	501,650	506,090	516,260	508,550
	RUNNING EXPENSES SUB-TOTAL	2,218,580	2,300,140	81,560	2,362,020	2,377,730	2,409,880	2,421,460
928	RECHARGE NON GF ACCOUNTS	(484,730)	(453,980)	30,750	(450,990)	(455,300)	(460,750)	(462,640)
931	SALES	(110,700)	(114,700)	(4,000)	(114,700)	(114,700)	(114,700)	(114,700)
932	FEES AND CHARGES	(15,100)	(14,600)	500	(14,600)	(14,600)	(14,600)	(14,600)
933	RENTS	(98,210)	(135,110)	(36,900)	(136,080)	(137,070)	(138,080)	(139,110)
938	FEES AND CHARGES	(171,550)	(184,800)	(13,250)	(188,400)	(192,080)	(195,820)	(199,640)
939	OTHER RECEIPTS	(94,090)	(94,420)	(330)	(95,340)	(96,270)	(97,220)	(98,190)
941	INTEREST	(600)	(610)	(10)	(610)	(610)	(610)	(610)
951	RECHARGE GF REV ACCOUNTS	(1,308,820)	(1,381,450)	(72,630)	(1,411,550)	(1,429,340)	(1,452,120)	(1,459,750)
	INCOME SUB-TOTAL	(2,283,800)	(2,379,670)	(95,870)	(2,412,270)	(2,439,970)	(2,473,900)	(2,489,240)
	COMMITTEE TOTAL	1,705,530	1,646,610	(58,920)	1,671,930	1,677,140	1,692,740	1,706,530

APPENDIX B**ADVERTISING RATES FOR VOICE MAGAZINE
HOMES & COMMUNITIES COMMITTEE**

Size	2014/2015 Existing	2015/2016 Proposed
Full page (210mm wide x 295mm deep)	£1,020 + VAT	£1,040 + VAT
½ page (210mm wide x 147.5mm deep)	£612 + VAT	£624 + VAT
¼ page	£357 + VAT	£364 + VAT
Back (Full page dimensions)	£1,275 + VAT	£1,275 + VAT

LICENSING FEES – HOMES AND COMMUNITIES COMMITTEE

	Type of Licence	Relevant Act or Order*	2014/15	2015-16 Proposed	Average Number issued per year	Duration
1	Hypnotism – Grant	Ref 001	£45	£46	0	Occasional for specific dates
2	Sex Establishment – Grant/Renewal	Ref 002	£3540	£3540	0	Up to 1 year
3	(a) Hackney Carriage	Ref 003	£204	£208		Annual
	(b) Private Hire Vehicle –	Ref 003	£158	£160		Annual
	(c) Ambulance Vehicles	Ref 003	£87	£90		Annual
	(d) Hackney Carriage/Private Hire Drivers	Ref 003	£92	£94		Annual then 3 years on renewal
	(e) Hackney Carriage/Private Hire Drivers Licence (persons over 65 years)	Ref 003	£31	£32		Annual
	(f) Ambulance Drivers	Ref 003	£61	£63		Annual then 3 years on renewal
	(g) Ambulance Drivers over 65	Ref 003	£21	£22		Annual
	(h) Private Hire Operators	Ref 003				3 years
	(i) Basic		£143	£145		
	(ii) plus per vehicle		£26	£27		
	(i) Ambulance Operators	Ref 003				3 years
	(i) Basic		£138	£140		
	(ii) Plus per Vehicle Plates		£16	£17		
	(j) Knowledge Test	Ref 003	£36	£37		One Off
	(k) Drivers Test	Ref 003	£36	£37		One Off
	(l) Replacement Badge	Ref 003	£16	£16		One Off
	(m) Replacement Plate	Ref 003	£39	£39		
(n) Transfer of Plate (No replacement plate to be issued)	Ref 003	£41	£42		One Off	
(o) Temporary Plate/ Transfer of Plate (including Plates and magnetic roundals)	Ref 003	£82	£83		One Off	
(p) Temporary Plate/Transfer of Plate (including Plates and stick on roundals)	Ref 003	£69	£70		One Off	
(q) Temporary & Permanent Magnetic Roundels	Ref 003	£16	£16		One Off	
(r) Additional stick on Roundels	Ref 003	£8	£8		One Off	

1	The Authority has the discretion to charge a reasonable fee. The increase is approximately 2%
2	The Authority has the discretion to charge a reasonable fee – There are currently no such premises within the District
3	The Authority may charge such fees for the grant of licences so as to recover the cost of services. The fees have increased by approximately 2%. Comparisons have been made with other Nottinghamshire local authority fees. Temporary Plate/Transfer of vehicle licence has been increased over recent years to more realistically reflect the actual cost of providing the plate etc and administration work involved.

Gambling Act 2005 – Discretionary Fees

These fees are set at the discretion of the local Authority within a framework on minimum and maximums set in statutory regulations.

No changes are proposed for these fees.

	BINGO	ADULT GAMING CENTRE	FAMILY ENTERTAINMENT CENTRE	BETTING PREMISES (ex tracks)	BETTING ON TRACK
Transitional Fast Track Application	£200	£200	£200	£200	£200
Transitional non-fast track Application	£800	£800	£800	£800	£800
New application	£943	£943	£943	£943	£943
Application for reinstatement of licence	£500	£500	£500	£500	£500
Application for provisional statement	£943	£943	£943	£943	£943
Application to convert provisional statement	£600	£600	£600	£600	£600
Application to Vary licence	£800	£800	£800	£1000	£1000
Application to transfer licence	£33	£33	£33	£33	£33
Notification of Change	£51	£51	£51	£51	£51
Copy of Licence	£16	£16	£16	£16	£16
Annual Fee	£475	£475	£475	£475	£475

Gambling Act 2005 Fees set by Statute

Permit		Fee	Comments
Family Entertainment Centre	Transitional	£100	
	New	£300	
	Renewal	£300	
	Change of Name	£25	
	Copy Permit	£15	
<u>Prize Gaming Permits</u>	Transitional	£100	
	New	£300	
	Renewal	£300	
	Change of Name	£25	
	Copy Permit	£15	
<u>Gaming Machines in Alcohol Licensed Premises</u>	Notification of up to 2 machines	£50	
	Gaming machine permit for more than 2 – existing operator	£100	
	Gaming machine permit for more than 2 – new operator	£150	
	Variation (number of category)	£100	
	Transfer	£25	
	Annual Fee	£50	
	Change of Name	£25	
Copy of Permit	£15		
<u>Club Gaming and Club Machine Permits</u>	Existing Operators (transition)	£100	
	New Application	£200	
	Renewal	£200	
	Variation	£100	
	Annual Fee	£50	
	Copy of Permit	£15	
Temporary Use Notice		£100	
Small Society Lottery	Exempt Lotteries – Registration Fee	£40	
	Exempt Lotteries – Annual Fee	£20	

Licensing Act 2003 – Fees Set by Statute

<u>Type of licence</u>	<u>Current Fee</u>	<u>Comments</u>
Premises Licence - Application	Variable	The fee payable depends on the rateable value of the premises which are prescribed/set nationally.
Premises Licence – Annual Fee	Variable	The fee payable depends on the rateable value of the premises which are prescribed/set nationally.
Premises Licence –Additional Fee for Large Events	Variable	The fee payable depends on the rateable value of the premises which are prescribed/set nationally.
Premises Licence – Full Variation	Variable	The fee payable depends on the rateable value of the premises which are prescribed/set nationally.
Premises Licence –Minor Variation	£89	
Personal Licence	£37	
Temporary event Notice	£21	
	£40	
	£20	

There are currently no proposals by Government to increase the fees in 2013/14

NEWARK AND SHERWOOD HOMES - DELIVERY PLAN

1.0 Purpose of Report

- 1.1 To seek approval from the Committee for the adoption of the Annual Delivery Plan with Newark and Sherwood Homes for the financial year covering 2015/16, attached as Appendix A.

2.0 Background Information

- 2.1 The Management Agreement is the overarching legal agreement between the Council and Newark and Sherwood Homes and one of its requirements is that an Annual Delivery Plan is formulated and agreed.
- 2.2 The purpose of the Delivery Plan is to set and guide the main activities, standards or targets of the company's operations for each financial year, set against the Council's strategic priorities, its housing vision and outcomes and the need to sustain a viable HRA Business Plan. It states in Schedule 6 of the Management Agreements that:

The Annual Delivery Plan will dovetail with the HRA Business Plan and will cover:

- *Housing Vision and Outcomes*
 - *Company Governance*
 - *Service delivery*
 - *Procurement and Capital programme*
 - *Finance*
 - *Resources*
 - *Performance Management and regulation*
- 2.3 The Delivery Plan is underpinned by Newark and Sherwood Homes own Business Plan. This sets out the Company's strategic vision, objectives and core values and outlines the tasks, targets and resources which ensure delivery. Their Business Plan identifies priorities for action and expected outcomes, being used as a live document to stretch Newark and Sherwood Homes to deliver its vision.
- 2.4 The current Delivery Plan covering the financial year 2014/15, which was the first under the new Management Agreement with Newark & Sherwood Homes, expires on 31st March 2015.

3.0 Proposal

- 3.1 As noted in 2.4 above, the current Delivery Plan expires at the end of March 2015. Included in the proposed Delivery plan for the following year, there is a progress report (starting at page 19 of the report) which details the advancements made against specific tasks that were set to be achieved by the Company during 2014/15.

3.2 The draft Delivery plan for 2015/16, in setting out the Company's key activities for that year reflects the Council's strategic priorities and work streams such as:

- supporting the Council's housing growth strategy;
- the relocation to new offices from Kelham Hall;
- managing the withdrawal of the Supporting People funding from Nottinghamshire County Council;
- supporting the Council in its review of the housing allocation policy;
- reviewing the Company's Board and role of Chairman;
- implementing the outcomes from the review of tenant participation; and
- actively exploring and identifying further potential for shared support services to deliver greater synergy, resilience and efficiencies etc.;

all the above are in addition to delivering the housing services required under the Management Agreement and measured against the agreed key performance indicators. The key performance indicators are also detailed in the draft Delivery Plan at Appendix B.

4.0 Equalities Implications

4.1 The equalities implications involved in issues such as the housing growth strategy, review of the housing allocations policy, withdrawal of supporting people funding and the move to new offices have been fully taken into account and recorded as part of those separate projects and reports on these matters. There may be equalities implications in terms of impact upon persons with protected characteristics arising from the review of the Company's Board and tenant participation review and the Council and Newark and Sherwood Homes will need to assess these fully as part of those separate projects before decisions are taken or policies altered.

5.0 Impact on Budget/Policy Framework

5.1 The formulation of the Annual Delivery Plan is an integral document to ensure the effective delivery of the Management Agreement and to sustain a viable Housing Revenue Account Business Plan, influencing the HRA's capital and revenue budgets.

6.0 RECOMMENDATION

That the 2015/16 Annual Delivery Plan for the Council's housing company, Newark and Sherwood Homes be approved and implemented.

Reason for Recommendation

To comply with the new management agreement between the Council and its housing company.

Background Papers

Management Agreement between the Council and Newark & Sherwood Homes (2013)
Appendices to the Draft Delivery Plan

For further information please contact Karen White on Ext 5240

Karen White
Director – Safety



Our vision is
"to deliver excellent Housing Services"

DELIVERY PLAN 2015/16

Newark and Sherwood Homes Limited



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1. Introduction

1.1 The Delivery Plan is an annual plan formulated to detail the main activities, targets or standards which will guide NSH's operation under the provisions of the Management Agreement for the next financial year; this is the 2015/16 plan.

1.2 The Annual Delivery Plan is required to dovetail with the Housing Revenue Account Business Plan (HRABP) and to cover:

Vision and Outcomes
Governance
Service Delivery
Procurement and Capital Programme
Finance
Resources
Performance Management and Regulation

1.3 The plan activities, standards and targets have been updated where required, to reflect and respond to changes impacting on delivery.

1.4 A list of this evidence and data used to inform the changes in this 2015/16 Plan is provided at **Appendix A**. Section 9 provides contact details to request any information.

1.5 **Appendix B** provides a position statement on delivery of the activities and performance indicators in the 2014/15 Delivery Plan.

1.6 The main body of the plan focuses on the 2015/16 year and is structured with one section covering each of the above required areas. It has been formulated to take account of the HRABP, the Management Agreement, Company Constitution and Overarching Service Level Agreement.

1.7 The activities of the Company in providing the housing services required under the Management Agreement will be delivered in accordance with Schedule 1 of the Management Agreement and the key performance indicators and targets set therein.

1.8 This plan provides a strategic overview and the key activities, targets and actions.

1.9 Separate documents related to this Annual Delivery Plan are:

Annual Action Plans
Key Performance Indicators
Service Fee
Works Fee

Annual Procurement Plan
Asset Management Strategy
Asset Management Programme.

- 1.10 The Management Agreement dated October 2013 between the Council and the Company provides the overall context for the plan, its structure and contents.

2. **Vision and Outcomes**

Standards and Targets

- 2.1 The Council's outcomes guide the strategic direction of the Company; to support the delivery of standard outlined by the Council's Strategic Housing Vision:

"To maintain the Council's housing stock to a decent standard, ensuring that it is fit for purpose to meet the needs of current and future tenants, delivering excellent housing services that offer good value for money, inclusive involvement and achieve tenant satisfaction, set against sustaining a viable Housing Revenue Account Business Plan that can deliver the wider associated strategic priorities and objectives of the Council"

- 2.2 The Council's Strategic Housing Vision has 5 outcomes; the individual sections of the plan outline the activities, targets or standards that will guide the Company operation to deliver these.

Outcome 1: Standards
Delivery of the core business to manage and maintain the Council's housing stock to the required standards, within the Management Fee set, ensuring the stock remains fit for purpose.
Outcome 2: Involvement
Tenant involvement and satisfaction drive the operations of the Company and maintain the delivery of excellent housing services.
Outcome 3: Income
Income collection is maximised and efficiencies are generated to ensure the sustained viability of the Housing Revenue Account Business Plan.
Outcome 4: Housing Need
Support the Council to meet the housing needs of the district's residents set against the area's demographic and socio-economic profile through housing growth and regeneration.

Outcome 5: Growth

Expansion into other business areas through innovation and entrepreneurialism to attract inward investment to enhance services to tenants, the properties and neighbourhoods they live in, deliver the Council's strategic priorities and sustain a viable Housing Revenue Account Business Plan.

2.3 The Council's Strategic Housing Vision outcomes inform and influence the following three core aspects underpinning how the Company operates and delivers:

i) Company Vision:

- ❖ *to deliver excellent housing services*

ii) Company Objectives:

- ❖ To deliver high quality and improving performance in customer satisfaction and all areas of service provision.
- ❖ To provide efficient and effective investment and service solutions targeted to meet local need and deliver sustainable Homes and Communities in the future.
- ❖ To maintain and manage a sustainable and viable financial business plan.
- ❖ To productively deliver growth to meet the Company's and Council's objectives.

2.4 The first objective has been updated moving away from audit commission terminology of upper quartile to a more readily understood terminology of high quality.

2.5 The fourth is an additional objective approved by the Board to direct activity to support the Council's Housing Growth Strategy adopted in July 2014.

iii) Company Core Values:

- ❖ Customers First
- ❖ Valuing Everyone
- ❖ Delivering Excellence
- ❖ Continuous Improvement and Value for Money
- ❖ Sharing Information

2.6 The plan in each section as appropriate advises of any changes considered to impact on 2015/16 delivery and key activities for the year. These key activities form the Annual Action Plan for the 2015/16 year. Where an activity is marked with an Asterix (*) it is related to more than one section, but is not repeated to avoid duplication.

2.7 A key change impacting on the 2015/16 Plan is:

- the Council's adoption of its Housing Growth Strategy with a related requirement for officers to consider mechanisms to deliver growth.

Activities for 2015/16 onwards

- ✓ Progress and resource delivery mechanisms to support the Council's housing growth strategy and regeneration activities, i.e. Neighbourhood Study*
- ✓ Work with existing providers to support needs of vulnerable tenants linked to withdrawal of Nottinghamshire County Council Supporting People funding.
- ✓ Support the Council to progress and deliver new models of housing support, such as that associated with Nottinghamshire County Councils Extra Care programme and younger adults with learning disabilities.
- ✓ Review the age designation of supported accommodation and the link to the housing support charge, in the context of: the Council's Allocation Scheme and tenancy agreement; meeting housing need and demand; and the associated risks with any such review e.g. impact upon RTB.

3. Governance

Standards or Targets

3.1 The Company operates comprehensive standards to facilitate robust governance incorporating:

A Strategic Framework: setting out key documents that shape the activities of the Company.

Governance Guide: sets out the standards of operation of the Board as whole and individual Directors of the Board. Details the role of the Board as:

The Board's central role is to direct the organisation's work - that is to determine strategic direction, deliver the terms of the management agreement, and approve overall expenditure and policies.

The Board should:

- Set the Vision – where does the organisation want to operate or what does the organisation want to do.
- Set the Objectives - the stages for reaching the Vision.
- Define the strategy – the details of how the organisation will deliver the Objectives.
- Define the Core Values – how should the organisation act and behave.

Management, that is the implementation, of the above, should be delegated to paid staff.

3.2 Key changes in the year which have informed activities for 2015/16 have been:

- the implementation of governance to support delivery of the new Management Agreement,
- the retirement of the Board chairman
- the implementation of the Board annual review using the Langland's Good Governance Standard for public services self-assessment and resolutions of Council Policy Committee advised to the Company.

Activities for 2015/16 onwards

- ✓ Continuation of progression of implementation of electronic governance to be completed by end of 2016/17.*
- ✓ Undertake the Board annual review including consideration of the Board's composition and the role of the Chairman and make recommendations to the Council on possible changes.

4. Service Delivery

Standards or Targets

4.1 Service delivery standards are informed by:

Local Service Standards as required by HCA consumer standards: determined in consultation with tenants to shape service delivery. These are reported on to tenants in an annual report.

Objectives: the nature of the tasks and targets are set for the service to reflect the Council's and the Company strategic objectives. The objectives maintain the focus for the financial viability of the Company along with high performance and satisfaction.

External Measure and Scrutiny: this includes externally validated Benchmarked service standard and costs, ISO 9001 Quality Management System Accreditation, Royal Society of Prevention of Accidents (RoSPA) Gold Accreditation, and Customer Service Excellence Accreditation. These external mechanisms are a vital and cost efficient way for the Company to maintain and continuously improve standards.

Professional Trained Staff: service delivery is determined by the performance and effectiveness of staff an integral part of enabling and supporting staff is the Company's Investors in People Gold Accreditation which supports the Company's culture determined by core values.

Involvement and Engagement of Tenants and Service User: the Company will continue to maintain comprehensive opportunities for tenants to access and influence the service and provides funding to support this. 2015/16 will see the implementation of the outcomes of the review of tenant participation being delivered in the 2014/15 Plan

Tenants Panel: the Panel has role of scrutinising the activities of the Company and is the final stage in the Company complaints procedure. Activity of the Panel is publically reported to the Company AGM and it is intended that the Panel also provide an annual report to the Council.

Housing Performance Framework: This will cover the core activities of the Company set against the Management Agreement and HRA BP.

4.2 These standards overall remain unchanged, a review of the local services standards has been completed and the review of tenant involvement is ongoing.

4.3 Key changes impacting on the Company and informing activities for 2015/16 are:

- Delivery of efficiency requirement in the Management Fee
- Welfare Reform – digital service delivery
- Relocation from Kelham Hall
- Anti-Social Behaviour, Crime and Police Act 2014
- Implementation of Automated HB services.

- 4.4 To respond to these impacts activities are being developed and focused in 2015/16 to progress changes to service delivery which support the promotion of electronic and digital service delivery.

Activities for 2015/16 onwards:

- ✓ Progression of support for and promotion of use of mechanism for electronic payment of rent and other charges as preferred payment method*
- ✓ Progression of a preference to provide services digitally / electronically*
- ✓ Progression of a preference to provide services on a Self Service basis*
- ✓ Progression of access to services digitally to support and align service access to the implementation of Welfare Reform*
- ✓ Continuation of management of the withdrawal of Nottinghamshire County Council Supporting People funding and subsequent service remodelling in liaison with the Council.
- ✓ Liaison with the Council to provide a coordinated approach and consider options to support the channel shift and access to services across the district
- ✓ In liaison with the Council review of Council policies in delivery of ASB and improve coordination across the Company, Council and with other agencies to remove duplication and link to the Council's community safety commissioning project including the requirements of the Crime and Policing Act 2014.
- ✓ Implement the outcomes from the review of tenant participation and report these to the Council.
- ✓ Liaison with the Council to provide a co-ordinated approach and preparation for the relocation to new offices from Kelham Hall.

5. Procurement and Capital Programme

Standards or Targets

- 5.1 The Company delivers a Capital Programme for the Council to maintain its housing stock:
- to the agreed Decent Homes investment standard 2014
 - to maintain an asset base to support a viable Housing Revenue Account Business Plan (HRABP).

- 5.2 *The Capital Programme* is therefore set within the long term view determined in accord with the approved Council's Asset Management Strategy 2014 (AMS). The elements of investment required to be delivered annually are detailed in the Asset Management Programme (AMP). This is reviewed annually to maintain a five year rolling programme.
- 5.3 *Effective procurement* of the Capital Programme requires a robust approach to procurement and asset management in terms of delivery and offering best value for money.
- 5.4 *Tenant involvement* is, and will remain, integrated in the Company's processes through input in standards and practices to involvement in commissioning and awarding contracts.
- 5.5 *Efficiency and income* maximisation through effective procurement maximises resources available to maintain the Council's HRABP. The Company undertakes modelling, analysis and review to contribute to the management of the HRABP with the Council. The Company Self-Financing Prospectus identifies that prudent growth increases the viability of the plan and therefore best supports the delivery of housing need, all other things being constant. As the Council considers meeting housing need through growth and regeneration where appropriate, the Company will support the delivery of the Council's strategic approach to this.
- 5.6 *Effective asset management* to support the council's growth priorities. This includes proactive reviewing of land, communal and general sites as well as individual properties and reviewing individual property and land use.
- 5.7 Key changes impacting on procurement and the Capital Programme informing activities for 2015/16 include:
- E-procurement requirements by 2018
 - New regulation and legislation requirements for Legionella
 - Increased demand for off street parking related to preference as opposed to a specific need such as health or health & safety.

Activities for 2015/16 onwards

- ✓ Procurement practices are delivered in accordance with the requirements of the new EU Procurement Directive 2014*
- ✓ procurement sharing opportunities with the Council, other public bodies and councils and other housing organisations are maximised*

- ✓ Implement Legionella assessment surveys over a five year programme with related Capital Investment Programme
- ✓ Develop options of how additional parking could be provided and funded, which is over and above a property sustainability or health & safety landlord responsibility.

6. **Finance**

Standards and Target

- 6.1 Our approaches are guided by:
- 6.2 *Transparency*: Newark and Sherwood Homes will continue to operate mechanisms that ensure robust financial practices that are open and transparent and will only apply rules of confidentiality in terms of personal data or business or commercial sensitivity. This transparency includes the publication of payments to suppliers greater than £500.
- 6.3 *Assurance and fiscal control*: this is supported by the Company's commitment to employ a company accountant to provide assurance of this practice and to maintain wider measures to ensure fiscal control is maintained. These include:
- External Audit*
 - Internal Audit programme*
 - Specific financial controls and procedures*
 - Financial Conduct Services*
- 6.4 *Efficiency and inward investment* support the Company's financial viability and the priorities of the HRABP. To guide the delivery of the efficiency requirement of the Management Fee, the Company has an *Efficiency Strategy* which outlines the Company approach and prioritises activities to deliver efficiency and inward investment.
- 6.5 Key changes impacting on the standards and targets which inform activities for 2015/16 are:
- Onward rollout of Welfare Reform and related digital service delivery
 - Withdrawal of services by other providers e.g. County Council
 - Adoption of the Council Housing Growth Strategy
 - Care Act
 - Housing Ombudsman implementation
 - Financial Conduct Services regulatory changes

Activities for 2015/16 onwards

- ✓ Options for de-pooling of services charges included in the rental charge are developed to consider enhanced tenant service choice and HRABP viability.

7. Resources

Standards and Targets

- 7.1 To maximise resources available to the Company our approach includes:

A suite of Human Resources policies including: robust job descriptions, person specifications, job evaluation and recruitment and selection processes to attract and retain the best experience and skilled employees.

Use of *technology* and *systems* to underpin agile working.

Cultural and Performance requirements for all employees and Directors of the Board to meet agreed high quality.

External assessment and accreditation mechanism: Investors in People, ROSPA, ISO9001 Quality Management Standard, Customer Service Excellence, Langland's Good Governance in Public Services Standard.

Joint working, collaboration and procurement to deliver efficiency.

- 7.2 Key changes in the year impacting on activities in 2015/16 are:

- Creation of a shared HR service with the Council
- Decision to leave Kelham Hall.

Activities for 2015/16 onwards

- ✓ Continuation of E-project to support agile working*
- ✓ To actively explore and identify further services to review that have potential for shared services with the Council and other bodies to deliver greater synergy, resilience and efficiency and reduce areas of duplication.

8. Performance Management and Regulation

Standards and Targets

- 8.1 Our approach to performance management and regulation is comprehensive and includes both internal and external mechanisms:
- 8.2 These processes combined are comprehensive and resilient to provide the opportunity for openness, transparency and timely intervention and support where required.
- 8.3 External activities undertaken by different parties are detailed in the following table**:

Tenants and the Public	Council as Shareholder	External Authority or Body
Tenant Panel Tenants Panel Report Monitoring Groups Complaints Local Service Standards Tenants Annual Report Tenant Recognition Award for staff	Regular liaison Meetings Quarterly Reporting Assurance Report Annual Delivery Plan Annual Procurement Plan Annual Action Plan Key Performance Indicators Annual Benchmarking Annual Tenant Panel liaison	External Audit Housemark Bench Mark Investors in People Customer Service Excellence ISO quality Management System RoSPA Gas Safe NICEIC (National Inspection Council for Electrical Installation Contractors) STAR tenant satisfaction survey Financial Services Authority Companies House CIPFA

**changes may occur from the review of tenant participation this year which will amend how scrutiny, monitoring and influence of tenants is undertaken in 2015/16.

- 8.4 A schedule of performance indicators have been determined to be monitored by the Council. These will be forwarded to the Council by the Company to agreed timelines.
- 8.5 To facilitate internal performance management and deliver the requirements of external scrutiny, NSH has comprehensive internal performance mechanisms. These are set to meet clearly defined expectations and requirements in delivering the Company Vision, Objectives and Core Values and include:

- ❖ Performance Management Framework
- ❖ Employee performance one to one meetings
- ❖ Annual Review of the Board
- ❖ Director of the Board appraisal
- ❖ Staff Development Interviews
- ❖ Touch base meetings
- ❖ Team meetings/ tool box talks
- ❖ Back to the Track for senior management
- ❖ Staff Satisfaction Survey
- ❖ Board Excellence Awards
- ❖ Face to Face meetings with the Chief Executive
- ❖ Staff Recognition Awards
- ❖ Staff Conference
- ❖ Corporate Training

8.6 Where the Company commissions, services or supports third party bodies, all activities are performance managed through appropriate mechanisms such as the Federation of Tenants' and Residents' Association Business Plan, Contracts, or Service Level Agreements.

8.7 Key changes to impacting on the standards and targets influencing activities for 2015/16 are:

- Welfare Reform
- Efficiency requirement of the Management Fee
- Review of tenant influence and influence in shaping service delivery
- Tenant's awareness from STAR survey of ability to influence the service.

Activities for 2015/16 onwards

- ✓ Enhancing communication to raise awareness of how tenants influence the Company and the services it provides*

9. Summary

9.1 Sections 2 to 8 of this Plan capture the activities standards or targets that will guide NSH's operation in 2015/16 to deliver the requirements of the Management Agreement.

9.2 Any document referred to in this plan is available by contacting Newark Sherwood Homes' Executive and Company Support Service via NSH.ECSS@nshomes.co.uk or by contacting 01636 655900.

Evidence and information

- Management Agreement
- Newark and Sherwood Homes Strategic Framework
- House Mark Benchmarking
- STAR Satisfaction Survey
- Local Service Standards
- Council's Housing Growth Strategy

Final Draft

Appendix B

Performance

Performance Indicators	August 2014 Target	August 2014 Outturn	2014/15 Annual Target	Expected Annual Outturn	Proposed 2015/16 Target
Income					
% of rent collected from current tenants as a % of rent owed	96.25%	98.35%	96.25%	96.25%	96.25%
Amount of current arrears as a % of annual rent debit	6.50%	1.54%	6.50%	2.90%	6.50%
% of rent loss through dwellings being vacant	2%	0.52%	2%	0.70%	2%
Former tenant arrears as a % of annual rent debit	8%	1.98%	0.50%	0.50%	0.50%
% of current leaseholder arrears	0.030%	0.015%	0.025%	0.005%	0.025%
% of rent arrears written off	0%	0.23%	0.65%	0.50%	0.65%
% of supported housing tenants in support charge arrears	No Target	Reported from Nov 14	29%	29%	6.50%
Right to Buy					
Number of RTB sales	10	7	30	18	25
Average RTB value	No Target	£90,000	No Target	£87,333	No Target
Average RTB discount	No Target	£35,150	No Target	£45,195	No Target
Asset Management					
% of properties meeting the Decent Homes standard	100%	100%	100%	100%	100%
% split between responsive repairs (revenue) and Asset Investment Programme (capital)	27.55%	29.34%	30%	35%	30%
Welfare Reform					
% of general needs tenants under occupying	No Target	16.30%	No Target	16%	15.8%
% of general needs tenants under occupying and in arrears	9%	7.50%	8.5%	8.75%	9%
% of tenancies paying by Direct Debit**	60%	38%	60%	60%	70%
Number of general needs tenants in receipt of housing benefit (Universal Credit)	No Target	1722	No Target	No Target	No Target
Number of supported housing tenants in receipt of housing benefit (Universal Credit)	No Target	1565	No Target	No Target	No Target
Customer					
% of general needs tenants satisfied with the quality of their home	No Target	Annual	No Target	84.5%	84.5%
% of supported housing tenants satisfied with the quality of their home	No Target	Annual	No Target	92.7%	92.7%
% of general needs tenants satisfied with the responsive repairs service	No Target	Quarterly	No Target	76%	76%
% of supported housing tenants satisfied with the responsive repairs service	No Target	Quarterly	No Target	91%	91%
% of tenants satisfied with supported housing services	No Target	Annual	No Target	90%	90%
% of general needs tenants satisfied with landlord / overall service	No Target	Annual	No Target	85%	85%

Performance Indicators	August 2014 Target	August 2014 Outturn	2014/15 Annual Target	Expected Annual Outturn	Proposed 2015/16 Target
% of supported housing tenants satisfied with landlord / overall service	No Target	Annual	No Target	90%	90%
% of general needs tenants satisfied with the neighbourhood	No Target	Annual	No Target	80.3%	80.3%
% of supported housing tenants satisfied with the neighbourhood	No Target	Annual	No Target	90.8%	90.8%
% of properties in low demand	8%	3.00%	8%	8%	4%
Complaints received referred to Tenant Panel and / or Housing Ombudsman	1	1	4	4	4
Sustainability					
Inward investment achieved	£50,000	£223,600	£400,000	£384,000	£400,000
Efficiency delivery achieved (as specified in the Management Agreement)	1%	2%	3%	3%	3%
Revenue spend for management and maintenance costs against budget	£2,588,203	£2,989,551	£8,968,000	£8,968,000	TBA
Level of reserves	No Target	£781,270	No Target	No Target	No Target
Finance available for growth (e.g. use of RTB receipts, reserves (year end position), debt cap)	No Target	£12.4M	No Target	No Target	No Target
Change in NSH Stock Size	No Target	4	No Target	No Target	No Target
Change in NSDC Stock Size	No Target	5432	No Target	5439	No Target

Action Plan 2014/15 – Progress Report

Task	Progress @ September 2014	Overall Completion Date and position statement.	Evidence/Future Reporting.
<p>Implement electronic governance. Progressing to a process of full electronic working over a period of three years. Allowing appropriate skills, knowledge and support to be developed.</p>	<p>Support provided to those Directors of the Board currently online re access, password security and liaising with HR to identify appropriate IT training (ECDL style) to be progressed.</p>	<p>Completion Date: 2016/17. Task is on target.</p>	<p>Lap tops in operation. Vasco tokens in operation.</p>
<p>Undertake a review of the Langland's Good Governance for Public Services Self-assessment.</p>	<p>Self -assessment completed and actions identified by Board. Actions to be progressed considered at September meeting of Human Resources and Audit Committee. Recommendation made to the Board in October. Board considered recommendations of Policy committee to inform and be included within the Board annual review reporting to the board in October 2014.</p>	<p>Completion Date: 2014/15. Task is on target</p>	<p>Reported to Company Human Resources and Audit Committee - 18TH September 2014 Considered at Council Policy Committee 18th September 2014. Report to Company Board October 2014.</p>
<p>E-project covering: website review, system interfaces, Integrated Housing Management System Module Review, system upgrades, De-clutter, Customer Satisfaction Mechanism,</p>	<p>All projects progressing.</p>	<p>Completion Date: 2016/17. Task is on target</p>	<p>Work commissioned, Projects progressed.</p>

Task	Progress @ September 2014	Overall Completion Date and position statement.	Evidence/Future Reporting.
<p>Interrelated Housing Management File system, Case Management system review, Performance Management system review, Mobile Technology review to support enhanced work scheduling and mobile working.</p>			
<p>To improve the responsive repairs performance to seek to achieve upper quartile performance.</p>	<p>Repairs has continued to show a positive performance trend into the new financial year and the performance levels for all but 2 of the responsive repairs performance indicators are now consistently being delivered to target and within the upper quartile. Focus is now on the achievement of repairs right fist time and will result in improvements in relation to those performance indicators not currently achieving upper quartile.</p> <p>Shared HR services implemented.</p> <p>Approach agreed to commission external input to the areas of synergy that can be established in customer service.</p>	<p>Completion Date: 2014/15. Task is on target</p>	<p>Performance - information circulated to Board and Councillors</p>
<p>To actively explore the potential of shared support services with the Council to reduce areas of duplication and minimise overhead costs.</p>	<p>Shared HR services implemented.</p> <p>Approach agreed to commission external input to the areas of synergy that can be established in customer service.</p>	<p>Completion Date: 2014/15. Task is on target</p>	<p>Service in Operation Future report to Board and appropriate Council meetings concerning Customer service options.</p>
<p>Undertake a review of tenant influence and integration in shaping service delivery, and within that the role, funding and effectiveness of all current mechanisms such as monitoring groups, tenants and residents</p>	<p>Key stakeholders have been engaged and are supportive of proposals. Meeting with involved tenants in early October to explore potential future options. Proposals to be tabled at January Board for consideration and implementation through the spring</p>	<p>Completion Date: 2014/15. Task is on target</p>	<p>Report to be considered at Company Board and Council Homes and communities committee.</p>

Task	Progress @ September 2014	Overall Completion Date and position statement.	Evidence/Future Reporting.
<p>associations, Federation of Tenants' and Residents' Association.</p>			
<p>Maintenance of external accreditations.</p>	<p>The Company has been successfully in maintaining the external accreditations due during April – Aug 2014. Work is on track for the annual review for Customer Service Excellence which will be undertaken later in the year.</p>	<p>Completion Date: 2016/17. Task is on target</p>	<p>ROSPA Gold awarded in April 2014, ISO Quality management System Review undertaken April 2014, Customer Service Excellence Award Review due Nov 2014.</p>
<p>Assessment of the value of progressing and accreditation for Investors in Excellence to support strengthening the Company culture.</p>	<p>Completed.</p>	<p>Completion Date: 2014/15. Task is Completed.</p>	<p>To be launched at Company Staff conferences to support ongoing culture development.</p>
<p>Set targets to maintain and achieve upper quartile performance in all other areas of service delivery.</p>	<p>Completed.</p>	<p>Completion Date: 2014/15. Task is Completed.</p>	<p>Performance indicators forwarded to Housing Strategy Manager.</p>
<p>Support the Council in its strategic approach to growth.</p>	<p>The Company continues to work with the Council to support its strategic approach to growth. This includes the financial contribution and project management of the HCA 2015-18 Affordable Housing Programme.</p>	<p>Completion Date: 2014/15. Task is on target.</p>	<p>Delivery of site at Bilsthorpe on schedule Successful submission of HCA 15- 18 Bid</p>

Task	Progress @ September 2014	Overall Completion Date and position statement.	Evidence/Future Reporting.
<p>Ensure that the Company's procurement approach set against market conditions secures maximum value for each pound spent.</p>	<p>Work continues to develop the Company procurement practices focused on achieving value for money.</p> <p>The Procurement Documentation guidance has been implemented and the Company is considering e –procurement options.</p>	<p>Completion Date: 2014/15.</p> <p>Task is on target.</p>	<p>Successful Submission of HRA expression for additional borrowing</p> <p>Membership of efficiency East Midlands – yielding efficiencies in excess of £1m through collaborative purchasing on behalf of a membership that collectively manages a housing stock in excess of 150,000 units across the East Midlands.</p>
<p>Identify those properties within the housing stock at high risk of flooding and undertake a programme of property level protection measures.</p>	<p>Properties have been identified at Potwell Close, Southwell and contractors commenced work at the end of August 2014. Approach to flood barriers agreed September 2014. Works anticipated to be completed by end November 2014</p>	<p>Completion Date: 2014/15.</p> <p>Task is on target.</p>	<p>Following the flooding in July 2013 work was undertaken to establish any properties within the housing stock with a foreseeable risk of future flooding. This exercise was based upon historic data and identified 18</p>

Task	Progress @ September 2014	Overall Completion Date and position statement.	Evidence/Future Reporting.
<p>Develop a joint approach with the Council to manage the withdrawal of NCC funding towards supported accommodation.</p>	<p>Report to September SHLP identified option to be pursued as the provision of intensive housing management services, which are eligible for housing benefit where the tenant is in receipt, to sustain the tenancies of the vulnerable client group at Vale View.</p>	<p>Completion Date: 2014/15. Task is on target.</p>	<p>properties at Potwell Close, Southwell. A specification was developed to undertake flood remediation works to reduce the risk of future flooding to these properties. £30k was agreed in the Council's Capital programme for delivery of these works. Works were tendered in July 2014 and commenced on site August 2014. Completion on site is due by the end of November 2014 on schedule to agreed specification.</p> <p>Reports to SHLP, Future reports to Company Board and Councils meetings.</p>

Task	Progress @ September 2014	Overall Completion Date and position statement.	Evidence/Future Reporting.
<p>Investigate and option appraises new business opportunities to attract inward investment to deliver the Council's growth outcomes.</p>	<p>Also identified the desire to progress a lease arrangement with Nottingham Community Housing Association for the accommodation owned by NCHA on the Vale View site.</p> <p>Revision of Company growth strategy Revision of Company objectives. Identification of developable sites. Supporting the Council on formulation of the housing growth strategy and onward development of the delivery mechanisms</p> <p>The HCA 2015-18 Affordable Housing Programme has been confirmed as successful with 5 sites to be developed. These are being progressed.</p> <p>A separate bid to increase borrowing above the headroom has been accepted at Expression of Interest stage.</p>	<p>Completion Date: 2014/15.</p> <p>Task is on target.</p>	<p>Company growth strategy revised.</p> <p>Company Objectives amended to support growth.</p>

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BUSINESS CONTINUITY POLICY AND STRATEGY -DRAFT

1.0 Purpose of Report

- 1.1 This report is to advise members of the new Business Continuity Policy and Corporate Plan and update them on the new processes in place for the management of Business Continuity.

2.0 Background Information

- 2.1 Business Continuity Management (BCM) is a process that enables Newark and Sherwood District Council (NSDC) to proactively identify and plan to minimise the impact of risks that could affect the delivery of its strategic and critical services. The purpose of BCM is to facilitate the recovery of core functions within agreed timescales whilst maintaining the Council's critical activities and the delivery of vital services to the public.
- 2.2 NSDC has always had Business Continuity (BC) procedures in place, however during a recent service review it was decided that the old model had become out of date, and a new system needed to be put in place. As part of this and in line with the Business Continuity Institute (BCI) Good Practice Guidelines 2013, a BC Policy for the Council was developed and a review undertaken to ensure that the Policy supports the services of the Council. The new process concentrates on what is needed to deliver critical services, not what is needed to replace what we currently have. The process has also been streamlined and made fit for purpose to ensure that it covers what is strategically and critically important and that expectations are realistic.
- 2.3 The new NSDC BC process has been redrafted and then reviewed by Audit Lincolnshire to ensure that the process meets the BCI guidelines. After taking account of advice by Audit Lincolnshire, the final draft version of the policy is now available for members consideration and is attached to this report, as Appendix A. The report also outlines the BC Corporate Plan and supporting documents that underpin the BC Policy. Due to confidentiality reasons (in that it includes personal data relating to officers and commercially sensitive business information), the BC Plan is not attached to this report but is available on request from the Business Manager Democratic Service or Community Safety.

3.0 Proposals

- 3.1 The new structure for BC concentrates on restoring critical functions first, as opposed to concentrating on all services equally. The identification of critical services has been based not only on those services that are statutory, but also those activities that are important for reputational reasons and also for the wellbeing of our communities taking into account the Council's corporate priorities of Prosperity, People, Place and Public Services. The Policy outlines how the ranking of the Council's services has taken place and shows the final scoring at appendix A. The Policy acknowledges that anything that isn't critical can be managed within service area and with minimal central support until the critical services are restored.

- 3.2 Underpinning the Policy is a BC Corporate Plan and Critical Service Plans. The BC Corporate Plan contains the roles and responsibilities of the Business Continuity Recovery Team and officers, as well as the actions to be taken in a Business Continuity Incident. The Plan also links in with the IT Business Continuity Plan, which is a separate document held within IT. In the appendices to the document there is information such as: asset details; emergency contact details for staff and for partner organisations; and communications plans.
- 3.3 The BC Corporate Plan also gives guidance to the Business Continuity Recovery Team, chaired by the Director of Safety, on the necessary steps to be taken in identifying how the Council resources as a whole are optimised in supporting the recovery of the identified critical services. The members of this team may be joined by other managers and key personnel who can support the recovery, dependent upon what the emergency or crisis is. Training will also be rolled out during early 2015 to support this new process.
- 3.4 The new Policy and Plan also makes sure that the various critical services' plans are integrated, and that they support each other. For example, previously many service areas' plans assumed that their back up office would be based at Brunel Drive. However, given the space available at Brunel Drive, this is clearly not possible to accommodate a high number of services. The plans have also been reviewed to ensure that they are realistic in what can be delivered, taking into account important information about how IT services will be recovered and how mobile working can and can't be used.
- 3.5 Initial work has been completed on all the critical services plans but there is further work to clarify final points, all of which will be completed by April 2015. These include identifying how certain information will be accessed during an IT failure, and also those times of the day/days of the week that are critical to particular business units in delivering their services. Each plan will also outline what the key needs are for that service area, for example: what the Waste Management BU may need to continue to run its services in the event of a business continuity incident will be very different from the Financial Services BU needs.

4.0 Equalities Implications

- 4.1 An equality impact assessment has been completed and there are no obvious negative. When considering the Business Continuities Critical Functions plans, issues such as protecting vulnerable people is a priority, and many other these may have protected characteristics, such as the elderly or children, or those with disabilities.

5.0 Impact on Budget/Policy Framework

- 5.1 There is no direct impact on Budget or the policy framework. However having effective and clear BC plans should limit costs, both short term and long term, in dealing with and recovering from, a BC incident.

6.0 RECOMMENDATION

That the Committee approve the Business Continuity Policy and Corporate Plan as detailed in Appendix A and the background paper to this report.

Background Papers

NSDC Business Continuity Corporate Plan – Due to confidential information within this document this is available at request from Business Manager - Democratic Services or Business Manager - Community Safety.

For further information please contact Lisa Lancaster on Ext 5232

Karen White
Director - Safety



Newark and Sherwood District Council Business Continuity Policy

Author: Emergency Planning Team

Owner: Community Safety

Version: DRAFT

Approved by: < Insert details once approved >

Review Date: <Annually>

Amendments

Date	Amendment and Reason	Section

DRAFT

1. Introduction

1.1 Business Continuity Management (BCM) is a process that enables Newark and Sherwood District Council (NSDC) to proactively identify and plan to minimise the impact of risks that could affect its strategic priorities and critical services. The purpose of BCM is to facilitate the recovery of core functions within agreed timescales whilst maintaining the Council's critical activities and the delivery of vital services to the public.

1.2 BCM is a statutory duty for NSDC under the Civil Contingencies Act (2004), the Council also realises the importance of the process in ensuring it can continue to provide critical services during business interruptions. This document sets out the Business Continuity Policy framework for BCM programme which will be aligned with the ISO 22301:2012 and the Good Practice Guidelines.

1.3 The importance of ensuring that business continuity plans are in place is demonstrated through reviewing the outcome of past business continuity incidents on both a local and national level. For example, it was evident during and after the Melton Borough Council fire in 2008 that business continuity plans were in place. The authority quickly implemented contingency plans for relocating staff. This ensured that there was little disruption to service delivery despite the loss of a key building. Had a business continuity plan not been in place the impact on the authority would have been colossal.

2. Aims and Objectives

2.1 BCM is concerned with improving the resilience of NSDC. This means developing its ability to detect, prevent, minimise and where necessary deal with the impact of a disruptive event. It will enable the urgent or priority activities to continue and in the longer term it will help NSDC to recover and return to 'business as normal' as soon as possible.

2.2 NSDC aims to develop, implement and resource a BCM programme that will enable it to respond to and manage any disruptions that occur. The programme has the following objectives

- To raise the profile of BCM within the Authority; this will include awareness campaigns, training and exercising for staff.
- To identify critical services across the Authority and develop service specific Business Continuity Plans.
- To outline the BCM management structure within the Authority.

- To develop and review the programme for continuous improvement with reference to best practice.
- To have ongoing BCM arrangements that are subject to regular reviews, audits and exercises.
- To embed Business Continuity into the culture of the Authority so it becomes an integral part of decision making.

3. Scope

3.1 The BCM programme involves a number of key stages that should be adhered to in order to ensure a robust approach to the Authorities four strategic priorities (Prosperity, People, Place and Public Service) and critical services. There are five initial stages to implement the BCM programme.

3.2 NSDC must identify its 'critical functions'

3.2.1 These are based on the following criteria – these link closely with the Council Priorities of Prosperity, People, Place and Public Sector

- Legislative or statutory requirement
- Detrimental financial impact on the community or the Council
- Health and safety of people and buildings
- Impact on the wellbeing of the community
- Core function that supports all other Council functions (i.e. ICT)
- Reputational damage

3.2.2 The critical functions are those which are identified as extremely critical or major critical function to be reinstated within two weeks. The list is agreed by the CMT and the Corporate Risk Management Group (chaired by the Director of Safety and Director of Resources).

3.3 Business Impact Analysis (BIA) must be carried out for each of the identified critical services functions.

3.3.1 The analysis will identify which business interruption will cause the most harm in the shortest amount of time; this will be determined by the Recovery Time Objective (Ideal time to be back) and the Maximum Tolerable Period of Disruption (We've reach the point of no return). It will include their essential requirements to get them back up and running in; incorporating staff, office space, essential programmes etc.

3.3.2 The main business interruptions that will have a significant impact on service delivery are:

- Loss of key buildings/office space
- Loss of utilities
- Loss of staff
- Loss of key suppliers/key resources
- Loss of ICT
- Loss of telecommunications
- Loss of fuel.

3.4 A Corporate Business Continuity Plan is drafted

3.4.1 Once the critical services information is collated this is then transposed into a Corporate Business Continuity plan to manage their reinstatement within the first two weeks of an incident. This is supported by a separate ICT Disaster Recovery Plan which is held by the ICT BM. The plan will be delivered by CMT and the BCRT and it will identify methods of delivering the necessary support should a business interruption occur.

3.5 Individual Business Unit Business Continuity Plans are drafted

3.5.1 Critical services Business Managers will need to document key aspects of their service delivery, resources they are dependent upon, contingency plans that are in place. These plans will supplement the Corporate Plan by providing specific information for each business unit.

3.5.2 Non-critical services Business Managers will need to manage their service area during the first two weeks of an incident. This plan will have strict rules on assumptions that they cannot make, i.e. that they will have access to IT or transport initially. The plan will contain contact details, alternative working sites not used by critical functions etc.

3.5.3 All Business Unit plans will be written by Business Managers, they will be quality assured by BM Community Safety and the Emergency Planning and CCTV Officer to ensure they are fit for purpose and do not contradict the Corporate Business Continuity Plan. They will then be sent to the Business Continuity Recovery Team for final approval.

3.6 Embed BCM into NSDC's Culture

3.6.1 In order for BCM to be effective it is necessary to ensure business continuity is embedded within NSDC's culture, this will be done through an awareness campaign. Training will be provided for key staff on BCM issues, this will be tailored to the required level of knowledge for the person to ensure they are capable of delivering their service where possible. It will also include:

- Incorporating BCM into the staff induction process
- Items in the Chief's Briefing
- Intranet/Internet Pages
- Department Meetings

4. Business Continuity Management Structure and Responsibilities

4.1 Appropriate management of the BCM process within NSDC is essential due to the diversity and significant interdependencies of services. The Corporate Management Team (CMT) will provide the overall strategic direction of business continuity across the District Council.

4.2 The Business Continuity Recovery Team (BCRT) will provide leadership and sponsorship of the business continuity strategy, as recommended by the Risk Management Group. The BCRT will be responsible for providing business continuity recommendations to CMT before, during and after a business interruption.

4.3 The Chair of the BCRT is the, Director of Safety. The members of the BCRT are:

- BM Community Safety
- BM Human Resources and Legal
- BM Asset Management
- BM ICT
- BM Comms and Customer Services
- BM Procurement
- BM Finance
- Safety and Risk Management Officer
- Emergency Planning and CCTV Officer
- Insurance Officer

4.4 The Business Manager Community Safety and the Emergency Planning and CCTV Officer will maintain and support the structure described in this strategy. They will provide business continuity templates and guidance to aid the completion of business continuity plans.

4.5 All business continuity arrangements must be documented and accessible for review by the BCRT, the BM Community Safety and/or the Emergency Planning and CCTV Officer. These documents will be stored on the 'SkyDrive' but Business Managers are expected to save a copy of their individual plans on their laptop desktop.

4.6 Management Responsibilities

Chief Executive	Overall Strategic Responsibility for embedding Business Continuity Responsible for calling a Business Continuity incident
Deputy Chief Exec	On absence of Chief Exec, responsible for calling a Business Continuity incident
Director of Safety	Chairing of BCRT during an incident
Director of Resources	To authorise agreed resources required for BC management
CMT	Agreeing critical functions Supporting the BCRT during an incident
Business Manager Community Safety	Responsible for managing BCM strategy and Corporate Business Continuity Plan Responsible for testing plans
Emergency Planning + CCTV Officer	Work with other BM on non-critical function plans
BCRT	Work together during a Business Continuity incident to restore critical functions

Appendix 1

List of Critical Services

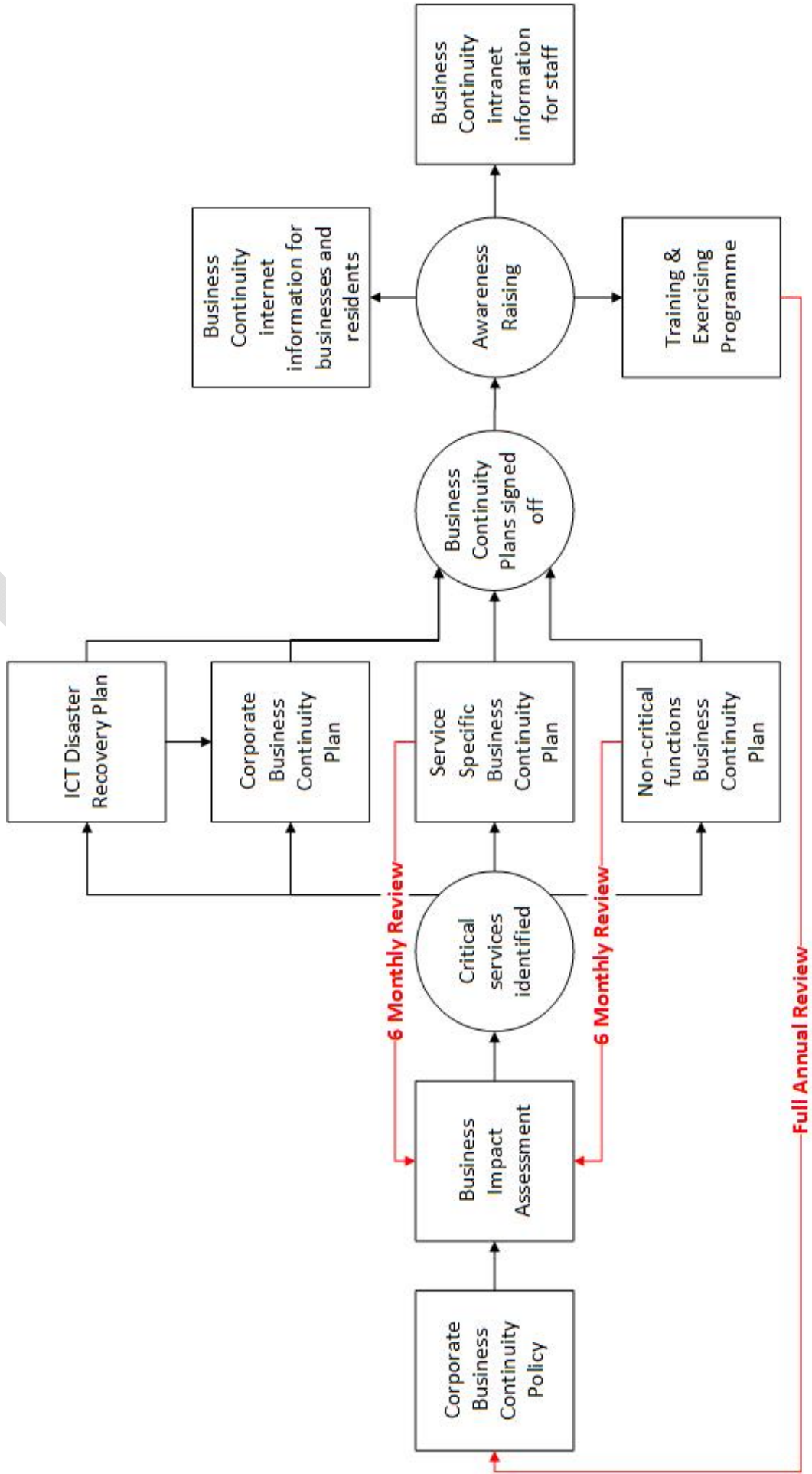
5 = critical

1 = non critical

Directorate	Critical Services / Functions	Downtime for service					NOTES
		4 hours	24 hours	48 hours	1 week	2 weeks	
Communities	Waste collection	3	4	5	5	5	
	Street Cleansing	2	3	4	5	5	
	Car parks collection	3	4	5	5	5	
	Lorry parks collection	3	4	5	5	5	
	Grounds Maintenance	2	3	4	5	5	
	Market operation	2	3	4	5	5	Day dependant
	Consultation responses (Planning)	3	3	4	5	5	
	Site inspections	3	4	4	5	5	
	Development control - applications	3	3	4	5	5	
	Dangerous Structures	3	4	5	5	5	
	Building enforcement	2	3	4	5	5	
	Planning breaches	2	3	3	4	5	
	Resources	Mail handling	3	4	5	5	5
elections		4	5	5	5	5	Day / date dependant
procurement		4	5	5	5	5	To support emergency purchases
Banking systems		4	5	5	5	5	
Online treasury platform		4	5	5	5	5	
insurance		3	4	5	5	5	
payroll		3	4	5	5	5	Date dependant

Directorate	Critical Services / Functions	Downtime for service					NOTES
		4 hours	24 hours	48 hours	1 week	2 weeks	
	benefits	3	4	5	5	5	
	Creditors (HB payment)	3	4	5	5	5	
	e-financial	3	4	5	5	5	
	Housing Benefit payments	2	3	4	5	5	
	Council tax and NNDR	3	4	5	5	5	
	Direct debits	2	3	4	5	5	
	Customers	ICT	5	5	5	5	5
Telephones		5	5	5	5	5	
Tech support		5	5	5	5	5	
Face to face reception		5	5	5	5	5	
Marketing and comms		5	5	5	5	5	
Housing options		4	5	5	5	5	
Databox (palace Theatre)		3	4	5	5	5	
LC Direct debit collections and booking system		2	3	4	5	5	
LC buildings		2	3	3	4	5	May change if buildings required as Rest Centre
FOH system (LC)		4	5	5	5	5	
Safety	Emergency Planning	4	5	5	5	5	
	Business continuity	5	5	5	5	5	
	H & S	4	5	5	5	5	
	Licensing application	3	4	5	5	5	
	HR advice / support	3	4	5	5	5	To support staff during BC incident
	Legal service	3	4	4	5	5	

Business Continuity Management Programme



Business Continuity Management Programme: Key Milestones

Date	Milestone	Completed
January 2015	Corporate Business Continuity Policy to be presented at Homes and Communities Committee	
January 2015	Corporate BC Plan to be approved and agreed	
April 2015	BIA and Service Specific plans completed for Critical services	
May 2015	Training / exercise for Critical Services staff	
January 2015	Appoint Champions	
May 2015	Progress report to CMT – 6 monthly	
September 2015	BIA and Service Specific Plans completed for non-critical services	
September 2015 – then annually	Generic BC training	
April 2015	BC information for Intranet/Internet	
January 2016	Plan Review	

DRAFT

NEWARK & SHERWOOD HOUSING MARKET AND NEEDS ASSESSMENT 2014

1.0 Purpose of Report

- 1.1 The purpose of this report is for the Committee to consider the findings/recommendations of the Newark & Sherwood Housing Market and Needs Assessment (HMNA) 2014, accompanying Sub-Area Analysis report, and its relationship with the Council's wider strategic priorities and objectives.

2.0 Background Information

- 2.1 As previously reported, the Council, as a strategic housing authority, has a statutory requirement to undertake regular assessments of future housing requirements within the district in accordance with Part 11 (Section 8) of the 1985 Housing Act (*Periodical review of Housing Needs*). In addition paragraph 159 of the National Planning Policy Framework (March 2012) states that Local Planning Authorities should have a clear understanding of housing needs in their area.
- 2.2 In this respect the Committee, at its meeting on 18th November 2013, gave approval to commission a new district wide housing needs assessment. Members will note that David Couttie Associates (DCA) completed the last two District-wide housing needs assessments in 2003 and 2009 and in order to provide continuity the Council directly commissioned DCA to undertake the new 2014 assessment.
- 2.3 The primary purpose of the assessment is to provide an up to date sound and robust evidence base to inform the Council's key strategic documents relating to housing, planning and the economy.

3.0 Housing Market Needs Assessment

- 3.1 A special meeting of the Committee was held on 7th January 2015, with an invite going to all Members, where the consultant David Couttie presented the key findings of the HMNA and its recommendations. This was to give Members an opportunity to scrutinise the information being presented and broaden their understanding of the housing market and needs across the district.
- 3.2 The Executive Summary of the HMNA (still subject to some minor alterations and final proof reading) can be found at Appendix A, which captures the headline details of the HMNA covering:
- Balancing the Housing Market
 - Affordable Housing Targets & Tenure Mix
 - Property Size Targets
 - *Affordable Housing*
 - *Market Housing*
 - Housing Strategy
 - Older Persons' Housing Needs

3.3 The final report of the HMNA and the sub area analysis will be available for publication by the end of the month and added to the Councils webpages as an evidence base document.

4.0 **Strategic Fit**

4.1 The findings and recommendations, which form a core housing evidence base, are now to be considered against the Council’s wider strategic priorities and objectives and include the following key corporate strategic documents covering housing, planning and the economy:

- Local Housing Strategy 2009 – 2016
- Housing Growth Strategy (*approved 2014*)
- Self-Financing Housing Revenue Account Business Plan 2012 - 2042
- Housing Allocation Scheme 2013 (*currently under review*)
- Homelessness Strategy 2013 - 18
- Tenancy Strategy 2013
- Local Development Framework (*to be reviewed in 2015/16*)
- Economic Development Strategy 2014

4.2 All relevant Business Units are aware of the findings of the HMNA and it is the intention to now develop a Housing Plan to capture the findings/recommendations of the HMNA assessing how these interact, inform and influence the strategic documents referred to.

4.3 The Committee will note that work is currently being undertaken to review the Housing Allocation Scheme and recommendations made in the HMNA on under occupation and making the best use of existing stock will be considered in the review.

4.4 The Policy & Finance Committee approved, at its meeting on 3rd July 2014, the approach the Council will take to housing growth and the HMNA will influence the delivery of this. This will especially focus on the type, tenure and location of units that are required to balance the housing market and the need to cater for the significant projected growth in the older population to address their care, support and housing circumstances.

4.5 In this respect the Council has already established an ongoing Council house building programme, as detailed in the table below, and is moving forward with ‘market testing’ the proposal for residential development on Council owned land at Bowbridge Road, Newark including the provision of an extra care/supported Council housing scheme and a scheme for younger adults with a learning disability in collaboration with Nottinghamshire County Council.

Council Housing New Unit Delivery

Location of Scheme	No. & Type of Units
<i>Schemes Delivered 2009/12</i>	
Old Depot, Newark Rd, Boughton	5 x 2 bed houses
Vicars Court, Clipstone	8 x 2 bed houses 2 x 2 bed bungalows
Bakewell Close, Balderton	8 x 2 bed apartments
Orchard Close, Bleasby	2 x 2 bed bungalows 1 x 3 bed houses
Sycamore Close, Newark	5 x 1 bed apartments

Norwood Gardens, Southwell	4 x 1 bed apartments 3 x 2 bed House
Stafford Avenue, Balderton	6 x 1 bed apartments 3 x 2 bed houses
Grange Road, Newark	2 x 2 bed bungalow 3 x 2 bed houses
<i>Scheme scheduled for completion February 2015</i>	
Scarborough Road and Chewton Close, Bilsthorpe	25 x 2 bed bungalows (supported housing)
<i>Schemes for completion 2015/17</i>	
Wolfit Avenue, Balderton Site A	4 x 2 bed apartments
Wolfit Avenue, Balderton Site B	4 x 2 bed apartments
Coronation St/Grove View Rd, Balderton	8 x 1 bed apartments
Lilac Close, Newark	6 x 1 bed apartments 4 X 2 bed apartments
Second Avenue, Edwinstowe	6 x 1 bed apartments

4.6 The Council has also committed to an early review of the Newark & Sherwood Core Strategy and Allocations & Development Management Development Plan Document in 2015/16 (known as a 'Plan Review') and the findings/recommendations of the HMNA will inform this review, along with the current work the Planning Policy BU is undertaking collaboratively with Ashfield and Mansfield District Council's to produce a Strategic Housing Market Assessment.

5.0 Affordable Housing Delivery

5.1 Set against the identified affordable housing need in the HMNA the chart on the following page provides Members with some context on affordable housing delivery across the district over the last 5 years.

5.2 In total, over the 5 year period, 410 additional affordable housing units have been delivered either by a local Registered Provider or the Council itself, 114 of these have been secured through a Section 106 agreement.

5.3 The Council's Policy position on affordable housing provision, as detailed in the adopted Core Strategy of the Local Development Framework (Core Policy 1) is that it will:

'..seek to secure 30% of new housing development on qualifying sites as Affordable Housing, but in doing so will consider the nature of housing need in the local housing market; the cost of developing the site; and the impact of this on the viability of any proposed scheme...

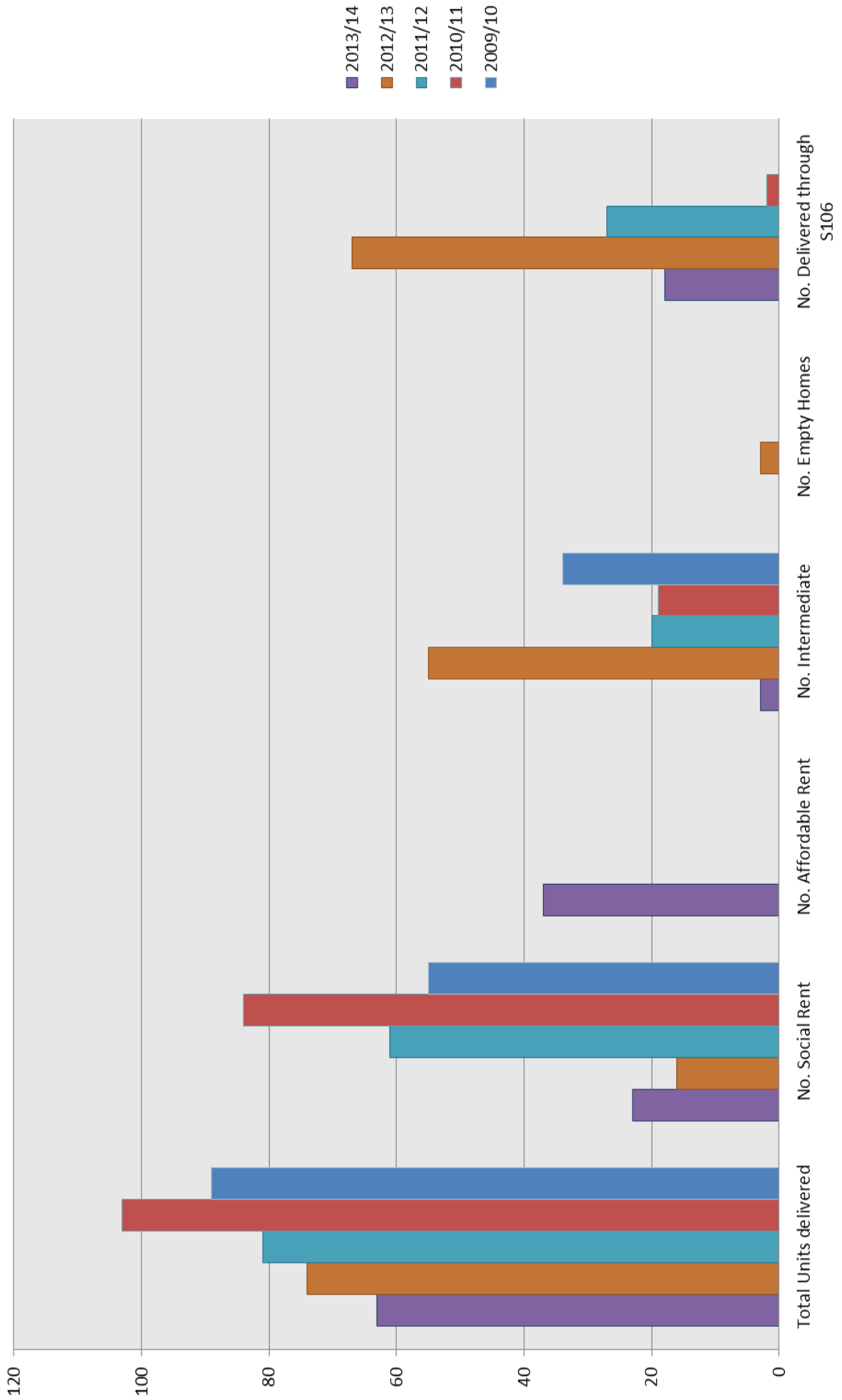
The qualifying thresholds for Affordable Housing Provision will be:

Newark Urban Area – all housing proposals of 10 or more dwellings or sites of 0.4ha or above (irrespective of dwelling numbers);

The rest of Newark & Sherwood District – all housing proposals of 5 or more dwellings or sites of 0.2ha or above (irrespective of dwelling numbers).'

- 5.4 It should be noted that in the period since 2009 the delivery of affordable housing has been adversely impacted upon by the economic downturn. Some of the shortfall is the result of developers seeking to reduce affordable housing contributions on the grounds of viability, an approach supported by the Government's 'Growth and Infrastructure Act 2013' which introduced a new application and appeal procedure, to review affordable housing obligations on the grounds of viability.
- 5.5 Most recently the Government announced on 28th November 2014, in the House of Commons, a change in policy relating to Affordable Housing and other Planning Contributions. The new policy is set out in Planning Practice Guidance which accompanies National Planning Policy Framework, it states that;
- 'There are specific circumstances where contributions for affordable housing and tariff style planning obligations (section 106 planning obligations) should not be sought from small scale and self-build development:*
- *contributions should not be sought from developments of 10-units or less, and which have a maximum combined gross floor space of no more than 1000sqm*
 - *in designated rural areas, local planning authorities may choose to apply a lower threshold of 5-units or less. No affordable housing or tariff-style contributions should then be sought from these developments. In addition, in a rural area where the lower 5-unit or less threshold is applied, affordable housing and tariff style contributions should be sought from developments of between 6 and 10-units in the form of cash payments which are commuted until after completion of units within the development. This applies to rural areas described under section 157(1) of the Housing Act 1985, which includes National Parks and Areas of Outstanding Natural Beauty*
 - *affordable housing and tariff-style contributions should not be sought from any development consisting only of the construction of a residential annex or extension to an existing home.'*
- 5.6 This new guidance is at odds with the Council's Planning Policy and will have an adverse impact on the Council's ability to secure the levels of rural affordable housing that have previously been achieved, (340 units of affordable housing over the past ten years have been delivered in the district's rural areas).
- 5.7 Another problem with the guidance as framed is that it talks about gross floor-space rather than site area as the Council's adopted policy does. Therefore, as the new guidance is silent on this approach for securing affordable housing, and the spirit of government policy is to have a 10 dwellings threshold it would seem that the site area threshold can no longer be considered as part of the threshold for securing affordable housing.
- 5.8 A full report on this matter is being presented to the Economic Development Committee at its meeting on 21st January 2015 for consideration.

Overview of Affordable Units Delivered



6.0 Proposals

- 6.1 It is proposed that the Committee endorse the findings of the HMNA, along with the accompanying sub area analysis, to ensure the Council maintains a robust, localised housing needs evidence base to inform key housing, planning and economic strategic documents set against the Council's priorities and objectives.

7.0 Equalities Implications

- 7.1 The HMNA has assessed and taken account of the specific housing needs of people with protected characteristics ensuring the Council complies with its responsibilities under the Equalities Act 2010.

8.0 Impact on Budget/Policy Framework

- 8.1 The policy framework and resources required (*the assessment was financed through salary savings within the Strategic Housing Business Unit*) have already been considered and approved by this Committee for the completion of a new housing needs assessment, within existing budgets.

9.0 RECOMMENDATION

That Members endorse the findings of the Newark & Sherwood Housing Market and Needs Assessment (HMNA) 2014 and accompanying Sub-Area Analysis report and use this to inform the Council's key housing, planning and economic strategic documents.

Reason for Recommendation

The Housing Market and Needs Assessment 2014 and Sub Area Analysis has been commissioned to ensure the Council maintains a robust housing needs evidence base to inform the key housing, planning and economic corporate documents.

Background Papers

NIL

For further information please contact Rob Main, Strategic Housing on ext: 5930.

Karen White
Director – Safety

**NEWARK & SHERWOOD
DISTRICT COUNCIL**

**HOUSING MARKET &
NEEDS ASSESSMENT**

Executive Summary
22/10/2014



www.dcauk.co

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1 EXECUTIVE SUMMARY

1.1 Key Recommendations

Balancing the Housing Market

- Focus new delivery in market housing to address the impact of future demographic and household formation change, meeting the continuing need for small units, mainly 2 bedrooms, to improve the quality of the housing offer.
- Delivery strategy should be closely linked to meeting the growth in older people and enabling a better flow of the existing stock.

Affordable Housing Targets

- The 2014 Affordable Housing Assessment Model identified a shortfall of 221 units a year, the scale of which supports the Local Development Plan affordable housing target of 30% negotiated from the total of all suitable sites, subject to viability.

Affordable Tenure Mix Targets

- The overall affordable tenure target balance should continue at **60% for affordable rent** and **40% intermediate housing**;
- The Housing Market & Needs Assessment (HMNA) data will remain valid until 2019 at which stage it will need to be fully updated as required in Guidance. The assessment should be monitored and updated annually.

Property Size Targets

Affordable Housing

- Consider affordable rented housing property size targets of **40% one and 30% two bedrooms** to meet the needs of single, couple and small family households.
- The need for **three bedroom affordable rented units** should be principally addressed by initiatives to free up the under-occupied stock;
- **Four** bedroom property needs is greater than the stock of these units and should be 10% of new build;
- Intermediate market housing should be **10% one, 75% two bedrooms** and **15% three bedroom units**.

Market Housing

- It would be reasonable to consider future delivery in the market sector of **50% one and principally two bedroom** properties to address the low current market stock supply to meet the needs of single, couple and small family households and to address demographic change and reducing household size.
- **50%** of market units should be **three and four bedroom** houses to address the needs of larger families, a marginal change from the 2010 study.

Housing Strategy

- To address the under-occupation of over 1,150 affordable housing units across the District, continue to develop housing strategies to make best use of the existing stock by providing positive incentives to improve the turnover of houses to address the needs of over-crowded and waiting list families.
- New affordable sector delivery strategy should be closely linked to the needs of older tenants and in resolving the under-occupation of family sized properties.

Older Persons' Housing Needs

- There is an inextricable link between ageing and frailty and the forecast rise in the retired population means that the housing and support needs of older and disabled households is important to consider at a strategic level.
- In line with the strategic priorities already established, resources should focus on the provision of home-based support services and adaptations for older people living at home in both affordable rented and owner occupied housing.
- Support services rely heavily on help provided by family and friends. Carer support networks should be recognised and used to complement rather than replace statutory provision.
- Although a high proportion of older people may have their own resources to meet their accommodation and care needs some may need financial support to enable them to access housing support services.
- As part of the on-going development of the Council Housing Strategy for Older People consider:-
 - ❖ The type and quality of existing supported stock in meeting today's housing standards and preferences and the scale of need and demand for 1,432 units, 1,002 in the affordable sector and 430 in the private sector by 2017.
 - ❖ The large future potential requirement for 'extra care' accommodation to meet the significant growth in the number of people over 85.

1.2 Background to the HMNA

1.2.1 In March 2014 Newark & Sherwood District Council commissioned DCA to carry out a Housing **Market and Needs Survey (HMNA)**.

1.2.2 The key objective of the HMNA is to enable Newark & Sherwood District Council to understand the nature and level of housing demand and need within the District and provide a robust and credible assessment of the local housing market which can be used to inform key policies and strategies.

1.2.3 Although this study is not a Strategic Housing Market Assessment (SHMA), the elements undertaken comply with the National Planning Practice Guidance (NPPG).

1.3 Data Collection and Methodology

1.3.1 Extensive secondary data and primary data collected during the 2014 Housing Survey have been used throughout this report.

1.3.2 It should be noted that we have used where possible the most up to date Census data (2011). However, there is still some data that is not yet available and in these circumstances we have used 2001 Census data.

1.3.3 The study consisted of the following elements:-

- A postal survey of 9,650 households across seven sub-areas.
- In depth analysis of the local housing market to assess house prices through an internet search of local estate agents in relation to the delivery, cost and supply of market access level properties.
- The supply and rental costs in the local private rented sector.
- Secondary data analysis, including a strategic review of the 2001 and 2011 Censuses, District Population Growth Forecasts, Local Development Plan, Nomis, Land Registry, Housing Strategy, 2003 and 2009 HNS Report and the Housing Register and CORE/LAHS Returns.

1.3.4 The use of both key secondary data, the primary data from the survey has provided a valid and robust assessment of the housing need and housing markets within the District.

1.4 The Newark & Sherwood Housing Market Area

1.4.1 An important element of any Market Assessment is to consider the relationship between Newark & Sherwood and other local authorities, and the extent to which there are overlaps and links with other housing market areas.

1.4.2 Housing market areas were defined in previous guidance as '*geographical areas defined by household demand and preferences for housing*'. They reflect key functional links between the places where people live and work.

1.4.3 A housing market **is defined in the NPPG** as typically comprising an area in which around 70% of moves are contained and the market is likely to cover the administrative areas of a number of local authorities. It would be expected that there would be a close relationship between the housing market and travel to work areas.

1.4.4 In identifying the housing market area we look at key data such as, migration and travel to work patterns, housing stock data and Census 2001 and 2011 data.

1.4.5 **Census data** has revealed that self-containment is 77.5% in Newark & Sherwood when analysing household movements. The Newark & Sherwood travel to work patterns suggests a relatively high level of self-containment, with around 73.5% of residents working within the local authority area.

1.4.6 The data would suggest that Newark & Sherwood can be considered to be a single market area.

1.5 The Demographic Context & Future Projections

- 1.5.1 Analysis of changes in population and household profiles are essential in enabling an understanding of the level of housing need and demand within an area.
- 1.5.2 Demographic change creates the need for different levels and types of housing provision and is a key factor influencing the requirements for market and affordable housing.
- 1.5.3 According to the 2012 Office of National Statistics (ONS) Sub-National Population Projections (SNPP) the District population will increase by 12.9% to 2037.
- 1.5.4 The most significant feature is the growth of the population in the over 65 age group with the highest proportional growth seen in those aged over 85. This group will impact on demand for supported housing, support services and need for adaptations.
- 1.5.5 There are predicted to be 10,000 (19.6%) more households in the District in 2033 than in 2013 and the household size will reduce to 2.23 in 2033 from 2.29 in 2013.

1.6 The Economic Climate

- 1.6.1 The economic development of an area can be of equal importance in driving change in housing markets, especially due to the effect of migration. It is important to highlight the reciprocal relationship between economic development and the provision of housing.
- 1.6.2 Whilst there is an obvious and established link between economic development and the requirement for new housing, or economic decline and problems of low demand, the type of housing provided within an area can also play a central role in addressing and facilitating economic development and regeneration objectives.
- 1.6.3 It is important to understand the extent to which the working age population is engaged with the labour market. In 2013, Newark & Sherwood had an employment rate of 76.9% and an unemployment rate of 5.6%.
- 1.6.4 An alternative measure of unemployment is to review the proportion of people claiming Job Seekers Allowance (JSA). In Newark & Sherwood 2.3% of people claimed JSA, and 9.5% claimed out of work benefits.
- 1.6.5 Census 2011 recorded that 17.1% of households in Newark & Sherwood are currently retired. High levels of retirement can impact on the economy of an area with lower levels of economically active households. It also indicates an elderly population who will in the future require suitable accommodation to meet their needs.
- 1.6.6 Incomes are lower than the national average. Around 26.6% of existing households receive financial support but there is also a relatively high level of wealth, based on the equity held in owner occupation. Many retired people will have their own resources for housing and care.
- 1.6.7 Incomes amongst concealed households are lower than in the population as a whole and their housing choices are consequently more limited. 71% of concealed households are unable to afford to buy in the owner occupied market.

1.7 The Active Housing Market

- 1.7.1 The housing market is the context against which all the housing needs of the area are set. In particular, house price information is the basis on which the “affordability” of housing is measured for low-income households. In essence the study is seeking to establish who cannot afford to enter into the market.
- 1.7.2 Hometrack data shows average UK house prices have fallen by 0.6% in June 2014.
- 1.7.3 The Land Registry data for the District showed an overall increase over the year from 2013-2014 of 6.2%. All properties other than detached are lower in price in comparison to the surrounding authorities and England.
- 1.7.4 The average price for a flat / maisonette in the District in Quarter 1 2014 was £97,828, the average price of a terraced property is £114,483. Over the five year period 2009 to 2014, the average property price in Newark & Sherwood has increased by around 8.9%.
- 1.7.5 The number of sales in the District has increased by 93.4% over the five year period (2009-2014) compared to 120% in the East Midlands **but are still almost 40% below the 2003 level** (*Land Registry*).
- 1.7.6 Entry level stock in the District is considered to be flats. Property prices start at £47,500 for a 1 bedroom flat in the Sherwood area rising to £129,950 for a two bedroom flat in Southwell. (*Land Registry*)
- 1.7.7 Flats are considered to be the entry level stock in the District and the price for a 1 bedroom flat starts at £47,500. This would require an income of £12,900 and 38.9% of newly forming households earn below this amount.
- 1.7.8 The need for a significant deposit is also a major factor in preventing access to the market and in Newark & Sherwood, for a two bedroom terraced house ranges from £17,500 to £28,000 across the District. **Terraced house prices increased by 44.3% over the 10 years from 2003 to 2013.**
- 1.7.9 85.4% of new forming households had less than £10,000 in savings. Therefore unless significant support is available these households will find it very difficult to access the market and will be limited to the rental or intermediate market.
- 1.7.10 The main requirement for property size in the intermediate housing market is mainly one and two bedroom units to meet the needs of new households forming and unable to access the market sector as a First Time Buyer.
- 1.7.11 Access to the private rented sector is restricted by cost. 31.1% of all newly forming households can afford to pay no more than £350 per calendar month in rent. The private rented sector entry level rents start from £315 per month for a 1 bedroom flat and £410 per month for a 2 bedroom flat.

1.8 Migration

- 1.8.1 In-migration can impact on the local housing market, depending on the type, size and tenure required by in-migrants. The main reason for a move to the District within the last three years was ‘to be near family’ and ‘to move to a better area’.

- 1.8.2 5,692 households had in-migrated to Newark & Sherwood over the last three years from outside the District. 24.5% had moved from elsewhere in Nottinghamshire, 19.8% from elsewhere in the UK and 13.9% from Mansfield.
- 1.8.3 Out-migration from the District was mainly to elsewhere in the UK for both existing and concealed households, at 29.3% and 34.8% respectively, followed by 'elsewhere in Nottinghamshire'.
- 1.8.4 The main reason for leaving the District for existing households was family reasons at 47.4%, followed by retirement at 29.2% and employment / access to work at 22.9%. In the case of concealed households the main reason was employment / access to work at 62.2%. Family reasons at 29.3%, financial reasons at 21.5% and unable to afford to buy a home locally at 17.1% were also popular choices.
- 1.8.5 Migration patterns from ONS 2011 data shows that Newark and Sherwood shares its main migration flow with Mansfield, 710 people migrating in and 660 people migrating out. A fairly high proportion of people also in-migrated to Newark and Sherwood from Gedling (310) and Nottingham (310).
- 1.8.6 A similar level also out-migrated to the same areas, Gedling (280) and Nottingham (280). The net migration levels from these adjoining areas are therefore small.

1.9 The Current Housing Stock

- 1.9.1 The scale and nature of the existing housing stock by tenure, type, turnover and location is vital to meeting future housing need and demand.
- 1.9.2 Survey data revealed that 62.7% of the property type profile is made up of detached and semi-detached houses and the average number of bedrooms by property across the district is 3.0.
- 1.9.3 79.3% of properties in the market sector are 3 bedrooms or more, compared to 36.6% of properties in the affordable sector.
- 1.9.4 The overall over-occupation level of 1.5% (747 implied households), is lower than the average UK level indicated by the Survey of English Housing (SEH) 2012/13 at 3.0%.
- 1.9.5 The highest level of over-occupation is in Council rented accommodation at 3.9%.
- 1.9.6 The overall under-occupation figure of 50.8% was higher than the average found in recent DCA surveys (around 40%). Under-occupation was high in the owner occupied sector, particularly those with no mortgage (70.0%).
- 1.9.7 In the affordable rented sector the levels are lower but suggest around 1,153 properties are under-occupied by two spare bedrooms. This is high bearing in mind that 46% of the stock is sheltered properties for older people.
- 1.9.8 90.0% of respondents said their home was adequate for their needs; 10.0% considered their home inadequate for their needs. The main reason for inadequacy was that the property was too large (25.8% of households).
- 1.9.9 The private rented sector has increased by 48% since 2001, similar to the national level. This sector had the lowest adequacy level at 77.3%.

1.10 Future Housing Requirements

Market Housing

- 1.10.1 According to the 2014 survey data, the majority of both existing and concealed households plan to move to owner occupied housing and the balance to private rented housing.
- 1.10.2 The main requirement for type of property from existing moving households was for detached properties, whereas for concealed households the main requirement was for a semi-detached property followed by a terraced house.
- 1.10.3 Existing households moving mainly need 3 bedrooms in the market sector where as for concealed households it was 2 bedrooms.
- 1.10.4 The total demand combined for both concealed and existing households showed Newark as the most popular location at 22.6% with a further 18.8% of households choosing Southwell and 12.1% Balderton. The main reasons for these choices included 'nearness to family' and 'quality of neighbourhood'.

Affordable Housing

- 1.10.5 Demand for affordable housing from existing moving households was 1,660 units, 1,151 implied for Council rented, 495 implied for Registered Provider rented accommodation and 14 implied for Registered Provider shared ownership.
- 1.10.6 470 concealed households are looking for affordable housing, 312 intend to move to council rented, 125 to Registered Provider rented and 33 to Registered Provider shared ownership.
- 1.10.7 67.6% of existing households who need council rent need bungalows. The main interest in the Registered Provider rented sector for concealed households was for flats / maisonettes.
- 1.10.8 Newark was the most popular location for existing households moving within the District and also for concealed households forming in the District. Nearness to family / friends was the most common reason for choice of location of both concealed and existing households.

1.11 The Needs of Specific Household Groups

Black Minority Ethnic Households (BME)

- 1.11.1 In Newark & Sherwood, there were 1,593 implied BME households identified from the survey data (3.3%). The main BME group was 'other white' (46.9%) and 9.4% of residents were 'other Asian'.
- 1.11.2 The highest proportion of BME households currently lived in a semi-detached property (39.8%), higher than the total District level of 28.3%. The main size of property occupied by BME households was 3-bedrooms (44.8%).
- 1.11.3 Owner occupation was the main tenure for BME households at 55.5%, and 22.8% lived in private rented accommodation, nearly double the 12.7% level found for all households.

- 1.11.4 181 existing BME households indicated they would be moving within the District in the next 3 years. 66.3% require 2 bedrooms and 53.2% want semi-detached houses or 30% a bungalow. The majority (66.3%) want affordable rent as their future tenure.
- 1.11.5 54 concealed BME households indicated they would be moving within Newark & Sherwood in the next 3 years. The main type of housing required is a flat, the main tenure is owner-occupation and the main size is 2 bedrooms.

Existing Younger Households

- 1.11.6 The data showed that 1.1% (525 implied) head of households in the District were aged 16 to 24 years.
- 1.11.7 The main tenure amongst younger households was private rent at 75.9%, considerably higher than the all household response (12.8%). Owner occupied with mortgage at 17.8% is significantly lower than all households at (35.2%).
- 1.11.8 The main type of property occupied by households aged 16-24 was semi-detached at 45.3%, higher than the all household response (28.5%). 41.4% of younger households currently live in a 2 bedroom property, compared with 21.6% of all households. However, 42.7% live in 3 bedroom properties, similar to the all household average.
- 1.11.9 1,440 implied existing 'younger' households said they were planning to move within the District in the next 3 years. 90% of households said they required semi-detached accommodation with the main size being 3 bedrooms and two-thirds said they require owner occupation.

Housing Needs of Older People

- 1.11.10 Survey data showed the majority of older households (40.7%) live in 3-bedroom properties. Only 17.0% (5,395 implied households) would consider downsizing from their current property. Of the households who said they would consider downsizing, 50.1% currently live in a three bedroom property and 31.7% in a property containing four or more bedrooms.
- 1.11.11 83% (26,319) would not consider downsizing, and of those 55.4% (13,944) felt they could manage in their existing home and 23% (5,801) refused to leave the family home.
- 1.11.12 2,174 (4.5%) implied households indicated that they had older relatives who may need to move to the District in the next three years. The greatest demand expressed by the family of in-migrating parents or relatives was for 'Live with respondent' (but would need extension / adaptation) at 29.4%, followed by Council / Registered Provider Supported housing at 25.7%.
- 1.11.13 69.2% (1,504 implied) said the older in-migrant household would have equity from the sale of their current home.
- 1.11.14 685 implied existing older households in Newark & Sherwood wanting to move expressed an expectation for supported housing. Over the next three years, demand for accommodation is predominantly for Council / Registered Provider supported housing.

- 1.11.15 The bedroom requirement for all supported housing types was predominantly for 1 and 2 bedrooms. 51.9% required 1 bedroom and 46.2% required 2 bedrooms.
- 1.11.16 In total, the data suggests a combined requirement for supported accommodation from older people currently living in the District (510 households), and those who may in-migrate to be beside their family (922 households) of 1,432 units, 1,002 in the affordable sector and 430 in the private sector in the 3 years to 2017.
- 1.11.17 There was a need expressed to 2017 for extra care accommodation from older relatives moving into the District (394) units, but no need was expressed from existing households.

Households with Support Needs

- 1.11.18 Housing may need to be purpose built or adapted for households with specific support needs. Information about the characteristics of these households will inform housing and support strategies.
- 1.11.19 22.1% (10,563 implied) of households in the District contained a member with a disability / limiting long term illness and half of these households had a support need. The largest group of people were those with a walking difficulty (53%).
- 1.11.20 Around 18% (1,179 implied) of disabled households who require support said they were not receiving sufficient care / support. The main adaptations needed were, bathroom adaptations at 31.8% followed by a handrails / grabrails at 27.0%.
- 1.11.21 The highest preference by disabled households moving was for a bungalow.
- 1.11.22 The entire bungalow requirement came from people aged 35 to 64. This potentially reflects a need in the disability group of households without specific support needs but who require accommodation on one level.
- 1.11.23 The main location choice was Newark, followed by Balderton.

HOUSING PERFORMANCE FRAMEWORK: TENANTS PANEL

1.0 Purpose of Report

- 1.1 To provide the Committee with details of the Tenants Panel 2014 Annual Report and 2014/15 Work Plan in accordance with the housing performance framework established to monitor Newark and Sherwood Homes (NSH), set against the Management Agreement and the Housing Revenue Account (HRA) Business Plan.

2.0 Background Information

- 2.1 During the process to formulate the new Management Agreement with NSH the Policy Committee at its meeting on 19th September 2013 resolved that the Homes & Communities Committee have the remit to '*undertake scrutiny of the operational performance of the Council's wholly owned housing management company*', with the Policy Committee taking responsibility for the determination of the Key Performance Indicators (KPI's) for NSH.
- 2.2 As reported to the Policy Committee on 19th September 2013 a housing performance framework has been established to monitor the activities of NSH, which comprises the following:
- Strategic based Key Performance Indicators relating to the Company's function and HRA Business Plan. (*An overview of NSH performance for Quarter 2 was provided to the Committee at its meeting on 24th November 2014.*)
 - Benchmarking of the Company's performance and cost of services against peer organisations. (*Annual event*)
 - Annual scrutiny report provided by the Tenants Panel.
- 2.3 To compliment the above and ensure the ongoing scrutiny of NSH the management agreement stipulates that the Company provides, in consultation with the Council, the below key documents annually:
- Delivery Plan
(*Along with setting/reviewing the Company's main activities, targets or standards under the provisions of the management agreement for each financial year, it also records the KPI's, benchmarking information and work of the Tenants Panel*)
 - Asset Management Programme
 - Tenant Panel Feedback/Work Programme
 - Assurance Report (*covering financial affairs & governance*)
 - Details of formal complaints (*outcome of*)
 - List of let contracts
 - Procurement Plan
 - Management Fee
- 2.4 The following sections will provide the Committee with background to national housing regulation framework introduced in 2012 and then focus on the function of the Tenants Panel with representatives of the Panel presenting to Members an overview of the 2014 annual report and its' work plan for 2014/15.

3.0 Regulation

Homes & Communities Agency

- 3.1 Since the abolition of the Tenant Services Authority (TSA) in April 2012, responsibility for upholding the TSA standards has been transferred to the Homes & Communities Agency (HCA), who now regulates the housing sector.
- 3.2 The implementation of new regulatory framework was coupled with the demise of the Audit Commission, which at the last inspection recorded NSH as having a 'good' two-star rating with 'promising' prospects for improvement.
- 3.3 The HCA has drawn a clear line between the economic (not applicable to local authorities) and consumer standards that apply to all registered providers and for the latter will be using a more 'light-touch' regulation.
- 3.4 Consumer standards have been set so that tenants, landlords and stakeholders know the outcomes that are expected. This is crucial if tenants are to be able to hold landlords to account effectively. These standards therefore support co-regulation. Where necessary, they reflect directions issued to the Regulator by Government.
- 3.5 The Localism Act 2011 specifies the Regulator's role in, and its approach to, regulating the consumer standards. Providers' boards and councillors are responsible for ensuring their organisation meets the consumer standards. The HCA's role is limited to setting the consumer standards, as Regulator it has no role in monitoring providers' performance or routine compliance with the consumer standards and will only intervene where failure of the standard could lead to risk of serious harm to tenants or potential tenants (known as the serious detriment test). The main sources of intelligence about potential cases of serious detriment will be information referred to the Regulator by third parties.
- 3.6 A summary of the four consumer standards and sub-headings are provided below, with the detail set out at **Appendix A:**
- **Tenant Involvement and Empowerment**
 - Customer service, choice and complaints
 - Involvement and empowerment
 - Understanding and responding to the diverse needs of tenants
 - **Home Standard**
 - Quality of accommodation
 - Repairs and Maintenance
 - **Tenancy Standard**
 - Allocations and mutual *exchange (the Allocation Scheme is a direct statutory responsibility of the Council overseen by the Homes and Communities Committee, with the scheme administered by NSH)*
 - Tenure *(The Council sets the Tenancy Strategy as approved in January 2013 and NSH implement a Tenancy Policy)*
 - **Neighbourhood and Community Standard**
 - Neighbourhood management
 - Local area co-operation
 - Anti-social behaviour

Tenants Panel

3.7 In preparation to the revised approach to regulation nationally and introduction of consumer standards, coupled with the need to ensure tenants continue to be at the heart of this process, NSH established a Tenants Panel at the end of 2010 to strengthen the process of tenant scrutiny and standards, with its aims being:

Aims

- To work on behalf of tenants and residents receiving services from Newark and Sherwood Homes, ensuring that Newark and Sherwood Homes provides tenant-centred services of the highest standard thus ensuring that tenants are at the heart of the business.
- To provide a check and if needed a challenge to Newark and Sherwood Homes' services, service delivery and performance.
- To ensure that Newark and Sherwood Homes embeds the appropriate regulatory framework.
- To form an effective part of the management structure within Newark and Sherwood Homes together with the Board and Senior Management Team.
- To ensure that Newark and Sherwood Homes is a well managed, viable organisation which places residents at the heart of its business delivery through resident led scrutiny.
- The Terms of Reference are set around a number of core standards. These are:
 - To be accountable to the wider resident body.
 - To act with transparency.
 - To reflect the needs and aspirations of the resident body.
 - To make recommendations based on robust evidence.

3.8 The full role of the Tenants Panel is set out at Appendix B.

3.8 The Panel has a yearly work plan to scrutinise specific service areas of the Company, which is set in consultation with the Board, and presents the outcomes of this work in an annual report to the Board.

3.9 Reference to the Tenants Panel is now made in the new management agreement with the Company and 'Tenants Panel's Feedback' is identified as an annual event for submission to the Council.

3.10 In this respect representatives of the Panel will attend the meeting to provide the Committee with a verbal report on the Panel's 2014 Annual Report (See Appendix C) and work plan for the period 2014/15 (see Appendix D).

3.11 The presentation of this information compliments the reporting of KPI's and benchmarking information to the Committee to ensure it can effectively scrutinise and challenge the function and strategic performance of the Company.

3.12 The Company's Board also has an integral regulatory role to play to ensure that the NSH is delivering against the expected outcomes and expectations of the consumer standards at the operational level.

Complaints

- 3.13 The Committee should also note that from April 2013 the Housing Ombudsman now deals with all complaints about social housing. Tenants of local housing authorities and ALMO's previously had the right to refer complaints about housing to the Local Government Ombudsman.
- 3.14 The Local Government Ombudsman will continue to consider complaints about local authorities' wider activities, for example in discharging their statutory duties in homelessness.
- 3.15 The Housing Ombudsman can only consider complaints that have been referred by a 'designated person' (MP, councillor or recognised tenant panel), or by the tenant themselves if 8 weeks have passed from the completion of the landlords internal complaint process.
- 3.16 In this respect the Tenants Panel is classified as the 'designated body', with the Council being routinely updated on the number and nature of complaints received.

4.0 Proposals

- 4.1 It is suggested that the Committee consider the contents and findings of the Tenants Panel annual report and its work plan making observations as appropriate, set against the requirements of the Management Agreement, HRA Business Plan and regulatory framework.

5.0 Equalities Implications

- 5.1 The housing performance framework established to monitor the activities of NSH looks at both the Tenants Panel annual report and the satisfaction levels of tenants covering the core housing services provided by NSH, where further interrogation would be made if it is found that the standards introduced adversely impact on the equality and diversity issues experienced by tenants.

6.0 Impact on Budget/Policy Framework

- 6.1 The establishment of a robust housing performance framework to monitor the activities of NSH is critical to ensure delivery of the core principles of the new management agreement, to sustain a viable HRA Business Plan and to measure delivery of the wider strategic housing priorities.

7.0 RECOMMENDATION

That the Committee consider the contents and findings of the Tenants Panel 2014 Annual Report and its Work Plan for 2014/15 making observations as appropriate.

Reason for Recommendation

To ensure a robust performance framework is put in place to monitor the strategic performance activities of Newark & Sherwood Homes in accordance with the management agreement and to sustain a viable HRA Business Plan.

Background Papers

Nil

For further information please contact Rob Main on Ext 5390.

Karen White
Director – Resources

THE REGULATORY FRAMEWORK FOR SOCIAL HOUSING IN ENGLAND FROM APRIL 2012

Consumer Standards

These standards apply to all registered providers. Providers' boards and councillors are responsible for ensuring their organisation meets the consumer standards. The regulator's role is limited to setting the consumer standards and intervening only where failure of the standard could lead to risk of serious harm to tenants (the 'serious detriment test') as described in chapter five.

Tenant Involvement and Empowerment Standard

Required Outcomes

1 **Customer Service, Choice and Complaints**

Registered providers shall provide choices:

- information and communication that is appropriate to the diverse needs of their tenants in the delivery of all standards.
- have an approach to complaints that is clear, simple and accessible that ensures that complaints are resolved promptly, politely and fairly.

2 **Involvement and Empowerment**

Registered providers shall ensure that tenants are given a wide range of opportunities to influence and be involved in:

- the formulation of their landlord's housing related policies and strategic priorities
- the making of decisions about how housing related services are delivered, including the setting of service standards
- the scrutiny of their landlord's performance and the making of recommendations to their landlord about how performance might be improved
- the management of their homes, where applicable
- the management of repair and maintenance services, such as commissioning and undertaking a range of repair tasks, as agreed with landlords, and the sharing in savings made, and
- agreeing local offers for service delivery

3 **Understanding and Responding to the Diverse Needs of Tenants**

Registered providers shall:

- treat all tenants with fairness and respect
- demonstrate that they understand the different needs of their tenants, including in relation to the equality strands and tenants with additional support needs

Specific Expectations

1 Customer Service, Choice and Complaints

1.1 Registered providers shall provide tenants with accessible, relevant and timely information about:

- how tenants can access services
- the standards of housing services their tenants can expect
- how they are performing against those standards
- the service choices available to tenants, including any additional costs that are relevant to specific choices
- progress of any repairs work
- how tenants can communicate with them and provide feedback
- the responsibilities of the tenant and provider
- arrangements for tenant involvement and scrutiny

1.2 Providers shall offer a range of ways for tenants to express a complaint and set out clear service standards for responding to complaints, including complaints about performance against the standards, and details of what to do if they are unhappy with the outcome of a complaint. Providers shall inform tenants how they use complaints to improve their services. Registered providers shall publish information about complaints each year, including their number and nature, and the outcome of the complaints. Providers shall accept complaints made by advocates authorised to act on a tenant's/tenants' behalf.

2 Involvement and Empowerment

2.1 Registered providers shall support their tenants to develop and implement opportunities for involvement and empowerment, including by:

- supporting their tenants to exercise their Right to Manage or otherwise exercise housing management functions, where appropriate
- supporting the formation and activities of tenant panels or equivalent groups and responding in a constructive and timely manner to them
- the provision of timely and relevant performance information to support effective scrutiny by tenants of their landlord's performance in a form which registered providers seek to agree with their tenants. Such provision must include the publication of an annual report which should include information on repair and maintenance budgets, and
- providing support to tenants to build their capacity to be more effectively involved

2.2 Registered providers shall consult with tenants on the scope of local offers for service delivery. This shall include how performance will be monitored, reported to and scrutinised by tenants and arrangements for reviewing these on a periodic basis.

2.3 Registered providers shall consult with tenants, setting out clearly the costs and benefits of relevant options, if they are proposing to change their landlord or when proposing a significant change in their management arrangements.

2.4 Registered providers shall consult tenants at least once every three years on the best way of involving tenants in the governance and scrutiny of the organisation's housing management service.

3. Understanding and Responding to Diverse Needs

- 3.1 Registered providers shall demonstrate how they respond to tenants' needs in the way they provide services and communicate with tenants.

Home Standard

Required Outcomes

1 Quality of Accommodation

Registered providers shall:

- ensure that tenants' homes meet the standard set out in section five of the Government's Decent Homes Guidance and continue to maintain their homes to at least this standard
- meet the standards of design and quality that applied when the home was built, and were required as a condition of publicly funded financial assistance, if these standards are higher than the Decent Homes Standard
- in agreeing a local offer, ensure that it is set at a level not less than these standards and have regard to section six of the Government's Decent Homes Guidance

2 Repairs and Maintenance

Registered providers shall:

- provide a cost-effective repairs and maintenance service to homes and communal areas that responds to the needs of, and offers choices to, tenants, and has the objective of completing repairs and improvements right first time
- meet all applicable statutory requirements that provide for the health and safety of the occupants in their homes

Specific Expectations

1 Quality of Accommodation

- 1.1 Registered providers may agree with the regulator a period of noncompliance with the Decent Homes Standard, where this is reasonable. Providers shall ensure their tenants are aware of the reasons for any period of non-compliance, their plan to achieve compliance and then report on progress delivering this plan.

2. Repairs and Maintenance

- 2.1 Registered providers shall ensure a prudent, planned approach to repairs and maintenance of homes and communal areas. This should demonstrate an appropriate balance of planned and responsive repairs, and value for money. The approach should include: responsive and cyclical repairs, planned and capital work, work on empty properties, and adaptations.
- 2.2 Registered providers shall co-operate with relevant organisations to provide an adaptations service that meets tenants' needs.

Tenancy Standard

Required Outcomes

1 Allocations and Mutual Exchange

1.1 Registered providers shall let their homes in a fair, transparent and efficient way. They shall take into account the housing needs and aspirations of tenants and potential tenants.

They shall demonstrate how their lettings:

- make the best use of available housing
- are compatible with the purpose of the housing
- contribute to local authorities' strategic housing function and sustainable communities

There should be clear application, decision-making and appeals processes.

1.2 Registered providers shall enable their tenants to gain access to opportunities to exchange their tenancy with that of another tenant, by way of internet-based mutual exchange services.

2 Tenure

2.1 Registered providers shall offer tenancies or terms of occupation which are compatible with the purpose of the accommodation, the needs of individual households, the sustainability of the community, and the efficient use of their housing stock.

2.2 They shall meet all applicable statutory and legal requirements in relation to the form and use of tenancy agreements or terms of occupation.

Specific Expectations

1 Allocations and Mutual Exchange

1.1 Registered providers shall co-operate with local authorities' strategic housing function, and their duties to meet identified local housing needs. This includes assistance with local authorities' homelessness duties, and through meeting obligations in nominations agreements.

1.2 Registered providers shall develop and deliver services to address under-occupation and overcrowding in their homes, within the resources available to them. These services should be focused on the needs of their tenants, and will offer choices to them.

1.3 Registered providers' published policies shall include how they have made use of common housing registers, common allocations policies and local letting policies. Registered providers shall clearly set out, and be able to give reasons for, the criteria they use for excluding actual and potential tenants from consideration for allocations, mobility or mutual exchange schemes.

1.4 Registered providers shall develop and deliver allocations processes in a way which supports their effective use by the full range of actual and potential tenants, including those with support needs, those who do not speak English as a first language and others who have difficulties with written English.

- 1.5 Registered providers shall minimise the time that properties are empty between each letting. When doing this, they shall take into account the circumstances of the tenants who have been offered the properties.
- 1.6 Registered providers shall record all lettings and sales as required by the Continuous Recording of Lettings (CORE) system.
- 1.7 Registered providers shall provide tenants wishing to move with access to clear and relevant advice about their housing options.
- 1.8 Registered providers shall subscribe to an internet based mutual exchange service (or pay the subscriptions of individual tenants who wish to exchange), allowing:
 - a tenant to register an interest in arranging a mutual exchange through the mutual exchange service without payment of a fee
 - the tenant to enter their current property details and the tenant's requirements for the mutual exchange property they hope to obtain
 - the tenant to be provided with the property details of those properties where a match occurs
- 1.9 Registered providers shall ensure the provider of the internet based mutual exchange service to which they subscribe is a signatory to an agreement, such as *HomeSwap Direct*, under which tenants can access matches across all (or the greatest practicable number of) internet based mutual exchange services.
- 1.10 Registered providers shall take reasonable steps to publicise the availability of any mutual exchange service(s) to which it subscribes to its tenants.
- 1.11 Registered providers shall provide reasonable support in using the service to tenants who do not have access to the internet.

2 Tenure

- 2.1 Registered providers shall publish clear and accessible policies which outline their approach to tenancy management, including interventions to sustain tenancies and prevent unnecessary evictions, and tackling tenancy fraud, and set out:
 - 2.1.1 The type of tenancies they will grant.
 - 2.1.2 Where they grant tenancies for a fixed term, the length of those terms.
 - 2.1.3 The circumstances in which they will grant tenancies of a particular type.
 - 2.1.4 Any exceptional circumstances in which they will grant fixed term tenancies for a term of less than five years in general needs housing following any probationary period.
 - 2.1.5 The circumstances in which they may or may not grant another tenancy on the expiry of the fixed term, in the same property or in a different property.
 - 2.1.6 The way in which a tenant or prospective tenant may appeal against or complain about the length of fixed term tenancy offered and the type of tenancy offered, and against a decision not to grant another tenancy on the expiry of the fixed term.
 - 2.1.7 Their policy on taking into account the needs of those households who are vulnerable by reason of age, disability or illness, and households with children, including through the provision of tenancies which provide a reasonable degree of stability.

- 2.1.8 The advice and assistance they will give to tenants on finding alternative accommodation in the event that they decide not to grant another tenancy.
- 2.1.9 Their policy on granting discretionary succession rights, taking account of the needs of vulnerable household members.
- 2.2 Registered providers must grant general needs tenants a periodic secure or assured (excluding periodic assured shorthold) tenancy, or a tenancy for a minimum fixed term of five years, or exceptionally, a tenancy for a minimum fixed term of no less than two years, in addition to any probationary tenancy period.
- 2.3 Before a fixed term tenancy ends, registered providers shall provide notice in writing to the tenant stating either that they propose to grant another tenancy on the expiry of the existing fixed term or that they propose to end the tenancy.
- 2.4 Where registered providers use probationary tenancies, these shall be for a maximum of 12 months, or a maximum of 18 months where reasons for extending the probationary period have been given and where the tenant has the opportunity to request a review.
- 2.5 Where registered providers choose to let homes on fixed term tenancies (including under Affordable Rent terms), they shall offer reasonable advice and assistance to those tenants where that tenancy ends.
- 2.6 Registered providers shall make sure that the home continues to be occupied by the tenant they let the home to in accordance with the requirements of the relevant tenancy agreement, for the duration of the tenancy, allowing for regulatory requirements about participation in mutual exchange schemes.
- 2.7 Registered providers shall develop and provide services that will support tenants to maintain their tenancy and prevent unnecessary evictions.
- 2.8 Registered providers shall grant those who were social housing tenants on the day on which section 154 of the Localism Act 2011 comes into force, and have remained social housing tenants since that date, a tenancy with no less security where they choose to move to another social rented home, whether with the same or another landlord. (This requirement does not apply where tenants choose to move to accommodation let on Affordable Rent terms).
- 2.9 Registered providers shall grant tenants who have been moved into alternative accommodation during any redevelopment or other works a tenancy with no less security of tenure on their return to settled accommodation.

Neighbourhood and Community Standard

Required Outcomes

1 **Neighbourhood Management**

Registered providers shall keep the neighbourhood and communal areas associated with the homes that they own clean and safe. They shall work in partnership with their tenants and other providers and public bodies where it is effective to do so.

2 Local Area Co-operation

Registered providers shall co-operate with relevant partners to help promote social, environmental and economic wellbeing in the areas where they own properties.

3 Anti-Social Behaviour

Registered providers shall work in partnership with other agencies to prevent and tackle anti-social behaviour in the neighbourhoods where they own homes.

Specific Expectations

1 Neighbourhood Management

1.1 Registered providers shall consult with tenants in developing a published policy for maintaining and improving the neighbourhoods associated with their homes. This applies where the registered provider has a responsibility (either exclusively or in part) for the condition of that neighbourhood. The policy shall include any communal areas associated with the registered provider's homes.

2 Local Area Co-Operation

2.1 Registered providers, having taken account of their presence and impact within the areas where they own properties, shall:

- identify and publish the roles they are able to play within the areas where they have properties
- co-operate with local partnership arrangements and strategic housing functions of local authorities where they are able to assist them in achieving their objectives

3 Anti-Social Behaviour

3.1 Registered providers shall publish a policy on how they work with relevant partners to prevent and tackle anti-social behaviour (ASB) in areas where they own properties.

3.2 In their work to prevent and address ASB, registered providers shall demonstrate:

- that tenants are made aware of their responsibilities and rights in relation to ASB
- strong leadership, commitment and accountability on preventing and tackling ASB that reflects a shared understanding of responsibilities with other local agencies
- a strong focus exists on preventative measures tailored towards the needs of tenants and their families
- prompt, appropriate and decisive action is taken to deal with ASB before it escalates, which focuses on resolving the problem having regard to the full range of tools and legal powers available
- all tenants and residents can easily report ASB, are kept informed about the status of their case where responsibility rests with the organisation and are appropriately signposted where it does not
- provision of support to victims and witnesses

Newark and Sherwood Homes

THE ROLE OF THE TENANTS PANEL (OCT 2011)

The Panel will:

- (a) Review and scrutinise** Newark and Sherwood Homes' delivery and performance against the Company, Objectives, Business Plan and Local Service Standards.
- (b) Be the a third stage in the Company Complaint process** to hear an appeal against the decision of the Company with regard to a complaint made by a customer.

The Panel will hold the Management and Board to account by looking at Objectives, Business plan and Service Standards and how it is meeting targets.

The Panel will aim to improve:

- (i) Tenant involvement in the organisation.
- (ii) Customer focus.
- (iii) The drive for continuous improvement in service delivery.
- (iv) Value for Money.
- (v) Efficiency and effective procurement.

The Panel will seek to develop best practice models and facilitate more openness and accountability.

The Panel will utilise best practice from other organisations as part of the scrutiny process to ensure Newark and Sherwood Homes delivers excellent services, including national standards and accepted best recognised practice.

The Panel will develop and agree its Scrutiny Annual Work Plan with the Board to oversee the effective review of items of tenants' scrutiny business throughout the year which shall:

- (i) Identify priorities for the Scrutiny Panel to review from the Business Plan, corporate priorities, issues identified by tenants and the agreed Terms of Reference.
- (ii) Ensure Officer Reports can be prepared and tailored to meet the associated requirements of the Scrutiny Panel and process.
- (iii) Conduct scrutiny and make recommendations in the form of a report to the Board or Officer with delegated authority.

The Panel will consider requests for scrutiny raised via an existing Tenant Involvement mechanism in accordance with the Resident Involvement Strategy. The Tenants' Panel will then consider if the existing programme of work would be revised to take account of this request.

The Panel will:

- (i) Identify training, a development plan and support needed for each individual Panel member's needs to carry out the terms of reference of the Panel.

- (ii) Produce an Annual Report that reviews the work the Panel has undertaken during the year identifying successes and future training and development requirements.
- (iii) Annually review the operation of the outcomes of the panel and make recommendations for improvements including an appraisal of the Chair and Vice Chair of the Panel.

CHAIR OF TENANTS' PANEL REPORT TO ANNUAL GENERAL MEETING 2014

Good afternoon Madam Chairperson, Directors, Officers and importantly ladies and gentlemen guests.

As the Chairman of the Newark and Sherwood Tenants' Panel it is once again my privilege and great pleasure to present the Tenant Panel's annual report to this Annual General Meeting.

This is the Panel's third annual report having been created in 2011 following the Board's consideration of changes in the regulation and scrutiny of social housing which saw the introduction of far greater customer regulation in the form of tenant panels.

This approach seeks to enable tenants to push up the standards of the housing services they receive building on the strong tenant involvement foundations already put in place by Newark and Sherwood Homes.

As many of you here today are aware, the Newark and Sherwood Tenants' Panel was created with a role comprising two very important but also very distinct elements.

Firstly, to review and scrutinise Newark and Sherwood Homes' delivery and performance against the Company's vision, corporate objectives, Business Plan and Local Service Standards and, secondly, to be the final stage in the Company's Complaints process by hearing any appeal against a decision of the Company.

In line with this role, the Panel has the aim to improve: tenant involvement; customer focus; continuous improvement; Value for Money; and efficiency and effective procurement.

The panel has grown and developed in the year since I last spoke at the AGM. Gaining knowledge, experience and confidence and as a result of this, being able to effectively undertake its role and aims. Although we have lost some members and with that some knowledge and experience we have recruited new members who are adding new strengths to the panel.

I would just like to take this opportunity to mention that if any tenants here today are interested in becoming a member of the panel please let me know; we are always keen to have new members!

During the last governance year we have solely focussed on property maintenance; an area so important to tenants.

The Panel spent a vast amount of time scrutinising this area, delving into detail relating to the costs, performance and customer satisfaction of each element of property maintenance. We have learnt how the company undertakes repairs to void properties so to let them as quickly as possible thereby reducing any rent loss and meeting the needs of those who require housing in the district.

We have also spent time understanding how the company puts together its planned and programmed maintenance schedules to make sure the Council's asset is maintained to a high standard and that the most is achieved with the money available through efficient procurement processes.

We have also looked at what most people think of when you say property maintenance; the reactive repairs service. The plumbers, joiners, electricians, plasterers, bricklayers and gas fitters who come and fix our properties when we have a problem. We are pleased to see the improvements in this service over the past 2 years but we think it can get better and will be making our recommendations to the Board in March.

I am pleased that this year, once again, the panel has only been called upon on one occasion to hear a complaint. This is always a challenging process for all of us involved but having heard all the evidence we were clear that Newark and Sherwood Homes had acted in line with its policies and responsibilities and we therefore upheld the Company's decision.

I believe that it is encouraging that in our 3 years to date we have only heard 2 complaints and this does give me confidence that Newark and Sherwood Homes is providing services and dealing with complaints in the correct manner.

I hope that you will agree that the Tenants' Panel has effectively discharged its role during the 2013/2014 governance year. We will continue this work into the coming year to make sure we achieve the Panel's aims and support Newark and Sherwood Homes in delivering excellent housing services.

Thank you.

APPENDIX D

NEWARK & SHERWOOD HOMES: BOARD REPORT SUMMARY			
		Meeting Date	2 nd October 2014
Report Title	Tenants' Panel Annual Report and Work Programme 2014/2015	Agenda Item	16
Report To	Board	Non-Confidential	
Report From	Stephen Feast	Decision	

Report Purpose and Background	The purpose of the report is to enable the Board to consider the activities undertaken by the Tenants' Panel in the 2013/2014 governance year and to consider and approve the Tenants' Panel Work Programme for the 2014/2015 governance year.
Budget Implications	None applicable
Objectives and Vision	<ul style="list-style-type: none"> <input type="checkbox"/> To deliver upper quartile and improving performance in customer satisfaction and all areas of service provision <input type="checkbox"/> To provide efficient and effective investment and service solutions, targeted to meet local need and deliver sustainable Homes and Communities in the future <input type="checkbox"/> To maintain and manage a sustainable and viable financial business plan
Risk	None applicable
Relevant Consultative Action	The Tenants' Panel undertakes relevant consultation as part of its individual scrutiny exercises and its reports are open to the public when considered by the Board. Additionally the Chairman of the Tenants' Panel presents an annual report to the Company's Annual General Meeting.
Equality & Diversity Issues	The Tenants' Panel is representative of the diverse population of the community of Newark and Sherwood. The Panel takes into account equality and diversity issues when undertaking both elements of its role and takes steps to ensure that no individuals or group receiving services from Newark and Sherwood Homes are disadvantaged.
Recommendations	<p>(a) the activity undertaken by the Tenants' Panel during the 2013/2014 governance year be recognised and the Panel thanked for their efforts</p> <p>(b) the scrutiny of resident involvement is deferred and considered for inclusion as part of the 2015/2016 Tenants' Panel Annual Work Programme</p> <p>(c) the Tenants' Panel Annual Work Programme for 2014/15 be approved</p>

BOARD REPORT

1 Introduction

- 1.1 At its meetings in July 2010 and November 2010 the Board considered the impending changes in the regulation and scrutiny of social housing and in November 2010, having regard to these impending changes in regulation, the Board, as part of its annual review, took the decision to further enhance tenant scrutiny with the introduction of a Tenants' Panel to further scrutinise service performance and also to act as the third stage of the Company's Complaints process.
- 1.2 Following its inception and the subsequent training and development of the Panel members to enable them to effectively discharge their roles, the Panel had delivered its annual scrutiny programme, as agreed by the Board, and reported their findings to the Senior Management Team and Board for consideration and appropriate action.
- 1.3 This report provides the Board with detail of the Tenants' Panel activities during the 2013/14 governance year and the Panels' proposals for its annual work programme for the 2014/15 governance year.

2 Annual Report

- 2.1 Following the Board's approval of the Panel's work programme for 2013/2014 the Panel has been scrutinising the Company's approach to property maintenance. This is a wide ranging and complex area of the business and the Panel has worked extremely hard to understand this topic and identify both the high performing elements of the service and those areas where improvements can be delivered. As always, the Panel has placed great emphasis on obtaining the views of both tenants and staff in addition to its analysis of the relevant data to provide a comprehensive scrutiny report.
- 2.2 Although the Panel had originally envisaged the completion of its scrutiny of property maintenance within the governance year, this has not proved possible due to the scope and complexity of the scrutiny area and the Panels' report will now be submitted to the January 2015 Board for consideration.
- 2.3 The second area identified for scrutiny as part of the 2013/14 work programme was that of resident involvement. Unfortunately due to the time taken to effectively complete the scrutiny of property maintenance the Panel have been unable to complete this scrutiny exercise within the governance year. Given that the Company is currently progressing a review of the mechanisms through which tenants can influence and become involved in decision making, the Panel feels that it is appropriate to defer this scrutiny to a point after these changes have been implemented. It is therefore proposed that the scrutiny of resident involvement be brought forward as part of the proposed 2015/2016 Tenants' Panel work programme.
- 2.4 Within the 2013/2014 governance year the Panel considered one customer complaint in line with its remit to act as the final stage of the Company's Customer Comments policy. Following due consideration the Panel reached the conclusion that this complaint was not upheld as the company had acted in line with its policies and procedures. The Panel continues to be encouraged at the low level of complaints requiring its consideration and considers this to be a positive illustration that the Company is doing all it can to deal with complaints effectively.

3 Work Programme

- 3.1 The Tenants' Panel procedure rules identify that the Panel may scrutinise and review the delivery of services to tenants through the consideration of the Company's:
- i. Objectives
 - ii. Business Plan
 - iii. Local Service Standards
- 3.2 In selecting areas for inclusion in its work programme and in the prioritisation of topics for consideration, the Panel has given regard to the following principles:
- i. To add value to the work of Newark and Sherwood Homes.
 - ii. To deliver demonstrable and significant outcomes.
 - iii. To have impact across the Company's services.
 - iv. To be of value for money in terms of proportionality and manageability of the area under consideration.
 - v. To not be solely for information purposes.
 - vi. To avoid duplication of scrutiny.
- 3.3 In addition, the Panel will not normally consider the scrutiny of issues which are being reviewed by another means, eg: other tenant bodies, staff, councillors, external bodies or advisors.
- 3.4 Following detailed consideration, the Tenants' Panel identified the following potential areas for scrutiny:
- i. Allocation of properties
 - ii. Grounds Maintenance
 - iii. Maintenance of Communal Areas
 - iv. Tenant participation in decision making
 - v. Antisocial behaviour
 - vi. Energy efficiency
 - vii. Welfare Reform – the impact on the HRA
- 3.5 These areas were presented to the Business Improvement and Development Committee at its meeting on 11th September to provide the committee with the opportunity to express a preference on the two work areas for the Tenants' Panel to undertake next year.
- 3.6 Giving regard to the Tenants' Panel procedure rules, the Tenants' Panel has identified the following areas for scrutiny during 2014/2015 to be considered by the Board in line with paragraph 1 of the Panel's procedure rules:
- i. Antisocial behaviour
 - ii. Welfare Reform – the impact on the HRA
- 3.7 The Panel suggests that the priority for these areas of scrutiny be given to Welfare Reform followed by tenant Antisocial Behaviour.

4 Undertaking the Scrutiny Exercise

4.1 Upon approval by the Board, the Tenants' Panel will commence scrutiny of the identified areas in priority order. The scrutiny exercise will follow the process detailed below:

- i. Agree criteria for the selection of issue for scrutiny.
- ii. Agree expected outcomes.
- iii. Select proposed topics for scrutiny.
- iv. Agree overall Scrutiny Annual Work Plan programme.
- v. Scrutiny Panel agrees Terms of Reference or brief for each scrutiny.
- vi. Plan the scrutiny and agree timetable.
- vii. Invite written evidence from staff.
- viii. Invite Newark and Sherwood Homes' staff and Board members as witnesses.
- ix. Gather information.
- x. Carry out site visits in consultation with Newark and Sherwood Homes' Board.
- xi. Consider written evidence and report presented by the Newark and Sherwood Homes' staff.
- xii. Deliberate and debate the issue.
- xiii. Panel considers emerging themes and recommendations.
- xiv. Panel develops and writes reports including recommendations.
- xv. Report and attend Board/Senior Management Team to present recommendations.
- xvi. Opportunity for the Board/Senior Management Team to debate Scrutiny Report.
- xvii. Board/Senior Management Team responds to recommendations.

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