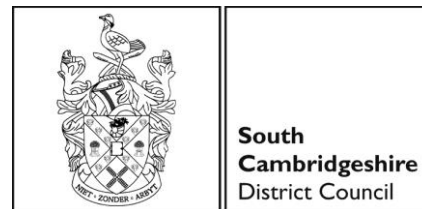


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11 October 2016

To: Councillor Lynda Harford, Portfolio Holder

Anna Bradnam  
Jose Hales  
Philippa Hart  
Hazel Smith  
Bunty Waters

Opposition Spokesman  
Opposition Spokesman  
Opposition Spokesman  
Opposition Spokesman  
Scrutiny and Overview Committee

Dear Sir / Madam

You are invited to attend the next meeting of **HOUSING PORTFOLIO HOLDER'S MEETING**, which will be held in **MONKFIELD ROOM, FIRST FLOOR** at South Cambridgeshire Hall on **WEDNESDAY, 19 OCTOBER 2016 at 4.30 p.m.**

Yours faithfully  
**JEAN HUNTER**  
Chief Executive

**Requests for a large print agenda must be received at least 48 hours before the meeting.**

---

## AGENDA

	PAGES
<b>1. Declarations of Interest</b>	
<b>2. Minutes of Previous Meeting</b> The Portfolio Holder is asked to sign the minutes of the meeting held on 16 March 2016 as a correct record.	<b>1 - 4</b>
<b>3. Resident Involvement Strategy 2016-2018</b>	<b>5 - 22</b>
<b>4. Affordable Homes Draft Service Plan 2017/18</b>	<b>23 - 28</b>
<b>STANDING ITEMS</b>	
<b>5. Tenant Participation Group</b>	
<b>6. Date of next meeting</b> 16 November 2016 at 4.30pm.	

## **OUR LONG-TERM VISION**

South Cambridgeshire will continue to be the best place to live, work and study in the country. Our district will demonstrate impressive and sustainable economic growth. Our residents will have a superb quality of life in an exceptionally beautiful, rural and green environment.

## **OUR VALUES**

We will demonstrate our corporate values in all our actions. These are:

- Working Together
- Integrity
- Dynamism
- Innovation

## **GUIDANCE NOTES FOR VISITORS TO SOUTH CAMBRIDGESHIRE HALL**

### **Notes to help those people visiting the South Cambridgeshire District Council offices**

While we try to make sure that you stay safe when visiting South Cambridgeshire Hall, you also have a responsibility for your own safety, and that of others.

#### **Security**

When attending meetings in non-public areas of the Council offices you must report to Reception, sign in, and at all times wear the Visitor badge issued. Before leaving the building, please sign out and return the Visitor badge to Reception.

Public seating in meeting rooms is limited. For further details contact Democratic Services on 03450 450 500 or e-mail [democratic.services@scambs.gov.uk](mailto:democratic.services@scambs.gov.uk)

#### **Emergency and Evacuation**

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- **Do not** use the lifts to leave the building. If you are unable to use stairs by yourself, the emergency staircase landings have fire refuge areas, which give protection for a minimum of 1.5 hours. Press the alarm button and wait for help from Council fire wardens or the fire brigade.
- **Do not** re-enter the building until the officer in charge or the fire brigade confirms that it is safe to do so.

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#### **Toilets**

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#### **Disturbance by Public**

If a member of the public interrupts proceedings at a meeting, the Chairman will warn the person concerned. If they continue to interrupt, the Chairman will order their removal from the meeting room. If there is a general disturbance in any part of the meeting room open to the public, the Chairman may call for that part to be cleared. The meeting will be suspended until order has been restored.

#### **Smoking**

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# Agenda Item 2

## SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of the Housing Portfolio Holder's Meeting held on  
Wednesday, 16 March 2016 at 5.30 p.m.

Portfolio Holder: Mark Howell

### **Councillors in attendance:**

Scrutiny and Overview Committee monitors: Bunty Waters

Opposition spokesmen: Anna Bradnam

Also in attendance: Kevin Cuffley, David McCraith

### **Officers:**

Gill Anderton	Head of Housing Development (New Build)
Julie Fletcher	Head of Housing Strategy
Anita Goddard	Head of Housing and Property Services
Stephen Hills	Director of Housing
Victoria Wallace	Democratic Services Officer

Wendy Head, Chairman of the Tenant Participation Group, was also in attendance.

### **1. DECLARATIONS OF INTEREST**

Councillor Mark Howell declared a non-pecuniary interest as an employee of the Papworth Trust.

### **2. MINUTES OF PREVIOUS MEETING**

The minutes of the meeting held on 27 January 2016 were agreed as a correct record.

### **3. WILFORD FURLONG/ BRICKHILLS WILLINGHAM REGENERATION PROJECT**

The Head of Housing Development (New Build) presented the report which set out a revised project plan and long term approach to the Wilford Furlong/Brickhills regeneration scheme in light of the recent changes to the Housing Revenue Account (HRA) Business Plan.

The report referred to an EU funding bid submitted by the Council, for the roll out of solar photovoltaic panels at the estate. Further to this, the Head of Housing and Property Services informed Members and the Portfolio Holder that it was unlikely this bid would be successful, but that an alternative funding scheme was potentially available. It was clarified that with any funding for the panels, the Council would own the panels and would receive the feed in and export tariff for these.

Regarding the energy efficiency improvement works to properties that were proposed, the following points were clarified:

- A detailed cost analysis of the works would be carried out however it was estimated that this would be in the region of £25,000-£30,000 per property dependent upon what each property required.
- Internal improvement works would be carried out first to enable the windows and doors to be improved before external cladding was put on the property.
- The Quantum Heating System proposed was a high tech and efficient system

which had good reviews from residents who already had these systems installed.

The Portfolio Holder **APPROVED** the revised phasing and longer term approach to the Wilford Furlong/Brickhills regeneration scheme as specified in Option C:

- To use existing revenue budgets, and top slice them to achieve 'energy efficiency improvement works' (EEIW) to each of the Council owned properties on the estate.
- Postpone any work on infill property construction or hard and soft landscaping works until all potential alternative funding options had been explored.

This required:

Final property surveys by April 2016 to assess suitability for the following works funded in 2016 and beginning by Q2 2016/17:

- New electric Quantum Heating Systems
- New windows and doors
- New bathrooms and kitchens as appropriate

The following works funded in 2017:

- Installation of External Wall Insulation (EWI). Works staggered to allow for budget and to ensure all internal and external works completed before EWI installed.
- Continued roll out of Solar PV installations across the council owned properties on the estate.

A further update would be presented after six months into the new financial year.

#### 4. THE HOUSING HANDYPERSON SERVICE PILOT PROPOSAL

The Head of Housing and Property Services presented the report which sought approval to set up a Handyman Service for tenants for a one year trial period.

The following points were clarified:

- The Council would not be subsidising the £20 per hour charge.
- Works would be carried out by Mears.
- If approved, the aim would be to start the service pilot in June 2016.
- The contact centre taking calls for the service, would be based in Cottenham.

Members present at the meeting, along with the Chair of the Tenant Participation Group, expressed support for the proposal.

Some concern that the £20 hourly charge was too high was expressed. Some Members thought that £15 per hour was more in line with what should be expected and in line the charges of local tradespeople. The Portfolio Holder pointed out that the Council did not want to compete with local tradespeople and take business away from them so agreed with the proposed £20 hourly rate.

The Housing Portfolio Holder:

- a) **APPROVED** the Handyman Service pilot proposal
- b) **AGREED** to a further report to be brought back in January 2017 for consideration following evaluation of the initial 9 months of the service.

## 5. AFFORDABLE HOMES DRAFT SERVICE PLAN 2016/17

The Head of Housing Strategy presented the Affordable Homes Draft Service Plan 2016/17.

The following points were clarified:

- Following successful tenancy fraud investigations, the Council was exploring commercial opportunities around tenancy fraud whereby the Council would offer a tenancy fraud service to external organisations and be paid for this work.
- Where high value council properties had to be sold to a third party, the Council was seeking to commission expert consultancy to investigate the best options for which third party would be best to sell the properties to.

The Housing Portfolio Holder:

- a) **APPROVED** the Affordable Homes Service Plan for 2016/17
- b) **NOTED** the progress to date on existing projects within the 2015/16 Service Plan.

## 6. TENANT PARTICIPATION GROUP

The Chair of the Tenant Participation Group (TPG) updated the Portfolio Holder and Members on the work of the TPG. The group was in the process of identifying members to carry out scrutiny work. A topic for scrutiny was yet to be decided.

## 7. COUNCIL NEW BUILD PIPELINE

The meeting moved to closed session for the exempt report to be discussed. The Head of Housing (New Build) presented the report which provided an update on the Council's new build programme, advising of the changes to the pipeline and an initiative to secure new capital receipts for the Housing Revenue Account.

It was clarified that the parcels of land identified for self-build, would be sold by the Council with outline planning permission. Members were informed that the Council was not yet restricting the self-build register.

A progress report would be presented to the Portfolio Holder at a future meeting. Members congratulated the Head of Housing (New Build) and her team for the work they had been undertaking and achievements made.

The Housing Portfolio Holder **NOTED** the contents of the report, in particular the pipeline of schemes currently funded by the Housing Revenue Account (HRA) Business Plan and the sale of the HRA plots to provide an ongoing income stream.

## 8. DATE OF NEXT MEETING

The next meeting would take place on Wednesday 15 June 2016 at 5.30pm.

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**The Meeting ended at 6.35 p.m.**

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# Agenda Item 3



South  
Cambridgeshire  
District Council

**REPORT TO:** Housing Portfolio Holder

19 October 2016

**LEAD OFFICER:** Director of Housing

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## RESIDENT INVOLVEMENT STRATEGY 2016-2018

### Purpose

1. The report seeks approval of the Resident Involvement Strategy 2016-2018.
2. This is not a key decision. This is an update of the previous Resident Involvement Strategy dated 2010 (refreshed in 2013).

### Recommendations

3. It is recommended that the Housing Portfolio Holder approves the Resident Involvement Strategy 2016-2018, which is attached at **Appendix A**.

### Reasons for Recommendations

4. In line with our corporate plan 2016-2021 objectives we want to work in partnership with our residents, parishes, businesses and community organisations within the District to develop services which will enhance the quality of life for our residents.
5. The new Resident Involvement Strategy sets out how we will work with our tenants and leaseholders over the next two years to provide opportunities for residents living in our properties to fully participate in the delivery and development of the housing service.

### Background

6. South Cambs went through a Resident Involvement audit in 2009/10 carried out by the Tenant Participation Advisory Service (TPAS). One of the recommendations was to develop a Resident Involvement strategy which was approved in 2010. This was refreshed in 2013 and now needs updating again.
7. The Localism Act 2011 sets out expectations for Local Authorities and registered providers in relation to Consumer Standards. Within the legislation, the Involvement and Empowerment standard states that tenants must be given a wide range of opportunities to influence and be involved with the management of their homes.

### Considerations

8. As this is an update of an existing policy we have not needed to carry out an Equality Impact Assessment.

## **Implications**

9. There are no significant implications.

## **Consultation responses**

10. Consultation with Tenant Participation Group members and staff has taken place and their views incorporated in the drafting of this strategy.
11. Agreement to adopt this strategy fits in with our corporate targets of:

**HOMES FOR OUR FUTURE – Secure the delivery of a wide range of housing to meet the needs of existing and future communities.**

**And**

**AN INNOVATIVE AND DYNATIC ORGANISATION – Adopt a more commercial and business-like approach to ensure we can continue to deliver the best possible services at the lowest possible cost.**

## **Background Papers**

Where [the Local Authorities \(Executive Arrangements\) \(Meetings and Access to Information\) \(England\) Regulations 2012](#) require documents to be open to inspection by members of the public, they must be available for inspection: -

- (a) at all reasonable hours at the offices of South Cambridgeshire District Council;
- (b) on the Council's website; and
- (c) in the case of documents to be available for inspection pursuant to regulation 15, on payment of a reasonable fee required by the Council by the person seeking to inspect the documents at the offices of South Cambridgeshire District Council.

There are no background papers

**Report Author:** Peter Moston – Resident Involvement Team Leader  
Telephone: (01954) 713037

# Appendix A



**South Cambridgeshire District Council**

# **RESIDENT INVOLVEMENT STRATEGY**

**2016 - 2018**



Printed and Published by: South Cambridgeshire District Council  
October 2016  
Paper copies available upon request – contact:  
Peter Moston – Resident Involvement Team Leader  
Tel: 01954 713037 or email [peter.moston@scambs.gov.uk](mailto:peter.moston@scambs.gov.uk)

# CONTENTS

PAGE

- 1. Introduction ..... 2**
  - 1.1 History and context ..... 2
  - 1.2 Tenant Participation Advisory Service (TPAS) report..... 2
  - 1.3 Existing groups and activities ..... 3
  
- 2. Our Vision and Values ..... 3**
  
- 3. Homes and Communities Agency (HCA) – the regulator ..... 3**
  - 3.1 HCA and regulation requirements ..... 3
  - 3.2 Tenant Involvement and Empowerment Standard ..... 4
    - 3.2.1 Required outcomes – customer service choice and complaints ..... 4
    - 3.2.2 Specific expectations ..... 5
  - 3.3 Objectives ..... 6
  - 3.4 Commitments ..... 6
  - 3.5 Promotion of opportunities ..... 7
  
- 4. Future priorities ..... 8**
  - 4.1 Successful delivery of the Resident Involvement strategy ..... 8
  - 4.2 Evaluating the impact of resident involvement ..... 8
  
- 5. Consultation and Monitoring Performance..... 9**
  - 5.1 How we consulted ..... 9
  - 5.2 How we will monitor performance ..... 9
  - 5.3 RI Vision ..... 9
  - 5.4 How we will resource the R I Strategy ..... 9
  
- 6. Contacts..... 9**

**APPENDIX 1 – Resident Involvement Action Plan**

## 1. Introduction

The purpose of the Council's Resident Involvement Strategy is to set out the Council's determination to provide opportunities for those residents living in Council homes to fully participate in the development and improvement of the housing service. The aim is to deliver a high quality, responsive, accessible, value for money service and this strategy will set out how we will work together with residents to achieve our joint objectives. The strategy will compliment the objectives set out in the Council's Community Engagement Strategy and Action Plan.

This strategy sets out how we currently work with residents and our future priorities for improvement and further engagement which will be monitored by reviewing and updating an action plan (appendix 1).

This document will provide a strategic overview that will inform the housing service plan and other housing strategies, documents and procedures and also wider corporate strategies.

### 1.1 History and context

Over the past few years there has been a movement away from external audit and inspection of services to self-regulation. In terms of resident involvement the Tenant Services Authority (TSA) started this trend in 2010 and in 2012 the Homes and Communities Agency took over this role setting out expected performance standards in their publication 'Tenant Involvement and Empowerment Standard' - see point 2.1 of this strategy for further details.

The wide geographical spread of Council homes in South Cambridgeshire presents special challenges that will need to be addressed. These challenges include reaching residents in remote rural locations, choosing appropriate meeting locations and engaging with groups across almost a 100 locations throughout the District. As a result, a range of opportunities need to be offered for residents so that their different views and needs can be captured.

Resident involvement is intrinsically linked to excellent customer service and will be an integral outcome for the Council in its drive towards the government's Customer Service Excellence standard. The strategy will also be driven by the Council's overall Visions, Aims and Values (see section 2).

### 1.2 Tenant Participation Advisory Service (Tpas)

South Cambridgeshire District Council are members of Tpas (England's leading tenant engagement experts) and in the past have commissioned health checks into the Council's resident involvement service. We continue to work with Tpas to help make service improvements including supporting tenant representatives to complete tenant led self-regulation projects. As recommended, we have also set up and run mystery shopping reviews and made more use of tenant inspectors.

### 1.3 Existing groups and activities

The Council has successfully supported and worked with our Tenant Participation Group (TPG) for a number of years. TPG meets monthly and is our main consultative forum. It feeds into the Council's wider democratic processes by ensuring that all reports on relevant housing services issued to the Housing Portfolio Holder and Cabinet will include the outcome of consultation with TPG and their recommendations. The Chair and Vice Chair of TPG attend Housing Portfolio Holder meetings.

Membership of our TPG is made up of 15 democratically elected members with re-elections taking place every five years (next due in 2019). Other resident led forums such as the Leaseholder Forum and Sheltered Housing Forum nominate representatives on to TPG.

## 2. Our Vision and Values

Our Vision for Housing –

**To be the best housing service by providing good quality housing across all tenures that is accessible to all – that enhances residents' quality of life and their health and wellbeing. Our aim is also to support economic growth and social opportunities, alongside improved energy security and reduce our carbon footprint.**

By promoting resident involvement we will be helping to ensure that the views of our customers are embedded in our vision for the housing service in the future.

The development of the strategy and its related action plan seek to deliver against our Corporate aims of:

- **Living Well** - Support our Communities to remain in good health whilst protecting the natural and built environment
- **Homes for our future** - Secure the delivery of a wide range of housing to meet the needs of existing and future communities
- **Connected Communities** – Work with partners to ensure new transport and digital infrastructure supports and strengthens communities and that our approach to growth sustains prosperity
- **An Innovative and Dynamic Organisation** – adopting a more commercial and business-like approach to ensure we can continue to deliver the best possible services at the lowest possible cost

## 3. Home and Communities Agency (HCA) – the regulator

### 3.1 HCA and regulation requirements

Regulatory standards contain the outcomes that providers are expected to achieve and the specific expectations of the HCA as regulator. The standards are classified as either 'economic' or 'consumer'.

**Economic standards** apply to all registered providers **except local authorities** and cover Governance and Financial viability, Value for Money and Rent.

**Consumer Standards** apply to all registered providers including local authorities. The HCA set consumer standards 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 and where necessary reflect directions issued to the Regulator by the Government.

The Localism Act 2011 specifies the regulator's role in, and 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 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 of the Regulatory Framework for Social Housing in England from April 2012.

The four consumer standards are:

- Tenant Involvement and Empowerment
- Home
- Tenancy
- Neighbourhood and Community

These standards are set out in detail in The regulatory framework for social housing in England April 2012.

## **3.2 Tenant and Involvement and Empowerment Standard**

### **3.2.1 Required Outcomes: 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.

### **Involvement and empowerment**

Registered providers shall ensure that the 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.

## **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.

### **3.2.2 Specific expectations**

#### **Customer service, choice and complaints**

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

- How tenants can access services
- The standard 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.

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 complaint. Providers shall accept complaints made by advocates authorised to act on a tenants' behalf.

#### **Involvement and empowerment**

- Registered providers shall support their tenants to develop and implement opportunities for involvement and empowerment, including by:
  - Supporting their tenants to exercise the 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.



- 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.
- 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.
- 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.

### **Understanding and responding to diverse needs**

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

### **3.3 Objectives.** The overarching objectives of this strategy are to:

- Reach a wider resident profile
- Ensure that resident involvement activities have clear service improvements objectives
- Measure the impact of resident involvement
- Evaluate and improve value for money of all resident involvement activities.
- Improve satisfaction rates specifically those measuring where tenants views are taken into account, and also the opportunities to be involved

### **3.4 Commitments.** Key Resident Involvement commitments are:

- To offer a wider range of opportunities for residents to get involved, and identify ways for these activities to take place at a local/village level.
- To ensure that all teams in Affordable Homes providing core landlord services will develop plans for involving residents in developing and improving their services e.g. housing and income management, maintenance and asset management.
- That teams will demonstrate how resident feedback has been used to improve their services.
- To ensure that there is an open and transparent process for accessing opportunities for getting involved.
- To provide support and training to improve access and take-up of opportunities.
- To develop flexibility across areas and services, as a 'one size fits all' approach will not meet the needs of all our residents. The approach will vary for different residents e.g. general needs, supported housing, and leaseholders.

**3.5 Promotion of opportunities.** We will provide a comprehensive and varied range of opportunities to get involved and where needed will target specific groups, especially those underrepresented areas.

**We will:**

- Offer a menu of opportunities, based on a ladder of involvement
- Develop a database of residents interested in involvement

**Menu of Opportunities currently in Use:**

- Tenant Participation Group (TPG)
- Leaseholder forum
- Sheltered Housing forum
- Village Voices
- Tenant Inspectors including Estate Inspections
- Mystery Shopping
- Resident Training opportunities
- Resident led scrutiny reviews
- Conferences and seminars
- Satisfaction surveys
- Focus groups
- Housing portfolio holder meetings
- Heads of Service with TPG Officer meetings
- Tenant and Leaseholder News editorial panel
- Representation at Repairs and Grounds Maintenance contract review meetings
- Annual report to tenants
- Open days
- Housing management and benefits local surgeries
- Website/social media/Email TPG members
- Capital works priority input
- Complaints, compliments, suggestions

**Ladder of Involvement:** As well as offering a variety of ways in which customers can get involved, we will offer a variety of levels of involvement because we understand that different customers can commit different amounts of time. So by referring to the menu residents can chose an option or a combination of options according to what best suits their needs.

By offering a wide range of opportunities and ensuring that residents are provided with appropriate levels of support we are increasing the degree of control that residents have to influence our services.

Our organisational goal is to operate and maintain substantial levels of participation as shown in David Wilcox ladder of Involvement (see below)



## 4. Future priorities

### 4.1 Successful delivery of the Resident Involvement Strategy

Our approach to involving residents is informed by resident feedback, research, best practice in the sector and government policy.

We will continuously review our action plan ensuring that we provide an excellent service that is focused on making a difference and adding value for our customers.

In line with current government thinking and devolution proposals, we will be working more closely with neighboring housing providers to help ensure we are providing best value for our services in partnership with our residents.

### 4.2 Evaluating the impact of resident involvement

To ensure that resident involvement activities are making a difference and the Council responds in terms of service development and enhancements, it will be necessary to evaluate the impact; therefore we will review involvement activities for:

- Effectiveness: has the activity achieved the objectives set by residents and the Council?
- Popularity: were residents attracted by the activity? Were there specific groups of residents that engaged or did not engage in the opportunity?
- Access and Diversity: was it easy to get to? Did it reach the people it needed to reach? Did we get a good cross-section of people getting involved?
- Value for money: was the output, such as suggested improvements, savings or reprioritised spending, worth the input, including funding, residents' time, staffing and other resources?

#### **To assist in measuring the impact we will:**

- Engage residents in collecting information about the impact of their involvement.
- Survey residents on satisfaction with their involvement and also on their satisfaction with the services we provide.
- Benchmark our performance against other landlords.
- The Tenant Participation Group (TPG) to act as a scrutiny body to help us evaluate what works well and identify weaknesses.
- The TPG will also monitor the progress of this strategy and the associated action plan.
- Use the resident feedback to continuously improve services and to achieve consistently high levels of customer satisfaction.
- Use resident feedback to help us shape and tailor services so that they are efficient and effective and help us achieve upper quartile performance in all service areas.
- Aim to continuously improve service standards so that residents receive an excellent service and involve residents in setting challenging targets for improvement.

## **5. Consultation and monitoring performance**

### **5.1 How we consulted**

We held a focus group meeting comprising TPG members and staff to consider priorities to be included in this strategy. A draft strategy was then considered by TPG members prior to being put forward to the Council for adoption.

### **5.2 How we will monitor performance**

The Council will deliver the strategy by carrying out the actions and activities set out in the action plan at appendix 1 which will be monitored by the Tenant Participation Group and Housing Portfolio Holder.

### **5.3 RI vision to have:**

- Clear aims and objectives – All involvement activities will have clear aims, objectives and outcomes to ensure that residents feel empowered in an honest and open environment.
- A wide range of resident centred activities are available creating opportunities for meaningful engagement.
- Provide regular feedback to residents informing them how their influence has changed and improved services.
- An action plan that is robust and challenging and evolves to take into account new initiatives and good practice.

### **5.4 How we will resource the Resident Involvement Strategy**

The Council supports a small team of RI staff namely:

- Resident Involvement Team Leader (full time permanent post) – covering policy and strategy and ensuring compliance with HCA standards
- Resident Involvement Officer (full time permanent post) – covering day to day RI work such as supporting TPG, forums, training, village voices, tenant inspectors, scrutiny project support and promoting RI across the organisation.
- Resident Involvement Project Support Officer (full time temporary contract) - covering project work such as digital role out and newsletters/promotional events.

## **6. Contacts**

If you require any further information about the Resident Involvement Strategy please contact the Housing Strategic Team on 01954 713037 or email [peter.moston@scambs.gov.uk](mailto:peter.moston@scambs.gov.uk)

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**RESIDENT INVOLVEMENT STRATEGY ACTION PLAN 2016/17 BASED ON HOMES AND COMMUNITIES AGENCY (HCA) TENANT INVOLVEMENT AND EMPOWERMENT STANDARDS (2012)**

HCA REQUIRED OUTCOMES	Current position	Responsible Officer & timescale	Action Required	
			Comply	Part Comply
<p><b>1.1 Customer service, choice and complaints:</b> Registered providers shall:-</p> <p>(a) Provide choices, information and communication that is appropriate to the diverse needs of their tenants in the delivery of all standards.</p> <p>(b) Have an approach to complaints that is clear, simple and accessible that ensures that complaints are resolved promptly, politely and fairly.</p>	<p>a) Range of information available via customer contact centre (telephone), website, newsletters, leaflets, handbooks. Translation service, large print and speaking versions available for main items/information. Dedicated Housing Facebook &amp; E-say group being developed.</p> <p>b) Complaints procedure clear and advertised on our website and via leaflets. Complaints can be made by phone, in writing or on-line.</p>	<p>RI/policy officer - April 2017</p> <p>RI project officer – December 2016</p>	<p>Tenants Handbook being redrafted after feedback from TPG/staff</p> <p>Develop fully functioning Housing Facebook page</p> <p>Compile database for E-say group and trial.</p>	
<p><b>1.2 Involvement and Empowerment:</b> Registered providers shall ensure that tenants are given a wide range of opportunities to influence and be involved in:-</p> <p>a) The formulation of their landlord's housing related policies and strategic priorities.</p> <p>b) The making of decisions about how housing related services are delivered, including the setting of service standards.</p> <p>c) The scrutiny of their landlords performance and the making of recommendations about how their performance might be improved</p>	<p>a) Through Forums, TPG meetings, tenant representatives attending contract review meetings with major contractors, being involved with tendering for existing contracts and new works, attending Housing Portfolio Holder meetings.</p> <p>b) As in a) plus carrying out service scrutiny reviews and attending workshops and inputting to the annual report.</p> <p>c) Via TPG considering annual performance information, complaints etc and tenant led scrutiny projects leading to recommendations/service improvements.</p>		<p>Second quarter 2016 residents involved in HRA service review and benchmarking project led by Housemark awaiting report. (Affordable homes service plan 2016/17 P6)</p> <p>Currently undertaking third major tenant led service scrutiny review</p>	

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<ul style="list-style-type: none"> <li>d) The management of their home where applicable.</li> <li>e) 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.</li> <li>f) Agreeing local offers for service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>d) See Strategy Sec. 3.5 – Menu of opportunities currently in use.</li> <li>e) TPG representation at repairs contract review meetings and involved in tendering of existing and new contracts. First quarter 2016 TPG reps involved in retender for heating servicing/repair contract and new tender for external wall insulation.</li> <li>f) Housing draft policies reviewed through TPG and Housing Portfolio holder meetings. Service standards developed through tenant led scrutiny reviews and relevant forums.</li> </ul>	<p>Scrutiny panel/RI staff Feb 2017</p>	<p>Jun 2016 to Jan 2017. Report to TPG/senior officers/housing portfolio holder Feb 2017.</p>	
<p><b>1.3 Understanding and responding to the diverse needs of tenants:</b> Registered providers shall:-</p> <ul style="list-style-type: none"> <li>a) Treat all tenants with fairness and respect.</li> <li>b) Demonstrate that they understand the different needs of their tenants, including in relation to the equality strands and tenants with additional support needs.</li> </ul>	<ul style="list-style-type: none"> <li>a) See Strategy Sec. 2 Our vision and values for Housing and Corporate Aims.</li> <li>b) Knowledgeable and experienced housing management team including patch based neighbourhood support staff and visiting support officers. Equal opportunities statement outlined in Tenants Handbook. First quarter 2016 restructured housing management service strengthening neighbourhood support team and closer working between housing, neighbourhood support and sheltered and support team.</li> </ul>	<p>Housing strategy team - March 2017</p>	<p>Affordable homes service plan 2016/17 P3. Tenant profiling project. Undertake a tenant audit of all current tenants in order to obtain robust and up to date information on the profile of our tenants to help mitigate any negative impacts – in particular impact of new legislation such as pay to stay.</p>	

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HCA SPECIFIC EXPECTATIONS		Responsible Officer & timescale	Action Required	
			Comply	Part Comply
<p><b>2.1 Customer service, choice and complaints:</b></p> <p>2.1.1 Registered providers shall provide tenants with accessible, relevant and timely information about:-</p> <ul style="list-style-type: none"> <li>a) How tenants can access services.</li> <li>b) The standards of housing services tenants can expect.</li> <li>c) How we are performing against those standards.</li> <li>d) The service choices available to tenants, including any additional costs that are relevant to specific choices.</li> <li>e) Progress of any repair works.</li> <li>f) How tenants can communicate with them and provide feedback.</li> <li>g) The responsibilities of the tenant and provider</li> <li>h) Arrangement for tenant involvement and scrutiny.</li> </ul>	<ul style="list-style-type: none"> <li>a) Services outlined in Tenant’s Handbook and on website and in service specific leaflets.</li> <li>b) Service standards set out in Tenants Handbook given to all new tenants and on website.</li> <li>c) Customer satisfaction surveys, newsletters and annual report are used to publish this information and it is available on-line. TPG members input in to type of information, presentation of information as well as performance monitoring.</li> <li>d) Outlined in tenancy agreement, handbook and service specific leaflets. First quarter 2016 consulted with sheltered residents over lifeline replacing hardwired system.</li> <li>e) Tenant able to contact contractor direct and check on progress of work.</li> <li>f) Satisfaction survey carried out for each repair.</li> <li>g) Set out in tenants handbook and on-line.</li> <li>h) Through tenants handbook, newsletters, resident involvement specific leaflet and website.</li> </ul>	<p>RI team - on-going</p> <p>RI team – on-going</p>	<p>Tenants and Leaseholder magazine editorial panel made up mainly of TPG members plus RI staff. Published and distributed to all households in June &amp; December each year.</p>	
			<p>Mystery shopping/telephone surveys carried out by TPG members quarterly to check repairs contractor satisfaction data.</p>	
<p>2.1.2 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. Registered providers shall publish information about complaints each year,</p>	<p>Complaints procedure advertised available via leaflet and website. Three stage process with the third stage being external Ombudsman. All stages have clear acknowledgement and reply timescales and set out what customers can expect at each stage. Tenants are encouraged to use designated persons such as local politicians to support them if needed.</p>			

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<p>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 behalf.</p>	<p>Complaints information is published in the annual report broken down in to service areas and this information is monitored quarterly at TPG and fed back to service managers.</p>			
<p><b>2.2 Involvement and empowerment:</b> 2.2.1 Registered providers shall support their tenants to develop and implement opportunities for involvement and empowerment, including by:-</p> <ul style="list-style-type: none"> <li>a) Supporting their tenants to exercise their right to manage or otherwise exercise housing management functions, where appropriate</li> <li>b) Supporting the formation and activities of tenant panels or equivalent groups and responding in a constructive and timely manner to them.</li> <li>c) 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.</li> <li>d) Providing support to tenants to build their capacity to be more effectively involved.</li> </ul> <p>Page 20</p>	<ul style="list-style-type: none"> <li>a) Elected TPG members are involved in contract review meetings and re-tendering of existing contracts and for new services. TPG members involved in: 2015/16 Grounds Maintenance service re-tender. First quarter 2016/17 – Resident led scrutiny support tender, external wall insulation tender and heating servicing &amp; maintenance contract re-tender.</li> <li>b) We support TPG, Leaseholder and Sheltered Forums as well as other less formal residents groups. The main three forums are now largely self supporting with elected Officers (residents) running the meetings. Training and support has been provided to support this development.</li> <li>c) Resident led scrutiny panel consider performance information when considering what services to review. TPG receive reports on performance and complaints benchmarked against other providers. First quarter 2016/17 TPG working group looked at what information should be reported in the Newsletter regarding annual performance data. Annual report on housing service is published including information on repairs and capital works.</li> <li>d) Various training courses provided to TPG members to build capacity. Evidenced by TPG and forums becoming self supporting and four TPG members</li> </ul>	<p>RI team March 2017</p> <p>RI Team current and on-going</p>	<p>Need to work with TPG through recently published Tpas new Tenant Engagement Standards to ensure SCDC are complying with latest industry best practice.</p> <p>Regular IT training courses offered to TPG members and looking to open up to all tenants. First quarter 2016/17 Signed up to 'learn my way' – free on-line IT training available.</p>	



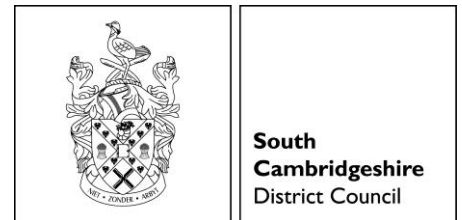
## Appendix 01 | Resident Involvement Strategy Action Plan

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	<p>giving a presentation at a Tpas conference in Peterborough April 2016.</p> <p>Last quarter 2015/16 and first quarter 2016/17 'Chairing a meeting' training and 'Getting the best out of resident scrutiny' training provided to TPG members by external consultants (Tpas).</p>	RI project officer current and on-going	Recommissioned PC's placed in all 41 sheltered communal rooms across district and looking to promote, support and help train digital champions.	
2.2.2 Registered providers shall consult with tenants on the scope of local offers for service delivery. This shall include how performance will be monitored, reported and scrutinised by tenants and arrangements for reviewing these on a periodic basis.	<p>Consultation takes place with TPG members on all areas of service delivery. Performance information is reviewed by TPG members who also have an input in to the type and presentation of performance information published. Scrutiny team members take this in to account along with complaints data when considering what service reviews to carry out.</p>	RI/Policy staff March 2017	More structured process for analysing complaints data needed when choosing service scrutiny reviews – Tpas supporting new procedure.	
2.2.3 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.	<p>No significant changes proposed at present. SCDC Leader, Housing portfolio holder and Director of Housing attended TPG meetings Sept 16 and Oct16 to discuss devolution proposals, proposed government changes and current good practice/performance information.</p>			
2.2.4 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.	<p>Consultation takes place via TPG members who attend Housing Portfolio Holder meetings and regularly meet with Heads of Service. Major tenant led scrutiny projects started in 2013/14. Resident Involvement workshop held Aug 2015 RI strategy and involvement preferences.</p> <p>Second quarter 2016 – Council Leader, Housing Portfolio Holder and Director of Housing attended TPG meetings.</p>			
<b>2.3 Understanding and responding to diverse needs:</b> Registered providers shall demonstrate how they respond to tenants' needs in the way they provide services and communicate with tenants.	<p>We work closely with elected TPG members and are starting to measure the outcomes from all our RI activity including resident led scrutiny work. Customer satisfaction surveys carried out regularly.</p>	RI staff by March 2017	Need to further develop KPI's for performance on RI and publicise more widely to staff and residents.	

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# Agenda Item 4



**REPORT TO:** Housing Portfolio Holder  
**LEAD OFFICER:** Director of Housing

19 October 2016

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## AFFORDABLE HOMES DRAFT SERVICE PLAN 2017/18

### Purpose

1. To provide the Portfolio Holder with an update on the revised Affordable Homes Service Plan for 2017/18.
2. This is not a key decision.

### Recommendations

3. That the Housing Portfolio Holder endorses the service plan actions identified in this report and suggests additions to or amendments to these service plan actions if required.

### Reasons for Recommendations

4. A list of service projects needs to be agreed in the autumn to enable service and financial planning to be put in place for effective delivery by April 2017. The proposed list represents a continuation of key projects already underway and a series of new projects designed to take forward key developments identified in previous years work and to further enhance the service to customers. The final version of the Service Plan will be presented to the Portfolio Holder in March 2017.

### Background

5. The existing Affordable Homes Service Plan includes a number of service plan projects intended to run over a two or three year timeframe. This is therefore a refresh of the service plan designed mainly to introduce new service plan actions to address external challenges.
6. The Affordable Homes service plan differs to other service plans within the Council as it is closely linked to the Housing Revenue Account (HRA) Business Plan. The introduction of the self financing regime for council housing from April 2012 means that a separate 30 year HRA Business Plan is in place from 2012/13 onwards.
7. There is also a linked Asset Management Strategy that sets out the Councils approach to managing its homes and other properties, which also covers a 30 year period. Arising from the Asset Management Strategy, the Five Year Housing Maintenance Plan sets out the planned expenditure to maintain the Council's homes and forms part of the HRA Business Plan.
8. The service plan is set in the context of the overarching Housing Strategy 2012 - 2016, which in turn is related to the sub regional housing strategy, which reflects the sub regional strategic housing agenda of the sub regional housing market centred on Cambridge. The strategy itself is an action for the service plan and following delays in

the finalisation of national regulations on new legislation will now be completed during 2017.

### Considerations

9. The service plan addresses the key Councils key aims and actions from the Corporate Plan 2016 - 2020, as well as projects contained within the Business Efficiency and Improvement Plan.
10. Government policy changes such as the reduction in rents, changes to welfare benefits, higher rents for higher earning households and the proposal to sell council houses to pay for the extension of the Right to Buy to housing associations also require specific activity to model the impacts and to identify possible mitigations for both the Council and for the Council's tenants.

### Options

11. The Portfolio Holder is requested to consider these proposed actions and to suggest changes or additions where required.

Table 1 Proposed Service Plan themes 2017 -18

	<b>Topic</b>	<b>Carried Forward or New</b>	<b>Budget implication</b>	<b>Notes</b>
1	Housing Strategy 2017 - 2022	CF	No extra budget required	Process of review underway but will be completed in 2017 to allow time for details of new Housing Bill and other Government policy changes to be firmed up and for work to be completed to align the strategy with Cambridge City.
2	Tenant profiling project	CF	No extra budget required at this stage	We will need to gather more information on our tenants to enable us to understand the impact of welfare changes and help mitigate any negative impacts. In particular we need to understand who might fit within the over £30K household income category.
3	Delivery models review partnership and shared working	CF	No extra budget required	Working in partnership with Cambridge City, housing associations and private sector contractors we will need to explore if there are new and efficient ways of delivering core front line services e.g. new partnership models to deliver

				responsive repairs delivery of housing related support.
4	Community Impact Assessment Tool development	N	No extra budget required at this stage	Development of an approach that allows us to evidence more robustly the wider community impact of service delivery approaches in housing.
5	Explore options for cleaning contract	N	No extra budget required at this stage	To develop and evaluate a pilot scheme to extend the scope and offer of the cleaning service provided by existing staff with a view to improving the quality of life of vulnerable people in the District.
6	Homelessness mitigation	CF	No extra budget required at this stage	A range of activities to be considered to try and offset the worst of the impacts of policy on homelessness. May require a fresh strategy to be produced.
7	Private Sector leasing project	N	No extra budget required at this stage	Linked to homelessness work. Implementation project for new PSL
8	High value sales	N	Will require substantial resources to take forward business options	Consultancy advice now obtained. Project to implement decision once Regulations have been received.
9	1:1 replacement programme	N	No extra budget required at this stage	Partner project to high value sales. Partnership project to deliver new replacement affordable homes.
10	Devolution housing delivery	N	Budget to come from devolution settlement	Partnership project to deliver new affordable homes
11	Pay to Stay	N	Potential cost to Council of around £100k pa – may be some funding from Government	Awaiting Regulations before detail finalised. Working with Cambridge City on implementation project.
12	IT procurement	N	No extra	Working with Cambridge City.

			budget required at this stage	Project management from 3C
13	'Through the Door' project	N	No extra budget required at this stage	To develop a pilot scheme to explore new ways of addressing loneliness amongst older people in the District.
14	CLT Umbrella	N	Potential for external funding	Project to explore setting up of CLT body to support local CLT developments on exception sites
15	Purpose built shared accommodation	N	No extra budget required at this stage	Project to explore scale of demand and funding/partnerships required to meet this demand.
16	Housing health & social care partnership developments	N	No extra budget required at this stage	Strategic partnership project linked to a number of delivery projects
17	Together for Families	N	No extra budget required at this stage	Shared project with Environmental Services and County Council to ensure that families with multiplier and complex needs are best supported.
18	Self Build	CF	No extra budget required at this stage	Project to take forward the work established as part of the Vanguard Pilot. To include working closely with planning to embed the local service and further development of the regional service offer.

### Implications

12. In the writing of this report, taking into account financial, legal, staffing, risk management, equality and diversity, climate change, community safety and any other key issues, the following implications have been considered: -

#### **Financial**

13. There are financial dimensions to all of these projects but there is no significant new funding required at this stage.

#### **Legal**

14. A number of these projects will require specialist input from our legal services.

***Staffing***

15. There are no specific staffing requirements arising from these projects at this stage.

***Risk Management***

16. Risk logs will be developed for each project.

***Equality and Diversity***

17. Equality Impact Assessments will be carried out on each policy change as it is developed.

**Consultation responses (including from the Youth Council)**

18. The final version of the service plan will be produced with the help of the Tenant Participation Group and the Youth Council.

**Effect on Strategic Aims**

19. The Affordable Homes service plan is important for all three of the Council's main strategic aims.

**Conclusions/Summary**

20. Table 1, contains a draft service plan actions list that will be incorporated within the final form of the Affordable Homes service plan to be brought back to the Housing Portfolio Holder in March 2017.

**Background Papers:** the following background papers were used in the preparation of this report:

None

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