

Housing Policy Committee

Thursday 9 June 2022 at 10.00 am

**To be held in the Town Hall,
Pinstone Street, Sheffield, S1 2HH**

The Press and Public are Welcome to Attend

Membership

Councillor Douglas Johnson
Councillor Penny Baker
Councillor Paul Wood
Councillor Sue Auckland
Councillor Fran Belbin
Councillor Ben Curran
Councillor Denise Fox
Councillor Maleiki Haybe
Councillor Sophie Thornton

PUBLIC ACCESS TO THE MEETING

The Housing Policy Committee discusses and takes decisions on Housing matters:

- Public sector
- Private sector
- Homelessness
- Refugee resettlement programmes
- Gypsy and traveller sites

Meetings are chaired by Councillor Douglas Johnson.

A copy of the agenda and reports is available on the Council's website at www.sheffield.gov.uk . You may not be allowed to see some reports because they contain confidential information. These items are usually marked * on the agenda. Members of the public have the right to ask questions or submit petitions to Policy Committee meetings and recording is allowed under the direction of the Chair. Please see the [Council's Webpage](#) or contact Democratic Services for further information regarding public questions and petitions and details of the Council's protocol on audio/visual recording and photography at council meetings.

Policy Committee meetings are normally open to the public but sometimes the Committee may have to discuss an item in private. If this happens, you will be asked to leave. Any private items are normally left until last on the agenda.

Meetings of the Policy Committee have to be held as physical meetings. If you would like to attend the meeting, please report to an Attendant in the Foyer at the Town Hall where you will be directed to the meeting room. However, it would be appreciated if you could register to attend, in advance of the meeting, by emailing committee@sheffield.gov.uk, as this will assist with the management of attendance at the meeting. The meeting rooms in the Town Hall have a limited capacity. We are unable to guarantee entrance to the meeting room for observers, as priority will be given to registered speakers and those that have registered to attend.

Alternatively, you can observe the meeting remotely by clicking on the 'view the webcast' link provided on the meeting page of the [website](#).

If you wish to attend a meeting and ask a question or present a petition, you must submit the question/petition in writing by 9.00 a.m. at least 2 clear days in advance of the date of the meeting, by email to the following address:
committee@sheffield.gov.uk.

In order to ensure safe access and to protect all attendees, you will be recommended to wear a face covering (unless you have an exemption) at all times within the venue. Please do not attend the meeting if you have COVID-19 symptoms. It is also recommended that you undertake a Covid-19 Rapid Lateral Flow Test within two days of the meeting.

If you require any further information please email committee@sheffield.gov.uk.

FACILITIES

There are public toilets available, with wheelchair access, on the ground floor of the Town Hall. Induction loop facilities are available in meeting rooms. Access for people with mobility difficulties can be obtained through the ramp on the side to the main Town Hall entrance.

**HOUSING POLICY COMMITTEE AGENDA
9 JUNE 2022**

Order of Business

- 1. Welcome and Housekeeping**
The Chair to welcome attendees to the meeting and outline basic housekeeping and fire safety arrangements.
- 2. Apologies for Absence**
- 3. Exclusion of Press and Public**
To identify items where resolutions may be moved to exclude the press and public
- 4. Declarations of Interest** (Pages 7 - 10)
Members to declare any interests they have in the business to be considered at the meeting
- 5. Public Questions and Petitions**
To receive any questions or petitions from members of the public
- 6. Housing Policy Committee Overview** (Pages 11 - 38)
Presentation by Executive Director, Operational Services
- 7. Work Programme** (Pages 39 - 56)
Report of the Director of Legal and Governance

Formal Decisions

- 8. Month 1 Monitoring, Financial Position and Budget Timetable Revenue and Monitoring Report** (Pages 57 - 68)
Report of the Director of Finance and Commercial Services
- 9. Rent Recovery Policy** (To Follow)
Report of the Executive Director, Operational Services

Other Items

NOTE: The next meeting of Housing Policy Committee will be held on Thursday 15 September 2022 at 2.00 pm

ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

If you are present at a meeting of the Council, of its executive or any committee of the executive, or of any committee, sub-committee, joint committee, or joint sub-committee of the authority, and you have a **Disclosable Pecuniary Interest (DPI)** relating to any business that will be considered at the meeting, you must not:

- participate in any discussion of the business at the meeting, or if you become aware of your Disclosable Pecuniary Interest during the meeting, participate further in any discussion of the business, or
- participate in any vote or further vote taken on the matter at the meeting.

These prohibitions apply to any form of participation, including speaking as a member of the public.

You **must**:

- leave the room (in accordance with the Members' Code of Conduct)
- make a verbal declaration of the existence and nature of any DPI at any meeting at which you are present at which an item of business which affects or relates to the subject matter of that interest is under consideration, at or before the consideration of the item of business or as soon as the interest becomes apparent.
- declare it to the meeting and notify the Council's Monitoring Officer within 28 days, if the DPI is not already registered.

If you have any of the following pecuniary interests, they are your **disclosable pecuniary interests** under the new national rules. You have a pecuniary interest if you, or your spouse or civil partner, have a pecuniary interest.

- Any employment, office, trade, profession or vocation carried on for profit or gain, which you, or your spouse or civil partner undertakes.
- Any payment or provision of any other financial benefit (other than from your council or authority) made or provided within the relevant period* in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.

*The relevant period is the 12 months ending on the day when you tell the Monitoring Officer about your disclosable pecuniary interests.

- Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority –
 - under which goods or services are to be provided or works are to be executed; and
 - which has not been fully discharged.

- Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.
- Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.
- Any tenancy where (to your knowledge) –
 - the landlord is your council or authority; and
 - the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.
- Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -
 - (a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and
 - (b) either -
 - the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or
 - if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

If you attend a meeting at which any item of business is to be considered and you are aware that you have a **personal interest** in the matter which does not amount to a DPI, you must make verbal declaration of the existence and nature of that interest at or before the consideration of the item of business or as soon as the interest becomes apparent. You should leave the room if your continued presence is incompatible with the 7 Principles of Public Life (selflessness; integrity; objectivity; accountability; openness; honesty; and leadership).

You have a personal interest where –

- a decision in relation to that business might reasonably be regarded as affecting the well-being or financial standing (including interests in land and easements over land) of you or a member of your family or a person or an organisation with whom you have a close association to a greater extent than it would affect the majority of the Council Tax payers, ratepayers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the Authority's administrative area, or
- it relates to or is likely to affect any of the interests that are defined as DPIs but are in respect of a member of your family (other than a partner) or a person with whom you have a close association.

Guidance on declarations of interest, incorporating regulations published by the Government in relation to Disclosable Pecuniary Interests, has been circulated to you previously.

You should identify any potential interest you may have relating to business to be considered at the meeting. This will help you and anyone that you ask for advice to fully consider all the circumstances before deciding what action you should take.

In certain circumstances the Council may grant a **dispensation** to permit a Member to take part in the business of the Authority even if the member has a Disclosable Pecuniary Interest relating to that business.

To obtain a dispensation, you must write to the Monitoring Officer at least 48 hours before the meeting in question, explaining why a dispensation is sought and desirable, and specifying the period of time for which it is sought. The Monitoring Officer may consult with the Independent Person or the Council's Standards Committee in relation to a request for dispensation.

Further advice can be obtained from Gillian Duckworth, Director of Legal and Governance on 0114 2734018 or email gillian.duckworth@sheffield.gov.uk.

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Housing & Neighbourhood's Service (HNS) Members Induction

Janet Sharpe, Director of HNS
June 2022

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Agenda Item 6



Introducing the Housing & Neighborhoods' Service

- Focused on improving the management, maintenance, investment, support & regulation of housing to increase the standards & supply of affordable homes in Sheffield.
- Responded to the challenges of COVID & are focused on recovery and resilience to tackle the social & economic challenges facing residents.
- Have defined our core themes & have identified the future challenges that will require our intervention, working closely with our partners, tenants and residents in Sheffield.

- 900+ staff providing a wide range of housing and related activities
- Largest social housing landlord in the city with 39,000 homes & 3,000 leasehold properties to manage & maintain
- Responsible for over 30 older person's housing schemes and a range of supported housing accommodation
- Responsible for the prevention and management of Homeless and Rough Sleeping in city
- ^{Private} Working closely with other services, statutory partners, tenants and landlords
- £150 million annual 'rent roll'
- An approved 5-year £600m Housing Investment Programme (capital), £100 million annual capital investment programme and over £40m on delivering tenants repairs
- Regulation of over 45,000 Private Rented Homes

Our roles and responsibilities:

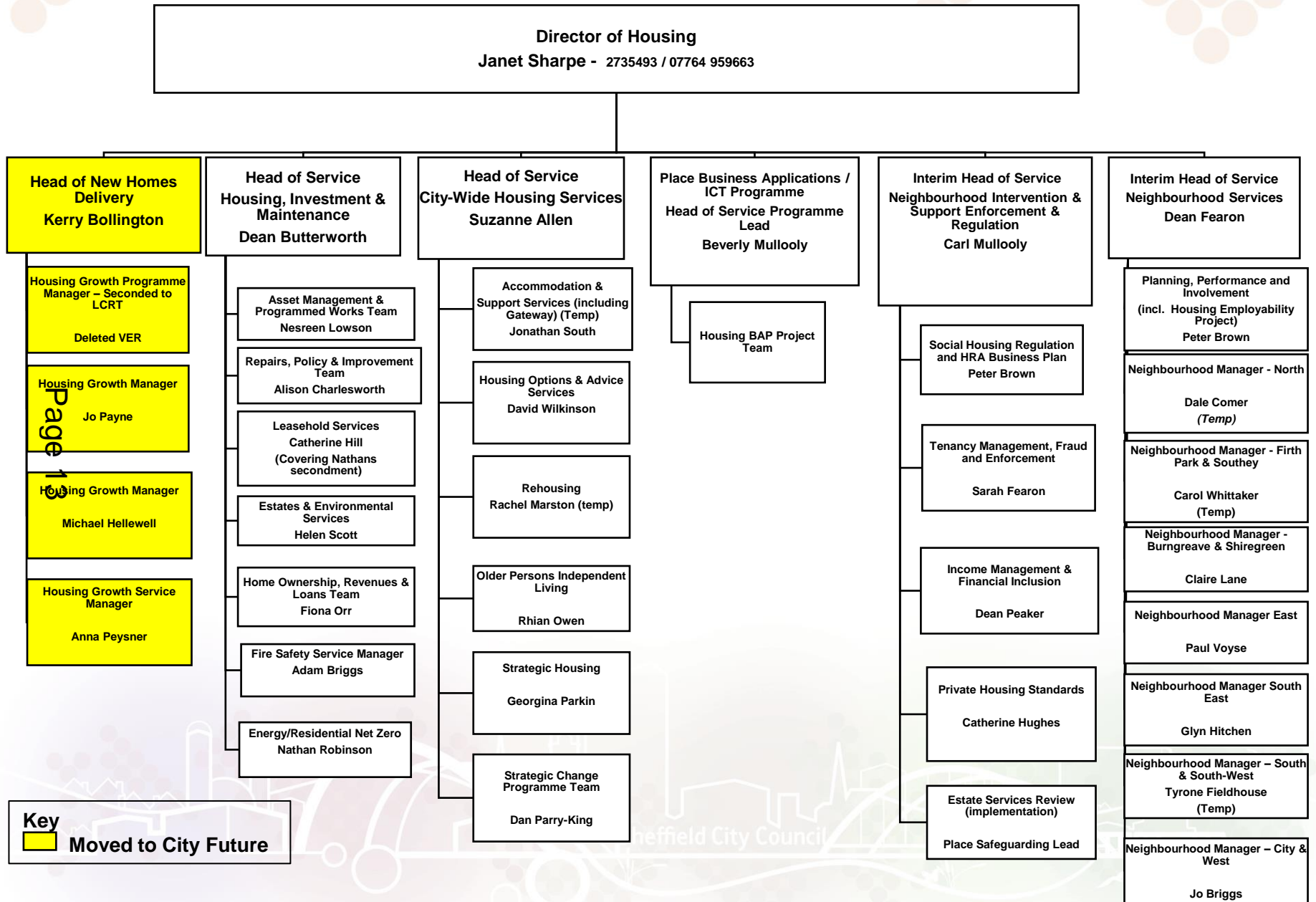
- Regulation of around 200 high-rise/high risk buildings in city, majority in private sector and some still with ACM
- Director SCC duty-holder of fire safety for residential accommodation
- Member of Govt LA Technical Working Board & Govt post-Grenfell expert boards
- National Pilot for Residents Charter & Engagement in high rise homes
- Lead on city Housing Strategy and city champion for increasing suitable

Affordable Housing

- £3,100 SCC Council Housing Stock Increase Programme
- Coordinated approach for securing significant sums of money from Homes England and SYMCA to support city Strategic ambitions for Housing and to improve Neighbourhood standards
- Significant response to COVID 19 to ensure safety of residents in general needs and supported accommodation
- 4th-year accreditation of ISO 45001 & 3rd year running compliance for ISO 14001

Our roles and responsibilities:

Housing Neighbourhoods Structure Chart



Key
 Moved to City Future

We work in partnership across the Council to deliver services to tenants

HNS provides funding, commission and strategic direction for:

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Delivery of **council housing repairs** and improvements - through colleagues in **Direct Services**

- Delivery of the council housing **Stock Increase Programme (SIP)** through colleagues in **City Futures**





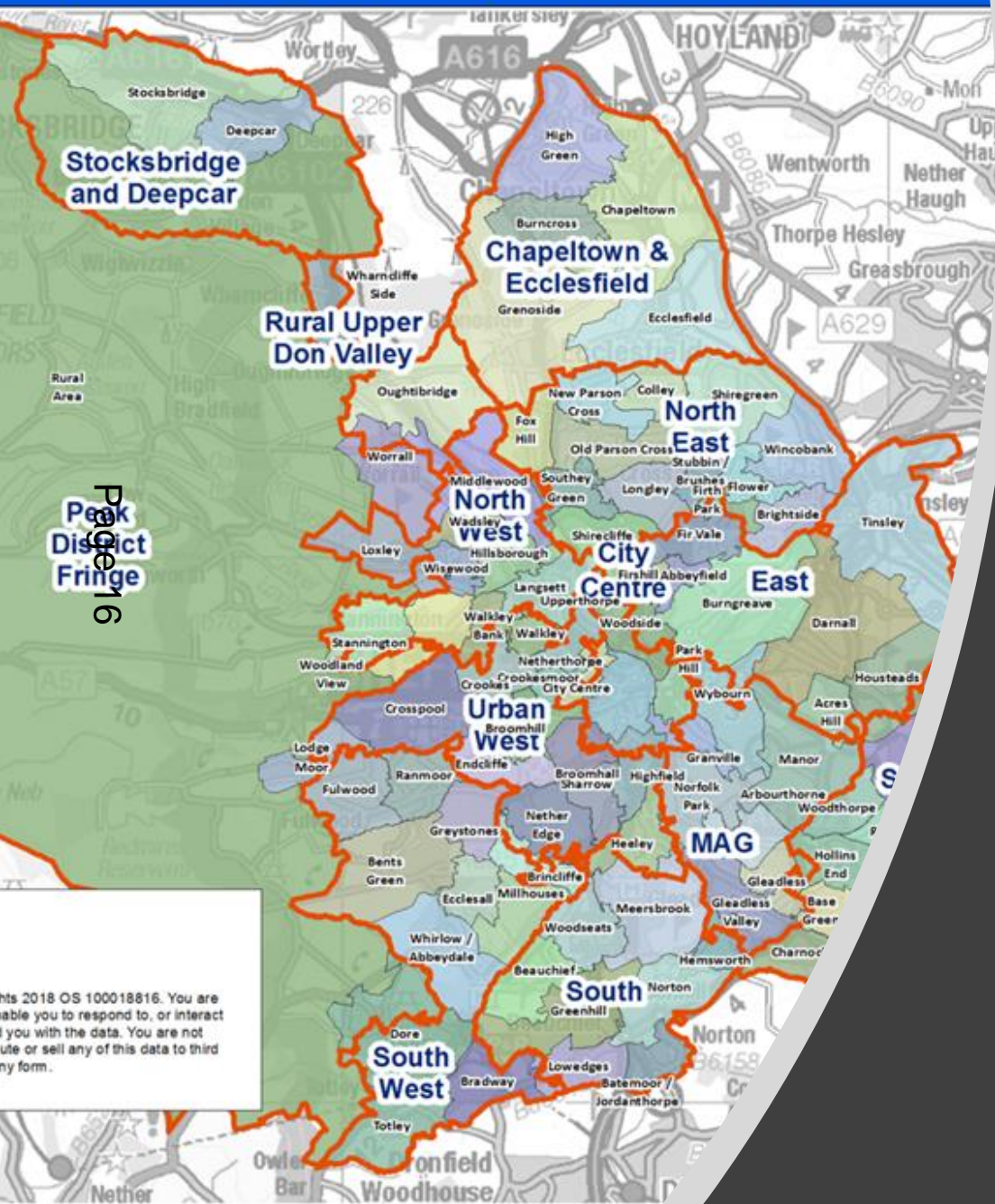
Our Vision:

**Decent
homes,**

**Safe
spaces,**

Inclusive,

**Open to
Change**



Peak District Fringe
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Our Strategic Approach

Provide more housing and a balanced range of homes

Improve the quality of the private rented sector where concentrations of poor housing exist

Support our aging population to live independently, including vulnerable homeowners

Through a range of strategies:

Housing, Older Persons Housing, Affordable Housing, Supported Housing, Student Housing, Private Sector Quality, Homeless Prevention & Housing Revenue Account (HRA)

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Investment & Growth –

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**Heads of Service
Dean Butterworth
(Investment)**

Kerry Bollington (Growth)

Status:

- New Homes Delivery Plan approved by Cabinet
- Council Housing stock increase programme – 3,100 new homes for social housing by 2028/9
- 5-Year Housing Investment Programme - £600m - Includes significant work on existing Council housing stock
- £40m spent each year on day-to-day repairs
- Developing plans to improve homes that do not meet EPC C and roadmap to achieve net zero

Activities:

- Buying on-site, off-plan & properties from private sector
- Plans to acquire over 100 properties from open market to provide additional council housing
- Launch in 2021 of the new Shared Ownership Housing Programme and Operating Model
- Identifying options and areas where the Council, its strategic partners and the Community can take a master-plan based approach to regeneration
- Developing a Net Zero Road map for all tenures
- Delivering year on year improvements to existing tenants' homes – roofs, kitchens, communal areas, fire safety etc.

The 5 Year HRA Business Plan and Capital Programme Strategy was approved by Co-operative Executive on 19 January 2022.

| HOUSING 5 YEAR CAPITAL SUMMARY | |
|--|----------------|
| COUNCIL HOUSING INVESTMENT | £310.5M |
| STOCK INCREASE PROGRAMME | £339.2M |
| NON-HRA PROGRAMME | £3.6M |
| HOUSING CAPITAL PROGRAMME TOTAL | £653.3M |

Housing Committee will receive budget monitoring reports on the HRA Capital Programme from September 2022.

Housing 5 Year Capital Programme

| Council Housing Investment | 2022-27 Programme | | | | | |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|---------------------------|
| | 2022/23 FY Budget | 2023/24 FY Budget | 2024/25 FY Budget | 2025/26 FY Budget | 2026/27 FY Budget | 5 Year Total FY Budget |
| HEATING, ENERGY & CARBON REDUCTION | £13,561,883 | £13,841,564 | £10,750,000 | £10,750,000 | £10,750,000 | £59,653,447 |
| H & S ESSENTIAL WORK | £14,791,900 | £8,514,485 | £17,697,894 | £21,040,234 | £18,159,717 | £80,204,230 |
| ADAPTATIONS & ACCESS | £2,973,750 | £3,186,000 | £3,186,000 | £3,492,510 | £3,130,011 | £15,968,271 |
| HRA PROGRAMME MANAGEMENT | £3,050,000 | £3,100,000 | £3,150,000 | £3,200,000 | £3,250,000 | £15,750,000 |
| WASTE MANAGEMENT & ESTATE ENV | £850,000 | £2,195,000 | £3,095,000 | £3,110,000 | £2,730,000 | £11,980,000 |
| ENVELOPING & EXTERNAL WORK | £8,712,000 | £9,634,000 | £12,004,144 | £15,569,771 | £5,682,118 | £51,602,033 |
| COMMUNAL AREA INVESTMENT | £500,000 | £5,500,000 | £5,000,000 | £7,000,000 | £7,000,000 | £25,000,000 |
| INTERNAL WORKS | £3,099,500 | £3,349,500 | £3,736,500 | £3,450,024 | £5,861,298 | £19,496,822 |
| OTHER PLANNED ELEMENTALS | £657,000 | £1,244,100 | £1,307,000 | £1,307,000 | £1,457,000 | £5,972,100 |
| GARAGES & OUTHOUSES | £0 | £130,027 | £250,000 | £250,000 | £250,000 | £880,027 |
| IT UPGRADE | £4,867,675 | £1,900,000 | £861,000 | £0 | £0 | £7,628,675 |
| HRA REGENERATION | £500,000 | £3,500,000 | £3,500,000 | £3,913,000 | £5,000,000 | £16,413,000 |
| COUNCIL HOUSING INVESTMENT TOTAL | £53,563,708 | £56,094,676 | £64,537,538 | £73,082,539 | £63,270,144 | £310,548,605 |

Housing 5 Year Capital Programme

| Stock Increase Programme | 2022-27 Programme | | | | | |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|---------------------------|
| | 2022/23 FY Budget | 2023/24 FY Budget | 2024/25 FY Budget | 2025/26 FY Budget | 2026/27 FY Budget | 5 Year Total FY Budget |
| GENERAL ACQUISITIONS | £12,301,267 | £2,209,580 | £2,270,340 | £2,332,780 | £0 | £19,113,967 |
| NEW BUILD COUNCIL HOUSING | £99,636,282 | £86,752,682 | £71,268,835 | £38,380,698 | £24,071,153 | £320,109,650 |
| STOCK INCREASE PROGRAMME TOTAL | £111,937,549 | £88,962,262 | £73,539,175 | £40,713,478 | £24,071,153 | £339,223,617 |
| HRA PROGRAMME TOTAL (Council Housing Investment + Stock Increase) | £165,501,257 | £145,056,938 | £138,076,713 | £113,796,017 | £87,341,297 | £649,772,222 |

| Non HRA Programme | 2022-27 Programme | | | | | |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|---------------------------|
| | 2022/23 FY Budget | 2023/24 FY Budget | 2024/25 FY Budget | 2025/26 FY Budget | 2026/27 FY Budget | 5 Year Total FY Budget |
| Non-HRA REGENERATION | £18,000 | £18,000 | £18,000 | £18,000 | £18,000 | £90,000 |
| Non-HRA PROGRAMME MANAGEMENT | £377,000 | £377,000 | £377,000 | £377,000 | £377,000 | £1,885,000 |
| HOMES & LOANS PROGRAMME | £871,190 | £0 | £0 | £0 | £0 | £871,190 |
| PRIVATE HOUSING STANDARDS | £145,000 | £145,000 | £145,000 | £145,000 | £145,000 | £725,000 |
| NON-HRA SUMMARY TOTAL | £1,411,190 | £540,000 | £540,000 | £540,000 | £540,000 | £3,571,190 |
| HOUSING CAPITAL PROGRAMME GRAND TOTAL | £166,912,447 | £145,596,938 | £138,616,713 | £114,336,017 | £87,881,297 | £653,343,412 |



A new generation of council housing

Our housing will offer choice, be good quality and affordable and will contribute to Sheffield being a more inclusive city

Our homes will have good energy performance, be more affordable to heat and increasingly use technology to reduce residential carbon emissions

Housing investment will support the city's economy, help connect people to work and opportunities and help people to live healthy independent lives

Park Hill Regeneration

Over 900 homes in 1950s/60s development - 'streets in the sky' social housing

Partnership with Urban Splash

£100m invested so far, 5 phases of work (2 complete, 1 on site and 2 in development)

Viability issues on remaining 2 phases – currently working with Government and Combined Authority to address

Hundreds of jobs working on site

Key part of new city landscape incorporating outstanding development, commercial premises and arts.

Sheffield Housing Company (SHC)

SHC 1000 units built to date

Mid-term review underway

1000 units left to plan/build

£8.5m income returns to SCC from future phases



Neighbourhood & Tenancy Enforcement

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Heads of Service:

Sean Fearon

(Neighbourhood Services)

**Carl Mullooly (Intervention
& Enforcement)**

Status:

- Largest landlord in city – just under 39,000 properties
- Provide essential local support to tenants through Neighbourhood ‘patch’ Officers
- Estate services and block cleaning delivered locally
- Neighbourhood teams supported by key central services
- Work from 15 offices across the city
- £150m annual rent roll with significant pressures from COVID19 and Universal Credit
- Rent recovery strategy to support and enforce
- Specialist support for management of tenancy breaches

Activities:

- Refreshing ‘Housing+’ approach to balance support, engagement and costs
- Lead role in Place Systems Review to deliver our services in ways that meet customer needs
- Reviewing approach to Estate Management, Waste, Tenancy Enforcement and customer access points
- New Customer Engagement Strategy, more digital; supporting, but going beyond, 40+ Tenant & Resident Associations in City
- New ‘Landlord commitments’ agreed with tenants



Reviewing our Housing plus approach

Turnover of properties had reduced by 17% resulting in more sustainable tenancies

Increase in tenants paying rent by direct debit rose by 38%

Satisfaction with the Housing plus approach from customers was 95%

Improved collaboration with partners

As a result, we plan to

Put more resource and emphasis on supporting those tenants with most need.

Remove the annual visit offer for all tenants, but ensure tenants know how to contact us when they require our services

Improve the appearance of our estates and making them feel safe and secure

Tackle tenancy breaches in a timely manner

Specialist Housing & Support

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**Head of Service:
Suzanne Allen**

Status:

- Choice-Based Lettings – both for SCC and most Registered Providers in Sheffield
- 30,000 on register; 10,000 active bidders; average 3,000 bids per week
- 60 rough sleepers accommodated, & 300 homeless cases each month
- Range of supported housing schemes and emergency accommodation, 24/7 services
- 30 Sheltered Schemes, 1200 older residents, 70% between ages of 70 and 107 with 24/7 services
- Significant shortage and choice of housing for older people
- Management of Local Assistance Scheme for customers alongside Government COVID19 grant assistance

Activities:

- Updated Homelessness Prevention Strategy in 2022
- Prevention at the heart of reducing homelessness and improving health and wellbeing – multi agency approach
- Housing First Model launched in 2021
- All in preventative model for Rough Sleepers
- Review of accommodation-based support services – both directly delivered and commissioned
- Review of Allocations Policy underway in 2022
- 4 new extra-care (sheltered plus) older persons independent living schemes being built, first integrated care scheme will open in 2022
- Learning disability schemes completed, new in development
- Additional accommodation support for our Care Leavers

New specialist accommodation:

A greater range of homes to help meet the significant shortfall of specialist accommodation

Our first new Independent Living Housing scheme is currently under construction in Parson Cross and is due for completion in July 2022

We are also developing plans for new Older Persons Independent Living Schemes in the South and South-East of the city which will improve the choice and type of homes available

Our new learning disabilities accommodation has been completed and opened in 2021.



Private Sector Housing

Head of Service:
Carl Mullooly

Status:

- 45,000 private-rented homes in the City
- Approx. 3,000 Houses in Multiple Occupation
- Private sector stock condition survey estimates a minimum of £1 billion to tackle Category One hazards and poor standards
- Some specific areas of poor housing and focused attention– Page Hall; Abbeydale; Sharrow & Burngreave
- Cold and inefficient homes across the city
- 20,000 student accommodation places regulated via ‘SNUG’
- Fire safety inspections and regulation of private sector high rise

Activities:

- Lead in successful enforcement, civil penalties and prohibiting homes uninhabitable
- Active management of Selective Licensing schemes
- Selective licensing completed 2019 in Page Hall, on site with selective licensing in London Road/Abbeydale area
- Targeted fire safe inspections to across all property types in the private rented sector
- Dedicated approach with statutory partners to address High Rise and High-Risk buildings and Leaseholder support to address impact of decades of de-regulation



Increasingly challenging standards in the private sector

A summary of last year's key performance indicators for tenancy management

| 2021/22 | Actual | Target |
|--|--------|--------|
| Overall satisfaction with the council housing service | 7/10 | 8/10 |
| Average time taken to answer calls to Contact Centre | 10:59 | N/A |
| Satisfaction with how ASB complaint dealt with | 6.5 | 7.8 |
| Rent loss from vacant properties as % of rent roll | 3.61% | 1.5% |
| Rent arrears of current tenants as a percentage of rent roll | 5.63% | 5.77% |
| Percentage of rent collected | 99.8% | 98.3% |
| Total arrears owed by current and former tenants (£m) | 15.2m | 16m |

A summary of last year's key performance indicators for repairs and investment

| 2021/22 | Actual | Target |
|---|------------|------------|
| % repairs completed at first visit | 93% | 94.6% |
| % repairs completed in agreed timescales | 87.5% | 97.15% |
| % fire risk assessments completed | 100% | 100% |
| % fire risk assessment repairs completed on time | 57.5% | 94.6% |
| % homes with up-to-date electrical safety certificates | 97% | 99% |
| % homes with up-to-date gas safety certificates | 96.4%* | 99.7% |
| % of legionella risk assessments renewed by anniversary date | 100% | 100% |
| % of asbestos communal surveys completed against planned target | 100% | 100% |

* Only includes data from Q1 –Q3

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Our challenges moving forward

- Sheffield has gaps in it's current housing offer
- Levels of homelessness are rising
- Quality of homes varies significantly across homes, neighbourhoods and sectors
- Increasing fuel poverty across City households
- Affordable housing shortfall of over 900 per year and increasing reliance on PRS to meet housing demand
- Right to Buy losses and continuing stock reduction to replace lost stock
- Condition and quality of private homes requiring significant investment
- Sustainability of the HRA BP to improve the quality of homes and range of services required
- Climate change compliance – seeking sufficient Govt funding to improve homes (all sectors)
- Whole raft of national policy changes coming through that will require resources and investment

Social Housing White Paper - Charter for Social Housing Residents

Published November 2020 and builds upon proposals set out in the 2018 Social Housing Green Paper – A New Deal for Council Housing

Sets out reforms that will speed up the complaints procedure for residents by improving access to the Housing Ombudsman, reducing decision times and ensuring effective resolution

Makes landlords more accountable for the services they deliver, introducing of a set of tenant satisfaction and performance measures for landlords to report against

Reforms to strengthen the customer voice, broaden the ways that we engage with our tenants and increase transparency and involvement in decision-making

We have been proactive already in this area and have a new Customer Engagement Strategy in place



Priority One: To provide easy and convenient access to information and engagement / involvement opportunities

Priority Two: To ensure that customers and their communities can influence what we do

Priority Three: To engage effectively with local people and communities to improve what we do

Priority Four: To make sure that all involved in our services recognise and value customer engagement

Priority Five: To support and resource customer engagement work so that it delivers outcomes

Housing &
Neighbourhoods Service

Customer Engagement Strategy

2021-2023

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Despite recent challenges, we are:

Investing in existing homes with £600m invested in Capital Programme over next 5 years

Investing additional £50m in fire safety

Building/buying new homes to increase affordable homes in the city

Contributing to climate change ambitions - aiming to become net-zero

Proactively managing our neighbourhoods, supporting our tenants & providing front line services

Improving customer access as part of the Council's plans for better customer services

Working closely with new Committee structure and Local Area Committee's



And supporting the next generation of staff...

HNS recruit around 20 new apprentices a year

Many become permanent members of staff after working to gaining an NVQ qualification over 2-years

Plan to increase the number of apprentices per year going forward

Also offer opportunities for graduates with several roles available each year and higher apprentice placements each year

Around 100 apprentices in the Repairs and Maintenance Service

All capital contracting requires apprenticeships & local employment opportunities

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Report to Housing Committee

9th June 2022

Report of: Gillian Duckworth, Director of Legal and Governance

Subject: Committee Work Programme

Author of Report: Rachel Marshall, Principal Committee Secretary

Summary:

The Committee's Work Programme is attached at Appendix 3 for the Committee's consideration and discussion. This aims to show all known, substantive agenda items for forthcoming meetings of the Committee, to enable this committee, other committees, officers, partners and the public to plan their work with and for the Committee.

Any changes since the Committee's last meeting, including any new items, have been made in consultation with the Chair, and the document is always considered at the regular pre-meetings to which all Group Spokespersons are invited.

The following potential sources of new items are included in this covering report, where applicable:

- Questions from the public (where notified sufficiently in advance)
- Petitions to this committee, including those referred from Council
- References from Council or other committees (statements formally sent for this committee's attention)
- A list of issues, each with a short summary, which have been identified by the Committee or officers as potential items but which have not yet been scheduled (the source of the items is specified)

The Work Programme will remain a live document and will be brought to each Committee meeting.

Type of item:

| | |
|---|---|
| Reviewing of existing policy | X |
| Informing the development of new policy | X |
| Statutory consultation | X |
| Performance / budget monitoring report | X |
| Briefing paper for the Committee | X |
| Other | X |

Recommendations:

1. That, with reference to issues raised in this report, consideration be given to any further additions or adjustments to the work programme presented at Appendix 3.
2. That the committee's work programme as set out in Appendix 3 be agreed.
3. That consideration be given to any further issues to be explored by officers for inclusion in part 6 of the next work programme report, for potential addition to the work programme

Background Papers:

Category of Report: OPEN

COMMITTEE WORK PROGRAMME**1.0 Prioritisation**

1.1 For practical reasons this committee has a limited amount of time each year in which to conduct its formal business. The Committee will need to prioritise firmly in order that formal meetings are used primarily for business requiring formal decisions, or which for other reasons it is felt must be conducted in a formal setting.

1.2 In order to ensure that prioritisation is effectively done, based on evidence and informed advice, Members should usually avoid adding items to the work programme which do not already appear:

- In the draft work programme in Appendix 3 due to the discretion of the chair; or
- within the body of this report accompanied by a suitable amount of information.

2.0 Member engagement, learning and policy development outside of Committee

2.1 Subject to the capacity and availability of councillors and officers, there are a range of ways in which Members can explore subjects, monitor information and develop their ideas about forthcoming decisions outside of formal meetings. Appendix

2 is an example 'menu' of some of the ways this could be done. It is entirely appropriate that member development, exploration and policy development should in many cases take place in a private setting, to allow members to learn and formulate a position in a neutral space before bringing the issue into the public domain at a formal meeting.

2.2 Training & Skills Development - Induction programme for this committee.

An induction programme is being developed for Housing Committee members. Items brought to the Committee will also be supported by relevant briefings developing on the approach that currently takes place in advance of formal member briefings and member decision making.

| Title | Description & Format | Date |
|-----------------------------|--|----------------------------|
| Whole Committee briefing | Briefings on key topics for all members of the Committee. Could be provided in writing or via in-person presentations | From June 2022 as required |
| Individual member briefings | Tailored briefings for individual Committee members to increase knowledge/skills | From June 2022 as required |
| Site visits/ work shadowing | Visits to operational services within the Committee remit – either for individuals or small groups of members | From June 2022 as required |
| Newsletters/ communications | Copies of relevant newsletters or communications provided to tenants and customers of services in scope of this Committee | From June 2022 as required |
| Meetings with tenants | Where relevant, support for members to engage with representative tenant groups to understand some of the issues from a user perspective | From June 2022 as required |

3.0 Public Questions

3.1 Any public questions to this meeting are listed here with officer commentary as appropriate:

1. A
2. B
3. C

4.0 Petitions

4.1 Any Petitions to this meeting are listed here with officer commentary as appropriate:

1. A
2. B
3. C

5.0 References from Council or other Committees

5.1 Any references sent to this Committee by Council or other committees since the last meeting are listed here, with officer commentary as appropriate:

1. A
2. B
3. C

6.0 List of other potential items not yet included in the work programme

6.1 The following issues have recently been identified by the Committee, its Chair or officers as potential items but have not yet been added to the proposed work programme. If a Councillor raises an idea in a meeting and the committee agrees under recommendation 3 that this should be explored, it will appear either in the work programme or in this section of the report at the committee's next meeting, at the discretion of the Chair.

| | |
|--|---|
| Topic | <i>[delete as appropriate from this column]</i> |
| Description | |
| Lead Officer/s | |
| Item suggested by | <i>Officer, Member, Committee, partners, public question, petition etc</i> |
| Type of item | <ul style="list-style-type: none"> • <i>Decision</i> • <i>Referral to decision-maker</i> • <i>Pre-decision (policy development)</i> <i>Post-decision (service performance/ monitoring)</i> |
| <i>(re: decisions)</i> Prior member engagement/ development required <i>(with reference to options in Appendix 1)</i> | |
| <i>(re: decisions)</i> Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 2)</i> | |
| Final decision-maker (& date) | <ul style="list-style-type: none"> • This Cttee • Another Cttee (eg S&R) • Full Council • Officer |
| Lead Officer Commentary | |

Appendix 1 – Menu of options for member engagement, learning and development prior to a formal decision

Members should give early consideration to the degree of pre-work needed before an item appears on a formal agenda.

All agenda items will anyway be supported by the following:

- Discussion well in advance as part of the work programme item at Pre-agenda meetings. These take place in advance of each formal meeting, before the agenda is published and they consider the full work programme, not just the immediate forthcoming meeting. They include the Chair, Vice Chair and all Group Spokespersons from the committee, with officers
- Discussion and, where required, briefing by officers at pre-committee meetings in advance of each formal meeting, after the agenda is published. These include the Chair, Vice Chair and all Group Spokespersons from the committee, with officers.
- Work Programming items on each formal agenda, as part of an annual and ongoing work programming exercise
- Full officer report on a public agenda, with time for a public discussion in committee
- Officer meetings with Chair & VC as representatives of the committee, to consider addition to the draft work programme, and later to inform the overall development of the issue and report, for the committee's consideration.

The following are examples of some of the optional ways in which the committee may wish to ensure that they are sufficiently engaged and informed prior to taking a public decision on a matter. In all cases the presumption is that these will take place in private, however some meetings could happen in public or eg be reported to the public committee at a later date.

These options are presented in approximately ascending order of the amount of resources needed to deliver them. Members must prioritise carefully, in consultation with officers, which items require what degree of involvement and information in advance of committee meetings, in order that this can be delivered within the officer capacity available.

The majority of items cannot be subject to the more involved options on this list, for reasons of officer capacity.

- Written briefing for the committee or all members (email)
- All-member newsletter (email)
- Requests for information from specific outside bodies etc.
- All-committee briefings (private or, in exceptional cases, in-committee)
- All-member briefing (virtual meeting)
- Facilitated policy development workshop (potential to invite external experts / public, see appendix 2)
- Site visits (including to services of the council)
- Task and Finish group (one at a time, one per cttee)

Furthermore, a range of public participation and engagement options are available to inform Councillors, see appendix 2

Appendix 2 – Public engagement and participation toolkit

Toolkit to follow.

Appendix 3 – Work Programme

| Items which the committee have agreed to add to an agenda, but for which no date is yet set. | | | | | | |
|--|-------------|----------------|--|--|--|---|
| Topic | Description | Lead Officer/s | Type of item | (re: decisions) Prior member engagement/ development required <i>(with reference to options in Appendix 1)</i> | (re: decisions) Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 2)</i> | Final decision-maker (& date) |
| | | | <ul style="list-style-type: none"> Decision Referral to decision-maker Pre-decision (policy development) Post-decision (service performance/ monitoring) | | | <ul style="list-style-type: none"> This Cttee Another Cttee (eg S&R) Full Council Officer |
| | | | | | | |

| Meeting 1 | June 2022 | | | | | |
|--|---|----------------|---|--|--|-------------------------------|
| Topic | Description | Lead Officer/s | Type of item | (re: decisions) Prior member engagement/ development required <i>(with reference to options in Appendix 1)</i> | (re: decisions) Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 2)</i> | Final decision-maker (& date) |
| Overview of the Housing and Neighbourhoods Service | An overview presentation giving Members background about the services provided to tenants and residents | Janet Sharpe | Post-decision (service performance/ monitoring) | N/A | N/A | N/A |

| | | | | | | |
|---------------------------|--|--------------------------|-------------------|-----|---|----------------|
| Rent Recovery Policy | Approval of policy and procedure for rent recovery | Carl Mullooly | Decision | Yes | Consultation with service users in formulating the policy | This Committee |
| Standing items | <ul style="list-style-type: none"> • <i>Public Questions/ Petitions</i> • <i>Work Programme</i> • <i>[any other committee-specific standing items eg finance or service monitoring]</i> | | | | | |
| Revenue Monitoring Report | Finance Report for Housing General Fund and, Housing Revenue Account | Janet Sharpe/Helen Damon | Monitoring Report | Yes | N/A | This Committee |

| Meeting 2 | September 2022 | Time | | | | |
|---|---|-----------------|---|---|---|---|
| Topic | Description | Lead Officer/s | Type of item <ul style="list-style-type: none"> • <i>Decision</i> • <i>Referral to decision-maker</i> • <i>Pre-decision (policy development)</i> • <i>Post-decision (service performance/ monitoring)</i> | (re: decisions) Prior member engagement/ development required <i>(with reference to options in Appendix 1)</i> | (re: decisions) Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 2)</i> | Final decision-maker (& date) <ul style="list-style-type: none"> • This Cttee • Another Cttee (eg S&R) • Full Council • Officer |
| Temporary Accommodation - new provision | Approval of plans for new provision of temporary accommodation for households in need | Suzanne Allen | Decision | Yes | | This Committee |
| Net-Zero Roadmap - for existing public | Approval of plans for achieving Net Zero across SCC homes - Stage 1 | Nathan Robinson | Decision | Yes | | This Committee |

| | | | | | | |
|--|--|---------------------|--|-----|--|----------------|
| and private homes | | | | | | |
| New Home, New Deal (including consultation and decision on Introductory Tenancies) | Approval of policy and procedure for supporting new tenants | Suzanne Allen | Pre-decision (policy development) | Yes | | This Committee |
| Asbestos Management Plan for Non-Domestic and Domestic Property | Annual Review and update of Policy and the Asbestos Management Plan for properties managed by the Housing and Neighbourhoods Service | Nesreen Lowson | Post-decision (service performance/monitoring) | N/A | | N/A |
| District/Community Heating Pricing Review | Consideration of a mid-year update to District Heating charges because of energy price rises | Fiona Orr | Referral to decision-maker | Yes | | Full Council |
| Gas Servicing policy and procedure | Approval of a new policy and procedure for managing gas servicing cases and enforcement of annual inspections | Alison Charlesworth | Decision | Yes | | This Committee |
| Housing Strategy (draft for consultation) | Approval of draft Housing Strategy to be published for public consultation | Suzanne Allen | Pre-decision (policy development) | Yes | | This Committee |
| Homelessness Prevention and Rough Sleeper Strategy | Approval of final Homelessness Prevention and Rough Sleeper Strategy | Suzanne Allen | Decision | Yes | | This Committee |

| | | | | | | |
|---|--|--|--|-----|--|----------------|
| HRA Business Plan 22/23 mid-year review | Review of HRA Business Plan 22/23 and consideration of priorities for 23/24 | Janet Sharpe | Pre-decision (policy development) | Yes | | This Committee |
| HNS and Repairs Performance Report | Bi-annual overview of HNS and Repairs Service performance (including Capital Programme and Stock Increase Programme updates) | Janet Sharpe | Post-decision (service performance/ monitoring) | N/A | | N/A |
| Charged Gardening Scheme | <ul style="list-style-type: none"> Consideration of a charged gardening scheme for council tenants | Helen Scott | Policy and Implementation | Yes | | This Committee |
| Service Charges and Consultation arrangements | <ul style="list-style-type: none"> Consideration of the possible introduction of service charges for council tenants | Carl Mullooly | Pre-decision (policy development) – to commence formal consultation. | Yes | | This Committee |
| Standing items | <ul style="list-style-type: none"> <i>Public Questions/ Petitions</i> <i>Work Programme</i> <i>[any other committee-specific standing items eg finance or service monitoring]</i> | | | | | |
| Capital Approvals | Approval of Capital Business Cases | Nesreen Lawson / Alison Charlesworth/ Jo Payne | Referral to decision-maker | N/A | | N/A |
| Capital Finance Report | Approval of Capital Finance Monitoring Report | Nesreen Lawson / | Post-decision (service | N/A | | N/A |

| | | | | | | |
|--|--|---------------------|--------------------------|--|--|--|
| | | Alison Charlesworth | performance/ monitoring) | | | |
|--|--|---------------------|--------------------------|--|--|--|

| Meeting 3 | November 2022 | Time | | | | |
|---|---|-----------------|---|---|---|---|
| Topic | Description | Lead Officer/s | Type of item <ul style="list-style-type: none"> Decision Referral to decision-maker Pre-decision (policy development) Post-decision (service performance/ monitoring) | (re: decisions) Prior member engagement/ development required (with reference to options in Appendix 1) | (re: decisions) Public Participation/ Engagement approach (with reference to toolkit in Appendix 2) | Final decision-maker (& date) <ul style="list-style-type: none"> This Cttee Another Cttee (eg S&R) Full Council Officer |
| Older Persons Independent Living Strategy | Approve draft OPIL Strategy for consultation | Georgina Parkin | Pre-decision (policy development) | Yes | | This Committee |
| Private Sector Assistance Policy | Approve amendments to existing policy | Georgina Parkin | Decision | Yes | | This Committee |
| Garage and Outhouses Repair and Investment Strategy | To review and approve the approach to carrying out investment options and repairs to the remainder of the HRA garages stock | Nesreen Lowson | Decision | Yes | | This Committee |
| Gypsy and Traveller New Pitch and Sites Plan | Plans for new site provision of G&T sites to meet shortfall | Georgina Parkin | Decision | Yes | | This Committee |

| | | | | | | |
|----------------------------------|--|--|--|-----|--|-------------------------------|
| Gleadless Valley Delivery Plan | Consultation and approval of the Gleadless Valley Delivery Plan | Dean Butterworth | Decision | Yes | | This Committee |
| HRA Business Plan 2023/24 | Approval of the final HRA Business Plan and tenant charges for 23/24 prior to referral to Full Council | Janet Sharpe | Referral to decision-maker | Yes | | This Committee & Full Council |
| Housing-related Support Review | Consultation of proposals for SCC housing-related support services | Suzanne Allen | Pre-decision (policy development) | Yes | | This Committee |
| Leaseholder Charging Policy | Approval of the Leaseholder Charging Policy | Catherine Hill | Decision | Yes | | This Committee |
| SIP Monitoring Report and Update | Performance/delivery update on the Stock Increase Programme | Kerry Bollington | Post-decision (service performance/monitoring) | N/A | | N/A |
| Standing items | <ul style="list-style-type: none"> • <i>Public Questions/ Petitions</i> • <i>Work Programme</i> • <i>[any other committee-specific standing items eg finance or service monitoring]</i> | | | | | |
| Capital Approvals | Approval of Capital Business Cases | Nesreen Lawson / Alison Charlesworth/ Jo Payne | Referral to decision-maker | N/A | | N/A |
| Capital Finance Report | Approval of Capital Finance Monitoring Report | Nesreen Lawson / Alison Charlesworth | Post-decision (service performance/monitoring) | N/A | | N/A |

| Meeting 4 | TBC | Time | | | | |
|---------------------------------------|--|---------------------|---|---|---|---|
| Topic | Description | Lead Officer/s | Type of item <ul style="list-style-type: none"> Decision Referral to decision-maker Pre-decision (policy development) Post-decision (service performance/ monitoring) | (re: decisions) Prior member engagement/ development required (with reference to options in Appendix 1) | (re: decisions) Public Participation/ Engagement approach (with reference to toolkit in Appendix 2) | Final decision-maker (& date) <ul style="list-style-type: none"> This Cttee Another Cttee (eg S&R) Full Council Officer |
| Housing Strategy | Approve final Housing Strategy | Suzanne Allen | Referral to decision-maker | Yes | | This Committee and Full Council |
| Domestic heating strategy | To review and approve 10-year heating strategy for domestic dwellings in our aim to achieve net zero. | Alison Charlesworth | Decision | Yes | | This Committee |
| Commercial heating strategy and plans | To approve heating strategy for commercial heating systems to achieve net zero and upgrade failing systems. | Alison Charlesworth | Decision | Yes | | This Committee |
| Gypsy and Traveller Pitch Fees | Approval of annual charges for Gypsy and Traveller Pitch Fees | Jonathan South | Decision | Yes | | This Committee |
| HNS and Repairs Performance Report | Bi-annual overview of HNS performance (including Capital Programme and Stock Increase Programme updates) | Janet Sharpe | Post-decision (service performance/ monitoring) | N/A | | This Committee |
| Review of Selective Licensing/ City | <ul style="list-style-type: none"> Consultation/Approval of any changes to Selective licensing/City | Catherine Hughes | Pre-decision (policy development) | Yes | | This Committee |

| | | | | | | |
|--|--|--|---|-----|--|----------------|
| wide Licensing Scheme | Wide Licensing schemes | | | | | |
| HRA Community Buildings – BIP | <ul style="list-style-type: none"> • Consideration of possible changes to the provision of HRA community buildings | Peter Brown | Pre-decision (policy development) | Yes | | This Committee |
| Customer access points – Review, BIP | <ul style="list-style-type: none"> • Consideration of possible changes to HRA-managed customer access points | Dean Fearon | Pre-decision (policy development) | Yes | | This Committee |
| Consultation on amendments to the Allocations Policy | <ul style="list-style-type: none"> • Approval of proposed Allocation policy amendments. | David Wilkinson | Pre-decision (policy development) | Yes | | This Committee |
| Standing items | <ul style="list-style-type: none"> • <i>Public Questions/ Petitions</i> • <i>Work Programme</i> • <i>[any other committee-specific standing items eg finance or service monitoring]</i> | | | | | |
| Capital Approvals | Approval of Capital Business Cases | Nesreen Lowson / Alison Charlesworth/ Jo Payne | Referral to decision-maker | N/A | | N/A |
| Capital Finance Report | Approval of Capital Finance Monitoring Report | Nesreen Lowson / Alison Charlesworth | Post-decision (service performance/ monitoring) | N/A | | N/A |

| Meeting 5 | TBC | Time | | | | |
|------------------------------------|---|--|--|--|--|--|
| Topic | Description | Lead Officer/s | Type of item <ul style="list-style-type: none"> Decision Referral to decision-maker Pre-decision (policy development) Post-decision (service performance/monitoring) | (re: decisions) Prior member engagement/development required <i>(with reference to options in Appendix 1)</i> | (re: decisions) Public Participation/Engagement approach <i>(with reference to toolkit in Appendix 2)</i> | Final decision-maker (& date) <ul style="list-style-type: none"> This Cttee Another Cttee (eg S&R) Full Council Officer |
| Shared Ownership Policy | Approval of amendments to existing Shared Ownership policy | Georgina Parkin | Decision | Yes | | This Committee |
| Communal Areas Investment Strategy | Approval of the 5-year investment plan for communal areas for low rise flats. | Nesreen Lawson | Decision | Yes | | This Committee |
| SIP Monitoring Report and Update | Performance/delivery update on the Stock Increase Programme | Kerry Bollington | Post-decision (service performance/monitoring) | N/A | N/A | N/A |
| Standing items | <ul style="list-style-type: none"> Public Questions/ Petitions Work Programme [any other committee-specific standing items eg finance or service monitoring] | | | | | |
| Capital Approvals | Approval of Capital Business Cases | Nesreen Lawson / Alison Charlesworth/ Jo Payne | Referral to decision-maker | N/A | N/A | N/A |

| | | | | | | |
|------------------------|---|--------------------------------------|---|-----|-----|-----|
| Capital Finance Report | Approval of Capital Finance Monitoring Report | Nesreen Lowson / Alison Charlesworth | Post-decision (service performance/ monitoring) | N/A | N/A | N/A |
|------------------------|---|--------------------------------------|---|-----|-----|-----|

| Meeting 6 | TBC | Time | | | | |
|------------------------------------|---|--|---|--|--|---|
| Topic | Description | Lead Officer/s | Type of item <ul style="list-style-type: none"> Decision Referral to decision-maker Pre-decision (policy development) Post-decision (service performance/ monitoring) | (re: decisions) Prior member engagement/ development required (with reference to options in Appendix 1) | (re: decisions) Public Participation/ Engagement approach (with reference to toolkit in Appendix 2) | Final decision-maker (& date) <ul style="list-style-type: none"> This Cttee Another Cttee (eg S&R) Full Council Officer |
| HNS and Repairs Performance Report | Bi-annual overview of HNS and Repairs Service performance (including Capital Programme and Stock Increase Programme updates) | Janet Sharpe | Post-decision (service performance/ monitoring) | N/A | | This Committee |
| Standing items | <ul style="list-style-type: none"> Public Questions/ Petitions Work Programme [any other committee-specific standing items eg finance or service monitoring] | | | | | |
| Capital Approvals | Approval of Capital Business Cases | Nesreen Lowson / Alison Charlesworth/ Jo Payne | Referral to decision-maker | N/A | N/A | N/A |

| | | | | | | |
|------------------------|---|--------------------------------------|---|-----|-----|-----|
| Capital Finance Report | Approval of Capital Finance Monitoring Report | Nesreen Lowson / Alison Charlesworth | Post-decision (service performance/ monitoring) | N/A | N/A | N/A |
|------------------------|---|--------------------------------------|---|-----|-----|-----|

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Report to Policy Committee

Author/Lead Officer of Report: Ryan Keyworth,
Director of Finance and Commercial Services

Tel: +44 114 474 1438

Report of: *Ryan Keyworth*
Report to: *Housing Committee*
Date of Decision: *9 June 2022*
Subject: *Month 1 Monitoring, Financial Position and Budget Timetable*

| | | | | | |
|---|-----|--|----|---|--|
| Has an Equality Impact Assessment (EIA) been undertaken? | Yes | | No | X | |
| Has appropriate consultation taken place? | Yes | | No | X | |
| Has a Climate Impact Assessment (CIA) been undertaken? | Yes | | No | X | |
| Does the report contain confidential or exempt information? | Yes | | No | X | |

Purpose of Report:

This report brings the Committee up to date with the Council's financial position as at Month 1 2022/23. The report also reports the proposed budget timetable for the development of the 2023/24 budget.

Recommendations:

The Committee is recommended to:

1. Note the Council's challenging financial position and the Month 1 position.
2. Note the budget timetable set out in this report including the requirement for the Committee to plan to develop budget proposals over the course of the summer
3. Note that the Strategy and Resources Committee was recommended at its 31 May 2022 meeting to "require any Policy Committee that is forecasting an overspend on their budget to develop an action plan to address the overspend in-year and ask the Finance Sub-Committee to monitor both the development of any required action plans and delivery against them"
4. Commission work from Officers to develop and implement plans to mitigate the overspend in the Housing Revenue Account and deliver stalled savings plans to bring forecast outturn back in line with budget

Background Papers:

[2022/23 Revenue Budget](#)

| Lead Officer to complete:- | | |
|---|---|---|
| 1 | I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required. | Finance: <i>Ryan Keyworth, Director of Finance and Commercial Services</i> |
| | | Legal: <i>David Hollis, Assistant Director, Legal and Governance</i> |
| | | Equalities & Consultation: <i>James Henderson, Director of Policy, Performance and Communications</i> |
| | | Climate: n/a |
| <i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i> | | |
| 2 | SLB member who approved submission: | <i>Ryan Keyworth</i> |
| 3 | Committee Chair consulted: | <i>Cllr Terry Fox</i> |
| 4 | I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1. | |
| | Lead Officer Name: <i>Ryan Keyworth</i> | Job Title: <i>Director of Finance and Commercial Services</i> |
| | Date: <i>26 May 2022</i> | |

1. PROPOSAL

1.1 Context

1.1.1 The Council is facing a challenging financial position. It is critical that all Committees stay within the budgets that have been allocated to them by Full Council

1.1.2 A specific recommendation to Council in the [March 2022 budget report](#) supports this:

“d) To note that, if overspends against the agreed budgets emerge, then Executive Directors and Directors will be required to develop and implement plans to mitigate fully any overspend, within 2022/23, in consultation with elected Members;”

1.1.3 This recommendation was further reinforced by an [amendment](#) to the [report establishing the new Committee](#) system approved at Council on 23 March proposed by Cllr Cate McDonald (Executive Member for Finance and Resources), seconded by Cllr Sioned-Mair Richards (Chair of Audit and Standards Committee).

“49. It is the responsibility of each Committee to work within the budget framework agreed by Council. This includes taking timely action to address any overspend within the services for which the Committee is responsible.”

1.2 Background – 2021/22 Out-turn and 2022/23 Budget

1.2.1 The Council finished the 2021/22 financial year with a £20m overspend – helped by one-off income from the NHS.

| £m | FY Outturn | FY Budget | FY Variance |
|--------------|-------------------|------------------|--------------------|
| People | 286.7 | 264.3 | 22.4 |
| Place | 131.2 | 135.1 | (3.8) |
| PPC | 3.1 | 3.4 | (0.4) |
| Resources | 10.5 | 8.8 | 1.7 |
| Corporate | (411.7) | (411.6) | (0.1) |
| Total | 19.8 | 0.0 | 19.8 |

1.2.2 Balancing the 2022/23 Budget required significant savings and a use of reserves. On 2 March 2022, Council approved the 2022/23 budget. That budget required almost £53m of savings proposal and the use of £15m of the Council's one-off reserves to balance it.

| £m 22/23 | Approved Savings |
|-----------------|-------------------------|
| People | 37.7 |
| Place | 7.1 |
| PPC | 1.2 |
| Resources | 6.7 |
| Total | 52.7 |

The Council has also earmarked £25m of reserves to manage the delivery (ie can the saving be realised) and timing risks (ie when can the full saving be delivered) associated with the £52.7m savings.

1.2.3 The Council allocated a total of £70m Reserves to support the Budget from 2021/22

These one-off reserves have been used, or are earmarked as follows:

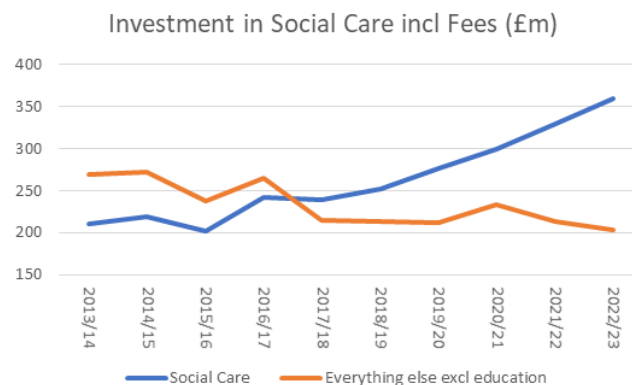
| Reserves Usage | £m |
|---------------------------|-----------|
| 2021/22 Overspend | 20 |
| 2022/23 Budget Balancing | 15 |
| 2022/23 Current Overspend | 19 |
| <i>Unallocated</i> | <i>16</i> |
| Total | 70 |

1.2.4 The 2022/23 budget, consistent with the Council’s long-term priority, protected investment in key front-line services and in particular social care.

The table below shows how budgets changed from 2021/22 to 2022/23. Effectively, the 2021/22 overspend in People as shown above has been built into the 2022/23 budget. There have been some reallocations between portfolios (eg Libraries) but the message is unaltered:

| £m Budget Comparison | 2021/22 | 2022/23 | Change |
|----------------------------------|----------------|----------------|---------------|
| City Futures | | 43.8 | |
| Operational Services | | 112.3 | |
| Sub-Total | 135.1 | 156.1 | 21.0 |
| People | 264.3 | 291.9 | 27.7 |
| Policy, Performance And Comms | 3.4 | 2.8 | (0.6) |
| Resources | 8.8 | 6.6 | (2.2) |
| Corporate (Incl Use Of Reserves) | (411.6) | (457.4) | |
| Total | 0.0 | (0.0) | 45.8 |

1.2.5 Over the longer term and including fee income, this chart shows how the Council has continued to invest in Social Care services with increases of 6% per year for last 10 years and 8% per year for the last 5 years.



1.2.6 The use of reserves can only be one-off. A series of Reviews were commissioned as part of the 2022/23 budget that are designed to save money over the longer term whilst protecting vital services:

| | |
|--|---|
| Early Intervention & Prevention including Financial Support | Review and consolidation of the Council's early intervention and prevention services including services provided by Children and Families, Housing, Communities, Adult Health and Social Care. Review of the Council's approach to providing financial support / hardships support including the funding and administration of schemes. Including Council Tax support / hardship, s17 payments, No Recourse to Public Funds, Local Assistance Scheme etc |
| Libraries | Review the Council's Libraries offer, including the remaining 11 Council-run libraries to determine whether any more should become volunteer run libraries. |
| Accommodation | <ol style="list-style-type: none"> 1. City Centre e.g Moorfoot, Howden, Town Hall 2. Locality buildings 3. Depots / operational type bases 4. Community buildings, including all parks/libraries 5. Service tenancies 6. Commercial Estate and leased out |
| Apprenticeships | Review to explore further opportunities to grow our apprenticeship cohort, saving money and providing opportunities at the same time. |
| Customer Service | <ol style="list-style-type: none"> 1. Communication 2. Access to Services 3. Quality and Timeliness 4. Digital and Self-Service |

1.3 Council Portfolio Month 1 2022/23

1.3.1 The Council is forecasting an £18.7m overspend against the 2022/23 budget

| Full Year £m | Outturn | Budget Variance | |
|---------------------------|----------------|------------------------|-------------|
| Corporate | (457.0) | (457.1) | 0.1 |
| City Futures | 44.6 | 43.8 | 0.8 |
| Operational Services | 111.9 | 112.0 | (0.1) |
| People | 308.2 | 291.9 | 16.3 |
| Policy, Performance Comms | 2.9 | 2.8 | 0.1 |
| Resources | 8.1 | 6.6 | 1.5 |
| Total | 18.7 | 0.0 | 18.7 |

1.3.2 This overspend is due to a combination of agreed Budget Implementation Plans ("BIPs") not being fully implemented and ongoing cost / demand pressures that are partially offset by one-off saving.

| Full Year £m | One-off | BIPs | Trend Variance | |
|---------------------------|--------------|-------------|----------------|-------------|
| Corporate | - | - | 0.1 | 0.1 |
| City Futures | - | - | 0.8 | 0.8 |
| Operational Services | (3.2) | 1.3 | 1.8 | (0.1) |
| People | (1.2) | 15.4 | 2.1 | 16.3 |
| Policy, Performance Comms | - | 0.1 | - | 0.1 |
| Resources | - | 1.4 | 0.1 | 1.5 |
| Total | (4.4) | 18.2 | 4.9 | 18.7 |

1.4 Committee Financial Position

1.4.1 Overall Position

The Council is forecasting a £18.7m overspend at Month 1

| Within this, there is a £11.6m overspend in Adult Health and Social Care Committee and a £4.7m overspend in Education, Children and Families | Full Year Forecast £m @ Month 1 | Outturn | Budget | Variance |
|--|---------------------------------|-------------|------------|-------------|
| Adult Health & Social Care | | 162.1 | 150.5 | 11.6 |
| Education, Children & Families | | 133.9 | 129.2 | 4.7 |
| Housing | | 8.8 | 8.8 | - |
| Transport, Regeneration & Climate | | 41.6 | 39.9 | 1.7 |
| Economic Development & Skills | | 5.8 | 5.8 | - |
| Waste & Street Scene | | 53.7 | 54.2 | (0.5) |
| Communities Parks and Leisure | | 39.3 | 39.8 | (0.5) |
| Strategy & Resources | | (426.5) | (428.2) | 1.7 |
| Total | | 18.7 | 0.0 | 18.7 |

| The majority of the overspend is attributable to forecast shortfall in Business Improvement Plans (BIPs) delivery | Variance Analysis £m @ Month 1 | One-off | BIPs | Trend |
|---|--------------------------------|--------------|-------------|------------|
| Adult Health & Social Care | | - | 9.2 | 2.4 |
| Education, Children & Families | | - | 6.3 | (1.6) |
| Housing | | - | - | - |
| Transport, Regeneration & Climate | | (0.1) | 1.2 | 0.6 |
| Economic Development & Skills | | - | - | - |
| Waste & Street Scene | | (3.0) | - | 2.5 |
| Communities Parks and Leisure | | (1.4) | - | 0.9 |
| Strategy & Resources | | - | 1.5 | 0.2 |
| Total | | (4.5) | 18.2 | 5.0 |

£4.5m of one-off savings are mitigating part of the ongoing overspend

Contributions from provisions for energy and waste inflation mitigate the in-year impact of rising baseline costs. These are one-off contributions that will not help our position in 23/23 as the trend continues.

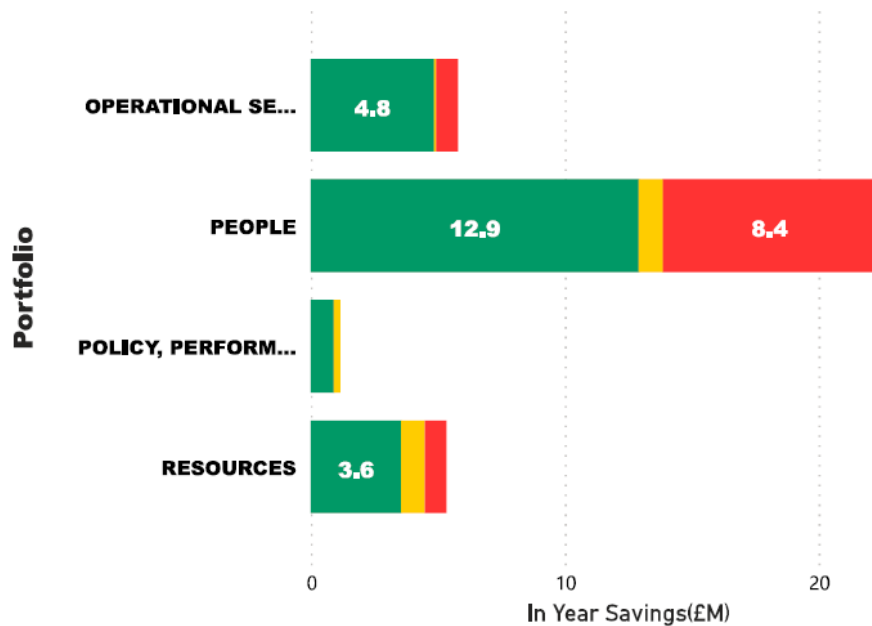
| Balancing the 22/23 budget was only possible with £53m of BIPs, £34m are reported as deliverable in year | £m Portfolio | Total Savings 22/23 | Deliverable in year | FY Variance |
|--|----------------------|---------------------|---------------------|-------------|
| | People | 37.7 | 22.3 | 15.4 |
| | Operational Services | 7.1 | 5.8 | 1.3 |
| | PPC | 1.2 | 1.1 | 0.1 |
| | Resources | 6.7 | 5.3 | 1.4 |
| | Total | 52.7 | 34.5 | 18.2 |

Focus has to be on delivering BIPs in 22/23 and preventing the budget gap from getting any wider

Of the £34m BIPs forecast as being deliverable, £10m are rated Red, which indicates high risk of increased overspending.

£34M Deliverable

Financial RAG ● Green ● Amber ● Red



Adult Health and Social Care are forecast to overspend by £11.6m

The high cost of packages of care put in place during covid has increased our baseline costs into 22/23. Work is underway as part of an investment plan with additional resource to tackle the underlying issues although recruitment issues are impacting our ability to deliver the required savings.

Education, Children and Families are forecast to overspend by £4.7m

Forecast under-delivery of budget implementation plans in the service are the main cause of overspends; plans to reduce staffing and increase income from Health are looking unlikely and the residential children's home strategy requires further work on capital business cases in order to progress. The service needs to provide mitigations to bring overspends back in line with budgets.

1.4.2 Housing Committee - balance in the General Fund but overspend of £6.4m in the Housing Revenue Account at Month 1

| | | | | |
|---|---|----------------|---------------|-----------------|
| The Housing General fund is forecast to be broadly in line with budget. | Full Year Forecast £m @ Month 1 | Outturn | Budget | Variance |
| | Housing General Fund | 8.7 | 8.7 | - |
| | Housing Growth | 0.1 | 0.1 | - |
| | Total | 8.8 | 8.8 | - |
| The Housing Revenue Account is forecast to overspend by £6.4m. | Full Year Forecast £m @ Month 1 | Outturn | Budget | Variance |
| | Net Income – Dwellings | (148.9) | (152.6) | 3.7 |
| | Other income | (6.3) | (6.2) | (0.1) |
| | Repairs & Maintenance | 41.4 | 41.4 | - |
| | Tenant Services | 51.9 | 51.1 | 0.7 |
| | Council Tax and Repairs Policy and Investment | 5.5 | 3.4 | 2.1 |
| | Interest on borrowing | 13.6 | 13.6 | - |
| | Contribution to Capital Programme | 17.7 | 24.1 | (6.4) |
| | Total | - | - | - |
| Vacant properties are resulting in a forecast loss of £3.7m in rent. | <p>The loss of rental income is forecast to be £3.7m for the year largely due to the speed of turnaround in the repairs and maintenance service resulting in vacant properties.</p> <p>The Business Plan assumes a voids rate of 1.84%, but the current rate of voids is significantly higher. Although plans are in place to reduce this in 2022/23, the current void rate is more like 3.5%.</p> | | | |
| Vacant properties also result in £2m of additional forecast cost. | <p>The current forecast includes a £1m of additional costs for council tax on empty properties, and a further £1m extra costs for legal fees from increasing disrepair claims.</p> | | | |
| Tenant Services | <p>£1m of costs for furnished accommodation due to increased demand.</p> | | | |
| High inflation poses a risk to the business plan. | <p>The HRA Business Plan assumes rental income to increase by CPI +1%. CPI is currently running at a higher rate than originally assumed at 2%. 22/23 CPI is 7.4% latest business planning assumptions forecast the position to stabilise back to 2% by 24/25 but remain high in 23/24. This needs further consideration in the business plan.</p> <p>Energy inflation at around 100% is forecast to add an additional cost pressure of around £1.8m in 22/23. This cost is forecast to be offset this year from specific earmarked reserves, but clearly this not sustainable.</p> | | | |
| The Housing Repairs Service is forecast to outturn to budget which requires a £5m reduction to spend | <p>There is an underlying risk in the repairs service forecast cost of c£5m. The current assumption is that spend is to budget, but this requires a reduction of around £0.5m per month on current spend rates to be identified and implemented.</p> | | | |
| The community heating account is forecast to | Full Year Forecast £m @ Month 1 | Outturn | Budget | Variance |
| | Income | (3.2) | (3.3) | 0.1 |

| | | | | |
|---|--------------|------------|--------------|------------|
| overspend by £800k due to rising energy prices | Expenditure | 3.9 | 3.2 | 0.7 |
| | Total | 0.7 | (0.1) | 0.8 |

Overspends in the HRA impact the capital programme Without significant savings in revenue budgets, the current capital programme is not affordable. The month 1 outturn position shows a negative contribution to the programme

1.5 Outlook for 2023/24 and Beyond

1.5.1 We do not expect to receive additional core funding – the trend in government is to support specific initiatives rather than general funding uplifts. In any case, the Local Government finance settlement is normally issued just before Christmas – far too late to support a budget process.

The best we can hope for is that the government will recognise and provide funding to cover the current high rates of inflation, although there are no indications from government on this and we would not expect to get any confirmation until the Autumn Statement at the earliest.

1.5.2 We are working on the Medium Term Financial Analysis which will provide our best estimate of the Council's overall financial position for the next few years. We normally produce this over the summer for publication in the early Autumn, but this year, we are bringing it forward to July because of the Council's difficult financial position.

1.5.3 There is likely to be a significant budget gap to bridge for 2023/24

| Possible 2023/24 Budget Gap | £m |
|---|-----------|
| Use of Reserves in 2022/23 Budget | 15 |
| Current 2022/23 Forecast Overspend | 19 |
| One-offs being used in 2022/23 | 4 |
| Ball-park inflationary / demand pressures | ?45? |
| Expected Grant / Council Tax Increase | (15) |
| Potential Budget Gap | 68 |

1.6 2023/24 Budget Timetable

1.6.1 The high-level timetable for the 2023/24 budget has been structured around the Committee timetable. This timetable will require significant work from Policy Committees over the summer and will mean that budget proposals from Committees will be reported during September.

| | |
|------------------------------|--|
| Throughout June 2022 | Budget Monitoring and timetable Reports to Policy Committees at Month 1 2022/23. |
| 5 July 2022 | Medium Term Financial Analysis to Strategy and Resources Committee . Strategy and Resources Committee sets Policy Committee budget targets. |
| July – September 2022 | Policy Committees develop Revenue and Capital budget proposals to address any cost or demand pressures within the budget allocated by Strategy and Resources Committee. |

| | |
|-------------------------------------|---|
| Throughout September 2022 | Policy Committee meetings to formally set out how they are going to deliver their budget – reporting the results of the work done over the summer. |
| 12 October 2022 | Consolidated budget report based on individual Policy Committee work to Strategy and Resources Committee . |
| Throughout November 2022 | Policy Committee meetings formally to sign-off budgets after any changes from Strategy and Resources Committee in October |
| 5 December 2022 | Overall budget formally signed off by Strategy and Resources including the Housing Revenue Account Rent setting report as part of the Housing Policy Committee's budget. |
| 24 January 2023 | Budget report formally approved by Strategy and Resources with recommendations to Full Council |
| 1st February 2023 | Housing Revenue Account budget approved at Full Council , together with the Rent Setting decision |
| 1st March 2023 | 2023/24 Revenue and Capital Budgets to Full Council |

2. HOW DOES THIS DECISION CONTRIBUTE?

- 2.1 The recommendations in this report will ensure that the Council has a robust budget process for 2023/24 and will ensure that each Policy Committee undertakes any work required to both balance their 2022/23 budget and prepare for the 2023/24 budget.

3. HAS THERE BEEN ANY CONSULTATION?

- 3.1 There has been no consultation on this report, however, it is anticipated that the budget process itself will involve significant consultation as the Policy Committees develop their budget proposals

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

- 4.1.1 There are no direct equality implications arising from this report. It is expected that individual Committees will use equality impact analyses as a basis for the development of their budget proposals in due course.

4.2 Financial and Commercial Implications

- 4.2.1 There are no direct financial implications from this report.

4.3 Legal Implications

- 4.3.1 Under section 25 of the Local Government Act 2003, the Chief Finance Officer of an authority is required to report on the following matters:
- the robustness of the estimates made for the purposes of determining its budget requirement for the forthcoming year; and
 - the adequacy of the proposed financial reserves.
- 4.3.2 There is also a requirement for the authority to have regard to the report of the Chief Finance Officer when making decisions on its budget requirement and level of financial reserves.

4.3.3 By the law the Council must set and deliver a balanced budget, which is a financial plan based on sound assumptions which shows how income will equal spend over the short- and medium-term. This can take into account deliverable cost savings and/or local income growth strategies as well as useable reserves. However, a budget will not be balanced where it reduces reserves to unacceptably low levels and regard must be had to any report of the Chief Finance Officer on the required level of reserves under section 25 of the Local Government Act 2003, which sets obligations of adequacy on controlled reserves.

4.4 Climate Implications

4.4.1 There are no direct equality implications arising from this report. It is expected that individual Committees will consider climate implications as they develop their budget proposals in due course.

4.4 Other Implications

4.4.1 No direct implication

5. ALTERNATIVE OPTIONS CONSIDERED

5.1 The Council is required to both set a balance budget and to ensure that in-year income and expenditure are balanced. No other alternatives were considered.

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