



Portfolio Holder Performance Report

Quarter 2 2019/20

Councillor Neil MacDonald

Tenancy Services

Housing Advice

Maintenance and Contracts

This report contains:

- Performance Indicators, quarter 2 figures for 2019-20, targets and an explanation for any indicators out of target.
- Corporate Activities and a risk grading for each activity.

Portfolio Holder Performance Report for 2019/20

Month	PI Ref	PI Description	Target	Actual	Officer Comment	Unit Comment
Portfolio Holder: Neil MacDonald Responsible Officer: Ian Blofield Service Area: Housing Advice						
Sep	LI 215S	Homelessness - number of households in temporary accommodation (This indicator is a required performance measure, however IBC has no influence/control on the outcome)	60	87	The new 56 day relief duty is meaning that applicants are staying longer in temporary accommodation. New measures are being considered to help address the issue.	
Sep	LI 304	Homelessness - number of households prevented from becoming homeless. Cumulative	350	351	Now working with people for at least a 56 day period to help prevent homelessness.	
Sep	LI 304a	Homelessness - number of households where homelessness was relieved. Cumulative	50	159	Work with applicants for a 56 day period before having to make a decision.	
Sep	LI 305S	Homelessness - number of households accepted as homeless (Cumulative) (This indicator is a required performance measure, however IBC has no influence/control on the outcome)	40	36	9 in September. With the prevention and relief interventions fewer applicants are progressing to a 'full duty'.	
Sep	LI 306S	Number of properties let through Choice Based Lettings. Cumulative (This indicator is a required performance measure, however IBC has no influence/control on the outcome)	400	321	187 IBC and 137 Housing Associations. The number of properties depends on the level of voids and new properties available in this period.	
Sep	LI 416S	Homelessness - number of households being placed into temporary accommodation in the Borough by other Local Authorities (Cumulative) (This indicator is a required performance measure, however IBC has no influence/control on the outcome)	88	54	Most neighbouring authorities use B&B in Ipswich.	
Sep	LI 417	Homelessness - number of households being placed by IBC in temporary accommodation in other Local Authorities' areas	0	0	IBC uses its own temporary accommodation and B&B's within the Borough.	

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Sep	LI 520	Number of properties signed up to the Rent Guarantee Scheme (cumulative)	24	6	Offer to Landlords has just been revised to try and make it more attractive.	
Sep	LI 521	Number of Households Found Accommodation by LET (Cumulative)	30	25	Still encountering resistance from landlords when it comes to housing people on benefits.	

Portfolio Holder Performance Report for 2019/20

Month	PI Ref	PI Description	Target	Actual	Officer Comment	Unit Comment
Responsible Officer: Ian Blofield		Service Area: Maintenance & Contracts				
Sep	LI 211	Stock Maintenance/Asset Management - % achieved local Ipswich standard (excluding tenant refusals)	100	100	All of the Council Housing stock continues to be maintained to the Councils Ipswich Standard other than those where tenants have refused works (see LI475S)	
Sep	LI 234	% Repairs completed on time	98.5	97.9	Performance is marginally below target due to temporary resourcing issues.	
Sep	LI 235	Maintenance & Contracts - Repairs: Customer satisfaction (%)	95	98	Customer Satisfaction for the Ipswich Repairs Service (up to 20,000 repairs per annum to the Council's Housing stock) remains high	
Sep	LI 235a	Maintenance & Contracts - Major Capital works: Customer satisfaction (%)	95	97.5	Bay cladding works completed to high satisfaction levels with very good quality and kitchens and bathrooms also showing high customer satisfaction levels.	
Sep	LI 474	Maintenance & Contracts - (Energy Efficiency) average SAP rating of Council Housing Stock	72	73	The overall current average SAP rating meet the target within the Ipswich Standard. We continue to carry out improvement works which benefit the SAP as well as explore any new opportunities or funding that arises.	
Sep	LI 475S	(Maintenance & Contracts) Number of Tenants (Properties) refusing Ipswich Standard works (This indicator is a required performance measure, however IBC has no influence/control on the outcome)	198	198	198 Council tenants (2.5%) have refused to have Ipswich Standard works. A new process has been agreed with the Housing Portfolio Holder to encourage more of these tenants to agree to the works.	
Sep	LI 501	(Maintenance & Contracts) Zero Annual Gas Maintenance Servicing outstanding	0	9	All 9 in the process of being served with a warning notice or abatement notice from Tenancy Services to gain access to carry out the gas check and service.	

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Responsible Officer: Ian Blofield							Service Area: Tenancy Services
Sep	LI 208 6mthly	Rent Arrears - % Gross Annual Rent Debit outstanding	2.5	2.22	Performing well despite the challenge of Universal Credit and the increase in cases. Regular performance monitoring and case reviews taking place.		
Sep	LI 209	Delivering the "Local Offer" to tenants (%) Local Offer is a group of standards that have been agreed between Ipswich Borough Council (IBC) and its tenants.	95	91	4 of the 6 components parts of this measure are being performed very well. The 2 areas not meeting target are '% of housing calls answered' (running at 84%) and '% of poor and fair properties that improved' (running at 67% although this is based on a very small sample - target is 6 and actual is 4 - so any deviation on numbers has a dramatic effect on percentage).		
Sep	LI 231	Tenancy Services - average void turnround times (days)	20	27.63	We have identified internal process issues and are rectifying them. The September average was 24.5 days.		
Sep	LI 316a	% properties let on time within 7 days following completion of void works – General Needs	95	91.3	5 of the 6 properties that were not let on time needed multiple shortlists and viewings. This adds time to the process as the property needs to be advertised for a further week. We are reviewing these cases to assess why they needed extra shortlists.		
Sep	LI 316b	% properties let on time within 7 days following completion of void works – Sheltered	90	85.7	This is an improvement over the previous quarter. Only 2 out of the 14 voids were not let on time. New sheltered tenants generally take longer to move than general needs tenants because they are often downsizing. We also receive more refusals in sheltered, causing delays as the property has to be advertised for a further week.		
Sep	LI 318S	Number of court-related actions to enforce tenancy conditions (excluding rent actions) (This indicator is a required performance measure, however IBC has no influence/control on the outcome)	6	6	Breakdown shows x1 Suspended Possession order, x2 Outright Possession Orders and x3 evictions during period (April'19 - Sept'19 incl).		

Portfolio Holder Performance Report for 2019/20

Month	PI Ref	PI Description	Target	Actual	Officer Comment	Unit Comment
Sep	LI 319aS 6mthly	Number of tenants in receipt of support from external agencies (This indicator is a required performance measure, however IBC has no influence/control on the outcome)	25	0	Information is currently unavailable as not been supplied by Homegroup (Umbrella name for Floating Support within Suffolk)- Homegroup have been undergoing changes to how they work etc.	
Sep	LI 319S 6mthly	Number of tenants in receipt of support from IBC (This indicator is a required performance measure, however IBC has no influence/control on the outcome)	55	44	Currently have x1 member of staff on long term sickness (due to return shortly), another member of staff currently on x9 month secondment (replacement staff member due to start shortly) - has left x1 member of staff as only Tenant Support Officer to cover workload over last few months.	
Sep	LI 491	Gas Servicing - number outstanding at end of quarter	0	10	x10 properties on East Area of town where Annual Gas Service was not completed in September'19 and subsequently the current safety certificate expired.	
Sep	LI 492 6mthly	Cluttered Homes - net reduction	5	0	As a net reduction = 0. However, we have YTD completed on x3 Cluttered Homes and discovered a further x4 properties which Housing Officers are working with outside agencies and tenants to resolve.	
Sep	LI 493 6mthly	Area Housing Panels - expenditure of allocated budgets (end year target £7k per panel)	3500	13511	Total budget spend over all x3 Area Panels as of 30 Sept'19 is £13,511.15. Aim is to use total budget £21,000 before next Area Panels 12 Dec'19 - Autumn walkabouts have been arranged to identify further Panel projects	
Sep	LI 494 6mthly	Behind The Scenes Panel - complete two services reviews per year	1	0	Panel meetings on hold due to tenant participation review.	
Sep	LI 495S	Total number of voids (cumulative) (This indicator is a required performance measure, however IBC has no influence/control on the outcome)	215	105	Void never arrive evenly throughout the year, although for the past 3 years we have averaged 400 void properties. We currently have 89 voids in progress.	
Sep	LI 498S 6mthly	Sheltered housing occupancy rate (This indicator is a required performance measure, however IBC has no influence/control on the outcome)	99.5	99.5	Performing very well	

CORPORATE PLAN DELIVERY

PRIORITY 1: A Strong Ipswich Economy

Develop a new approach to apprenticeships within the Council

Activity	Risks	Grade	Progress / Update	Ops Manager	Head of Service
Continued commitment in apprenticeships (trade, caretaking and professional). [Completion Due: Ongoing]	Apprenticeship fails to deliver expectations and apprentice leaves. Recruitment & retention. Loss of funding. Reputational damage.	G	Three employees are progressing well in their professional career grade posts which has seen them successfully complete year 2 of their 5 year university study achieving A/B grades. Two employees in lesser skilled jobs are continuing to undertake craft training, studying an NVQ in Plumbing. Three craft employees are progressing well as they continue to develop in their apprenticeships, starting their second year at college in September 2019. One new employee has just started in their professional career grade post and will be starting their university studies in Sept 2019.	Kevin Oxborrow	Ian Blofield

CORPORATE PLAN DELIVERY

PRIORITY 2: A Sustainable Environment

Keep the town clean focusing on litter, chewing gum and dog fouling, including better enforcement and making it easier to use the "Cleaner Ipswich" reporting system

Activity	Risks	Grade	Progress / Update	Ops Manager	Head of Service
Delivering a focused Community Caretaker team to ensure a cleaner Ipswich aim is achieved. [Completion Due: Ongoing]	Anti-social behaviour would increase. Fly-tipping would increase. Unable to maintain a clean Ipswich. Risks to the public if sharps are not being found.	G	Community Caretakers have completed 2,379 pledge visits (cleaning of communal areas) of which 100% have been completed on time and carried out 1,079 individual jobs tackling door entry issues, fly-tipping, removal of drugs (sharps) and minor repairs.	Kevin Oxborrow	Ian Blofield

Continue to reduce our carbon footprint

Activity	Risks	Grade	Progress / Update	Ops Manager	Head of Service
Continued works on housing stock to help reduce our carbon footprint. [Completion Due: Ongoing]	Increase carbon footprint, setting back our aim for reducing footprint. Detrimental to the environment.	G	During Q2; 245 properties have had new A-rated boiler heating systems installed. 190 (of 206) properties have had bay window cladding/roofs upgraded thermal insulation. The average energy efficiency of the housing stock is currently to a SAP rating of 73, Band C. There is a longer term aspiration to consider whether the Council's housing stock could be carbon neutral or use less carbon than it does presently and/or improve thermal efficiency to reduce the SAP rating to a lower band. The Council is currently considering a paper on Solar Panels.	Kevin Oxborrow	Ian Blofield
Minimise the impact of our activity on the environment by recycling a high percentage of our waste. [Completion Due: Ongoing]	Detrimental to the environment. Reputational damage.	G	Maintenance & Contracts generates a variety of waste from its activities, approx. 300 tonnes per annum. This is recycled at our Gipping House depot at our modest facility. During Q2 64% of our waste will be recycled into various streams (paper/card/metals/wood/plastics/hardcore/electrical fittings/paint/gas etc). Due to the limitations of space within the skip area there appears limited scope to substantially the amount of recycling, however we keep this under constant review. We are currently reviewing the single use plastics (SUP) as part of a corporate project (reviewing all products for the Council used at Gipping House stores).	Kevin Oxborrow	Ian Blofield

CORPORATE PLAN DELIVERY

PRIORITY 4: A Healthy Community

Provide accessible sport and leisure opportunities for all ages and abilities

Activity	Risks	Grade	Progress / Update	Ops Manager	Head of Service
Free computer skills training for tenants in anticipation of Universal Credit.	Realise Futures discontinue service.	G	Tenancy Services signposting customers to Realise Futures for free computer skills training.	(Vacant) Tenancy Services	Ian Blofield
[Completion Due: Complete]					
Promoted physical activity in sheltered schemes.	Participants unwilling to pay for the service and it ceases to operate in the schemes.	G	Sheltered schemes have retained ownership of the fitness equipment provided by Activlpswich contract and continue to run activities.	(Vacant) Tenancy Services	Ian Blofield
[Completion Due: Complete]					

CORPORATE PLAN DELIVERY

Become a Dementia Friendly Council

Activity	Risks	Grade	Progress / Update	Ops Manager	Head of Service
<p>Train staff and ensure public buildings are Dementia Friendly.</p> <p>[Completion Due: Ongoing]</p> <p>Public Protection: availability of Disabled Facilities Grants for people with Dementia</p> <p>[Completion Due: Ongoing]</p>	<p>Health & Wellbeing Plan not written and schemes not implemented.</p> <p>Work programme not developed.</p> <p>Reputational damage.</p>	G	<p>(Housing Advice)</p> <p>Working towards the goal of 100% of front line staff attending Dementia Friendly courses. Bite size computer training videos have now been uploaded to the intranet for employees to complete, these went live in September 2019. 30 new Dementia Friends have been trained in quarter 2, 18 through attending a training session and 12 through watching the video.</p> <p>East Villa has colour coded corridors incorporated into the design to be more Dementia Friendly.</p> <p>Cemetery wayfinding in design phase, to be progressed next quarter (3).</p> <p>Whitton and Gainsborough Sports Centres have been audited and we are now waiting on quotes for signage and painting of disabled access toilets in contrasting colours.</p> <p>Dementia Friendly swimming sessions launched at Fore Street Pool in April 2019 with a 6 week pilot. Each week numbers grew and at the end of the pilot it was decided to keep the programme. The session has seen up to 10 in attendance each week.</p> <p>(Public Protection)</p> <p>Providing disabled facilities grants for people to maintain independent living, reducing hospital admissions etc. Policy in place to make it faster to obtain adaptations through streamlining the process working with SCC and Orbit East.</p>	<p>Clare Lovell</p> <p>Peter Whittall</p>	<p>Ian Blofield</p>

Participate in the Health and Wellbeing Board and associated work programmes as appropriate

Activity	Risks	Grade	Progress / Update	Ops Manager	Head of Service
<p>Deliver the Health and Wellbeing plan, identifying plan actions to improve the Health & Wellbeing for Borough Residents.</p> <p>[Completion Due: March 2020]</p>	<p>Individual Risk management areas are identified where IBC are involved on individual areas of the Health & Wellbeing Board programme.</p> <p>Health & Wellbeing Plan is not written and schemes are not implemented.</p>	G	<p>Current focus is around Dementia. The Health & Wellbeing Plan will include action plan performance measures which will be developed at a later date.</p> <p>IBC is working with Public Health on their public campaigns, plus other strategic organisations, eg CCGs, Babergh District Council.</p> <p>The "5 Ways To Wellbeing" project has been implemented and piloted with a local school, now looking at how the project can be progressed throughout the rest of Ipswich.</p>	<p>Peter Whittall</p>	<p>Ian Blofield</p>

CORPORATE PLAN DELIVERY

Proactively support safeguarding of children and vulnerable adults through our own systems and links with key partners

Activity	Risks	Grade	Progress / Update	Ops Manager	Head of Service
<p>To provide effective tenancy support through good tenant profiling plus support available for all vulnerable tenants in IBC properties.</p> <p>[Completion Due: 2019/20]</p>	<p>Profiling fails due to GDPR data restrictions.</p> <p>Partners fail to participate.</p> <p>Vulnerable tenants are not identified and the appropriate support is not given.</p>	A	<p>To help sustain tenancies we will be providing support and training and working with other agencies to ensure vulnerable tenants have the support they need. On average, approx. 23 households per month are referred for tenancy support.</p> <p>GDPR restricts the effectiveness of tenant profiling. Support process is in place and vulnerable tenants are identified through survey responses, information from other agencies and from Housing Officers.</p>	(Vacant) Tenancy Services	Ian Blofield
<p>Ensuring compliance with procedure(s).</p> <p>Safeguarding leads are reference points for referrals. The process is through the multi-agency hub.</p> <p>[Completion Due: Ongoing]</p>	<p>Inappropriate system response to a safeguarding matter.</p>	A	<p>Safeguarding process is through multi-agencies and we continue with ongoing co-ordination with agencies.</p> <p>In 2019/20 we will be:</p> <ul style="list-style-type: none"> * Actively participating in the Multi Agency Safeguarding Hub (MASH) * Actively participating in the Multi Agency Risk Assessment Conference (MARAC) * Actively participating in the Multi Agency Public Protection Arrangements (MAPPA) * Being represented on the Suffolk MAPPA Strategic Management Board <p>Newly recruited Hostel staff have recently attended safeguarding training.</p>	Peter Whittall	Ian Blofield

Continuation of the fuel poverty reduction programme across council housing

Activity	Risks	Grade	Progress / Update	Ops Manager	Head of Service
<p>Deliver programme of solar panels to our Housing Stock.</p> <p>[Completion Due: Ongoing]</p>	<p>Increased risk of tenants being in fuel poverty.</p> <p>Reputational damage.</p>	G	<p>The aspiration is to install solar panels to it's housing stock where properties are being re-roofed through the Planned Maintenance 2020-25 Contract.</p>	Kevin Oxborrow	Ian Blofield

CORPORATE PLAN DELIVERY

<p>Promoting energy efficiency in the Ipswich Housing Sector in both the public and private sector (work with partners, ie: part of the Suffolk CC strategy).</p> <p>Making use of available government grants for social housing, ie: Energy Companies Obligation (ECO) scheme.</p> <p>[Completion Due: 2019/20]</p> <p>Provide grants for more efficient heating of homes.</p> <p>[Completion Due: Ongoing]</p>	<p>Failure to improve the energy efficiency of the Council's housing stock.</p> <p>Failure of Contractor to deliver programme.</p>	<p>G</p>	<p>We have reduced fuel poverty with ongoing programmes to make properties more efficient to reduce utility / fuel bills for tenants. This improves living by eliminating housing defects such as mould, damp and condensation and meets our ongoing Ipswich Standard.</p> <p>There is an ongoing 5 year programme (£8.3m) to renew all boilers in the stock to 'A' rated standard.</p> <p>2019/20 By the end of 2019/20, 197 homes will have benefited from the upgrading of bay cladding, 500 homes will have new 'A' rated boilers.</p> <p>Work is planned to revise the grant policy to make it more relevant.</p>	<p>Kevin Oxborrow Clare Lovell</p>	<p>Ian Blofield</p>
<p>Deliver energy efficiency or improvement schemes.</p> <p>Continue 'A' rated boiler programme for all Council homes. Continue Solid wall insulation programme seeking funding wherever possible. Install new windows.</p> <p>[Completion Due: Ongoing]</p>	<p>If not delivered, tenants may have lower housing standards.</p> <p>Reputational damage.</p>	<p>G</p>	<p>The new Asset Management Strategy has an objective to continue our proactive approach to improving the energy efficiency and sustainability of properties, helping to reduce fuel poverty. With the following actions; Incorporate upgrades and energy efficiency improvements where we can when carrying out repairs and delivering investment, Make use of new technologies to help residents use less water, less electricity and less gas, Set and monitor targets for increasing the average and minimum levels of energy efficiency of our homes, Help residents to reduce their fuel and utility costs, signposting them to organisations who provide free support and advice.</p> <p>The potential to install PV panels at the same time as re-roofing works are completed is being explored and EWG are considering a paper on 08/10/19.</p>	<p>Kevin Oxborrow</p>	<p>Ian Blofield</p>

CORPORATE PLAN DELIVERY

Continue to work with partners to reduce rough sleeping and homelessness

Activity	Risks	Grade	Progress / Update	Ops Manager	Head of Service
<p>ROUGH SLEEPING: Working towards eliminating rough sleeping within Ipswich, using the Rough Sleeping Initiative. Provide assistance to potential rough sleepers, particularly through financial capability training and access to housing advice.</p> <p>[Completion Due: Ongoing]</p> <p>HOMELESSNESS: Implementation of the Homeless Reduction Act. Focus on preventing homelessness. Provision of temporary accommodation.</p> <p>(Note: The above also relates to Priority 5 Quality Homes for All.)</p> <p>[Completion Due: Ongoing]</p>	<p>ROUGH SLEEPING: Rough sleeper funding is not spent - steering group to be set up.</p> <p>HOMELESSNESS: Temporary accommodation service is not reviewed. Preparation not made for implementation of the Homeless Reduction Act - action plan to be developed.</p>	<p style="text-align: center;">A</p>	<p>A further bid of £387k for 2019/20 has also been granted to continue and expand on the work.</p> <p>To date 152 individuals have been accommodated that were rough sleeping and 161 prevented from rough sleeping by early intervention.</p> <p>IBC continues to fund the Ipswich Winter Night Shelter. This will commence mid November.</p> <p>The Annual Rough Sleeper count will next be completed in November. In addition IBC is required to deliver bi-monthly overnight counts, the next one is scheduled for November. The count numbers for rough sleepers in July were 7 and 8 in September.</p> <p>Additional Short Term Emergency Provision (STEP) beds provided by Anglia Care Trust which expands on the existing STEP contract to provide self-contained beds for the most complex cases. Property and service for this service is up and running.</p> <p>The Rough Sleepers Strategy which is a condition of the rough sleeping initiative has been produced and has been approved by the Council.</p>	<p>Peter Whittall</p>	<p>Ian Blofield</p>

CORPORATE PLAN DELIVERY

PRIORITY 5: Quality Homes for All

Build 1,000 new homes in a decade

Activity	Risks	Grade	Progress / Update	Ops Manager	Head of Service
<p>Develop House Purchase Policy - formalise process for right of first refusal and explore opportunities for open market purchase.</p> <p>[Completion Due: September 2019]</p>	<p>Involved parties fail to participate in the design process.</p> <p>Lack of capacity available to complete the process.</p> <p>Expertise may not exist in-house.</p> <p>Lack of funding to complete purchases.</p> <p>Lack of suitable properties.</p>	A	<p>Framework has been agreed. Process and responsibilities agreed. Criteria for acquisitions agreed by Portfolio Holder. 5 dwellings acquired in first quarter of 2019-20. 17 new build dwellings due to be completed in 19/20 and 60 more in progress.</p>	(Vacant) Tenancy Services	Ian Blofield
<p>Housing Strategy - Delivery and monitoring of the Housing Strategy Action Plan. Delivery of the Older Persons Review Project.</p> <p>[Completion Due: March 2020]</p> <p>Develop a Strategy Review Programme (5 year programme)</p> <p>[Completion Due: Complete]</p>	<p>The Housing Strategy Action Plan is not monitored.</p>	G	<p>The project plan has been developed and is being monitored to ensure that the critical path of the Housing Strategy Action Plan is adhered to.</p> <p>A specific strategy is being written to include elements from the older persons housing strategy and action plan involving PSH for enforcement and the Landlord Partnership.</p> <p>The Housing Strategy has been updated and runs from 2019 - 2024.</p>	Peter Whittall	Ian Blofield

Bring empty homes back into use

Activity	Risks	Grade	Progress / Update	Ops Manager	Head of Service
<p>Housing Strategy - Delivery and monitoring of the Housing Strategy Action Plan. Delivery of the Older Persons Review Project.</p> <p>[Completion Due: March 2020]</p> <p>Develop a Strategy Review Programme (5 year programme)</p> <p>[Completion Due: Complete]</p>	<p>The Housing Strategy Action Plan is not monitored.</p>	G	<p>The project plan has been developed and is being monitored to ensure that the critical path of the Housing Strategy Action Plan is adhered to.</p> <p>A specific strategy is being written to include elements from the older persons housing strategy and action plan involving PSH for enforcement and the Landlord Partnership.</p> <p>The Housing Strategy has been updated and runs from 2019 - 2024.</p>	Peter Whittall	Ian Blofield

CORPORATE PLAN DELIVERY

Review our sheltered housing provision

Activity	Risks	Grade	Progress / Update	Ops Manager	Head of Service
<p>Housing Strategy - Delivery and monitoring of the Housing Strategy Action Plan. Delivery of the Older Persons Review Project.</p> <p>[Completion Due: March 2020]</p> <p>Develop a Strategy Review Programme (5 year programme)</p> <p>[Completion Due: Complete]</p>	<p>The Housing Strategy Action Plan is not monitored.</p>	G	<p>The project plan has been developed and is being monitored to ensure that the critical path of the Housing Strategy Action Plan is adhered to.</p> <p>A specific strategy is being written to include elements from the older persons housing strategy and action plan involving PSH for enforcement and the Landlord Partnership.</p> <p>The Housing Strategy has been updated and runs from 2019 - 2024.</p>	Peter Whittall	Ian Blofield
<p>Review of Older Persons Housing Strategy.</p> <p>[Completion Due: 2019/20]</p>	<p>Sheltered housing offer does not meet modern expectations.</p> <p>Failure to complement health and care service provision on independent living in the community.</p> <p>Failure of sheltered housing being fit for purpose.</p> <p>Changing needs and aspirations of ageing population not met by accommodation and services available.</p> <p>Lack of engagement by key partners/providers.</p>	A	<p>The Older Persons Housing Strategy forms a key theme of the over-arching Housing Strategy which was agreed for consultation by Executive in June 2019.</p> <p>The procurement of sheltered stock condition survey is underway. Data from the survey will inform decisions about the future of each of the 15 schemes. The option appraisal work is going out to tender in the next couple of months. Guest rooms and weekend visiting service will be considered as part of the review of sheltered. (see activity later on)</p> <p>Surveys to establish satisfaction levels and aspirations of general needs tenants aged 60+ and sheltered tenants have been completed. Further survey of housing register tenants aged 60+ is underway. A questionnaire has been completed with the sheltered tenants and the results are available.</p> <p>We are exploring a housing support service for older general needs tenants. Work has started to sample those tenants who felt they needed support. A sample of 50 tenants should help determine the resources required to carry out the work.</p> <p>The Tenants Incentive Scheme has been re-launched to encourage older tenants to downsize. The work will work hand in hand with the community support project that starts in October 2019.</p> <p>We are developing closer working relationships with partner agencies, such as ACS, Health and Age Concern. The different agencies have attended Scheme Manager meetings and closer ties have been formed during those meetings. For example we have been allocated Social Work contacts for each scheme to follow up cases. Activity to continue into 2019/20 and beyond.</p>	(Vacant) Tenancy Services	Ian Blofield

CORPORATE PLAN DELIVERY

Work with partners to prevent homelessness and rough sleeping

Activity	Risks	Grade	Progress / Update	Ops Manager	Head of Service
Oversee the effective spending of the Rough Sleeper Initiative Funding received from the department of Housing, Communities and Local Government (DCLG). [Completion Due: March 2020]	Temporary accommodation service is not reviewed. Preparation not made for implementation of the Homeless Reduction Act - action plan to be developed.	G	The Housing Strategy has been re-written for 2019-2024.	Peter Whittall	Ian Blofield
Housing Strategy - Delivery and monitoring of the Housing Strategy Action Plan. Delivery of the Older Persons Review Project. [Completion Due: March 2020]	The Housing Strategy Action Plan is not monitored.	G	The project plan has been developed and is being monitored to ensure that the critical path of the Housing Strategy Action Plan is adhered to. A specific strategy is being written to include elements from the older persons housing strategy and action plan involving PSH for enforcement and the Landlord Partnership.	Peter Whittall	Ian Blofield
Develop a Strategy Review Programme (5 year programme) [Completion Due: Complete]			The Housing Strategy has been updated and runs from 2019 - 2024.		

Manage the transition to Universal Credit as it affects our tenants

Activity	Risks	Grade	Progress / Update	Ops Manager	Head of Service
Housing Strategy - Delivery and monitoring of the Housing Strategy Action Plan. Delivery of the Older Persons Review Project. [Completion Due: March 2020]	The Housing Strategy Action Plan is not monitored.	G	The project plan has been developed and is being monitored to ensure that the critical path of the Housing Strategy Action Plan is adhered to. A specific strategy is being written to include elements from the older persons housing strategy and action plan involving PSH for enforcement and the Landlord Partnership.	Peter Whittall	Ian Blofield
Develop a Strategy Review Programme (5 year programme) [Completion Due: Complete]			The Housing Strategy has been updated and runs from 2019 - 2024.		

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Supporting the transition to Universal Credit which will be implemented from May 2018.

Unknown quantities - speed of transfer, speed of change, government policy.



The Council, in particular Tenancy Services, SRP, Housing Options, Customer Services and Comms and Marketing continue to support and improve the UC experience for Ipswich residents by ensuring we adapt our services to emerging trends i.e. reviewing Alternative Payments Arrangements, upskilling officers to work with UC recipients, supporting Private Landlords and supporting residents.

(Vacant) Tenancy Services

Ian Blofield

John Chance

Amy Mayes

Justin Jupp

[Completion Due: 2019/20]

Cannot plan for a natural migration.

Increase in arrears and associated workload if not managed.

Demand for Personal Budgeting Support and Assisted Digital Support has been significantly less than predicted at

the beginning of the financial year (PBS is at 32% of the forecast position and ADS activity is at 43% of the forecast.

(Tenancy Services)

Continuing to offer a triage service for tenants recently joined UC, which has had a positive impact on arrears. Currently managing 1,161 cases and the average debt of the cases in arrears remains under £500 (£482.57). 204 alternative payment arrangements in place. This compares to 464 cases at the same point in 2018, average debt £463.64. We continue to have positive working relationships with Ipswich JCP and have a dedicated special point of contact, which is proving particularly useful for complex cases and vulnerable tenants. Improvements to the Landlord Portal have been made so we can now easily identify new claim verifications from change in circumstances.

Benefits and Business Support:

The Pilot scheme for a Managed Migration of up to 10,000 customers to UC commenced in Harrogate on 25th July 2019. The pilot, which is due to run until December 2019, offers customers a voluntary transfer on to the pilot programme rather than require their migration compulsorily. The outcome of the pilot will be reported to Parliament in October 2020.

Maintain the Ipswich Standard for council housing

Activity	Risks	Grade	Progress / Update	Ops Manager	Head of Service
Delivery of Repairs & Maintenance Services. [Completion Due: 2018/19]	Failure to deliver financial targets. Failure of management systems to deliver services. Major breach of compliance. Failure to invest effectively in housing stock so not to meet the Ipswich Standard.		2019/20 will see delivery of £8.3m of revenue services including the Ipswich Repairs Service, Ipswich Void Service, Gas Servicing and Community Caretaking Services, which all continue to perform well. This will include annual repairs to circa 18,000, 400 void refurbishments, circa 8,000 Gas Safety checks and 4,000 gas repairs.	Kevin Oxborrow	Ian Blofield

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Housing Strategy - Delivery and monitoring of the Housing Strategy Action Plan. Delivery of the Older Persons Review Project.

The Housing Strategy Action Plan is not monitored.

G

The project plan has been developed and is being monitored to ensure that the critical path of the Housing Strategy Action Plan is adhered to.

Peter Whittall

Ian Blofield

[Completion Due: March 2020]

Develop a Strategy Review Programme (5 year programme)

A specific strategy is being written to include elements from the older persons housing strategy and action plan involving PSH for enforcement and the Landlord Partnership.

The Housing Strategy has been updated and runs from 2019 - 2024.

[Completion Due: Complete]

Reduce cluttered homes and support tenants affected.

Risk to tenant/property and neighbours if hoarding not identified and addressed.

G

Suffolk County Council have a Hoarding & Self-Neglect Safeguarding Strategy in place; Ipswich Borough Council working alongside SCC and referring the most serious cases.

(Vacant) Tenancy Services

Ian Blofield

[Completion Due: Ongoing]

IBC reviewed tenancies and identified potential tenants needing support with cluttered homes. Currently IBC are supporting 33 households as of quarter 2 which is proving positive in many instances with the partnership working that is being undertaken. We have been successful in clearing a further 1 property in this quarter, giving a YTD total of 3. We have identified a further 3 properties to date. We are working with the Fire Service in cases of extreme risk. Activities continuing into 2019/20.

Delivery of the HRA capital programme to maintain the "Ipswich Standard".

Failure to deliver financial targets.

A

2019/20 HRA major capital programme budget is £10.75m and should progress satisfactorily apart from the planned maintenance project where the contract with the existing supplier has now been terminated. We are now in the process of re-tendering a new OJEU compliant major works procurement exercise to appoint a new supplier and this will be put forward to Executive in December 2019, to commence on site in April 2020. This contract alone will see an investment of £21m over 5 years (2020-2025).

Kevin Oxborrow

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Failure of management systems to deliver services.

[Completion Due: 2019/20]

Major breach of compliance.

Failure to invest effectively in housing stock so not to meet the Ipswich Standard.

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The existing Ipswich Standard has been achieved
- however rolling programme in place to maintain housing stock in line with the Standard.

Failure to invest effectively in housing stock.

A

2019/20: During the period of Q2 (July - September 2019) Maintenance & Contracts has delivered through the HRA capital programme the following works maintaining our Ipswich Standard:

Kevin Oxborrow

Ian Blofield

Focus on promoting the benefits of the programme to tenants who have refused work.

[Completion Due: Ongoing]

- 190 properties complete within phase two of a £600k scheme to add bay window cladding and roof upgrades to 206 properties
- 185 Disabled Adaptations to Council homes
- 76 bathroom and/or kitchen refurbishments
- 144 electrical re-wiring to homes
- 504 homes had Electrical condition reports completed
- Our repairs service completed 9,000 repairs
- 178 properties were refurbished at void prior to re-let
- 245 homes received new central heating installations with A rated boilers
- Gas safety inspections were completed to circa 4,750 homes

Activity will continue through-out 2019/20:

- Continue to build/maintain the high level of services to our housing stock as indicated during Q2 above.
- Remediation planned maintenance contract
- Asbestos Removal
- Neighbourhood improvements including demolition of old garages and replacement with new garages and hard surface parking.
- Procurement of new planned maintenance contracts which see a £21m investment over 5 years.

The new Asset Management Strategy has four aims, 1. Raise the standard of our homes to make sure they are fit for purpose for modern living.

2. Optimise the value and impact of our repair, maintenance and capital investment expenditure.

3. Improve the living conditions, health and well-being of residents through environmental and estate-based works to properties, schemes and neighbourhoods.

4. Maximise the use of the housing assets to help deliver the Council's housing strategy ambitions.

And 10 objectives, A. Use our Ipswich Standard to drive up the quality of all our homes and common areas so they are fit for purpose and fit for the future.

B. Ensure our budgeting and maintenance programmes secure the right balance between achieving efficiency, effectiveness and economy.

C. Make better use of data, information and insight to help actively shape and inform our work programmes and future investment decisions.

D. Use our procurement and contract management activities to maximise the quality, value and effectiveness of our work.

E. Reshape and redefine our sheltered housing to make sure we meet changing housing needs, demands and

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expectations.
 F. Upgrade, remodel or replace properties that are no longer fit for purpose.
 G. Work with partners to develop a coordinated programme of regeneration that invests in the external environment to create places and living conditions where people thrive.
 H. Use our financial, land and housing resources to help increase the number of council homes.
 I. Continue our proactive approach to improving the energy efficiency and sustainability of properties, at the same time helping to reduce fuel poverty.
 J. Ensure tenants and residents are actively involved in helping shape and inform our planning, delivery and decision making.

Advice and assistance is always available to landlords including proactive visits to HMOs

Activity	Risks	Grade	Progress / Update	Ops Manager	Head of Service
Housing Strategy - Delivery and monitoring of the Housing Strategy Action Plan. Delivery of the Older Persons Review Project.	The Housing Strategy Action Plan is not monitored.	G	The project plan has been developed and is being monitored to ensure that the critical path of the Housing Strategy Action Plan is adhered to.	Peter Whittall	Ian Blofield
[Completion Due: March 2020]			A specific strategy is being written to include elements from the older persons housing strategy and action plan involving PSH for enforcement and the Landlord Partnership.		
Develop a Strategy Review Programme (5 year programme)			The Housing Strategy has been updated and runs from 2019 - 2024.		
[Completion Due: Complete]					
Launch a Private Sector Rent Guarantee Scheme.	Private Sector Rent Guarantee Scheme is not launched.	G	Staff in place and action Plan has been developed, the scheme has been launched and 6 properties have a guarantee.	Peter Whittall	Ian Blofield
[Completion Due: End of 2019]	Lack of engagement from the Private Sector.		Reviewing the offer to increase take up.		
			The Ipswich Lettings Partnership has been re-branded as LET (Lettings Experience Team) and a re-launch event was held in September 2019.		

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PRIORITY 7: An Efficient and Effective Council

Deliver the "big ticket" savings and income targets and seek additional ways to cut costs and generate income

Activity	Risks	Grade	Progress / Update	Ops Manager	Head of Service
<p>Procure new Gas Maintenance contract</p> <p>[Completion Due: October 2019]</p>	<p>Failure to maintain Gas appliances correctly could result in a serious risk to tenants.</p> <p>Failure to undertake an annual gas safety check would be unlawful as there is a legal requirement to do so. Annual servicing ensures tenants' appliances work efficiently so they are not without heating or hot water.</p>	G	<p>The new Gas Servicing & Maintenance contract has been tendered and approved by Executive with the new contract due to start on 1st October 2019. The contract helps reduce the risk of gas appliances failing or causing a risk to residents.</p>	Kevin Oxborrow	Ian Blofield
<p>Achieved Rental Income Excellence Network accreditation.</p> <p>[Completion Due: Ongoing]</p>	<p>Failure to achieve or loss of accreditation.</p>	G	<p>Accreditation retained following successful annual assessment in Feb 2019. The next annual assessment will take place in February 2020. Income Management Strategy agreed by Executive Committee. We are continuing to work on the recommendations made at the last assessment, the two key ones being charging new tenants rent in advance and implementing Housing Online - My Accounts. This quarter we have attended the HQN / DWP Universal Credit event in Peterborough to present our approach to Universal Credit in Ipswich. We have also presented our pre court and pre warrant panel process at the Suffolk Registered Provider Event. These were both well received. 68% of all cases referred to a pre court / pre warrant panel meeting did not result in a Court application, resulting in savings of £15,600.</p>	(Vacant) Tenancy Services	Ian Blofield
<p>Review the impact of the East Villa facility.</p> <p>[Completion Due: March 2020]</p>	<p>The facility operates at considerably below capacity.</p>	G	<p>The target is to reduce the amount spent on B&B accommodation.</p> <p>East Villa opened in August and is being used and we are continuing to monitor the impact on the use of B&B accommodation.</p>	Peter Whittall	Ian Blofield

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<p>Deliver a major agile project involving moving all existing staff and services to mobile working including the provision of reporting repairs online for Council tenants.</p> <p>[Completion Due: June 2020]</p>	<p>Failure to meet project outcomes.</p> <p>Failure to maintain service.</p> <p>Failure to meet performance or financial targets.</p>	<p>G</p>	<p>The Council's Executive Committee approved a major IT project for the service area on the 6th August 2019. Legal contracts have now been signed with the supplier. The project commenced on the 16/09/19. This will include moving the Voids Service to a mobile solution from an existing paper based solution. Upgrading the Repairs and Caretaking Service. Providing the option for tenants to report repairs online rather than calling the Customer Service Centre. Improved performance management of services. For Planned Capital improvements works introducing a mobile solution that feeds our Keystone Asset Management Database. Purchasing a new compliance software module to track gas and electrical compliance. Finally, interfacing the operational Servitor IT system with the Council's Agresso financial system.</p>	<p>Kevin Oxborrow</p>	<p>Ian Blofield</p>
<p>Implementation of new Stores contract.</p> <p>[Completion Due: Complete]</p>	<p>Delivery failure of supply chain contractor.</p> <p>Failure to deliver Financial targets.</p>	<p>G</p>	<p>A new stores supplier was appointed during February 2019. This contract duration is over 7 years and will give best value and continued savings to the Council.</p>	<p>Kevin Oxborrow</p>	<p>Ian Blofield</p>
<p>Review weekend visiting services and Sheltered Guest rooms.</p> <p>[Completion Due: X]</p>		<p>X</p>	<p>Both items have been reviewed and business cases written. Recommendations have been made to decommission all but three of the guest rooms and increase the charge to £20.00 per night. The weekend service would be streamlined to only those visiting tenants who need a visit. Once this is agreed a consultation exercise will take place with the tenants. A consultation will need to take place regarding the weekend visiting service. (Completion November 2019) There is a possible risk of the weekend service remaining due to the sensitivity of older tenants not being checked on until the Monday.</p>	<p>(Vacant) Tenancy Services</p>	<p>Ian Blofield</p>

CORPORATE PLAN DELIVERY

Work to increase local people pride in Ipswich and promote equality of opportunity

Activity	Risks	Grade	Progress / Update	Ops Manager	Head of Service
<p>Involving Tenants in service improvements. Develop a Behind the Scenes Panel to review service delivery. Review of the Disabled Adaptations process.</p>	<p>Lack of interest from representative profile of tenants. Conflict between what tenants want and Council objectives.</p>	A	<p>A Tenant Engagement Strategy is planned, to be informed by a research project into tenants' aspirations and preferred methods of engagement. This work will drive IBC towards compliance with the expected new regulatory requirements and HQN's Tenant Engagement accreditation standard. Key elements will be staff engagement and digital opportunities for tenants to engage.</p> <p>Resident engagement research proposals have been received from 3 independent consultation companies, Public Perspectives, TLF (The Leadership Factor) Research and University of Suffolk, to help gain an insight of:</p> <ul style="list-style-type: none"> - Tenant Satisfaction Levels - Tenant aspirations for quality of service delivery - IBC's resources and limitations as a landlord <p>Representatives in Tenancy Services, Customer Services, Repairs, Sheltered Housing and Maintenance and Contracts have established a core group to make a decision on the preferred project proposal to deliver the research on tenant satisfaction.</p> <p>Tenant Participation website - ongoing work with the Communications team to ensure that the information is interesting and accessible. Developing a tenant participation website icon with Design so tenants can navigate information with tenants participation easier.</p> <p>The Disabled Adaptations Policy review has been consulted on with stakeholders, received good engagement from Occupational Therapists and received limited feedback from tenants. A meeting is being held on the 22nd October to review, consider consultation and produce the final version of the Policy.</p>	<p>(Vacant) Tenancy Services</p>	<p>Ian Blofield</p>

[Completion Due: 2019/20]

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Establish a participation group for young tenants and continue to grow interest in participation generally through: mystery shopping, residents' associations, single topic events.

Conflict between what tenants want and Council objectives.

A

Tenancy Participation are currently working with the BU team to develop a much easier communication platform through People Groups to send out messages to tenants regarding tenant participation recruitment, meetings and other tenant participation activities. This ensures both value for money (reduced costs for sending letters and postcards) and allows for a more enhanced communication platform for tenants.

(Vacant) Tenancy Services

Ian Blofield

[Completion Due: 2019/20]

The second messaging recruitment for 31 - 60 year olds was completed earlier this year. In total there were 39 positive returns with 8 new interested tenants starting to attend get togethers. 2 new tenants have expressed their interest in

becoming Tenant Representatives in East and another 1 has been recruited onto the North West AHP panel. (GDPR compliant - tenants had the chance to respond with *NO* if they did not wish to be included in further text messages relating to tenant participation).

Further articles in the June Tenants Times have resulted in submitted replies on suggestions for areas to concentrate on for further Clean Up days for the next year.

Tenant Engagement Strategy - With the help of an independent consultation company the strategy would unravel tenant satisfaction levels from a survey sample, tenants' aspirations for council service delivery and whether current tenant participation forums need to be revised to ensure that it is modern, easily accessible, that Council updates remain relevant and understood by tenants and IBC provides a varied and open platform for feedback.

Staff engagement is also a core priority for the Tenant Engagement Strategy to ensure that staff understand the relationship between the customer centric service, tenant and staff satisfaction levels and value for money. Familiarisation is also needed with the legislative background relating to Tenant Engagement national standards and understanding how this links into IBC's Local Offers, Housing Ops Plan and landlord responsibilities.