



Medium Term Delivery Plan 2018-2022

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Foreword from the Chair and Chief Executive

Our Medium Term Delivery Plan 2018-22 sets out the framework for delivery and monitoring of services we provide on behalf of Colchester Borough Council. We deliver a wide range of high-quality, low cost services, including tenancy and property management for the Council's tenants and leaseholders, the housing options service, management of the Borough's public buildings and delivery of new projects.

Our aim is to deliver great services that make a difference and be the trusted choice for local housing, property and community services. We will achieve this by delivering services that are valued by our customers and serving our communities. To do this we will continue to focus on customer satisfaction, value for money and positive outcomes in the community, and we have a number of other plans in place alongside this plan which set out how we will develop as an organisation to support the services we deliver for the Council.

Anne Grahamslaw (Chair) Gareth Mitchell (Chief Executive)

Delivering our services – Performance Plan 2018-22

Customers

Our Customer Plan sets out how we plan to achieve our ambition of being among the top 25% of similar organisations for customer satisfaction by 2022. We plan to do this by:

- Communicating better with customers & promoting more effectively the value of our services
- Listening to customers consistently across our business and translating customer insight into priorities & service design
- Improving access to services
- Empowering staff & supporting a customer-focused culture.

Major areas of focus to improve customer satisfaction will include upskilling and empowering staff, using customer insight and feedback to improve services and upgrading of systems and our online offering to support better customer service.

Customer satisfaction %

We will monitor satisfaction at the point of service to ensure customers are satisfied with the service they have received. We will monitor aspects of our service such as repairs and maintenance, new tenants moving in and property upgrades.¹

2017/18 target	2017/18 latest	Targets			
		2018/19	2019/20	2020/21	2021/22
New	96.4 Q3 94.9 YTD	95	95.5	96	96.5

¹ Further development of this KPI will take place during 2018/19 to incorporate other areas such as antisocial behaviour, homelessness & housing options, customer service centre and repairs carried out by sub-contractors.

Repairs & maintenance

The next few years will present an increasingly challenging environment for our repairs and maintenance service. Managing the impact on demand for responsive repairs due to reductions in the capital programme will be a key priority, and will mean working with the Council to implement a new repairs policy and repairs standards.

We will also need to manage the impact on customer satisfaction of difficult decisions due to budget pressures, for example the reduced fencing programme.

We will continue to focus on delivering an effective service for our customers by focusing on getting repairs right first time and improving communications around repairs; we will be working on making better use of technology, including how customers report repairs and how repairs are scheduled and managed.

Our challenges will also include making sure we continue to attract, develop and retain the best staff in a competitive environment. This will help us ensure that our repairs service delivers value for money by making the best use of our own team and our network of suppliers.

We will be managing the framework of new repairs & maintenance contracts in place from 2017 and our focus will be on ensuring customers are satisfied with the service delivered by our subcontractors. The new gas servicing & repairs contract is expected to save in the region of £100K per year.

The introduction of new wiring regulations from April 2018 will potentially impact on training and rewiring costs and these will need to be factored into resourcing of the whole service.

Repairs completed on time %

We will monitor the percentage of repairs which are completed within agreed timeframes: 21 working days for routine repairs, 24 hours for emergency repairs, 3 working days for urgent repairs and 3 months for programmed repairs.

2017/18 target	2017/18 latest	Targets			
		2018/19	2019/20	2020/21	2021/22
96.75	98 Q3 98 YTD	97	97.25	97.5	97.75

Housing options and homelessness

We will continue to provide high quality housing options and homelessness services, working with the Council and partners to deliver the local homelessness strategy.

Our focus will remain on reducing homelessness through early intervention. The new duties under the Homeless Reduction Act will mean increased homelessness prevention and relief activity and are likely to result in higher demand for the provision of accommodation, as well as a rise in associated costs. An increase in customer demand, reviews and partner referrals will require the development of new partnerships and improvement of existing ones.

A new co-ordinated approach to tackling entrenched rough sleeping will mean a renewed emphasis on improved partnership working, more work to identify those likely to end up on the streets and new service level agreements with partners to tie in with grant allocation.

We aim to minimise the use of temporary accommodation and in particular bed and breakfast accommodation. Our focus will continue to be on minimising temporary accommodation costs while increasing the supply of good quality alternative accommodation; this will include improving the private sector leasing scheme and Homefinder offer through better service provision, developing an effective landlord incentive scheme and setting up a project steering group to include private landlords.

Homelessness prevention & relief %

We will monitor the proportion of cases where advice or assistance has been provided to households who are homeless or threatened with homelessness which has resulted in homelessness being prevented.²

2017/18 target	2017/18 latest	Targets			
		2018/19	2019/20	2020/21	2021/22
45	59 Q3 54 YTD	50	New	New	New

² Currently this is the existing homelessness prevention measure submitted as part of our statutory returns. Implementation of the new Homelessness Reduction Act will mean that from April 2018 we will be measuring homelessness prevention and relief rather than prevention alone. The new methodology and baseline are to be confirmed once government guidelines are in place, and the measure will be reviewed after new duties/measures under the Homelessness Reduction Act are implemented.

Housing asset management

Our challenge over the next few years will be to continue to provide high quality homes in an environment of limited budgets. In response to government policies, including rent reductions of 1% per year over 4 years, the Capital Programme budget has been reduced by £2.25m per year for the next 4 years.

Over the next few years our focus will be on implementing the Housing Futures programme which will mean moving from a condition-based investment programme to a planned approach. The revised programme will only address retaining the Decent Homes standard and ensuring the stock and surrounding estates are safe.

The team will be focusing on essential works: kitchens, bathrooms, heating, rewires, windows, doors, roof replacements, footpath safety repairs, asbestos removal and garage refurbishments.

We will continue to assist the Council in identifying medium term strategic options for the stock under the Asset Management Strategy and we will support the Council in ensuring the long-term sustainability of its 30-year Housing Revenue Account Business Plan.

We will provide support to the Council on its ambitions for the development of new homes.

Capital program elements completed on time %

We will monitor progress against the capital programme delivery schedule agreed at the start of each year.

2017/18 target	2017/18 latest	Targets			
		2018/19	2019/20	2020/21	2021/22
New	New	95	95.5	96	96.5

Housing management

Welfare reform will continue to have an impact on our customers and the business, in particular the transition towards Universal Credit. Our focus will be on supporting tenants to sustain their tenancies and maintaining collection rates.

To do this we will continue to develop staff knowledge and skills, and we will work towards a better understanding of the support needs of our customers to help them sustain tenancies.

To maximise income collection we will develop our rent collection processes, and by ending tenancies more effectively we will reduce the money owed by former tenants.

We will improve community safety by working with partners and offering a range of interventions to support victims of antisocial behaviour throughout the Borough. Ensuring that estates and communal areas are kept clean and safe will continue to be a high priority.

Providing high quality, efficient services to our leaseholders and maintaining collection rates for leasehold service charges and capital repairs will continue to be an important focus.

We will communicate more effectively to demonstrate to tenants and leaseholders that we listen and improve services.

Our new Community Plan will set out how we will work to ensure vulnerable residents can access the support they need, promoting health and wellbeing and tackling financial and digital exclusion, ensuring better outcomes for the community by working in partnership with others.

Rent collection %

We will monitor the rent collected from current tenants as a percentage of the rent collectable plus any arrears at the start of the year.

2017/18 target	2017/18 latest	Targets			
		2018/19	2019/20	2020/21	2021/22
98.5	99.4 YTD	98	98	98.2	98.5

Letting homes

We will be working with CBC to review the Colchester minimum standard for newly-let properties whilst endeavouring to maintain customer satisfaction.

We will start, amend and end tenancies more efficiently, minimising void times and rent lost through properties being empty. A key priority will be maximising the use of Council homes, for example targeting under-occupation by promoting mutual exchanges and encouraging tenants to downsize where appropriate.

As well as carrying out our own works to vacated properties we will be managing the voids contract with Mears which commenced in 2017; the contract now covers insurance works and will speed up turnaround times for empty properties.

Average days to re-let general needs properties

We will monitor the number of days taken to re-let vacant general needs homes, including any days spent in capital works.

2017/18 target	2017/18 latest	Targets			
		2018/19	2019/20	2020/21	2021/22
25	25 YTD 25 Q3	25	25	24.75	24.75

Corporate asset management

We will continue to support delivery of the Council's Corporate Asset Management Strategy; this includes the completion of stock condition surveys and resulting Building Maintenance Programme works. The team develops and manages a planned programme of maintenance works operating on a five-year cycle.

We will be working with the Council on the re-tender of its Planned Preventative Maintenance contract for corporate buildings.

An important area of focus over the next few years will be enhancing the effectiveness and value for money of the Technical Services team.

Corporate facilities repairs completed on time %

We will monitor the percentage of responsive repairs which are completed within agreed timeframes: immediately in the case of emergencies, 24 hours for urgent repairs and 30 days for non-urgent repairs.

2017/18 target	2017/18 latest	Targets			
		2018/19	2019/20	2020/21	2021/22
New	70	75	85	90	95

Compliance

We will continue to ensure that high-quality health and safety and risk management frameworks are in place and that risks from gas, fire hazards and asbestos are actively managed. We will implement best practice in governance & risk management.

We will be completing works resulting from programme of Fire Risk Assessments carried out in 2017.

Gas safety will continue to be a high priority; we will be managing the Council's gas servicing & repairs contract and implementing a new "MOT" approach to gas servicing which has been in place since 2017 and is expected to save in the region of £100K per year.

We will seek to maintain our accreditations for ISO 9001 Quality Management, ISO 14001 Environmental Management, OHSAS 18001 Occupational Health and Safety Management.

Gas compliance %

We will monitor the percentage of tenanted homes with a gas supply which have a valid gas service certificate.

2017/18 target	2017/18 latest	Targets			
		2018/19	2019/20	2020/21	2021/22
100	100	100	100	100	100

Financial plan

The annual turnover of the Housing Revenue Account (HRA) and Housing Investment Programme is around £41 million. Of this, £11.4 million each year is for our management and delivery of services, with a further £24.1 million managed through delegated budgets. This includes £8.5 million for the Mercury Rising Project.

The management fee is set in line with the provisions of the 30-year HRA business plan on an annual basis. In addition, we also manage General Fund activities relating to Housing Options and Corporate Facilities Management.

Our Business Development Plan will support us in our aim of generating extra income to support our priorities and our sustainability as a business. Our Value for Money, Technology and Investment Plan sets out how we will generate savings to reinvest in our services.

	2018/19 £,000s	2019/20 £,000s	2020/21 £,000s	2021/22 £,000s
Turnover				
Management fee	9,274	9,459	9,649	9,842
Capital works	2,160	2,203	2,247	2,292
Interest	10	10	10	11
Total turnover	11,444	11,673	11,906	12,144
Expenditure				
Housing management	1,445	1,474	1,503	1,533
Sheltered housing	561	572	584	595
Business services and overheads	1,472	1,501	1,531	1,562
Housing Options	775	791	806	822
Repairs & refurbishment management	1,837	1,874	1,911	1,949
Facilities management of public buildings	215	219	224	228
Corporate services	287	293	299	305
Revenue works	2,693	2,747	2,802	2,858
Capital works	2,160	2,203	2,247	2,292
Total expenditure	11,444	11,673	11,906	12,144

Figures from 2019/20 onwards assume a 2% per annum uplift and can only be considered estimates at this stage; these figures will be agreed on an annual basis over the lifetime of the plan.

Delegated budgets

Budget	2018/19 £,000s	2019/20 £,000s	2020/21 £,000s	2021/22 £,000s
Housing Investment /refurbishment programmes	6,250	6,375	6,503	6,633
Revenue works	1,399	1,427	1,456	1,485
Corporate facilities - capital works	12,500	4,000	4,000	4,000
Corporate facilities - revenue works	1,917	1,955	1,994	2,034
Total works	22,066	22,507	22,957	23,417
Revenue delegated budgets	2,045	2,086	2,128	2,170
Total delegated budgets	24,111	15,843	16,080	16,322

Figures from 2019/20 onwards assume a 2% per annum uplift (with the exception of corporate facilities capital works) and can only be considered estimates at this stage; these figures will be agreed on an annual basis over the lifetime of the plan.

2018/19 figure includes one-off income of £8.5 from the Mercury Rising project; corporate facilities capital income is not currently projected to rise from 2019/20.

Resources plan

The Colchester Borough Homes Strategic Plan sets out how we will develop as a business to support and enhance delivery of our services and provide customer satisfaction, value for money and positive outcomes in the community.

Our staff are our greatest asset, and our People Plan will focus on how we can continue to be an employer of choice and get the best out of our staff.

We are constantly striving for efficiency in every area of our business and will continue to focus on achieving even more with the resources available. Our Value for Money, Technology and Investment Plan and Working Smarter project will help us to make the most of the resources we have, including developing our use of technology, embedding a new outcome-based approach to performance management and redesigning services to generate efficiencies.

Our Leadership and Governance Plan will ensure we continue to develop the appropriate skills and framework to support accountability and inspire trust in CBH as an organisation.

Monitoring Delivery

Delivery is monitored via a performance framework agreed with the Council which encompasses partnership working, governance and tenant scrutiny, regular planning and reporting, benchmarking with other organisations and external assessment:

- **Council liaison:** Quarterly meetings, performance data discussions, Capital Monitoring Group, Asset Management Group meetings
- **Reports and key documents:** Monthly and quarterly performance reports, Property Services KPI pack, statutory returns, annual report, standardised tenant survey report
- **Tenant Scrutiny:** Resident Board members, Resident panel, focus groups, satisfaction surveys, tenant and leaseholder events
- **Internal scrutiny:** Board and committees, panels, internal audit
- **Benchmarking:** HouseMark, informal benchmarking with other organisations
- **External assessment:** third party organisations/bodies, e.g. OHSAS 18001, Investors in People.

Key performance indicators are monitored using a quarterly performance review approach. This involves targets and detailed analysis for a wide range of indicators and is shared with the Council as well as being reviewed internally and benchmarked externally on a regular basis.

We are committed to supporting local decision making and accountability and we will continue to support scrutiny by Council tenants as part of the co-regulatory regime. Our Customer Plan and Leadership Plan set out how we encourage and facilitate wider and more representative participation by local residents in shaping the delivery of housing services.

Related documents – the strategic framework

Colchester Borough Council Strategic Plan

We are committed to working with our parent organisation Colchester Borough Council to share in the delivery of its vision for the Borough.

The Council's [Strategic Plan 2018-21](#) outlines its overall objectives to support Growth, Responsibility, Opportunity and Wellbeing (GROW) in the Borough. Colchester Borough Homes can make a significant contribution, particularly to the following aims:

- Target support to the most disadvantaged residents and communities
- Promote responsible citizenship by encouraging residents to get involved in their communities and to identify solutions to local issues
- Ensure residents benefit from Colchester's economic growth with skills, jobs and improving infrastructure
- Educate those residents who behave anti-socially about the impact of their behaviour
- Encourage belonging, involvement and responsibility in all the Borough's communities
- Work with Essex Police and partners in the Safer Colchester Partnership to make Colchester an even safer place
- Create new social housing by building Council homes
- Develop jobs, homes, infrastructure and communities to meet the Borough's future needs by creating new Garden Communities
- Work with partners to create a shared vision for a vibrant town centre
- Encourage re-use and recycling to reduce waste to landfill
- Improve standards in the private rented sector
- Help residents adopt healthier lifestyles by enabling the provision of excellent leisure facilities.

The Council has also set out a number of strategies and plans where CBH has an important contribution to make, including:

- Housing strategy
- Homelessness strategy
- Housing asset management strategy
- Housing development strategy
- Corporate asset management strategy
- Environmental sustainability strategy
- Community enabling strategy.

Colchester Borough Homes Strategic Plan

The CBH Strategic Plan 2017-22 sets out how we will develop as an organisation over the next few years to support us in delivering great services that make a difference. We aim to be the trusted choice for local housing,

Appendix C

Building Trust • Delivering Tenant Led Services • Commitment to our Communities
Delivering Professional Services • Providing Value for Money

property and community services, and we achieve this by delivering services that are valued by our customers and by serving our communities.

To do this we will need to focus on customer satisfaction, value for money and positive outcomes in the community; we recognise that we will need:

- Excellent customer service
- A smarter approach to the way we work
- Increased income
- Effective governance & leadership
- Partnerships that deliver for our communities.

As well as the Medium Term Delivery Plan, we have a range of plans to support our Strategic Plan priorities and make sure that we develop as an organisation to support the services we deliver:

- Customer plan
- Value for money, technology & investment plan
- People plan
- Business development plan
- Leadership plan
- Community plan.

Our Board, customers and staff will help us monitor progress against these goals.

Document control sheet

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1.0	New	March 2018	New plan approved by Board & CBC. Awaiting Q4 figures for publication.