



Ashfield District Council

Stock Options Review 2015

**Phase 1: Position Statement
Desktop Review**

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1. Introduction

1.1. Background

In 2001 the Government gave Councils with high performing Housing Services Departments the opportunity to bid for additional funding to modernise their housing stock to meet the Decent Homes Standard (DHS) by setting up arms length management organisations (ALMOs).

All ALMOs were set up with a management agreement between the ALMO and the parent local authority. In varying degrees of detail these agreements set out performance expectations and levels of service. These formed the contract between the client and its agent, with responsibility for management resting with the ALMO.

Ashfield Homes Limited (AHL) was established in April 2002 to allow access to DHS funding providing an opportunity to significantly modernise the Council's housing stock. AHL was inspected in 2002 by the Audit Commission, achieving a 3 star rating which allowed the Council to draw down DHS funding, under preferential borrowing rates. In 2005 AHL were again audited and again received a second 3 star excellent rating. AHL successfully secured the funds and completed its original objective of achieving the Decent Homes Standard (DHS) for 100% of the Council's housing stock by 2005.

A shareholder agreement, known as the Management Agreement (MA), between AHL and the Council, sets out the delegated services to AHL and expectations between the parties including the requirement for an Annual Delivery Plan (ADP). The MA forms the contract between AHL and the Council, with responsibility for housing management and maintenance services, resting with AHL, which continues to 2027. The Council is entitled but without any obligation whatsoever, to review the agreement at 5 yearly intervals, and serve no less than 12 months' notice to terminate the MA. The next contract break clause is due in April 2017.

AHL is a wholly owned not for profit Company and Company Limited by Guarantee, with the Council being its sole shareholder. The ALMO Board has 12 Non Executive Directors being 4 Tenant Members, 4 Independent Members and 4 Shareholder Nominees. Day to day running of AHL is delegated to AHL's Head of Paid Service and Senior Management Team (SMT).

The Council owns the housing stock and AHL manages and delivers the Council housing services for approximately 6,800 properties. The primary role of AHL is to manage the Council's landlord services function. AHL also complements service delivery to the wider community in an innovative manner in areas such as

Supported Housing Services.

The services delegated to and delivered by AHL are listed at Appendix 1. The Council has retained responsibility for the provision of strategic and statutory housing services (private sector housing, homelessness, setting rents and the housing allocations policy).

The Council pays AHL an Annual Management Fee which consists of a fixed fee for housing management (£4million in 2014/15) and a variable fee to fund revenue repairs and maintenance to the housing stock (£6.5million in 2014/15). Included within the annual management fee is funding to pay for Council delivered services through formal service level agreements, which represents £1million of the overall management fee.

The capital investment in the housing stock is funded directly through the Council's Capital Programme. The expenditure over the five years from 2014/15 – 2018/19 will average in excess of £8m per annum which includes a fee payable to AHL for management and delivery of this programme. This expenditure does not include new build social housing capital projects.

1.2. Housing Options Review 2011

In 2011 the Council carried out a detailed and extensive housing options review, which included commissioning an options appraisal, undertaken by Tribal Consulting. The housing options review was designed to challenge the operating arrangements, assess value for money and review performance of AHL. The conclusion of the Tribal review was that:-

“Stock retention under self-financing with the housing service brought back-in house scores the highest against the Council’s assessment criteria, and we have therefore concluded that this would be the best option for the future provision of the housing service at Ashfield.”

Further to the Tribal report the Council wanted to explore the two top ranked options in detail.

OPTION 1 – Housing Management returns to an in-house provision.

OPTION 2 – Retaining Ashfield Homes Limited

On the 17th November, 2011, full Council resolved to retain AHL for the future management of the Council's housing stock subject to:-

- *Achieving £2.1m savings over 5 years between both organisations;*

- *The Company implementing a restructured Senior Management Team as outlined at Appendix 3 to the (November 2011) report;*
- *Removing all duplication of functions between the Company and the Council and an increased sharing of services by the Company with the Authority;*

The decision was taken in light of the Council's financial position and the prevailing economic climate, and the need to ensure Value for Money for future provision of housing services. Due to various factors, the original targets have been revised as a result of regular discussions between AHL and the Council the final savings figures agreed were £980k.

AHL has also achieved further savings (decision conference exercise) in addition to those above which amount to £2.6m over the 5 year period ending 2016/17.

AHL anticipate reaching a total savings of £3.9m during the current contract period.

Subject to the Council deciding to continue using AHL the budget commencement levels at April 2017 will have reduced since 2011 by £669k as a consequence of both sets of savings set out above. In addition to the above, no general inflationary rises, other than in accordance with national public sector pay increases have been applied to AHL's management fee since 2010 which is a result of a 'Cash Limited' environment.

In summary during the current contractual period AHL are projected to achieve:

• 2011 Housing Options	£0.980m
• AHL Decision Conference Exercise	£2.600m
• Management Fee Surplus (Out performance – to date)	<u>£0.357m</u>
Total	£3.937m

2. Approach for the Review

2.1 Scope of the review

The review will examine the challenges facing the Council and AHL who are the primary providers of the Council's housing service. The review will report in two stages; Phase One, this document, being a position statement including an assessment of the current performance of AHL, and Phase Two a full analysis report on the merits of the options, including Value for Money and Stakeholder views. The Council's Elected Members agreed at its Cabinet meeting in July 2015 to restrict Phase Two of the Review to the following two options:

Phase Two assesses the two main options:

- Retain AHL and continue with the Management Agreement
- Council to directly deliver Housing Management Services

2.2 Assessment of the options

The options will be assessed against the following 6 criteria:

- Financial Viability
- Contribution to Corporate Priorities and strategic direction
- Governance
- Value for Money
- Performance
- Stakeholder Views

Weighting has been agreed by the Steering Group for the Phase 2 Report. The Value for Money and Stakeholder Views are being assessed by independent consultants.

2.3 Assessment AHL Performance

In assessing the future options for the housing service, it is important to have a clear understanding of AHL's operating environment, its effectiveness and how it is performing, including:

- How AHL's Annual Delivery Plan (ADP) links with the Council's Corporate Priorities
- Management of performance including KPIs
- VFM

- Tenant satisfaction
- Governance and accountability arrangements
- Business development and income generation

3. Current Position

3.1 AHL Delivery Plan and links with the Council's Corporate Priorities

Each year AHL produces an ADP in accordance with the Council's Corporate Plan framework. The ADP outlines AHL's plans for delivering services for the coming year, in alignment with both the management Agreement and the Council's Corporate Priorities in the following way:-

Outcome	Specific Objectives
ECONOMY	
Helping People Develop and Businesses Grow and Prosper in Ashfield	Vocational job opportunities through apprenticeship placements
	Work in partnership, supporting tenants to develop skills
Ensuring availability of appropriate, affordable housing	Provide effective lettings and allocations service
	Maintain properties to decent homes standard
ENVIRONMENT	
Helping people live in a Clean, Safe and Accessible Local Environment	Carry out environmental improvements
Sustaining a reduction in Antisocial behaviour	Management of low level ASB cases involving tenants
COMMUNITY	
Helping vulnerable people access the support they need, when they need it	Provision of Supported Housing services to vulnerable tenants
	Welfare Reform - Money management advice
	Provision of adaptations service
Reduction in Fuel Demand across the District	Reduce carbon emissions and fuel bills through efficient communal heating
LEAD	
Promoting, encouraging, and supporting Local Leadership in Ashfield	Empower tenants in the management of their homes and the services they receive
Providing effective and value for money services	Reduce expenditure to meet agreed efficiency savings without impacting upon front line service delivery

	Work with the Council to remove duplication and to share services
	Seek ways of generating income via business expansion
	Effective collection of rent and management of tenants in arrears
Ensuring our people, structures, systems, processes and practices are 'fit for purpose'	Ensuring compliance with Equalities Duty
	Maintain quality accreditations

The Council annually reviews the ADP for links to the Council's Corporate Objectives and identified a substantial number of cross references to the delivery of Council, regional and national strategies.

In addition, the ADP includes items and actions that AHL plans to deliver as contributions to the Council's Corporate Plan. The actions cover all four of the Council's Priority Objectives in detail.

There is clear evidence from both previous and the 2015/16 ADP that AHL responds to the Council's corporate objectives in a positive and comprehensive way and has developed clear action plans to contribute to their delivery.

AHL also contributes in a number of ways to both regional and national priorities, e.g. Welfare Reform including the introduction of Universal Credit in 2015/16 in our District.

Every year Senior Officers from AHL present the agreed ADP to the Council to a cross section of Members and ADC senior officers. The presentation is informative and clearly outlines the history of the organisation, performance outturn and plans for the coming year. The presentation includes a Q&A session providing attendees the opportunity to challenge performance.

3.2 Performance Management

AHL monitors a wide range of indicators to track the performance of its service delivery. Approximately 40 key indicators are also monitored by ADC in respect of how well AHL is performing and how successfully AHL contributes to the delivery of ADC Corporate Priorities including:

- Finance – Rent collection, Former Tenant Arrears, Repairs & Maintenance revenue/capital expenditure, savings targets
- Corporate performance – Complaints, compliments, tenant involvement, work placements/apprentices
- Corporate health – customer satisfaction
- Housing management – Voids, Call Centre, estate evaluations,

- Technical services – Health and Safety Property Checks, adaptations, repairs, decent homes, SAP ratings

AHL retains several independent quality accreditations to ensure robust compliance with high standards and good practice set out at Appendix 2.

AHL also benchmarks its performance against other housing providers and utilises Housemark benchmarking.

Ashfield Homes Performance Analysis 2012/13 to 2014/15

Trends

The details of performance to date are in Appendix 3 but the main trends are as described below.

Positive position

- Levels of non decent homes has reduced from 2.37% to 0.34% over the last 3 years
- There has been an overall reduction of 6 days in void re-let times since 2011/12, with a result of 20.4 days recorded in 2014/15.
- Increased levels of estate evaluations rated as good or excellent
- Average time to complete priority 16 and priority 50 repairs has improved since 2011/12.
- % intercom calls received in Supported Housing Centre answered in 30 seconds improved slightly from 97% in 2011/12 to 97.73% last year. This is now measured as calls answered within 60 seconds.
- SAP rating levels have improved apart from those properties with a rating above 80%
- Proportion of tenants paying by direct debit have increased year on year from 29.4% to 31.1%
- Levels of complaints received have reduced by over 50% since 2011/12. A new complaint handling policy has increased the timeframe to resolve complaints from 5 to 10 working days

Areas for Improvement and Ongoing Issues for Consideration

- Proportion of planned to non urgent revenue and capital expenditure has reduced from 79% in 2011/12 to 72% in 2014/15

In the light of ongoing Welfare Reform changes there has been an impact on rent collection and arrears.

This has included a Policy of non-eviction for bedroom tax only arrears where tenants are engaging and making repayments against their debt. These

changes have impacted upon the three indicators below.

- Former rent arrears levels have increased year on year from 0.76% in 2011/12 to 1.34% last year
- Proportion of rent collected to that which is due has decreased over the last 2 years consecutively, from 99.09% in 2011/12 to 98.35% last year
- Level of tenancy arrears of £1,000 or more have increased year on year from 0.46% in 2011/12 to 1.33% in 2014/15

In light of the cessation of grant funding fewer people will receive this service

- Number of vulnerable people accessing or supported by the Supported Housing Service has continued to reduce year on year from 2372 in 2011/12 to 1714 in 2014/15

Comparative Performance

Performance Information for AHL is set out at Appendix 4 attached. This will also be detailed in the forthcoming Value for Money Analysis currently being undertaken by independent external consultants on the Council's behalf which will form a key part of the Phase 2 report.

3.3 Financial Position

Housing Revenue Account (HRA)

Over the three years since 1st April 2012, total rents for council dwellings increased from £23.16m to £23.87m. This income was used to fund the management fee to AHL in addition to other HRA functions such as the direct financing of developments at Brook Street and Darlison Court. Over the three year period, the HRA reserve increased from £16m to £21m.

Looking ahead, the HRA balance is set to reduce significantly based on analysis undertaken as part of the production of the 30 year Business Plan.

By 2020/21 the balance is estimated to be at approximately £2.5m if all other assumptions and investment plans come to fruition. The reason for the deterioration is the Government led 1% rent reduction from 2016/17 to 2019/20 whilst costs are assumed to continue to inflate at 1% during this period. The financial plan currently assumes that the AHL Management Fee will also increase by 1% per year during this period although the management fee is yet to be set and in previous years it has not increased at this level due to the efficiency savings programme. (See Appendix 5)

AHL Management Fee

The operation of AHL functions is mainly financed through the payment of a Management Fee by the Council. The Management Fee is negotiated annually and involves:-

- Commencing with the base budget (Year 1 was 2011/12 base budget);
- Reducing the fee for Housing Options and Decision Conferencing Savings.
- Adding to the fee (for one-off or recurring expenditure) where requests submitted by AHL have been considered and agreed. Other inflationary increases have been awarded on a case by case basis. Overall however, non-pay inflationary increases have largely been contained within the base management fee.
- Adding or reducing the fee dependent upon the impact of changes in Council services some of which are delivered to AHL via Service Level Agreements.
- Annual pay awards are generally in keeping with government public sector national pay increases. However, AHL determines AHL employees pay, terms and conditions.

In accordance with a protocol between the Council and AHL, should AHL outperform the ADP, thereby generating a surplus, AHL is permitted to retain the first £25k of the variable element of this surplus each year. The remaining surplus is returned to the Council's HRA.

On occasion, 'in-year' events can take place warranting an increase or reduction in the Management Fee. For example there may be statutory requirements imposing additional landlord responsibilities which require commensurate funding. Generally there is the expectation for all services to be retained within the Management Fee. AHL have returned an element of the Management Fee every year (totaling the sum of circa £4.1m since 2002) including £357k for the current contract period since 2011/2012.

The Management Fee is not dependent upon the number of properties managed unless there is a significant reduction as specified in the Management Agreement. As outlined in the table below there has been a reduction of 157 properties managed between 1st April 2011 and 31st March 2015 due to, in the main, the Government's Right to Buy Scheme but also due to a number of selective demolitions. Additional stock has been introduced by the Council via its new build and empty homes programmes which are both ongoing. The table below summarises the position from 2011 to November 2015.

Stock Changes since 2011- position as at 18 November 2015

Demolitions	-84	40 units Warwick Close, 33 units Darlison Ct, 11 units at Oval Street
Right to Buy sales	- 156	
Plus a further RTB sales awaiting completion	-22	
HCA Empty Homes back into use	20+	
New build (Brook Street Court)	20+	
New build (Darlison Court near completion	39+	
TOTAL	-183	

The next table summarises the Management Fee agreed for the period 2011/12 to 2015/16. Appendix 6 provides the full details of changes made to the Management Fee each year and the reason for increases and reductions based upon service requests from AHL. It is estimated that the stock figure at the end of the financial year will be 6,796.

TABLE 1; Management Fee Cost per property

<u>Summary</u>	2011/12	2012/13	2013/14	2014/15	*2015/16
Management Fee (2015/16 fee assumes the return of £119k)	£11,176,386	£11,178,146	£10,991,537	£11,026,149	£10,913,003
Less Supported Housing grant funding (NCC)	(£711,090)	(£603,514)	(£466,240)	(£299,658)	(£203,380)
Management Fee	£10,465,296	£10,574,632	£10,525,297	£10,655,371	£10,683,707
Housing Stock Numbers (average between opening and closing stock figures, For 2015/16 estimated based pro-rata on sales so far to date)	6,990	6,956	6,900	6,833	6,796
Management Fee Cost per dwelling (excluding supported housing)	£1,497	£1,520	£1,525	£1,559	£1,572

Fee had CPI been applied on whole of management fee (same basis of SLA increase)		£1,527	£1,557	£1,600	£1,619
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The average management fee cost per rented property has increased by 5% from £1,497 to £1,572 per annum. Had inflation been added to the whole of the management fee, the fee would have increased from £1,497 to £1,619 however the Management Fee was capped throughout the contract period 2012-2016.

It should be recognised that over this period the rents have increased by 12.89%.

Financial performance against Saving Targets

The original saving target outlined in the report to Extraordinary Council in November 2011 has been revised as a result of regular discussions between the Council and AHL.

The projected savings were divided into:-

- Housing Option Savings 2011. This was the level of savings expected to be achieved through a reduced management structure (AHL), the sharing of accommodation and support services.
- A shared service protocol. This formed part of the conditions attached to the continuation of AHL's Management Agreement.
- AHL Decision Conferencing Savings. Prior to completion of the Housing Options review, AHL had identified through a Decision- Conferencing model areas where savings could be made following loss of Government Subsidy. However, the Government introduced the Self-Financing regime which meant that Ashfield was in an improved financial position. Therefore, the full AHL Decision Conference savings were no longer essential and a reduced saving requirement was agreed with the Council.

The table below compares the savings agreed as at December 2012 compared to those delivered.

	2011/12	2012/13	2013/14	2014/15	2015/16	<i>Projected</i> 2016/17	Cumulative savings
Housing Options Savings	£	£	£	£	£	£	£
Original target savings	0	161,451	214,834	256,079	393,914	393,914	1,420,192
Revised target savings	0	161,451	214,834	174,242	214,834	214,834	980,195
Actual Savings achieved	0	161,451	214,834	174,242	214,834	214,834	980,195
Savings agreed to be foregone				81,837	179,080	179,080	
Decision Conferencing Savings							
Original target savings	289,500	436,580	454,580	466,580	466,580	466,580	2,580,400
Actual savings achieved	289,500	436,580	454,580	466,580	466,580	466,580	2,580,400
Totals							
All savings (in year)	289,500	598,031	669,414	640,822	681,414	681,414	
All savings (cumulative)	289,500	598,031	669,414	640,822	681,414	681,414	3,560,595

The Housing Option savings agreed in 2012 were on the basis that there would be a phased implementation of shared services. An AHL management re-structure took place, a Policy Officer post was deleted, the Kirkby Property Shop relocated into the ADC Urban Road Council Offices, the Fox Street Office closed, the Sutton Property Shop relocated and performance software sharing, but there has been limited progress on other sharing of services.

A joint Shared Services Project Board was established with senior officers from the Council, and AHL to test the viability of shared services and progress business cases for change. A reduced level of housing options saving for AHL was agreed each year with the savings originally planned foregone. There remains the opportunity to make savings during the remainder of 2015/16 and 2016/17 in which case the position above may change.

Cumulatively housing option savings of £980k have been achieved against the unadjusted target of £1.42m (assuming that 2015/16 and 2016/17 savings remain on track). The Decision-Conferencing savings have been achieved as proposed in the sum of £2.114m to 31 March 2016.

AHL Reserves

At September 2015, AHL reported reserves of £1.34m as outlined at Appendix 7. This includes the Supported Housing Reserve which will support the Home Visiting Service up to 31st March 2016 and the delivery of the Call Monitoring Service. It should be noted that £0.5 m of the Reserves is working capital required by AHL to operate the business each month. Effectively AHL Reserves at 31 March 2016 is projected to be £0.61m.

Future Financial Implications

The Chancellor announced in his 2015 summer budget that rents in social housing are to be reduced by 1% a year from April 2016 for the next four years. The Government are also intending to charge higher rents for higher earners (with the additional monies raised going to central government). The same announcement included their intention to sell off higher value council homes to pay for housing association properties being sold to their tenants under an expansion of the right to buy. The Council will need to fully consider the impact that all these measures may have on its Housing Revenue Account and revise its HRA business plan accordingly. The Council will need to consider the following initiatives in order to minimise the effect of the rent reduction on front line service delivery:

- The Housing Options Review 2015/2016
- Generating additional income for the HRA
- Minimising the impact of income reductions.
- Assessing all expenditure from the HRA (Council and AHL) in terms of ongoing value for money and strategic housing priority.

3.4 Tenant Satisfaction

AHL undertake Vision Management Surveys (VMS) across a wide range of service areas to gauge tenant satisfaction. AHL consistently scores over 80% in respect of its service delivery with complaints reducing year on year and high levels of customer compliments, indicates a high degree of tenant satisfaction.

AHL also support tenants with visits to national and regional seminars/conferences. During 2015 AHL delivered four “Fun Days” for tenants as well as an annual local conference which is well supported by tenants. Numerous publications are sent out to tenants to ensure engagement and satisfaction remains high. Tenant complaints to the Council are rare.

Further analysis of tenant satisfaction will be undertaken as part of the forthcoming Value for Money assessment.

3.5 Governance and Accountability

The existing governance arrangements are encapsulated in AHL’s constitutional documents, its Memorandum and Articles of Association and its Financial Regulations as well as the MA. AHL is annually audited by KPMG and receives regular internal audits provided by the Councils own audit section via a service level agreement. During the period of the MA AHL has not experienced any issues relating to its final accounts, or its internal and

external audit results.

In 2012 the Council implemented a Performance Management Framework which sets how the Council monitors performance of AHL. The framework establishes a series of meetings, designed to provide strategic direction, and if ever required resolve poor performance. These meetings have not highlighted any poor performance therefore there has been no requirement to escalate any performance matters through the performance management framework during the current contract period.

The Council/AHL performance framework also fits into the overarching strategic framework for ADC. (See Appendix 8)

The Council also employs a dedicated post within Strategic Housing section to monitor AHL performance, receive regular performance reports, organise meetings, deal with day to day enquiries from Elected Members, and ensure compliance with the Management Agreement. This role is supported by the Line Manager within the Council's Strategic Housing Section.

Within the Council each directorate will hold numerous meetings, both formal and informal, but there are no additional meetings or reporting requirements outside each directorate. Typically the Council's main reporting framework is through Senior Management Team (SMT), Corporate Leadership Team (CLT), Cabinet and full Council Meetings for in-house reporting and decision-making.

The day to day running of AHL is delegated to the SMT headed by the Managing Director. Membership of SMT includes the Managing Director, the Director of Asset Management, the Director of Housing Services (vacant), the Head of Corporate Services, and a part time Company Accountant. However a revised SMT structure has recently been submitted to the Council after gaining approval from AHL's Board.

AHL hold internal meetings, and also meet with the Council to discuss performance, management issues etc. in accordance with the Performance Protocol.

Irrespective of which option is preferred the frequency and structure of meetings would need to be reviewed to ensure the appropriate numbers of meetings are in place.

AHL Board

AHL have a Board of 12 Non Executive Directors who volunteer their time.

The Board are made up of 4 Tenant Members (elected to represent the 4 main geographical areas of the District), 4 Independent Members from the local business community, and 4 Shareholder Nominees (nominated by the Council).

AHL Board operates to a Code of Governance, approved by the Council. AHL Board meet at least every two months with AHL's SMT who deliver reports relating to a wide range of business matters for the Board's consideration, including strategic direction.

There is one Audit Committee as well as sub committees that convene for specific purposes where required.

The Council's Leader meets with AHL's Managing Director and AHL Chair in advance of every Board meeting, as a courtesy, to discuss any issues of potential concern the Council may have as shareholder. For purposes of the MA the full Council nominates the Leader as the shareholder representative.

AHL Annual Delivery Plan

On an annual basis strategic planning, performance and improvement will be presented in AHL's Annual Delivery Plan (ADP). AHL SMT draft an ADP for officers of the Council to consider, and feedback their comments and views. The ADP always reflects the Council's Corporate Priorities and strategic housing direction. Each year ADC and AHL officers work closely together to ensure the document compliments and supports the Council's Corporate Strategy, and AHL's aims and objectives and benefits the local community. The final ADP is an agreed document signed off by both parties.

Management Agreement

The foundation for the accountability of AHL to the Council is the MA. The MA commenced in 2002 and remains in operation to 2027. The framework for the monitoring of the agreement was reviewed in 2011.

Performance Protocol

The existing performance management arrangements are encapsulated in the Performance Protocol (see Appendix 8) and include a series of meetings throughout the year between the Council and AHL, including quarterly a Strategic Management Meeting, operational Quarterly Officers Meeting and monthly meetings specifically covering performance management.

These meetings are attended by Officers, (the Housing Portfolio Holder and AHL's Chair of the Board also attends the Strategic Management Meeting) where issues and actions are all minuted. This ensures an audit trail for any issues that have been resolved and/or remain outstanding.

In addition to the formal monthly and quarterly monitoring meetings, on a more frequent basis the Council deals with operational issues that arise where the Councils have restricted delegated decision making to AHL. Examples include out of policy allocations, high profile failed succession claims, demolition of garages, rent arrears solely attributed to "bedroom tax", any adaptation exceeding £25k in value and any issue likely to attract media attention. A review of the number and types of enquiries would be beneficial to determine whether matters could be further delegated and also expedite AHL's resolution of these issues without additional Council involvement.

In summary, in terms of accountability, there is a well established framework in place which is being used for monitoring and challenging AHL's services on the Council's behalf.

3.6 Business Development and Expansion

In September 2011, AHL were given permission by the Council to diversify services outside of Ashfield's boundaries and expand provision of cross tenure services. AHL started to expand its business portfolio having regard to the following key criteria:

- To the benefit of the Council
- To the benefit of AHL
- To the benefit of the local and wider community

To facilitate AHL's initiative the Council delegated authority to the Service Director Economy and Deputy Chief Executive in conjunction with Portfolio Holders for Housing and Finance to approve new venture business cases put forward by AHL.

All such initiatives require a robust business case to be submitted to the Council for the Council's consent including a comprehensive risk analysis addressing operational, reputational and financial risks, and a set up and exit strategy.

Following this permission, AHL employed a new Business Development Expansion Manager, for a period of 12 months from August 2013, utilising approximately £47k of AHL's Reserves to fund the post. This role was to bring forward and present to the Council new business opportunities for the

Company.

The following business cases have been presented to the Council.

Date submitted	Business Case Summary	Approved	Outcome of Assessment / Progress
03.05.12 Update 3.11.15	Supporting People - call monitoring outside the district and for private residents	Yes	This was AHL's first business expansion initiative, which continues to generate new customers both within and outside the Ashfield District. In October 2015 AHL had circa 1574 self paying customers (excluding 125 protected rights tenants) which broadly on target (1585) as per its business plan. . The service is currently subsidised by AHL Reserves (2015/16) however through planned fee increases and costs savings from equipment procurement a profit of £367,000 (less £42,800 protected rights) is projected over the next 6 year period from 1 April 2016 onwards.
26.02.14	Tenants Home Improvements	Yes	Since its launch in April 2014, this new tenants service has been well received and AHL has carried out over 170 paid home improvements for tenants across the district, worth circa £29,000. Marketing campaigns continue to take place. This service ensures that the appropriate permissions (both in accordance with the tenancy agreement and relevant building regulations) have been sought and adhered to. The sales to date have exceeded the business plan projections for year 1, and total value of sales already higher than those anticipated for year 2.
26.02.14	Provision of works service to the council for repairs to public buildings	No	Based on legal advice received, the Council must follow its contract standing orders and tender competitively process for this work.
7. 10.15	Provision of works service to the council for Homeless accommodation	Yes	This has recently been agreed in principle for 2015/2016.
16.09.14	Gardening Services for private residents, tenants and leaseholders	Yes	The pilot of this service was launched in June 2015 and AHL have now completed 16 paid garden improvement jobs across the district, worth circa £2,200.
16.09.14	Home Maintenance and Repairs Service for private residents and leaseholders in the district	Yes	AHL have recently launched this service with 19 home maintenance improvements being completed worth circa £3,000.
19.02.15	Enabling and Befriending Service for elderly and/or vulnerable persons	Yes -	The business case was developed in response to a withdrawal of grant funding by Nottinghamshire County Council Supporting People Partnership on 30 th November, 2014. The initiative was provisionally agreed and funding extended for the Home visiting service pending the outcome of the Nottinghamshire County Council commissioning process for a new service. However, AHL were unsuccessful in NCC

			commissioning process. Further options will be explored and the business case revisited.
20.1.14	Dangerous structures (ADC Building Control)	Yes	The SLA commenced on the basis of a call off arrangement.

Other Income Generation Schemes Already in Place

Managing RP stock (Tuntum – Ashfield District)

This business expansion initiative was created via HCA new build funding bid between the Council, Tuntum and AHL. This proved to be a successful bid with AHL undertaking full management and maintenance service for circa 30 properties, for 5 years, generating £31k of surpluses which contributed to AHL reserves. Tuntum took the decision not to renew the management agreement and now directly deliver to their tenants. However, they provided an excellent reference for AHL.

Nottinghamshire County Council (NCC) Stores Services

Following a decision by NCC to directly deliver highway services throughout Nottinghamshire they required a secondary stores facility within the area to their main Bilsthorpe stores. AHL identified this as an opportunity and engaged with NCC entering in an agreement for the provision of Supplying Stores Services to their relevant Highway teams.

AHL only delivered this service for a short period, however, generated £83k of surpluses during this time, which contributed to AHL reserves. Unfortunately due to pressure on budget reductions NCC took the decision to deliver all such services from their Bilsthorpe stores and subsequently the agreement came to an end.

Telecare Services to NCC and Nottinghamshire Fire and Rescue Services (Ashfield and wider areas)

This service links with AHL's existing Call Monitoring Service and is referred to as assistive technology. This is where specific sensors (flood detection, smoke alarms, property exit sensors, fall detectors) are linked to the Call Monitoring (lifeline) alarm. Should the sensor be activated it notifies AHL's Support Centre who contact the customer, their next of kin and if required the Emergency Services.

Although this business initiative only generates a small amount of income it provides a wider range of options for service users especially for those who are particularly vulnerable or their family members want greater levels of reassurance whilst continuing to provide the opportunity for continued independent living.

AHL responsibilities

The functions and activities delegated to AHL by the Council (Appendix 1) are listed in the Management Agreement.

3.7 New Development Projects

Since the last Housing Options Review in 2011, the Council commenced a series of new-build programmes in addition to working with current Registered Providers (RP's) to increase affordable housing in the District.

Registered Providers

The Council works closely with RP's to ensure that the right type and amount of affordable housing is delivered in the District. Usually these discussions relate to new homes delivered through planning obligations and begin at a very early stage. They are based on housing need and demand in the area that a development is to take place and help to ensure that RPs provide property types and tenures that meet the needs of people on the housing register.

There are also occasions where RPs build their own developments and need the Council's support for HCA funding.

The Council works with a range of RP's that have stock within Ashfield to provide both general needs and specialist accommodation.

Brook Street Court

Brook Street Court is a new-build development of 25 new homes for people over the age of 60 years, comprising of 22 one bedroom and two bedroom apartments and 3 two bedroom bungalows. The building has been designed to pay architectural reference to the original building (a former swimming pool) and includes the stone tower which was painstakingly removed during demolition. All of the homes are built to a high standard and are highly energy efficient. The use of technology such as photovoltaic panels, LED lighting, high levels of insulation and efficient communal boilers means that the development will achieve Code for Sustainable Homes Level 4. The Council's Planning Section also won a RTP1 design award for this scheme.

AHL were consulted on the specifications in terms of fixtures and fittings, to ensure that the materials used complied with their maintenance contracts and supply chains, e.g. Boilers. Their input informed the process and, where possible, their requests were accommodated.

Discussions were also held with AHL in relation to the lettings plan for the scheme, following eligibility criteria being determined by the Leader of the Council. These units are now managed by AHL, with priority given to those people wishing to downsize, thus potentially freeing up family homes.

Darlison Court

The new scheme due for completion in 2016, is being built on the site of Darlison Court in Hucknall, a sheltered scheme which opened in 1969 and was made up of 32 bedsits for people over 60 years of age. As the scheme was no longer fit for purpose the Council took the decision to demolish and rebuild 39 one and two bedroom apartments which are much more attractive to prospective tenants. A partnership with Nottinghamshire County Council resulted in the provision of ten apartments for Extra Care facilities. Extra Care gives people the opportunity to live independently in their own home but with services on hand if they need them.

Whilst the Council lead on the procurement and design of the scheme AHL provided valuable input and feedback on the Repairs and Maintenance contract with Nottinghamshire County Council and the Lettings plan for the scheme. AHL will undertake the management and maintenance of the scheme once it is complete.

Warwick Close

The future of this regeneration opportunity is yet to be determined by the Council following the recent elections and the establishment of a new cabinet.

Empty Homes Programme

This programme is supported by the Homes and Communities Agency's Empty Homes funding helping the Council to bring back into use 20 long term empty homes. These properties have been empty for over 10 years in most cases which has blighted the area and impacted on residents in the locality as the owners did not have real intentions on improving them.

The Council purchased them and carried out an intensive schedule of works to bring them up to a significantly high standard. AHL provided information on the specification to ensure procurement consistency, and as the properties become available to let, AHL will allocate the homes to tenants in housing need via the local Choice Based Lettings "Homefinder Scheme".

3.8 Conclusion

This Report seeks to provide a position statement regarding the performance and working arrangements between Ashfield District Council and Ashfield Homes Ltd., summarised as follows:

Links with ADC Delivery Plan and corporate priorities

The AHL Delivery Plan 2014/15 includes items and actions that AHL plans to deliver as contributions to the Council's key objectives and Corporate Plan. The actions cover all four of the Council's Priority Objectives in detail. There is clear evidence from the Delivery Plan that AHL responds to the Council's corporate objectives in a positive and comprehensive manner and has developed clear action plans to contribute to service delivery.

Performance / benchmarking data analysis

Full details will be provided as part of the independent VFM assessment to follow. This is also set out at Appendix 4 in AHL's Performance Report.

Value for Money

A detailed VFM external assessment will follow this report.

Tenant satisfaction

The Council as part of the housing options process have procured an external consultant to carry out key stakeholder i.e. tenant views on satisfaction of service provision as delivered by AHL. This will also form part of the final Report to be submitted to full Council in due course.

Governance and Accountability

In terms of governance and accountability, there is a well established framework for monitoring AHL and relevant performance.

Business Expansion

AHL has provided a number of initiatives to the benefit of the Council, AHL and the local community. Some of these initiatives are in the early stages of their development but provide significant potential to benefit both the Council general and housing revenue accounts by way of income generation. These initiatives are also designed to improve the lives of Council tenants and residents of our local community.

Housing Development

AHL have been involved in the Council's new build development projects in respect of the specification and lettings plans, however, these have been funded and lead by the Council. Development of affordable housing is the remit of the strategic housing section and is a key enabling role for the Council. AHL are well positioned to further assist the Council in this area and there are a number of models being implemented around the UK, where ALMO's and their local authorities, have successfully delivered new build programmes together.

4. Strategic Housing Options

4.1 Options available to Ashfield

The two options available to Ashfield to deliver its future housing services are as follows:

- Continuation of AHL
- Direct Provision by the Council

Consideration needs to be given to the advantages and disadvantages of each option based on Ashfield's Housing Strategy, levels and breadth of service provision and value for money. The key issues will be the cost to the HRA of delivery of services balanced against tenant satisfaction, income generation and the priorities identified within Ashfield's Housing Strategy. The value of each option will be appraised in the Phase 2 document.

4.2 Continuation of AHL

The first option available is the continuation of the current arrangement whereby Ashfield Homes Limited continue to manage housing services on behalf of the Council.

The current Management Agreement expires in 2027 with break clauses every five years. The next break clauses are April 2017 and April 2022.

4.3 Direct Provision by the Council

The second option available to the Council is to dissolve Ashfield Homes Limited and return the management of housing services to direct delivery by the Council.

If this option was chosen then a minimum of 12 months notice is required to be provided to Ashfield Homes Ltd would need to be issued no later than March 31st 2016.

4.4 Phase 2 Report

Some of the key issues for the Council to consider in Phase 2 are:

- Whether the successful performance culture that AHL has developed would be maintained if the service was directly provided by the Council, and
- Whether any financial savings/costs that have been identified from direct provision by the Council would be realised.

- Which option delivers the best value for money service.
- Whether Direct Delivery could maintain the expectations of Ashfield Tenants
- Which option would better serve the HRA and its viability
- Whether Direct Delivery is able to provide the same opportunities for income generation.

Appendix 1: AHL FUNCTIONS

Functions listed in the Management Agreement that are the responsibility of AHL

Housing Register
Making best use of housing stock
Selection of tenants for vacant properties
Notification to and signing of new tenants
Transfer waiting list management
Granting of new tenancies
Successions
Mutual Exchange management
Homes Scheme
Nomination of Housing Register Applicants to Housing Association
Repairs and Maintenance
Stock condition survey local authority housing
Response repairs
Planned maintenance
Cyclical Maintenance
Modernisation and improvements
Redevelopment and renewal
Energy efficiency of Council stock
Disrepair Claims
T.V. Reception
Door Entry
Vertical and Stair lifts for Disabled Tenants
Group/District Heating Repairs and Maintenance
Right to Repair Claims
Aids and Adaptations - Council stock
Insurance Claims
Personal Claims
Employers Indemnity
Public Liability
Board Member Professional /Industry
Void and Empty Property Management
Terminations
Inspection and repairs
Major repairs
Tenancy Management
Estate Management
Enforcement of Conditions of Tenancy
Evictions and court action to support enforcement
Illegal occupation
Requests for Anti Social Behaviour Orders- n/a
Succession
Assignment
Requests for Joint/Sole Tenancies

Right to Improve
Permissions
Introductory tenancies
Secure tenancies
Non-Secure Tenancies
Licenses
Tenants Handbook
Estate Management
Caretaking housing schemes (HRA)
Environmental services (Litter picking/street cleaning to HRA schemes) Determining Standards and quality
Grass cutting/ground maintenance HRA -Determining standards and quality
Supported Housing
Communal areas
Tenancies
Sheltered housing schemes
Supported housing schemes (HRA Stock)
Concessionary T.V. Licenses/OAP Schemes
Visiting Services
Community Alarm Service
Leasehold Management
Rent collection
Recovery of arrears
Recovery of other HRA Asset charges (Garages)
ALMO Accounts
Cash Collection
Writing off Bad Debt
Recording of Payments
Transfer of Payments
Balancing Payments
Letting of contracts in relation to delegated activities (Cashflow)
Tenant Involvement
Tenant Compact
Tenant association development
Information to Tenants
Reports to Tenants
Garages
Estate Offices
Tenant Resource Centres or Tenant Offices
Meeting Rooms HRA
Clearance/Demolition of HRA dwellings
Consultation
Decanting tenants
Determining standards and quality
Building Maintenance - Goods and materials
Joiners Manufacturing Shop
Partnership and Procurement of catch up repairs and improvements
Data Management

Personnel and Training
Company Act Issues
Post
Word Processing
Desk Top Publishing
Printing
Housing Repairs Service including DSO
Responsive Repairs Trade teams
Electricians
Void Repairs
Repairs Call Handling Centre
24 hour emergency repairs service
Reception Housing
Invoices – Housing
Generic Health and Safety and Buildings
Governance - Board Meetings, Agendas, Minutes
ISO 9001
Charter mark
EFQM
Performance Monitoring

Appendix 2 AHL Accreditations

January	2015	Disability Symbol
May	2015	TSA Accreditation
July	2015	ISO 9001 Quality Accreditation Standard
January	2015	ISO 14001 Environmental Management System Accreditation
May	2014	RoSPA Gold Award
July	2015	Occupational Health & Safety Management System Standard OHSAS 18001
March	2015	Customer Contact Association (CCA) Accreditation Version 5 Global Standard – Repairs Call Handling Centre
June	2015	Customer Services Excellence Standard
July	2014	Investors in People
May	2015	The National Inspection Council for Electrical Installation Contracting Accreditation and Registration (NICEIC)
April	2015	Heating Equipment Testing and Approval Scheme Accreditation and Registration (HETAS)
April	2015	Successfully attained accreditation and regulation to the Gas Safe Register (GSR)

Appendix 3 Performance Analysis

		2012/13						2013/14						2014/15						3 Years								
		To target			Impr	Same	Worse	To target			Impr	Same	Worse		To target			Impr	Same	Worse		To target			Imp r	Same	Worse	
Economy	No	7	3	1	3	1	4				8	1	2			2		7	2	1			23	5		7	1	3
	%	64%	27%	9%	38%	12%	50%	64%	36%	-	73%	9%	18%		82%	18%	-	70%	20%	10%		70%	15%	15%	64%	9%	27%	
Environment	No	4	0	0	4	0	0	0	1	0	0	0	1		3	0	0	3	0	0		7	1	0	-	0	-	
	%	100%	-	-	100%	-	-	-	100%	-	-	-	100%		100%	-	-	100%	-	-		88%	12%	-	-	-	-	
Communities	No	8	1	1	7	0	3	7	2	1	8	0	2		6	2	4	5	0	5		22	2	8	8	0	2	
	%	80%	10%	10%	70%	-	30%	70%	20%	10%	80%	-	20%		50%	16%	33%	50%	-	50%		69%	6%	25%	80%	-	20%	
Lead	No	9	2	1	7	1	3	8	2	3	6	1	4		7	1	5	5	0	6		24	5	9	6	0	5	
	%	75%	17%	8%	64%	9%	27%	62%	15%	23%	55%	9%	36%		54%	8%	38%	45%	-	55%		63%	13%	24%	55%	-	45%	
Total	No	28	6	3	21	2	10	22	9	4	22	2	9		25	5	9	21	2	12		76	13	22	21	1	10	
	%	76%	16%	6%	64%	6%	30%	63%	26%	11%	67%	6%	27%		64%	13%	23%	60%	6%	34%		68%	12%	20%	66%	3%	31%	

Key

- improving trend
- worsening trend
- met or exceeded target
- not met target, within 10% variance
- not met target, over 10% variance

Economy Priority

Measure	2011/12 Actual	2012/13 Target	2012/13 Actual	Trend over 12 mths	Perf v target	2013/14 Target	2013/14 Actual	Trend over 12 mths	Perf v target	2014/15 Target	2014/15 Actual	Perf v target	Trend over 12 mths	Trend since 11/2 (or 12/13 if 11/12 N/A)	Targets met		
Total number of work experience placements within AHL	8	2	8	same		8	8	same		8	8		same	same	100%	-	-
Number of apprenticeships/trainees employed and achieving relevant qualification	New 2012/13	2	0	No trend		2	4			4	4		same		67%	-	33%
% tenants satisfied with the repairs service	90.3%	86%	87.5%			86%	88.6%			87%	88.7%				100%	-	-
% housing applicants satisfied with Homefinder Choice Based Lettings Service	New 2012/13	78%	100%	No trend		78%	73.8%			79%	75%				33%	-	67%
% non decent homes of total housing stock	2.37%	1.6%	1.32%			1.6%	0.39%			1%	0.34%				100%	-	-
% non decent homes of total housing stock, excluding stock under review by ADC	0.85%	1%	1.23%			1%	0.39%			1%	0.22%				67%	-	33%
Number of non decent homes	New 2012/13	140	92	No trend		53	27			69	23				100%	-	-
Number of non decent homes, excluding stock under review by ADC	New 14/15	New 14/15	New 14/15	New 14/15	New 14/15	New 14/15	New 14/15	New 14/15	New 14/15	69	15		New 14/15	New 14/15	100%	-	-
Average void relet time	26.5 days	26 days	25.5 days			25 days	20.1 days			22 days	20.4 days				100%	-	-

Measure	2011/12 Actual	2012/13 Target	2012/13 Actual	Trend over 12 mths	Perf v target	2013/14 Target	2013/14 Actual	Trend over 12 mths	Perf v target	2014/15 Target	2014/15 Actual	Perf v target	Trend over 12 mths	Trend since 11/2 (or 12/13 if 11/12 N/A)	Targets met		
% properties where stock condition survey completed in last 5 years	97%	100%	88%			100%	99.65%			100%	99.81%				-	67%	33%
Proportion of planned to non urgent revenue and capital expenditure	79%	70%	71%			70%	69%			70%	72%				67%	33%	-
% stock covered by asbestos register	66%	100%	95%			100%	99.6%			deleted	deleted			 (to 13/14)	-	100%	-

Environment Priority

Measure	2011/12 Actual	2012/13 Target	2012/13 Actual	Trend over 12 mths	Perf v target	2013/14 Target	2013/14 Actual	Trend over 12 mths	Perf v target	2014/15 Target	2014/15 Actual	Perf v target	Trend over 12 mths	Trend since 11/2 (or 12/13 if 11/12 N/A)	Targets met		
% estate evaluations carried out rated as 'good' or 'excellent'	73%	75%	100%			75%	73.5%			Replaced by below	Replaced by below	Replaced by below	Replaced by below	 (to 13/14)	50%	50%	-
% estate evaluations carried out rated as 'good' or 'excellent' ADC/ Other identified issues only	New 14/15	New 14/15	New 14/15	New 14/15	New 14/15	New 14/15	New 14/15	New 14/15	New 14/15	76%	83.8%		New 14/15	New 14/15	100%	-	-
% estate evaluations carried out rated as 'good' or 'excellent' AHL identified issues only	New 14/15	New 14/15	New 14/15	New 14/15	New 14/15	New 14/15	New 14/15	New 14/15	New 14/15	76%	100%		New 14/15	New 14/15	100%	-	-
% tenants satisfied with their tenancy management service including low level anti social behaviour (excludes perception of ADC/ Police)	New 14/15	New 14/15	New 14/15	New 14/15	New 14/15	New 14/15	New 14/15	New 14/15	New 14/15	75%	79%		New 14/15	New 14/15	100%	-	-




Measure	2011/12 Actual	2012/13 Target	2012/13 Actual	Trend over 12 mths	Perf v target	2013/14 Target	2013/14 Actual	Trend over 12 mths	Perf v target	2014/15 Target	2014/15 Actual	Perf v target	Trend over 12 mths	Trend since 11/2 (or 12/13 if 11/12 N/A)	Targets met		
% tenants satisfied with handling of ASB case	90%	90%	99%			Deleted	Deleted	Deleted	Deleted	Deleted	Deleted	Deleted	Deleted	Deleted	100%	-	-
% tenants satisfied with outcome of ASB case	90%	90%	95%			Deleted	Deleted	Deleted	Deleted	Deleted	Deleted	Deleted	Deleted	Deleted	100%	-	-
Successfully resolved ASB cases	85%	90%	91%			Deleted	deleted	deleted	Deleted	deleted	deleted	Deleted	Deleted	Deleted	100%	-	-

Communities Priority

Measure	2011/12 Actual	2012/13 Target	2012/13 Actual	Trend over 12 mths	Perf v target	2013/14 Target	2013/14 Actual	Trend over 12 mths	Perf v target	2014/15 Target	2014/15 Actual	Perf v target	Trend over 12 mths	Trend since 11/2 (or 12/13 if 11/12 N/A)	Targets met		
Number of vulnerable people accessing or supported by the Supported Housing Service	2372	1627	1678			2000	1772			2000	1714				33%	-	67%
Number of self payers for the Call Monitoring Service	New 14/15	New 14/15	New 14/15	New 14/15	New 14/15	New 14/15	New 14/15	New 14/15	New 14/15	1630	1482		New 14/15	New 14/15	-	-	100 %
Number of new tenants affected by Bedroom Tax who have been offered support and advice	New 14/15	New 14/15	New 14/15	New 14/15	New 14/15	New 14/15	New 14/15	New 14/15	New 14/15	100%	100%		New 14/15	New 14/15	100 %	-	-
Average time to process and complete adaptations where priority 16	4.5 days	4.5 days	4.3 days			4.5 days	2.9 days			4.0 days	3.0 days				100 %	-	-
Average time to process and complete adaptations where priority 50	19.5 days	19.5 days	14.7 days			19.5 days	10.9 days			15 days	16.7 days				67%	-	33%

Measure	2011/12 Actual	2012/13 Target	2012/13 Actual	Trend over 12 mths	Perf v target	2013/14 Target	2013/14 Actual	Trend over 12 mths	Perf v target	2014/15 Target	2014/15 Actual	Perf v target	Trend over 12 mths	Trend since 11/2 (or 12/13 if 11/12 N/A)	Targets met		
% intercom calls received at the Supported Housing Centre answered in 30 seconds	97%	97%	96.96%			97%	96.86%			98%	97.73%				33%	67%	-
% new Supported Housing clients provided completed support plan within 8 working days of referral	100%	100%	100%			100%	100%			100%	100%				100%	-	-
% properties less than 150mm loft insulation	5%	4.5%	0.9%			0.5%	0.4%			0.5%	0.6%				67%	-	33%
% properties with SAP rating 39-54	7%	7%	5.8%			6%	4.7%			5.75%	3%				100%	-	-
% properties with SAP rating 55-80	90%	90%	91.6%			91%	92.9%			91.5%	95.1%				100%	-	-
% properties with SAP rating >80	3%	3%	2.6%			3%	2.4%			2.75%	1.90%				-	-	100%
% properties with A or B rated boiler	29%	29%	30%			33%	36.2%			40%	41.9%				100%	-	-

Lead Priority Measure	2011/12 Actual	2012/13 Target	2012/13 Actual	Trend over 12 mths	Perf v target	2013/14 Target	2013/14 Actual	Trend over 12 mths	Perf v target	2014/15 Target	2014/15 Actual	Perf v target	Trend over 12 mths	Trend since 11/2 (or 12/13 if 11/12 N/A)	Targets met		
Number of residents members of service delivery boards	4	5	4	same		5	13			PI replaced	PI replaced	PI replaced	PI replaced	 (to 13/14)	50%	-	50%
Number of TRA's supported	New 13/14	New 13/14	New 13/14	New 13/14	New 13/14	14	9	n/a		deleted	deleted	deleted	deleted	deleted	-	-	100 %
Number of tenants who are members of Gateways, Tenant Inspectors or Mystery Shoppers	New 14/15	New 14/15	New 14/15	New 14/15	New 14/15	New 14/15	New 14/15	New 14/15	New 14/15	25	12		New 14/15	New 14/15	-	-	100 %
Achieve Council resolution efficiency target	New 2012/13	£598k	£598,031	N/A		£669k	£669,414	N/A		£641k	£641		N/A	N/A	100%	-	-
Former rent arrears as % of local authority rent roll	0.76%	1%	0.77%			1%	1.07%			1%	1.34%				33%	33%	33%
% rent collected as % rent due	99.09%	99%	99.13%			98.5%	98.75%			98.5%	98.38%				67%	33%	-
% tenancies in arrears £1,000 or above	0.46%	1.85%	0.6%			2%	0.76%			2%	1.33%				100%	-	-
% tenants paying by direct debit	30%	30%	29.4%			35%	29.6%			35%	31.1%				-	33%	67%
Number of complaints received	65	70	60			65	46			60	29				100%	-	-
Number of compliments received	200	220	206			220	206	same		220	193				-	67%	33%
Average time to resolve stage 1 complaint	5 days	5 days	3.92 working days			5 working days	7.96 working days			10 working days	7.38 working days				67%	-	33%

Average number of days to respond to stage 2 complaint	New 2014/15	New 14/15	New 14/15	New 2014/15	New 14/15	New 14/15	14.17 working days	New 2014/15	New 14/15	15 working days	17 working days			New 2014/15	-	-	100%
% property health and safety checks/services carried out	100%	100%	100%			100%	100%			100%	100%				100%	-	-
% protected characteristics collected from customer profiling	74%	74%	76.98%			77%	77.31%			80%	80.65%				100%	-	-
Customer satisfaction as an average of all vision mgt surveys	82%	83%	85.9%			83%	87.6%			83%	86.4%				100%	-	-

Appendix 4 AHL: Performance Benchmarking Information

Homes 4 Rent



Performance Benchmarking Information

November 2015

Stock Options Review—Phase 1



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**Responsive Repairs &
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"Delivering Excellent Housing Services"

Introduction

The following report contains the range of information specifically requested by Ashfield District Council to form Phase 1 of the Stock Options Review.

The majority of the information is drawn from the Housemark Core Benchmarking data-set with the information being supplemented as and when necessary in order to provide a sufficient overview of the data and to contextualise the information.

In some instances the Housemark data is not available as Ashfield Homes or other members of the peer group have not recorded the information, the information is recorded via a different methodology, or the indicator in question does not relate to a service that Ashfield Homes or other members of the peer group provides.

Peer groups

Organisations in peer group 2012/13			
A1 Housing Bassetlaw	Blackpool Coastal Housing	Cheltenham Borough Homes	Colchester Borough Homes
Cornwall Housing	Dale and Valley Homes	East Durham Homes	Eastbourne Homes
Gloucester City Homes	Homes in Sedgemoor	Newark and Sherwood Homes	Poole Housing Partnership
South Essex Homes			

Organisations in peer group 2013/14			
A1 Housing Bassetlaw	Blackpool Coastal Housing	Cheltenham Borough Homes	Colchester Borough Homes
Cornwall Housing	Dale and Valley Homes	Eastbourne Homes	Homes in Sedgemoor
Newark and Sherwood Homes	Poole Housing Partnership		

The following Key depicts the Housemark method of performance benchmarking in terms of dividing data (and subsequently organisational performance) into quartiles.

Quartile key						
Upper Quartile	Middle Upper	Median	Middle Lower	Lower Quartile	N/A	No Data

The report contains the following, based upon the original information request from Ashfield District Council.

1. *Year-end reports for the last three years showing outturn of all indicators and where each sits in quartile.*

See Appendix 1 for data from 2012/13 and 2013/14 data is unavailable for 2014/15 at this time.

2. *Three years of year-end reports on all Delivery Plan outcomes with explanation of lack of performance if appropriate.*

See Appendix 2 for 2014/2015 and 2013/2014 data. Data for 2012/2013 is not available. Outcome reports were produced after this time as a new initiative.

3. *Details of Star status surveys for the past three years for tenant satisfaction.*

Ashfield Homes do not use the Star system, as an alternative the Vision Management System is utilised. A summary document of results is included within the report and complete individual survey data sets are available upon further request.

4. *Anti-social behaviour (ASB)*

Ashfield Homes do not hold any of the specific requested information in respect of ASB. High level ASB related services are delivered by Ashfield District Council.

5. *Estate Services*

Ashfield Homes does not hold the specific data requested. As an alternative, Estate Evaluation information will be provided separately.

VFM Summary – Cost and Quality Quartiles

Total cost per property (CPP) data is provided below. In terms of how to interpret this data Housemark have commented as follows.

“a valutive polarity (i.e high or low is neither good nor bad). Whilst low cost is generally considered to be good, in many cases an organisation may choose to invest more to achieve certain results.”

In essence a low CPP figure can be a positive in certain given circumstances, however, it should be noted that this is not always the case as there are a range of variables such as the type of work undertaken within that calendar year for example in respect of Major Works. The nature of works undertaken and subsequently the number of properties receiving works will also impact on the CPP figure as will specific projects such as large-scale conversions of Court studio flats to bedsits etc.

Business Health	Value	Previous	Median
Total CPP of Housing Management	243.00	223.48	311.60
Total CPP of Major Works & Cyclical Maintenance	1273.68	1440.62	1702.09
Total CPP of Responsive Repairs and Voids Work	705.97	690.78	638.74
Total CPP of Overheads	74.18	66.28	130.14

Commentary

Housing Management

The CPP figure is significantly below the median for the peer group this despite Ashfield Homes recruiting into new positions in response to Welfare Reform.

Major Works & Cyclical Maintenance

Major and Cyclical programmes are being delivered on time and on budget. All works are tendered robustly or procured via consortia arrangements and they deliver value for money. Customer satisfaction rates remain high in both areas.

The CPP figure is dependent upon the agreed levels of funding for the management fee and major works capital investment programme at any given time, which will significantly vary for each organisation. In addition other factors will include:

- Decent Homes Programme/Status
- ICT Provider costs
- Use of Choice Based Lettings
- If an organisation has a Direct Works Service
- Customer Service Excellence Standards

Responsive Repairs and Voids Work

The CPP is slightly above the median. This could be for a number of reasons such as the range of works and services that are offered by Ashfield Homes, for example many of our peers do not offer over bath showers, focal point fires etc. Furthermore, the levels of capital investment also has a direct correlation to responsive repair expenditure, e.g. if heating systems are not replaced at the appropriate time due to lack of investment, responsive repair costs will increase as a result.

In addition Ashfield Homes has its own Direct Works Service (DWS). Therefore, overheads and costs will appear higher than in comparison to those peer organisations who deliver either a higher proportion or all of their services predominantly, through subcontractors. Our DWS offers Value for Money, high quality services, significant levels of control and flexibility, greater opportunity to diversify and business resilience. Due to recent high profile sub contractor failures the theme or trend in the housing sector (including housing associations) is to create in house DWS.

Customer satisfaction remains high and value for money has been independently assessed via the Housing Quality Network (HQN) and HQN Accredited: DLO. This is an accreditation specifically designed for repairs and maintenance services and it was first awarded to Ashfield Homes in April 2013 following an audit process and value for money exercise. It was then subsequently re-awarded in June 2014 and May 2015 after further audits.

HQN offered the following specific comments on value for money.

“We considered in our reports of 2013 and 2014 that the 85% average repair for both assessments were delivering extremely good value for money. The average cost has now reduced... (and) there is a strong indication that good value for money continues to be delivered in the responsive repairs work stream.”

NB – the 85% figure referred to specifically relates to HQN’s method of assessing repairs whereby they use an 85% sample of the annual repairs data.

This would indicate that average repair costs are low and that the CPP figure is more likely to be above the median for reasons other than value for money.

Overheads

Overheads are significantly below the CPP Median figure indicating a low cost base and strong performance.

Estates Services

Please note that the requested data on Estates Services is not available independently as it will be contained within the data provided on Housing Management and within aspects of Repairs and Maintenance.

Corporate Health

The following information is provided in terms of how Ashfield Homes compares to Housemark's performance quartile measurement method.

Indicator	Outturn 13/14 figure	2013/2014 Quartile	Outturn 12/13 figure	2012/2013 Quartile
Voluntary Staff turnover	4.5	Upper	8.2	Middle Upper

Commentary

Voluntary staff turnover performance was strong in 2013/14. The 2012/13 figures were impacted upon by changes to Supporting People funding which distorted the outturn figure.

Indicator	Outturn 13/14 figure	2013/2014 Quartile	Outturn 12/13 figure	2012/2013 Quartile
% Staff turnover in year	5.1	Upper	12.3	Middle Lower

Commentary

Staff turnover performance as a whole was strong in 2013/14. Again, the 2012/13 figures were impacted upon by changes to Supporting People funding which distorted the outturn figure.

Indicator	Outturn 13/14 figure	2013/2014 Quartile	Outturn 12/13 figure	2012/2013 Quartile
Average number of working days/shifts lost due to sickness absence	11.3	Lower	10.6	Lower

Commentary

Ashfield Homes has a robust process in place to manage sickness absence; however, it is unfortunate that for the two financial years shown the figures were distorted by a small number of long-term sickness cases.

The **2014/15** outturn figure was **8.69 days** which shows a significant improvement.

The outturn for the **last reported quarter** (2015/16 financial year) is **7.41 days**. This again shows a trend of improvement.

Indicator	Outturn 13/14 figure	2013/2014 Quartile	Outturn 12/13 figure	2012/2013 Quartile
Staff satisfied with organisation as an employer	97.3	Upper	97	Upper

Commentary

Employee satisfaction levels are high and well within the Upper Quartile.

Indicator	Outturn 13/14 figure	2013/2014 Quartile	Outturn 12/13 figure	2012/2013 Quartile
Ratio of top earner to average earner	3.32	No data	No data	No data

Commentary

Employee rates of pay have been established following a comprehensive Job Evaluation process, completed since the last contract review process.

Customer Service

In order to monitor customer satisfaction Ashfield Homes uses nationally recognised Customer Satisfaction Survey Software called the Vision Management System (VMS). This delivers a more regular sequence of tailored surveying (as opposed to the wider STAR survey) to which we are able to react more quickly to any fluctuations in satisfaction. The table below sets out the results across all areas surveyed on a 0-100% (excellent) scale. Each box represents a separate survey with results being strong and many surveys returning results of **in excess of 85% customer satisfaction**.

Given the savings that Ashfield Homes has delivered and the real terms decrease in a range of budget headings over the last three years it is considered an excellent outcome that customer satisfaction has remained strong. It is also considered that **customer satisfaction is a key factor when determining value for money**.

Service Area Surveyed	2012/13 Results				2013/14 Results				2014/15 Results			
1. Health & Safety Property Check/Service	88.5	88.4			87.9	89.3			88.7	88.1		
2. New Occupier	80	85.3			84.7	81.1			82.7	80.9		
3. Repairs	87.5				88.6				88.7			
4. Aids & Adaptations	92.1	87.5			87.8	90			85.7	81.5		
5. Standby	83.9	83.1			83.6	82.8			80.7	81.3		
6. Tenancy Management	71.7				73.2				81.7	79		
7. Home Visiting	84.4	84.6			89.2	89.9			86.6	86.9		
8. Call Monitoring	90.5	91.6			92.3	92.9			91.3	92.4		
9. Rent Arrears	74.9	78.4			84.1	78.3			82.5	84		
10. Major Works	80.9	83.7	79.9	86	87.7	85.1	88.8	85	82.6	87.1	83.5	82
11. Planned & Cyclical	88.3	85	86.9	88.3	89.1	88.6	85.2	84.1	87.3	89.6	80.7	81.8
12. Repairs Call Handling	83.4	84.4	86.7	85.8	86.9	89.3	88.1	87.1	85	87.3	85.4	87.1
13. Choice Based Lettings	New Survey for 2013/14				71.4			73.8		77.3		
14. Money Management	New Survey for 2014/15								82.6	80.3	84	
Note : Customer satisfaction surveys 1-9 are conducted once or twice a year and surveys 10 to 12 are conducted quarterly												

Complaint Satisfaction and Handling

Indicator	Outturn 13/14 figure	2013/2014 Quartile	Outturn 12/13 figure	2012/2013 Quartile
% of complainants satisfied with the outcome of their complaint	60	Upper	62	Upper
% of complainants satisfied with the handling of their complaint	50	Lower	73	Middle Lower

Commentary

Ashfield Homes have robust complaints handling processes in place which are designed to be transparent, encourage customer feedback/complaints and are not defensive. We use complaints to embed improvement in services. One of Ashfield Homes Core Values is to "Investigate quickly, put right and improve its services when complaints are received, problems occur and mistakes are made". Historically we receive a very low number of complaints. Results in this peer group will vary dependent on each organisations size and practices.

To put this indicator into context, the following table depicts how many complaints have been received annually.

	Stage 1 Complaints Total	Stage 2 Complaints Total
Complaints resolved in 2012/13	61	11
Complaints resolved in 2013/14	46	6
Complaints resolved in 2014/15	29	6

Dissatisfaction with complaint handling can be measured via the number of complaints which went to second stage. These numbers are small in percentage terms indicating that the majority of tenants are satisfied with how their complaint was handled.

Over the last three years only 16.91% of complainants have shown dissatisfaction with how their complaint was resolved and moved to a stage two complaint.

Customer satisfaction can also be measured in terms of compliments. The following table depicts the number of compliments received annually

	Total
Compliments received in 2012/13	206
Compliments received in 2013/14	206
Compliments received in 2014/15	193

Over the last three years **compliments outweigh complaints by more than four to one.**

Last year compliments outweighed complaints by more than six-and-a-half to one and compliments outweighed second stage complaints by more than thirty-two to one.

Major Works and Cyclical Maintenance

The following information is provided in terms of how Ashfield Homes compares to Housemark's performance quartile measurement method.

Indicator	Outturn 13/14 figure	2013/2014 Quartile	Outturn 12/13 figure	2012/2013 Quartile
Total cost per property of Major works and cyclical maintenance	1273.68	Upper	1440.61	Middle Upper

Commentary

The 2013/14 outturn figure is upper quartile in terms of spend per property.

The 2012/13 figure is middle/upper quartile, however, annual spend will vary dependent upon the timing, nature and level of investment.

Percentage of Respondents fairly satisfied with their home

Please note that we do not record this information via Housemark's system due to the fact that surveying is undertaken via the VMS process described earlier in the report.

Indicator	Outturn 13/14 figure	2013/2014 Quartile	Outturn 12/13 figure	2012/2013 Quartile
Average SAP rating of self contained dwellings	68	Lower	68	Lower

Commentary

To a large extent the property type and the age of the build will determine the associated SAP rating.

Capital investment will, of course, improve the SAP rating but there is a limit as to what can be achieved due to the nature and age of the housing stock, without significant investment in modern energy efficient technology being retrofitted.

The 2014/15 outturn SAP rating was 68.76. This would have taken performance into the Lower Median band as the threshold is 68.3. It is also worthy of note that EPC's are not renewed after all carbon saving works and so SAP ratings will be undervalued statistically within these figures and it will take time for revised EPC's to reflect the true SAP rating position.

Responsive Repairs and Void Works

The following information is provided in terms of how Ashfield Homes compares to Housemark's performance quartile measurement method.

Indicator	Outturn 13/14 figure	2013/2014 Quartile	Outturn 12/13 figure	2012/2013 Quartile
Total cost per property of responsive repairs and void works	705.97	Middle Lower	690.78	Middle Lower

Commentary

These figures focus purely on cost of works per property and the indicator is not necessarily an indicator of value for money.

Factors which influence these figures would be issues such as specifications, for example Ashfield Homes installs over bath electric showers as standard and other organisations do not. Generally our specifications are higher than many comparators within our peer group.

How we prioritise works is also a factor within this indicator. For instance it was noted that larger scale plastering works had been categorised under responsive works as opposed to planned works, subsequently this could distort the figure.

In 2013 Ashfield Homes determined that it would be prudent to measure the effectiveness of its Direct Labour Organisation (DLO) specifically via the HQN Accredited: DLO accreditation. As outlined prior, three audits have been successfully passed and **Ashfield Homes was awarded HQN Accredited: DLO.**

HQN specifically calculate value for money based upon a full year's data set and using an 85% average repair formula – effectively analysing 85% of an organisation's repairs data - which is deemed to be the most representative of the organisation's normal repairs data.

Housing Quality Network said...

"We considered in our report in 2013 that the then 85% average repair cost of £46.55 was delivering extremely good value for money."

"(In 2014) the average repair cost has now reduced by £3.69 or 7.9% this strongly suggests that extremely good value for money for the responsive repairs service is being delivered."

"(In 2015) the average cost has now reduced by £5.34 or circa 11.5% since our first assessment... there is a strong indication that good value for money continues to be delivered in the responsive repairs work stream."

In terms of void costs, given that the indicator factors together both responsive and voids, **a Benchmarking project via Efficiency East Midlands in July 2013 concluded that the Ashfield Homes ranked second out of the nine participants for average void costs.**

Indicator	Outturn 13/14 figure	2013/2014 Quartile	Outturn 12/13 figure	2012/2013 Quartile
Average number of calendar days taken to complete repairs	5.6	Upper	6.79	Middle Upper

Commentary

Performance in terms of how quickly repairs are completed remains very strong and has improved further between 2012/13 and 2013/14.

Indicator	Outturn 13/14 figure	2013/2014 Quartile	Outturn 12/13 figure	2012/2013 Quartile
Average time in days to re let an empty property	20.09	Upper	25.47	Lower

Commentary

Between 2012/13 and 2013/14 void performance has improved from lower to upper quartile with significant improvements in re let times being seen.

This improvement is as a consequence of completely reviewing processes in order to bring about an enhanced result.

In terms of the time taken to re let Voids Housing Quality Network (2015 visit) noted...

“At the time of our visit current average void turnaround period was 17.5 days and year-to-date performance was 18.6 days. This needs to be compared to the 26-28 day turnaround period at the time of our initial visit (in 2013).”

Whilst average void turnaround times can be impacted upon by fluctuations in numbers and property condition (and demand) recent performance has been extremely positive.

Indicator	Outturn 13/14 figure	2013/2014 Quartile	Outturn 12/13 figure	2012/2013 Quartile
% Repairs Completed at first visit	89.5	Middle Lower	86.8	Lower

Commentary

Between 2012/13 and 2013/14 performance in this area has improved from lower quartile to middle lower quartile.

It is recognised within the sector that the calculation of this performance indicator can be calculated in varying ways and it is therefore difficult to compare differing Organisations on a like for like basis. AHL take a robust approach to measuring this

indicator in so much as satisfaction with the repair is also a factor as opposed to a straightforward repair completion.

Because there are varying ways of calculating this KPI it was ratified by ADC's Internal Audit Services prior to its implementation and includes the following factors: _

- Percentage of jobs where appointments are made and kept.
- VMS for Repairs and Maintenance.
- VMS for the Repairs Call Handling Centre.
- Percentage of jobs completed within Government time limits.
- Percentage of works completed on a first visit as indicated on the works order.
- Percentage of jobs where no recall is required.

Housing Management

The following information is provided in terms of how Ashfield Homes compares to Housemark's performance quartile measurement method.

Indicator	Outturn 13/14 figure	2013/2014 Quartile	Outturn 12/13 figure	2012/2013 Quartile
Total cost per property of Housing Management	243	Upper	223.48	Upper

Commentary

Housing Management costs per property remain upper quartile showing strong value for money.

Indicator	Outturn 13/14 figure	2013/2014 Quartile	Outturn 12/13 figure	2012/2013 Quartile
Cost per property of direct Housing Management employees	132.44	Upper	123.15	Upper

Commentary

Again, Housing Management costs per property of direct Housing Management employees remain upper quartile showing strong value for money.

Indicator	Outturn 13/14 figure	2013/2014 Quartile	Outturn 12/13 figure	2012/2013 Quartile
Cost per property of direct Housing Management non-pay costs	36.37	Middle Lower	34.05	Middle Upper

Commentary

The attributed cost per property of non-pay costs in respect of Housing Management has remained relatively static, falling from Upper Middle to Middle Lower. These costs reflect additional investment in Housing Management functions aside from employee costs and what is included by other organisations across the peer group may vary. For example, Ashfield Homes offers a range of services such as skips for tenants' use, Goodwill Tree and Hedge works, tenants magazine, TRA funding – all of which are attributed to non-pay Housing Management costs.

Indicator	Outturn 13/14 figure	2013/2014 Quartile	Outturn 12/13 figure	2012/2013 Quartile
Direct cost per property of Housing Management	168.82	Upper	157.20	Upper

Commentary

Direct Housing Management costs per property also remain upper quartile showing strong value for money.

Indicator	Outturn 13/14 figure	2013/2014 Quartile	Outturn 12/13 figure	2012/2013 Quartile
Direct Housing Management employees per 1,000 properties	3.93	Upper	3.47	Upper

Commentary

Direct Housing Management costs per 1,000 properties remain upper quartile showing strong value for money. Ashfield remains one of the most deprived areas within the peer group with the closest comparator being Bassetlaw **(5.74 – 1.81 additional employees/1,000 properties)** or Blackpool **(8.07 – 4.14 additional employees/1000 properties)**. This indicator indicates that Ashfield Homes has low levels of resources (employees) allocated in this area of its business.

This indicator needs to be considered based on each organisations local and socio economic demands.

Indicator	Outturn 13/14 figure	2013/2014 Quartile	Outturn 12/13 figure	2012/2013 Quartile
Average pay cost per direct Housing Management employee	33731.38	Middle Lower	35525.38	Lower

Commentary

This indicator has improved between 2012/2013 and 2013/2014 moving from Lower to Middle Lower. The indicator may vary in terms of the geographic spread and size of the peer group and the specialism's employed within each organisation. Highest costs are £37,265 in comparison to the lowest £27,268, however, Ashfield Homes employ fewer employees as stated above.

Indicator	Outturn 13/14 figure	2013/2014 Quartile	Outturn 12/13 figure	2012/2013 Quartile
Direct cost per property of Rent Arrears collection	33.18	Upper	30.81	Upper

Commentary

Direct costs in terms of Arrears collection remain upper quartile showing strong value for money considering the current challenging economic climate, the continuing increase in Rent Arrears cases and the fact that Ashfield remains one of the highest deprived areas within the peer group.

Summary

In the context of the range of indicators measuring costs for Housing Management performance is strong.

Five of the seven indicators specifically associated with the cost of delivering Housing Management services are upper quartile.

Resident involvement

The following information is provided in terms of how it compares to Housemark's performance quartile measurement method.

Indicator	Outturn 13/14 figure	2013/2014 Quartile	Outturn 12/13 figure	2012/2013 Quartile
Direct cost per property of Resident Involvement	33.85	Middle Upper	29.92	Middle Upper

Commentary

Performance in this area is positive and middle upper quartile. How this is measured across the peer group will determine how costs are apportioned.

All employees have a role to play in resident involvement especially since the introduction of the Localism Act and the reduced regulation of services to tenants. It is more important than ever to ensure tenants are actively involved and their opinions on service delivery are established.

Ashfield Homes aim and objective is to

“extend the empowerment of tenants in the management of their homes and the services they receive”

This information indicates that Ashfield Homes continues to place great emphasis on tenant engagement, involvement and participation and continues to invest in front line services which are important to tenants.

Tenant satisfaction that their views are listened to and acted upon

This information is not collected via Housemark's preferred method and as such data is contained within the Vision Management Survey process. Please see the section titled Customer Service for further information.

Indicator	Outturn 13/14 figure	2013/2014 Quartile	Outturn 12/13 figure	2012/2013 Quartile
% of tenants on whom you have diversity information	82.5	Upper	85.3	Upper

Commentary

Ashfield Homes continues to collect a range of Diversity data and performance within the peer group remains strong.

Tenancy Management

The following information is provided in terms of how Ashfield Homes compares to Housemark's performance quartile measurement method.

Indicator	Outturn 13/14 figure	2013/2014 Quartile	Outturn 12/13 figure	2012/2013 Quartile
Direct cost per property of Tenancy Management	53.73	Middle Lower	41.97	Upper

Commentary

Costs between the financial years 2012/13 and 2013/14 have increased, however, this indicator needs to be considered in context with the total cost per property of housing management, which overall is upper quartile performance. Ashfield remains one of the most deprived areas within the peer group and this will impact on all areas of housing management.

Indicator	Outturn 13/14 figure	2013/2014 Quartile	Outturn 12/13 figure	2012/2013 Quartile
% of tenants evicted as a result of rent arrears during the year	0.35	Middle Lower	0.19	Middle Upper

Commentary

2013/14 did see a rise in the number of evictions. There are a number of reasons for this although it should be noted that pursuing an eviction is always taken as a last resort.

The current financial climate and Welfare Reform legislation presents a real problem in terms of rent payment and collection. Current statistical information indicates that more tenants are in rent arrears than ever before. Although a Tenancy Sustainment Officer post has been introduced, this along with existing Rent Collection resources are over subscribed making it difficult to work intensively with tenants to assist and educate them in how to sustain their tenancy and manage the limited amounts of money they have available to them. Unfortunately action has to be taken whereby there is consistent non-payment of rent and/or significant property damage.

Indicator	Outturn 13/14 figure	2013/2014 Quartile	Outturn 12/13 figure	2012/2013 Quartile
Total cost per property of Rent Arrears Collection	51.20	Upper	45.56	Upper

Commentary

Total costs in terms of Arrears collection remain upper quartile showing strong value for money considering the current challenging economic climate, the continuing increase in Rent Arrears cases and that Ashfield remains a deprived area as defined by the Index of Multiple Deprivation 2010 (**IMD 2010**) i.e 63 out of 326.

Indicator	Outturn 13/14 figure	2013/2014 Quartile	Outturn 12/13 figure	2012/2013 Quartile
Rent collected as a %rent due	99.00	Lower	99.50	Middle Lower

Commentary

This indicator has fallen between 2012/13 and 2013/14 from Lower Middle to Lower quartile, although the target set by the Council of 98.50% was exceeded.

In April 2013, Welfare Reform legislation was introduced (Under Occupation Charge and the Benefit Cap). The Council also took a decision not to pursue enforcement action against the cases purely with 'bedroom tax' arrears, whilst ever the tenants continue to engage with us. The changes in legislation and the above decision has resulted in significant changes to our rent recovery working practices and has increased joint working with stakeholders and partner agencies. This environment along with the limited resources available for the collection of rent, continue to make this service area challenging, in respect of achieving our target.

Indicator	Outturn 13/14 figure	2013/2014 Quartile	Outturn 12/13 figure	2012/2013 Quartile
Rent arrears of current tenants as a %rent due (excluding HB adjustment)	1.57	Middle Upper	1.20	Upper

Commentary

This indicator has fallen between 2012/13 and 2013/14 from Upper to Middle Upper. The current financial climate and Welfare Reform legislation presents a challenging environment in terms of rent payment and collection. Current statistical information indicates that more tenants are in rent arrears than ever before.

Indicator	Outturn 13/14 figure	2013/2014 Quartile	Outturn 12/13 figure	2012/2013 Quartile
Tenancy Turnover Rate	8.59	Middle Lower	8.92	Middle Lower

Commentary

The fall in the tenancy turnover rate during 2013/14 was in-keeping with the downward trend experienced in recent years. This trend has continued, with a further reduction being seen in 2015/16.

Reasons for tenancy terminations are monitored and reviewed on a regular basis, however, it is accepted that this will fluctuate year on year.

Indicator	Outturn 13/14 figure	2013/2014 Quartile	Outturn 12/13 figure	2012/2013 Quartile
Rent Arrears of Current tenants as a % of rent due (excluding voids)	1.57	Lower	1.20	Middle Lower

Commentary

This indicator has fallen between 2012/13 and 2013/14 from Upper to Middle Upper quartile. The current financial climate and Welfare Reform legislation presents a challenging environment in terms of rent payment and collection. Current statistical information indicates that more tenants are in rent arrears than ever before.

Indicator	Outturn 13/14 figure	2013/2014 Quartile	Outturn 12/13 figure	2012/2013 Quartile
Rent collected from current and former tenants as a %rent due	99.00	Lower	99.50	Middle Lower

Commentary

This indicator has fallen between 2012/13 and 2013/14 from Middle Lower to Lower quartile.

Since April 2013, Welfare Reform legislation has impacted on rent payment and collection for both current and former tenant's arrears. In addition to the above, more tenants are being sanctioned by the Department of Work and Pensions due to the introduction of the claimant commitment.

Current statistical information indicates that more tenants are in rent arrears than ever before. This is resulting in more recovery work having to be undertaken including an increase in court action due to non payment/breach of suspended possession orders/evictions.

Our statistical information indicates that the value of former tenancy arrears is increasing mainly because tenants are struggling to sustain their tenancy in the current economic climate and when their tenancy is terminated either through eviction or surrender they are leaving with an outstanding debt.

Tenant satisfaction with overall service provision

This information is not collected via Housemark's preferred method and as such data is contained within the Vision Management Survey process. Please see the section titled Customer Service for further information.

Lettings Management

The following information is provided in terms of how Ashfield Homes compares to Housemark's performance quartile measurement method.

Indicator	Outturn 13/14 figure	2013/2014 Quartile	Outturn 12/13 figure	2012/2013 Quartile
Total cost per property of Lettings	47.94	Middle Lower	45.85	Middle Upper

Commentary

The costs associated with the Lettings Service have remained relatively static. Ashfield Homes has locally based Property Shop Outlets throughout the District. Arrangements will vary across the peer group subject to their customer service provision. Not all peers will operate a Property Shop model and may deliver all such services from a single location.

Indicator	Outturn 13/14 figure	2013/2014 Quartile	Outturn 12/13 figure	2012/2013 Quartile
Direct cost per property of Lettings	29.84	Middle Lower	29.19	Middle Lower

Commentary

The costs associated with the Lettings Service have remained relatively static. Ashfield Homes has locally based Property Shop Outlets throughout the District. Arrangements will vary across the peer group subject to their customer service provision. Not all peers will operate a Property Shop model and may deliver all such services from a single location.

Indicator	Outturn 13/14 figure	2013/2014 Quartile	Outturn 12/13 figure	2012/2013 Quartile
% of units vacant and Available for letting at the end of the year	0.09	Upper	0.46	Middle Upper

Commentary

Performance improved from 2012/13 to 2013/14 resulting in an upper quartile outturn figure. This was largely affected by the improvement in void re let performance (average time in days to re let an empty property – 2012/13 = 25.47, 2013/14 = 20.09)

Indicator	Outturn 13/14 figure	2013/2014 Quartile	Outturn 12/13 figure	2012/2013 Quartile
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% of units vacant and Unavailable for letting at the end of the year	0.74	Middle Lower	0.91	Lower
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Commentary

The difference between this indicator and the one above is that this includes out of management properties that require major structural work and properties that have been earmarked for demolition or major re-modelling e.g. Warwick Close, Sherwood Court and Darlison Court. This indicator will always fluctuate dependent upon the strategic decisions taken, the time associated with the relevant project and scope of the major/redevelopment options. These decisions are often out of Ashfield Homes control.

Average Void re let time

This indicator information has been provided within the section titled Responsive Repairs and Void Works

Indicator	Outturn 13/14 figure	2013/2014 Quartile	Outturn 12/13 figure	2012/2013 Quartile
Rent loss due to empty properties (voids) as a percentage of rent due	1.34	Middle Lower	1.47	Lower

Commentary

Performance improved between 2012/13 and 2013/14 with a significant contributory factor being the reduced void re let time, this subsequently assisted with the upturn in this indicator. The rent loss on out of management properties that require major structural work is included within this indicator as set above.

Overheads

The following information is provided in terms of how Ashfield Homes compares to Housemark's performance quartile measurement method.

Indicator	Outturn 13/14 figure	2013/2014 Quartile	Outturn 12/13 figure	2012/2013 Quartile
Overhead costs as a % of direct revenue costs	24.3	Middle Lower	24.09	Middle Lower

Commentary

The overwhelming majority of the costs attributed to this indicator are for Building Premises Costs e.g. rent and Information Technology etc. These are currently managed through Service Level Agreements between Ashfield Homes and Ashfield District Council.

These Service Level Agreements are not competitively tendered and is work that is directly allocated to the Council on an annual basis. The costs associated with the relevant Service level Agreements are negotiated annually between Ashfield Homes and Ashfield District Council and would be required/static, irrelevant of the organisation delivering the Housing Management and Maintenance services to Ashfield tenants.

The appropriate Service Level Agreements alone represent approximately 60% of the costs attributed to this indicator.

Appendix 1

Performance Indicator Year End Outturns'2012/13 and 2013/14

Comparator group trends and median group trends are not available for this data.

Club	ALMO CLUB (NEW PIs)			
Period	2012/13 & 2013/14			
Subscriber	Ashfield Homes			
Filter options	All organisations in club			
Legend	Top Quartile	2nd Quartile	3rd Quartile	Bottom Quartile

HMPI 210 - Rent collected as a percentage of rent owed (excluding arrears b/f) - GN & HfOP

	Apr 12 -Mar 13		Apr 13 -Mar 14	
	Score	Quartile	Score	Quartile
Upper quartile	99.67		99.72	
Club median	99.49		99.45	
Lower quartile	99.20		99.25	
Number in sample	48		36	
Your result	99.55		98.98	

HMPI 220 - Current tenant arrears as a percentage of the annual rent debit (excluding HB adjustment) - GN & HfOP

	Apr 12 -Mar 13		Apr 13 -Mar 14	
	Score	Quartile	Score	Quartile
Upper quartile	1.38		1.33	
Club median	1.81		2.04	
Lower quartile	2.66		2.77	
Number in sample	51		38	
Your result	1.20		1.57	

HMPI 320 - Rent written off as a percentage of the annual rent roll - GN & HfOP

	Apr 12 -Mar 13		Apr 13 -Mar 14	
	Score	Quartile	Score	Quartile
Upper quartile	0.33		0.26	
Club median	0.49		0.45	
Lower quartile	0.73		0.54	
Number in sample	50		37	
Your result	0.26		0.33	

HMPI 330 - Former tenant arrears as a percentage of the annual rent debit - GN & HfOP

	Apr 12 -Mar 13		Apr 13 -Mar 14	
	Score	Quartile	Score	Quartile
Upper quartile	0.87		1.07	
Club median	1.27		1.42	
Lower quartile	1.86		1.71	
Number in sample	50		37	
Your result	0.78		1.07	

HMPI 70 - Percentage of all reactive repairs completed within target time

	Apr 12 -Mar 13		Apr 13 -Mar 14	
	Score	Quartile	Score	Quartile
Upper quartile	98.77		99.36	
Club median	97.19		98.95	
Lower quartile	94.16		97.32	
Number in sample	50		30	
Your result	99.15		99.76	

GNPI 18 - Percentage of emergency repairs completed within target time

	Apr 12 -Mar 13		Apr 13 -Mar 14	
	Score	Quartile	Score	Quartile
Upper quartile	99.83		99.96	
Club median	99.41		99.80	
Lower quartile	96.83		98.87	
Number in sample	48		29	
Your result	99.98		100.00	

GNPI 19 - Percentage of urgent repairs completed within target time

	Apr 12 -Mar 13		Apr 13 -Mar 14	
	Score	Quartile	Score	Quartile
Upper quartile	98.99		99.36	
Club median	98.00		98.90	
Lower quartile	95.43		97.03	
Number in sample	46		28	
Your result	99.22		99.80	

GNPI 20 - Percentage of routine repairs completed within target time

	Apr 12 -Mar 13		Apr 13 -Mar 14	
	Score	Quartile	Score	Quartile
Upper quartile	98.76		99.18	
Club median	96.96		98.78	
Lower quartile	93.34		96.07	
Number in sample	48		28	
Your result	98.76		99.69	

BV185 - Appointments kept as a percentage of appointments made

	Apr 12 -Mar 13		Apr 13 -Mar 14	
	Score	Quartile	Score	Quartile
Upper quartile	99.51		99.55	
Club median	98.39		99.03	
Lower quartile	95.72		97.24	
Number in sample	46		32	
Your result	99.82		99.95	

HMPI 380 - Appointments made as a percentage of appointable repairs

	Apr 12 -Mar 13		Apr 13 -Mar 14	
	Score	Quartile	Score	Quartile
Upper quartile	100.00		100.00	
Club median	100.00		100.00	
Lower quartile	98.41		100.00	
Number in sample	31		23	
Your result	100.00		100.00	

HMPI 90 - Average end-to-end time for all reactive repairs

	Apr 12 -Mar 13		Apr 13 -Mar 14	
	Score	Quartile	Score	Quartile
Upper quartile	6.16		6.55	
Club median	7.36		7.66	
Lower quartile	10.13		11.00	
Number in sample	42		37	
Your result	6.79		5.60	

G15C0 - Percentage of dwellings with a valid gas safety certificate

	Apr 12 -Mar 13		Apr 13 -Mar 14	
	Score	Quartile	Score	Quartile
Upper quartile	100		100.00	
Club median	99.97		99.99	
Lower quartile	99.78		99.89	
Number in sample	53		42	
Your result	100		100.00	

NI 158 - Percentage of homes that are non-decent at the end of the period

	Apr 12 -Mar 13		Apr 13 -Mar 14	
	Score	Quartile	Score	Quartile
Upper quartile	0.00		0.00	
Club median	7.76		2.50	
Lower quartile	22.43		16.30	
Number in sample	45		37	
Your result	1.32		0.39	

HMPI 350 - Percentage of properties accepted on first offer - GN & HfOP

	Apr 12 -Mar 13		Apr 13 -Mar 14	
	Score	Quartile	Score	Quartile
Upper quartile	82.82		77.06	
Club median	67.44		64.20	
Lower quartile	51.08		54.28	
Number in sample	33		25	
Your result	60.35		61.11	

Appendix 2




Delivery Plan Year end Report for 2014/15

Initiative Owner	Initiative	Initiative Completion Percentage	Initiative Status	Initiative Predicted End Date	Initiative ADC End Date	Initiative Status	Initiative Progress
Supported Housing Services Manager Director of Housing Services	COMM1 - 2014/15 Continue to expand services into the private sector and to market and grow the business.	100%	✓	(not specified)	31/03/2015	Completed	Services continue to expand in the private sector. The number of new service users is increasing month on month
Director of Housing Services Supported Housing Services Manager	COMM1 - 2014/15 Continue to manage and realign the Supported Housing Service in accordance with available funding and in line with the business case (including revisions) submitted and approved by ADC.	100%	✓	Mon-30-Nov-15	30/11/2014	Completed	Call Monitoring and Home Visiting services realigned in response to funding changes. Regular Business Case updates sent to ADC.
Director of Housing Services Supported Housing Services Manager	COMM1 - 2014/15 Develop telecare services in line with the ADC approvals..	100%	✓	(not specified)	31/03/2015	Completed	Marketing and installations are underway with a small number of referrals completed.
Supported Housing Services Manager Director of Housing Services	COMM1 - 2014/15 Further develop and review working partnerships with local organisations and agencies that provide support to vulnerable people to enable an understanding of services that are available and are being delivered to enable improved multi agency working and use of resources.	100%	✓	(not specified)	31/03/2015	Completed	AHL continue to attend local meetings and forums as appropriate. L&SHSM maintains contact with partners in preparation for joint opportunities. Continue to attend local meetings and forums as appropriate.
Director of Housing Services Lettings & Property Shop Manager	COMM1 - 2014/15 Introduce initiatives to encourage tenants to downsize and free up family homes	100%	✓	Mon-1-Sep-14	31/03/2015	Completed	Move Assist scheme implemented and first move completed. All eligible tenants who match for a property are being considered for the scheme.
Supported Housing Services Manager Director of Housing Services	COMM1 - 2014/15 Respond to tender opportunities, subject to consent from ADC, for NCC commissioned services within and	100%	✓	(not specified)	31/03/2015	Completed	Agreed with ADC at Performance Meeting 4/2 to complete action as no NCC tender opportunities in 2014/2015

Initiative Owner	Initiative	Initiative Completion Percentage	Initiative Status	Initiative Predicted End Date	Initiative ADC End Date	Initiative Status	Initiative Progress
	outside of the Ashfield District and cross tenure.						
Director of Housing Services Tenancy Services Manager	COMM1 - 2014/15 Revisit the establishment of Tenancy Sustainment Officer post to provide a service to support vulnerable tenants to sustain their tenancies and to support tenants who are victims of lower/medium level domestic violence.	100%	✓	Wed-31-Dec-14	31/03/2015	Completed	Our new Tenancy Sustainment Officer joined the Company on the 19 th January 2015.
Director of Housing Services Lettings & Property Shop Manager	COMM1 - 2014/15 Work with ADC to review the Allocations Policy.	100%	✓	Sat-31-Jan-15	31/03/2015	Completed	
Director of Housing Services Lettings & Property Shop Manager	COMM1 - 2014/15 To introduce a percentage of direct lets to provide preferential allocation of properties to those tenants who are willing to downsize.	100%	✓	Tue-31-Mar-15	31/03/2015	Completed	
Procurement Manager Director of Asset Management	COMM3 - 2014/15 - PP22 - Continue to work in partnership with ADC to review and consider further options to install solar photovoltaic panels and other renewable technology to the housing stock.	100%	✓	(not specified)	31/03/2015	Completed	AHL are currently working towards implementing a new Housing Investment Programme for the next 5 years. This will assist in identifying any available funding for this type of improvement and technology.
Procurement Manager Director of Asset Management	COMM3 - 2014/15 - PP28 - Maximise the Council's current Capital Program and to identify where additional funding could be utilised to make the best use of available grant funding (ECO - CSCO) to complete Environmentally	100%	✓	(not specified)	31/03/2015	Completed	Sherwood Court External Wall Insulation (EWI) - complete. Sherwood Court communal heating - complete. Salterford Road – EWI - project - complete. ECO & RHI funding for the above will be in the region of £500k.

Initiative Owner	Initiative	Initiative Completion Percentage	Initiative Status	Initiative Predicted End Date	Initiative ADC End Date	Initiative Status	Initiative Progress
	Efficient Improvements to assist in reducing Fuel Poverty.						
Director of Asset Management Procurement Manager	COMM3 - 2014/15 - PP29 - Undertake communal heating replacement to Aspley Court taking into consideration options for minimising Carbon emissions and considering life cycle costs.	100%	✓	(not specified)	31/03/2015	Completed	As part of the development of the 30 year investment model, and in light of the forthcoming Stock Viability exercise and large reductions in ECO funding available, it had been agreed to defer this project. The project remains within the Capital Program but not for the current financial year (the project had only previously been brought forward to maximise the benefit of ECO funding, which was subsequently dramatically reduced)
Procurement Manager Director of Asset Management	COMM3 - 2014/15 - PP18 - Produce business case for the introduction of an Energy Doctor to assist tenants with fuel switching and advice on energy tariffs, reducing carbon emissions and helping tenant who are in fuel poverty.	100%	✓	(not specified)	31/03/2015	Completed	Energy Companies have been contacted and there is no funding or service available for assisting with this type of exercise at this time.
Director of Asset Management Procurement Manager	COMM3 - 2014/15 - PP20 - Continue to assist ADC where required in respect of the Government's 'Green Deal' policy.	100%	✓	(not specified)	31/03/2015	Completed	AHL will continue to assist ADC as and when requested in respect of the Governments Green Deal Initiative.
HRD Manager Head of Corporate Services	EC3 & EC4 - 2014/15 Work with new apprentices in the technical services department ensuring they receive work experience and achieve their formal training objectives.	60%	IP	Mon-31-Aug-15	31/03/2015	In Progress - underway & meeting target	AHL Apprentice's are now into their 2nd year. 2 Apprentices are now to be employed by the Company, both are qualified to the required level 2. One apprentice will continue their level 3 qualification which will end

Initiative Owner	Initiative	Initiative Completion Percentage	Initiative Status	Initiative Predicted End Date	Initiative ADC End Date	Initiative Status	Initiative Progress
							June/July 2015. The two remaining apprentices will continue to work towards their level two qualification.
Tenancy Services Manager Tenant Participation Officer Director of Housing Services	EC3 & EC4 - 2014/15 Work with tenants to deliver 'Getting back to work' workshops across the district in partnership with local agencies/organisations.	90%	IP	Tue-31-Mar-15	31/03/2015	In Progress - underway not on target	The first workshop is to be held by Sutton Academy in May 2015. The success of this will be evaluated before proceeding with other workshops across the District.
Director of Housing Services Tenancy Services Manager Tenant Participation Officer	EC3 & EC4 - 2014/15 Work with tenants to deliver budgeting/financial capability training workshops across the District in collaboration with Sutton Academy and West Notts College.	100%	✓	Thu-19-Mar-15	31/03/2015	Completed	Ashfield Citizens Advice Bureau held the first budgeting workshop at Sutton Academy on the 19th March 2015. Further workshops are being planned for 2015/2016.
Director of Asset Management Procurement Manager	EC5 - 2014/15 - PP34 - Implement Ashfield Decent Homes standard and outcomes of the 30 Year Stock Condition Review with ADC including acquisition, decommissioning and demolition of stock.	100%	✓	(not specified)	31/03/2015	Completed	The capital programme associated with the above was approved in December 2014. In addition to the above ADC and AHL are working with Ridge Consultants to complete a stock viability review by way of supplementing the 30 Year Stock Condition Review.
Procurement Manager Director of Asset Management	EC5 - 2014/15 - PP35 - Assist ADC in the successful delivery of schemes where grant funding becomes available, for tenants and residents of Ashfield,	100%	✓	(not specified)	31/03/2015	Completed	AHL will continue to assist ADC in the delivery of schemes where Grant Funding becomes available. See Also COM32014/15 (PP28).
Director of Asset Management Procurement Manager	EC5 - 2014/15 - PP36 - Carry out re-procurement of Major Works contract in order to identify a new partner for the next 5 years.	90%	IP	(not specified)	31/03/2015	In Progress - underway & meeting target	The PQQ exercise is complete. The ITT is due to be returned and evaluated in early May 2015.

Initiative Owner	Initiative	Initiative Completion Percentage	Initiative Status	Initiative Predicted End Date	Initiative ADC End Date	Initiative Status	Initiative Progress
Director of Housing Services Lettings & Property Shop Manager	EC5 - 2014/15 Review ADC/MDC Lettings Policy in conjunction with ADC/MDC to respond to statutory guidance relating to residency and local connection.	100%		Sat-31-Jan-15	31/03/2015	Completed	
Director of Housing Services Director of Asset Management	EC5 - 2014/15 Work with ADC on potential new build and development strategies for Brown field sites.	100%		(not specified)	31/03/2015	Completed	AHL will continue to assist ADC with any potential new build and development strategies they may wish to implement. AHL recently discussed New Build Development Options at the Members Housing Investment Group meeting and agreed to produce a report providing an overview of the Options available for ALMO's in respect of New Build Development. Additionally AHL will assist ADC in their pending review of Garage Sites where there may be scope for New Build Development Opportunities
Director of Asset Management Director of Housing Services	EC5 - 2014/15 Work with the ADC on potential new build and development strategies as requested by ADC..	100%		(not specified)	31/03/2015	Completed	AHL will continue to assist ADC with any potential new build and development strategies they may wish to implement. AHL recently discussed New Build Development Options at the Members Housing Investment Group meeting and agreed to produce a report providing an overview of the Options available for ALMO's in respect of New Build Development.

Initiative Owner	Initiative	Initiative Completion Percentage	Initiative Status	Initiative Predicted End Date	Initiative ADC End Date	Initiative Status	Initiative Progress
Risk Manager Director of Asset Management	EC5 - 2014/15 Assist ADC to identify properties that are potentially affected by Radon gas and agree appropriate testing and remedial measures, safeguarding tenants in their homes.	0%	AS	(not specified)	31/03/2015	Awaiting Start	Several project meetings have taken place regarding Radon Gas and associated testing requirements. ADC are currently producing information regarding the properties that will require an appropriate Radon test.
Planned Cyclical & Estates Manager Director of Asset Management	EC5 - 2014/15 Carry out remedial works to communal television aerials whereby the reception signal may be affected by 4G interference .	100%	✓	(not specified)	31/03/2015	Completed	All works to aerials now completed. Filters fitted where necessary to prevent 4g interference. Complete.
Director of Asset Management	EC5 - 2014/15 Continue to attend Elected Members Housing Investment Group.	100%	✓	(not specified)	31/03/2015	Completed	AHL will continue to attend the Elected Members Housing Investment Group and assist ADC in the progressing of strategic investment priorities. The Director of Asset Management attended the last meeting on the 17th March 2015.
Director of Asset Management	EC5 - 2014/15 Subject to ADC acquiring additional stock (empty homes) assisting ADC to bring them up to the appropriate standards and into management.	100%	✓	(not specified)	31/03/2015	Completed	AHL will continue to assist ADC where required to bring any empty properties they may purchase up to an appropriate standard ready for new customers to occupy. ADC are currently delivering this project in-house, however, AHL have assisted in respect of Standards, Specifications and making arrangements for the properties be made available to let through the Choice Based Lettings System.
Procurement Manager Director of Asset Management	ENV1 - 2014/15 - PP37 - Carry out Environmental Improvements to Partnership Plus Areas and work	100%	✓	(not specified)	31/03/2015	Completed	AHL await further advice from ADC regarding the investment into environmental improvements

Initiative Owner	Initiative	Initiative Completion Percentage	Initiative Status	Initiative Predicted End Date	Initiative ADC End Date	Initiative Status	Initiative Progress
	with ADC to identify further Environmental Improvements throughout the District linked to the Councils Key Strategic Drivers.						within the 5 partnership plus areas.
Director of Asset Management Planned Cyclical & Estates Manager	ENV1 - 2014/15 Review proposal provided to ADC in respect of improvements to non-adopted street lighting columns across the District.	100%	✓	(not specified)	31/03/2015	Completed	A survey of all AHL managed street lighting columns has been undertaken and once the information received has been assessed further action will be recommended.
Director of Housing Services Tenancy Services Manager	ENV1 - 2014/15 Review terms of reference for Estate Evaluations carried out, to include scoring mechanism and attendees.	100%	✓	Tue-31-Mar-15	31/03/2015	Completed	The review is now complete. The process was discussed with HMA's, Managers at CDT and with the Tenants Gateway.
Tenancy Services Manager Senior HMA Estate Management Director of Housing Services	ENV3 - 2014/15 Continue to effectively manage low level ASB cases involving Council tenants.	100%	✓	Tue-31-Mar-15	31/03/2015	Completed	AHL continually review to ensure they are effectively managed. A survey was sent out in March 2015 to those tenants who reported low level cases.
Tenancy Services Manager Director of Housing Services Senior HMA Estate Management	ENV3 - 2014/15 Continue to review and refine protocols with the Police, ADC and ASB partnerships. (Review in the light of the pending changes in legislation 2014).	100%	✓	Tue-31-Mar-15	31/03/2015	Completed	SMT members regularly meet with the Police to review working protocols and practices. TSM attends meetings and is in regular liaison with the Police.
Director of Housing Services Tenancy Services Manager Senior HMA Estate Management	ENV3 - 2014/15 Continue to review the impact of ASB management in respect of case referral, case management and service delivery.	100%	✓	Tue-1-Apr-14	31/03/2015	Completed	AHL continually monitor this service to identify any issues/impacts. Regular meetings are held with ADC to discuss ASB Case Management.
Director of Housing Services Tenancy Services Manager	ENV3 - 2014/15 Continue to work with partner organisations including ADC to support diversionary	100%	✓	Tue-31-Mar-15	31/03/2015	Completed	AHL signpost the diversionary activities that take place in the District from organisations such as

Initiative Owner	Initiative	Initiative Completion Percentage	Initiative Status	Initiative Predicted End Date	Initiative ADC End Date	Initiative Status	Initiative Progress
Senior HMA Estate Management	activities for young people around the District.						Catch 22 which sit in ADC's ASB Hub. The Partnership Plus groups have had no activities planned over 2014/2015 which AHL could support.
Tenant Participation Officer Tenancy Services Manager Director of Housing Services	LL1 - 2014/15 Conduct further service area Mystery Shopping and Tenant Inspection Activities. .	100%	✓	Tue-31-Mar-15	31/03/2015	Completed	AHL's Support Centre (Supported Housing) and the Tenancy Services Team were mystery shopped during 2014/2015.
Tenancy Services Manager Tenant Participation Officer Director of Housing Services	LL1 - 2014/15 Continue with a review of existing local standards ensuring they continue to be fit for purpose and reflect tenant's requirements.	100%	✓	Tue-31-Mar-15	31/03/2015	Completed	A review of the tenant's local standards was carried out during 2015. These have been rebranded as 'local offers'.
Director of Housing Services Tenant Participation Officer Tenancy Services Manager	LL1 - 2014/15 Review the tenant's empowerment and involvement structure in the context of its links to the Board.	100%	✓	Tue-31-Mar-15	31/03/2015	Completed	The revised 'Tenants Charter' and report was approved by Board in March 2015. This is currently with Ashfield District Council for consideration.
Director of Asset Management Procurement Manager	LL2 - 2014/15 - PP38 - Further progress the utilisation of Efficiency East Midlands, other consortia and procurement arrangements and work with ADC to maximise procurement opportunities and collaborative working arrangements to maximise Value for Money.	100%	✓	(not specified)	31/03/2015	Completed	AHL have recently procured the Salterford Road External Wall Insulation Scheme through the EEM Framework for this type of work and continue to utilise Framework arrangements where they are proven to be Value for Money.
Policy & Performance Manager Temp Policy & Performance	LL2 - 2014/15 Carry out internal service reviews to maintain and/or improve services, procurement and carbon management whilst ensuring Value for Money, including Tenant	100%	✓	(not specified)	31/03/2015	Completed	AHL's Service Review of the Lettings function has been completed. AHL are now implementing relevant recommendations.

Initiative Owner	Initiative	Initiative Completion Percentage	Initiative Status	Initiative Predicted End Date	Initiative ADC End Date	Initiative Status	Initiative Progress
Manager Head of Corporate Services	involvement.						
Finance Manager Company Accountant	LL2 - 2014/15 Continue to achieve the agreed efficiency savings in line with the revised savings schedule up to 2016/2017 as agreed with ADC in February 2014.	100%	✓	Tue-31-Mar-15	31/03/2015	Completed	Our efficiency savings for the financial year 2014/2015 amounting to £640,822 has been deducted from the Management Fee prior to receipt of funding from ADC. Budgets have been reduced accordingly and monitoring indicates that forecasted expenditure is within budget.
Policy & Performance Manager Head of Corporate Services Temp Policy & Performance Manager	LL2 - 2014/15 Continue to seek other ways of generating income via Business Expansion.	100%	✓	(not specified)	30/07/2014	Completed	Various projects have been approved and some are under consultation. The marketing initiative for the most recent "Tenant Improvement" business is well underway
Temp Policy & Performance Manager Policy & Performance Manager Head of Corporate Services	LL2 - 2014/15 Work to ADC/AHL Shared Services Programme to identify any shared service / duplication / savings	100%	✓	(not specified)	31/03/2015	Completed	The ADC/AHL Shared Services programme board undertakes monthly meetings. Three projects are currently under consideration and proceeding to viability stage with relevant meetings on going. The project will continue into the next financial year.
Support Services Manager Director of Asset Management	LL3 - 2014/15 Maintain ISO 14001 Environmental Management System Accreditation.	100%	✓	(not specified)	31/03/2015	Completed	AHL first internal monitoring audit was completed during June 2014. A second internal audit will now be arranged for November 2014. 1 st October 2014 - A further internal audit of the 14001 EMS has been scheduled for 20 November 2014 prior to the BSI assessment in

Initiative Owner	Initiative	Initiative Completion Percentage	Initiative Status	Initiative Predicted End Date	Initiative ADC End Date	Initiative Status	Initiative Progress
							January 2015. 28 th November 2014 - The internal audit scheduled for the 20.11.14 has been completed. The BSI annual assessment will be completed 27 th January 2015. 30 th January 2015 - The annual BSI audit was held on 27 th January 2015 with the EMS accreditation successfully being retained.
Director of Asset Management Risk Manager	LL3 - 2014/15 Maintain OHSAS 18001 Occupational Health and Safety Standard Accreditation.	100%	✓	Fri-16-Jan-15	31/03/2015	Completed	The second continuing assessment audit was completed by BSI on Thursday 15 th January 2015. This was another positive audit and it is pleasing to report that no non-conformities were noted and continued registration to the Standard has been approved by BSI.
Risk Manager Director of Asset Management	LL3 - 2014/15 AHL will continue to contribute where requested by ADC to any Business Continuity or Emergency Planning requirements	100%	✓	(not specified)	31/03/2015	Completed	AHL will contribute where requested by ADC in respect of any Business Continuity or Emergency Planning requirements.
Head of Corporate Services Policy & Performance Manager Temp Policy & Performance Manager	LL3 - 2014/15 Achieve and maintain Customer Service Excellence Standard	100%	✓	(not specified)	31/03/2015	Completed	AHL have retained CSE accreditation following an external assessment on 13 th June 2014.
Temp Policy & Performance Manager Director of	LL3 - 2014/15 Achieve and maintain ISO 9001 Quality Management System Accreditation for Supported	100%	✓	(not specified)	31/03/2015	Completed	The external re-certification visit by BSI took place on 28/01/2015. BSI confirmed re-certification for the





Initiative Owner	Initiative	Initiative Completion Percentage	Initiative Status	Initiative Predicted End Date	Initiative ADC End Date	Initiative Status	Initiative Progress
Housing Services Head of Corporate Services Policy & Performance Manager Supported Housing Services Manager	Housing Services.						next three years. Date for next surveillance visit confirmed as 2 nd July 2015.
Director of Housing Services Head of Corporate Services Supported Housing Services Manager Policy & Performance Manager Temp Policy & Performance Manager	LL3 - 2014/15 Achieve the TSA accreditation for Supported Housing Services.	100%	✓	(not specified)	31/03/2015	Completed	AHL's TSA accreditation was achieved in June 2014
Director of Asset Management Risk Manager	LL3 - 2014/15 Complete a full review of the Company's Health and Safety, Fire Safety and Risk Management Policies ensuring that customer's and employee's welfare and safety is of the highest importance when delivering housing services.	90%	IP	Tue-31-Mar-15	31/03/2015	In Progress - underway & meeting target	Work on this project continues in accordance with the project plan. The proposed amendments have been presented to, and approved by SMT and Board during March 2015. The updated policies will now be distributed and amendments publicised accordingly.
Director of Asset Management Risk Manager	LL3 - 2014/15 Complete application and assessment for RoSPA Achievement Award for Health and Safety Practices and Standards	100%	✓	Thu-15-May-14	31/08/2014	Completed	AHL have now received a RoSPA Gold Award for Occupational Health and Safety. The presentation ceremony was attended by our Risk Manager and Director of Asset Management. Articles have been published in





Initiative Owner	Initiative	Initiative Completion Percentage	Initiative Status	Initiative Predicted End Date	Initiative ADC End Date	Initiative Status	Initiative Progress
							relevant AHL publications. The Gold Award certificate is displayed in the reception area of all our workplaces.
Policy & Performance Manager Company Solicitor Temp Policy & Performance Manager Head of Corporate Services	LL3 - 2014/15 Continue to review how equality information and profiling can be shared between ADC and AHL.	100%	IP	Tue-31-Mar-15	31/03/2015	In Progress - underway & meeting target	AHL's Company Solicitor continues to attend the ADC Equality Steering group and will share information where appropriate and as requested.
Temp Policy & Performance Manager Company Solicitor Policy & Performance Manager Head of Corporate Services	LL3 - 2014/15 Continue to work towards the Action Plan in accordance with AHL's 'Fair Play 4 All' and implement 'achieving' status (not accredited status)	90%	IP	Tue-31-Mar-15	31/03/2015	In Progress - underway & meeting target	AHL's Company Solicitor has developed the implementation of an equality and diversity action plan within a review of Fair Play 4 All. The Corporate Equality Group has been formed, agreed their terms of reference including monitoring the action plan. EWG continue to meet and update website and verify Social Housing Equality Framework (SHEF) evidence that is submitted by third tier managers.
Head of Corporate Services HRD Manager	LL3 - 2014/15 Maintain Investors in People Accreditation	100%	✓	Fri-7-Mar-14	31/03/2015	Completed	A two day assessment for IIP accreditation was undertaken on 6/7 th March 2014 and AHL successfully retained the IIP accreditation. AHL's next IIP assessment is in 2017.
HRD Manager Head of Corporate Services	LL3 - 2014/15 Maintain and review Living Wage Accreditation	100%	IP	Tue-31-Mar-15	31/11/2014	In Progress - underway & meeting	AHL has succeeded in applying for continued accreditation and continues to promote the Living






Initiative Owner	Initiative	Initiative Completion Percentage	Initiative Status	Initiative Predicted End Date	Initiative ADC End Date	Initiative Status	Initiative Progress
						target	Wage.
Company Solicitor Temp Policy & Performance Manager Head of Corporate Services Policy & Performance Manager	LL3 - 2014/15 Review 'Fair Play 4 All' (equality policy)	100%	✓	Tue-31-Mar-15	31/03/2015	Completed	AHL's Fair Play 4 All policy review is completed and has been published on the Intranet and Internet.
Policy & Performance Manager Company Solicitor Head of Corporate Services Temp Policy & Performance Manager	LL3 - 2014/15 Review Service Level Agreements with ADC and at their request also review delegation of services through the Management Agreement, whilst considering the outcomes of the Shared Services projects.	25%	IP	(not specified)	31/03/2015	In Progress - underway & meeting target	AHL are awaiting final draft Management Agreement from ADC
Tenancy Services Manager Director of Housing Services	LL3 - 2014/15 Work with ADC to agree consultation and implementation of ADC's tenancy agreement.	100%	✓	Tue-31-Mar-15	31/03/2015	Completed	The proposed changes were considered by ADC cabinet on the 23/2/15 and approved. The implementation date for the new agreement is the 4th May 2015.





Delivery Plan Year end Report for 2013/14

Initiative Owner	Initiative	Initiative Completion Percentage	Initiative Status	Initiative Predicted End Date	Initiative ADC End Date	Initiative Status	Initiative Progress
Director of Housing Services Supported Housing Services Manager	2013/14 COMM1 - 2013/14 Continue to manage and realign the Supported Housing Service to react to funding reductions.	70%	IP	Mon-31-Mar-14	31/03/2014	In Progress - underway & meeting target	The Company Reserves are being used to support the Call Monitoring Service. The Company is awaiting tenders from NCC.
Director of Housing Services Supported Housing Services Manager	2013/14 COMM1 - 2013/14 Further develop working partnerships with local organisations and agencies that provide support to vulnerable people to enable an understanding of what others do	50%	IP	Sun-31-Mar-13	31/03/2014	In Progress - underway & meeting target	Letters sent to surrounding organisations e.g. Clinical Commissioning Group. Responses sent to JSNA and Supporting People consultation documents.
Supported Housing Services Manager Director of Housing Services	2013/14 COMM1 - 2013/14 Investigate the potential to provide a service to support vulnerable tenants to sustain their tenancies and to support tenants who are victims of lower/medium level domestic violence.	75%	IP	Mon-31-Mar-14	31/03/2014	In Progress - underway & meeting target	Written confirmation received re Business Plan requests, proceeding with existing telecare requests, TSO post approved. Continuing to expand telecare service and self-payer call monitoring as per the business plan.
Supported Housing Services Manager Director of Housing Services	2013/14 COMM1 - 2013/14 Produce business case, to obtain approval for Home Visiting and Befriending service within and outside of the Ashfield District and cross tenure.	100%	✓	Mon-31-Mar-14	31/10/2013	Completed	Written approval received re Business Plan requests which are being currently implemented.
Procurement Manager Director of Asset	2013/14 COMM3 - 2013/14 - PP18 - Continue to work with ADC where required, to investigate the	100%	✓	(not specified)	31/08/2013	Completed	Will promote this initiative with ADC's Affordable Warmth Team as and when required and

Initiative Owner	Initiative	Initiative Completion Percentage	Initiative Status	Initiative Predicted End Date	Initiative ADC End Date	Initiative Status	Initiative Progress
Management	possibility of creating a mobile Energy Technical Officer (Energy Doctor) to offer advice to tenants regarding energy usage.						requested by ADC. However no initiatives have been brought forward by ADC during 2013 / 2014
Procurement Manager Director of Asset Management	2013/14 COMM3 - 2013/14 - PP28 - Maximise ADC's current Capital Program and to identify where additional funding could be utilised to make the best use of available grant funding (ECO - CSCO) to complete Environmentally Efficient Improvements to assist in reducing Fuel Poverty.	100%		(not specified)	31/08/2013	Completed	Have established the extent and scope of works for ECO Funding along with indicative costs. Other funding identified e.g. Renewable Heat Incentive, and schemes will be considered where appropriate. Due to changes in Government Policy the funding has now diminished significantly.
Lettings & Property Shop Manager Director of Asset Management Director of Housing Services	2013/14 COMM3 - 2013/14 - PP17 - Work in partnership with Nottinghamshire Credit Union to introduce where deemed beneficial, the provision of an 'A' rated White Goods Scheme assisting tenants to reduce their fuel bills.	75%		Tue-1-Apr-14	31/03/2014	In Progress - underway end date not met	Advised by Credit Union that due to supplier issues and Consumer Credit Act implications, white goods scheme is on hold and no new applications being taken.
Procurement Manager Director of Asset Management	2013/14 COMM3 - 2013/14 - PP20 - Continue to work with ADC where required, to investigate and produce a position statement in respect of the Government's 'Green Deal' policy.	100%		(not specified)	31/03/2014	Completed	Currently sourcing grant funding and developing projects to maximise the use of ECO funding to complement Green Deal initiatives. This no longer includes Private Sector properties linked to ECO and Green Deal as instructed by ADC.
Procurement Manager Director	2013/14 COMM3 - 2013/14 - PP22 - Continue to work in	100%		(not specified)	31/03/2014	Completed	ADC will review the proposed SPV pilot scheme to sheltered

Initiative Owner	Initiative	Initiative Completion Percentage	Initiative Status	Initiative Predicted End Date	Initiative ADC End Date	Initiative Status	Initiative Progress
of Asset Management	partnership with ADC to review and consider further options to install solar photovoltaic panels and other renewable technology to the housing stock.						schemes and large blocks of flats as part of the 30 year investment cost model, as submitted to ADC.
Procurement Manager Director of Asset Management	2013/14 COMM3 - 2013/14 - PP29 - Undertake communal heating replacement to Beauvale Court taking into consideration options for minimising Carbon emissions and considering life cycle costs.	100%		(not specified)	31/03/2014	Completed	Communal Heating Replacement complete and Commissioned on 27/11/2013
Head of Corporate Services HRD Manager	2013/14 EC3 & EC4 - 2013/14 AHL will continue to work with ADC where appropriate to publicise and advertise initiatives which help people and local business prosper and grow. Examples include Graduates in Enterprise, and Women in Enterprise.	100%		(not specified)	31/03/2014	In Progress - underway & meeting target	Attended the Mansfield and Ashfield employment and skills group and other initiatives when requested.
Head of Corporate Services HRD Manager	2013/14 EC3 & EC4 - 2013/14 Continue to attend and assist in the development of ADC's Employment Group to assess the employment opportunities within the District.	100%		(not specified)	31/03/2014	Completed	Support ADC in their employment initiatives.
Head of Corporate Services HRD Manager	2013/14 EC3 & EC4 - 2013/14 Work with ADC in the generation of apprenticeship/training opportunities both in AHL and wider partner arrangements.	100%		(not specified)	31/03/2014	Completed	Employed 4 Apprentices.

Initiative Owner	Initiative	Initiative Completion Percentage	Initiative Status	Initiative Predicted End Date	Initiative ADC End Date	Initiative Status	Initiative Progress
Temp Policy & Performance Manager Head of Corporate Services Policy & Performance Manager	2013/14 EC3 & EC4 - 2013/14 Work with ADC to evaluate the impact of the Public Services (Social Value) Act 2012 on procurement exercises conducted by AHL.	100%		(not specified)	31/03/2014	Completed	A number of meetings have taken place regarding this issue including a meeting with ADC Finance. AHL have established the legal requirements and intend to ensure this is considered as part of any future EU Procurement Exercise.
Director of Asset Management Procurement Manager	2013/14 EC5 - 2013/14 - PP23 - Work with ADC and external specialists to develop options for an Ashfield Decent Homes Standard, and thereafter gain ADC approval following consultation with tenants and Local Elected Members.	100%		Fri-31-Jan-14	31/07/2013	Completed	Cost Model and Report complete. ADC/AHL working together to review options available and their associated affordability.
Director of Asset Management Procurement Manager	2013/14 EC5 - 2013/14 - PP24 - Work with ADC and external specialists to develop a stock condition review that will inform ADC's 30 year business plan.	100%		Fri-31-Jan-14	31/07/2013	Completed	Cost Model & Report complete. ADC/AHL working together to review options available and their associated affordability.
Director of Asset Management Procurement Manager	2013/14 EC5 - 2013/14 - PP30 - Work with the ADC on potential new build and development strategies as identified by ADC.	100%		Mon-31-Mar-14	31/03/2014	Completed	AHL have continued to work with ADC in respect of any New Build Opportunities. AHL have worked with ADC on the Sutton Baths and Darlison Court Sites and have offered support in respect of specification and management requirements and attended meetings as and when requested.
Procurement Manager Director	2013/14 EC5 - 2013/14 - PP31 - Subject to ADC acquiring	100%		Mon-31-Mar-14	31/03/2014	Completed	AHL will support ADC as and when requested and when

Initiative Owner	Initiative	Initiative Completion Percentage	Initiative Status	Initiative Predicted End Date	Initiative ADC End Date	Initiative Status	Initiative Progress
of Asset Management	additional stock (empty homes) assisting ADC to bring them up to the appropriate standards and into management.						additional stock becomes available. AHL will continue to work with and support ADC where possible in respect of this project.
Director of Asset Management Procurement Manager	2013/14 EC5 - 2013/14 - PP32 - Assist ADC in the successful delivery of schemes where grant funding becomes available, for tenants and residents of Ashfield	100%		Mon-31-Mar-14	31/03/2014	Completed	AHL will assist ADC in the delivery of schemes where grant funding becomes available. To date ADC have not brought to AHL's attention any schemes whereby AHL can offer such assistance or support.
Director of Asset Management Risk Manager	2013/14 EC5 - 2013/14 Complete Asbestos Management Survey providing Asbestos management information for all of ADC's domestic housing stock.	99.6%		Mon-31-Mar-14	31/03/2014	In Progress - underway & meeting target	A total of 9 properties were accessed for an asbestos survey during March 2014. Attempts to gain access into the remaining properties will continue into the new financial year.
Director of Asset Management	2013/14 EC5 - 2013/14 Work with ADC on potential new build and development strategies for Brown field sites.	100%		Mon-31-Mar-14	31/03/2014	Completed	AHL will assist ADC in respect of new build opportunities and development strategies on Brown field sites, AHL await further information in respect of this project from ADC.
Director of Asset Management Procurement Manager Planned Cyclical & Estates Manager	2013/14 ENV1 - 2013/14 - PP33 - Produce a five year proposal in consultation with relevant Departments of ADC for carrying out Environmental Improvements to designated Older Persons Accommodation and Flats with communal facilities throughout	100%		Mon-31-Mar-14	31/03/2014	Completed	AHL have completed a survey and provided ADC with a report outlining preliminary results. AHL are now in the processes of working with ADC Officers taking into consideration the impact of any environmental improvements in respect of life cycle costs and

Initiative Owner	Initiative	Initiative Completion Percentage	Initiative Status	Initiative Predicted End Date	Initiative ADC End Date	Initiative Status	Initiative Progress
	the District linked to ADCs Key Strategic Drivers.						benefit to ASB and crime.
Planned Cyclical & Estates Manager Director of Asset Management	2013/14 ENV1 - 2013/14 Repair and replace where required street lighting columns as per the proposal provided to ADC.	95%	IP	(not specified)	31/11/2013	In Progress - underway not on target	Confirmation previously received from ADC that works can progress. Works have been procured and ordered with a nominated supplier. Works 90% complete, awaiting the installation of new services by the utility provider.
Director of Housing Services Tenancy Services Manager	2013/14 ENV3 - 2013/14 AHL will work with other partner organisations including ADC to investigate holding diversionary activities for young people in each of the four geographical areas of the District. (Review in the light of the new ASB pilot Scheme)	20%	IP	(not specified)	31/03/2014	In Progress - underway end date not met	ADC and Partner agencies had no diversionary activities planned which AHL could be involved in. As part of ADC's ASB Hub, Catch 22 carry out diversionary activities which ADC and AHL signpost to.
Tenancy Services Manager Director of Housing Services	2013/14 ENV3 - 2013/14 Continue to develop and refine clear protocols with other service providers in District e.g. ADC Neighbourhood Enforcement, RSL's and Community Protection Service. (Review in the light of the new ASB pilot Scheme)	100%	✓	Thu-31-Oct-13	31/10/2013	Completed	In light of the ASB Pilot, the RSL Forum Meeting was passed back to ADC to lead on. ADC have confirmed that they have discontinued the RSL Forum at the present time.
Director of Housing Services Tenancy Services Manager	2013/14 ENV3 - 2013/14 Continue to develop and refine protocols with the Police and ASB partnerships and agree an improvement plan including joint training arrangements. (Review in	100%	✓	Thu-31-Oct-13	31/10/2013	Completed	Protocols/working arrangements are in place with the Police and ADC's ASB Team under the ASB Pilot. Regular meetings with the Police take place to discuss working arrangements and any






Initiative Owner	Initiative	Initiative Completion Percentage	Initiative Status	Initiative Predicted End Date	Initiative ADC End Date	Initiative Status	Initiative Progress
	the light of the new ASB pilot Scheme)						issues of concern. Regular review meetings are held with ADC to review the shared responsibility of ASB.
Tenancy Services Manager Director of Housing Services	2013/14 ENV3 - 2013/14 Continue to review the impact of the new ASB pilot on the efficiency and effectiveness of the Tenancy Services Team.	100%	✓	Mon-31-Mar-14	31/03/2014	Completed	Throughout 2013/14 the Pilot was reviewed with ADC.
Tenancy Services Manager Director of Housing Services	2013/14 ENV3 - 2013/14 Review and assess the effectiveness of the information exchanged between partners to tackle ASB consistently within Ashfield, including a review for the potential utilisation of the new E-CINS multi Agency case management system by AHL. (Review in the light of the new ASB pilot scheme)	100%	✓	(not specified)	31/10/2013	Completed	ADC are reviewing the effectiveness of E-CINS due to the lack of functionality with the system. The effectiveness of the information exchanged between partners is regularly reviewed via meetings with the Police, ADC and other key partners.
Tenancy Services Manager Director of Housing Services	2013/14 LL1 - 2013/14 Carry out a review of existing local standards ensuring they continue to be fit for purpose and reflect tenant's requirements.	70%	IP	Mon-31-Mar-14	31/03/2014	In Progress - underway end date not met	A review/evaluation has been undertaken of the local standards. The local standards have been discussed with the Tenants Gateway and these are being reviewed.
Director of Housing Services Tenancy Services Manager	2013/14 LL1 - 2013/14 Complete the review of the tenant's empowerment and involvement structure in the context of corporate governance and in terms of its links to the Board.	70%	IP	Thu-31-Oct-13	31/10/2013	In Progress - underway end date not met	The Compact is currently being reviewed.

Initiative Owner	Initiative	Initiative Completion Percentage	Initiative Status	Initiative Predicted End Date	Initiative ADC End Date	Initiative Status	Initiative Progress
Director of Housing Services Tenancy Services Manager	2013/14 LL1 - 2013/14 Conduct further service area Mystery Shopping and Tenant Inspection Activities.	100%	✓	Mon-31-Mar-14	31/03/2014	Completed	A mystery shopping exercise (Repairs Call Centre) commenced in October 2013. A further mystery shopping exercise (Lettings and Property Shop Team) is in progress - as at March 2014. Tenant Inspections (Technical Services) commenced on the 10th September 2013.
Head of Corporate Services Company Solicitor	2013/14 LL1 - 2013/14 Facilitate the implementation of a local democratic filter as the Designated Person (Tenants Panel) for dealing with complaints prior to involvement of the Housing Ombudsman.	100%	✓	Mon-1-Apr-13	31/05/2013	Completed	The Complaints Handling Policy was reviewed and AFTRA appointed as a Designated Person.
Head of Corporate Services Company Solicitor	2013/14 LL1 - 2013/14 Work with ADC and wherever deemed appropriate align to their Communication Strategy with a view to avoiding duplication and improving efficiency within service delivery.	100%	IP	(not specified)	31/03/2014	In Progress - underway & meeting target	Continue to work with ADC using joint publication initiatives where possible e.g. external rendering article, publicising ADC services in AHL Company Magazine and Coordinated Shared Services Bulletins.
Head of Corporate Services Company Solicitor	2013/14 LL2 - 2013/14 Carryout internal service reviews to maintain and/or improve services, procurement and carbon management whilst ensuring Value for Money, including Tenant involvement.	100%	✓	(not specified)	31/03/2014	Completed	Undertook strategic review of Quality Assurance Systems and a service review of the Responsive Repairs service. Benchmarking exercises have identified Supported Housing Services and Lettings Service for Service Review.

Initiative Owner	Initiative	Initiative Completion Percentage	Initiative Status	Initiative Predicted End Date	Initiative ADC End Date	Initiative Status	Initiative Progress
Finance Manager Company Accountant	2013/14 LL2 - 2013/14 Continue to achieve the agreed efficiency savings in line with the revised savings schedule up to 2016/2017 as agreed with ADC in February 2013.	100%	✓	Mon-31-Mar-14	31/03/2014	Completed	The efficiency savings for the financial year 2013/14 amounting to £669,414 have been deducted from the Management Fee prior to receipt of funding from ADC. Budgets have been reduced accordingly and monitoring indicates that forecasted expenditure is within budget.
Director of Asset Management Planned Cyclical & Estates Manager	2013/14 LL2 - 2013/14 Further progress the utilisation of Efficiency East Midlands, other consortia and procurement arrangements and work with ADC to maximise procurement opportunities and collaborative working arrangements to maximise Value for Money.	100%	✓	Mon-30-Sep-13	31/09/2013	Completed	AHL continue to assess all Consortia and procurement arrangements/methods prior to the commencement of any new projects. ADC/AHL are working towards the procurement of an insulated render scheme through Efficiency East Midlands (EEM) at this time.
Director of Housing Services Tenancy Services Manager	2013/14 LL2 - 2013/14 Produce detailed action plan and continue to review the overarching impact of the Welfare Reform Act, specifically in regard to the collection of rent and the implications of rent arrears.	100%	✓	Mon-30-Sep-13	30/09/2013	Completed	Actions for AHL are already included within ADC's covalent (welfare reform) action plan which is regularly monitored. An action plan has been drafted for pending universal credit changes.
Support Officer ICT & Performance Head of Corporate Services	2013/14 LL2 - 2013/14 Recruit a new Business Expansion and Development Manager to work towards the generation of new business opportunities.	100%	✓	Mon-1-Jul-13	31/03/2014	Completed	Business Expansion & Development Manager commenced work 1/7/13 and will cease on 6/8/2014. Various Business Plans submitted to ADC.

Initiative Owner	Initiative	Initiative Completion Percentage	Initiative Status	Initiative Predicted End Date	Initiative ADC End Date	Initiative Status	Initiative Progress
Head of Corporate Services Support Officer ICT & Performance	2013/14 LL2 - 2013/14 Seek other ways of generating income via Business Expansion.	80%	IP	(not specified)	31/03/2014	In Progress - underway end date not met	Officer appointed in July 2013 until August 2014 therefore certain projects were not completed by 31st March 2014. Various Business Plans submitted to ADC for approval with additional projects scheduled for submission June 2014.
Head of Corporate Services Support Officer ICT & Performance	2013/14 LL2 - 2013/14 Work to Shared Services project plan with ADC & MDC to identify any shared service / duplication / savings	100%	✓	(not specified)	31/03/2014	Completed	HR & Payroll review has concluded. AHL and ADC undertaking Shared Service review for Asset Management and Performance Management.
Risk Manager Director of Asset Management	2013/14 LL3 - 2013/14 AHL will continue to contribute where requested by ADC to any Business Continuity or Emergency Planning requirements	100%	✓	Sat-30-Mar-13	31/03/2014	Completed	AHL have and will contribute where requested by ADC in respect of any Business Continuity or Emergency Planning requirements.
Head of Corporate Services Temp Policy & Performance Manager Policy & Performance Manager Support Officer ICT & Performance	2013/14 LL3 - 2013/14 Achieve and maintain Customer Service Excellence Standard	100%	✓	(not specified)	31/03/2014	Completed	Standard was retained in June 2013
Director of Asset Management Support Services Manager	2013/14 LL3 - 2013/14 Achieve and maintain ISO 14001 Quality Management System Accreditation.	100%	✓	(not specified)	31/03/2014	Completed	AHL have retained the ISO 14001 Environmental Management System and accreditation following re-assessment by BSI in

Initiative Owner	Initiative	Initiative Completion Percentage	Initiative Status	Initiative Predicted End Date	Initiative ADC End Date	Initiative Status	Initiative Progress
							January 2014.
Support Officer ICT & Performance Temp Policy & Performance Manager Head of Corporate Services Policy & Performance Manager	2013/14 LL3 - 2013/14 Achieve and maintain ISO 9001 Quality Management System Accreditation.	100%	✓	(not specified)	31/03/2014	Completed	Accreditation achieved for Supported Housing Service.
Director of Asset Management Risk Manager	2013/14 LL3 - 2013/14 Achieve and maintain OHSAS 18001 Health & Safety Management System Accreditation.	100%	✓	Fri-31-Jan-14	31/03/2014	Completed	The second Continuing Assessment audit for 2013/14 was carried out on the 15th January 2014. The Standard has been approved by BSI.
Company Solicitor Head of Corporate Services	2013/14 LL3 - 2013/14 Continue to contribute and share information as requested where permissible to ADC's Corporate Equalities Group	100%	✓	(not specified)	31/03/2014	Completed	Company has recently provided information for ADC audit and continue to attend regular meetings with ADC/MDC Equalities Group.
Company Solicitor Head of Corporate Services	2013/14 LL3 - 2013/14 Continue to review how equality information and profiling can be shared between ADC and AHL.	100%	✓	(not specified)	31/03/2014	Completed	Attends Equality Steering group at ADC and share information and good practice where required
Head of Corporate Services Company Solicitor	2013/14 LL3 - 2013/14 Continue to work towards the Action Plan in accordance with AHL's 'Fair Play 4 All' and implement 'achieving' status (not accredited status)	90%	✓	Sat-30-Mar-13	31/03/2014	Completed	AHL continues to work towards 100% completion of the 'achieving' status of the Equality Framework.

Initiative Owner	Initiative	Initiative Completion Percentage	Initiative Status	Initiative Predicted End Date	Initiative ADC End Date	Initiative Status	Initiative Progress
Director of Asset Management Risk Manager	2013/14 LL3 - 2013/14 Investigate the attainment of RoSPA Achievement Award for Health and Safety Practices and Standards	100%		Mon-31-Mar-14	31/03/2014	Completed	The Company have now received confirmation that the RoSPA Gold Award for Occupational Health and Safety will be awarded in May 2014.
Tenancy Services Manager Director of Housing Services	2013/14 LL3 - 2013/14 Review ADC's tenancy agreement to ensure it remains fit for purpose and in accordance with best practice and legislation.	70%		Mon-31-Mar-14	31/03/2014	In Progress - underway end date not met	A project group has been established to review the tenancy agreement. Regular meetings have been held and the review is underway.
Support Officer ICT & Performance Head of Corporate Services	2013/14 LL3 - 2013/14 Review Service Level Agreements with ADC and at their request also review delegation of services through the Management Agreement, whilst considering the outcomes of the Shared Services projects.	25%		(not specified)	31/03/2014	In Progress - underway end date not met	Waiting to complete the management agreement review and for ADC to consider future Shared Service arrangements current SLA's reviewed section by section on request.
HRD Manager Head of Corporate Services	2013/14LL3 - 2013/14 Achieve and maintain Investors in People Accreditation	100%		(not specified)	31/03/2014	Completed	Achieved the accreditation.
Head of Corporate Services HRD Manager	2013/14LL3 - 2013/14 Achieve, maintain and review Living Wage Accreditation	100%		(not specified)	31/11/2013	Completed	Living Wage Accreditation achieved.

APPENDIX 5: HRA Business Plan		Forecast 15/16	16/17	17/18	18/19	19/20
Revenue						
Dwelling Rents	(24,185,828)	(23,777,448)	(23,392,334)	(23,012,707)	(22,638,493)	
Non Dwelling Rents	(172,154)	(173,876)	(175,614)	(177,370)	(179,144)	
Charges for Services and Facilities	(245,030)	(247,480)	(249,955)	(252,455)	(254,979)	
One Off Income	0	0	0	0	0	
Supporting People Income	0	0	0	0	0	
Government Grants	0	0	0	0	0	
Interest and Investment Income	(108,477)	(88,377)	(68,952)	(51,833)	(37,067)	
Other Income	(525,661)	(509,733)	(494,521)	(481,658)	(471,191)	
Total Revenue Income	(24,711,488)	(24,287,181)	(23,886,855)	(23,494,364)	(23,109,684)	
Employee Related Costs	375,330	379,083	382,874	386,703	390,570	
Grounds Maintenance	240,940	243,349	245,783	248,241	250,723	
Other premises related Costs	760,790	768,398	776,082	783,843	791,681	
Supplies and Services	100,720	101,727	102,744	103,772	104,810	
Housing Management (AHL)	3,556,707	3,592,274	3,628,197	3,664,479	3,699,971	
Supporting People Expenditure	203,380	205,414	207,468	209,543	211,638	
Recharges from General Fund	780,980	788,790	796,678	804,644	812,691	
Housing Management	6,018,847	6,079,036	6,139,826	6,201,224	6,262,084	
Repairs and Maintenance (AHL)	6,521,980	6,587,200	6,653,072	6,719,603	6,786,799	
Rent Rebate Subsidy Limitation	0	0	0	0	0	
Debt Management Costs	0	0	0	0	0	
Increased provision for bad and doubtful debts	216,380	218,544	220,729	222,937	225,166	
Depreciation and impairment of fixed assets	2,377,170	2,500,000	2,485,401	2,472,628	2,459,854	
Gain or Loss on sale of HRA fixed assets	0	0	0	0	0	
Other (inc. Depreciation)	2,593,550	2,718,544	2,706,131	2,695,564	2,685,020	
Interest payable and similar charges	3,560,136	3,560,136	3,560,136	3,560,136	3,560,136	
Total Revenue Expenditure	18,694,513	18,944,915	19,059,165	19,176,527	19,294,039	
Net Revenue Expenditure	(6,016,975)	(5,342,266)	(4,827,691)	(4,317,837)	(3,815,645)	
Capital						
Major works - stock condition survey	6,841,000	10,440,000	9,950,667	8,559,000	8,080,200	
Darlison Court	4,947,000	0	0	0	0	
Brook Street	22,000	0	0	0	0	
Warwick Close	450,000	0	0	0	0	
Empty Homes project	108,000	0	0	0	0	
Sutton Town Social Club - potential project	20,000	0	0	0	0	
Other minor projects	40,000	0	0	0	0	
Depreciation	(2,377,170)	(2,500,000)	(2,485,401)	(2,472,628)	(2,459,854)	

RHB funding - Empty Homes	0	0	0	0	0
HCA funding - Empty Homes	0	0	0	0	0
Investment Opportunities	0	1,200,000	1,200,000	1,200,000	1,200,000
RTB receipts retained	(300,000)	(360,000)	(360,000)	(360,000)	(360,000)
External borrowing	0	0	0	0	0
Transfer to earmarked reserves	0	0	0	0	0
	0	0	0	0	0
Net Capital Expenditure	9,750,830	8,780,000	8,305,265	6,926,372	6,460,346

In year (Surplus)/Deficit	3,733,855	3,437,734	3,477,574	2,608,535	2,644,701
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Housing Revenue Account					
Balance Brought Forward	(21,237,769)	(17,503,914)	(14,066,180)	(10,588,605)	(7,980,070)
In year (Surplus)/Deficit	3,733,855	3,437,734	3,477,574	2,608,535	2,644,701
Balance Carried Forward	(17,503,914)	(14,066,180)	(10,588,605)	(7,980,070)	(5,335,370)

Appendix 6 Management Fee and Savings Table

AHL Management Fee Analysis - 2012/13 - 2015/16

	2011/12	2012/13	2013/14	2014/15	2015/16
	£	£	£	£	£
2011/12 Mgmt Fee					
Comprising:					
Procurement	638,200	638,200	638,200	638,200	638,200
Repairs	6,525,240	6,525,240	6,478,010	6,467,630	6,496,980
Supported Housing Services	711,090	711,090	526,073	466,240	299,658
Management	2,220,830	2,220,830	2,239,411	2,214,940	2,281,170
Overheads	1,337,780	1,337,780	1,435,651	1,276,305	1,465,527
Budget prior to Decision Conferencing Savings given up early	289,500				
	<u>11,722,640</u>	<u>11,433,140</u>	<u>11,317,345</u>	<u>11,063,315</u>	<u>11,181,535</u>
2012/13 base	11,722,640	11,433,140	11,317,345	11,063,315	11,181,535
Less SLA savings		-15,170	-109,590	-1,020	-83,645
Less Rent at Brook Street (now part share with ADC)					-26,495
Less Supported Housing reductions (inc protected credit reduction)		-107,576	-59,833	-166,582	-96,278
Add Pay Growth		64,000	20,000	60,600	132,000
Add Superannuation Rate Increase + auto enrolment			27,740	115,900	-80,020
Less subsidy withdrawal savings (decision conferencing)	-289,500	-146,000	-18,000	-12,000	0
Tenancy Support funding (ended Oct 2012)			-77,441		0
Less Giro charges- now charged directly to HRA				-9,000	0
Less heating saving from Darlison Court				-24,500	
	<u>11,433,140</u>	<u>11,228,394</u>	<u>11,100,221</u>	<u>11,026,713</u>	<u>11,027,097</u>
Less Option Appraisal Savings		-94,549	-120,285	40,592	-40,592
Add growth requests:					
<u>One-off growth requests</u>					
Asbestos		171,500	-171,500		
Job Evaluation (Option appraisal savings not taken, used to fund JE)			30,000	-30,000	0
Additional posts for Welfare Reform*			46,650	-46,650	
Car Park Permits			2,000		
Printing of tenancy agreements				20,000	-20,000
Replacement of laundry equipment (over 3 yrs)				19,000	0

23.11.15

Inflation increase for Decoration Vouchers	1,600	
Domestic Legionella Risk Assessment		25,000

On-going growth requests

Heating Maintenance - Langton/Brookhill	7,000				
Aerial Maintenance - ongoing	5,000				
Homeswapper subscription		4,000			
Asset Management Software Licence		5,000			
Direct Debit software licence		1,909			
Decoration Vouchers		5,000			
Rent for Kirkby Property Shop		-9,680			
NCC Charge for Waste Transfer Station (formerly SLA)		170,000			
Gas & Electricity in communal areas at Courts			21,130		
RPI increase to repairs budget			42,900		
New post -Tenancy Sustainment Officer			31,700		
Abritas software Agreement			7,000		
Continued funding for Welfare Reform (HMA post +0.5 money manag)*			47,550		
Additional pay costs for Job Evaluation					40,592
Total Management Fee	11,433,140	11,317,345	11,063,315	11,181,535	11,032,097

Summary	2011/12	2012/13	2013/14	2014/15	*2015/16
Procurement	638,200	638,200	638,200	638,200	630,230
Maintenance	6,525,240	6,478,010	6,467,630	6,496,980	6,693,319
Supported Housing	711,090	603,514	466,240	299,658	228,390
Management	2,220,830	2,161,970	2,214,940	2,281,170	2,211,121
Overheads	1,337,780	1,435,651	1,276,305	1,465,527	1,269,037
Management Fee payable by ADC to AHL	11,433,140	11,317,345	11,063,315	11,181,535	11,032,097

Post 'management fee negotiation ' Events

Cabinet Report June 2015 - Agreed to fund extension of Home					
Visiting Service until November 2015. Not in original fee for 14/15	0	0	0	71,120	0
Returned Management Fee (Returned at end of Financial Year after AHL has retained £25k) For 2015/16 estimated on average returned over last 3 years	-256,754	-139,199	-71,778	-146,306	-119,094
In-year Returned Management Fee (superannuation rate reduced, not increased therefore returned)	0	0	0	-80,200	0

Management fee paid as at 31st March 2015	11,176,386	11,178,146	10,991,537	11,026,149	10,913,003
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Housing Stock Numbers (average between opening and closing stock figures, For 2015/16 estimated based pro-rata on sales so far to date)	6,990	6,956	6,900	6,833	6,796
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Management Fee Cost per dwelling (excluding supported housing)

1,497	1,520	1,525	1,559	1,572
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*Management fee re-allocation between key parts of Agreement at request of AHL

APPENDIX 7 :Ashfield Homes Limited Reserves

Position as at 30th September 2015

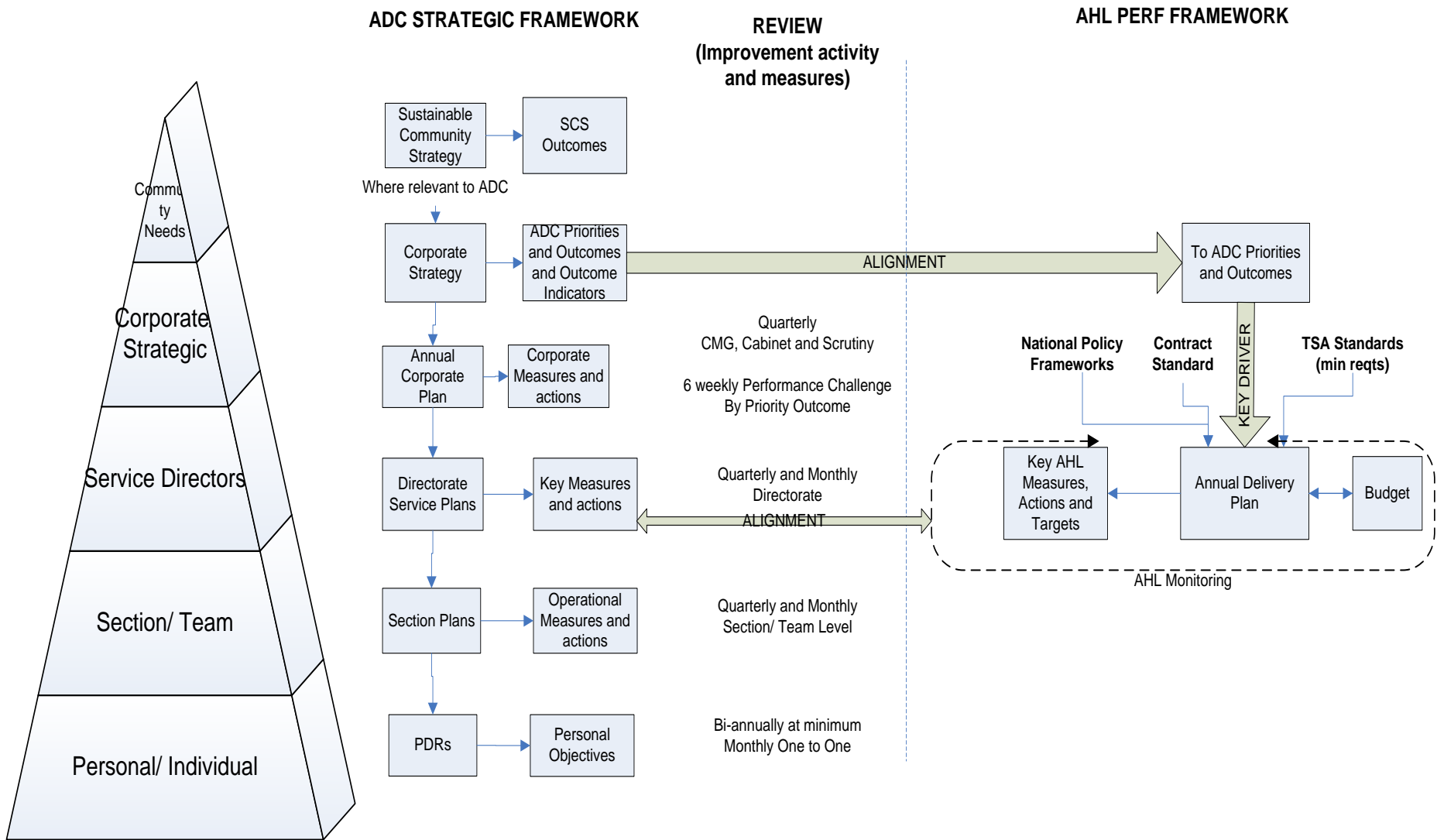
Reserves Account	Actual Balance 31st March 2015	Supported Housing Reallocatio n	Expected Movements 15/16	Expected Balance 31st March 2016
General Reserves				
General Reserve Including contingency for tribunals, compromise deals etc	204,421	(16,000)	11,933	200,354
Earmarked Reserves				
Supported Housing				
Home Visiting Service	0	86,500	(86,500)	0
Call Monitoring Service	85,286	70,000	(120,684)	34,602
Redundancies	150,000	0	0	150,000
Development Manager Role	11,933	0	(11,933)	0
Asset Management Software	50,000	0	0	50,000
Tenant Initiatives	187,825	(140,500)	0	47,325
Porch Extension at HO	25,000	0	(25,000)	0
Carbon Emmissions Offsetting	15,000	0	0	15,000
ICT (incl Website upgrade, paperless working)	70,000	0	0	70,000
Fixed Asset Restricted Reserve <i>Reserve created following the purchase of a Fixed Asset</i>	43,620	0	0	43,620
Total Reserves	843,085	0	(232,184)	610,901
Working Balance	500,000	0	0	500,000
Total Balances	500,000	0	0	500,000
Grand Total	1,343,085	0	(232,184)	1,110,901

APPENDIX 8: PERFORMANCE PROTOCOL

PERFORMANCE PROTOCOL

1. On an annual basis, strategic planning, performance and improvement will be presented in the company's Annual Delivery Plan. This will align to the Council's Performance Framework. The Corporate Plan and the Corporate Priorities and Outcomes are the key drivers for expected performance and improvement levels. (See Appendix 4a).
2. The Annual Delivery Plan format will follow that determined by the Council, and will be prepared and presented to the Council for discussion and agreement in accordance with the timetable attached at Appendix 4b.
3. Management of performance against the Annual Delivery Plan will be undertaken in accordance with the schedule of meetings attached at Appendix 4c.
4. Resolution of Performance Management Issues against continuing poor performance are detailed in Appendix 4d.

Appendix 1a – Performance Framework



Appendix 1b – Performance Planning Timetable

Date	ADC Finance	ADC Strategic Planning	ADC Performance	Annual Delivery Plan	AHL Performance	
April	New budget year commences Budget Holders monitor spend v budget through mgmt accounts and begin to assess potential growth/saving areas ahead of the budget process.	Corp Plan/ Business planning commences	Year End monitoring to CMG, Cabinet and Scrutiny	Annual Delivery Plan commences	Monthly perf March	
May					Monthly perf April	Qu Officers – Year End
June				Presentation to Council of ADP Year End progress	Monthly perf May	Strategic – Year End
July			Quarter 1 monitoring to CMG, Cabinet and Scrutiny		Monthly perf June	
August		Review of corporate priorities and re-write/ refresh of Corp Plan			Monthly perf July	Qu Officers – April - June
September				Commence review of growth/ savings for following year	Monthly perf August	Strategic – April - June
October	Budget process commences. Guidance on treatment for growth/savings will be specified at this time first draft budgets are completed and the overall position established	Corporate Plan agreed with Cabinet and Scrutiny	Quarter 2 monitoring to CMG, Cabinet and Scrutiny	Review of first 6 months progress and presentation to Council. Commence draft ADP	Monthly perf Sept	
November		Development of Business plans, aligned to Corporate Plan, identify growth/ savings		Development and agreement of draft ADP	Monthly perf October	Qu Officers – April - Sept
December					Monthly perf Nov	Strategic – April - Sept
January	Final draft budgets produced		Quarter 3 monitoring to CMG, Cabinet and Scrutiny	Finalised ADP – presented to Officers/ Strategic meeting for final approval.	Monthly perf Dec	
February	Draft budget approved by Members, Council Tax and Rents set	Finalised business plans determined by budgets/ setting and agreement of perf targets and improvement activity		Presented to AHL Board for approval	Monthly perf January	Qu Officers – April - Dec Strategic – April - Dec
March		Publish Corporate Plan and Business Plans		Presentation to Council of ADP	Monthly perf February	

Appendix 1c - Performance Management Meetings

How	Who	Frequency	What	Purpose
Performance system updates	AHL submit,	Monthly	Performance data collected for all ADP measures and actions, information on current performance and intended improvement actions to remedy poor performance	To inform ADC of progress against ADP targets and deadlines
Detailed performance management meeting (1)	Housing Strategy & Dev Mgr, Strategic Housing Team Leader, AHL 3 rd Tier Managers	Monthly	All ADP measures and actions, information on current performance and intended improvement actions to remedy poor performance	To inform ADC of progress against ADP targets and deadlines, discuss poor performance and agree improvements of next Quarter
Quarterly Officers meeting (2)	Service Director Economy, Housing Strategy & Dev Mgr, AHL Managing Director/ CE, Asst Directors Corp Performance Mgr Corp Finance Mgr AHL Accountant	Quarterly	ADP performance, financial performance, capital programme, Annual Corporate Plan	To ensure progress against ADP, management fee, changes to the Capital programme and additional projects (new business cases) and or actions required for approval. Highlight performance and contract management issues, staffing structure changes.
Strategic meeting (3)	D Chief Executive Service Director Economy AHL Managing Director/CE ADC portfolio holder AHL Board Chair Housing Strategy & Dev Mgr AHL Accountant	Quarterly	Policy, performance and progress against annual delivery plan, Annual Corporate Plan	Opportunity to discuss ADP, management fee, service improvements, changes in strategic direction, operational and member issues, shared services, opportunities (new business cases), threats etc. Discuss, resolve or serve, default or variation notices to AHL
Performance Scrutiny/ Cabinet	AHL Managing Director/CE AHL Board Chair? Scrutiny Cttee/ Cabinet	As required, meetings are quarterly	ADP measures and actions that are in the Corporate Plan, delivery plan or basket that are poor performing	For challenge of poor performance and agreed improvements

Appendix 1d - Resolution of Performance Management Issues

The following escalation process will apply where issues of poor performance or service failures emerge. The process is to be read in conjunction with the powers contained in the Management Agreement.

Stage 1

An issue of performance or service failure is reported to the **Detailed Performance Management Meeting** held monthly. Officers at the meeting will discuss the issues and agree a course of action and timeframe in order to resolve the issue. Progress in resolving the issues will be reported back to the **Detailed Performance Management Meeting** and the Officers present may agree to vary the actions or timeframes if considered reasonable. If an issue (s) is of such a nature that it is deemed to require major and/or immediate intervention the **Detailed Performance Management Meeting** shall refer the matter (s) directly to the Strategic Meeting. A meeting to be called of the **Strategic Meeting** as appropriate.

Stage 2

In the event that poor performance or service failure identified at the **Detailed Performance Management Meeting** has not adequately resolved the failure in the agreed timeframe, the matter will be referred by the **Detailed Performance Management Meeting** to the **Quarterly Officers Meeting**. Officers at the meeting will agree on further actions and timeframes to resolve the outstanding issues. Resolution of the issues will be monitored by the **Quarterly Officers Meeting**.

Stage 3

In the event that issues identified at the **Quarterly Officers Meeting** are not resolved within the agreed timeframe, the issues will be referred by the **Quarterly Officers Meeting** to the **Strategic Meeting**. The **Strategic Meeting** will consider the reasons for the failure to resolve the issues and whether further time or other courses of action will achieve a resolution. If the Council representatives at this meeting consider that all reasonable opportunities to resolve the issues have been exhausted it will consider its further powers under the Management Agreement including:

- Clause 60.2 – Council Representative may issue an instruction to the Company with which the Company shall comply
- Clause 63 – issuing a variation requiring changes to be made to the service provided by the Company
- Clause 65 – Termination
- Clause 67 – Dispute Resolution

APPENDIX 9: THE ASHFIELD ALMO OPTION

Homes Rent



The Ashfield ALMO Option Stock Options Review

November 2015



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"Delivering Excellent Housing Services"

1.0 Introduction

- 1.1 Ashfield District Council (The Council) is the sole member and owner of Ashfield Homes Limited (AHL) its Arms Length Management Organisation (ALMO). AHL was set up in 2002 and the Council /AHL signed a Management Agreement for 25 years.
- 1.2 AHL is a not for profit housing company limited by guarantee and has freedom and independence to make day to day operational decisions on the management of the Council's housing stock including the provision of housing management and maintenance related services.
- 1.3 AHL is managed by a Board of 12 Non-Executive Directors, which is made up of four tenant representatives, four Council nominees, and four appointed independent representatives from our local business community. The day to day running of AHL is delegated to a Senior Management Team. AHL employs circa 200 people.
- 1.4 The 25 year agreement has break clauses every 5 years to allow a review by the Council. This is usually undertaken by a Housing Options Appraisal which has now commenced prior to the next break in 2017.
- 1.5 The purpose of this document is to set out rationale why the Council may wish to retain AHL as its ALMO to continue delivering housing services on its behalf and provide context of the national ALMO/Local Authority owned Company sector.

2.0 Executive Summary

- 2.1 Since 2002 AHL has demonstrated its success in managing the Council's housing stock. AHL has achieved the highest Audit Commission Housing Inspectorate rating of three stars on two separate occasions, since this date AHL has, on behalf of the Council, invested £120 million in major works (Decent Homes) and collected circa £270 million in rental income. AHL was the first ALMO to complete its Decent Homes programme in October 2005. AHL also consistently achieves high levels of performance, delivers quality services and maintains high levels of customer satisfaction.
- 2.2 AHL has been and continues to be ideally placed to build on its previous successes both locally within Ashfield and by extending service delivery beyond Ashfield into our wider communities in and around Nottinghamshire.
- 2.3 The Council previously provided its approval for AHL to manage the housing stock of Registered Providers (Housing Associations) and to expand AHL's Supporting People Call Monitoring (lifeline) service to all tenures including the introduction of Telecare Services, both within and outside the Ashfield District.
- 2.4 Further business expansion approval from the Council has providing AHL with the opportunity to diversify, allowing AHL to explore alternative ways of generating income, providing greater opportunity for a wider range of services for customers, including those in our wider communities. Business expansion is also assisting AHL in reducing costs for the Council and the demand on the Housing Revenue Account (HRA).
- 2.5 AHL is a very low risk option:
 - There is a track record of continuous improvement and delivering excellent services.
 - The Decent Homes programme was and continues to be very effectively delivered
 - There has been improved resident engagement and tenant and leaseholder satisfaction.
 - There is a real focus on financial inclusion and meeting housing need.
 - Leadership and Governance is effective which is provided through a cohesive Board and Executive.
 - All efficiency savings targets have been delivered over and above those required and the Management Fee managed effectively, with year on year surpluses generated.

2.6 The existing Company structure of AHL serves as a Special Purpose Vehicle (SPV) providing ADC with a specialist Local Housing Delivery Model with the following benefits:

- An ideal vehicle to build new homes potentially excluded from the current right-to-buy rules making the developments more financially viable for the Council.
- Provide an opportunity for the Council to generate its own financial return to the General Fund by lending to AHL.
- A flexible delivery model to allow for the future delivery, or transfer, of a wide range of services.
- Provide opportunities to expand the Council's borrowing by utilising AHL thereby extending overall borrowing limits.
- Proven opportunities for income generation to assist both the Council's General Fund and Housing Revenue Account.
- A clear, specialist focus on tenants and a wider range of people, in decision making and involvement.
- A focussed business approach to managing the stock, concentrating on delivering high quality services offering value for money and responding to the needs of tenants and preserving the excellent levels of customer satisfaction.

Many Local Authorities nationally without the benefit of an existing ALMO are now setting up their own SPV. The Council have this facility already in place and have the opportunity to benefit from this structure.

2.7 Summary of findings from the 2014 ALMO Annual Survey:

- *ALMO's built 542 new homes in 2014, a 20% increase on 2013*
- *37 ALMO's have plans to build new homes in 2015*
- *62% of ALMO's are delivering strategic housing functions such as; homelessness assessments and housing options advice, a slight increase on last year.*
- *30% of ALMO's are now managing a total of 1,113 properties in the Private Rented Sector, nearly two and a half times the number of properties managed last year by ALMO's.*
- *36% ALMO's continue to manage homes on behalf of other social housing landlords*
- *Just under half of all ALMO's are continuing to deliver services to wider markets to generate additional income*
- *Many Council's continue to agree long term management agreements with their ALMO's (22 ALMO's have agreements extending past 2020).*
- *Northampton Borough Council has set up a new ALMO which went live in January 2015 called Northampton Partnership Homes.*

3.0 Retention of Ashfield Homes Limited?

3.1 The Councils ALMO

3.1.1 By continuing with the AHL management agreement the Council ensures continued effective delivery of a key front line service managed as a delegated function limiting the Council's input and resource requirements.

3.1.2 The Council continues to benefit from specialist skills and expertise in the fields of:

- Asset management and major investment projects
- Procurement and contract management
- Rent collection and income generation
- Tenancy management and enforcement
- Engagement and empowerment of local tenants and residents
- Leadership and governance of AHL Board, including one third tenant membership.
- Business development and diversification.

3.1.3 AHL has delivered and continues to explore opportunities for trading and income generation including:

- Business expansion
- Gardening services to tenants and residents
- Tenant home improvement schemes
- Repairs and maintenance services to residents
- Call monitoring services in and outside of the District
- Delivery of Housing Management and Maintenance services to Registered Providers
- Provision of a Stores Service to Nottinghamshire County Council
- Delivery of services regarding dangerous structures for the Council.
- Enabling and Befriending Services
- Early Intervention and Support Services for Nottinghamshire County Council

3.1.4 The Council retains a proven partner for future options for service delivery (e.g. Barnet Homes model, delivery of adult and social services for its Council).

3.2 AHL - Challenges since 2011

3.2.1 Over the last four years there have been significant challenges and changes impacting on AHL:

- A required efficiency savings target circa £4 million in five years, achieved through restructuring and identifying savings.
- The cessation of Supporting People Grant Funding, mitigated by developing private payment models, providing subsidy from AHL reserves and securing Council contributions pending business expansion and further tender opportunities.
- The requirement to undertake job evaluation to ensure equal pay and a review of terms and conditions. This was completed in 18 months at minimal cost, which resulted in only nominal salary budget increase.
- Following the implementation of the Localism Act 2011, worked with the Council to develop suitable financial arrangements, including AHL's Management Fee, affordable 5 year Capital Programme and 30 year investment model.
- Mitigating the effects of the Welfare Reform Act 2012, engaging with those affected and creating specialist money management and tenancy sustainment services.
- The wider impacts of the economic climate on AHL customers, introducing greater levels of support through innovation, development and reengineering of service delivery, including a focus on fuel poverty measures and the potential for a white goods and digital inclusion scheme.

AHL has effectively managed and mitigated these without detriment to front line service delivery and customer satisfaction.

3.3 Key strengths

3.3.1 AHL has demonstrated a proven track record and an ability to adapt quickly to the changing environment. AHL's values and ethos ensures:

- A culture of excellence and high performance at all levels of AHL
- Continuous improvement in delivery of services externally and internally
- Involvement and engagement with customers and employees at every opportunity
- A focus on value for money assisting in the achievement of the required efficiency savings
- The ability to innovate and develop business expansion opportunities resulting in increased revenue.
- Services can react quickly and adapt effectively when change occurs including the introduction of new legislation e.g. Welfare Reform Act

- Excellent employee management techniques to maintain employee morale, average low levels of sickness absence and a continued drive to train and develop employees throughout AHL.
- Strong links and a good understanding of tenants and most importantly their needs.

3.4 Significant achievements

3.4.1 In addition to the requirements to make substantial savings as a result of the 2011 housing options review AHL has continued to achieve its targets and aspirations including:

Core Service Delivery

- Implementation of Initiatives to improve homes and energy efficiency;
- Maximised opportunities to benefit from grant funding including the use of the Energy Company Obligation (ECO), Renewable Heat Incentive (RHI) and the promotion and use of renewable technology.
- Targeting works to reduce carbon emissions (to increase Standard Assessment Procedure (SAP) ratings, and reduce fuel poverty).
- Undertaken major improvements to several sheltered housing complexes across Ashfield.
- Continued to deliver the Spade Aid gardening project, which supports elderly and vulnerable customers across Ashfield;
- Took on four new trade apprentices from within Ashfield as part of the government's Apprenticeships scheme, of which 3 have now been provided with full time employment with AHL.
- Secured 11 apprentices via our major works/servicing partners during 2011-2015
- Provided work experience for 39 local school pupils during 2011-2015
- Developed a new complaints handling policy and designated tenant panel in conjunction with the Ashfield Federation of Tenants and Residents Associations under the Localism Act 2011;
- Received circa 934 customer compliments during 2011-2015
- Developed a partnership with Sutton Community Academy to provide a range of training for community volunteers;
- Developed and implemented a "Move Assist" policy to help tenants to downsize in light of Welfare Reform and the under occupation charges.
- Amended the Choice Based lettings policy to provide additional priority for those tenants who are under occupying their current home and who need to move to smaller accommodation.
- Increased the provision of money management advisor and introduction of a tenancy sustainment officer to support the impact of the welfare reform.

Business Expansion Initiatives

- The expansion of the call monitoring service to over 1,500 self-payers, bringing in an income in 2014/15 of £176,000 which is projected to increase 2015/16
- The introduction and implementation of two new business ventures, delivering services to tenants carrying out their home improvements and delivering services for the Council's Building Control Department
- Implementation of a 'paid' garden maintenance service for tenants and local residents
- Proposal for the delivery of a white goods service assisting tenants to sustain their tenancy.
- The potential for a digital inclusion scheme to assist tenants with the introduction of Welfare Reform and Universal Credit.
- Implementation of a 'paid' home maintenance and repair service to local residents.

Accreditations

Successfully obtained quality assurance standards to ensure we stay at the forefront of service delivery and ensure we continue to deliver excellent housing services.

- Investors in People Standard; during the audit in April 2014 the assessor commented:

"It is wholly appropriate and laudable that the Council examines at regular intervals the effectiveness and cost viability of Ashfield Homes. However the results of client satisfaction surveys, the achievement of key KPIs and general informal feedback demonstrate there is so much that is operating at an exemplary standard. Furthermore the motivation and commitment of staff is exceptional. Hence any decisions amounting to a change in the resources of Ashfield Homes, the leadership structure or the motivation of the people should be taken with extreme caution. Ashfield Homes is a very special organisation and I am confident that further great service to the community can be achieved given the opportunity".

- Customer Service Excellence Standard; during the audit in June 2015 the assessor commented:

"There continues to be a very clear culture of customer focused service delivery throughout Ashfield Homes".

"Ashfield Homes continues to be a top performing ALMO demonstrated a high level of commitment to resolving customers' enquiries at the first point of contact. There continues to be a very clear culture focused on customers' needs"

- BSI ISO 9001 quality management accreditation; Supported Housing Services received its BSI reaccreditation on 2 July 2015, the auditor commented

"there have been significant improvements to training and communication processes"

- Telecare Services Association accreditation; Supported Housing Services retained its accreditation on 28th May 2015. The auditor made reference to:

"the excellent customer care that the team provides and the professionalism the team displayed"

- RoSPA Gold Achievement Award for Occupational Health and Safety Management; April 2014 - RoSPA's awards manager stated:

"The RoSPA Awards encourage the raising of occupational health and safety standards across the board. Organisations that gain recognition for their health and safety management systems such as Ashfield Homes Limited contribute to a collective raising of the bar for other organisations to aspire to, and we offer them our congratulations."

- Customer Contact Association Global Standard Version 5; March 2015 – the Auditor made reference to:

"The organisation demonstrated its focus on achieving high standards of call contact and satisfaction through its 'Customer Contact Day". And "Monitoring and measuring is undertaken with analysis of performance reported listening-in demonstrated a high level of customer service".

- HQN accreditation award for our in-house maintenance teams; April 2015 - HQN Accredited: DLO is the UK's first and only accreditation system specifically designed for repairs and maintenance services within the social housing sector. Ashfield Homes was awarded accreditation for its in-house contractor or DLO in April 2013. During our most recent assessment Gill Stead - HQN's Director of Accreditation made the following comments:

"We are pleased to note that performance remains strong at Ashfield Homes. This is a credit to the staff at Ashfield Homes'. 'Exceptionally high levels of appointments made and kept (nearly 100%)'... 'Response times (against the range of targets) are very good"

- ISO 14001 Environmental Management System Accreditation; February 2015 - the Auditor made reference to:

"The Stores and Workshop areas continue to be well maintained, tidy and a credit to the team".

- Occupational Health & Safety Management System Standard - ISO 18001; February 2015 – the Auditor commented that:

"Business plans and systems reviewed were seen as very well managed and effectively maintained. The overall annual health and safety plan was a very good document defining improvements, strategy and measures".

3.5 Customer Satisfaction

3.5.1 Customer feedback remains paramount to ensure services continue to develop and improve. AHL welcome comments, compliments and complaints and use the data to inform service developments, improve performance and drive learning outcomes. All complaints received are treated seriously, fully investigated and reviewed for learning outcomes. AHL use customer feedback through surveys to help shape and improve services.

3.5.2 AHL consider it important to gain feedback to gauge how we are really performing from listening to our customers particularly through our tenant involvement groups of Gateway and Ashfield Federation of Tenants and Residents Associations (AFTRA).

3.6 Continuous improvement

3.6.1 AHL has a track record and a positive, proactive culture towards continuous improvement and has ambitious plans to improve and expand services in the future. Examples of these include:

- Work with local colleges to explore the creation of further work placements / experience and apprenticeship opportunities
- Through the expansion of AHL's business portfolio, create new job opportunities within the District. E.g. Garden Maintenance, Repairs Maintenance, Home Improvements and Supported Housing Services, etc.
- Work with the Council to complete a review of Garage Sites and Garages providing detailed information in order to determine the appropriate future and suitability for new build.
- Implement the outcomes of the re-procurement exercise to identify a new Major Works partner for period 2015-2020, with a projected investment of £42m overall
- Carry out Environmental Improvements to Partnership Plus Areas and work with the Council to identify further Environmental Improvements throughout the District linked to the Council's Key Strategic Drivers
- Develop further the Garden Maintenance Service for tenants and residents across the District
- Develop further the Repairs and Maintenance Service for tenants and residents across the District
- Implement the 30 year Stock condition Review in consultation with the Council
- Continue to expand services into the private sector and to market and grow the business.
- Propose to submit a tender response for a commissioned Early Intervention and Support Service.
- Gain approval to deliver a paid for longer term Enabling and Befriending service, to compliment commissioned services.

- Maximise the Councils current Capital Program and to identify where additional funding could be utilised to make the best use of available grant funding.

4.0 Other benefits of retaining an ALMO

4.1 Resilience

- 4.1.1 Over the last few years ALMO's have faced some difficult challenges, not least in dealing with the consequences of the government's welfare reform agenda. ALMO's have also had to operate within a harsh economic climate whilst significant cuts are being made to council spending. However, there have also been many opportunities to work with councils and tenants to improve services, deliver better value for money and re-shape their organisations to be ready for the future.

4.2 Adaptability

- 4.2.1 Working closely with their local authorities and tenants ALMO's have shown themselves capable of adapting to deliver great services in tough times. Getting the basics right and delivering great services to customers but also adding value to local communities through their wider social objectives such as supporting financial inclusion work and running programmes to help get tenants into work.

4.3 High Performing

- 4.3.1 Academic research by Heriot Watt demonstrates that ALMO management has improved by a greater amount than council housing management on all the key indicators (rents, repairs and maintenance, tenant satisfaction, etc.)
- 4.3.2 ALMO's are committed to providing excellent services to their tenants and in the recent analysis of performance data by HouseMark ALMO's outperform both Housing Associations and Local Authorities on a number of indicators such as the level of current tenant arrears, average re-let times for empty properties and repairs completed on time.

4.4 Efficiency

- 4.4.1 Housing Quality Network (HQN) research shows that 68% of efficiency gains in local authorities came from councils with ALMO's (although established in only 21% of councils)
- 4.4.2 Over 41 ALMO's currently operate in 44 local authorities, managing over 570,000 council properties.
- 4.4.3 Sue Roberts Chair of the National Federation of ALMO's said:

"We are really pleased to see a continuing trend of councils choosing to enter into long term arrangements with their ALMO's. Over the past year, we have seen Wolverhampton City Council, Nottingham City Council, and Manchester City Council and now Newark and Sherwood District Council all endorse the great service that their ALMO's have provided to their tenants and recognise that with a longer term partnership approach their ALMO's can deliver even more for the communities in which in they work".

- 4.4.4 There is a clear trend in the sector towards longer, more partnership type agreements being made with councils with an increase in the scope of ALMO functions. Even brand new ALMO's are being set up, Northampton Council set up an ALMO in January 2015.
- 4.4.5 ALMO's are able to produce real efficiency savings for their councils and provide great value for money for tenants by delivering services in different ways. ALMO's harness both the energy and experience of tenants and the passion and drive of employees to make a real difference in their local communities. As flexible, council-owned, local delivery companies, ALMO's can truly focus on delivering what the local community needs.

4.5 Flexibility

- 4.5.1 There is a greater local diversification of services and a new approach towards ALMO's by councils to use them for whatever is most appropriate locally rather than the central government models recommended for them in the past.
- 4.5.2 More than half of all ALMO's provide lettings, allocations and housing advice services and 9 ALMO's provide the homelessness service. 21 ALMO's provide financial inclusion services and 17 ALMO's provide emergency, out of hours cover for their council.
- 4.5.3 ALMO's are a very flexible local vehicle that councils can use to deliver wider social benefits to their communities. Working with their council, each ALMO is able to assist their council and has a detailed knowledge of the local community enabling it to tailor services to needs.
- 4.5.4 ALMO's respond quicker, are more flexible, and are more locally accountable on housing matters than (large and complex) local councils – praised in 'Open Public Services' White Paper 2011.
- 4.5.5 ALMO's are providing their high quality, professional housing management services to other landlords, with 11 managing stock in the Private Rented Sector and 15 ALMO's managing stock on behalf of Housing Associations.
- 4.5.6 ALMO's are also providing adult support services and family support services, utilising the flexibility and good governance of the model to provide non-housing services to the local community which still retain a strong link to the democratic voice and strategic lead of the council.

4.6 Community Cohesion

- 4.6.1 About half of all ALMO's provide support to tenants to address worklessness in their areas focusing on initiatives to:
 - Provide opportunities for training, education and apprenticeships both through direct programmes and in partnership with other providers in the area
 - Support learning, employment and achievement programmes which provides pre-employment skills, work experience placements with a link to jobs
- 4.6.2 More than half of all ALMO's provide Care and Support services on behalf of their own council with some offering it more widely to the community as a market product such as befriending services and other services to help with independent living.
- 4.6.3 ALMO's have a reputation for developing innovative programmes to address social problems in their areas and have been recognised nationally for their efforts to prevent anti-social behaviour, tackle worklessness, improve security and deal with domestic violence and racial harassment.
- 4.6.4 Tenant involvement is fundamental to the success of ALMO's and sets them apart from council managed and Registered Provider schemes. One third, or more, of every ALMO Board are tenants. Tenants have an important role in decision-making to ensure that services directly meet the needs and aspirations of residents and the wider community.
- 4.6.5 Because of the way ALMO's are governed by an independent Board and separated on a day to day basis from the wider council ALMO's have a clear focus on service delivery. Day to day management is handed to Boards made up of tenants, Council nominees and independent members who reflect the communities they serve. Strong community leadership and lean management also allow ALMO's to get things done quickly and efficiently.
- 4.6.6 ALMO's contribute to the quality of the lives of their customers beyond the traditional remit of housing management through providing employment and training schemes, activities for both young and older people, advice with debt reduction and tackling fuel poverty amongst many others.
- 4.6.7 ALMO's recognise that improving housing standards is only one part of a wider role to improve

neighbourhoods. ALMO's have an active role in regeneration and improving the local environment as well as building new homes.

4.7 Local Employment

4.7.1 ALMO's have also been recognised nationally as being some of the best companies to work for in the country. Seven ALMO's appear in the 2015 Sunday Times list of the Top 100 Best Not-for-Profit Organisations to Work For in the Public Sector.

4.8 New Build

4.8.1 ALMO's have delivered over 2,000 new homes in the past 4 years as ALMO owned developments or on behalf of their parent Council as new Council homes. ALMO's provide councils with the opportunity to increase their borrowing capacity through prudential borrowing at favourable interest rates and generate income from 'on lending' to the ALMO, which is subsequently re paid at market level interest rates. Through this model the ALMO can develop social housing that can also sit outside the governments 'Right to Buy' scheme.

4.8.2 ALMO's are also building new homes that meet tenant requirements, creating local jobs at the same time, while active youth engagement projects nationwide are combating the threat that a whole generation will be denied useful, fulfilled, and financially-stable lives.

5.0 Conclusion

5.1 It is without doubt that the four years have been full of changes and challenges for AHL as an organisation. Fundamentally the changes and challenges have been:

- New legislation and regulations
- Impact of the Welfare Reforms
- Managing the efficiency savings
- Structurally managing the Supporting People funding cuts
- Realigning the Senior Management Team
- Exploring business expansion opportunities to increase the revenue streams
- Continuing to operate in a difficult economic and social climate

5.2 AHL has responded well to these changes and challenges and have managed to operate effectively in this period whilst making significant savings and alterations to the organisation, which have not had any adverse effects on the frontline services.

5.3 AHL is an efficient, effective adaptable Company who can evidence that:

- Performance is consistently high
- Decent Homes is being exceeded
- Involvement with tenants and leaseholders is good and continually improving
- Satisfaction levels of services is consistently high
- Services are continually improving and expanding
- The Value for Money indicators are positive and access to services is efficient
- A track record of delivering excellent services and high performance levels and has a strong and sustainable business model.

5.4 In addition to business and operational reasons for retaining AHL there are strong strategic arguments as well. These are primarily:

- Developing and promoting a Company that can demonstrate it can provide more for less and contribute to the strategic housing objectives

- Be able to retain and develop the skills and experience of employees who have effectively managed through a very challenging period of time, who have built up sustainable partnerships and relationships with stakeholders.
- Having in place an effective 'vehicle' to provide additional services to both the public and private sectors