

BOROUGH OF BARROW-IN-FURNESS

HOUSING MANAGEMENT FORUM

Meeting: Thursday 11th June, 2015
at 2.00 p.m. (Committee Room No. 4)

Group Meetings at 1.15 p.m.

A G E N D A

PART ONE

1. To note any items which the Chairman considers to be of an urgent nature.

2. Admission of Public and Press

To consider whether the public and press should be excluded from the meeting during consideration of any of the items on the agenda.

3. Declarations of Interest

To receive declarations by Members and/or co-optees of interests in respect of items on this Agenda.

Members are reminded that, in accordance with the revised Code of Conduct, they are required to declare any disclosable pecuniary interests or other registrable interests which have not already been declared in the Council's Register of Interests. (It is a criminal offence not to declare a disclosable pecuniary interest either in the Register or at the meeting).

Members may however, also decide, in the interests of clarity and transparency, to declare at this point in the meeting, any such disclosable pecuniary interests which they have already declared in the Register, as well as any other registrable or other interests.

4. Confirmation of the Minutes of the meeting held on 26th February, 2015 (copy attached).

5. Apologies for Absence/Changes in Membership.

OPERATIONAL

(D) 6. Appointment of Representatives to Working Groups etc.

(D) 7. Housing Revenue Account – Potential for Council New Build

(D) 8. Housing Management ICT System Replacement

(R) 9. Housing Maintenance & Gas Servicing – Future Arrangements

(D) 10. Cumbria Housing Partners Contractor Selection Procedure – Windows & Doors

- (D) 11. 2015/16 Planned Investment Programme: Appointment of Additional Support
- (D) 12. Equality and Diversity Strategy
- (D) 13. Survey of Tenants and Residents (STAR)
- (D) 14. Housing Management Performance Report 2014/15
- (D) 15. Allocation of Housing Right to Move Grant Funding

FOR INFORMATION

- 16. Planned Investment & Planned Maintenance 2014/15 Year-End Expenditure.

NOTE: (D) – Delegated to the Executive Committee
(R) – Referred to the Council

HOUSING MANAGEMENT FORUM MEMBERS:

Councillors: K Hamilton (Chairman)
W. McEwan (Vice-Chairman)
D Barlow
W. Bleasdale
D. Brook
J. Heath
A. Johnston
A. Thurlow

TENANT REPS TO BE APPOINTED AT TENANTS' FORUM ON 8TH JUNE, 2015

For queries regarding this agenda, please contact:

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HOUSING MANAGEMENT FORUM

Meeting: Thursday 26th February, 2015
at 2.00 p.m.

PRESENT:- Councillors Hamilton (Chairman), Barlow, Johnston, Murray and Pointer.

Tenant Representatives:- Mr A. McIntosh, Mr W. Ward and Mrs M. Anderson.

Also present (for Minute No. 37 only) David Binns and Andy Robinson of Michael Dyson Associates.

Officers Present:- Colin Garnett (Assistant Director – Housing) and Keely Fisher (Democratic Services Officer).

34 – Minutes

The Minutes of the meeting held on 15th January, 2015 were taken as read and confirmed.

35 – Apologies for Absence

Apologies for absence were submitted from Councillor Irwin and Tenant Representative Mr W. McEwan.

36 – 2011-2015 Housing Maintenance Contract

The Assistant Director – Housing reported that Minute No. 56 of the Executive Committee held on 22nd September 2010 had agreed the appointment of Vinci as the Council's preferred contractor to carry out the 2011 to 2015 Housing Maintenance Contract. This contract was awarded on a four-year term with an option to extend by a further two years subject to the Council's agreement and satisfaction with the level of service provided.

On 5th January 2015, Vinci were asked in writing to clarify their position regarding the option to extend the existing contract by a further 12 or 24 month period. On 26th January, 2015 Vinci confirmed that they would like to continue with the contract for a 24 month period subject to further dialogue about a number of concerns. It was clear from the correspondence received from Vinci that they had found it difficult to manage the service in line with the contract terms and conditions. This had resulted in operational problems, poor performance and exposure to a high degree of commercial risk. Vinci had asked Officers to review the following aspects of the contract:-

- Redefine the contractual and operational mechanisms;
- Additional investment by Barrow Borough Council for mutual benefit;
- Batch up work orders and allow Vinci the opportunity to provide a competitive quotation;

- Review two-hour emergencies to avoid short cutting working practices;
- Review processes that require double handling of information; and
- Review local resource availability as it was presently impacted heavily by BAE and other employers.

Members were advised that some of the items listed above by Vinci were “aspirational” and lacked specific detail. In view of this Members noted that the Assistant Director – Housing would continue to discuss and further evaluate Vinci’s proposal in conjunction with ongoing alternative procurement options offered by Procure Plus.

Procurement Options and Timescale

At the Housing Management Forum on 27th February, 2014, Members had agreed to appoint a suitably qualified advisor to evaluate procurement options and undertake a market testing exercise. Procure Plus had subsequently been selected to assist with the procurement process. The aim was to raise awareness for small to medium size enterprises that may be interested in undertaking repairs and maintenance of the Council’s housing assets.

Since the appointment of Procure Plus, Officers had undertaken a market testing exercise with local and regional maintenance contractors. A total of 25 were invited to attend the event to help them understand the existing delivery arrangements and discuss a range of alternative contract options that may be utilised moving forward.

Due to the uncertainty of any proposed contract extension with Vinci, Procure Plus was in the process of drafting a tender package that offered the Council a flexible approach to selecting a suitable contractor(s).

Following discussions with Procure Plus and having regard to operational experiences gained over a number of contracts, Officers had considered how best to consider appointing an alternative contractor.

The options shown below aimed to provide a range of scenarios that were designed to open up the process to greater competition and improve service delivery for customers:-

- **Option 1** – Appoint a single contractor to carry out all aspects of the work; i.e. responsive repairs, void improvements, gas servicing and out of hours emergency cover;
- **Option 2** – Appoint multiple contractors for individual elements of work; i.e. appointing one contractor to carryout responsive repairs, void improvements and out of hours emergency cover and a separate contractor to carry out gas servicing
- **Option 3** – Appoint individual contractors for each and every element of the work. i.e. one contractor for responsive repairs and out of hour emergencies, one contractor for void improvements and one contractor for gas servicing.

Contract Arrangements

- **Appointment Criteria:** the Assistant Director – Housing proposed that the evaluation of potential contractors were weighed equally on quality (50%) and price (50%);
- **Length of Contract:** the Assistant Director – Housing proposed that Officers looked to appoint on a longer term basis, but retain the option to bring it to an end if performance did not reflect the Council's expectations. A longer contract would demonstrate and aid collaborative working and provide incentive to improve quality. The Assistant Director – Housing proposed a ten-year contract, the initial period being three years, plus one, with three further extensions of two years: 3 +1 + 2 + 2 + 2; and
- **Price and Quality Assessment:** Officers were currently working with Procure Plus to develop an appropriate assessment matrix.

Officers had advised that the procurement process must be completed by the end of July 2015 (if necessary) to allow the incoming contractor(s) sufficient time to take over operational aspects of the service and mobilise key personnel. The timetable for the procurement process was as follows:-

Activity	Expected date (week commencing)
Launch Prior Information Notice (PIN)	19.01.15
Issue section 20 notices to leaseholders	30.1.205
Sign off procurement strategy	23.02.15
Production of all documents that comprise the ITT	05.01.15 - 09.03.15
Sign off ITT	09.03.15
Launch CN	16.03.15
Tender close	20.04.15
Pass / fail evaluation	04.05.15 -11.05.15
Sign off results of pass /fail	04.05.15
Issue notification to bidders	11.05.15
Quality and price evaluation	18.05.15 - 25.05.15
Bidder interviews	25.05.15
Sign off award decision	08.06.15
Standstill period	29.06.15 - 06.07.15
Contract signature	13.07.15

Following the completion of the discussion with Vinci and the procurement process outlined in the report, the Assistant Director - Housing suggested that the Council would be in a position to make a decision to continue with Vinci or appoint new contractors early in the next administration.

RECOMMENDED:- (i) To agree that the Assistant Director – Housing continues to discuss and evaluate Vinci's proposal to extend the existing Housing Maintenance Contract by a further 24 months;

(ii) To agree and note the arrangements to continue with the procurement of an alternative contractor(s) for the period 5th November, 2015 to midnight on 4th November, 2020 in line with the timetable shown in Table 1 of the report; and

(iii) To note and agree the procurement process outlined in Options 1-3 and Proposed Contract Arrangements.

37 – Results of 2014 Stock Condition Survey

The Assistant Director – Housing updated Members with regard to the findings of the 2014 Stock Condition Survey and sought Members approval to incorporate the findings into the Council's 30 year Business Plan and 5 year Asset Management Strategy.

Representatives from the surveying company Michael Dyson Associates (MDA) were present to give Members a short presentation and highlight key areas of the report.

Michael Dyson Associates (MDA) were a firm of independent building surveyors that were appointed to carry out a detailed survey of the Council's housing stock and related assets. The surveys took place between March and November 2014. The purpose of the survey was to inspect all housing assets to identify investment priorities over a 30 year period. The survey included:-

- houses, flats, bungalows;
- communal areas and blocks; and
- garages and community centres.

MDA also collected comprehensive data regarding energy efficiency of the stock. Properties with known hazards were excluded from the survey.

At the time of the survey the total stock for Barrow Borough Council was 2,680 properties. MDA were able to inspect 2,362 (88%) properties; the remaining 318 (12%) properties received cloned data.

The stock was categorised by common characteristics such as age and construction type as shown in the following table:-

Property Type	Total	% of Stock
Bungalow End Terrace	25	0.93%
Bungalow Mid Terrace	72	2.69%
Bungalow Semi Detached	60	2.24%
House End Terrace	376	14.03%
House Mid Terrace	636	23.72%
House Semi Detached	257	9.59%
Ground Floor Flat low rise flat	478	17.84%
Ground Floor Flat medium rise flat	106	3.96%

Upper Floor Flat low rise flat	458	17.09%
Upper Floor Flat medium rise flat	212	7.91%
Grand Total	2680	100.00%

MDA also inspected: 479 garages and 4 Community Centres.

MDA concluded that there was clear evidence that investment had been made in the stock over recent years. However, it was noted that there remained a number of properties which had components approaching the end of their useable life which would need replacing over the coming years.

The survey covered the following categories of investment:-

- Catch up repairs;
- Planned works;
- Cyclical maintenance;
- Responsive repairs;
- Void repairs;
- Decent Homes;
- Garage repairs;
- Community Centre repairs

The overall Planned Maintenance costs over the 30 year business planning period were £66,968,114 which equated to an average of £24,988 per property.

This could be further broken down to an average of £832 per property per year. MDA typically expected the average property cost for social housing over a 30 year period to range between £25-30k per property across the UK, and the average 30 year cost, per property, for the Barrow Borough Council stock was lower than this figure.

When summarising all costs for the properties, which included Catch-up repair costs, Planned Maintenance costs, Unaccounted Decent Homes costs, Cyclical, Responsive Repair and Void costs, along with Preliminaries, Fees and Contingencies the figure currently stood at a total of £160,834,025 over the 30 year period, an average of £59,442 per property. This could be further broken down to an average of £1,981 per property, per year.

Repair and replacement costs for garage blocks totalled £1,428,635 over the 30 year period; these costs were over and above the totals listed above.

Medium Term Investments

There was an existing policy to focus investments towards components such as kitchens, bathrooms, heating and electrical wiring. The data from the 2014 survey suggested that investments for kitchens and bathrooms could be significantly reduced over the next 5 years. This was due to the high levels of the stock that had received new kitchens and bathrooms in the past 5 to 10 years.

In view of this Members were requested to agree the following areas of investment:-

Windows - they were the greatest cost liability with £2.7M required over the next 5 years. This increased to £5.1M over the next 10 years to more than £7.8M over the 30 year period, equating to over 11% of the total planned maintenance profile costs.

Wiring – this also represented a significant cost liability over the 30 year period; with over £7.3M required overall, which was an average of £245k every year over the period.

Heating Boilers and Heating Distribution - this represented a note-worthy cost in the Planned Maintenance profile with a combined expenditure of £11.2M required over the 30 year period, equating to nearly 16.8% of the total. Heating boilers alone represented a sustained investment over the 30 year period, with an average cost of £214k per year.

Main Roof Coverings – this also required investment over the first five years with £874k identified as being required, over 9% of the total cost expected over the 30 year period. Over the 30 year period the investment requirement for main roof coverings was £5.7M.

Officers advised that investments with regard to kitchens and bathrooms were expected to continue on an ad-hoc basis to ensure compliance with the decent homes legislation.

Decent Homes

The Decent Homes standard took into consideration key elements of each property and included:-

- Criterion A: Fitness Standard (HHSRS);
- Criterion B: It was in a reasonable state of repair;
- Criterion C: It had reasonably modern facilities and services; and
- Criterion D: It provided a reasonable degree of thermal comfort

During the survey MDA identified failures to 76 properties (2.84% of the total stock).

Decent Homes Criterion	Total Failures
Criterion A	1*
Criterion B	72
Criterion C	4
Criterion D	0

**The property identified as failing Criterion A has been sold.*

HHSRS was used to assess Criterion A and required surveyors to make judgements based on an inspection of the Dwelling, to generate a numerical score. To generate the score the surveyor must make two judgements on each hazard:-

1. Likelihood over the next 12 months of an occurrence which could result in harm to a member of the vulnerable age group; and
2. The range of potential outcomes from such an occurrence.

The surveyors were then required to classify each hazard based on the score allocated. The higher the score the greater the hazard.

As an example: An elderly person at risk from falling from a flight of steps that had no hand rail may be given a score of 90 and hence be classed as a Category 1 hazard with significant risk. The Council was required to rectify all Category 1 hazards within a reasonable timeframe.

The next steps would be for Officers along with Members approval, to look to incorporate the information into the Council's 30 year Business Plan and look to present Members with an updated Asset Management Strategy and five-year investment profile for each of the five housing management areas at the next meeting.

RECOMMENDED:- (i) To note the information provided by Michael Dyson Associates regarding the condition of the housing stock; and

(ii) To agree that Officers look to incorporate the findings of the 2014 Stock Condition Survey into the Council's 30 year Business Plan and 5 year Asset Management Strategy.

38 – ASB Action Ltd Service Level Agreement 2015/2016

The Assistant Director – Housing reported that Barrow Borough Council had an obligation to the residents in the local areas they managed to do all they reasonably could to prevent crime and disorder in those areas. The Anti-Social Behaviour, Crime and Policing Act 2014 powers came into effect on 20th October, 2014. The purpose of the Act was to provide more effective powers to tackle anti-social behaviour (ASB) and offered greater protection to victims and communities, whilst paying regard to the treatment of the underlying behavior issues of ASB perpetrators.

The Act replaced the 19 previous ASB powers with six broader powers and a New Absolute Ground for Possession, streamlining procedures and focusing on the behaviour of people. The Act also imposed a requirement to implement the 'Community Trigger'. This is a mechanism which allows victims of ASB to request a review of the management of their case if they perceived there has been no action taken or the action taken was not appropriate. The Community Trigger was enacted early in 2014.

It was widely accepted that failing to tackle ASB and nuisance promptly could undermine not just physical regeneration of areas but community cohesion.

Residents did not wish to live in an area of crime, graffiti, environmental damage (fly-tipping) or noise nuisance. It was therefore in both parties' interest that complaints were dealt with speedily and that a seamless service was presented to residents who had historically complained about their case being referred to a variety of agencies with no real ownership of the case.

The core service provided by ASB Action Ltd was the provision of ASB and neighbour nuisance services. This assisted the Housing Service to deal effectively with ASB and neighbour nuisance, using tried and tested methods developed by three of the country's leading practitioners in this field.

The services provided by ASB Action Ltd included:-

- Review cases referred and provide action points to Officer's dealing with ASB within specified timescales to ensure prompt service to our customers.
- Where appropriate, collect evidence and construct witness statements to a standard required for Civil Court proceedings.
- Act as professional witness in court where required.
- Carry out audits/case reviews.
- Provide the Estates Team with the range of appropriate legislation which can be used to resolve specific cases and support strategic initiatives.
- Review the Housing Service's existing ASB Policies and Procedures and, where necessary, make recommendations to ensure service improvement.
- Provide Barrow Housing Service with a witness support service, including an out-of-hours telephone service to support the most vulnerable witness.
- Provide a coaching, training and mentoring service with the new 'Powers' for the front line officers and managers of the Housing Service on the best practice for tackling and preventing ASB.
- ASB Action Ltd, in supporting Barrow Housing Service, will seek to provide a service which appears seamless to the complainant/witness.

Service Level Agreement

ASB Action Ltd offered a Service Level Agreement in which Barrow Borough Council Housing Service could undertake to purchase 12 days to be used over a 12-month period. The 12 days could be used however the organisation felt would best suit the needs of the Service, i.e. training, mentoring, critical friend, case work reviews, etc. Within the 12 days staff were not deducted any time for telephone or e-mail advice. Staff could ring through with problems and they would be advised of the course of action to take. The Housing Service would be invoiced monthly with itemised work/cases giving hours used as an audit trail.

During the last 12 months the Service Level Agreement with ASB Action had assisted the Housing Service to successfully obtain seven Injunctions for ASB.

The cost of a 12-day Service Level Agreement including training was £5,829 plus VAT.

The Assistant Director – Housing recommended that this Forum agreed a further annual Service Level Agreement with ASB Action Ltd, and suspends the requirement to obtain alternative estimates.

RECOMMENDED:- (i) To note information on the Service Level Agreement with ASB Action Ltd; and

(ii) To agree to renew the Service Level Agreement for a further 12 months with ASB Action Ltd. and that the requirement to obtain written quotations be suspended due to the specialised service provided by ASB Action Ltd.

39 – Request for the Purchase of Land – Cote Ley Crescent

The Assistant Director – Housing had recently been approached by a resident on Cote Ley Crescent requesting the Council to sell them a piece of land adjoining their home to enable a further bedroom to be added. The Assistant Director – Housing had declined their request. The applicant had requested the matter be referred to this Forum for further consideration, which was the practice should an applicant wish to appeal.

The Assistant Director – Housing had delegated authority to dispose of ‘ad-hoc’ land on Council estates. There was an agreed procedure which any purchaser must follow for such a request to be agreed. However, it had been the Council’s approach to only agree sales where there would be little detriment to the street scene of the area.

The applicant had suggested the land in question was often used as a dog toilet, often wet for nine months of the year and ‘not presentable’ even when cut.

They only wished to purchase a section of the land to facilitate an extension.

It would not be the Council’s practice to sell land to a non-home owner.

The Assistant Director – Housing’s primary decision to decline the request was that the sale would result in a negative impact on the street scene of the area.

RECOMMENDED:- That the request be declined as it would have a detrimental impact on the ‘street scene’ of the area.

40 – Housing Management Performance Information Report

The Assistant Director – Housing submitted information relating to the Housing Management Performance 2014/15 and Best Value Performance Indicators. The information is attached at **Appendix A** to these Minutes. He provided a brief commentary to assist Members in their understanding of the key trends.

RESOLVED:- To note the Housing Management Performance Report.

41 – Planned Investments and Planned Maintenance

The Assistant Director – Housing reported information relating to the Planned Investment and Planned Maintenance Programme for 2014/15. The information is attached at **Appendix B** to these Minutes.

RESOLVED:- To note the information.

The meeting closed at 2.38 p.m.

HOUSING MANAGEMENT PERFORMANCE REPORT

APPENDIX A

Performance Indicator	Actual 2011/12	Actual 2012/13	Actual 2013/14	Apr-June 2014	Apr-Sept 2014	Apr-Dec 2014	Target (Median)
£ Rents Collection							
£ Rent & Service Charges due (exc Void)	£9,228,558	9,728,187	10,687,981	2,549,037	5,386,720	7,985,916	£10,726,368
£ Rent collected	£9,134,875	9,604,739	10,482,254	2,451,512	5,272,405	7,797,313	£ 10,511,841
Rent collected as % of rent due (exc ft)	98.98%	98.73%	98.08%	96.17%	97.9%	97.64%	98%
£ Current Arrears (dwellings)	£181,230	£203,623	£370,804	£465,845	£474,254	£546,319	£321,791.04
£ Former Arrears (dwellings)	£92,499	£135,745	£162,969	£184,016	£220,481	£177,619	£160,768
Write Offs (Gross)	£75,538	£38,573	£137,688	£8,969	£13,809	£92,126	£150,000
Tenants evicted for rent arrears	6	5	15	1	4	8	15
Current tenants arrears % of rent owed	2.0%	2.1%	3.5%	4.3%	4.2%	4.9%	3%
Former tenants arrears % of rent owed	1.0%	1.4%	1.6%	1.7%	2.0%	1.6%	2%
£ Rent arrears Garages	£1,824	£1,452	£1,763	£3,635	£8,011	£11,245	£ 3,750
£ Rent Arrears Shops	£16,602	£22,146	£15,464	£12,122	£12,905	£11,906	£ 15,000
Void management	2694	2686	2677	2672	2667	2663	2666
Tenancy Turnover %	8.4%	10.1%	12.9%	3.6%	6.2%	8.5%	8.05%
Total number of re-lets	278	245	340	78	167	248	370
No. of Voids	227	270	344	95	171	227	350
Ends due to Under Occupation			48	0	3	10	10
Average relet time for dwellings (inc days spent in MW)	37	32	35	52		49	30
£ rent loss through vacant dwellings	£ 100,227	£ 111,607	£ 165,336	£ 40,169	£ 90,137	£ 135,742	£ 168,229
£ rent loss due to vacant garages	£5,098	£2,290	£2,157	£339	£970	£1,939	£ 4,500
£ rent loss due to vacant shops	£16,546	£5,000	£1,022	£0	£0	£0	£ 4,000
£ rent loss due to vacant dispersed	NA	NA	NA	£2,166	£12,097	£21,021	£ 13,019
% properties accepted on first offer	86.4%	78.4%	76.5%	80.7%	78.0%	74.2%	70%
Loss per Void (Rents, Repairs, Arrears)	£ 2,846	£ 2,684	£ 1,341	£ 1,269	£ 2,634	£ 1,711	£2,000
Maintenance							
No. Repair Orders issued (Tenant Demand)	11,587	10,109	10,822	2,575	5,101	7,912	9,197
Responsive & Void repairs per property	4.3	3.7	4.0	1.0	1.9	3.0	3.4
P1 & P2 as a % of total repairs	61.7%	63.8%	63.0%	55.0%	54.6%	46.8%	47.5%
% all responsive repairs completed on time	87.3%	77.1%	71.2%	83.5%	82.2%	82.6%	96.3
P1 % emergency repairs completed on time	94.6%	94.6%	89.0%	92.7%	95.1%	99.0%	96.7
P2 % urgent repairs completed on time	78.9%	77.3%	73.0%	79.5%	79.9%	84.0%	94.6
Average end-to-end time for all reactive repairs (days)	12.25	19.78	17.46	10.75	13.14	12.94	8.2
Percentage of repairs completed 'Right First Time'	78.5%	79.79	N/A	N/A	N/A	N/A	88.8
Appointments kept as a % of appointments made	77%	61%	N/A	N/A	N/A	N/A	96.8
Appointments made as a % of repair orders (exc gas & voids)	NA	100%	N/A	N/A	N/A	N/A	94.1
% of dwellings with a valid gas safety cert.	99.89%	100%	100.0%	100.0%	100.0%	100.0%	99.8%
% of homes that fail to meet the Decent Homes Standard	0%	0%	0%	0%	0%	3%	0.2%
*Average energy efficiency rating of dwellings based on RD SAP	69.2	69.2	69.2	69.2	69.2	69.2	68.90%
Homeless							
Homeless ave. days in temporary dispersed accommodation	59	57	56	29	36	43	
Homeless ave. days in temporary B&B accommodation	20	27	35	37	38	32	
Homeless Total Cases Closed	752	903	782	83	293	456	
Homeless Advice	339	408	187	25	92	143	
Homeless Prevention	114	170	492	38	165	256	
Homeless Applications	185	147	103	20	36	57	
Homeless Successful Preventions	85	148	277	24	89	139	
Eligible Homeless (Owed a full duty)	29	30	19	3	6	9	
Water Charge Collection							
Direct Debit payers		260	758				858
Successful applications for Support Tariffs		68	124				423

HOUSING MANAGEMENT PERFORMANCE REPORT

APPENDIX A

Housing Register	Actual 2011/12	Actual 2012/13	Actual 2013/14	Apr-June 2014/15	Apr-Sept 2014/15	Apr-Dec 2014/15	
Applicants on housing register							
Active Direct Applicants		1471	1162	1070	1133	1130	
Active Transfer Applicants		346	286	248	266	265	
Cumbria Choice Register	1745	1817	1448	1318	1399	1395	
Equality & Diversity							
ASB cases reported	82	72	58	11	35	26	143
Percentage of closed ASB cases that were successfully resolved	91%	99%	96%	83%	100%	100%	88%
% Diversity Information : Age	100%	100%	100%	100%	100%	100%	100%
Gender	100%	100%	96.6%	97.9%	98.6%	97.8%	98%
Ethnicity	95%	82%	93.4%	94.3%	95.0%	94.6%	75%
Disability	100%	100%	96.1%	97.3%	97.9%	97.2%	75%
Sexuality	56%	52%	48.1%	48.8%	49.1%	48.7%	55%
Religion or belief	57%	53%	48.5%	49.1%	49.5%	49.1%	55%
Percentage of Stage 1 complaints upheld	22%	40%	14%	0%	50%	50%	NA
Value for Money - Direct Costs per property							
Overhead per property	£ 324	£ 274	£ 319				130
Major & Cyclical works	£ 1,256	1100	1232				1200
Responsive Repairs	£ 480	391	514				375
Void Repairs	£ 167	166	164				150
Housing Mgt	NA	277	259				250
Leasehold	£ 70	134	152				150
Total staff turnover	7.0%	5.9%	3.8%	0.0%	1.9%	1.9%	1.9
Ave. working days lost / sickness absence	14.0	18.9	18.1	5.9	9.2	JC	
Satisfaction							Target
Percentage of tenants satisfied with the landlord's services		88%					83%
Percentage of tenants satisfied with repairs and maintenance		87%					79%
Percentage of tenants satisfied that their views are taken into		78%					64%
Percentage of tenants satisfied with the quality of the home		90					N/A
Percentage of residents satisfied with the neighbourhood as a		84%					82%
Percentage of tenants satisfied that their rent provides value for		90%					N/A
Percentage of tenants satisfied that their service charges provide		81%					N/A
Housing Stock							
Houses	1290	1284	1274	1270	1266	1263	
Flats	1248	1245	1247	1245	1244	1243	
Bungalows	157	157	157	157	157	157	
Total Dwellings	2694	2687	2678	2672	2667	2663	
Total Dispersed /Temporary Dwellings	10	10	8	9	9	9	
Community Centres	5	5	5	5	5	5	
Leaseholds	202	204	205	206	207	208	
Garages	484	486	486	489	489	489	
Shops	20	20	19	19	19	19	
TOTAL PROPERTIES	3415	3412	3401	3400	3396	3393	
Sold Property / Land	2011/12	2012-13	2013/14	Apr-June	Apr-Sept	Apr-Dec	2014/15
Houses	3	252,750	365,040	162,030	355,340	509,170	11
Flats	1	42,160	19,320	14,760	32,820	60,540	3
Land	1	0	0	3,000	3,000	3,000	1
TL	4	294,910	384,360	179,790	391,160	572,710	15

APPENDIX B

PLANNED INVESTMENTS 2014-15

SCHEME	CONTRACTOR OR SUPPLIER	AVAILABLE BUDGET	NO OF PROPERTIES (P) OR BLOCKS (B)	EXPENDITURE TO DATE	ESTIMATED START DATE	ESTIMATED COMPLETION DATE	CONTRACTOR	COMMENTS	Leasholders affected?
RE-ROOFING AND POINTING WORKS ROOSEGATE ESTATE (2-3 YEARS DELIVERY PLAN)	CUMBRIA HOUSING PARTNERS	£390,000	56 (P)	£ 611,577	18/06/2014	31.3.2015	DLP Roofing	100% COMPLETE	No
RE-ROOFING WORKS FLAT ORMSGILL ESTATE	CUMBRIA HOUSING PARTNERS	£192,000	20 (B)	£ 37,525	01/08/2014	31.3.2015	CUMBRIA ROOFING	95% COMPLETE	Yes
RE-POINTING/RENDERING DEVONSHIRE ESTATE	CUMBRIA HOUSING PARTNERS	£590,000	30 (P)	£ 9,606	01/08/2014	31.3.2015	DLP Roofing	DUE TO COMMENCE 5/1/15	No
EXTERNAL DOOR REPLACEMENTS	CUMBRIA HOUSING PARTNERS (MATERIALS)	£60,000	100 (P)	£ 36,577	01/11/2014	Jan-15	BARROW CENTRAL JOINERY	75% COMPLETE	No
WINDOW REPLACEMENTS CENTRAL & WALNEY	CUMBRIA HOUSING PARTNERS	£100,000	137 (P)	£ -	01/09/2014	31.3.2015	TOP NOTCH	ON SITE - DELAY WITH MANUFACTURING OF WINDOWS	No
COMMUNAL ENTRANCE LIGHTING UPGRADES - CENTRAL	CUMBRIA HOUSING PARTNERS	£24,000	14 (B)	£ 9,073	01/10/2014	31.3.2015	K WILSON	100% COMPLETE	Yes
COMMUNAL ENTRANCE PAINTING - CENTRAL	CUMBRIA HOUSING PARTNERS	£30,000	14 (B)	£ 49,072	01/11/2014	31.3.2015	GEORGE JONES	70% COMPLETE	Yes
COMMUNAL ENTRANCE DOOR UPGRADES - ORMSGILL	CUMBRIA HOUSING PARTNERS	£120,000	18 (B)	£ 189,438	01/08/2014	31.3.2015	SS GROUP	100% COMPLETE	Yes
GARAGE IMPROVEMENTS	CUMBRIA ROOFING	£48,600	10 (B)	£ 82,172	01/04/2014	31.3.2015	CUMBRIA ROOFING	100% COMPLETE	No
REWIRES	CUMBRIA HOUSING PARTNERS	£150,000	120	£ 241,515	01/04/2014	31.3.2015	K WILSON	70% COMPLETE	No
BATHROOMS	CUMBRIA HOUSING PARTNERS	£410,000	200	£ 312,594	01/04/2014	31.3.2015	AB MITCHELL	70% COMPLETE	No
KITCHENS	CUMBRIA HOUSING PARTNERS	£200,000	100	£ 212,679	01/04/2014	31.3.2015	AB MITCHELL	70% COMPLETE	No
HEATING	CUMBRIA HOUSING PARTNERS	£525,000	200	£ 378,068	01/04/2014	31.3.2015	AB MITCHELL	70% COMPLETE	No
PAINTING	CUMBRIA HOUSING PARTNERS	£250,000	500	£ 139,746	09/06/2014	31.3.2015	G JONES	100% COMPLETE	Yes

HOUSING MAINTENANCE COMMITMENTS 2014-15

	Funding Available 2014-15	EXPENDITURE TO DATE	Weekly Available	Gross Comm. as a % funds available
Tenant Demand Repairs	£ 1,085,871	£ 673,933	£ 20,878	62%
Voids	£ 238,243	£ 402,779	£ 4,582	169%
Gas Servicing	£ 99,049	£ 112,926	£ 1,905	114%
Decoration Vouchers	£ 45,000	£ 24,170	£ 865	54%
Disrepair Claims	£ 15,000	£ 1,722	£ 288	11%
Environmental Impmts	£ 25,000	£ 29,396	£ 481	118%
Disabled Adaptations	£ 100,000	£ 122,970	£ 1,923	123%
Electrical Testing	£ 80,700	£ 51,598	£ 1,552	64%
Door Entry Maintenance	£ 20,000	£ 20,244	£ 385	101%
Total	£1,783,663.00	£1,439,738.00		

HOUSING MANAGEMENT FORUM		Part One (D) Agenda Item 6
Date of Meeting:	11th June, 2015	
Reporting Officer:	Executive Director	
<p>Title: Appointment of Representatives to Working Groups etc.</p> <p>Summary and Conclusions:</p> <p>The Council on 18th May, 2015 gave delegated authority to Committees to make appointments to Outside Bodies, Working Groups etc. in accordance with the number and allocation of seats to political groups agreed at the meeting. In the case of the Housing Management Forum this involves appointments to the Tenant Scrutiny Working Party, the Homelessness Funding Working Group and the Tenants Complaints Panel.</p> <p>Recommendation:</p> <p>You are requested to make recommendations regarding appointments to the following Working Groups:</p> <p>Tenant Scrutiny Working Party:- three Members (2:1) and three Tenant Representatives; and</p> <p>Homelessness Funding Working Group:- two Members (2:0) and two Tenant Representatives.</p> <p>Tenants Complaints Panel:- one Member (1:0) and two Tenant Representatives.</p> <p>Note:- (Labour: Conservative).</p>		

Report

At the Annual Council meeting on 18th May, 2015 the allocation of seats in respect of Forums, Panels, Working Groups etc. were agreed.

You are requested therefore to nominate Members and Tenant Representatives to the Tenant Compact Working Group and the Homelessness Funding Working Group for 2015/2016 in accordance with the notional seat allocations outlined above.

Note:- Membership for 2014/15 was as follows:-

Tenant Scrutiny Working Party

Council Representatives (2:1) Councillors Barlow, Hamilton and Williams.
 Tenant Representatives – To be decided by the Tenants Forum.

Homelessness Funding Working Group

Council Representatives (2:0) Councillors Hamilton and Pointer.
Tenant Representatives – To be decided by the Tenants Forum.

Tenants Complaints Panel

Council Representatives (1:0) Councillor Hamilton.
Tenant Representatives – To be decided by the Tenants Forum.

Background Papers

Nil

HOUSING MANAGEMENT FORUM	(D) Agenda Item 7
Date of Meeting: 11th June, 2015	
Reporting Officer: Colin Garnett, Assistant Director - Housing	

Title: Housing Revenue Account – Potential for Council New Build

Summary and Conclusions:

The purpose of this report is to seek Members' views with regards directly developing new Council properties for rent.

Secondly, it looks to identify resources to enable Officers to complete the necessary preparatory work to establish the best options available including the associated operational risks, the funding requirements and delivery models.

A further report will then be prepared to enable the Council to consider the options for delivering a new build project and decide whether it would like to progress.

Recommendations:

Members are asked to agree:

1. investigatory work is completed with the objective of developing an appropriate model to deliver a Council new build scheme for consideration at a future meeting;
2. any proposed model should seek to contribute to the Council's four strategic priorities, with particular reference to adding further to the area-based initiatives that have been progressed in the inner wards; and
3. resources of £30k are made available to complete this investigatory work and the Assistant Director-Housing be given delegated authority to use up to this figure in order to complete this initial work.

Report

The purpose of this Report is to seek Members' views with regards directly developing new Council properties for rent.

Secondly, it seeks to agree resources be identified to enable Officers to complete the necessary preparatory work and to establish the best options available including the associated operational risks, the funding requirements and delivery models.

A further report will then be prepared to enable the Council to consider the options for delivering a new build project and to consider whether it would like to progress.

Background

The current financial framework for the HRA provides an opportunity to consider the option for a stock holding Council to consider directly constructing new property.

The Council has not built new property since the late 1980s. Since then any new properties for social rent have been developed in conjunction with housing associations. However, in recent years there does not appear to have been any appetite for any new developments through the traditional housing association option.

Why Build?

In making a proposal to investigate the options for new build, I would like to agree the principles behind why the Council would give consideration to investing in new build and the objectives it would seek to achieve.

I would suggest the basis for any investment should be “more than to merely provide additional housing but to clearly seek to link investment to the Council’s four strategic objectives”.

So, for example, any proposed model should consider directly linking with previous or ongoing area-based initiatives, to contribute to creating confidence in the area, to encourage involvement by other developers, and to improve the housing offer in the area, both in terms of type and needs identified through the recent Housing Needs Survey.

Developing a New Build Option

Without going into detail, the process of new build will involve a number of key stages, ranging from the funding options through to how they will be delivered on site and subsequently managed. The Council will need to agree a business model that meets the cost of development and achieves longer term income levels to ensure the scheme is financial viable.

Any decision to proceed would involve significant investment from the HRA and it is important all potential risks are carefully considered.

It is many years since the Council has directly built residential accommodation and external assistance and advice will be required to develop an appropriate model of delivery for your consideration.

I would therefore suggest Members may wish to make resources available from the Housing Revenue Account to look at developing an appropriate financial model and secondly delivery options for your further consideration.

Funding the Development of a Business Model

The development of the model and any future funding costs will be included within the HRA. I would propose resources be made available from the HRA to carry out this investigatory work. At this stage I cannot give you a clear indication of the likely cost of such work, but would suggest a figure of £30k be identified and the Assistant Director-Housing be authorised to use up to this figure in order to investigate and develop an appropriate model.

No monies have been identified in the HRA 2015/16 for this purpose. However, recently the Cumbria Housing Partnership agreed to distribute amongst its members the surplus that had built up. Our share of this amounts to c£30k.

Timing the Development of a Business Model

Looking ahead, should the Council reach a decision to progress a new build initiative, it will involve a very significant investment. I would therefore suggest to Members the initial stages of considering an appropriate business plan option will take some time and I would suggest we look to be in a position to report further in time for the budget approval process for 2016/17.

(i) Legal Implications

The development of potential model of delivery will seek to identify the legal implications that will require consideration.

(ii) Risk Assessment

The recommendation has no implications.

(iii) Financial Implications

I would propose a figure of £30k be made available to progress the development of a model of delivery for future consideration by the Council.

Should the Council subsequently decide to progress a development, significant investment required and this will be identified in this initial work for your consideration.

(iv) Health and Safety Implications

The recommendation has no implications.

(v) Equality and Diversity

The recommendation has no detrimental impact on services users showing any of the protected characteristics under current Equalities legislation.

(vi) Health and Well-being Implications

The recommendation has no adverse effect on the Health and Wellbeing of users of this service

Background Papers

Nil

HOUSING MANAGEMENT FORUM	(D) Agenda Item 8
Date of Meeting: 11th June, 2015	
Reporting Officer: Colin Garnett, Assistant Director - Housing	
Title: Housing Management ICT System Replacement	
Summary and Conclusions:	
<p>In June 2014 the Housing Department, with the approval of HMF, appointed Capita Consulting to review its Housing Management (In-House) and various add-on systems against our operational needs. The findings of that review were that In-House capability meets 50-60% of our high level requirements and that the only viable option is replace it with an Integrated Housing Management Solution. This report outlines the strategy to realise that capability.</p>	
Recommendations:	
<p>Members are recommended to agree the strategy to replace the Housing Management System including the services of an independent IT consultant whose costs will be met from the existing agreed Budget. A business case for the Purchase and Implementation investment costs will be sought from capital in 2016-17 budget.</p>	

Report

The main Housing Management System, provided by Civica, is over 30 years old and has served us well but it was designed for a different way of doing business –maintaining rent accounts and recording payments mainly via Housing Benefit, matching available properties to a waiting list, and processing repairs requests received over the phone. It is several generations out of date and doesn't fit easily alongside other corporate systems. It is hard and expensive to manipulate to meet our basic day to day needs for service delivery and information.

We are now self-financing and that means that we have to be much clearer, much earlier about the risks, issues and support needs of tenants and the condition and investment to our properties. We need systems which identify trends and predict risk so that we can plan and manage our resources and our business proactively.

Our customers do business differently and increasingly on a self-serve basis from bidding for properties to paying their rent via digital channels and whilst mobile.

Our staff and our customers need access to information and services via tablets and smart phones.

The Review

During the review Capita interviewed all stakeholders/or their representatives (including staff, IT, Senior Managers, tenant representatives and Housing Management Forum chair) and their findings were conclusive that the current system did not meet our needs nor our service aspirations (report Barrow BC HMS Review November 2014 available for viewing).

The options are limited as we cannot 'do nothing' nor update In-House any further. We could migrate to Civica's new platform "Civica CX" or go to market for a replacement Integrated Housing Management System

Capita recommended a full open market competitive tender however because of our size, aspirations and cost it is felt and recommended that we follow a 'soft market' and direct award approach using the Crown Commercial Service (CSS).

About the framework:

- It is fully EU compliant and saves customers the time and money associated with conducting their own procurement exercise.
- CCS ensures customers have access to the most competitive deals.
- Suppliers are carefully evaluated during the tender process and pre-agreed terms and conditions offer customers sound contractual safeguards

Housing Operational Managers initially need to see what modern management systems can do before we are in a position to draw up our key requirements to shortlist matching products (using some external IT expert assistance). We would then subject the shortlist to a closer scrutiny before awarding the contract. An IT consultant with Housing Management system expertise would be engaged as Implementation Manager reporting to the Business Support Manager. Their brief would be to coordinate and liaise with the software company project manager and internally with IT, to establish the detailed operational parameters working with the functional teams and to pass on their knowledge to the IT Support officer.

Replacement of any Housing Management System is a mammoth and lengthy amount of work for everyone involved and especially the already hard-pressed Housing Management and IT department. With that in mind the following plan is outlined:

What	Who	When
Understand and view modern Housing management systems	Housing Management	June/July 2015
Draw up key system requirements	IT Consultant/Housing	Sept/Oct 2015
Contract Approval, Capital Appraisal (Prepare & propose Business Plan)	Business Support Manager.	Nov/Dec 2015
Shortlist & award contract via CSS	Housing /IT	Jan 2016
Appoint external IT consultant	Housing /IT	Mar 2016
Start project	Housing /IT	April 2016
Workshops -	Housing /IT/consultant	Apr – Sep
Data migration	Business Support Manager /IT/consultant	Aug - Sep
User acceptance testing	All	Oct - Dec
Parallel operation Live and In-house to year end	All	Jan 2017

(i) Legal Implications

The recommendation has no legal implications.

(ii) Risk Assessment

The recommendation seeks to reduce the risk to Housing Management Systems.

(iii) Financial Implications

Resources up to £10k will be required to prepare the Key System and shortlist matching products. This has been budgeted for within the HRA. The IT Consultant/Implementation manager role would be itemised and funded from the Project fund/bid.

(iv) Health and Safety Implications

The recommendation has no significant implications.

(v) Equality and Diversity

The recommendation has no detrimental impact on service users showing any of the protected characteristics under current Equalities legislation.

(vi) Health and Well-being Implications

The recommendation has no adverse effect on the Health and Wellbeing of users of this service.

Background Papers

Barrow BC HMS Review November 2014

HOUSING MANAGEMENT FORUM	(R) Agenda Item 9
Date of Meeting: 11th June, 2015	
Reporting Officer: Colin Garnett, Assistant Director - Housing	

Title: Housing Maintenance & Gas Servicing – Future Arrangements

Summary and Conclusions:

The purpose of this Report is to consider and agree the future arrangements to provide maintenance services for Council tenants. In particular this includes, tenant generated repair requests, repairs to any void properties, gas servicing and maintenance, and an out of hours emergency response service.

Recommendations:

Members are asked to:

1. agree not to offer a Contract extension to the current service provider;
2. note the outcome of the process that has been undertaken in conjunction with Procure Plus to ensure we comply with the OJEU requirements and identify the preferred provider/providers;
3. agree a new model of delivery by separating the “fabric” repairs from the “gas” element of the current Contract; and
4. agree the following Contractors be offered the two resultant Contracts for four years with potentially a further six years with two-yearly break clauses.
 - Gas: Contractor “number 13”
 - Fabric: Contractor “number 5”

Purpose of this Report

The purpose of this Report is to consider and agree the future arrangements to provide maintenance services for Council tenants. In particular this includes, tenant generated repair requests, repairs to any void properties, gas servicing and maintenance, and an out of hours emergency response service.

Background

The Council operates a repairs and maintenance service to its tenants and leaseholders. Delivery of the works is via a single contract and was awarded for the period 2011/15. The current Contract is due to end on the 4th November 2015, but does include an option to extend for a further two years.

The objectives when awarding the existing Contract was to provide cost certainty, simplicity of delivery and minimise the level of management input required.

At your meeting on 27th February 2014, it was decided to engage Procure Plus to assist in carrying out a procurement exercise to establish if there were any alternative service providers interested in engaging with the Council to provide the above services.

Report

An OJEU compliant procurement process has now been completed and this Report will provide details of the outcome of the process and recommend future arrangements for the delivery of these services.

In order to maximise the interest in a potential Contract and how it was structured, the Contract was advertised in the relevant trade journals and also included a “meet the buyer” day to enable any interested parties to discuss with Officers and representatives from Procure Plus the potential Contract and the possible options for delivery, prior to the procurement process commencing.

Following the event a total of 13 contractors submitted Tenders for consideration, 12 of whom were invited to progress to Interview stage. The process enabled Contractors to bid for a comprehensive Contract or for Fabric or Gas separately.

Procurement process

All 12 Contractors were scored against their written submission and interview using a common scoring matrix. Their costs were then evaluated and ranked and the scores from each combined to provide a final score based on the quality and price matrix.

In reading the scores it is important to note that by using the 50/50 quality/price model the highest scoring Contractor is not necessarily the lowest cost. Throughout the main body of this Report I will therefore make little reference to cost but will provide a summary of the implications in the risk assessment at the end of the Report. I would, however, make it clear the recommendations contained in this Report are, financially, all within the agreed budgets for completion of these works.

As can be seen, this process has resulted in a spread of scores with a clear lead Contractor, for which ever Option is agreed.

Options for Future Arrangements

The scoring matrix clearly provides the opportunity for the Council to have choices with regards future delivery arrangements and I would comment as follows:

Option 1: Offering the existing Contractor a two year extension

The current Contractor has suggested they would consider an extension to the Contract.

However, the current Contract includes a number of performance indicators which we have used throughout the Contract term to measure performance. This has enabled the Council to objectively monitor the quality of delivery both locally and also through a benchmarking club. Throughout the period of the contract performance has remained “lower quartile (74%) rather than “upper quartile” (96%) and is significantly below what is expected. Secondly, the administration of the Contract has been operationally more difficult than is desirable for both parties, and there remain a number of issues yet to be resolved, including final cost of some jobs that have been completed.

I am of the view this has had a negative impact on the service received by tenants and I could not envisage a significant service improvement should an extension be offered.

Option 2: One Contract

With reference to Table 3, Contractor No 2 achieved the highest score. The company specialises in the social housing market.

Option 3: Separate Fabric and Gas servicing contracts

With reference to Tables 1 and 2, the procurement process has again identified highest ranked Contractors for either fabric (Contractor 5) or gas (Contractor 13) should they be separated. Again, both specialise in the social rented sector.

In considering options 1, 2 and 3, I would comment as follows:

- **Option 1:** I would not recommend a two year extension to the existing service provider as I could not envisage achieving the level of improvement that is required within the current Contract arrangements and with regard to the experience of the Contract to date.
- **Options 2 or 3:** In both options Contractors have been identified to deliver the works and the main consideration is whether to operate a single Contract or two, one for fabric and one for gas.

There is no reason why these could not be delivered separately, and this is the case with a number of providers throughout Cumbria. By operating them in one Contract it could be suggested it would provide ease of management, minimise administration and improve co-ordination of service delivery.

However, in practice, and by necessity, separate supervision arrangements have evolved to manage the different work areas and I would have difficulty suggesting any added value has been achieved by operating a single comprehensive Contract either from a delivery or management perspective.

In separating the two areas of work, whilst it creates “two” Contracts I would suggest from past experience it will not add any greater demands on the management of the process than now, but will ensure clearer focus on the specific areas of work completed by each Contractor. It would be necessary to develop separate IT links with the respective Contractors but the cost of such would be “one off” and I would suggest, not significant in terms of the potential life of the Contract.

With particular reference to gas servicing a number of Contractors, including the highest scoring Contractor for this work, specialise solely on this area of work.

I would suggest from a practical perspective it will enable Officers to work with two Contractors with a different focus and aid the process of service delivery and improvement.

Conclusion

The approach adopted over the last six months has provided options for the future delivery of services. Based on previous experience of such exercises it has been a positive process.

In considering the options that are available, based on the procurement process, and my comments I would recommend the Council agrees changing our model of delivery and award a “Fabric” Contract to Contractor 5 and a “Gas” Contract to Contractor 13. The award of Contracts in both cases will be for four years with potentially a further six years with two-yearly break clauses.

(i) Legal Implications

Officers will arrange for appropriate Contracts to be signed by the new Contractors in advance of the Contract starting.

To maximise the time available for mobilisation, the successful Contractors will be asked to engage in the process as soon as practical subject to Council approval on 21st July 2015.

Staff currently employed on the Contract will be protected by TUPE. It will probably be the case a new Contractor may wish to make changes to the way the Contracts are delivered. The separation of the two functions will add some complexity, but it would appear the current Contractor already to some extent manages the fabric and gas elements of the Contract separately. Until closer to the handover of the Contract full TUPE information will not be available to the new Contractors. Whilst the new Contractors have been asked to include for the cost of managing these

changes in their submissions, some cost for changes in staffing arrangements may have to be met by the Council.

(ii) Risk Assessment

Officers have given consideration to the recommendations contained within this Report.

Whilst offering an extension is an option considered, it would only be for a further two year and the outcome is uncertain.

It is clear, in terms of Options 2 or 3 the highest scoring Contractors are specialist in the social housing field and successfully deliver the work elsewhere so risk of delivery is seen as low. It is likely they will look to change the day to day management arrangements for the delivery of the Contract to reflect their particular operational preferences.

However, the introduction of a new model of delivery provides opportunity for the Council to work with both Contractors for mutual benefit, achieve our objectives and make the delivery experience of value to our tenants.

(iii) Financial Implications

Below is a summary of the scores awarded to the Tenders received:

Table 1

LOT 1 - RESPONSIVE REPAIRS			Quality	Price	Bidders Grand Total (Out of 100%)
Weighting			50%	50%	
Bid No.	Rank	Company Name	Weighted Score	Weighted Score	
5	1	CONTRACTOR No 5	46.67%	27.57%	74.24%
2	2	CONTRACTOR No 2	36.67%	31.31%	67.98%
1	3	CONTRACTOR No 1	26.67%	39.42%	66.09%
11	4	CONTRACTOR No 11	30.00%	33.05%	63.05%
4	5	CONTRACTOR No 4	20.00%	36.30%	56.30%
9	6	CONTRACTOR No 9	20.00%	33.38%	53.38%
7	7	CONTRACTOR No 7	20.00%	27.77%	47.77%
6	8	CONTRACTOR No 6	20.00%	23.29%	43.29%

Table 2

LOT 2 - GAS SERVICING			Quality	Price	Bidders Grand Total (Out of 100%)
Weighting			50%	50%	
Bid No.	Rank	Company Name	Weighted Score	Weighted score	
13	1	CONTRACTOR No 13	33.33%	41.75%	75.08%
11	2	CONTRACTOR No 11	30.00%	36.75%	66.75%
2	3	CONTRACTOR No 2	36.67%	25.39%	62.06%
9	4	CONTRACTOR No 9	20.00%	40.00%	60.00%
12	5	CONTRACTOR No 12	26.67%	28.93%	55.60%
10	6	CONTRACTOR No 10	16.67%	35.26%	51.93%
3	7	CONTRACTOR No 3	16.67%	31.94%	48.61%
7	8	CONTRACTOR No 7	20.00%	25.15%	45.15%
6	9	CONTRACTOR No 6	20.00%	20.03%	40.03%

Table 3

LOT 1 & LOT 2 COMBINED			Quality	Price	Bidders Grand Total (Out of 100%)
Weighting			50%	50%	
Bid No	Rank	Company Name	Weighted Score	Weighted Score	
2	1	CONTRACTOR No 2	36.67%	41.12%	77.79%
1	2	CONTRACTOR No 1	26.67%	31.81%	58.47%
11	3	CONTRACTOR No 11	30.00%	45.56%	75.56%
4	4	CONTRACTOR No 4	20.00%	45.28%	65.28%
9	5	CONTRACTOR No 9	20.00%	39.53%	59.53%

Within the body of the Report there is little reference to the cost of the Options. This is because the cost is only one part of the assessment process, and “quality” is an equal consideration when deciding between individual Contractors.

A financial appraisal of the highest scoring Contractors has been made and the indicative costs are within the budgets for delivering this work.

I would point out should the highest scoring Contractor be appointed to deliver a fabric and gas Contract, their cost for delivering the fabric element would potentially be lower than the highest scoring Contractor proposed for fabric only. However, when considering the financial consequences of delivering the two separately, the combined cost of the two is lower.

For your information we have looked to identify the cost delivery for the two Contractors being recommended which are as follows. In addition we have looked to compare it against the cost of the current Contract. In doing so I would point out at the time of appointment the current Contractor was significantly lower than other Tenderers and from information they have provided the cost of managing the Contract is higher than originally agreed. We have taken the liberty to factor this in,

but would strongly suggest the price comparison is merely that and does not influence the recommendation which focuses on the experience of delivery.

Option No	Company	Outturn	TUPE	Outturn
		Estimate (Per year)	Fabric	Final
Option No 1 2 Year Extension	Incumbent Contractor	£1,094,000	NIL	£1,094,000
Option No 2 One Contract	Contractor 1 (Fabric & Gas)	£1,103,493	£10,000	£1,113,493
Option No 3 Separate Contracts Fabric and Gas	Contractor 1 (Fabric)	£815,000	£75,000	£1,153,000
	Contractor 1 (Gas)	£260,000	£3,000	

(iv) Health and Safety Implications

The Contractors have been required to provide information on their health and safety arrangements which formed part of the assessment process.

For operational purposes, you should be clear these contracts will operate independently of each other.

(v) Equality and Diversity

The recommendation has no detrimental impact on service users showing any of the protected characteristics under current Equalities legislation.

(vi) Health and Well-being Implications

The maintenance of tenants' properties to an agreed standard has a fundamental impact on their health. It is therefore imperative a service which is valued by tenants is delivered.

Background Papers

HMF report 27th February, 2014

HOUSING MANAGEMENT FORUM	(D) Agenda Item 10
Date of Meeting: 11th June, 2015	
Reporting Officer: Colin Garnett, Assistant Director - Housing	
<p>Title: Cumbria Housing Partners Contractor Selection Procedure – Windows and Doors</p> <p>Summary and Conclusions:</p> <p>At the meeting on 27th November 2014, Members agreed the methodology for the selection and appointment of contractors from the 2014 CHP framework using one of two selection methodologies:</p> <ol style="list-style-type: none"> 1. Direct call off 2. Mini competition <p>Recommendations:</p> <p>Members are asked to note and retrospectively agree the appointment of Top Notch Contractors as the Council's preferred window and door contractor for the period 2015 to 2019.</p>	

Report

In line with this recommendation, officers requested Procure Plus to undertake a review of window and door contractors from the CHP framework to install windows and doors to Council properties.

Summary of report findings

Window and Doors – Direct call off procedure

The Maintenance Team, in conjunction with Procure Plus has evaluated 10 window and door contractors from the CHP framework. Top Notch Contractors Limited have been identified as its preferred window and door contractor for the period 2015 to 2019.

The review was completed on 17th April 2015. A copy of the report is attached at **Appendix A** for your information.

(i) Legal Implications

The recommendation has no significant legal implications.

(ii) Risk Assessment

The recommendation has no significant implications.

(iii) Financial Implications

The recommendation has no, minor or significant financial implications.

(iv) Health and Safety Implications

The recommendation has no significant implications.

(v) Equality and Diversity

The recommendation has no detrimental impact on service users showing any of the protected characteristics under current Equalities legislation.

(vi) Health and Well-being Implications

The recommendation has no adverse effect on the Health and Wellbeing of users of this service.

Background Papers

Nil

HOUSING MANAGEMENT FORUM	(D) Agenda Item 11
Date of Meeting: 11th June, 2015	
Reporting Officer: Colin Garnett, Assistant Director - Housing	
Title: 2015/16 Planned Investment Programme: Appointment of Additional Support	
Summary and Conclusions:	
The purpose of this Report is to seek agreement for the appointment of additional support to facilitate the delivery of new areas of investment during 2015/16.	
Recommendations:	
Members are requested to agree to the appointment of this building surveyor for up to a twelve month period and agree to classify the appointment as an "exception" under Item 15 of the Council Standing Orders.	

Report

On 15th January 2015, Members agreed the expenditure profile for 2015/16 investments. The proposed profile and priorities were based on the agreed Five-year Asset Management Strategy 2010 and made reference to some of the provisional findings of the 2014 Stock Condition Survey.

The report identified a number of newly arising investment needs, including:

- Re-roofing and re-rendering properties on the Roosegate estate
- Re-rendering properties on the Ormsgill estate
- Renewal of flat roof coverings to Lower Hindpool and Ewan Close
- Commencement of a replacement window programme
- Undertaking improvements to the 76 No HHSRS properties
- Upgrading communal lighting with energy efficient bulbs or fittings (LED)
- Undertaking garage improvements (roofing and damp repairs)
- Upgrading perimeter fencing in Ormsgill and Roosegate

The delivery of these additional work streams and in particular the larger projects such as re-roofing and external works require additional temporary resources to ensure compliance with the specification and to ensure health and safety matters are effectively managed on site.

At this time it is envisaged the additional support required would not become a permanent requirement and can therefore be dealt with by the appointment of a suitable building surveying company to provide the additional capacity.

The Housing Maintenance Team have utilised the services of a temporary building surveyor to cover periods of long term absence. The surveyor has knowledge and familiarity with the Cumbria Housing Partners e-procurement systems and has been engaged on a competitive hourly rate. His role will be to supervise contractors undertaking the new work streams during 2015/16 on the basis of 16 hours per week.

(i) Legal Implications

The recommendation has no significant legal implications.

(ii) Risk Assessment

The recommendation has no significant implications.

(iii) Financial Implications

The cost of retaining the surveyor will be met from the individual scheme.

(iv) Health and Safety Implications

The recommendation has no detrimental impact the built environment or public realm.

(v) Equality and Diversity

The recommendation has no detrimental impact on service users showing any of the protected characteristics under current Equalities legislation.

(vi) Health and Well-being Implications

The recommendation has no adverse effect on the Health and Wellbeing of users of this service.

Background Papers

Nil

HOUSING MANAGEMENT FORUM	(D) Agenda Item 12
Date of Meeting: 11th June, 2015	
Reporting Officer: Colin Garnett, Assistant Director - Housing	
Title: Equality and Diversity Strategy	
Summary and Conclusions:	
The purpose of this report is to provide you with an update on progress with an Equality and Diversity Strategy for Housing. The final draft has been reviewed by our Equality and Diversity Consultant. A copy of the final draft is attached at Appendix B .	
Recommendations:	
Members are asked to:	
1. Note the content of the report; and	
2. Agree the final draft of the Equalities and Diversity Strategy for Housing Service which will form the operating basis on developing our approach to equality and diversity.	

Report

The Equality Act 2010 has introduced new equality strands and replace previous anti-discrimination laws with a single Act that simplifies the law, removing inconsistencies and making it easier for people to understand.

At present, the Housing Service is subject to the general public sector 'equality duty' due to carrying out public functions. This means that we must, as a minimum, have due regard to the following when we carry out functions:

- The need to eliminate unlawful discrimination and harassment.
- The need to advance equality of opportunity.
- The need to promote good relations and positive attitudes.

The Act helpfully explains that having due regard for promoting equality involves:

- Removing and minimising disadvantages suffered by people due to their protected characteristics.

- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

Embedding equality and diversity (E&D) across the Housing Service is the key aim of this strategy. To achieve this we have set specific key objectives:

- To provide an excellent service that is responsive, non-discriminatory and seeks to deliver continuous improvement.
- Establish clear diversity standards for monitoring and improving services.
- Establish effective leadership and governance arrangements to scrutinise performance on diversity and to make sure that this strategy is delivered.
- To promote and encourage equality and diversity in all areas of our work.

We will ensure we monitor and scrutinise our performance on E&D and make sure our Strategy is delivered by:

- Effectively communicating this Strategy across the Housing Service, making sure the key actions are co-ordinated and delivered effectively.
- Publishing awareness on E&D key aspects in our newsletter *Housing Matters*.
- By ensuring that E&D awareness is a key aspect of committee, resident and employee training. We hold annual training events on all aspect of E&D for Members, residents group members and employees.
- By rolling out mentoring programmes for employees – through our ‘Induction process’ for all new members of staff.
- Updating all staff with E&D factsheets.

The Housing Service is committed to the principles of equality. We aim to make sure that our services are effectively tailored to the needs of our existing and future customers, and that all sections of the community have equal access to those services.

(i) Legal Implications

The recommendation has no legal implications.

(ii) Risk Assessment

The recommendation has no implications.

(iii) Financial Implications

The recommendation has no financial implications.

(iv) Health and Safety Implications

The recommendation has no implications.

(v) Equality and Diversity

The recommendation has no detrimental impact on service users showing any of the protected characteristics under current Equalities legislation.

(vi) Health and Well-being Implications

The recommendation has no adverse effect on the Health and Wellbeing of users of this service.

Background Papers

Nil

HOUSING MANAGEMENT FORUM	(D) Agenda Item 13
Date of Meeting: 11th June, 2015	
Reporting Officer: Colin Garnett, Assistant Director - Housing	

Title: Survey of Tenants and Residents (STAR)

Summary and Conclusions:

The purpose of this report is to inform you of the Housing Department's proposal to undertake a tenants' satisfaction survey to enable continued promotion of tenant involvement, benchmarking of performance against other social housing providers and as a basis for action planning in respect of future service review and development.

Recommendations:

Members are asked to note and endorse the proposal to conduct the STAR survey.

Report

The purpose of this report is to inform you of the Housing Department's proposal to undertake a tenants' satisfaction survey to enable continued promotion of tenant involvement, benchmarking of performance against other social housing providers and as a basis for action planning in respect of future service review and development.

Background and Introduction

In early 2011, the Department for Communities and Local Government (DCLG) signalled the end of the regulatory requirement to carry out the large STATUS tenants' satisfaction surveys. Under STATUS, housing providers were required to compulsory survey at least every three years.

Housemark, a leading provider of performance improvement services, quickly identified that many housing providers wanted to continue to survey tenants and residents on a voluntary basis and sought to provide a flexible survey based upon the main features of STATUS. Following a consultation with housing providers, a new survey called STAR (Survey of Tenants and Residents) was developed.

STAR can be summarised effectively as the following:

1. A flexible survey which can be conducted in-house or by commissioning an external market research company.
2. Has a number of core questions but users can also include any of the set optional questions or alternatively include their own specifically worded questions.
3. Can be conducted across the whole stock (census) or across a sample of the stock (sampling).
4. Can be adapted to target different categories of tenants and residents, e.g. general needs, supported, older people, leaseholders.
5. Can be undertaken taken using a variety of methods such as postal, face to face, telephone, on-line. Postal is suggested as the primary method with the option to compliment this using other methods.

Purpose of the Survey

There are many things to be gained from undertaking the STAR survey which are summarised below:-

1. Facilitates meaningful tenant involvement.
2. Enables scrutiny of services and therefore assists with regulatory compliance in co-regulation.
3. Results can be used to benchmark performance against other housing providers.
4. Enables effective service review and development.
5. Assists in promoting value for money as trends in performance can be addressed earlier.
6. It supports good practice throughout the housing sector.

Regulatory Requirements

There is no compulsory requirement to carry out tenants' satisfaction surveys but it is regarded as good practice to do so. Surveys give opportunities to tenants to be involved in the review and development of services. In addition, surveys give tangible results which can be benchmarked against other housing providers and enable effective performance management.

The Homes and Communities Agency (HCA) housing regulatory framework remains set around the principle of co-regulation, encouraging providers to undertake robust self-regulation which incorporates effective tenant involvement. Since surveys conducted on a large scale are considered more representative and therefore more accurate than smaller surveys, STAR will be a useful tool in assisting the co-regulation process and helping with regulatory compliance.

Progress to date and plans going forward

In the Summer of 2012, following a tender process, BMG Research were commissioned to carry out a STAR survey on behalf of the Housing Service. The results of that survey were then used to develop a plan for improvement of services which included:-

1. A review of Anti-social behaviour policy and procedure.
2. A change of contractor for the staircase cleaning within flat blocks.
3. A review of the provision of environmental enhancement projects.

Managers and involved tenants have discussed and agreed that the information obtained from the 2012 survey are now out of date and should not be relied upon for benchmarking performance or for service review and development. It is agreed that a further STAR survey should be utilised to get an up to date view of how satisfied tenants are with the services they receive.

Consideration has been given to the resources required to conduct the STAR survey in-house versus tendering the work and it has been agreed that the task would be better managed by an appropriate market research company.

As part of the budget for 2015/16, there are funds of £10,000 allocated to conduct the STAR survey during 2015.

Having regard to Barrow Borough Council's procurement procedure, three market research companies have been identified and they have been invited to tender for the work based on a written specification of Housing Department requirements.

(i) Legal Implications

There is no legal requirement to conduct a tenants' satisfaction survey.

However, Barrow Borough Council must comply with regulatory requirements which have been developed from the Housing and Regeneration Act 2008 and therefore have legislative effect. Undertaking a survey of this nature will enable both tenants and the Housing Department to scrutinise services in a system of co-regulation which will assist us in complying with the regulatory requirements.

(ii) Risk Assessment

The recommendation has no implications.

(iii) Financial Implications

There will be a cost in undertaking the STAR Survey which has been budgeted for in the financial year 2015/16.

(iv) Health and Safety Implications

The recommendation has no implications.

(v) Equality and Diversity

The recommendation has no detrimental impact on service users showing any of the protected characteristics under current Equalities legislation.

(vi) Health and Well-being Implications

The recommendation has no adverse effect on the Health and Wellbeing of users of this service.

Background Papers

Research report: Customer Satisfaction Survey 2012.

HOUSING MANAGEMENT FORUM	(D) Agenda Item 14
Date of Meeting: 11th June, 2015	
Reporting Officer: Colin Garnett, Assistant Director - Housing	
Title: Housing Management Performance Report 2014/15	
Summary and Conclusions:	
The end of year performance information is attached at Appendix C and this Report provides a brief commentary to assist Members in their understanding of the key trends and the actions which follow.	
Recommendations:	
Members are asked to:	
1. Note the information contained in the report and at Appendix C .	
2. Agree Actions 1-3 for 2015/16.	

Report

The end of year performance information is attached at **Appendix C**.

The performance indicator report shows Housing Management's overall level of achievement against a set of benchmark targets. The benchmark is the Housemark 'median' cross sector performance scores from 2014/15.

The value for money section will be updated and reported in the next Housing Management Forum report when the benchmarked accounts are available.

The purpose of this narrative is to provide the background context which has directly strengthened or weakened the results and to suggest what the best opportunities and challenges are for the coming year.

Influence 1

Welfare reforms in the form of 'under occupancy' reduction in Housing Benefit and the introduction of Universal Credit and other sanctions continue to have an impact on arrears.

Effects

- Despite the challenges we have collected 1.5% more rent this year than last.
- Under occupying tenants have arrears of £54,591 although the number under occupying has gone down.
- The Housing Benefit to rent ratio has fallen by a further 1.02% which relates to £105,210 which means that we are collecting more rent from tenants*.
- We now have 11 tenants receiving Universal Credit.
- Arrears are stabilising with a £25k increase on last year.
- Voids have stabilised and are now just a little higher than in 2012/13.
- Two bedroom upper floor flats continue to be harder to let.

* This could imply that we have fewer tenants dependent on Housing Benefit (for example in employment) or that it is as a result of sanctions.

Influence 2

Water rates were incorporated within the rents from April 2013.

Effects

- Every tenant now has an element of rent that they have to pay to Barrow Borough Council which means that we have gained experience and a growing expertise in collecting rent directly from tenants in preparation for the full roll out of Universal credit.

All but 55 tenants have made direct payments to their accounts.

- The Money Management advisor has helped 510 tenants successfully apply for reduced water tariffs and has helped vulnerable tenants set up bank accounts and payment methods.

The Support tariffs are less than half the usual charge.

Influence 3

Ongoing issues with the Repairs contractor

Effect

- Voids are taking, on average, take 46 days to turn around –this includes the time taken to turn around those undergoing major works

- The number of all responsive repairs being completed on time has improved from 71.2% to 78.4%
- Repairs are taking, on average, 16.5 days to complete

Challenges and Opportunities for 2015-16

Officers have already considered these influences and will address in the following way:

Action 1:	<i>Continue to concentrate efforts in identifying and supporting vulnerable tenants through the transition to Universal Credit</i>
Action 2:	<i>Reduce risk to HRA income by continuing to improve rent collection</i>
Action 3:	<i>Bed in the new responsive repairs contract to improve the % of repairs completed first time and on time and improve the turnaround of voids</i>
Action 4:	<i>Prepare for the replacement of the Housing Management system which will improve functionality, help officers work more effectively whilst mobile and enable a self-serve facility for those tenants wishing to access the service outside of normal office hours</i>

(i) Legal Implications

The recommendation has no legal implications.

(ii) Risk Assessment

The recommendation has no significant implications.

(iii) Financial Implications

The actions support an improved financial position.

(iv) Health and Safety Implications

The recommendation has no detrimental impact the built environment or public realm.

(v) Equality and Diversity

The recommendation has no detrimental impact on service users showing any of the protected characteristics under current Equalities legislation.

(vi) Health and Well-being Implications

The recommendation has no adverse effect on the Health and Wellbeing of users of this service.

Background Papers

Nil

HOUSING MANAGEMENT FORUM	(D) Agenda Item 15
Date of Meeting: 11th June, 2015	
Reporting Officer: Colin Garnett, Assistant Director - Housing	
<p>Title: Allocation of Housing Right to Move Grant Funding</p> <p>Summary and Conclusions:</p> <p>The purpose of this report is to provide Members with information on the Allocation of Housing 'Right To Move' grant funding of £3,044.</p> <p>Right to Move came into effect on 20 April, 2015 and was introduced for social tenants who need to move to take up a job or live closer to employment or training. Barrow Borough Council Housing Service are a partner in Cumbria Choice – choice based lettings scheme which brings together a number of authorities and registered providers of social housing across Cumbria with a common allocation policy that applies to all the partners.</p> <p>Cumbria Choice provides an excellent basis for cross boundary mobility with provision within the policy to provide for tenants to move between partner authorities for work related reasons in line with new statutory guidance.</p> <p>Recommendations:</p> <p>Members are asked to:</p> <ol style="list-style-type: none"> 1. Note information on the allocation of Housing Right to Move grant funding. 2. Agreement to operate in line with Cumbria Choice Based Lettings allocation policy and for the £3,044 funding grant to be transferred to the Cumbria Choice Budget in line with other partner local authorities. 	

Report

The new statutory guidance is intended to assist local housing authorities to ensure that tenants who need to move for work within or across local authority boundaries are given appropriate priority under the Cumbria Choice – choice based lettings scheme. The guidance sets out the Government's expectation that local authorities should:

- apply the existing 'hardship' reasonable preference category to social tenants who need to move for work related reasons; and

- set aside a proportion of lets to enable such tenants to move across local authority boundaries where necessary guidance states a quota of at least 1% being appropriate.

Cumbria Choice have previously reviewed the allocation policy and taken advice from the Department for Communities and Local Government to ensure it is in line with the new statutory guidance. Provision is made within the policy under 'hardship' for tenants needing to move for employment purposes.

Partner local authorities have transferred the 'Right to Move' grant to the Cumbria Choice Based Lettings budget to assist in the implementation of guidance on the Right to Move quota.

Barrow Borough Council Housing Service is a key partner within Cumbria Choice Based Lettings and will continue to work with Project Board to implement guidance and agree the Right to Move quota across Cumbria.

(i) Legal Implications

The recommendation has no legal implications.

(ii) Risk Assessment

The recommendation has no implications.

(iii) Financial Implications

The recommendation has no financial implications.

(iv) Health and Safety Implications

The recommendation has no implications.

(v) Equality and Diversity

The recommendation has no detrimental impact on service users showing any of the protected characteristics under current Equalities legislation.

(vi) Health and Well-being Implications

The recommendation has no adverse effect on the Health and Wellbeing of users of this service.

Background Papers

Nil



Barrow Borough Council Housing Contractor Selection

17th April 2015

Introduction

Contractor Selection was run on behalf of Barrow Borough Council for the Window replacement scheme for 2015/16. The Selection was to be carried out for the future year's window replacement scheme subject to annual performance and Value for Money reviews. The programme will be for in excess of 51 properties and therefore the framework Lot considered appropriate for the review is Lot 23.

The contractors were considered using the process outlined in *Clause 27.1 - Method 1: Direct Selection* of the Procure Plus Limited and Contractors Framework Agreement for the provision of internal and external installation, maintenance and repair works (Dated 1st August 2014).

The contractors were appointed onto the framework via the OJEU compliant selection process published in the Official Journal of the European Union – 2013/S 133-229526. As per the Direct Selection Criteria outlined in Schedule 7 of the Framework Agreement the client wished to appoint the contractor that represented best value for money to carry out the scheme.

The direct call off procedure utilises the rates tendered in for the original framework and therefore prevents the need for any further competition or tendering process.

Eligible Contractors

Ten contractors were selected from the following work stream:

Lot 23 Window and Door Installation Cumbria 51+ Properties

Capability Assessment

The contractors were assessed on the capability matrix set out in schedule 8 of the framework Agreement:

- The Contractor's geographical coverage
- The size of the scheme
- The Contractor's financial stability
- The Contractor's health and safety record
- The Contractor's capacity, taking into account value of Works already awarded to it under the Framework Agreement
- The level of PI insurance the Contractor holds (for awards under Framework Lots 5 to 8 (inclusive), 24 to 27 (inclusive) and 31 to 38 (inclusive))
- The requirement for MCS accreditation (for awards under Framework Lots 41, 47 and 48)
- The requirement for PAS2030 accreditation (for awards under Framework Lots 1 to 30 (inclusive), 37, 38, 40, 41, 43 and 45 to 48 (inclusive))



It was confirmed that all contractors were currently in the green status on the live quality score and therefore could be considered for this opportunity.

Geographical coverage

No analysis of the contractor geographical coverage is required.

Price and Quality assessment installation

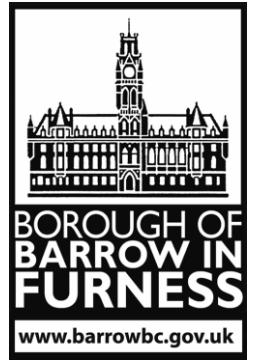
The table below indicates the current scores for each contractor based on either their initial submission or live quality score:

Rank	No.	Company	Quality Total Score	Price Total Score	Bidder's Grand Score
1	81	Contractor no. 1	51.67%	36.37%	88.03%
2	41	Contractor no. 2	56.00%	29.15%	85.15%
3	74	Contractor no. 3	54.25%	28.53%	82.78%
4	49	Contractor no. 4	53.33%	23.96%	77.29%
5	32	Contractor no. 5.	45.25%	31.89%	77.14%
6	71	Contractor no. 6	50.00%	26.78%	76.78%
7	64	Contractor no. 7	54.50%	19.43%	73.93%
8	26	Contractor no. 8	38.58%	33.33%	71.91%
9	21	Contractor no. 9	43.33%	20.71%	64.04%
10	75	Contractor no. 10	35.83%	27.56%	63.39%

Barrow Borough Council Housing Business case

Contractor no. 1 as installers were selected by Barrow Borough Council to carry out the window replacement works as the contractor that represented best value for money.

BARROW BOROUGH COUNCIL
Housing Service



June 2015

Equality & Diversity Strategy





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Barrow Borough Council Housing Service

Small pieces which make up the bigger picture

Our aim is to provide homes and neighbourhoods where people choose to live and to be fair and responsible in everything we do. For these reasons, our commitment to equality and diversity is central to the way we work. We strive for excellence in all that we do and focus on achieving results.

The world in which we live is increasingly diverse and we need to understand differences and cultures so that our services remain accessible to all.

We aim to make sure that all applicants, residents, employees and other customers receive fair treatment, free from direct or indirect discrimination on any grounds. We also aim to make sure that our services are effectively tailored to the needs of our existing and future customers, and that all sections of the community have equal access to those services.

We are proud of the progress we have made so far and are committed to further developing our approach to equality and diversity.



Why equality and diversity matter

Our Statement

We are serious about equality and treat people fairly and are firmly committed to the principles of equality and diversity. We believe that it really does matter for the following reasons.

Moral responsibilities

The principles of equality and diversity are about social justice and fairness and, as such, are the right thing to do.

Our responsibilities

These can be summarised as follows:

- **Customer care** - equality and diversity is all about customer care. It is about knowing customers and tailoring services to meet their diverse needs.
- **Changing society** - the world in which we live is changing and a forward-thinking organisation must recognise and respond to these changes to remain successful.
- **Recruitment and retention** - a workplace embracing equality and diversity becomes an employer of choice, attracting and retaining the best talent and reducing employee turnover.
- **Competitive edge** - diverse teams bring different talents and can recognise the diverse requirements of new customers and new markets.
- **Reputation** - inclusive work environments encourage loyalty, teamwork and maximise personal contributions.
- **Risk management** - we recognise there are certain risks associated with non-compliance. These risks include the effect on our reputation, financial cost implications and the impact on those involved.

Legislative and regulatory responsibilities

The Equality Act 2010 has introduced new equality strands and replaced previous anti-discrimination laws with a single Act that simplifies the law, removing inconsistencies and making it easier for people to understand.

At present, the Housing Service is subject to the general public sector 'equality duty' because we carry out public functions. This means that we must, as a minimum, have due regard to the following when we are carrying out our functions:

- the need to eliminate unlawful discrimination and harassment
- the need to advance equality of opportunity
- the need to promote good relations and positive attitudes

The Act helpfully explains that having due regard for promoting equality involves:

- removing or minimising disadvantages suffered by people due to their protected characteristics
- taking steps to meet the needs of people from protected groups where these are different from the needs of other people
- encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

Personal responsibilities

- We are all human beings and expect to be treated with respect.
- We all perform better when we can be open and be ourselves.
- During our lives we have different experiences. We were all young once and we are all ageing.
- We may have a disability ourselves or know someone with a disability or we could become disabled at any time.

**RESPECT PEOPLE'S
FEELINGS. EVEN IF
IT DOESN'T MEAN
ANYTHING TO YOU,
IT COULD MEAN
EVERYTHING
TO THEM.**

Our equality and diversity objectives

Embedding equality and diversity across the Housing Service is the key aim of this strategy. To achieve this we have set the following specific objectives:

To provide an excellent service that is responsive, non-discriminatory and seeks to deliver continuous improvement.

How?

- Providing accessible services which do not illegally discriminate.
- Understanding our communities so that we can improve and tailor our services more appropriately to meet customer requirements.
- Using customer profiling to drive service improvements.
- Involving a wide range of residents and other customers in shaping services.
- Collecting, analysing and reviewing information to make sure we meet our standards.

Establish clear diversity standards for monitoring and improving services.

How?

- We will deliver our services fairly, openly and honestly.
- We will ask residents about themselves and their household, to understand their needs, tailor our services and help us comply with equality law. We encourage our customers to complete our 'Knowing our Customers to Improve our Service' form.
- If their situation changes, we will talk to residents about what other services would be of help to them.
- We will act responsibly with the information we hold, and comply with data protection laws.

Establish effective leadership and governance arrangements to scrutinise performance on diversity and to make sure that this strategy is delivered.

How?

- By effectively communicating this strategy across the Housing Service, making sure that key actions are co-ordinated and delivered effectively.
- By ensuring that equality and diversity awareness is a key aspect of committee, resident and employee training.
- By rolling out mentoring programmes for employees across the Housing Service.
- Implementing a programme of Equality Analysis across our functions

Doing our bit to promote and encourage equality and diversity in all areas of our work.

How?

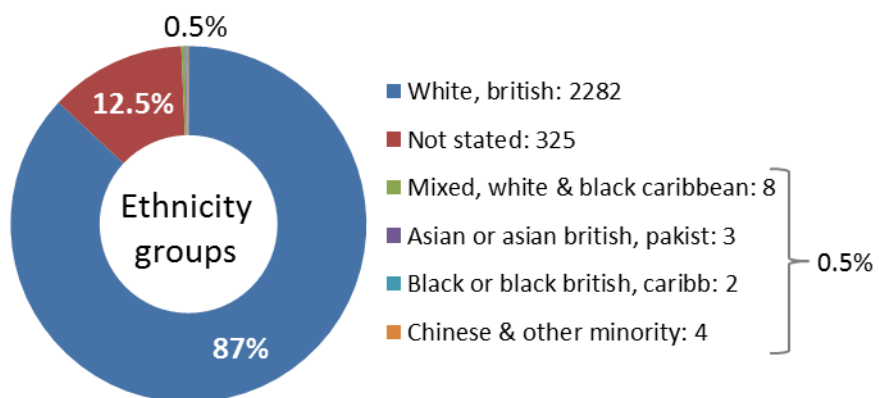
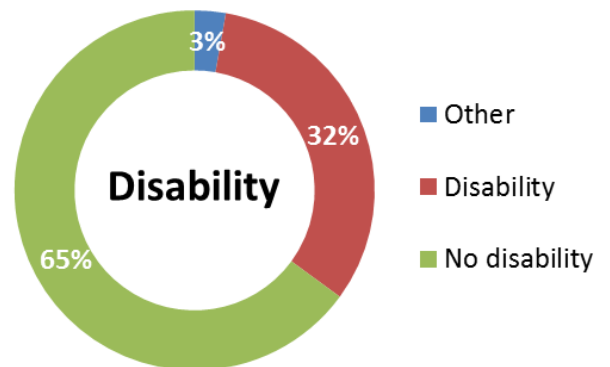
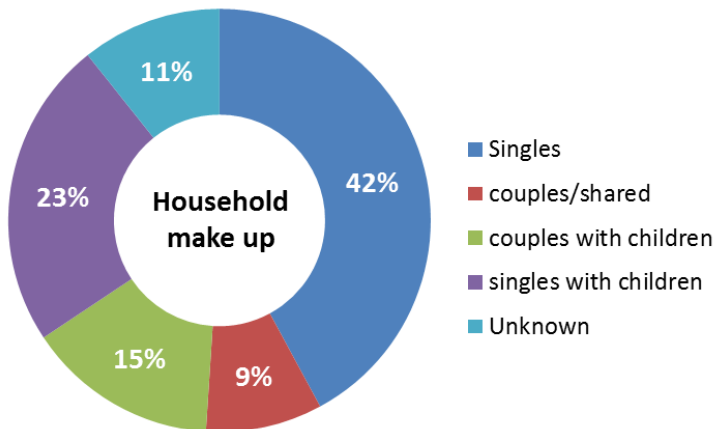
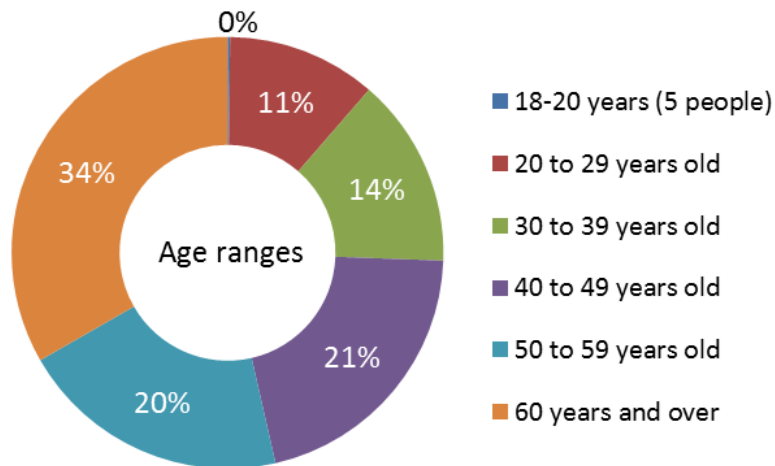
- By making sure that our values are reflected in our procurement processes and outcomes.
- By working with partners to learn and share good practice – our partners and contractors all attend equality and diversity training events.
- By promoting the values of equality and diversity to the widest possible audience.
- By challenging discriminatory attitudes and behaviours from anyone involved with the Housing Service such as contractors, residents and employees.



About the Housing Service

Resident profiling

Over the past five years, we have been working hard at collecting information from all our residents about the protected characteristics covered by the Equality Act 2010, and adding this to each of our systems so that we can tailor our services to meet those different needs.



The Equality Act 2010

The Equality Act 2010 is a cross-cutting legislative framework to protect the rights of individuals and to advance equality of opportunity for all; to update, simplify and strengthen the previous legislation; and to deliver a simple, modern and accessible framework of discrimination law which protects individuals from unfair treatment and promotes a fair and more equal society.

Protected characteristics

The Equality Act seeks to protect people from unlawful discrimination against a person, or group of people, because of:

- **race;**
- **gender;**
- **sexual orientation (whether being lesbian, gay, bisexual or heterosexual);**
- **disability (or because of something connected with their disability);**
- **religion or belief;**
- **gender reassignment (this is where someone has changed, is changing or has proposed changing their sex including transgender status);**
- **maternity or pregnancy explicitly (having just had a baby or being pregnant);**
- **being married, civil marriage or in a civil partnership; or**
- **age (both young and older discrimination).**

These areas of diversity are known as the 'protected characteristics'. In addition to these, the Housing Service also takes into account the needs of other groups such as carers.



What have we achieved so far?

Web accessibility – We aim to make our web site as widely accessible as possible. Our pages use standard templates with consistent layout and navigation, and much consideration has been given to the use of colour, text and images. The Home Page and most content pages now conform to WCAG 1.0 AAA accessibility standards. We are working hard to ensure all content conforms to the highest standards, including web pages produced by supplier systems.

Most pages are also WAI XHTML 1.0 Transitional compliant meaning that they are coded to accepted standards as required by many forms of assistive technology used by people with various forms of disability.

Resident profiling - We have a Knowing our Customer to Improve our Services form. It can be used during the lifetime of a tenancy, at times such as new tenant interviews, tenancy audits, a mutual exchange/ transfer.

Tenancy support - We have systems in place to help us be proactive in providing the right help and support to vulnerable residents and residents whose tenancy may be at risk. For example, housing officers can make early checks on any arrears, anti-social behaviour reports or repairs we've made to homes and then visit residents to give them the best chance of keeping their home.

Tailoring our communications – From information obtained from 'Knowing our Customers' forms we are able to tailor our communication with customers. Our inhouse systems let us know if customers need time to answer the door – 'knock loud and wait', information in large print or another language, text or email.

Equality and Diversity Exchange – We are members of the Housing Quality Network – Equality and Diversity Exchange – giving us expert advice, training and update briefings on case law and legislation to ensure we have up to date information to embed into our service development, policies and procedures.

Welfare reform - To reflect its importance, we produce welfare reform information in different ways so all affected residents can understand what help and support is available. This includes:

- Identifying households affected by the benefit cap
- Identifying households under-occupying properties affected by 'bedroom tax'
- A dedicated team of staff to assist, including a Money Management Officer to assist with supporting customers manage tenancies, reducing bills, assessing incomes etc.

- Housing Benefit Liaison Officer – gives benefit advice and help in completing forms
- Money Advice – A CAB specialist is available for weekly surgery appointments

Ways to pay - we've extended the range of ways residents can pay their rent, so they can choose a method that is easiest for them. In particular, direct debit (any date to suit) which is a convenient and easier method of paying rent for those people with mobility problems.



Responsibilities and Monitoring

- Employees, Members and tenant representatives are regularly updated through our Equality & Diversity Factsheets.
- Residents are updated through our newsletter 'Housing Matters'.
- Successes will be communicated and celebrated.

Equality Assessments

Equality assessments for the bedroom tax and the benefit cap have been carried out to help us identify the impact Welfare Reform will have on our residents and to highlight any particular groups that are disproportionately affected.

APPENDIX D

Performance Indicator	Actual 2012/13	Actual 2013/14	Actual 2014/15	Target (Median)
£ Rents Collection				
£ Rent & Service Charges due (exc Void)	9,728,187	10,687,981	11,101,931	£10,726,368
£ Rent collected	9,604,739	10,482,254	11,059,494	£10,511,841
Rent collected as % of rent due (exc ft)	98.73%	98.08%	99.62%	98%
£ Current Arrears (dwellings)	£203,623	£370,804	£395,657	£321,791.04
£ Former Arrears (dwellings)	£135,745	£162,969	£194,982	£160,768
Write Offs (Gross)	£38,573	£137,688	£130,795	£150,000
Tenants evicted for rent arrears	5	15	11	15
Current tenants arrears % of rent owed	2.1%	3.5%	3.6%	3%
Former tenants arrears % of rent owed	1.4%	1.5%	1.8%	2%
£ Rent arrears Garages	£1,452	£1,763	£1,763	£ 3,750
£ Rent Arrears Shops	£22,146	£15,464	£15,464	£ 15,000
Void management	2686	2677	2662	2666
Tenancy Turnover %	10.1%	12.9%	10.8%	8.05%
Total number of re-lets	245	340	324	370
No. of Voids	270	344	287	350
Ends due to Under Occupation		48	11	10
Average relet time for dwellings (inc days spent in MW)	32	35	46	30
£ rent loss through vacant dwellings	£ 111,607	£ 165,336	£ 165,938	£ 168,229
£ rent loss due to vacant garages	£2,290	£2,157	£2,501	£ 4,500
£ rent loss due to vacant shops	£5,000	£1,022	£0	£ 4,000
£ rent loss due to vacant dispersed	NA	NA	£25,358	£ 13,019
% properties accepted on first offer	78.4%	76.5%	72.8%	70%
Loss per Void (Rents, Repairs, Arrears)	£ 2,684	£ 1,341	£ 1,512	£2,000
Maintenance				
No. Repair Orders issued (Tenant Demand)	10,109	10,822	10,306	9,197
Responsive & Void repairs per property	3.7	4.0	3.9	3.4
P1 & P2 as a % of total repairs	63.8%	63.0%	58.1%	47.5%
% all responsive repairs completed on time	77.1%	71.2%	78.4%	96.3
P1 % emergency repairs completed on time	94.6%	89.0%	96.1%	96.7
P2 % urgent repairs completed on time	77.3%	73.0%	78.4%	94.6
Average end-to-end time for all reactive repairs (days)	19.78	17.46	16.5	8.2
Percentage of repairs completed 'Right First Time'	79.79	N/A	N/A	88.8
Appointments kept as a percentage of appointments made	61%	N/A	N/A	96.8
Appointments made as a percentage of repair orders (exc gas & voids)	100%	N/A	N/A	94.1
Percentage of dwellings with a valid gas safety certificate	100%	100.0%	100.0%	99.8%
Percentage of homes that fail to meet the Decent Homes Standard	0%	0%	0%	0.2%
*Average energy efficiency rating of dwellings (based on RD SAP 9.83)	69.2	69.2	69.2	70.25%
Homeless				
Homeless ave. days in temporary dispersed accommodation	57	56	52	
Homeless ave. days in temporary B&B accommodation	27	35	36	
Homeless Total Cases Closed	903	782	565	
Homeless Advice	408	187	178	
Homeless Prevention	170	492	321	
Homeless Applications	147	103	66	
Homeless Successful Preventions	148	277	174	
Eligible Homeless (Owed a full duty)	30	19	16	
Water Charge Collection				
Direct Debit payers	260	758	765	
Successful applications for Support Tariffs	68	124	510	

Housing Register	Actual 2012/13	Actual 2013/14	Apr-Mar 2014/15	
Active Direct Applicants	1471	1162	1151	
Active Transfer Applicants	346	286	270	
Cumbria Choice Register	1817	1448	1421	
Equality & Diversity				
ASB cases reported	72	58	38	143
Percentage of closed ASB cases that were successfully resolved	99%	96%	100%	88%
% Diversity Information : Age	100%	100%	100%	100%
Gender	100%	96.6%	99.6%	98%
Ethnicity	82%	93.4%	97.2%	75%
Disability	100%	96.1%	100.0%	75%
Sexuality	52%	48.1%	49.7%	55%
Religion or belief	53%	48.5%	50.3%	55%
Percentage of Stage 1 complaints upheld	40%	14%	17%	NA
Value for Money - Direct Costs per property				
Overhead per property	£ 274	£ 319		130
Major & Cyclical works	1100	1232		1200
Responsive Repairs	391	514		375
Void Repairs	166	164		150
Housing Mgt	277	259		250
Leasehold	134	152		150
Total staff turnover	5.9%	3.8%	8.9%	1.9
Ave. working days lost / sickness absence	18.9	18.1	30.0	
Satisfaction		Target (Median)		
Percentage of tenants satisfied with the landlord's services overall	88%			83%
Percentage of tenants satisfied with repairs and maintenance	87%			79%
Percentage of tenants satisfied that their views are taken into account	78%			64%
Percentage of tenants satisfied with the quality of the home	90			N/A
Percentage of residents satisfied with the neighbourhood as a place to live	84%			82%
Percentage of tenants satisfied that their rent provides value for money	90%			N/A
Percentage of tenants satisfied that their service charges provide value for money	81%			N/A
Housing Stock				
Houses	1284	1274	1263	
Flats	1245	1247	1231	
Bungalows	157	157	156	
Total Dwellings	2687	2678	2650	
Adelphi Court			12	
Total Dispersed /Temporary Dwellings	10	8	10	
Community Centres	5	5	5	
Leaseholds	204	205	208	
Garages	486	486	489	
Shops	20	19	19	
TOTAL PROPERTIES	3412	3401	3393	
Sold Property / Land	2012-13	2013/14	2014/15	2014/15
		£	£	
Houses	252,750	365,040	509,170	11
Flats	42,160	19,320	60,540	3
Bungalows			28,670	1
Land	0	0	3,000	1
TL	294,910	384,360	601,380	16

PLANNED INVESTMENTS 2014-15

SCHEME	CONTRACTOR OR SUPPLIER	AVAILABLE BUDGET	NO OF PROPERTIES (P) OR BLOCKS (B)	EXPENDITURE TO DATE	ESTIMATED START DATE	ESTIMATED COMPLETION DATE	CONTRACTOR	COMMENTS	Leasholders affected?
RE-ROOFING AND POINTING WORKS ROOSEGATE ESTATE (2-3 YEARS DELIVERY PLAN)	CUMBRIA HOUSING PARTNERS	£390,000	56 (P)	£ 563,339	16/06/2014	31.3.2015	DLP Roofing	100% COMPLETE	No
RE-ROOFING WORKS FLAT ORMSGILL ESTATE	CUMBRIA HOUSING PARTNERS	£132,000	20 (B)	£ 55,033	01/08/2014	31.3.2015	CUMBRIA ROOFING	100% COMPLETE	Yes
RE-POINTING/RENDERING DEVONSHIRE ESTATE	CUMBRIA HOUSING PARTNERS	£590,000	30 (P)	£ 10,562	01/08/2014	31.3.2015	DLP Roofing	30% COMPLETE	No
EXTERNAL DOOR REPLACEMENTS WINDOW REPLACEMENTS CENTRAL & WALNEY	CUMBRIA HOUSING PARTNERS (MATERIALS)	£60,000	100 (P)	£ 48,074	01/11/2014	Jan-15	BARROW CENTRAL JOINERY	100% COMPLETE	No
COMMUNAL ENTRANCE LIGHTING UPGRADES - CENTRAL	CUMBRIA HOUSING PARTNERS	£64,000	14 (B)	£ 15,055	01/10/2014	31.3.2015	K WILSON	100% COMPLETE	Yes
COMMUNAL ENTRANCE PAINTING - CENTRAL	CUMBRIA HOUSING PARTNERS	£30,000	14 (B)	£ 53,152	01/11/2014	31.3.2015	GEORGE JONES	100% COMPLETE	Yes
COMMUNAL ENTRANCE DOOR UPGRADES - ORMSGILL	CUMBRIA HOUSING PARTNERS	£120,000	18 (B)	£ 189,438	01/08/2014	31.3.2015	SS GROUP	100% COMPLETE	Yes
GARAGE IMPROVEMENTS	CUMBRIA ROOFING	£48,600	10 (B)	£ 82,172	01/04/2014	31.3.2015	CUMBRIA ROOFING	100% COMPLETE	No
REWIRES	CUMBRIA HOUSING PARTNERS	£150,000	120	£ 257,722	01/04/2014	31.3.2015	K WILSON	100% COMPLETE	No
BATHROOMS	CUMBRIA HOUSING PARTNERS	£410,000	200	£ 365,611	01/04/2014	31.3.2015	AB MITCHELL	100% COMPLETE	No
KITCHENS	CUMBRIA HOUSING PARTNERS	£200,000	100	£ 205,886	01/04/2014	31.3.2015	AB MITCHELL	100% COMPLETE	No
HEATING	CUMBRIA HOUSING PARTNERS	£525,000	200	£ 495,038	01/04/2014	31.3.2015	AB MITCHELL	100% COMPLETE	No
PAINTING	CUMBRIA HOUSING PARTNERS	£250,000	500	£ 149,966	09/06/2014	31.3.2015	G JONES	100% COMPLETE	Yes

HOUSING MAINTENANCE COMMITMENTS 2014-15

	Funding Available 2014-15	EXPENDITURE TO DATE	Weekly Available	Gross Comm. as a % funds available
Tenant Demand Repairs	£ 1,085,671	£ 997,280	£ 20,878	92%
Voids	£ 238,243	£ 541,194	£ 4,582	227%
Gas Servicing	£ 99,049	£ 191,297	£ 1,905	193%
Decoration Vouchers	£ 45,000	£ 24,170	£ 865	54%
Disrepair Claims	£ 15,000	£ 1,722	£ 288	11%
Environmental Impmts	£ 25,000	£ 24,545	£ 481	98%
Disabled Adaptations	£ 100,000	£ 161,108	£ 1,923	161%
Electrical Testing	£ 80,700	£ 62,010	£ 1,552	77%
Door Entry Maintenance	£ 20,000	£ 21,728	£ 385	109%