



Medium Term Delivery Plan 2018-2022

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Foreword from the Chair and Chief Executive

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

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

Dirk Paterson (Chair) & Gareth Mitchell (Chief Executive)

Delivering our services – Performance Plan 2018-22

Customers

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

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

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

Customer satisfaction %

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

	2017/18	2018/19	2019/20	2020/21	2021/22
Target	New	New	89.3	91	92
Result	New	87.4	92.8	93.3	

Repairs & maintenance

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

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

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

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

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

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

Repairs completed on time %

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

	2017/18	2018/19	2019/20	2020/21	2021/22
Target	96.75	97	97.25	97.5	97.75
Result	98.0	98.3	97.81	99.4	

Housing options and homelessness

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

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

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

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

Homelessness acceptances %

In response to the Homelessness Reduction Act, during 2019/20 and 2020/21 we monitored the proportion of households for whom a Personal Housing Plan (PHP) was been agreed where the actions outlined in the PHP did not result in prevention or relief of homelessness and a full homelessness duty was owed.

	2017/18	2018/19	2019/20	2020/21	2021/22
Target	New	New	20	30	N/A
Result	New	27.8	29.9	31.7	N/A

For 2021/22, we will monitor the number of households where full duty has been accepted, the number of homelessness preventions and the number of households where homelessness was relieved.

	Homelessness acceptances	Homelessness prevention	Homelessness relief
Latest result	185	187	136

Housing asset management

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

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

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

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

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

Capital program elements completed on time %

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

	2017/18	2018/19	2019/20	2020/21	2021/22
Target	New	95	95.5	96	85
Result	75.4	66.3	96.1	82.5	

Housing management

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

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

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

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

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

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

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

Rent collection %

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

	2017/18	2018/19	2019/20	2020/21	2021/22
Target	98.5	98	98	98.2	98
Result	99.9	99	99.1	97.9	

Letting homes

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

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

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

Average days to re-let general needs properties

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

	2017/18	2018/19	2019/20	2020/21	2021/22
Target	25	25	25	24.75	25
Result	24.7	26.8	24.3	27.13	

Corporate asset management

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

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

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

Corporate facilities repairs completed on time %

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

	2017/18	2018/19	2019/20	2020/21	2021/22
Target	New	75	90	90	90
Result	63.1	95.5	91.0	90.9	

Compliance

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

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

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

We will seek to maintain our accreditations for ISO 9001 Quality Management, ISO 14001 Environmental Management, OHSAS 18001/45001 Occupational Health and Safety Management.

Gas compliance %

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

	2017/18	2018/19	2019/20	2020/21	2021/22
Target	100	100	100	100	100
Result	100	100	100	100	

Financial plan

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

CBH is allocated, year on year, capital expenditure to refresh the council housing stock and carry out condition surveys and safety checks.

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

	2018/19 £,000s	2019/20 £,000s	2020/21 £,000s	2021/22 £,000s
Turnover				
Management fee	9,274	9,442	9,936	9,953
Capital works	2,160	1,814	5,096	7,016
Interest	10	10	0	0
Design & construction management income	0	0	1087	527
Other income	0	0	544	828
Total turnover	11,444	11,266	16,663	18,324
Expenditure				
Housing management	1,445	1,508	1,402	1,211
Sheltered housing	561	550	562	590
Business services & overheads	1,472	1,554	1,750	2,662
Housing options	775	777	1433	1,399
Repairs & refurbishment management	1,837	1,861	2,011	1,487
Facilities management of public buildings	215	217	631	676
Corporate services	287	289	320	300
Revenue works	2,693	2,696	2,422	2,576
Capital works	2,160	1,814	5,096	7,016
Design and construction costs			948	402
Risk mitigation				100
Total expenditure	11,444	11,266	16,575	18,419
Surplus/(Deficit)	0	0	88	(95)

The main reason for the 2021/22 deficit position is £100k provision for risk mitigation and delivery of strategic priority commitments.

Delegated budgets

Budget	2018/19 £,000s	2019/20 £,000s	2020/21 £,000s	2021/22 £,000s
Housing Investment /refurbishment programmes	6,250	2,753	3,672	5,331
Revenue works	1,399	1,728	1,795	1,795
Corporate facilities - capital works	12,500	13,000	22,000	16,500
Corporate facilities - revenue works	1,917	1,917	1,550	1,550
Total works	22,066	19,398	27,467	25,176
Revenue delegated budgets	2,045	2,457	2,560	2,560
Total delegated budgets	24,111	21,855	30,027	27,736

Resources plan

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

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

We are constantly striving for efficiency in every area of our business and will continue to focus on achieving even more with the resources available. Our Value for Money & Technology Plan and CBH 2.0 transformation programme will help us to make the most of the resources we have, including developing our use of technology, embedding a new outcome-based approach to performance management and redesigning services to generate efficiencies.

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

Monitoring Delivery

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

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

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

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

Related documents – the strategic framework

Colchester Borough Council Strategic Plan

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

The Council's [Strategic Plan 2020-23](#) outlines its overall objectives for the Borough. Colchester Borough Homes can make a significant contribution, particularly to the following aims:

- Reduce carbon emissions to help achieve a net zero Carbon footprint for Council Services by 2030.
- Minimise the environmental impact of our activities.
- Take an Asset Based Community Development (ABCD) Approach and work alongside communities to build a borough where people are more empowered, self-sufficient, healthy, active, happy and doing what they enjoy.
- Encourage belonging, involvement and responsibility in all the Borough's communities
- Work with our partners to make volunteering and community involvement as easy as possible.
- Support people to live in healthy homes that meet their needs.
- Supporting the most vulnerable residents through our One Colchester partnership.
- Work with Essex Police, Colchester Borough Homes, Essex Youth Service and other partners to reduce anti-social behaviour and tackle serious crime.
- Work alongside our partners to improve cleanliness and community safety in the town centre.
- Work with partners to support victims of domestic violence.
- Improve existing Council homes to keep them in good repair and improve energy efficiency.
- Improve existing Council homes to keep them in good repair and improve energy efficiency.
- Ensure all new homes are designed to a high quality across all tenures
- Continue to improve and modernise available housing for older people.
- Work with partners to Implement the 2020-23 Homelessness and Rough Sleeping Strategy action plan.
- Intervene early to prevent homelessness and work in partnership with other organisations to sustain people's accommodation.
- Tackle rough sleeping in the borough.
- Enable economic recovery from Covid-19 ensuring all residents benefit from growth.

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

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

Colchester Borough Homes Strategic Plan

The CBH Strategic Plan 2017-22 sets out how we will develop as an organisation over the next few years to support us in delivering great services that make a difference. We aim to be the trusted choice for local housing, property and community services, and we achieve this by delivering services that are valued by our customers and by serving our communities.

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

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

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

- Customer plan
- Value for money and technology plan
- People plan
- Business development plan
- Leadership plan
- Community plan.

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

Document control sheet

Title	CBH Medium Term Delivery Plan 2018-22					
File location	https://colchbh.sharepoint.com/sites/fnc/corpdoc/PolDevLib/CBH Medium Term Delivery Plan 2018-22.docx					
Consultation	CBH Board, September 2017 SMT/DMT September/November 2017 CBH Operations Committee November 2017/February 2018 CBC November/December 2017					
Approved	Board [Last Agreed (Full)]					
Next review	[Review Date (Full)]					
Circulation method	SharePoint, website					
Equality Impact Assessment	Required	Yes	Latest	01/02/2018	Review due	[EqIA Review Due (Full)]

Document amendment history

Version	Type	Date	Notes
1.0	New	March 2018	New plan approved by Board & CBC. Awaiting Q4 figures for publication.
1.1	Minor changes	April 2018	Published version including 2017/18 KPI outturns.
1.2	Minor changes	April 2019	Updates to KPIs & targets. Updated Financial Plan
1.3	Minor changes	April 2020	Updates to KPIs & targets. Updated Financial Plan

Version	Type	Date	Notes
1.4	Minor changes	April 2021	Updates to KPIs & targets. Updated Financial Plan. Incorporated references to CBC Strategic plan 2020-23.