



HOUSING, ENVIRONMENT AND HEALTHIER COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE AGENDA

Monday, 7 November 2022 at 1.30 pm in the Bridges Room - Civic Centre

From the Chief Executive, Sheena Ramsey

Item	Business
1	Apologies for Absence
2	Minutes of the last meeting (Pages 3 - 8)
3	Construction Services Update (Pages 9 - 12) Report of the Deputy Chief Executive – Housing, Environment and Healthy Communities
4	Housebuilding Update (Presentation) (Pages 13 - 56) Cabinet reports appended for information.
5	Housing Performance and Compliance Monitoring (Pages 57 - 76) a) HEHC Performance Qtr2 b) HEHC Performance Indicator Review Report of the Deputy Chief Executive – Housing, Environment and Healthy Communities
6	Implications of Constitutional Change - Tenant Representative on the OSC (Pages 77 - 78) Report of the Deputy Chief Executive – Housing, Environment and Healthy Communities
7	Work Programme (Pages 79 - 82) Joint report of the Chief Executive and the Strategic Director of Corporate Services and Governance.

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GATESHEAD METROPOLITAN BOROUGH COUNCIL

HOUSING, ENVIRONMENT AND HEALTHIER COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE MEETING

Monday, 27 June 2022

PRESENT: Councillor B Clelland (Chair)

Councillor(s): T Graham, A Geddes, F Geddes,
H Weatherley, H Kelly, J Reay, J Turnbull, K Dodds,
R Waugh, S Dickie, V Anderson, P Maughan, A Wintcher,
P Burns and D Welsh

APOLOGIES: Councillor(s): D Burnett and S Gallagher

CPL33 MINUTES OF THE LAST MEETING

RESOLVED:

- (i) The minutes of the last meeting held on 25 April 2022 were agreed as a correct record.

CPL34 CONSTITUTION/ROLE & REMIT

RESOLVED:

- (i) The Committee noted the Constitution and the appointment of the Chair and Vice-Chair as approved by Council for the 2021/22 municipal year.
- (ii) The Committee noted the remit and terms of reference report.

CPL35 PERFORMANCE MANAGEMENT AND IMPROVEMENT FRAMEWORK - YEAR END PERFORMANCE 2021-22

The Committee received a report and presentation providing the Council's new Performance Management and Improvement Framework (PMIF), reporting performance on the delivery of Council priorities for the period April 2021 to March 2022.

The Committee were provided with a summary of the PMIF purpose and background for context; it was reported that the PMIF is provided to enable members to see the full picture of performance across all priority areas detailed in the report.

From the presentation, it was highlighted that key emerging areas impacting on performance included:

- The continuing impact of Covid 19 on performance
- Widening inequalities, income and the longer term anticipated impact i.e. health
- The demand pressures facing services i.e. social care
- The impact of EU Exit / Ukraine conflict, rising costs for residents / businesses and in service delivery

- Staffing pressures including recruitment and retention across the Council
- Good progress in key policy areas such as climate change strategy and engagement
- Increase in shift towards digital and online services
- Support being provided to local people / businesses i.e. Household Support Grant
- Effective response to supporting vulnerable people throughout the pandemic i.e. through local hubs, public health, vaccinations and work with businesses

The Committee also received a presentation providing an update on performance in terms of business engagement, support and investment activity. From the presentation, the Committee were advised that business engagement, support and investment activities continue throughout the borough to raise awareness of self-employment and helping individuals explore enterprise at a grassroots level.

It was also reported that 140 businesses had been supported to implement successful investment or expansion projects including 12 inward investment success, creating 2,170 jobs, safeguarding 389 jobs and 183 jobs relocated to Gateshead.

A breakdown of the support provided to businesses in response to the pandemic was provided; the Committee were advised that the Council's business centres had remained open during the pandemic to support businesses and their employees who were unable to work from home. It was also highlighted that a pilot had been launched to support SMEs in Gateshead and in the Council's supply chain to manage their wider environmental impact. The Committee were also provided with an update on employer engagement, it was noted that InvestNewcastle has continued to raise the profile of Gateshead as an investment location.

The Committee received a further update on employment support activity delivered by the Council. It was reported that support had been provided for residents to sustain and progress into employment and achieve economic security. An overview of activities to support young people into employment was also presented for information.

It was stated that of the 850 residents who had received 1-2-1 information, advice and guidance 628 of them had went on to receive intensive employment support from a Working Gateshead Job Coach, 54 were signposted to external services and 45 had been connected with internal Council services. It was highlighted that during the reporting period that there had been 286 job starts.

From the presentation, the Committee also noted that the ESF Make a Change project between 2019/20 and 2021/22 in partnership with the Gateshead Housing Company, Gateshead Council Localities and Housing Options Service had seen 263 residents be supported. It was also reported that partnership work with the Gateshead Older People's Assembly had established an employability hub for residents aged 50+.

The Committee were also provided with an overview of the Council's Economic Development Strategy for context.

The Committee questioned the role of the DWP in supporting residents to find work; it was noted that there is a joined-up approach in partnership with the DWP on several employment support projects. It was also stated that the Council will endeavour to fill the gaps between mainstream provision and provide person-centred tailored support where it is required.

The Committee discussed apprenticeship opportunities in the Council; it was suggested that the number of apprenticeships available at the Council had decreased, it was also stated that the use of apprenticeships could bridge the skills shortage in services such as construction.

RESOLVED:

- (i) The Committee noted the updates from the report and presentations.
- (ii) The Committee agreed that the performance report could go to Cabinet in July 2022.

CPL36 HOUSING PERFORMANCE REPORT - Q4 2021-22

The Committee received a report providing an update on Housing Performance results at the end of quarter 4, 2021/22.

It was reported that in line with the new Performance Management Information Framework (PMIF) that housing performance measures had been developed in line with the approach to support the achievement of Thrive outcomes.

From the report the Committee were reminded that since 1 April 2021 all Housing related functions were brought together within the Council and that this necessitated a change to and the development of a new framework of performance indicators. It was stated that this framework underpins the delivery of the Council's strategic priorities across all tenures and not just limited to Council housing. Appended to the report was a detailed breakdown of housing performance for information.

The Committee questioned the figures reported on rough sleepers; it was asked how the Council know who the rough sleepers are. It was noted that the Council identifies those who are sleeping on the streets through outreach and engagement work. The Committee also queried the Council's targets on new housing; the Committee were advised that a report would be submitted to Cabinet on this matter in September 2022 with an update being provided to the OSC shortly after.

RESOLVED:

- (i) The Committee noted the housing performance report and appendices.

CPL37 FLYTIPPING UPDATE

The Committee received a report providing an update on the levels of fly-tipping, how the Council is addressing fly-tipping and a 6-month review of the Household Waste Recycling Centre system.

From the report it was stated that the Council has an interactive fly-tipping reporting system (Goss) which enables residents to pin-point fly-tipping on a map and

describe the items deposited, it was highlighted that this system updates the resident with the progress of the fly-tipping collection. It was also reported that fly-tipped waste is collected by 3 teams of 2 staff using a tipper vehicle per team. It was noted that the service currently only has a budget for 2 teams and the additional team had been funded by a budget overspend.

The Committee were advised that the additional team had been necessary to meet the increased demand from rising fly-tip incidents in some areas and ensure collections are completed within an acceptable timescale. One team concentrates 4 days per week in the Saltwell, Deckham and Bensham area due to the higher level of incidents particularly in the back lanes. It was reported that each team will collect items not previously reported and record this using their iPad on the Goss reporting system.

A breakdown of fly-tips per ward (between May 2021 and May 2022) was provided in the report, this information showed that Saltwell had the highest number and Crawcrook and Greenside had the lowest.

The Committee were advised that fly-tipping has increased significantly during the pandemic (nearly 22%, DEFRA reported an increase in 16% across all English authorities). It was noted that the numbers of incidents have decreased overall in 2021/22 but larger fly-tips have increased whilst smaller fly-tips have decreased. It was further noted that Saltwell and Lobley Hill & Bensham wards had experience the greatest level of fly-tipping with back lanes being the most heavily fly-tipped location. Single or car boot size volumes of bin bags and household waste are the most common types of fly-tips in this area. It was highlighted that satisfaction with the reporting process and collection service was 62% over the last year.

The Committee received an overview of the advanced booking system for the Household Waste and Recycling Centre, it was reported that despite initial teething problems the booking system has been very popular. From the report it was noted that 98% of bookings had been self-service and only 2% requested via the Council's Customer Service team. It was reported that the effectiveness of the online booking system will continue to be monitored but that it is envisaged that the booking system will be retained due to its success to date.

The Committee noted its thanks to officers for their continued hard work and for their responsiveness to Councillor queries.

RESOLVED:

- (i) The Committee noted the update from the report.

CPL38 WORK PROGRAMME

The Committee received the annual work programme report for 2022/23.

RESOLVED:

- (i) The Committee noted the information in the report and endorsed the provisional work programme.
- (ii) The Committee noted that further reports would be brought to the meeting

to identify any additional issues which the Committee may be asked to consider.

Chair.....

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TITLE OF REPORT: Construction Services Update October 2022

Purpose of Summary

1. To provide an update on the current position of Construction Services during the service review process.

Background

2. A review of Construction Services is in progress to improve on customer service, performance, and value for money. The review is unpicking layers of systems and processes, and ways of working built up over more than a decade of the service moving between Council and private provider ownership. The emphasis now is on putting in place the measures needed to provide an evidenced customer first service.

Key Areas

3. **New Senior Management Team**

A new senior team is now in place. Initial key tasks are:

- Engage regularly with, and be clear to all colleagues, that we must improve and place the customer first.
- Sense check what people do and move to what needs to be done.
- Ensure that there are clear accountabilities and responsibilities.
- Challenge areas of underperformance, service failure and incomplete works. Be clear on new expectations.
- Evidence improvement.

4. **Joint Local Agreement**

A new agreement for revised working arrangements and a new salary structure was implemented on 1st September 2022. This has resulted in:

- a revised pay structure competitive with other housing providers in the region that is linked to a new performance framework with upskilling and ownership of job completion.
- A revised out of hours arrangement to reduce costs.
- Standardised working hours, holiday and stand down time giving all trade employees the same arrangements.
- Agreement for employees to work across the Council property portfolio.
- A revised customer care promise with a clearly stated code of conduct.

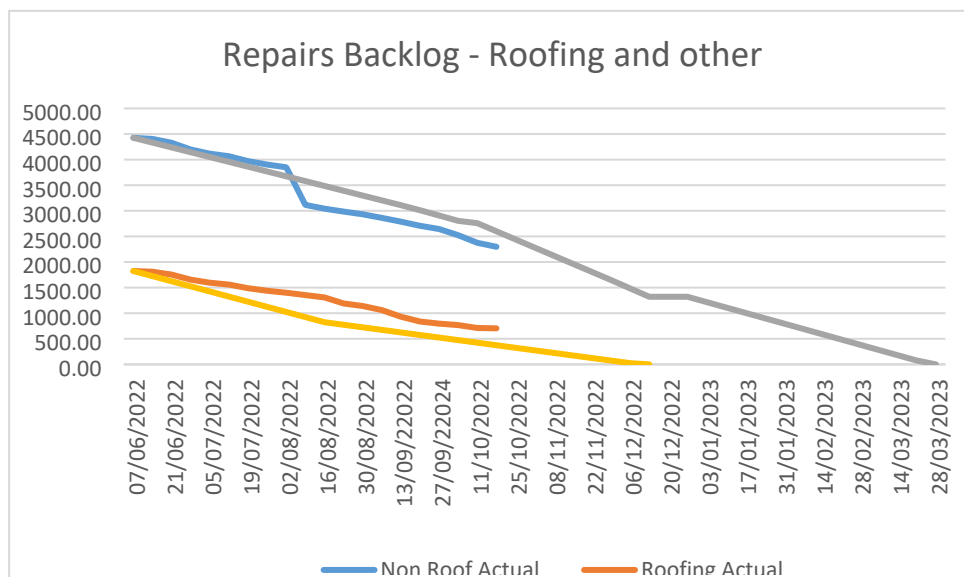
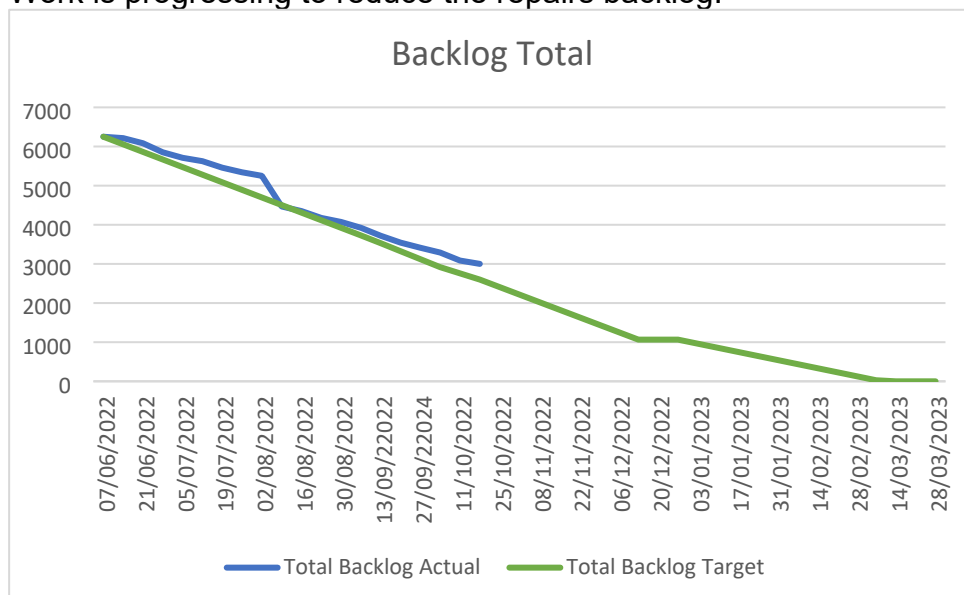
5. Recruitment

Currently recruitment is underway to over 100 vacant posts. This will:

- Provide additional call handlers and customer support staff to enhance customer service – due to problems recruiting to the Customer Operations Team there are currently only two staff dealing with customer and member enquiries as well as providing support to residents during complex repairs.
- Recruit Building Technicians for better customer communication and to improve the accuracy of repair diagnosis.
- Give a sufficient trades-based resource to clear the backlog of repairs, voids, capital improvement work and disabled adaptations, and keep on top of future demand.
- Reduce the number of non-specialist subcontractors.

6. Backlog Works

Work is progressing to reduce the repairs backlog:



26 contractors and 3 inhouse teams are now assigned to backlog repairs. £2.5m additional cost has been identified within the HRA to fund these works.

Contractor management continues to be challenging due to market demand.

Levels of void properties continue to be high at 500+ excluding long term voids.

Recruitment is in progress to add two additional in-house void squads from November. This is expected to increase inhouse delivery from 16 to 24 properties per week.

Contractor performance is averaging 7 properties per week and additional contractor resource continues to be sought.

7. **Job ownership**

Changes to how jobs are now 'owned' by the employee who started the job have seen uncompleted jobs previously being passed from daytime to out of hours jobs reducing from an average of 8% jobs to a current 3% jobs when compared with the same period last year.

8. **Evening appointments**

The offer of an evening appointment has been implemented from 6th October with 8 additional appointments booked in after 4.30pm. This will continue as a pilot one evening per week until Christmas. During this time scheduling, lone working and management issues will be trialled and resolved. At the same time all customers requesting a repairs appointment will be asked their preference about appointment time availability.

9. **Stores**

A full operational review of stores is in progress. Outcomes so far include:

- A discontinuation of over 1000 unnecessary items.
- Increased use of trade counters across the borough to reduce wasted travelling time back to the Depot.
- Weekly van stock audits to maximise the time trades operatives are working productively and ensure van weights are minimised for safety and fuel use.

10. **Performance Management & Culture Change**

Performance management is at the heart of the service review. Performance expectations have been made clear to all employees including service managers, team leaders, contract managers and trade supervisors. Monthly performance monitoring includes:

- Right first-time performance – numbers of jobs completed on first visit vs those requiring follow on works
- Productive time – levels of completed jobs per day

- Work in progress levels to ensure no new backlog is building up
- Use of tracking systems on phones and vans
- Van condition
- Personal appearance

11. **Communication**

Several measures have been taken to improve communication with tenants and Members including:

- A members enquiry direct email
- Letters to all residents advising of the current backlog situation and providing contact details
- Texts to residents on completion of jobs with a satisfaction survey
- Evening appointment survey with residents

Recommendation

12. To consider this report and provide any questions and comments.

Contact: Ian McLackland, Service Director, Repairs and Building Services
Tel No: (0191) 433 5313

TITLE OF REPORT: **Housing Delivery Test Action Plan**

REPORT OF: **Peter Udall. Strategic Director, Economy, Innovation and Growth**

Purpose of the Report

1. To recommend that Cabinet approves the new Housing Delivery Test Action Plan.
2. To recommend that Cabinet delegates authority to the Strategic Director of Economy, Innovation and Growth in consultation with the relevant Cabinet Member to:
 - a. Make any minor changes to the action plan;
 - b. Publish the action plan and submit it to the Ministry of Housing Communities and Local Government (MHCLG) if necessary.

Background

3. The latest results of the Housing Delivery Test (HDT) were published by the Government in January 2022. The results of the HDT set out how each local authority in England is performing in delivering new housing. The test will continue to apply each year.
4. The results show that the delivery rate of new housing in Gateshead in 2020-21 met 87% of the number of new homes required. This is a significant improvement on previous results (63% in 2019-20, which was itself an improvement on the previous two years' results). However, the percentage improvement largely resulted from the requirement being temporarily lowered to allow for an assumption of reduced construction during the first five months of the pandemic. 1015 net additional dwellings were delivered against a requirement for 1162 over the period 2018-19 to 2020-21 (giving a deficit of 147 homes).
5. When compared to other local authority areas, Gateshead's performance was the second lowest of all local authorities in the North East (including authorities within Tees Valley). South Tyneside was the lowest at 74% but all other authorities delivered more than 100% of their housing requirement, in most cases far more.
6. Failure to reach 95% of the target results in a requirement to produce an Action Plan. Previous Action Plans were published on the Council's website in 2019, 2020 and 2021. The new action plan will replace the old one.

Structure of the action plan

7. As in previous years, the Action Plan firstly examines the existing situation in terms of delivery of housing in the Borough and what the consequences are in terms of under-delivery. It then examines the root causes of under-delivery before assessing how successful the measures in the previous action plan have been before setting out new key actions and responses and ways of measuring these. A number of recent initiatives are already starting to increase supply and boost delivery. Therefore, the Action Plan proposes that these measures are continued, introduces new work which is already under way or programmed, and updates target dates for each action.
8. The Action Plan is aligned with the Council's Housing Strategy, the Core Strategy and the Council's pledge to make Gateshead A Place Where Everyone Thrives, and the Housing Delivery Strategy and Development Programme (to be submitted for approval concurrently with this Cabinet report).

Next steps

9. The next set of results from the HDT are expected late 2022 or early 2023. They will provide an opportunity to review the action plan and the success of the measures already in place. On the evidence of housing completions in 2021-22, which will be reflected in that calculation, an updated Action Plan may need to be produced in 2023.

Presumption in favour of sustainable development

10. Members may recall that the "Presumption in favour of sustainable development", which means that in some circumstances some of the council's planning policies would be considered out-of-date and unable to be applied to some applications, was triggered by the previous poor test results. This is not the case as a result of this year's results, although it continues to be a risk for the future. However, this presumption will still apply for a different reason, which is because Gateshead currently does not have sufficient five-year advance supply of housing sites which can be considered deliverable (according to the government's definition).

Recommendations

11. It is recommended that Cabinet:
 - i. Approves the content of the action plan.
 - ii. Delegates authority to the Strategic Director, Economy, Innovation and Growth, in consultation with the relevant Cabinet Member to:
 - a. make any minor changes to the action plan;
 - b. publish the action plan and submit it to the Ministry of Housing Communities and Local Government (MHCLG) if necessary.

For the following reasons:

1. To increase the amount of new housing delivered in the Borough to meet Local Housing Need and in line with the Core Strategy.
2. The need to publish an action plan in accordance with paragraph 75 of the National Planning Policy Framework (NPPF).

CONTACT: Anneliese Hutchinson

extension: 3881

Policy Context

1. The action plan is a consequence of the HDT results and in accordance with paragraph 76 of the National Planning Policy Framework.
2. The need to increase the level of housing delivery in Gateshead is required to meet the number of new homes required in the Core Strategy, to meet government requirements for current delivery and to achieve a five-year advance supply of deliverable sites for homes. The Housing Strategy also identifies housing objectives and priorities including ensuring that the supply of new housing best meets current and future needs and aspirations and creates thriving mixed communities. The Council's Making Gateshead Thrive pledge requires new housing to help people and families, tackle inequality, support communities, invest in the economy and create a better future for Gateshead.

Background

3. The latest results of the Housing Delivery Test (HDT) were published by the Government in January 2022. The results of the HDT set out how each local authority in England is performing in delivering new housing. The test will continue to apply each year.
4. The results show that the delivery rate of new housing in Gateshead in 2020-21 met 87% of the number of new homes required. 1015 net additional dwellings were delivered against a requirement for 1162 over the period 2018-19 to 2020-21 (giving a deficit of 147 homes).
5. Failure to reach 95% of the target results in a requirement to produce an Action Plan. Previous Action Plans were published on the Council's website in 2019, 2020 and 2021. The new action plan will replace the old one

Consultation

6. Consultation has taken place with The Leader and Deputy Leader and the Portfolio Holders for Housing and Economy.

Alternative Options

7. There are no realistic alternatives other than to proceed with the publication of the Action Plan given that it is a national requirement.

Implications of Recommendation

4. Resources:

- a) **Financial Implications** – The Strategic Director, Resources and Digital confirms there are no direct financial implications arising from this report.

- b) Human Resources Implications** – There are no human resource implications arising from this report.
 - c) Property Implications** - There are no direct property implications arising from this report.
- 5. **Risk Management Implications** – Publishing and following the Action Plan will provide the best opportunity to increase the delivery of new homes. If new homes continue to be delivered in insufficient numbers a further sanction of the HDT is that some of the Council’s planning policies in the Local Plan would be deemed to be out of date making it harder for the Council to resist speculative and poorly planned proposals for housing. In addition, insufficient numbers of homes being delivered would put at risk the delivery of corporate policies, jeopardise economic growth and job creation, jeopardise the regeneration of brownfield land and put pressure on allocating more Green Belt land for housing, jeopardise the delivery of affordable housing and lead to increased commuting into the Borough (with potential for increased traffic and reductions in air quality, and making it harder to achieve the Council’s carbon neutrality targets).
- 6. **Equality and Diversity Implications** – The action plan aims to deliver more new homes which will also help to increase the number of affordable homes delivered and help Gateshead to become A Place Where Everyone Thrives.
- 7. **Crime and Disorder Implications** – There are no crime and disorder implications arising from this report.
- 8. **Health Implications** - The provision of a greater number of required homes would help to improve health and wellbeing.
- 9. **Climate Emergency and Sustainability Implications** – There are no implications arising directly from this report but the provision of a greater number of homes in accessible locations would have positive social, economic and environmental sustainability implications.
- 10. **Human Rights Implications** - There are no human rights implications arising from this report.
- 11. **Ward Implications - All**

Housing Delivery Test Action Plan 2022

BACKGROUND

1. The 2021 results of the Government's Housing Delivery Test (HDT) (issued in January 2022) show that 87% of new housing required in the Borough is being delivered. Whilst this is a significant improvement on the 63% figure from the previous HDT results (issued in January 2021), the Council is still required to publish an action plan to look at the causes of under delivery and to set out actions to increase delivery. The improvement was largely due to the measurement discounting expected completions for 5 months at the beginning of the pandemic.
2. Three previous action plans (as required under the previous HDT results) have been published by the Council, the latest in July 2021. Therefore, this action plan will refresh the actions in the previous one.
3. The HDT is a percentage measurement of the number of net homes delivered against the number of homes required by national household projections.
4. In comparison to last year, Gateshead's performance against the HDT is no longer the lowest of all authorities in the north east of England but it is still second lowest. If not enough homes are delivered in Gateshead this has several consequences:
 - **Jeopardise economic and population growth** – The CSUCP requires 11,000 new homes over the period 2010-2030 to support economic growth and prevent a decline in the working age population.
 - **Put at risk the ability to regenerate the urban area** – including redevelopment of brownfield land.
 - Put at risk the ability to deliver housing that would **support services in neighbourhoods and villages**.
 - **Jeopardise the ability to deliver affordable housing**.
 - Increase commuting into the urban core from areas outside Gateshead, **increasing traffic congestion and reducing air quality**.
 - Increase pressure to allocate further land in the **Green Belt** for housing.
 - Put at risk the ability to **deliver the Council's Housing Strategy** (by ensuring that the supply of new housing best meets current and future needs and aspirations).

- Introduce the principle in favour of sustainable development meaning that some planning policy could have less weight when considering the balance between deliverability and other considerations.
 - Undermine the Council's efforts to make sure that **Gateshead is a place where everyone thrives.**
5. This action plan should be read alongside the previous action plan and reviews the root causes of under-delivery of housing in Gateshead, the actions to tackle this and whether they have been successful and whether additional or replacement actions are required.
 6. The Plan links to other Council plans and strategies. The Council's Local Plan is made up of four parts. The joint (with Newcastle City Council) Core Strategy and Urban Core Plan (CSUCP) makes up parts 1 and 2 and was adopted in March 2015, requiring 11,000 new homes. A joint CSUCP review was approved in March 2020.
 7. Part 3 of the Local Plan is Making Spaces for Growing Places (MSGP) , adopted in February 2021. This is a site allocations document with provision for additional housing sites to accommodate a share of the 11,000 new homes along with the more detailed development management policies. Part 4 will be an Area Action Plan for Metrogreen which is an area of change around the Metrocentre to create a new community with potential for 850 homes by 2030 and further major growth thereafter.
 8. The Council's Housing Strategy identifies objectives and priorities, including ensuring that the supply of new housing best meets current and future needs and aspirations and creates thriving mixed communities. The Council's Making Gateshead Thrive pledges require new housing to help people and families, tackle inequality, support communities, invest in the economy and create a better future for Gateshead.

ROOT CAUSE ANALYSIS

9. This section reviews the root causes of under-delivery of new housing in Gateshead, the extent that the factors are contributing to under-delivery, and whether any further root causes have become apparent.
10. The previous action plans identified several root causes holding back the delivery of new housing in the Borough. These were:
 - High number of demolitions
 - Lack of diversity in the housing market
 - Activity in neighbouring local authorities
 - High development costs
 - Time taken to sign Section 106 Agreements
 - Land ownership and assembly
 - Low levels of implementation of planning permissions
 - Conditions imposed on planning approvals

11. This Action Plan has again reviewed these root causes. The number of demolitions has reduced. Between 2015/16 and 2017/18 demolitions had an average effect of reducing net additions by 37% and therefore this had a large impact on net delivery. However, there was a gradual reduction in the number of demolitions between 2015/16 and 2017/18 and a big drop from 2018/19 as shown below. 2021/22 has been the third consecutive year with no demolitions by the Council, which has always been the main driver of demolitions; there have been small numbers of private demolitions, though none in 2021/22. The high number of demolitions therefore is no longer a significant issue for our delivery.

Year	No. demolitions
2021/22	0
2020/21	3
2019/20	6
2018/19	20
2017/18	107
2016/17	130
2015/16	164

12. However, council homes at Felling, Bensham and in the town centre are being considered for demolition and redevelopment and further demolitions of council stock may take place in the next few years. This contributor to low net completions may therefore become significant again in the near future. Whilst demolitions by the Council only take place when there is no realistic alternative, this increases the importance of ensuring that new completions are maximised.
13. In regard to time taken to sign Section 106 Agreements, the 2020 Action Plan set out that there were four large housing sites that were minded to approve by the Council's Planning and Development Committee, but where permission had not been formally issued due to waiting for Section 106 Agreements to be signed. The sites were as follows:
- Dunston Hill (hybrid application ref. DC/17/00170/FUL) – up to 582 dwellings – minded to grant on 21/11/18.
 - Kibblesworth (outline application ref. DC/16/01207/OUT) – up to 225 dwellings – minded to grant on 12/12/18. Viability issues on the site have led to delays in the signing of the Section 106 Agreement.
 - High Spen East (full application DC/18/00859/FUL) – 185 dwellings – minded to grant on 12/12/18. The signing of the Section 106 Agreement is expected imminently.
 - Ryton (two full applications refs. DC/16/00320/FUL and DC/17/01376/FUL) – 550 dwellings in total – minded to grant on 13/03/19.
14. The High Spen East and Ryton sites have signed section 106 agreements and development has begun on both sites. Work is ongoing by both the Council and the developers to progress the sites at Dunston Hill and Kibblesworth.

Covid 19

15. Covid 19 resulted in construction sites being closed for several weeks in 2020 and a slowing down of the housing market. This was temporary and the overall picture for the last few years is of gradually increasing, though still insufficient, progress in the development of sites in Gateshead. Covid cannot be blamed for poor delivery compared to the Housing Delivery Test measurement since, if anything, the slowdown was less than revised test measurement (an assumed five-month hiatus in completions) allowed for.

Shortages in construction materials and wider economic situation affecting housing construction

16. According to the Department for Business, Energy and Industrial Strategy (BEIS), the cost of materials rose by a modest 2% for new housing construction work in April 2021 compared to one year before. However provisional figures for March 2022 show a 19.5% increase compared to the year earlier.
17. Development costs are also being affected by construction industry skills shortages, and pressure on supply chains resulting at least partly from Brexit and the war in Ukraine.
18. In view of the current rapidly-changing situation regarding general inflation, incomes and cost of living it would be unwise at present to speculate on the likely impact on construction costs, and the affordability of new dwellings to potential purchasers over the next couple of years. Average house price increased 8.4% in the North East from March 2021 to March 2022 (Office for National Statistics), though the figure for Gateshead was only 3.35 %.
19. The above situation cannot be dealt with through this Action Plan as they involve the global supply chain and the overall economy which cannot be influenced by the Council.

Issues that are not affecting delivery

20. The previous action plan identified five factors that were not affecting delivery. These were:
 - Speed in determining planning applications
 - Decisions on planning applications
 - Allocating land for housing
 - Burdens from Community Infrastructure Levy (CIL)
 - Burdens from planning obligations
21. It is still considered that the above factors were not affecting delivery in 2021/22. There is no clear evidence to demonstrate that the imposition of CIL in certain areas of the Borough for certain types of development is affecting viability and therefore the deliverability of sites. The same applies for the

imposition of planning obligations. A review of viability in Gateshead and Newcastle is due to take place in the next few months.

22. In regard to speed of determining planning applications, in each year of the three-year period 2018-21, the Council determined 100% of major planning applications for housing within 13 weeks, or in accordance with the terms of an extension of time agreement (against a national target of 60%). Of these applications, 89% (2018-19), 94% (2019-20) and 100% (2020-21) were granted permission.
23. For the same period, the Council determined 93% (2018-19), 84% (2019-20) and 71% (2020-21) of minor planning applications for housing within 8 weeks, or in accordance with the terms of an extension of time agreement (against a national target of 65%). Of these applications, 81%, 86% and 80% were granted permission.
24. Despite some reduction in the speed of determining minor applications, caused by temporary staffing and capacity issues, the above demonstrates that the Council is still dealing with applications in a speedy manner, exceeding national targets and therefore not affecting delivery.
25. In regard to land allocated for housing, the CSUCP has allocated 14 strategic sites for housing equating to approximately 4191 homes. MSGP was adopted in February 2021 and allocates 101 sites for housing equating to approximately 2789 homes.

REVIEW OF PREVIOUS ACTION PLAN MEASURES

26. The previous action plan was published in July 2021. The measures set out to increase delivery in that plan were:
 - Speed up the signing of S106 Agreements.
 - Speed up the disposal of Council-owned land.
 - Ensure the timely adoption of MSGP.
 - Speed up the delivery of in-house development.
 - Increase the promotion of Gateshead as a place to build new homes.
 - Publish the digital tool providing site information.
 - Better understanding of developer needs and suggestions.
 - Stimulate the supply of affordable new homes and focus on future affordable housing delivery.
 - Identify options for redundant housing stock and existing or proposed development requirements.
27. The following measures from the previous action plan have helped to increase delivery (or will in future years).
 - GRP (the Gateshead Regeneration Partnership, the Council's Joint Venture Vehicle with Home Group (Registered Provider) and Vistry (private sector

developer) has increased output and expanded the number of active sites. The following sites have been completed or nearly completed – Trilogy Phase II (Kelvin Grove), Birtley Northside, Rowlands Gill and Windy Nook. In addition planning permission has been granted for the Freight Depot site and applications are imminent for Trilogy Phase III (Hyde Park Street) and a further phase of Birtley Northside. There are a further nine council-owned sites where business plans are being progressed although there are viability issues with the majority of them.

- Permission in Principle (PIP) has been granted on 3 sites which will help deliver approximately 200 homes in the Borough.
- A total of 22 Development Frameworks have now been completed.
- MSGP was adopted in February 2021.
- In-house delivery has taken place at several locations and is currently taking place at Whitley Court, whilst several further sites have gained planning permission.
- Section 106 Agreements have been signed, planning permission issued and work started on the large housing sites at Ryton and High Spenn East.
- The Council-owned site at Felling Depot has secured PIP.
- The Council has received £2m funding from the Affordable Homes Programme to build 44 homes at Whitley Court, Wrekenton, where, as referred to above, construction has started.
- The Council's Digital Brownfield Tool was published in 2021 and updated in April 2022.

28. The following measures in the action plan have not been as successful.

- Delays in signing s106 agreements for the Kibblesworth and Dunston Hill sites. For Kibblesworth this was largely outside the Council's control. For Dunston Hill delicate negotiations despite limited resources have taken time.
- Disposal of Council-owned sites has proven more complicated than expected.
- In-house delivery has been slower than anticipated due to viability challenges caused by site remediation costs and a relatively weak local housing market.
- Only a small proportion of sites on Part 1 of the Brownfield Land Register have been granted Permission in Principle and placed on Part 2 of the Brownfield Land Register. Work on Permissions in Principle has stalled through pressures on staff capacity, though PIP is an encouraging and streamlining mechanism rather than a prerequisite for sites to proceed.

KEY ACTIONS, RESPONSES AND MONITORING

29. From the above analysis there are a number of measures that are working well but also a number of measures that still need to be improved to help increase delivery (in the short, medium and long term).

30. As with the previous action plans consideration has been given to:

- The extent to which the issues are affecting delivery and therefore the extent to which factors are most likely to be improved.

- The extent to which the issues are within the Council's control and depending on this, the other stakeholders that will need to be involved.
- The timescales required for key actions and responses. For example, some could be achieved in the short term, but others may be medium or long term.
- Measures which the Council currently has in place.

Extent to which the issues are affecting delivery

31. From the root cause analysis and review of measures in the previous action plans, the following issues are having the greatest potential impact on delivery.
 - Lack of diversity in the housing market, meaning that there is a reliance on volume homebuilders for delivery due to a relative lack of SME homebuilders developing in the Borough.
 - Ground conditions in the Borough, in particularly relating to former mine workings and contaminated land in conjunction with a large proportion of allocated sites being brownfield. This brings about viability and technical challenges on a high proportion of suitable and available sites.
 - Low land values in many parts of the Borough which brings about viability challenges.
 - Sluggish delivery of in-house development, partly due to a lack of resources and a poor financial business case.
 - Delays in signing Section 106 Agreements due to delicate land negotiations.
 - Delays in agreeing the disposal of council-owned land.
32. The Council is a significant landowner in the Borough and much of its land is allocated in the Local Plan for housing development. For example, the Council wholly owns or partially owns land which covers 69 allocated sites and 4 non-allocated sites which have an expected delivery of 3881 homes in 2021-32 inclusive-. **Therefore as an average, between 2020 and 2032, 323 homes per year need to be delivered on Council-owned land.** This means there is a big part for the Council to play in terms of disposing of its land for housing development and, where prudent to do so, ensuring in-house development on its own land. This figure may need to increase to a higher net delivery figure to the extent that demolitions result in an increase in the gross housing completions so that the net completions do not fall short.
33. It is therefore considered that tackling the above issues will provide the best opportunity of boosting delivery. The Housing Development Strategy and Delivery Programme has recently been prepared for the period 2022-25.

Extent to which the issues are within the Council's control

34. There are several of the above factors which are largely within the control of the Council. These include the delivery of homes directly by the Council, making it easier and more worthwhile for SME homebuilders to operate in the Borough, the planning application and Section 106 process, the Local Plan process and the disposal of Council land for housing with the Council being a major landowner in the Borough.

35. Issues that the Council has less control over include the actions of volume homebuilders and the actions of neighbouring local authorities so there is less focus on these factors.

Actions and monitoring

36. The table below set out the proposed actions, how they will be implemented, by whom and when. The focus can be on a manageable number of tasks. In addition, the actions proposed are considered to have the potential to have the biggest impact on delivery and are generally within the Council's control.

37. The following are to form the measures of the revised action plan:

- Speed up the signing of s106 Agreements by end of 2022. This will provide an opportunity for remaining larger sites to be delivered earlier.
- Issue a call for sites as part of the Local Plan process. This is expected to take place in summer / early autumn 2022 and invites landowners and developers to submit information on sites that they believe to be suitable for new housing. This will not include greenfield sites in the Green Belt.
- Speed up the disposal of Council land for housing. The Council owns many small sites that are suitable for housing and many benefit from their allocation in MSGP, a Development Framework, or Permission in Principle, or a combination of these.
- Review delivery of Council-led development to ensure sites are deliverable. Work is in progress on a number of sites as indicated in the Housing Development Strategy and Delivery Programme.
- Promoting Gateshead corporately along with regular discussions with developers to discuss any problems affecting delivery. Discussions are ongoing with Homes England, promoting Gateshead as a place for housing growth to give a better opportunity to secure funding for infrastructure to unlock brownfield sites such as Metrogreen. Reorganisation within the Council has led to the formation of a larger team championing housing growth.
- Development of a new Affordable Housing Strategy and Delivery Plan to explore and agree any new affordable housing policies in Gateshead to stimulate the supply of affordable new homes, and to provide a focus for future affordable housing programme delivery. This issue is addressed by the draft Housing Development Strategy and Delivery Programme which has been drafted and is being considered for approval, which confirms delivery of affordable homes and includes this as a strategic aim.
- Detailed review of the Housing Revenue Account (HRA) Strategy and identification of uneconomic housing stock to enable discussion on options for potential redundant housing stock moving forward, including any impact on existing or proposed development frameworks. The first phase of this has been completed and has prompted the decommissioning and intended demolition of council housing referred to above. The next phase of the review is scheduled for autumn 2022 and the whole review to take 3-4 years in total, resulting in incremental decision-making over that period.

38. The actions set out in the table have different timescales and are capable of being measured. In terms of reporting, this would be done annually to the

Council's Cabinet, the Council's relevant Portfolio holders and to the Council's Planning and Development Committee and set out the success of measures. Following the annual publication of the Housing Delivery Test results, any future requirement for an Action Plan and the contents of the plan would be signed off by Cabinet.

Actions	How implemented	Responsibility	Timescales	Already in place?	How monitored
		Strategic Director Economy, Innovation and Growth (EIG) Strategic Director Housing, Environment & Healthy Communities (HEHC)			
Speed up the signing of S106 Agreements	Review the process with Legal and Democratic Services and developers. Identify reasons for lack of progress once resolution to grant permission has been made, use of standard template and milestones set out as part of the planning application process including the signing of S106 Agreements.	EIG; Development Management, Legal and Democratic services	October 2022	In progress	Review takes place and results in new measures being brought in to tackle delays.
Issue a call for sites as part of the Local Plan process	Invitation to landowners and developers to submit information on sites that they feel will be suitable for new housing. This will not include greenfield sites in the Green Belt. The sites put forward will then be analysed by the Spatial Planning team using a digital platform which has been procured to speed up the process and improve transparency and usability for those submitting sites.	Spatial Planning	Autumn 2022, results analysed by December 2022	No	Review responses to call for sites.
Speed up the disposal of Council-owned land	Set out target timescales for disposal where there is a Development Framework and/or PIP in place.	HEHC; Property Services; Portfolio Members for Housing and Environment and Transport	December 2022	In progress	Monitoring of how quickly sites are disposed of.
Speed up the delivery of in-house development taking into account viability	Review programme of housing delivered directly by the Council. Allocate more resources to in-house delivery, including potentially from the New Homes Bonus. The Housing Development Strategy and Delivery Programme has reviewed the programme but will require continuing review.	HEHC; Housing Growth & Development; Housing Strategy; Portfolio Members for Housing and Environment and Transport	December 2022	In progress	Assess the number of homes completed each year by the Council.
Increase the promotion of Gateshead as a place to build new homes.	Regular meetings with developers and the creation of a team championing new housing delivery (Housing Growth team).	HEHC; Major Projects & Communications team; Portfolio Members for Housing and Environment and Transport	On-going	In progress	Housing Growth team continues to champion housing delivery and liaises with developers.
Publish the digital tool providing site information.	Tool is available to use on the Council's website which will help to support SMEs to take on more sites and implement more existing permissions.	EIG; Spatial Planning; ICT Services	December 2021	Yes	Update annually in conjunction with updating of the Brownfield Register. 2021 version was updated in April 2022

Stimulate the supply of affordable new homes, and to provide a focus for future affordable housing delivery.	Development of a new Affordable Housing Strategy and Delivery Plan to explore and agree any new affordable housing policies in Gateshead.	HEHC; Housing Strategy	December 2022	In progress	New Affordable Housing Strategy and Delivery Plan produced covered by the draft Housing Development Strategy and Delivery Programme
Identify options for redundant housing stock and existing or proposed development requirements	Detailed review of the Housing Revenue Account (HRA) Asset Strategy.	HEHC; Housing Strategy	December 2024, in stages	In progress	Detailed review of HRA Strategy carried out.
Increase publicity and a point of contact for SMEs looking to develop in the Borough.	Publicise a point of contact within the Council as a co-ordinator for SME developers with input from Planning and Property functions to provide advice and guidance along with the digital tool, development frameworks, brownfield land register and PIPs.	HEHC, EIG, Housing Growth, Property Services and Spatial Planning.	December 2022	Partially	Promotion on website and social media.
Review site viability to determine the funding gap	Review of viability scheduled. Outcomes to be considered against funding opportunities	EIG, Spatial Planning in conjunction with Newcastle City Council, and Housing Growth	December 2022	In progress	Viability review completed and funding opportunities assessed

TITLE OF REPORT: Housing Development Strategy and Delivery Programme**REPORT OF: Colin Huntington, Deputy Chief Executive**

Purpose of the Report

1. To seek the approval of Cabinet to a proposed new Housing Development Strategy for Gateshead, and to seek its approval for a new 5-year Delivery Programme (2022-2027) confirming the planned development workstreams and individual schemes that will help to achieve the much-needed building of new homes across the borough.

Background

2. The proposed new Housing Development Strategy and 5-year Delivery Programme has been considered by the Strategic Housing Board (SHB) at its February, March, and June 2022 meetings. In particular the SHB focused on:
 - ✓ Barriers to housing development
 - ✓ Routes to delivery
 - ✓ Innovation
 - ✓ Priorities for development and a 5-year Delivery Programme

The proposed strategy and 5-year delivery programme is attached at Appendix 2.

3. The strategy seeks to provide a vision for housing development and growth in Gateshead and is underpinned by the Council's wider strategic and planning priorities.
4. It outlines the data and information that will be used to ensure development is deliverable and meets the aims and priorities of the strategy. The delivery programme will be reviewed on an annual basis to reflect relevant changes to available data and information.
5. A new Supported and Specialist Housing Needs Assessment has recently been commissioned and is due for completion November 2022. This assessment will provide the data and evidence for a 10-year specialist and supported housing development programme together with any associated support and care services provision.
6. The challenges facing the building of new homes in the Borough are significant and are detailed in the strategy. These challenges include site viability due to our industrial past and low market values in parts of the Borough; the climate emergency and the need to incorporate measures to improve the energy efficiency of new homes; as well as significant economic challenges that are impacting on affordability, supply chain challenges, and construction sector costs.

7. The strategy outlines five key aims:
 - a) Promote the delivery of a range of homes (all tenures, sizes, types, values)
 - b) Develop more affordable homes
 - c) Enable more independent living
 - d) Regeneration of places
 - e) Building partnerships

8. A focus of the strategy is the recognition of the need for a housing development 'pipeline'. The strategy details how this pipeline will be progressed with a view to accelerating and improving the delivery of new homes.

9. The funding of sites which have viability issues is a major concern. Proposals to help address this are outlined in the strategy and include:
 - ✓ A potential 5-year Housing Development Fund (HDF) with availability of capital funding from the Council's overall investment plan. This will be considered further by Cabinet as part of its medium-term financial planning and prioritisation over the coming weeks.
 - ✓ Continuing pursuit of funding opportunities including any available external grant funding, and cross-subsidy of sites and schemes within Gateshead etc.

10. The initial 5-year Delivery Programme 2022-2027 is detailed within Appendix 2. This programme has 7 workstreams:
 - 1) Direct Delivery (via HRA)
 - 2) Partnership Delivery
 - 3) Registered Provider Delivery
 - 4) Specialist and Supported Housing Delivery
 - 5) Market Delivery
 - 6) Pipeline Development
 - 7) Regeneration Delivery

These workstreams will enable the Council to promote housing delivery through a diverse range of delivery mechanisms.

11. Over the period 2022-2027 it is anticipated that 3,500 new homes will be built in Gateshead, 240 of which will be HRA funded.

12. To help ensure future pipeline delivery several actions will be progressed at the earliest opportunity including:
 - A ward-by-ward review of the council's land and property assets to identify any potential housing development opportunities
 - The HRA funded acquisition on new homes in partner led developments
 - The potential for the Council to address site viability, compulsory purchase, and specific regeneration schemes via a new Housing Development Fund
 - Consideration of cross-subsidy schemes and proposals to address viability challenges
 - A strengthening of relationships with private developers, Registered Providers and Homes England.

- Conclusion of the current 'Call for Sites' exercise.
 - A new Housing Delivery team has been established and will now have direct responsibility for either leading, facilitating or supporting the individual schemes contained in the overall delivery programme.
13. A revised Partnership Business Plan will be presented to GRP Board members in October 2022, which will include the up-to-date viability position and draft timetable for delivery of the remaining sites allocated to the Partnership. Vistry and Home Group Board Members and the Council's Board Members (following consultation with Cabinet members) will then consider options to facilitate delivery of those remaining sites. If sites are determined to be undeliverable by the Partnership, the Council may then consider alternative routes to delivery.
14. The strategy outlines how Modern Methods of Construction and other means of innovation can contribute positively towards the council's ambitions. This includes new or different delivery arrangements with developers and/or funding agencies and these will be explored as potential options moving forward.

Proposal

15. It is proposed that the Housing Delivery team will implement and coordinate the actions outlined in the strategy and delivery programme. These actions include:
- ✓ Active management of a single 5-year development programme across all its workstreams
 - ✓ Increase the housing development pipeline including a ward-by-ward review of site and property availability together with identification of any barriers to development
 - ✓ Progress the development of masterplans, strategic regeneration frameworks and local housing market assessments for priority intervention areas
 - ✓ Identify site assembly, CPO and site viability challenges to enable identification of funding requirements and sources
 - ✓ Progress proposals for a new Housing Development Fund to support the development of currently unviable sites and regeneration schemes
 - ✓ Progress any external funding opportunities to enable brownfield land housing led redevelopment
 - ✓ Review current procurement approaches to identifying potential developer partners and considering alternative procurement options which may include opportunities for negotiation to offer more flexibility and shape arrangements
 - ✓ Review the proposed delivery outlined in the GRP business plan. Explore other potential JV and collaboration arrangements
 - ✓ Support the delivery of the Housing Delivery Test Action Plan
 - ✓ Complete the Specialist and Supported Housing Needs Review and Delivery Plan
 - ✓ Complete the Small Sites delivery programme
 - ✓ Explore opportunities to bring empty homes back into use.
 - ✓ Explore alternative, council led delivery models and vehicles where appropriate to unlock new and accelerated supply; explore affordable development options outside of the HRA
 - ✓ Strengthen relationships with development partners and funders

- ✓ Support and progress an increased use of MMC, SME's and the local supply chain in Gateshead as part of the council's community wealth building ambition
- 16. The Service Director: Housing Strategy and Growth, will be responsible for reporting at both Member and officer levels and such reports will be presented to Senior Management Group (Housing) and portfolio (quarterly); SHB and Cabinet 6 monthly). Monitoring reports will focus on any areas of concern, risks and issues effecting housing delivery. This may include specific project risks and issues.
- 17. The strategy and delivery programme will be refreshed on an annual basis.
- 18. The Housing Delivery team will ensure reporting to the appropriate portfolio of key project milestones, together with briefings for Ward Members on progress, delivery routes, disposals and acquisitions etc.
- 19. The Housing Environment and Healthy Communities Oversight and Scrutiny Committee has included housing development and delivery on its 2022/23 scrutiny programme.

Recommendations

- 20. Cabinet is recommended to:
 - (i) Approve the proposed Housing Development Strategy and 5-year Delivery Programme.
 - (ii) Approve the proposed actions detailed above to help ensure the successful delivery of the 5-year programme.

For the following reasons:

- (i) To contribute towards the Council's housing delivery targets to create new homes including the provision of more affordable homes.
- (ii) To contribute towards economic recovery and provide training, employment and socio-economic benefits for the residents and businesses of Gateshead.
- (iii) To utilise the Council's land and property portfolio to support the Council's policy priorities.
- (iv) To help decrease pressure on the Council to allocate further land in the Green Belt for housing.
- (v) To bring forward vacant Council owned sites for redevelopment.
- (vi) To deliver the objectives of the Housing Strategy 2019-30.
- (vii) To promote the regeneration of the urban area and redevelopment of brownfield land.

Policy Context

1. The proposals support the overall vision for Gateshead as set out in Making Gateshead a Place Where Everyone Thrives and directly relate to the following pledges:
 - Put people and families at the heart of everything we do
 - Tackle inequality so people have a fair chance
 - Support our communities to help themselves and each other
 - Work together and fight for a better future for Gateshead
2. The Housing strategy 2019-2030 identifies a vision for housing in Gateshead. The development of new housing would directly promote the strategic theme of supply within the Strategy as it would:
 - The sites directly support the implementation of the Core Strategy and Urban Core Plan. Ensure that the supply of new housing and use of existing stock, best meet current and future needs and aspirations, and create thriving, mixed communities.
 - Utilise land efficiently and sustainably
 - Secures a range of homes that ensure all residents are able to access a home that meets their needs and improves housing choice.
3. The proposals as set out in this report accord with the provisions of the Corporate Asset Strategy and Management Plan. In particular the development of the Council's land to support regeneration and housing growth across all types and tenures.

Background

4. The proposed new Housing Development Strategy and 5-year Delivery Programme has been considered by the Strategic Housing Board (SHB) at its February, March, and June 2022 meetings. In particular the SHB focused on barriers to housing development; routes to delivery; innovation; priorities for development and a 5-year Delivery Programme
5. The strategy seeks to provide a vision for housing development and growth in Gateshead and is underpinned by the Council's wider strategic and planning priorities. It outlines the data and information that will be used to ensure development is deliverable and meets the aims and priorities of the strategy. The delivery programme will be reviewed on an annual basis to reflect relevant changes to available data and information.
6. A new Supported and Specialist Housing Needs Assessment has recently been commissioned and is due for completion November 2022. This assessment will provide the data and evidence for a 10-year specialist and supported housing development programme together with any associated support and care services provision.

7. The challenges facing the building of new homes in the Borough are significant and are detailed in the strategy. These challenges include site viability due to our industrial past and low market values in parts of the Borough; the climate emergency and the need to incorporate measures to improve the energy efficiency of new homes; as well as significant economic challenges that are impacting on affordability, supply chain challenges, and construction sector costs.
8. The strategy outlines five key aims:
 - a) Promote the delivery of a range of homes (all tenures, sizes, types, values)
 - b) Develop more affordable homes
 - c) Enable more independent living
 - d) Regeneration of places
 - e) Building partnerships
9. A focus of the strategy is the recognition of the need for a housing development 'pipeline'. The strategy details how this pipeline will be progressed with a view to accelerating and improving the delivery of new homes.
10. The funding of sites which have viability issues is a major concern. Proposals to help address this are outlined in the strategy and includes:
 - ✓ A potential 5-year Housing Development Fund (HDF) with availability of capital funding from the Council's overall investment plan. This will be considered further by Cabinet as part of its medium-term financial planning and prioritisation over the coming weeks.
 - ✓ Continuing pursuit of funding opportunities including any available external grant funding, and cross-subsidy of sites and schemes within Gateshead etc.
11. The initial 5-year Delivery Programme 2022-2027 is detailed within Appendix 2. This programme has 7 workstreams:
 - 1) Direct Delivery (via HRA)
 - 2) Partnership Delivery
 - 3) Registered Provider Delivery
 - 4) Specialist and Supported Housing Delivery
 - 5) Market Delivery
 - 6) Pipeline Development
 - 7) Regeneration Delivery

These workstreams will enable the Council to promote housing delivery through a diverse range of delivery mechanisms.

12. Over the period 2022-2027 it is anticipated that 3,500 new homes, which are identified in the proposed Housing Development Strategy and Delivery Programme could be built in Gateshead, 240 of which will be HRA funded.
13. To help ensure future pipeline delivery several actions will be progressed at the earliest opportunity including:
 - A ward-by-ward review of the council's land and property assets to identify any potential housing development opportunities

- The HRA funded acquisition on new homes in partner led developments
- The potential for the Council to address site viability, compulsory purchase, and specific regeneration schemes via a new Housing Development Fund
- Consideration of cross-subsidy schemes and proposals to address viability challenges
- A strengthening of relationships with private developers, Registered Providers and Homes England.
- Conclusion of the current 'Call for Sites' exercise

A new Housing Delivery team has been established and will now have direct responsibility for either leading, facilitating or supporting the individual schemes contained in the overall delivery programme.

14. A revised Partnership Business Plan will be presented to GRP Board members in October 2022, which will include the up-to-date viability position and draft timetable for delivery of the remaining sites allocated to the Partnership. Vistry and Home Group Board Members and the Council's Board Members (following consultation with Cabinet members) will then consider options to facilitate delivery of those remaining sites. If sites are determined to be undeliverable by the Partnership, the Council may then consider alternative routes to delivery.
15. The strategy outlines how Modern Methods of Construction and other means of innovation can contribute positively towards the council's ambitions. This includes new or different delivery arrangements with developers and/or funding agencies and these will be explored as potential options moving forward.

Consultation

16. In preparation of this report, consultation has taken place with Strategic Housing Board members, and Housing Portfolio. Consultation has also taken place with housing developers and Registered Providers.

Alternative Options

17. The Council could look to withdraw from proactively seeking development of Council owned sites within the borough. Although some sites would still progress, this option would result in the failure to enable housing development across several key sites and regeneration priorities, impacting significantly on much needed new housing supply, environmental amenity, future council tax income, and the wider economy.

Implications of Recommended Option

18. **Resources:**
 - a) **Financial Implications** – The Strategic Director, Resources and Digital confirms that the costs related to the development of council owned homes will be met by the Housing Revenue Account and will be assessed on a case-by-case basis to ensure best value. It is also acknowledged that some of the sites detailed within this report may require additional capital funding due to viability. This will be considered further as part of a proposed new Housing Development Fund and will be subject to future Cabinet

consideration of the overall Council Investment Plan and medium-term financial planning and prioritisation. Successful delivery of new housing supports the Council's finances through Council Tax revenue and in some cases supports the provision of additional facilities and services via the Community Infrastructure Levy.

- b) **Human Resources Implications** – There are no implications arising from this report
 - c) **Property Implications** – The disposal and development of council owned sites supports the Council's aims and objectives of using its assets to support the delivery of a range of good quality housing for the residents of the borough. It also reduces the Council's holding costs in terms of land and buildings. Where the council intends to retain the homes built, this will contribute towards improving the Council's housing stock within the HRA.
19. **Risk Management Implication** - A risk register will be prepared in relation to the proposed development sites and will be managed by the Housing Growth Team. Following Cabinet, the risk management process will focus on housing mix (related to demand), construction and budget risks. Increase in costs associated with construction will result in budget pressures and potential unviability. The Strategic Housing Board will have oversight of the progress at each meeting.
20. **Equality and Diversity Implications** - An integrated impact assessment has been completed to outline the proposals in relation to equalities, health, socio-economic, environmental and cumulative impact. This is detailed at Appendix 3.
21. **Crime and Disorder Implications** – There are no implications arising from this report.
22. **Health Implications** – Housing is a key determinant of the health and wellbeing of communities. Housing can make a significant contribution to tackling health inequality.
This proposal would enable a strengthening of the strategic as well as operational connection between housing and health and will seek to improve overall outcomes for Gateshead residents, including those requiring housing support.
23. **Climate Emergency and Sustainability Implications** - Any new homes built will be to current building regulation standards which have recently been updated to improve the energy efficiency of new homes.
24. **Human Rights Implications** - There are no implications arising from this report.
25. **Ward Implications** - The development strategy and delivery programme have an impact across the Borough with regard to the development of new homes. The Wards within which specific sites are situated are detailed in Appendix 2 in the development programme location information.

Background Information

26. None

APPENDIX 2

HOUSING DEVELOPMENT STRATEGY AND 5 YEAR DELIVERY PROGRAMME (2022-2027)

Vision

Everyone deserves access to a good quality home in Gateshead.

All our homes should be in vibrant places. A vibrant place is one where the environment around the home is clean, safe, close to amenities, helps to promote health and wellbeing, and enables everyone to be an active part of their local community.

Building homes in Gateshead is more than about numbers. It is also about creating and maintaining places that form a foundation to enable people to live healthy, sustainable lives. This means creating and maintaining mixed and balanced communities. Gateshead needs more affordable homes, but it also needs different types, tenures and sizes of homes to meet demand, such as older persons housing or wheelchair accessible homes, as well as more executive homes. This requires a joined-up approach involving partnership working within and external to the council to unblock the barriers to delivery.

The council wants all its citizens to be able to afford a safe and secure home. As the borough's biggest social housing landlord, and its biggest landowner, we recognize the role we must play in enabling a step change in the delivery of more, much needed affordable homes for rent and sale. We will support our affordable housing provider partners and local communities to maximize opportunities for delivery. We also recognize that the council can play a direct role in delivering this step change in building affordable homes.'

Strategic Context

Housing delivery is a key priority for the council's Housing Strategy (2019-30). The Local Plan Annual Monitoring Report (2020-21) confirms the remaining target as 6000 net new homes (including compensating for past under-delivery) by 2030.

The Health and Wellbeing Strategy confirms the council's commitment to making Gateshead a place where everyone thrives. A key steppingstone to achieving this commitment is a recognition of the need to create and develop sustainable places and communities. This includes the delivery of new homes of the right number, type, tenure, quality and affordability to meet the current and future needs of all citizens.

The proposed Housing Development Strategy and Delivery Programme confirms a pipeline to build 3,500 new homes by 2027, 500 of which are projected to be affordable or specialist and supported new homes.

Alongside the council's strategy for housing delivery are wider national and regional strategies, policies and plans that inevitably influence the Gateshead strategic context. These include:

- a) National Planning Policy Framework and supporting guidance confirms new policy requirements for any affordable housing planning obligations:

HOUSING DEVELOPMENT STRATEGY AND 5 YEAR DELIVERY PROGRAMME (2022-2027)

- The introduction of First Homes discounted by a minimum of 30% against market value.
 - The introduction of Build to Rent, enabling a minimum rent discount of 20% for affordable private rent homes relative to local market rents.
 - Changing the definition of affordable housing to mean: housing for sale or rent, for those whose needs are not met by the market, including housing that provides a subsidized route to home ownership and/or is for essential local workers.
- b) Affordable Homes Programme 2021-26, administered by Homes England, provides £7.4bn of funding to deliver up to 130,000 affordable homes by 2026 outside of London. This includes committing £5.2bn of funding to 31 strategic partnerships, with the balance of funding allocated to other registered providers such as Gateshead. 5 of these strategic partnerships are with registered providers who are part of the recently formed Housing Providers Partnership. The council has directly received £2m funding to complete the development of Whitley Court, Wrekenton.
- c) Housing Infrastructure Fund, administered by Homes England, is currently closed for new bids. £4bn was allocated to local authorities via this fund for infrastructure to unlock new housing delivery. The council has been unsuccessful in accessing this fund.
- d) Brownfield Land Release Fund, administered by One Public Estate (OPE), provides £475m to local authorities to tackle derelict land and buildings, and bring currently unviable brownfield sites back into use. £400m was allocated to the combined authorities, together with an additional £30m earlier this year. To date £66m has been made available to other local authorities, this also includes funding for self and custom-build schemes. The council has been unsuccessful to date in accessing this fund.
- e) 'Levelling Up' White Paper, confirms an intention to invest more in housing delivery in the north, including scrapping the 80/20 rule that skews investment toward Greater London. Homes England will be repurposed to have a stronger regeneration focus. However, this is subject to uncertainty, including as a result of the current political situation.
- f) 'People at the Heart of Care' White Paper, places housing alongside health and care in the future strategic planning of social care. With a focus on ensuring people have access to the right home to live well and safely, an additional £300m is being made available to connect housing with health and care at the local authority level, and to increase the supply of new supported housing. A further £210m will be made available via the Care and Support Specialised Housing Fund for the period 2022-25.

Planning Context

In addition to the National Planning Policy Framework, housing delivery is also influenced in Gateshead by the Local Plan.

HOUSING DEVELOPMENT STRATEGY AND 5 YEAR DELIVERY PROGRAMME (2022-2027)

The Local Plan is made up of several documents that collectively provide the policy framework for development and includes the following:

- Core Strategy and Urban Core Plan: sets out the spatial planning framework and includes a spatial vision, objectives and specific policy requirements for the urban core, sub-areas and sites.
- Making Spaces for Growing Places: set out detailed planning policies for Gateshead as a whole, confirms land allocation for housing and other development, and identifies areas where there may be limitations on development.
- Supplementary Planning Documents: contain detailed guidance relating to 'residential design code', the 'Exemplar Neighbourhood', and Specialist and Supported Housing'.

Work has also begun on the evidence base to inform our local plan to 2045 looking longer term at what the solutions will be.

Local Housing Need and Demand

The evidence that underpins the Housing Development Strategy includes the following:

- Gateshead and Newcastle Strategic Housing Market Assessment (SHMA) 2017 (updated SHMA currently being commissioned and completion due in the first half of 2023)
- Local Housing Assessment 2017
- Local Index of Need
- Joint Strategic Needs Assessment (including a number of varying and bespoke needs assessments)
- Homelessness Review 2021
- HRA Asset Management Strategy and Business Plan 2021

In summary, the data and analysis provided by the above documents confirms:

- From 2022, an intention to build over 6000 new homes from all sources by 2030.
- A need for 2724 affordable homes to meet demand
- A need to build a wider range and choice of homes, all tenures, types and size, including more family homes that meets aspiration and ensures families choose to remain in Gateshead.
- An ageing population, including an increase in people aged 65+ of 9000 by 2030.
- By 2030 at least 24000 people will be aged 75+, around 5300 of whom will need supported or care accommodation.
- Changing household formation in Gateshead, with increasing singles and couples.
- A need to tackle empty homes with an aim to reduce vacancy across Gateshead.
- The Housing Register has 9,607 applicants, of whom 341 are overcrowded and 405 have a priority medical need (at March 22).
- Overall, there over 1700 overcrowded households across all tenures.

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- Demand for some specialist and supported housing outweighs supply.

Understanding Our Housing Challenge

Gateshead faces many challenges. It has a 'sluggish' housing market. During the period April 2021 to April 2022, the increase in the average house price of 3.3% was the lowest in the region. Average rental growth was 2.8% from September 2022 to September 2021, making average market rents in Gateshead the 7th lowest of the 36 metropolitan authorities in England, and less than the regional average of 4.2%.

Site viability remains a considerable challenge in Gateshead. Many sites across Gateshead are available for housing development. However, high site remediation costs, often associated with significant previous industrial activity and/or mining, together with lower development values, mean that many of these sites remain difficult to develop for housing without public funding.

Gateshead has declared a climate emergency and is committed to working with all relevant agencies and partners towards making the whole Borough carbon neutral by 2030. The council is committed to promoting low carbon housing development, tackling fuel poverty, and to supporting innovation in building new homes such as design, modern methods of construction, and the growth of district heating networks using ground and mine water heat pumps, and solar energy. Housing development also has a key role in restoring functioning ecological networks, on which people and wildlife depend.

Creating and sustaining vibrant places is a key ambition of the council. As well as striving to raise design quality, we want to create and maintain good places to live for the young, old and families. This includes contributing toward vibrant and equitable neighbourhoods through high quality placemaking, ensuring sufficient community infrastructure, places to play, improved open spaces and a people friendly public realm.

Gateshead has a number of economic challenges. The cumulative impacts of Brexit, the pandemic, and war in Ukraine on the supply chain, construction sector skills shortages, the cost-of-living crises and inflation, are all playing a part in increasing development costs, as well as access to mortgages and deposits. There is a recognition however, that housing development is an essential driver for economic growth in Gateshead; that there is a need to build new homes that will help to retain and attract skills, enterprise and the new economies. The council is also committed to enabling community wealth building. Housing development can play an important role in promoting local supply chains, SMEs and community enterprise.

Housing Delivery Test Action Plan 2022

The 2021 results of the Government's Housing Delivery Test (HDT) confirm that 87% of the new housing required in Gateshead was being delivered. However, this was influenced by the Pandemic in terms of a reduced requirement during that year. An Action Plan has been produced by the council confirming the key issues impacting on the pace and overall volume of housing delivery, together with the measures it will take to address these issues. These measures include:

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- Establish a new Housing Delivery team.
- Review site viability to determine the funding gap.
- Speed up the signing of s.106 Agreements.
- Speed up the disposal of council owned land for housing development.
- Develop stronger links with Registered Providers, the NE Home Builders Federation and Homes England.
- Issue a call for sites as part of the Local Plan process.
- Develop a new digital tool to support site awareness and encourage SME's.

The Housing Delivery Test Action Plan can be found on the Council's website.

Strategic Aims

In response to the vision, context, evidence and challenges facing housing delivery in Gateshead it is proposed that the strategy has 5 aims:

- I. **Promote the delivery of a range of homes:** in terms of tenure, value, size and type, to support economic growth, meet aspiration, attract and retain middle income households in Gateshead.
- II. **Develop more affordable homes:** for sale or rent, ensure that the relationship between housing costs and incomes in Gateshead are kept in balance.
- III. **Enabling independent living:** ensuring the changing needs of Gateshead's population are met, including development that provides the required supported and specialist housing.
- IV. **Regeneration of places:** recognizing that housing led regeneration can help to ensure vulnerable places can thrive in the future.
- V. **Building partnerships:** recognizing Gateshead needs the support of Government, Homes England, Registered Providers, developers and communities to achieve its housing delivery ambitions.

A Development 'Pipeline'

A focus of the strategy is a recognition of the need to create a housing development 'pipeline'. The newly established Housing Delivery team will seek to accelerate and improve the delivery of new homes. A priority for the team is to assess council owned sites and buildings for their viability, look to 'de-risk' sites through pre-construction site investigations and/or remedial interventions, dispose of sites based on outline planning permissions, and promote accelerated construction via off-site manufacture and where viable to do so.

Consideration will be given to the establishment of a Housing Development Fund as part of the Council's overall Investment Plan. This Fund will enable the Council to assess the potential need for a direct contribution to support housing development on challenging brownfield sites and to support its housing led regeneration priorities, particularly where there is an absence of external brownfield land funding. The Fund will aim to support the 5-year delivery programme and will look to evidence a return to the Fund from potential 'overage', CIL, s106, and/or additional Council Tax revenue and New Homes Bonus.

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A review of small sites is underway with a view to develop a Small Sites programme. This programme will aim to facilitate their disposal to a range of targeted parties including community led organisations, small developers, Registered Providers, self-builders or other partners through bespoke partnerships. Although the numbers of new homes likely to be delivered through a small sites programme will not be high, this small sites development stream will help to build more diverse delivery routes in Gateshead, something lacking at present with too much dependence on high volume national developers.

As part of disposals to third parties, the council will include the provision of 'buy back' options so that if a development does not come forward within a reasonable period, the council can buy the site back for the original purchase price.

Several council owned sites are committed to the Gateshead Regeneration Partnership (GRP). The business plan for the undeveloped sites allocated to GRP is under review to determine future options for development.

Land and/or building acquisition will be necessary to facilitate housing development and regeneration plans. This may include Compulsory Purchase. Critical will be the availability of funding to support acquisitions.

'Cross subsidy' of sites will be explored. This will involve the disposal of sites with a positive value alongside the disposal of sites with a negative value. Whilst procurement will be complex, established models of delivering new homes through this approach are well established. A procurement development framework will be progressed to identify potential developer options not only to progress the cross subsidy of sites, but also enable the speedy identification of contractors for direct provision via the HRA, or a mixture of both.

The potential availability of a new Housing Development Fund will be explored to tackle empty homes and bring them back into use through council led rent to purchase schemes, empty homes for affordable sale solutions, and to encourage skills and local enterprise development.

A new Supported and Specialist Housing Needs Assessment and Delivery Plan will be undertaken to determine over the 10-year period 2022-32 the evidenced need for any relevant newbuild and associated commissioned support and care provision. This will enable a planned approach to both the council's capital and revenue expenditure requirements over the medium term.

Workstreams

This strategy has an associated delivery programme. In addition to the development pipeline, this programme has 7 workstreams as follows:

- I. Direct Delivery:** the council's Housing Revenue Account (HRA) will make an important contribution to future housing supply in Gateshead. The HRA Business Plan confirms an intention to build 400 new council homes over the next 10 years (2021-2031). Where possible this programme will be accelerated. HRA funded delivery will also be used to facilitate cross subsidy

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development, and act as a further incentive to enable the development of currently unviable sites.

- II. **Partnership Delivery (including The Gateshead Regeneration Partnership (GRP)):** it is important to track the delivery of schemes via GRP. Created in 2012, GRP aimed to build 2400 new homes over 15 years. To date GRP has delivered 430 new homes, with a confirmed pipeline of 420 homes relating to 4 sites. This leaves a further 7 sites allocated to GRP with a development potential of 845 homes. The business plan for the undeveloped sites allocated to GRP is under review to determine future options for development. There is also the potential for the council to develop further partnerships. This will be given consideration in relation to sites available for disposal.
- III. **Registered Provider Delivery:** arrangements are now in place for the formal engagement of registered providers (RP's) via the Housing Providers Partnership. As well as encouraging those RP's that have strategic partner status with Homes England to invest in affordable provision in Gateshead, either through direct build or by bulk buying open market homes alongside homes secured through s.106 requirements, work will progress with RP's to determine new specialist or supported housing delivery. A Memorandum of Understanding will be agreed with RP's via the Housing Providers Partnership that will include a shared definition of affordable housing, a commitment to regeneration, locality planning and shared service delivery priorities in Gateshead. RP's will also be encouraged to support community led and self-build initiatives.
- IV. **Specialist and Supported Housing Delivery:** an evidence-led needs assessment will be concluded by Autumn 2022 to determine the short to medium term requirements for older people, working age adults with care needs, people at risk of homelessness and households with multiple and complex needs. A delivery plan will be produced confirming and required support and commissioning funding. Retirement living options will also be explored to reduce dependency and address rising health and adult social care costs. A review of HRA funded older people's provision will also be undertaken.
- V. **Market Delivery:** ensuring the development of a range of homes to meet housing aspiration in Gateshead requires the Housing Delivery team to support and enable investment from large volume national developers as well as encourage the growth of local SME's. Discussions are underway with the Home Builders Federation as well as individual developers to encourage investment in housing delivery. A new approach to s.106 requirements will be explored including the option of reconciliation statements.
- VI. **Pipeline development:** There is a demand for housing sites across the Borough. Some further sites in Council ownership may be able to be brought forward and included within the overall pipeline, following further due diligence, working alongside Spatial Planning, to increase the land available for housing development.
- VII. **Regeneration Delivery:** there is a re-emergence of regeneration 'thinking' within Government as part of its levelling-up agenda. As part of this strategy the Council will take forward the development of strategic regeneration frameworks and masterplans for 'vulnerable' places in Gateshead such as Felling, High Street South, Chopwell, Teams and Bensham. These strategic regeneration frameworks will include confirmation of site availability, local

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housing market assessment, place standard assessment, planning policy support, and investment support.

The initial 5-year Housing Delivery Programme 2022-2025 is confirmed below.

Two further developments to enhance future pipeline delivery are:

- **Land Review:** a ward-by-ward review of the council's land assets will be undertaken. This will feed into the call for site process. It will also help determine the public subsidy needed to bring the sites into use.
- **Council home acquisitions:** subject to funding availability there may be situations where the acquisition of new council homes in partner led developments may be appropriate.

Innovation

Modern methods of construction (MMC) provide an opportunity for Gateshead and the region as a whole. A new regional network will be facilitated by Gateshead to explore collaboration and investment in a regional supply chain to develop MMC.

MMC can support the council's ambition with regards to:

- New housing supply and affordability.
- Climate and ecological emergency, and decarbonisation of the local economy.
- The construction skills crises.

A further related innovation relates to existing council owned garages, where there is potential to convert to bungalows. This option is being explored for several garage sites across the borough and will involve potential off-site construction.

Currently 80% of councils in England own housing development companies. Various business models now exist, but there are several common features. These include the use of council owned land, private sector investment, a focus on market sales and/or market rent, a 'ring fenced' return for the council to re-invest in future housing delivery, and local supply chain investment to boost local economic growth.

A number of council owned development companies are also building affordable housing for sale and rent outside of the HRA; are purchasing s.106 properties; are purchasing street properties for rent; and use the vehicle to maintain and manage homes.

72% of councils are involved in joint venture arrangements or collaboration agreements with developers and/or registered providers. This includes Gateshead via the GRP arrangement. Joint venture and collaboration agreements arrangements can have several advantages such as risk sharing, securing greater levels of investment and/or providing much needed development skills, expertise and capacity that the council may have.

Some councils own multiple companies for different purposes. However, there are also recent examples with council owned development companies and joint venture

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arrangements have experienced difficulties due to concerns over rising costs, Brexit and pandemic related supply chain challenges etc.

Direct council intervention to secure increased housing supply, either through a directly owned development company, or through additional joint venture arrangements, will be explored as potential options moving forward.

Proposal

The Housing Delivery team will undertake the following key actions over the next 12 months:

Active management of a single 5-year development programme across all its workstreams	Complete the Specialist and Supported Housing Needs Review and Delivery Plan
Increase the housing development pipeline including a ward-by-ward review of site availability and identification of any barriers to development to help diversify delivery in Gateshead	Identify site assembly, CPO and site viability challenges to enable identification of funding requirements and sources
Support the delivery of the Housing Delivery Test Action Plan	Investigate the potential to use a Housing Development Framework to include contractors, developers and Registered Providers
Complete the Small Sites delivery programme	Explore a new council funded Housing Development Fund; continue to explore external funding opportunities
Review the proposed delivery outlined in the GRP business plan. Explore other potential JV and collaboration arrangements	Progress the development of masterplans, strategic regeneration frameworks and local housing market assessments for priority intervention areas
Explore alternative, council led delivery models and vehicles where appropriate to unlock new and accelerated supply; explore affordable development options outside of the HRA	Support and progress an increased use of MMC, SME's and the local supply chain in Gateshead as part of the council's community wealth building ambition

Monitoring

The Service Director: Housing Strategy and Growth, will be responsible for quarterly reporting at both Portfolio and officer levels.

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SHB and Cabinet will be provided with six-monthly progress reports. Monitoring reports will focus on any areas of concern, risks and issues effecting housing delivery. This may include specific project risks and issues.

The strategy will be refreshed on an annual basis and confirm a 'rolling' 5-year housing delivery programme for subsequent Cabinet approval.

The Housing Delivery team will ensure reporting to the appropriate portfolio of key project milestones, together with briefings for Ward Members on progress, delivery routes, disposals and acquisitions etc.

The Housing Environment and Healthy Communities Oversight and Scrutiny Committee has included housing development and delivery on its 2022/23 scrutiny programme.

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APPENDIX 2

Progress as at: September 2022

Workstream 1: Direct Delivery (HRA funded)					
Location (Ward)	Total New Homes	Developer	Projected Start / Finish	Key Features	Progress/Issues
Whitley Court (High Fell)	44	GRP	Apr 21 / Mar 23 Phases separated out	<ul style="list-style-type: none"> - Council Owned - Affordable rent-general needs and supported - Shared ownership 	<ul style="list-style-type: none"> - Development underway - Completions from late Autumn 2022 - Delays in completions from Autumn 2022 to Spring 23
Garage sites (Various wards)	35 (Phased over 5 years)	TBC	Phase 1 (5 units) Mar 23 / Dec 23	<ul style="list-style-type: none"> - Council owned garage sites - Affordable rent - Conversion of garages to bungalows - Use of MMC - High Energy performance rating 	<ul style="list-style-type: none"> - Initial site investigations underway - Initial discussions with planners underway - Procurement route to be identified - Ward Members to be informed of proposals including any garage occupancy issues
Northumberland Street (Dunston and Teams)	TBC	To be identified	Apr 23 / Mar 25	<ul style="list-style-type: none"> - Council Owned - Affordable rent - Potential supported provision - Proximity to Medical centre 	<ul style="list-style-type: none"> - Investigate options for housing types- flats - Viability challenge - To procure contractor
Windmill Hills (Bridges)	TBC	To be identified	TBC	<ul style="list-style-type: none"> - Council Owned - Affordable rent - Family housing - Retention of Comfrey Project facilities 	<ul style="list-style-type: none"> - Interest from other parties (RPs, market and JCC) - Potential Brownfield Land release funding phase 2 - Outline feasibility to be undertaken
Hallgarth Car parks and depot (Winlaton and High Spen)	TBC	To be identified	TBC	<ul style="list-style-type: none"> - Council Owned - Affordable rent and sale - Family housing 	<ul style="list-style-type: none"> - Outline feasibility to be undertaken (discussions on depot and bus turning circle) - Initial site investigations underway
Shadon House (Birtley)	18	To be identified	Sept 23/ Dec 24	<ul style="list-style-type: none"> - Council Owned - Affordable rent and sale - Family housing 	<ul style="list-style-type: none"> - Investigative/Feasibility works underway - Internal asset transfer to be clarified
Clasper (Dunston and Teams)	TBC	To be identified	TBC	<ul style="list-style-type: none"> - Council Owned - TBC 	<ul style="list-style-type: none"> - Potential for HRA funded affordable provision as part of wider site development
Askew (Lobley Hill and Bensham)	TBC	To be identified	TBC	<ul style="list-style-type: none"> - Council Owned - TBC 	<ul style="list-style-type: none"> - Potential for HRA funded affordable provision as part of wider site development
Dunston Hill – Central Nursery (Dunston Hill and Whickham East)	TBC	To be identified	TBC	<ul style="list-style-type: none"> - Council Owned - TBC 	<ul style="list-style-type: none"> - Potential for HRA funded affordable provision as part of wider site development
Felling -various sites (Felling)	TBC	To be identified	TBC	<ul style="list-style-type: none"> - Council Owned - TBC 	<ul style="list-style-type: none"> - Potential for HRA funded affordable provision as part of wider site development
Redheugh and Eslington (Dunston and Teams)	TBC	To be identified	TBC	<ul style="list-style-type: none"> - Council Owned - TBC 	<ul style="list-style-type: none"> - Potential for HRA funded affordable provision as part of wider site development
High Street South including Warwick Court (Bridges)	TBC	To be identified	TBC	<ul style="list-style-type: none"> - Council Owned - TBC 	<ul style="list-style-type: none"> - Potential for HRA funded affordable provision as part of wider site development
Workstream 2: Partnership Delivery					
Location	Total New Homes	Developer	Projected Start / Finish	Key Features	Progress
Freight depot (Bridges)	270	GRP	Aug 22 / Mar 28	<ul style="list-style-type: none"> - Council Owned - Market sale (Vistry) 165 - Private rent (Sigma) 80 	<ul style="list-style-type: none"> - Started in site - Homes England funding claim submitted

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				<ul style="list-style-type: none"> - Affordable rent (Home Group) 25 - Will be connected to District Energy Scheme - Use of MMC - Homes England Accelerated construction Grant £3.65m - Council support £1.1m 	
Birtley Cell C (Lamesley)	73	GRP	Aug 22 / Mar 25	<ul style="list-style-type: none"> - Council Owned - Scheme development linked to Freight depot through Homes England Funding agreement - Market sale - Mixed tenure - 18 Shared ownership 	<ul style="list-style-type: none"> - Business plan approved - Started on site Aug 22 - Homes England funding claim submitted
Hyde Park Street (Saltwell)	58	GRP	Jan 23 / Mar 25	<ul style="list-style-type: none"> - Council Owned - 100% Affordable provision - Family homes including 20 bespoke larger homes for Jewish community - Homes England grant secured 	<ul style="list-style-type: none"> - Cabinet approval to progress - Planning application September 2022
Hookergate (Winlaton and High Spen)	48	GRP	Jan 23 / Mar 25	<ul style="list-style-type: none"> - Council Owned - Market sale - Family homes 	<ul style="list-style-type: none"> - Cabinet approval to progress - Business plan being progressed - PreApp Planning submitted - Planning Application October 2022
Brandling (Felling)	131	GRP	TBC	<ul style="list-style-type: none"> - Council Owned - Mixed tenure 	<ul style="list-style-type: none"> - Business plan being progressed - Sport England /Playing Pitches issue to be resolved
Elisabethville (Lamesley)	100	GRP	TBC	<ul style="list-style-type: none"> - Council Owned - Current proposal 100% affordable 	<ul style="list-style-type: none"> - Business plan being progressed
Dixon Street (Dunston and Teams)	70	GRP	TBC	<ul style="list-style-type: none"> - Council Owned - Mixed tenure 	<ul style="list-style-type: none"> - Business plan being progressed - viability an issue
Broadway (Deckham)	70	GRP	TBC	<ul style="list-style-type: none"> - Council Owned - Mixed tenure 	<ul style="list-style-type: none"> - Business plan being progressed - viability an issue
Chopwell Heartlands (Chopwell and Rowlands Gill)	211	GRP	TBC	<ul style="list-style-type: none"> - Council Owned - Mixed tenure 	<ul style="list-style-type: none"> - Business plan being progressed - viability an issue
Beacon Lough East (High Fell)	172	GRP	TBC	<ul style="list-style-type: none"> - Council Owned - Mixed tenure 	<ul style="list-style-type: none"> - Business plan being progressed - viability an issue
Sunderland Road West (Bridges)	TBC	GRP	TBC	<ul style="list-style-type: none"> - Council Owned - Mixed tenure 	<ul style="list-style-type: none"> - Business plan being progressed - viability an issue
Chandless (Bridges)	TBC	Homes England	TBC	<ul style="list-style-type: none"> - Council Owned - TBC 	<ul style="list-style-type: none"> - Discussions ongoing with Homes England re purchase
Workstream 3: Registered Provider Delivery					
Location	Total New Homes	Developer	Projected Start / Finish	Key Features	Progress
Small sites package					
- Aycliffe Av (High Fell)	TBC	TBC	Apr 24 / Mar 25	<ul style="list-style-type: none"> - Council owned land - Affordable housing 	<ul style="list-style-type: none"> - Viability an issue
- Crawcrook Park (Crawcrook and Greenside)	7	TBC	Apr 24 / Mar 25	<ul style="list-style-type: none"> - Bungalow provision 	<ul style="list-style-type: none"> - Issues related to red line boundary and fit with wider park
Charlton Walk (Dunston and Teams)	16/18	Bernicia	Apr 23 / Mar 24	<ul style="list-style-type: none"> - Council owned land - Affordable family housing and bungalows 	<ul style="list-style-type: none"> - Viability an issue therefore in planning to increase units to 18 units.
Liddell Terrace	7	RP TBC	Oct 23 / Oct 24	<ul style="list-style-type: none"> - Council owned land 	<ul style="list-style-type: none"> - Planning application submitted

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(Lobley Hill and Bensham)				- Family housing	- Viability an issue
Dunston Hill School (Dunston Hill and Whickham East)	37	Meldrum construction/ Riverside	Jan 23 / Mar 25	- Council owned - 100% affordable - Family housing	- In planning awaiting decision - Sale of land by Council agreed to facilitate development
Land at Hepburn Gardens (Felling)	36	Riverside	Jan 21 / Oct 22	- Council Owned - Family homes for affordable rent	- Works underway and well progressed
Hospital of King James – Sunderland Rd (Bridges)	42	Hospital of King James / A Partner RP TBC.	April 24 / Mar 25	- Council lease interest - Affordable rented flats and houses	- Planning application submitted - Discussions with Council re relinquishment of lease
Deckham Infill (Deckham)	8	Home Group	Apr 23 / Mar 24	- 1/2-bedroom bungalows for affordable rent	- In planning awaiting decision
Malton Green (Chowdene)	14	Keelman	Apr 24 / Oct 26	- TBC	- Subject to funding availability
Former Go-ahead depot, Sunderland Road (Bridges)	26	RP TBC	Apr 24 / Mar 26	- Large family homes	- Planning approved - Viability an issue
Workstream 4: Specialist and Supported Housing Delivery					
Location	Total New Homes	Developer	Projected Start / Finish	Key Features	Progress
Oban Terrace (Felling)	12	Home Group	Jan 21 / Oct 22	- Women's wellbeing supported housing	- Almost complete
Watergate Court (Lobley Hill and Bensham)	82	Home Group	Jan 21 / Mar 22	- Extra care housing	- Works complete - Residents in process of moving in
Workstream 5: Market Delivery					
Location	Total New Homes	Developer	Projected Start / Finish	Key Features	Progress
Valley Rise (Crawcrook and Greenside)	187	Taylor Wimpey	Mar 2018 / Dec 22	- Mixed tenure - 38 affordable	- Scheme almost complete
Fairfield Manor (Crawcrook and Greenside)	169	Story Homes	Mar 18 / Dec 22	- Mixed tenure - 26 affordable	- Scheme almost complete
Summerhill (Ryton, Crookhill and Stella)	283	Bellway	Mar 22 / Mar 28	- Mixed tenure - 43 affordable	- Scheme just commenced
Woodside Gardens (Ryton, Crookhill and Stella)	170	Taylor Wimpey	Jan 22 / March 25	- Mixed tenure across both sites - 40 affordable	- Scheme progressing well - Strong demand and sales
Woodside Gardens (Ryton, Crookhill and Stella)	97	Miller	Jan 22 / March 24		- Scheme just commenced.
Bleach Green (Blaydon)	183	Keepmoat	Jan 20 / April 26	- Mixed tenure - 27 Affordable	- Development progressing well - Strong demand and sales
High Spen East (Winlaton and High Spen)	185	Avant	Mar 20 / Mar 25	- Mixed tenure - 28 affordable	- Scheme progressing well - Strong demand and sales
Sunniside Causey Heights (Whickham South and Sunniside)	89	Avant	Mar 19 / Sept 22	- Mixed tenure - 13 affordable	- Scheme almost complete
Dunston Hill Hospital (Dunston Hill and Whickham East)	46	Story Homes	April 22 / Mar 24	- Mixed tenure - 5 affordable - Discounted market sale	- Scheme just commenced - Very high demand
Chopwell South	208	Gleeson	April 2020 / Mar 27	- Mixed tenure	- Development progressing well

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(Chopwell and Rowlands Gill)		Homes		- 1-4 'first homes'	- Strong demand and sales
Sunniside NE (Whickham south and Sunniside)	38	TBC	April 23 / Mar 25	- Mixed tenure 1 affordable	- Awaiting developer
Brett Oils (Bridges)	250	Edmund de Rothschilds Investments / Tolent	Mar 22 / Oct 24	- Market sale	- Development progressing slowly due to quay wall repairs and involvement of Crown Estate
Tynedale P (Ryton, Crookhill and Stella)	14	TBC	Apr 24 / Mar 25	- Council owned - Tenure TBC	- Council owned site recently marketed with strong interest - Currently assessing bids
Dunston Hill (Dunston Hill and Whickham East)	352	Persimmon	Apr 23 / Mar 28	- Mixed tenure - 53 affordable	- Negotiations with Council re developer agreement in progress - Due to be concluded autumn 22
Wardley Colliery (Wardley and Leam Lane)	144	Persimmon	Apr 24 / Mar 27	- Mixed tenure affordable	- Stalled due to viability
The Point Ochre Yards (Bridges)	98	Bellway	Apr 24 / Mar 25	- Market Sale	- Permission Granted May 2022
High Spen West/Garesfield (Winlaton and High Spen)	70	No Developer	Apr 24 / Mar 27	- Shared ownership between Council and Garesfield Golf club - Market sale - 15% affordable subject to planning	- Site has been marketed by the Council - Potential to remarket site
Boiler House/ Half Moon Lane (Bridges)	58	Mandale	Jan 21 / Aug 22	- Market sale and Private rented	- Almost complete
BAE Birtley (Birtley)	296	Gleeson	Mar 25 / Mar 31	- Market sale	- Planning Application submitted
Workstream 6: Pipeline development					
Location	Total New Homes	Developer	Projected Start / Finish	Key Features	Progress
Dunston Hill Nursery (Dunston Hill and Whickham East)	230	TBC	Apr 23 / Sept 28	- Council owned - Brief in progress	- Appointment of specialist consultant to progress underway
Askew Road West (Lobley Hill and Bensham)	190	29	Jun 23 / July 27	- Council Owned - TBC	- Permission in Principle in place - Invitation to tender returned July 22 with interest but no compliant bids - Proposal to explore alternative procurement route
Clasper/Wolseley Close (Dunston and Teams)	200	30	Oct 23 / Oct 27	- Council Owned - TBC	- Viability gap identified - Soft market interest has established interest in the site - Assembling technical and developing procurement packs - Proposal to explore alternative procurement route
Middle Chopwell	TBC	TBC	Apr 25 / Mar 28	- Council Owned	- Options currently being explored
Baltic Quarter	TBC	TBC	Apr 24 / Mar 27	- Council Owned	- Interest from Private Rented Sector developers - Residential options currently being explored
Workstream 7: Regeneration					
Location	Total New Homes	Developer	Projected Start / Finish	Key Features	Progress
High Street (Bridges)	214	TBC	Oct 24 / Oct 30	- Part Council owned	- Acquisitions underway - Viability gap - Delivery programme being developed
MetroGreen	850 by 2030; more after that	TBC	Apr 27 / 32	- Some Council owned land at Derwent West Bank - Church Commissioners have significant ownership	- Area Action plan to be adopted 2023 - Investigating infrastructure delivery and development options

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	date				
Felling - Crowhall Towers - Sir Godfrey Thompson - Open space adj. to Crowhall - Felling depot and adjacent open space (Felling)	TBC	Council led / RP	Dec 19 / Mar 28	- Part Council Owned - Part Karbon Homes - TBC	- Decant almost complete - Delivery programme being developed
Redheugh and Eslington (Dunston and Teams)	TBC	Council led	Jan 22 (decant) / Mar 28	- Council Owned - TBC	- Decant currently underway - Delivery programme to be developed
Warwick Court (Bridges)	TBC	Council led	Jan 22 (decant) / Mar 26	- Council Owned - TBC	- Decant currently underway - Delivery programme to be developed



Tackle inequality so people have a fair chance

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APPENDIX 3

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Title of proposal: Housing Development Strategy and Delivery Programme	Age	Race	Sex	Gender reassignment	Disability	Religion or Belief	Pregnancy and Maternity	Sexual Orientation	Marriage and Civil Partnership	Description of potential mitigation
<p>Equality impact: We recognise residents may have a number of different protected characteristics across all 9 categories, however those most likely to be impacted by the Housing Development and Growth strategy are Age, Sex and Disability.</p> <p>Description of impact: <i>The proposal is to facilitate the development of houses within the Borough to meet the needs of existing and future residents. All housing will be to legal standards. It is possible that some will be bespoke to meet the needs of some residents with supported housing needs: e.g. People who have physical or mentally disabled, or require 24-hour housing support</i></p>	✓		✓		✓					<p><i>Housing to be facilitated will take into account the housing needs of the Gateshead population. Some housing will be bespoke to meet the specific needs of residents who may also require support. Developments which have been facilitated to meet this need in the past include housing specifically for people:</i></p> <ul style="list-style-type: none"> - <i>over the age of 55,</i> - <i>for women fleeing domestic violence and</i> - <i>for people with Learning disabilities and autism.</i> <p><i>When considering the development of housing in the Borough, account is taken of the Strategic Housing Market Assessment and the housing register and the needs of people on the register. Housing needs are also taken into consideration within the Housing Strategy to help inform future development.</i></p>
<p>Health impact: <i>The development of good quality housing is critical to improving the health of individuals. The proposal supports the Council in facilitating the development of such housing which meets the needs of our residents.</i></p>										<p><i>Where specific housing is required to meet residents needs this will be taken into consideration when considering sites and</i></p>



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<p><i>There is also potential for residents to experience reduced stress, improved space and increase their housing standards</i></p>	<p><i>proposed housing across the borough. Many factors are taken into consideration to improve the health and wellbeing of residents, in particular to promote independence: these include; determining the facilities required in the home and any support required.</i></p>
<p>Socio Economic impact: <i>Wards/neighbourhoods across the Borough have differing housing needs, tenure types, population mix and differing incomes. These factors are taken into consideration when determining the type and tenure of property to contribute positively towards overall housing need in the Borough.</i> <i>There is an overriding positive socio-economic impact when developing new homes, as not only are new homes provided for local people, but employment within the construction industry within the locality and a positive impact related to local businesses in the neighbourhoods concerned.</i></p>	<p><i>Where possible when procuring developers, scoring can be linked to socio economic impact. Where affordable housing is provided this should have a positive impact on residents on lower household incomes.</i> <i>The Housing Growth team requests updates from developers when appropriate related to the Gateshead Pound and the positive socio-economic impact associated with new build.</i></p>
<p>Environmental impact: <i>All new build dwellings must comply with current Building Regulations which requires a high standard of energy efficiency. New dwellings are deemed to be more energy efficient than existing housing.</i></p>	<p><i>New homes are more energy efficient than existing homes.</i></p>
<p>Cumulative impact: <i>The cumulative impact on residents is positive as it will allow access to new homes fit for the individuals/family's needs which were not previously available as well as offering more housing choice.</i></p>	<p><i>The cumulative impact of each development will be considered on a site-by-site basis and take into account all relevant factors including scope and scale of development as well as budgetary constraints.</i></p>
<p>Summary of consultation/data/research undertaken to inform the assessment:</p> <p><i>Consultation has taken place with the Strategic Housing Board, which has representatives who are Ward Members, Housing Portfolio Members, residents and Registered providers.</i> <i>Discussions have also taken place with Registered housing providers and Volume housebuilders to discuss demand for development of sites.</i> <i>Discussions have also taken place with Homes England to determine potential to gap fund specific projects to enable development to happen.</i></p>	



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Signed: (completing officer)

Date:

Service Director: (approved)

Date:

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5a - HEHC - Key Performance Indicator Review

Purpose of the Report

1. To update members of the Housing, Environment and Healthier Communities Overview and Scrutiny Committee (HEHC OSC) of the outcome of a Key Performance Indicator (KPI) review.

Background

2. In 2021/22 a suite of performance measures was developed for the Housing, Environment and Healthier Communities (HEHC) directorate. The suite was presented and approved by HEHC Overview and Scrutiny Committee (OSC) and the Strategic Housing Board (SHB) at its meeting on 30 September 2021.
3. The framework can be broadly broken down into five objectives:
 - Increase the supply of, and access to suitable affordable homes.
 - Ensure the effective management & maintenance of the council's homes.
 - Reduce homelessness.
 - Housing Revenue Account "health".
 - Resident Satisfaction.

Review of HEHC Key Performance Indicators

4. During 2021/22 the current suite of 49 Key Performance Indicators (KPI's) have been reported on a quarterly basis to HEHC Overview and Scrutiny Committee (OSC) and six-monthly to Strategic Housing Board (SHB). See **Appendix 1**.
5. To ensure that the suite of HEHC KPI's remain relevant, challenging and support delivery of key objectives a review commenced in March 2022.
6. Service Directors and Officers within HEHC reviewed each performance measure currently reported. The review considered for each performance indicator if it should be:
 - **Retained as a HEHC KPI.** KPI's are the most critical high-level indicators and are used to evaluate and demonstrate how successfully we are delivering on Council priorities.
 - **Changed to a Management Performance Indicator.** MPis feed into KPI's and are used by Officers to monitor and manage effectiveness, efficiency and customer service delivery of individual housing service
 - **Deleted** – remove the performance measure from current reporting.

7. The review also reflected the introduction of a new set of Tenant Satisfaction Measures (TSM's) by the Regulator of Social Housing. The TSMs will provide a new system for assessing how well social landlords in England are providing good quality homes and services.
8. Tenants will be able to use these measures to understand how well their landlord is doing. It is also expected that inspections of social landlords by the RSH will be introduced, with details yet to be confirmed but they will be informed in part by the TSM's.
9. There are 22 TSM's in total. 10 of these will be measured by landlords directly, and 12 will be measured by landlords carrying out tenant perception surveys. It is mandatory for all social landlords including Local Authorities to collect, publish and submit performance to the Regulator of Social Housing.
10. The 22 TSM's have been incorporated into the proposed new suite of KPI's.

Next Steps

11. The review is now complete, and **Appendix 2** sets out the proposed new suite of HEHC KPI's and also includes those that will be changed to MPis and those that will be deleted. The TSM's are included in the suite of new KPI's.
12. It is proposed that we continue to report on the existing set of KPI's during the rest of 2022.23 and the new set of KPIs will be introduced from 1st April 2023. All performance indicator targets will be reviewed and amended where necessary in consultation with Service Managers and Directors annually.
13. We are required to collect the new TSM's from 2023.24 and report to the Regulator of Social Housing who will publish the results nationally during Autumn 2024. To provide an early understanding of how we are performing against these measures, we will carry out a tenant satisfaction survey in November 2022.
14. The survey will incorporate the 12 TSM perception questions and the results of the survey will be reported to HEHC OSC later in 2022/23.

Recommendations

15. The agreement and further feedback is sought on whether to adopt the proposals set out in the report.

Contact: Martin Poulter ext 5380.

Appendix 1 HEHC – Existing Key Performance Indicators.

Ref	Performance Measure	Service Director
1	Number of new homes built against annual housing requirement.	Anneliese Hutchinson
2	% of new homes built that are affordable by the council.	Anneliese Hutchinson
3	% of new homes built that are affordable by RP's.	Anneliese Hutchinson
4	% of new homes built that are affordable by developers.	Anneliese Hutchinson
5	No. of under-occupied council tenants that have downsized.	Neil Bouch
6	No. of overcrowded households that have been assisted to relieve their overcrowding.	Neil Bouch
7	Percentage of council homes empty for 6 months or more.	Neil Bouch
8	Percentage of homes (remaining tenures) empty for 6 months or more.	Kevin Scarlett
9	% tenant profile data verified.	Kevin Scarlett
10	The total number of private dwellings that have been identified as having a Category 1 hazard and of these the number that had this hazard removed.	Kevin Scarlett
11	% of repairs completed right first time.	Ian McLackland
12	Appointments kept as a percentage of appointments made.	Ian McLackland
13	% of emergency, urgent and routine repairs completed within timescale.	Ian McLackland
14	Average days to let a home.	Ian McLackland/Neil Bouch
15	% of tenancies terminated in the first 12 months.	Neil Bouch
16	% tenancies audited within 12 months.	Neil Bouch
17	Total households initially assessed as owed a homelessness duty.	Neil Bouch
18	Total households assessed and owed a duty where the reason for loss of last settled home at the time of assessment was domestic abuse.	Neil Bouch
19	Total households assessed and owed a homelessness duty who were sleeping rough at time of application.	Neil Bouch
20	Number of households in nightly-booked temporary accommodation.	Neil Bouch
21	Number in nightly-booked accommodation who are households with children.	Neil Bouch
22	(A) % of households where homelessness prevention duty ended that maintained or secured accommodation for 6+mths. And (B) % of those that remained in existing accommodation.	Neil Bouch
23	Households with dependent children owed a duty under the Homelessness Reduction Act Child and Maternal Health.	Neil Bouch
24	% of self-service transactions – rent payments.	Kevin Scarlett
25	% of self-service transactions – responsive repairs.	Kevin Scarlett
26	% stock with a negative Net Property Value (NPV).	Sandra Watson
27	Ratio responsive to planned repairs.	Ian McLackland/Sandra Watson
28	Rent collected from tenants as a percentage of rent due to date in the financial year (excluding arrears brought forward)	Neil Bouch
29	Rent lost due to empty properties as a % of rent due.	Neil Bouch
30	Current tenant arrears as a % of rent due (excluding voids).	Neil Bouch
31	Rent arrears of former tenants as a % of rent due (excluding voids).	Neil Bouch
32	Total CPP of housing management.	TBC
33	Total CPP of responsive repairs & void works.	TBC
34	Total CPP of void works (management).	TBC
35	Total CPP of void works (service provision).	TBC
36	% of tenants satisfied with their most recent transaction (repairs).	Ian McLackland
37	% tenants satisfied that their housing landlord, Gateshead Council, is easy to deal with.	Kevin Scarlett
38	% of tenants satisfied with their new Council home.	Kevin Scarlett
39	% of residents satisfied with planned/investment works.	Ian McLackland
40	% residents satisfied with adaptations to their home.	Kevin Scarlett
41	% of tenants satisfied with the overall appearance of their neighbourhood.	Neil Bouch
42	% of tenants satisfied with the opportunities to influence decisions about how housing related services are delivered (inc service standards).	Kevin Scarlett
43	% of tenants satisfied with the service provided by your housing Landlord, Gateshead Council.	Kevin Scarlett

Ref	Performance Measure	Service Director
44	% of tenants satisfied with the services provided by Gateshead Council (former tenants).	Kevin Scarlett
45	% exit interviews completed.	Neil Bouch
46	% of residents satisfied with how their anti-social behaviour case is handled.	Neil Bouch
47	Number of formal step 2 complaints received.	Kevin Scarlett
48	Number of stage 2 (Investigations) and stage 3 (Review) complaints responded to within the agreed timescale.	Kevin Scarlett
49	Number of investigations accepted by the Housing Ombudsman and following completion is upheld in the tenant's favour.	Kevin Scarlett

Appendix 2 Proposed Key Performance Indicators.

Ref	Performance Measure	Service Director
1	Number of new homes built against annual housing requirement.	Anneliese Hutchinson
2	% of new homes built that are affordable by the council.	Anneliese Hutchinson
3	% of new homes built that are affordable by RP's.	Anneliese Hutchinson
4	% of new homes built that are affordable by developers.	Anneliese Hutchinson
5	Percentage of council homes empty for 6 months or more.	Neil Bouch
6	% of repairs completed right first time.	Ian McLackland
7	Appointments kept as a percentage of appointments made.	Ian McLackland
8	Average days to let a home.	Ian McLackland/Neil Bouch
9	Total households initially assessed as owed a homelessness duty.	Neil Bouch
10	Total households assessed and owed a homelessness duty who were sleeping rough at time of application.	Neil Bouch
11	(A) % of households where homelessness prevention duty ended that maintained or secured accommodation for 6+mths. And (B) % of those that remained in existing accommodation.	Neil Bouch
12	Households with dependent children owed a duty under the Homelessness Reduction Act Child and Maternal Health.	Neil Bouch
13	% of self-service transactions – responsive repairs.	Kevin Scarlett
14	% stock with a negative Net Property Value (NPV).	Sandra Watson
15	Ratio responsive to planned repairs.	Ian McLackland/Sandra Watson
16	Rent collected from tenants as a percentage of rent due to date in the financial year (excluding arrears brought forward)	Neil Bouch
17	Rent lost due to empty properties as a % of rent due.	Neil Bouch
18	% of tenants satisfied with their most recent transaction (repairs).	Ian McLackland
19	% tenants satisfied that their housing landlord, Gateshead Council, is easy to deal with.	Kevin Scarlett
20	% of residents satisfied with planned/investment works.	Ian McLackland
21	% of residents satisfied with how their anti-social behaviour case is handled.	Neil Bouch
22	Satisfied that their housing landlord, Gateshead Council, is easy to deal with	Kevin Scarlett
23	Overall satisfaction - Tenant Satisfaction Measure	Kevin Scarlett
24	Satisfaction with repairs - Tenant Satisfaction Measure	Kevin Scarlett
25	Satisfaction with time taken to complete most recent repair - Tenant Satisfaction Measure	Kevin Scarlett
26	Satisfaction that the home is wellmaintained - Tenant Satisfaction Measure	Kevin Scarlett
27	Satisfaction that the home is safe - Tenant Satisfaction Measure	Kevin Scarlett
28	Satisfaction that the landlord listens to tenant views and acts upon them - Tenant Satisfaction Measure	Kevin Scarlett
29	Satisfaction that the landlord keeps tenants informed about things that matter to them - Tenant Satisfaction Measure	Kevin Scarlett
30	Agreement that the landlord treats tenants fairly and with respect - Tenant Satisfaction Measure	Kevin Scarlett
31	Satisfaction with the landlord's approach to handling complaints - Tenant Satisfaction Measure	Kevin Scarlett
32	Satisfaction that the landlord keeps communal areas clean and well maintained - Tenant Satisfaction Measure	Kevin Scarlett
33	Satisfaction that the landlord makes a positive contribution to neighbourhoods - Tenant Satisfaction Measure	Kevin Scarlett
34	Satisfaction with the landlord's approach to handling anti-social behaviour - Tenant Satisfaction Measure	Kevin Scarlett
35	Complaints relative to the size of the landlord - Tenant Satisfaction Measure	Kevin Scarlett
36	Complaints responded to within Complaint Handling Code timescales - Tenant Satisfaction Measure	Kevin Scarlett
37	Anti-social behaviour (ASB) cases relative to the size of the landlord - Tenant Satisfaction Measure	Neil Bouch
38	Homes that Do not meet the Decent Homes Standard - Tenant Satisfaction Measure	Sandra Watson
39	Repairs completed within target timescale - Tenant Satisfaction Measure	Ian McLackland
40	Gas safety checks - Tenant Satisfaction Measure	Ian McLackland
41	Fire safety checks - Tenant Satisfaction Measure	Ian McLackland
42	Asbestos safety checks - Tenant Satisfaction Measure	Ian McLackland
43	Water safety checks - Tenant Satisfaction Measure	Ian McLackland
44	Lift safety checks - Tenant Satisfaction Measure	Ian McLackland

Appendix 2 Proposed Management Performance Indicators.

Ref	Performance Measure	Service Director
1	No. of under-occupied council tenants that have downsized.	Neil Bouch
2	No. of overcrowded households that have been assisted to relieve their overcrowding.	Neil Bouch
3	% tenant profile data verified.	Kevin Scarlett
4	% of tenancies terminated in the first 12 months.	Neil Bouch
5	% tenancies audited within 12 months.	Neil Bouch
6	Total households assessed and owed a duty where the reason for loss of last settled home at the time of assessment was domestic abuse.	Neil Bouch
7	Number of households in nightly-booked temporary accommodation.	Neil Bouch
8	Number in nightly-booked accommodation who are households with children.	Neil Bouch
9	% of self-service transactions – rent payments.	Kevin Scarlett
10	Current tenant arrears as a % of rent due (excluding voids).	Neil Bouch
11	Rent arrears of former tenants as a % of rent due (excluding voids).	Neil Bouch
12	% residents satisfied with adaptations to their home.	Kevin Scarlett
13	% of tenants satisfied with the services provided by Gateshead Council (former tenants).	Kevin Scarlett
14	% exit interviews completed.	Neil Bouch
15	Number of investigations accepted by the Housing Ombudsman and following completion is upheld in the tenant's favour.	Kevin Scarlett

Appendix 2 Proposed Key Performance Indicators to delete.

Ref	Performance Measure	Service Director
1	Percentage of homes (remaining tenures) empty for 6 months or more.	Kevin Scarlett
2	The total number of private dwellings that have been identified as having a Category 1 hazard and of these the number that had this hazard removed.	Kevin Scarlett
3	Total CPP of housing management.	TBC
4	Total CPP of responsive repairs & void works.	TBC
5	Total CPP of void works (management).	TBC
6	Total CPP of void works (service provision).	TBC
7	% of tenants satisfied with their new Council home.	Kevin Scarlett
8	% of tenants satisfied with the overall appearance of their neighbourhood.	Kevin Scarlett
9	% of tenants satisfied with the opportunities to influence decisions about how housing related services are delivered (inc service standards).	Kevin Scarlett
10	% of tenants satisfied with the service provided by your housing Landlord, Gateshead Council.	Kevin Scarlett
11	Number of formal step 2 complaints received.	Kevin Scarlett
12	Number of stage 2 (Investigations) and stage 3 (Review) complaints responded to within the agreed timescale.	Kevin Scarlett

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5b - Housing Performance Report

Purpose of the Report

1. To update members of the Housing, Environment and Healthier Communities Overview and Scrutiny Committee (HEHC OSC) on Housing Performance results at the end of quarter 2, 2022/23, see appendix 1.

Background

2. A Performance Management Information Framework (PMIF) has been developed across the Council to support the achievement of the Thrive outcomes and performance measures have been developed in line with this new approach.
3. In addition, a separate suite of performance measures has been developed for the Housing, Environment and Healthier Communities (HEHC) directorate. These indicators have been developed to underpin delivery of the Council's strategic priorities across all tenures and not just limited to Council Housing.
4. The suite was presented and approved by HEHC Overview and Scrutiny Committee (OSC) and the Strategic Housing Board (SHB) at its meeting on 30 September 2021.
5. There are also some important external drivers that inform our performance reporting approach:
 - Regulatory Requirements.
 - White Paper: The Charter for Social Housing Residents.
 - Building Safety Act 2022

Housing Performance Management Indicators Quarter 2

6. The performance results are colour coded, comparing performance against the targets for 2022/23. The Appendix shows those performance measures that are achieving target (green), not achieving target (red), not achieving target but improving on 2021/22 performance results (amber) and those performance measures that are not yet reported or baseline for 2022/23 (grey).
7. Narrative is provided for each performance measure that details performance progression, actions to be taken to improve future performance and, where appropriate, an explanation regarding performance indicators that are in development or that will be reported later in the financial year.

Reporting Cycle

8. During 2022/23 the current suite of 49 Key Performance Indicators (KPI's) will be reported on a quarterly basis to HEHC Overview and Scrutiny Committee (OSC) and six monthly to Strategic Housing Board (SHB)
9. It has been discussed and agreed with the Chair and Vice Chair of HEHC OSC to change the reporting frequency of HEHC KPI's to six monthly. This will allow more time to collect and analyse performance data and to provide more timely updates. Details will be confirmed at the next meeting of HEHC OSC.
10. Data will continue to be collected and reported to SMG Services and Performance on a quarterly basis and shared with Housing Portfolio

HEHC Key Performance Indicators Review 2023/24

11. To ensure that the suite of HEHC KPI's remain relevant, challenging and support delivery of key objectives a review has been undertaken and a separate report will be presented at this meeting that will update members of HEHC OSC on the outcome and recommendations.
12. The review has also incorporated the Tenant Satisfaction Measures recently published by the Regulator of Social Housing. Details are included in the accompanying report.

Recommendations

13. The views of HEHC OSC are sought on the Key Performance Indicator results at the end of the second quarter 2022/23.

Contact: Martin Poulter ext 5380.

Housing, Environment and Healthier Communities.

		2021/22	Quarter 2 2022/23					
Service Area	Performance Indicator	Year End Performance	Target	Quarter 1	Quarter 2	Trend Against Previous Result	Traffic Light	Comments
Customer and Support Services	% tenant profile data verified							Following a review of Key Performance Indicators (KPIs) it has been proposed that this indicator is changed from a KPI to a Management Performance Indicator (MPI). It is important that we collect profile information so we can tailor services to meet needs. However, we will take a stepped approach to embedding collection. Work has continued with ICT to update NEC (Northgate) and include verification of profile information questions in the most appropriate location of the system. A separate report on the Review of KPI's will be presented to HEHC OSC on 07.11.22.
Customer and Support Services	% of self-service transactions – rent payments	23.70		23.48	21.94	↓		Tenants preference to rent payment method remain constant. Paying via the online portal, which is accessed via MyHousingAccount or the website, continues to be the most popular method followed by paying at the post office (18%), Direct Debit (15.9%) and Standing Order (11.7%).
Customer and Support Services	% of self-service transactions – responsive repairs	9.00		11.60				Duplication of works orders and misdiagnosis of repairs by tenants using the MyHousingAccount have been identified as issues that impact on the accuracy of the data used to report on this indicator. Therefore, reporting of this indicator will be suspended until these issues are resolved. A further update will be provided in the quarter 3 update.
Customer and Support Services	% tenants satisfied that their housing landlord, Gateshead Council, is easy to deal with	52.00						This indicator is measured by an annual Customer Satisfaction survey that was last carried out in 2021. The key theme of the comments left by dissatisfied customers were predominantly related to repairs and maintenance but also highlighted poor communication with tenants across all services. The results of the survey were shared widely across HEHC service areas, including the Repair and Maintenance Improvement project team. A Customer Contact workstream as part of the Housing Improvement programme will use the feedback and insight to inform the work undertaken. The Customer Satisfaction survey will be issued again in November 2022 and this question will be included.
Customer and Support Services	% of tenants satisfied with their new Council home							Following a review of KPI's it has been proposed that this indicator should be removed from the reporting structure for 2023/24 as it is very broad and covers many areas of service delivery. It is considered that measuring tenant satisfaction with their new home should be collected and measured when the review of the Void, Repairs and Lettings Services have been concluded. A separate report on the Review of KPI's will be presented to HEHC OSC on 07.11.22.
Customer and Support Services	% of tenants satisfied with the overall appearance of their neighbourhood	42.00						This indicator was measured by an annual Customer Satisfaction survey that was last carried out in 2021. However following the introduction of a new suite of Tenant Satisfaction measures by the Regulator of Social Housing it is proposed that this KPI is deleted. It will therefore not be collected in 2022.23. A separate report on the Review of KPI's will be presented to HEHC OSC on 07.11.22.
Customer and Support Services	% of tenants satisfied with the opportunities to influence decisions about how housing related services are delivered (inc service standards)	40.00						Following the introduction of a new suite of Tenant Satisfaction measures by the Regulator of Social Housing it is proposed that this KPI is deleted. It will be replaced from 2023.24 with a new TSM Satisfaction that the landlord listens to tenant views and acts upon them. A separate report on the Review of KPI's will be presented to HEHC OSC on 07.11.22.

		2021/22	Quarter 2 2022/23						
Service Area	Performance Indicator	Year End Performance	Target	Quarter 1	Quarter 2	Trend Against Previous Result	Traffic Light	Comments	
Customer and Support Services	% of tenants satisfied with the service provided by your housing Landlord, Gateshead Council	49.00						This indicator is measured by an annual Customer Satisfaction survey that was last carried out in 2021. Since 2015 the trend has shown declining levels of satisfaction with Housing services in Gateshead with the biggest drop being recorded in the survey carried out in 2021/22. In Gateshead the key theme of respondents who expressed dissatisfaction predominately related to repairs and maintenance and more generally communication with services. Both of these feature as workstreams in the Housing Improvement Programme and the feedback and insight from the comments have been shared with the project groups. Following the introduction of a new set of Tenant Satisfaction Measures the Customer Satisfaction survey will be issued later in 2022/23.	
Customer and Support Services	% of tenants satisfied with the services provided by Gateshead Council (former tenants)							Following a review of KPI's it has been proposed that this indicator should be changed to an MPI. Data will continue to be collected and used by Service Managers to monitor FT arrears and new debt created. Data will feature in Annual Lettings Report and is also collected for HouseMark. A separate report on the Review of KPI's will be presented to HEHC OSC on 07.11.22.	
Customer and Support Services	Number of formal step 2 complaints received	97.00		16.00	28.00			The benchmarking organisation HouseMark, indicates that a landlord the size of Gateshead Council should expect to register approximately 110 formal complaints per quarter (440 per year). The figure for quarter 2 is 28 an improvement on quarter 1. A review has taken place of complaint handling within Repairs and Maintenance service and further guidance and training will be provided. Following the introduction of a new suite of Tenant Satisfaction measures by the Regulator of Social Housing it is proposed that this KPI is deleted. It will be replaced from 2023.24 with a new TSM - Complaints relative to the size of the landlord. A separate report on the Review of KPI's will be presented to HEHC OSC on 07.11.22.	
Customer and Support Services	Number of stage 2 (Investigations) and stage 3 (Review) complaints responded to within the agreed timescale	51.00		11.00	15.00			During this quarter 14 out of 16 Stage 2 complaints and 1 out of 4 stage 3 complaints were responded to within timescale. Following the introduction of a new suite of Tenant Satisfaction measures by the Regulator of Social Housing it is proposed that this KPI is deleted. It will be replaced from 2023.24 with a new TSM - Complaints responded to within Complaint Handling Code timescales. A separate report on the Review of KPI's will be presented to HEHC OSC on 07.11.22.	

		2021/22	Quarter 2 2022/23					
Service Area	Performance Indicator	Year End Performance	Target	Quarter 1	Quarter 2	Trend Against Previous Result	Traffic Light	Comments
Customer and Support Services	Number of investigations accepted by the Housing Ombudsman and following completion is upheld in the tenant's favour	0.00		0.00	1.00			<p>This case related to the handling of repairs in one of the Council's tenancies, the Housing Ombudsman determined there was:</p> <ul style="list-style-type: none"> •Maladministration in the council's handling of repairs at the property. •Maladministration in the council's complaint handling and record keeping. <p>As a result of this decision the council were ordered to:</p> <ul style="list-style-type: none"> •Apologise to the resident for the failings identified by this investigation. •Re-offer the £150 decoration vouchers and £180 compensation if not previously accepted. •Pay the resident a total of £550 compensation comprised of: <ul style="list-style-type: none"> •£350 for the distress and inconvenience caused by the handling of repairs at the property between July 2019 and July 2020. •£200 for the distress and inconvenience caused by the complaint handling failures identified by this investigation. •Arrange an inspection of the property to ensure that repairs completed in 2020 and 2021 were carried out to an acceptable standard. •Contact the resident and enquire whether they wish to raise a formal complaint about issues that transpired between April and December 2021. If so, the Council should deal with the complaint in line with its complaints policy. •Remind staff of: <ul style="list-style-type: none"> •The importance of keeping a clear and accurate audit trail of all repairs – including major works. •The timescales and exclusions detailed in the complaints policy.
Home Improvement	% residents satisfied with adaptations to their home							<p>Measuring the number of adaptations can increase or decrease year on year depending upon the demand on the service. The data does not inform the reader how we are meeting the Thrive Agenda or if indicate whether service delivery is good or bad.</p> <p>It is considered that a better indicator would be '% of adaptations where the Council have made Gateshead Residents lives better'.</p> <p>Data is collected directly from the resident receiving the service regardless of their housing tenure (social housing, owner occupier, privately rented etc). A process will have to be developed to capture this data. This measure will not be reportable until quarter 4, 2022/23.</p>
Homelessness	Total households initially assessed as owed a homelessness duty	1615.00	1700.00	363.00	721.00			<p>As at the end of quarter 2 the cumulative total of incidences where service offered advice and assistance was 1543. These households either presented or were referred to us as being homeless or at risk of homelessness. This is a significant increase from the same period last year where we saw 1370.</p> <p>729 households were assessed, of which 721 were initially owed a homeless duty. This is a decrease in comparison to the same period last year. (in Q2 2021/2022 824 households were assessed and 816 were initially owed a duty).</p> <p>Within the Housing Solutions service we have been focussing on providing enhanced advice and support at the first point of contact - meaning people are getting advice and support which prevents the need for a formal homelessness assessment.</p>

		2021/22	Quarter 2 2022/23					
Service Area	Performance Indicator	Year End Performance	Target	Quarter 1	Quarter 2	Trend Against Previous Result	Traffic Light	Comments
Homelessness	Total households assessed and owed a duty where the reason for loss of last settled home at the time of assessment was domestic abuse	390.00	411.00	82.00	158.00			As at the end of quarter 2. From the cumulative total of the 721 households who were initially assessed as owed a duty 158 (22%) who lost their last settled accommodation due to domestic abuse. This percentage is higher than the average for the North-East (14%) but consistent within Gateshead. We have specialist domestic abuse and housing outreach workers who offer support and advice to prevent or relieve the victim's homeless situation. Our proactive approach impacts positively reducing the volume of cases that come through at prevention stage. Many local authorities do not provide victims of domestic abuse with a homeless assessment during the allocations process. Our new Homelessness and Rough Sleeping Strategy includes several actions that we will carry out with partners to prevent and reduce homelessness due to domestic abuse.
Homelessness	Total households assessed and owed a homelessness duty who were sleeping rough at time of application	35.00		5.00	8.00			As at quarter 2 the cumulative total of the 721 households assessed as owed a duty, 8 were recorded as sleeping rough in the judgement of the assessor at the time of the assessment. This is a decrease compared to the same quarter last year where we saw 21 clients assessed as rough sleeping. This figure does not include households who are believed to be at risk of rough sleeping or those we know frequently sleep rough. We work pro-actively in Gateshead to prevent households sleeping rough and our accommodation of non-priority households if they are at risk of rough sleeping supports this approach. Our new Homelessness and Rough Sleeping Strategy has a specific aim to have 'no-one sleeping rough or in unsuitable accommodation'. The strategy sets out the actions that we will carry out with partners to deliver this aim and reduce rough sleeping in Gateshead.
Homelessness	Number of households in nightly-booked temporary accommodation	325.00		100.00	202.00			Nightly booked accommodation is used to respond to emergency situations and to prevent rough sleeping until appropriate accommodation becomes available. In Gateshead we have four bedspaces for single males available as 24/7 direct access emergency accommodation. As at quarter 2 the cumulative total of households placed in nightly accommodation was 202 across the 6 month period. This is an increase in comparison to the same period last year in which 166 households were placed. The average stay in nightly booked accommodation for single households was 8 nights (6 nights for households with children). The length of stay in nightly stay accommodation has increased for families from three nights for this period in 2021/22 to six 6. For single people the average stay has increased from 5 nights in 2021/22 to 8 nights in the first 6 months of 22/23. There are challenges currently in facilitating move on from temporary accommodation due to a number of issues impacting, including a shortage of suitable accommodation, increased demand and ongoing voids issues which are being addressed in the short term with longer terms plans being developed. Our new Homelessness and Rough Sleeping Strategy identifies the need to review supported accommodation including 24/7 access. This is being progressed and all supported accommodation is due to be recommissioned by June 2023.

		2021/22	Quarter 2 2022/23						
Service Area	Performance Indicator	Year End Performance	Target	Quarter 1	Quarter 2	Trend Against Previous Result	Traffic Light	Comments	
Homelessness	Number in nightly-booked accommodation who are households with children	31.00		17.00	39.00			As at quarter 2 the cumulative total of the 202 households placed into nightly booked accommodation, 39 (19%) had children, this is an 8% increase in comparison to the previous year. This increase is due to low turnover of temporary accommodation as it is taking longer for families to be offered a suitable property. From this figure of 39 households <5 did not have children staying with them in the nightly booked accommodation as the children stayed with family. Our new Homelessness and Rough Sleeping Strategy has a specific aim to have 'no-one sleeping rough or in unsuitable accommodation'. The strategy sets out actions we will carry out with partners to deliver this aim and reduce bed and breakfast stays in Gateshead.	
Homelessness	% of households where homelessness prevention duty ended that maintained or secured accommodation for 6+mths. And % of those that remained in existing accommodation	51.00		57.00	52.00	↓		As at quarter 2 the cumulative total of households that were assessed was 729. Of those, 721 were owed an initial duty (560 were owed a prevention duty and 161 a relief duty). Of the households where prevention duty ended, the service prevented 287 households (52%) from becoming homeless by securing their current or new accommodation for at least 6 months. Of those, 59 (21%) remained in existing accommodation. Accommodation was also secured for 6 months plus for 132 households where their relief duty ended. This is a decrease on the same period in 2021/22 where 54% of households secured accommodation for 6 months or more at the end of prevention duty. As part of our homelessness and allocations review we will be considering how we can best support people to sustain their tenancies and prevent homelessness.	
Homelessness	Households with dependent children owed a duty under the Homelessness Reduction Act Child and Maternal Health			5.30	10.10			10.1 Gateshead households owed a duty per 1000 Gateshead families This is a new indicator for 2022/23 and will be monitored for the next 12 months to establish any patterns and trends.	
HomeRepairs	% of repairs completed right first time	73.37		70.64	70.97	↑		Of the 22,263 repairs, 15,801 were completed right first time with an overall performance of 70.97%.	
HomeRepairs	Appointments kept as a percentage of appointments made	89.49	92.00	91.36	91.45	↑		Of the 20,586 appointments made, 18,825 were kept with an overall performance of 91.45%. The overall performance is made up of the following priorities. Urgent – 9,296 completed, 8,611 in target = 92.63% Routine – 11,290 completed, 10,214 in target = 90.47%	
HomeRepairs	% of emergency, urgent and routine repairs completed within timescale	82.21	94.00	78.65	79.80	↑		Of the 30,649 repairs, 24,457 were completed within target with an overall performance of 79.80%. The overall performance is made up of the following priorities. Emergency – 7,887 completed, 6,655 in target = 84.38%. Urgent – 10,723 completed, 9,018 in target = 84.10%. Routine – 12,039 completed, 8,784 in target = 72.96%.	
HomeRepairs	% of tenants satisfied with their most recent transaction (repairs)	73.56		70.95	74.58	↑		15,695 customers were asked if they wanted to participate in a satisfaction survey. Of those surveys offered 4,729 (30.13 % return rate) were completed and 3,527 customers were satisfied with the overall service they received, giving an overall satisfaction rate of 74.58%.	

		2021/22	Quarter 2 2022/23						
Service Area	Performance Indicator	Year End Performance	Target	Quarter 1	Quarter 2	Trend Against Previous Result	Traffic Light	Comments	
Housing Services	% of residents satisfied with how their anti-social behaviour case is handled	79.06			50.00			In April 22 a new procedure was introduced to capture customer satisfaction via automated text facility. During this period there were 141 customers to survey and we received 41 responses: 6 customers opted out; 1 blank response received and 34 completed the survey. Of the 34, 17 (50%) customers were very satisfied or fairly satisfied, 4 customers said they were neither satisfied nor dissatisfied. A review of the remaining 13 cases has been undertaken by the NRT manager; in 12 of these cases all relevant actions had been taken and dissatisfaction related to expectations and communication. These themes have been shared with officers and will also be used to inform our ASB training going forward. The remaining case requires further actions to resolve the issues and this is currently in progress.	
Investment	% of residents satisfied with planned/investment works	90.79	97.00	91.67	96.88	↑		To date one customer was dissatisfied and this was reported in quarter 1. No further expressions of dissatisfaction were received during quarter 2. Any negative comments are discussed with contractors, with a view to improving the service delivered, should a trend be highlighted.	
Lettings	No. of under-occupied council tenants that have downsized	64.00		17.00	27.00			The property types released as a result of tenants downsizing into smaller properties included: 1 x 3 bed bungalow (which very rarely become available). 1 x 4 bed house. 14 x 3 bed houses. 5 x 2 bed houses.	
Lettings	No. of overcrowded households that have been assisted to relieve their overcrowding	98.00		19.00	37.00			13 applicants have been rehoused from the Urgent Need category (Band 2). 24 applicants have been rehoused from the Substantive Need category (Band 3).	
Neighbourhood Services	% of tenancies terminated in the first 12 months	0.72		0.20	0.35			<p>The total cumulative number of tenancies terminated in the first 12 months of tenancy in quarter 2 was 64 – (0.35%), as a total number of 18395 housing stock. This represents 11% of total number of all tenancies terminated for this period.</p> <p>The main termination reasons for tenancies terminated in the first 12 months of tenancy are:</p> <ul style="list-style-type: none"> •Dislike estate/property/street – 14 (22%) •Medical condition – 7 (11%) •Move closer to family/friends/work/school – 7 (11%) •Deceased – 6 (9%) •Unable to manage property / tenancy – 6 (9%) •Anti-social behaviour – 5 (8%) •Other – 19 (30%) <p>The termination procedure (including termination reasons) has been reviewed to ensure that more detail is collected of the reasons tenants are ending their tenancies within the first 12 months. In addition, a cross service group will meet quarterly to review the data with a view to improving tenancy sustainment. The first meeting is taking place during quarter 3 and will continue to meet thereafter.</p>	
Neighbourhood Services	% tenancies audited within 12 months							<p>A definition for the indicator has been agreed. A process has been developed which includes employee guidance/training documentation. NEC Housing System development is underway to ensure that visits (including outcomes) can be effectively recorded and reported.</p> <p>Whilst the overarching "tenancy audits" programme will now begin in quarter 3, 356 tenancy audits have taken place in quarter 1 and 2 as part of the tenancy change and pre termination inspection processes.</p>	

		2021/22	Quarter 2 2022/23						
Service Area	Performance Indicator	Year End Performance	Target	Quarter 1	Quarter 2	Trend Against Previous Result	Traffic Light	Comments	
Neighbourhood Services	% exit interviews completed							The termination procedure (including termination reasons) has been reviewed and has been adapted to include an exit survey. The NEC Housing System is being updated to ensure that the exit interviews can be effectively recorded and outcomes reported. The survey will be implemented during quarter 3 (backdated to the beginning of quarter 1) with the first reporting in quarter 4.	
Private Sector Housing	The total number of private dwellings that have been identified as having a Category 1 hazard and of these the number that had this hazard removed	87.00						<p>The Council as Local Housing Authority has a duty under the Housing Act 2004 when it becomes aware that housing may be affected by any deficiencies that could result in hazards to the health or safety of the occupier or any other person, to carry out an inspection in accordance with the Housing Health and Safety Rating System.</p> <p>The Council becomes aware that housing may be affected by hazards in a range of ways; requests for help from private tenants about the failure by their landlord to carry out repairs, neighbour nuisance complaints, or proactive theme or geographically targeted schemes such as Selective Landlord Licensing.</p> <p>Where the Council identifies a Category 1 Hazard (the most serious), the Council has a duty to take action in relation to the hazard.</p> <p>Category 1 hazards are those where the most serious harm outcome is identified, for example, death, permanent paralysis, permanent loss of consciousness, loss of a limb or serious fractures. This performance will be reported annually at year end.</p>	
Property and Assets	% stock with a negative Net Property Value (NPV)	13.10						<p>Work has commenced to produce the NPV performance data, with the initial dataset having now been rerun. The initial raw data set indicates less than 10% of the stock has a negative NPV. This figure includes properties that have already been identified in the HRA Asset Strategy as targets for options appraisal. Work is underway to validate the raw data set and produce the full Viability Tool, which includes the NPV dataset.</p> <p>Annual performance data is scheduled to be reported in quarter 4, 2022/23, if possible that will be brought forward to quarter 3.</p> <p>The performance measure is set with a baseline target. Data collected in 2021/22 will be used to develop performance targets for 2022/23. The Net Present Value (NPV) of Council owned homes is the value of future rents and income, less the projected costs to manage and maintain those properties over the 30 years of the Housing Revenue Account (HRA) Business Plan. Properties with expected management and maintenance costs in excess of their projected total income will have a negative NPV rating.</p>	
Property and Assets	% of planned repairs							<p>This indicator was scheduled to be reported as baseline at the end of quarter 2. Due to staff absence the work to collate the dataset and develop the report needed to produce the performance figure could not be completed.</p> <p>Inline with service need, priority has been given to the implementation and testing of the property interface between NPS and Civica Keystone and the refresh of the HRA Viability tool. Work that is required to facilitate the next round of HRA stock options appraisals. Performance will be report at quarter 4 as baseline.</p>	

		2021/22	Quarter 2 2022/23						
Service Area	Performance Indicator	Year End Performance	Target	Quarter 1	Quarter 2	Trend Against Previous Result	Traffic Light	Comments	
Rent and Income	Rent collected from tenants as a percentage of rent due to date in the financial year (excluding arrears brought forward)	98.85	98.00	95.77	97.42	↑		<p>Rent collection of 97.42% is lower than at the end of the previous year, but is the highest so far this year. The cost of living and energy cost increases are having an impact on tenants' ability to pay rent. Requests for debt advice are increasing along with referrals for help with energy issues such as emergency top-ups for prepayment meters.</p> <p>6,664 tenants are currently in receipt of Universal Credit, and 2,994 of these have an Alternative Payment Arrangement in place, with a further 29 pending.</p> <p>1,139 tenants are known to have benefit reductions for under-occupation and 130 are affected by the benefit cap.</p> <p>There have been no evictions for rent arrears so far this year.</p>	
Rent and Income	Rent lost due to empty properties as a % of rent due	2.82	3.50	2.79	2.90	↓		<p>Void loss totalled £1,345,555 at the end of Quarter 2.</p> <p>Void levels have increased in the first half of the year, but reducing the backlog of void repairs is a priority and will enable more properties to be let.</p>	
Rent and Income	Current tenant arrears as a % of rent due (excluding voids)	6.00	4.50	6.90	6.99	↓		<p>Rent arrears of current tenants have increased by £1million so far this year (compared to £600k in the same period last year), and at the end of quarter 2 stood at £6,059,608. More tenants have required support with cost of living issues, and more direct debits (which are usually a more stable payment method) have failed.</p> <p>The team have delivered over £1.2million of financial gains for tenants so far this year, which helps them to pay rent and reduce arrears</p> <p>The 6,664 tenants receiving UC owe £3,787,046.67 and the 1,139 tenants affected by under occupation owe £196,608.</p>	
Rent and Income	Rent arrears of former tenants as a % of rent due (excluding voids)	3.58	3.50	3.57	3.85	↓		<p>Former tenant rent arrears stood at £3,335,267 (£3,058,357 at same point last year).</p> <p>£222,400 has been collected so far from former tenants (£157,347 last year), and new debt of £492,560 has been created (£393,541 last year).</p>	
Spatial Planning and Environment	Number of new homes built against annual housing requirement	373.00		373.00				<p>The measure is an annual requirement published by the government and links to the Housing Delivery Test. Data reported is based on Council Tax records detailing when homes are occupied. The government's calculation of the requirement is published in arrears therefore, this Performance Indicator (PI) for current reporting financial year 2022/23 will not be reported until 2023/24. This measure will be reported annually. There is no specific target for this measure.</p>	
Spatial Planning and Environment	% of new homes built that are affordable by the council	3.00		4.00				<p>This measure is monitored in parallel with annual reporting of Local Plan Policy which requires the provision of 15% affordable homes on all developments of 15 or more dwellings. This Performance Indicator (PI) for current reporting financial year 2022/23 will not be reported until 2023/24. This measure will be reported annually. There is no specific target for this measure.</p>	
Spatial Planning and Environment	% of new homes built that are affordable by RP's	47.00		69.00				<p>This measure is monitored in parallel with annual reporting of Local Plan Policy which requires the provision of 15% affordable homes on all developments of 15 or more dwellings. This Performance Indicator (PI) for current reporting financial year 2022/23 will not be reported until 2023/24. This measure will be reported annually. There is no specific target for this measure.</p>	
Spatial Planning and Environment	% of new homes built that are affordable by developers	18.00		27.00				<p>This measure is monitored in parallel with annual reporting of Local Plan Policy which requires the provision of 15% affordable homes on all developments of 15 or more dwellings. This Performance Indicator (PI) for current reporting financial year 2022/23 will not be reported until 2023/24. This measure will be reported annually. There is no specific target for this measure.</p>	

		2021/22	Quarter 2 2022/23						
Service Area	Performance Indicator	Year End Performance	Target	Quarter 1	Quarter 2	Trend Against Previous Result	Traffic Light	Comments	
Strategic Housing and Residential Growth	Total CPP of housing management	346.56						Data is sourced from the HouseMark Annual Benchmarking collection for the previous financial year (2021/22) .Total Cost Per Property (CPP) encompasses all the financial elements to provide the housing management service. This measure shows the overall cost to the organisation of the direct activity for housing management. This includes non-pay costs (operating costs incurred by housing management) and pay costs (time apportionment exercise for 'front-line' housing management employees). This measure also includes overheads. Allocated overheads include the proportion of the IT & communications costs, office premises costs, finance costs, HR costs and central overheads costs to enable the housing management service to function. The data for this performance measure will be available later in the financial year.	
Strategic Housing and Residential Growth	Total CPP of responsive repairs and void works	1218.49						Data is sourced from the HouseMark Annual Benchmarking collection for the previous financial year (2021/22) .Total Cost Per Property (CPP) encompasses all the financial elements to provide the housing management service. This measure shows the overall cost to the organisation of the direct activity for housing management. This includes non-pay costs (operating costs incurred by housing management) and pay costs (time apportionment exercise for 'front-line' housing management employees). This measure also includes overheads. Allocated overheads include the proportion of the IT & communications costs, office premises costs, finance costs, HR costs and central overheads costs to enable the housing management service to function. The data for this performance measure will be available later in the financial year.	
Strategic Housing and Residential Growth	Total CPP of void works (management)	64.87						Data is sourced from the HouseMark Annual Benchmarking collection for the previous financial year (2021/22) .Total Cost Per Property (CPP) encompasses all the financial elements to provide the housing management service. This measure shows the overall cost to the organisation of the direct activity for housing management. This includes non-pay costs (operating costs incurred by housing management) and pay costs (time apportionment exercise for 'front-line' housing management employees). This measure also includes overheads. Allocated overheads include the proportion of the IT & communications costs, office premises costs, finance costs, HR costs and central overheads costs to enable the housing management service to function. The data for this performance measure will be available later in the financial year.	
Strategic Housing and Residential Growth	Total CPP of void works (service provision)	461.80						Data is sourced from the HouseMark Annual Benchmarking collection for the previous financial year (2021/22) .Total Cost Per Property (CPP) encompasses all the financial elements to provide the housing management service. This measure shows the overall cost to the organisation of the direct activity for housing management. This includes non-pay costs (operating costs incurred by housing management) and pay costs (time apportionment exercise for 'front-line' housing management employees). This measure also includes overheads. Allocated overheads include the proportion of the IT & communications costs, office premises costs, finance costs, HR costs and central overheads costs to enable the housing management service to function. The data for this performance measure will be available later in the financial year.	
Vacant Properties	Percentage of council homes empty for 6 months or more	0.32		0.30	0.54	↓		The number of council homes empty for 6 months has increased to 99 at the end of quarter 2. 14 are held because of structural issues or decisions on future use. 52 are undergoing or require repair before they can be let. 33 are now in the process of being let.	

Service Area	Performance Indicator	2021/22	Quarter 2 2022/23	Quarter 1	Quarter 2	Trend Against Previous Result	Traffic Light	Comments
		Year End Performance	Target					
Vacant Properties	Percentage of homes (remaining tenures) empty for 6 months or more							<p>This performance measure was new for 2021/22. An Empty Homes officer has recently been employed to proactively work towards producing accurate data collection and to work towards reducing the number of empty homes in the Borough. There is potential that this indicator will need to be updated to reflect data readily available. A more detailed update will be provided in quarter 3 to update on this position.</p> <p>The data includes non-Council properties including owner occupiers, privately owned, and registered social landlords (RSL).</p> <p>Empty properties can attract anti-social behaviour, impact on the neighbourhood and local residents. Prompt action on empty homes can enhance the local area, neighbourhood and community safety.</p>
Void Properties and Lettings	Average days to let a home from VOID to RTL and RTL to Let	113.00		111.00	106.00	↑		<p>The average time to let has reduced by 5 days by the end of quarter 2 compared to quarter 1. Average 80 days from Void date to Ready to Let (was 83). Average 26 days from Ready to Let to Let (was 28).</p>

Tenant Representation - HEHC Overview and Scrutiny Committee.

Purpose of the Report

1. To make members of Housing, Environment and Healthier Communities OSC (HEHC OSC) aware of the provision for up to six tenant representatives to attend HEHC OSC meetings and the proposals for how they will be selected.

Background

2. During the Housing Review that led to the decision to bring Housing Services together within the Council there was a strong message from Council tenants that whilst they supported this change there was also a desire for tenants to have a direct voice within the Council and the opportunity to influence how services are delivered.
3. To deliver on this and to ensure that we are compliant with Housing Regulatory requirements a new Resident Influence Strategy was developed with tenant involvement. This has led to the establishment of a Resident Influence Panel to oversee and inform our approach. At the same time three tenant places were established on the Strategic Housing Board.
4. In addition, provision has been made within the Council constitution for up to six tenant representatives to be co-opted onto the HEHC Overview and Scrutiny Committee, providing those representatives with the opportunity to contribute to discussions, ask questions and to vote.
5. These six places to be made available from:
 - Four Housing Scrutiny Panel representatives
 - Two Housing Assurance Board representatives

Proposal

6. It is proposed that the four Housing Scrutiny Panel representatives are selected from the Resident Influence Panel (RIP).
7. The RIP plays an important role working with other tenants, leaseholders and employees to make sure we fulfil our commitment to design our services based on real customer experiences. The Panel has two main aims:
 - To make sure that residents' experiences are influencing service design and delivery.

- To make sure we act on what customers tell us through formal engagement, but to also make sure that we proactively listen and gather feedback from the wider resident base.
8. It is proposed that we offer the opportunity to attend OSC to any member of the RIP restricted to a maximum of four places per meeting. This will provide the opportunity for all RIP members to experience attending OSC at some point. Attendance will depend on agenda items and RIP members availability so the number will vary from meeting to meeting.
 9. It is also proposed that when the RIP complete specific housing scrutiny reviews, they attend OSC with support from the Involvement team and present their findings and recommendations.
 10. Details for the Housing Assurance Board are still to be confirmed but a new Multi - Storey Building Safety Group has been established. This provides tenants (and leaseholders) with the opportunity to scrutinise and seek assurance that we are delivering Multi Storey living that is safe to live in and that we provide relevant and up-to-date information to residents, meeting the requirements of the Building Safety Act.
 11. It is therefore proposed that the two Housing Assurance Board places are offered to tenant members of the Multi -Storey Building Safety Group. They will attend meetings when issues relating to Building Safety are being discussed.
 12. To support attendance at HEHC OSC it has been proposed that the Chair meets with RIP members who wish to attend to provide an overview of HEHC OSC. RIP members also receive support and training from the Involvement team to help them play a constructive and meaningful role.
 13. By strengthening the opportunities for tenants to have a direct voice and influence within the Council we will continue to build on and strengthen our compliance with Housing Regulatory Standards.

Recommendations

14. The Housing, Environment and Healthier Communities OSC is asked to provide views on the proposals set out within the report.

Contact: Martin Poulter

TITLE OF REPORT: Annual Work Programme

REPORT OF: Sheena Ramsey, Chief Executive
Mike Barker, Strategic Director, Corporate Services and
Governance

Summary

The report sets out the provisional work programme for the Housing, Environment and Healthier Communities Overview and Scrutiny Committee for the municipal year 2022/23.

1. The Committee's provisional work programme was endorsed at the meeting held on 5 July 2021 and Councillors have agreed that further reports will be brought to future meetings to highlight current issues / identify any changes/additions to this programme.
2. Appendix 1 sets out the work programme as it currently stands and highlights proposed changes to the programme in bold and italics for ease of identification.

Recommendations

3. The Committee is asked to
 - a) Note the provisional programme;
 - b) Note that further reports on the work programme will be brought to the Committee to identify any additional policy issues, which the Committee may be asked to consider.

Contact: Angela Frisby

Extension: 2138

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Draft Housing Environment & Healthier Communities OSC Work Programme 2022-23	
27 June 2022 1.30pm	<ul style="list-style-type: none"> • Performance Management and Improvement Framework – Year End Performance 2021-22 • Housing Performance Report – Q4 2022-22 • Flytipping – Update • Work Programme
19 September 2022 1.30pm *Meeting cancelled*	
7 November 2022 1.30pm	<ul style="list-style-type: none"> • Construction Services Update - Update on Repairs and Maintenance Improvement Plan • <i>Housebuilding Update (Deferred from Sept 2022)</i> • Housing Performance and Compliance Monitoring a) HEHC Performance Qtr2 b) HEHC Performance Indicator Review • <i>Implications of Constitutional Change – Tenant Representative on the OSC</i> • Work Programme
5 December 2022 1.30pm	<ul style="list-style-type: none"> • Performance Management and Improvement Framework – Six Month Update • <i>Community Safety priorities update / progress (now to include information that was due at Sept 2022 meeting)</i> • Protection of Green Assets (eg Chopwell, Thornley Woods) – Update • Work Programme
30 January 2023 1.30pm	<ul style="list-style-type: none"> • <i>Community Safety priorities update/progress (Additional report)</i> • Private Landlord Registration Scheme – Update (to cover how the scheme is working, whether it is going to be extended/ how many complaints are received in relation to private landlords/whether many of these relate to repairs needed/ how the Council is responding to Complaints about private landlords and whether Council is in a position to accurately advise as to whether private housing stock is of good quality and value for money) • Tackling Homelessness – (Progress Update on implementation of new strategy) • Work Programme
13 March 2023 5.30pm	<ul style="list-style-type: none"> • Lifelong Learning (to focus on what is available academically and physically and whether there is a clear picture of provision across the borough)

	<ul style="list-style-type: none"> • <i>Health Check of Community Centres (Deferred from January 2023)</i> • The Flood and Water Management Act 2010: Annual Progress Report • Work Programme
15 May 2023 1.30pm	<ul style="list-style-type: none"> • Housing Design and Energy Efficient Standards– (to focus on the planning process and the standards currently accepted and what more can be achieved in terms of design and energy efficiency) • Housing Performance and Compliance Monitoring to include a) Operational Performance b) Compliance Performance c) Regulatory Self – Assessment • Impact of Brexit on businesses large and small – Update • Work Programme

Issues to slot in:

- ***Housing Regulatory Self-Assessment (deferred from Nov 2022)***