

Report to:	Housing, Economy and Business Committee	Date:	19 March 2019
Report title:	Sutton Housing Partnership Delivery Plan 2019/20		
Report from:	David Moore - Interim Strategic Director for Environment, Housing and Regeneration		
Ward/Areas affected:	Borough Wide		
Chair of Committee/Lead Member:	Councillor Jayne McCoy		
Author(s)/Contact Number(s):	Trevor Hart, Housing Strategy and Commissioning Manager, 020 8770 5844		
Corporate Plan Priorities:	<ul style="list-style-type: none"> ● Being active ● Making informed choices ● Living well independently ● Keeping individuals and communities safe 		
Open/Exempt:	Open		
Signed:		Date:	5 March 2019

1. Summary

- 1.1 The Housing, Economy and Business Committee is invited annually to approve the Annual Delivery Plan of its Arms Length Management Organisation or ALMO, Sutton Housing Partnership (SHP), produced in accordance with the provisions of the Management Agreement between the Council and SHP (see report elsewhere on the agenda). This report seeks Member approval of SHP's proposed Delivery Plan for 2019/20.

2. Recommendations

The Housing, Economy and Business Committee is recommended to:

- 2.1 Approve the Sutton Housing Partnership Delivery Plan for 2019/20.
- 2.2 Note the inclusion of the current service standards and agree that these be revised during 2019/20 and thereafter from time to time as part of the process of producing updated delivery plans.

3. Background

- 3.1 Under the Management Agreement between the Council and SHP, the latter is required to produce each year an Annual Delivery Plan, focusing on service delivery and performance.
- 3.2 Following the recent commissioning review of the Council's housing management service,

and the resultant decision to maintain the ALMO as the delivery mechanism for the housing management function, it was felt that the management agreement between the parties should be updated to reflect the relationship SHP now has with the Council and its new operating environment. This is addressed in a report elsewhere on the agenda.

- 3.3 The Delivery Plan for 2019/20 is set out at Appendix A and includes an update of SHP's priorities and service objectives as well as reflecting the ALMO's new operating environment after the housing management review. As in previous years, the Delivery Plan incorporates three supporting plans for next year, covering finance, service improvement and performance.
- 3.4 In summary, the document begins with a foreword from SHP's Managing Director. The next section sets out the ALMO's purpose and its updated priorities. Section 3 provides a brief review of the organisation's performance over the last year. This is followed by the supporting plans for 2019/20. The current suite of SHP service standards are included as an appendix to the Delivery Plan.

4. Issues

Resident consultation

- 4.1 SHP carried out an extensive resident consultation exercise in late Autumn 2015 to inform the development of its delivery plan. Key findings were that SHP was generally regarded in a positive light, but that there were areas for improvement, with the principal ones being:
- the quality and timeliness of the repairs service
 - the quality of estate environments and services
 - communication with residents
 - customer care.
- 4.2 The views of residents from the housing management review and from more recent surveys as well as ongoing customer feedback and intelligence, have all been taken into account in developing the Delivery Plan 2019/20 and its various supporting plans, notably the Improvement Plan and the Service Standards.

Summary of performance in 2018/19

- 4.3 The current financial year has seen significant changes for SHP including a major restructuring of the organisation and the appointment of a new chair to its board of management. Generic working at the local level has been rolled out, with housing officers now having smaller patches but dealing with the full gamut of housing management functions in order to provide a more seamless service to residents. This has been supported by the establishment of local service hubs, a programme of estate walkabouts and a series of resident 'boot camps', all helping to bring the service closer to the customer.
- 4.4 SHP has also supported a number of the Council's wider objectives, notably through the Sutton Housing Group, which it set up in order to engage with the borough's other social landlords to tackle various issues such as health inequalities, domestic abuse and fire safety within the social sector. It has continued to make revenue savings identified in the recent

review of housing management and has run the programme of housing acquisitions, which has seen over 70 ex-council homes successfully returned for use as temporary accommodation.

Supporting plans for 2019/20

- 4.5 The Financial Plan for 2019/20 sets out SHP's Management Fee and areas of expenditure during the coming year, funded from the HRA budget approved by the Strategy and Resources Committee in February. It provides a breakdown of how SHP's total Management Fee of £14,957,700 will broadly be spent. There is also a summary of the 2019/20 HRA capital programme, totalling £7.944m, which was approved by the Strategy and Resources Committee in February.
- 4.6 It should be noted, however, that the above figures were based on the resource projections contained in the HRA Business Plan approved by the Committee in September 2018. Elsewhere on the agenda is a draft revised HRA Business Plan which contains updated financial modelling and allows for a significantly greater programme or works to the stock next year. Accordingly, it is intended that budgets be adjusted at the appropriate point in the coming year to match the funding available.
- 4.7 The Service Improvement Plan sets out a number of actions to be taken to enhance service delivery under three revised priorities: "Being a good landlord that does the simple things well"; "Providing safe homes and promoting successful communities"; and "Investing money wisely". Within each area are various actions with timescales, staff responsibilities and outcome measures. A number of these link to specific Performance Plan targets, and links to the Council's corporate priorities are also shown.
- 4.8 The Performance Plan comprises the suite of key performance indicators or KPIs against which SHP is monitored by the Council's client team. There have been a number of minor amendments made to the current suite, with some new KPIs introduced and others discontinued, and the latest 2018/19 outturns (at end December) are shown alongside the outturns for 2017/18. These are followed by the proposed targets set for 2019/20 and updated five year 'aspirational' or indicative targets for 2023/24. Where available, comparative data for London is shown in the final two columns.
- 4.9 Appended to the Delivery Plan is the current suite of SHP service standards covering all aspect of the housing management function. These will be reviewed by SHP, with the Council's client team and resident representatives during 2019/20, and will continue to be reviewed periodically and provided to the Council for approval as part of the annual delivery plan process.

5. Options Considered

- 5.1 Not applicable.

6. Impacts and Implications

Financial

- 6.1 Sutton Housing Partnership will meet the costs of the Delivery Plan through the total

management fee of £14.958m. This is comprised of £14.04m paid from the HRA, £0.626m charged to the MRR capital programme and £0.291m other income. A breakdown of how this will be spent is included in the financial plans which forms part of the attached delivery plan.

Legal

- 6.2 This is a delivery plan and as such is a high level report with no immediate specific legal issues arising. However detailed legal advice may need to be sought when delivering the Plan in respect of various actions and activities identified in the report at the appropriate juncture.

Equality Impact Assessment

- 6.3 An Equality Impact Assessment is set out at Appendix B.

7. Appendices and Background Documents

Appendix Letter	Title
A	Sutton Housing Partnership Delivery Plan 2019/20
B	Equality Impact Assessment

Background Documents
None

Audit Trail		
Version	Final	Date: 5 March 2019
Consultation with other officers		
Finance	Yes	Steve Watts
Legal	Yes	Mark Cooper
Equality Impact Assessment required?	Yes	See Appendix B