

Agenda

Safer Neighbourhoods and Active Communities Scrutiny Board

Tuesday, 10 January 2023 at 5.45 pm
In the Council Chamber - Sandwell Council House, Oldbury

1 Apologies for Absence

To receive any apologies for absence.

2 Declarations of Interest and Party Whip

Members to declare any interests and party whips in relation to matters to be discussed at the meeting.

3 Minutes

7 - 16

To confirm the minutes of the meeting held on 1 November 2022.

4 Additional Items of Business

To determine whether there are any additional items of business to be considered as a matter of urgency.



5 **Housing Revenue Account 30 Year Business Plan** 17 - 52

To consider and comment on the draft Housing Revenue Account 30 Year Business Plan.

6 **Update from the Chair of the Tenant and Leaseholder Scrutiny Group** 53 - 54

To receive an update from the Chair of the Tenant and Leaseholder Scrutiny Group.

7 **Work Programme and Cabinet Forward Plan** 55 - 68

To note and review the Boards Work Programme 2022/23 and the Cabinet Forward Plan.

Kim Bromley-Derry CBE DL
Managing Director Commissioner

Sandwell Council House
Freeth Street
Oldbury
West Midlands

Distribution

Councillor Fenton (Chair)
Councillors Akhtar (Vice- Chair), Ashman, Fisher, Bhullar, Jalil, Kaur, Lewis,
Mayo, Shaeen and Webb.
Ms Brown (Co- Opted Member)

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Minutes of Safer Neighbourhoods and Active Communities Scrutiny Board

1 November 2022 at 5.15pm
In the Council Chamber - Sandwell Council House, Oldbury

Present: Councillors Fenton (Chair), Ashman, Bhullar, Fisher, Jalil, Lewis, Shaeen and Webb.
Phillippe Brown (Co-opted Member and Chair - Tenant and Leaseholder Scrutiny Group).

Also present: Delroy Thomas (Tenant and Leaseholder Scrutiny Group)
Mark Davis (Chief Executive Officer – Sandwell Council of Voluntary Organisations (SCVC))
Jan Macmillian (Senior Manager – Sandwell Community Information and Participation Service (SCIPS))
Gillian Douglas (Director – Housing), Nigel Collumbell (Service Manager – Housing), Ian Dunn (Revenues and Benefits Service Manager), Neale Cooper (Finance Business Partner – HRA, Housing and Assets), Richard Hawkins (Manager – Citizen and Community Protection), Alexander Goddard (Democratic Services Officer), John Swann (Democratic Services Officer), Chantelle Simms (Democratic Support Officer).

34/22 Apologies for Absence

Apologies for absence were received from Councillors Akhtar (Vice- Chair) and Kaur.

35/22 Declarations of Interest and Party Whip

There were no declarations of interest made at the meeting.

36/22

Minutes

Resolved that the minutes of the meeting held on 30 September 2022 be confirmed as a correct record.

37/22

Urgent Additional Items of Business

There were no urgent additional items of business to consider.

38/22

Working with the Voluntary and Community Sector to Tackle the Cost of Living Crisis.

The Board received a report and presentation on **Working with the Voluntary and Community Sector to Tackle the Cost of Living Crisis.**

The board heard that the population of Sandwell had the greatest percentage of households experiencing food insecurity in the west Midlands and the second highest ranking by 'Cost of Living Vulnerability Index' out of all 333 Local Authorities nationwide.

Due to the challenges facing the residents of Sandwell, targeted help was being prioritised to support vulnerable individuals and households. This was intended mitigate risk factors such as adverse mental wellness which were exacerbated by knock-on impacts of the cost of living crisis such as lack of foodstuffs and the ability to heat one's home.

The presentation set out the wide-ranging approach of the Council. A key element was the Cost of Living 'Champions', including faith leaders, internal staff and employees of the voluntary and community sector to provide practical advice and signpost residents to support. This was modelled on the success of the Covid Champions scheme that had run during the pandemic.

It was report that there was a focus on providing warm banks in libraries and other community settings, as well as extra funding for food banks being made available, the locations of which were being advertised on the Council's website.

Proposals for targeted support at present included 'Winter Warmth packs' to be distributed to selected groups and life skills sessions aimed at enabling young people to develop practical skills including budgeting and cooking on a low income.

The Board received a presentation from the Chief Executive Officer of SCVO who outlined the concern from members of the community at the inflationary cost measures taken by the Government and the Bank of England. He further detailed how organisations were adapting due to the changing pressures with two thirds of the 1,000 groups and charities SCVO represented delivering new services in Sandwell in relation to the cost of living crisis.

Members further heard that the Small Grants Scheme, administered by SCVO on behalf of the Council, had invited community organisations to apply and had received over 40 applications in a two-week period. SCVO was working jointly with the Council to provide warm banks and emphasised the predicted strain on families and relationships due to the cost of living crisis.

The Board received a presentation from the Senior Manager at SCIPS who outlined the importance of a two tiered approach; providing support and equipping residents prior to requiring targeted intervention, and linking up with services and facilities so those presenting in a crisis could access rapid support. She also outlined the importance of ensuring services were judgement-free, explaining that fear of stigma could prevent those accessing the support they needed.

Equipping those in the community with knowledge was felt to be vital, ensuring that those in crisis knew where to turn to access support. Creative approaches in cascading this information to residents needed to be explored so that it was presented in multiple formats.

From the comments and questions by members of the Board, the following responses were made, and issues highlighted:-

- Information to residents detailing support services in multiple formats may have a wider reach, including those who were not routinely online.
- Members reached a consensus that the Sandwell Herald, print communications in libraries, screens in Council buildings, communications to parents via schools and billboards should all be utilised to communicate with residents.
- A roadshow method of communicating support to communities was discussed and this was felt to be positive.
- That when communicating locations of support services (warm spaces and digital dens etc) to residents, presenting these on a map might prove advantageous, both in print communications and via digital tools.
- That staff in warm spaces should be able to advise on basic queries, so that residents could receive face-to-face support.
- That a coordinated approach between the Council, third sector and voluntary organisations, together with the 'champions', would be beneficial.
- Youth Services that provided specialist support might come under strain due to the cost of living crisis. Members felt that a Council review of Youth Services would be advantageous in assessing the demand and funding pressures upon services.
- The Six Town's Credit Union was a positive support to communities in Sandwell, in particular the offer of low-cost loans supported residents. Members felt that empty retail units in West Bromwich Town Centre could serve as a location for a new branch that was more accessible and that this should be explored.
- Existing resources could be utilised, there was an existing food bank network in Sandwell. Some were oversubscribed whilst others had surplus food. Members felt a coordination exercise of existing food bank resources in Sandwell would be positive.
- That checks were in place to ensure funding was utilised as granted for voluntary and third sector organisations with a charter and a minimum service offer agreement in place to ensure compliance.
- That period poverty issues would be exacerbated by the cost of living crisis and a piece of work between the

Scrutiny Board and the Directorate of Public Health may add value to the discussion.

- That £20m in Council Tax rebate payments had been issued to 130,000 households, with a further £6.8m paid via household support schemes and £200,000 paid via the Local Welfare Provision Scheme.

Resolved that:-

- (1) that Directors ensure that the marketing of support services is strengthened; including making use of multi-media, billboards, communications to parents via schools and a roadshow event.
- (2) that Directors produce a map of support services via location and geographical coverage and share this through a range of media including print and online.
- (3) that the Cabinet Member for Children and Education be asked to conduct a review of demand and funding pressures on Youth Services across the borough.
- (4) that the Directors of Borough Economy and Regeneration and Growth investigate the options for working with the Six Towns Credit Union to relocate into an empty property in West Bromwich, more central to the town centre and transport links.
- (5) that Directors investigate ways to better coordinate the existing foodbank network in Sandwell to ensure best use of available food resources.
- (6) that the Chair of the Safer Neighbourhoods and Active Communities Scrutiny Board hold discussions with representatives from the Directorate of Public Health to discuss period poverty and access to sanitary products.

Voids Property Review

The Board received a report and update of the **Voids Property Review**, which was due to be completed by April 2023.

The purpose of the review was to address an increase in turnaround times for properties, and to ensure properties that were re-let were at the appropriate standard. It was reported that as at the end of September 2022 the average turnaround time had increased from 24 days (2019/2020 average) to 37 days, representing an average rent loss of £451 per property.

The findings of the review would be captured in a Voids Policy to support in developing a new empty homes standard that met the expectations of tenants whilst representing value for money. It was hoped that this would ensure efficient management of Council assets.

The Service Manager for Housing set out the main challenges in reducing void timescales which included inflationary costs and availability of both materials and labour.

From the comments and questions by members of the Board, the following responses were made, and issues highlighted:-

- That all Council properties are compliant with the Decent Homes Standard, which was higher than the standard required by law.
- That the majority of complaints received were related to the condition of gardens.
- The Council had recently undergone a procurement process and had new contractors in place. An exercise was being undertaken to embed high standards across contractors.
- Contracts were renewed periodically to ensure value for money.
- That tenants frequently wanted to 'personalise' their properties, it was agreed that flexibility to individual needs should be considered as part of the review.

Councillor Jalil left the meeting during consideration of this item and did not return.

40/22

Housing Revenue Account 30 Year Business Plan

The Board received the **Housing Revenue Account 30 Year Business Plan**, a draft document which was due to be adopted by Cabinet in February 2023.

The Business Plan quantified the income received into the Housing Revenue Account (HRA), currently £120m from rent and £10m from charges per annum; and planned expenditure as part of a long-term 30-year plan.

Members were advised that a specialist consultant, Savills, had assisted the Council in the preparation of the business plan which has been predicated on a 5% rent increase; however, the percentage increase would be finalised following the Government's consultation on the capping of rent increases.

The Director of Housing outlined that the position of the Council was to increase rent, citing the 1% per annum reductions in rent charges during the period 2017- 2020. The Board noted that this had a long- term impact upon the availability of finances to invest in the housing stock, in an environment with a current need to retrofit properties, achieve EPC C status by 2030, as well as ongoing repairs and maintenance to maintain housing stock at an acceptable standard.

Consultation with stakeholders including SCIPS and the Tenant and Leaseholder Scrutiny Group was to take place in the months ahead.

From the comments and questions by members of the Board, the following responses were made, and issues highlighted:-

- That a Sandwell Plan for new build homes was to be devised following the departure of Dudley Metropolitan Borough Council from the Black Country Plan.

- Funding from Homes England and the West Midlands Combined Authority was being sought to resource identification of new sites on which to build housing.
- That borrowing would increase moving forward to support the needs of the HRA, in line with the state of the financial markets.
- The Council did want to incentivise downsizing to tenants, however it was acknowledged that a good offer of a smaller property must be made to encourage this.

Members agreed that the Strategy would be brought back to Scrutiny in due course, so the rent increase could be finalised, and members would have further information to better inform decision making.

That the Housing Revenue Account 30 Year Business Plan be brought back to a future meeting of the Safer Neighbourhoods and Active Communities Scrutiny Board.

41/22

Empty Property Strategy 2023-2028

The Board received the **Empty Property Strategy 2023-2028**, which set out how properties were prioritised to ensure residential houses were not left vacant for extended periods of time.

Empty properties wasted resources and contributed to urban decline. The Board heard that they reduced the value of neighbouring residential properties and became hotspots for vandalism and anti-social behaviour. The Service Manager for Housing explained that at present, 3,300 residential properties across the borough were vacant, with a dedicated officer being appointed to bring empty properties back into use.

Proposals included a dual approach, with incentives including loans of up to £20,000 to empty home-owners, to improve the condition of the property and bring it back into use as well as enforcement. Enforcement powers included Section 215 orders to tackle unsightly properties. Current targets were to bring 200 empty private sector properties back into use over a five-year period.

From the comments and questions by members of the Board, the following responses were made, and issues highlighted:-

- The proposals for issuing loans for bringing properties back into use did not intend to charge interest.
- The budget for loans was currently £750,000.
- Properties would be prioritised by needs, with family homes to be targeted first as they were in most demand in Sandwell.
- Nomination rights were to be utilised when issuing loans to property owners so that the Council could nominate tenants from those on the housing waiting lists. Also if the house was sold on the open market the Council was able to recoup its costs.
- Compulsory Purchases Orders (CPOs) were an available power the Council could use, however due to the high costs and prolonged timescales associated with this option it was to be used sparingly.
- Empty properties were most commonly identified via Council Tax, as empty properties paid a premium charge.
- The 200 homes empty homes in a five-year period was a target the Council was hoping to exceed.
- Tracing the owner's of the empty properties was expected to be the biggest challenge for the Council.
- Members suggested that the draft document include information on Council Tax increased charges for vacant properties.

42/22

Update from the Chair of the Tenant and Leaseholder Scrutiny Group

The Board received an **update from the Chair of the Tenant and Leaseholder Scrutiny Group**. The Board heard that the Housing Hub Review was being finalised and was due to appear before the Scrutiny Board on 24 November 2022.

The Chair of the board thanked members of the Tenant and Leaseholder Scrutiny Group for their hard work and endeavours.

43/22

Work Programme and Cabinet Forward Plan

The Board noted its Work Programme for 2022/23 and received the Cabinet Forward Plan.

Further to Minute No. 40/22, it was noted that an update on the **Housing Revenue Account 30 Year Business Plan** would be provided before it is considered by Cabinet on 8 February 2023.

Meeting ended at 7.41pm

Contact: democratic_services@sandwell.gov.uk

Report to Safer Neighbourhoods and Active Communities Scrutiny Board

10th January 2023

Subject:	Housing Revenue Account 30 Year Business Plan
Director:	Director of Housing, Gillian Douglas
Contact Officer:	gillian_douglas@sandwell.gov.uk

1 Recommendations

1.1 That the Board considers and comments on the draft Housing Revenue Account 30 Year Business Plan.


2 Reasons for Recommendations

The Business Plan is a key strategic document that will be considered and adopted by Cabinet in February 2023. The Scrutiny Board is asked to comment on the Plan before the final version is presented to Cabinet.






The draft Plan was first considered by the Scrutiny Board on 1st November 2022. As there was limited time to consider the content in detail the Plan is presented again for further discussion and comment.

3 How does this deliver objectives of the Corporate Plan?

Good quality, safe and suitable housing underpins all objectives with the Plan.

	Best start in life for children and young people
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	People live well and age well
	Strong resilient communities
	Quality homes in thriving neighbourhoods The Business Plan sets out how the Housing Revenue Account budgets will be used over the short, medium and long term in order to manage, maintain and improve the stock and ensure that tenants enjoy decent, safe and suitable housing in good quality neighbourhoods.
	A strong and inclusive economy
	A connected and accessible Sandwell

4 Context and Key Issues

- 4.1 The Housing Revenue Account (HRA) is a ring-fenced income and expenditure account for council housing and sits separately to the council's other budgets. The income comes from the rents and service charges that tenants pay. The expenditure relates to the operational costs of management, maintenance, repairs and debt costs (interest and repayments). The HRA is also used for new build and major refurbishments through its capital programme.
- 4.2 It is important that we have a 30 year Business Plan in place to ensure the sustainability of the HRA and to set out how we will deliver council housing services in Sandwell. The Plan links to the council's Housing Strategy¹ which is being revised and redeveloped in response to the Housing Needs Assessment 2022. The Plan also refers to the Housing Asset Management Strategy which is due for renewal and will be developed in the next 12 months, showing our plans for maintenance and investment as well as safety compliance and the delivery of energy efficiency improvements to homes.
- 4.3 On 7th December Cabinet approved a report recommending that rents be increased by 5% in 2023/24. The Government had set a cap on rent

¹ Draft Housing Strategy was presented to the Scrutiny Board on 24th November 2022.



increases at 7% following national consultation on this issue. It has been necessary to increase Sandwell rents to ensure that we can continue repairing and maintaining the stock to decent homes standards and in order to deliver necessary improvement programmes.

- 4.4 There are still a number of factors that need to be taken in to account in reviewing and amending the Plan in future years including :
- The results of the 14,000 stock condition surveys that we are about to procure in order to build a more accurate picture of the quality of the stock. This data will inform future investment plans. Procurement will start in January 2023.
 - The new Decent Homes Standard is expected imminently and there will be investment implications as a result of the new requirements.
 - The cost of ensuring compliance with new building safety legislation, including the Building Safety Act 2022 which is being phased in from 2023.
 - Improving energy efficiency and the journey to net zero carbon. The council's climate change strategy and work programme has identified that an estimated £60m would be needed to completely retrofit the stock. Like other social housing providers, we would need external funding to achieve this.
- 4.5 A key issue that the Scrutiny Board's views are sought on is the level of investment to be made in delivering new build council housing. In order to meet housing need in the borough there needs to be a significant increase in housing delivery, particularly of affordable housing. The council has played a part in delivery through use of the HRA and our ambition would be to increase delivery. However, there are limitations on much we can invest and borrow for the delivery of new build. We also have to balance the needs of existing tenants and improvements to the existing stock with the wider demand for social housing. Our primary responsibilities are to our existing tenants. See section 8.11 of the Draft Plan for 3 options relating to the level of investment in new build.
- 4.6 Consultation on the draft Plan is being undertaken with key stakeholders including Sandwell Community Information and Participation Service



(SCIPs), the Tenant and Leaseholder Scrutiny Group and the Tenant Management Organisations.

5 Implications

Resources:	HRA income is of the order of £130m pa. The plan also profiles a capital programme over the life of the plan. It is important to have a 30 year plan that sets out how we will manage income and expenditure and what the priorities are for the HRA.
Legal and Governance:	Local Government and Housing legislation applies to the HRA, ensuring it is a ring-fenced account.
Risk:	Oversight and management of the HRA is essential to ensuring the sustainability of the budget and value for money.
Equality:	HRA funded services and improvements must respond to the diversity of our tenants and residents and reduce inequalities.
Health and Wellbeing:	Decent homes are essential to the health and wellbeing of our tenants and residents.
Social Value	Social value considerations are built in to HRA tendering processes.

6 Appendices

Appendix 1 – Draft Housing Revenue Account 30 Year Business Plan

7. Background Papers

None



Appendix 1 : Housing Revenue Account Business Plan

Draft for Scrutiny Board
December 2022 Update

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1. Executive Summary

This Business Plan sets out our strategic plan for managing and maintaining our social housing homes. It sets out in detail our short to medium term plans and priorities for the housing and asset management services (9 years) and provides a commentary that will influence our longer term (30 year) plans for financial planning and investment into our existing council housing and for the provision of new homes.

Over the last decade the social housing sector has seen significant challenges: the impact of rent cuts imposed by central government, the focus on increased fire and building safety following the Grenfell fire, and a recent surge in operational cost inflation accompanied by a shortage of skilled labour which also affects the standard of living of our tenants. On the other hand, the abolition of the previous borrowing cap allows investment to address some of these challenges and for us to help deliver our housing plans.

Within this plan, we consider the current investment needs of our stock, recognising the plans we have to enhance the stock data we currently have, including developing and acquiring affordable homes, set against new borrowing limits that we need to set ourselves. To put this into context our previous borrowing cap was £508 million but borrowing could potentially be increased within our own provisional limits over the next 9 years.

Therefore, this business plan document will see significant development in the coming months and years as more factors that influence the plan arise: future rent policies, cost inflationary pressures, improved information about our stock investment requirements and treasury management.

It is important to note that, at this stage, expenditure on areas such as achieving net zero carbon have not been included; we will continually review our plan in terms of identifying potential sources of funding that may become available, alternative routes for raising additional income or reassessing our expenditure priorities. We also have to consider forthcoming changes arising from the revisit of the Government's Decent Homes Standard and other implications arising from the passage of the Social Housing (Regulation) Bill currently going through Parliament.

2. Introduction

2.1. Our Business Plan

The Council's Housing Revenue Account (HRA) records the income and expenditure of running its owned housing stock and closely related services or facilities, which is provided primarily for the benefit of its tenants.

It is not a separate fund but rather a ring-fenced account within the Council's own accounts but with defined transactions relating specifically for the provision of landlord related services.

The HRA Business Plan sets out our strategic plan for managing and maintaining the Borough's council and social housing stock. It sets out in detail the Council's short to medium term plans and priorities for its housing and asset management services (9 years) and provides a provisional estimate for long term (30 year) forecast on stock investment and financial planning.

It builds upon our previous financial planning and takes account of significant challenges including: reductions to rents charged (where rents should have continued to increase marginally above inflation), the Covid pandemic, Brexit and the war in Ukraine, all of which have caused pressures on expenditure. We have at the same time seen more opportunities arising through the abolition of the debt cap, which previously restricted us from any further borrowing.

We own over 28,200 properties for rent (950 of which are within the PFI scheme at Harvills Hawthorn, managed externally) and the freehold on over 1,252 leasehold flats across the borough in addition to over 2,700 garages and other buildings. These properties are managed through our own Housing Services.

Since the introduction in 2012 of Housing Revenue Account Self-Financing (which resulted in a loan settlement for us of £504million, taking on additional debt of over £25million) the council has had a greater degree of control over the use and management of the HRA. Self-financing allowed decision making at a local level to drive planning for investment in housing stock and set spending priorities in line with local demand.

We continue to consider:

- Analysing our stock and the services we provide so that we can base our future plans on a robust and sustainable basis. To this end 14,000 stock conditions surveys are being procured.
- Working up a range of plans for potential future investment in new homes which better match the needs of our communities.
- Thinking through how the new future for council housing can help the borough as a whole to deliver our overall objectives.

The Social Housing Green Paper “A new deal for social housing” was issued in 2018 presenting a new set of challenges for the HRA, in respect of community engagement/ consultation, increased building safety and compliance responsibilities and accountability for buildings from design and throughout occupation. This was followed up by the White Paper ‘The Charter for Social Housing Residents’ which was issued in 2020 reinforcing this through regulatory changes. We embrace these changes and our business plan sets out how we will meet these as the legislation arising from these papers passes through Parliament.

Nationally, attention has returned to the country’s severe housing shortage and government has signalled a renewed support for councils seeking to develop new homes. A further step towards this was the lifting of the cap on borrowing in October 2018 to help councils to develop new housing and we have been working towards identifying investment rules (prudential indicators) to ensure that whatever borrowing is undertaken is affordable and sensible.

This business plan sets out our ambitions for the HRA to deliver our existing programme of 475 new homes by 2026. We have considered the opportunities for expansion of this programme to include further land acquisition in order to deliver more council new build homes in the future through bigger and hence more viable schemes.

There is also greater attention than ever on the impact of climate change. We have been investing in homes to make them more energy efficient, and to reduce carbon emissions from materials and heat loss.

This Business Plan identifies how services are delivered as well as:

- What it costs and how we think the finances will develop in the future.
- Showing that our plans are laid on firm foundations, are sustainable and viable.
- What additional resources we might have for investment and how we can leverage in external funding, where opportunities arise.
- What our priorities are for investment.
- A summary assessment of the key risks in the delivery of the business plan with actions to mitigate these risks.

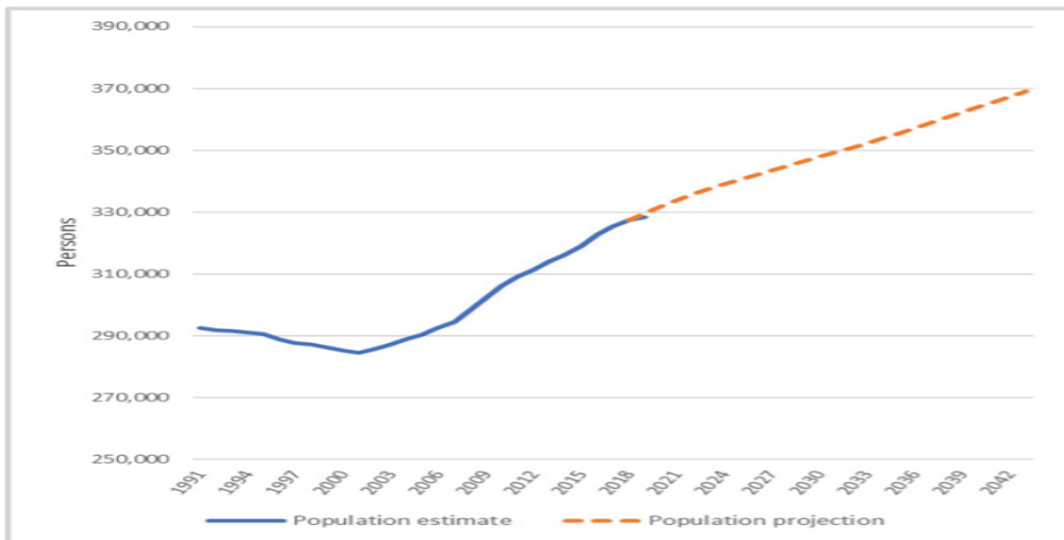
2.2. About Sandwell Metropolitan Borough

Sandwell is a local government administrative area created in 1974 following successive local government reorganisations that brought together six boroughs: Oldbury, Rowley Regis and Smethwick in the south, and Tipton, Wednesbury and West Bromwich in the north.

The Sandwell area covers many historically disparate towns and urbanised villages at the core of the Birmingham-Black Country conurbation; places with distinctive identities that flourished along with their many world class firms.

Our current housing stock of c28,200 accounts for about 21% of the overall homes within the borough set against significant new housing of over 4,700 from 2012. The remaining homes are 5% owned by Registered Providers and the balance of 74% in private ownership. Approximately 26% of the private ownership properties are rented privately with expectations that this will grow.

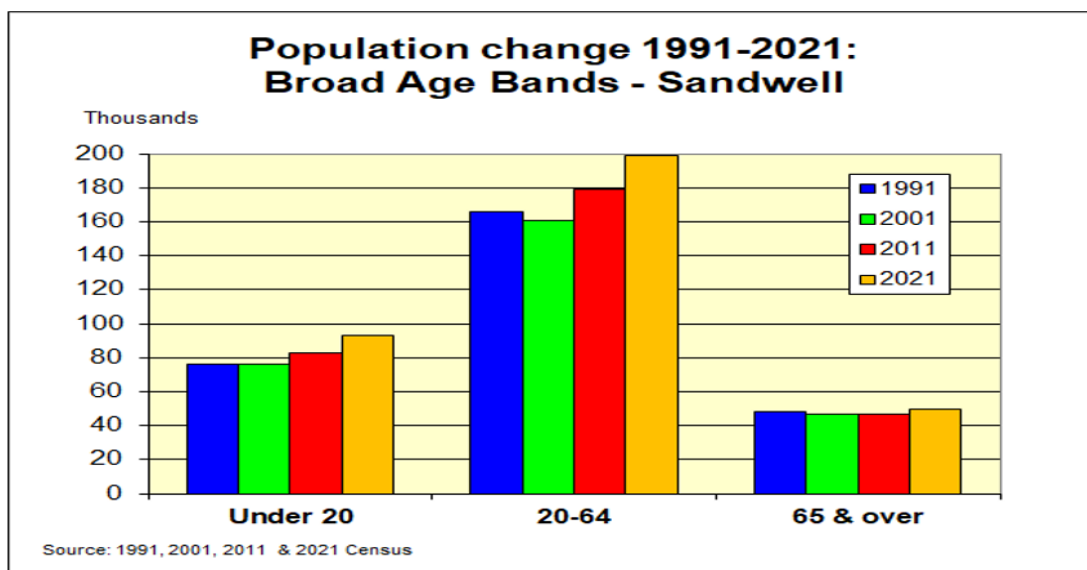
It had been previously forecast that the population numbers in Sandwell would decline in future years, but this trend is now reversed as depicted in the following graph with a forecast population increase of 11% - greater than the national average of 6.6%:



Source: Population estimates and projections – Local Authority based via NOMIS

Its current population of 341,900, according to the 2021 census, is the 27th largest out of 309 local authorities in England.

The change in age groups is depicted in the chart below:



In terms of employment and its economy Sandwell is ranked as the 8th most deprived local authority (based on the multiple deprivation indices 2019) with 75% of working age people in employment compared to the national average of 79%. This is due to higher rates of long-term sickness and caring for family and home.

Sandwell’s housing market has changed significantly over the last decade and continues to evolve. In recent years the private rental market has expanded greatly whilst the local authority sector, once the numerically highest sector, continues to decline in number. Property values remain low compared to the wider West Midlands region but remain outside the reach for purchase for many households living locally.

According to Rightmove the average price of a home in Sandwell was £197,854 over the last year set against the national average of £281,161 according to the UK house price index for April 2022.

3. About our Vision for Housing

3.1. The Councils Vision and Values

In 2021 we launched our corporate plan ‘Big Plans for a Great Place: The Sandwell Plan’ which is fundamentally about making sure Sandwell residents have the essentials for living a good life – feeling safe – a clean neighbourhood, a decent, warm home, good schools, jobs that pay a decent wage and a pride in living and working in Sandwell.

The plan sets out 10 ambitions with a vision to deliver these over the next 5 years workings to deliver the Vision 2030 and six strategic outcomes being:

- The best start in life for children and young people
- People live well and age well
- Strong, resilient communities

- Quality homes in thriving neighbourhoods
- A strong and inclusive economy
- A connected and accessible Sandwell.

Housing will play an essential part in delivering the vision with a key strategic outcome, Quality Homes in Thriving Neighbourhoods, focusing on this.

The first aim is to deliver 8,000 more homes in the Borough through a mix of affordable housing through the council and registered providers, and through the private sector.

The second core aim is to improve the quality of existing homes in terms of making them safe and comply with fire and building safety requirements and that they are energy efficient. The recent Building Safety Act rightly sets a high bar for health and safety. As a Council we want residents to inform service delivery and help to shape our services, this is no different in housing. We want to ensure that our tenants can participate in activity that helps to develop our offer.

Our strategic outcomes are:

A home for everyone	
H1	We will deliver much needed new homes across the borough, especially affordable homes, on our own land and other viable sites in order to help meet the demand for affordable housing in our communities
H2	We will help keyworkers to access affordable housing in order that Sandwell can attract and retain a strong local health and social care workforce for the benefit of our communities.
H3	We will aim to keep people independent in their own homes as long as possible which includes incorporating lifetime homes adaptable standards in to as many new homes as possible.
H4	We will focus more of our ambitious house building programme on the needs of our children and young people who have complex needs and those who have been in care, so we have a good housing offer for them in Sandwell when they become adults.
H5	We will focus more of our council house building on the needs of people with learning disabilities, autism and mental health needs.
H6	We will develop the second Council House Build Programme.
H7	We will incorporate more renewable energy measures into the design of new-build Council homes, including modern methods of construction and heating.
H8	We will work to identify the needs of the most vulnerable people in Sandwell and work upstream to prevent homelessness where ever possible.
H9	We will work to prevent and end rough sleeping.
H10	We will explore all options for housing delivery, including community-led schemes.
H11	We will raise the standard of homes in the private rented sector and bring more empty homes back into use.
Regeneration and resources	
H12	We will introduce town centre living in appropriate locations ensuring council developments maintain excellent standards in urban design.
H13	We will continue to progress the review of the Black Country Plan to ensure the policy base is robust and meet the needs of Sandwell and the Black Country.
H14	We will take a proactive approach to accessing national funding for Sandwell that benefits our tenants and people who are homeless or in housing need.

Existing estate	
H15	We will modernise our tenancy and estate management offer, delivering a more proactive service, early identification and intervention to mitigate risks to tenancy sustainment and a new neighbourhood management working in partnership with communities to address their priorities.
H16	We will work to ensure our tenants live in safe and thriving neighbourhoods and that social housing is a tenure to be proud of.
H17	We will ensure that council homes are safe places to live by fully complying with fire and building safety requirements and regularly reviewing compliance. We will support people in the private rented sector to ensure their landlords comply with safety standards too.
H18	We will deliver a rolling programme of upgrades to our stock that improves energy efficiency and plan for the installation of alternative heating systems.
H19	We will aim to be a Borough of Sanctuary, offering a safe place for asylum-seekers and refugees to live, while recognising our leadership role in promoting integration and community cohesion.
H20	We will increase our engagement with tenants, including tenants in high rise blocks.

Our Housing Services and HRA will play a key role in assisting in delivery with our aims. This HRA business plan aims to provide and identify the resources required to deliver the relevant outcomes above.

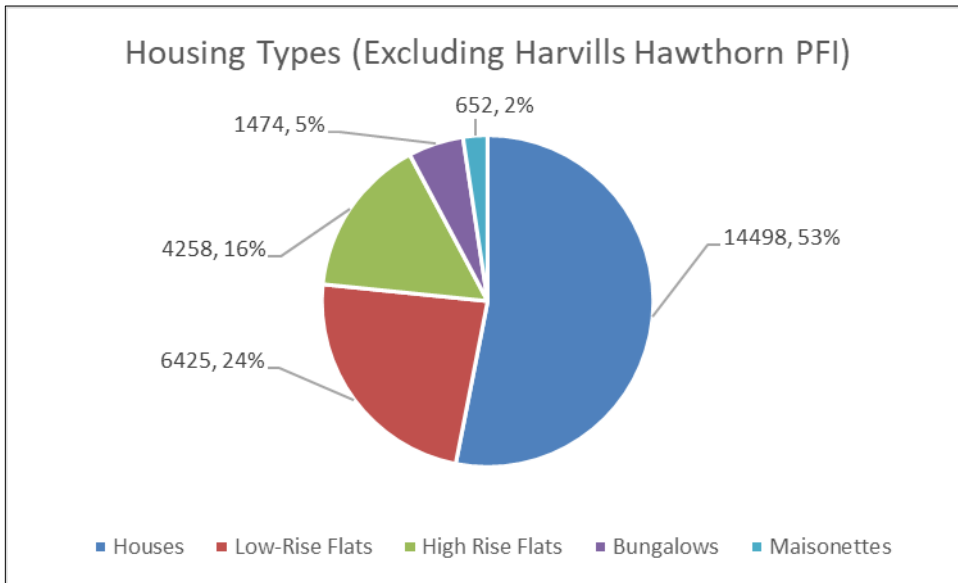
A new, updated, housing strategy will be developed incorporating the above outcomes but building upon the existing 2012-22 strategy document. It will set out the Council’s ambitions for housing and will put in place objectives, targets and policies and explain how it will play a leading role to:

- Making better use of existing housing
- Improving the quality of housing available
- Encouraging the building of new homes
- Protecting and promoting health, safety and wellbeing

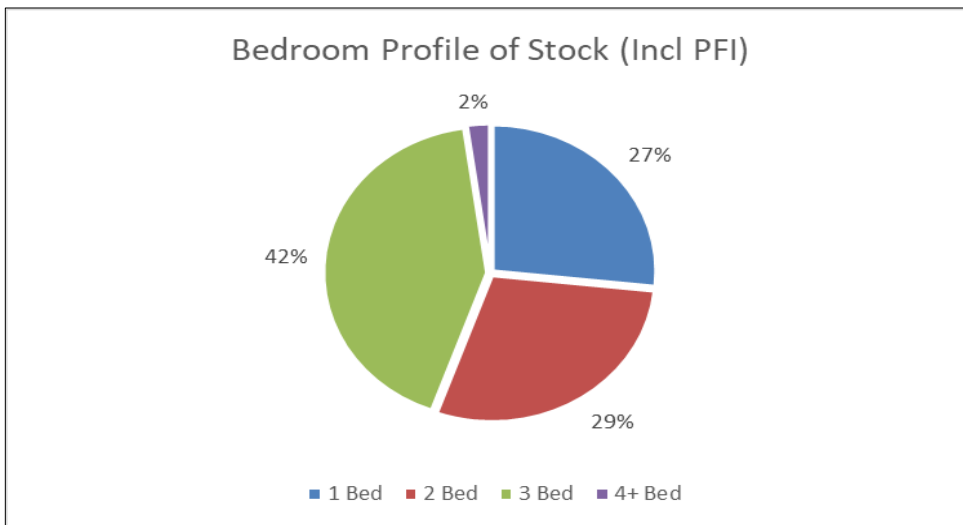
Much progress has been made in delivering the original priorities. Included in the progress made is the delivery of new affordable homes, investment in energy efficiency and other programmes, keeping homes safe and improvements to reporting repairs.

3.2. Stock Information

The following chart shows the split of the total number of our housing stock as at March 2022.



Our housing stock is divided over the following bedsizes:



56% of our stock consists of 1 and 2 bedroom homes, with 42% 3 bedroom and the balance of 4 or more bedrooms. This split has implications for both existing tenants but also demand from our waiting list and identified below.

It is estimated that around a third of the Council housing stock is affected by under-occupation, set against 12% being classified under the Bedroom Standard as overcrowded as demonstrated in the following table:

Age of Head of Household	Under-Occupied	Severely Under-Occupied	Over-Crowded	Severely Over-Crowded

16 – 25	228	7	74	3
26 – 40	1,552	82	799	92
41 – 59	2,434	417	1,430	488
60 – 74	1,813	900	350	115
75+	1,068	961	102	20
Not stated	274	100	-	-
TOTAL	7,369	2,467	2,755	718
	9,836		3,473	

The average length of tenancy is currently 12.6 years.

3.3. Homelessness and Rough Sleeping Strategy

In 2022 the Council published its Homelessness and Rough Sleeping Strategy 2022-25, linking with the objectives of the Corporate Plan. The key priorities for the strategy are:

- Preventing homelessness
- Improving communication, education and engagement
- Enhancing housing options
- Improving partnership, collaboration and whole system
- Eliminating rough sleeping
- Making best use of resources

The Council will seek to deliver the right type of accommodation through its HRA in order to tackle these issues and we have detailed in section 6 how we plan to do so.

The refreshed strategy will build on achievements of the current strategy, which has:

- Reduced the use of temporary accommodation and bed and breakfast – despite the impact of Covid-19 and ending of the freeze on private rented sector evictions – the number in temporary accommodation has reduced by half from its peak
- Significantly increased access to the private rented sector to relieve homelessness
- Reduced rough sleeping over the last two years by supporting 100 rough sleepers, many of whom now have their own tenancies.

4. Current Key Risks & Opportunities

4.1. Government Rent Policy

The implications of the reduction in rents between 2016 and 2020 and the associated challenges on the HRA have already been referenced. Council rents have been low in comparison to the sector and were due to reach the Government's target rent levels (set under a previous rent policy) by 2015/16. This was changed significantly by Government policy of rent reduction by 1% for 4 years to end in 2019/20 and thereafter change to CPI+1% for a period, currently 5 years to cover rent increases up to and including April 2024. The impact of rent cuts and the reinvigoration of right of buy has seen our finances significantly impacted since the self-financing settlement of 2012.

From April 2020 all local authorities have to adhere to the Regulator of Social Housing's Rent Standard. Whilst our rents are below the target rent for each property, in the majority of cases the Rent Standard controls rent increases to CPI+1% to 2025.

Recent large increases in CPI might suggest that rent increases at CPI+1% would be unsustainable for many tenants. Government is also keen to be seen to provide measures to address the cost of living crisis. Therefore, the government undertook a consultation, in which a directive may cap rent increases applied to existing tenants at a range of 3% to 7% with the final outcome being 7%. This is likely to impact the long-term viability of our business plan when compared to the inflationary cost pressures that are affecting our service expenditure.

Following the Government consultation, and taking in to account the outcome when announced, we will review our current rent policy. It is uncertain if we will see a continuation of increases allowable above CPI, a period of reconvergence and if so over what period.

The financial projections within this business plan are prudent and generated so that they are likely to comply with the Rent Standard moving forward.

4.2. Climate Change & Energy Efficiency

In 2020 the Council declared a climate emergency and published its Climate Change Strategy 2020-2041.

As part of this strategy the second element of our action plan, new council housing, will incorporate more renewable energy measures and more modern methods of construction. It outlines the need to improve the (and gain a better understanding of) the Energy Performance Certificate (EPC) performance for our homes.

Our improvement programme traditionally focussed on window replacement utilising double-glazing and installing more modern and efficient gas boilers.

At March 2022 around 50% of our homes had an EPC rating of C or above. This has been achieved by improving the heating of our homes, installing roof and external wall insulation and the cyclical replacement of windows and doors, with a programme to improve 402 properties during this year.

In the Clean Growth Strategy, the Government has set a target for all social housing providers to attain a C rating on EPCs by 2035 or 2030 for 'fuel poor' households. Therefore, our focus, and financial planning, is designed to deliver this for the benefit of our tenants.

The move towards a full zero carbon stock will take much assessment, financial planning and dependent on methods of delivery, the future availability of sources of fundings and Government financial support.

4.3. Right to Buy

The right to buy (RTB) policy was introduced in the 1980s, but due to dwindling sale volumes and the then Government wishing to increase the numbers of home ownership it was reinvigorated in 2012 to incentivise tenants to purchase their homes by increasing the maximum discount that can be applied to the property's value and the time in residency to qualify.

The reinvigorated Right to Buy scheme is both a risk and an opportunity. However, under the government's 'One for One Replacement' Scheme, which the Council signed up to in 2012, we have the opportunity to retain a large proportion of right to buy receipts, which we can use to support the delivery of new affordable homes. The terms of the scheme mean that if the receipts are not spent within five years they are returned to government. The receipts can be used to fund a revised maximum of 40% of new development costs. The balance (60%) must come from other sources; e.g. borrowing and/or working with external partners. The rules should allow us to keep and then reinvest all our receipts, but affordability and land availability remain the main barrier to developing more social housing.

However, we have seen a significant rise in the number of right to buy sales with an average of 260 per year since the reinvigoration of the policy which has resulted in a net of loss homes when set against our completed and ongoing new build programme providing an average of 56 per year.

New measures have also been introduced to reduce the number of properties that we could acquire from the open market in order to replace homes that have been sold, the aim to focus on the building of new homes.

4.4. Welfare Reform

Welfare reform continues to be a risk to the Council and the sustainability of the HRA, as large numbers of current and future claimants struggle to manage financially, particularly currently with the impact of inflation in food, energy and living costs. There are implications for arrears, bad debts and a potential increased demand for temporary accommodation and council housing as more households lose private rented accommodation on affordability grounds.

Housing Services provide professional support to vulnerable residents by assisting them with applications supported by welfare benefit specialists who provide one to one advice. The housing service continues to provide help with applying for Discretionary Housing Payments for those with the greatest hardship and the cost of living crisis has promoted us to look at further ways in which we can help tenants on low incomes, including the 30% of households that are not in receipt of housing benefit or universal credit.

4.5. Demand for Housing

The Council holds a housing register of people needing social housing assessed into categories of need to assist with allocating homes, including those within the HRA. The past year has seen steady growth in applications.

As of July 2022, the register stood at around 10,500 household and of note:

- Over a third of the register (38%) is made up of existing tenants.
- Around half of the register have a degree of priority within the Allocations Policy – mostly qualifying for Band Three (such as overcrowded by 1 bedroom, under-occupying a flat by one or more bedrooms, with children in flats above the first floor, service tenants due to terminate within 6 months and prevention of homeless-where likely a full duty would be owned): (60%).
- Over half of households registered contain children aged 16 or under.

Typically, the demand is split 75% for 1 to 2 bedroom properties and the balance require 3 or more bedrooms – this differs from our current stock profile.

In 2021 the Black Country Housing Market Assessment was finalised. Based on a series of socio-economic determinants specific to Sandwell the table predicts the size of new Social Rent/Affordable Rent accommodation required in Sandwell over the next 18 years.

Size and Number of New Social (or Affordable) Rented Properties required in Sandwell in the Next 18 Years				
Size of Home	Base Size Profile 2020	Size Profile 2038	Change Required	% Change Required
1 Bedroom	9,988	11,044	1,056	31.7%
2 Bedroom	10,583	11,075	492	14.7%
3 Bedroom	13,920	14,377	457	13.7%
4 or More Bedrooms	947	2,279	1,330	39.9%
Total	35,4438	38,772	3,334	100.0%

4.6. Fire Safety

The Grenfell Tower fire in June 2017 and thereafter the Fire Safety Act 2021 and the Building Safety Act 2022, with the Social Housing (Regulation) Bill now progressing through Parliament have further highlighted safety issues that remain in the affordable housing sector.

We have factored in such compliance works and building safety needs such as fire safety. This will include ongoing electrical inspections, recommended actions from fire risk assessments and fire door inspections.

The exact total funding requirements for the building safety works has yet to be determined. Further work is required to determine the additional fire safety measures following more intrusive Fire Risk Assessments. The Building Safety Act 2022 also imposes additional duties on Sandwell which have implications for the staffing structure and resourcing. We have already made some provisions within our plan to deliver safety related works including a programme for new sprinkler systems in our high-rise blocks (agreed by Cabinet in May 2022).

4.7. Implications of the changing regulatory landscape

As referenced earlier, in the aftermath of the Grenfell Tower Block Fire the Government consulted on the regulation, standards and delivery of social housing in England.

Key proposals which will impact on the HRA include:

- New Tenant Satisfaction Measures
- Proactive regulation via inspections every 4 years
- Update to the Consumer Standards
- Focus on tenant empowerment and consultation/influence

The 4, short, outcomes-based Consumer Standards currently comprise:

- **Home:** Keep homes safe, decent and in a good state of repair
- **Tenancy:** Let homes and manage tenancies in a fair, transparent and efficient way
- **Neighbourhood and Community:** Keep the wider area clean and safe, help to tackle anti-social behaviour and promote community well-being
- **Tenant Involvement and Empowerment:** Understand and respond to the diverse needs of tenants, provide choice and opportunities for involvement, resolve complaints fairly and promptly

5. Housing Services

5.1. Housing Operations

The Council's Housing Service provides the overall management for the tenants and leaseholders for the Sandwell housing stock, with the exception of 1,001 homes, managed via the PFI contract with Riverside Housing. This contract will conclude in 2031.

The range of services includes:

- Tenancy and temporary accommodation management
- Rents and service charge collection
- Allocations and lettings
- Leasehold management
- Housing options and advice
- Floating support
- Welfare Rights Advice
- Neighbourhood management
- Repairs and maintenance including disabled adaptations and energy efficiency
- Resident Engagement

Sandwell has a Cabinet member with Housing as their portfolio and the Safer Neighbourhoods and Active Communities Scrutiny Board receives policy reports and performance information.

5.2. Performance

During 2021/22 following the unprecedented challenges for the Covid 19 pandemic our front line repairs teams continued to deliver core services including more than 3,000 emergency repairs per month. Key performance statistics for our repairs service are:

- 94.7% satisfaction with the completed repair
- 97.9% emergency and urgent repairs completed on time

Current demand for repairs is c9,000 per month and there is still a backlog resulting from the pandemic but also challenges with staffing internally and with our contractors.

In terms of home safety our statistics show:

- 99.7% have been checked for gas safety (where applicable)
- 76.8% of homes have a valid 5-year safety inspection report – an area that we immediately working on
- 100% of purpose built flats have an up-to date fire safety risk assessment
- 100% of blocks of flats have an up-to-date re-inspection for asbestos containing materials
- 100% of relevant sites have up-to-date water hygiene and legionella prevention risk assessments
- 99.4% of passenger lifts have a valid safety inspection report – and moved on since to 100% compliant.

5.3. Leaseholder Services

Housing Services are responsible for providing the leaseholder service information and collection of service charges to over 1,252 homeowners.

Some of our leaseholders are impacted on by our major programme and we have reviewed and revised out policy on recharges to leaseholders for major works.

5.4. Housing for Older People

This is another important service that we provide to ensure that independence, security and peace of mind for is enabled for older people, generally over the age of 60.

We also have 2 extra care schemes where on-site care is provided.

Within Sandwell, it is anticipated that the population who are aged 65 years and over will grow by 20% by 2033 and will lead to an increase in requirement for specialist housing options. According to the Black Country Housing Market Assessment (2021), to meet local demand rates in 2039, modelling identifies a requirement for 1,666 additional units of sheltered housing for older people and 54 extra-care units in Sandwell.

We are using the Disabled Facilities Grant to help keep people independent in their own home for as long as possible and our new build programme has delivered a number of bungalows to ensure accessibility for older people. This is something we aspire to do more of.

5.5. Anti-Social Behaviour

Everybody has a right to enjoy their life in their own way, provided they do not upset the people living near them. In 2021/22 the 3 highest categories of anti-social behaviour consisted of 96 cases of verbal abuse, 82 cases of noise nuisance and 63 cases of criminal activity.

Our anti-social behaviour (ASB) team uses a prevention and early intervention approach to resolve ASB cases as quickly as possible using the most appropriate solutions for individual cases.

Early interventions can include: verbal and written warnings, mediation, referrals to partnership agencies and good neighbour agreements. Our Community Trigger gives communities and the victims of ASB to request a review of their case, in instances of an unsatisfactory response.

5.6. Resident Engagement

We are rolling out a programme of proactive home visits (with the aim of at least 1 visit every 3 years), and additional visits where required.

We are developing more opportunities to obtain feedback from our residents with invitations to join our Task and Finish Groups to facilitate co-designed solutions in order to improve our services.

Our new Tenant and Leasehold Scrutiny Group will allow for our services to be reviewed and scrutinised by our residents and Tenant Auditors Team to assist in resolving complaints and provide direct feedback on the experiences of tenants.

We also value the partnership working and 'critical friend' role played by Sandwell Community Information and Participation Service (SCIPS) and provide an annual grant to help resource their activities.

We have launched our new annual tenant satisfaction survey and are currently processing the results.

In 2022 we published an annual report for tenants in order to feedback on our performance and explain how we spend the income collected through rents and service charges.

6. Housing Asset Management Strategy

6.1. Introduction and Current Status

The most recent version of the strategy covers 2017 to 2020 and sits alongside a 5 year capital programme detailing the levels of investment within our existing homes.

We will publish an updated Asset Management Strategy in the coming year which will incorporate:

- The results of new stock conditions survey carried out externally – as these become available.
- Details of how we will approach building safety works.
- Revised profiles for expenditure on energy efficiency.
- Revised profiling of the capital programme as required.

6.2. The Purpose

The updated housing Asset Management Strategy will contribute to the delivery of our business plan. It structures our ability to deliver our strategic asset management objectives of the properties we own:

1. Are appropriately maintained in accordance with an agreed standard on an agreed programme cycle;
2. Meet all regulatory standards (including building safety compliance and adherence to latest legislation) and Landlord Obligations, including the Homes and Communities Agency's (HCA) Homes Standard;
3. Are located in well managed and attractive environments that feel secure and welcoming;
4. Are healthy and safe places to live (free from Category 1 Housing Health and Safety Rating System hazards);
5. Are viable and deliver a positive yield over the business planning period (ideally with an improving Net Present Value (NPV) and high levels of demand);
6. Meet the needs and aspirations of both current and future residents, contributing to high levels of satisfaction (with both the property and the neighbourhood);
7. Continue to improve and modernise available housing for older people;
8. Encourage green technologies and innovative solutions to the climate emergency;
9. Enable Community Development which positively supports the local community
10. Deliver an environmental and sustainability strategy which addresses the impacts of climate change, delivers the housing stock to net zero carbon by or before 2050. Using green technology and innovation to deliver these objectives.

6.3. Performance of our Stock

To be added.

6.4. Sheltered/Specialised Stock

Add details as to any differentiation of stock investment or scheme remodelling options e.g. the Granges.

6.5. Future Costs to be identified and included

The Council currently has a 5-year spend profile, as detailed in the section below, commencing in 2022.23. With the external review and update of future investment costs this will inevitably change the projected position within the plan.

It should be recognised that the following will need to be added to existing investment costs modelled within this business plan as to when outline programmes can be devised with accurate costings and utilising any available external funding sources which may be available:

- **Zero Carbon:** We need to develop an understanding of the technical solutions available, and their cost. We will seek funding to support delivery and take in to account the financial viability of properties. Current estimates are between £84million and £100million (exclusive of fees). Assumed that zero carbon excluded. Whilst we have identified £87million in our expenditure requirements, a much reduced provision of £2million has been included within this plan until we can be more certain as to the funding arrangements.
- **Decent Homes 2 & Building Safety.** At the same time as reviewing our own investment standard we will respond to any revised government guidance on the decent homes standard, as well as any additional costs from expected increases in consumer regulation and building safety requirements over and above the values already included within our costs identified in the section below.

7. Future Development & Acquisitions

7.1. The need for Additional Homes

A continual message within this plan is the need for additional affordable housing, set against the backdrop of losing stock through right to buy in Sandwell.

Through a number of options, we will seek to acquire and develop new homes. However, we are restricted in respect of land opportunities that we own and much of our past housing development has utilised suitable developable sites such as disused garage areas and infills.

We will continue to explore the options in respect of acquiring land and properties from the open market.

7.2. Existing Development Programme

Our existing programme that completes in 2026/27 provides :

- A total of 475 homes
- A cost of £109.6million

These will be funded by a mixture of borrowing, grant from Homes England and right to buy receipts.

7.3. Future Programme

Moving forward, there will be a continual evaluation for the acquisition of homes from the open market. However, we will be constrained in respect of the use of right to buy receipts, given that new rules limit acquisitions to 20 per year plus a percentage of the new build figure.

We will continue to seek land opportunities in order to continue our own development and to supplement the affordable homes that are being delivered by our partner registered providers.

For the purposes of the plan we have modelled three scenarios for additional new build and the impacts of these are contained within section 8.11 below.

8. HRA Financial Projections

8.1. How HRA finances have evolved over the last 10 years

The HRA is a ring-fenced account relating to the council's landlord function. The self-financing system introduced in 2012 for the HRA removed the uncertainty caused by the old annual subsidy announcements and has allowed for better longer term financial planning for the ring-fenced account. The ability for tenants to exercise their right to buy was reinvigorated allowing discounted rates with a result of a higher number of sales that has an adverse impact on the finances for the HRA.

The core constituents of the account are rent income; both capital and revenue maintenance of the housing stock; management costs; and debt repayments. As the account has been carrying a fairly high balance, the Council has also been making revenue contributions (i.e. from rent income directly) to fund capital expenditure for identified projects as well.

8.2. Use of a financial model

We have maintained an HRA business plan model for a number of years which has assisted us with both short and long-term planning but within the restriction of the debt cap imposed in conjunction with the 2012 self-financing system which offered very little in the way of borrowing headroom.

We have engaged Savills to support us with the modelling, bringing their experience of working with a large number of authorities and sense checking our assumptions.

The model provided the basis for the financial elements of this business plan and is launched from April 2022 with the assumptions behind the forecasts contained in Appendix 9.1.

8.3. Treasury Management

HRA debt is measured by the HRA Capital Financing Requirement (HRACFR) and was £484.886million in April 2022. In order to finance the debt, the Council has a number of loans that have been taken out over a series of years. Some of these loans have been directly attributed to the HRA, totalling £336.868million, which results in a balance of £148.018million which is "internally financed" from the Councils General Fund.

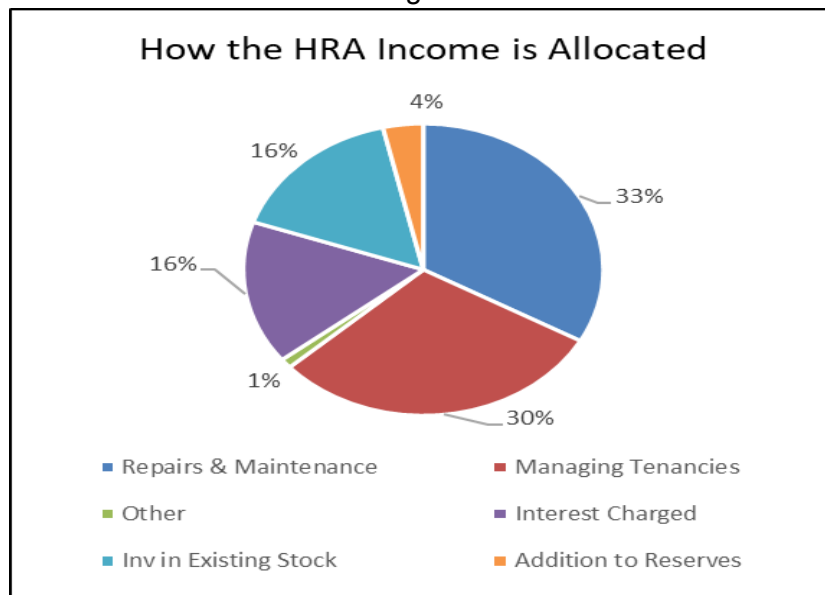
The Council borrows and invests in accordance with its Treasury Management Strategy and plans any consideration of borrowing closely through the financial strategy, and ten-year corporate Capital Programme.

The Council is required to set its own prudential borrowing framework with limits on borrowing which could be based on a series of indicators, as used by other authorities and the Registered Provider sector, to ensure existing and forecast borrowing is both affordable, appropriate and allows a degree of contingency to address unforeseen factors.

These levels of new prudential limits have not been factored into our modelling and plan as these are yet to be established. We need to establish what it is affordable in terms of levels of borrowing but also what additional costs, be it new development, investment in energy efficiency, increased levels of improvements to existing properties or combination of them all could be delivered.

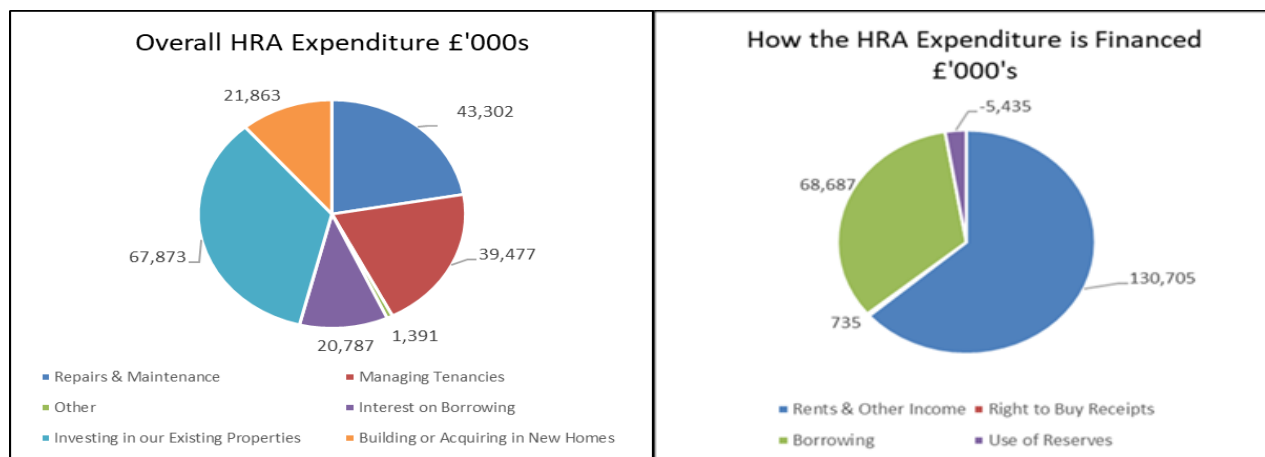
8.4. How the rent is spent

The following chart shows how our rental income, service charges and other income is spent based on our forecast 2022.23 HRA budget:



This chart shows that the HRA makes a 4% surplus from its rents which is either used to finance additional capital works or retained to be utilised in future years.

In terms of our overall HRA expenditure, both capital and revenue, we have demonstrated below how this is split, but also financed.



8.5. Long-term capital expenditure forecasts

As previously stated the HRA has a 5-year capital programme has been identified for the next 5 years from 2022.23 (excluding new build development). The following base costs have been factored into the draft plan:

£'m	2022.23	2023.24	2024.25	2025.26	2026.27
High-Rise Flats	18.230	19.391	13.833	13.883	11.733
Disabled Adaptations	4.113	3.000	3.000	3.000	2.500
Boiler Replacements	4.501	3.000	3.000	3.000	3.000
ECO Projects	3.240	1.000	1.000	1.000	1.000
Refurbishment	12.679	12.529	13.979	13.979	13.979
Union Street	0.550	0.550			
CCTV Expansions	0.470	0.900			
Other	4.295	0.750			
Total	48.078	41.120	34.812	34.812	32.212

The above results in total expenditure of £191.034million over the next 5 years.

Further to this is the inclusion of £109.601million provisional expenditure for this period for homes through new build or acquisition.

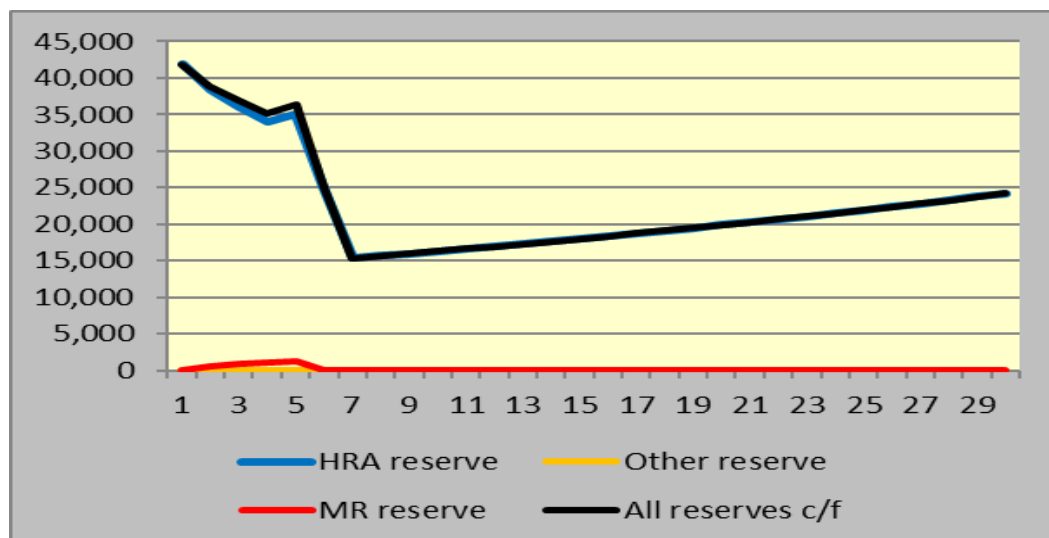
In order to form an indicative view of potential capital expenditure for the following 25 years of investment in the existing stock we have applied similar levels of expenditure for the balance of the plan, whilst seeking to provide an average investment of c£37,000 per property over the 30-year period.

It is important to note that both the existing 5 year capital programme and indicative expenditure will require updating following the results of stock condition surveys, carried out externally, that will inform actual requirements.

8.6. Long-term expenditure forecasts

The following graphs are excerpts from our HRA business plan model for both revenue and capital.

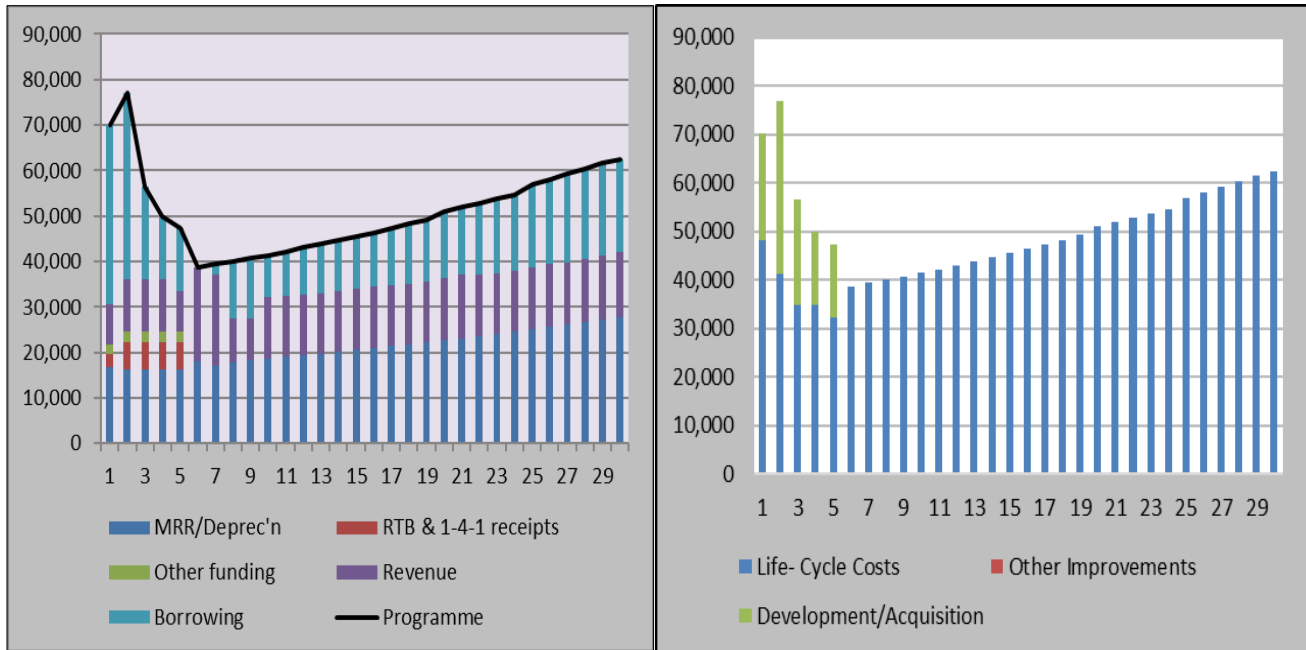
Revenue Projections



**Note: The HRA reserve is the revenue reserve available to fund both revenue expenditure but also contribute towards capital expenditure. The MR reserve is the Major Repairs Reserve which can only be used to fund capital expenditure or facilitate debt repayment.*

The black line demonstrates the combined balances of the HRA and Major Repairs Reserve over the duration of 30 years. It is planned to use some of the current high level of reserves on specific projects within the capital programme gradually over the next 5 years. From this point the HRA will retain a minimum balance of c£13million, with inflation applied, ensuring that surpluses above this are invested in capital expenditure as below.

8.7. Long-term expenditure forecasts

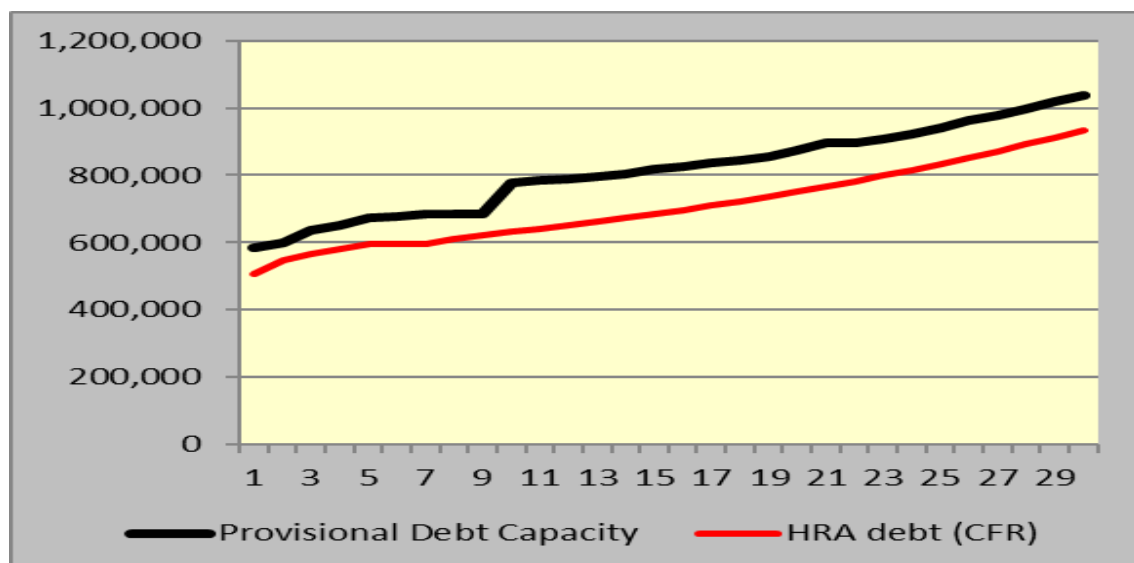


The left hand graph demonstrates the total projected capital expenditure by way of the horizontal black line and supplemented by how it is financed within the HRA through reserves, other forms of funding and borrowing.

The right hand graph differentiates the overall spending between new build and on existing stock.

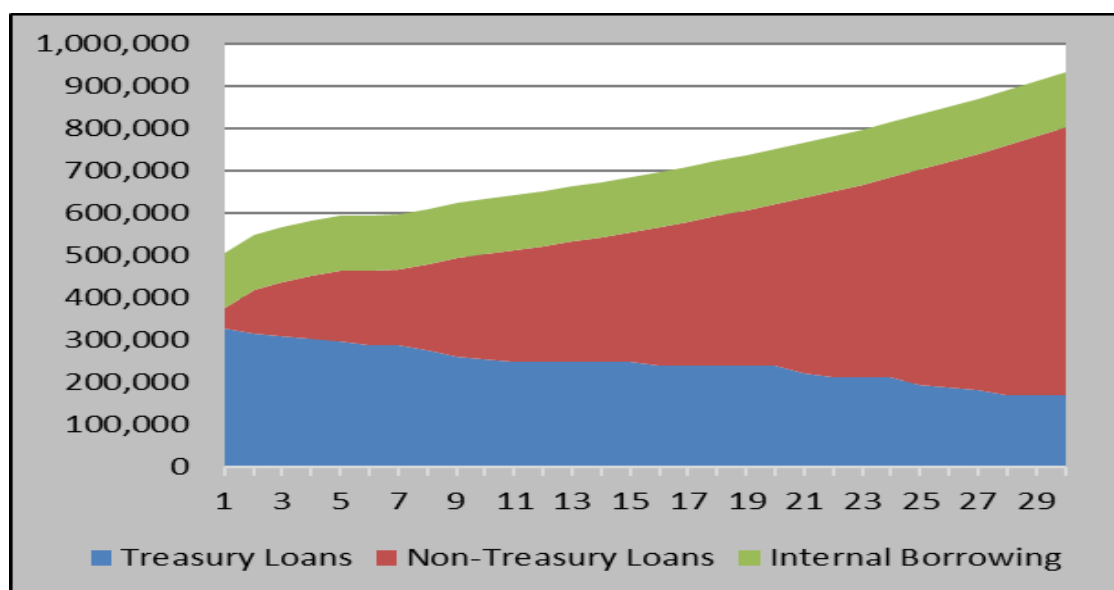
8.8. Long-Term financing position & capacity

The following graph shows the borrowing position for the HRA over the next 30 years, whilst fully funding the above provisional capital expenditure.



The provisional levels of capital expenditure modelled require a steady stream of borrowing despite surpluses within the HRA being made available to fund these works. It is estimated that total borrowing could reach £932million after 30 years, which is deemed to be sustainable providing net rent income increases to allow levels of debt to be covered.

We are yet to fully establish our prudential borrowing limits for the HRA, but by way of example we have applied a common approach for identifying potential limits year on year by applying a “golden-rule” based on a range of metrics. This shows that the HRA has some, provisional, borrowing capacity.



The initial loan portfolio of existing facilities of £336.868million reduces to £170.774million through various maturity dates. However, due to the need for continual borrowing the existing loans require refinancing. The current level of “internal borrowing” remains static for the period of the plan.

8.9. Impact of opportunities

Given the current borrowing forecast and that prudential limits are yet to be agreed, there is no confirmed capacity for borrowing, although the 5-year capital programme makes assumptions as to levels of borrowing

As previously stated we are undertaking a stock condition survey to determine the levels of expenditure that that should be modelled to provide a sounder base on which to base future financial planning decisions.

Therefore, we will continually review our investment strategy both for our existing stock, development and acquisition opportunities to ensure that we maximise on our delivery through ensuring a thorough prioritisation of our investment strategy. As part of this we will seek all opportunities for external funding to fund works to ensure our stock meets zero carbon and other alternative funding strategies.

8.10. Financial impact of key risks

We have modelled the impacts to the plan when considering both adverse but also advantageous scenarios that in some instances will be outside of the control of Sandwell.

Scenario	HRA Bal at Year 30 £'m	Debt at Year 30 £m
Base	24.231	932.116
Rents Increase at 2% (in place of 5% Years 2 & 3)	10.643	1,239.808
Repairs and Management Inflation 5% Years 2 & 3)	24.231	843.616
Rents CPI + 0.5% for 5 Years (Years 3-8)	24.231	818.831
Repairs +5% Year 3	24.231	1,177.433
Capital Exp +5% Year 3	24.231	1,133.516
Voids & Bad Debts +1% each	24.231	1,104.533
Interest Rate +1% new borrowing	24.231	1,073.006
CPI -0.5%	21.118	934.844
CPI +1%	31.837	932.067

The plan is sensitive to a wide range of impacts.

Any divergence from the rent increases assumed as the basis for this business plan (5% in April 2023 & 2024 respectively) show that future HRA balances are not at severe risk of being in deficit, whilst substantially increases debt, due to the current inability to catch up to relevant levels.

These sensitivities also demonstrate that if management and repair cost inflation in 2023.24 and 2024.25 could match rent increases (rather than increasing above) then it significantly reduces future borrowing requirements.

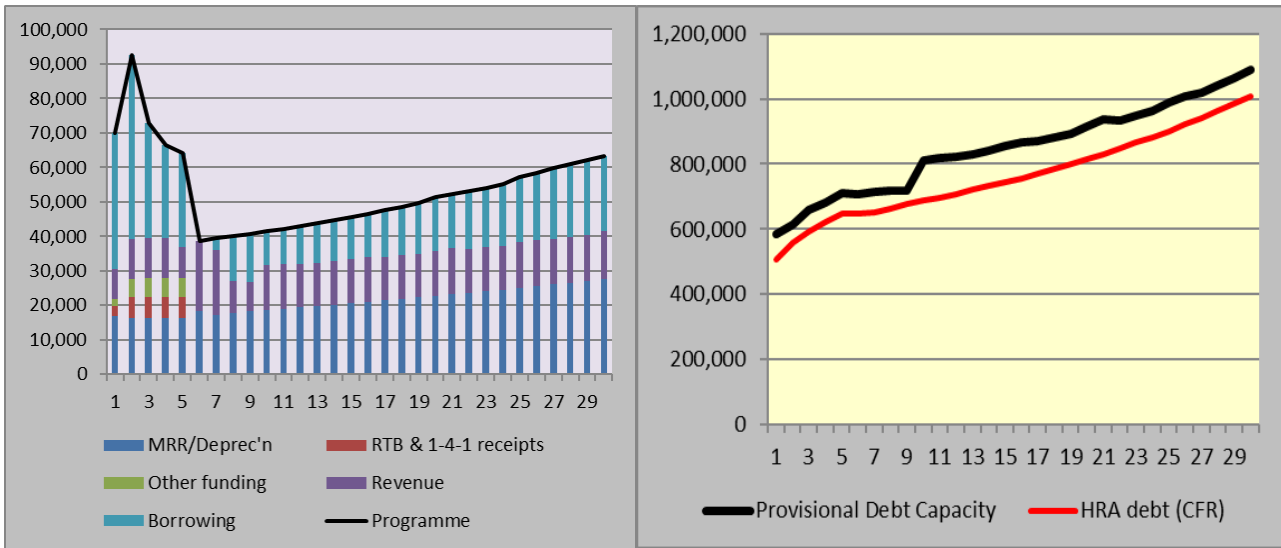
8.11. New Build Scenarios

As previously stated we have modelled three scenarios for additional new build over and above the 475 contained within the baseline plan.

For all of the options we have assumed a blended average cost of £250,000 per property to allow for scoping, planning, land acquisition, building and development management. In terms of subsidy we have assumed a 20% contribution from a range of sources including 1-4-1 retained right to buy receipts, Homes England Grant or s106 commuted sums.

Option 1

This option provides an additional 240 homes over a period of 4 years. The results are as follows:

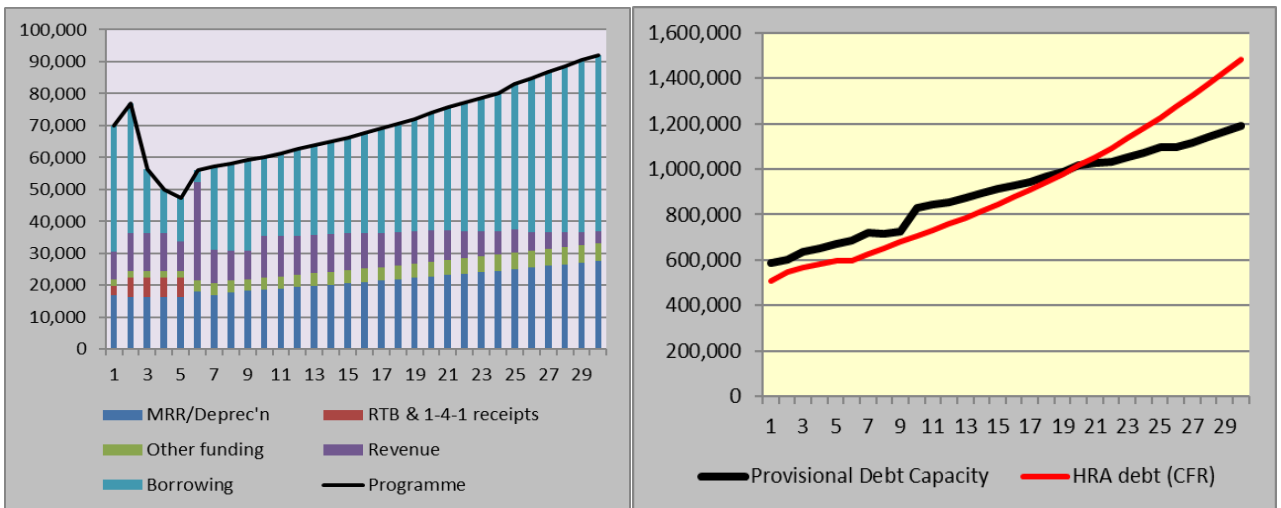


This shows that borrowing increases to a maximum of £1.006billion over the 30 years of the plan. Revenue balances remain at the minimum level with a projected balance of £24.231million in year 30.

In terms of borrowing capacity, the plan shows debt remaining within the suggested “golden-rule” levels in all years.

Option 2

This option provides an additional 1,500 homes over a period of 25 years from year 6 onwards. The results are as follows:

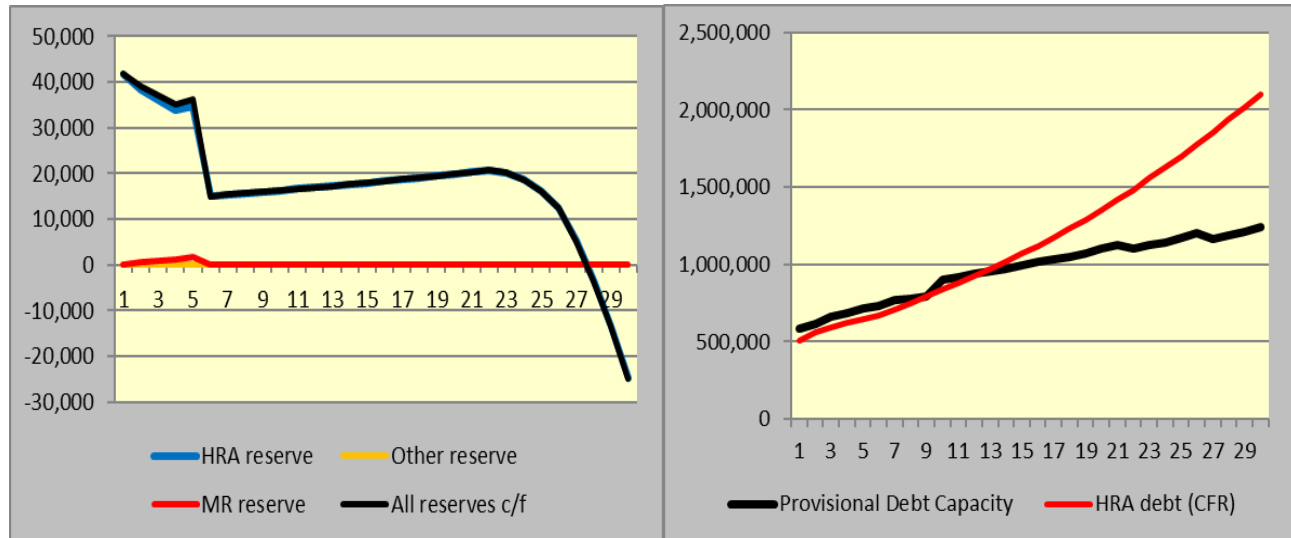


This shows that borrowing increases to a maximum of £1.483billion over the 30 years of the plan. Revenue balances remain at the minimum level with a projected balance of £24.231million in year 30.

In terms of borrowing capacity, the plan shows debt remaining rising above the suggested “golden-rule” from year 21. Therefore, consideration would need to be given in respect of rent levels, subsidy available and build costs.

Option 3

This option provides an additional 3,240 homes over a period of 29 years. The results are as follows:



This shows that borrowing increases to a maximum of £2.100billion over the 30 years of the plan. Revenue balances begin to fall beyond year 22, to the point where they are negative in year 28.

In addition to the revenue position going into deficit, the forecast borrowing goes above the suggested “golden-rule” levels from year 14 onwards. As before, consideration would need to be given in respect of the number properties to be built, rent levels, subsidy available and development costs.

9. Appendices

9.1. Financial Business Plan assumptions

Description	Short to Medium term	Long term (30 years)
Financing	Opening debt at £484.886m– Planned Borrowing £127.8m (5 Years)	Future Borrowing - £337.210m – No prudential borrowing rules approved
Property changes over the plan	28,212 properties 1/4/2022 with 250 RTB per annum (reducing by 5% per annum)	Reducing per 5% per annum – Total RTBs 3,927 (14% of stock)
Economic – inflation and interest rates	5% core (CPI) inflation years 2 & 3, then CPI 2%, interest rates start at 3.5% for new borrowing, rising to 4.25% Internal Borrowing at 2.5%	2% core inflation, interest rates stable at 4.25% long term except for existing borrowing and internal borrowing at 2.5%
Rents and Service Charge Inflation	Capped at 5% for 2023.24 and 2024.25 then CPI only	CPI only
Arrears and bad debts	2.0% of rents voids, 0.64% Bad Debts	2.0% of rents voids, 0.64% Bad Debts
Management costs	2022/2023 provisional budget rising at CPI + 2% (years 2 & 3) then CPI	Inflation long term at CPI
Repairs costs	2022/2023 provisional budget rising at CPI + 2% (years 2 & 3) then CPI	Inflation long term at CPI – adjusted for stock numbers
Capital profile	As per existing capital programme to year 9 – CPI inflation	Estimated values – adjusted for stock numbers – inflated by CPI
Use of capital resources (RTB receipts etc) and explanation for basis	RTB receipts to General Fund with exception of new build 1-4-1 receipts	RTB receipts to General Fund

Note: Current actual CPI rates are forecast at 9.9% for 2022 Q3 and 9.5% 2023 Q3, according to the August 2022 Monetary Policy Committee report, to which rent inflation is based. The CPI inflation factors used within the model for 2023.24 and 2024.25 have been set at 5%, the same level as forecast rent increases, with further adjustments to management and maintenance costs to bring these closer to forecast CPI rates. The CPI forecasts were made prior to Government announcements in terms of energy price capping and will be subject to change.

HRA Business Plan



9.2. Financial Business Forecasts

Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Financial Year	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37
	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's
HRA 30 YEAR SUMMARY															
Dwelling rents	121,895	127,471	134,564	137,228	139,771	142,397	144,668	147,007	149,414	151,890	154,437	157,055	159,743	162,504	165,339
Non-dwelling rents	200	210	218	223	227	232	236	241	246	251	256	261	266	272	277
Service charge income	2,814	2,954	3,102	3,164	3,227	3,292	3,358	3,425	3,493	3,563	3,634	3,707	3,781	3,857	3,934
Other income and contributions	5,713	5,713	5,713	5,713	5,713	5,713	5,713	5,713	5,713	0	0	0	0	0	0
Total income	130,622	136,348	143,598	146,327	148,938	151,634	153,975	156,385	158,866	155,704	158,327	161,023	163,791	166,633	169,550
Repairs & maintenance	43,302	46,212	48,863	49,723	50,603	51,505	52,570	53,517	54,487	56,421	57,455	58,669	59,754	60,863	61,831
Management (incl RRT)	40,050	43,022	45,408	46,316	47,243	48,187	49,151	50,134	51,137	40,650	41,463	42,292	43,138	44,000	44,880
Bad debts	799	835	880	896	912	928	943	958	974	990	1,006	1,023	1,041	1,059	1,077
Depreciation	16,876	16,876	16,661	16,569	16,483	16,695	16,914	17,908	18,267	18,632	19,005	19,385	19,772	20,168	20,571
Debt management	18	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total costs	101,045	106,944	111,812	113,504	115,241	117,315	119,578	122,518	124,864	116,692	118,929	121,369	123,705	126,090	128,360
Net income from services	29,577	29,404	31,785	32,823	33,697	34,319	34,397	33,867	34,002	39,012	39,399	39,654	40,086	40,543	41,190
Interest payable	-20,349	-21,426	-22,659	-23,454	-23,799	-24,095	-23,960	-24,102	-24,692	-25,286	-25,750	-26,209	-26,651	-27,111	-27,589
Interest income	83	211	293	278	352	358	250	154	157	160	163	166	170	173	177
Net income/expenditure before appropriations	9,310	8,189	9,419	9,647	10,250	10,582	10,686	9,919	9,466	13,885	13,812	13,611	13,605	13,604	13,777
Set aside for debt repayment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Revenue contributions to capital	-8,750	-11,700	-11,700	-11,700	-9,100	-20,754	-20,299	-9,612	-9,153	-13,566	-13,486	-13,279	-13,265	-13,258	-13,424
Net HRA Surplus/Deficit	560	-3,511	-2,281	-2,053	1,150	-10,172	-9,612	307	313	320	326	333	339	346	353
HRA Balance brought forward	41,285	41,845	38,334	36,053	34,000	35,151	24,978	15,366	15,674	15,987	16,307	16,633	16,966	17,305	17,651
HRA surplus/(deficit)	560	-3,511	-2,281	-2,053	1,150	-10,172	-9,612	307	313	320	326	333	339	346	353
HRA Balance carried forward	41,845	38,334	36,053	34,000	35,151	24,978	15,366	15,674	15,987	16,307	16,633	16,966	17,305	17,651	18,004
Other reserves brought forward	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Release of reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other reserves carried forward	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HRA CAPITAL PROGRAMME															
Stock capital investment	48,078	41,120	34,812	34,812	32,212	38,755	39,394	40,051	40,725	41,416	42,159	43,025	43,833	44,642	45,471
Development/acquisition	22,038	35,829	21,650	15,083	15,000	0	0	0	0	0	0	0	0	0	0
Capital programme	70,116	76,949	56,462	49,895	47,212	38,755	39,394	40,051	40,725	41,416	42,159	43,025	43,833	44,642	45,471
Scheduled Loan Repayment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<i>Financed by...</i>															
Major Repairs Reserve	-16,876	-16,321	-16,321	-16,321	-16,321	-18,001	-16,914	-17,908	-18,267	-18,632	-19,005	-19,385	-19,772	-20,168	-20,571
1-4-1 receipts	-2,800	-6,000	-6,000	-6,000	-6,000	0	0	0	0	0	0	0	0	0	0
Other receipts and grants	-2,190	-2,190	-2,190	-2,190	-2,190	0	0	0	0	0	0	0	0	0	0
Revenue contributions	-8,750	-11,700	-11,700	-11,700	-9,100	-20,754	-20,299	-9,612	-9,153	-13,566	-13,486	-13,279	-13,265	-13,258	-13,424
HRA borrowing	-39,501	-40,739	-20,251	-13,685	-13,601	0	-2,182	-12,531	-13,306	-9,219	-9,669	-10,362	-10,796	-11,216	-11,476
Capital financing	-70,116	-76,949	-56,462	-49,895	-47,212	-38,755	-39,394	-40,051	-40,725	-41,416	-42,159	-43,025	-43,833	-44,642	-45,471
Net balance on capital programme	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Major Repairs Reserve b/fwd	0	0	555	896	1,144	1,306	0	0	0	0	0	0	0	0	0
HRA depreciation (net)	16,876	16,876	16,661	16,569	16,483	16,695	16,914	17,908	18,267	18,632	19,005	19,385	19,772	20,168	20,571
Financing for capital programme	-16,876	-16,321	-16,321	-16,321	-16,321	-18,001	-16,914	-17,908	-18,267	-18,632	-19,005	-19,385	-19,772	-20,168	-20,571
Debt Repayment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Major Repairs Reserve c/fwd	0	555	896	1,144	1,306	0	0	0	0	0	0	0	0	0	0

HRA Business Plan



Year	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	
Financial Year	2037.38	2038.39	2039.40	2040.41	2041.42	2042.43	2043.44	2044.45	2045.46	2046.47	2047.48	2048.49	2049.50	2050.51	2051.52	
	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	
HRA 30 YEAR SUMMARY																
Dwelling rents	168,246	171,229	174,288	177,424	180,637	183,929	187,301	190,754	194,289	197,907	201,610	205,399	209,275	213,240	217,294	
Non-dwelling rents	283	288	294	300	306	312	318	325	331	338	344	351	358	365	373	
Service charge income	4,013	4,093	4,175	4,258	4,343	4,430	4,519	4,609	4,701	4,795	4,891	4,989	5,089	5,191	5,295	
Other income and contributions	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total income	172,542	175,611	178,757	181,982	185,287	188,671	192,138	195,688	199,322	203,041	206,846	210,740	214,722	218,796	222,961	
Repairs & maintenance	62,987	64,341	65,552	66,790	67,871	69,160	70,667	72,016	73,393	74,598	76,031	77,705	79,204	80,735	82,074	
Management (incl RRT)	45,778	46,694	47,627	48,580	49,552	50,543	51,554	52,585	53,636	54,709	55,803	56,919	58,058	59,219	60,403	
Bad debts	1,096	1,115	1,135	1,156	1,177	1,198	1,220	1,242	1,265	1,289	1,313	1,337	1,363	1,388	1,415	
Depreciation	20,983	21,402	21,830	22,267	22,712	23,166	23,630	24,102	24,584	25,076	25,578	26,089	26,611	27,143	27,686	
Debt management	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total costs	130,844	133,553	136,145	138,793	141,312	144,067	147,070	149,945	152,879	155,672	158,725	162,051	165,235	168,485	171,578	
Net income from services	41,698	42,058	42,612	43,189	43,975	44,605	45,068	45,743	46,442	47,369	48,122	48,688	49,487	50,311	51,384	
Interest payable	-28,077	-28,566	-29,106	-29,668	-30,253	-30,483	-31,444	-32,114	-32,805	-33,451	-34,001	-34,676	-35,344	-35,995	-36,863	
Interest income	180	184	187	191	195	199	203	207	211	215	219	224	228	233	238	
Net income/expenditure before appropriations	13,801	13,676	13,693	13,712	13,917	14,320	13,827	13,836	13,848	14,133	14,340	14,237	14,371	14,549	14,758	
Set aside for debt repayment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Revenue contributions to capital	-13,441	-13,308	-13,318	-13,330	-13,527	-13,923	-13,422	-13,422	-13,427	-13,703	-13,901	-13,789	-13,914	-14,083	-14,283	
Net HRA Surplus/Deficit	360	367	375	382	390	398	406	414	422	430	439	448	457	466	475	
HRA Balance brought forward	18,004	18,364	18,731	19,106	19,488	19,878	20,275	20,681	21,095	21,516	21,947	22,386	22,833	23,290	23,756	
HRA surplus/(deficit)	360	367	375	382	390	398	406	414	422	430	439	448	457	466	475	
HRA Balance carried forward	18,364	18,731	19,106	19,488	19,878	20,275	20,681	21,095	21,516	21,947	22,386	22,833	23,290	23,756	24,231	
Other reserves brought forward	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Release of reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Other reserves carried forward	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
HRA CAPITAL PROGRAMME																
Stock capital investment	46,331	47,373	48,317	49,254	50,978	51,894	52,780	53,725	54,700	56,880	57,989	59,263	60,459	61,655	62,505	
Development/acquisition	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Capital programme	46,331	47,373	48,317	49,254	50,978	51,894	52,780	53,725	54,700	56,880	57,989	59,263	60,459	61,655	62,505	
Scheduled Loan Repayment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<i>Financed by...</i>																
Major Repairs Reserve	-20,983	-21,402	-21,830	-22,267	-22,712	-23,166	-23,630	-24,102	-24,584	-25,076	-25,578	-26,089	-26,611	-27,143	-27,686	
1-4-1 receipts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Other receipts and grants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Revenue contributions	-13,441	-13,308	-13,318	-13,330	-13,527	-13,923	-13,422	-13,422	-13,427	-13,703	-13,901	-13,789	-13,914	-14,083	-14,283	
HRA borrowing	-11,908	-12,662	-13,169	-13,656	-14,739	-14,805	-15,729	-16,201	-16,689	-18,101	-18,510	-19,385	-19,933	-20,429	-20,537	
Capital financing	-46,331	-47,373	-48,317	-49,254	-50,978	-51,894	-52,780	-53,725	-54,700	-56,880	-57,989	-59,263	-60,459	-61,655	-62,505	
Net balance on capital programme	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Major Repairs Reserve b/fwd	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
HRA depreciation (net)	20,983	21,402	21,830	22,267	22,712	23,166	23,630	24,102	24,584	25,076	25,578	26,089	26,611	27,143	27,686	
Financing for capital programme	-20,983	-21,402	-21,830	-22,267	-22,712	-23,166	-23,630	-24,102	-24,584	-25,076	-25,578	-26,089	-26,611	-27,143	-27,686	
Debt Repayment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Major Repairs Reserve c/fwd	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

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Report to Safer Neighbourhoods and Active Communities

10 January 2023

Subject:	Update from the Chair of the Tenant and Leaseholder Scrutiny Group
Contact Officer:	Democratic Services Officer, Alexander Goddard Alexander.Goddard@sandwell.gov.uk


1 Recommendations

- 1.1 To receive an update from the Chair of the Tenant and Leaseholder Scrutiny Group.

2 Reasons for Recommendations

For the Board to receive regular updates of the work of the Tenants' and Leaseholder's Scrutiny Group.

3 How does this deliver objectives of the Corporate Plan?

	Quality homes in thriving neighbourhoods
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4 Context and Key Issues

- 4.1 The Tenant and Leaseholder Scrutiny Group (TLS) was formed in December 2021 with a specific remit of scrutinising the Council's housing services function.



- 4.2 The Group conducts regular engagement with housing management, contractors and tenants to ensure that the Council's housing stock meets consistent and appropriate standards. There is also an opportunity for the Group to conduct reviews into specific governance areas relating to housing, strategy and policy development and service delivery.
- 4.3 The Scrutiny Group's Membership consists of Council tenants and leaseholders. In addition, the Group holds a co-opted position for the Chair of the SNAC Board which is reciprocated by the Board Membership in respect of the Chair of the TLS Group.
- 4.4 The Board has the opportunity to invite the Chair of TLS Group to present an update of the works of the TLS Group.

5 Implications

Resources:	There are no specific resource implications
Legal and Governance:	The Board has a responsibility to scrutinise all matters as appropriate in relation to: <ul style="list-style-type: none"> • Strategic Housing Policy • Social Housing • Private Rented Sector Accommodation.
Risk:	There are no risk implications.
Equality:	There are no equality implications
Health and Wellbeing:	There are no health and wellbeing implications.
Social Value	Engagement with the TLS Group allows engagement with the Board and an opportunity to participate in service improvement and development.
Climate Change	There are no climate change implications

6 Appendices

There are no appendices.

7. Background Papers

There are no background papers.



Scrutiny Board Work Programme 2022/23



Safer Neighbourhoods and Active Communities

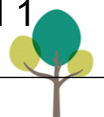
Standing Items:-

- Tracking and Monitoring of Recommendations to the Executive
- Work Programme (including Cabinet Forward Plan)

Meeting Date	Item	Presented by
02 August 2022	Tenant and Leaseholder Scrutiny Group Work Programme 2022/23	Manny Sehmbi (Business Manager Community Partnerships and Support Services)
	Housing Tenants' Annual Report 2021/22	Nigel Collumbell (Service Manager Housing Management)
30 August 2022 Additional Meeting	Council House New Builds Programme	Tony McGovern (Director of Regeneration and Growth)
	The Appropriation of Various Disused Former Garages in the Borough	Tony McGovern (Possible input from Gillian Douglas)
30 September 2022	Housing Needs Assessment	Nigel Collumbell (Service Manager Housing Management)
	Voluntary and Community Sector Grants Review	Gillian Douglas (Director of Housing)
	Rents and Service Charges	Gillian Douglas (Director of Housing)



01 November 2022	Working with the Voluntary and Community Sector to Tackle the Cost of Living Crisis	Lisa McNally (Director of Public Health). SCIPS. SCVO.
Additional Meeting	Review of Voids Process	Nigel Collumbell (Service Manager Housing Management)
	Housing Revenue Account 30 Year Plan	Gillian Douglas (Director of Housing)
	Empty Homes Strategy	Nigel Collumbell (Service Manager Housing Management)
24 November 2022	Housing Strategy	Nigel Collumbell (Service Manager Housing Management) Louis Bebb.
	Report of the Tenant and Leaseholder Scrutiny Group - Housing Hub Review	Manny Sehmbi (Business Manager Community Partnerships and Support Services)
	Fees & Charges (inc concessions) for LATC / Sandwell Aquatic Centre	Alice Davey/ Ben Percival
	2023-24 Asset Management Investment Programme for Housing	Jonathan Rawlins/ Gillian Douglas
10 January 2023	Housing Revenue Account 30 Year Plan Update	Gillian Douglas
Additional Meeting		
26 January 2023	Playing Pitch Strategy	Alice Davey/ Ben Percival
	Council House New Builds Programme Update	Tony McGovern (Director of Regeneration and Growth)
	Update of Working with the Voluntary and Community Sector to Tackle the Cost of Living Crisis.	Lisa McNally (Director of Public Health). SCIPS. SCVO.
	Launch plan of Sandwell Aquatic Centre – ITEM 1	Alice Davey/ Ben Percival/ Mark Braithwaite



23 February 2023. Additional meeting at Sandwell Valley.	Nature Reserves Funding and Green Spaces Strategy	Matt Huggins Asst. Director Parks, Grounds Maint. & Events
	Heritage and Cultural Strategy	Dawn Winter Asst. Director Libraries, Archives & Heritage
	Future Provision of Leisure Services Update	Ben Percival Asst. Director Contracts & Projects
	Sandwell Valley Masterplan	Alice Davey (Director of Borough Economy)
	Enforcement activity in relation to housing, particularly ASB	Nigel Collumbell/ Gillian Douglas
	Reports of the Tenant and Leaseholder Scrutiny Group - Home Checks Review	Manny Sehmbi/ Marianne Munro
23 March 2023	Homelessness Strategy (Implementation)	Nigel Collumbell (Service Manager Housing Management)
	Commonwealth Games Legacy Plan	Alice Davey/ Ben Percival
	Neighbourhood Management Model	Manny Sehmbi (Business Manager Community Partnerships and Support Services)
	Sandwell Community Safety Strategy 2022-26 One Year On	Chief Supt Maria Fox (Chair of Safer Sandwell Partnership)



To be Scheduled

Reports of the Tenant and Leaseholder Scrutiny Group on:-

- Building Safety Review
- Responsive Repairs & Customer Satisfaction Review

Fees & Charges (inc concessions) for LATC / Sandwell Aquatic Centre Update PROVSIONAL

Community Hubs – Neil Cox/ Gillian Douglas PROPOSED

For Municipal year 2023/24:

Quarter 1:

Safer Parks and Green Spaces – Alice Davey

Housing Hub Review (Report of the T and L Scrutiny Group) - implementation of recommendations update. – Nigel

Collumbell

Quarter 2:

Quarter 3:

Built Facilities Strategy Alice Davey/ Ben Percival

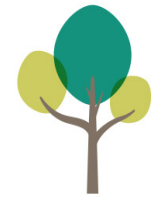
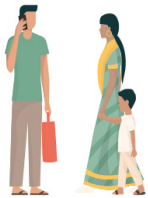
Quarter 4:

Tree Strategy and Policy – Matthew Huggins/ Alice Davey

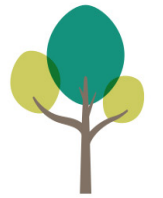


The following items set out key decisions to be taken by the Executive in public session:-

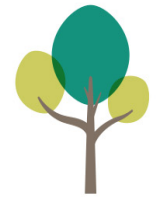
	Title/Subject	Decision Maker	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
3	Community Hubs Contact Officer: Director of Business Strategy – Neil Cox and Director of Housing – Gillian Douglas	Cabinet - Communities (Cllr Millard)	18 January 2023		
7	Oracle Fusion Implementation Update Contact Officer: Simone Hines Director of Finance – Simone Hines	Cabinet - Finance & Resources (Cllr Piper)	18 January 2023		



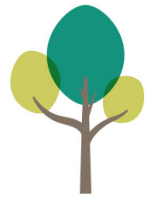
	Title/Subject	Decision Maker	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
8	<p>2023-24 Asset Management Investment Programme for Housing</p> <p>Contact Officer: J Rawlins</p> <p>Director: Gillian Douglas, Director of Housing</p>	<p>Cabinet - Housing (Cllr Padda)</p>	<p>18 January 2023</p>		
9	<p>Sandwell Museums – Approval of Forward Plan and Policies</p> <p>Contact Officer: Dawn Winter</p> <p>Director: Alice Davey, Director of Borough Economy</p>	<p>Cabinet - Leisure and Tourism (Cllr Rollins)</p>	<p>18 January 2023</p>		



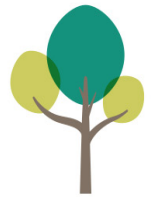
	Title/Subject	Decision Maker	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
10	<p>Demolition Framework 2023-2027 procurement</p> <p>Contact Officer. Mark Drake</p> <p>Director: Tony McGovern - Regeneration and Growth</p>	<p>Cabinet - Regeneration & Growth (Cllr Hughes)</p>	<p>18 January 2023</p>		



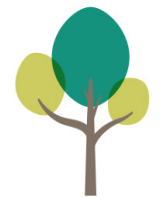
	Title/Subject	Decision Maker	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
12	<p>Trees Strategy and Policy</p> <p>Contact Officer: Matthew Huggins</p> <p>Director – Borough Economy, Alice Davey</p>	<p>Cabinet - Environment Service (Cllr Ahmed)</p> <p>Leisure and Tourism (Cllr Rollins)</p>	8 February 2023		
15	<p>Adoption of Housing Revenue Account 30 Year Business Plan</p> <p>Contact Officer: Gillian Douglas</p> <p>Director: Gillian Douglas, Director of Housing</p>	<p>Cabinet – Housing (Cllr Padda)</p>	8 February 2023		



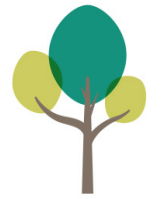
	Title/Subject	Decision Maker	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
16	<p>Levelling Up Fund Local Authority Memorandum of Understanding, Grant Determination Letter & Assurance Framework</p> <p>Contact Officer: Jenna Langford</p> <p>Director: Tony McGovern, Director of Regeneration and Growth</p>	<p>Cabinet - Regeneration & Growth (Cllr Hughes)</p>	8 February 2023		
19	<p>Housing Strategy 2023 - 2028</p> <p>Contact Officer: Louis Bebb</p> <p>Director: Gillian Douglas, Director of Housing</p>	<p>Cabinet – Housing (Cllr Padda)</p>	15 March 2023	SNAC 24 November 2022	Housing Strategy 2023 - 2028



	Title/Subject	Decision Maker	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
20	<p>Preparation of a Compulsory Purchase Order report to support retail acquisitions in West Bromwich Town Centre</p> <p>Contact Officer: Alexander Oxley</p> <p>Director: Tony McGovern, Director of Regeneration and Growth</p>	<p>Cabinet - Regeneration & Growth (Cllr Hughes)</p>	15 March 2023		

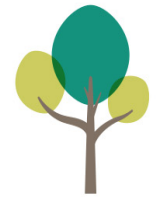


The following items set out key decisions to be taken by the Executive in private session:-

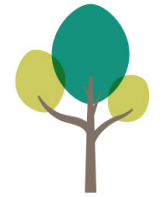


Annual Programme Reminder (these items are not added automatically)

Title/Subject	Cabinet Portfolio Area	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
Review of Fees and Charges		January		
Determination of Admission Priorities for Sandwell's Community and Voluntary Controlled Schools		January/February		
Schools Funding		December/January		
Quarter 3 Budget Monitoring		February		
Council Finances		February		
Financial Regulations		February		
Business Plans		February		
Highways Asset Management Plan		March		



Title/Subject	Cabinet Portfolio Area	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
Local Transport Settlement		March		
Revenues and Benefits Policy framework 2022/23		March		
Schools Capital Programme		April to June		
Financial Outturn		May		
Procurement and Contract Procedure Rules		July		
Review of Fees and Charges Sandwell Residential Education Services Centre Charges		May – July		
Childcare Sufficiency Report		July - September		



Title/Subject	Cabinet Portfolio Area	Decision Date	Pre-decision Scrutiny to be carried out? (Board and date)	List of documents to be considered
Quarter 1 Budget Monitoring		August		
Model Schools Pay Policy		October/November		
Winter Service Operational Plan		October/November		
Road Safety Plan		November		
Quarter 2 Budget Monitoring		November		
Council Tax Base Calculation		December		
Business Rates Retention Estimates		December		
Council Tax Reduction Scheme		December		

