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CABINET MEMBER FOR NEXT GENERATION SERVICES**

**REPORT FOR SCRUTINY PROGRAMME COMMITTEE  
14 MARCH 2016**

**HOUSING**

Landlord Services

- Landlord Services includes management of our 13,500 Council-owned stock, District Housing Offices, Lettings, Tenancy Management, Rent Payments and Rent Arrears.
- The key priorities and objectives are ensuring estates are well managed to meet WHQS including tenancy and estate management and tackling anti-social behaviour (ASB) to help tenants sustain their tenancies.
- Challenges are largely around maintaining the Welsh Housing Management Standard for tackling ASB on estates, reducing the number of voids and maximising rental income and arrears recovery.
- There is an on-going review of the Sheltered Housing Service in response to the Aylward Report. Extensive engagement continues across the service, including the Big Housing Conversation for 16-24 year olds, to seek continual improvement of the service to our tenants.
- The next 12 months will see the production of a new Rent Strategy, the implementation of a standardised Tenancy Contract and tackling the challenge of Welfare Reform and the impact this will have on rental income.

Community Housing

- Community Housing incorporates Housing Options, Tenancy Support, Renewals & Adaptations and Renewal Areas. The key priorities and objectives include maximising the level of investment in energy efficiency measures for homes in Swansea and the delivery of the Sandfields Renewal Area 5 year programme which began in April 2014.
- The challenges for the service over the next 12 months will be the delivery of budget savings of £147k in 2016/17, whilst continuing to reduce waiting times for Disabled Facilities Grants, implementing the next phase for the Sandfields Renewal Area, sourcing additional funding for the Renewal Area Programme and securing further ECO (Energy Company Obligation) funding from a partner Utility Company to fund home energy efficiency improvement programmes.

## Business Planning Division

- Business Planning manages a range of support services including the Local Housing Strategy, the repairs and maintenance investment plan for Council Housing, business planning and the More Homes Programme.
- The challenges include the delivery of the Pilot Scheme with our return to Council House building together with the implementation of a £47.6m capital programme to meet the Welsh Housing Quality Standard (WHQS).
- The next 12 months will see the implementation of the Local Housing Strategy, the development of a More Homes Strategy and an update on the Pilot programme.

## **CORPORATE BUILDING & PROPERTY SERVICES (CBPS)**

### Priorities

The main priorities for CBPS are the provision and maintenance of affordable social housing, providing a sustainable educational property portfolio and maximising financial return whilst considering alignment with financial objectives and corporate well-being.

### Achievements (2015 examples)

- Achieve Housing Response times Category A – 99.83% (Target 99.7%)
- Realise statutory compliance across public building assets – 100% (Target 100%)
- Achieve minor void CB&PS turnaround completion time – 11 days (Target 13 days)
- Ratings - £179,000 savings made (Target £50,000)
- Additional Income – new lettings and regearings £82,000 (Target £50,000)
- Accommodation M2 per person within core administrative civic building 10%(Target 2%)
- 2015 –APSE Service Awards – Winner of the Waste and Sustainability Award
- 2015 – APSE Service Awards – Finalist for Council of the Year Award
- 2015 – Public Sector Sustainability Awards – Winner of the Best refurbishment Project – Morryston Comprehensive
- 2016 IESE National Finalists for Waste & Sustainability plus Workforce Development Strategy

### What CB&PS hope to achieve over next 12 months:

- Complete Commissioning Review of CB&PS and implement appropriate actions
- Commence delivery of More Homes pilot project
- Deliver on significant increase in Housing Capital Programme
- Amend and embed Corporate Asset Management Plan and Corporate Landlord function across the Council.
- Maintain existing high levels of service delivery.
- Corporate Energy Strategy.

## **ENERGY**

### **SCEES:**

The Swansea Energy and Enterprise Scheme (SCEES) concerns the development of community-scale renewable energy projects in the most economically deprived areas within Swansea, where local people benefit from the renewable energy produced, promoting skills, enterprise, economic growth and job creation by creating an income out of environmental assets and maximising the social and economic benefits for the local community. 18 buildings, primarily schools, in the poorest areas of Swansea have been targeted for the first phase.

Despite significant policy changes from central Government, reducing financial support and incentives for Solar PV and community energy projects that has placed 90% of community energy projects in the pipeline at risk; Council support has meant that SCEES has been protected by these threats. The aim is to get PV panels installed and operating on roofs by end of September to take advantage of higher Feed in Tariff rates.

### **City Centre District Heat Network:**

Feasibility have concluded that the establishment of a district heating network in Swansea is a viable option which would deliver key environmental, social and economic benefits in line with CCS's aims and objectives.

A start-up solution (Phase 1) linking key anchor loads south of Oystermouth Road-the LC, National Waterfront Museum were identified as the most logical option to begin a DH network in Swansea. New developments, such as two City Centre Development Sites, the Sailbridge site and UWTSD new campus on SA1, present an opportunity for expansion in line with CCS's long term aim to create a city-wide district heating network.

As such CCS has commissioned a further feasibility study, funded by CCS and the Department of Energy and Climate Change (DECC) Heat Network Distribution Unit (HNDU). The study will assess the feasibility of connecting existing sites in the Maritime Quarter (start-up solution) with the City Centre Development Sites, Sailbridge Site and UWTSD SA1 Peninsula Development. The feasibility study is closely linked to the procurement of Development Partner(s) for the City Centre Development Sites and as such the two pieces of work will run alongside each other.

### **SMART Living and Green Growth:**

CCS is investigating the opportunities that may be provided through the development of SMART Living Infrastructure. SMART Living can provide a platform for innovation that can smartly integrate resources through technology systems and processes to provide environmental, social and economic benefits. CCS is working with WG and neighbouring authorities in SW Wales on a commission to identify Zero/Low Carbon Zones that can add value to current activity in Swansea and SW Wales.

### **Commercialisation of Sustainable Development Function:**

Following the development of a comprehensive business plan, the Council's Sustainable Development Team have recently successfully tendered for a contract from Colegau Cymru, valued at just under £10k, researching the implications of the Wellbeing of Future Generations Act on FE colleges in Wales.

### **COMMERCIALISM**

The Commercial Team supports income growth and cost savings across the Council and is one of the core elements of the Sustainable Swansea agenda providing advice, guidance and expertise to the entire organisation as it seeks to move from its dependence on diminishing public funds to sustainably generated income. The team works to support all Council departments and Service Areas and prides itself on being a trusted partner.

Some key successes and projects to note:

- **£167,000 has been raised from external sponsorship**, and the team has actively worked to create a suite of marketing opportunities that are available to potential sponsors ranging from sponsorship of our Council events portfolio through to generating income from everything from school diaries through to advertising on lampposts and pillar wraps, buddy benches in schools, bus station washrooms and the bus station screens as well as creating advertising opportunities in the Swansea Leader. This is an area that we intend to grow significantly going forward.
- The Commercial Team also assists with cost savings – with advice and expertise provided on procurement matters on everything from the implementation of LED lighting in lampposts to driving down the cost of more standard products such as electricity and building materials. **£500,000 of budget savings has been identified through this route.**
- We have also worked with a number of Service Areas on collaborative projects including with the South Wales Evening Post: for this project we looked at how we might reduce our spending on 'public notices' by working across the Council to buy such services (public notices being the formal notices that we place in the press relating to things like road closures); **we will save £100,000 in 2016/17** as a result of this work led by the Commercial Team, where a block rate was negotiated on behalf of the entire Council.
- A large range of our other and varied projects have also been supported including a successful **£80,000 environmental services tender** that was won by the Council; in addition we are supporting our parking services division to generate income - **the new jobs brought into the city centre by BT have resulted in £100,000 of estimated income to parking in 2016/17** and we have also pursued projects with a more social objective such as the provision of free of charge equipment at the Swansea Vale Resource Centre.

- In addition our commercial expertise is sought for a variety of purposes by Council departments; we are currently working with the chief officer for social services and assisting him and his colleagues **maximise income from other public sector contracts, particularly the Health Board, and this piece of work alone is expected to generate hundreds of thousands of pounds income back to the Council** and we hope to grow our support in collaboration with this department.