

**HOUSING AND COMMUNITY  
OVERVIEW AND SCRUTINY COMMITTEE  
AGENDA**

**WEDNESDAY 9 MAY 2012 AT 7.30 PM**

**BULBOURNE ROOM, CIVIC CENTRE, HEMEL HEMPSTEAD**

The Councillors listed below are requested to attend the above meeting, on the day and at the time and place stated, to consider the business set out in this agenda.

Adeleke	N Hollinghurst
Adshead	Mahmood
Bassadone	Marshall (Chairman)
Conway	McLean
Flint	Organ
Hearn	Sutton (Vice-Chairman)

Co-Opted Members: S Parker & M Cook (Substitute)

(Substitute Members: Councillors Clark, H Chapman, Rance, White and Wixted)

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**1. MINUTES**

To confirm the minutes of the meeting held on the 21 March 2012.

**2. APOLOGIES FOR ABSENCE**

To receive any apologies for absence

**3. DECLARATIONS OF INTEREST**

To receive any declarations of interest

**4. PUBLIC PARTICIPATION**

An opportunity for members of the public to make statements or ask questions in accordance with the rules as to public participation

**5. CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE IN RELATION TO A CALL-IN**

## AGENDA ITEM: 6

### SUMMARY



<b>Report for:</b>	<b>Housing and Community Overview &amp; Scrutiny</b>
<b>Date of meeting:</b>	<b>9 May 2012</b>
<b>PART:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Resident Services Quarter 4 Report</b>
Contact:	Cllr Neil Harden, Portfolio Holder for Resident and Regulatory Services  Author/Responsible Officer, Julie Still, Group Manager – Resident Services
Purpose of report:	1. Monitoring and information
Recommendations	1. That members note the report
Corporate objectives:	Safe and Clean Environment Building Community Capacity Dacorum Delivers
Implications:	<u>Financial</u>  Within existing budgets.
'Value For Money Implications'	<u>Value for Money</u>
Risk Implications	As per Neighbourhood Delivery Service Plan
Equalities Implications	Equality Impact Assessment reviewed April 2011 with Service plan
Health And Safety Implications	As per service risk assessments
Consultees:	Service Team Leaders

Background papers:	Service Reports, Police reports, CorVu
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## **Housing and Community Overview and Scrutiny Quarter 4, 2011 – 2012**

### **Introduction**

This is the 4th Quarter performance report for the Residents Services Group which forms part of the wider Neighbourhood Delivery service area and covers the period 1 January 2012 to 31 March 2012.

The services within this group are: -

Neighbourhood Action, Anti-Social Behaviour, Community Safety, The Old Town Hall, Children's Services, Community Cohesion, CCTV, Town Centre Management and Youth Democracy, Town Centre events and management.

A number of targets have been set and for this year and progress against target is detailed in the CorVu report which will be available at the committee meeting.

If there are any additional areas or reports that members would like to see, please can they inform the Group Manager, Resident Services.

### **4th Quarter Achievements**

The following achievements are a sample of the projects/work undertaken by this group of services during the last quarter.

#### **Anti-Social Behaviour and Community Safety**

A new IT system to monitor severe cases of ASB and the vulnerability of victims has been introduced across the County. Dacorum started to use this system in February.

Due to the success of the campaign to inform victims of hate crime of how to report incidents so that they get an appropriate response the project has been extended to encourage the wider community to help stamp out this problem. A successful bid was made for £1700 to the Community Safety Partnership and a further £500 was contributed by Herts Police to promote this extremely important message.

On 1<sup>st</sup> March 2012 the Family Intervention Officer transferred from Hightown Praetorian & Churches Housing Association to Dacorum Borough Council. The post is funded by Hertfordshire County Council, The Community Safety Partnership and Dacorum Housing – Tenant and Leaseholder Service. This post reflects the national priority of identifying the difficult families who take a disproportionate amount of agencies time.

There have been 5 Acceptable Behaviour Contracts, 2 in Hemel Hempstead, 2 in Tring and 1 in Berkhamsted – all have been with young people and one involved racially motivated ASB.

An injunction with a power of arrest has been obtained against an individual who was intimidating residents in one of the villages – this application was made without the perpetrators knowledge and therefore protected victims immediately as the perpetrator was unable to enter the area.

Other matters before the court resulted in a suspended possession order and a legal undertaking.

An update on the Community Safety Partnerships activity during the last 12 months is attached at Appendix 1. This document reflects and supports the Partnership's Strategic Priorities and gives some detail about the work carried out.

#### **Quarter 1 2012/13 priorities: -**

Continued pilot of new joint ASB software with Hertfordshire Police  
Delivery of 3 high profile events to promote and encourage people to correctly report hate crimes and in particular that targeted at people with a disability.

#### **Neighbourhood Action**

The development of the Street Champions pilot project has gone extremely well and been well received by the residents of Adeyfield with 23 volunteers sign up prior to the launch in April.

Adeyfield Neighbourhood Action Group are delivering a celebratory event at Queens Square to mark the Diamond Jubilee and the Queens visit to the square in 1952.

A wide range of activities are organised and the events are planned and managed by the community with the support of DBC.

Community Payback are contracted by Dacorum Borough Council to provide a group of people subject to Community Orders to carry out supervised work for 4 days per week. During the last 12 months Payback groups have delivered 11,000 hours of work within the borough and 6,500 hours have been directly connected to the Community Safety Partnership.

The work carried out has included landscaping, shrub and tree clearance, maintenance such as plastering, fly-tipping removal, clearance of the River Gade, graffiti removal, and painting. Decorating, litter picking, leaflet distribution, snow clearance and improvements to the Adventure Playgrounds.

#### **Quarter 1 2012/13 priorities: -**

Launch of Street Champions pilot project.  
Neighbourhood Action Public Meetings in Gadebridge and Highfield  
Progress Verge Hardening project  
Play Park improvements in partnership with CSG

#### **Children, Young People and Youth Democracy**

Winter at the Adventure Playgrounds is traditionally a quieter period however there were 13,685 attendances in the last quarter of which 1291 were children with special needs.

The 4 Youth Clubs are well attended with Adeyfield averaging over 35 young people attending each session. There has been 406 attendances at the 4 youth clubs in the last quarter.

All Adventure Playgrounds received the 5 star food hygiene awards and all 4 playgrounds were also successful in bids to the Community Safety Partnership for equipment as well as £10,000 funding to run the clubs.

There has been an increase in the use of the playgrounds with numbers up to 90 plus children at Chaulden after school and increases in parental and carers support at Bennetts End.

A Sportivate funding application has been successful which means that 6 weeks of sporting activities will run at each of the playgrounds during the summer holidays.

Safeguarding training has continued in March with an awareness session for Team Leaders, Group Managers and senior management team.

Two officers have also completed the train the trainer qualification which means they will deliver training in house in future.

There has been 2 meetings of the Youth Forum and 4 meetings of Berkhamsted Youth Town Council which are supported by DBC Officers. In addition there have been 2 events where Youth Action Entertainers have met with older residents and provided them with a wide range of entertainment.

#### **Quarter 1 2012/13 Priorities: -**

Working with Neighbourhood Action Groups on Diamond Jubilee  
Easter Holidays  
Secure funding for Youth Club sustainability

#### **CCTV and Town Centre**

There were 78 arrests directly involving the CCTV control room and there were 82 calls regarding lost and found dogs and 306 visitors to the CCTV control room.

162 DVD's were provided for evidential purposes to Hertfordshire Constabulary.

Work continues with the Regeneration Team and the Town Centre Partnership.

#### **Quarter 1, 2012/13 priorities: -**

- CCTV Tender closes
- Evaluate tenders
- Appoint contractor

#### **Old Town Hall**

A new ticketing/box office system has seen on-line bookings increase to 33% of all bookings.

Overall attendance for 2011/12 reached just over 58% which is high given the economic situation and the satisfaction rating was 95%. The last quarter saw a 100% satisfaction response.

Mosaic making has been introduced as part of the programme at the Old Town Hall and it has been a great success.

Film has been reintroduced to the Old Town Hall programme and the first film saw the successful launch of the Children's Film Club - £2 for a film and an ice cream.

### **Quarter 1, 2012/13 priorities: -**

To introduce creative writing and animation workshops to drive forward our ambition to be a creative 'hub' for the borough.

To get agreement for the proposed improvements for access to the cellar and the improvements to the Gallery Bar

### **Diamond Jubilee**

Preparations for the Diamond Jubilee are at an advanced stage. In addition to the event in Queens Square on 3<sup>rd</sup> June 2012 a celebration will take place in Hemel Hempstead town centre.

Starting at 11:00 a carnival procession will start at Debenhams and run through the town centre to Gadebridge Park. There are numerous floats and community groups involved.

From midday there will be a community stage featuring Dacorum talent and along side this will be a wide range of entertainment including a 'zip wire' crafts, face painting, cartoonist, statues, secret cinemas and a wide range of charity stalls.

At 17:30 the professional stage will feature a number of groups and a comedian and a large screen will broadcast live from Buckingham Palace.

To end the day, Scouts and Guides from Dacorum will light a beacon, one of over 2012 across the Country to mark the Queens Jubilee and the evening will finish with a dazzling display of fireworks.

### **Olympics**

Preparations are again in the advanced stages for the torch relay and its journey through Hemel Hempstead. The torch enters the borough at Leverstock Green where the torch will leave the vehicle and be carried by one of 17 torch bearers due to carry the torch through Hemel Hempstead. The torch will travel through the village to the roundabout on St Albans Road where it will turn left onto the dual carriage way and travel down to Moor End Roundabout. Via Moor End Road the convoy will proceed along Waterhouse Street and the torch bearer will enter the pedestrian area of the Marlowes. Convoy and torch bearer will meet up again at Bridge Street and continue past the Civic Centre and turn right on to Queensway. The torch will return to the vehicles at Wood Hall Lane and continue on its journey to Luton.

To mark this occasion there will be a retro sports day outside the Civic Centre with many Dacorum Schools taking part. In addition there are a wide range of events that will take place during the Olympics/Paralympics period.

### **Service Concerns**

There are no service concerns at this time.

Yearly Performance Report  
Housing and Community OSC - David Austin  
2012

Ref	Indicator	Q4 Result	Qtrly Trend	2012 Target	2012 Result	Yrly Trend	Updater Comments	Sign Off	Approval Comments
<b>Performance, Improvement &amp; Transformation &gt;&gt; Neighbourhood Delivery &gt;&gt; Resident Services - Julie Still</b>									
AC01	The number of opportunities for people from different backgrounds to come together	No data		Info only	26 opportunity(ies)			🚫	Approval not complete
ASB01	Number of reports of incidents of anti social behaviour across the borough	1,358 Report(s)	↓	7,729 Report(s)	6,347 Report(s)		The figures show a significant fall from the previous year.	🚫	Approval not complete
ASB02	Percentage of people responding to the survey who are satisfied with the service they have received following a report of Anti Social Behaviour	No data		Info only	No data			🚫	Approval not complete
CYP01	Number of attendances of children and young people at events where DBC are the lead agency and Council owned facilities	14,694 attendances	↓	,000 attendanc	80,744 attendances			🚫	Approval not complete
CYP02	Number of young people involved in Youth Democracy events	54 people	↓	Info only	1,391 people			🚫	Approval not complete
NA01	Number of active projects delivered which are related to area action plans	No data		Info only	10 project(s)			🚫	Approval not complete
NA02	Number of attendances of Neighbourhood Action meetings by residents	No data		Info only	386 attendances		Good overall attendance figures and now with two further areas we hope to increase attendance for the following year	🚫	Approval not complete
OTH01	Average attendance at the Old Town Hall theatre	58.52%	↓	55.00%	57.21%			🚫	Approval not complete
OTH02	Old Town Hall User Satisfaction	100.00%	↑	85.00%	89.88%			🚫	Approval not complete
OTH03	Number of private hire bookings of the Old Town Hall	35 bookings	↓	60 bookings	154 bookings			🚫	Approval not complete





**2011/12 UPDATE ON ACTIVITY SUPPORTING STRATEGIC PRIORITIES**

**DACORUM COMMUNITY SAFETY PARTNERSHIP**

## PRIORITY 1

### ANTISOCIAL BEHAVIOUR & CRIMINAL DAMAGE

ACTION	LEAD AGENCY	TARGET	TIMESCALE	UPDATE
Recruit Family Intervention Programme Worker to implement FIP Programme	DBC	Worker to be in post by end of 2011/12 – Aim to reduce involvement of families with agencies	Project is ongoing	Worker in post 1/3/12
Instigate Joint Agency activity over Halloween period	Herts Police/DBC	Reduce levels of ASB over this period	Pre Halloween to November 5 <sup>th</sup> 2012	120 young people spoken to – 35 litres of alcohol seized
Effective use of Community payback scheme	Probation	To reduce reoffending	Ongoing	12,000 hrs. unpaid work carried out in reporting year – Tasking carried out by JAG
Provide Twilight sessions at Adventure Playgrounds	DBC	To provide activities to reduce ASB	July- Sept	Events carried out ASB down by 20% across Borough
Develop closer working between DBC CCTV & Herts Police	Herts Police/DBC CCTV	To improve working arrangements	Ongoing	Direct tasking of CCTV now available to Police – 461 arrests attributable to CCTV
Support Programme of Drive Safely Events across Dacorum Schools	HFRS/Druglink/HCC/Herts Police	To instil safe driving habits in pre 17 yr. olds	May – October 2011	3 schools involved – All Dacorum Schools to be included in 2012-13

## PRIORITY 2

### DWELLING BURGLARY

ACTION	LEAD AGENCY	TARGET	TIMESCALE	UPDATE
Support Community Action Days	DBC	Hold 2 Visual Audit Multi Agency events	During 2011-12	Due to logistic issues , only 1 event held - Op Tip Stop May 2011 – Visual Audit combined with vehicle checks
Provide Crime Prevention Advice	Herts Police	Provide CP Advice across borough	During 2011-12	Seasonal thematic messages throughout year – also specific issues e.g. advice to Asian community re theft of jewellery
Support locally based Burglary Initiatives	Herts Police	Use technical means to prevent detect burglary	During 2011-12	Deployable CCTV Camera funded by CSP and managed by police linking to DBC CCTV Control room
Target Second hand outlets	Herts Police/Trading Standards	Visit second hand outlets to prevent disposal of stolen property to raise awareness of preventing criminals disposing of stolen property	During 2011-12	Second hand outlets visited during year as planned.
Joint Working between Police & Fire Services	HFRS/Herts Police	To highlight services available around fire	During 2011-12	Programme initiated focusing on elderly &

		prevention and crime prevention/home security		vulnerable – smoke detectors and security measures fitted to homes
Provide Burglary advice to families of Indian sub continent origin	Herts Police	To focus on targeted families in response to a specific issue	During 2011-12	Specific leaflets designed and circulated – advice also provided by Police hate Crime officer

## PRIORITY 3

### ALCOHOL MISUSE

ACTION	LEAD AGENCY	TARGET	TIMESCALE	UPDATE
Instigate Joint Agency activity over Halloween period	Herts Police/DBC	Reduce levels of ASB over this period	Pre Halloween to November 5 <sup>th</sup> 2012	120 young people spoken to – 35 litres of alcohol seized
Support Programme of Drive Safely Events across Dacorum Schools	HFRS/Druglink/HCC/Herts Police	To raise awareness of pre driving age children re safe driving/dangers of driving whilst under influence of alcohol/drugs and effects of road crashes	During 2011-12	Programme delivered to 3 schools- to be extended to all schools in 2012-13
Support Alcohol Diversion Scheme	Druglink/Herts Police	To deal with offenders referred from police	Ongoing	Service effectively provided by Druglink
Support facilities for street/problem drinkers	Druglink/DENS	To provide temporary accommodation for homeless with alcohol/substance misuse/mental health issues	Ongoing	Temporary accommodation provided by both organisations during year with aim of reducing substance dependence
Support for Homeless and Vulnerable	Druglink/DENS	As above	Ongoing	As above
Support Alcohol Awareness month	Hertsreach/Druglink/HCC	Hold two events in Marlowes	June 2011	Events staged in Marlowes, 24 <sup>th</sup> & 30 <sup>th</sup> June 2011

## PRIORITY 4

### DRUG MISUSE

ACTION	LEAD AGENCY	TARGET	TIMESCALE	UPDATE
Maintain Programme of Substance Training across Dacorum Schools	Druglink	To provide awareness training to teachers students and staff across Dacorum Secondary Schools	2011-12	All schools visited with programme delivered to over 2000 students
Support Programme of Drive Safely Events across Dacorum Schools	HFRS/Druglink/HCC/Herts Police	To raise awareness of pre driving age children re safe driving/dangers of driving whilst under influence of alcohol/drugs and effects of road crashes	During 2011-12	Programme delivered to 3 schools- to be extended to all schools in 2012-13
Support for Homeless and Vulnerable	Druglink/DENS	To provide temporary accommodation for homeless with alcohol/substance misuse/mental health issues	2011-12	Temporary accommodation provided by both organisations during year with aim of reducing substance dependence

## PRIORITY 5

### REASSURANCE

ACTION	LEAD AGENCY	TARGET	TIMESCALE	UPDATE
Initiate a programme to tackle Disability Hate Crime	DBC/Herts Police/MENCAP	In response to an identified issue of people with disabilities being targeted for both ASB and crime to develop a programme of prevention, awareness and enforcement	2012-13	Funding obtained for programme – promotional materials obtained
Support & Develop a Street Pastors Scheme	Hemel Churches Together/Herts Police/DBC	To provide a pastoral/counselling/reassurance measure for those utilising the night time economy	2012-13	Scheme now being developed for implementation in 2012 – funding provided by CSP
Support positive media messages	CSP/Herts Police/HFRS	To counter negative crime stories	ongoing	Regular items provided for local media though DBC and Herts Police Comms Teams
Provide Fire safety Advice	HFRS	To raise awareness of causes of fires	Ongoing	Arson Posters , Christmas Fire Safety Messages, Hot oil Demonstrator
Provide reassurance messages around sexual assaults	Herts Police	In response to a specific issue to provide positive reassurance	Summer 2011	Positive messages provided to local media
Support No Cold Calling Zone, Northchurch	Trading Standards/Herts Police/CSP	Provide support to local community to counter cold calling sales	July 2011	Funding provided by CSP to purchase necessary signs and

				CP advice provided
Provide support to the Business sector	DBAC/Herts Police/CSP	To promote joint working between CSP partners and business sector	Ongoing	Formal arrangements between DBAC and CSP regularised
Provide detailed statistics to key stakeholders	DBC CSP Coordinator	To provide awareness of actual levels of ASB and Crime in the Borough	Ongoing	Since August 2011, detailed breakdown of priority figures provided at ward level to CSP Partners, County & Borough Councillors, Town and Parish Councillors. Now extended to NAGs also.



## PRIORITY 6

### YOUTH RELATED CRIME & DISORDER

ACTION	LEAD AGENCY	TARGET	TIMESCALE	UPDATE
Instigate Joint Agency activity over Halloween period	Herts Police/DBC	Reduce levels of ASB over this period	Pre Halloween to November 5 <sup>th</sup> 2012	120 young people spoken to – 35 litres of alcohol seized
Provide Support to Global Rock Challenge	Global Rock Challenge	Divert young people from Substance Misuse & Crime & Disorder	2011-12	Funding provided and events held to which all schools invited to attend – good uptake from Dacorum.
Provide Support to Life Skills Course	Herts Fire & Rescue	Divert young people from Crime & Disorder	Ongoing	Courses run throughout year
Develop initiatives to tackle knife crime and gang culture	DBC/Crimestoppers/Herts Police	To increase awareness of dangers of carrying /using knives	Ongoing	3 secondary schools visited by Crimestoppers; Knife Crime workshop held with audience made up of targeted young offenders along with self selecting young people from local schools
Support Programme of Drive Safely Events across Dacorum Schools	HFRS/Druglink/HCC/Herts Police	To raise awareness of pre driving age children re safe driving/dangers of driving whilst under influence of	During 2011-12	Programme delivered to 3 schools- to be extended to all schools in 2012-13

		alcohol/drugs and effects of road crashes		
Support Diversionary Activity Events	HCC Youth Connexions/DBC	To provide activities to divert young people away from ASB/Crime	June – November 2011	Various events held at various venues
Support young people in dysfunctional families	DBC/Herts Police/HCC Targeted Youth Support/Youth Connexions	To provide support and activities for affected young people	Ongoing	FIP Worker in post; ASB team work closely with TYST and Police; Adventure Playgrounds contribute to this. Activities provided by Connexions & DBC
Provide support to Adventure Playgrounds (APGs)	DBC APGs	Provide support to APGs to maintain their service delivery of activities for young people	Feb – March 2012	Funding provided by CSP for structural renovations

**SEE NEXT PAGE FOR LATEST AVAILABLE CRIME FIGURES**

## Crime Stats

The figures below show reductions in all crime categories; however they indicate that in line with the refreshed Strategic Assessment that Vehicle Crime should be a high priority for the CSP as it currently represents the greatest risk to the Partnership from a statistical perspective

<b>Accurate at 26/3/12</b>	<b>All Dacorum</b>	<b>Position in County No. of Crimes(10 Districts)per 1000 population</b>	<b>Position in county for %age reduction</b>
All Crime	-11%	5th	1st
Burglary Dwelling	-10.2%	6th	9th
Vehicle Crime	-0.6%	7 <sup>th</sup>	9th
Violent Crime	-6.4%	4th	2nd
Criminal Damage	-27.8%	7th	1st
Anti-Social Behaviour	-20.2%	6th	5th
Robbery	-42.9%	5th	2nd
Domestic Violence	-18.8%	1st	1st

## AGENDA ITEM: 7

### SUMMARY



<b>Report for:</b>	<b>Housing and Community Overview &amp; Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>9<sup>th</sup> May 2012</b>
<b>PART:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Performance Report Quarter 4 – Regulatory Services</b>
Contact:	Cllr Neil Harden, Portfolio Holder for Residents and Regulatory Services  Author/Responsible Officers:  Steven Baker, Assistant Director (Legal, Democratic & Regulatory) Rita McGinlay, Group Manager (Regulatory Services)
Purpose of report:	To provide Members with the performance report for quarter 4 in relation to Regulatory Services.
Recommendations:	That Members note the report.
Corporate objectives:	Resources and Value For Money; Optimise Resources and Implement Best Practice.
Implications:	Financial:  None.
'Value For Money Implications'	Value for Money:  Monitoring Performance supports the Council in achieving Value for Money for its citizens.
Risk Implications	Risk Assessment completed for each service area as part of service planning and reviewed quarterly.
Equalities	Equality Impact Assessment completed for each service area as part of service planning and reviewed quarterly.

Implications	
Health And Safety Implications	None.
Consultees:	
Background papers:	Quarterly Performance Report – quarter 4 (attached).
Glossary of acronyms and any other abbreviations used in this report:	HMOs – Houses in multiple occupation FTE – Full time equivalent

## 1. Background

1.1 For the purpose of this report, 'Regulatory Services' includes the following services:

- Environmental Health (Food Safety, Health and Safety, Statutory Nuisances, Contaminated Land, Drainage, Private Water Supplies, Infectious Diseases, Air Quality Management)
- Private Sector Housing (HMOs, Illegal Eviction, Private Sector Landlord Issues, Improvement Grants, Disabled Facilities Grants, etc)
- Home Energy Conservation
- Pest Control
- Stray Dogs / Dog Warden Services
- Clinical Waste
- Cesspool Emptying
- Enviro Enforcement and High Hedges
- Licensing (Entertainments, Alcohol and Gambling Premises, Sexual Entertainment Venues, Taxi and Private Hire, Lotteries, Pet Shops and Animal Boarding Establishments, Tattooing/Acupuncture/Body Piercing, etc)
- Emergency and Business Continuity Planning.
- Street Trading

## 2. Regulatory Services Performance Indicators

There are no significant performance issues to bring to Members' attention arising in quarter 4. The performance indicators for the final quarter all show as green which indicates that all targets have been met.

## 3. Launch of the National Food Hygiene Rating System

It was reported in the quarter 2 and 3 performance reports that the Council was due to implement the Food Standards Agency's national Food Hygiene Rating Scheme. (This would give consumers information about the hygiene standards in eating establishments such as restaurants, pubs, cafes, takeaways, hotels and supermarkets.) The launch event was held on 29 February and was very well attended by local businesses. The Mayor presented certificates to 'high performing' businesses, following presentations from the Portfolio Holder and a senior representative from the Food Standards Agency. The Scheme

is now fully up and running, with scores being updated as part of the existing food hygiene inspection programme.

#### 4. Licensing Restructure and Update

Following the restructure of the Licensing Team, a new Licensing Team Leader, Ross Hill, has been appointed and will be joining the Council on the 6th June. The remaining vacant post is also being recruited to. Licensing has now been transferred to the new Group Manager (Legal Governance), Mark Brookes, with effect from 2<sup>nd</sup> April, to re-distribute and maximise resources at Group Manager level. The Licensing Team is still co-located with Regulatory Services for operational effectiveness and resilience.

#### 5. Team Leader (Environmental Protection and Housing)

Nicholas Egerton has joined Regulatory Services as Team Leader (Environmental Protection and Housing). As a qualified Environmental Health Officer and experienced Team Leader, Nicholas manages the Statutory Nuisance (including noise and odour complaints), Enviro Enforcement, Home Energy Conservation, Private Sector Housing, Housing and Disabled Facilities Grants, Contaminated Land, Air Quality, Private Water Supplies and general Public Health functions. Nicholas will be leading on a project to review the management and handling of noise complaints received by the Council.

#### 6. Computer Terminal Server Difficulties

Unfortunately, the computer terminal server has not been functioning properly in recent weeks, which has had a significant impact on Regulatory Services. Primarily it has resulted in severe time delays in obtaining data from the Flare software system which is causing disruption to service delivery. The IT team has now brought forward plans to build a fully resilient Citrix solution. This will take approximately 4-6 weeks. In the mean time, officers are doing their best to ensure that service disruptions are kept to a minimum. However, the disruption to service delivery will inevitably have an adverse impact on the performance indicators for quarter 1 of 2012/13.

#### 7. Licensing Audit

Further to the Licensing Audit Priority 1 recommendation to ensure that all licensed premises are risk rated and inspected in a timely manner, the premises inspections process has been reviewed to ensure that premises now have a meaningful risk rating and inspection resources are properly targeted where they are most needed. This is a much improved process compared to the original quantitative one used at the time of audit. Flare software is used to monitor and report inspection progress, i.e. achievements against inspections due. The team is now better resourced than it has been, enabling 1.4 (FTE) officers to carry out inspections and enforcement. In summary, the Priority 1 recommendation has been implemented and the process overall, has been improved.

Yearly Performance Report  
Housing and Community OSC - Steve Baker  
2012

Ref	Indicator	Q4 Result	Qtrly Trend	2012 Target	2012 Result	Yrly Trend	Updater Comments	Sign Off	Approval Comments
<b>Finance &amp; Governance &gt;&gt; Legal Democratic &amp; Regulatory &gt;&gt; Legal Governance - Mark Brookes</b>									
LG04	Percentage of homelessness appeal decision letters sent to appellants/their Solicitors within 14 working days of the date of the appeal hearing	100.00% (1/1)	➡	Info only	100.00% (9/9)			🚫	Approval not complete
LG06	Percentage of housing possession proceedings commenced within 20 working days of receipt of full instructions	No workflow (0/0)		Info only	100.00% (4/4)			✅	Approved. 100% of housing possession proceedings were commenced within the target date and this is pleasing to note.
<b>Finance &amp; Governance &gt;&gt; Legal Democratic &amp; Regulatory &gt;&gt; Regulatory Services - Rita McGinlay</b>									
REG01	Percentage of abandoned vehicles removed within 24 hours	No workflow (0/0)		95.00%	100.00% (22/22)			✅	Approved.
REG02	Percentage of high risk (category A and B) food premises inspected that were due in the quarter	100.00%		100.00%	100.00%			✅	Approved.
REG03	Percentage of service requests for the whole of Regulatory Services responded to within 3 working days	99.51% (1022/1027)	⬆️	95.00%	99.31% (8254/8311)			✅	Approved.
REG04	Health and Safety work programme milestones met	No data		Info only	No data			✅	Approved.
REG05	Percentage of Noise cases closed within 60 days	100.00% (95/95)	⬆️	85.00%	87.47% (817/934)			✅	Approved.
REG06	Disabled Facilities Grants: percentage of final payments made within 6 months following approval	92.00% (23/25)	⬆️	75.00%	88.51% (131/148)			✅	Approved.

## AGENDA ITEM: 8

### SUMMARY



Report for:	Housing & Communities Overview & Scrutiny
Date of meeting:	9 <sup>th</sup> May 2012
PART:	1
If Part II, reason:	

Title of report:	<b>End of Year/Quarter 4 Performance Report &amp; Service Plan Update – Housing Landlord</b>
Contact:	Cllr Margaret Griffiths, Portfolio Holder for Housing  Author/Responsible Officer: Elliott Brooks – Assistant Director, Housing Landlord
Purpose of report:	2. To provide Members with the end of year & Quarter 4 performance information (2011/12) and Service Plan update for the Housing Landlord Service Area.
Recommendations	2. That Members note the performance and service update for end of year and Quarter 4.
Corporate objectives:	Effective Performance Monitoring will have a positive impact on all corporate objectives directly or indirectly.
Implications:	<u>Financial</u>  None.  <u>Value for Money</u>
'Value For Money Implications'	Monitoring Performance supports the Council in achieving Value for Money in all areas of service delivery.
Risk Implications	The Housing Landlord Service Risk Register was reviewed during the 4 <sup>th</sup> Quarter of 2010/11 and is currently being reviewed.
Equalities Implications	Equality Impact Assessment completed for each Service Area and reviewed annually or as and when there is Policy change



Health And Safety Implications	None
Consultees:	Fiona Williamson – Group Manager, Property & Place Andy Vincent – Group Manager, Tenancy & Leasehold
Background papers:	None

## **1. Introduction**

This report details the performance of the Housing Landlord Service during the 4th quarter of 2011/12 and overall end of year position against Performance Indicators, as well as updating the Housing & Communities Overview & Scrutiny Committee regarding progress of the Housing Landlord Service Plan.

## **2. Housing Landlord Performance Report End of Year & Q4 2011/12**

Table 1 shows performance against the ‘Service Critical’ Performance Indicators for the Quarter 4 period of January – March 2012. Appendix 1 shows this information in more detail with additional comments.

**Table 1**

### **❖ Tenancy & Leasehold**

<b>Indicator</b>	<b>Target</b>	<b>2011/2012 year end Performance</b>	<b>Qtr 4 Performance</b>
Current rent arrears as a percentage of the annual debit	2.93%	3.08%	3.08%
Rent collected as a percentage of rent owed (excluding arrears brought forward)	100.35%	99.82%	99.82%
Void loss as a percentage of rent roll	1%	0.61%	0.61%
Percentage of new tenants visits completed in target ( 6 weeks)	100%	99%	100%
Percentage of community alarm calls answered within 1 minute	97.50%	96.40%	98.03%

### **❖ Property & Place**

<b>Indicator</b>	<b>Target</b>	<b>2011/2012 year end Performance</b>	<b>Qtr 4 Performance</b>
Percentage of repair completed right first time	98%	99.70%	99.21%
Percentage of tenants satisfied with	97%	96.40%	98.00%

the level of repair			
Percentage of dwellings with a valid gas safety certificate	100%	99.46%	99.46%
Percentage of tenants satisfied with gas servicing	97%	98.41%	98.00%
Value of capital type installations, replacements or major repairs for year to date	£9,304,000	£8,247,846 (TBC)	£8,247,846 (TBC)
Percentage of urgent repairs completed within government time limits	98%	95.65%	97.68%
Average time taken to complete non urgent repairs	15 Days	15.30 Days	10 days
Percentage of non urgent repairs completed within target	97%	96.80%	97.79%
Average cost of a void	£1600	£1372.99	£1520.95

#### ❖ Housing Landlord

Indicator	Target	2011/2012 year end Performance	Qtr 4 Performance
Average time taken to let a property (general needs)	25 Days	27.24 days	24.58 days
Average time taken to let a property (sheltered & adapted)	50 Days	46.60 days	52.29 days
Average time taken to let a property (all)	38 Days	34.80 days	37.9 days
% of stage 1 complaints responded to in full within target – Housing Landlord	80%	85% (119/140)	72.41% 42/58

### **3. Year End Performance Highlights**

#### Void Loss as a percentage of rent roll – 0.61%

This is important as it demonstrates the actual money being lost by the Council due to homes being empty. It is affected by both speed of turnaround and numbers of empty homes.

#### Percentage of tenants satisfied with the level of repair – 96.40%

This indicator started the year badly and was considerably below target for a number of months. High level discussions were held with MITIE in order to evaluate all satisfaction

returns to get to the bottom of the issue. MITIE now contact a tenant within approximately 1 hour of a repair being completed therefore any small outstanding issues of concern are immediately addressed. Although the end of year result was slightly under target over the year the direction of travel has been positive.

Average time taken to re-let a property (all) – 37.9 days

Whilst this still may seem high, taking into account it includes not only general needs properties but both sheltered and adapted it is excellent performance. All areas of the empty homes process have been evaluated and improved with tenant involvement and this performance should continue to improve throughout 12/13.

Percentage of dwellings with a valid gas safety certificate – 99.46%

Continued high performance in both the administration and management of this critical area

Percentage of Responsive Repairs Completed right first time – 99.70%

This indicator shows that the number of visits and therefore inconvenience to tenants to complete a repair is reducing. This is partly due to a new appointment system 'dynamic scheduling' being implemented in August 2011 which allows operatives to complete jobs in one visit rather than being allocated a certain length of time.

#### **4. Year End Performance Below Tolerance Level**

Current Rent Arrears as a percentage of the annual debit 3.08% & Rent Collected as a percentage of rent owed 99.82%

Although these two rent arrears indicators have not been achieved there has been significant improvement in the way in which our arrears team operates that will give us a better opportunity going forward to maximise rent collection. There is more flexible working, we engage more with outside agencies to assist tenants financially and have a series of publicity campaigns that have made a real impact, one of which has been shortlisted for a National award. More acknowledgement of the current financial climate may be required when setting targets for 12/13.

Percentage of Community Alarm Calls answered within 1 minute – 96.40%

Whilst it is disappointing to narrowly miss this target considering the position in the first two quarters there is confidence that during 2012/13 this indicator will remain in a positive direction.

There is now a far closer monitoring of the contract with Eldercare and a better overall working relationship. (Quarter 4 achieved target – 98.03%).

#### **4. Housing Landlord Service Plan**

Appendix 2 details progress against the 2011/12 Service Plan

#### **5. 2012/13 Service Planning**

Following extensive work with staff, tenants and Members the 2012/13 Housing Landlord Service Plan has been agreed. Progress will be reported to both the TLC and the Housing & Communities Overview & Scrutiny Committee throughout 2012/13.

Yearly Performance Report  
Housing and Community OSC - Elliott Brooks  
2012

Ref	Indicator	Q4 Result	Qtrly Trend	2012 Target	2012 Result	Yrly Trend	Updater Comments	Sign Off	Approval Comments
<b>Housing &amp; Regeneration &gt;&gt; Housing Landlord &gt;&gt; Property &amp; Place - Fiona Williamson</b>									
PP01	Percentage of dwellings with a valid Gas Safety Certificate	99.46%	↓	100.00%	99.46%	↑		✓	Approved. There have been a number of measures introduced to try and ensure full compliance with this indicator. Overall performance has been reasonable and the importance of full compliance is understood by all stakeholders involved in the process.
PP07	Value of capital type installations, replacements, or major repairs for year to date	£8,247,846.00	↑	Info only	£8,247,846.00		End of year accruals still to be finalised.	✓	Approved. Allowing for two projects that were slipped into the next financial year, due to planning issues and the lead time for work to commence on site, the budget including accruals has been expended.
PP08	Percentage of tenants satisfied with Gas Servicing	98.00%	↓	97.00%	98.41%		customer satisfaction has remained good	✓	Approved. The Gas servicing contract has achieved consistently good levels of customer satisfaction.
PP09	Average Time taken to relet a Council Property (General Needs)	24.58 day(s)	↑	25.00 day(s)	27.24 day(s)		The average time recorded includes moving from the old system to the new policy agreed in conjunction with the Council and Mitie. It is forecast that the average times will fall to within target in the new financial year.	✓	Approved. Revisions to the process delivered improved performance in the re-let times. The historic cases have resulted in the indicator for the year not being achieved.
PP10	Percentage of Urgent repairs completed within government time limits	97.68%	↑	98.00%	95.65%		The operational team have worked closely together and constantly review orders to ensure they are correctly prioritised. This is to ensure they kept within the set timescales.	✓	Approved. A high volume of urgent repair requests produced difficulties for the contractor to deliver all within target. Revisions to the process and management of repair requests resulted in improvements to the performance of this target.
PP11	Average Time taken to complete non urgent repairs	10.00 day(s)	↓	15.00 day(s)	15.30 day(s)		Since the introduction of the dynamic scheduling process on responsive repairs, day to day works are now managed more closely providing the contractor the opportunity bring works ahead of set target dates.	✓	Approved. Positive results since the introduction of dynamic scheduling and the improvement in the processing times for individual jobs.
PP12	Percentage of non-urgent repairs completed within target	97.79%	↑	97.00%	96.80%		Whilst the large majority of works is being completed, some works are delayed due to working with outside agencies such as water authorities.	✓	Approved. Overall performance against this indicator has been good.
PP13	Percentage of responsive repairs completed right first time	99.21%	↓	98.00%	99.70%		Operations meetings are held with the call centre and Housing Maintenance & Mitie. This has built up a very good relationship with Mitie following each part of job and how it lead to being a recall. This has lead to a better understanding how they occurred and trying to resolve the recalls occurring in the future.	✓	Approved. The indicator demonstrates that the majority of repairs are undertaken successfully.
PP15	Percentage of Tenants satisfied with the level of repair	98.00%	↑	97.00%	96.40%		The call centre, Mitie and the Housing Maintenance all carry out telephone enquiries on each invoice submission. This indicator remains being at a consistent level above the target indicator.	✓	Approved. Overall customer satisfaction has remained high however there was a slight decline in the middle of the year which has resulted in the overall outcome slightly below target.

Yearly Performance Report  
Housing and Community OSC - Elliott Brooks  
2012

Ref	Indicator	Q4 Result	Qtrly Trend	2012 Target	2012 Result	Yrly Trend	Updater Comments	Sign Off	Approval Comments
PP16	Average time to relet a Council property (disabled and elderly)	52.29 day(s)	↑	50.00 day(s)	46.60 day(s)		The average time recorded includes moving from the old system to the new policy agreed in conjunction with the Council and Mitie. The average relet time is expected to be lower in the new financial year.	✔	Approved. The revisions to the process and ongoing work to address issues around the relet standard have ensured the average time is within target.
PP17	Average Time to relet all properties	37.90 day(s)	↑	38.00 day(s)	34.80 day(s)		The average time recorded includes moving from the old system to the new policy agreed in conjunction with the Council and Mitie. The average relet time is expected to be lower in the new financial year.	✔	Approved. The impact of the process improvements have been positive overall. There is some additional work that will be required to ensure those properties that take longer to let are evaluated for further targeted improvements.
PP18	Average cost of voids (empty homes)	£1,520.95	↓	£1,600.00	£1,372.99		The voids quarter 4 average costs figure is £1520.95 and below the target set. A new empty home lettable standard is due to commence on the April 2nd.	✔	Approved. The average costs of voids has been kept within target for the year. The introduction of the new relet standard will include additional work, which will increase the target for next year accordingly.
<b>Housing &amp; Regeneration &gt;&gt; Housing Landlord &gt;&gt; Tenants &amp; Leaseholders - Andy Vincent</b>									
TL01	Current rent arrears as a percentage of the annual debit	3.08%	↓	2.93%	3.08%	↑		✔	Approved. Below target for the year - slightly disappointing, reflects the difficult economic climate
TL02	Rent collected as a percentage of rent owed (excluding current arrears brought forward)	99.82%	↓	100.35%	99.82%			✔	Approved. Below target despite a whole host of new initiatives being introduced across the year.
TL04	Void loss as a percentage of the rent roll	0.61%	↑	1.00%	0.61%	↓		✔	Approved. This is excellent performance and reflect the low number of properties empty at any one time
TL12	Percentage of New Tenant visits completed in target (within 6 weeks) for general needs properties	100% (54/54)	↑	100%	98% (238/240)			✔	Approved. Excellent performance across the year - 100% is an unachievable target
TL13a	Percentage of Community Alarm calls answered within 1 min	98.03%	↑	97.50%	96.40%		Although annual target not achieved, the monthly target for this indicator has been improving and reached target over the past few months. Officers have been meeting and working with the service provider to increase performance. The work undertaken by Officers and providers is evident in the improving performance of this indicator.	✔	Approved. Significant performance improvement towards the end of the financial year. Working together with Eldercare the target is consistently achievable

**Appendix 2**

**Service Objectives for 2011-12**

Ref	Service Objective	Ref	Specific Action / Milestones What?	When	Why?	Who	Working in partnership with	End of 1 <sup>st</sup> Qtr Update	End of Q2 Update	End of Q3 update	End of Q4 update
1.	Deliver an effective tenant participation structure, ensuring that tenants and leaseholders influence key decisions and feel empowered and are at the heart of all we do	1.1	Working with Resident Services and the Tenant and Leaseholder Committee develop a plan for enhancing the level and effectiveness of tenant and leaseholder involvement in shaping housing services. Include within the plan targets for the levels of involvement.	Q1	To promote opportunities for tenant and leaseholder involvement in the service and to maximise the level of involvement.	CL	Resident Services	Work has been done with the TARAs to look at how the services we offer to them will develop. The intensive nature of work with the TLC on other projects may require that completion of this project slips into Q3	Some work has been done with the Tenants and residents Associations on how we can better work with them.  A review of the Tenant and Leasehold Committee is currently being conducted which will feed into a wider review of involvement structures.	A review has been undertaken of the role of the Tenant and Leasehold Committee as part of the review the beginnings of a Tenant Involvement Strategy has been compiled – this is being reported to the Housing Overview and Scrutiny Committee on 25 January 2012.	The review of the role of the Tenant and Leaseholder Committee will be completed in May 2012 after being presented to the Housing and Communities Overview and Scrutiny Committee.  A kick start meeting for the Tenant Involvement Strategy is taking place in April and forms part of the 2012/13 Housing Landlord service plan

Ref	Service Objective	Ref	Specific Action / Milestones What?	When	Why?	Who	Working in partnership with	End of 1 <sup>st</sup> Qtr Update	End of Q2 Update	End of Q3 update	End of Q4 update
		1.2	Hold a tenants and leaseholder conference to identify customer priorities for the year ahead	Q3	To provide a focus for tenant and leaseholder involvement. To enable tenants to review their priorities yearly and consider additional priorities for each new financial year	CL		This project is due to kick off shortly.	A tenant's conference was held at Longdean School on 29 October.  A working group consisting of staff and tenants organised the conference.	Complete	Complete
		1.3	Develop a structure for gathering customer feedback	Q1	To enable service users to highlight positive experiences and areas for development of the Housing Landlord Service.	AV		As procedures are established and reviewed mechanisms for gathering customer feedback are being established. ASB and MX. The upgrade of Orchard will ensure that data could be captured and monitored effectively.	As procedures are established and reviewed mechanisms for gathering customer feedback are being established. ASB and MX.  The STAR survey is due to be sent to all tenants and leaseholders in January the feedback from this exercise will focus the monthly surveying.	A new customer satisfaction survey has been developed to monitor satisfaction with the property letting process.  The Survey of Tenants and Residents (STAR) is due to go to all tenants and leaseholders in January to ask them their views of the Housing Service.	A new lettings satisfaction survey has been developed.  The STAR survey has been conducted and the results will be available at the end of April

Ref	Service Objective	Ref	Specific Action / Milestones What?	When	Why?	Who	Working in partnership with	End of 1 <sup>st</sup> Qtr Update	End of Q2 Update	End of Q3 update	End of Q4 update
2.	Develop a clear and sustainable business plan which maximises the level of revenue generated by the council owned housing stock and therefore the level of improvement in our stock and which ensures the provision of quality services to our tenants within the resources available	2.1	Benchmark the cost of our services against peer organisations within the housing industry	Q2	To identify if our costs are out of step with peer organisations within the housing industry	AV		Complete – the Housemark return has been successfully submitted	Complete	Complete	Complete
		2.2	Review the service's approach to income collection to maximise revenues and strengthen the delivery of welfare and debt advice	Q1	To ensure that the maximum income is collected while tenancies are being sustained	KK	Revenues, Benefits and Fraud	<p>This action covers a number of projects; two are underway:-</p> <ol style="list-style-type: none"> <li>1. Reviewing the procedure for the collection of Support Charges</li> <li>2. The development of a 'Christmas Campaign with Council Tax to maximise rent collection over the Christmas period.</li> </ol>	<p>This action covers a number of projects; one is complete (1) and another is almost complete (2) a third is underway:-</p> <ol style="list-style-type: none"> <li>3. Reviewing the rent collection procedure and enhancing working practices</li> </ol>	<p>The rent collection procedure has now been reviewed. Some changes are being made to the standard rent reminder letters to make the letters clearer and simpler to understand.</p> <p>Improvements have been made to the quarterly rent statements.</p> <p>Housing staff can now take rent payments over the phone.</p> <p>Further improvements including the wide scale use of text messaging is also being explored.</p>	<p>Evening and weekend working has been piloted</p> <p>A spring 'pay your rent' campaign has been developed</p> <p>A Financial Inclusion Strategy will be developed in 2012/13 to take the rent recover work forward</p>



Ref	Service Objective	Ref	Specific Action / Milestones What?	When	Why?	Who	Working in partnership with	End of 1 <sup>st</sup> Qtr Update	End of Q2 Update	End of Q3 update	End of Q4 update
		2.3	Review the approach to letting homes to maximise the number of properties let	Q2	The fewer properties empty at any one time the high the amount of rent generated by the housing service	LW	Strategic Housing	<p>This milestone covers a number of actions, one of which has commenced (1) and the other is due to commence imminently:-</p> <ol style="list-style-type: none"> <li>1. A review of the sign up arrangements and documentation</li> <li>2. Work to promote sheltered housing reducing relet times</li> </ol>	<p>This milestone covers a number of actions, one is complete (1) and the other two are underway:-</p> <ol style="list-style-type: none"> <li>1. Work to promote sheltered housing reducing relet times</li> <li>2. A review of the lettings process and 'lettable' standard</li> </ol>	<p>The process for letting sheltered properties has been undertaken.</p> <p>A review of the 'lettable' standard' has been undertaken with the Maintenance Focus Group.</p> <p>The new processes were introduced from December and have already impacted on relet times.</p>	<p>Complete</p> <p>The process for letting general needs and sheltered properties has been reviewed</p> <p>The process for letting adapted properties has now been reviewed and will launch in May 2012</p>
		2.4	Embed the restructure of the Property and Place team to ensure the capacity and knowledge is appropriate and consistent to deliver the business plan.	Q1	To align the service plan objectives with high performance environment	FW		All new posts have been filled awaiting start dates. All will be in post by September	Team building arranged and training needs addressed. Three members of staff on vocational courses. Other courses to be delivered in house. Action complete.	Complete	Complete

Ref	Service Objective	Ref	Specific Action / Milestones What?	When	Why?	Who	Working in partnership with	End of 1 <sup>st</sup> Qtr Update	End of Q2 Update	End of Q3 update	End of Q4 update
		2.5	Review the Cleaning Service in terms of cost, capacity and what the customer wants	Q2	Find out if we are currently delivering a good service in terms of standards and value for money. Do our customers want more, or less?	ST			Pinnacle consultants have been appointed to undertake a review of the service.	Pinnacle completed a review of the service and provided a report identifying a number of recommendations for consideration or implementation. Currently under review and awaiting the feedback from the STAR survey regarding customer input.	STAR survey information still being collated to inform the review and SLA development for the cleaning service
		2.6	Determine the priority areas for investment from technical and survey data in conjunction with consultation feedback from tenants and leaseholders and local offers.	Q4	To maximise the useable life of building elements and deliver improvements in line with priorities.	FW			Stock condition survey on site with completion date for fieldwork Nov 31 <sup>st</sup> . Validation work will be carried out to ensure consistency of approach.	Validation meeting with Savills undertaken to agree validation of first 3500 surveys. Remaining hard to access properties are being completed in January. Preliminary results have been provided and will be migrated onto the asset management software.	Final survey information migrated onto test system for final validation. Detail from the STAR survey will be used to further inform priority areas for investment. Programme developed for investment in 2012-13.

Ref	Service Objective	Ref	Specific Action / Milestones What?	When	Why?	Who	Working in partnership with	End of 1 <sup>st</sup> Qtr Update	End of Q2 Update	End of Q3 update	End of Q4 update
		2.7	Categorise stock into bands in line with investment priorities and impact of self financing	Q1	To target investment in line with stock condition information and available budgets.	FW		Preliminary work completed in preparation for the stock condition survey	Stock condition survey underway and various scenarios developed from existing data to model options under self financing.	Dacorum standard and intermediate standard developed. These will be subject to further review and tenant input, once the treasury management has been agreed.	Complete
		2.8	Undertake options appraisal of procurement strategies that maximise the benefits of early year's investment from Joint venture or other commercial arrangements.	Q3	To maximise the early years investment and provide benefit to residents	FW	Corporate Procurement		Preliminary research commenced with contractors, consultants and other Local Authorities.	Continued soft market testing undertaken. Project Team being created and the Project initiation document developed identifying the timetable for procurement activity.	Prior information notice and soft market test survey underway. Ongoing action in 2012-13
		2.9	Investigate the potential to separate service charges from the rental charge	Q4	To enable service to understand its costs and income streams – ensuring that value for money is delivered for the tenants of Dacorum	AV	IT, Finance			This service plan action has been postponed	

Ref	Service Objective	Ref	Specific Action / Milestones What?	When	Why?	Who	Working in partnership with	End of 1 <sup>st</sup> Qtr Update	End of Q2 Update	End of Q3 update	End of Q4 update
3.	Develop our Local Offers with tenants and ensure that local priorities are at the heart of service delivery and shape	3.1	Publish our local offers and establish customer reporting mechanisms which enable the service to report the progress being made in delivering against tenants and leaseholders priorities.	Q1	To enable customers to identify how the housing service has responded to their priorities. And to provide an opportunity to hold the service to account.	CL		Complete – our local offers are published	Complete	Complete	Complete
		3.2	Develop a Communications Plan	Q1	To ensure that opportunities to communicate positive messages are maximised to promote the perception of the housing service	CL		Draft one of the plan is complete	The 2011/12 plan is complete	Complete	Complete
		3.3	Publish an annual report	Q2	Promote the work that has been undertaken in delivering the housing landlord service and the levels of customer involvement in developing the service.	AV		This project is due to kick off shortly (week commencing 4 July).	The annual report is complete and will be published on 1 <sup>st</sup> October	Complete	Complete

Ref	Service Objective	Ref	Specific Action / Milestones What?	When	Why?	Who	Working in partnership with	End of 1 <sup>st</sup> Qtr Update	End of Q2 Update	End of Q3 update	End of Q4 update
4.	Deliver a service to our residents in sheltered housing which is personal and tailored to individual need whilst creating a vibrant social and community environment within all of our schemes	4.1	Implement the outcome of the sheltered housing review	Q1	Ensure that the staff structure is focused on delivering the best outcomes for residents of sheltered housing.	DC		Complete	Complete	Complete	Complete
		4.2	Undertake a self assessment against the Quality Assessment Framework	Q1	Identify the strengths and weaknesses of the service to enable plans for improvement to be focused over the next 18 months.	DC		This work has not commenced and will commence now the sheltered housing review is complete	The work has been completed and is informing future actions for the service.	Complete	Complete
		4.3	Formalise the relationship with Age Concern	Q1	Formalise the relationship with Age Concern to enable additional services to be provided to sheltered housing tenants.	AV		The SLA with Age Concern is complete and we are awaiting the documents to be returned	The SLA with Age Concern is complete	Complete	Complete

Ref	Service Objective	Ref	Specific Action / Milestones What?	When	Why?	Who	Working in partnership with	End of 1 <sup>st</sup> Qtr Update	End of Q2 Update	End of Q3 update	End of Q4 update
		4.4	Improve the communication with current and potential service users on the support services available to disabled and/or older people	Q2	Ensure existing and potential service users are aware of the services provided by Dacorum Borough Council for residents of sheltered housing.	DC			Yet to commence	A guide to the Supported Housing Service and the facilities available at each scheme is being developed and will be published in February and uploaded onto the Housing Landlord part of the Council's website	The guide is being 'Plain Englished' and will be uploaded to the website in April
5.	Develop an asset management strategy, incorporating up to date and comprehensive stock intelligence, to plan programmed work and improvements in the most cost effective way and which delivers excellent homes for our tenants	5.1	Procurement of Asset Management Software system compatible with the Orchard Housing management system	Q1	To provide a comprehensive asset database from which to model the business plan and provide a single source for reference for housing staff.	FW		PQQ's received from six software companies. ITT sent to five awaiting return of tenders to evaluate	Four tenders returned for evaluation. Consultant engaged to assist in the technical evaluation. Interviews and demonstration 10 <sup>th</sup> -11 <sup>th</sup> October. Tender award by 31 <sup>st</sup> October.	Tender evaluation completed and been approved by members. Pimms 4 Communities awarded the contract and implementation programme to be agreed.	Test system live and data from stock survey migrated. Action complete.
		5.2	Compile and review of existing stock data for base subsidy return and to determine the scope of the stock condition survey.	Q1	To validate the existing data and ensure any anomalies are corrected prior populating the asset management software.	FW		Majority of Base data surveys completed and verified. Once completed the data to be updated on Orchard	Base data information provided to Audit. Orchard update to be completed by end October.	Orchard update still to be completed. Will be undertaken in Q4.	Orchard upgrade completed and Base data to be verified as ongoing action.

Ref	Service Objective	Ref	Specific Action / Milestones What?	When	Why?	Who	Working in partnership with	End of 1 <sup>st</sup> Qtr Update	End of Q2 Update	End of Q3 update	End of Q4 update
		5.3	Procure and undertake comprehensive stock condition survey and populate the database.	Q3	To improve the stock condition intelligence in order to inform the business plan.	FW			Stock condition survey commissioned. Savills on site. Anticipated completion of field work 31 <sup>st</sup> November 2011.	Site survey work 90% completed. Final surveys of hard to access properties being completed in January.	Site survey completed and data migrated onto test system. Action complete.
		5.4	Develop Asset Management Strategy using the stock information aligned to the vision and objectives of the Council.	Q3-Q4	To ensure investment under self financing is viable and maximises the stock in line with demand.	FW				Outline planning meeting has taken place and the Project initiation document is currently being drafted.	Ongoing action for completion in 2012-13 service plan.
		5.5	Working through the Corporate Regeneration Group develop plans for the future of the garages sites in council ownership across the Borough.	Q1	To ensure that council owned assets are being managed in the most effective way and generating the maximum income for the authority.	AV	Commercial Assets and Property Development	Plans for 6 sites have been put together to use to housing.  Work is underway to identify lettable and un-lettable garages and actively seek to reduce the number of garages available to let.	Work from Q1 continuing	A review of all the 392 garages sites in the Council's management is underway (this work is being undertaken jointly with the support of the Estate Team)  A strategy for the garages sites will be developed following the review of the remaining garage sites.	The review of all the sites is now complete  This will inform the strategy for the use of the garage sites

Ref	Service Objective	Ref	Specific Action / Milestones What?	When	Why?	Who	Working in partnership with	End of 1 <sup>st</sup> Qtr Update	End of Q2 Update	End of Q3 update	End of Q4 update
6.	Deliver a customer focused landlord service which understands and meets the needs and priorities of our tenants, and develops a workforce with the skills and capacity required and with pride in the role they play in delivering an excellent service	6.1	Gather information on the 7 diversity strands for all of our tenants and leaseholders	Q4	To enable us to understand how the housing services are being accessed and to ensure that adjustments are made to service delivery to promote equality of access	AV		<p>A tendering exercise is currently underway to recruit an external organisation to undertake some of this work on our behalf.</p> <p>A considerable amount of data has been collected for residents of sheltered housing.</p>	<p>Profiling work will be undertaken with the STAR survey, which will go out to all tenants.</p> <p>Orchard will then be updated to reflect the returns received.</p>	<p>The STAR survey will be sent to all tenants and leaseholders in January. The information from the survey returns will be populated into Orchard.</p> <p>The process for undertaking 'Verification visits' has been reviewed and this will enable the service to capture additional profiling information about the tenant population.</p>	<p>Data from the STAR surveys and verification visits will be used to populate Orchard.</p> <p>This work is currently underway and will be completed in May.</p>
		6.2	Ensure all staff and managers have had an appraisal focusing on the new generic competencies by June 2011 and an opportunity to express training and development needs	Q1	To ensure staff understand the direction that the Council wants to go in terms of behaviours & to give staff an opportunity to express their thoughts about their own development	EB		<p>Majority of appraisals have been carried out – the remaining ones will be completed by end of Aug 11</p>	<p>All appraisals were completed by August</p>		



Ref	Service Objective	Ref	Specific Action / Milestones What?	When	Why?	Who	Working in partnership with	End of 1 <sup>st</sup> Qtr Update	End of Q2 Update	End of Q3 update	End of Q4 update
		<b>6.3</b>	Achieve CIH/SLCNG accreditation for the anti-social behaviour case management service	Q4	To ensure the anti-social behaviour service is providing excellent value for money for tenants and leaseholders	AV	Resident Services	Work has been completed on ASB procedures and the ASB SLA is shortly to be agreed – new PIs have been established to enable the service to benchmark performance with other social landlords.	New procedures have been established and reviewed with tenants.  New service standards have been developed and are published in the tenants' handbook.  A Housing Landlord ASB policy has been developed.  A self assessment against the standard has been conducted with clear actions identified as a result.	Actions have been identified to enable the Housing Landlord Service to achieve accreditation. The team are working through the action plan – the actions will continue into Quarter 2 of 2012/13.	A benchmarking exercise of the costs and performance of the Dacorum Borough Council ASB Service against other authorities has been conducted and will go to the Tenant and Leasehold Committee Meeting in May 2012.  This is an action from the action plan developed to achieve accreditation
7.	Through retrofitting, installation of renewable energy sources and improving insulation act to tackle fuel poverty and improve both the energy efficiency of council homes and their sustainability	<b>7.1</b>	Identify all properties within the Housing stock that have poor thermal performance and group these by type.	Q1	To identify the numbers and type of properties in order to target spend	SS		Low SAP properties have been identified and reviewed for renewable heat options.	The information will be used to inform the asset management strategy and to investigate suitable alternatives for renewable energy or thermal upgrade.	Complete. Information will be used to target investment or provide a business case for disposal.	Complete

Ref	Service Objective	Ref	Specific Action / Milestones What?	When	Why?	Who	Working in partnership with	End of 1 <sup>st</sup> Qtr Update	End of Q2 Update	End of Q3 update	End of Q4 update
		7.2	Undertake an options appraisal of the viable renewable energy sources and legal implications of use in both sheltered schemes and general needs properties.	Q2	In order to assess the risks, benefits and return on investment of the various options.	SS		Exclusivity agreement signed with Renewables East. Solar PV identified as the optimum technology for ROI	Savills Solar option under consideration for the lease scheme and North Somerset framework for the sheltered schemes.	The reduction in the Feed in Tariff resulted in the suspension of the roof lease scheme. Tenders returned for the installation programme on sheltered scheme roofs and the contract has been awarded to the Breyer Group.	Work completed on-site prior to the March 3 <sup>rd</sup> tariff reduction.
		7.3	Investigate the retrofit technologies that are appropriate for installation to non-traditional and low SAP properties and potential funding sources including Green Deal.	Q2	To identify viable options and cost implications for inclusion in the business plan and Asset management strategy.	SS			Installation of second electric boiler.	Additional information and options for the Council from the Green Deal have been explored. This will be ongoing as more details and providers are available.	Action complete but ongoing investigation into the Green Deal and ECO.
		7.4	Identify any potential Housing which due to location could be considered for Combined Heat and Power in conjunction with Corporate Assets.	Q3-4	In order to maximise the benefits to the Council through economies of scale and purchasing.	FW				Currently no schemes are considered viable due to the limited scale of the installs.	Complete

Ref	Service Objective	Ref	Specific Action / Milestones What?	When	Why?	Who	Working in partnership with	End of 1 <sup>st</sup> Qtr Update	End of Q2 Update	End of Q3 update	End of Q4 update
8.	Use HRA assets (such as land and buildings) to contribute to new house building and incorporate estate and Neighbourhood Centre remodelling and improvement within overall regeneration programmes	8.1	Identify all HRA assets and investigate the potential of enhancing GIS mapping to overlay ancillary assets including footpaths and un-adopted roads. Identify potential areas for new-build	Q2	To provide a comprehensive record that can be accessed by Housing staff	FW / SS		GIS mapping access has been obtained. Consideration is being given to various overlays that are currently available and what additional information is required.	Ongoing work to identify use of mapping to identify landscaping and other asset management issues, i.e. garages and brownfield development sites.	Council owned housing has been mapped. Further work will be required to format the data and some legal input to determine ownership of areas of land that are currently in dispute.	Completed GIS mapping, investigating further investment in the scope of overlay mapping as a joint project with General fund.
		8.2	Develop the Asset Management Strategy to align with the objectives of the Strategic Housing priorities	Q3-4	To enable consideration of community regeneration in conjunction with Housing assets considered	FW	Strategic Housing		Use of mapping to assist in the identification of potential sites.	Ongoing work with the Strategic Housing team and finance. Meeting held to discuss options for delivery.	Sites identified with ongoing work for future development of new affordable homes.
		8.3	Review hard to let sheltered accommodation and consider options to remodel / demolish	Q3	EPD void figures regularly exceed target and rent loss significant	FW	Strategic Housing				Met with Waltham Forest to exchange information on the management and strategic approach to sheltered accommodation. Review ongoing into Q4.

Ref	Service Objective	Ref	Specific Action / Milestones What?	When	Why?	Who	Working in partnership with	End of 1 <sup>st</sup> Qtr Update	End of Q2 Update	End of Q3 update	End of Q4 update
9.	Develop the Council's approach to bringing in new flexibility in tenancy conditions across social housing in partnership with tenants and Housing Associations to help ensure a healthy balance is maintained between fairness and delivering much needed new homes	9.1	Review the existing tenancy agreements to ensure they are 'fit for purpose'	Q3	To ensure that the tenants right and responsibilities are up to date within the document and clauses in relation to anti-social behaviour and service charge collection are strengthened	LW	Legal Services		<p>A launch meeting of this project has been conducted, with areas identified where the tenancy agreement needs to be enhanced.</p> <p>A draft of the new agreement will be produced in October.</p> <p>Consultation with tenants will be undertaken in December during the tenant consultation week and in News and Views.</p>	<p>Details of the areas where the tenancy agreement need to be enhanced have been identified. A project team has been identified and a series of actions have been identified.</p> <p>Consultation with both the wider tenant population and the Tenant and Leasehold Committee will be undertaken before a first draft of a new document can be produced.</p>	<p>A project group has been established to review the agreement – a series of actions has been developed themed by topic.</p> <p>An update</p>

Ref	Service Objective	Ref	Specific Action / Milestones What?	When	Why?	Who	Working in partnership with	End of 1 <sup>st</sup> Qtr Update	End of Q2 Update	End of Q3 update	End of Q4 update
		<b>9.2</b>	In response to the localism bill – develop proposals to utilise the additional flexibility in tenancy conditions and changes to the allocation of accommodation owned by Dacorum Borough Council.	Q4	The localism bill proposes to give housing organisations additional flexibility to manage its stock to reduce demand, and to limit the length of social housing tenancies	AV –	Housing Strategy		A draft strategic tenancy policy has been developed. Consultation with tenants is essential for this to be developed further.	The Tenant and Leasehold Committee were consulted on the plans to enable a strategic tenancy policy to be developed.  A working group has been developed to fully develop the policy.  Plans are in place to take the document to Cabinet later in the financial year.	Complete
<b>10.</b>	Encouraging and supporting tenants and resident groups to become involved in community action which benefits local people in terms of quality of life and employment/training opportunities.	<b>10.1</b>	Working alongside the strategic economic alliance, repairs and improvement contractors and the local college to utilise participation events to promote education and employment advice	Q4	The housing service has a role to play in helping tenants and leaseholders access good quality education and employment advice.	AV	Strategic planning and regeneration		Some advice on education and employment will be available at the tenants' conference.	Further work on promoting employment opportunities will be developed in 2012/13.	

Ref	Service Objective	Ref	Specific Action / Milestones What?	When	Why?	Who	Working in partnership with	End of 1 <sup>st</sup> Qtr Update	End of Q2 Update	End of Q3 update	End of Q4 update
		<b>10.2</b>	Work with established resident groups to promote initiatives in Dacorum to tackle worklessness	Q2	To enable Tenants & Leaseholders to take advantage of schemes and initiatives to help them into, or back into employment, education or training	EB	Partnerships & Citizen Insight		Article in News & Views promoting the Council's work in this area		
		<b>10.3</b>	Promote and publicise community action events and opportunities that are delivered by the Council's Strategic partners to provide skills training or apprenticeships.	Q1	To ensure that tenants and resident groups are encouraged to participate in events and training.	FW	Resident Services	Article published in news and views on community action events calendar. Working in conjunction with Apollo to identify a potential road show event to attract new apprentices	Residents Matters produced by MITIE to advertise for plumbers and electricians to join the repairs team.	Potential for apprentices to work on the Empty Homes project with Strategic Housing are being explored.	Number of initiatives developed and implemented by Apollo and MITIE. Action completed for current financial year.

Ref	Service Objective	Ref	Specific Action / Milestones What?	When	Why?	Who	Working in partnership with	End of 1 <sup>st</sup> Qtr Update	End of Q2 Update	End of Q3 update	End of Q4 update
		10.4	Work with the Dacorum Volunteer Centre, Groundwork Hertfordshire's Green Aider Scheme to promote the take up of volunteering via a community clear up event in Summer 2011	Q2	Volunteer schemes can often be the route into employment. Volunteers can often deliver excellent results in improving the environment within an area	AV	Resident Services		Complete – community clear up events were conducted during the summer.  18 <sup>th</sup> July - Highfield 19 July - Berkhamsted 21 July - Long Chaulden 20 <sup>th</sup> July in Grovehill –  Link for more information <a href="http://www.dacorum.gov.uk/default.aspx?page=6742">http://www.dacorum.gov.uk/default.aspx?page=6742</a>		

## AGENDA ITEM: 9

### SUMMARY



<b>Report for:</b>	<b>Housing &amp; Communities Overview &amp; Scrutiny</b>
<b>Date of meeting:</b>	<b>9<sup>th</sup> May 2012</b>
<b>PART:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Dacorum Borough Council Housing Revenue Account Business Plan</b>
Contact:	Cllr Margaret Griffiths, Portfolio Holder for Housing  <b>Author/Responsible Officer</b> – Elliott Brooks  <b>Contributors</b> James Deane – GM Financial Services Fiona Williamson – GM Property & Place Mark Gaynor – Corporate Director Housing & Regeneration
Purpose of report:	1. It is a requirement under 'Self Financing for authorities to publish a Housing Revenue Account Business Plan. This report introduces the Dacorum Borough Council Housing Revenue Account Business Plan
Recommendations	1. To note and provide feedback / comments on the HRA Business Plan
Corporate objectives:	Affordable Housing Dacorum Delivers Regeneration
Implications:	<u>Financial</u>  The Financial Implications of the Housing Revenue Account Business Plan have been considered in the 12/13 Budget Papers 7 <sup>TH</sup> February 2012 Cabinet & the Self Financing Report 27 <sup>th</sup> March 2012 Cabinet.
'Value For Money Implications'	<u>Value for Money</u>  Close monitoring on a monthly and quarterly basis of the Business Plan by both Finance & Housing Officers and a formal annual review will ensure value for money is derived



	from the Council's HRA Business Plan
Risk Implications	Housing Landlord Service Risk Register was reviewed April 12
Equalities Implications	Equality Impact Assessment will be carried out prior to Cabinet 29 <sup>th</sup> May 2012
Health And Safety Implications	None
Consultees:	Dacorum Tenants & Leaseholders Dacorum Borough Council Tenants & Leaseholder Committee Dacorum Borough Council Maintenance Focus Group Chartered Institute of Housing
Background papers:	14/12/10 Cabinet – The Future of the Councils Housing Stock 29/3/11 Cabinet – Housing Services – The Way Forward 13/9/11 Cabinet – Housing Self Financing 13/12/11 Cabinet – Housing Self Financing 7/2/12 Cabinet – 2012/13 Budget Papers 27/3/12 Cabinet – Self Financing , The Loan Portfolio
Glossary of acronyms and any other abbreviations used in this report:	HRA – Housing Revenue Account BP – Business Plan DBC – Dacorum Borough Council

## **1. Background**

In December 2010 Dacorum Borough Council took the decision to retain its housing stock rather than proceed with a potential transfer of stock.

This decision meant that as of April 2012 the way in which Dacorum Council's Housing Revenue account was funded and managed changed from the 'subsidy' system to 'Self Financing'

## **2. Housing Revenue Account Subsidy System**

Until April 2012, the system for financing Council Housing was the national 'subsidy system' whereby a Council in the position of Dacorum Borough Council would pay what it was deemed as excess rent received into a central pot for other councils to be subsidised. In 2011/12 Dacorum Borough Council paid £20million into the pot. It has long been argued by many Council's that the system is unfair and if it were to continue we would not be able to fund the investment programme required to maintain our stock.

## **3. Self Financing**

The Government has introduced a change, referred to as 'Self Financing' and from April 2012 the Council will now keep all of its rental income from Council Housing, will no longer pay negative subsidy to the government, but will have to service its share of national housing debt based on a valuation of the council's housing business. The Government's Self Financing Determination confirmed that the value of Dacorum's housing business is £354,015,000 and the necessary borrowing was arranged as from 28 March 2012 to pay Government and release Dacorum Borough Council from the subsidy system.

The self financing system will allow far greater certainty in financial planning and the ability to plan investment as well as respond to tenant priorities, but also requires greater expertise in Treasury Management.

#### **4. Dacorum Borough Council Housing Revenue Account Business Plan**

In preparing the HRA Business Plan over 30 years there has been an opportunity to be strategic for the first time. It has been possible, and essential to not only consider the existing housing stock, but also wider issues such as community development, new build opportunities and the general facilities available and environment in which our tenants and leaseholders live.

The Business Plan and many of the key assumptions have been agreed over several months following work with members of the Council's Cabinet, a sub-group of the Tenants & Leaseholders Committee and taking external advice from the Chartered Institute of Housing and Sector.

The Business Plan encompasses both the financial and service related objectives. The longer term perspective is crucial to ensure that the service and its primary assets, - the housing stock, can be 'fit for purpose' for the whole period (and beyond). Previous reports to Cabinet (March, September and December 2011) have set out key principles and considerations, which have been approved for incorporation into the HRA BP.

The HRA BP presumes the repayment of the initial debt by the end of year 30 as approved by Cabinet 27<sup>th</sup> March 2012.



# **Dacorum Borough Council Housing Revenue Account Business Plan 2012**

**People: Property: Place**

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## **1. Overview**

This is Dacorum Borough Council's first Housing Revenue Account (HRA) Business Plan under the new financial regime of self-financing, which saw all local authorities with housing stock leave the housing subsidy system. For the first time this allows the Council to develop a business plan over which it has complete control and which can take a long term view of investment priorities. The level of resources that will be available to the Council, provided that the business plan is followed and the services effectively and efficiently run, will increase dramatically and will allow the whole of the business to be developed, rather the focus almost exclusively on the fabric of the stock which, by virtue of the scarce level of resources available, previous plans had to be based on. This plan will develop and adapt over time, taking account of progress made and any changes of circumstances.

## **2. Context**

Dacorum Borough Council has a housing stock of approximately 10,500 tenanted homes and 1,500 leaseholders covering the towns of Hemel Hempstead, Tring, Berkhamsted and several villages. The majority of the stock is Hemel Hempstead based as a result of the New Town development in the 1950's.

In general the quality of the stock currently is to a fairly high standard with the majority of homes having reached the Decent Homes Standard over the past several years. Due to financial constraints, however, there has been limited investment in other areas such as Estate Improvements or External Decorations. Due to the age profile of the stock the requirements for investment increase sharply over the next few years resulting in resources needed far exceeding current investment levels.

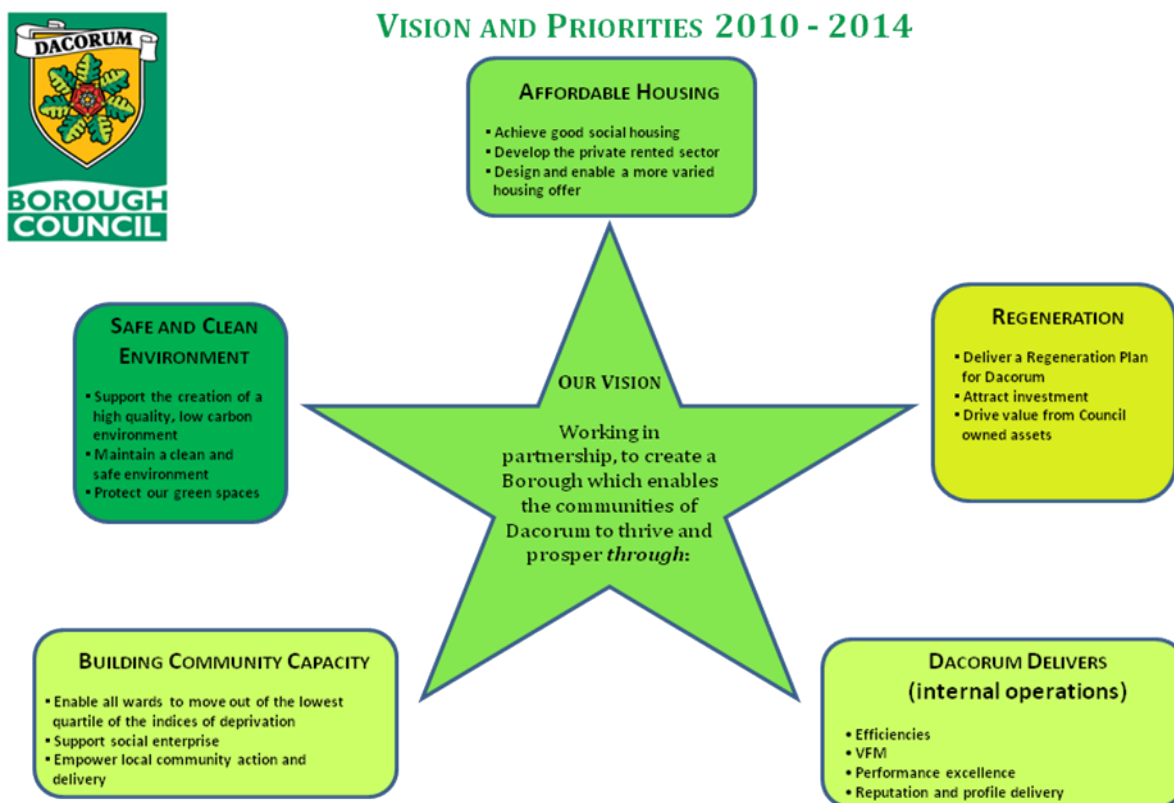
Until April 2012, the system for financing Council Housing was the national 'subsidy system' whereby a Council in the position of Dacorum Borough Council would pay what it was deemed as excess rent received into a central pot for other councils to be subsidised. In 2011/12 Dacorum Borough Council paid £20million into the pot. It has long been argued by many Council's that the system is unfair and if it were to continue we would not be able to fund the investment programme required to maintain our stock.

The Government has introduced a change, referred to as 'Self Financing' and from April 2012 the Council will now keep all of its rental income from Council Housing, will no longer pay negative subsidy to the government, but will have to service its share of national housing debt based on a valuation of the council's housing business. The Government's Self Financing Determination confirmed that the value of Dacorum's housing business is £354,015,000 and the necessary borrowing was arranged as from 28 March 2012 to pay Government and release Dacorum Borough Council from the subsidy system. The self financing system will allow far greater certainty in financial planning and the ability to plan investment as well as respond to tenant priorities, but also requires greater expertise in Treasury Management.

## **3. Dacorum Borough Council's Vision & Priorities**

In 2010 Dacorum Borough Council undertook and exercise to review and re-align its vision and priorities. These are shown below and it is important that the management and ultimately growth of the Council's housing stock progresses in a way which not only compliments the vision and priorities but assists in them being achieved.

Fig 1



#### **4. Dacorum Borough Council's Long Term Vision for the Housing Service**

The landlord service, managing and maintaining the Council's rented and leasehold housing stock, is an integral part of the broader housing service which incorporates the strategic function – developing and delivering the strategies for the future including ensuring a healthy supply of new homes (including affordable) to meet the needs of the Borough – and housing options which deals with housing need, homelessness and allocations of rented homes. Although having elements of separation in operation – not least because the HRA is ring fenced to landlord expenditure only – the delivery of the housing service should be seen as a single entity with clear and shared vision and objectives.

The broader strategic vision takes account of the housing needs – current and predicted – of the whole of the borough, whatever tenure or socio-economic background. Key priorities are:

- Ensuring a healthy level of new house building is achieved, ideally accelerating this delivery ahead of the trajectory in the Core Strategy.
- New build to ensure a good balance of tenure and housing opportunities: market housing of varying sizes and types; affordable housing for rent or shared ownership, a re-invigorated private rented sector; and services and stock to meet the needs of particular groups (such as the elderly and people with physical or mental disabilities)

- Playing a direct role in the building and stimulus for new build affordable homes for rent in conjunction with Housing Association, developers and investors
- Ensuring that the evidence base – of housing need and land availability – is in place and kept up to date
- That the Council has the key strategies, policies and plans in place to deliver requirements

For the landlord service the vision is to achieve:

- A service that meets current and future tenants needs, and with tenants as an integral part of the decision making and scrutiny of the service
- Housing stock that meets, or exceeds, the agreed 'Dacorum Standard' (decent homes 'plus') and takes account of changing standards and expectations
- A high quality of environment in and around council estates and homes, with investment in the full range of infrastructure (roads, pathways, open areas and community facilities)
- A healthy programme of new build for council homes, together with investment in the remodelling and transformation of property types which, over time, cease to meet the priorities of housing need and/or customer expectation and requirements
- Sustainability of the housing stock in terms of resource and energy efficiency
- A key contribution to community and economic development, stimulating skills training and employment opportunities through its operations for local people
- A real contribution to meeting the Council's overall strategic housing objectives.

## **5. Purpose of the Business Plan**

The Housing Revenue Account Business Plan (HRA BP) is a thirty year plan which encompasses both the financial and service related objectives over that period. The longer term perspective is crucial to ensure that the service and its primary assets, - the housing stock, can be 'fit for purpose' for the whole period (and beyond). Previous reports to Cabinet (March, September and December 2011) have set out key principles and considerations, which have been approved for incorporation into the HRA BP.

The HRA BP presumes the repayment of the initial debt by the end of year 30.

The HRA BP sets out the investment requirements that the housing stock and broader estate infrastructure will require over 30 years. Short and medium terms requirements on the stock are known and were agreed at Cabinet in December 2011 following consultation with tenants. There are broader investment requirement assumptions that have been made which are essential to establishing the detail of the borrowing portfolio taken in March 2012.

The HRA BP also reflects a series of revenue expenditure/income assumptions.

The HRA BP runs for thirty years, although there will be opportunities and pressures that cannot be predicted at this point; therefore, as it forms the basis of service delivery and asset management strategy it will be regularly updated to account for changed circumstances and tenant and Member priorities.

There are several key themes to the Business Plan which are undeniably linked and reliant on each other.

Fig 2.



### **5.1 Governance of the Plan & Tenant Involvement**

It is aimed that this HRA BP will become a living document which articulates the short, medium and long terms strategy for the investment in and management of the Council's housing stock. For this to be the case all stakeholders need to understand, buy into and have access to influence any reviews or amendments.

#### **DBC Cabinet**

Ultimately the HRA BP and all detail within it will be signed off and agreed by the Council's Cabinet. The Portfolio Holders for Housing & Finance & Resources will hold ultimate responsibility with implementation and day to management of the BP delegated to senior Council officers in Housing & Finance.

#### **DBC Housing & Communities Overview & Scrutiny Committee**

The Housing & Communities Overview & Scrutiny Committee is made up of a panel of Council Members representing all parties. It has a remit which includes all aspects of housing in Dacorum. The Committee also has co-opted members representing the Tenants



& Leaseholders Committee. The HRA Business Plan was considered by the Committee in May 2012.

### DBC Tenants & Leaseholders

Throughout the lead up to Self Financing the tenants of Dacorum have been involved on a variety of levels:

- Self Financing & Business Planning Workshops at the Dacorum Tenants Conference
- STAR (Survey of Tenants and residents) with over 4500 replies
- Consultation Weeks around the borough
- A sub-group of the Tenants & Leaseholders Committee was set up specifically to discuss the issues around Self Financing and Business Planning in more detail – agreeing the ‘Dacorum Standard’

The HRA BP will be subject to an annual review which will involve input from tenants and the Housing & Communities Overview & Scrutiny Committee.

April 2012 saw significant change in the Government’s approach to tenant involvement. The Tenant Services Authority was abolished with the role of ensuring Local Authorities work with their tenants and leaseholders passing to the Homes & Communities Agency.

The main changes promote co-regulation which aims for landlords to support tenants to both shape and scrutinise service delivery, and undertake the role of regulation against the standards and therefore compliance against the regulatory framework. Dacorum Borough Council, with its Tenants & Leaseholder Committee has recently reviewed its Tenant Involvement structure and will be publishing its strategy in 2012.

## **5.2 Service Priorities**

Working with tenants, leaseholders and Members the Housing Landlord Service have identified clear priorities for the short and medium term future. These are collated in the 2012/13 Housing Landlord Service Plan and progress will be monitored at both the Tenants & Leaseholders Committee & Housing & Communities Overview & Scrutiny Committee quarterly. These objectives have been agreed keeping in mind the Council’s Vision and Priorities and have been recognised in the budget setting process for 2012/13.

### Housing Landlord Service Objectives 2012/13

- To involve tenants effectively and enable tenants and leaseholders to monitor, challenge, shape and help provide an excellence service
- To give tenants and leaseholders the best value for their rent and service charges
- To make sure the repairs and maintenance contract(s) awarded in 2014 result in the most efficient and effective service
- To make the most of opportunities to make our housing more efficient
- To complete our Asset Management Strategy
- To develop a Housing Landlord Information Technology work plan to cover short and medium term need
- To make sure we recover as many charges owed to us as possible
- To make sure all areas of our service provide excellent customer service
- Ensure households are living in properties of the most appropriate size and type

- Communicate positive messages to tenants, leaseholders, Councillors, general public and the housing industry
- Develop a positive 'can do' culture
- Have clear procedures for all of the Housing Landlord service
- Make best use of the land and assets we own, in line with the Council's vision and priorities
- Consider the best arrangements for the management of the housing stock

These objectives have several individual milestones along the way, all of which can be found in the Housing Landlord Service Plan.

### **5.3 Condition of the Stock & Asset Management Strategy**

Dacorum Borough Council's Housing Revenue Account (HRA) Asset Management Strategy (AMS), has been developed to inform the strategic medium and long-term approach to maintaining, improving and developing the Council's housing assets.

The Council's housing stock comprises its highest value assets and its repair and maintenance costs its largest ongoing liability. A pro-active Asset Management Strategy ensures that stock decisions are made through effective business planning and is one of the key tools, which will be used by the Council to meet and respond to varying housing need and demand.

The AMS will form direct links to corporate priorities and wider housing strategy, including the provision of new affordable homes within the Borough. The strategy will be influenced by National policies and will ensure adherence to statutory requirements and governance structures.

In order to develop a robust asset management strategy the Council has invested in compiling a current and comprehensive evidence base, by commissioning Savills to undertake a stock condition survey of 50% of the properties. The data collected has been supplemented by existing information, which has been compiled and stored on a new asset management software system.

The AMS will set out the priorities for the physical care and improvement of the housing stock and surrounding environment as well as explaining how, through sound planning, the Council can ensure that its housing offer continues to meet the needs of the local people of the Borough.

The AMS will be the Council's first Housing AMS and has been specifically designed to meet the Council's strategic planning needs under the 'self financing' arrangements of HRA reform.

The Council's housing stock has been well maintained. The stock has been the subject of significant investment over many years with numerous programmes of maintenance and improvement having been carried out and with a range of improvement programmes currently ongoing.

At the end of December 2010 the Council successfully achieved the Governments Decent Homes compliance target. However, a number of properties remain non decent due to tenants declining to have decent homes works undertaken and the change in the Health and Safety rating system which will increase the number of homes recorded as non-decent at the year end.

Whilst the Council will continue to have a focus on the management, maintenance and refurbishment of its existing stock over the coming years, it also intends to look more broadly at wider asset management issues such as the identification and use of housing land for the building of new assets, the potential redevelopment of existing sites and the potential use of available funds for the acquisition/development of new properties.

The Council's total housing stock has decreased steadily over the years, largely as a result of tenants exercising their Right to Buy (RTB). Since the introduction of the RTB, about 58% of the housing stock has been sold. The rate of stock losses through RTB has now reduced significantly due to the significant increase in the value of the stock, reductions in right to buy discount thresholds and more recently due to the economic downturn. The current changes to the RTB scheme offers larger discounts which may increase the uptake and require investment in replacing units on a one for one basis.

### 5.3.1 Our Asset Management Vision

***Through effective, active, asset management to have a high quality, well maintained, sustainable housing stock which meets a locally determined Dacorum Standard to provide the type and standard of accommodation our residents seek in the locations and environments they want to live.***

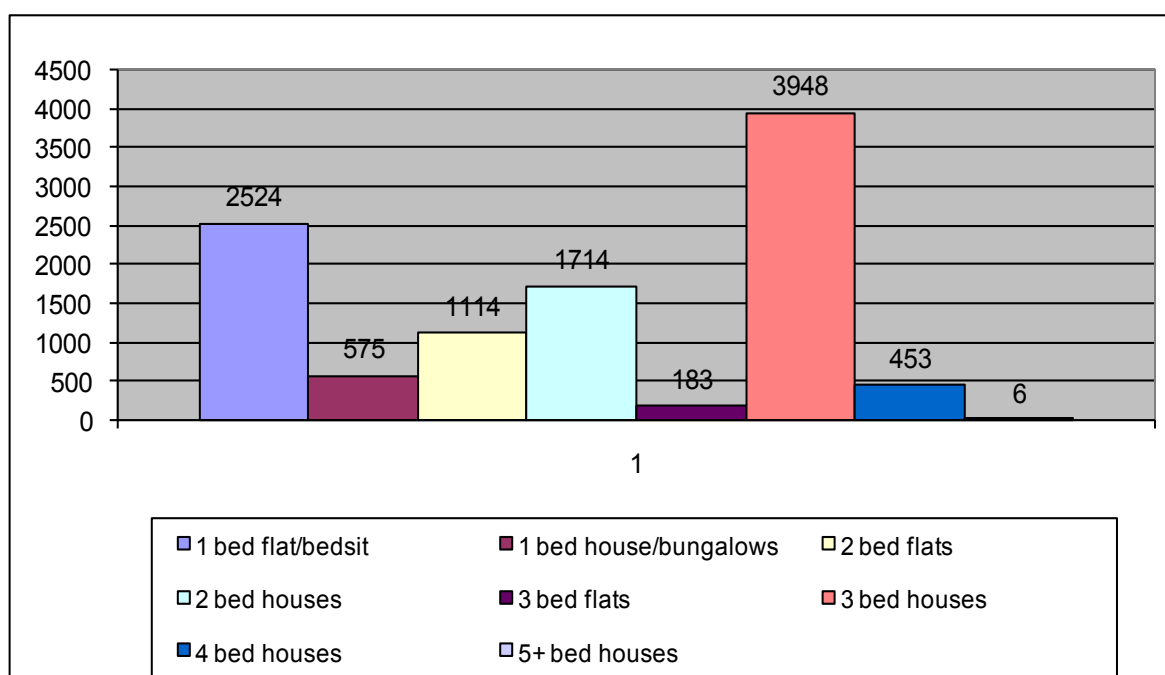
The HRA Asset Management Strategy will be prepared to support this vision, together with other broader strategic objectives of the Council highlighted in figure 1

Whilst the Council will seek opportunities to build new Council homes, the emphasis of the HRA Asset Management Strategy will focus on improving and maintaining the housing stock to the best possible affordable standard; "The Dacorum Standard". (See Appendix b)

### 5.3.2 Stock profile and Condition

**Fig 3.**

The graph below shows the current stock profile by size and type:



The large majority of the Council's housing stock was developed by the Commission for New Towns and consists of purpose built houses and bungalows constructed with a traditional brick cavity under pitched roofs covered with tiles or slates. The housing estates were built throughout the 1950's, 60's and 70's with a smaller number constructed in the 1980's. There has been no development of social housing by the Borough since 1981 and any provision since then has been through partnership working with local Housing Associations.

The Council have 29 Cat 2 sheltered housing schemes which present slightly differing maintenance liabilities, due to the communal facilities and mechanical and electrical installations, including lifts and fire alarm systems. The stock condition survey has recorded data on the individual units within these dwellings and a supplementary report from Savills was produced in 2009 to consider the ongoing sustainability and viability of these schemes which will be considered within the scope of the AMS.

Although the majority of the stock is traditionally constructed, just over 10% of the Council's stock is of non-traditional construction which is illustrated by type in the table below.

<b>Type of Construction</b>	<b>No. of Properties (2010)</b>
B.I.S.F (British Iron & Steel Federation)	95
Wimpey No Fines	665
Quickbuild	203
Lovell Timber Frame	79
Drury System 3	6
Surebuilt	11
Guildway	16
Steel Framed	14
<b>Total (Approx.)</b>	<b>1089</b>

### **5.3.3 Current Condition**

The 50% survey undertaken by Savills will provide stock condition data that will be used to refine the existing 10% data collected during the survey in 2009. Additionally the Council is able to continually refine its baseline condition data by updating the asset management database with completed works programmes and for gas servicing and other cyclical maintenance contracts.

Overall the stock is considered to be in good condition, however due to the nature of the new town development, there will be components that fail on whole estates, which will require careful planning of the programmes so as not to create a strain on the budget in any given year.

### **5.3.4 Challenges**

#### **Decent Homes or the Quality of Accommodation Standard**

The government's target was for all social homes to meet the Decent Homes Standard by December 2010. The Council was able to ensure that its stock met the standard by this date, except for those properties where tenants declined to have works undertaken. Whilst this places Dacorum in a strong position compared with many social landlords, ongoing changes

to the existing standard, and the potential for a more rigorous standard, must be considered in the AMS.

Where stock cannot be brought up to and/or maintained at the desired Standard the Council will need to explore alternative options, which will be outlined in the AMS.

### **The Climate Change Agenda**

The Government has set a target for all new homes to be carbon zero by 2016. A zero carbon home is one that can be built, heated and powered without any net increase in carbon dioxide emissions. There are also increasingly rigorous approaches to securing much higher standards of thermal insulation and reduced energy usage for existing housing stock through retrofitting schemes.

The Green Deal is due to be implemented in October 2012, to replace the existing funding mechanisms that are available to assist both the private and public sector housing stock improve their energy efficiency. The exact details regarding whether this will provide sufficient levels of additional funding to enable some of the more difficult to treat properties, such as the non-traditional Wimpy no-fines or the traditional solid wall properties to be upgraded, is yet to be finalised. The AMS will need to ensure that the Council is able to meet its obligations in respect of Government targets imposed under the Climate Change agenda.

### **Asbestos Management and other Health and Safety obligations**

The increasingly onerous requirements in the management of asbestos, to comply with the Control of Asbestos Regulations 2005 will have significant cost implications for the Council in the ongoing delivery of planned programmes of work. To address and proactively manage the asbestos throughout the housing stock, the Council is establishing extensive information and records regarding the location and condition of asbestos within properties, through planned asbestos surveys and by carrying out Refurbishment and Demolition (R&D) surveys in selected voids where disruption to tenants can be avoided. R&D surveys are also carried out in all properties where major capital investment works are imminent. This provides the most effective process to give maximum protection to tenants, contractors and workforce personnel employed in Council properties.

There is a raft of legislation governing the asset management responsibilities for a social landlord, which require investment and will be included in the AMS.

### **5.3.5 Procurement of New Contracts to Deliver the Repairs and Maintenance Programmes**

The Council have aligned the completion dates of the existing major repairs, and maintenance contracts to enable the Council to undertake an Options appraisal of the best method of delivery in order to maximise efficiencies and deliver a good quality, value for money service to the tenants and leaseholders within the Borough.

The AMS will provide comprehensive information to any organisations who are interested in undertaking the work. It will be necessary for the external organisations who tender for the work to understand the investment priorities, vision and culture of Dacorum in order to maximise the benefits of any joint venture or partnering arrangements that may be considered.

### **5.3.6 Priorities and delivery**

As part of Dacorum's proactive AMS, it will be necessary to increase the percentage of spend on Planned Capital investment to that which is spent on responsive repairs. In 2011-12 the percentage of planned work was 58% and in 2012-13 this has been increased so that 70% is planned and 30% responsive.

The AMS will incorporate the 30 Year Investment Programme which has been used to model the level of investment required to achieve and maintain the stock to the Dacorum Standard. The Investment programme prioritises and programmes all capital improvement projects. The aim is to review all relevant evidence to make objective, informed decisions about programmed repair, investment, re-provision and disposal activities.

The programme sets out a 30 year profile of annual expenditure in the following principal works categories:

- Planned Maintenance works to the external envelope of properties, e.g. roof renewals, upgrade walls, windows, doors etc.
- Improving Dacorum Borough Council properties through internal modernisation programmes to bring homes up to and maintain them at the Dacorum Standard, e.g. kitchen & bathroom replacements, ceilings, redecoration of communal areas.
- Better Use of Stock e.g. conversion of bedsits to one bedroom, self contained accommodation, redevelopment.
- Asbestos Management and removal of asbestos containing material that is either damaged or is likely to be disturbed or damaged.
- Affordable Warmth installation and replacement of central heating systems and boilers Insulation/ventilation improved thermal insulation and ventilation systems
- Electrical works rewires and upgrading of fire alarm systems
- Sheltered Housing upgrades/renewals to mechanical and electrical service installations such as lifts & boilers
- Disabled Adaptations that enable tenants to continue living in their home
- Estate improvements to enhance the environment, by improved lighting and security measures.

In total, the Council expects to spend over £25M in the year 2012/13 on repairing, maintaining and improving its stock.

### **5.3.7 Performance Management & Measurement**

It is essential to compare all projects in terms of the projected outcomes and performance to ensure that the Council achieves value for money and maximises any return on Investment. The AMS will incorporate this approach which will enable the Council to track all completed and planned investment works in a co-coordinated manner, irrespective of cost or scale of works. In this way we can ensure that investment is spread across the Borough on a defensible basis rather than being subject to pressures from other third parties.

### **5.3.8 Tenant Priorities**

In 2009, as part of a Stock Options Appraisal process, tenants were consulted on their priorities and following this exercise the Council developed the 'Dacorum Standard'. The Dacorum Standard is higher than the Decent Homes Standard and is aligned with the priorities identified in the stock condition survey. To ensure this is still in line with tenant priorities the Self Financing Sub-Group approved this in 2012.

### **5.4 Long Term Investment Priorities**

The HRA BP needs to ensure that the housing service can provide good quality housing in a sustainable way. This includes the need to ensure that the quality of the estates is of an acceptable standard and that any deficiencies/underinvestment in the fabric is remedied. Also, account needs to be taken of changing demands for housing stock and the requirement for appropriate adaptations/renewal. This is particularly important for the sheltered stock where future tenants' requirements may be very different from now. In addition, allowance must be made for adaptation to technological change, changing requirements of technical standards and the growing need for energy and resource efficiency.

As housing need continues to grow, and as stock is lost to Right to Buy, there is a need for new build which has been incorporated into the Business Plan. Based on broad estimates of known and predicted requirements it is possible to provide estimates for planning purposes – in practice the actual expenditure would be subject to the normal business case and financial scrutiny requirements at the time it occurs. It has been agreed by the Council's Cabinet and endorsed by tenants that the HRA BP includes the following.

<b>Investment area</b>	<b>Description</b>	<b>Cost £M</b>
Estate and Environmental improvements	Resources available for many years have not been sufficient to ensure the investment in the fabric of estates/areas surrounding the stock. The HRA BP includes investment to improve the following HRA owned assets: <ul style="list-style-type: none"> <li>• Parking</li> <li>• Un-adopted roads</li> <li>• Footpaths/footways</li> <li>• Security/lighting</li> <li>• Tree management</li> <li>• Landscaping and grounds maintenance</li> <li>• Drainage</li> <li>• Play areas</li> </ul>	<b>50</b>
Sheltered scheme modernisation and re-modelling	Investment through the Dacorum Standard covers only maintenance and renewal of components. In a rapidly changing climate regarding need and expectation all of our schemes will require some degree of enhancement.	<b>60</b>
Selective small scale demolition and re-modelling of general needs stock	Certain property types, such as bedsits, are already less popular and this will grow over time. It is proposed that a budget be set out to deal with any demolition/replacement costs and for re-modelling.	<b>22</b>
Adaption to technological change and compliance upgrades	It can be confidently predicted, based on the experience of the last 25 years, that new generations will have growing expectations and that new technological change will require investment.	<b>24</b>
Energy efficiency	A number of property types will not be made energy efficient even with the proposed Green	<b>30</b>

measures	Deal, specifically cross wall constructed properties. Wimpy 'no-fines', and a number of ground floor flats.	
New build	From years 1-10 a programme of 15 per year is incorporated, rising to 30 per year until year 30 (a total of 750). The cost is for initial construction and land purchase at current prices. In practice the new stock would generate additional income which greatly reduces the actual cost to the HRA BP	<b>c.110</b>

### **5.5 New Build Strategy**

The Council has already been accepted on the HCA Framework for new build homes at the new affordable rent regime, with grant of £675,000 provided to support 45 new build homes for rent.

As part of the Council's priority to increase the supply of affordable housing, and in the long term interests of the HRA Business Plan, a self funded new build programme (over and above the HCA programme which runs 2012 - 2015) of 15 new homes per year at affordable rent levels has been modelled. This could apply from 2015/16 onwards, and for 30 per year from.

Whilst this would have an impact on the resources available for investment in existing stock modelling suggest that this can be delivered at no serious detriment to investment and long term benefit to the plan and meeting housing need.

For the foreseeable future there is also the attraction of New Homes Bonus on these additional units.

However, the impact of the Government's future RTB proposals, once known, will need to be modelled to ensure that Cabinet are fully aware and understand the implications of a more generous discount scheme at the time of making future investment decisions relating to a Council programme of new build.

### **5.6 Financial & Treasury Management Strategy**

#### **5.6.1 The Model**

In order fully to realise the longer-term opportunities available to the Council through the transition to Self Financing, it is important to understand future cash flows within the HRA in a way that was not necessary under the annually renewable subsidy arrangement. For this purpose the Council has procured from the Chartered Institute of Housing (CIH), the 'HRA Business Plan and Self Financing Model' (the Model).

The Model includes all the income and expenditure, for both revenue and capital, associated with the HRA for a period of 35 years, starting in financial year 2012/13. The income and expenditure includes future projects for which the timing and approximate costs are known, and are therefore entered directly into the Model. In addition, for those factors which influence future income and expenditure but cannot be known in advance, e.g. inflation or rent reviews, a series of assumptions are made to enable future projections.

The Model should be seen as a live document, with the flexibility to be constantly updated as new information becomes available. This means that, at any given moment, the Council has



access to the clearest picture possible of the HRA financial position over the next thirty years. This same flexibility can be used to model a range of possible outcomes of particular decisions, which when combined with qualitative information will provide Members with a more robust basis for decision-making than has previously been available.

The graph below is taken from the current version of the business planning model, and illustrates how forecast income over the next 30 years will be used to fund the various categories of expenditure within the Housing function. The gap between the blue line, representing income, and the top of the bars, representing annual expenditure by category, reflects the surplus generated each year.

***Graph to be inserted.***

Fig 4.

### **5.6.2 Version control**

Given the statutory nature of, and the social impact resulting from the decisions underpinned by the Model, it is important that version control is maintained. The official version of the model must be aligned with the Council's revenue and capital budgets, and therefore, for governance purposes, is held within Financial Services. The official version will be reviewed quarterly by Housing & Finance officers and formally updated annually.

### **5.6.3 Core financial principles**

There are several core financial assumptions and principles that materially influence the Model. These are detailed below. (There are a range of other assumptions within the model, which are outlined in Appendix a.)

- Rental income  
Future rental income is currently assumed to continue with national rent policy, leading, for the majority of properties, to convergence by 2021/22. In effect, this means uplifting rental income within the Model annually by RPI + 0.5% + £2, until 2021/22, and by RPI + 0.5% thereafter. (RPI is currently assumed to be 2.5%, based on the Bank of England target.) New tenancies begin at target rent for the property.
- Interest charges  
The HRA pays interest on loans totalling £354.015m, taken to fund the Self Financing transaction on 28 March 2012. More detail on the composition and management of these loans can be seen in the Treasury section, below.
- Depreciation  
The depreciation charge shown in the model is the same amount as the Major Repairs Allowance (MRA) assumed in the DCLG Self Financing debt allocation model, and is used to finance planned capital expenditure. Adopting the MRA figure as a proxy for depreciation is compliant with the CIPFA transitional arrangements for the adoption of Self Financing, which are applicable for five years.

In conjunction with the implementation of the new HRA Asset Management System over the next 12 months, further work will be undertaken to refine the depreciation charge to the HRA on a componentisation basis.

- Revenue Contribution to Capital (RCCO)

This annual charge comprises two elements: 1) financing the annual shortfall between planned capital expenditure and depreciation, 2) repayment of loans maturing in that year.

- Minimum Revenue Balance

The HRA is set to maintain a minimum balance of 5% of turnover.

#### **5.6.4 Treasury**

The HRA has loans totalling £354m. These loans were all booked on 26 March 2012 in order to fund the Self Financing payment made to the Department for Communities and Local Government (DCLG) on 28 March 2012. £347m of loans were taken from the Public Works Loan Board (PWLB), with the remaining £7m borrowed from the General Fund (GF).

The rules of Self Financing impose a debt cap on the HRA equal to the level of borrowing undertaken for the purpose of the Self Financing transaction, i.e. £354m. Because the HRA Capital Financing Requirement (CFR) was in credit by £8.1m before the loans were taken, the HRA currently has headroom of £8.1m which it is envisaged will be spent on land assembly for New Build projects. Further capital headroom will be generated annually as loans mature and the HRA repays debt principal.

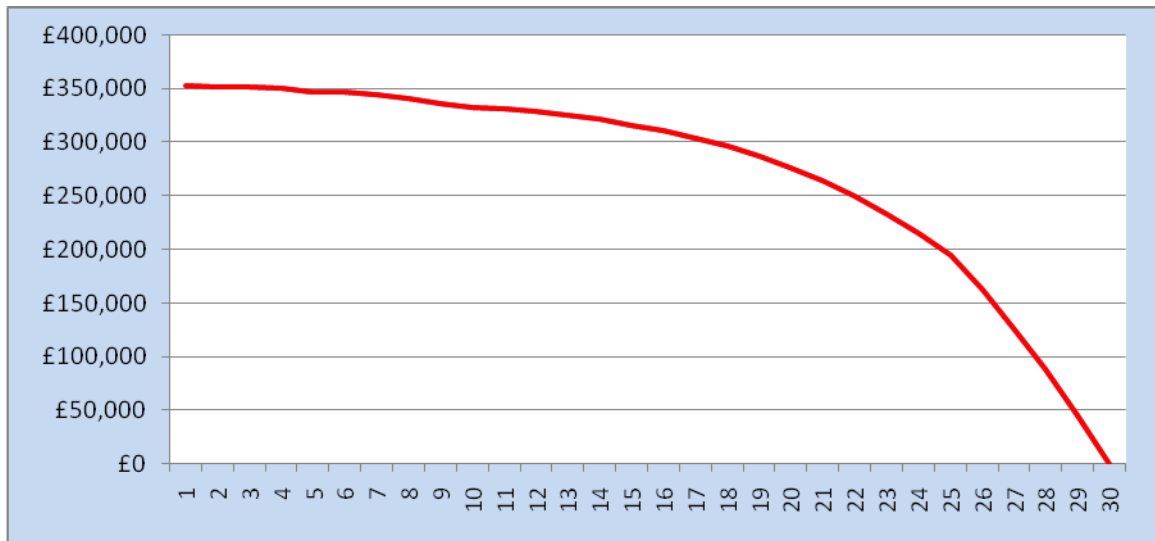
The loan portfolio has been structured to secure the optimal average interest rate, i.e. balancing quick repayment of loan principal (in order to minimise annual interest charge), with the need to ensure sufficient capital funds are available to deliver the Dacorum Standard in line with the AMS.

The portfolio comprises 30 maturity loans, with one maturing each financial year until the final payment is made in 2041/42. The five loans with the shortest maturity dates are from the GF, and incur interest charges at the same rate as would maturity loans for the same period from the PWLB. This is effectively an arm's length transaction in compliance with the principles of the HRA ring fence.

The HRA retains the flexibility to repay these loans earlier than their maturity date (for which a penalty may be payable), or to refinance in order to fund future priorities.

The graph below, taken from the current version of the business plan model, illustrates the rate at which debt is repaid over the thirty years of the business plan. The gradient of the curve steepens significantly towards the end of the 30-year period as the increasing surpluses generated in these years enable larger annual repayments to be made.

**Fig 5.**



The horizontal axis shows the year of the plan, and the vertical axis shows the amount of debt outstanding.

Appendix F shows the loan portfolio in detail.

### **5.7 Community Development**

Earlier in section 5.1 the Council's approach to governance of the HRA BP and the role in which tenants and leaseholders have in this was explained. Community Development however goes much further than just 'involving' people. Successful Community Development is positive action that helps people develop the ability to organise themselves in response to issues or opportunities that they face.

There is an opportunity in Dacorum for the effective use & management of assets to assist in the development of the community. The Housing Landlord service will work closely with the Resident Services team to integrate this asset based approach to community development into the overall strategy. There are various methods by which this will be achieved;

- Opportunities for people to learn and develop their own skills
- Reaching out and involving those who may be excluded or disadvantaged
- Helping community groups tackle their challenges themselves
- Promote engagement and dialogue between communities and agencies which affect their lives

The value of the Council's assets cannot be underestimated in terms of ensuring successful community development is achieved which underpins many of the investment and financial decisions arrived at within the Business Plan.

## **6. Appendices**

### **Appendix A - Assumptions**

The HRA Business Plan currently incorporates the following assumptions:

	Assumptions
HRA Working Balance	5% of turnover
MRR Balance	Depreciation ring fenced to MRR. The preferred option does not show increasing MRR balance because in all years planned capex exceeds depreciation, with HRA contributions to capital topping up the shortfall.
Rent	Convergence assumed in 2021/22. The business plan assumes continuation of the current Government rent policy, i.e. RPI+0.5%+£2 (the model approximates an increase to reflect the £2 element). After convergence the annual increase is RPI + 0.5%. This reflects the Government's assumptions made in the SF settlement.
RPI	2.5%
New Build Programme	Years 1 – 3 15 per annum with £15k HCA grant each Years 4-10, 15 per annum / Years 10-30 30 per annum.
New Build Net Present Value	7% discount rate (based on common practice for Housing Association decision modelling)
Bad Debt provision	Tripled in 14/15 to take account of new restrictions on Housing Benefit rents (based on a 66% Benefits caseload)
Build cost per unit	£150k (incl. Land)
52 week rent per unit	£160 p/w based on affordable rent charged for New Build - 2 bedroom property. This figure is based on 80% of Local Housing Allowance (LHA) which is deemed to represent the market rent (£800 p/m).
General Management costs	Based on current stock, General Maintenance cost is £560 per unit. This is reduced to £400 per unit for New Build based on a reduced management cost linked to the reduced maintenance costs for new builds.
Special Management costs	There is no Special Management input on the New Build element of the model because it is assumed that the new builds would not be Elderly Persons Developments which are primarily those properties which attract the Special Maintenance costs.
Negative CFR	No negative CFR is included in this model
Right to Buy	The model does not reflect the Government's proposed policies within Reinvigorating RTB. This is will be reviewed following a formal announcement. Any increase in take-up under the draft proposals is not expected to make a material difference to the current model

## Appendix B - Dacorum Standard

### The Dacorum Standard

	Dacorum Standard
Totals	<b>£690,428,261</b>
Stock Total Used in Stock Condition Survey	<b>10,572</b>
Cost per unit over 30 years	<b>£65,307</b>
<b>Improvements</b>	
Bedsit Remodelling	✓
Provide front external lights	✓
Provide rear/side external lights	✓
Outbuilding WC - No WHB - Decent Homes Failure	✓
Mains Smoke Detector - Install new	✓
Battery Carbon Monoxide Detector - Install new	✓
Central heating - Partial system - Radiator heating	✓
Central heating - Partial system - Storage heating	✓
Install full central heating (excluding boiler)	✓
Install boiler	✓
Loft Insulation - 0 to 49mm	✓
Loft Insulation - 50 to 200mm	✓
Improvements to Flats - Install door entryphone/intercom	✓
Improvements to Flats- Install Fire Alarm	✓
<b>Catch Up/Backlog Repairs</b>	
All Items Included	✓
<b>Future Major Works</b>	
Roofs/Chimneys	✓
Guttering, downpipes and fascias	✓
Windows	All s/g windows replaced in first 5 years
External Doors	All timber front/back doors replaced by Secured by Design Spec (£550-£600)over 30 years
Walls/Canopies	✓
Fences, Paths and Boundaries	✓

Outbuildings	✓
Kitchens	£4700 average cost per kitchen
Bathrooms	£2100 average cost per bathroom
Wiring	✓
Plumbing and Heating	✓
Communal Areas	✓
Other	✓
	☐
<b>Environmental Improvements</b>	
All Items	✓
<b>Related Assets</b>	
All related assets	✗
<b>Response and Void Maintenance</b>	
All Items	✓
<b>Cyclical Maintenance</b>	
All Items	✓
<b>Contingent Major Repairs</b>	
All other Items	✓
Asbestos	✓
<b>Exceptional Extensive Works</b>	
Non Traditional Property Repairs	✓
<b>Aids and Adaptations</b>	
All Items	✓

### Appendix C – Risks

The following risks have been identified to the DBC Housing Revenue Account Business Plan

<b>Risk</b>	<b>Issues and proposed mitigation</b>
Right to Buy levels increase greater than the Business Plan assumptions	Potential impact difficult to assess and mitigate for due to unknown demand. This will be subject to close review in 2012 and going forward
Introduction of Universal Credit	This could potentially have a negative impact on the ability to collect rent and other charges. Provision has been made in the Business Plan for a negative impact on income collection and will be regularly reviewed. Exploratory work with colleagues in Revenues & Benefits and external bodies will take place in 2012
Government revisits the settlement	The Business Plan commits available resources throughout the 30 year period which could influence any impact on the Council of any Government Intervention favourably.
Rent increases are not implemented in accordance with government expectations	The Business Plan has assumed that the Council will follow National Rent Policy until convergence and beyond. There is an acknowledgment however that this could be a strain on many working tenants and will need regular review after convergence.

## Appendix D – Housing Revenue Account 2012/13 – 2016/17 & 30 yr totals

### HOUSING REVENUE ACCOUNT PROJECTIONS

#### Dacorum BC

Year	2012.13	2013.14	2014.15	2015.16	2016.17	2041.42
£'000	1	2	3	4	5	30
<b>INCOME:</b>						
Rental Income	50,171	52,972	55,772	58,564	61,268	137,076
Void Losses	-753	-793	-834	-875	-915	-2,049
Service Charges	170	175	179	183	188	349
Non-Dwelling Income	221	226	232	237	243	451
Grants & Other Income	277	284	291	299	306	568
<b>Total Income</b>	<b>50,086</b>	<b>52,863</b>	<b>55,640</b>	<b>58,409</b>	<b>61,090</b>	<b>136,395</b>
<b>EXPENDITURE:</b>						
General Management	-6,043	-6,201	-6,362	-6,527	-6,697	-12,959
Special Management	-3,303	-3,608	-3,927	-4,022	-4,120	-7,633
Other Management	-24	-24	-25	-25	-26	-48
Rent Rebates	0	0	0	0	0	0
Bad Debt Provision	-201	-212	-721	-754	-788	-1,640
Responsive & Cyclical Repairs	-9,612	-9,853	-10,101	-10,355	-10,616	-18,651
<b>Total Revenue Exp</b>	<b>-19,182</b>	<b>-19,898</b>	<b>-21,135</b>	<b>-21,685</b>	<b>-22,247</b>	<b>-40,931</b>
Interest Paid	-11,670	-11,665	-11,660	-11,658	-11,643	-1,598
Finance Administration	0	0	0	0	0	0
Interest Received	56	89	133	177	220	4,621
Depreciation	-11,987	-12,302	-12,625	-12,957	-13,297	-26,034
<b>Net Operating Income</b>	<b>7,303</b>	<b>9,088</b>	<b>10,352</b>	<b>12,286</b>	<b>14,123</b>	<b>72,453</b>
<b>APPROPRIATIONS:</b>						
Revenue Provision (HRACFR)	0	0	0	0	0	0
Revenue Contribution to Capital	-3,746	-4,698	-5,946	-7,874	-9,764	-60,960
<b>Total Appropriations</b>	<b>-3,746</b>	<b>-4,698</b>	<b>-5,946</b>	<b>-7,874</b>	<b>-9,764</b>	<b>-60,960</b>
<b>ANNUAL CASHFLOW</b>	<b>3,558</b>	<b>4,390</b>	<b>4,407</b>	<b>4,412</b>	<b>4,359</b>	<b>11,492</b>
Opening Balance	3,198	6,755	11,145	15,552	19,964	150,591
<b>Closing Balance</b>	<b>6,755</b>	<b>11,145</b>	<b>15,552</b>	<b>19,964</b>	<b>24,323</b>	<b>162,083</b>

The above extract from the business plan model shows the first 5 years of the HRA revenue projections, together with, for the benefit of comparison the projections for year 30. It should be noted that these figures are forecasts based on current best estimates, and are subject to change as time progresses and more information becomes available.



## Appendix E – Capital Expenditure 2012/13 – 2016/17 7 30 yr totals

**HOUSING  
PROJECTIONS  
Dacorum BC**

Year £'000	2012.13 1	2013.14 2	2014.15 3	2015.16 4	2016.17 5	2041.42 30
<b>EXPENDITURE:</b>						
Planned Variable Exp	0	0	0	0	0	-1,044
Planned Fixed Exp	-15,860	-16,257	-16,663	-17,080	-17,507	-34,925
Disabled Adaptations	-750	-769	-788	-808	-828	-1,535
Other Capital Expenditure	-50	-51	-53	-54	-55	0
New Build Expenditure	0	0	-1,773	-2,423	-2,484	-2,302
Procurement Fees	-12	-40	0	0	0	0
Previous Year's B/F Shortfall	0	0	0	0	0	0
<b>Total Capital Expenditure</b>	<b>-16,672</b>	<b>-17,117</b>	<b>-19,277</b>	<b>-20,364</b>	<b>-20,873</b>	<b>-39,805</b>
<b>FUNDING:</b>						
Major Repairs Reserve	11,926	11,394	12,280	11,413	10,005	-21,155
Right to Buy Receipts	0	0	0	0	0	0
HRA CFR Borrowing	0	0	0	0	0	0
Other Receipts/Grants	1,000	1,025	1,051	1,077	1,104	0
HRA Reserves	0	0	0	0	0	0
Revenue Contributions	3,746	4,698	5,946	7,874	9,764	60,960
<b>Total Capital Funding</b>	<b>16,672</b>	<b>17,117</b>	<b>19,277</b>	<b>20,364</b>	<b>20,873</b>	<b>39,805</b>

The above extract from the business plan model shows the first 5 years of the HRA capital projections, together with, for the benefit of comparison the projections for year 30. It should be noted that these figures are forecasts based on current best estimates, and are subject to change as time progresses and more information becomes available.

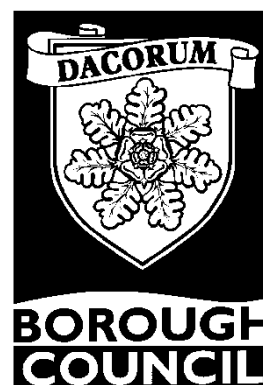
## Appendix F – 30 yr loan profile

EXISTING DEBT PORTFOLIO							
Loan ref	Opening Balance	Interest Type	Interest Rate	Repay Type	Repayment Frequency	Lender	Redemption Date
Loan 1 a	£1,411,471	Fixed	0.40%	Maturity	Half Yearly	GF	28/03/2013
Loan 2 a	£877,345	Fixed	0.56%	Maturity	Half Yearly	GF	28/03/2014
Loan 3 a	£297,826	Fixed	0.75%	Maturity	Half Yearly	GF	28/03/2015
Loan 4 a	£1,479,489	Fixed	0.99%	Maturity	Half Yearly	GF	28/03/2016
Loan 5 a	£3,209,393	Fixed	1.24%	Maturity	Half Yearly	GF	28/03/2017
Loan 6 a	£567,166	Fixed	1.50%	Maturity	Half Yearly	PWLB	28/03/2018
Loan 7 a	£2,068,572	Fixed	1.76%	Maturity	Half Yearly	PWLB	28/03/2019
Loan 8 a	£3,585,697	Fixed	1.99%	Maturity	Half Yearly	PWLB	28/03/2020
Loan 9 a	£4,590,217	Fixed	2.21%	Maturity	Half Yearly	PWLB	28/03/2021
Loan 10 a	£3,480,273	Fixed	2.40%	Maturity	Half Yearly	PWLB	28/03/2022
Loan 11 a	£1,370,129	Fixed	2.56%	Maturity	Half Yearly	PWLB	28/03/2023
Loan 12 a	£2,309,505	Fixed	2.70%	Maturity	Half Yearly	PWLB	28/03/2024
Loan 13 a	£3,334,576	Fixed	2.82%	Maturity	Half Yearly	PWLB	28/03/2025
Loan 14 a	£4,442,038	Fixed	2.92%	Maturity	Half Yearly	PWLB	28/03/2026
Loan 15 a	£5,637,006	Fixed	3.01%	Maturity	Half Yearly	PWLB	28/03/2027
Loan 16 a	£5,110,074	Fixed	3.08%	Maturity	Half Yearly	PWLB	28/03/2028
Loan 17 a	£6,339,797	Fixed	3.15%	Maturity	Half Yearly	PWLB	28/03/2029
Loan 18 a	£7,664,605	Fixed	3.21%	Maturity	Half Yearly	PWLB	28/03/2030
Loan 19 a	£9,089,448	Fixed	3.26%	Maturity	Half Yearly	PWLB	28/03/2031
Loan 20 a	£10,620,253	Fixed	3.30%	Maturity	Half Yearly	PWLB	28/03/2032
Loan 21 a	£12,546,288	Fixed	3.34%	Maturity	Half Yearly	PWLB	28/03/2033
Loan 22 a	£14,313,519	Fixed	3.37%	Maturity	Half Yearly	PWLB	28/03/2034
Loan 23 a	£16,205,585	Fixed	3.40%	Maturity	Half Yearly	PWLB	28/03/2035
Loan 24 a	£18,230,083	Fixed	3.42%	Maturity	Half Yearly	PWLB	28/03/2036
Loan 25 a	£20,394,596	Fixed	3.44%	Maturity	Half Yearly	PWLB	28/03/2037
Loan 26 a	£32,380,217	Fixed	3.46%	Maturity	Half Yearly	PWLB	28/03/2038
Loan 27 a	£35,524,201	Fixed	3.47%	Maturity	Half Yearly	PWLB	28/03/2039
Loan 28 a	£38,864,428	Fixed	3.48%	Maturity	Half Yearly	PWLB	28/03/2040
Loan 29 a	£42,416,950	Fixed	3.49%	Maturity	Half Yearly	PWLB	28/03/2041
Loan 30 a	£45,654,253	Fixed	3.50%	Maturity	Half Yearly	PWLB	28/03/2042

The above table shows the current HRA loan portfolio, including the amount of each loan, the maturity date of each loan, and the rates of interest.

## AGENDA ITEM: 10

### SUMMARY



<b>Report for:</b>	<b>Housing and Community Overview &amp; Scrutiny</b>
<b>Date of meeting:</b>	<b>9 May 2012</b>
<b>PART:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Safety Measures &amp; Support for Tenants in Sheltered Accommodation</b>
Contact:	Margaret Griffiths, Portfolio Holder for Housing  Responsible Officer: Andy Vincent – Group Manager, Tenants and Leaseholders  Author: Dharini Chandarana – Supported Housing Team Leader
Purpose of report:	1. To provide information about:- <ul style="list-style-type: none"> <li>• the process of ensuring fire safety in sheltered schemes</li> <li>• the process of new tenants moving into sheltered properties.</li> <li>• what support is given to sheltered housing tenants</li> <li>• the security of sheltered housing blocks</li> </ul>
Recommendations	None.
Corporate objectives:	Affordable Housing
Implications:	<u>Financial</u>  None
'Value For Money Implications'	<u>Value for Money</u>  None.

Risk Implications	Risk Assessment completed Risk contained within the housing service risk register
Equalities Implications	Equality Impact Assessment To be completed by end of September 2012 in conjunction with a review of the existing procedure document.
Health And Safety Implications	Fire risk assessments of schemes are completed annually Risks to individuals are identified through individual risk assessments and support plans
Consultees:	Andy Vincent – Group Manager, Tenants and Leaseholders Hertfordshire Fire Service Elizabeth Hines – Health and Safety Officer
Background papers:	None
Glossary of acronyms and any other abbreviations used in this report:	None

## 1.0 Background

- 1.1 The Council has 1921 sheltered properties in 31 separate schemes and associated dispersed properties. Since its restructure in July 2011, the Supported Housing Service comprises 31 Supported Housing Officers, with one officer located at each sheltered housing scheme. As part of their tenant portfolio, each member of staff also provides support to sheltered housing tenants living in dispersed housing within a defined geographical area. Supported Housing Officers work office hours Monday to Friday.
- 1.2 Staff work in groups to enable cover to be provided when there is staff absence. There are six groups across Dacorum each group consists of five or six members of staff. Three Lead Officers direct the work of these groups.

## 2.0 Process of moving in

- 2.1 The process commences with individuals registering their interest in living in sheltered housing. Information is then sent to each applicant explaining to them the services that are specific to sheltered housing. Once the registration has been verified and pointed by the Housing Options Team, the applicant can start bidding for an empty home.
- 2.2 Having been successful in their bid for a property, the Housing Options Team will contact the applicant to check eligibility against the Council's Allocations Policy and if this is satisfactory, the file is then passed to the Lettings Team who arranges a viewing of the property. If the property is accepted by the tenant(s) they sign their tenancy agreement and a date is set for the tenancy to commence.

2.3 Once a tenant has moved into their property, the Supported Housing Officer visits them within one working day. At this first meeting, the Supported Housing Officer does an induction visit where the Officer talks about:

- What sheltered housing is
- The role of the Supported Housing Officer, including what service they will and will not provide (e.g. Care)
- Supported Housing Officer availability/access
- How the community alarm system works and to demonstrate this if hard wired
- Community Alarm Control centre and how this works
- Support Charge
- Fire Policy
- Amenities within the building – e.g. use of guest room, rubbish disposal, laundry facilities
- Local facilities: shops, doctors, buses etc.
- Social activities within the nearest scheme
- Tenant empowerment

The Supported Housing Officer takes the tenant's details, medical conditions etc.

### **3.0 Support**

3.1 The ethos of living in sheltered housing is to empower and encourage tenants to retain their independence; but also to enjoy the benefits of communal living and support. Despite some public perception that sheltered housing is housing with care the service is there to provide a supportive environment of sheltered housing designed to enable residents to maintain a good standard of health, safety and social wellbeing. Individual tenants may receive care but this is through social services following a formal assessment process, and Supported Housing Officers have no responsibility for this.

3.2 Support is therefore broadly defined as monitoring wellbeing. The support service offered is low level and ranges from signposting to advocacy on behalf of an individual tenant. The level of support depends on the needs of an individual tenant. Appendix 1 gives guidance of what support is, although this is not a conclusive list.

3.3 Within one month of the tenant moving in, the Supported Housing Officer will undertake a thorough discussion with the tenant(s) assessing their support needs. These are recorded in a support plan. The plan is the platform for providing support and can be reviewed at any point (normally twice per year or when a tenant's circumstances change).

2.4 Some tenants choose not to have a support plan, visits from their Supported Housing Officers and/or the community alarm system. These are often independent younger tenants with no support needs. If a tenant's needs change then at anytime they can choose to opt into the support and community alarm service.

### **4.0 Fire safety**

4.1 Of the 31 schemes, 21 schemes have a fire panel connected to the community alarm provider. In the event of a fire, the 'fire call' is prioritised above all other alarm calls. This means that any tenants using the alarm – often in an attempt to alert emergency services regarding the fire – will take a lower priority. Experience has shown that this is not always understood and efforts will be made to remind and reassure tenants

regarding this point. An independent fire contractor services the fire panels four times a year; the statutory minimum is twice a year.

- 4.2 Fire alarms with fire panels are tested every Thursday between 9am and midday. There are two tests, the first tests that the system is working and ringing to the Supported Housing Officers' handset and the second test is to ensure the fire call is ringing through to the Community Alarm Provider. A record of all test calls is kept.
- 4.3 There is an annual fire risk assessment of sheltered housing schemes that have communal facilities undertaken by an independent contractor. The actions identified via the fire risk assessment are prioritised and progressed by the relevant team. Records of the actions and steps to remedy the concerns are kept.
- 4.4 The dispersed sheltered properties have a smoke detector alarm which is not connected to the community alarm. They work in the same way as a smoke detector in a general needs dwelling. The independent fire contractor checks 25% of these at each visit to ensure that all smoke detectors are checked annually.
- 4.5 When tenants move into a scheme, the Supported Housing Officer explains the fire procedure and stay put policy (see appendix 2).
- 4.6 If a fire occurs, the community alarm system prioritises this call over all other calls and alerts the Community Alarm Provider who will call the Fire Service and provides them with details of how to obtain tenant details when they arrive on site. Once on site, the Fire Service takes charge of the situation. If the Fire Service defines the situation as a major incident, the Fire Service can initiate the Emergency Plan. It is vital that the Fire Service takes the lead in deciding on what action to take and to ensure proper communication with tenants. Should it be required the Council will become involved to provide emergency temporary accommodation.
- 4.5 Hertfordshire Fire Service is working with the Supported Housing Service to set up fire safety training for Supported Housing Officers and Fire Safety Officers are attending coffee mornings to raise fire safety awareness amongst tenants. In addition, scheme based sheltered housing tenants will receive a refresh of the fire procedures annually.
- 4.6 Housing Landlord Service has also established a project group to ensure the Clear Landings Policy is enforced. Staff from within the Housing Landlord Service and the Neighbourhood Wardens will shortly be visiting each scheme to reiterate the importance of this policy.

## **5.0 Security of the blocks**

- 5.1 Sheltered housing schemes can only be accessed by using a key or electronic programmed fob system. Visitors to a scheme or block can only access it by pressing the call button for the individual they are visiting or the button which rings through to the community alarm provider who will only let someone in if they are able to give the password.

## **6.0 Implications**

- 6.1 Long term consequences  
None
- 6.2 Service delivery  
Tenants receive information about safety procedures whilst living at the scheme.

- 6.3 Diversity and community impact  
To be identified in Equalities Impact Assessment
- 6.4 Financial  
None
- 6.5 Value for Money  
None
- 6.6 Legal  
Ensure fire procedures comply with statutory fire regulations.
- 6.7 Human resources and employee interests  
Staff comply with the written procedures.
- 6.8 Risk - maintenance of reputation  
The services reputation will be affected if safety protocols are not in place and adhered to.

### What is Support?

- Contact
- Reassurance
- Encouragement
- Referrals to other services
- Enablement
- Practical help such as reading mail for isolated tenants/sensory problems
- To promote independence
- Emotional support
- Listen to what individual 's needs are
- Signposting
- Monitoring for changes
- Safeguarding – watching for abuse
- Advice and assistance to enable service users to establish safety routines which minimize the risk of exploitation
- Assisting in arranging for professionals to call
- Assistance in accessing advice with personal budgeting and debt counselling referral
- Supporting with neighbour disputes
- Completing benefit forms and assisting with benefit claims
- Advice on personal hygiene
- assistance with personal and home safety & security
- accessing social activities and contacts
- help in accessing other services
- monitoring of health & wellbeing
- Advice and guidance on community/social alarms and/or assistive technology in the dwelling and how to use equipment where applicable
- Monitoring of health and medication
- Advice regarding maintaining the tenancy/home in terms of cleaning and gardening
- Ongoing risk assessment that relates to the maintenance of the tenancy/home
- Signposting service users to health/ treatment services which are appropriate for their cultural needs
- Advocacy with health professional over medication and related matters
- deal with repairs and or improvements to the property, which are necessary to assist the service user to live independently such as the minor works provided through the handy persons service
- advice regarding their accommodation warm, safe and comfortable
- look after themselves, with appropriate care

### How is Support different from Care and what is not support

- Care is physical / hands on
- Care is practical tasks
- Care is provided by nurses, carers
- Care involves: Personal hygiene, dressing, medication, clinical procedures



DRAFT Stay Put policy (currently being reviewed with Fire Service)

## FIRE SAFETY IN HOUSING BLOCKS

### STAY- PUT POLICY

#### Structural Protection

The Council's multi storey blocks have a wealth of fire safety features which are part of the design of the building.

A basic concept in fire protection is compartmentation, which is the separation of flats, corridors and staircases by walls and doors which are constructed to a standard which will hold back fire and smoke long enough for the residents to be evacuated by the Fire Brigade if this is necessary.

#### What should I do if I discover a fire in my flat?

- Close the door to the room where the fire has started.
- Leave your flat, closing the front door behind you.
- Do not go back to your flat to collect any belongings.
- Do not use the lift.
- Raise the alarm by calling 999.

If you become trapped in your flat because the fire is between you and the front door:-

- Go into a room which is unaffected by smoke, preferably one which faces the outside of the building.
- Place items like towels or a bedspread along the bottom of the door to prevent smoke seeping into the room.
- Raise the alarm by calling 999.
- Open the window and shout to gain attention – do not break the glass.
- Await the arrival of the Fire Brigade.

#### If the fire is in the corridor:-

- Do not use the lift.
- Stay in your flat if you are not in any immediate danger.
- Keep your front door closed.

April 2012

## AGENDA ITEM: 11

### SUMMARY



<b>Report for:</b>	<b>Housing and Community Overview &amp; Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>9<sup>th</sup> May 2012</b>
<b>PART:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Update on Council New Build Programme</b>
Contact:	Margaret Griffiths, Portfolio Holder for Housing  Jack Burnham, Team Leader Housing Strategy & Development Camelia Smith, Lead Officer – Housing Development
Purpose of report:	1. To inform the Housing Overview and Scrutiny Committee of the progress of the Council New Build Programme
Recommendations	1. That the Committee note the content of the report
Corporate objectives:	Affordable Housing
Implications:	<u>Financial</u>
'Value For Money Implications'	<u>Value for Money</u>
Risk Implications	-
Equalities Implications	-
Health And Safety Implications	-

Consultees:	Assistant Director, Planning and Regeneration Group Manager, Procurement
Background papers:	
Glossary of acronyms and any other abbreviations used in this report:	HCA – Homes and Communities Agency

## Background

1. Cabinet agreed the New Build Business Plan as a part 2 item at March Cabinet. This report contained details on how the programme of 45 new Council homes and a 33 bed hostel would be built.
2. A working group has been established with officers from Estates, Planning and Strategic Housing to look at suitable sites to build units on. A process for sifting these sites for discussion at Corporate Regeneration Group has been established. This ensures sites can be discussed with members and officers, but sensitive information related to development and land can be kept confidential for the initial pre-planning stages.
3. Officers are also currently looking at the best way to procure a multidisciplinary firm to enable proposals to be taken from ideas phase to a position where outline drawings and feasibility studies can be undertaken on any potential sites.
4. The Strategic Housing team has met with Procurement to discuss methods of tendering for works. In order to provide the Council with a pre-procured panel of contractors, the Council has signed up to the HCA's Development Partner Protocol, which allows works to be tendered to 17 pre-procured contractors.
5. Officers have been in contact with the Homes and Communities Agency (HCA) to arrange discussions on signing up to their development programme to confirm funding. A meeting is expected in mid-late May 2012, when the contract can be discussed. Dacorum's Legal department have viewed the contract and have agreed in principle with the Council signing up with the HCA for funding.
6. As part of the new build programme, the Council is obligated to meet with the HCA every quarter. It is proposed that an update is brought to Housing Overview and Scrutiny Committee after these meetings to ensure that members are kept up to date with the progress of the programme.

## AGENDA ITEM: 12

### SUMMARY



<b>Report for:</b>	<b>Housing and Community Overview &amp; Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>9<sup>th</sup> May 2012</b>
<b>PART:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Affordable Housing SPD &amp; Housing Needs Study Update</b>
Contact:	Cllr Margaret Griffiths, Portfolio Holder Housing Cllr Stephen Holmes, Portfolio Holder Planning  Camelia Smith, Lead Officer – Housing Development Jack Burnham, Team Leader - Housing Strategy & Development
Purpose of report:	To seek support from the Committee for the draft Affordable Housing Supplementary Planning Document (SPD) to go to formal consultation. Support relevant planning policies within the emerging Core Strategy ('Local Plan'). This SPD will be a material consideration in the determination of planning applications for residential development and it will be accorded full supplementary planning document status at the adoption of the Core Strategy.
Recommendations	To recommend that Cabinet approve the Draft Affordable Housing SPD and note the opportunity to comment formally on the SPD as part of the proposed consultation.
Corporate objectives:	To increase the supply of affordable housing in the Borough.
Implications:	<u>Financial</u>
'Value For Money Implications'	This SPD allows for financial contributions to be paid in lieu of on site affordable housing. There is scope to pool and retain the contributions within a specific affordable housing fund to resource the Housing Capital Programme, to facilitate the delivery of additional affordable homes.

	<u>Value for Money</u> N/A
Risk Implications	N/A
Equalities Implications	The Council's Housing Strategy 2008-11 was subjected to an Equality Impact Assessment (EIA). This SPD supports the aims and objectives of the Housing Strategy and therefore there are no equalities implications arising from this report
Health And Safety Implications	N/A
Consultees:	The provision of affordable housing supports the objective to create balanced communities, through enabling choice of housing which will meet the needs of local people
Background papers:	Housing Strategy 2008-11 Draft pre-submission Core Strategy 'Local Plan' Draft Housing Needs and Market Assessment Update 2012 Off-Site Contributions Background Paper
Glossary of acronyms and any other abbreviations used in this report:	SPD – Supplementary Planning Document

## 1. Background

The Planning Obligations Supplementary Planning Document, which includes a policy pertaining to Affordable Housing was adopted in 2011, as part of the Dacorum Local Plan (2004). However with the advent of changes to national affordable housing policy and the need to maintain an up to date housing needs evidence base. A new affordable housing SPD has been prepared.

This Affordable Housing SPD is intended to be read alongside the emerging Core Strategy 'Local Plan'. Following the adoption of the 'Local Plan', this Affordable Housing SPD will supersede the 'Affordable Housing' section of the Planning Obligations SPD and will be a material consideration in determining planning applications.

## 2. The purpose of the Affordable Housing SPD

The purpose of this SPD is to support the application of Core Strategy policies in respect of residential development by;

- Providing guidance on the affordable housing obligation sought on qualifying sites.
- Setting out the Council's approach to the distribution, layout and design of affordable housing within developments.

- Providing the evidence base to support the Council's approach to the tenure and size mix of affordable housing.
- Detailing the circumstances for off-site contributions
- Providing the methodology for calculating financial contributions in lieu of affordable housing
- Explaining the Council's approach to site viability

### **3. Housing Needs Evidence Base**

The requirement for local authorities to keep assessments up to date has been a requirement of both housing and planning guidance since 2000. The Strategic Housing Team has commissioned David Couttie Associates, to prepare a Housing Needs and Market Assessment Update. The findings of the study are broadly in line with past studies commissioned by Dacorum. The final draft Affordable Housing SPD will be updated to reflect the study's findings.

### **4. Consultation**

This SPD will be open to public consultation, as part of a wider housing consultation taking place in the summer. For planning purposes, SPDs are not required to be subjected to formal Public Examination. Therefore it anticipated that following the consultation, the SPD can be adopted by Cabinet subject to any changes as appropriate. Following the adoption of the Core Strategy, the SPD will be accorded full planning status and will be a material consideration in determining applications for residential development.

### **5. Financial implications**

The Affordable Housing SPD allows for off-site financial contribution to be paid in respect of residential development, on those sites which fall below a particular site size threshold. The financial implications arising from this report, relate to the monies that will accrue. These funds can be used to support the Housing Capital Programme and be pooled towards a specific funding stream to contribute to the provision of new affordable homes on available council land or facilitate development of housing association led affordable housing schemes.

### **6. Project Plan**

The timeline for the adoption of the SPD is outlined below:

- Housing & Community OSC – May 2012
- Cabinet – May 2012
- Consultation – June to August 2012
- Adoption with the Local Plan – October 2012
- Adoption with the Core Strategy – On adoption of the Core Strategy




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Affordable Housing SPD 2012

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Strategic Housing Services

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May 2012

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Version Control	
Status of Policy	V0.7
Sponsor	Julia Hedger – Group Manager Strategic Housing
Author/Reviewer	Jack Burnham – Team Leader Housing Strategy and Development Camelia Smith – Lead Officer Development
Approved	TBC
Review Date	March 2016

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### **Appendices**

Appendix A- Background paper Off-site financial contributions

Appendix B- Affordable Housing SPD 'snapshot' summary

Appendix C- Core Strategy Policies



## Foreword

“Dacorum is one of the most desirable places to live in the South-East of England, with excellent transport links and several areas of outstanding natural beauty. As a result of this, homes are in high demand and expensive. In order for people to continue to be given an opportunity to live here, the Council has given very high priority to increasing the supply of affordable homes, backed up by significant resources.”

“The Council has developed this policy to enable sustainable development within the area, with a strong focus on delivering affordable housing, in a Borough where it is in high demand. By working with the private sector and registered providers, the Council aims to ensure that this policy helps the delivery of both market and affordable homes across the borough, and makes Dacorum a viable and desirable place to build and live.”

“We are delighted to welcome this Affordable Housing SPD, which will ensure the delivery of quality affordable homes for the residents of Dacorum.”

*Councillor Margaret Griffiths*  
**Portfolio Holder for Housing**  
**Deputy Leader of the Council**

*Councillor Stephen Holmes*  
**Portfolio Holder for Planning**

## 1. Executive Summary

1.1 Dacorum Borough Council's Sustainable Community Strategy and Core Strategy sets out the Council's priorities and vision for the Borough. The Core Strategy is the key strategic planning document, which forms part of the Local Planning Framework (LPF) alongside supporting Supplementary Planning Documents (SPDs).

1.2 This Affordable Housing Supplementary Planning Document supports the Core Strategy policies:

- CS6: Selected Small Villages in the Green Belt
- CS18: Mix of housing;
- CS19: Affordable Housing;
- CS20: Rural sites for Affordable Housing
- CS22: New Accommodation for Gypsies and Travellers

*NB. Core Strategy Policies referred to in this document relate to the Pre-Submission version of the Core Strategy (November 2011).*

1.3 The purpose of this SPD is to support the application of these policies in respect of residential development by;

- Providing guidance on the affordable housing obligation sought on qualifying sites.
- Setting out the Council's approach to the distribution, layout and design of affordable housing within developments.
- Providing the evidence base to support the Council's approach to the tenure and size mix of affordable housing.
- Detailing the circumstances for off-site contributions
- Providing the methodology for calculating financial contributions in lieu of affordable housing
- Explaining the Council's approach to site viability

1.4 The Council is in a unique position; being one of the few local authorities in the Country to be granted Development Partner Status under the HCA's Affordable Homes Programme 2011-15 (AHP). The Council is currently implementing its own New Build Programme. Funding from the HCA will enable an additional 45 affordable homes to be built over the programme period.

1.5 The Council will facilitate affordable housing delivery by working collaboratively with Registered Providers of Social Housing, Developers and the Homes and Communities Agency (HCA), and other stakeholders to ensure that a choice of quality affordable housing is built at the right time and in the right locations to meet local housing need.

1.6 This SPD is supported by recent evidence base of the published Strategic Housing Market Assessment 2010 (SHMA) and the updated Housing Market Needs Assessment 2012 (HMNA) and past Housing Studies commissioned by the Council. Collectively these studies demonstrate there is a substantial need for affordable housing in the Borough.

1.7 The Council's view is that Affordable Housing should be accessible to people whose incomes are insufficient to enable them to obtain adequate housing locally on the open market.

There should also be a mechanism to ensure the provision of affordable housing remains so in the long term.

- 1.8 This SPD is a material consideration in the determination of planning applications for residential development and it supersedes previous Advice Notes relating to Affordable Housing, the 2005 Eligibility Criteria for the Occupation of Affordable Housing SPD, and those parts of the Planning Obligations SPD (adopted April 2011) which relate to affordable housing.
- 1.9 Appendix B of this SPD contains a “snapshot” summary of the requirements outlined in this Supplementary Planning Document and can be used as a quick reference guide to this Policy.

## 2. Introduction and Context

### National Context

- 2.1 The National Planning Policy Framework (NPPF) is a single national planning policy framework which consolidates previous national planning policy statements and guidance. The NPPF introduces changes to previous government housing policy set out in PPS3; including the removal of the national minimum threshold for affordable housing on privately developed sites and the requirement to set separate targets for social-rented and intermediate affordable housing.
- 2.2 Planning Policy Statement 3 (Housing) was updated in June 2011 to include “Affordable Rent” within the definition of Affordable Housing. The introduction of Affordable Rent also forms part of a new funding delivery model proposed under the HCA National Affordable Housing Programme Framework (February 2011). Further information is available at <http://www.homesandcommunities.co.uk/>
- 2.3 The NPPF sets out the Government’s key objectives for Housing, which is to increase significantly the delivery of new homes by:
- Increasing the supply of housing;
  - Delivering a wide choice of high quality homes that people want and need;
  - Widening opportunities for home ownership and;
  - Creating sustainable, inclusive and mixed communities, including through the regeneration and renewal of areas of poor housing.
- 2.4 The delivery of Affordable Housing in Dacorum will contribute to meeting the Government’s objectives, by providing a choice of housing tenures which meets the needs of households on a range of income levels.
- 2.5 Community involvement in the planning of new homes is a key theme within the Localism Act. The Act introduces the policy initiative ‘Community Right to Build’ which is also referenced in the National Housing Strategy ‘Laying the Foundations’. The Community Right to Build enables Communities to initiate development proposals that they wish to see come forward in their locality. Development proposals could include the building of affordable housing, particularly in rural locations where the resources to deliver affordable housing is limited. In response the Council will promote sustainable housing development, which meets the needs of local people. The Council also supports “Self-Build” as defined in the National Housing Strategy.
- 2.6 The Community Infrastructure Levy- introduced by the Planning Act 2008, came into force on 6 April 2010 through the Community Infrastructure Levy Regulations 2010. The Levy is a new planning charge, which allows local authorities in England and Wales to raise funds to pay for infrastructure from developers undertaking new building projects in the area. The Localism Act makes amendments to the CIL Regulations to ensure that a meaningful proportion of the funds raised will be retained locally. Preparatory work to inform the Council’s CIL is currently underway, with the levy expected to come into force in 2013/14.

## Regional Context

- 2.7 The Localism Act 2011 empowers the government to revoke the regional tier of planning following the abolition of the regional Government.

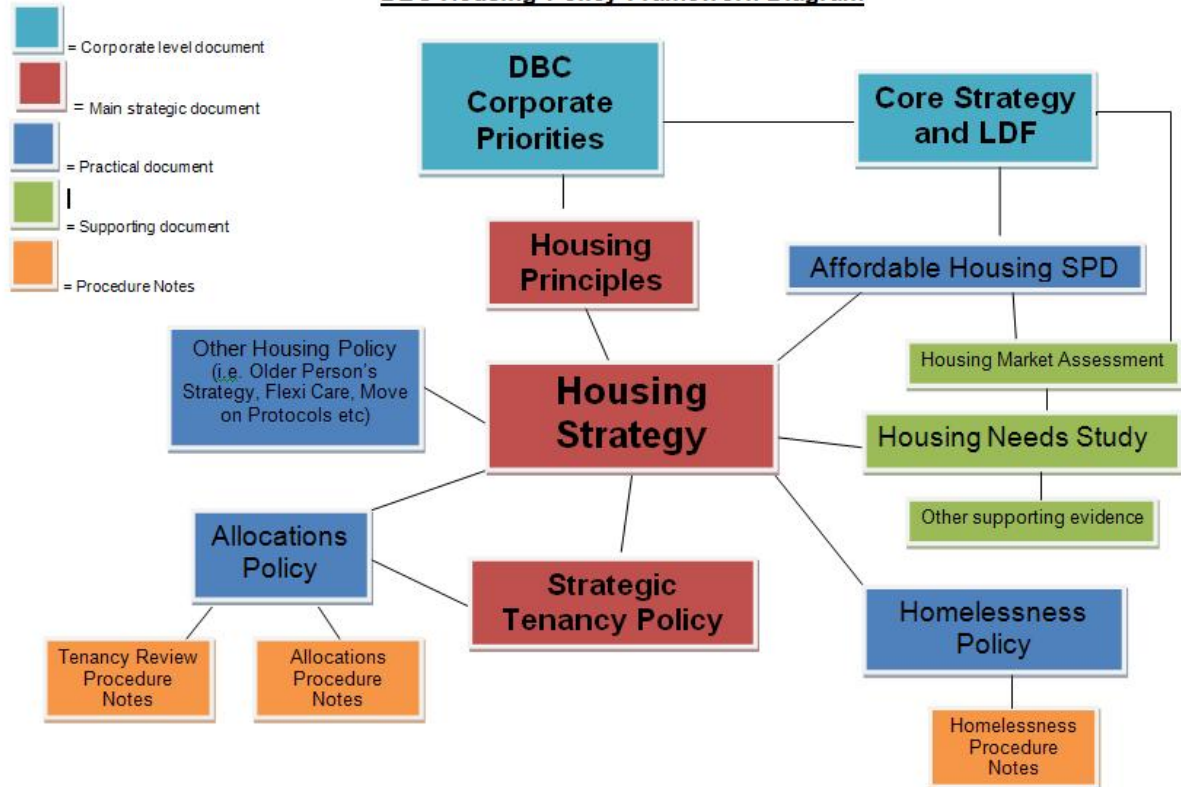
## Local Context

- 2.8 Dacorum Borough Council and 9 other local authorities are located within the London Commuter Belt area, which together forms the 'Hertfordshire Housing Consortium'. The partnership encourages best practice working to maximise the delivery of Affordable Housing in Hertfordshire. Further information is available at [www.hertshousing.org](http://www.hertshousing.org)
- 2.9 In recent years the majority of affordable housing has been delivered through s106 obligations, on private land in conjunction with Registered Social Landlords. The Council is keen to initiate and take an active role in the delivery of new affordable homes. As such, the Council is set to embark on its own New Build Programme under the HCA 2011-15 Affordable Homes Programme. Funding from the HCA will enable the council to build an additional 45 affordable homes during the course of the Programme. These will be owned and managed by the Council in addition to its existing 10,500 affordable homes.
- 2.10 The Council has published a number of documents which set out the background context priorities, objectives and mechanism for the delivery of affordable housing and wider regeneration in Dacorum.

### Published Council documents:

- 2.11 **Corporate Plan 2009-2014**- sets out the council's vision and priorities for the Borough. These priorities are translated into the Council's Housing Strategy and Core Strategy. The Core Strategy is a key strategic planning document which forms part of the Local Development Framework.
- 2.12 **Sustainable Community Strategy**- the Strategy sets out the priorities and long-term vision for the economic, social and environmental wellbeing of the Borough.
- 2.13 **Housing Principles (2012)** – the strategic principles that underpin the policies of the housing function of the Council. These were formally adopted at March 2012 Cabinet. This also approved the Housing Policy Framework which is outlined in 2.14.
- 2.14 **Housing Policy Framework (2012)** – the suite of documents that make up the housing policy function of the Council. This includes the Housing Principles and this Affordable Housing SPD and is outlined in the diagram below;

### DBC Housing Policy Framework Diagram



- 2.16 **Local Investment Plan-** articulates the scale of housing growth and regeneration and the level of investment required in Dacorum.
- 2.17 **Dacorum Development Programme-** this document brings together the Borough's Sustainable Community Strategy and Local Investment Plan and the Local Development Framework. The Dacorum Development Programme is intended to be the delivery mechanism, containing action plans which will facilitate the successful delivery of the identified priorities
- 2.18 **Planning Obligations Supplementary Planning Document (adopted April 2011)** - this explains Dacorum Borough Council's approach and procedure for seeking planning obligations from residential development. It provides details of the Council's requirements together with the evidence of need to substantiate the levels of contributions sought for certain types of infrastructure.

#### The status of this Affordable Housing SPD

- 2.19 This document provides supplementary information with regards to the delivery of affordable housing in the Borough and should be read alongside the Core Strategy.
- 2.20 This SPD will be treated as supplementary planning guidance until the adoption of the Core Strategy, when it will be afforded full supplementary planning document (SPD) status. It is a material planning consideration in all relevant planning decisions.
- 2.21 This SPD supersedes the 'affordable housing' section of the Planning Obligations Supplementary Planning Document and previous Advice Notes regarding affordable housing,

and the Supplementary Planning Document, 'Eligibility Criteria For the Occupation of Affordable Housing (2005)'.

- 2.22 The requirements set out in this SPD will be a material consideration in the determination of all planning applications for development comprising residential use classes C2, C3 and C4.
- 2.23 This document sets out the approach to Affordable Housing in Dacorum. Your views are now invited on this document and whether there are any other matters you wish to be addressed in the SPD. A response form is enclosed which invites answers to the questions and provides opportunity for general comments.

Your responses should either be submitted by email to [housingdelivery@dacorum.gov.uk](mailto:housingdelivery@dacorum.gov.uk) or should be returned to:

Strategic Housing  
Planning and Regeneration Dept  
Dacorum Borough Council, Civic Centre  
Marlowes, Hemel Hempstead  
Hertfordshire, HP1 1HH

- 2.24 The draft SPD will be published for a six-week period of consultation between X-X. The Council will promote consultation with a wide range of organisations and stakeholders including Parish and Town Councils, Registered Providers, developers, planning consultants and residents. The consultation will be advertised in the 'Dacorum Digest' and on the Council's website.

Once all the representations on the draft SPD have been received, the document will be reviewed and changes made where necessary, before being formally adopted by the Council in September.

### 3. Housing Need

- 3.1 In January 2012 the Council commissioned a consultant to prepare a Housing Needs and Market Assessment (HNMA) Update. The study was undertaken by David Coultie Associates (DCA) and the HNMA study builds on previously commissioned housing needs studies.
- 3.2 The 2003 Housing Needs study identified an annual shortfall of 710 affordable homes. The most recent Housing Needs and Market Assessment Update reveals there is an annual backlog need of 795 affordable homes required in the Borough. To eliminate a proportion of the backlog need over the short term (5-year period) medium term (10 year period) and the longer term up to 2031 (19 year period) 556, 477 and 439 new affordable homes are needed respectively.

#### Annual Affordable Need and Supply

	<b>5 years</b>	<b>10 years</b>	<b>19 years</b>
<b>Total Net Current Need</b>	795	795	795
<i>Backlog rate</i>	159 (20%)	80 (10%)	42 (5.3%)
<i>Newly arising Need</i>	986	986	986
<i>Annual Affordable Need</i>	1,145	1,066	1,028
<i>Less Annual Supply</i>	589	589	589
<b>Net annual need</b>	<b>556</b>	<b>477</b>	<b>439</b>
<i>Plus Assumed new units of supply</i>	97	97	97
<i>Total Need before new delivery</i>	653	574	536

DCA Housing Market and Needs Assessment 2012

#### Affordability

- 3.3 The determinant of affordability is the relationship between house prices/rents and earnings. The Council seeks to ensure that all forms of affordable housing are within reach of local household incomes. Department of Communities and Local Government Guidance defines affordability in terms of the proportion of households' income which is spent on housing costs. In line with the Guidance, households should spend no more than 25% of their gross household income on rented accommodation.
- 3.4 Affordable Housing should be affordable to households with the lowest income levels, including households in receipt of Local Housing Allowance (or other benefit regime e.g. Universal Credit to be introduced in 2013). The Council takes the view that the rent levels set for affordable rent accommodation should not exceed Local Housing Allowance Rates.
- 3.5 In terms of the affordability of market housing, CLG Guidance states that it is reasonable to assume that a single earner will borrow up to 3.5x his/her gross income, with two income



households borrowing no more than 2.9x their joint income. The HNMA Update study reveals the key affordability issue for households wishing to buy is the need for up to 20% deposit and identifies that 93% of concealed households forming will not be able to afford a deposit for a 1- bed flat without significant parental assistance.

- 3.5 Shared ownership housing offers an intermediary step, between full homeownership and renting. The HMNA suggests that between 25% and 40% of new forming households can afford to purchase shared ownership, subject to the value of the initial share purchased.
- 3.6 The cost of shared ownership housing is dependent on a number of variables, such as the value of the property on the open market, the share to be purchased and the rental and service charges. The Council takes the view, that service charges should not be levied on houses, unless the registered provider can provide evidence to justify there is a service charge requirement. The council expects that Registered Providers charge no more than 2.75 % on the rental element.
- 3.7 The Homes and Communities Agency calculator defines the purchaser's maximum contribution to housing costs, as a ratio of net income to debt. Applicants should not be borrowing amounts deemed to be unsustainable. The HCA Shared Ownership Calculator sets out affordability guidelines. Further information is available at [www.homesandcommunities.co.uk](http://www.homesandcommunities.co.uk)

#### 4. Affordable Housing Definition

- 4.1 The definition of Affordable housing is set out in the previous Government policy statement for Housing (PPS3) and the NPPF and is detailed below:
- *Affordable housing* comprises Social rented, Affordable rented and Intermediate housing, provided to eligible households whose needs are not met by the market. Eligibility is determined with regard to local incomes and local house prices. Affordable housing should include provisions to remain at an affordable price for future eligible households or for the subsidy to be recycled for alternative affordable housing provision.
  - *Social rented* housing is owned by local authorities and private registered providers, for which guideline target rents are determined through the national rent regime. It may also be owned by other persons and provided under equivalent rental arrangements to the above, as agreed with the local authority or with the Homes and Communities Agency.
  - *Affordable rented* housing is let by local authorities or private registered providers of social housing to households who are eligible for social rented housing. Affordable Rent is subject to rent controls that require a rent of no more than 80% of the local market rent (including service charges, where applicable).
  - *Intermediate housing* is homes for sale and rent provided at a cost above social rent, but below market levels subject to the criteria in the Affordable Housing definition above. These can include shared equity (shared ownership and equity loans), other low cost homes for sale and intermediate rent, but not affordable rented housing.
- 4.2 For planning purposes "*low cost market*" housing (i.e. discounted market housing at a maximum of 80% open market values) does not meet the definition of affordable housing, unless applicant/affordable housing provider can demonstrate there is a mechanism to retain the discount of the homes in perpetuity for future purchasers.
- 4.3 In recent years, the provision of intermediate tenures such as shared ownership has played a significant role in meeting the needs of households, who are not eligible for social rent and cannot afford to rent in the private sector or access market housing. Intermediate Housing in Dacorum is advertised and allocated through the local Home Buy Agent, Lea Valley Homes. Further information is on intermediate housing available at [www.leavalleyhomes.co.uk](http://www.leavalleyhomes.co.uk)
- 4.3 Affordable housing providers should meet the above definition of affordable housing or the most up to date definition as defined by the Government policy at the time of submitting a planning application.

## 5. On-site provision

### The proportion of affordable housing

**In all instances as set out in Policy CS19, the Council will seek on site provision of Affordable Housing.**

- 5.1 The Council commissioned Three Dragons consultants to undertake an Affordable Housing and s106 Viability Assessment (2009). The Study tested the viability of delivering varying proportions of affordable housing across sub market areas within Dacorum. The study revealed that a target of 40% affordable housing would be achievable across the Borough without risking development viability.
- 5.2 In considering the findings of the Study, the Council took the decision to adopt a lower proportional target of 35% affordable housing. This target reflects a reasonable affordable housing level, which avoids risking development viability (particularly on sites where viability is marginal) when taking into account the range of other planning obligations.
- 5.3 In accordance with Policy CS19, this Affordable Housing SPD requires that 35% of new dwellings on qualifying sites should be provided as on-site affordable homes. The affordable housing should be provided as part of the development proposal on the application site. Higher levels will be sought on sites, which have an adopted planning brief that specifies a higher percentage will be required or where specified in a development plan document (i.e. the Core Strategy, Site Allocations or East Hemel Hempstead Area Action Plan), unless it can be demonstrated that it is unviable to provide the specified level or there is no evidence of need. Please see section 12 for rural affordable housing.

### Qualifying sites for affordable housing

- 5.4 This SPD applies in respect of development, comprising residential Use Classes C2, C3 and C4. Further details of the Use Classes to which this SPD will apply are referenced in section 9.
- 5.5 Policy CS19 sets out the affordable housing obligation which is applicable to residential development proposals and applies where there is a net gain of one or more dwellings, including conversions.

The affordable housing obligation should be met in the form of dwellings as part of the proposed development on those sites which have a size threshold of a minimum;

- 0.3ha or greater or providing 10 or more dwellings in Hemel Hempstead; or
- 0.16ha or greater or providing 5 or more dwellings in the rest of the Borough

- 5.6 A financial contribution in lieu of affordable housing will be applicable to sites which fall below these site thresholds. Table 1 provides a summary of the Council's affordable housing requirements according to site location and threshold.

Table 1: A Summary of the Affordable Housing Policy requirements by location and site threshold

Location	Site area	Number of dwellings	Council requirements
Hemel Hempstead	0.3 Ha or over	10 or more dwellings	35% affordable housing provision on site
	Under 0.3 Ha	1-9 dwellings	Financial contribution in lieu of affordable housing ( off-site provision)

Elsewhere in the Borough	0.16Ha or over	5 or more dwellings	35% affordable housing provision on site
	Under 0.16Ha	1-4 dwellings	Financial contribution in lieu of affordable housing (off-site provision)

### Tenure requirements

5.7 The 2012 Housing Needs Study identified a high level of need for rented affordable housing. This corroborates the findings of previous commissioned studies (*SHMA 2010 and the 2003 Housing Needs Study*). As a guide, the Council's expected tenure split is 75% affordable rent and 25% shared ownership.

### Size Mix

5.8 There should be a mix of housing sizes and type provided on site. As a guide, where development proposals comprise a mix of houses and flats, the housing size mix of the affordable housing should represent the overall mix of dwellings on the site. Therefore a proportionate mix is sought to ensure a fair proportion of family-sized homes are provided.

A worked example: a notional scheme providing 44 homes comprising flats and houses  
 29 private units  
 15 affordable units

E.g. 35% affordable housing requirement = 15 affordable homes provided on site.  
 Unit mix breakdown for example, 35% of the 1-bed units on the site  
 = 35 % of 18= 6  
 Six 1-bed affordable units should be provided.

Table 2 - An example of calculating the proportionate affordable housing mix

Unit mix	Overall mix of units	Private	Affordable
1 bed (flats)	18	12	6
2-bed (flats)	14	9	5
3-bed (houses)	6	4	2
4-bed (houses)	6	4	2
Total number of units	44	29	15

5.9 Whilst the HMNA provides Housing Needs evidence, it is recognised that the housing needs will change over time. Therefore the Council will take into consideration the pressures on the existing social housing stock in the Borough (*e.g. increased number homelessness cases or home seekers*) the rates of new build (affordable housing) development and other local circumstances which may impact on the Council's ability to meet housing need. The Council therefore reserves the right to take a view on the housing needs and the affordable housing mix required on a site, prior to submission of an application for determination. Developers are therefore advised to enter into discussions at the pre-application stage with the Strategic Housing team regarding the affordable housing requirements

- 5.10 The Council owns and manages over 10,000 social homes. To assist in meeting housing needs; the Council through the operation of its Housing Allocation policy will seek to optimise the use of its existing housing stock, thereby minimising the total (capital) resources required to meet the defined housing need and thus ensure the right type of affordable homes are built.

## 6. Design and layout of affordable housing

### Design quality

- 6.1 The quality of design is an important aspect of affordable housing delivery. To ensure the affordable housing integrates successfully within the overall development; a tenure-neutral design approach will be encouraged, i.e. the external appearance of the affordable homes should be indistinguishable from the private housing on the site.
- 6.2 HCA funded schemes are required to meet Housing Design Quality Standards. Particular consideration will be given to the size of units. The Council also encourages non-HCA funded schemes to aspire to these Standards. Local authority funding will only be available for schemes which meet the HCA Design Quality standards. Further details are available at the <http://www.homesandcommunities.co.uk/ourwork/design-and-sustainability-standards> Developers should also have regard to Policies CS10-13 of the Core Strategy which relate to design, when drawing up their schemes.

### Distribution of Dwellings

- 6.3 The distribution of the affordable housing within a new development can have an impact on the social sustainability of a community; in terms of the quality of life for occupants. Care should therefore be taken to avoid the placement of any particular type of tenure in less desirable parts of the site.
- 6.4 On larger sites, the affordable homes should not be clustered in one particular location within the site. The distribution of affordable homes will be considered on a site-by-site basis. The Council will seek to ensure that new housing regardless of tenure is optimally distributed throughout the site.
- 6.5 The location of the affordable housing within the site or block will have implications for the future management and maintenance by the Registered Providers. Private sector developers are advised to consult with Registered Providers at the earliest opportunity, (i.e. at pre-application stage) regarding the location of the affordable units so as to avoid any unintended negative consequences for the future management and maintenance of the new homes.

### Lifetime Homes

- 6.6 The Council expects affordable homes to meet lifetime homes standards, where feasible. The Council will work with registered providers to ensure a proportion of homes are fully wheelchair accessible to meet the needs of occupants with disabilities or mobility impairment.

### Sustainable Homes

- 6.7 It is expected that all new affordable homes will be built to a minimum Code for Sustainable Homes Level 3. The Council will encourage exemplar housing schemes which demonstrate higher environmental sustainability standards, e.g. Passiv Haus Standard or zero carbon developments. Applicants must have regard to Core Strategy Policy CS29: Sustainable Design and Construction.

## 7. Viability

- 7.1 The Affordable Housing and Section 106 Viability Study (2009) demonstrates that the provision of 35% affordable housing is economically viable across the Borough. The Council (in partnership with a number of Hertfordshire authorities) has further commissioned Lambert Smith Hampton to undertake a joint district wide CIL Viability Assessment. The outcome of which will inform a charging schedule that will raise funds towards the delivery of infrastructure that is required to support development. Further information regarding the CIL process and timetable for implementation is available from the Strategic Regeneration Team.
- 7.2 The Levy regulations (at the time of writing this SPD) rules out the application of the levy for providing affordable housing. However the regulations do allow for 100% relief from the levy on those parts of a chargeable development which are intended to be used as affordable housing.
- 7.3 Applicants bringing forward housing proposals on qualifying sites are therefore advised to take into account the affordable housing provision and other s106 obligations and/or CIL together with other known requirements and constraints when negotiating the purchase of land. The Council does not accept that the affordable housing provision can be traded off against other s106 obligations or CIL requirements.
- 7.4 The Council takes the view that issues of site viability due to exceptional development costs do not in any way release the developer from the requirement to provide affordable housing under a planning obligation. This view is supported by the Taylor Wimpey VS Welwyn Hatfield Council (2010). The Council expects that land costs should reflect current market values.
- 7.5 The Council considers it is useful to establish a common understanding of the development attributes which constitute 'exceptional or abnormal costs'. Standard development costs that will not be considered as exceptional include: demolition; landscaping; surveys (e.g. archaeological or ecological); or ground conditions, or costs of meeting this SPD (e.g. HQI standards). 'Exceptional or abnormal costs' include extensive decontamination and necessary engineering works to create a sustainable platform for development or infrastructure works, (i.e. diversion of utility networks).
- 7.6 In cases where there are genuine unforeseen costs associated with the site (e.g. unexpected contamination) and all other sources of remedial finance have been exhausted, the Council will expect 'open book' negotiations and may consider various approaches either to use in-house expertise or seek independent viability advice on both costs and values. Should the latter approach be taken, the Council will appoint an independent consultant to review the viability assessment to assist in determining application. The costs of this will be borne by the applicant.
- 7.7 In cases where the applicant considers that the site cannot viably support the Council's affordable housing policy requirements. The Council will require the applicant to submit a financial appraisal and supporting evidence at pre-application stage. This will enable the Council to assess at the earliest opportunity, the optimum affordable housing mix which is economically viable on the site. The Council has endorsed the HCA Development Appraisal Toolkit (DAT) which is freely available from the HCA website to any organisation that wishes to use it. Applicants are therefore requested to provide financial data using the HCA toolkit or similar appraisal format.
- <http://www.homesandcommunities.co.uk/ourwork/development-appraisal-tool>

## 8. Off-Site Contribution

8.1 A financial contribution in lieu of affordable housing is applicable on sites which fall below the site thresholds of 0.3ha or 10 dwelling or more in Hemel Hempstead and 0.16ha or 5 dwellings or more elsewhere in the Borough. The contribution should be equivalent to providing subsidised/free land for affordable housing. Appendix A sets out the methodology for calculating off-site contributions

8.2 The methodology for calculating land costs can be calculated through the method below. A calculator is available at [www.dacorum.gov.uk/housing](http://www.dacorum.gov.uk/housing).

**(Local Land Values per Hectare ÷ Proposed Development Area in Hectares)**

**X (multiplied by)**

**Affordable Housing Percentage of 35%**

**X (multiplied by)**

**Applicable discounts**

8.3 Due to the difficult economic climate, the Council currently applies the following discount to the affordable housing off-site contribution. Discount is applied at – 100% for 1st unit, 80% for 2nd unit, 60% for 3rd unit, 40% for 4th unit, and 20% for \*5th unit (*\*only applies in Hemel Hempstead*). This discount is staggered to reflect economies of scale and the option to provide on-site affordable homes. This approach was tested by Lambert Smith Hampton in 2012 as part of the CIL viability study

8.4 Financial contributions received from developers will be pooled in a specific affordable housing fund to support the Housing Capital Programme for the provision of new affordable homes. The Council has extensive land holdings and envisages that commuted sums can be spent on either direct provision in building affordable homes on sites within the Council's ownership or via the purchase of land on the open market. Alternatively the sums can be collected can be administered in the form of grant to Registered Providers to build new affordable homes in the Borough.

8.5 The Council's Strategic Housing Team will administer the fund and identify development opportunities and appropriate schemes in accordance with Council's procedures on capital projects. The accounting for the funding will be undertaken by the s106 planning monitoring officer.



## 9. Additional considerations

### Funding

- 9.1 Nil grants should be assumed on all s106 sites, to reflect the HCA Affordable Homes Framework 2011-15 requirements. Further information is available at [www.homesandcommunities.gov.uk](http://www.homesandcommunities.gov.uk)
- 9.2 In exceptional circumstances, the Council may consider allocating its own Affordable Housing Grant (if resources are available) based on the merits of the scheme, i.e. the scheme represents value for money.

### Partnership working

- 9.3 The Council has put a significant amount of resource into achieving delivery, and is committed to working with Registered Providers and the Private Sector to maximise the development of homes in Dacorum.
- 9.4 The Council works closely with a number of additional housing providers, including the Government's Home Buy zone agent for Hertfordshire, Lea Valley Homes, who market intermediate housing. Further information on Lea Valley Homes can be found at [www.leavalleyhomes.co.uk](http://www.leavalleyhomes.co.uk)

### Private Developers

- 9.5 The Council considers that Registered Providers are best placed to manage affordable housing. Private Developers are therefore encouraged to work closely with Registered Providers to deliver affordable housing to ensure the new homes are managed effectively.

### Registered Providers

- 9.6 The Council is not prescribing which Registered Providers should deliver affordable housing in Dacorum. Therefore the Council will actively work in partnership with a range of Registered Providers, who can demonstrate high quality management services and housing delivery.

### Housing Management

- 9.7 It is expected that Registered Providers that wish to develop in Dacorum will have a management service which is in reasonable distance of the Borough. This will ensure that repairs and maintenance can be carried out effectively.
- 9.8 It is expected that Registered Providers levy fair and affordable service charges on affordable housing. These should not affect the affordability of the property to households on the waiting lists.

### Planning Application Classes

- 9.9 The below table sets out the affordable housing contributions that the Council will seek in respect of different classes of planning application.

Planning Class	Definition	Obligations Sought
C1	Hotels and Hostels	No affordable housing obligation
C2	Residential Institutions	The affordable housing obligation will apply to self contained units (i.e. unit has its own front door, kitchen & bathroom)
C3	Dwellings, Flats, Houses, Apartments	Affordable housing obligation will apply
C4	Houses in Multiple Occupation (HMO)	Affordable housing obligation will apply. (Each HMO is treated as one dwelling).

*NB – Obligations are not sought on Flexi-Care or Extra-Care housing*

9.10 Gypsy and Traveller Pitches are classed as affordable housing units. In order for a Gypsy and Traveller Pitch to be classed as an affordable housing unit it must be;

- (a) managed under legal agreement by a Registered Provider; and
- (b) fully built to Registered Provider standards; and
- (c) be subject to a nominations deed with Dacorum Borough Council; and
- (d) the pitch be fully serviced; and
- (e) be occupied by a nominee of the Council's choosing.

## 10. Submitting a planning application

### Outline and reserved matters applications

- 10.1 Applicants are encouraged to enter into informal discussions with the Strategic Housing Team regarding affordable housing proposals. The Council seeks an understanding of the affordable housing which may come forward on a site at outline application stage. (If a full planning application is not intended to be submitted for the site) Where there is an obligation to provide affordable housing on site. The Council will require applicants to define within the outline application, the amount of development proposed pertaining to the affordable housing element of the scheme. Outline application are therefore advised to set out the following:
- the percentage of affordable housing to be provided
  - the indicative dwelling mix of the affordable homes
  - the indicative tenure mix of the dwelling types or sizes
- 10.2 Reserved matters applications, should confirm the affordable housing mix proposed on the site. As a guide the dwelling and tenure mix should broadly reflect the indicative housing mix specified within the outline application, unless there is a significant change to overall dwelling types and sizes proposed as part of the reserved matters application.

## 11. S106 Agreement

- 11.1 Section 106 (S106) of the Town and Country Planning Act 1990 allows the local planning authority to enter into a legally-binding agreement or planning obligation with a landowner in association with the granting of planning permission.
- 11.2 The Council's S106 agreement includes standard clauses to secure the provision of affordable housing. The agreement is made by Deed between the landowner (s), Dacorum Borough Council and (may also include a Registered Provider) and Hertfordshire County Council.
- 11.3 In all cases where affordable housing is to be secured by S106 the Council's Solicitor will produce the first draft and the applicant will be required to pay the Council's legal and administrative costs incurred in negotiating and completing the deed.
- 11.4 A selection of some of the standard affordable housing clauses that form part of the s106 agreement are outlined below. Further information can be obtained by contacting the Council's legal department on 01442 228 000.

### 11.5 Affordable Housing

Housing of a type which having regard to its rent or other consideration is suitable for occupation by people who are in Housing Need

### 11.6 Affordable Housing Units

NUMBER (X) of the Residential Units to be constructed on the Property pursuant to the Planning Permission and made available for Affordable Housing of which NUMBER (X) shall be Affordable Rental Dwellings and NUMBER (X) Affordable Housing Units shall comprise Shared Ownership Dwellings the exact breakdown of which shall comprise:

Affordable Rental Dwellings: [X] x [X] bedroom houses and [X] x [X] bedroom houses  
Shared Ownership Dwellings: [X] x [X] bedroom houses

Or such other split of units and tenure as may be agreed in writing with the Housing Manager

### 11.7 Housing Need

A person has a housing need if in the opinion of the Housing Manager the person meets the criteria contained in the Council's policies relating to housing allocation (as amended from time to time) as formulated pursuant to the provisions of the Housing Acts 1985 and 1996 or any successor acts

### 11.8 Registered Provider

A registered provider of social housing registered with the Tenant Services Authority (or any successor authority) pursuant to the Housing and Regeneration Act 2008

### 11.9 Shared Ownership Lease

A lease or sub-lease (in the form of the Homes and Communities Agencies model lease for shared ownership or such other form of lease approved by the Council) of an Affordable Housing Unit granted at a premium whereby no more than seventy five per cent (75%) (or

such variation in percentage as may be agreed in writing with the Housing Manager) of the equitable interest in the Affordable Housing Unit is to be paid by the tenant or sub-tenant upon the initial completion of such lease or sub-lease or raised by mortgage or charge from a reputable bank or building society and which lease or sub-lease shall include arrangements enabling the tenant to acquire the balance of the legal and equitable interest in the Affordable Housing Unit at a future date or dates with rent being charged on the remaining equity share at a rate that will be no higher than two and three quarter percent (2.75%) (Or such variation in percentage as may be agreed in writing with the Housing Manager) of the gross value of the remaining share per annum

#### **11.10 Occupation Clause**

Unless otherwise agreed in writing by the Housing Manager, the Owner shall not permit the Occupation of more than NUMBER (X) Open Market Units until such time as all the Affordable Housing Units have been constructed to Practical Completion and transferred to a Registered Provider

#### **11.11 Mortgagee in Possession & Perpetuity**

3.3 From the date of Practical Completion of the Affordable Housing Units they shall not be used other than for Affordable Housing save that this obligation shall not be binding on:

3.3.1 Any Protected Tenant or any mortgagee or chargee of the Protected Tenant or any person deriving title from the Protected Tenant or any successor in title thereto and their respective mortgagees and chargees; or

3.3.2 Any Chargee provided that the Chargee shall have first complied with the Chargee's Duty

3.3.3 Any purchaser from a mortgagee of an individual Affordable Housing Unit pursuant to any default by the individual mortgagor.

3.4 The Chargee shall prior to seeking to dispose of the Affordable Housing Units pursuant to any default under the terms of its mortgage or charge shall give not less than 1 months' prior notice to the Council of its intention to dispose ("the Chargee's Notice") and:

3.4.1 In the event that the Council responds within 1 month from receipt of the Chargee's Notice indicating that arrangements for the transfer of the Affordable Housing Units can be made in such a way as to safeguard them as Affordable Housing then the Chargee shall co-operate with such arrangements and use its reasonable endeavours to secure such transfer

3.4.2 If the Council does not serve its response to the Chargee's Notice within the 1 month then the Chargee shall be entitled to dispose free of the restrictions set out in clauses 3.3 to 3.4

3.4.3 If the Council or any other person cannot within 2 months of the date of service of its response under clause 3.4.1 secure such transfer then provided that the Chargee shall have complied with its obligations under paragraph 3.4 the Chargee shall be entitled to dispose free of the restrictions set out in clauses 3.3 to 3.4

3.4.4 PROVIDED THAT at all times the rights and obligations in this sub clause shall not require the Chargee to act contrary to its duties under the charge or mortgage and that the Council

must give due consideration to protecting the interest of the Chargee in respect of moneys outstanding under the charge or mortgage.

#### **11.12 Nominations**

The Registered Provider grants to the Council the right for a period of eighty years from the date of Practical Completion to nominate 100% of the occupants of the initial lettings and 75% of subsequent lettings of the Affordable Housing Units such requirement to be formalised by the completion of a Nomination Agreement between the Council and the Registered Provider prior to the Occupation of any Affordable Housing Unit.

It is the Council's expectation that a Registered Provider will enter into a full nominations deed with the Council that will contain more detail on the nomination and lettings process.

#### **11.13 Variation to s106**

The Council recognises that developers and registered providers may wish to vary the affordable housing element of the s106 once it has been completed. A formal request in writing for a variation to the s106 agreement will need to be made in writing to the Council. The granting of such requests will be subject to the approval of the Council. The applicant will be required to pay the Council's legal and administrative costs incurred in negotiating and completing the deed.

## 12. Rural Housing Policy

- 12.1 The Council recognises that there are rural parts of the district, which people have to leave or live in unsuitable accommodation as there is a lack of choice within a Parish. In these situations, it may be possible to make an exception to the Council's standard policies, in order to provide affordable homes for households that are in housing need and have a local connection to the Parish. Policy CS20 of the Core Strategy as shown below sets out the planning policy for Rural Housing:

### **POLICY CS20: Rural Sites for Affordable Housing**

Small-scale schemes for local affordable homes will be promoted in and adjoining selected small villages in the countryside (see policies CS6 and CS7), and exceptionally elsewhere with the support of the local Parish Council.

Development will only be permitted if:

- (a) it meets an identified local need for affordable housing;
- (b) the housing is for people who have a strong local connection with the village or parish through work, residence or family; and
- (c) the scheme is of a scale and design that respects the character, setting and form of the village and surrounding countryside.

Any site on the edge of a village must represent a logical extension to it.

- 12.2 Any exception scheme must comply with the following elements as outlined below and in CS19.
- ❖ Housing Need must be independently verified through a local housing needs survey
  - ❖ All rural housing built outside development limits must be provided as affordable
  - ❖ The style and design of any homes must be in accordance with the other relevant District planning policies (i.e. Policy CS6 – Selected Small Villages in the Green Belt)
- 12.3 Dacorum Borough Council works with the Rural Housing Enabler for Hertfordshire to develop affordable housing within Dacorum. "Community Development Agency for Hertfordshire" provide Rural Housing Enabling services to Dacorum in an operational partnership that is reviewed on an annual basis. The Council will act to support Parish Councils in their decisions to promote affordable housing within their parishes.
- 12.4 It is important that all of the elements of this Affordable Housing SPD (i.e. design standards and sustainability standards etc.) are met on rural housing developments.
- 12.5 The Rural Housing Enabler works closely with Housing Associations and Parish Councils, as well as the Borough Council, to ensure that rural development is provided when and where there is an identified need for affordable homes within a parish. The contact details for the Rural Housing Enabler are listed below:

Name and Address	Telephone	Contact	e mail
<b>Community Development Agency for Hertfordshire</b> Unit B The Firs Berton HP22 5DX	0845 389 0389	Jean Fox	<a href="mailto:jean@communityimpactbucks.org.uk">jean@communityimpactbucks.org.uk</a>

12.6 Further information on rural housing can be obtained by contacting the Strategic Housing team at Dacorum Borough Council on 01442 228 724 or 01442 228 411. Emails can be sent to [housingdelivery@dacorum.gov.uk](mailto:housingdelivery@dacorum.gov.uk)



### 13. Monitoring and Review

The Council will monitor and keep under review this Affordable Housing SPD to ensure the delivery of affordable homes. The number of affordable homes will be reported as part of production of the Annual Monitoring Report prepared by the Strategic Planning and Regeneration team. This information will be made publicly available on the Councils website.

This SPD will be kept under review and where necessary updated to reflect changes to:

- Government and local policy
- Affordable housing delivery
- The housing need and housing market in Dacorum

#### 14. Registered Providers

Dacorum Borough Council has experience of working with the following Housing Associations to deliver affordable housing, both on s106 developments and on Council led schemes. Below are contact details of the housing associations which have recently delivered affordable housing in the Borough:

<b>Name and Address</b>	<b>Telephone</b>
<b>Affinity Sutton</b> L6, 6 More London Place Tooley Street London SE1 2DA	0207 378 5523 07850 919 405
<b>Aldwyck Housing Association Ltd.</b> 6 Houghton Hall Business Park Porz Avenue, Houghton Regis Bedfordshire LU5 5UZ	01582 869 209 01582 869 207
<b>The Guinness Partnership</b> Gate House, Fretherne Road Welwyn Garden City Hertfordshire AL8 6NS	01707 397 233 01707 397 230
<b>Hastoe Housing Association</b> Marina House, 17 Marina Place Hampton Wick , Kingston upon Thames, KT1 4BH	0208 973 0438 07590 962 109
<b>Hightown PCHA</b> Hightown House, Maylands Avenue Hemel Hempstead, Hertfordshire HP2 4XH	01442 292 312 01442 292 322
<b>Metropolitan Housing Partnership</b> The Grange, 100 High Street Southgate, London N14 6PW	0203 535 4222 0203 535 4256
<b>Paradigm Housing Group</b> 1 Glory Park Avenue Wooburn Green, Bucks, HP10 0AP	01494 799 311 01628 811 727

**DACORUM BOROUGH COUNCIL - STRATEGIC HOUSING TEAM**

**TELEPHONE: HOUSING STRATEGY & DEVELOPMENT – 01442 228 724 | 01442 228 411**

## 15. Glossary

**Affordable Housing:** Affordable Housing is that provided, with subsidy, for people who are unable to resolve their housing requirements in the general housing market because of the relationship between local housing costs and incomes. The definition of affordable housing as defined in section X of this SPD. The definition is derived from the National Planning Policy Framework. This definition covers housing for social rent and intermediate housing through shared ownership, shared equity and submarket rent.

**Affordability:** this is expressed as the relationship between a household's income and housing cost and measures the households' ability to access rents or purchase a property on the open market through the means of mortgage finance. The affordability ratio set out in the housing needs assessment assumes that rental cost should be no more than 25% of household's income on rents and x% on mortgage costs. Other affordability ratios may apply to shared ownership based on the applicant's circumstances.

**Affordable rent:** rent set at up to 80% of local market rents. (Rent should not exceed local housing allowance levels).

**Choice Based Lettings:** A points based system for the allocation of social housing, which is designed to introduce an element of choice for people who apply for council and housing association homes. The Council operates the "*Moving With Dacorum*" Choice Based Lettings Scheme.

**Code for Sustainable Homes (CSH):** is the national standard for the sustainable design and construction of new homes. Registered Providers are required to meet Code level 3 (as a minimum).

**Design and Quality Standards:** A set of standards published by the Housing Corporation setting out the essential and desirable standards for properties which are acquired or developed for affordable housing using Social Housing Grant funding.

**Equity share:** the proportion of the open market value of the property that is owned by the purchaser and/or the third party investor i.e. the developer or government.

**Household:** a household comprises either one person living alone or a group of people (not necessarily related) living at the same address with common housekeeping – that is, sharing at least one meal a day or sharing a living room or sitting room.

**Homeless household:** A household is accepted as statutorily homeless by the authority if it meets the criteria set out in the Housing Act 1996.

**Homes and Communities Agency:** the national housing and regeneration agency for England as set out in the Housing & Regeneration Act that provides investment and enabling expertise in the delivery of regeneration and new affordable homes and performs a regulatory function in respect of Registered Providers.

**Housing demand:** is the quantity of housing that households are willing and able to buy or rent.

**Housing need** is the quantity of housing required for households who are unable to access suitable housing without financial assistance. Housing need may arise due to households lacking their own housing or live in unsuitable housing and who cannot afford to resolve their housing needs in the market.

**Intermediate housing:** Housing at prices or rents above those of social rented/affordable rented but below market prices or rents. This includes shared ownership and sub-market renting.

**Lifetime homes Standard:** is a set of 16 design criteria that provide a model for building accessible and adaptable homes. It enables homes to be built to be adapted to the changing needs of residents throughout their lives.

**Low Cost Home Ownership product (LCHO):** Affordable housing development for sale at a price below the open market value. This includes discounted sale, shared ownership, and key worker housing.

**National Affordable Housing Programme:** Government programme for the funding of affordable homes.

**Nomination rights:** the grant of rights to the council to nominate households to occupy accommodation provided by the Registered Provider. These rights are formalised in the form of a nomination agreement.

**Re-lets:** Local Authority or RP rented property that becomes vacant due to the departure of a previous tenant that enables the re-let to another tenant or new applicant on the Housing Register

**Registered Providers (RPs):** are independent housing organisations and charitable organisations, and companies providing affordable housing; registered with the Homes & Communities Agency under the Housing Act 1996 & Housing and Regeneration Act 2008.

**Serviced land:** Land provided with appropriate infrastructure (roads, water, gas, sewer etc.) in place.

**Social Housing Grant (SHG):** Capital provided by the Homes and Communities Agency, or Local Authority, to fully or partially funds RPs when developing affordable housing.

**Supporting People:** A programme to finance support for vulnerable people living in the community.

## Appendix A: Background Paper – Off-Site Housing Contributions

### Background

1. Affordable Housing should always be provided on-site where possible. The Council's Core Strategy requires smaller developments to make provision for a contribution in lieu of affordable housing.
2. The Council accepts that smaller developments may not be able to bear the provision of on-site affordable housing. It is therefore proposed there is a clear and sound methodology in place to determine the levels of affordable housing.
3. An off-site capital sum should be roughly equivalent to the cost of re-providing the land for affordable housing on another local site. Dacorum Borough Council's off-site contribution therefore looks to determine the cost of land within the borough, in order to calculate the sums required to re-provide housing in the locality of development.
4. The method used to calculate an off-site housing provision should therefore not look to the residual value of the specific development, but to the local land values and the specific development densities.

### Off-Site Provision Calculation

5. The Dacorum method for calculating an off-site provision for affordable housing is therefore outlined below.
6. **Local Land Value per hectare (A)** is defined by an independent study into local land values. This is more relevant than a residual calculation as the land purchased as a result of the scheme will not be affected by the specific site development costs. An independent study can be commissioned to ascertain local land values close to relevant sites for specific developments. This will be conducted by an RICS professional of the Council's choosing, with the costs of the valuation borne by the developer. Lambert Smith Hampton produced a study in 2011/12 that assessed local land values. The summary of values per hectare is outlined below:

Area	Price per hectare
Berkhamsted	£4,200,000
Bovingdon & Flamstead	£3,700,000
Hemel Hempstead	£2,100,000
Kings Langley	£2,950,000
Leverstock Green	£2,700,000
Markyate	£2,450,000
Tring	£2,950,000

7. **Dwellings per hectare (B)** are defined as the number of units developed on a specific site. If there are proposals for 2 dwellings on 0.1ha, this would equal a density of 20 dwellings per hectare. The Council has produced an indicative model of average densities that can be used

to calculate what off-site provisions are likely to be. The actual contribution will be specific to the development and will be produced using the sum as set out below.

8. **Affordable Housing % (C)** is the percentage of the development that should be provided as affordable housing. The Council’s April 2011 SPD and Core Strategy state that this is 35%.
9. **The overall calculation per unit** is set out in the diagram below. A working example of this model is shown at the end of this paper and in the Affordable Housing SPD. The calculation below is then multiplied by the number of units being delivered.

$$\frac{A}{B} \times C$$

10. The first part of this calculation, to divide A (Local Land Value per hectare) by B (dwellings per hectare) will produce the value of the site. Multiplying this by the affordable housing percentage will provide the percentage of the land value that is subject to a s106 affordable housing element. This is then multiplied by the number of units being provided to obtain the charge for the overall site, with any **Viability Discount (D)** as set out below added.

$$\frac{A}{B} \times C \times D$$

### Viability Adjustments

11. All off-site payments are due on sale of units in order to not overburden the cash flow of small developers.
12. The Council recognises that economies of scale exist when delivering housing. To compensate for this, a sliding discount is applied to ensure that small scale housing delivery is deliverable. The discount takes into account the Government’s commitment to housing delivery through methods such as self-build. The current rate of discount is outlined below:

Units Developed	Discount
First Unit	100%
Second Unit	80%
Third Unit	60%
Fourth Unit	40%
Fifth Unit	20%
Sixth-Ninth Unit	0%

13. The discount falls away as the prospect and viability of providing affordable housing on-site increases with the larger size of the development.

## Example

14. The example set out below acts as an indication of how the above is put into practice for a small development.

### ***Development of 4 Units on 0.1ha in Hemel Hempstead:***

<b>(A)</b> Land Value per hectare in Hemel Hempstead	<b>£2,100,000</b>
<b>(B)</b> Dwellings per hectare	<b>40</b>
<b>(A)</b> Divided by <b>(B)</b>	<b>£105,000</b>
Multiplied by <b>(C)</b> Affordable Housing %	<b>£36,750 contribution per unit</b>

*Discounts (D) applied as below:*

	<b>Discount</b>	<b>Contribution</b>
<b>First Unit</b>	100%	£0
<b>Second Unit</b>	80%	£7,350
<b>Third Unit</b>	60%	£14,700
<b>Fourth Unit</b>	40%	£22,050
<b>Total Off-Site Contribution</b>		<b>£44,100</b>

## Further information

15. For further information on this off-site calculation method. Please contact the Strategic Housing team on 01442 228 724 or [housingdelivery@dacorum.gov.uk](mailto:housingdelivery@dacorum.gov.uk)

## Appendix B: Affordable Housing SPD Snapshot Requirements

The Affordable Housing SPD is part of the Council's Housing Policy Framework, which also includes the Housing Market and Needs Assessment, which identified housing need in Dacorum. The SPD is also a vital part of the new Local Plan. It replaces all previous affordable housing SPDs and advice notes. The Affordable Housing SPD requires an affordable housing contribution or provision on all sites.

### ON SITE PROVISION

Sites over 0.3ha/10+ units in Hemel Hempstead  
Sites over 0.16ha/5+ units in the rest of Dacorum

#### 35% On-Site Affordable Housing Requirement

- 75% Affordable Rent | 25% Shared Ownership
- The Size of the Affordable Units should reflect the overall mix
- Affordable Homes should appear the same as the market units
- Affordable Units should not be placed in more undesirable areas of sites or be grouped together unnecessarily
- Affordable Units should meet HQI standards, a minimum of Code for Sustainable Homes L3 and Lifetime Homes Standards
- Disabled adaptations should be explored where need can be shown
  
- No grant is available for s106 schemes
- Registered Providers should provide Affordable Units
- Registered Providers should have a good track record of management

### OFF SITE PROVISION

Sites under 0.3ha/9- units in Hemel Hempstead  
Sites under 0.16ha/4- units in the rest of Dacorum

#### 35% Off-Site Affordable Housing Requirement

Off Site provision is calculated by looking at the cost of re-providing affordable homes on land in the vicinity of development. Calculation shown below:

$$\begin{aligned} & \text{Local Land Values} \div \text{Development Site Size} \\ & \quad \quad \quad \times \\ & \quad \quad \quad \text{Affordable Housing Percentage of 35\%} \\ & \quad \quad \quad \times \\ & \quad \quad \quad \text{Applicable Discount} \end{aligned}$$

A calculator can be found at [www.dacorum.gov.uk/housing](http://www.dacorum.gov.uk/housing)

Discount is currently applied at – 100% for 1<sup>st</sup> unit, 80% for 2<sup>nd</sup> unit, 60% for 3<sup>rd</sup> unit, 40% for 4<sup>th</sup> unit, and 20% for 5<sup>th</sup> unit (fifth unit discount applies to Hemel Hempstead only)

Policy CS20 of the Core Strategy highlights that specific arrangements exist for Rural Affordable Housing. This housing should meet the above, as well as meeting evidenced housing need, being 100% affordable and conforming to local design requirements. The Council works with CIB to provide a rural housing enabling service for Parish Councils. CIB can be contacted on 0845 389 0389.

The Council has experience of working with several Housing Associations (Registered Providers) to deliver affordable homes in Dacorum. The list below contains contact details for Housing Associations that the Council has recent experience of working with to deliver affordable housing in Dacorum.

**AFFINITY SUTTON - 0207 378 5523**  
**HASTOE - 0208 973 0438**  
**PARADIGM – 01494 799 311**

**ALDWYCK HA - 01582 869 209**  
**HIGHTOWN – 01442 292 312**

**GUINNESS - 01707 397 233**  
**METROPOLITAN HT – 0203 535 4222**



Further information can be obtained by contacting the Council's Strategic Housing Section:

**01442 228 724 | 01442 228 411 | [housingdelivery@dacorum.gov.uk](mailto:housingdelivery@dacorum.gov.uk)**



Note: The following policies relate to the Pre-Submission Core Strategy (November 2011) and are therefore subject to change. For the most up-to-date policy wording and the full Core Strategy please refer to the Council's website [www.dacorum.gov.uk/planning](http://www.dacorum.gov.uk/planning)

**POLICY CS18: Mix of Housing**

New housing development will provide a choice of homes. This will comprise:

(a) A range of housing types, sizes and tenure;

(b) Housing for those with special needs; and

(c) Affordable housing in accordance with Policy CS19

Decisions on the appropriate type of mix of homes within development proposals will be guided by strategic housing market assessments and housing needs surveys, and informed by other housing market intelligence and site-specific considerations.

Policy CS19 is overleaf.

### **POLICY CS19: Affordable Housing**

Affordable homes will be provided:

- On sites of a minimum size 0.3ha or 10 dwellings (and larger) in Hemel Hempstead; and
- Elsewhere on sites of a minimum size of 0.16ha or 5 dwellings (and larger)

A financial contribution will be sought in lieu of affordable housing on sites which fall below these thresholds.

35% of the new dwellings should be affordable homes. Higher levels will be sought on sites which are specified in a development plan document, provided development would be viable and need is evident. 100% of all new homes will be affordable on rural housing sites (Policy CS20).

A minimum of 75% of the affordable housing units provided should be for rent.

Judgements about the level and mix of affordable homes will have regard to:

- (a) The Council's Housing Strategy and other evidence (see Policy CS18)
- (b) The potential to enlarge the site;
- (c) The overall viability of the scheme and any abnormal costs; and
- (d) More detailed guidance in the Affordable Housing Supplementary Planning Document.

Arrangements will be made to ensure that the benefit of all affordable housing units will pass from the initial occupiers of the property to successive occupiers.

Policy CS20 is overleaf.

**POLICY CS20: Rural Sites for Affordable Housing**

Small-scale schemes for local affordable homes will be promoted in and adjoining selected small villages in the countryside (see policies CS6 and CS7), and exceptionally elsewhere with the support of the local Parish Council.

Development will only be permitted if:

- (d) it meets an identified local need for affordable housing;
- (e) the housing is for people who have a strong local connection with the village or parish through work, residence or family; and
- (f) the scheme is of a scale and design that respects the character, setting and form of the village and surrounding countryside.

Any site on the edge of a village must represent a logical extension to it.

Further detail can be found in the Core Strategy. For further information on the Strategic Planning Function of the Authority, please contact the Strategic Planning and Regeneration Team on 01442 228 660 or email [strategic.planning@dacorum.gov.uk](mailto:strategic.planning@dacorum.gov.uk)

**Have your say:**

**Affordable Housing Supplementary Planning Document**

The Council is interested to hear the views of everyone including residents, developers, agents, registered providers and other stakeholders. All comments will be considered and where necessary changes will be made before this SPD is adopted by the Council.

The Affordable Housing Supplementary Planning Document and all supporting documents can also be found on the Council's website at: [www.dacorum.gov.uk](http://www.dacorum.gov.uk)

Please let us have your comments in one of the following ways:

Fill in the questionnaire enclosed with this document and send it back to us at

Strategic Housing  
Planning and Regeneration Dept  
Dacorum Borough Council, Civic Centre  
Marlowes, Hemel Hempstead  
Hertfordshire, HP1 1HH

Or comments can be made electronically by completing the online questionnaire on the council's website [www.dacorum.gov.uk](http://www.dacorum.gov.uk)

Closing date for responses is 5pm on the {TBC}

**QUESTIONS**

The Affordable Housing Supplementary Planning Document is intended to support Core Strategy policies to deliver affordable homes in the Borough.

1. Do you agree with the proposed purpose of this Affordable Housing SPD?

2. Do you think this SPD will contribute to meeting housing needs of the Borough?

3. Do you agree there is a need for more affordable homes in the borough?

4. What other aspects related to the development of affordable housing do you think could be included in this SPD?

5. The Council has examined the viability of both on site and off site affordable provision. Are there any other ways the Council can provide affordable housing in the Borough (this has to be based on Policy and national guidance.)?

6. Do you agree there is a need for affordable housing in rural locations in the Borough?

7. Please detail any further comments or suggestions that you would like to make concerning the Affordable Housing SPD?

**Consultee Details:**

Name:

Organisation:

Address:

Telephone Number:

E-mail address:

## AGENDA ITEM: 13

### SUMMARY



<b>Report for:</b>	<b>Housing and Community Overview &amp; Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>9<sup>th</sup> May 2012</b>
<b>PART:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Affordable Housing Update</b>
Contact:	Cllr Margaret Griffiths, Portfolio Holder for Housing Jack Burnham, Team Leader – Housing Strategy & Development
Purpose of report:	To update the Housing Overview and Scrutiny Committee on the work of the Council's Strategic Housing Function
Recommendations	That the Housing Overview and Scrutiny Committee notes the work of the Council's Strategic Housing Function
Corporate objectives:	Affordable Housing Delivery
Implications:	<u>Financial</u>
'Value For Money Implications'	<u>Value for Money</u>
Risk Implications	-
Equalities Implications	-
Health And Safety Implications	-



Consultees:	Assistant Director, Planning & Regeneration
Background papers:	Affordable Housing Principles
Glossary of acronyms and any other abbreviations used in this report:	RP – Registered Provider of Social Housing (Housing & Regeneration Act 2008) – The majority of RPs are Housing Associations and Local Authorities.

## 1. Affordable Housing Definition Update

As a result of the Government changes to the planning system, the new National Planning Policy Framework provides a definition for Affordable Housing which replaces the current definition in PPS3. This definition is outlined below.

*Affordable housing* comprises Social rented, Affordable rented and intermediate housing, provided to eligible households whose needs are not met by the market. Eligibility is determined with regard to local incomes and local house prices. Affordable housing should include provisions to remain at an affordable price for future eligible households or for the subsidy to be recycled for alternative affordable housing provision.

- *Social rented* housing is owned by local authorities and private registered providers, for which guideline target rents are determined through the national rent regime. It may also be owned by other persons and provided under equivalent rental arrangements to the above, as agreed with the local authority or with the Homes and Communities Agency.
- *Affordable rented* housing is let by local authorities or private registered providers of social housing to households who are eligible for social rented housing. Affordable Rent is subject to rent controls that require a rent of no more than 80% of the local market rent (including service charges, where applicable).
- *Intermediate housing* is homes for sale and rent provided at a cost above social rent, but below market levels subject to the criteria in the Affordable Housing definition above. These can include shared equity (shared ownership and equity loans), other low cost homes for sale and intermediate rent, but not affordable rented housing.

For planning purposes "*low cost market*" housing (i.e. discounted market housing at a maximum of 80% open market values) does not meet the definition of affordable housing, unless applicant/affordable housing provider can demonstrate there is a mechanism to retain the discount of the homes in perpetuity for future purchasers.

## 2. Housing Needs and Market Assessment Update 2012

The Council has procured an update to the 2003 DCA Housing Needs Assessment to provide an up to date information base on which to formulate affordable housing policy.

A draft report has been prepared by DCA (the consultants) and has been checked for accuracy by the Strategic Housing team. A redraft is currently being undertaken and the report is expected to be finalised in late May 2012.

Initial feedback shows that in order to meet the affordable housing demand in Dacorum, over 800 affordable homes would need to be built annually.

### **3. Choice Based Lettings Update**

The Council moved to an online registrations process for the Choice Based Lettings system in November 2011. In the past six months, over 5,800 households have registered for housing in Dacorum. Once cancelled, housed and applications waiting to be pointed are excluded, there are currently 5,000 active households on the Council's Housing Register.

### **4. Affordable Housing Delivery**

A key part of the delivery of affordable housing is enabling affordable homes to be built by working in close partnership with Registered Providers.

- 149 Affordable Homes were enabled in 2011/12
- A minimum of 150 Affordable Homes are expected in 2012/13
- A minimum of 200 Affordable Homes are expected in 2013/14

The Strategic Housing section holds regular meetings with developing RPs to discuss development opportunities and where the Local Authority can help facilitate the delivery of affordable housing. Schemes are considered by the Corporate Regeneration Group. Officers also work closely with RPs surrounding lettings, management and maintenance issues related to new affordable housing developments.

#### **14. EXCLUSION OF THE PUBLIC**

To consider passing a resolution in the following terms:

That, under s.100A (4) of the Local Government Act 1972 Schedule 12A Part 1 as amended by the Local Government (Access to Information) (Variation) Order 2006 the public be excluded during the item in Part II of the Agenda for this meeting, because it is likely, in view of the nature of the business to be transacted, that if members of the public were present during this item there would be disclosure to them of exempt information relating to: Item 15  
*-That the report contains information relating to the financial or business affairs of any particular person (including the authority holding that information).*

HOUSING AND COMMUNITY: Overview & Scrutiny Committee: Work Programmes 2012/13

Meeting Date:	Report Deadline	Items:	Type:	Contact details:	Background information
20 June 2012	8 June 2012	Old Town Hall	PM	S Railson, Arts Manager	
		Choice Based Lettings and Housing Allocations Policy Review	Sc/PD	J Hedger, Group Manager Strategic Housing	To review the operation of the Choice Based Lettings system & any necessary revision to the Housing Allocations Policy
		Review of Homelessness Strategy	PD	J Hedger, Group Manager Strategic Housing	To consider the contents of the Homelessness Strategy
		Community Alarm Call Response Performance	PM	A Vincent, Group Manager, Tenants & Leaseholders D Chandarana, Supported Housing Manager	
		Quarter 4 Financial Report	PM	S Flynn, Assistant Director, Finance and Resources	
18 July 2012	6 July 2012	Report on Deprivation	Sc	K Warner, Customer Insight Officer D Gill, Group Manager Partnerships and citizen insight	

Meeting Date:	Report Deadline	Items:	Type:	Contact details:	Background information
		Future of Supported Housing		A Vincent, Group Manager, Tenants & Leaseholders D Chandarana, Supported Housing Manager	
		Progress Report on Review of Tenant and Leaseholder Committee and the Wider Tenant Involvement Arrangements		E Brooks, Assistant Director, Housing Landlord C Leech, Team Leader, Policy & Participation	
<b>12 September 2012</b>	<b>31 August 2012</b>	Quarter 1 Performance Reports	PM	E Brooks, Assistant Director, Housing Landlord J Still, Group Manager, Resident Services S Baker, Assistant Director, Legal, Democratic & Regulatory S Flynn, Assistant Director, Finance and Resources	
<b>31 October 2012</b>	<b>19 October 2012</b>	Quarter 2 Performance Report	PM	E Brooks, Assistant Director, Housing Landlord J Still, Group Manager, Resident Services S Baker, Assistant Director, Legal, Democratic & Regulatory S Flynn, Assistant Director, Finance and Resources	

Meeting Date:	Report Deadline	Items:	Type:	Contact details:	Background information
		Old Town Hall	PM	S Railson, Arts Manager	
<b>13 December 2012</b> <i>Joint OSC meeting</i>		Budget 2013-2014  <b><i>Ideally no further items to be added</i></b>	Sc	S Marshall, Corporate Director, Finance & Governance	
<b>23 January 2013</b>	<b>11 January 2013</b>	Quarter 3 Performance Report	PM	E Brooks, Assistant Director, Housing Landlord J Still, Group Manager, Resident Services S Baker, Assistant Director, Legal, Democratic & Regulatory S Flynn, Assistant Director, Finance and Resources	
		Equalities Strategy		J Milsom, Assistant Director Strategy & Transformation, Community & Organisation.	
<b>5 February 2013</b> <i>Joint OSC meeting</i>		Budget 2013-2014	Sc	S Marshall, Corporate Director Finance & Governance	
		Quarter 3 Financial Performance Data		S Flynn, Assistant Director, Finance and Resources J Deane, Group Manager, Financial Services	

<b>Meeting Date:</b>	<b>Report Deadline</b>	<b>Items:</b>	<b>Type:</b>	<b>Contact details:</b>	<b>Background information</b>
13 March 2013	1 March 2013	Old Town Hall	PM	S Railson, Arts Manager	

PM – Performance management

PD – Policy Development

Sc – Scrutiny