



# Public Document Pack Housing and Community Overview and Scrutiny Agenda

*Scrutiny making a positive difference: Member led and independent, Overview & Scrutiny Committee promote service improvements, influence policy development & hold Executive to account for the benefit of the Community of Dacorum*

**Wednesday 9 September 2020 at 6.30 pm**

## **Microsoft Teams - Microsoft Teams**

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.

### Membership

Councillor Adeleke (Vice-Chairman)  
Councillor Mrs Bassadone  
Councillor England  
Councillor Imarni (Chairman)  
Councillor Mahmood  
Councillor Pringle  
Councillor Arslan

Councillor Durrant  
Councillor Johnson  
Councillor Oguchi  
Councillor Hollinghurst  
Councillor Barry  
Councillor Freedman

For further information, please contact Corporate and Democratic Support

## **AGENDA**

### **7. HOUSING PERFORMANCE Q1 (Pages 2 - 66)**

Report to follow.



**AGENDA ITEM:**

**SUMMARY**

<b>Report for:</b>	<b>Housing &amp; Communities Overview &amp; Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>9<sup>th</sup> September 2020</b>
<b>PART:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>2020/21 Quarter 1 Performance Report, Service Plan Update &amp; Operational Risk Register – Housing</b>
Contact:	Councillor Margaret Griffiths, Portfolio Holder for Housing  Author/Responsible Officer – Fiona Williamson – Assistant Director - Housing
Purpose of report:	1. To update the Committee on the Performance of the Housing Service - Quarter 1 2020/21  2. To inform the Committee on the progress of the 2020/21 Housing Service Plan, Operational Risk Register and COVID Risk register
Recommendations	That the Committee note the Performance Report, Service Plan and Operational Risk Register
Corporate objectives:	Affordable Housing – the provision of good quality affordable homes, by investing in existing stock and developing new.
Implications:	<u>Financial</u>  All areas of the service are subject to Monthly Budget Monitoring Meetings with the HRA Financial Accountant. Budget Reporting is quarterly to Housing and Communities Overview and Scrutiny Committee.
‘Value For Money Implications’	<u>Value for Money</u>  The Housing Service & its costs are reviewed annually through a national benchmarking organisation (Housemark)
Risk Implications	Housing Operational Risk Register details the risks associated with the management of the housing service. The Coronavirus

	Pandemic has been added to the operational risk register as the implications of Government restrictions on movement during lockdown and the ongoing guidance, has resulted in a number of risks to the management and delivery of services.
Equalities Implications	Community Impact Assessments are developed whenever there is a requirement to change or create a new policy or procedure or significant change to service delivery.
Health And Safety Implications	Health & Safety is an identified key risk for the Housing Service.
Consultees:	Mark Gaynor – Corporate Director, Housing and Regeneration Jason Grace – Group Manager Property and Place Natasha Beresford – Group Manager Strategic Housing Layna Warden – Group Manager Tenants and Leaseholders David Barrett – Group Manager, Housing Development
Background papers:	n/a
Historical background ( <i>please give a brief background to this report to enable it to be considered in the right context</i> ).	In consultation with staff and members of the Tenants & Leaseholder Committee, a set of performance indicators are agreed, approved by the Portfolio Holder for Housing. These indicators are monitored monthly and reported to the HCOSC quarterly. In addition, there are suites of contractual performance indicators used to monitor the performance of the contractors delivering the services and these are linked to their profit.
Glossary of acronyms and any other abbreviations used in this report and appendices:	TLC – Tenants & Leaseholder Committee SIE – Strategy, Improvement and Engagement Team CMT – Corporate Management Team TAM – Total Asset Management IT – Introductory tenancy UC – Universal Credit CA – Citizens Advice DWP – Department for Work and Pensions CPN – Community Protection Notice HRA – Housing Revenue Account TAM – Total Asset Management

	ASB – Anti-Social Behaviour  HMO – Houses in Multiple Occupation
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## **1.0 Introduction**

- 1.0.1 This report details the performance of the Housing Service during the first quarter of 2020/21, against the suite of performance indicators. Performance indicators are extracted from Rocket, the performance-reporting tool, and contained in Appendix A
- 1.0.2 The report also details the Housing Service Plan and Operational Risk Register. The Service Plan and Risk Register are reviewed quarterly and updated to reflect the progress against the various milestones and establish if there have been any changes to the risk rating or likelihood of occurrence of any of the risks. In order to reduce the potential of the risk occurring, various mitigations are in place to reduce the likelihood or severity of occurrence. The Service Plan and Risk Register are contained at Appendix B.
- 1.0.3 The impact of the Coronavirus pandemic and restrictions on movement during lockdown, has impacted performance in a few areas and also seen an increase in demand in a number of areas, so the service has responded to these changes and challenges, in collaboration with our service providers and external agencies. A specific risk register was developed at the beginning of the outbreak and is contained in Appendix C.

## **2.0 Housing Performance Report – Q1 2020/21**

- 2.0.1 Appendix A shows performance against the 'Service Critical' performance indicators for the 1st Quarter of 2020/21.
- 2.0.2 **Performance Highlights:** The teams all responded well and transitioned to home working with relatively few problems. Many of the services had to be changed to enable ongoing contact, especially with vulnerable and older residents that could be more severely effected if they contracted COVID - 19.
- 2.0.3 In order to comply with the lockdown restrictions, repairs were limited to urgent and essential works and the volume of repairs requests reduced substantially during April and May. The satisfaction with those repairs which were completed remained high and over 99% of the urgent repairs were attended to within the 4 hour target.
- 2.0.4 The planned works, which were suspended during lockdown, recommenced in June and despite a number of residents who had waited for up to 8 weeks for works to be completed, most understood the rationale to suspend works and provided good responses to the satisfaction surveys.
- 2.0.5 The performance of the lifeline call service declined slightly, but remained above target 97.93% of calls being answered within 60 seconds, which was positive and reassuring for tenants and the private customers, a number of whom have been in lockdown on their own.

- 2.0.6 The compliance work streams, required close liaison with the contractors to make sure all had developed risk assessed method statements for undertaking the cyclical servicing and maintenance. The Health and Safety Executive had no relaxation of the requirements in respect of gas safety and regular communication was required with any households that were self-isolating or had occupants who were shielding. The performance throughout the first quarter remained above 99%, which was significantly better than a number of other social housing providers, however the reduction was of concern, due to the potential risks associated with gas appliances. It is worth noting that this has returned to a much higher level of compliance, with only 1 property overdue a gas service, as at the 1<sup>st</sup> September 2020.
- 2.0.7 The number of cases that approached the service requiring housing advice increased dramatically, with 667 in the first quarter, which is considerably higher than the 391 case in the same period last year. Many of these cases were in response to the impact of Coronavirus, either concerns over being asked to leave transient accommodation, or as a result of rent arrears through furlough or redundancy.
- 2.0.8 The team were able to prevent 2 illegal evictions from taking place and have continued to liaise with private sector landlords to ensure they are aware of the developing Coronavirus legislation and suspension of court action to evict tenants during lockdown.
- 2.0.9 The income team have managed to increase the number of tenants paying rent by Direct Debit, from 50% last year, to 54% which is positive and the tenancy sustainment team were able to provide support remotely to a number of households so that they did not get into rent arrears during the lockdown period.
- 2.1.0 The number of rough sleepers who have approached the Council was at a very high level, at 26 in Q1, with many citing the pandemic as the cause of their homelessness. The Council have worked closely with DENS to provide temporary accommodation and have limited the use of bed and breakfast to accommodate households during the initial pressures after lockdown.
- 2.1.1 **Performance challenges:** The refurbishment work to most empty properties was suspended at the beginning of lockdown, which has had a dramatic impact on the key to key times for empty homes. This is particularly disappointing as the empty homes project had identified a number of quick wins, some of which had been implemented just prior to lockdown and any positive gains have been overshadowed by the delays in undertaking work.
- 2.1.2 The suspension of non-essential repairs during the first quarter of 2020, resulted in a backlog of 1400 day to day repairs being logged. This is not reflected in the performance report for this period, as the prioritising and programming of these repairs will be delivered in the second quarter of the year. The number of complaints relating to the backlog started to increase towards the end of the first quarter as lockdown restrictions were eased.
- 2.1.3 Rent collection has declined to 97.91% compared to 99.2% over the same period last year. The pandemic has resulted in a number of tenants being furloughed or made redundant and a number of these were claiming benefits for the first time. The income team have provided advice and support to reduce the potential for these tenants to fall into arrears.

2.1.4 There was an increase in the number of ASB cases per 1000 properties, to 8.38, up from 7.94 during the same period last year. The increased tensions that have arisen from the lockdown have resulted in the rise in cases and the team have worked to offer support and mediation, to try and prevent any ongoing escalation.

### **3.0 Interventions to address performance below target and other initiatives**

3.0.1 The contractors have returned staff from furlough, so that the backlog of works to empty homes and repairs can be addressed and enable properties to be re-let. In addition a task and finish group has been established to work through the responsive repairs backlog and to contact all tenants awaiting a repair.

3.0.2 The income team have been using a software tool, Income Analytics, to help target tenants who may be experiencing difficulties paying their rent as a result of changes in their circumstances during the pandemic. The targeted support is of maximum benefit in cases where low levels of arrears have accrued and payment plans can be arranged before the debt becomes less manageable.

3.0.3 The service continues to monitor the updated legislative changes that have arisen to reduce the number of tenants who may be facing eviction from the private sector, as lifting of restrictions on notice periods and the reinstatement of applications to court to seek possession is likely to result in a further increase in homeless presentations later in the year.

3.0.4 Additional cleaning has been undertaken in the communal areas of sheltered schemes and the communal lounges remain closed to reduce the potential risks of larger gatherings of residents or visitors.

### **4.0 Housing Service Plan & Operational Risk Register**

4.0.1 The 2020/21 Housing Service Plan and Operational Risk Register are contained in Appendix B. The service plan was developed in February 2020, prior to the impact of the pandemic and has been subject to minor revisions to reflect some of the changing priorities. The operational risks have been reviewed throughout the pandemic to ensure that appropriate mitigations are in place to address the impact of further local or national restrictions. A separate Risk Register, contained in Appendix C, was developed to identify any risks to service delivery as a result of the Coronavirus pandemic and this is subject to regular review.

# Quarterly Performance Report - by Councillor

Jun-2020

Indicator Name	Results Jun-2020	Last Months Results Mar-20	Last Years Results Jun-19	RAG	Comments	Actions
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## Housing - Margaret Griffiths


### Affordable Housing - Achieve good social housing

PP01 - Percentage of dwellings with a valid Gas Safety Certificate	99.93% Target: 100%	99.94% Target: 100%	99.98% Target: 100%	0   4   0	Updater Comments: This result is not as good as I wished. However, when we take into account the COVID-19 situation, it's fairly good. A huge amount of extra work has been undertaken by all staff at Sunrealm and DBC at all levels, well above and beyond the normal level of interaction with management and tenants to give extra reassurance.	No Info
PP04 - Percentage of properties passing QA checks Repairs and voids	99.8% Target: 98%	99.26% Target: 98%	99% Target: 98%	0   0   4	Updater Comments: Osborne report that of those inspections undertaken during the first quarter restrictions a good outturn of 99.8% was recorded.	No Info
PP05 - Percentage of properties passing QA checks Planned works	100% Target: 98%	100% Target: 98%	100% Target: 98%	0   0   4	Updater Comments: Planned works had been suspended during the first quarter. Completion of some of those works suspended resumed in June. Despite the Covid related delays Osborne report that QA checks have still managed to meet targets.	No Info
PP10 - Percentage of emergency repairs completed within 4 hours	99.47% 378 / 380 Target: 99%	99.3% 424 / 427 Target: 99%		0   0   3		No Info
PP12 - Percentage of non-urgent repairs completed within target	99% Target: 98%	98% Target: 98%	99% Target: 98%	0   0   4	Updater Comments: Osborne report that being instructed to undertake only non-urgent and non essential works in the first quarter, the numbers of orders completed are significantly lower than a typical operating period.	No Info
PP13a - Percentage of responsive repairs completed within target	98.81% 2497 / 2527 Target: 97%	97.75% 6660 / 6813 Target: 97%	98.88% 5904 / 5971 Target: 97%	0   0   4		No Info
PP13b - Percentage of responsive repairs completed right first time	88% Target: 78%	89% Target: 78%	90% Target: 78%	0   0   4	Updater Comments: Osborne inform us that with non-urgent and non essential works being performed in the first quarter, the numbers of orders completed are significantly lower than any typical operating period.	No Info

Indicator Name	Results Jun-2020	Last Months Results Mar-20	Last Years Results Jun-19	RAG	Comments	Actions
PP15 - Percentage of tenants satisfied with the service planned and responsive works	98% Target: 90%	99% Target: 90%	99.2% Target: 90%	0   0   4	Updater Comments: Osborne report that satisfaction has been stable, albeit lower than previous quarters as the majority of residents acknowledge the operating pressures and limitations associated with COVID. However there are increasing enquiries coming into the service about when we will resume given the relaxation of restrictions and these have the potential to escalate to customer dissatisfaction.	No Info
SH03a - Average time (working days ) to re-let general needs properties	50 Days 2450 / 48 Target: 30 Days	32 Days 1776 / 46 Target: 30 Days	35 Days 2151 / 59 Target: 30 Days	1   2   1	Updater Comments: 48 general needs properties were let in this quarter and average working days to re-let =5.32 days. This remains out of target and has been significantly impacted due to restrictions due to Covid-19. Fewer properties have been let as either properties are not RTL as void works taking longer due to social distancing and limited contractor resources or due to applicants that are under who are unable to sign due to shielding.  Approver Comments: The council is required to continue to ensure stringent measures are in place to manage empty homes process, including sign up of new tenancies, these requirements is having an impact on void turnaround of properties, whilst improvements have been implemented to the overall procedures and further are planned in the future, the true impact cannot be determined to due COVID.	Continue to identify opportunities to improve outturn time, through efficient management of processes.
SH03b - Average time (working days) to re-let adapted properties	128, Days 128 / 1 Target: 151, Days	125, Days 125 / 1 Target: 151, Days	136, Days 1496 / 11 Target: 151, Days	1   0   3	Updater Comments: 1 adapted property ws let in Q1 and this was in target.	No Info



Indicator Name	Results Jun-2020	Last Months Results Mar-20	Last Years Results Jun-19	RAG	Comments	Actions
SH03c - Average time (working days) to re-let sheltered properties	93 Days 279 / 3 Target: 43 Days	63 Days 3024 / 48 Target: 43 Days	38 Days 1725 / 45 Target: 43 Days	3   0   1 	Updater Comments: 3 properties were let in Q3 and 2 were out of target. Number of lets are significantly reduced as there is a hold on all allocations within CAT2 internal sheltered schemes. CAT 1 dispersed properties are now being advertised. A high number of applicants, under offer for sheltered accommodation, have been shielding and therefore unable to sign up.  Approver Comments: The restrictions in place with COVID-19 have had a significant impact on sheltered re-let times, this is due to households under offer shielding, or being unable to move due to current restrictions and lack of support. Additionally due to the need to ensure public health risks are removed, movement into sheltered complexes has been limited, overall causing significant delays with property relets.	No Info
SH04a - % of general needs properties let in target	16.67% 8 / 48 Target: 70%	47.83% 22 / 46 Target: 70%	57.63% 34 / 59 Target: 70%	4   0   0	Updater Comments: 48 properties were let in Quarter 1 and 40 of these were out of target. The majority of properties were under offer before the RTL date but there have been a number of delays due to void works taking longer or on hold as well as delays with being able to complete sign ups. This is starting to improve in line with risk assessments and adhering to social distancing guidelines.  Approver Comments: Covid-19 is having a significant impact on the service re-let times, due to need to ensure that whilst prioritising the allocations and lettings process, we need to also ensure that our residents are supported to safely follow guidance issued. As the service starts to re-let properties that are within the void process, it is likely that re-let times may be further impacted.	No Info
SH04b - % of adapted properties let in target	100% 1 / 1 Target: 70%	100% 1 / 1 Target: 70%	63.64% 7 / 11 Target: 70%	1   0   3	Updater Comments: 1 property let in Q1 and this was in target	No Info

Indicator Name	Results Jun-2020	Last Months Results Mar-20	Last Years Results Jun-19	RAG	Comments	Actions
SH04c - % of sheltered properties let in target	33.33% 1 / 3 Target: 70%	35.42% 17 / 48 Target: 70%	62.22% 28 / 45 Target: 70%	3   1   0 	Updater Comments: 3 properties were let in Q1 and 1 was in target.  Significantly reduced number of lets in Quarter one due to Covid-19. Following reviews of all properties on hold, we are now advertising CAT1 sheltered properties and CAT2 sheltered properties that are RTL so that we can get them to offer stage.	Closely monitor impact of Covid when moving to business as usual wherever possible.

Approver Comments: As we have no re-commenced advertising of properties that have been on hold for some time, this is likely to further impact outturn figures.

SH07a - Number of new housing advice cases received	667 Cases Info Only	557 Cases Info Only	391 Cases Info Only		Updater Comments: New approaches continue to increase and certainly due to the influx of new approaches since COVID 19.	Monitor the impact of renters reform and proposal to abolish S21-Additional staffing resource has been provided in form of 2 new temporary staff members to assist in managing the response.
SH07b - Number of Housing Advice cases YTD	667 Cases Info Only	1806 Cases Info Only	391 Cases Info Only			No Info
SH20e - Total household on waiting list broken down by 1,2 ,3 and 3+ bedrooms	7485 Applications Info Only	7311 Applications Info Only	6944 Applications Info Only		Updater Comments: 1 bed- 4021 Active,1168 Suspended 2 bed - 1224 Active, 354 Suspended 3+ bed - 514 Active, 204 Suspended	Further work underway to review the Allocations Policy and revise points awarded to those households with no identified housing need, report to be presented to Portfolio Holder.
SH36 - Number of illegal evictions prevented	2 People Info Only	2 People Info Only	2 People Info Only		Updater Comments: Throughout the period of lockdown landlords were informed that all notice of evictions were changed to a 3 month period. In this time we have had 2 approaches. We envisage that a high number of illegal evictions will happen when lockdown measures begin to be lifted.	No Info

Approver Comments: Service has continued to engage with landlords/residents to ensure that they are aware of the requirements under COVID

Indicator Name	Results Jun-2020	Last Months Results Mar-20	Last Years Results Jun-19	RAG	Comments	Actions
TL02 - Rent collected as a percentage of rent owed (excluding current arrears brought forward)	97.91% Target: 99%	101.75% Target: 99%	99.2% Target: 99%	0   2   2 	Updater Comments: Many tenants who were hit financially by Covid had never applied for any benefits before and the team were able to support them to claim and understand what help is available.	No Info
TL55 - % of tenants paying for their house or garage rent by Direct debit	54% Info Only	52.2% Info Only	50.5% Info Only		Updater Comments: A small increase on Q4 last year, this is a really good result considering the financial impact of Covid and the risk of DD's bouncing and being cancelled.	No Info
TST01 - % of Tenancy Sustainment cases where eviction has been prevented (taken 6 months after case closure)	88% 7 / 8 Target: 70%	100% 8 / 8 Target: 70%	100% 12 / 12 Target: 70%	0   0   4	Updater Comments: intervention continues to demonstrate it's benefits.	No Info
TST02 - % of Tenancy Sustainment cases where rent arrears were reduced	80% 4 / 5 Target: 70%	100% 3 / 3 Target: 70%	71% 5 / 7 Target: 70%	0   0   4	Updater Comments: work has continued throughout covid to manage and support clients to maximise their income throughout this difficult period	No Info
TST03 - % of homeless cases where they are sustaining their tenancy (taken 6 months after case closure)	100% 55 / 55 Target: 70%	100% 42 / 42 Target: 70%	100% 13 / 13 Target: 70%	0   0   4	Updater Comments: The WSO continue to offer support to tenants of DBC	No Info

Affordable Housing - Design and enable a more varied housing offer

SH37 - Number of rough sleeper cases relieved	28 People Info Only	26 People Info Only	6 People Info Only		Updater Comments: Number of rough sleepers approaching continues to be high due to COVID-19 and especially after the government's announcement about making them offers. Most are relieved into the Elms and others into private rented accommodation. Officers working hard to make sure rough sleepers do not return to the streets.	No Info
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Approver Comments: The service is working hard to ensure all clients placed under Everyone in receive a pathway to move on accommodation, preventing a return to the streets.



Indicator Name	Results Jun-2020	Last Months Results Mar-20	Last Years Results Jun-19	RAG	Comments	Actions
SH34 - Total number of Houses in Multiple Occupation (HMO's) with a license	92 Dwellings Info Only	89 Dwellings Info Only	50 Dwellings Info Only		Updater Comments: We have 92 licenced HMO's currently in the borough. The team are continuing to complete all new applications remotely. We also continue writing to licence holders to remind them if they are approaching the end of their 5-year licence.	As restrictions are now easing, risk assessments are being developed to ensure that when required staff are able to safely visit and inspect properties.
SH47 - Number of properties with HHSRS following inspection CAT 1 - (LAHS)	0 Dwellings Info Only	0 Dwellings Info Only	0 Dwellings Info Only		Updater Comments: During this period most work has been carried out from home and informally. Therefore, no properties have been assessed under HHSRS.	No Info
TL14 - Number of live ASB cases per 1000 properties	8.38 Info Only	7.24 Info Only	7.94 Info Only		Updater Comments: An increase in cases this quarter. There has been a shift in the scores coming out of the risk assessment matrix; likely due to increased tensions due to COVID and hyper-vigilant complainants they are higher than usual. This figure will not include the number of 'advice only' cases logged during this period. The team have done a fantastic job at responding to these and recording them appropriately.	No Info
TL15 - Satisfaction with the outcome of medium level ASB cases	100% 50 / 50 Target: 75%	29% 2 / 7 Target: 75%	83% 10 / 12 Target: 75%		Approver Comments: Unfortunately, questionnaires were not sent out by the SIE team to the closed cases until the beginning of July leading to a low response rate. Of the 51 closed cases, only 8 responded and 50% of those were very or fairly satisfied.	The SIE team should be issuing these surveys as soon as a case is closed to get an accurate reflection of how the case was handled. I hope that next month we will see a larger and fairer response to this survey.
TL17 - Percentage of ASB cases resolved	86.96% 80 / 92 Target: 70%	75% 48 / 64 Target: 70%	52.73% 29 / 55 Target: 70%	1   1   2	Updater Comments: Following a reminder issued to the team of the definition of a resolved case, I expect this figure to remain high over the next quarter.	No Info

# CMT Review & Sign-off of Service Plan

Required Consultations ('X' for all that apply)

Required Consultations (must be completed before CMT submission)		
Area	Date of Review	Any Issues / Comments/Concerns from Consultee/areas of shared objectives
Planning, Development & Regeneration		Shared objectives: New Build programme, Growth and Infrastructure, Growth Board Homes and Communities work stream
Housing		
ICT & People		
Finance		
Legal & Democratic Services		
Environmental, Resident & Regulatory Services		Shared Objectives: ASB and Enforcement activities
Finance, Commercial Assets & Property Development, Revenues Benefits and Fraud, Procurement & Compliance		Shared Objectives: Garage strategy & Investment planning



# Housing

## Service Plan

Period of the Plan	2020/21
<b>Services: Housing</b>	<ul style="list-style-type: none"><li>• Strategic Housing</li><li>• Property &amp; Place</li><li>• Tenants &amp; Leaseholders</li><li>• Housing Development</li></ul>

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# Strategic Priorities

## Council Strategic Priorities & Service Objectives

Priorities	Service objectives (outcome focused)	Barriers to overcome
<b>Ensuring economic growth and prosperity</b>	<p>Encourage all suppliers to employ locally based labour and where possible use local suppliers to reduce CO2 impact from transportation.</p> <p>Branching Out Initiative to support tenants back into work to reduce dependence of benefits</p>	<p>Long term contracts in place so need to work with main contractors to engage with local sub-contractors where possible and employ locally based staff.</p> <p>Often circumstances behind work options are complex and the impact of C19 may reduce employment opportunities. Input from external agencies is required to support positive outcomes, so pro-active engagement required.</p>
<b>Affordable Housing</b>	<p>Essentially the focus of the whole service is aimed at improving the quality and availability of affordable homes with a specific focus on those in greatest housing need.</p> <p>Explore all opportunities to accelerate or increase the provision of good quality homes at social rent.</p> <p>Supported housing Project, continuation of the work started in 2019-20. Options appraisal for</p>	<p>Requirement to obtain demographic data externally to supplement the internal sources of demand and supply data. Consideration of the impact of external support funding or grants</p> <p>Attendance at the Homes and Communities Growth Board meetings and working with planning to assess any sites appropriate for accelerated delivery.</p>

	<p>those schemes that are identified as requiring some form of intervention.</p>	<p>Need to assess impact on residents in those schemes and any need for temporary or permanent decants.</p>
	<p>Post COVID actions to address the homeless that have been provided with TA and continue to work with partner agencies, police, probation, HCC and other districts to target intervention.</p>	<p>Lack of clear guidance from MHCLG for individuals with complex needs or no recourse to public funds. Increasing numbers of homeless presentations resulting from COVID 19, hospital discharges, prisoner release and domestic abuse. Capacity issues for external agencies including probation, Community Mental Health teams or Adult care services</p>
	<p>Ensure the implementation of the new Key Strategic Indicators are embedded in the delivery of the TAM contract and operational objectives delivered in line with the KPI's</p>	<p>Post COVID recovery likely to impact the delivery of some of the strategic objectives.</p>
	<p>Improve the scope and range of services available through frameworks to provide resilience in the event of contractor collapse and to ensure specialist services are delivered especially in areas of compliance.</p>	<p>Review of priorities will be ongoing throughout the year.</p>
	<p>Work with Strategic Planning and Development Control on the Local Plan to maximise opportunities for social housing development and delivery on larger sites.</p>	<p>Ongoing high levels of demand across the sector for all compliance related functions especially fire safety engineers, fire risk assessors, and specialist contractors who are able to complete works. Also issues with material testing have created problems with the specification of internal fire doors.</p>

		Local Plan yet to be adopted
<b>A clean, safe &amp; enjoyable environment</b>	<p>Compliance &amp; Health &amp; Safety project to embed the approach to safety within the housing portfolio in respect of the physical assets and the occupiers.</p> <p>Window cleaning and cleaning service to continue to review of the delivery model and market test window cleaning options for the service.</p> <p>Review the ASB and Enforcement services to tenants following restructure and corporate ASB moving into Housing</p>	<p>Changes in testing of materials and increased legislative requirements are ongoing and will require an agile approach to ensure that any actions undertaken are appropriate.</p> <p>Improved systems and data in order to effectively manage the compliance are essential.</p> <p>Some changes to the delivery model already implemented, but additional monitoring required to maintain quality. Align frequency of cleans with service charges apportionment method.</p> <p>Must align with aims of the Community Safety Partnership and rely on wider changes across the council</p>
<b>Delivering an efficient and modern council</b>	Tender the contract to procure new management arrangements for the Elms	Consideration of the impact on voluntary sector partners in respect of a potential

	<p>Increase the use of evidence led decision-making and support the service to embed improvement recommendations.</p> <p>Civica, Inform and Orchard to be used to improve reporting on key areas of service. Use of new customer portals to reduce telephone demand to be promoted</p> <p>Review approach to Leaseholder management and service charges, including incorporating recommendations from the work stream review. Consult and implement charging structure arrangements for 19/20 and produce a policy to clarify approach</p> <p>Trial suitable Off Site &amp; Modern Methods of Construction and continue to work with neighbouring districts and registered providers to ensure any economies of scale and knowledge sharing are realised.</p>	<p>change in provider and any impact on the strategic objectives</p> <p>Review the fitness for purpose of the various systems in use and the need for training to use the information effectively.</p> <p>Work with Corporate Transformation team to ensure projects are delivered in line with any corporate ICT development work.</p> <p>Leasehold work stream review findings presented to the engaged leaseholders and action agreed.</p>
<p><b>Building strong and vibrant communities</b></p>	<p>Extend the scope of the PRS Service, in line with Fitness for Human Habitation Act legislation and the Private Rented Housing Strategy</p> <p>Transfer all existing Flexible tenants (1450 as of 01.04.2020) onto a secure tenancy agreement</p>	



## Service Objectives into Action

### All service areas

<b>Service Objectives:</b>					
• Options appraisal for Supported housing provision including risk management of works in schemes					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Updates</b>
Overlay the health data with the existing information on the Cat 2 schemes to further inform interventions	<ul style="list-style-type: none"> <li>December 2020</li> </ul>	<ul style="list-style-type: none"> <li>Supported Housing Team Leader</li> </ul>	<ul style="list-style-type: none"> <li>Nil</li> </ul>	<ul style="list-style-type: none"> <li>The information will be used to supplement the existing data on the scheme appraisals</li> </ul>	<ul style="list-style-type: none"> <li>Collection of health information during the pandemic has provided greater insight</li> </ul>
Market and publicise the moving to a smaller home and benefits of the sheltered schemes	<ul style="list-style-type: none"> <li>October 2020</li> </ul>	<ul style="list-style-type: none"> <li>Housing Needs Team Leader &amp; Housing representatives</li> </ul>	<ul style="list-style-type: none"> <li>Potential for an increase rental income to be generated</li> </ul>	<ul style="list-style-type: none"> <li>A reduction in void periods and increased revenue, plus more people moving to a smaller more suitable property for their housing need</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
Develop options for the schemes which have been identified for interventions, including a business case	<ul style="list-style-type: none"> <li>February 2021</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Property &amp; Place, Group Manager Development, Team Leader Supported Housing</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Investment will be profiled to align with available budgets and agreed option</li> </ul>	<ul style="list-style-type: none"> <li>Investment targeted to improve viability or as alternative uses</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

Identify appropriate sites for a new sheltered scheme and consider viability to progress	<ul style="list-style-type: none"> <li>February 2021</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Tenants and Leaseholders, Group Manager Development, Team Leader Supported Housing</li> </ul>	<ul style="list-style-type: none"> <li>Investment will be profiled to align with available budgets and agreed option</li> </ul>	<ul style="list-style-type: none"> <li>Demand will be met</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

<b>Service Objectives: HRA Empty homes Project to reduce key to key times and improve rental income</b>					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Updates</b>
Implementation of the re-engineered empty homes process	<ul style="list-style-type: none"> <li>April 2021</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Property and Place &amp; Housing Needs Team</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in void rent loss – minimal impact on MTFS</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in key to key times</li> </ul>	<ul style="list-style-type: none"> <li>Action plan developed</li> </ul>

<b>Service Objectives: Climate Change</b>					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Quarter Update</b>
<ul style="list-style-type: none"> <li>Obtain baseline modelling for the existing stock and identify suitable interventions</li> </ul>	<ul style="list-style-type: none"> <li>May 2020</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader M&amp;E and Compliance and Group Manger Property and Place</li> </ul>	<ul style="list-style-type: none"> <li>Dependent upon ability to obtain grant funding</li> </ul>	<ul style="list-style-type: none"> <li>Improved data quality</li> </ul>	<ul style="list-style-type: none"> <li>Engaged with APSE and Energy saving trust to refine data</li> </ul>

<ul style="list-style-type: none"> <li>• Ensure all new build properties are designed to maximise thermal efficiency and reduce the impact on CO production</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Group Manager Development</li> </ul>	<ul style="list-style-type: none"> <li>• Included in budgets</li> </ul>	<ul style="list-style-type: none"> <li>• Move towards carbon zero homes</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<ul style="list-style-type: none"> <li>• Model various investment scenario's to maximise the reduction in CO production</li> </ul>	<ul style="list-style-type: none"> <li>• September 2020</li> </ul>	<ul style="list-style-type: none"> <li>• Group Manager Property and Place</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	
<ul style="list-style-type: none"> <li>• Evaluate the use of smart meters or intelligent controls with a tenant focus group</li> </ul>	<ul style="list-style-type: none"> <li>• October 2020</li> </ul>	<ul style="list-style-type: none"> <li>• Team Leader M&amp;E and Compliance</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	



<b>Service Objectives:</b>					
<ul style="list-style-type: none"> <li><b>Compliance and Health and Safety Project to address Building Safety Bill and Building regulation updates</b></li> </ul>					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Updates</b>
Stock Condition information and compliance data reconciliation, including surveys for communal areas, to be migrated onto appropriate system to enable improved accessibility of information to all staff	<ul style="list-style-type: none"> <li>October 2020</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader Compliance</li> </ul>	<ul style="list-style-type: none"> <li>Costs contained within existing budgets</li> </ul>	<ul style="list-style-type: none"> <li>Improved awareness and access to information upon which to manage H&amp;S within the stock and liaise with the Fire Service on matters such as Personal emergency evacuation plans where appropriate.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
Review of requirements in Building Safety Bill and establish appropriate roles and experience within the service	<ul style="list-style-type: none"> <li>September 2020</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager property and Place and Team Leader Compliance</li> </ul>	<ul style="list-style-type: none"> <li>In year growth bid may be required, dependant upon level of skills, experience and competency of staff within the team</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
Ongoing training for all staff within the service to maintain a good level of	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader Compliance</li> </ul>	<ul style="list-style-type: none"> <li>Training budget allocated</li> </ul>	<ul style="list-style-type: none"> <li>Staff understanding of their role and the management of</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

knowledge and understanding of the responsibilities in respect of H&S				risks in relation to the housing service	
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**Strategic Housing**  
**Group Manager: Natasha Beresford**

<b>Service Objective:</b> Development of a Private Rented Housing Strategy and respond to legislative changes					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Quarter Update</b>
<ul style="list-style-type: none"> <li>Develop a strategy that outlines the approach and management of the Private Sector Housing in the Borough</li> </ul>	<ul style="list-style-type: none"> <li>August 2020</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Housing Group Manager and Private Rented Sector Team Leader , plus input from ASB, Community Safety, Property &amp; Place and Planning/Building control</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader post created to manage the service and ensure strategy delivered.</li> </ul>	<ul style="list-style-type: none"> <li>The council will have a clear approach to improving the standards and accessibility within the PRS. Landlords and Tenants will have an increased awareness of their rights and responsibilities.</li> </ul>	<ul style="list-style-type: none"> <li>PRS strategy developed and approved</li> </ul>

<b>Service Objectives:</b> Procure new Elms management contract					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Quarter Update</b>
<ul style="list-style-type: none"> <li>Finalise contract arrangements for the Elms following engagement with HCC and PHCOG</li> </ul>	<ul style="list-style-type: none"> <li>September 2020</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Housing Group Manager &amp; Independent Review &amp; Project Officer</li> </ul>	<ul style="list-style-type: none"> <li>The impact will be dependent upon the successful service provider</li> </ul>	<ul style="list-style-type: none"> <li>Clearly defined roles and responsibilities for the management of the asset and operational management of the hostel</li> </ul>	<ul style="list-style-type: none"> <li>Impacted by increased demand on homeless service. Contract extended for further 12 months</li> </ul>
<ul style="list-style-type: none"> <li>Support the transfer arrangements, if appropriate and monitor the transition and ongoing performance</li> </ul>	<ul style="list-style-type: none"> <li>April 2021</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Housing Group Manager &amp; Independent Review &amp; Project Officer</li> </ul>	<ul style="list-style-type: none"> <li>No impact</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing monitoring of the performance and management of the arrangement</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

<b>Service Objectives: Development of a targeted action plan using BRE intelligence to improve standards in PRS and explore bring empty homes back into use</b>					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Quarter Update</b>
<ul style="list-style-type: none"> <li>Analysis of data from BRE and develop the action plan to address the key areas for intervention</li> </ul>	<ul style="list-style-type: none"> <li>August 2020</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader PRS</li> </ul>	<ul style="list-style-type: none"> <li>Included with the base budgets for the year</li> </ul>	<ul style="list-style-type: none"> <li>Increased activity to identify and licence properties and ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Commenced review of the data after verification from BRE</li> </ul>

				enforcement activities	
<ul style="list-style-type: none"> <li>Communication with the PRS landlords to raise awareness of the requirements and opportunities for support from the team</li> </ul>	<ul style="list-style-type: none"> <li>July 2020</li> </ul>	<ul style="list-style-type: none"> <li>Lead Officer PRS &amp; SIE Team</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Increased awareness amongst landlords and RP's of the requirements and support available</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing support and advice provided during the pandemic.</li> </ul>
<ul style="list-style-type: none"> <li>Recruitment of Empty Homes Lead to scope and deliver project</li> </ul>	<ul style="list-style-type: none"> <li>June 2020</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader PRS</li> </ul>	<ul style="list-style-type: none"> <li>Included in budget – 1 year fixed term post</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of empty homes and the potential for use as affordable housing in the PRS</li> </ul>	<ul style="list-style-type: none"> <li>Delayed slightly due to pandemic, but appointment due to be made in August</li> </ul>

**Service Objectives: Review of current engagement activities in line with Green Paper – service priorities to maximise resident involvement and support collation of effective KPI/Housemark data**

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter Update
<ul style="list-style-type: none"> <li>Consultation with residents and STAR survey results</li> </ul>	<ul style="list-style-type: none"> <li>June 2020</li> </ul>	<ul style="list-style-type: none"> <li>SIE Team Leader</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Overview of survey results and identification of key areas, enabling more detailed analysis</li> </ul>	<ul style="list-style-type: none"> <li>Findings presented to TLC and senior management team</li> </ul>
<ul style="list-style-type: none"> <li>Review of the current engagement structures and methods especially</li> </ul>	<ul style="list-style-type: none"> <li>July 2020</li> </ul>	<ul style="list-style-type: none"> <li>SIE Team Leader</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>More robust engagement structures to</li> </ul>	<ul style="list-style-type: none"> <li>Review ongoing to include the structure of the team to deliver</li> </ul>

the impact of COVID restrictions				support current service needs	the engagement structure
<ul style="list-style-type: none"> <li>Determine if KPI's are relevant and sufficiently customer focused</li> </ul>	<ul style="list-style-type: none"> <li>Sept 2020</li> </ul>	<ul style="list-style-type: none"> <li>SIE Team Leader</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Increased clarity on customer satisfaction to support review and improvements to service delivery.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li>Ensure appropriate engagement of residents in line with the new Building Safety Bill</li> </ul>	<ul style="list-style-type: none"> <li>March 2021</li> </ul>	<ul style="list-style-type: none"> <li>SIE Team Leader</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Engagement more effectively geared to support service challenge and ensure Tenants Voice is heard.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li>Review historic Housemark submissions and consolidate with other data returns to ensure more effective reporting/benchmarking</li> </ul>	<ul style="list-style-type: none"> <li>May 2020</li> </ul>	<ul style="list-style-type: none"> <li>SIE Team Leader</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Ability to more effectively benchmark service delivery against other providers and inform service needs/improvements</li> </ul>	<ul style="list-style-type: none"> <li>Historic submissions validated and improved finance mapping completed</li> </ul>
<ul style="list-style-type: none"> <li>Greater use of market intelligence and horizon scanning to inform service delivery</li> </ul>	<ul style="list-style-type: none"> <li>September 2020</li> </ul>	<ul style="list-style-type: none"> <li>SIE Team Leader</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Proactive response to market intelligence</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li>Commence in depth consultation with tenants on Tenancy Agreement</li> </ul>	<ul style="list-style-type: none"> <li>August 2020</li> </ul>	<ul style="list-style-type: none"> <li>Tenancy Team Leader</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Ability to identify appropriate amendments to the tenancy agreement</li> </ul>	<ul style="list-style-type: none"> <li>Start delayed due to pandemic</li> </ul>

<b>Service Objectives: Full review of Allocations Policy :</b>					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Quarter Update</b>
<ul style="list-style-type: none"> <li>Implementation of system upgrade</li> </ul>	<ul style="list-style-type: none"> <li>October 2020</li> </ul>	<ul style="list-style-type: none"> <li>Independent Review &amp; Project Officer</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Great system efficiency and improved customer service</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li>Pre-tenancy project implement improvements</li> </ul>	<ul style="list-style-type: none"> <li>October 2020</li> </ul>	<ul style="list-style-type: none"> <li>Independent Review &amp; Project Officer &amp; Housing Needs Lead Officer</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>More robust management of risk and assessment of applicants needs</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li>Customer engagement and communications project</li> </ul>	<ul style="list-style-type: none"> <li>January 2021</li> </ul>	<ul style="list-style-type: none"> <li>Housing Needs Team Leader</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Increased awareness of the Housing Allocations Policy and better management of expectations</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

<b>Service Objectives: Revision of Tenancy Strategy; due to flexible tenancy change</b>					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Quarter Update</b>
<ul style="list-style-type: none"> <li>Engage with RP's to implement a charging structure for administration of the advertising</li> </ul>	<ul style="list-style-type: none"> <li>October 2020</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader Housing Needs</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>More effective management of RP's advertisement and allocations,</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

and choice based lettings functions				providing greater efficiency and improved customer service	
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<b>Service Objectives: Homelessness</b>					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Quarter Update</b>
<ul style="list-style-type: none"> <li>Re-contracting provision: The Elms</li> </ul>	<ul style="list-style-type: none"> <li>December 2020</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Strategic Housing</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Improved contract terms and management of the council's asset.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li>Delivery of 10 Housing First Placements linking funding to SLA</li> </ul>	<ul style="list-style-type: none"> <li>March 2021</li> </ul>	<ul style="list-style-type: none"> <li>Independent Review &amp; Project Officer</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Improved housing pathway for rough sleepers and those with complex needs</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li>Launch of 2020-24 Homeless and Rough sleeping strategy</li> </ul>	<ul style="list-style-type: none"> <li>August 2020</li> </ul>	Homeless Prevention Team Leader	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Clear direction on the strategic approach to preventing homelessness and rough sleeping</li> </ul>	<ul style="list-style-type: none"> <li>Strategy completed going through approvals process</li> </ul>

<ul style="list-style-type: none"> <li>• Introduction of homeless prevention offer to increase access to PRS and introduction of targets for officer performance challenge</li> </ul>	<ul style="list-style-type: none"> <li>• October 2020</li> </ul>	<ul style="list-style-type: none"> <li>• Homeless Prevention Team Leader</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced demand for temporary accommodation and social housing</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>• Multi-agency engagement to deliver improved pathways and outcomes for dual diagnosis and complex needs customers</li> </ul>	<ul style="list-style-type: none"> <li>• October 2020</li> </ul>	<ul style="list-style-type: none"> <li>• Independent Review &amp; Project Officer</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• More effective pathways, inter agency working and improved local support for those with complex needs</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>



**Property & Place**  
**Group Manager: Jason Grace**

<b>Service Objectives: Ensure the implementation of the new Key Strategic Indicators are embedded in the delivery of the TAM contract and operational objectives delivered in line with the KPI's</b>					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Quarter Update</b>
Realign structure of Property and Place to maximise the contract management of Osborne and all contractors working on behalf of the Council – include skills analysis and retention of qualified staff	<ul style="list-style-type: none"> <li>April 2020</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Property and Place</li> </ul>	<ul style="list-style-type: none"> <li>Included within the growth bids for 2020-21</li> </ul>	<ul style="list-style-type: none"> <li>Improved understanding of roles and responsibilities and reduction in duplication.</li> </ul>	<ul style="list-style-type: none"> <li>Completed but the priorities in respect of service delivery have been impacted by the pandemic</li> </ul>
Work with Osborne to agree the priorities, post COVID remobilisation and impact on any performance targets	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Property and Place &amp; Team Leader contracts</li> </ul>	<ul style="list-style-type: none"> <li>Impact of COVID relief will need to be factored into the in-year budget</li> </ul>	<ul style="list-style-type: none"> <li>Agreed objectives and weighting of the Key Strategic Indicators</li> </ul>	<ul style="list-style-type: none"> <li>Agreed work streams for delivery and revised budgets for the remainder of the year, to reflect the reduction in planned works</li> </ul>

<b>Service Objectives: Housing Repairs Service</b>					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Quarter Update</b>
<ul style="list-style-type: none"> <li>Reduce cost of repair</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing throughout the year</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Property and Place and Team Leader Contracts</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>The reduce cost of repairs is being discussed and measures implemented along with the revised delivery model, this includes repairs and voids.</li> </ul>
<ul style="list-style-type: none"> <li>Shared responsibility across housing</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>The team are continuing to work with and support other departments within Housing, ongoing.</li> </ul>

<b>Service Objectives: Planned</b>					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Quarter Update</b>
<ul style="list-style-type: none"> <li>More control plus 5 year plan</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>A revised delivery model and programme is being developed for this year due to COVID. The 5 year plan with form part of the stock condition/asset management health check</li> </ul>

					to establish if the data held is sufficient to allow a business plan to be developed, ongoing at this stage.
• Section 20	•	•	•	•	• Section 20 activity will continue in accordance with Leasehold Legislation, ongoing

<b>Service Objectives:</b> Review the structure of the Cleaning Service to improve the delivery model and provide additional resilience					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Quarter Update</b>
<ul style="list-style-type: none"> <li>Window cleaning service market test to establish delivery model</li> </ul>	<ul style="list-style-type: none"> <li>September 2020</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader Assets</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>Dependent upon outcome of market test the window cleaning will improve</li> </ul>	<ul style="list-style-type: none"> <li>The complete cleaning contract will be reviewed over the coming months by an external consultant to establish effectiveness in both delivery approach and financial model. However the first course of action (investigation) is to identify and establish delivery concerns, complied with rumours of unprofessional activities. This investigation has commenced and is currently ongoing.</li> </ul>

<ul style="list-style-type: none"> <li>• Ensure there are adequate resource levels to manage the additional units created through the development programme.</li> </ul>	<ul style="list-style-type: none"> <li>• October 2020</li> </ul>	<ul style="list-style-type: none"> <li>• Team Leader Assets</li> </ul>	<ul style="list-style-type: none"> <li>• Minimal any impact to be included within budget</li> </ul>	<ul style="list-style-type: none"> <li>• New blocks would be identified earlier in the development cycle so that necessary provision for cleaning can be addressed.</li> </ul>	<ul style="list-style-type: none"> <li>• As above</li> </ul>
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**Group 3 – Tenants & Leaseholders**

**Group Manager: Layna Warden**

<b>Service Objectives:</b> Proactive Housing Management					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Quarter Update</b>
<ul style="list-style-type: none"> <li>Finalise Hoarding &amp; self-neglect protocol and procedures</li> </ul>	<ul style="list-style-type: none"> <li>December 2020</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader Tenancy Sustainment, Team Leader Tenancy and Leasehold</li> </ul>	<ul style="list-style-type: none"> <li>Spending on repairs for poor condition homes will be reduced</li> </ul>	<ul style="list-style-type: none"> <li>Staff will be more confident in how to address and support tenants who hoard</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li>Transfer all existing flexible tenants onto a secure tenancy agreement</li> </ul>	<ul style="list-style-type: none"> <li>April 2021</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader Tenancy and Leasehold</li> </ul>	<ul style="list-style-type: none"> <li>n/a</li> </ul>	<ul style="list-style-type: none"> <li>All DBC tenants will have the same secure tenancy agreement offering stability and security</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li>Launch Tenancy health checks committing to visit every tenant at least once</li> </ul>	<ul style="list-style-type: none"> <li>November 2020</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader Tenancy and Leasehold</li> </ul>	<ul style="list-style-type: none"> <li>Initial increase in repair requests but longer term reduction in void costs</li> </ul>	<ul style="list-style-type: none"> <li>All tenants will be aware of the aims and purposes of the visits and first 1000 completed</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

every 5 years					
<ul style="list-style-type: none"> <li>Review Enforcement and ASB service</li> </ul>	<ul style="list-style-type: none"> <li>February 2021</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager and Team Leader Tenancy and Leasehold</li> </ul>	<ul style="list-style-type: none"> <li>Additional post funded by previous recharge to ASB team</li> </ul>	<ul style="list-style-type: none"> <li>Early intervention for ASB cases preventing escalation and providing reassurance for tenants</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

<b>Service Objectives:</b>					
Orchard Health Check to determine best use of the system to be integrate across all variety of teams					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Quarter Update</b>
<ul style="list-style-type: none"> <li>Review of current modules and those in development to migrate as many staff onto Orchard Classic</li> </ul>	<ul style="list-style-type: none"> <li>September 2020</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Tenancy and Leasehold and Rent and Income Team Leader</li> </ul>	<ul style="list-style-type: none"> <li>Already included in the budget</li> </ul>	<ul style="list-style-type: none"> <li>Improved resilience and functionality of the system</li> </ul>	<ul style="list-style-type: none"> <li>Preparatory work completed</li> </ul>
<ul style="list-style-type: none"> <li>Identify reports and information from Inform to help understand and shape services</li> </ul>	<ul style="list-style-type: none"> <li>September 2020</li> </ul>	<ul style="list-style-type: none"> <li>Tenancy Sustainment Team Leader and Supported Housing Team Leader</li> </ul>	<ul style="list-style-type: none"> <li>n/a</li> </ul>	<ul style="list-style-type: none"> <li>We will have better information about the services we provide and the needs of our tenants</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

<ul style="list-style-type: none"> <li>Investigate integration between Orchard, InForm and Civica linking with New Normal</li> </ul>	<ul style="list-style-type: none"> <li>December 2020</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Tenants and Leaseholders</li> </ul>	<ul style="list-style-type: none"> <li>n/a</li> </ul>	<ul style="list-style-type: none"> <li>This will inform progress with New Normal and understanding an effective CRM for Housing services</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li>Review effectiveness of Income Analytics</li> </ul>	<ul style="list-style-type: none"> <li>March 2021</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Tenants and Leaseholders and Rent and Income Team Leader</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Confidence that system is providing value for money</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

<b>Service Objectives:</b>					
<ul style="list-style-type: none"> <li>Reduce impact of unemployment and reduced income</li> </ul>					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Quarter Update</b>
<ul style="list-style-type: none"> <li>Develop effective support for under 25s</li> </ul>	<ul style="list-style-type: none"> <li>November 2020</li> </ul>	<ul style="list-style-type: none"> <li>Tenancy Sustainment Team Leader</li> </ul>	<ul style="list-style-type: none"> <li>No Impact – from existing post</li> </ul>	<ul style="list-style-type: none"> <li>Improved sustainment of tenancies especially for those younger tenants or care leavers reducing eviction costs</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

				and rent arrears	
<ul style="list-style-type: none"> <li>Implement effective performance management for income collection</li> </ul>	<ul style="list-style-type: none"> <li>March 2020</li> </ul>	<ul style="list-style-type: none"> <li>Rent and Income Team Leader</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Reduction in evictions, bad debt and rent arrears</li> </ul>	<ul style="list-style-type: none"> <li>Completed and in use</li> </ul>
<ul style="list-style-type: none"> <li>Develop partnerships and processes to effectively support those moving on and off of Universal credit</li> </ul>	<ul style="list-style-type: none"> <li>March 2021</li> </ul>	<ul style="list-style-type: none"> <li>Rent and Income Team Leader</li> </ul>	<ul style="list-style-type: none"> <li>Achieved savings set out in 2019/20 and expected in 20/21</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in arrears for those on UC</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li>Review Support charge to ensure covers needs of Supported Housing Service</li> </ul>	<ul style="list-style-type: none"> <li>March 2021</li> </ul>	<ul style="list-style-type: none"> <li>Supported Housing Team Leader</li> </ul>	<ul style="list-style-type: none"> <li>Will ensure cost recovery</li> </ul>	<ul style="list-style-type: none"> <li>The service charge will reflect the cost to run the service and match similar neighbouring providers</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>



Group 4 – Housing Development

**Group Manager: David Barrett**

<b>Service Objectives: Explore Funding Options to increase Affordable Housing delivery</b>					
Funding					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Quarter Update</b>
<ul style="list-style-type: none"> <li>Obtain Investor Partner status to enable grant applications for future funding</li> </ul>	<ul style="list-style-type: none"> <li>July 2020</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Development</li> </ul>	<ul style="list-style-type: none"> <li>No impact – opportunity to secure funding to supplement the new build programme</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity for securing grant if the scheme is extended</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li>Work with finance to assess and refinancing options to increase new build programme</li> </ul>	<ul style="list-style-type: none"> <li>August 2020</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Development</li> </ul>	<ul style="list-style-type: none"> <li>This will need to be assessed once the detail is know</li> </ul>	<ul style="list-style-type: none"> <li>Potential to increase new build programme</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li>Work with the Herts Growth Board to identify opportunities for accelerated delivery and funding options</li> </ul>	<ul style="list-style-type: none"> <li>May 2020</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Development</li> </ul>	<ul style="list-style-type: none"> <li>Will need to modelled in the Business Plan</li> </ul>	<ul style="list-style-type: none"> <li>Potential to accelerate delivery of new build programme</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing work with HCC to identify any sites that can be accelerated with funding or other interventions</li> </ul>

**Service Objectives: Off Site Manufacturing Delivery**

<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Quarter Update</b>
<ul style="list-style-type: none"> <li>Identify the most appropriate manufacturers for use on the sites identified for the use of OSM</li> </ul>	<ul style="list-style-type: none"> <li>August 2020</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Development</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li>Ensure the chosen manufacturers supply chain is resilient following the impact of COVID 19</li> </ul>	<ul style="list-style-type: none"> <li>August 2020</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Development</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li>Continue to support the consortium to determine if economies of scale can be achieved</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Development</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

<b>Service Objectives: Building Regulation revisions and Building Safety Bill</b>					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Quarter Update</b>
<ul style="list-style-type: none"> <li>Monitor the updated requirements for compliance and design implications</li> </ul>	<ul style="list-style-type: none"> <li>September 2020</li> </ul>	<ul style="list-style-type: none"> <li>Group Managers Development &amp; Property and Place</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li>Additional training to all staff in respect of changes and requirements for competency</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Group Managers Development &amp; Property and Place</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

<b>Service Objectives: Project Management Handbook</b>					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Quarter Update</b>
<ul style="list-style-type: none"> <li>Conclude the development of the Project Management Handbook, incorporating changes to reflect the Building Safety Bill and other statutory changes</li> </ul>	<ul style="list-style-type: none"> <li>April 2021</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Development</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

## Service Improvement Plan

Action	Expected Improvement(s)	Planned Start Date	Lead
<b>Improving Communications &amp; Reducing Contact</b>			
Build upon the channel shift that resulted from lockdown and continue to engage with tenants using digital, on-line and telephone contact.	Improved use of all media to improve communication	September 2020	Strategy, Improvement and Engagement Team Leader
Continue to grow digital and online presence, developing a focused social media plan to support updates to tenants and leaseholders	Improved efficiency and use of all media to contact, communicate and engage with tenants and leaseholders	April 2020	Policy, Projects and Engagement Lead Officer
Continue to review of website content to make sure it is up to date and relevant and develop further opportunities for self-serve (garages and rents)	Reduction in administration and improved options for self-serve	April 2020	Strategy, Improvement and Engagement Team Leader/ Policy, Projects and Engagement Lead Officer

Action	Expected Improvement(s)	Planned Start Date	Lead
<b>Review, update and consolidate policies and procedures</b>			
Identify all Policies that are currently used by the Housing Service and review impact of pandemic to revise as necessary	All Policies and procedures updated and stored on team site, any actions from strategies updated	July 2020	Strategy, Improvement and Engagement Team Leader/ Group Managers
<b>Data &amp; Evidence</b>			
Data cleansing of Orchard and collation of stock information to ensure the service is maximising data held: <ul style="list-style-type: none"> <li>• Building up profiling information on both stock and tenants</li> <li>• It is compliant with new GDPR regulations</li> </ul>	Improve management information on the use of the stock and the impact of flexible tenancies and the roll out of Universal Credit	July 2020	Group Manager Tenants and Leaseholders and Group Manager Property and Place
Sheltered accommodation Prioritise recommendations from the review and determine viability of interventions	Develop medium to long-term strategy for the sheltered accommodation and the changing needs of the over 0's demographic	July 2020	Team Leader Supported Housing
Garages stock survey and investment strategy to be completed in conjunction with finance and estates teams	Investment will be targeted and decommissioning sites for alternative use or disposal	August 2020	Garage Officer

Assess the optimum number of garages the Council should retain for revenue income.			
Benchmarking and information returns e.g. Housemark LAHS, P1E including Coronavirus impact monitoring through Housemark	Compare our performance against peers and identify opportunities for service improvement	April 2020	Quality, Insight and Improvement Officer

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## Risk Register 2020 - 21

Housing Landlord - Fiona Williamson					
HL_F01 Failure to closely monitor operational and financial factors affecting the delivery of the HRA Business Plan					
Category: Financial	Corporate Priority: Affordable Housing		Risk Owner: Fiona Williamson	Portfolio Holder: Margaret Patricia Griffiths	Tolerance: Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
2 Unlikely	4 Severe	8 Amber	1 Very Unlikely	2 Medium	2 Green
Consequences		Current Controls		Assurance	
Delivery of the Business Plan would not be achieved if income and financial control is not closely managed		Regular and then formal end of year review of Business Plan in partnership with Finance.  Business Plan updated to reflect statutory changes and service priorities Any policy changes or government announcements that may impact the plan or its assumptions are quickly analysed and reflected into the Business Plan This enables for long term financial viability to always be visible and if there are foreseen issues in certain years programmes can be altered as needed or issues taken to mitigate		HRA Business Plan in development in conjunction with finance  Sign off by Cabinet	
Sign Off and Comments					
The Business Plan is being updated to reflect the financial modelling and review of the strategic priorities to ensure the plan remains viable and aligns with the Corporate priorities.					



HL_I03 Failure to adopt a service specific best practice approach to Health and Safety (Housing Landlord)					
<b>Category:</b> Infrastructure	<b>Corporate Priority:</b> Safe and Clean Environment		<b>Risk Owner:</b> Fiona Williamson	<b>Portfolio Holder:</b> Margaret Patricia Griffiths	<b>Tolerance:</b> Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
Consequences		Current Controls		Assurance	
Death or injury to staff; residents or contractors' staff; reputation; litigation and charges of corporate manslaughter.		Service specific H & S procedures applied to sheltered housing service covering service users and staff eg. fire safety and lone working; clear landings policy and procedures; estate inspections schedule.. Corporate H&S policy under review. Ongoing training for staff in key areas. Increased resourcing to provide support and enhanced monitoring and administration of health and safety information. Directorate Health & Safety Committee Quarterly at DMT Standing Items on Team Meeting Agendas Quarterly Housing Fire Safety Group attended by Fire Service Ensuring that the service has appropriately qualified staff (though this is itself a risk as the Council finds it difficult to recruit surveyors on pay grounds)		All Risk Assessments / Notes of meetings available for review	
Sign Off and Comments					
Ongoing work to manage risks and migrate data onto assess and compliance software systems Q2 and Q3 audits of Asbestos and Legionella management plans completed and recommendations being implemented					

**Housing – Fiona Williamson**

**Risk name: Failure to identify and manage Private sector Landlords and Houses in Multiple Occupation**

<b>Category:</b> Reputational	<b>Corporate Priority:</b> Safe and Clean Environment	<b>Risk Owner:</b> Natasha Beresford	<b>Portfolio Holder:</b> Margaret Patricia Griffiths	<b>Tolerance:</b> Treating	
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
Private sector tenants living in poor conditions that could be prejudicial to their health. Statutory function so reputational and financial risks for the Council.		Additional resources have been employed to assist with the anticipated increase in workload following changes to the legislation. Training for all staff in HHSRS and fire safety has been undertaken. New procedures have been developed to align with the changes in legislation. Volumes will be monitored to assess the level of demand upon the service.		-	
<b>Sign Off and Comments</b>					
Increased activity to assess potential HMO's ongoing, awareness raised with staff and members, to report potential HMO's. Consideration of the risks associated with an outbreak of COVID in an HMO setting and the potential for homeless presentations.					

HL_F02 Failure to closely monitor operational and financial factors relating to the delivery of the Council's Homelessness Service					
Category:	Corporate Priority:	Risk Owner:	Portfolio Holder:	Tolerance:	
Financial	Affordable Housing	Natasha Beresford	Margaret Patricia Griffiths	Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
Consequences		Current Controls		Assurance	
<p>DBC Could be open to legal challenge if the service is not fit for purpose due to lack of resources for this statutory service. Health &amp; Safety risks for clients if not provided with TA and left to sleep rough. Increase in homeless presentations would have severe impact on budget.</p> <p>Reputational risk from street homeless and no second night out policy</p> <p>Additional risk due to the impact of COVID-19 resulting in increased presentations and demand for temporary accommodation.</p>		<p>Monthly financial monitoring with Group Manager and accountant, team leader monitors TA spend, and monthly reporting of stats including numbers of cases seeking Housing Advice and presentations as homeless.</p> <p>Use of grant funding to supplement the team with additional resources to process presentations through the various stages of the Homeless process</p> <p>Working closely with other agencies and the Homeless Forum Co-lead the Accommodation Cell to address matters related to COVID-19</p>			
Sign Off and Comments					
<p>Successfully secured Rough Sleeper Grant funding and working with St Albans and Hightown to deliver outreach workers Applied for COVID funding for additional costs arising from the increased demand on the homeless service throughout the Coronavirus pandemic</p>					

Failure of the Total Asset Management Contractor to deliver the five strategic objectives and agreement on the year 5 benchmarking					
<b>Category:</b> Financial	<b>Corporate Priority:</b> Affordable Housing		<b>Risk Owner:</b> Alan Mortimer	<b>Portfolio Holder:</b> Margaret Patricia Griffiths	<b>Tolerance:</b> Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
Consequences		Current Controls		Assurance	
<p>Inability of the contractor to secure contract extensions and associated costs of managing the collation and interrogation of repairs data and stock condition information. Reputational issues in respect of the anticipated benefits to stakeholders not being realised. Operational consequences if the gas servicing and installation contract secures contract extensions due to the co-location of the operational teams. Additional costs and time to procure a new contract.</p>		<p>Regular contract review through a matrix of operational, financial and strategic core group meetings, with early warning mechanisms and agreed actions to address any areas of poor performance.</p> <p>Monthly monitoring of key performance indicators to identify any trends which could impact upon the achievement of the key strategic indicators.</p> <p>SWOT analysis and benchmarking underway in preparation for the year 5 anniversary review</p>		<p>Strategic Core Group Minutes Key Performance Indicators On-going scrutiny by the Property and Place surveyors</p>	
Sign Off and Comments					
<p>Year 5 Benchmarking review completed and ongoing management of costs and quality through regular operational and Strategic meetings. . Consider the impact of the Coronavirus pandemic on the ability of Osborne to deliver the strategic indicators.</p>					

**HL\_R01 Failure to identify the needs and risks of residents living in sheltered housing and ensure that they have access to support appropriate to their needs**

<b>Category:</b> Reputational	<b>Corporate Priority:</b> Affordable Housing	<b>Risk Owner:</b> Layna Warden	<b>Portfolio Holder:</b> Margaret Patricia Griffiths	<b>Tolerance:</b> Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	1 Very Unlikely	4 Severe	4 Green
Consequences		Current Controls		Assurance	
Appropriate Support to individuals living in sheltered accommodation and if not given there is risk to health and wellbeing of some of our most vulnerable residents		<p>Supported Housing Operational Procedures.</p> <p>Partnership working with other agencies. Ongoing programme of training for supported housing staff</p> <p>Sheltered housing IT system replaced with Inform to enable more robust record keeping and management of visits and support plans</p> <p>Line management structure within supported housing including performance management structure (1:1s and appraisals).</p>		Supported Housing Officer Procedures	
Sign Off and Comments					
Review of the Supported Housing Assets underway, to assess the suitability of the assets for current and future use.					

HL_R03 Failure to Deliver the Council's New Build Programme					
<b>Category:</b> Reputational	<b>Corporate Priority:</b> Affordable Housing		<b>Risk Owner:</b> David Barrett	<b>Portfolio Holder:</b> Margaret Patricia Griffiths	<b>Tolerance:</b> Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
2 Unlikely	4 Severe	8 Amber	1 Very Unlikely	4 Severe	4 Green
Consequences		Current Controls		Assurance	
Reputational and financial impact with public and HCA regarding grant allocations and due to the high profile of the project and Corporate priorities		Monthly Financial meetings to monitor budgets, Fortnightly AD update, monthly project group, team concentrating solely on development and new post of Senior Project Manager created 1-4-1 meetings to assess the progress of expenditure against grant commitments Identified pipeline of sites to supplement those already progressing, so that any that do not progress to completion can be replaced.		All Schemes have project worksheets updated fortnightly	
Sign Off and Comments					
Ongoing monitoring of progress to assess delivery underway. Any projects that are identified as having risks of delays or do not progress are reviewed and a pipeline of alternative sites retained to provide resilience.					

## Housing – Fiona Williamson

**Risk name: Failure to recruit and retain appropriately skilled, experienced or professionally qualified members of staff.**

<b>Category:</b> Reputational	<b>Corporate Priority:</b> Modern and efficient Council	<b>Risk Owner:</b> Fiona Williamson	<b>Portfolio Holder:</b> Margaret Patricia Griffiths	<b>Tolerance:</b> Treating	
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>
3 Likely	4 Severe	12 Red	2 Likely	4 Severe	8 Amber
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
<p>Reliance on external consultants and agency staff and the additional cost implications and pressure if the budgets</p> <p>Risk of incorrect decisions being made by inadequately qualified or trained staff</p> <p>Risk of legal action increase in disrepair claims, Environmental Protection Act claims or personal injury claims.</p> <p>Any issues arising as a result of Statutory functions, risk of prosecution and the associated reputational and financial risks for the Council.</p>		<p>Identified all roles that have difficulties in terms of recruitment and retention by area to supplement the workforce planning review.</p> <p>Corporate project to improve the recruitment approach and graduate programme to supplement in house skills base</p> <p>Ongoing training for all staff in HHSRS and fire safety has been undertaken to supplement the knowledge and improve awareness.</p> <p>Use of Apprenticeship levy to support professional training and qualifications</p>		-	
<b>Sign Off and Comments</b>					
<p>Apprentice posts created to provide pipeline of trained and skilled staff, to supplement skills levels.</p> <p style="color: green;">Mentoring of Tech RICS roles ongoing</p>					

**Housing – Fiona Williamson**

**Risk name: Failure to identify and manage Private sector Landlords, Houses in Multiple Occupation and Empty Homes**

<b>Category:</b> Reputational	<b>Corporate Priority:</b> Safe and Clean Environment		<b>Risk Owner:</b> Natasha Beresford	<b>Portfolio Holder:</b> Margaret Patricia Griffiths	<b>Tolerance:</b> Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
Consequences		Current Controls		Assurance	
Private sector tenants living in poor conditions that could be prejudicial to their health. Reduction in projected income from licence fees and enforcement action Statutory function so reputational and financial risks for the Council.		Additional resources employed to assist with the anticipated increase in workload following changes to the legislation. Training for all staff in HHSRS and fire safety has been undertaken and updated to include Fitness for Human Habitation Act requirements. New procedures have been developed to align with the changes in legislation Volumes to be monitored to assess the level of demand upon the service.		-	
Sign Off and Comments					
Ongoing monitoring the changes in legislation as a result of the Coronavirus Pandemic					

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# Funding

## Current Budgets - Gen Fund & HRA

### Gen Fund Housing

HOUSING & COMMUNITY COMMITTEE GENERAL FUND BUDGET DETAIL 2020/21			
	Draft 2020/2021 £	Variance 2019/20 - 2020/21 £ %	

#### Housing & Community

#### Housing Landlord (Fiona Williamson)

#### Housing Standards (Jason Grace)

Employees	50,520	5,180	+11%
Transport	0	0	
Supplies & Services	0	0	
Income	(35,110)	(690)	(2%)
Recharges	10,915	4,583	+72%
<b>Net Expenditure: Housing Standards</b>	<b>26,325</b>	<b>9,073</b>	<b>+52%</b>

#### Garages (Jason Grace)

Employees	41,840	1,550	+4%
Premises	685,440	111,470	+19%
Supplies & Services	0	0	
Capital Charges	719,300	0	+0%
Income	(3,570,780)	199,590	+5%
Recharges	436,950	3,751	+1%
<b>Net Expenditure: Garages</b>	<b>(1,687,250)</b>	<b>316,361</b>	<b>#REF!</b>

#### Supporting People (Jason Grace)

Recharges	7,500	0	+0%
<b>Net Expenditure: Supporting People</b>	<b>7,500</b>	<b>0</b>	<b>+0%</b>

#### Homelessness (Natasha Beresford)

Employees	878,760	60,630	+7%
Premises	109,950	3,570	+3%
Transport	1,000	1,000	
Supplies & Services	65,300	(15,000)	(19%)
Capital Charges	115,000	0	+0%
Transfer Payments	0	(50,000)	(100%)
Income	(950,660)	(327,330)	(53%)
Grants and Contributions	(606,920)	18,140	+3%
Recharges	200,073	71,483	+56%
<b>Net Expenditure: Homelessness</b>	<b>(187,497)</b>	<b>(237,507)</b>	

<b>Housing Advice (Natasha Beresford)</b>			
Employees	106,640	11,640	+12%
Transport	0	0	
Supplies & Services	35,230	(9,320)	(21%)
Recharges	177,280	(17,931)	(9%)
<b>Net Expenditure: Housing Advice</b>	<b>319,150</b>	<b>(15,611)</b>	<b>(4%)</b>

<b>Housing Strategy (Natasha Beresford)</b>			
Employees	555,320	135,510	+32%
Transport	2,720	50	+2%
Supplies & Services	18,020	(44,970)	(71%)
Transfer Payments	5,000	0	+0%
Income	(30,600)	(600)	(2%)
Recharges	139,331	3,732	+3%
<b>Net Expenditure: Housing Strategy</b>	<b>689,791</b>	<b>93,722</b>	<b>+16%</b>

<b>Net Expenditure: Housing Landlord</b>	<b>(831,982)</b>	<b>166,038</b>	<b>+9%</b>
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## HRA Summary

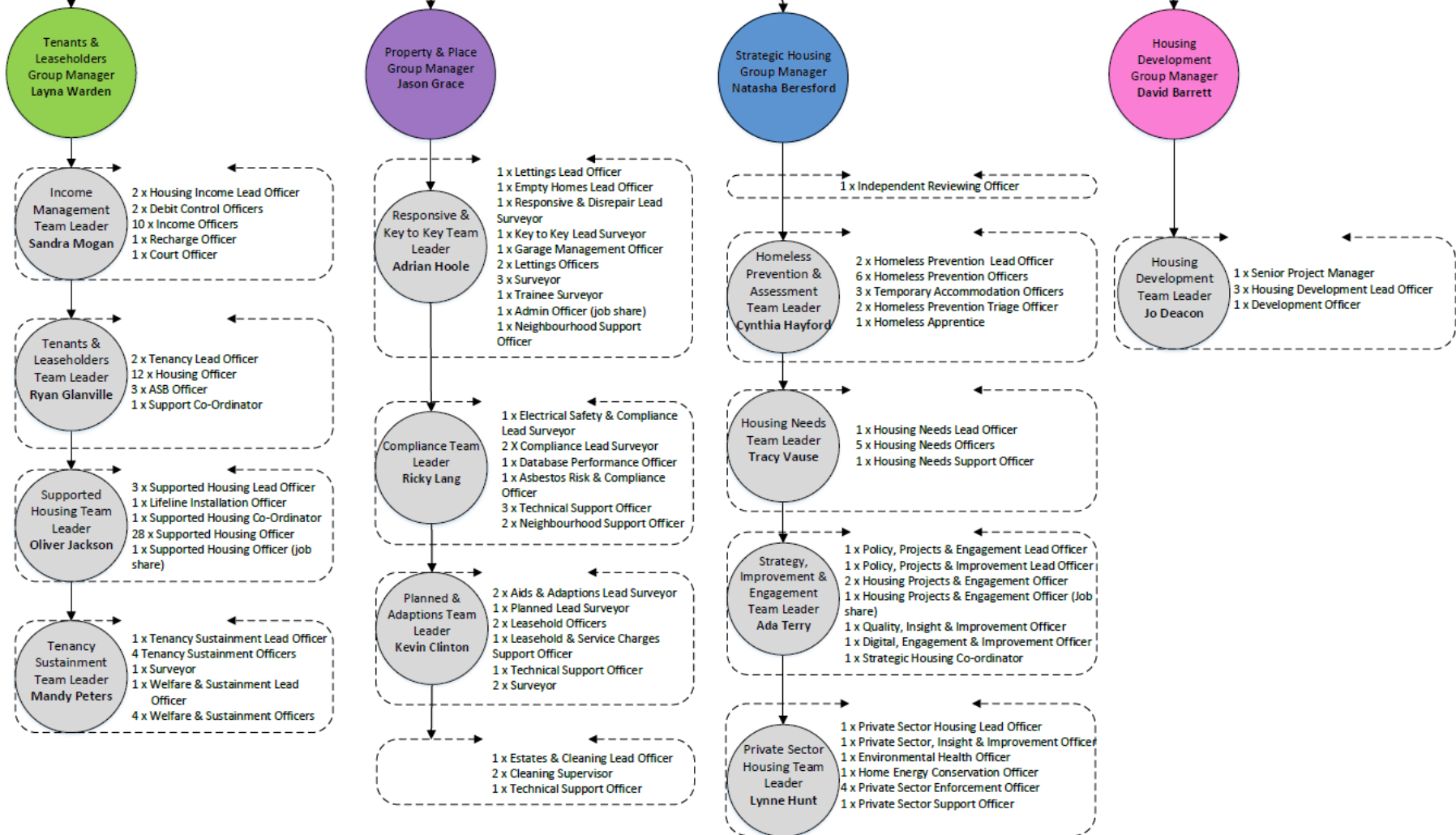
<b>HOUSING REVENUE ACCOUNT BUDGET SUMMARY 2019/20 &amp; 2020/21</b>			
	<b>Original 2019/20</b>	<b>Growth / (Savings)</b>	<b>Estimate 2020/21</b>
<b>£000</b>			
<b>Income</b>			
Dwelling Rents	(52,536)	<b>(1,899)</b>	(54,435)
Non-Dwelling Rents	(102)	<b>0</b>	(102)
Tenant Service Charges	(1,626)	<b>109</b>	(1,517)
Leaseholder Charges	(487)	<b>(106)</b>	(593)
Interest and Investment Income	(435)	<b>243</b>	(192)
Contributions to Expenditure	(645)	<b>0</b>	(645)
<b>Total Income</b>	<b>(55,831)</b>	<b>(1,653)</b>	<b>(57,484)</b>
<b>Expenditure</b>			
Repairs and Maintenance	12,068	<b>0</b>	12,068
Revenue Contribution to Capital	5,480	<b>375</b>	5,855
Supervision & Management	12,783	<b>1,413</b>	14,196
Corporate and Democratic Core	307	<b>28</b>	335
Rent, Rates, Taxes & Other Charges	35	<b>1</b>	36
Provision for Bad Debts	975	<b>0</b>	975
Interest Payable	11,558	<b>28</b>	11,586
Depreciation	12,625	<b>241</b>	12,866
<b>Total Expenditure</b>	<b>55,831</b>	<b>2,086</b>	<b>57,917</b>
<b>HRA Deficit / (Surplus)</b>	<b>0</b>	<b>433</b>	<b>433</b>
<b>Housing Revenue Account Balance:</b>			
Opening Balance at 1 April	<b>(2,892)</b>		<b>(2,892)</b>
Deficit / (Surplus) for the year	0		0
<b>Closing Balance at 31 March</b>	<b>(2,892)</b>		<b>(2,892)</b>
<b>Earmarked Reserves:</b>			
Opening Balance at 1 April	<b>(18,146)</b>		<b>(18,579)</b>
Contribution from / (to) Pension Reserve		433	433
<b>Closing Balance at 31 March</b>	<b>(18,146)</b>		<b>(18,146)</b>

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Housing Organisation Chart  
Last Updated: June 2020

Assistant Director  
Fiona Williamson



# **Workforce Planning Report**

## **Group 1 – Strategic Housing**

<b>Staff turnover and risk</b>	
<b>Recruitment</b> <ul style="list-style-type: none"> <li>• Are there any skills that may prove difficult to recruit?</li> <li>• How are you making these roles more attractive?</li> </ul>	<p>Recruitment to technical roles across the council such as Surveyors and Environmental Health Officers is challenging, often leading to recruitment via temporary agencies, which is costly.</p> <p>SH have had regard to this in relation to the introduction of new Private Sector Enforcement roles and have sought to develop a job role that is effective to meet statutory requirements and support the single point of failure in 1 FTE EHO.</p>
<b>Skills development</b> <ul style="list-style-type: none"> <li>• What new skills do you need to deliver service objectives?</li> <li>• Could we develop these in-house?</li> <li>• How are you transferring or developing specialist skills?</li> </ul>	<p>Housing Needs Team have undertaken cross training of staff within the team, as this has been identified as an area of risk with the high turnover of staff within the team.</p> <p>Additional skills and knowledge requirement to meet statutory demands of Private Sector management have been identified and a training plan has been undertaken, with regular refreshers required.</p>
<b>Single Points of Failure</b> <ul style="list-style-type: none"> <li>• Are there any single points of failure?</li> <li>• How are you dealing with them?</li> </ul>	<p>As mentioned in point 1, EHO is single point of failure and the development of the new PRS Enforcement Officer posts has mitigated against this to a point. Given the number of responsibilities, the service has, in order to ensure that the service is tackling all areas of responsibility, a further review of resource is ongoing, to enable the effective tackling of empty homes and enforcement activity.</p> <p>Strategic Housing Co-ordinator post, is vital role within the service gaps in this post can have a significant service impact. Working with other GM's to ensure consistency in management of these co-ordinators across to include cross training and awareness of different work areas.</p> <p>In the past year sickness and challenges in recruiting to the role of Housing Needs Officer have had a significant impact on the service delivery and performance in empty homes/lettings. The service has now made these roles generic in function to reduce single points of failure and build in resilience.</p>
<b>Leadership</b> <ul style="list-style-type: none"> <li>• How are you developing leadership in the team?</li> </ul>	<p>A number of new Lead Officer posts were introduced within Strategic Housing approximately 18 months ago, due to new burdens. This has enabled these officers to be involved in key team and service plan objectives or lead projects. Additionally there have been several acting up opportunities as a result of other staff challenges, which has provided a development opportunity at Team Leader and Group Manager level. Training has been made available for a number of staff across the service to develop management skills, such as ILMs.</p>

## Group 2 – Property & Place

<b>Staff turnover and risk</b>	
<b>Recruitment</b> <ul style="list-style-type: none"> <li>• Are there any skills that may prove difficult to recruit?</li> <li>• How are you making these roles more attractive?</li> </ul>	<p>All construction related and/or technical roles continue to be very difficult to recruit. Post Grenfell Health and Safety and compliance related qualifications are commanding an even greater premium in the marketplace.</p> <p>Consideration has to being given to what options are available to make the roles more attractive to attract and retain the correct candidates</p>
<b>Skills development</b> <ul style="list-style-type: none"> <li>• What new skills do you need to deliver service objectives?</li> <li>• Could we develop these in-house?</li> <li>• How are you transferring or developing specialist skills?</li> </ul>	<p>Quantity Surveying, Risk management, compliance related skills including gas, Fire Risk assessments, Legionella , asbestos and M&amp;E.</p> <p>Yes with additional training or qualifications</p> <p>Mentoring of staff and a number are undertaking degrees in Construction.</p> <p>Also have established a trainee empty homes surveyor role which will be covered by apprenticeship training levy.</p>
<b>Single Points of Failure</b> <ul style="list-style-type: none"> <li>• Are there any single points of failure?</li> <li>• How are you dealing with them?</li> </ul>	<p>Stock Database officer, Fire Risk Assessor, legionella , asbestos officer, surveyor.</p> <p>Additional staff are working with the Promaster software and further training will be undertaken to establish some super users of the system.</p> <p>Re-alignment of teams and roles to include cross team support and familiarity with specialist processes</p> <p>External specialist consultancy support is being used to increase capacity with Fire Risk assessments</p>
<b>Leadership</b> <ul style="list-style-type: none"> <li>• How are you developing leadership in the team?</li> </ul>	<p>Invited participation at Team Leaders meetings, mentoring and coaching techniques used to assist Team Leaders to develop.</p> <p>Re-alignment of teams and roles to include cross team support and familiarity with specialist processes</p> <p>External and internal management training , and supporting professional membership qualifications (chartered status)</p>

## Group 3 – Tenants & Leaseholders

<b>Staff turnover and risk</b>	
<b>Recruitment</b> <ul style="list-style-type: none"> <li>• Are there any skills that may prove difficult to recruit?</li> <li>• How are you making these roles more attractive?</li> </ul>	<p>There is a good level of demand for most full time roles within the Tenants and Leaseholder service. The levels of sickness and turn over in Housing Officer – Tenancy and Supported Housing Officers are high but mainly due to the numbers and that officers are keen to develop into new roles.</p>
<b>Skills development</b> <ul style="list-style-type: none"> <li>• What new skills do you need to deliver service objectives?</li> <li>• Could we develop these in-house?</li> <li>• How are you transferring or developing specialist skills?</li> </ul>	<p>A good knowledge of service charges is needed to implement this service objective. Responsibility, skills and knowledge will be developed within the Income team.</p> <p>Resilience is needed to continue to manage the work load in the Tenancy and Sustainment Teams. This could be achieved through training, regular 121's and employee assistance support.</p>
<b>Single Points of Failure</b> <ul style="list-style-type: none"> <li>• Are there any single points of failure?</li> <li>• How are you dealing with them?</li> </ul>	<p>All single points of failure have been addressed through realignment and reviewing responsibilities.</p>
<b>Leadership</b> <ul style="list-style-type: none"> <li>• How are you developing leadership in the team?</li> </ul>	<p>A joint team plan for the T&amp;L team will ensure that managers are aware of the strategic direction and how their teams contribute. It will ensure partnerships across the service.</p> <p>A number of Officers have attended the in-house Introduction to Management Course. This will help identify those who can be future managers. Additionally offering the opportunity to offer mentoring and coaching across teams can provide support and develop leadership.</p>



## Group 4 – Housing Development

<b>Staff turnover and risk</b>	
<b>Recruitment</b> <ul style="list-style-type: none"> <li>• Are there any skills that may prove difficult to recruit?</li> <li>• How are you making these roles more attractive?</li> </ul>	<p>Yes, there is a skills shortage of good quality project managers in housing development.</p> <p>Limited due to salary levels. Consideration of options of how this can be addressed is underway and use of specialist recruiters to target individuals in the market.</p>
<b>Skills development</b> <ul style="list-style-type: none"> <li>• What new skills do you need to deliver service objectives?</li> <li>• Could we develop these in-house?</li> <li>• How are you transferring or developing specialist skills?</li> </ul>	<p>Improved project management skills.</p> <p>Yes, this is our approach</p> <p>Learning and support from our consultant team along with now having a team leader in post</p>
<b>Single Points of Failure</b> <ul style="list-style-type: none"> <li>• Are there any single points of failure?</li> <li>• How are you dealing with them?</li> </ul>	<p>No</p>
<b>Leadership</b> <ul style="list-style-type: none"> <li>• How are you developing leadership in the team?</li> </ul>	<p>A new team leader in post who is undertaking management training.</p> <p>Coaching project management skills plus attending formal training events.</p> <p>Ongoing training and attendance at CPD events to supplement skills and knowledge within the team.</p>

Risk No.	Risk Description	Cause	Consequence	Date Risk Identified / Changed	Risk Owner	Risk Status	Likelihood (1 = High and 1 = Low)	Impact (1 = High and 1 = Low)	Current Evaluation	Risk Proximity (Immediate = 5, Medium Term = 3 and Long Term = 1)	Controls recommended	Further Planned or ongoing action	Remobilisation Planning action	Action Owner	Risk Highlighter
<b>1 STATUTORY &amp; COMPLIANCE</b>															
<b>1.1 HOMELESSNESS</b>															
1.1.1	Increase in homeless presentations from breakdown of family units or need for self-isolation during period of lockdown	COVID 19 restrictions and self-isolation	Street homeless increase and failure of statutory duty	24.03.2020 25.08.2020	NB	Open	2	5	10	3	Maintain a staff rota to ensure resilience of staff team. Monitor updates from HMCGLG and options for centralised accommodation provision	Identification of staff with transferable skills and potential for training being considered	Staff returned to the Forum on a rota basis to comply with social distancing and COVID secure workplace measures	NB	30
1.1.2	No TA available in DBC stock	Increased demand from homeless presentations	Street homeless increase and failure of statutory duty	24.03.2020 25.08.2020	NB	Open	3	3	9	3	Use of hotels and B&B if necessary	Contact has been made with hotels to assess if they are available to take residents. NB co-chairing the Herts wide accommodation call so directly involved in assessing any County wide opportunities. Other B&B who can be redeployed who have worked in the homeless or advice teams to be redeployed if possible. Ongoing redeployment where feasible and assessment of other B&B.	Ongoing liaison with B&B accommodation and applied for grant funding through NSRF	NB	27
1.1.3	Insufficient staff available to work with homeless applicants due to self-isolation or localised lockdown	COVID 19 restrictions and self-isolation	Increased pressure on limited staff numbers	24.03.2020 25.08.2020	NB	Open	3	4	12	5	Use of rota, maintenance of details about staff and self-isolation. Identification of home location for staff	Other staff who can be redeployed who have worked in the homeless or advice teams to be redeployed if possible. Ongoing redeployment where feasible and assessment of other B&B.	Working with HCC and IMT to identify the proximity and outcome of any local outbreak	NB	60
1.1.4	Ending of temporary suspension of possession proceedings or mortgage repossession	Coronavirus temporary legislative changes, economic shock from impact of COVID 19	Increase in evictions from private rented sector and homelessness from mortgage repossession	25-Aug-20	NB	Open	3	4	12	3	Monitoring of the legislative changes, proactive engagement with the PRS landlords	Applied for Next Steps Accommodation program Grant funding to secure additional temporary accommodation		NB	36
<b>1.2 SUPPORTED HOUSING</b>															
1.2.1	Inability to provide necessary support to the sheltered housing tenants due to staff self-isolation	COVID 19 restrictions and self-isolation	Social isolation or deterioration in health resulting from long periods alone or without basic provisions	24.03.2020 25.08.2020	CJ	Open	2	5	10	5	Daily review of staffing levels and options to redeploy. Telephone calls replacing face-to-face contact to reduce the risk of spread	Ongoing review of the situation to make sure that there is sufficient resource to cover the service and consider redeployment of other staff	SHO's returned to face to face visits for those tenants who have requested support on 10.08.2020	CJ	50
1.2.2	Tenants in self-isolation becoming withdrawn or becoming	COVID 19 restrictions and self-isolation	Deteriorating physical and mental health	24.03.2020 25.08.2020	CJ	Open	3	4	12	3	Regular contact with tenants and set up of befriending service with volunteers to keep in regular contact	Ongoing review of volunteering offers and the use of the food hub	SHO's returned to face to face visits for those tenants who have requested support on 10.08.2020	CJ	36
1.2.3	Clusters of COVID cases in single schemes	COVID 19 restrictions and self-isolation	Potential for increased spread from use of communal facilities	24.03.2020 25.08.2020	CJ	Open	3	4	12	5	Closure of communal lounges, increased frequency of cleaning in communal corridors and laundry. SHO's making telephone rather than face to face contact	Ongoing monitoring of the status in each scheme on a daily basis and removal of cushions and other soft furnishings in break out areas in communal corridors to discourage source of contact	Continue to monitor government guidance and assess risks associated with the management of communal areas within schemes		60
<b>1.3 PRIVATE RENTED SECTOR</b>															
1.3.1	Increase in complaints from tenants in HMO's or other premises with shared facilities, concerns over infection risk or HHSRS hazards within the properties	COVID 19 restrictions and self-isolation	Concerns over the condition of properties and the Health and safety of residents in HMO's or other private sector properties	24.03.2020 25.08.2020	LH	Open	3	5	15	3	Telephone contact with tenants and use of photographs or video clips to assess the condition of properties whilst enforcement visits remain a high risk within HMO's	Identification of properties which will require inspection as soon as restrictions are relaxed to enable identification of properties requiring works or enforcement activity.	Recommence site visits and enforcement action with appropriate PPE and COVID risk assessments		45
1.3.2	Inability to make verification visits to confirm if works have been completed or licence conditions have been satisfied, resulting in some properties being unlicensed	COVID 19 restrictions and self-isolation	A number of properties will remain unlicensed during the lockdown and may require works to make them compliant.	24.03.2020 25.08.2020	LH	Open	2	4	8	3	Identification and management of licensing cases to ensure that inspections are carried out the earliest opportunity.	Review of staffing levels to make sure that these are appropriate for an increased demand after the lockdown period.	Recommence site visits and enforcement action with appropriate PPE and COVID risk assessments		24
<b>1.4 REPAIRS</b>															
1.4.1	Inability to access properties due to self-isolation of symptomatic tenants	COVID 19 restrictions and self-isolation	Increased damage to property, potential H&S implications	24.03.2020 25.08.2020	JG	Open	3	4	12	5	Triage all works before any undertaken and check on the health of operatives	Ongoing daily review of issues or change in circumstances	Task and finish group set up to address the backlog of repairs in the system		60
1.4.2	Large backlog of work will need to have a priority system once work resumes and agreed delivery dates	COVID 19 restrictions and self-isolation	Long delays in getting works completed and managing tenant expectations	24.03.2020 25.08.2020	AMOPSL	Open	5	4	20	3	OPSL and DBC to agree how this will be managed and staff communications to send to residents when restrictions lifted.		Task and finish group set up to address the backlog of repairs in the system		60
<b>1.5 LEGIONELLA</b>															
1.5.1	Inability to carry out pending flushing of central outlets, external hoses or descale shower heads	COVID 19 restrictions and self-isolation	Increased risk of legionella	24.03.2020 25.08.2020	RL	Open	3	4	12	5	Communication with residents to keep using their showers - continued flushing of central outlets and check any external hoses are disconnected where possible	Replacement shower heads to be sourced for switchover if necessary	Any outlets which have not been accessed for flushing, to be undertaken under controlled conditions and with use of face masks		60
<b>1.6 FIRE SAFETY</b>															
1.6.1	Clear Landings patrols suspended to all but high risk high rise blocks during lockdown	COVID 19 restrictions and self-isolation	Potential for build up of items on the landings and increased risk of fire or compromising the means of escape	24.03.2020 25.08.2020	AM	Open	3	4	12	3	Additional signage and phone calling to residents to advise them to observe the clear landing policy	Patrols suspended but under constant review on government advice	Recommencement of clear landings patrols and enforcement activity		36
1.6.2	Electrical testing to individual properties has been suspended	COVID 19 restrictions and self-isolation	Potential issues with overloading unauthorised alterations to electrical installations in properties with all family members staying at home.	24.03.2020 25.08.2020	RL	Open	3	5	15	5	Issue tenant guidance for staying safe in the home during period of lockdown	Ensure the database is updated and make contact with those tenants who have not allowed entry to date, so these can be arranged as soon as restrictions lifted	Electrical testing being programmed to complete the periodic tests.		75
<b>1.7 ASBESTOS MANAGEMENT</b>															
1.7.1	Only essential repairs to be carried out and follow survey procedure to establish if ACM's present.	COVID 19 restrictions and self-isolation	Potential for asbestos exposure incident, or prosecution from non-compliance	24.03.2020 25.08.2020	RL	Open	3	5	15	5	All requests to come through the in-house asbestos team	Various contractors have undertaken work historically and the information provided in differing formats and not collated onto a single database	Task and finish group set up to address the backlog of repairs in the system, including prioritising of any asbestos removals		75
<b>1.8 GAS SERVICING</b>															
1.8.1	Inability to access properties due to self-isolation and gas services going overdue	COVID 19 restrictions and self-isolation	Increased risks of CO release or other failure associated with gas appliances	24.03.2020 25.08.2020	RL	Open	3	4	12	5	Following gas safety controlled breaking and proactive recording of self-isolation cases and other failure associated with gas appliances working in separate room to tenants and additional cleaning and hand sanitising after each service.	Continue to proactively manage those tenants in 14 day self-quarantine and arrange new appointments. Self-referral to Regulator for social housing if compliance percentage continues not to be met	Access sites improving with lifting of restrictions, but plans in place to address any issues arising from a localised lockdown.		60
<b>2 FINANCIAL</b>															
<b>2.1 GRANTS</b>															
2.1.1	Evidence of cost reimbursement not good record keeping in place to identify expenses relating to the COVID outbreak	COVID 19 restrictions and self-isolation	Inability to recover full costs incurred	24.03.2020 25.08.2020	FW	Open	3	3	9	5	Work with finance to agree how to maintain records	Process developed to collate information required to evidence costs	COVID costs continue to be logged, identification of impact is being monitored on an ongoing basis	FW	45
2.1.2	Expenses higher than any reasonable and cash flow pressure	COVID 19 restrictions and self-isolation	Risk of s114 notice	24.03.2020 25.08.2020	FW	Open	5	5	25	1	Determine procedure for reimbursement of costs from HCC's rough sleeper and homeless fund	Ongoing engagement with other Herts HOH and MHLG	Reductions in expenditure have been identified to offset any reduced income or budget pressures resulting from COVID measures or reduced workability		25
<b>2.2 PPN</b>															
2.2.1	Overpayment of contractors who go into administration during the period of shutdown	Rules on the management of PPN 20 allow for prepayment of work in advance up to 20% of the contract value.	Money paid out but work not completed	24.03.2020 25.08.2020	FW	Open	3	5	15	3	Work with finance to agree a methodology for assessing payment and ensure all evidence provided by contractors to support invoices	Dunn and Bradstreet reports on all contractors are being reviewed	Need to identify any delays in contractors remitting and impact on contract extensions and claims	FW/FJ	45
<b>2.3 RENT/INCOME</b>															
2.3.1	Increase in tenants requiring benefits and processing times for UC	COVID 19 restrictions and self-isolation	Decrease in the rental income received in year and possible cash flow issues.	24.03.2020 25.08.2020	LW/SM	Open	3	5	15	3	Support from the income team to provide advice for claimants and how best to ensure they pay their rent as a priority and the impact of not so doing.	Continue to liaise with DWFLP and housing benefits and the tenants to get them to set up a fixed monthly direct payment for rent	Ongoing support and advice being provided to tenants to assist with budgeting and payment of rent		45
2.3.2	Net rental income for the new build will now be achieved later in the year and have an impact on the projected income levels throughout the year	COVID 19 restrictions and self-isolation	Reduction in forecast income against budget	24.03.2020 25.08.2020	DB/LW/FW	Open	3	3	9	3	Monitoring the financial impact and profile of rental income across the year, to adjust output position accordingly				27
<b>2.4 DEVELOPMENT</b>															
2.4.1	Impact of localised outbreak or lockdown on workforce	COVID 19 restrictions and self-isolation	Reduced or no productivity on site	24.03.2020 25.08.2020	DB	Open	3	5	15	3	Early ordering to accommodate increased lead times for materials	Horizon scanning to assess which materials may be in short supply			45
2.4.2	Shortage of materials due to suspension in production during initial lockdown	COVID 19 restrictions and self-isolation	Impact on program and delay in completion and generation of rental income	24.03.2020 25.08.2020	DB	Open	2	4	8	3					24
<b>3 LEGAL</b>															
<b>3.1 CONTRACTUAL DISPUTES</b>															
3.1.1	Claims from contractors for frustration	COVID 19 restrictions and self-isolation	Costs and resource to defend cases	24.03.2020 25.08.2020	FW	Open	2	4	8	5	Use of PPN20-20 to work with contractors to assess what work is permitted under the lockdown restrictions using the partnering approach	Ongoing updates and regular meetings with contractors to enable issues to be identified prior to any work being undertaken			40
3.1.2	Disrepair claims or failure to comply with timescales for repairs	COVID 19 restrictions and self-isolation	Costs and resource to defend cases	24.03.2020 25.08.2020	FW	Open	3	3	9	5	Communications to tenants on-line and by social media so that expectations are managed in respect of what is being delivered during and after restrictions lifted	Agree a RCUF rating for those backlogged repairs so that the contractors are aware of the approach and can schedule accordingly	Backlog of repairs and need to rebalance supply chain - possible material shortages.		45
3.1.3	Performance Bonds becoming invalid	Market unable to support inflow of claims	Contractor insolvency, reprocurement costs will need to be covered by the authority	24.03.2020 25.08.2020	FW	Open	2	3	6	3	Check with contractors that Bond providers are covering COVID as an event	Ensure risk exposure minimised and identify options in case of contractor insolvency	Liaison with framework providers and local suppliers		18
<b>4 STAFF MANAGEMENT &amp; HEALTH &amp; SAFETY</b>															
<b>4.1 STAFF</b>															
4.1.1	Staff levels drop below levels to be able to deliver the statutory service functions due to self-isolation or childcare responsibilities	COVID 19 restrictions and self-isolation	Inability to deliver statutory functions and provide the necessary levels of support to vulnerable individuals	24.03.2020 25.08.2020	FW	Open	2	5	10	3	Staff skills and experience in other areas of the service has been reviewed for potential redeployment into other areas of the service if required	Ongoing monitoring of staff levels at daily update meeting and use of agency staff to provide support for front line officers where appropriate	If run capacity 30% of staff, which provides some resilience in terms of risks associated with localised outbreaks and need to self-isolate. Re-opening of schools will reduce pressure on daily childcare responsibilities.		30
<b>4.2 H&amp;S - SAFEGUARDING</b>															
4.2.1	Limited PPE available for front line services	Lock down restrictions or insufficient supply available	Increased risk of infection for staff working in areas where there could be a risk of cross contamination	24.03.2020 25.08.2020	FW	Open	2	4	8	3	Provide details for centralised supply and distribution. Make sure staff aware of when PPE appropriate, so as not to stockpile reserves unnecessarily	Ongoing monitoring of appropriate use of PPE	Monitor use of PPE to ensure supplies available. Respond to any changes in government guidance in respect of face coverings or other measures		24
4.2.2	Staff unable to distance due to working patterns or space restrictions	COVID 19 restrictions and distancing	Failure to comply with government restrictions	24.03.2020 25.08.2020	FW	Open	2	5	10	5	All cleaning staff and surveying staff to travel to site individually and maintain social distancing whilst on site.	Ongoing monitoring of appropriate use of PPE			50
4.2.3	Vulnerable tenants not receiving appropriate food and medical supplies	COVID 19 restrictions and self-isolation due to high risk pre-existing medical conditions	Tenants requiring urgent medical supplies or food	24.03.2020 25.08.2020	LW/MP	Open	2	5	10	3	Identification of those tenants who have no support network and are self-isolating or shielded. Cross reference these with the HCC list	Identify improved ways of recording and collating information so that food parcels can be distributed to those most in need.	Face to face visits recommenced, so any welfare issues are being identified and interventions put in place		