



# 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 5 July 2017 at 7.30 pm**

**Conference Room 2 - The Forum**

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 Gbola Adeleke  
Councillor Banks  
Councillor Mrs Bassadone  
Councillor Conway  
Councillor England  
Councillor P Hearn  
Councillor Fethney

Councillor Imarni (Vice-Chairman)  
Councillor Mahmood (Chairman)  
Councillor Silwal  
Councillor Timmis  
Councillor W Wyatt-Lowe  
Councillor Armytage  
Councillor Barrett

#### Substitute Members:

Councillors Howard, D Collins, Clark, Ransley, Tindall and Link

For further information, please contact

## **AGENDA**

### **1. MINUTES**

To confirm the minutes from the previous meeting

### **2. APOLOGIES FOR ABSENCE**

To receive any apologies for absence

### **3. DECLARATIONS OF INTEREST**

To receive any declarations of interest

A member with a disclosable pecuniary interest or a personal interest in a matter who attends a meeting of the authority at which the matter is considered -

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent

and, if the interest is a disclosable pecuniary interest, or a personal interest which is also prejudicial

- (ii) may not participate in any discussion or vote on the matter (and must withdraw to the public seating area) unless they have been granted a dispensation.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Members' Register of Interests, or is not the subject of a pending notification, must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal and prejudicial interests are defined in Part 2 of the Code of Conduct For Members

[If a member is in any doubt as to whether they have an interest which should be declared they should seek the advice of the Monitoring Officer before the start of the meeting]

### **4. PUBLIC PARTICIPATION**

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

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

#### **6. Q4 BUDGET MONITORING FINANCIAL REPORT (Pages 3 - 18)**

#### **7. Q4 HOUSING (Pages 19 - 34)**

#### **8. Q4 RESIDENT SERVICES (Pages 35 - 50)**

#### **9. HOMELESSNESS STRATEGY - WILL ALSO COVER THE TEMPORARY ACCOMMODATION POLICY AND THE HOMELESS REDUCTION ACT. (Pages 51 - 90)**

#### **10. HOUSING SERVICE - BENCHMARKING REPORT 2015/16 (Pages 91 - 101)**



## AGENDA ITEM: SUMMARY

|                         |  |
|-------------------------|--|
| <b>Report for:</b>      | <b>Housing &amp; Community Overview and Scrutiny Committee</b> |
| <b>Date of meeting:</b> | <b>5<sup>th</sup> July 2017</b>                                |
| <b>PART:</b>            | <b>1</b>   |
| If Part II, reason:     |  |

|                         |   |
|-------------------------|---|
| <b>Title of report:</b> | <b>Provisional Outturn 2016/17</b>  |
| Contact:                | <p>Cllr Graeme Elliot, Portfolio Holder for Finance and Resources</p> <p>Authors:<br/>David Skinner, Assistant Director (Finance &amp; Resources)<br/>Richard Baker, Group Manager (Financial Services)</p> <p>Contact:<br/>James Deane, Corporate Director (Finance &amp; Operations)</p>  |
| Purpose of report:      | <p>To provide details of the provisional outturn position for the:</p> <ul style="list-style-type: none"> <li>· General Fund</li> <li>· Housing Revenue Account</li> <li>· Capital Programme</li> </ul> <p>To provide details of the proposed transfers to and from earmarked reserves.</p> |
| Recommendations         | That Committee note the provisional outturn position.   |
| Corporate objectives:   | Delivering an efficient and modern council.   |
| Implications:           | Financial and Value for Money implications are included within the body of the report.  |
| Risk Implications       | Risk implications are included within the body of the report.   |

|   |   |
|---|---|
| Equalities Implications   | There are no equality implications.   |
| Health And Safety Implications  | There are no health and safety implications.  |
| Glossary of acronyms and any other abbreviations used in this report: | GF – General Fund<br>HRA – Housing Revenue Account<br>MTFS – Medium Term Financial Strategy |

## 1. Executive Summary

1.1 The contribution to the earmarked reserves, as shown in paragraph 3.5, is £1.158m. This budget surplus has been analysed as part of the normal year end process, to ensure that ongoing savings have been identified and captured in the base budget going forward and one off items have been challenged.

1.2 Items of a one-off nature that are imprudent have not been built into the base budget based on a risk assessment of the likely recurrence, and these include:

- Housing benefit subsidy £110k surplus, (0.2% of budget)
- Parking income surplus £100k as this income is weather dependant
- Waste Services income from the Alternative Financial Model due to the current model being under review

1.3 Items captured in the base budget going forward include:

- Garages income additional £400k from 2017/18
- Investment Property inflationary increases £90k
- Ongoing savings in employees budgets such as the savings in the leadership team (£75k) following the restructuring.

1.4 The HRA has had increased pressure in Quarter 4 from additional voids (£100k) and the repairs following from storm Doris late in the year (£110k). These additional pressures coupled with the income pressures forecast through the year mean a reduction in the contribution to reserves of £351k.

1.5 General Fund Capital spending is on track with rephasing limited to 1.5% of the budget and consistent with forecasts made at Quarter 3.

1.6 The HRA Capital programme is consistent with previous reports with the main item being the underspend on the Osborne contract (£2.2m) to reflect the balancing of revenue and capital repairs over the year.

1.7 In line with the policy of maintaining the General Fund working balance at £2.5m the surplus has been moved to earmarked reserves as per the recommendation to Cabinet 23<sup>rd</sup> May as shown in paragraph 8.1 and is broken down as follows:

- Contribution to Management of Change reserve £450k
- Contribution to Capital Development Reserve £500k
- Contribution to Parking Reserve £208k

## 2. Introduction

1.1 The purpose of this report is to outline the Provisional Outturn for 2016/17, prior to the closure of the accounts. Outturn is reported for the following:

- General Fund
- Housing Revenue Account (HRA)
- Capital Programme

1.2 The Accounts and Audit Regulations 2015 require local authorities to have prepared their annual Statement of Accounts, complete with certification from the Section 151 Officer, by 30 June. The Statement of Accounts must be published by 30 September, following an audit to be undertaken by Grant Thornton.

1.3 The Council's outturn position is a primary source of information for the production of the Statement of Accounts. The provisional outturn position detailed in this report is consistent with the final outturn position reported to Audit Committee at its meeting of 28 June 2017.

## 3. General Fund Revenue Account

3.1 The General Fund revenue account records the income and expenditure associated with all Council functions except management of the Council's own housing stock, which is accounted for within the Housing Revenue Account (HRA) (see Section 6).

3.2 The current budget is the original budget approved by Cabinet in February 2016, plus the following approved amendments:

| Amendments                                 | £000          | Approved               |
|--|---------------|------------------------|
| <b>2016/17 Original budget</b>             | <b>16,946</b> |                        |
| Corporate Graduates                        | 18            | Council July 2016      |
| Reserve Funded Staff Costs                 | (46)          | Council September 2016 |
| Digitalisation of Planning Microfiche data | 100           | Council September 2016 |
| Sports Review                              | 40            | Council January 2017   |
| Arts Funding                               | 15            | Council January 2017   |
| Pensions                                   | (900)         | Council April 2017     |
| <b>2016/17 Current Budget</b>              | <b>16,173</b> |                        |

3.3 Appendix A provides an overview of the General Fund provisional outturn position, separating expenditure into controllable and non-controllable categories in order to focus scrutiny on those areas that officers are able to influence, i.e. the controllable.

3.4 The majority of non-controllable costs result from year-end accounting adjustments, e.g. depreciation charges. These are required to show the true value of resources used to provide the Council's services, but do not result in a cash charge to taxpayers. The provisional adjustments that have been completed to date are explained in section 5 of this report.

3.5 The table below provides an overview by Scrutiny area of the current forecast outturn for controllable and non-controllable budgets within the General Fund.

|  | Current Budget<br>£000 | Provisional Outturn<br>£000 | Variance       |              |
|--|------------------------|-----------------------------|----------------|--------------|
|  |                        |                             | £000           | %            |
| Finance & Resources  | 7,245                  | 6,820                       | (425)          | -5.9%        |
| Strategic Planning & Environment                           | 7,107                  | 6,933                       | (174)          | -2.4%        |
| Housing & Community  | 1,821                  | 1,618                       | (203)          | -11.1%       |
| <b>Total</b>   | <b>16,173</b>          | <b>15,371</b>               | <b>(802)</b>   | <b>-5.0%</b> |
| Non-controllable budgets                                   | (9,913)                | (9,966)                     | (53)           | 0.5%         |
| Earmarked Reserve movements                                | (6,260)                | (6,563)                     | (303)          | 4.8%         |
| <b>Contribution (to)/from General Fund Working Balance</b> | <b>0</b>               | <b>(1,158)</b>              | <b>(1,158)</b> |              |

### 3.6 Key changes between periods

The forecast position at quarter 3 was a contribution to working balances of £262k. A summary of the changes between periods, which make up the increase to working balances of £1,158k are as follows:

|  |                |
|--|----------------|
| <b>Budget Monitoring Quarter 3 - variance against GRF working balances</b> | <b>(262)</b>   |
| Planning Income exceeded projection  | (190)          |
| General Fund properties used for Temporary Accommodation                   | (129)          |
| Investment Property income - service charges and turnover based rent       | (110)          |
| Waste Services income  | (130)          |
| Reduction in overspend forecast against vacancy provision                  | (110)          |
| Additional government grants notified in Quarter 4                         | (76)           |
| Benefits Subsidy   | (110)          |
| Increase in recharge to the HRA  | (43)           |
| Other minor items  | 2              |
| <b>Budget Monitoring Quarter 4 - variance against GRF working balances</b> | <b>(1,158)</b> |

3.7 The following sections provide an analysis of the projected outturn and major budget variances shown by Scrutiny area.

## 4. Housing and Community

| Housing & Community | Current Budget | Provisional Outturn | Variance     |               |
|---------------------|----------------|---------------------|--------------|---------------|
|                     | £000           | £000                | £000         | %             |
| Employees           | 2,549          | 2,672               | 123          | 4.8%          |
| Premises            | 805            | 761                 | (44)         | -5.5%         |
| Transport           | 16             | 13                  | (3)          | -18.8%        |
| Supplies & Services | 2,134          | 2,111               | (23)         | -1.1%         |
| Third Parties       | 758            | 743                 | (15)         | -2.0%         |
| Income              | (4,441)        | (4,682)             | (241)        | 5.4%          |
|                     | <b>1,821</b>   | <b>1,618</b>        | <b>(203)</b> | <b>-11.1%</b> |

#### 4.1 Employees - £123k over budget (4.8%)

Pressure of £123k – In certain services such as the Adventure Playgrounds where adult to child ratios need to be maintained, the vacancy provision is not applied and the overspend here is a result of staffing levels needing to be achieved during periods of sickness.

Staffing costs (£56k) that are being recovered for staff seconded to partners with no net cost to the Council are included within this section with the income over-achievement set out in paragraph 4.2.

#### 4.2 Income - £241k over-achievement (5.4%)

Over-achievement of income £210k – The income from the rental of Garages has exceeded budget by £210k. This is due to the improvements and active management implemented within Housing during 2016/17 to minimise void levels. An increase in garage income (£400k) has been factored into the 2017/18 base budget.

Income associated with the recovery of staff costs (£56k) seconded to partners as per paragraph 4.1 is also included within this heading.

### 5. Non-Controllable Expenditure and Corporate Items

3.8 Appendix A includes the provisional outturn for non-controllable expenditure and corporate items. These are largely year-end accounting adjustments. The major variances are detailed below:

Surplus of £110k – There is a surplus of £110k in Housing Benefits and Subsidy. This is a variance of 0.2% on the total budget, which amounts to £48.2m.

Surplus of £43k – There is a surplus of £43k on the recharge to the HRA. The year end review of recharges has been carried out, and based on updated time allocations, an increased recharge to the HRA of £43k is required.

Surplus of £26k – There is a surplus of £26k on Interest Receipts. Slippage and underspends on the General Fund capital programme of £2.4m, has meant the

Council has held higher cash balances during the year. These higher balances have been invested in line with the Council's treasury management strategy and have generated an additional £26k of interest receipts.

Surplus of £210k - Additional new burdens grants totalling £204k, along with an adjustment of £6k to prior year New Homes Bonus grants, provide an additional £210k of unallocated grants. Included in these grants is £73k towards the cost of meeting welfare reforms and benefit cap changes. The work involved with these reforms has been absorbed within the Revenues and Benefits service, with no additional budget having been required. Section 31 grants are retained corporately unless there is evidence of a significant New Burden.

Increase in Revenue Contribution to Capital £336k – this increase is in line with 2016/17 reserves movements approved by Council in February 2017 as part of the 2017/18 budget setting process.

- 3.9 Further accounting adjustments have been processed since the production of the Provisional Outturn, however no major variances have arisen through this process, and the position detailed in this report is consistent with the outturn position reported to Audit Committee at its meeting of 28 June 2017.

## 6. Housing Revenue Account (HRA)

- 3.10 The HRA is a ring-fenced account relating to the Council's Landlord functions. A guiding principle of the HRA is that revenue raised from rents and service charges must be sufficient to fund expenditure incurred. The forecast outturn position for the HRA is shown at Appendix B.

### 3.11 Key changes between periods

The forecast position at Quarter 3 was a reduced contribution to balances of £345k. The position at Quarter 4 is a reduced contribution to balances of £351k. Although this is a small movement overall, there are a number of items which make up this movement, which are as follows:

|   |            |
|---|------------|
| <b>Budget Monitoring Quarter 3 - HRA variance against contribution to balances</b>                | <b>345</b> |
| Properties owned by the General Fund £210k, £65k higher than expected level of Right To Buy sales | 275        |
| Leaseholder Service Charges - higher than anticipated recovery                                    | (170)      |
| Increase in responsive repairs  | 204        |
| Premises expenditure in Supported Housing (building R&M and utilities)                            | (130)      |
| Increased income from minor capital receipts  | (60)       |
| Increased underspend from vacancies in services   | (50)       |
| Other minor changes   | (63)       |
| <b>Budget Monitoring Quarter 4 - HRA variance against contribution to balances</b>                | <b>351</b> |

- 3.12 The following sections provide an analysis of the projected provisional outturn and major budget variances shown by HRA grouping as set out in Appendix B.



#### **4.3 Dwelling Rents - £693k under-achievement of income (1.2%)**

£415k of the pressure on this budget line is due to General Fund properties being used by the HRA to house Council tenants. A budget of £160k was incorrectly allowed for this in the Supervision and Management line as a recharge from the General Fund. The combination of the budgeting error (£160k) plus the additional use of the General Fund properties (£210k) results in a £370k under achievement of income.

£120k of the pressure is due to a budgeting error in Supported Housing (0.2%), and an additional £115k is due to higher than expected Right to Buy sales.

#### **4.4 Non-Dwelling Rents - £42k over-achievement of income (52.2%)**

This income stream relates to rental income on telecommunications aerials around the borough. New leases have been negotiated which has generated an additional £42k of income.

#### **4.5 Contribution towards Expenditure - £90k over-achievement of income (13.7%)**

A deficit of £135k had been anticipated in leaseholder charges for repairs work, however the final figure for the year is a surplus of £22k. The service have worked closely with Osborne during the year on the level of works chargeable to leaseholders, and a more accurate estimate has therefore been produced for this financial year end.

There is a surplus on the budget for minor capital receipts of £133k for work carried out by the Estates and Legal teams, such as deed of variation and lifting of restrictive covenants. This is partially offset by a deficit of £80k in income generated from recharges to tenants and leaseholders, as the income generated to date has been modest.

#### **4.6 Repairs and Maintenance - £477k over budget (4.5%)**

The pressure in repairs reported at period 9 was £273k. Since period 9 contractual discussions over charging rates have caused some delays in the programme for planned work, and it was anticipated that overall the Repairs and Maintenance budgets would finish the year broadly in line with budget. During the last quarter and in particular the last month of the year however, there was a marked increase in responsive work volumes, which is attributed in the main to repairs required after storm 'Doris' (approximately £110k). There was also an increase in void works with a rise in the quarterly number of properties from a year average of 176 to 212. In addition Osborne under-estimated the amount of works in progress for year end when reported at period 11. A decision was taken earlier in the year to mitigate the position on revenue by withholding some elements of non-essential capital improvements works (see paragraph 7.4). This has been kept under review over the course of the year to ensure that the overall repairs and maintenance budget has been balanced across revenue and capital.

#### **4.7 Supervision & Management - £689k under budget (5.9%)**

The projected underspend has arisen in the following areas:

£160k underspend from the budget for General Fund properties being used by the HRA being set in Supervision and Management. The actual charge has been posted against Dwelling Rents.

£130k underspend on premises expenditure in Supported Housing. There is an underspend in building repairs and maintenance, and savings in utilities in Elderly Peoples' Dwellings.

£100k underspend in the Tenants and Leaseholders section from vacancies in the Supporting People service. This will be examined as part of the 2018/19 budget setting process to identify if the savings can be delivered on an ongoing basis.

£100k underspend in the Housing Cleaning service from vacancies in the service and a reorganisation of the management team. This will be examined as part of the 2018/19 budget setting process to identify if additional savings can be delivered on an ongoing basis as well as the supervisory post that has already been removed as part of 2017/18 savings.

£70k underspend in the Under Occupation Incentive Scheme due to lower volume of moves in the scheme this financial year.

#### **4.8 Transfer to Housing Reserves - £351k under budget (2.6%)**

The overall variance on the HRA is currently forecast to reduce balances by £351k. It is proposed that this be funded from an underspend in the capital budgets.

### **7. Capital Programme**

#### **7.1 Appendix C shows the projected capital outturn in detail by scheme.**

The table below summarises the overall capital outturn position by Scrutiny area.

The 'Rephasing' column refers to those projects where expenditure is still expected to be incurred, but it will now be in 2017/18 rather than 2016/17, or conversely, where expenditure planned initially for 2017/18 will now be in 2016/17.

The 'Variance' column refers to those projects which are now complete, but have come in under or over budget and those projects which are no longer required.

The current budget is the original budget approved by Cabinet in February 2016, plus approved amendments, including re-phasing of the slippage identified at Quarter 1 into 2017/18.

|                     | Current Budget<br>£000 | Provisional<br>Outturn<br>£000 | Rephasing<br>£000 | Variance<br>£000 % |              |
|---------------------|------------------------|--------------------------------|-------------------|--------------------|--------------|
| Housing & Community | 1,742                  | 1,707                          | (26)              | (9)                | -0.5%        |
| <b>G F Total</b>    | <b>1,742</b>           | <b>1,707</b>                   | <b>(26)</b>       | <b>(9)</b>         | <b>-0.5%</b> |
| <b>HRA Total</b>    | <b>27,390</b>          | <b>19,236</b>                  | <b>(7,813)</b>    | <b>(341)</b>       | <b>-1.2%</b> |
| <b>Grand Total</b>  | <b>29,132</b>          | <b>20,943</b>                  | <b>(7,839)</b>    | <b>(350)</b>       | <b>-1.2%</b> |

## 7.2 General Fund Major Variances

There are no variances in the General Fund capital budgets greater than £20k. 98% of the allocated budget has been spent to deliver the planned capital projects.

## 7.3 HRA Major Variances

### Key changes between periods – HRA

|   | Rephasing<br>£'000 | Variance<br>£'000 |
|---|--------------------|-------------------|
| <b>Budget Monitoring Quarter 3 - HRA Capital variance against budget</b>                                  | <b>(5,668)</b>     | <b>(501)</b>      |
| Planned Fixed Expenditure - underspends in Osborne capital budgets to offset overspend in revenue budgets | (2,246)            | 184               |
| Wood House - no spend had been expected this financial year, but the build has now commenced              | 552                | 0                 |
| Stationers Place - additional budget to be slipped  | (145)              | 0                 |
| Able House - additional budget to be slipped  | (329)              |                   |
| Other changes   | 23                 | (24)              |
| <b>Budget Monitoring Provisional Outturn - HRA Capital variance against budget</b>                        | <b>(7,813)</b>     | <b>(341)</b>      |

## 7.4 There is an underspend on the HRA capital programme of £8.153m.

- Lines 181-185: slippage of £2.2m on the Property and Place budgets for planned capital works. Work streams managed by Osborne have been delayed due to contractual negotiations over charging rates. In addition, the revenue budgets managed by Osborne were forecast to exceed budget, and a decision was taken to slow down on non-essential capital work to balance this.
- Line 181-185: underspend of £351k on the budgets for planned capital works. This underspend has arisen from the gain share realised on Osborne capital works during the year. The underspend has been deliberately set aside and can be utilised to fund the overspend in revenue repairs in the HRA which is leading to the overall HRA revenue budget being in deficit of £351k.

- Line 189 and 190: underspend of £150k and £140k respectively on Farm Place and St Peter's Court. Although these schemes are complete, budget was slipped forward from 2015/16, which will be reallocated to Stationers Place.
- Line 191: underspend of £791k on Aspen Court, London Road Apsley. At the time of setting the budgets, an additional allocation of £600k was allowed for to cover previously unforeseen costs. This was incorrectly allocated to the Aspen Court, London Road budget, however it should have been allocated to Stationers Place. The underspend on this line will therefore be transferred to Stationers Place via a reallocation of the slippage. This has been taken into account in the budget setting process for 2017/18.
- Line 193 slippage of £2m on Wood House. The anticipated commencement of the build slipped from September to January 2017, due to the procurement process taking longer than expected. There were clarification questions from bidders and additional time was requested.
- Line 194: slippage of £1.4m on Stationers Place. The project has slipped due to delays in the procurement process and the clarification process needed additional time.
- Line 199: slippage of £822k on Able House. The project started on site 2 months later than expected, and is therefore expected to finish in 2017/18 rather than the end of 2016/17.
- Line 198: slippage of £1.3m on Swing Gate Lane. The project has been moved back 3 months.

## **8. Balances and Reserves**

8.1 Appendix A shows that after the above reserve movements are made there will be an increase to the General Fund Working Balance of £1.158m. In February 2017, Cabinet approved the strategy of maintaining the General Fund Working Balance at £2.5m. It has therefore been recommended that the surplus of £1.158m is transferred to earmarked reserves as follows:

- Management of Change Reserve – increase the reserve by £450k. The Council's MTFs demonstrates that the Council still faces significant savings targets in the medium term. Achieving these targets whilst maintaining front-line services will require the Council to continue investing in new, more efficient ways of working that generate ongoing revenue savings. The Management of Change reserve supports the Council to meet the costs associated with these initiatives.
- Capital Development Reserve – increase the reserve by £500k. In pursuit of the revenue savings identified within the MTFs, the Council continues to explore initiatives capable of generating revenue savings/income whilst simultaneously enhancing the borough for its residents. Examples of such initiatives are the creation of a Development Company to increase the supply of good quality housing across the borough; reviewing options for further development of leisure assets; the delivery of a multi-storey car park; and the delivery of further temporary accommodation premises to relieve housing pressures.

These are major capital projects which attract significant feasibility and design costs upfront, before giving a return on investment. It is recommended that a Capital Development reserve is created to contribute towards the financing of these costs.

- On Street Car Parking Reserve – increase by £208k. This reserve is used to fund the costs associated with parking initiatives put in place by the council to relieve pressure on parking across the borough. Based on average levels of expenditure over the last 5 years, an annual amount of £40k is required.

# Dacorum Borough Council

APPENDIX A

## General Fund Revenue Budget - Provisional Outturn 2016/17 (by Overview and Scrutiny Committee)

|   | Month                   |                 |                  | Year-to-Date            |                 |                  | Full Year               |                             |                  |
|---|-------------------------|-----------------|------------------|-------------------------|-----------------|------------------|-------------------------|-----------------------------|------------------|
|   | Adjusted Budget<br>£000 | Actuals<br>£000 | Variance<br>£000 | Adjusted Budget<br>£000 | Actuals<br>£000 | Variance<br>£000 | Adjusted Budget<br>£000 | Provisional Outturn<br>£000 | Variance<br>£000 |
| <b>Controllable</b>                       |                         |                 |                  |                         |                 |                  |                         |                             |                  |
| Finance and Resources                     | 232                     | 1,221           | 989              | 7,245                   | 7,024           | (221)            | 7,245                   | 6,820                       | (425)            |
| Strategic Planning and Environment        | (872)                   | (715)           | 157              | 7,107                   | 6,865           | (242)            | 7,107                   | 6,933                       | (174)            |
| Housing and Community                     | 3                       | (51)            | (54)             | 1,821                   | 1,451           | (370)            | 1,821                   | 1,618                       | (203)            |
| <b>Controllable</b>                       | <b>(637)</b>            | <b>455</b>      | <b>1,092</b>     | <b>16,173</b>           | <b>15,340</b>   | <b>(833)</b>     | <b>16,173</b>           | <b>15,371</b>               | <b>(802)</b>     |
| <b>Non-Controllable</b>                   |                         |                 |                  |                         |                 |                  |                         |                             |                  |
| Finance and Resources                     |                         |                 | 0                |                         |                 | 0                | (4,086)                 | (4,239)                     | (153)            |
| Strategic Planning and Environment        |                         |                 | 0                |                         |                 | 0                | 3,927                   | 3,927                       | 0                |
| Housing and Community                     |                         |                 | 0                |                         |                 | 0                | 1,652                   | 1,652                       | 0                |
| <b>Non-Controllable</b>                   |                         |                 | <b>0</b>         |                         |                 | <b>0</b>         | <b>1,493</b>            | <b>1,340</b>                | <b>(153)</b>     |
| <b>General Fund Service Expenditure</b>   | <b>(637)</b>            | <b>455</b>      | <b>1,092</b>     | <b>16,173</b>           | <b>15,340</b>   | <b>(833)</b>     | <b>17,666</b>           | <b>16,711</b>               | <b>(955)</b>     |
| Reversal of Capital Charges               |                         |                 |                  |                         |                 |                  | (4,125)                 | (4,125)                     | 0                |
| Minimum Revenue Provision                 |                         |                 |                  |                         |                 |                  | 378                     | 378                         | 0                |
| Interest Payable                          |                         |                 |                  |                         |                 |                  | 587                     | 581                         | (6)              |
| Interest Receipts                         |                         |                 |                  |                         |                 |                  | (242)                   | (262)                       | (20)             |
| Revenue Contributions to Capital          |                         |                 |                  |                         |                 |                  | 5,796                   | 6,132                       | 336              |
| Contributions to / (from) Reserves        |                         |                 |                  |                         |                 |                  | (6,260)                 | (6,563)                     | (303)            |
| Contributions to / (from) Working Balance |                         |                 |                  |                         |                 |                  | 0                       | 1,158                       | 1,158            |
| <b>Budget Requirement:</b>                |                         |                 |                  |                         |                 |                  | <b>13,800</b>           | <b>14,010</b>               | <b>210</b>       |
| <b>Met From:</b>                          |                         |                 |                  |                         |                 |                  |                         |                             |                  |
| Revenue Support Grant                     |                         |                 |                  |                         |                 |                  | (971)                   | (971)                       | 0                |
| Non-Domestic Rates                        |                         |                 |                  |                         |                 |                  | 1,053                   | 1,053                       | 0                |
| New Homes Bonus                           |                         |                 |                  |                         |                 |                  | (3,491)                 | (3,497)                     | (6)              |
| Other General Government Grants           |                         |                 |                  |                         |                 |                  | (125)                   | (329)                       | (204)            |
| Council Tax Surplus                       |                         |                 |                  |                         |                 |                  | (49)                    | (49)                        | 0                |
| Requirement from Council Tax              |                         |                 |                  |                         |                 |                  | (10,217)                | (10,217)                    | 0                |
| <b>Total Funding:</b>                     |                         |                 |                  |                         |                 |                  | <b>(13,800)</b>         | <b>(14,010)</b>             | <b>(210)</b>     |

### Interpreting this report

#### General Fund Service Expenditure

This subtotal includes those costs which are directly attributable to specific Council services.

#### Budget Requirement

This subtotal shows the total cash requirement to operate the Council for one year. It includes the General Fund Service Expenditure plus corporate costs and income.

#### Total Funding

This subtotal shows how the Council receives sufficient funding from different sources to meet the Budget Requirement. In order to 'balance the budget', Total Funding must equal the Budget Requirement.

**Housing Revenue Account**  
**Provisional Outturn 2016/17**

|   | Original<br>Budget<br>£000 | Forecast<br>Outturn<br>£000 | Forecast Variance<br>£000 | %            |
|---|----------------------------|-----------------------------|---------------------------|--------------|
| <b>Income:</b>                          |                            |                             |                           |              |
| Net Dwelling Rents                      | (55,849)                   | (55,156)                    | 693                       | -1.2%        |
| Non-Dwelling Rents                      | (80)                       | (121)                       | (42)                      | 52.2%        |
| Tenants Charges                         | (388)                      | (399)                       | (11)                      | 2.8%         |
| Leaseholder Charges                     | (477)                      | (476)                       | 1                         | -0.2%        |
| Interest and Investment Income          | (206)                      | (206)                       | 0                         | 0.0%         |
| Contribution towards Expenditure        | (655)                      | (745)                       | (90)                      | 13.7%        |
| <b>Total Income</b>                     | <b>(57,654)</b>            | <b>(57,103)</b>             | <b>551</b>                | <b>-1.0%</b> |
| <b>Expenditure:</b>                     |                            |                             |                           |              |
| Repairs and Maintenance                 | 10,702                     | 11,179                      | 477                       | 4.5%         |
| Supervision & Management:               | 11,766                     | 11,077                      | (689)                     | -5.9%        |
| Rent, Rates, Taxes & Other Charges      | 14                         | 26                          | 12                        | 85.7%        |
| Interest Payable                        | 11,643                     | 11,643                      | 0                         | 0.0%         |
| Provision for Bad Debts                 | 250                        | 250                         | 0                         | 0.0%         |
| Depreciation                            | 9,506                      | 9,506                       | 0                         | 0.0%         |
| HRA Democratic Recharges                | 220                        | 220                         | 0                         | 0.0%         |
| <b>Total Expenditure</b>                | <b>44,101</b>              | <b>43,901</b>               | <b>(200)</b>              | <b>-0.5%</b> |
| Transfer from Housing Reserves          | 13,553                     | 13,202                      | (351)                     | -2.6%        |
| <b>HRA Deficit / (Surplus)</b>          | <b>0</b>                   | <b>0</b>                    | <b>0</b>                  | <b>0.0%</b>  |
| <b>Housing Revenue Account Balance:</b> |                            |                             |                           |              |
| Opening Balance at 1 April 2016         | (2,893)                    | (2,893)                     | 0                         |              |
| Deficit / (Surplus) for year            | 0                          | 0                           | 0                         |              |
| Proposed Contributions to Reserves      | 0                          | 0                           | 0                         |              |
| <b>Closing Balance at 31 March 2017</b> | <b>(2,893)</b>             | <b>(2,893)</b>              | <b>0</b>                  |              |

**CAPITAL PROGRAMME MONITORING PROVISIONAL OUTTURN 2016/17 BY SCRUTINY COMMITTEE**

**APPENDIX C**

| Scheme  | Budget Holder                               | Original Budget | Prior Year Slippage | Adj's, Supps, Virements | Adjustments (Slip. C/F) | In-Year Adjustments | Current Budget   | YTD Spend        | Projected Outturn | Forecast Slippage | Projected Over / (Under) |                 |
|---|---|-----------------|---------------------|-------------------------|-------------------------|---------------------|------------------|------------------|-------------------|-------------------|--------------------------|-----------------|
| <b>General Fund</b>                                 |   |                 |                     |                         |                         |                     |                  |                  |                   |                   |                          |                 |
| <b>Housing and Community</b>                        |   |                 |                     |                         |                         |                     |                  |                  |                   |                   |                          |                 |
| <b>Commissioning, Procurement and Compliance</b>    |   |                 |                     |                         |                         |                     |                  |                  |                   |                   |                          |                 |
| 110   | Telephony upgrade & virtualisation          | Ben Hosier      | 0                   | 4,600                   | 0                       | 0                   | 0                | 4,600            | 0                 | 0                 | (4,600)                  | 0               |
| 111   | Customer Services Unit Refurbishment        | Ben Hosier      | 0                   | 9,870                   | 0                       | 0                   | 0                | 9,870            | 9,915             | 9,915             | 0                        | 45              |
| 112   | CSU Flow Management Solution                | Ben Hosier      | 46,500              | 0                       | 0                       | 0                   | 0                | 46,500           | 31,926            | 31,926            | 0                        | (14,574)        |
| 113   | Replacement of Inform 360 Communications    | Ben Hosier      | 19,000              | 0                       | 0                       | 0                   | 0                | 19,000           | 18,920            | 18,920            | 0                        | (80)            |
| 114   | Self Service Kiosks                         | Ben Hosier      | 47,000              | 0                       | 0                       | 0                   | 0                | 47,000           | 27,933            | 27,933            | (19,067)                 | 0               |
|   |   |                 | <b>112,500</b>      | <b>14,470</b>           | <b>0</b>                | <b>0</b>            | <b>0</b>         | <b>126,970</b>   | <b>88,694</b>     | <b>88,694</b>     | <b>(23,667)</b>          | <b>(14,609)</b> |
| <b>Legal , Democratic and Regulatory Management</b> |   |                 |                     |                         |                         |                     |                  |                  |                   |                   |                          |                 |
| 118   | Highbarns Land Stabilisation Project        | Mark Brookes    | 0                   | 8,360                   | 0                       | 0                   | 0                | 8,360            | 0                 | 0                 | 0                        | (8,360)         |
|   |   |                 | <b>0</b>            | <b>8,360</b>            | <b>0</b>                | <b>0</b>            | <b>0</b>         | <b>8,360</b>     | <b>0</b>          | <b>0</b>          | <b>0</b>                 | <b>(8,360)</b>  |
| <b>People</b>                                       |   |                 |                     |                         |                         |                     |                  |                  |                   |                   |                          |                 |
| 122   | Capital Grants - Community Groups           | Matt Rawdon     | 20,000              | 0                       | 0                       | 0                   | 0                | 20,000           | 19,477            | 19,477            | 0                        | (523)           |
|   |   |                 | <b>20,000</b>       | <b>0</b>                | <b>0</b>                | <b>0</b>            | <b>0</b>         | <b>20,000</b>    | <b>19,477</b>     | <b>19,477</b>     | <b>0</b>                 | <b>(523)</b>    |
| <b>Residents Services</b>                           |   |                 |                     |                         |                         |                     |                  |                  |                   |                   |                          |                 |
| 126   | Rolling Programme - CCTV Cameras            | Julie Still     | 25,000              | 0                       | 0                       | 0                   | 0                | 25,000           | 25,452            | 25,452            | 0                        | 452             |
| 127   | Lift Replacement to Theatre - Old Town Hall | Julie Still     | 40,000              | 0                       | 0                       | (40,000)            | (40,000)         | 0                | 0                 | 0                 | 0                        | 0               |
| 128   | Verge Hardening Programme                   | Julie Still     | 350,000             | 7,840                   | 0                       | 0                   | 0                | 357,840          | 349,443           | 349,443           | (8,397)                  | (0)             |
| 129   | Youth Centre Provision                      | Julie Still     | 50,000              | 82,807                  | 21,262                  | 0                   | 21,262           | 154,069          | 156,414           | 156,414           | 0                        | 2,345           |
|   |   |                 | <b>465,000</b>      | <b>90,647</b>           | <b>21,262</b>           | <b>(40,000)</b>     | <b>(18,738)</b>  | <b>536,909</b>   | <b>531,309</b>    | <b>531,309</b>    | <b>(8,397)</b>           | <b>2,797</b>    |
| <b>Strategic Housing</b>                            |   |                 |                     |                         |                         |                     |                  |                  |                   |                   |                          |                 |
| 133   | New Build - Elms Hostel Redbourne Road      | Thomas Farrell  | 0                   | 0                       | 0                       | 0                   | 0                | 0                | 11,671            | 11,671            | 0                        | 11,671          |
| 134   | Affordable Housing Development Fund         | Thomas Farrell  | 0                   | 0                       | 1,050,000               | 0                   | 1,050,000        | 1,050,000        | 1,050,000         | 1,050,000         | 0                        | 0               |
| 135   | Westerdale (Garage Development)             | Thomas Farrell  | 0                   | 0                       | 0                       | 0                   | 0                | 0                | 2,839             | 2,839             | 2,839                    | 0               |
| 136   | Northend (Garage Development)               | Thomas Farrell  | 0                   | 0                       | 0                       | 0                   | 0                | 0                | 2,994             | 2,994             | 2,994                    | 0               |
|   |   |                 | <b>0</b>            | <b>0</b>                | <b>1,050,000</b>        | <b>0</b>            | <b>1,050,000</b> | <b>1,050,000</b> | <b>1,067,504</b>  | <b>1,067,504</b>  | <b>5,833</b>             | <b>11,671</b>   |
| <b>Totals: Housing and Community</b>                |   |                 | <b>597,500</b>      | <b>113,477</b>          | <b>1,071,262</b>        | <b>(40,000)</b>     | <b>1,031,262</b> | <b>1,742,239</b> | <b>1,706,984</b>  | <b>1,706,984</b>  | <b>(26,231)</b>          | <b>(9,024)</b>  |

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**CAPITAL PROGRAMME MONITORING PROVISIONAL OUTTURN 2016/17 BY SCRUTINY COMMITTEE**

| Scheme | Budget Holder | Original Budget | Prior Year Slippage | Adj's, Supps, Virements | Adjustments (Slip. C/F) | In-Year Adjustments | Current Budget | YTD Spend | Projected Outturn | Forecast Slippage | Projected Over / (Under) |
|--------|---------------|-----------------|---------------------|-------------------------|-------------------------|---------------------|----------------|-----------|-------------------|-------------------|--------------------------|
|--------|---------------|-----------------|---------------------|-------------------------|-------------------------|---------------------|----------------|-----------|-------------------|-------------------|--------------------------|

**CAPITAL PROGRAMME MONITORING PROVISIONAL OUTTURN 2016/17 BY SCRUTINY COMMITTEE**

**APPENDIX C**

| Scheme  | Budget Holder                               | Original Budget  | Prior Year Slippage | Adj's, Supps, Virements | Adjustments (Slip. C/F) | In-Year Adjustments | Current Budget     | YTD Spend         | Projected Outturn | Forecast Slippage | Projected Over / (Under) |                  |
|---|---|------------------|---------------------|-------------------------|-------------------------|---------------------|--------------------|-------------------|-------------------|-------------------|--------------------------|------------------|
| <b>Housing Revenue Account</b>                |   |                  |                     |                         |                         |                     |                    |                   |                   |                   |                          |                  |
| <b>Housing and Community</b>                  |   |                  |                     |                         |                         |                     |                    |                   |                   |                   |                          |                  |
| <b>Property &amp; Place</b>                   |   |                  |                     |                         |                         |                     |                    |                   |                   |                   |                          |                  |
| 181   | Planned Fixed Expenditure                   | Fiona Williamson | 18,334,000          | 0                       | (4,628,000)             | 0                   | (4,628,000)        | <b>13,706,000</b> | 12,229,141        | <b>12,229,141</b> | 0                        | 0                |
| 182   | Pain/Gain Share (Planned Fixed Expenditure) | Fiona Williamson | 0                   | 0                       | (0)                     | 0                   | (0)                | <b>(0)</b>        | (464,588)         | <b>(464,588)</b>  | 0                        | (351,000)        |
| 183   | M&E Contracted Works                        | Fiona Williamson | 0                   | (630,178)               | 1,108,000               | 0                   | 1,108,000          | <b>477,822</b>    | 486,173           | <b>486,173</b>    | 0                        | 0                |
| 184   | Communal Gas & Heating                      | Fiona Williamson | 0                   | 0                       | 2,950,000               | 0                   | 2,950,000          | <b>2,950,000</b>  | 2,777,670         | <b>2,777,670</b>  | 0                        | 0                |
| 185   | DBC Commissioned Capital Works              | Fiona Williamson | 0                   | 0                       | 570,000                 | 0                   | 570,000            | <b>570,000</b>    | 131,463           | <b>131,463</b>    | (2,192,964)              | 0                |
|   |   |                  | <b>18,334,000</b>   | <b>(630,178)</b>        | <b>0</b>                | <b>0</b>            | <b>0</b>           | <b>17,703,822</b> | <b>15,159,858</b> | <b>15,159,858</b> | <b>(2,192,964)</b>       | <b>(351,000)</b> |
| <b>Strategic Housing</b>                      |   |                  |                     |                         |                         |                     |                    |                   |                   |                   |                          |                  |
| 189   | New Build - Farm Place Berkhamsted          | Thomas Farrell   | 45,040              | 105,505                 | 0                       | 0                   | 0                  | <b>150,545</b>    | 0                 | <b>0</b>          | 0                        | (150,545)        |
| 190   | Galley Hill / St. Peters Court / The Nokes  | Thomas Farrell   | 0                   | 140,125                 | 0                       | 0                   | 0                  | <b>140,125</b>    | 0                 | <b>0</b>          | 0                        | (140,125)        |
| 191   | Aspen Court / London Road, Apsley           | Thomas Farrell   | 322,534             | 837,800                 | 0                       | 0                   | 0                  | <b>1,160,334</b>  | 369,206           | <b>369,206</b>    | 0                        | (791,128)        |
| 192   | Martindale                                  | Thomas Farrell   | 52,440              | 4,111                   | 0                       | 0                   | 0                  | <b>56,551</b>     | 15,187            | <b>15,187</b>     | (41,364)                 | (0)              |
| 193   | Wood House                                  | Thomas Farrell   | 3,950,336           | (8,590)                 | 0                       | (1,167,334)         | (1,167,334)        | <b>2,774,412</b>  | 725,772           | <b>725,772</b>    | (2,048,640)              | (0)              |
| 194   | Stationers Place / Apsley Paper Mill        | Thomas Farrell   | 1,734,811           | (234,935)               | 0                       | (672,880)           | (672,880)          | <b>826,996</b>    | 509,576           | <b>509,576</b>    | (1,396,985)              | 1,079,565        |
| 195   | New Build - Queen Street (Old Tring Depot)  | Thomas Farrell   | 337,815             | 73,422                  | 0                       | 0                   | 0                  | <b>411,237</b>    | 424,377           | <b>424,377</b>    | 0                        | 13,140           |
| 196   | Able House                                  | Thomas Farrell   | 2,084,636           | 178,309                 | 0                       | 0                   | 0                  | <b>2,262,945</b>  | 1,440,727         | <b>1,440,727</b>  | (822,218)                | 0                |
| 197   | Swing Gate Lane                             | Thomas Farrell   | 1,320,041           | 582,680                 | 0                       | 0                   | 0                  | <b>1,902,721</b>  | 591,688           | <b>591,688</b>    | (1,311,033)              | 0                |
|   |   |                  | <b>9,847,653</b>    | <b>1,678,427</b>        | <b>0</b>                | <b>(1,840,214)</b>  | <b>(1,840,214)</b> | <b>9,685,866</b>  | <b>4,076,533</b>  | <b>4,076,533</b>  | <b>(5,620,240)</b>       | <b>10,907</b>    |
| <b>Totals: Housing and Community</b>          |   |                  | <b>28,181,653</b>   | <b>1,048,249</b>        | <b>0</b>                | <b>(1,840,214)</b>  | <b>(1,840,214)</b> | <b>27,389,688</b> | <b>19,236,391</b> | <b>19,236,391</b> | <b>(7,813,204)</b>       | <b>(340,093)</b> |
| <b>Totals - Fund: Housing Revenue Account</b> |   |                  | <b>28,181,653</b>   | <b>1,048,249</b>        | <b>0</b>                | <b>(1,840,214)</b>  | <b>(1,840,214)</b> | <b>27,389,688</b> | <b>19,236,391</b> | <b>19,236,391</b> | <b>(7,813,204)</b>       | <b>(340,093)</b> |
| <b>Totals</b>                                 |   |                  | <b>28,779,153</b>   | <b>1,161,726</b>        | <b>1,071,262</b>        | <b>(1,880,214)</b>  | <b>(808,952)</b>   | <b>29,131,927</b> | <b>20,943,376</b> | <b>20,943,376</b> | <b>(7,839,435)</b>       | <b>(349,116)</b> |



## AGENDA ITEM:

### SUMMARY

|                     |   |
|---------------------|---|
| Report for:         | Housing & Communities Overview & Scrutiny Committee |
| Date of meeting:    | 5 <sup>th</sup> July 2017                           |
| PART:               | 1   |
| If Part II, reason: |   |

|                                |   |
|--------------------------------|---|
| Title of report:               | <b>2016/17 Quarter 4 Performance Report &amp; Operational Risk Register - Housing</b>   |
| Contact:                       | Councillor Margaret Griffiths, Portfolio Holder for Housing<br><br>Author/Responsible Officer – Elliott Brooks – Assistant Director - Housing   |
| Purpose of report:             | 1. To Update the Committee on the Performance of the Housing Service Quarter 4 2016/17<br><br>2. To inform the Committee of the status of the current Housing Service Operational Risk Register   |
| Recommendations                | 1. That the Committee note the Performance Report & Operational Risk Register   |
| Corporate objectives:          | Affordable Housing  |
| Implications:                  | <u>Financial</u>  |
| 'Value For Money Implications' | All areas of the service are subject to Monthly Budget Monitoring Meetings with the HRA Financial Accountant. Budget Reporting is quarterly to the Committee and 6 monthly to the Tenants & Leaseholders Committee.<br><br><u>Value for Money</u><br><br>The Housing Service & its costs are reviewed annually through a national benchmarking organisation (Housemark) |

|  |   |
|--|---|
| Risk Implications  | Appendix – Housing Operational Risk Register  |
| Equalities Implications  | Equality Impact Assessments are carried out when policies or procedures are amended as appropriate  |
| Health And Safety Implications   | Health & Safety is an identified key risk for the Housing Service.  |
| Consultees:  | Layna Warden – Group Manager Tenants & Leaseholders<br>Fiona Williamson – Group Manager Property & Place<br>Natasha Brathwaite – Group Manager Strategic Housing<br>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> | Each year, in consultation with staff and members of the Tenants & Leaseholder Committee a set of performance indicators, which are then approved by the Portfolio Holder for Housing and reported quarterly          |
| Glossary of acronyms and any other abbreviations used in this report:  | TLC – Tenants & Leaseholder Committee<br>HRA – Housing Revenue Account  |

## **1.0 Introduction**

- 1.0.1 This report details the performance of the Housing Service during the 4<sup>th</sup> quarter 2016/17 against performance indicators.
- 1.0.2 The report also details the Housing Operational Risk Register. These risks have been identified as key in terms of tracking and ensuring all is done to mitigate as far as is reasonably possible.

## **2.0 Housing Performance Report – 2016/17**

- 2.0.1 Appendix 1 shows performance against the ‘Service Critical’ performance indicators for the 4<sup>th</sup> Quarter of 2016/17 and comments related to each.

## **2.1 Repairs & Maintenance - Osborne**

2.1.1 The Osborne 'Total Asset Management' (TAM) contract completed its third full year on July 1<sup>st</sup> 2017.

2.1.2 The 4<sup>th</sup> quarter performance report shows that the performance indicators for the Total Asset Management contract are currently either within target or the agreed tolerance.

2.1.3 Close contract monitoring has taken place between the Council and Osborne Property Services in order to achieve this.

2.1.4 The Total Asset Management contract was subject to a full end of year review (for 2015/16) which has determined that Osborne Property Services Ltd are due to be awarded a 1 year extension in line with the contract.

2.1.5 The review concluded after negotiation that the Key Strategic Indicators have been achieved or sufficient progress has been made by Osborne Property Services.

2.1.6 The annual review considers the following Key Strategic Indicators.

2.1.7 The Key Strategic Indicators are:

| <b>Key Strategic Indicator</b>   | <b>Target Compliance</b>   |
|--|--|
| Performance at or above the target for all KPIs for at least 9 months of the year  | Performance at or above the target for all KPIs for at least 9 months of the year  |
| Transparency and control of costs delivered through the management of Open Book records including sub-contractors information available at Quarterly intervals                                 | Open Book format and protocol to be agreed during dialogue and the information to be presented at quarterly intervals in advance of Core Group meetings. Target in year one 95% - from year 2 onwards 100% |
| Tenant involvement in operational and service improvement activities including meetings, workshops, customer satisfaction surveys and monitoring of corrective action arising from complaints. | Tenant involvement in operational and service improvement activities including meetings, workshops, customer satisfaction surveys and monitoring of corrective action arising from complaints.             |
| Delivery of community initiatives to support the ambitions of the Councils economic, environmental and social sustainability agenda  | Delivery of community initiatives to support the ambitions of the Councils economic, environmental and social sustainability agenda  |
| Delivery of integrated Information Technology solutions to ensure that the business  | Delivery of integrated Information Technology solutions to ensure  |

|  |  |
|--|--|
| <p>intelligence collected through repairs data, component condition information from operatives, tenant preferences, complaints, satisfaction surveys etc. is collated and shared with the client to develop annual programmes for targeted investment and continually develop the asset management strategy</p> | <p>that the business intelligence collected through repairs data, component condition information from operatives, tenant preferences, complaints, satisfaction surveys etc. is collated and shared with the client to develop annual programmes for targeted investment and continually develop the asset management strategy</p> |
|--|--|

Some operational and financial aspects of the contract are currently being reviewed through a series of workshops with officers from both the Council & Osborne PSL involved in 'Task and Finish' Groups

### **3.0 HRA Capital Programme**

3.0.1 The Council continues to invest in its current housing stock through the Total Asset Management contract with Osborne Property Services. For the period January 17 – March 2017 the following works were completed.

- Kitchens – 56
- Bathrooms & level access wet-rooms – 36
- Doors – 132
- Rewires - 0
- Roofs – 8
- Boilers – 291 (Sun Realm Gas Servicing & Installation contract)

For the 12 month period of April 2016 – March 2017 the numbers of improvements are as follows.

- Kitchens – 246
- Bathrooms – 210
- Doors – 907
- Re-Wires – 14 (significant up-grades to electrical supplies during K & B work)
- Roofs – 50
- Boilers 916

### **4.0 Housing Operational Risk Register**

4.0.1 Appendix 2 details the Housing Service Operational Risk Register for 2016/17 following a quarterly review carried out by the Assistant Director & Group Managers.



# H&C OSC QUARTERLY PERFORMANCE REPORT

Housing Landlord

March 2017



| Measure  | Owner & Updater                     | Mar 2017 Result              | Dec 2016 Result                 | Mar 2016 Result               | Sign Off         | Comments   |
|--|-------------------------------------|------------------------------|---------------------------------|-------------------------------|------------------|--|
| HL05a - Stage 1 Complaints responded to within target for Housing  | Elliott Brooks<br>Corvu Admin       | 95%<br>(76/80)<br>Target: 85 | 93.26%<br>(83/89)<br>Target: 85 | 100%<br>(87/87)<br>Target: 85 | ✓ <b>Updater</b> |  |
| PP01 - Percentage of dwellings with a valid Gas Safety Certificate | Fiona Williamson<br>Fiona Kimberley | 99.98%<br>Target: 100        | 99.96%<br>Target: 100           | 99.99%<br>Target: 100         | ✓ <b>Updater</b> | <p>We are continually trying to find ways to improve this figure the last 2% are hard to crack in my experience there are 4 groups with which we struggle the tenants will mental health issues usually hoarding, tenants who live chaotic lives, tenants with large amount of rent owing and the tenants who just don't seem to care.</p> <p>We try putting stickers on the outside of letters showing that it relates to gas safety, texting, email on top of the usual letters by post.</p> <p>We will continue to try to crack these hard to contact groups, tenancy support officers have been very helpful in this regard.</p> |

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| Measure   | Owner & Updater                | Mar 2017 Result    | Dec 2016 Result    | Mar 2016 Result    | Sign Off | Comments  |
|---|--------------------------------|--------------------|--------------------|--------------------|----------|---|
| PP04 - Percentage of properties passing QA checks Repairs and voids | Fiona Williamson<br>Ricky Lang | 98%<br>Target: 98  | 100%<br>Target: 98 | 99%<br>Target: 98  | ✓        | <b>Updater</b><br>The Repairs inspection regime is such that allows continuous improvement and agility. Larger repairs can be subject to mid-term inspections and 10% of all repairs are subject to quality inspections. A high standard is set by DBC and OPSL alike, and through FY16/17 OPSL has almost always sustained this level. Key to key time is repeatedly at a level significantly lower that the previous incumbent, supporting the reality of an improved quality standard. Further work is required in the upcoming FY to ensure DBC and OPSL share resources, particularly on Responsive to drive continuous improvement. |
| PP05 - Percentage of properties passing QA checks Planned works     | Fiona Williamson<br>Ricky Lang | 100%<br>Target: 98 | 100%<br>Target: 98 | 100%<br>Target: 98 | ✓        | <b>Updater</b><br>The Partnership Surveyors who undertake these inspections have set a high standard that they expect the works to meet and the feedback has been very strong demonstrating a key output of procurement, being an improvement in the standard of works that are being delivered to the tenants of Dacorum. Collaboration is to be further enhanced in FY17/18 with these processes being scrutinised to ensure continuous improvement.  |

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| Measure   | Owner & Updater                | Mar 2017 Result   | Dec 2016 Result   | Mar 2016 Result    | Sign Off | Comments   |
|---|--------------------------------|-------------------|-------------------|--------------------|----------|--|
| PP10 - Percentage of emergency repairs completed within 4 hours     | Fiona Williamson<br>Ricky Lang | 99%<br>Target: 99 | 98%<br>Target: 99 | 100%<br>Target: 99 | ✓        | <b>Updater</b><br>The performance in this area throughout the year has been of an extremely high standard, consistently hitting the target set for emergencies both in and out of hours. The volume of emergencies against repairs, only 6%, is another good indicator for this quarter as the year has seen a number of adverse weather. The works the Planning team have done well to ensure resource is available geographically across the borough during the day has seen excellent results here. |
| PP12 - Percentage of non-urgent repairs completed within target     | Fiona Williamson<br>Ricky Lang | 98%<br>Target: 98 | 98%<br>Target: 98 | 98%<br>Target: 98  | ✓        | <b>Updater</b><br>As anticipated, the Partnership's decision to manage the WIP from Q4 FY15/16 into Q1 of FY16/17 has resulted in failure on this indicator in the opening months. The Repairs and Small Works team had to complete a higher number of jobs as required due to this agreed withheld WIP. This has had a negative affect on the year end position but is recognised by DBC as the key contributor to the failure.   |
| PP13b - Percentage of responsive repairs completed right first time | Fiona Williamson<br>Ricky Lang | 87%<br>Target: 68 | 87%<br>Target: 68 | 77%<br>Target: 68  | ✓        | <b>Updater</b><br>Despite the performance in the opening months feeling the impact of the withheld WIP, the Repairs team have worked smartly to bring this back on target. This has been achieved and surpassed, leading the Operational Core Group to realise continuous improvement by raising the target by 10% to 78%.   |

| Measure  | Owner & Updater                     | Mar 2017 Result                     | Dec 2016 Result                       | Mar 2016 Result                       | Sign Off | Comments  |
|--|-------------------------------------|-------------------------------------|---------------------------------------|---------------------------------------|----------|---|
| PP15 - Percentage of tenants satisfied with the service planned and responsive works | Fiona Williamson<br>Ricky Lang      | 100%<br>Target: 90                  | 99%<br>Target: 90                     | 97%<br>Target: 90                     | ✓        | <b>Updater</b><br>OPSL have focused on the customer's experience since mobilisation and this is realised in the consistently high results. Our Customer Experience Director has led the teams to integrate customer solutions into everything we do, and the fruits are borne out in the results. |
| SH03a - Average Time (working days) to re-let all properties                         | Natasha Brathwaite<br>Laura Brennan | 27 Days<br>(3536/131)<br>Target: 35 | 24.5 Days<br>(2911/119)<br>Target: 35 | 24.9 Days<br>(3317/133)<br>Target: 35 | ✓        | <b>Updater</b><br>This figure has improved over last quarter. Whilst figure any delays are being closely scrutinised and dealt with as soon as possible.<br><b>Owner</b><br>Further improvements planned for the service and monitoring of work streams.  |
| SH04e - % of all properties let in target  | Natasha Brathwaite<br>Laura Brennan | 76.15%<br>(99/130)<br>No Target     | 74.79%<br>(89/119)<br>No Target       | No Data<br>No Target                  | ✓        | <b>Updater</b><br>This figure has further improved since last quarter demonstrating the committment to ensure that processes continue to improve.   |
| SH05 - Number of new Affordable Homes completed                                      | David Barrett<br>Amber Rogers       | 29 Dwellings<br>Info Only           | No Data<br>Info Only                  | 179 Dwellings<br>Info Only            | ✗        |   |

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| Measure  | Owner & Updater                       | Mar 2017 Result                 | Dec 2016 Result                 | Mar 2016 Result         | Sign Off | Comments  |
|--|---------------------------------------|---------------------------------|---------------------------------|-------------------------|----------|---|
| SH07a - Number of new housing advice cases received  | Natasha Brathwaite<br>Cynthia Hayford | 709 Cases<br>Info Only          | 624 Cases<br>Info Only          | 554 Cases<br>Info Only  | ✓        | <b>Updater</b><br>There has been an increase in housing advice approach from last quarter. Increase from last quarter totals 85 Housing options and advice cases. This means that on average, we have had an increase of about 28 Housing Options and Advice cases per month for the last 3 months.<br>This is a reflection of steady growth in the number of people approaching for Housing Options and Advice. Both AST evictions and parental evictions have risen in this quarter. We have noticed a slight increase in approach from people fleeing domestic violence/other forms of violence approaching Dacorum from other boroughs. |
| SH11b - The number of homeless reviews conducted   | Natasha Brathwaite<br>Cynthia Hayford | 8 Reviews<br>Info Only          | 5 Reviews<br>Info Only          | 12 Reviews<br>Info Only | ✓        | <b>Updater</b><br>Reviews have gone up by 3 from last quarter. This is due to increase in the number of homelessness applications   |
| SH20e - number of Households on the Housing Register   | Natasha Brathwaite<br>Cynthia Hayford | 35648 Applications<br>Info Only | 35193 Applications<br>Info Only | No Data<br>Info Only    | ✓        | <b>Updater</b><br>Number on the Housing Register have gone up by 455 from last quarter. Increase in deferred applicants noted   |
| TL02 - Rent collected as a percentage of rent owed (excluding current arrears brought forward) | Layna Warden<br>Katie Kiely           | 99.9%<br>Target: 99             | 99.97%<br>Target: 99            | 99.93%<br>Target: 95    | ✓        | <b>Updater</b><br>A good result at almost 100%  |
| TL13a - Percentage of Community Alarm calls answered within 1 min                              | Layna Warden<br>Oliver Jackson        | 97.66%<br>Target: 97.5          | 97.94%<br>Target: 97.5          | 97.72%<br>Target: 97.5  | ✓        | <b>Updater</b><br><b>Owner</b><br>Performance has exceeded target   |

| Measure  | Owner & Updater                     | Mar 2017 Result              | Dec 2016 Result             | Mar 2016 Result             | Sign Off | Comments  |
|--|-------------------------------------|------------------------------|-----------------------------|-----------------------------|----------|---|
| TL15 - Satisfaction with the outcome of medium level ASB cases         | Layna Warden<br>Lindsey Walsh       | 67%<br>(2/3)<br>Target: 65   | 100%<br>(4/4)<br>Target: 65 | 100%<br>(1/1)<br>Target: 65 | ✓        | <b>Updater</b><br>The new way of collecting satisfaction data needs to be fine tuned. few responses are received.   |
| TL41 - Number of tenants who are registered to use My Housing Account  | Natasha Brathwaite<br>Jules Stevens | 863<br>Target: 750           | 372<br>Target: 500          | No Data<br>Target: 750      | ✓        | <b>Updater</b><br>The total number of those registered to use My Account is 863. A survey has been sent to 502 tenants and leaseholders who have not logged into their account for some time. The results will be made available next month and in the next quarter update. |
| TST02 - % of Tenancy Sustainment cases where rent arrears were reduced | Layna Warden<br>Layna Warden        | 67%<br>(16/24)<br>Target: 70 | 20%<br>(2/10)<br>Target: 70 | 57%<br>(8/14)<br>Target: 70 | ✓        | <b>Updater</b><br>16 out of 24 cases reduced their rent arrears while being supported by the team this quarter. The arrears on these cases reduced overall by over £10,000 showing success in the work by the team.   |

# OPERATIONAL RISK REGISTER

March 2017



## Housing Landlord - Elliott Brooks

### HL\_F01 Failure to closely monitor operational and financial factors affecting the delivery of the HRA Business Plan

|                               |                            |                                      |   |                               |
|-------------------------------|----------------------------|--------------------------------------|---|-------------------------------|
| <b>Category:</b><br>Financial | <b>Corporate Priority:</b> | <b>Risk Owner:</b><br>Elliott Brooks | <b>Portfolio Holder:</b><br>Margaret Patricia Griffiths | <b>Tolerance:</b><br>Treating |
|-------------------------------|----------------------------|--------------------------------------|---|-------------------------------|

| Inherent Probability | Inherent Impact | Inherent Risk Score | Residual Probability | Residual Impact | Residual Risk Score |
|----------------------|-----------------|---------------------|----------------------|-----------------|---------------------|
| 2<br>Unlikely        | 4<br>Severe     | 8<br>Amber          | 1<br>Very Unlikely   | 2<br>Medium     | 2<br>Green          |

| Consequences  | Current Controls  | Assurance   |
|---|---|---|
| <p>Delivery of the Business Plan would not be achieved if income and financial control is not closely managed</p> | <p>Regular and then formal end of year review of Business Plan in partnership with Finance. Any policy changes or govt announcements that may impact the plan or its assumptions are quickly analysed and reflected into the Business Plan</p> <p>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</p> | <p>HRA Business Plan</p> <p>Signed off by Cabinet</p> |

### Sign Off and Comments

Sign Off Complete

HRA Business Plan will need reviewed following detail of 'Sale of High Value Council Homes' proposal being announced

# OPERATIONAL RISK REGISTER

March 2017



| HL_F02 Failure to closely monitor operational and financial factors relating to the delivery of the Council's Homelessness Service  |  |  |                                      |   |                               |
|---|--|--|--------------------------------------|---|-------------------------------|
| <b>Category:</b><br>Financial   | <b>Corporate Priority:</b><br>Affordable Housing |  | <b>Risk Owner:</b><br>Elliott Brooks | <b>Portfolio Holder:</b><br>Margaret Patricia Griffiths | <b>Tolerance:</b><br>Treating |
| Inherent Probability  | Inherent Impact                                  | Inherent Risk Score  | Residual Probability                 | Residual Impact   | Residual Risk Score           |
| 3<br>Likely   | 4<br>Severe                                      | 12<br>Red  | 2<br>Unlikely                        | 4<br>Severe   | 8<br>Amber                    |
| Consequences  |  | Current Controls   |                                      | Assurance   |                               |
| 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 & Safety risks for clients if not provided with TA and left to sleep rough. Increase in homeless presentations would have severe impact on budget. |  | Monthly financial monitoring with Group Manager and accountant, team leader monitors weekly B & B spend, and monthly reporting of stats including numbers of cases seeking Housing Advice and presentations as homeless. |                                      |   |                               |
| Sign Off and Comments   |  |  |                                      |   |                               |
| Sign Off Complete<br>New Funding arrangements announced after budget approval - Work being done to propose initiatives  |  |  |                                      |   |                               |

| Failure of the Total Asset Management Contractor to deliver the five strategic objectives |  |  |                                      |   |                                   |
|---|--|--|--------------------------------------|---|-----------------------------------|
| <b>Category:</b><br>Financial   | <b>Corporate Priority:</b><br>Affordable Housing |  | <b>Risk Owner:</b><br>Elliott Brooks | <b>Portfolio Holder:</b><br>Margaret Patricia Griffiths | <b>Tolerance:</b><br>Transferring |
| Inherent Probability  | Inherent Impact                                  | Inherent Risk Score                                      | Residual Probability                 | Residual Impact   | Residual Risk Score               |
| 3<br>Likely   | 4<br>Severe                                      | 12<br>Red  | 2<br>Unlikely                        | 4<br>Severe   | 8<br>Amber                        |
| Consequences  |  | Current Controls   |                                      | Assurance   |                                   |
| Inability of the contractor to secure contract extensions                                 |  | Regular contract review through a matrix of operational, |                                      | Strategic Core Group Minutes                            |                                   |

# OPERATIONAL RISK REGISTER

March 2017



|  |  |                            |
|--|--|----------------------------|
| 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. | financial and strategic core group meetings, with early warning mechanisms and agreed actions to address any areas of poor performance. Monthly monitoring of key performance indicators to identify any trends which could impact upon the achievement of the key strategic indicators. | Key Performance Indicators |
|--|--|----------------------------|

**Sign Off and Comments**

|  |
|--|
| <p>Sign Off Complete</p> <p>Successful second full year and contract extension awarded</p> |
|--|

**HC103 Failure to adopt a service specific best practice approach to Health and Safety (Housing Landlord)**

|  |  |  |                                      |   |                               |
|--|--|--|--------------------------------------|---|-------------------------------|
| <b>Category:</b><br>Infrastructure   | <b>Corporate Priority:</b><br>Safe and Clean Environment |  | <b>Risk Owner:</b><br>Elliott Brooks | <b>Portfolio Holder:</b><br>Margaret Patricia Griffiths       | <b>Tolerance:</b><br>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<br>Likely  | 4<br>Severe  | 12<br>Red  | 2<br>Unlikely                        | 4<br>Severe   | 8<br>Amber                    |
| <b>Consequences</b>  |  | <b>Current Controls</b>  |                                      | <b>Assurance</b>  |                               |
| 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.<br>Directorate Health & Safty Committee Quarterly at DMT<br>Standing Items on Team Meeting Agendas |                                      | All Risk Assessments / Notes of meetings available for review |                               |



# OPERATIONAL RISK REGISTER

March 2017



Quarterly Housing Fire Safety Group attended by Fire Service

### Sign Off and Comments

Sign Off Complete

Aeas identified corporately as high risk - particularly relevant to housing (legionella / asbestos / lone working )  
Working Groups set up to agree action plan

### 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><br>Reputational   | <b>Corporate Priority:</b><br>Affordable Housing | <b>Risk Owner:</b><br>Elliott Brooks  | <b>Portfolio Holder:</b><br>Margaret Patricia Griffiths | <b>Tolerance:</b><br>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<br>Likely  | 4<br>Severe                                      | 12<br>Red   | 1<br>Very Unlikely                                      | 4<br>Severe                          | 4<br>Green                 |
| <b>Consequences</b>  |  | <b>Current Controls</b>   |   | <b>Assurance</b>                     |                            |
| 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 |  | Supported Housing Operational Procedures.<br>Partnership working with other agencies.<br><br>Effect use of SPRINT – sheltered housing IT system. This allows for more robust record keeping and management of vists and support plans<br><br>Line management structure within supported housing including performance management structure (1:1s and appraisals). |   | Supported Housing Officer Procedures |                            |

# OPERATIONAL RISK REGISTER

March 2017



**Sign Off and Comments**

Sign Off Complete

**HL\_R03 Failure to Deliver the Council's New Build Programme**

|  |  |  |   |  |                            |
|--|--|--|---|--|----------------------------|
| <b>Category:</b><br>Reputational   | <b>Corporate Priority:</b><br>Affordable Housing | <b>Risk Owner:</b><br>Elliott Brooks   | <b>Portfolio Holder:</b><br>Margaret Patricia Griffiths | <b>Tolerance:</b><br>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> |
| 2<br>Unlikely  | 4<br>Severe                                      | 8<br>Amber   | 1<br>Very Unlikely                                      | 4<br>Severe  | 4<br>Green                 |
| <b>Consequences</b>  |  | <b>Current Controls</b>  |   | <b>Assurance</b>                                       |                            |
| Reputational and financial impact with public and HCA regarding grant allocations and due to the high profile of the project |  | Monthly Financial meetings to monitor budgets, Fortnightly AD update, monthly project group, seconded team concentrating solely on development.<br><br>This allows full debate on key issues and involves legal, finance, procurement at the early stages of any discussions |   | All Schmes have project worksheets updated fortnightly |                            |

**Sign Off and Comments**

Sign Off Complete  
Work taking place to identify funding arrangements for DBC to award grants to RSL's to deliver affordable housing (RTB receipts / 141 regulations)



## AGENDA ITEM:

### SUMMARY

|                     |   |
|---------------------|---|
| Report for:         | Housing and Community Overview & Scrutiny |
| Date of meeting:    | 5 <sup>th</sup> July 2017                 |
| PART:               | 1   |
| If Part II, reason: |   |

|                                |  |
|--------------------------------|--|
| Title of report:               | Resident Services quarter 4 performance report, 1/1/2017 to 31/3/2017  |
| Contact:                       | Cllr Neil Harden, Portfolio Holder for Resident and Regulatory Services<br><br>Author/Responsible Officer, Julie Still, Group Manager – Resident Services/David Austin, Assistant Director |
| Purpose of report:             | Monitoring and information   |
| Recommendations                | That members note the report and identify any areas where they require additional information or reports of specific projects.   |
| Corporate objectives:          | A clean, safe and enjoyable environment<br>Building strong and vibrant communities<br>Ensuring economic growth and prosperity<br>Delivering an efficient and modern council                |
| Implications:                  | <u>Financial</u><br>Within existing budgets  |
| 'Value For Money Implications' | <u>Value for Money</u>   |
| Risk Implications              | See risk register in report  |
| Equalities Implications        |  |
| Health And Safety Implications |  |
| Consultees:                    | Service Team Leaders, Community Safety Co-ordinator.   |
| Background papers:             | Service Reports, Police reports (JAG), CorVu, Community Safety report from Community Safety Co-ordinator, Hertfordshire Fire and Rescue  |

## **Housing and Community Overview and Scrutiny Quarter 4, 2016 – 2017**

### **1. Introduction**

This is the fourth quarter performance report for the Residents Services Group which forms part of the wider Neighbourhood Delivery service area and covers the period 1<sup>st</sup> January 2017 to 31<sup>st</sup> March 2017.

The services within this group are: -

Neighbourhood Action, Anti-Social Behaviour, Community Safety, The Old Town Hall, Children's Services, Community Cohesion, CCTV, Adventure Playgrounds, Youth Democracy and Safeguarding children and young people.

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

### **2. Performance Reports 16/17 – CorVu**

2.1 Quarter 4 report - See appendix 1

### **3. Risks**

3.1 Operational Risk Register - See appendix 2

### **4. Resident Services – 4th Quarter Achievements.**

The following achievements are a sample of the projects/work undertaken by this group of services during the fourth quarter of 2016/17.

### **5. Community Safety Partnership - End of Year Summary April 2016 – March 2017**

#### **5.1 Crime & Anti-Social Behaviour Data**

Under legislation (Crime & Disorder Act 1998), the Community Safety Partnership (CSP) has a responsibility to bring relevant agencies and bodies together with the aim of reducing Crime, Disorder, Anti-Social Behaviour and the impact of the misuse of drugs and alcohol upon our communities.

In order to facilitate this, each year, a Strategic Assessment of Crime and Disorder is produced for the Borough and from this strategic priorities are agreed.

Data is provided on a monthly basis which informs the monitoring of the below categories.

- **All Crime**
- **Residential Burglary**
- **Vehicle Crime**

- **Violent Crime**
- **Criminal Damage**
- **Anti-Social Behaviour**
- **Domestic Abuse**

Analysis of this enables comparison to be made with the same time period in the previous year so in the table Year 2016/17 is compared with Year 2015/16

**Table 1**

|                                  |            |                 |
|----------------------------------|------------|-----------------|
| <b>All Crime</b>                 | <b>16%</b> | <b>increase</b> |
| <b>Residential Burglary Down</b> | <b>3%</b>  | <b>decrease</b> |
| <b>Vehicle Crime</b>             | <b>21%</b> | <b>increase</b> |
| <b>Violent Crime</b>             | <b>23%</b> | <b>increase</b> |
| <b>Criminal Damage</b>           | <b>3%</b>  | <b>decrease</b> |
| <b>Anti-Social Behaviour Up</b>  | <b>22%</b> | <b>increase</b> |
| <b>Domestic Abuse Up</b>         | <b>20%</b> | <b>increase</b> |

This is useful to have but on its own does not give a full context of what is happening. Further analysis breaks the crimes and incidents down to per 1000 head of population. This enables a comparison to be made with the other 9 districts/boroughs in Hertfordshire, so that relative performance can be assessed. This is shown below. Position 1 is best position in the county with 10 being the poorest performer.

**Table 2**

|                              | <b>2016/17</b> | <b>2015/17</b> |
|------------------------------|----------------|----------------|
| <b>All Crime</b>             | <b>5</b>       | <b>5</b>       |
| <b>Residential Burglary</b>  | <b>6</b>       | <b>6</b>       |
| <b>Vehicle Crime</b>         | <b>10</b>      | <b>7</b>       |
| <b>Violent Crime</b>         | <b>5</b>       | <b>6</b>       |
| <b>Criminal Damage</b>       | <b>7</b>       | <b>7</b>       |
| <b>Anti-Social Behaviour</b> | <b>5</b>       | <b>5</b>       |
| <b>Domestic Abuse</b>        | <b>5</b>       | <b>6</b>       |

From these it can be seen that generally Dacorum remains around the middle of the county in terms of performance with the noticeable exception being vehicle crime – (see below) and reductions in recorded crimes of criminal damage and Residential Burglary.

### **Observations**

Whilst any increase in crime is of concern, it needs to be pointed out that some increases are due to changes in recording processes or practice whilst others are “real” increases.

Where we can say that recording process changes may be impacting are in the categories of violent crime and antisocial behaviour.

This is useful in placing our position locally but a further layer of comparison is achieved by comparing our position with that of the most similar 15 local authority areas in England and Wales.

### **Table 3 - I Quanta Data**

This summary table highlights that the two categories which merit attention, when Dacorum is compared within this group of 15 most similar authorities are, criminal damage and vehicle crime.

12 month period 1.4.2016 – 31.3.2017

|                   |                      |
|-------------------|----------------------|
| All Crime         | 8                    |
| Dwelling Burglary | 7                    |
| Vehicle Crime     | 11                   |
| Violent Crime     | 5                    |
| Criminal Damage   | 12                   |
| Domestic Abuse    | data not on I Quanta |
| ASB               | data not on I Quanta |

## **6. Anti-Social Behaviour**

- 6.1 Reports of anti-social behaviour to the Police for the fourth and final quarter of 16/17 have continued to increase which results in an annual increase of 21.6%, compared to the previous year. This equates to an increase of 726 reported incidents for the same period last year. A breakdown by Ward is attached at appendix 3.
- 6.2 There is a further breakdown of police data in relation to anti-social behaviour which reflects the areas of increase (see appendix 4). The above reports are broken down into 3 categories which are: Environmental, which includes fly-tipping and graffiti; Nuisance, which includes noise and personal which is the area that the ASB Team are mainly involved in.
- 6.3 The increase in environmental anti-social behaviour reflects a change in recording procedures.
- 6.4 During this quarter the Council's Anti-social Behaviour team delivered a wide range of actions which included:
- 1 demoted tenancy against a perpetrator of anti-social behaviour in a Council owned property.
  - 2 Anti-social Behaviour Injunctions with the power of arrest against perpetrators of anti-social behaviour who caused harassment alarm and distress to members of the public and staff who were carrying out their duties.
  - 6 acceptable behaviour contracts (ABC's) for young people repeatedly found riding bicycles in the pedestrian area of the Marlowes.

- 3 Community Protection Notice warnings for adults and businesses found cycling in the pedestrian area of the Marlowes
- Numerous letters to parents of young people stopped when cycling in the pedestrian area.
- Silver Street meetings at sheltered housing schemes to provide advice and reassurance.

**7. Quarter 1 – 2017/18 priorities for ASB: -**

- Work with other Dacorum Borough Council services on the use of Community Protection Notices
- Work with other services to address the concerns about cycling and skateboarding in the town centre.

**8. Neighbourhood Action and Verge Hardening**

- The second cohort of M-ask, a wellbeing drama programme completed with 15 young people taking part. The young people involved were referred a number of ways including self-referral and all had suffered from anxiety or depression. Funding is secured for a further 4 M-ask programmes over the next 2 years.
- Love Your Neighbourhood events took place in Markyate and Hemel Hempstead Town Centre in February half term.
- Love Your Health was the topic for the Hemel Hempstead town centre and Markyate events with a range of service providers delivering information on a wide range of topics from Tesco's Farm to Fork scheme, smoking cessation and healthy eating to basic cycling skills.
- The Verge Hardening project completed another successful year adding a further 74 parking bays across the borough.

| Street                             | Parking spaces | Works completed |
|------------------------------------|----------------|-----------------|
| Semphill Road                      | 16             | 20-Jan-17       |
| Durrants Road                      | 4              | 1-Feb-17        |
| Bodwell Close                      | 4              | 9-Feb-17        |
| Hetchleys                          | 4              | 14-Feb-17       |
| Damask Green                       | 11             | 1-Mar-17        |
| Maddox Road                        | 10             | 10-Mar-17       |
| Raybarn/Plantation/Hanger fencing  | 0              | 15-Mar-17       |
| Cranford                           | 5              | 18-Mar-17       |
| St Albans Road                     | 11             | 31-Mar-17       |
| Alma Road                          | 9              | 31-Mar-17       |
| <b>Total bays for this quarter</b> | <b>74</b>      |                 |

8.1 This brings to total spaces provided by this project to 464 since 2013

**9. Quarter 1 2017/18 priorities**

- Continue Verge Hardening project in areas identified for 2017/18
- Commence Gadebridge Splash Park and Play area project

- c. Open/Launch Cycle Hub

## **10. Adventure Playgrounds**

- a. There was a strong finish to this year at the adventure playgrounds with 15,189 attendances in the last quarter – 84,214 attendances for the year.
  - b. Attendance at the youth sessions at the adventure playgrounds also increased and there were 3228 attendances in the last year.
  - c. Grovehill Adventure Playground launched their soft play sessions for toddlers which are well attended and growing fast.
  - d. The all weather sports pitches at Adeyfield and Chaulden continue to be well used and are attracting bookings from sports clubs during the winter and the darker nights.
- e. Quarter 1 2017/18 priorities**
- f. Easter Holidays
  - g. Promote the use of the playgrounds and sports pitches within the community

## **11. CCTV**

- a. The CCTV Service continues to make significant contribution to solving and preventing crime within the borough.
- b. This quarter there were 547 incidents captured and 157 requests for footage.
- c. During 2016/17 there has been an increase in the number of cameras that the CCTV control centre monitors which includes the monitoring of a number of sheltered housing schemes as well as the additional cameras at the Forum. The total number of cameras monitored now stands at 236.

## **12. Quarter 1 2016/17 priorities CCTV: -**

- a. Assess the business case for BSI accreditation and the opportunities it would present
- b. Increase customer base and income.

## **13. Old Town Hall**

- a. The Old Town Hall ticket sales for the year ended on 71% - up from 66% last year. Showing a high level of engagement from our audiences.
- b. With a net income target of £56,000 for ticket sales for the year, £58,500 was achieved and bar sales were also above the £6,000 target with a final net figure of £13,000.
- c. Whilst the catering operation at the Old Town Hall still requires a more workable model including easier and faster electronic card payments – it does show that our audiences are keen to utilise the facility.
- d. Programme highlights include the expansion of Let's Dance to Supported Housing centres in Tring, funded initially by Get Set Go



Dacorum, but as of late 2017, going into 2018, by the Supported Housing team.

- e. In January 2017, Let's Dance was played host to the High Sheriff of Hertfordshire, Stelio Stefanou OBE DL and the Mayor of Dacorum, Robert Mclean.
- f. In February, we submitted an application to the Sport England Active Ageing fund for Let's Dance and have been shortlisted to the second round of 46 organisations, from over 720 initial applications. Outcome of this funding bid is still pending with the outcome expected at the end of June. In the meantime, the Old Town Hall Let's Dance group, were asked to be the 'backing dancers' for a sketch in the Keith and Paddy show on ITV. (recently broadcast on 6<sup>th</sup> May)
- g. We have seen an increase in use of the building by private hires, including an uplift in use by Hartbeeps (music group for infants, toddlers and their mums) and Herts Inclusive Theatre (integrated theatre group for young people)

#### **14. Quarter 1 2017/18**

- a. Present the Lets Dance funding bid to Sport England.
- b. Spring programme
- c. Prepare for major works over the summer (roof and lift replacement)

#### **15. Safeguarding, Domestic Abuse and Prevent**

- a. During this quarter there were 8 Safeguarding referrals made to Herts County Council. There were 4 children/young people and 4 adults at risk referred. In addition there were 2 Prevent enquiries/referrals
- b. Dacorum Borough Council received 64 safeguarding enquiries from Herts County Council's Children's Services.
- c. In March the Police and Crime Commissioner held a conference in Watford to launch the countywide approach to addressing Modern Slavery and Human Trafficking.
- d. New legislation under the Modern Slavery Act 2015 introduces requirements for Dacorum Borough Council to monitor their business in relation to ethical procurement by way of additional checks with suppliers and those with a global turnover of over £36 million.
- e. There is also a duty for DBC to notify of any concerns or suspicions of human trafficking and modern slavery. Training for front line staff and members took place on 21<sup>st</sup> June 2017 to raise awareness of the indicators for these horrendous crimes and what to do when they are recognised.
- f. During the first 3 months of 2017 the Resident Services team have provided support by way of a safe venue for the specialist Police team working on Operation Tropic when they have been making enquiries.

#### **16. Quarter 1 Priorities 2017/18 Safeguarding**

- a. Continue delivering training for front line staff in domestic abuse and safeguarding

- b. Update Safeguarding Policy – report to CMT
- c. Continue monitoring of contractors and commissioned services safeguarding practices

# QUARTERLY PERFORMANCE

Resident Services

March 2017

All Measures



| Measure  | Owner & Updater              | Mar 2017 Result                | Trend | Dec 2016 Result                | Mar 2016 Result                | Actions | Comments  | Sign Off |
|--|------------------------------|--------------------------------|-------|--------------------------------|--------------------------------|---------|---|----------|
| ASB01 - Number of reports of incidents of anti social behaviour across the borough | Julie Still<br>Nicola Bryant | 878 Reports<br>Info Only       | ↓     | 953 Reports<br>Info Only       | 776 Reports<br>Info Only       |         | <b>Owner</b><br>Reports of ASB have continued to increase this year with a total increase of 22.1% but this is due in the main to an increase in environmental crime. Personal ASB has reduced by 1%. A more detailed report is available | ✓        |
| CYP01a - Number of children attending Adventure Playgrounds                        | Julie Still<br>Pat Fox       | 15189 Attendances<br>Info Only | ↓     | 15637 Attendances<br>Info Only | 11077 Attendances<br>Info Only |         | <b>Owner</b><br>This is a good attendance for the quietest quarter of the year at the adventure playgrounds and an increase on the previous year.   | ✓        |
| YYP02 - Number of young people involved in Community and Youth Democracy events    | Julie Still<br>Pat Fox       | 189 People<br>No Target        | ↓     | 1513 People<br>Target: 0       | 119 People<br>Target: 350      |         | <b>Owner</b><br>A steady quarter working with M-ask and after such a successful project there has been considerable work with the young people looking at the sustainability of the social group.   | ✓        |
| OTH01 - Average attendance at the Old Town Hall theatre                            | Julie Still<br>Sara Railson  | No Data<br>No Target           |       | No Data<br>Target: 0           | No Data<br>Target: 75          |         | <b>Owner</b><br>A strong finish to an exceptional year of attendance levels at the Old Town Hall  | ✓        |

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# OPERATIONAL RISK REGISTER

March 2017



## 2) Neighbourhood Delivery - David Austin

### ND\_RO2 CCTV – Not implementing the mandatory Public Surveillance Code of Practice

|  |  |   |   |   |                            |
|--|--|---|---|---|----------------------------|
| <b>Category:</b><br>Reputational   | <b>Corporate Priority:</b><br>Safe and Clean Environment | <b>Risk Owner:</b><br>David Austin  | <b>Portfolio Holder:</b><br>Neil Harden | <b>Tolerance:</b><br>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<br>Likely  | 3<br>High  | 9<br>Amber  | 2<br>Unlikely                           | 2<br>Medium   | 4<br>Green                 |
| <b>Consequences</b>  |  | <b>Current Controls</b>   |   | <b>Assurance</b>  |                            |
| A failure to implement the code of practice is likely to result in an intervention from the Surveillance Commissioner (Part of the Information Commissioners Office) and an improvement notice, closure of the system and adverse publicity. |  | A full compliant policy has been adopted. There is a constant review of procedures and a corporate approach to new installations of CCTV to comply with code of practice. |   | Full training ongoing to all staff<br>Monitoring and regular review is part of the procedures |                            |
| <b>Sign Off and Comments</b>   |  |   |   |   |                            |
| Sign Off Complete<br>No comments at this stage.  |  |   |   |   |                            |

### ND\_RO4 Adventure Playgrounds – failure to manage risk of adventure play

|                                  |  |                                    |   |                               |                            |
|----------------------------------|--|------------------------------------|---|-------------------------------|----------------------------|
| <b>Category:</b><br>Reputational | <b>Corporate Priority:</b><br>Safe and Clean Environment | <b>Risk Owner:</b><br>David Austin | <b>Portfolio Holder:</b><br>Neil Harden | <b>Tolerance:</b><br>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<br>Likely                      | 4<br>Severe  | 12<br>Red                          | 1<br>Very Unlikely                      | 4<br>Severe                   | 2<br>Green                 |
| <b>Consequences</b>              |  | <b>Current Controls</b>            |   | <b>Assurance</b>              |                            |

# OPERATIONAL RISK REGISTER

March 2017



|  |  |   |
|--|--|---|
| A failure to manage risk could result in serious injury to a service user. OFSTED intervention and inspections and resulting actions. Closure of premises and reputational impact to the Council | All equipment fully risk assessed  | Qualified staff and ratio of staff to children.       |
|  | Voluntary registration with Ofsted and staffing to the good practice levels which meet their requirements. | Appropriately trained staff                           |
|  | External inspections of play equipment   | Daily equipment inspections and remedy of any defects |

**Sign Off and Comments**

Sign Off Complete

No issues during this quarter.

**PD RO5 Old Town Hall – increased competition from other providers**

|                                 |                            |                                    |   |                               |
|---------------------------------|----------------------------|------------------------------------|---|-------------------------------|
| <b>Category:</b><br>Marketplace | <b>Corporate Priority:</b> | <b>Risk Owner:</b><br>David Austin | <b>Portfolio Holder:</b><br>Neil Harden | <b>Tolerance:</b><br>Treating |
|---------------------------------|----------------------------|------------------------------------|---|-------------------------------|

| Inherent Probability | Inherent Impact | Inherent Risk Score | Residual Probability | Residual Impact | Residual Risk Score |
|----------------------|-----------------|---------------------|----------------------|-----------------|---------------------|
| 2<br>Unlikely        | 3<br>High       | 6<br>Amber          | 1<br>Very Unlikely   | 2<br>Medium     | 2<br>Green          |

| Consequences | Current Controls | Assurance |
|--------------|------------------|-----------|
|--------------|------------------|-----------|

|   |   |   |
|---|---|---|
| The consequences of increased competition could impact on the attendance at the Old Town Hall and the Cellar Club | A wide range of genres offered to a wide range of age groups<br><br>The Old Town Hall's reputational standing | Experienced staff setting the programme |
|---|---|---|

**Sign Off and Comments**

Sign Off Complete

Attendance levels remain high for the Old Town Hall.

# OPERATIONAL RISK REGISTER

March 2017



## ND\_RO1 Lack of capacity to deliver Neighbourhood Action/Love Your Neighbourhood

|   |   |   |   |  |                            |
|---|---|---|---|--|----------------------------|
| <b>Category:</b><br>Reputational  | <b>Corporate Priority:</b><br>Building Community Capacity | <b>Risk Owner:</b><br>David Austin  | <b>Portfolio Holder:</b><br>Neil Harden | <b>Tolerance:</b><br>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<br>Likely   | 3<br>High   | 9<br>Amber  | 2<br>Unlikely                           | 1<br>Low   | 2<br>Green                 |
| <b>Consequences</b>   |   | <b>Current Controls</b>   |   | <b>Assurance</b>   |                            |
| A failure to act on priorities as identified by residents, members which are supported by the Dacorum 'Knowing What Works' (EBDM) process |   | Demand is managed by NA Officers who manage expectations of residents and members.<br><br>All projects to be assessed and supported with evidence of need and a full evaluation |   | All projects require an evidence base to proceed and are targeted on a needs basis |                            |
| <b>Sign Off and Comments</b>  |   |   |   |  |                            |
| Sign Off Complete<br>Agreed   |   |   |   |  |                            |

## ND\_RO3 Community Safety and Anti-social behaviour – failure to address ASB at an early stage and identify vulnerable or repeat victims

|   |  |  |   |                                      |                            |
|---|--|--|---|--------------------------------------|----------------------------|
| <b>Category:</b><br>Reputational                          | <b>Corporate Priority:</b><br>Safe and Clean Environment | <b>Risk Owner:</b><br>David Austin               | <b>Portfolio Holder:</b><br>Neil Harden | <b>Tolerance:</b><br>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> |
| 2<br>Unlikely   | 4<br>Severe  | 8<br>Amber                                       | 1<br>Very Unlikely                      | 4<br>Severe                          | 4<br>Green                 |
| <b>Consequences</b>                                       |  | <b>Current Controls</b>                          |   | <b>Assurance</b>                     |                            |
| A failure to identify vulnerable or repeat victims of ASB |  | Shared IT systems with Police and other partners |   | Highly trained and experienced staff |                            |

# OPERATIONAL RISK REGISTER

March 2017



|  |   |   |
|--|---|---|
| <p>/crime could result in extreme outcomes – as in the Pilkington case. This would result in not only the damage to the victim but significant damage to reputation and trust of the Council</p> | <p>Dedicated ASB Team</p> <p>Community Trigger</p> <p>Early intervention meetings with partnerships</p> <p>Monitoring of emerging Community Safety trends</p> | <p>Strong Community Safety Partnership with good working relationships with partners.</p> |
|--|---|---|

Sign Off and Comments

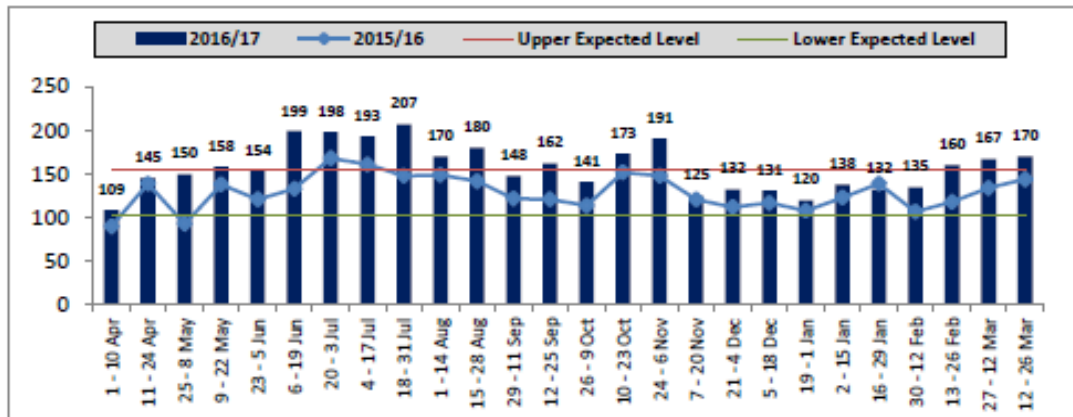
Sign Off Complete

Agreed

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### Dacorum ASB

01 April 2015 to 26 March 2017



| Monthly Data | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Year to Date | % Change |
|--------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|--------------|----------|
| 015/16       | 277 | 278 | 292 | 344 | 314 | 257 | 317 | 264 | 249 | 285 | 229 | 256 | 3362         | +21.6%   |
| 016/17       | 307 | 350 | 414 | 442 | 387 | 317 | 403 | 274 | 277 | 304 | 294 | 319 | 4088         |          |

| Location                        | 2016 /17    | 2015 /16    | Difference | % Change     |
|---------------------------------|-------------|-------------|------------|--------------|
| D1A (Hemel Hempstead Central)   | 739         | 485         | 254        | 52.4%        |
| D1B (Apsley)                    | 183         | 131         | 52         | 39.7%        |
| D1C (Adeyfield East)            | 280         | 218         | 62         | 28.4%        |
| D1D (Corner Hall)               | 192         | 184         | 8          | 4.3%         |
| D1E (Leverstock Green)          | 174         | 119         | 55         | 46.2%        |
| D1G (Highfield & St. Pauls)     | 271         | 143         | 128        | 89.5%        |
| D1H (Grovehill)                 | 282         | 260         | 22         | 8.5%         |
| D1J (Boxmoor)                   | 95          | 94          | 1          | 1.1%         |
| D1K (Gadebridge)                | 117         | 83          | 34         | 41.0%        |
| D1L (Warners End)               | 119         | 87          | 32         | 36.8%        |
| D1M (Chaulden & Shrubhill)      | 106         | 78          | 28         | 35.9%        |
| D1N (Adeyfield West)            | 148         | 175         | -27        | -15.4%       |
| D1P (Bovingdon, Flaunden etc)   | 130         | 152         | -22        | -14.5%       |
| D1Q (Bennetts End)              | 190         | 172         | 18         | 10.5%        |
| D1R (Kings Langley)             | 106         | 108         | -2         | -1.9%        |
| D1S (Watling Ward)              | 84          | 117         | -33        | -28.2%       |
| D1T (Woodhall Ward)             | 198         | 158         | 40         | 25.3%        |
| D1V (Nash Mills)                | 81          | 62          | 19         | 30.6%        |
| D2A (Berkhamsted Castle Ward)   | 97          | 85          | 12         | 14.1%        |
| D2B (Berkhamsted East)          | 89          | 79          | 10         | 12.7%        |
| D2C (Berkhamsted West)          | 85          | 79          | 6          | 7.6%         |
| D2D (Northchurch)               | 31          | 37          | -6         | -16.2%       |
| D2E (Ashridge)                  | 18          | 27          | -9         | -33.3%       |
| D3A (Tring East)                | 37          | 27          | 10         | 37.0%        |
| D3B (Tring Central)             | 137         | 111         | 26         | 23.4%        |
| D3C (Tring West)                | 73          | 52          | 21         | 40.4%        |
| D3D (Aldbury & Wigginton)       | 26          | 39          | -13        | -33.3%       |
| In Area (non specific location) | 0           | 0           | 0          | -            |
| <b>Dacorum Total</b>            | <b>4088</b> | <b>3362</b> | <b>726</b> | <b>21.6%</b> |



|                               | ALL ASB INCIDENTS |             |            |              | ASB - ENVIRONMENTAL |            |            |               | ASB - NUISANCE |             |            |              | ASB - PERSONAL |            |            |              |
|-------------------------------|-------------------|-------------|------------|--------------|---------------------|------------|------------|---------------|----------------|-------------|------------|--------------|----------------|------------|------------|--------------|
|                               | This Year         | Last Year   | Change     | % Change     | This Year           | Last Year  | Change     | % Change      | This Year      | Last Year   | Change     | % Change     | This Year      | Last Year  | Change     | % Change     |
| <b>Dacorum</b>                | <b>4159</b>       | <b>3405</b> | <b>754</b> | <b>22.1%</b> | <b>614</b>          | <b>186</b> | <b>428</b> | <b>230.1%</b> | <b>2586</b>    | <b>2249</b> | <b>337</b> | <b>15.0%</b> | <b>959</b>     | <b>970</b> | <b>-11</b> | <b>-1.1%</b> |
| Unspecified                   | 1                 | 0           | 1          | 0.0%         | 0                   | 0          | 0          | 0.0%          | 1              | 0           | 1          | 0.0%         | 0              | 0          | 0          | 0.0%         |
| D1A (Hemel Hempstead Central) | 752               | 489         | 263        | 53.8%        | 88                  | 19         | 69         | 363.2%        | 553            | 367         | 186        | 50.7%        | 111            | 103        | 8          | 7.8%         |
| D1B (Apsley)                  | 185               | 133         | 52         | 39.1%        | 34                  | 5          | 29         | 580.0%        | 118            | 92          | 26         | 28.3%        | 33             | 36         | -3         | -8.3%        |
| D1C (Adeyfield East)          | 284               | 222         | 62         | 27.9%        | 35                  | 13         | 22         | 169.2%        | 184            | 146         | 38         | 26.0%        | 65             | 63         | 2          | 3.2%         |
| D1D (Corner Hall)             | 199               | 188         | 11         | 5.9%         | 24                  | 7          | 17         | 242.9%        | 135            | 141         | -6         | -4.3%        | 40             | 40         | 0          | 0.0%         |
| D1E (Leverstock Green)        | 175               | 122         | 53         | 43.4%        | 25                  | 7          | 18         | 257.1%        | 108            | 83          | 25         | 30.1%        | 42             | 32         | 10         | 31.3%        |
| D1G (Highfield & St. Pauls)   | 275               | 146         | 129        | 88.4%        | 37                  | 8          | 29         | 362.5%        | 149            | 76          | 73         | 96.1%        | 89             | 62         | 27         | 43.5%        |
| D1H (Grovehill)               | 286               | 262         | 24         | 9.2%         | 44                  | 19         | 25         | 131.6%        | 171            | 160         | 11         | 6.9%         | 71             | 83         | -12        | -14.5%       |
| D1J (Boxmoor)                 | 95                | 95          | 0          | 0.0%         | 18                  | 4          | 14         | 350.0%        | 54             | 72          | -18        | -25.0%       | 23             | 19         | 4          | 21.1%        |
| D1K (Gadebridge)              | 119               | 83          | 36         | 43.4%        | 20                  | 5          | 15         | 300.0%        | 74             | 50          | 24         | 48.0%        | 25             | 28         | -3         | -10.7%       |
| D1L (Warners End)             | 121               | 87          | 34         | 39.1%        | 19                  | 2          | 17         | 850.0%        | 70             | 60          | 10         | 16.7%        | 32             | 25         | 7          | 28.0%        |
| D1M (Chaulden & Shrubhill)    | 107               | 79          | 28         | 35.4%        | 20                  | 6          | 14         | 233.3%        | 56             | 48          | 8          | 16.7%        | 31             | 25         | 6          | 24.0%        |
| D1N (Adeyfield West)          | 148               | 176         | -28        | -15.9%       | 16                  | 10         | 6          | 60.0%         | 88             | 116         | -28        | -24.1%       | 44             | 50         | -6         | -12.0%       |
| D1P (Bovingdon, Flaunden etc) | 134               | 159         | -25        | -15.7%       | 20                  | 8          | 12         | 150.0%        | 74             | 107         | -33        | -30.8%       | 40             | 44         | -4         | -9.1%        |
| D1Q (Bennetts End)            | 191               | 173         | 18         | 10.4%        | 23                  | 13         | 10         | 76.9%         | 128            | 115         | 13         | 11.3%        | 40             | 45         | -5         | -11.1%       |
| D1R (Kings Langley)           | 107               | 108         | -1         | -0.9%        | 15                  | 6          | 9          | 150.0%        | 69             | 59          | 10         | 16.9%        | 23             | 43         | -20        | -46.5%       |
| D1S (Watling Ward)            | 85                | 120         | -35        | -29.2%       | 24                  | 11         | 13         | 118.2%        | 42             | 80          | -38        | -47.5%       | 19             | 29         | -10        | -34.5%       |
| D1T (Woodhall Ward)           | 206               | 158         | 48         | 30.4%        | 26                  | 4          | 22         | 550.0%        | 116            | 94          | 22         | 23.4%        | 64             | 60         | 4          | 6.7%         |
| D1V (Nash Mills)              | 81                | 62          | 19         | 30.6%        | 11                  | 1          | 10         | 1000.0%       | 51             | 37          | 14         | 37.8%        | 19             | 24         | -5         | -20.8%       |

|                                     |     |     |     |        |    |    |    |         |    |    |     |        |    |    |    |        |
|-------------------------------------|-----|-----|-----|--------|----|----|----|---------|----|----|-----|--------|----|----|----|--------|
| D2A<br>(Berkhamsted<br>Castle Ward) | 101 | 86  | 15  | 17.4%  | 20 | 3  | 17 | 566.7%  | 65 | 63 | 2   | 3.2%   | 16 | 20 | -4 | -20.0% |
| D2B<br>(Berkhamsted<br>East)        | 91  | 81  | 10  | 12.3%  | 18 | 1  | 17 | 1700.0% | 52 | 52 | 0   | 0.0%   | 21 | 28 | -7 | -25.0% |
| D2C<br>(Berkhamsted<br>West)        | 89  | 79  | 10  | 12.7%  | 16 | 7  | 9  | 128.6%  | 50 | 41 | 9   | 22.0%  | 23 | 31 | -8 | -25.8% |
| D2D<br>(Northchurch)                | 31  | 38  | -7  | -18.4% | 7  | 7  | 0  | 0.0%    | 17 | 25 | -8  | -32.0% | 7  | 6  | 1  | 16.7%  |
| D2E (Ashridge)                      | 20  | 27  | -7  | -25.9% | 6  | 2  | 4  | 200.0%  | 12 | 20 | -8  | -40.0% | 2  | 5  | -3 | -60.0% |
| D3A (Tring East)                    | 37  | 27  | 10  | 37.0%  | 6  | 2  | 4  | 200.0%  | 22 | 16 | 6   | 37.5%  | 9  | 9  | 0  | 0.0%   |
| D3B (Tring<br>Central)              | 139 | 113 | 26  | 23.0%  | 19 | 12 | 7  | 58.3%   | 79 | 66 | 13  | 19.7%  | 41 | 35 | 6  | 17.1%  |
| D3C (Tring West)                    | 74  | 52  | 22  | 42.3%  | 20 | 2  | 18 | 900.0%  | 33 | 32 | 1   | 3.1%   | 21 | 18 | 3  | 16.7%  |
| D3D (Aldbury &<br>Wigginton)        | 26  | 40  | -14 | -35.0% | 3  | 2  | 1  | 50.0%   | 15 | 31 | -16 | -51.6% | 8  | 7  | 1  | 14.3%  |



## AGENDA ITEM:

### SUMMARY

|                         |  |
|-------------------------|--|
| <b>Report for:</b>      | <u>Housing and Communities Overview and Scrutiny Committee</u> |
| <b>Date of meeting:</b> | 5 July 2017  |
| <b>PART:</b>            | 1  |
| If Part II, reason:     |  |

|                              |   |
|------------------------------|---|
| <b>Title of report:</b>      | Preventing and Tackling Homelessness – Dacorum Borough Council Homelessness Strategy update   |
| <b>Contact:</b>              | Cllr Margaret Griffiths – Portfolio Holder for Housing<br>Natasha Brathwaite – Strategic Housing Group Manager  |
| <b>Purpose of report:</b>    | The purpose of this report is to provide the committee with an update on the housing service’s progress against the commitments set out in the Homelessness Strategy 2016 - 2020.<br><br>This will include a review and update of the Temporary Accommodation Policy for members to approve.  |
| <b>Recommendations</b>       | <ol style="list-style-type: none"> <li>1. For members to receive a full progress update on the p housing service’s approach to preventing and tackling homelessness, and review this in line with the commitments set out in the strategy.</li> <li>2. For members to note the implications of the outlined challenges and trends impacting Dacorum’s response to preventing and tackling homelessness; in particular the growing demands on the council’s homelessness service.</li> <li>3. For members to review the Temporary Accommodation Policy and consider its role in meeting the new duties set out be the Homelessness Reduction Act.</li> </ol> |
| <b>Corporate objectives:</b> | <p>Preventing and tackling homelessness contributes to the follow corporate objectives:</p> <ul style="list-style-type: none"> <li>• A clean, safe and enjoyable environment</li> <li>• Building strong and vibrant communities</li> <li>• Providing good quality affordable homes, in particular for those most in need</li> </ul>   |

|                                       |   |
|---------------------------------------|---|
| <p>Implications:</p>                  | <p><u>Financial implications</u></p> <p>This report will offer an overview of the financial implications on the homelessness service of both increasing demand, and the introduction of new duties through the Homelessness Reduction Act (2017), and will set out how this strategy and review of the Temporary Accommodation Policy will help to offset this.</p> <p>A further report will be submitted to Cabinet for approval in July 2017 outlining the proposed use of the Flexible Homeless Support Grant. This grant has been ring-fenced to prevent homelessness. These proposals have been developed to ensure that the Council is able to fulfil its statutory duty to support people experiencing homelessness.</p> <p>Additionally, the service is likely to receive a small amount of funding to support the implementation phase of the Homelessness Reduction Act (2017). It is unlikely r this will cover the total cost and therefore the service has made a number of changes in its approach to preventing homelessness over the past year to reduce future financial pressures.</p> <p><u>Value for money</u></p> <p>Throughout the Preventing and Tackling Homelessness Strategy there is a commitment to streamlining processes and taking a preventative approach so value for money can be achieved. One area that is key to this is raising standards in the private rented sector.</p> |
| <p>Risk Implications</p>              | <p>Housing Risk Assessment is presented to the committee on a quarterly basis.</p>  |
| <p>Equalities Implications</p>        | <p>Community Impact Assessment carried out for 2016-2020 strategy</p>   |
| <p>Health And Safety Implications</p> | <p>There are no direct Health and Safety implications arising from the strategy.</p>  |
| <p>Consultees:</p>                    | <p>Cllr Margaret Griffiths – Portfolio Holder for Housing</p> <p>Mark Gaynor – Corporate Director Housing and Regeneration</p> <p>Elliott Brooks – Assistant Director Housing</p> <p>Cynthia Hayford – Strategic Housing Team Leader</p> <p>Emily-Rae Maxwell – Policy and Participation Team Leader</p> <p>Homelessness Forum partners</p>   |
| <p>Background papers:</p>             | <ul style="list-style-type: none"> <li>• Homelessness Strategy 2016-2020</li> <li>• Homelessness Forum Service Standards</li> <li>• Homelessness Forum Newsletter</li> <li>• Temporary Accommodation Policy</li> </ul>  |

|   |  |
|---|--|
|   | <ul style="list-style-type: none"> <li>• Homelessness Reduction Act Briefing paper</li> <li>• Flexible Homeless Support Grant publication</li> </ul> |
| Glossary of acronyms and any other abbreviations used in this report: | <p>H&amp;COSC – Housing and Communities Overview and Scrutiny Committee</p> <p>NPSS – National Practitioner Support Service</p>                      |

## 1. Introduction

- 1.1 In October 2016 the new Preventing and Tackling Homelessness Strategy 2016 – 2020 was presented to the Housing and Communities Overview and Scrutiny Committee (H&COSC).
- 1.2 It was agreed that H&COSC would take ownership of this strategy and monitor the housing service’s performance against the five commitments set out within the strategy.
- 1.3 The purpose of this report is to provide members with a progress update for each of the commitments and outline both national and local considerations that impact upon the council’s homelessness service.
- 1.4 This update will include key pieces of work undertaken over the past year by the housing service, including a review of the Temporary Accommodation Policy and commitment to achieving a gold standard homelessness service, by completing ten local challenges set by the National Practitioners Support Service.

## 2. Preventing and Tackling Homelessness in Dacorum

- 2.1 The vision for the Homelessness Strategy 2016 – 2020 is to create a borough where homelessness is not an option.
- 2.2 To achieve this vision, the service has committed to delivering five outcome based commitments, these are;
  - Commitment One: Continue to build partnerships across different sectors and lead Dacorum’s response to preventing and tackling homelessness
  - Commitment Two: Work together with partners and residents to understand the causes of homelessness and increase the help Dacorum services can offer
  - Commitment Three: Improve access, security and stability within the private rented sector and help Dacorum residents to remain in their homes
  - Commitment Four: Empower Dacorum residents to make informed decisions about their housing options
  - Commitment Five: Reduce the affect of homelessness on young people and families

- 2.3 For a full copy of the strategy - see appendix 1
- 2.4 These commitments are supported by the NPSS ten local challenges. To date the housing service has successfully undertaken a full peer assessment, which produced a robust continuous improvement plan for the homelessness service. Additionally, the service has achieved the bronze standard with the completion of two local challenges. With a further four having been submitted for review, this would indicate the service is on track to achieve the silver standard by August 2017.
- 2.5 The aim is to achieve a gold standard service by October 2017.
- 2.6 Due to the amount of best practice highlighted by the NPSS in Dacorum's local challenge submissions, and development of the Preventing and Tackling Homelessness Strategy, DBC has been asked to run a workshop at the annual NPSS conference for a second year.
- 2.7 This is a great opportunity for the council to raise its profile and be seen as leading in an area that is high on the national agenda for housing.

### 3 Meeting National Requirements and Statutory Duties

- 3.1 Throughout 2016/17 the development of the Homelessness Reduction Bill saw the introduction of proposals that would dramatically change the roles of local authorities in tackling homelessness.
- 3.2 The Homelessness Reduction Bill received Royal Assent and became an Act of Parliament on 27 April 2017.
- 3.3 The introduction of this legislation places new legal duties on local authorities to provide meaningful support to everyone who is homeless or at risk of homelessness, regardless of whether they are in priority need or 'intentionally homeless'.
- 3.4 It is estimated that the impact of the Homelessness Reduction Act (2017) will increase the demand on the homelessness service by 26%. Central government will be offering a small amount of funding to support local authorities with the implementation of the Act, however the increase in demand is expected to be met by the service.
- 3.5 For a full report outlining the details and impact of the Homelessness Reduction Act (2017) for Dacorum see appendix 2 Homelessness Reduction Act CMT Report.
- 3.6 The housing service intends to meet the majority of the increase in demand using the new 'Flexible Homelessness Support Grant' see appendix 3. This grant replaces the previous funding allocated to local authorities for the provision of temporary accommodation.

- 3.7 This funding is ring-fenced and must be spent on preventing homelessness. However it offers more flexibility to authorities in providing intervention services, moving away from exclusive funding for procurement and funding of temporary accommodation.
- 3.8 A full report outlining proposals for the use of this funding will be presented to Cabinet at their meeting in July for approval.
- 3.9 With the introduction of this replacement grant, and a need to move away from temporary accommodation and invest in preventative approaches to homelessness, the housing service took the opportunity to review the Temporary Accommodation Policy see appendix 4.
- 3.10 It is important for members to note the housing service has been proactive in absorbing this change in legislation. This has been demonstrated by the review of the Temporary Accommodation Policy, review of the services structure (to ensure resources are effectively allocated) and an evidence led approach to developing the proposals for the use of the Flexible Homelessness Grant Funding.
- 3.11 The development of these proposals, which include investment in driving up standards in the private rented sector and additional resources for housing advice will not only help the council to meet the requirements of the Homelessness Reduction Act (2017) but will also align with the commitments of Dacorum's Preventing and Tackling Homelessness Strategy.
- 3.12 This however would not have been possible without the additional resource of Flexible Homeless Support Funding. Without it the council would be at significant risk of not being able to fulfil its statutory duties as detailed in the Housing Act 1996, Part 7.

#### 4 Strategy update

- 4.1 To deliver Commitment One: Continue to build partnerships across different sectors and lead Dacorum's response to preventing and tackling homelessness, the housing service has;
  - Conducted a full review of Dacorum's Homelessness Forum, which included developing a new service standard, see appendix 5 and approach to providing strategic updates across the partnership. The Forum are now jointly responsible for the delivery of all the commitments set out in the Preventing and Tackling Homelessness Strategy and review progress on a quarterly basis.
  - Developed a 'single non-priority case' sub group to support the implementation of new duties for non-priority people through the introduction of the Homelessness Reduction Act (2017).
  - Conducted a review of the housing service's approach to giving housing advice in line with best practice, resulting in the development of a personal housing plan tool.
  - Taken a leading role in county-wide approach to homelessness at a strategic level with the Group Manager, Strategic Housing taking the role of Chair for the Hertfordshire Heads of Housing Group.
  - Continued to support the NPSS and other local authorities by sharing best practice within Dacorum.

- Actively established a re-connection protocol and travel assistance fund to enable clients in housing need to access support within their own local area.
- Absorbed the Positive Futures programme with a new initiative called Tenant Academy, that aims to help anyone accessing the housing service to utilise opportunities within the borough by improving life skills, wellbeing and access to education, employment, training and volunteering.

4.2 To deliver Commitment Two: Work together with partners and residents to understand the causes of homelessness and increase the help Dacorum services can offer, the housing service has;

- Developed and launched a new 'No Second Night Out' policy to end rough sleeping in the borough. This included a borough wide campaign to raise awareness of available services and how to report people who appear to be sleeping rough.
- Obtained two County Court injunctions by working in partnership with colleagues across the council to prevent and deter rough sleeping and associated street activity to reduce the negative impact on Dacorum residents.
- Contributed to an internal Domestic Abuse and Safeguarding Group to improve effectiveness of data and system management to enable early identification of domestic abuse.

4.3 To deliver Commitment Three: Improve access, security and stability within the private rented sector and help Dacorum residents to remain in their homes, the housing service has;

- Undertaken a full review of the Help to Rent scheme in partnership with landlords and produced a list of recommendations for implementation that will seek to improve standards and equip landlords and tenants to have successful and sustainable tenancies.
- Developed a partnership with the National Landlords Association to offer an accreditation to private sector landlords across Dacorum.
- Developed a better working relationship with environmental health services to improve the approach to enforcement action against rogue landlords.
- Kick-started the development of a Private Rented Sector Strategy, which will be developed in partnership with other corporate services.
- Successfully secured a growth bid for the role of Homelessness Prevention and Assessment Officer, to assist with providing additional support to prevent homelessness as a result of mortgage repossession. This post is currently pending recruitment.



4.3 To deliver Commitment four: Empower Dacorum residents to make informed decisions about their housing options the housing service has;

- Developed a new personal housing plan in consultation with the NPSS, which is issued to all applicants receiving housing advice. This enables applicants to have a clear understanding of the information provided to assist with their housing difficulty and the actions that are required by not only the council, but also the individual to address the situation.
- Improved the standard and accessibility of our communication, by making best use of the resources available, which includes social media.

4.5 To deliver Commitment Five: Reduce the effect of homelessness on young people and families, the housing service has delivered the following

- Conducted a full review of the Temporary Accommodation Policy, which clarifies the council's approach to providing temporary accommodation to those eligible and in priority need.
- Provided funding to Herts Young Homeless to provide homelessness education and awareness sessions to young people ages 16-26 years.
- Continued our commitment to not placing any young person or family into Bed and Breakfast accommodation, as a result of effective temporary accommodation management.
- Provided access to vital crash pad spaces within our temporary accommodation, providing urgent respite accommodation pending an initial assessment.
- Delivered tenancy sustainment training sessions across the housing service to improve understanding of living independently.
- Continued to work in partnership, in line with the Hertfordshire Joint Protocol, to ensure that young people have access to appropriate advice and assistance.

## 5 Conclusion

- 5.1 The housing service is on track to deliver against the five commitments set out in the Preventing and Tackling Homelessness Strategy 2016 – 2020.
- 5.2 The housing service has successfully achieved two local challenges set out by the NPSS and has a further four pending, meaning the service is likely to achieve the silver standard by summer 2017.
- 5.3 There have been a number of changes introduced by the Homelessness Reduction Act (2017) which could have impacted upon the progress of the strategy. These have been offset by the service being proactive and reviewing the Temporary Accommodation Policy, re-aligning current resources and the structure of strategic housing to reflect the new demands on the service and the introduction of the 'Flexible Homelessness Support Grant'.
- 5.4 Without the additional funding this would have increased the risk to the council to meet its statutory duties.
- 5.5 A significant amount of work has been undertaken over the past year against each of the five commitments and the service will continue to review its progress in partnership with the Homelessness Forum.

## 6 Recommendations

- 6.1 For members to consider the update in full and offer comments on the housing service's progress towards meeting the five commitments in the strategy.
- 6.2 For members to review the Temporary Accommodation Policy and offer any comments on the council's position on temporary accommodation.
- 6.3 For members to note the changes introduced by the Homelessness Reduction Act (2017) including the increase in demand for the service.



# Preventing and Tackling Homelessness

Dacorum Borough Council Homelessness Strategy

2016 - 2020



## Foreword

I am pleased to introduce Dacorum Borough Councils Homelessness Strategy for 2016-2020 .

Homelessness has continued to increase in Dacorum and changes in legislation mean we must work in partnership to prevent and tackle homelessness.

With our commitment to achieving a gold standard service we can help to keep people in safe, secure and affordable homes.

Using the five commitments set out in the strategy we can capture the difference we as a housing service along with our partners make to people experiencing or at risk of homelessness.

*Councillor Margaret Griffiths*

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### 5.0 Preventing and tackling homelessness

- 5.1 Preventing and tackling homelessness
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### 6.0 Conclusion

# 1.0 Introduction

## 2.0 Our vision

### 1.0 Introduction

Dacorum Borough Council is committed to working in partnership to prevent and tackle homelessness within the borough.

This strategy sets out how we as a housing service will consider the needs of homeless households and offer assistance to those who we have a statutory duty to support under The Housing (Homeless Persons) Act 1977, Housing Act 1996, and the Homelessness Act 2002.

It will also detail the approach taken to prevent homelessness within the borough. This includes helping people to address their housing needs to avoid becoming homeless. Additionally the strategy sets out how we as a housing service will, where possible work with those people who we have no statutory obligation to support find accommodation.

This strategy explores the impact of local and national changes on homelessness in Dacorum and sets out five commitments which it will deliver in partnership.

For the purpose of this strategy a person is considered homeless if they are;

- have nowhere to stay and are on the streets
- have been evicted, illegally evicted or forced to leave their last place of residence
- have been released from prison or discharged from hospital with nowhere to go
- are at risk of losing their home within 28 days
- have a priority need for housing e.g. care leavers

### 2.0 Our vision

In Dacorum, preventing and tackling homelessness is more than addressing peoples housing situation. It is about helping them to fulfil their potential and live a quality life.

Our vision is to create a borough where homelessness is not an option. We will work together with our partners to help every person that is homeless or at risk of homelessness to gain the right skills and resources to improve their lives and *'get back on track'*.

This strategy supports the councils corporate vision of *'...working in partnership to create a borough that enables Dacorum's communities to thrive and prosper'*.

To deliver this vision it is essential that we work with our residents to create strong and vibrant communities that enjoy safe and clean environments. We will continue to provide good quality affordable homes, particularly to those in need and ensure the economic growth and prosperity of our borough so our residents can support themselves. As a council we will explore how we can create more efficient and modern services so those who need help can access it through multiple channels.



## 3.0 National and local considerations

### 3.1 National and local impact

This strategy will take into consideration how decisions made at a national level can affect individuals living in Dacorum. We recognise that all people will at some point have experiences that could lead to homelessness. Poor life skills, relationship breakdown, mental or physical ill health and the ending of a tenancy can all contribute to this. For many people, they are able to resolve these issues themselves; however it is important for us to acknowledge that not everyone has the ability to cope or the resources to support themselves through these hard times. It is these experiences that often result in individuals becoming homeless.

### 3.2 Welfare Reform and Universal Credit

To prevent and tackle homelessness it is important for us to understand how changes to legislation such as Welfare Reform and the introduction of the Housing and Planning Act (2016) affect Dacorum residents.

The move towards Universal Credit means people will receive benefits on a monthly basis. This will put more pressure and responsibility on individuals to manage their money and budget for the month. Receiving a lump sum can also lead to complex social issues such as financial abuse for vulnerable people and the risk to individuals with drug and alcohol dependencies. This change highlights the importance of improving people's life skills to allow them to live independently.

### 3.3 The Housing and Planning Act 2016

Additionally, The Housing and Planning Act 2016 marks the end of local authorities offering lifetime tenancies. Local authorities will now offer tenancies up to ten years, with some exceptions being made for families with young children and other households considered vulnerable. Alongside the benefits created for us as a council when managing our housing stock, this will require us to consider how we can support people whose tenancies are not renewed to access alternative housing and prevent them from becoming homeless.

### 3.4 A changing landscape

Changes in legislation can often cause the increased risk of homelessness for individuals. Based on this, the council is committed to regularly reviewing this homelessness strategy and shape services according to both local needs and national requirements.

The potential introduction of a homelessness reduction bill would see local authorities' responsibility to prevent homelessness needing to be evidenced by a formal duty, placing additional pressures on the service to meet demand.



## 4.0 Commitment to delivering a great service

### 4.1 Our commitments

To develop this strategy we worked with a variety of stakeholders including service users, the local voluntary and community sector and other statutory services.

Using trend analysis we also identified the key reasons people become homeless within Dacorum. This includes the termination of shorthold assured tenancies due to increased rents in the private sector.

From this insight into local need and the requirements of the National Practitioner Support Service (NPSS) ten local challenges we have developed five outcome based commitments for delivering this strategy, these are;

**Commitment one:** Continue to build partnerships across different sectors and lead Dacorum's response to preventing and tackling homelessness

**Commitment two:** Work together with partners and residents to understand the causes of homelessness and increase the help Dacorum services can offer

**Commitment three:** Improve access, security and stability within the private rented sector and allow Dacorum residents to remain in their homes

**Commitment four:** Empower Dacorum residents to make informed decisions about their housing options

**Commitment five:** Reduce the effect of homelessness on young people and families

### 4.2 Working in partnership

An increase in demand for housing and limited resources, Dacorum Borough Council is committed to working in partnership to prevent and tackle homelessness effectively.

Leading a borough wide Homelessness Forum we create the opportunity to discuss strategic issues which cross-cut all sectors with our partners. The Forum will be used to monitor the progress and effectiveness of the strategy.

Our homeless hostel 'The Elms' managed by a voluntary sector organisation allows us to adopt a No Second Night Out policy.

To effectively deliver this strategy, we will continue to maintain agreements with a variety of organisations to ensure our service can offer the highest quality advice and support to those in need. Taking an outcome based approach through the five commitments; we will monitor our performance and those of our partners to ensure by 2020, homelessness is not an option for people living in Dacorum.

### 4.3 Value for money

It is important that we deliver value for money for local people accessing our homelessness support services. Increased demand requires us to explore new ways to improve efficiency within our housing advice and options service so we can target resources to improve service quality, enhance effectiveness and deliver positive outcomes for our clients. We are also committed to 'demonstrating the cost effectiveness of preventing homelessness'. By investing in preventative approaches we can support people to stay in existing accommodation.



## 4.0 Continued

### 4.4 Equality and Diversity

As a Housing Service we believe everyone should have the opportunity to access our housing advice and options service regardless of; age, disability, gender, race, religion or belief and sexual orientation (Equality and Diversity Act 2010). We are committed to being inclusive with our approach to preventing and tackling homelessness and will ensure our policies and procedures and working practices reflect this commitment.

We know that groups within our population are more likely to be at risk of homelessness. Through customer insight we can trend the profiles of people within Dacorum presenting as homeless and shape the services we and our partners offer to improve this.

### 4.5 Setting the standard

To support the delivery of this strategy, the housing service will achieve the NPSS gold standard for homelessness. Our commitment to achieving this standard, demonstrates our desire to continuously improve and provide an excellent customer service.

Achieving this, we will; improve our response to homelessness, identify opportunities that prevent Dacorum residents from becoming homeless and work with our partners to intervene at the earliest possible point.

A gold standard homelessness service is achieved by completing the following ten local challenges;

1. To adopt a corporate commitment to prevent homelessness which has buy in across all local authority services

2. To actively work in partnership with voluntary sector and other local partners to address support, education, employment and training needs
3. To offer a Housing Options prevention service to all clients including written advice
4. To adopt a No Second Night Out model or an effective local alternative
5. To have housing pathways agreed or in development with each key partner and client group that include appropriate accommodation and support
6. To develop a suitable private rented sector offer for all client groups, including advice and support to both client and landlord
7. To actively engage in preventing mortgage repossessions including through the Mortgage Rescue Scheme
8. To have a homelessness strategy which sets out a proactive approach to preventing homelessness, reviewed annually to be responsive to emerging
9. To not place any young person aged 16 or 17 in Bed and Breakfast accommodation
10. To not place any families in Bed and Breakfast accommodation unless in an emergency and for no longer than 6 weeks





# 5.0 Preventing and tackling homelessness



## 5.1 Preventing and tackling homelessness

Homelessness has been steadily increasing in Dacorum this strategy originally launched in 2014. Trends such as an increase in rough sleepers, limited affordable housing, high rents in the private sector and an increase in people seeking housing advice as a result of domestic violence demonstrate the broad demand on our current homelessness service. This increase in demand along with limited resources mean we as a housing service must find smarter solutions to meet housing needs. This strategy highlights the core themes we are committed to delivering over the next four years in order to prevent and tackle homelessness in Dacorum.

## 5.2 Commitment one – Continue to build partnerships across different sectors and lead Dacorum’s response to preventing and tackling homelessness

Commitment one seeks to build on the well established relationships between the housing service and the voluntary and community sector and other statutory services.

By increasing our network and developing these relationships further we can address not only peoples housing needs, but help them to improve their lives by gaining the right skills. We will explore opportunities to reduce both long-term and short-term demand on services in Dacorum. To achieve this we will;

- Increase the effectiveness of the Homelessness Forum using it effectively manage joint resources and tackle key issues to tackle homelessness
- Offer holistic support to people that are homeless or at risk of homelessness by improving pathways between services
- Review agreements between the housing service and external organisation against required outcomes and value for money achieved
- Lead a borough wide response to any national changes to ensure a consistent service
- Have a communications plan to ensure that our partners and residents are aware of our response to homelessness, which impacts on the whole community
- Utilise our travel assistance fund is used to allow reconnection of homeless clients with their local area, to prevent further demand on Dacorum’s resources and services.

## 5.3 Commitment two – Work together with partners and residents to understand the causes of homelessness and increase the help Dacorum services can offer

Commitment two is about understanding both the needs and the experiences of people that are homeless or at risk of homelessness. Taking this informed approach we can develop preventative approaches and reduce the number of people becoming homeless in Dacorum. To achieve this we will;

- Use customer insight to map the services we offer against current and emerging need and effectively consult with customers to continue service improvement
- Develop a Housing First model to support people with complex needs experiencing homelessness into accommodation
- Eradicate rough sleeping by developing a No Second Night Out model
- Utilise our management systems and data sharing to enable us to identify potential victims of Domestic Abuse and people with mental health problems earlier and implement appropriate interventions preventing further risk or homelessness
- Support grassroots organisations to set up initiatives that tackle the causes of homelessness within Dacorum

- Develop our Positive Futures programme to provide increased opportunities for our clients to access support and achieve independence through developed life skills

## 5.4 Commitment three – Improve access, security and stability within the private rented sector and help Dacorum residents to remain in their homes

Commitment three looks to improve access and security within the private rented sector for local people, increasing their housing options. This will also help to manage the demand for social housing. We will work with residents and landlords to improve stability and help residents to remain in their homes. We will achieve this by;

- Help people to stay informed by improving access to information on housing rights, new initiatives and how to access support through channel shift and signposting
- Work with private sector landlords to improve their relationships with tenant and act as a mediator to help people stay in their homes
- Develop our 'help to rent' scheme allowing people to access housing in the private sector
- Increase the support offered for mortgage repossession prevention



## 5.0 Continued

### 5.5 Commitment four – Empower Dacorum residents to make informed decisions about their housing options

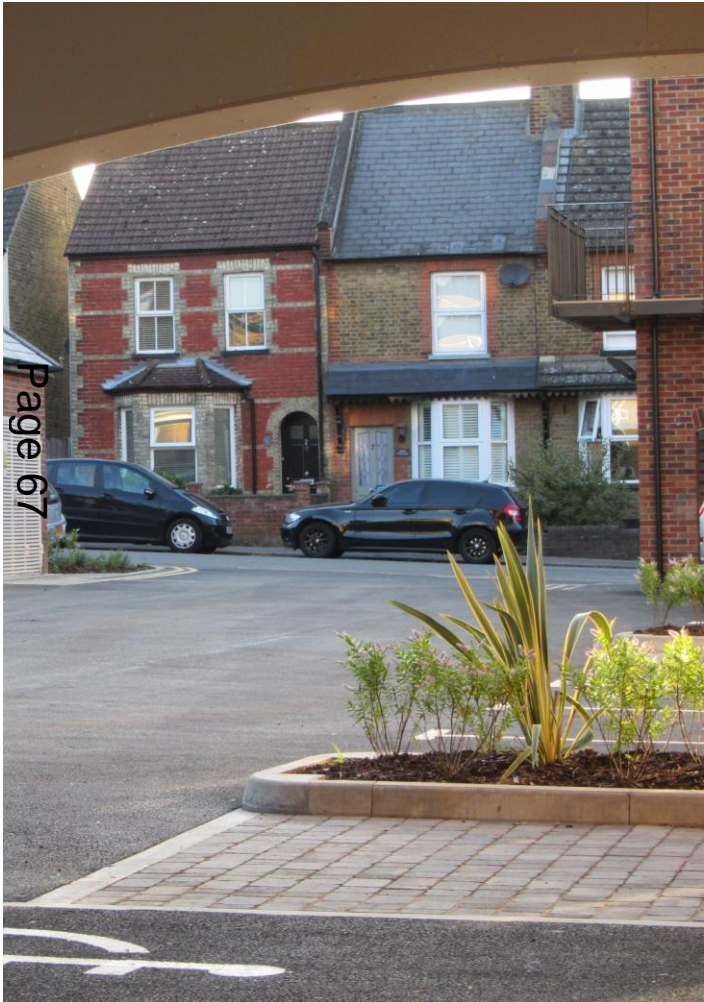
Commitment four focuses on helping people to stay informed about their housing options through high quality advice. We believe this is key to preventing homelessness. We will explore the use of channel shift so local people can access support at any given time. We will achieve this by;

- Tailor our communications so people can access information about their housing options easily
- Improve our Enhanced Housing Options toolkit and information that is available on website so people can access housing advice at all times
- Improve our contact channels so people can contact the right team and access advice at the earliest possible point
- Work with partners to increase access housing advice and options support through outreach work and pop-up events

### 5.6 Commitment five – Reduce the effect of homelessness on young people and families

Commitment five looks to give young people and families experiencing homelessness the best possible start. We understand that homelessness is a stressful experience for all. We will explore all opportunities to help families stay together and prevent individuals, particularly young people from becoming homeless. Through education we will support the next generation to avoid homelessness and work to reduce the effects of those who do experience it. To achieve this we will;

- Increase our offer of respite accommodation and mediation services to reduce breakdown in family relationships
- Reduce the use of bed and breakfast accommodation for young people and families with young children
- Improve young people's understanding of 'living independently' by offering life skills workshops and housing eligibility
- Ensure any young people or children have access to appropriate support following their experience of homelessness



## 6.0 Conclusion

### 6.1 Conclusion

Within this strategy we have set out how Dacorum Borough Council's housing service will work with strategic partnership organisations to prevent and tackle homelessness within the borough.

We are committed to considering the needs of homeless households, offering support to those we who we have a statutory duty to support and working with those in non-priority homeless households.

We will take a leading role in responding with key changes in legislation and work with partners when required to coordinate a local response.

Throughout this strategy we have emphasised the importance of partnership working and will continue to keep this at the core of our service delivery.

We will consider the needs and experiences of people that are homeless or at risk of losing their home to improve our services and effectively target resources.

Improving access to the private sector and working with private landlords we will seek to reduce demand for social housing.

By empowering local people to make informed choices about their housing options we will seek to prevent homelessness wherever possible.

We will help young people and families to reduce the effect of homelessness and ensure they stay in safe and secure temporary accommodation for a limited period of time.

We believe these five commitments will support the service to achieve the NPSS gold standard.

Overall we will work towards a borough where homelessness is not an option.



## **Homelessness Reduction Act – CMT Briefing**

### **Introduction**

The Homelessness Reduction Bill received Royal Assent and therefore became an Act of Parliament on the 27 April 2017. The new acts puts more emphasis on prevention activities by placing new legal duties on local authorities to provide meaningful support to everyone who is homeless or at risk of homelessness, regardless of whether they are in priority need or ‘intentionally homeless’, as long as they are eligible.

This briefing summarises the main changes and measures being introduced as part of the Homelessness Reduction Act 2017 and the opportunities and challenges to be faced by Dacorum Borough Council as part of implementing the act.

### **Proposed timescales for implementation**

A new Homelessness Code of Guidance is due to be published later this year which will provide practical guidance on how the legislation and related policies should be implemented and commencement of implementation is expected in 2018.

### **Details of the Homelessness Reduction Act 2017**

#### **‘Threatened With Homelessness’**

Current legislation (Housing Act 1996 as amended by Homelessness Act 2002) defines that a person is considered to be threatened with homelessness if it is likely that they will become homeless within 28 days. The Homelessness Reduction Act 2017 doubles the number of days from 28 to 56, including those who have been served with a valid Section 21 notice. A section 21 notice, is the legal notice that must be served by a landlord notifying the tenant that possession of the private sector property is required. Anyone accepted by the Council as being threatened with homelessness will be owed the new prevention duty and we must take ‘reasonable steps’ to help them avoid becoming homeless. This could include placing them into temporary accommodation.

#### **Providing Advisory Services**

The Housing Act 1996 stipulates that local authorities must ensure advice and information around homelessness and preventing homelessness is available free of charge to everyone in their district. The new act will require a more robust approach to advisory services with the need to provide information and advice on:

- Preventing homelessness;
- Securing accommodation if homeless;
- The rights of people who are homeless or threatened with homelessness, and;
- Any other support (provided by the local authority or any other local organisations) that is available for people who are homeless or likely to become homeless as well as how to access that help.

Local authorities will also need to ensure that advisory services can be tailored to meet the needs of particular groups who are at increased risk of becoming homeless i.e. care leavers (who are now considered to have a local connection to an area if they were looked after, accommodated or fostered there for a continuous period of at least 2 years), prison leavers, armed forces, domestic abuse victims, hospital leavers and those suffering with a mental health illness.

To summarise the act currently states:

Duty of local housing authority to provide advisory services.

(1) Every local housing authority shall secure that advice and information about homelessness, and the prevention of homelessness, is available free of charge to any person in their district.

(2) The authority may give to any person by whom such advice and information is provided on behalf of the authority assistance by way of grant or loan.

(3) A local housing authority may also assist any such person—

(a) by permitting him to use premises belonging to the authority,

(b) by making available furniture or other goods, whether by way of gift, loan or otherwise, and

(c) by making available the services of staff employed by the authority.

By direct comparison the new Act requirements will be as follows:

Duty of local housing authority in England to provide advisory services

- (1) Each local housing authority in England must provide or secure the provision of a service, available free of charge to any person in the authority's district, providing information and advice on –
- (a) preventing homelessness,
- (b) securing accommodation when homeless,
- (c) the rights of persons who are homeless or threatened with homelessness, and the duties of the authority, under this Part,
- (d) any help that is available from the authority or anyone else, whether under this Part or otherwise, for persons in the authority's district who are homeless or may become homeless (whether or not they are threatened with homelessness), and
- (e) how to access that help.
- (2) The service must be designed to meet the needs of

- (a) persons released from prison or youth detention accommodation,
- (b) care leavers,
- (c) former members of the regular armed forces,
- (d) victims of domestic abuse,
- (e) persons leaving hospital,
- (f) persons suffering from a mental illness or impairment, and
- (g) any other group that the authority identify as being at particular risk of homelessness in the authority's district.

(3) The authority may give to any person by whom the service is provided on behalf of the authority assistance by way of grant or loan.

(4) The authority may also assist any such person –

- (a) by permitting the person to use premises belonging to the authority,
- (b) by making available furniture or other goods, whether by way of gift, loan or otherwise, and
- (c) by making available the services of staff employed by the authority.

(5) In this section –

“care leavers” means persons who are former relevant children (within the meaning given by section 23C(1) of the Children Act 1989);

“domestic abuse” means –

- (a) physical violence,
- (b) threatening, intimidating, coercive or controlling behaviour, or
- (c) emotional, financial, sexual or any other form of abuse,

where the victim is associated with the abuser;

“financial abuse” includes –

- (a) having money or other property stolen,
- (b) being defrauded,
- (c) being put under pressure in relation to money or other property, and
- (d) having money or other property misused;

“hospital” has the same meaning as in the National Health Service Act 2006 (see section 275(1) of that Act);

“regular armed forces” means the regular forces as defined by

section 374 of the Armed Forces Act 2006;  
“youth detention accommodation” means –

- (a) a secure children’s home,
- (b) a secure training centre,
- (c) a secure college,
- (d) a young offender institution,
- (e) accommodation provided by or on behalf of a local authority for the purpose of restricting the liberty of children;
- (f) accommodation provided for that purpose under section 82(5) of the Children Act 1989, or
- (g) accommodation, or accommodation of a description, for the time being specified by order under section 107(1)(e) of the Powers of Criminal Courts (Sentencing) Act 2000 (youth detention accommodation for the purposes of detention and training orders).<sup>3</sup>

#### Duty to Assess and Agree a Plan

The Homelessness Reduction Act 2017 stipulates that the support offered to eligible applicants is to be more robust than currently required. Once a local authority is satisfied that someone is homeless / threatened with homelessness and eligible for assistance an assessment should be carried out which includes;

- The circumstances that have caused homelessness / potential homelessness;
- The housing and other support needs of the applicant and their household;
- A personalised plan, setting out steps for the applicant and the Council to take to ensure accommodation is secured and/or retained.

An applicant’s assessment and plan must be kept under review and updated as necessary, until the local authority has determined that no further duty is owed.

#### Duty to Relieve Homelessness

Under the Homelessness Reduction Act 2017, the Council will have a duty to help **all** eligible homeless applicants to secure accommodation for a period of at least 6 months, regardless of whether they are ‘intentionally homeless’ or in priority need. Those in priority need will be provided with interim accommodation whilst steps are taking place to secure future accommodation.



### Failure to Co-operate

This new provision within the act will place a requirement on all applicants to cooperate with the Council's attempts to prevent or relieve their homelessness. If the Council considers that an applicant has deliberately or unreasonably refused to cooperate or take steps agreed as part of their assessment plan, a notice can be served to the individual informing them of the Council's decision, the consequences of it (e.g. ending of prevention / relief duty) and their right to request a review. This notice can only be served if a warning has been given to the applicant beforehand and a reasonable time period has elapsed since the warning was given.

### Right to Review

The Homelessness Reduction Act 2017 gives applicants the right to request a review of any decision made by the local authority (in addition to those laid down in current legislation) regarding:

- Steps set out in assessment plans;
- Giving notice to withdraw prevention or relief duties;
- Suitability of accommodation offered.

### Public Authority Duty to Refer

Under the Homelessness Reduction Act 2017, "specified public authorities" e.g. NHS services, will be required to refer details of people who they consider being homeless or threatened with homelessness to their local authority (if the person agrees to the notification being made). The Council will then need to make contact with this individual for assessment.

### Impact to the Council

- Potential advice and prevention case load will increase – DCLG estimate this will be approximately 26% but has the potential to be greater.
- Due to increased duties, the Council needs to be aware of the risk of exploitation and collusion
- Increased demand for temporary accommodation (current stock is maximised and at full capacity)
- Increased time spent in temporary accommodation due to extended duties
- New Burdens funding is not ring-fenced and not directly accessible within budgets
- Projected increase of 50% for review requests, in line with new duties
- Service administration costs will rise – DCLG estimate is 2% each year but this seems a gross underestimate
- Increased footfall to the Customer Service Unit (CSU)
- Additional service costs to upgrade the Abritas system to meet new requirements

### **Co-ordinating the Council's response to meet the requirements and address challenges**

Over the past year, the Council has been proactive in improving its homelessness services and ensuring we have begun to prepare the service for the changes introduced by the Homelessness Reduction Act 2017. The majority of this has been through the service commitment to achieving the Gold Standard National Practitioners Support Service (NPSS) Award for excellence in front line homelessness services. To date the service has achieved the Bronze Standard and is close to achieving silver in the next coming months.

In addition to this the service has been proactive in delivering against its continual improvement programme with the development of a new Homelessness Strategy and implementation of policies such as the No Second Night Out, which detail our approach to tackling rough sleeping in the borough. Dacorum have led the relaunch of The Homelessness Forum whereby the forum is responsible for the delivery of the strategy and preparing a coordinated response to legislative changes such as the Homelessness Reduction Act. In line with our commitment to working in partnership the forum has appointed a voluntary sector Chair and all involved partners have agreed the forum service standards. The Group Manager, Strategic Housing has also recently been appointed the Chair of the Hertfordshire Heads of Housing Group, this group meets quarterly to ensure a coordinated approach to tackling issues across the housing sector including the prevention of homelessness across the County. The Group Manager will be working closely with local authority partners to adopt formal terms of reference for the group and agree communication channels with the Hertfordshire Chief Executives Group.

There are a number of opportunities and recommendations for the service and the wider Council to consider in order for us to meet the requirements of the Homelessness Reduction Act 2017.

These are as follows:

#### **Maximising the use of temporary accommodation**

- Development of additional temporary accommodation on garage sites (i.e. extending beyond the agreed pilot scheme)
- Refurbishment of Leys Road temporary accommodation to make it more fit for purpose
- Review of existing 3 bedroom units of temporary accommodation and consider conversion to 1 bedroom shared units, which will assist in meeting demand for smaller units of accommodation and reduce need for utilising HRA stock
- A full review of The Elms contract to ensure good value for money and explore future opportunities
- Investigate the feasibility of implementing a Housing First model to address single homeless rough sleeping in the borough. Housing First is an approach that offers permanent, affordable housing as quickly as possible for individuals experiencing homelessness and provides the supportive services, connections to the community-based support people need to keep their housing and avoid returning to

homelessness. Ministers and DCLG are promoting this approach very strongly and have linked it very clearly with the roll out of the Act.

#### Development of advice services offered

- Increasing the range of support options available to those threatened with homelessness e.g. homeless prevention fund, rent deposit guarantee, mediation with family members / landlords, crash pad facilities
- Work is already being undertaken to clarify the roles and remits of the housing advice and options officers
- Working with forum partners such as CAD, Dens and Crisis to ensure alternative options to the Council are also available locally
- Establishing relationships with lenders, County Courts to ensure early intervention referral process is in place for households at risk of homelessness due to possession action
- Implementation of Homeless Forum sub-groups to undertake a task and finish approach to address key issues such as impacts of welfare reform and single non-priority homelessness
- Maximising the use of digital communications (i.e. social media, the website etc.) to keep people informed of their housing rights and where they can find support
- Development of new tools for creating personal housing plans with applicants
- Introduction of Tenant Academy (September 2017), which involves offering or signposting to free training opportunities to support tenants and applicants to develop new skills, improve their health and wellbeing, enhance their education and employability

#### Responding to failure to co-operate and right to review

- Development of robust policies and procedures for staff to refer to when faced with a client failing to co-operate or a review request
- Recruitment of an Independent Reviewing Officer

#### Addressing the impact on and of other services

- Work to develop a cross-service prevention culture, highlighting each teams role in preventing homelessness
- Implementing essential awareness training for key staff and service areas
- Carry out a review to ensure the impact on corporate services is understood (in particular for CSU)
- Review the operation of the Discretionary Housing Payment to provide a greater emphasis on the prevention of homelessness
- Develop a sustainable Tenancies Strategy to ensure tenancy sustainment and homelessness prevention is embedded across housing

### **Flexible Homeless Support Grant**

A report and action plan to Cabinet in relation to the ring-fenced Flexible Homeless Support Grant, which it is intended will be utilised to prepare and resource the service for the implementation of the Act. The Council has received confirmation that the ring fenced grant award for 2017/18 is £375,000 and 2018/19 £400,000. The new 'flexible homelessness support grant' is a radical replacement of the tightly controlled funding currently given to source and manage temporary accommodation for homeless individuals and their families. Its' purpose is to provide flexibility to authorities in providing intervention services, moving away from exclusive funding for procurement and funding of temporary accommodation. The report to Cabinet will detail a number of proposals that the service considers essential to address the challenges faced by the implementation of the Act, this includes additional full time posts to provide vital resource to key areas of the team to implement the service action plan and the commitments within the 2016-2020 Homelessness Strategy.

### **Conclusion**

The Homelessness Reduction Act 2017 is likely to have a significant impact on the way current services are shaped and delivered within Dacorum, it is vital that all statutory and voluntary services are bought in to working in partnership to enable the needs of Dacorum's residents to be met. Strategic Housing have been liaising closely with the NPSS practitioners to identify good practice and learning opportunities that can be implemented at the earliest approach, to ensure that we are prepared for the legislative changes. The service is continuing to work proactively to address the challenges locally and in the coming weeks a report will be presented to Housing Overview & Scrutiny Committee outlining the achievements since the introduction of the 2016-2020 Homelessness Strategy in October 2016. The service will also be submitting a report and action plan to Cabinet in relation to the ring-fenced Flexible Homeless Support Grant, which it is intending to utilise to prepare and resource the service for the implementation of the Act.

## Flexible Homelessness Support Grant – Formula Allocation

### Introduction

Temporary Accommodation Management Fee' (TAMF) was distributed to local authorities by the Department for Work and Pensions until the end of March 2017. The fee made £40 available per week per eligible temporary accommodation unit operated by authorities in London and £60 elsewhere in England. TAMF is being replaced by Flexible Homelessness Support Grant.

Department of Communities and Local Government (DCLG) statistics are recorded by Local Authorities in a quarterly statistical return called form P1E. This form collects data from English local housing authorities on their responsibilities under the homelessness legislation, including acceptances and number of households in temporary accommodation. It also includes a section on homelessness prevention and relief. Summary information from these returns is published by DCLG as official statistics, and the data is collected by Local Authorities in accordance with guidance issued by the Department<sup>1</sup>. It is therefore the most robust source of data on statutory homelessness and is used for the purposes of allocating this grant.

### Methodology

Options for the formula methodology were discussed at the engagement sessions with local authorities which were held during summer and autumn 2016. Around 130 authorities participated, including all London boroughs. The formula adopted is the one which was favoured by the large majority of authorities which participated.

The formula for Flexible Homelessness Support Grant is designed to distribute the funding according to levels of homelessness, family size and housing costs in the area.

The approach can be summarised by the following formula:

$$\text{Allocation for LA} = \frac{(\text{PRS preventions \& relief + acceptances}) \times \text{median rent}_{\text{Local authority}}}{(\text{PRS preventions \& relief + acceptances}) \times \text{median rent}_{\text{All Local authorities}}}$$

Where:

- PRS preventions and relief is the activity local authorities recorded undertaking on section e101b 2 and 3 of the P1E return
- Acceptances are households who are reported as statutorily homeless by their local authority in section e11g of the P1E return
- Rents levels are taken from the VOA Private Rental Statistics and take into account the number of large families 'accepted' as homeless in an area. Note

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<sup>1</sup> See

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/588912/P1E\\_Guidance\\_201612.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/588912/P1E_Guidance_201612.pdf)

that London has been split into two rent areas, 'Inner London' and 'Outer London'.

**Median LA rent**

$$= (\% \text{ of acceptances for small families} \times \text{median rent}_{2 \text{ bed}}) + (\% \text{ acceptances of } 3^+ \text{ children families} \% \times \text{median rent}_{4 \text{ bed}})$$

Additional measures have been taken so that:

- no authority receives less than £40,000 a year
- no authority receives less funding than the estimated total they would get under TAMF
- authorities with high levels<sup>2</sup> of TAMF eligible temporary accommodation receive an additional share of the funding in 2017/18 to create some headroom above the contribution we estimate that TAMF would have made to their TA costs.

**Example: Applying the formula to Birmingham<sup>3</sup>**

There is currently an upward national trend in the use of TAMF eligible units estimated at 12% per year. If we assume this trend continues from the baseline year of 2015/16 until at least 2018/19 (year 1 of the FHSG) then we can estimate Birmingham will have 688 TAMF eligible units in use by 2017/18. If allocations are made, as previously, paying £60 per week per unit of eligible TAMF units in use, this would give Birmingham an estimated £2,147,658 in 2017/18 and £2,405,377 in 2018/19 in TAMF funding.

Using the Flexible Homelessness Support Grant formula above for 2018/19 and the key assumptions below:

**μ (Location, Year of allocation)** is shorthand for our key demand metric '(PRs preventions & relief + acceptances) × median rent' and indicates for which location and year the metric is being calculated for.

1. Calculate μ for Birmingham over the last 4 quarters using existing data from the P1E.

$$\mu (\text{Birmingham, 2015/16}) = (408+3,730) \times \text{median rent}$$

2. Calculate the average rent for Birmingham.

23% of the acceptances in 2015/16 were for families who had 3+ children. So Birmingham's average rent will be based on 23 parts of the rent of a 4 bedroom property and 77 parts on the rent for a 2 bedroom property.

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<sup>2</sup> Local authorities are defined as 'high' if their volume of TAMF eligible units constitute 2% or more of the England total

<sup>3</sup> Rounding to the nearest £ and % have been used throughout this example

$$\begin{aligned} \text{Rent} &= 23\%(\pounds1127)+77\%(\pounds625) \\ &= \pounds742 \end{aligned}$$

Inserting this rental value into the formula in step 1

$$\begin{aligned} \mu (\text{Birmingham, 2015/16}) &= (408+3,730) \times \pounds741.67 \\ &= 3,069,022 \end{aligned}$$

- Using the predicted annual percentage changes in the 'key assumptions' for rent (1.4% for West Midlands) and for  $\mu$  (-2.6% for West Midlands) we extrapolate Birmingham's metric for 2018/19.

$$\mu (\text{Birmingham, 2018/19}) = 2,957,213$$

- Doing the same for England gives:

$$\mu (\text{England, 2015/16}) = 87,848,494$$

$$\mu (\text{England, 2018/19}) = 97,098,311$$

- We can now use the formula above, which shows us what percentage of the England metric is down to Birmingham's effect:

$$\text{Allocation \%} = \frac{2,957,213}{97,098,311} = 3.05\%$$

- To find Birmingham's financial allocation, multiply this share by the total funding available for that year.

$$\begin{aligned} \text{Financial allocation} &= \text{Allocation percentage} \times \text{Total annual funding for 2018/19} \\ &= 3.05 \% \text{ of } \pounds191,000,000 \\ &= \pounds5,817,071 \end{aligned}$$

- The additional measures above do not affect Birmingham directly; however they do influence the amount of available funds for distribution. Therefore applying a floor payment of  $\pounds40,000$  to all authorities, and compensating those areas who have lost funding compared to the estimated TAMF funding<sup>4</sup>, gives Birmingham the following final allocation =  $\pounds4,155,989$

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<sup>4</sup> Under the formula two Local Authorities areas would have received less funding in Year 2 of FHSG compared to Year 1. These areas have been given the same level of funding for Year 1 and Year 2 to mitigate this effect, and this has been managed by using funds outside of the formula allocation to avoid a reduction on the total FHSG available to all other areas.

## Key assumptions

As the allocations are forward looking, a number of assumptions have been made based on current trends.

1. Regional rents will continue to rise as they have done so over the last 5 years:

| Region                   | Average annual change |
|--------------------------|-----------------------|
| East of England          | 1.9%                  |
| East Midlands            | 1.6%                  |
| London                   | 3.8%                  |
| North East               | 0.6%                  |
| North West               | 0.7%                  |
| South East               | 2.3%                  |
| South West               | 1.6%                  |
| West Midlands            | 1.4%                  |
| Yorkshire and Humberside | 0.9%                  |

2. Temporary accommodation unit types that were eligible for TAMF are documented in DWP's 2011 Housing Benefit and Council Tax benefit circular<sup>5</sup>.
3. The P1E categories which are the best equivalents to the categories of temporary accommodation eligible for TAMF are:
  - a. 'Self-contained, nightly paid and privately managed', P1E section 6 2b;
  - b. 'Private sector accommodation leased by local authority or registered provider', P1E section 6 4 and;
  - c. 'Directly with a private sector landlord', P1E section 6 5.

Some of the units recorded in the third category may not be eligible for TAMF but for the purposes of these calculations we have assumed they are.

4. The use of TAMF eligible units will continue to rise by 12% annually from 2015/16, as it has done over the last 5 years.
5. The regional trends in the use of PRS prevention & relief + acceptances ( $\mu$ ) will continue as they have done so over the last 5 years

| Region          | Average annual change |
|-----------------|-----------------------|
| East of England | 0.2%                  |
| East Midlands   | -5.7%                 |
| London          | 2.9%                  |
| North East      | -8.3%                 |

<sup>5</sup> See [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/245812/s1-2011.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/245812/s1-2011.pdf)



|                             |       |
|-----------------------------|-------|
| North West                  | -0.4% |
| South East                  | 1.3%  |
| South West                  | -6.6% |
| West Midlands               | -2.6% |
| Yorkshire and<br>Humberside | -2.0% |



# Temporary Accommodation Policy

Last reviewed December 2016

# 1.0 Temporary accommodation policy overview

This policy was adopted by XXX on XXX and is managed and adhered to by XXX. This policy will be reviewed on a XXX basis.

## Contents

### 1.0 Policy overview

- 1.1 Introduction
- 1.2 Aim(s) of the policy
- 1.3 Links to the Council's corporate aims
- 1.4 Equality and diversity
- 1.5 Policy statement(s)

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- 2.1 Suitability
- 2.2 Management of temporary accommodation
- 2.3 Support for residents
- 2.4 Discharge of duty and eviction

### 3.0 Links to other corporate strategies and policies

### 4.0 Legislation

### 5.0 Supporting procedures

## 1.1 Introduction

As a local authority, people who are homeless or threatened with losing their home will approach us for advice and support. In some emergency cases, temporary accommodation can be offered as interim housing to those who are eligible and in priority need.

If you are homeless or at risk of becoming homeless, you should make contact with us as soon as possible via our online [quick response form](#) or by emailing [housingoptions@dacorum.gov.uk](mailto:housingoptions@dacorum.gov.uk). You can also call us on 01442 228 000 and ask for 'housing options' or if you become homeless outside of normal working hours and cannot make your own arrangements, please call the emergency homeless line on 0800 018 6050.

## 1.2 Aim(s) of the policy:

The aims of this policy are to:

- To clarify our approach, for staff and residents, to providing temporary accommodation to those eligible and in priority need;
- To ensure the effective management of temporary accommodation premises;
- To ensure support is provided to residents in temporary accommodation to help them move on to a more secure housing option;
- To provide accommodation that meets the guidance defined within the Homelessness Code of Guidance in relation to suitability of temporary accommodation.

## 1.3 Links to Council's corporate aims

This policy supports the council's corporate priorities of creating "a clean, safe and enjoyable environment" and "providing good quality affordable homes, in particular for those most in need" which is set out in 'Delivering for Dacorum – Corporate Plan 2015-2020'.

## 1.3 Equality and diversity

The council is committed to promoting equality of opportunity in housing services and has procedures in place to ensure that all Applicants and Tenants are treated fairly and without unlawful discrimination.

## 1.3 Policy Statement(s)

We will ensure that households moving into temporary accommodation will be appropriately placed (see 2.1).

We will manage temporary accommodation effectively (see 2.2).

We will provide support to residents of temporary accommodation to help them in moving on to a more secure home (see 2.3).

In some cases we will discharge our temporary accommodation duty (see 2.4).

# 2.0 Temporary accommodation policy detail

## 2.1 Suitability

Referrals for temporary accommodation come via the housing options team. Households are assessed as to whether they are eligible, homeless and in priority need and then, if approved, are allocated a temporary accommodation property.

When a household is identified as being in need of temporary accommodation, we will work to ensure that they are placed in a property which is most suitable to their needs. This may be a room in shared accommodation, a bedsit, flat or house.

In some instances we may need to place a household in bed & breakfast accommodation. However, we aim to avoid this as much as possible and will not place 16 and 17 year olds here under any circumstances. We will only place families in a bed & breakfast in the case of an emergency and we will ensure they remain there no longer than 6 weeks.

There is a right of appeal for residents of temporary accommodation if their accommodation is considered to be unsuitable for the households needs.

## 2.2 Management of temporary accommodation

All of our temporary accommodation properties are managed by our Temporary Accommodation Officers. They carry out randomised weekly, monthly and CCTV checks which consist of:

- Estate inspections of outside areas;
- Internal communal area checks;
- Room / property inspections;
- Health & safety checks e.g. fire alarm.

Residents of temporary accommodation must adhere to their licence agreement. This includes paying weekly rent, appropriately maintaining their property and not engaging in anti-social behaviour. If residents do not adhere to license agreements they will be issued with a warning letter. On the third consecutive warning for rent arrears or anti-social behaviour, the household will be issued with a 28 day notice to leave the property. We are not required to go to court to seek possession of the property. We can also use immediate eviction in serious cases of anti-social behaviour or in situations where it is believed that other residents, member of the public or staff is at serious risk of harm.

Tenants may be able to keep a domestic pet in temporary accommodation; this will be at the discretion of the Housing Officer. Pets cannot be kept in emergency accommodation such as a hostel, bed and breakfast or hotel.

## 2.3 Support for residents

A main aim of temporary accommodation is to provide an interim housing to those in need. Therefore, we ensure that support is available to our temporary accommodation residents to enable them to achieve a prompt and successful move on.

Each resident is allocated a Welfare & Support Officer who will work with them to draw up a support plan. Support plans are tailored to the individual household but can cover a number of things, including (but not limited to) the following:

- Support with finding employment / applying for benefits / school attendance;
- Referrals to other agencies;
- Advice in the case of a negative decision;
- Offering 'positive pathways' support if the household is approved as eligible for it.

If households have children under 5 years old, they will also receive an appointment from a health visitor every two weeks who will monitor the wellbeing of the children and make referrals to other agencies if appropriate or required. A representative from a local children's centre will also visit to monitor the children's development and offer advice re. schools and local playgroups.

## 2.4 Discharge of duty and eviction

Once a negative decision has been made we may remove a household from their temporary accommodation property, even if they have requested a review of the decision. If a positive decision is made and the resident is waiting to be housed they must maintain adherence to their licence agreement, otherwise we will take action which may lead to discharge of duty and an intentionally homeless decision.

If a resident is found to not be occupying their interim accommodation as their main residence then we will take action towards eviction. If we offer suitable interim accommodation and it is turned down by the household, then we will discharge our temporary accommodation duty.

## 3.0

### Links to other corporate documents

This policy links to and should be read in conjunction with the following policies and strategies:

- Corporate Plan 2016 – 2020
- Relocations Policy
- Licence Agreement
- No Second Night Out Policy

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## 4.0

### Legislation

The legislation listed below will be taken into consideration when implementing this policy:

- Housing Act 1996
- Homelessness (Suitability of Accommodation) Order 2012



# Homelessness Forum Service Standards

# 1.0 Service Standards overview

These service standards were adopted by the Homelessness Forum in January 2017 and are managed and adhered to by Homelessness Forum Members. This document will be reviewed on an annual basis.

## Contents

### 1. Aims

- 1.1. Introduction
- 1.2. Aims of the Homelessness Forum
- 1.3. Links to the Council's corporate aims
- 1.4. Equality and diversity

### 2. Membership

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- 2.2. Expectations of members
- 2.3. Chair
- 2.4. Decision Making
- 2.5. Accountability

### 3. Frequency of meetings and administrative support

### 4. Review

### 5. Related documents

## 1. Aims

### 1.1 Introduction

The overarching aim of the Homelessness Forum is to bring together representatives from all statutory and voluntary agencies that are stakeholders and service providers working with homeless or at risk residents. These groups of people have an interest in enhancing housing provisions and preventing homelessness across Dacorum by using a cohesive and coordinated approach.

### 1.2 Aims of the Homelessness Forum:

The aims of this group are to:

1. To bring together service providers, stakeholders and other interested parties who have an objective to investigate and resolve the factors and causes of homelessness in Dacorum and to listen to the views of partners and stakeholders
2. To develop a cohesive and coordinated approach to addressing the issues identified by Forum Members
3. To become the primary resource for networking and sharing good practice around homelessness issues
4. To work with Dacorum Borough Council and other statutory partners to ensure that the support needs of homeless people are acknowledged in both Dacorum Borough Council's Housing Strategy and Homelessness Strategy and any related key strategies, policies and forward plans

5. To take responsibility for the implementation and monitoring of the Homelessness Strategy's progress and achievement
6. To identify future needs and work collaboratively to plan future approaches
7. To identify opportunities for funding linked to prevention of homelessness and eradicate rough sleeping in line with the Council's No Second Night Out policy
8. To seek out and share good practice with regard to tackling homelessness and championing homelessness prevention
9. To provide honest feedback and suggest improvements to improve working practices
10. To find ways of promoting effective joint working amongst service providers
11. To celebrate and publicise the Forum's achievements and successes across a range of networks

### 1.3 Links to Council's corporate aims:

The Homelessness Forum supports the council's corporate priorities which are set out in ['Delivering for Dacorum – Corporate Plan 2015-2020'](#).

### 1.4 Equality and diversity

The council is committed to promoting equality of opportunity in housing services and has procedures in place to ensure that everyone accessing services provided or commissioned by the council are treated fairly and without unlawful discrimination.

## 2.0 Membership

### 2.1 Membership

Membership is open to all agencies and organisations that are involved in service delivery to homeless people, and other local authorities from the surrounding area who wish to share good practice.

### 2.2 Expectation of Members

Member organisations and their representatives are expected to:

1. Act as an organisational link on issues surrounding homelessness and joint working with the Council and other partners of the forum.
2. To be clear about their role and who they represent
3. To work within their own organisations and sectors to develop mechanisms to ensure that the needs of homeless people are included in all areas of the organisation's activity
4. Ensure Dacorum Borough Council's Homelessness Strategy informs policy and strategy development within their organisation
5. Monitor the implementation of the strategy within their organisation

### 2.3 Chair

A member of the Forum will Chair for a 12-month period. Nominees will be elected at the end of each term. The council will continuously act as Secretary to the forum.

### 2.4 Decision Making

The role of this Forum will be to make recommendations regarding homelessness Strategy development. All recommendations will be agreed by consensus.

### 2.5 Accountability

The council's Housing Portfolio Holder and the Cabinet will make all formal decisions regarding the council's position on the recommendations made by the Homelessness Forum. The accountability of this group will also help to maintain a focus on the issues of homelessness within their organisations and help to ensure it retains priority alongside other competing demands.





### 3.0 Frequency of meetings and administrative support

Forum meetings will take place four times each year, with additional workshops and informal meetings where deemed appropriate. Officers from the Housing Service will provide administrative support to the Homelessness Forum.

### 4.0 Review

The Homelessness Forum, and these service standards, will be reviewed annually. The Supported Housing team leaders, group manager and members of the Homelessness Forum, will conduct the annual review.

### 5.0 Related documents

Please see the [Homelessness Strategy 2016-2020](#) and the No Second Night Out Policy for more information about the responsibilities of the Homelessness Forum members.



NSNO Policy  
[Draft].docx



# 6.0 Member Organisations

|   | Representative Name | Signed | Date |
|---|---------------------|--------|------|
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## AGENDA ITEM:

### SUMMARY

|                         |  |
|-------------------------|--|
| <b>Report for:</b>      | <u>Housing and Communities Overview and Scrutiny Committee</u> |
| <b>Date of meeting:</b> | 05 July 2017   |
| <b>PART:</b>            | 1  |
| If Part II, reason:     |  |

|                              |   |
|------------------------------|---|
| <b>Title of report:</b>      | Benchmarking and Performance Overview 2015/16   |
| <b>Contact:</b>              | Emily-Rae Maxwell – Policy and Participation Team Leader<br>Elliott Brooks – Assistant Director Housing   |
| <b>Purpose of report:</b>    | The purpose of this report is to provide members with an overview of Dacorum’s Housing Service performance when benchmarked against a group of peers by HouseMark.<br><br>This report will include highlights and recommendations linked to the performance, satisfaction and cost of Housing Management, Responsive Repairs and Voids and Major Works and Cyclical Maintenance.                |
| <b>Recommendations</b>       | For members to consider the information presented and consider the performance of DBC when benchmarked against other social housing providers.<br><br>For members to note the areas of good performance and satisfaction of tenants and leaseholders.<br><br>For members to note the proposed recommendations for using the results of benchmarking to develop and improve the housing service. |
| <b>Corporate objectives:</b> | Monitoring the performance of the housing service through benchmarking supports the council to deliver the following corporate objectives; <ul style="list-style-type: none"> <li>• Providing good quality affordable homes, in particular for those most in need</li> <li>• Delivering an efficient and modern council</li> </ul>  |
| <b>Implications:</b>         | <u>Financial implication</u>  |

|   |   |
|---|---|
|   | <p>There is no financial implication.</p> <p><u>Value for money</u></p> <p>Benchmarking provides key comparisons with similar organisations, enabling understanding of strengths and weaknesses and underpinning an evidence based approach to resource allocation, cost reduction and target setting.</p> <p>Through membership with HouseMark, Dacorum’s housing service are able to effectively capture whether the service provides good value for money.</p> <p>This allows for a more informed approach to decisions made within the service.</p> |
| Risk Implications   | Housing Risk Assessment is presented to the committee on a quarterly basis  |
| Equalities Implications   | This report is based on performance data and therefore has no equality implications   |
| Health And Safety Implications  | There are no direct Health and Safety implications.   |
| Consultees:   | <p>Elliott Brooks – Assistant Director, Housing</p> <p>Fiona Williamson – Group Manager, Property and Place</p> <p>Layna Warden – Group Manager, Tenants and Leaseholders</p> <p>Natasha Brathwaite – Group Manager, Strategic Housing</p>  |
| Background papers:  | Appendix 1 – HouseMark Peer Group   |
| Glossary of acronyms and any other abbreviations used in this report: | DBC – Dacorum Borough Council   |

## 1 Introduction

- 1.1 The purpose of this report is to outline and analyse the performance of Dacorum's Housing Service in 2015/16 using the results of the HouseMark Benchmarking submission.
- 1.2 HouseMark is a leading provider in social housing data and insight. Membership with HouseMark provides Dacorum's with a suite of services which are tailor-made to help housing organisations deliver performance-driven change at both a strategic and operational level. This includes the opportunity to benchmark performance against other organisations.
- 1.3 This report will outline the benchmarking submission results for 2015/16 and will include; the performance, satisfaction and cost of Housing Management, Responsive Repairs and Voids and Major Works and Cyclical Maintenance.

## 2 Benchmarking

- 2.1 Dacorum Borough Council (DBC) recognises the importance of taking intelligence led approach to shaping services.
- 2.2 The Policy and Participation team are responsible for developing the housing services' use of information to improve the service by; understanding tenants' needs, identifying opportunities for efficiencies, monitoring value for money and facilitating the management of risk.
- 2.3 Monitoring performance internally is an essential part of identifying the effectiveness of the housing service against its own targets. To utilise this information further and gain insight DBC's housing service took part in the HouseMark Benchmarking information return.
- 2.4 Results from this submission were received in April 2017. It is important to note that all information included in this report is based on performance of the Housing Service in 2015/16.
- 2.5 DBC was compared to sixty-six other social housing providers across the country, all of which took part in the 2015/16 benchmarking submission. This peer group consists of other stock holding local authorities and was developed based on a comparison of the type and number of units within the stock.
- 2.6 Once the information is collected, HouseMark publish the results by placing organisations in the relevant quartile for each area of performance analysed. Quartiles are developed using the averages of the information. In addition to analysing performance against the averages for the peer group, results are ranked in order meaning DBC are able to identify where they are placed.
- 2.7 Due to differences in each organisation's submission of data, not all sixty-six peers will feature in the breakdown of each topic area. For the full list of peer organisations see appendix 1 – HouseMark Peer Group.

2.8 Using the results from the benchmarking submission, this report will outline and analyse DBC's performance for the following areas;

- Overall cost
- Housing Management
- Major Works and Cyclical Maintenance
- Responsive Repairs and Voids

### 3 Overall Cost

3.1 The overall cost of Dacorum's housing landlord service for 2015/16 was £35.79 million. The breakdown of this is as follows;

- £2.9 million on housing management
- £25.4 million on major works and cyclical maintenance
- £7.5 million on responsive repairs and voids

3.2 At the time of submission, DBC had approximately 10,260 homes. The cost per property to provide these services was £3,488.77.

3.3 A breakdown of this cost per property is as follows;

- £285.48 on housing management
- £2473.56 on major works and cyclical maintenance
- £729.73 on responsive repairs and voids

3.4 Whilst DBC is ranked 52 out of 67 for the overall cost of the housing service, a breakdown of this places the provision of housing management in the top quartile when compared to our peers.

3.5 When analysing the average rent per General Needs and Housing for Older People property there is a correlation between the cost of the service and the cost of living.

3.6 The average weekly rent for DBC tenants is £101.55.

#### 4 Housing Management

- 4.1 The cost of housing management for DBC is £2.9 million. This places Dacorum in the top quartile when compared our peer group. This includes collecting rent and managing arrears, carrying out lettings, managing tenancies and anti-social behaviour cases and tenant involvement.
- 4.2 This is significantly lower than the peer group and based on the breakdown of analysis indicates a need to explore whether further resources need to be invested into housing management. As mentioned, the cost per property for housing management is £285.48, this is lower than the average of the peer group at £350.47.
- 4.3 Staffing costs make up the bulk of housing management and the structure of teams within an organisation is the main factor explored within this submission when analysing performance. This is predominantly a result of generic roles vs specific roles and how they benefit or impact service areas in different ways.
- 4.4 Dacorum currently operates using specialist teams, these include; Income, Tenancy, Tenancy Sustainment, Supported Housing and Policy and Participation (who are responsible for Tenant Involvement).

#### 5 Rent arrears and income collection

- 5.1 £94.05 of the overall spend per property for housing management is on rent arrears and income collection. This is £8.92 less than the average for the peer group and places DBC in the second quartile group.
- 5.2 Current rent arrears for 2015/16 were 3.15% of rent due. This is 1% more than the average for our peer group. Whilst the service costs less than the average for the peer group, the higher percentage of rent arrears suggests a need to invest resources into supporting tenants to pay their rent and preventing them from falling into debt. A proposal to develop the service's approach to financial inclusion has been included in the 2017/18 service plan. This will also help to prepare tenants and the housing service for the changes introduced by Universal Credit.
- 5.3 Both former tenant rent arrears and gross arrears written off are in line with other organisations.
- 5.4 Overall the income collection for 2015/16 highlights a fairly good performance but indicates a need to explore ways of managing current tenant arrears and preventing further debt.

#### 6 Anti-Social Behaviour (ASB)

- 6.1 15 organisations did not submit any data for this part of the submission and therefore are not included in this analysis.
- 6.2 DBC spent a total of £256,705.20 on ASB in 2015/ 16. This equates to £25.02 per property which is £20.02 less when compared to our peer group.
- 6.3 DBC's housing service managed 384 cases in 2015/16 which was 222 less than the previous year. When compared to our peer group this is significantly less with the average of 673 cases per year. This contributes to the low cost of the provision of this service for Dacorum.

- 6.4 Additionally, crime rates in Dacorum are lower than national statistics, meaning the lower than average numbers of cases is not a result of tenants failing to report ASB. This suggests although the amount invested in resolving ASB for the housing service is lower than the average for the peer group, it is proportionate to the number of cases for DBC's stock size.
- 6.5 The total number of ASB cases for Dacorum in 2015/16 was 481. This would suggest only 20% of all logged ASB cases are non-tenant related.
- 6.6 Further analysis of DBC's performance shows the overall cost per case was £668.50 and it took on average 55 days for a case to be closed. This is 6 days less than 2014/15.
- 6.7 295 cases were reported as successfully resolved. 70 were reported as unresolved. 30 cases were opened during this benchmarking period but due to the timelines have continued into the 2016/17 submission. 125 of all cases were noise-related.
- 6.8 Whilst the report indicates DBC's resolution rate for ASB of 80.82% would appear in the bottom quartile when compared to our peers due to being ranked 36 out of 43; however, the results of the Survey of Tenants and Residents (STAR) for 2015/16 show that 92% of general needs tenants, 93% of supported housing tenants and 84% of leaseholders were satisfied with the housing service's approach to handling ASB.

## 7 Tenant Involvement

- 7.1 The cost of Tenant Involvement was £48.77; this is slightly higher than the average cost of our peer group which was £42.62.
- 7.2 DBC reported 25 changes to the service as a result of tenant involvement activities. This places us 6<sup>th</sup> out of 29. 38 peers did not submit data for this part of the submission. With a high number of peers not submitting information for Tenant Involvement, the actual cost of providing this service in comparison to our peers cannot be truly compared.
- 7.3 51 out of 62 organisations within the peer group have specialist teams for Tenant Involvement, 5 did not submit any data outlining their structure. Analysis shows organisations with a generic approach to tenant involvement have not then reported any changes to the service as a result of tenant involvement with only one organisation operating a 'generic' approach reporting 4 changes in total.
- 7.4 This suggests that although Dacorum appears higher in cost, the return on the investment from tenant involvement supports the service's wider commitment to continuous improvement and targeting resources to areas that reflect tenants' priorities and needs.

## 8 Tenancy Turnover and Lettings

- 8.1 Dacorum's tenancy turnover rate was 5.5%. This places DBC in the top quartile and a ranking of 13 out of 64 when compared to the peer group.
- 8.2 DBC's average re-let time was 27.8 days. This places us in the second quartile as the average for our peer group being 30.62 days.
- 8.3 The percentage of rent lost through voids was 0.44% which places DBC in the first quartile and a ranking of 6 out of 64 with the average for the peer group being 1.23%.



- 8.4 Further analysis indicates only 0.22% of our dwellings were vacant and available at any given time which is a total of 22 properties. The average for our peer group was 0.53%.
- 8.5 Overall tenancy turnover indicates a good performance across all contributing factors.

## 9 Asset Management

- 9.1 For the purpose of this report both Major Works and Cyclical Maintenance and Responsive Repairs and Voids will be analysed together rather than looking at them in isolation. This is to better reflect and understand the impact to the council adopting a Total Asset Management (TAM) approach.

## 10 Major Works and Cyclical Maintenance

- 10.1 The overall cost to provide Major Works and Cyclical Maintenance
- 10.2 The cost per property for Major Works and Cyclical Maintenance is £2473.56. This is in the bottom quartile when compared to our peers; however, it is important to note that Dacorum took the decision to proactively invest in Major Works through the TAM approach. This is based on the rationale that an effective maintenance programme will reduce future pressure on responsive repairs.
- 10.3 TAM gives the council more control over the works being undertaken in a property. TAM also allows the service to undertake the majority of repairs or maintenance that is required whilst a property is empty. This would prove difficult should the council have separate contractors and provides better value for money.
- 10.4 Further analysis of the peer group indicates those who have a lower cost per property for major works and cyclical maintenance generally are higher in cost for responsive repairs and voids.
- 10.5 Further work by Osborne Property Services Limited to develop a five year planned works programme will also ensure properties in most need of major works will be prioritised. This indicates this cost should reduce over the period of the contract.
- 10.6 The percentage of properties with valid gas safety certificates placed DBC in the top quartile with a 100% validity at the time of this submission.

## 11 Responsive Repairs and Voids

- 11.1 The overall cost of the responsive repairs and voids service was £7.5 million which places DBC in the third quartile with a ranking of 50 out of 67. When looking at the peer group stock size however a number of organisations have less than 5,000 homes and therefore the overall cost of the service is significantly less.
- 11.2 A breakdown of cost per property and per repair indicates the responsive repairs service delivered through the TAM contract with Osborne Property Services Limited is value for money.
- 11.3 In 2015/16 a total of 23,277 repairs were completed; 21,445 were routine repairs and 1,822 emergencies.

- 11.4 The cost per property for Responsive Repairs and Voids was £729.73 this places DBC in the second quartile when compared to the peer group. The average for the peer group was £766.85.
- 11.5 The number of repairs per property for Dacorum was 2.78. This is lower than the average for the peer group at 3.4 repairs per property and places DBC in the top quartile with a ranking of 14 out of 67.
- 11.6 The cost per repair for DBC is £113.57. The average cost per repair for the peer group was £119.18 placing DBC in the second quartile. This indicates the TAM approach provides good value for money through the responsive repairs service.
- 11.7 The percentage of repairs appointments kept was 97.51% placing DBC in the second quartile with a ranking of 16 out of 67.
- 11.8 Further value for money has been captured through the outsourcing of the responsive repairs and void works service. The overall cost to DBC to manage the responsive repairs service is £449,183 which equates to £43.70 per property. This is significantly lower than the average of £87.94 per property for the peer group and places DBC in the top quartile as the majority of costs for service provision are included in the TAM contract and provided by Osborne Property Services Limited.
- 11.9 The cost per property for the provision of the responsive repairs service is also lower than the average for the peer group. The cost per property for Dacorum is £315.95 whilst the peer group's cost is £435.40. This again reiterates the link between investing in major works leading to the reduction of responsive repairs.
- 11.10 As mentioned, the TAM approach offers the opportunity to undertake any repairs and maintenance required whilst a property is void as well as completing major works. The cost the service provision for DBC's voids is significantly higher than the peer group at £342.15 per property, as the average for the peer group is £178.29. This however, highlights the effectiveness of the TAM approach as it suggests a large number of repairs are completed during the void period minimising the impact to tenants. Additionally, this has little to no impact on tenancy turn over and re-let times as this has been highlighted as a key area of good performance for DBC.
- 11.11 The overall cost per property for the provision of responsive repairs and voids was in line with the peer group. This suggests the investment of resources is in service provision as opposed to service management. This links to the STAR results from 2015/16 which show that 85% of general needs tenants, 94% of supported housing tenants and 96% of leaseholders indicated they were satisfied with the quality of their home. This places us in the second upper quartile when compared to our peers.

## 12 Value for Money and Satisfaction

- 12.1 Overall, 94% of tenants and leaseholders were satisfied with the housing service based on the results of STAR.
- 12.2 93% of our general needs tenants said they were satisfied their rent provides value for money. This is a 3% increase when compared with the 2014 STAR results
- 12.3 98% of our supported housing tenants said they were satisfied their rent provides value for money. This is a 1% increase when compared with the 2014 STAR results.

- 12.4 79% of our leaseholders said they were satisfied their rent provides value for money. This is an 8% increase when compared with the 2014 STAR results. *(NB. the leaseholder question related to service charges rather than rent.)*
- 12.5 97% of our supported housing tenants said they were satisfied with their neighbourhood as a place to live. This is comparable to the 2014 STAR results.
- 12.6 90% of our leaseholders said they were satisfied with the overall their neighbourhood as a place to live. This is a 7% increase when compared with the 2014 STAR results.
- 12.7 When asked 'How satisfied or dissatisfied are you with your neighbourhood as a place to live?' results showed:
- 12.8 92% of our general needs tenants said they were satisfied with their neighbourhood as a place to live. This is a 2% increase when compared with the 2014 STAR results.

### 13 Conclusion

- 13.1 The results of the HouseMark benchmarking submission show a number of areas of good performance for DBC.
- 13.2 Further to this, DBC were highlighted as both high performing and low cost, specifically in areas related to housing management.
- 13.3 Additionally, areas that were considered high cost such as Major Works reflected service decisions by DBC to proactively invest in properties with the aim to reduce demand in the future meaning high cost areas are not a result of poor performance.
- 13.4 Areas of success include:
- The total cost of Housing Management placing DBC in the top quartile whilst still maintaining a good performance
  - Rent loss due to empty properties as a % of rent due placing DBC in the top quartile with only 0.44% of rent lost
  - Percentage of properties with a valid gas safety certificate
  - Overall satisfaction from tenants and leaseholders with the service provided
  - Overall satisfaction from tenants and leaseholders with their neighbourhoods
- 13.5 Areas for improvement or further development include:
- Further analysis on the cost per activity under housing management including collecting rent arrears as a % of rent due
  - Further analysis on ASB including the resolution rates and approach to reducing tenant related ASB cases
  - Further development of the Major Works programme to ensure value for money is achieved
  - Further analysis on demand management to identify any correlation between tenants accessing all areas within the service and trend behaviours

| <b>Dacorum Borough Councils – HouseMark peer group Comparator Group Results</b> |
|---|
| Aberdeenshire Council   |
| Adur DC   |
| Babergh DC  |
| Barrow-in-Furness BC  |
| Brighton and Hove City Council  |
| Broxtowe BC   |
| Cannock Chase DC  |
| Castle Point BC   |
| Central Bedfordshire Council  |
| Charnwood BC  |
| Chesterfield BC   |
| City of Edinburgh Council   |
| City of Lincoln Council   |
| City of London  |
| City of York Council  |
| <b>Dacorum BC (2015/2016)</b>   |
| Denbighshire County Council   |
| Dudley MBC  |
| East Devon DC   |
| East Riding of Yorkshire Council  |
| Exeter City Council   |
| Gosport BC  |
| Gravesham BC  |
| Guildford BC  |
| Hull City Council   |
| Isle of Anglesey County Council   |
| Kettering BC  |
| LB of Croydon   |
| LB of Ealing  |
| LB of Hackney   |
| LB of Harrow  |
| LB of Havering  |
| LB of Redbridge   |
| LB of Southwark   |
| LB of Wandsworth  |
| Lewes DC  |
| Mansfield DC  |
| Medway Council  |
| Mid Devon DC  |
| Mid Suffolk DC  |
| North Kesteven DC   |
| North Lanarkshire Council   |
| North Tyneside Council  |
| North Warwickshire BC   |
| Norwich City Council  |
| Oxford City Council   |

|                                       |
|---------------------------------------|
| Perth and Kinross Council             |
| Reading BC                            |
| Renfrewshire Council                  |
| Rotherham MBC                         |
| Royal Borough of Kingston upon Thames |
| Rugby BC                              |
| Runnymede BC                          |
| South Cambridgeshire DC               |
| South Derbyshire DC                   |
| South Kesteven DC                     |
| South Lanarkshire Council             |
| Southampton City Council              |
| Stoke on Trent City Council           |
| Swindon BC                            |
| Uttlesford DC                         |
| Warwick DC                            |
| Wealden DC                            |
| West Dunbartonshire Council           |
| Wiltshire Council                     |
| Winchester City Council               |
| Wokingham BC                          |