



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 8 November 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 Armytage
Councillor Banks
Councillor Mrs Bassadone
Councillor Conway
Councillor England
Councillor P Hearn

Councillor Fethney
Councillor Imarni (Vice-Chairman)
Councillor Mahmood (Chairman)
Councillor Silwal
Councillor W Wyatt-Lowe
Councillor Mills

Substitute Members:

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

For further information, please contact Kayley Johnston 01442 228226

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. Q2 BUDGET MONITORING FINANCIAL REPORT (Pages 3 - 12)

7. Q2 HOUSING (Pages 13 - 61)

8. Q2 RESIDENT SERVICES (Pages 62 - 70)

9. ASB ISSUES IN DACORUM (Pages 71 - 75)



Report for:	Housing and Community Overview and Scrutiny Committee
Date of meeting:	8 November 2017
PART:	1
If Part II, reason:	

Title of report:	Budget Monitoring Quarter 2 2017/18
Contact:	Cllr Graeme Elliot, Portfolio Holder for Finance and Resources David Skinner, Assistant Director (Finance & Resources) Caroline Souto, Team Leader Financial Planning & Analysis
Purpose of report:	To provide details of the projected outturn for 2017/18 as at Quarter 2 for the: <ul style="list-style-type: none"> • General Fund • Housing Revenue Account • Capital Programme
Recommendations	That Committee note the forecast 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 HRA – Housing Revenue Account

1. Executive Summary

- 1.1 Projected General Fund revenue outturn - a surplus of £196k is forecast on the General Fund revenue account. This includes £400k of ongoing savings identified at outturn 2016/17, which have been factored into base budgets going forward.
- 1.2 Projected Housing Revenue Account outturn – a deficit of £431k is forecast. This deficit will need to be met from earmarked reserves.
- 1.3 Projected Capital forecast General Fund – slippage of 7%.
- 1.4 Projected Capital forecast HRA – slippage of 1.8%.
- 1.5 The report pack contains the following documents:
 - Appendix A – General Fund Summary Spreadsheet
 - Appendix B – HRA Summary Spreadsheet
 - Appendix C – Capital Programme

2. Introduction

- 2.1 The purpose of this report is to present the Council’s forecast outturn for 2017/18 as at 30 September 2017. The report covers the following budgets:
 - General Fund
 - Housing Revenue Account (HRA)
 - Capital Programme

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).
- 3.2 The current budget is the original budget approved by Cabinet in February 2017, plus the following approved amendments:

Amendments	£000	Approved
2017/18 Original budget - cost of services	20,968	
Funding to support creation of Development Company	200	Council July 2017
Legal costs Regulatory Services	95	Council September 2017
Brownfield Register employees costs	60	Council September 2017
Increased budget recharged to HRA	44	Council September 2017
2017/18 Current Budget - cost of services	21,367	

3.3 Appendix A provides an overview of the General Fund provisional outturn position.

3.4 Variances on corporate items

The forecast for Investment Income is showing a deficit of £115k. This is due to the reduction in the Bank of England base rate during 2016/17. This has been amended for future years in the Medium Term Financial Strategy presented to Cabinet in July 2017.

The forecast for grant income is showing a surplus of £105k due to additional new burdens grants which have been received. Included in this is £70k of funding relating to the revenues and benefits service, and an adjustment of £7k to prior year new homes bonus.

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

	Current Budget £000	Forecast Outturn £000	Variance	
			£000	%
Finance & Resources	11,470	11,433	(37)	-0.3%
Housing & Community	1,744	1,650	(94)	-5.4%
Strategic Planning & Environment	8,153	8,276	123	1.5%
Total	21,367	21,359	(8)	0.0%
Investment Property	(3,736)	(3,798)	(62)	1.7%
Non-controllable budgets	(16,651)	(16,662)	(11)	0.1%
Earmarked Reserve movements	(981)	(1,095)	(114)	11.6%
Contribution (to)/from General Fund Working Balance	(1)	(196)	(195)	

3.6 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	Forecast Outturn	Variance	
	£000	£000	£000	%
Employees	3,164	3,271	107	3.4%
Premises	789	815	26	3.3%
Transport	17	14	(3)	(17.6%)
Supplies & Services	1,865	1,880	15	0.8%
Third Parties	245	245	0	0.0%
Transfer Payments	5	5	0	0.0%
Income	(4,341)	(4,580)	(239)	5.5%
	1,744	1,650	(94)	(5.4%)

4.1 Employees - £107k over budget (3.4%)

Pressure of £50k – A pressure has arisen in Strategic Housing due to a member of staff being seconded to The Elms homeless hostel. This is being recovered with no overall cost to the Council as set out below.

There are other minor items within this area but this is the main driver for the variance.

4.2 Income - £239k over-achievement of budget (5.5%)

Over-achievement of income £120k - An additional £120k of income is forecast from Temporary Accommodation due to ongoing increases in demand. This follows a surplus achieved last financial year from Council owned properties managed by commercial assets, which are being used to maximise occupancy and to minimise expensive bed and breakfast provision for Housing. This increase will be factored into the base budget going forward.

Overachievement of £50k – Salary costs of a member of staff seconded to The Elms hostel are being recovered as set out above.

5. Housing Revenue Account (HRA)

5.1 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.

5.2 The projected HRA balance at the end of 2017/18 is £431k under the budgeted balance of £2.9m, at £2.5m.

5.3 Dwelling Rents - £126k under budget (0.2%)

A pressure is forecast in Dwelling Rents due to properties owned by the General Fund being used for Temporary Accommodation, rather than as budgeted for secured tenancies.

5.4 Tenants' Charges - £100k under budget (18.9%)

A deficit is expected in relation to the newly de-pooled service charges. Detailed calculations for setting rent and de-pooled charges have now been performed, and a shortfall is anticipated.

5.5 Contribution towards Expenditure - £125k overachievement of income (19.1%)

Additional income is being received for legal work carried out, such as issuing a deed of variation and lifting of restrictive covenants. This relates to certain properties in the borough, where there are restrictions over the land owned by the Housing Revenue Account, and charges are made for the lifting of these restrictions.

5.6 Supervision and Management - £254k over budget (0.9%)

A pressure of £425k is forecast on the Osborne pension liability, following the triennial pensions review. This is as a result of changes to pension regulations to consolidate bonus payments into pensionable pay.

A pressure of £100k is forecast for anticipated feasibility works on the new build programme. This is essential preparatory work in order to identify viable new build sites.

A pressure of £90k is forecast in the Tenants and Leaseholders service in two particular areas: firstly legal costs are higher than anticipated due to a high volume of legal cases; in addition bank charges have exceeded the budgeted position due to the council's provider changing their charging mechanism for debit cards from a flat fee to a percentage basis.

A saving of £140k is expected in premises expenditure in Supported Housing, on building repairs, maintenance and utilities for Elderly Persons' Dwellings. This is in line with a surplus reported in this area for the previous financial year.

Underspends are anticipated in salaries due to vacancies within the Property and Place service (£100k), in the Supporting People service (£100k) and also in the Housing Cleaning service (£40k).

5.7 Transfer to Housing Reserves - £431k under budget

The overall variance on the HRA is currently forecast to reduce balances by £431k. This will need to be funded from HRA earmarked reserves.

6. Capital Programme

6.1 Appendix C shows the projected capital outturn in detail by scheme.

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

The current budget is the original budget approved by Cabinet in February 2017, plus approved amendments, including re-phasing of the slippage identified at Quarter 1 into 2018/19.

The 'Rephasing' column refers to those projects where expenditure is still expected to be incurred, but it will now be in 2018/19 rather than 2017/18, or conversely, where expenditure planned initially for 2018/19 will now be in 2017/18.

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.

	Current Budget £000	Projected Outturn £000	Rephasing £000	Variance	
				£000	%
Housing & Community	647	3,181	(44)	2,578	398.5%
G F Total	647	3,181	(44)	2,578	398.5%
HRA Total	34,028	33,311	(603)	(114)	-0.3%
Grand Total	34,675	36,492	(647)	2,464	7.1%

6.2 General Fund Major Variances

There is an overall increase in projected spend of £2.53m on the General Fund. This is a combination of forecast overspend of £2.57m, and slippage of £44k into 2018/19.

The projected net overspend of £2.58m includes:

- Line 122: Affordable Housing Development fund. A grant of £2.57m has been made to Hightown Praetorian and Churches Housing Association to contribute towards the provision of affordable homes in the borough. This is to be funded from receipts from the sale of council houses under the Right to Buy policy, known as "One for One" receipts. A supplementary budget funded from One for One receipts will be requested in the Quarter 2 Budget Monitoring report to Cabinet.

6.3 HRA Major Variances

There is an underspend on the HRA capital programme of £0.7m.

- Line 181: slippage of £400k Planned Fixed Expenditure (DBC Commissioned Capital Works). This is due to the re-profiling of budget priorities in year to safeguard ongoing compliance works following the Grenfell Tower tragedy.
- Line 187: overspend of £135k on Aspen Court. A further payment to the contractor is due in 2017/18 and additional work to improve security has been carried out.

- Line 190: accelerated spend of £1.2m on Wood House. As part of the re-phasing of the budget which took place at Q1, £2.4m was re-profiled into 2018/19. The latest forecasts indicate that £1.2m will in fact be required in 2017/18.
- Line 191: slippage of £1.1m on Stationers Place. Although budget of £2.7m was re-profiled into 2018/19 at Q1, a further £1.1m is now expected to be incurred later than expected. This is due to ongoing issues which are being worked through, concerning existing utilities, bore holes, culvert repairs, aquifer layers, foul drainage connections and rights of way.
- Line 193: underspend of £250k on Able House. The scheme has been delivered within the overall project budget as the full contingency sum was not required.
- Line 195: slippage of £331k on Swing Gate Lane. £450k, which was earmarked for the conversion part of the project, was re-profiled into 2018/19 as part of the re-phasing which took place at Q1. A further £331k is now forecast to slip into 2018/19. This is due to additional time taken to mobilise the ground works due to planning requirements.

Revenue Budget Monitoring Report for September 2017 by Scrutiny Committee

	Month			Year-to-Date			Full Year		
	Budget £000	Actuals £000	Variance £000	Budget £000	Actuals £000	Variance £000	Budget £000	Forecast Outturn £000	Variance £000
Cost of Services									
Finance and Resources	662	505	(157)	6,233	5,755	(478)	11,470	11,433	(37)
Housing and Community	102	174	72	876	154	(722)	1,744	1,650	(94)
Strategic Planning and Environment	227	491	264	4,147	4,166	19	8,153	8,276	123
Net Cost of Services	991	1,170	179	11,256	10,075	(1,181)	21,367	21,359	(8)
Other Items									
Investment Property	25	(39)	(64)	(2,763)	(2,786)	(23)	(3,736)	(3,798)	(62)
Investment Income	(20)	(45)	(25)	(118)	(101)	17	(236)	(121)	115
Interest Payments and MRP	80	0	(80)	478	0	(478)	956	956	0
Parish Precept Payments	0	0	0	739	739	0	739	739	0
Government Grants	(277)	(184)	93	(1,665)	(2,406)	(741)	(3,330)	(3,435)	(105)
Revenue Contribution to Capital	0	0	0	0	0	0	3,124	3,124	0
Taxation (Council Tax and Business Rates)	(1,161)	(3,629)	(2,468)	(6,968)	(4,195)	2,773	(13,937)	(13,937)	0
Surplus / Deficit on Provision of Services	(1,353)	(3,897)	(2,544)	(10,297)	(8,749)	1,548	(16,420)	(16,472)	(52)
Transfers between Reserves / Funds									
Net Recharge to the HRA	(39)	(38)	1	(234)	180	414	(3,967)	(3,988)	(21)
Contribution To / (From) Earmarked Reserves	(74)	0	74	(443)	3	446	(981)	(1,095)	(114)
Net Movement on General Fund Working Balance	(475)	(2,765)	(2,290)	282	1,509	1,227	(1)	(196)	(195)

Interpreting this report**Net Cost of Services**

This subtotal includes those costs which are directly attributable to specific Council services, excluding recharges and capital items.

Other Items

This subtotal shows corporate costs and income, including grants from central government and taxation.

Transfers between Reserves / Funds

This section shows funding from reserves and from the recharge to the HRA.

Net Movement on General Fund Working Balance

This line shows the increase or decrease to the General Fund working balance

ak

Housing Revenue Account
Revenue Budget Monitoring Report for September 2017

	Original Budget £000	Forecast Outturn £000	Forecast Variance £000 %	
Income:				
Dwelling Rents	(54,649)	(54,523)	126	-0.2%
Non-Dwelling Rents	(82)	(82)	0	0.0%
Tenants Charges	(528)	(428)	100	-18.9%
Leaseholder Charges	(487)	(457)	30	-6.2%
Interest and Investment Income	(206)	(192)	14	-6.8%
Contribution towards Expenditure	(655)	(780)	(125)	19.1%
Total Income	(56,607)	(56,462)	145	-0.3%
Expenditure:				
Repairs and Maintenance	11,724	11,724	0	0.0%
Supervision & Management	12,053	12,307	254	2.1%
Rent, Rates, Taxes & Other Charges	14	46	32	228.6%
Interest Payable	11,643	11,643	0	0.0%
Provision for Bad Debts	300	300	0	0.0%
Depreciation	11,640	11,640	0	0.0%
HRA Democratic Recharges	240	240	0	0.0%
Revenue Contribution to Capital	8,993	8,993	0	0.0%
Total Expenditure	56,607	56,893	286	0.5%
Transfer to / from Housing Reserves	0	431	431	0.0%
HRA Deficit / (Surplus)	(0)	431	431	0.0%
Housing Revenue Account Balance:				
Opening Balance at 1 April 2017	(2,892)	(2,892)	0	
Deficit / (Surplus) for year	(0)	431	431	0.0%
Proposed Contributions to Reserves	0	0	0	
Closing Balance at 31 March 2018	(2,892)	(2,461)	431	

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR SEPTEMBER 2017

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)
General Fund											
Housing and Community											
People											
111 Capital Grants - Community Groups	Matt Rawdon	20,000	0	0	0	0	20,000	0	20,000	0	0
		20,000	0	0	0	0	20,000	0	20,000	0	0
Residents Services											
115 Rolling Programme - CCTV Cameras	Julie Still	25,000	0	0	0	0	25,000	1,068	25,000	0	0
116 Lift Replacement to Theatre - Old Town Hall	Julie Still	0	40,000	0	0	0	40,000	819	45,000	0	5,000
117 Verge Hardening Programme	Julie Still	350,000	8,397	0	100,000	100,000	458,397	333,865	458,397	0	0
118 Storage Facility at Grovehill Adventure Playground	Julie Still	25,000	0	0	0	0	25,000	0	0	(25,000)	0
		400,000	48,397	0	100,000	100,000	548,397	335,752	528,397	(25,000)	5,000
Strategic Housing											
122 Affordable Housing Development Fund	David Barrett	0	0	0	0	0	0	2,572,674	2,572,674	0	2,572,674
123 Westerdale (Garage Development)	David Barrett	817,000	(2,839)	0	(775,000)	(775,000)	39,161	11,916	30,000	(9,161)	0
124 Northend (Garage Development)	David Barrett	323,000	(2,994)	0	(280,000)	(280,000)	40,006	15,616	30,000	(10,006)	0
125 Wood House - Office Space Fit Out	David Barrett	250,000	0	0	(250,000)	(250,000)	0	0	0	0	0
		1,390,000	(5,833)	0	(1,305,000)	(1,305,000)	79,167	2,600,207	2,632,674	(19,167)	2,572,674
Totals: Housing and Community		1,810,000	42,564	0	(1,205,000)	(1,205,000)	647,564	2,935,958	3,181,071	(44,167)	2,577,674
Housing Revenue Account											
Housing and Community											
Property & Place											
175 Planned Fixed Expenditure	Fiona Williamson	18,062,000	0	(5,186,813)	0	(5,186,813)	12,875,187	4,877,119	12,875,187	0	0
178 Pain/Gain Share (Planned Fixed Expenditure)	Fiona Williamson	0	0	0	0	0	0	236,774	0	0	0
179 M&E Contracted Works	Fiona Williamson	0	50,000	600,000	0	600,000	650,000	(39,493)	650,000	0	0
180 Communal Gas & Heating	Fiona Williamson	0	0	2,975,000	0	2,975,000	2,975,000	1,782,300	2,975,000	0	0
181 DBC Commissioned Capital Works	Fiona Williamson	0	2,142,964	1,611,813	0	1,611,813	3,754,777	50,615	3,354,777	(400,000)	0
182 Housing Asset Management System	Fiona Williamson	0	0	0	0	0	0	48,392	0	0	0
		18,062,000	2,192,964	0	0	0	20,254,964	6,955,706	19,854,964	(400,000)	0
Strategic Housing											
186 New Build - Farm Place Berkhamsted	David Barrett	0	0	0	0	0	0	(43,815)	0	0	0
187 Aspen Court / London Road, Apsley	David Barrett	0	0	0	0	0	0	80,597	135,451	0	135,451
188 New Build - General Expenditure	David Barrett	6,415,000	0	0	(2,327,513)	(2,327,513)	4,087,487	0	4,087,487	0	0
189 Martindale	David Barrett	1,463,086	41,364	0	(1,446,364)	(1,446,364)	58,086	49,351	109,547	51,461	0
190 Wood House	David Barrett	4,206,606	3,215,974	0	(2,379,060)	(2,379,060)	5,043,520	1,793,827	6,223,083	1,179,563	0
191 Stationers Place / Apsley Paper Mill	David Barrett	2,951,636	2,069,865	0	(2,671,931)	(2,671,931)	2,349,570	662	1,246,615	(1,102,955)	0
192 New Build - Queen Street (Old Tring Depot)	David Barrett	0	0	0	0	0	0	(21,250)	0	0	0
193 Able House	David Barrett	0	822,218	0	0	0	822,218	453,721	572,695	0	(249,523)
194 New Build - Longlands	David Barrett	0	0	0	0	0	0	(31,434)	0	0	0
195 Swing Gate Lane	David Barrett	558,348	1,311,033	0	(457,173)	(457,173)	1,412,208	244,127	1,061,020	(331,188)	(20,000)
196 Swing Gate Lane Conversion	David Barrett	0	0	0	0	0	0	0	20,000	0	20,000
		15,594,676	7,460,454	0	(9,282,041)	(9,282,041)	13,773,089	2,525,786	13,455,898	(203,119)	(114,072)
Totals: Housing and Community		33,656,676	9,653,418	0	(9,282,041)	(9,282,041)	34,028,053	9,481,492	33,310,862	(603,119)	(114,072)
Totals - Fund: Housing Revenue Account		33,656,676	9,653,418	0	(9,282,041)	(9,282,041)	34,028,053	9,481,492	33,310,862	(603,119)	(114,072)
Totals		35,466,676	9,695,982	0	(10,487,041)	(10,487,041)	34,675,617	12,417,450	36,491,933	(647,286)	2,463,602



AGENDA ITEM:

SUMMARY

Report for:	Housing & Communities Overview & Scrutiny Committee
Date of meeting:	8th November 2017
PART:	1
If Part II, reason:	

Title of report:	2017/18 Quarter 2 Performance Report, Operational Risk Register & Service Plan - Housing
Contact:	Councillor Margaret Griffiths, Portfolio Holder for Housing Author/Responsible Officer – Elliott Brooks – Assistant Director - Housing
Purpose of report:	<ol style="list-style-type: none"> 1. To Update the Committee on the Performance of the Housing Service Quarter 2 2017/18 2. To inform the Committee of the status of the current Housing Service Operational Risk Register 3. To update the Committee on the progress of the Housing Service Plan 2017/18
Recommendations	<ol style="list-style-type: none"> 1. That the Committee note the Performance Report, Operational Risk Register & Service Plan
Corporate objectives:	Affordable Housing
Implications:	<u>Financial</u>
'Value For Money Implications'	<p>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.</p> <p><u>Value for Money</u></p>

	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 Fiona Williamson – Group Manager Property & Place Natasha Brathwaite – Group Manager Strategic Housing 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 HRA – Housing Revenue Account

1.0 Introduction

- 1.0.1 This report details the performance of the Housing Service during the 2nd quarter of 2017/18 against performance indicators. The indicators were reviewed at the end of the previous year and some targets have been altered to reflect previous performance or future challenges.
- 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 – 2017/18

2.0.1 Appendix 1 shows performance against the 'Service Critical' performance indicators for the 1st Quarter of 2017/18 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 1st 2017.

2.1.2 The 2nd 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 recently subject to a full end of year review (for 2016/17) which determined that Osborne Property Services Ltd are to be awarded a 1 year extension in line with the contract. The full report was considered by the Housing & Communities Overview & Scrutiny Committee in October.

2.1.5 The review resulted in a formal recommendation to be approved by the Assistant Director of Housing in consultation with the Portfolio Holder for Housing.

2.1.6 The annual review considers the following Key Strategic Indicators.

2.1.7 The Key Strategic Indicators are:

Key Strategic Indicator	Target Compliance
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, and customer satisfaction surveys and monitoring of corrective action arising from complaints.	Tenant involvement in operational and service improvement activities including meetings, workshops, and 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 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	Delivery of integrated Information Technology solutions to ensure 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

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 July 2017 – September 2017 the following works were completed.

- Kitchens – 60
- Bathrooms & level access wet-rooms – 53
- Doors –200
- Rewires - 1
- Roofs –21
- Boilers – 288 (Sun Realm Gas Servicing & Installation contract)

4.0 Housing Operational Risk Register


4.0.1 Appendix 2 details the Housing Service Operational Risk Register for Quarter 2 2017/18 following a quarterly review carried out by the Assistant Director & Group Managers.


5.0 Housing Service Plan 2017/18


5.0.1 Appendix 3 – Housing Service Plan Update 2017/18

OSC Report - Housing & Community Department - Housing Landlord Sep-2017

Indicator Name	Results Sep-2017	Last Months Results Jun-17	Last Years Results Sep-16	RAG 	Comments	Actions
Affordable Housing - Achieve good social housing						
PP12 - Percentage of non-urgent repairs completed within target	98% Target: 98	98% Target: 98	94% Target: 98	0 0 4	Approver Comments: The performance is at target for this period. This reflects the hard work undertaken by the partnership.	No Info
PP13b - Percentage of responsive repairs completed right first time	86% Target: 78	86% Target: 78	83% Target: 68	0 0 4	Approver Comments: The performance for this quarter is above target by a considerable margin. This continues the trend for this measure and reflects the hard work undertaken by the partnership.	No Info
PP15 - Percentage of tenants satisfied with the service planned and responsive works	99% Target: 90	99% Target: 90	98% Target: 90	0 0 4	Approver Comments: The strong performance of this measure is a reflection of the continuing work of all parties in the partnership.	No Info
SH10b - % of Homeless applications completed within 33 days	39.29 % 11 / 28 Target: 100	63.64 % 21 / 33 Target: 100	No Data	2 0 0	Updater Comments: This is as a result of staff shortages and increase in the demand on the service.	No Info
SH31 - Number of homelessness applicants in TA for more than 6 months	23 Target: 15	50 Target: 5	No Data Target: 5	2 0 0	Updater Comments: This is as a result of long standing cases.	No Info
TL02 - Rent collected as a percentage of rent owed (excluding current arrears brought forward)	98.46% Target: 99	97.66% Target: 99	98.5% Target: 99	0 2 2	Updater Comments: This figure is about as expected at this stage of the year	No Info

Indicator Name	Results Sep-2017	Last Months Results Jun-17	Last Years Results Sep-16	RAG 	Comments	Actions
SH03a - Average Time (working days) to re-let all properties	27.5 Days 3324 / 121 Target: 30	26.3 Days 3582 / 136 Target: 30	21.9 Days 2628 / 120 Target: 35	0 0 4	Updater Comments: similar number of lets this quarter compared to previous quarter. A high number of properties are consistently being managed through the void and lettings process and work is ongoing to ensure that targets continue to be met and additional ways are being explored to further improve the quality of adverts to minimise ant delays due to refusals and the needs for advertising properties more than once.	No Info
SH07a - Number of new housing advice cases received	600 Cases Info Only	660 Cases Info Only	598 Cases Info Only		Updater Comments: Figure slightly less than the last quarter but slightly higher than same time last year.	No Info
SH11b - The number of homeless reviews conducted	4 Reviews Info Only	5 Reviews Info Only	4 Reviews Info Only		Updater Comments: Reviewed conducted has stayed the same compared to same time last year.	No Info
PP04 - Percentage of properties passing QA checks Repairs and voids	100% Target: 98	99% Target: 98	98% Target: 98	0 0 4	Updater Comments: The Repairs Team Supervisors carry out post inspections for our Repairs Team, this delivers an efficient service by carrying out satisfaction surveys at the same time. This is reflected in the excellent performance this period.	No Info
PP05 - Percentage of properties passing QA checks Planned works	100% Target: 98	100% Target: 98	100% Target: 98	0 0 4	Updater Comments: Osborne Property Services Ltd deliver a strong handover process with every job being signed off by a Site Manager. This contributes to the excellent performance of this indicator for the period.	No Info
TST02 - % of Tenancy Sustainment cases where rent arrears were reduced	86% 12 / 14 Target: 70	73% 11 / 15 Target: 70	75% 6 / 8 Target: 70	1 1 2	Updater Comments: Of cases closed this quarter 29 had either reduced or cleared the arrears in full and are maintaining regular payments	No Info

Indicator Name	Results Sep-2017	Last Months Results Jun-17	Last Years Results Sep-16	RAG	Comments	Actions
PP01 - Percentage of dwellings with a valid Gas Safety Certificate	100% Target: 100	99.97% Target: 100	99.97% Target: 100	 0 3 1	Approver Comments: The performance for the Quarter was a perfect 100%. This is an excellent performance and reflects the hard work from all sections of the partnership.	No Info
SH04e - % of all properties let in target	77.69% 94 / 121 Target: 70	75.19% 100 / 133 Target: 70	82.5% 99 / 120 Info Only	0 0 2	Updater Comments: overall the quarterly figure has improved although further work is required to ensure consistency month on month and to ensure that fewer properties are out of target due to delays with Osborne.	No Info
SH20e - number of Households on the Housing Register	37140 Applications Info Only	36256 Applications Info Only	34341 Applications Info Only		Updater Comments: Number of households ahve gone up by about 3000 compared to same quarter last year.	No Info
PP10 - Percentage of emergency repairs completed within 4 hours	100% Target: 99	100% Target: 99	100% Target: 99	0 1 3	Updater Comments: This KPI is particularly challenging to achieve each month due to the extremely slim margin for error, the performance in Q2 is excellent.	No Info
Affordable Housing - Design and enable a more varied housing offer						
SH05 - Number of new Affordable Homes completed	No Data Info Only	No Data Info Only	64 Dwellings Info Only		No Comments	No Info
Dacorum Delivers - Efficiencies						
TL41 - Number of tenants who are registered to use My Housing Account	1265 Target: 3750	1049 Target: 2750	No Data Target: 3750	1 2 1	No Comments	No Info
Dacorum Delivers - Performance excellence						
TL13a - Percentage of Community Alarm calls answered within 1 min	96.8% Target: 97.5	97.88% Target: 97.5	97.95% Target: 97.5	0 1 3	Updater Comments: target exceeded for the quarter, this is positive considering there has been a change in provider.	No Info

Indicator Name	Results Sep-2017	Last Months Results Jun-17	Last Years Results Sep-16	RAG 	Comments	Actions
Dacorum Delivers - Reputation and profile delivery						
HL05a - Stage 1 Complaints responded to within target for Housing	96.61% 57 / 59 Target: 85	62.5% 30 / 48 Target: 85	95.65% 88 / 92 Target: 85	1 0 3	No Comments	No Info
Safe and Clean Environment - Maintain a clean and safe environment						
TL15 - Satisfaction with the outcome of medium level ASB cases	64% 9 / 14 Target: 75	100% 13 / 13 Target: 75	No Data 0 / 0 Target: 65	0 1 3	Updater Comments: The return of surveys has increased in September, however, these are now done on snap and no comments were available to say why people were dissatisfied. This has been requested in future	No Info

OPERATIONAL RISK REGISTER

September 2017



Housing Landlord - Elliott Brooks

HL_F01 Failure to closely monitor operational and financial factors affecting the delivery of the HRA Business Plan

Category: Financial	Corporate Priority:	Risk Owner: Elliott Brooks	Portfolio Holder: Margaret Patricia Griffiths	Tolerance: Treating
-------------------------------	----------------------------	--------------------------------------	---	-------------------------------

Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
2 Unlikely	4 Severe	8 Amber	1 Very Unlikely	2 Medium	2 Green

Consequences	Current Controls	Assurance
<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

Annual Review of HRA Business plan has commenced with officers from both Housing & Finance - along with external expert consultant

OPERATIONAL RISK REGISTER

September 2017



HL_F02 Failure to closely monitor operational and financial factors relating to the delivery of the Council's Homelessness Service					
Category: Financial	Corporate Priority: Affordable Housing		Risk Owner: Elliott Brooks	Portfolio Holder: Margaret Patricia Griffiths	Tolerance: Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
Consequences		Current Controls		Assurance	
<p>DB SP MS</p> <p>DB 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.</p>		<p>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.</p>			
Sign Off and Comments					
<p>Sign Off Complete</p> <p>Current Priority is ensuring the service is fully prepared for introduction of Homeless Reduction Act - April 2018 Project Group in place involving partners and all relevant Council departments</p>					

Failure of the Total Asset Management Contractor to deliver the five strategic objectives					
Category: Financial	Corporate Priority: Affordable Housing		Risk Owner: Elliott Brooks	Portfolio Holder: Margaret Patricia Griffiths	Tolerance: Transferring
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
Consequences		Current Controls		Assurance	

OPERATIONAL RISK REGISTER

September 2017



Inability of the contractor to secure contract extensions and associated costs of managing the collation and interrogation of repairs data and stock condition information. Reputational issues in respect of the anticipated benefits to stakeholders not being realised. Operational consequences if the gas servicing and installation contract secures contract extensions due to the co-location of the operational teams. Additional costs and time to procure a new contract.	Regular contract review through a matrix of operational, financial and strategic core group meetings, with early warning mechanisms and agreed actions to address any areas of poor performance. Monthly monitoring of key performance indicators to identify any trends which could impact upon the achievement of the key strategic indicators.	Strategic Core Group Minutes Key Performance Indicators
--	---	--

Sign Off and Comments

Sign Off Complete

Formal review of 2016/17 taken place - KSI's achieved and contract extension agreed

HL0103 Failure to adopt a service specific best practice approach to Health and Safety (Housing Landlord)

Category: Infrastructure	Corporate Priority: Safe and Clean Environment	Risk Owner: Elliott Brooks	Portfolio Holder: Margaret Patricia Griffiths	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
Consequences		Current Controls		Assurance	
Death or injury to staff; residents or contractors' staff; reputation; litigation and charges of corporate manslaughter.		Service specific H & S procedures applied to sheltered housing service covering service users and staff eg. fire safety and lone working; clear landings policy and procedures; estate inspections schedule.. Corporate H&S policy under review. Ongoing training for staff in key areas. Directorate Health & Safty Committee Quarterly at DMT		All Risk Assessments / Notes of meetings available for review	

OPERATIONAL RISK REGISTER

September 2017



	Standing Items on Team Meeting Agendas Quarterly Housing Fire Safety Group attended by Fire Service	
Sign Off and Comments		
Sign Off Complete Compliance Team Leader in place and new role relating to asbestos management approved		

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					
Category: Reputational	Corporate Priority: Affordable Housing	Risk Owner: Elliott Brooks	Portfolio Holder: Margaret Patricia Griffiths	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	1 Very Unlikely	4 Severe	4 Green
Consequences		Current Controls		Assurance	
Appropriate Support to individuals living in sheltered accommodation and if not given there is risk to health and wellbeing of some of our most vulnerable residents		Supported Housing Operational Procedures. Partnership working with other agencies. Effect use of SPRINT – sheltered housing IT system. This allows for more robust record keeping and management of visits and support plans Line management structure within supported housing including performance management structure (1:1s and appraisals).		Supported Housing Officer Procedures	

OPERATIONAL RISK REGISTER

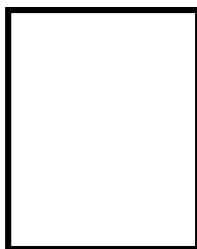
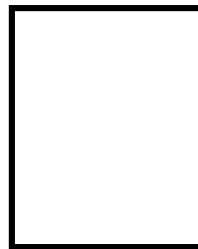
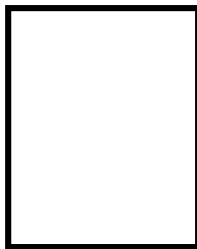
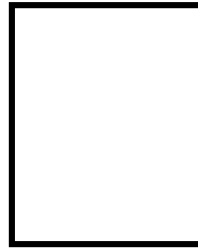
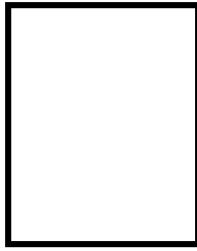
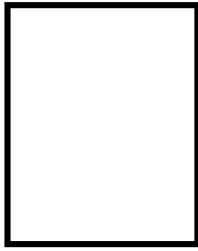
September 2017



Sign Off and Comments					
Sign Off Complete					

HL_R03 Failure to Deliver the Council's New Build Programme					
Category:	Corporate Priority:	Risk Owner:	Portfolio Holder:	Tolerance:	
Reputational	Affordable Housing	Elliott Brooks	Margaret Patricia Griffiths	Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
2 Unlikely	4 Severe	8 Amber	1 Very Unlikely	4 Severe	4 Green
Consequences		Current Controls		Assurance	
Reputational and financial impact with public and HCA regarding grant allocations and due to the high profile of the project		Monthly Financial meetings to monitor budgets, Fortnightly AD update, monthly project group, seconded team concentrating solely on development. 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					



Housing

Service Plan Summary

Period of the Plan - 2017/18	
Services:	

	<ul style="list-style-type: none">• Tenants and Leaseholders• Strategic Housing• Property and Place• Housing Development
--	---

The Housing Service Plan summary sets out the high level service objectives for each group within housing. It also includes workforce development planning and a commitment to service improvement in key areas.

List of Operational Risks for the Housing Service

- Risk 1: Failure to closely monitor operational and financial factors affecting the HRA business plan
- Risk 2: Failure to closely monitor operational and financial factors relating to the delivery of the Councils Homelessness Service
- Risk 3: Failure of the Total Asset Management contract to deliver the strategic objectives
- Risk 4: Failure to meet statutory Health and Safety and Compliance requirements
- Risk 5: Failure to meet statutory safeguarding requirements for children and adults at risk within the Housing Service
- Risk 6: Failure to deliver the council's New Build Programme

Section 5: Putting Service Objectives into Action (GM Level)

Group Manager: Layna Warden

Service: Tenants and Leaseholders

Service Objective:				
<ul style="list-style-type: none"> Develop the service's approach to support planning, particularly for adults at risk 				
End of 2nd Quarter Update				
Aspects of this approach have been introduced and officers feel more confident on their ability to identify and respond to vulnerabilities and safeguarding concerns. Challenges with the IT systems have delayed full implementation, however a shift to more flexible laptop devices which should arrive early 2018 will give officers the tools to complete this objective.				
Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Develop and embed a revised approach to supporting adults at risk with specific focus on those living in Supported Housing	October 2017	Supported Housing Team Leader		Clearer expectations and guidance for officers on how to identify and respond to safeguarding concerns with aim to reduce any risk to tenants we are responsible for A consistent approach to fulfilling statutory responsibilities for adults at risk
Utilize in-house systems to embed support planning as the default approach to sustaining tenancies	March 2018	Supported Housing Team Leader and Tenancy Sustainment Team Leader		The service will be able to measure and demonstrate the effectiveness of support we are providing to tenants and the areas needing improvement in order to maximise impact and improve tenants' ability to sustain their tenancies
Identify target groups and explore methods for promoting the benefits of the Lifeline service	March 2018	Supported Housing Team Leader and Development Officer Supported Housing	Income generated outlined in budget proposal	The service will increase the uptake of Lifeline customers by at least 500 users. This will help to protect adults at risk and generate

offered by Housing				income for the HRA
--------------------	--	--	--	--------------------

Service Objectives:

- Embed a preventative approach through financial inclusion that maximises income of both the tenants, the Housing Service and other council departments

End of 2nd Quarter Update

We have increased the number of council tenants who pay by direct debits from 2822 to 2855 and will be carrying out a bigger campaign to promote this over the next 4 months. Overall rent arrears continue to be stable despite the challenges that tenants are facing and we are working closely with the credit union and are hoping to get an arrangement in place by the end of the year. An action plan for introduction of the full roll out of Universal Credit is focussed around budgeting and support for tenants and we are considering changes to the service to deliver this outcome.

Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Offer advice and information on budgeting and financial inclusion to tenants in arrears	July 2017	Income Team Leader		Tenants will be less likely to have high level rent arrears because of early intervention
Ensure that tenants are able to access the best methods to pay their rent and other charges to the council (e.g. Council Tax) helping them to avoid debt and maximise income	October 2017	Income Team Leader	Savings outlined in budget proposal	Tenants will have a better understanding of payment options and importance of paying their rent on time Our target is to increase the number of tenants paying by Direct Debit by at least 10%
Establish a working partnership with the local Credit Union	March 2018	Income Team Leader and Tenancy Sustainment Team Leader		Tenants will have improved access to credit, lending and savings

Service Objectives:

- Develop a Sustainable Tenancies Strategy to replace the Vulnerable Persons Strategy

End of 2nd Quarter Update

This made some good progress but was recently put on hold until recruitment of the permanent Tenancy Sustainment Team Leader. The completed strategy will be put forward to the Scrutiny Committee for approval before the end of February. Key officers from across the council have been involved in developing our approach to hoarding and some changes have already been implemented to improve the start of tenancy progress. The move of the Education and Welfare Support Officers under the Tenants and Leaseholders Group will ensure better links between those in TA when they start their tenancy with DBC and improve their ability to sustain their tenancies.

Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Explore and embed opportunities to improve the start of tenancies	October 2017	Tenancy Sustainment Team Leader and Policy and Participation Team Leader		Increased information sharing between Strategic Housing and Tenants and Leaseholders to inform the support required by tenants at an earlier stage Increased ability of vulnerable tenants to successfully start and sustain a tenancy
Coordinate a partnership approach to tackling high risk cases e.g. hoarding	March 2018	Tenancy Team Leader		A more effective use of resources to tackle cases that result in risk to the tenant and/or property Increased ability of vulnerable tenants to sustain a tenancy
Develop a Sustainable Tenancies Strategy	March 2018	Tenancy Sustainment Team Leader and Policy and Participation Team Leader		A clear commitment across the service that sets out how the service will work to support tenants to sustain a tenancy

Service Objectives:

- Develop a gardening service aimed at supporting vulnerable and elderly residents

End of 2nd Quarter Update

Initial SWOT analysis identified challenges with the feasibility of a scheme and Officers have met with Thrive who ran a scheme but have recently confirmed this is not financially viable and will no longer continuing with the service. We are therefore reviewing alternative options and other ways to support tenants with use of the community and voluntary sector.

Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Explore feasible options for the delivery of a gardening scheme to support vulnerable and elderly tenants	October 2017	Tenancy Team Leader		Housing management can make an informed decision on the best option for delivering this service
Develop and launch the gardening service	March 2018	Tenancy Team Leader		A gardening service aimed at vulnerable and elderly tenants will allow them to fulfil all requirements set out within their tenancy agreements around maintaining their home and outside areas and not causing nuisance to their neighbours

Service Objectives:

- Effectively manage garages to maximise income and improve residents access to information

End of 2nd Quarter Update

A garage project group has made a few initial changes to the process which has reduce the spending on unnecessary repairs and minor works. This has also improved the duplication of getting keys cut and increased the number of garages let. A number of garages have been marked for disposal which impacts the ability to get a valid figure for vacant garages.

We are considering alternative options to Civica due to delays in their integration of the system with Orchard and urgent changes needed for the introduction of the Housing Reduction Act. The intention will still be to get a database to allow tenants to see available garages without contacting members of housing staff to reduce the demand on this service.

Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Manage the upload of garage information to Civica	March 2018	Tenancy Team Leader		Residents will be able to access information and apply for garages online
Reduce the number of vacant garages to 1000 and embed an effective approach to charging	March 2018	Tenancy Team Leader and Income Team Leader	Income generated outlined in budget proposal	A reduction in the number of vacant garages will generate income when combined with an effective approach to income collection

Service Objectives:

- Effectively manage the transition of payments for water from the Housing Service to the Water Companies

End of 2nd Quarter Update

The formal consultation has been completed and notice given to both water companies. A letter is being prepared for tenants to advise of the change and give a time scale for further contact. Additional consultations will now be held with hard to reach and more vulnerable tenants to ensure a smooth transition.

A project group has been set up and we are working through and adjusting the Action Plan accordingly working with both of the water companies.

Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Ensure tenants are effectively informed of and consulted about the changes to the way that they pay for water	March 2018	Group Manager Tenants and Leaseholders and Income Team Leader		The housing service will no longer collect water rates on behalf of the water companies, meaning that tenants will pay the water company directly from 1 April 2018 Tenants will be aware of their options for paying for water
Liaise with the water companies to ensure they receive notice and manage the change in a way that minimises the impact to our tenants	March 2018	Group Manager Tenants and Leaseholders and Income Team Leader		The housing service will no longer collect water rates on behalf of the water companies meaning tenants will pay the water company directly

Group Manager: Natasha Brathwaite

Service: Strategic Housing

Service Objective:				
<ul style="list-style-type: none"> Implement the Tenant Involvement Strategy and recommendations from Tpas 				
End of 2nd Quarter Update				
Involvement strategy has been successfully implemented and update report provided to H&OSC September 2017. Interviews conducted and recruitment finalised for new scrutiny committee September 2017. Successful formal launch of Tenant Academy in September 2017, in advance of the launch over 100 tenants had already received training or skills sessions arranged via TA.				
Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Develop a new approach to Tenant-led scrutiny	September 2017	Policy and Participation Team Leader		Areas for improvement within the housing service will be identified by tenants helping us to improve the service effectively
Deliver and manage a Tenant Academy that includes a wide range of training opportunities aimed at improving tenants' lives	September 2017	Policy and Participation Team Leader		Tenants will learn life skills and gain experience, which will prepare them for employment, education, training or volunteering

Service Objectives:

- Facilitate the service's transition to ISO 9001:15 standards and embed the internal audit process

End of 2nd Quarter Update

Successful transition to ISO9001, ongoing monitoring in relation to compliance is in place. Internal audit programme has been developed and schedule reviewed at HSMT, agreed by Group Managers/Assistant Director. Centralised monitoring is in place with new system developed with IT support. Preparation is underway for monitoring visit due to take place in quarter 3.

Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Facilitate the service's transition to ISO9001:15 standards	May 2017	Policy and Participation Team Leader		Up-to-date quality service objectives that comply with the requirements set out by the ISO9001:15 standards
Embed an internal audit programme within the service, including a robust approach to monitoring non-conformities	Ongoing	Policy and Participation Team Leader		Centralised monitoring for all recommendations and/or non-conformities identified as a result of all internal and external audits

Service Objective:

- Deliver a full review of the Allocations Policy

End of 2nd Quarter Update

Full review of the Allocations Policy has been finalised in early August 2017, with presentations to TLC H&OSC completed in September 2017, draft policy has been reviewed externally by Counsel with feedback. Portfolio Holder & Assistant Director have been consulted on recommendations, final draft to be presented to CMT early November and Cabinet for final approval. Tenancy Agreements, Mutual Exchange Policy under review and Team Leader Tenancy, currently in liaising with Strategy, Improvement & Engagement Team to finalise.

Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Consultation with staff, applicants and Members to identify potential issues and/or the impact of proposed changes	May 2017	Group Manager Strategic Housing and Strategic Housing Team Leader Policy and Participation Team Leader		A clearer understanding of the impact of the proposed changes to other areas within the service and corporately, as well as to applicants
Produce a full draft of the Allocations policy including considerations for key legislative changes	June 2017	Group Manager Strategic Housing and Strategic Housing Team Leader and Policy and Participation Team Leader		Better use of our housing stock and a clearer understanding for staff and applicants of ensuring affordable housing is used for those most in need
Review tenancy agreements	September 2017	Group Manager Strategic Housing and Tenancy Team Leader		The tenancy agreements will align with changes made to the Allocations Policy and the service will prepare for further implications from the introduction of the New English Secure tenancy

Service Objective:

- Achieve a Gold standard homelessness service set out by the NPSS Continuous Improvement Programme

End of 2nd Quarter Update

Homelessness toolkit developed and uploaded to Team site for staff to access, further updates and development will be required with the implementation project for the Homeless Reduction Act, this will be led by Project Lead with input from Prevention & Assessment Team Leader. Homelessness Strategy performance and development is being monitored by the Homeless Forum, more recently gaps identified in provision and partners asked to submit bids for projects to provide positive outcomes in these areas. Full update provided to members on the progress within the Homelessness Strategy in June 2016, in addition to briefing regarding implications of the Homeless Reduction Act for the service and Council. Silver award for the NPSS local challenges achieved successfully and awarded on 4 July 2017, progress underway to achieve Gold award by end of the financial year. Full review of the HTR scheme has been undertaken, with a new logo designed by landlords, in addition development of fact sheets for landlord/tenants have been developed, successful first training event in September 2017 for landlord accreditation. Q3 will see full presentation to HSMT/CMT on the proposals for the PRS strategy and the future of the HTR scheme.

Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Develop a Homelessness Toolkit	June 2017	Strategic Housing Team Leader and Policy and Participation Team Leader		All staff, in particular new starters, will have a clear understanding of all processes and the wider service offered by the homelessness prevention service, leading to a more efficient and effective way of working
Monitor the performance of the homelessness service and partners against the commitments outlined in the Homelessness Strategy	Ongoing	Group Manager Strategic Housing		Robust understanding for all stakeholders (including elected Members) on the service's progress against delivering the commitments set out in the Homelessness Strategy and identifying opportunities for improvements or changes in the service
Submit all ten NPSS local challenges including the silver award by June 2017	October 2017	Group Manager Strategic Housing and Strategic Housing Team Leaders		Evidence that the homelessness service meets a high standard set by professionals as a result of the service having to develop ten key areas. Also an opportunity to promote

				the service and its reputation amongst our peers
Review of Help to Rent scheme	September 2017	Strategic Housing Team Leader and Lead Officer Private Sector Housing		Landlords will have an improved support package. We will be facilitating provision of a viable alternative housing option by offering opportunities for residents to access the private rented sector. Improved relationships with stakeholders to improve the quality of private rented housing.

Service Objective:

- Review The Elms Contract and ensure that performance is in line with all service requirements

End of 2nd Quarter Update

Full review of the Elms contract undertaken, via operational and quarterly contract meetings. Contract review for Year 2 submitted to H&OSC in September 2017, confirming successful progress of year 2 and compliance. Monitoring of the KPI's is robust and any poor performance is proactively challenged, positive working relationships and strong communication have been the key to success of the contract to date. Amendments to the contract have been proposed in Q2 and submitted to Group Manager for Procurement.

Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Undertake a review of The Elms contract	October 2017	Strategic Housing Group Manager		The contract will align more effectively with current needs and ensure more robust contract management
Review year two against current KPI's and contract requirements	September 2017	Group Manager Strategic Housing		Continue to challenge any underperformance against expected indicators so that those accessing The Elms have a guaranteed level of service

Service Objective:

- Coordinate the council's involvement in the Syrian Vulnerable Persons Resettlement Programme

End of 2nd Quarter Update

The service has completed first full year support for the first, 2x SVPRP arrival, arrivals 3 & 4 were successfully resettled in February 2017. The service is working well to provide support to families and work through challenges faced, particularly in relation to improving language & independence via ESOL classes. Support for families 1 & 2 will now start to gradually reduce, with the service ensuring that robust monitoring is in place to demonstrate any ongoing support past the first year and submit claims to the Home Office retrospectively. Budget provision is being well managed, with the service being able to fund an additional 1 year fixed term post for a support officer from the funding. Further work to explore alternatives to ESOL provision, which could include the training and certification of Officers to provide ESOL sessions.

Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Ongoing monitoring of arrivals and submission of evaluation information	Ongoing	Group Manager of Strategic Housing		Evidence of successful resettlements being fed back to central government highlighting our delivery of value for money
Secure and furnish properties for two additional households' arrivals and ensure correct support is in place	Ongoing	Strategic Housing Team Leader/Tenancy Sustainment Team Leader		Four households will successfully resettle in the borough and have access to any support required to meet their needs

Service Objective:

- Deliver a full review of the Empty Homes work stream

End of 2nd Quarter Update

Review of the Empty Homes service has been undertaken and is still ongoing with final amendments. New work streams and procedures have been developed. The sign up process has been digitalised within the current capacity and the forward digital work plan has been updated with future requirements to complete this process – this includes provision of tablets for key staff, adobe read and sign functionality to enable digital tenancy agreements, plus suitable storage for data, ongoing development will therefore be required throughout 2017/18. Current procedures have been revised and clearer work streams defined, reduction of duplication via reporting and spreadsheets is in place, with the service working towards making better use of functionality that is available via Orchard. Further improvements can still be made to further benefit the overall key to key time, the Empty Homes Audit to take place in November 2017, will provide insight as to how this can be achieved, particularly as the delivery of this work area is now split across all three GM areas following the move of Empty Homes in May 2017 back to Property & Place.

Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Full implementation of digital sign-up programme	Ongoing	Group Manager Strategic Housing		New tenancy sign-ups are completed digitally, supporting the service's channel shift initiative. This links with corporate plans to utilise customer portals
Review of Empty Homes work stream	Ongoing	Strategic Housing Team Leader and Policy and Participation Team Leader		Clear procedures will mean improved communications and seamless liaison between all teams involved in managing the empty homes process

Group Manager: Fiona Williamson

Service: Property and Place

Service Objective:

- Explore opportunities to generate income through the review of leases of flats

End of 2nd Quarter Update

Detailed analysis of the volume of leases that are at, or below, 80 years has been completed. Due to low a number below 60 years the cost benefit would be marginal at this time, however this will be subject to ongoing 5 yearly reviews

Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Review current leases and time left to identify leaseholders eligible for extensions	September 2017	Assets and Business Improvement Team Leader		A understanding of potential income generation opportunities through the extension of leases
Agree the approach to communicate opportunities to leaseholders	October 2017	Assets and Business Improvement Team Leader		Leaseholders will be more informed of opportunities and/or issues regarding their leases

18
43

Service Objective:

- Implement recommendations following 2016/17 Housing Cleaning Service Review

End of 2nd Quarter Update

The Housing Cleaning Service Options appraisal was commenced, but suspended due to an existing clause within the Interserve Contract whereby any alternative provision would be included within scope of their service offering. Therefore the only options available were to retain within the service or outsource to Interserve.

In the interim improvements to how the service is delivered have been implemented with the appointment of an additional supervisor.

Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Embed recommendations identified through the Housing Cleaning Service review	December 2017	Assets and Business Improvement Team Leader		An improved customer experience and high standard cleaning service that is resilient to staff absence and turnover

Service Objective:

- Continued effective monitoring of the Total Asset Management Contract

End of 2nd Quarter Update

In addition to the regular operational and performance review meetings, workshops have been set up with the Partnering Advisor's FFT, to deliver improvements and identify further efficiency gains that could be derived from the Partnership.

Some of the KPI targets have been increased and are subject to a review meeting to ensure they accurately represent the performance especially in responsive repairs and empty homes, where a weighting needs to be agreed to reflect the volumes of work.

The scope of the Open Book audits has been extended to include site based overheads to ensure that these are at a level that is reflective of the volumes and value of work delivered.

Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Continue to monitor performance in line with contract requirements, KSIs and KPIs	Ongoing	Group Manager Property and Place		All strategic objectives set out within the Total Asset Management contract are met
Ensure the services delivered offer value for money and mitigate risk	Ongoing	Group Manager Property and Place		The Total Asset Management contract continues to provide good quality and value for money services that are compliant with all relevant legislation

Service Objective:

- Conclude the development of supporting Health and Safety and Compliance documentation

End of 2nd Quarter Update

The Corporate Health and Safety project is running concurrently to develop revised documentation.

The Asbestos Management Plan is at final draft stage for approval and adoption.

A Team Leader for Compliance has been appointed to manage and oversee the compliance team and ensure, consultants, Partners and Contractors are fully appraised of any changes to policies or procedures.

Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Finalise the redevelopment of Health and Safety and Compliance documentation	Ongoing	Group Manager Property and Place		A consistent approach to addressing any health and safety and compliance requirements across the Housing Service, corporately and by contractors
Ensure all Health and Safety and Compliance requirements set out in supporting documentation are embedding within the housing service and contractors	Ongoing	Group Manager Property and Place		A consistent approach to mitigating any health and safety and compliance requirements across the Housing Service, corporately and contractors

Group Manager: David Barrett

Service: Housing Development

Service Objective:

- Development of Temporary Accommodation on General Fund garage sites

End of 2nd Quarter Update

A revised planning application has now been submitted after a public consultation with local residents. We have commenced preparation of the specification and tender documentation to be in a position to obtain a suitable Contractor.

Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Using two garage sites to develop more Temporary Accommodation	On-going	Group Manager Housing Development/Lead Officer New Build Development	Rental income generated for the General Fund	12 new Temporary Accommodation units leading to a further reduction in the use of expensive temporary accommodation options and increased opportunities for homelessness prevention

Service Objective:

- Deliver the council's New Build Programme in target and within budget

End of 2nd Quarter Update

Able House – Project completed, handed over in June and small quantity of cladding has now been replaced post Grenfell.

Swing Gate Lane - On programme for the new build element 9 homes ie June 2018. Commenced design for the refurbishment element 2 homes and subject to procurement route will be completed by August 2018.

Stationer's Place – Programme and budget at risk, project has not commenced on site due to complications around Environment Agency requirements to open up an existing culvert and some utility pipework discoveries. A recovery plan is in place to bring this project back to green.

Wood House – On programme, pressure on budget due to change control specifically relating to design changes post Grenfell including the addition of sprinklers.

Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Deliver Able House	June 2017	Group Manager Housing Development/Housing Development Project Manager	Rental income and HRA	14 homes for social rent in line with DBC strategic objectives
Deliver Swing Gate Lane	June 2018	Group Manager Housing Development/Lead Officer New Build Development	Rental income and HRA	11 new homes for social rent, three refurbished homes in line with DBC strategic objectives
Deliver Stationer's Place	July 2018	Group Manager Housing Development/Lead Officer New Build Development	Rental income and HRA	31 new homes for social rent in line with DBC strategic objectives
Deliver Wood House	September 2018	Group Manager Housing Development/Lead Officer New Build Development	Rental income and HRA	79 new homes – 39 for social rent and 40 for shared ownership in line with DBC strategic objectives

Service Objective:

- Progress feasibility of future New Build Schemes

End of 2nd Quarter Update

Martindale – Planning submitted and due to go before the October Committee with a recommendation for approval. Project on track to be on site Summer 2018.

Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Planning and delivery of Martindale site	Ongoing	Group Manager Housing Development/Housing Development Project Manager		Delivery of around 66 new homes for social rent and private sale, creating opportunities for social renting in line with DBC strategic objectives

Section 6: Workforce Planning

Tenants and Leaseholders: Workforce Planning Report

Section 1: Staff Turnover

What are the likely turnover rates for your service?

Turnover is higher in supported housing and tenancy sustainment. This is due to the demands of the role and pay level. This does, however, create movement within the service because it plays a significant role in our entry level positions. We are currently working to develop a bank of staff to offset the impact on supported housing.

Are there any major risks of attrition in your service?

Risk of attrition is caused by a single-point-of-failure role within property and place around systems development, because this is the only resource dedicated to our Orchard system.

Section 2: Recruitment:

Are there any skills required that may prove difficult to recruit for in the current market?

None at present.

How could you make your roles more attractive?

Review salary levels for Supported Housing Officers to ensure they are competitive and reflect experience and skills needed.

Make entry level roles/co-ordinators more generic to encourage steps into the service. Explore different and targeted ways of advertising.

Section 3: Skills Development:

What new skills are needed to deliver the council's priorities and meet the service's objectives?

Improve and develop staff ability to work remotely with particular focus on new IT skills. Better understanding and relationship with budgeting/ welfare benefit services. Focus on support planning for all SHO and Tenancy Sustainment staff. Better understanding for front line staff on how their roles contribute to overall performance and finance.

Is it likely that these skills could be developed with existing staff/ capacity?

Yes, there is not an issue around capacity but rather the focus is on continuously developing these skills and keeping pace with the industry. Achieving this will require a change in culture as much as training in individual skills.

Section 4: Are there any single points of failure?

Are there currently any officers that have sole responsibility for key areas within the service?

Recharge Officer
Court Officer

What are you doing to mitigate risks?

Income Officers have the ability and experience to cover these roles.

Section 5: Specialist skills required:

Are there any gaps in specialist skills or future skills you will require?

As we move to more generic roles there will be a need to upskill everyone to enable all staff to work more laterally in order to create a smooth-running service.

There is a need for greater knowledge of specialist welfare and benefit advice.

Section 6: Leadership development:

How do you plan to develop the leadership provided within the service?

With a new group manager now in post, this will be a time of changes within this area as well as across the whole service. The vision for the service will be communicated to all staff, with a clear expectation on Lead Officers and Team Leaders to take this forward and lead by example. It will be important to continue sharing practices at all levels.

Over the year there will be a focus on improving communication between groups and teams.

To develop leadership across the service Team Leaders will be given more responsibility for areas that cross over the service with the aim to empower both them and their Lead Officers to deputise for managers as appropriate.

Another priority will be to identify officers who would like to develop and create opportunities that also meet the needs of the service.

Strategic Housing: Workforce Planning Report

Section 1: Staff Turnover

What are the likely turnover rates for your service?

We anticipate once fully staffed turnover will be low. This will be down to a reduction in demand and pressure of roles once fully recruited; a change in structure and re-evaluation of posts.

Are there any major risks of attrition in your service?

There are no major risks of attrition due to effective pre-planning and in-depth service review.

Section 2: Recruitment:

Are there any skills required that may prove difficult to recruit for in the current market?

There is a shortage in qualified homelessness officers and/or people with a sound knowledge of homelessness legislation. This will be increased once the Homelessness Reduction Bill is introduced.

How could you make your roles more attractive?

Re-evaluation of posts will make roles more attractive, as will introduction of another entry level post and promoting training opportunities along with the whole package.

Section 3: Skills Development:

What new skills are needed to deliver the council's priorities and meet the service's objectives?

No new skills but an investment in current skills and a need to shift the culture of the service/organisation towards homelessness prevention.

A need to develop people's understanding of finances and budget management

More links to be created to assess our local economy and how this impacts on the housing service.

Is it likely that these skills could be developed with existing staff/capacity?

Some new skills could be taught, provided that this did not detract from service provision. Others can be gained through the recruitment process or working more closely with other departments and services e.g. Resident Services, Community Partnerships, Planning and Regeneration, Environmental Health.

Section 4: Are there any single points of failure?

Are there currently any officers that have sole responsibility for key areas within the service?

No single points of failure.

What are you doing to mitigate risks?

If a single point of failure is identified then officers are upskilled to cover.

Section 5: Specialist skills required:

Are there any gaps in specialist skills or future skills you will require?

There is currently a need for in depth legal knowledge and the ability to conduct homelessness case reviews.

Section 6: Leadership development:

How do you plan to develop the leadership provided within the service?

By improving the culture of leadership and focusing on the relationship between Strategic Housing and Tenants and Leaseholders.

Team Leaders and Lead Officers will be encouraged to develop their ability to think strategically when making decisions for the service and piloting new initiatives. This will help them to support the service operationally whilst driving forward the long term vision.

Property and Place: Workforce Planning Report

Section 1: Staff Turnover

What are the likely turnover rates for your service?

Several staff members have left recently due to retirement, career development and the demands of the role requiring more than traditional technical skills. This turnover rate is unlikely to continue but will need to be addressed.

Are there any major risks of attrition in your service?

The major risk of attrition is the risk of officers being pushed away from their specialist areas due to other priorities within the service. This will need to be managed and a better balance to be identified to ensure we do not lose the specialist skills within the teams and their ability to meet service demand and support wider priorities such as safeguarding.

Section 2: Recruitment:

Are there any skills required that may prove difficult to recruit for in the current market?

Technical skills required for the desired roles will mean it is difficult to recruit to the requirements of the service.

There are issues around attracting high performing individuals with people skills, an ability to think laterally and the necessary technical ability required particularly for the role of Commercial and Quantity Surveyor.

How could you make your roles more attractive?

Salaries are lower than the wider market. Increasing grades would help to both recruit and retain staff as turnover has been linked to more attractive salaries elsewhere.

Section 3: Skills Development:**What new skills are needed to deliver the council's priorities and meet the service's objectives?**

There are no new skills requirements but investment in maintaining current knowledge around risk management and compliance with Health and Safety legislation is essential.

Is it likely that these skills could be developed with existing staff/ capacity?

There would be a greater risk in trying to undertake this internally. Additionally, an improved relationship needs to be developed between the service and corporate teams.

There needs to be greater emphasis on supporting each other to deliver the council's priorities.

Section 4: Are there any single points of failure?**Are there currently any officers that have sole responsibility for key areas within the service?**

Orchard developer

Database and performance Officer

Health and safety and compliance Officer

What are you doing to mitigate risks?

Orchard developer and Database and performance Officer to undertake shadowing to share knowledge across the two roles and terminated the contract with Pimms to go with the Orchard hosted 'pro master' which should support a better interface and an opportunity for 'super users' to be trained.

We are working to acquire an additional resource to support the health and safety and compliance requirements.

Section 5: Specialist skills required:

Are there any gaps in specialist skills or future skills you will require?

Commercial and quantity surveyor

Section 6: Leadership development:

How do you plan to develop the leadership provided within the service?

Rotate the deputy provision within the Team Leaders for property and place so there is a shared accountability when there is leave/sickness.

Coaching and mentoring sessions with Team Leaders to help develop weaker areas and identify strengths so that they can go on to share and upskill others.

Development: Workforce Planning Report

Section 1: Staff Turnover

What are the likely turnover rates for your service?

The service does anticipate some turnover and will be offsetting this with robust continuity planning.

Are there any major risks of attrition in your service?

Solely dependent on the volume of the new build programme, but there are no major risks at present and this will be managed by reviewing the resource plan.

Section 2: Recruitment:

Are there any skills required that may prove difficult to recruit for in the current market?

There is a shortage of expertise and competencies in new build construction.

How could you make your roles more attractive?

Consider the use of market sector allowance payment.

Section 3: Skills Development:

What new skills are needed to deliver the council's priorities and meet the service's objectives?

Continuous development is essential. There is a need for further training to upskill the wider team particularly around contract management and contract administration. Other key areas include;

- Health and safety and compliance
- Finance and budget control
- Quality control

Is it likely that these skills could be developed with existing staff/ capacity?

Yes, the majority of these skills could be developed by internal resources or working with a partner organisation that has the capacity.

We are currently working with our partners to improve knowledge of health and safety and compliance for our current team.

Section 4: Are there any single points of failure?

Are there currently any officers that have sole responsibility for key areas within the service?

No single points of failure; more a lack of experience more widely which could be a weakness if the resource is lost.

What are you doing to mitigate risks?

Ensure the experienced New Build Officers are sharing their knowledge with others in the team.

Now a permanent Group Manager is in post there will be a more consistent level of support available to the team which will mitigate risk.

The team is also now working with partners to learn best practice and ways of working within the industry.

Section 5: Specialist skills required:

Are there any gaps in specialist skills or future skills you will require?

Contract management/administration

Section 6: Leadership development:

How do you plan to develop the leadership provided within the service?

The Group Manager is now able to put in place clear strategies, leaderships and direction to support the team.

Focus in on building relationship with other areas within the service.

Section 7: Service Improvement and Efficiency Template

NB: This should be completed in line with the service improvement template guidelines.

Action	Expected Improvement(s)	Planned Start Date	Lead
Improving Communications & Reducing Contact			
Coordinated approach to communications including social media	Planned approach to communications, meaning key information is shared more regularly with tenants. Offering an alternative contact option such as social media also reduces calls	April 2017	Policy and Participation Team Leader
Digitising key forms and making them available on the website	Encouraging more tenants to self-serve	April 2017	Policy and Participation Team Leader
Using dot mailer to carry out consultations and create electronic newsletters. This enables us to move from four to two editions of News and Views each year.	Increased opportunities to collect satisfaction data and consult remotely, thereby reducing the number of calls	April 2017	Policy and Participation Team Leader
Investment in upskilling older tenants' IT skills	Increased number of tenants in sheltered housing able to access the website and report repairs	April 2017	Policy and Participation Team Leader
Reducing Demand			
Undertake research into demand and behaviours	A clearer understanding of peak areas of the service and the profiles of people accessing will allow us to develop targeted approaches	July 2017	Policy and Participation Team Leader
Upskilling tenants through Tenant Academy	Skills such as basic repairs will reduce demand on services and help to educate tenants on caring for their home	September 2017	Policy and Participation Team Leader

Streamlining Key Processes			
<p>Key areas within the service have been identified and will receive a full review of policies and procedures with the aim of streamlining services. Areas include:</p> <ul style="list-style-type: none"> • Allocations • Help to Rent • Supported Housing • Tenancy Sustainment • Income Management • Development • Temporary Accommodation 	<p>Fewer stages for tenants to go through to access required services, more opportunities for self-serve, reduced duplication, improved information-sharing between teams</p>	<p>April 2017</p>	<p>Policy and Participation Team Leader</p>
Data & Evidence			
<p>Profiling exercise to capture disability data</p>	<p>A greater understanding of how adapted properties are used by tenants and an impact analysis on support required for tenants with a physical disability and/or mental health issue.</p> <p>Ability to identify trends amongst vulnerable people living in DBC homes.</p>	<p>May 2017</p>	<p>Policy and Participation Team Leader</p>
<p>Profiling of those wards within the borough containing housing stock, to include wider socio-economic impact and demand on service e.g. repairs, arrears</p>	<p>Officers across the service will have an awareness of issues within their patches rather than individual homes so the service can target interventions to reduce demand</p>	<p>July 2017</p>	<p>Policy and Participation Team Leader</p>
<p>Benchmarking and information returns</p>	<p>Compare our performance against peers and identify opportunities for service</p>	<p>April 2017</p>	<p>Policy and Participation</p>

	improvement		Team Leader
Systems and Assets			
Pro-master replacing Pimms to hold asset management data	Orchard-hosted system will allow the wider service and third parties as well as tenants to access information on assets	May 2017	Assets and Business Improvement Team Leader
De-commissioning of Resident Involvement Module within Orchard	Cost saving to the service as in-house resources will meet requirements for recording involvement activity	May 2017	Policy and Participation Team Leader
Civica to hold garage information and manage the adverts	Reduced impact on officer time	April 2017	Tenancy Team Leader
Continued rollout of New Orchard	Utilising functions such as text messaging	April 2017	Assets and Business Improvement Team Leader
Rollout of support planning through genesis	Better use of officer time when carrying out visits. As the system is web-based it allows officers to be mobile and make notes whilst meeting with tenants in their homes	April 2017	Tenancy Sustainment Team Leader
Staff			
Streaming of webinars to keep staff informed of legislative changes and horizon scanning	Officers are able to take part in discussions and prepare for key changes that may impact their roles. This creates a platform for new ideas	April 2017	Policy and Participation Team Leader
Team Site	Officers are informed of work being carried out across the housing service and have access to key documents This also helps with version control	April 2017	Policy and Participation Team Leader
Review of structures within the Housing service	Structure of teams and service areas will better reflect need, maximising the resources available	April 2017	Assistant Director and all Group Managers

Agenda Item 8



AGENDA ITEM:

SUMMARY

Report for:	Housing and Community Overview & Scrutiny
Date of meeting:	8th November 2017
PART:	1
If Part II, reason:	

Title of report:	Resident Services quarter 2 performance report, 1/7/2017 to 30/9/2017
Contact:	Cllr Neil Harden, Portfolio Holder for Resident and Regulatory Services Author/Responsible Officer, Julie Still, Group Manager – Resident Services/David Austin, Assistant Director
Purpose of report:	(1) Monitoring and information
Recommendations	1) 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 Building strong and vibrant communities Ensuring economic growth and prosperity Delivering an efficient and modern council
Implications:	<u>Financial</u> Within existing budgets
'Value For Money Implications'	<u>Value for Money</u>
Risk Implications	
Equalities Implications	
Health And Safety Implications	
Consultees:	Service Team Leaders, Community Safety Co-ordinator.
Background	Service Reports, Police reports (JAG), CorVu, Community Safety report from Community Safety Co-ordinator,

Housing and Community Overview and Scrutiny Quarter 1, 2017 – 2018

1 Introduction

This is the second quarter performance report for the Residents Services Group which forms part of the wider Neighbourhood Delivery service area and covers the period 1st July 2017 to 30th September 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 17/18 – Rocket

2.1 Quarter 1 report - See appendix 1

3 Resident Services – 2nd Quarter Achievements.

The following achievements are a sample of the projects/work undertaken by this group of services during the second quarter of 2017/18.

4 Community Safety Partnership – Second Quarter Summary July 2017 – September 2017

4.1 Crime & Anti-Social Behaviour Data

Shown below is the percentage increase/decrease, followed by the number (+/-) of individual crimes

	All Dacorum	Position in County (10 Districts)per 1000 population	Position in County (10 Districts)per 1000 population (Same Period last year)	Highest Performing CSP	Lowest Performing CSP
All Crime	+13.7% (+598)	5 th	5 th	Three Rivers	Watford
Burglary Dwelling	323 year to date (new recording procedure)	7 th	8 th	Stevenage	Hertsmere
Vehicle Crime	+21.1% (+91)	7 th	7 th	North Herts	Broxbourne

Violent Crime	+16.2% (+189)	5 th	5 th	Three Rivers	Stevenage
Criminal Damage	+1.8% (+11)	5 th	8 th	East Herts	Stevenage
Anti-Social Behaviour	+17% (+369)	6 th	5 th	North Herts	Watford

4.2 July 2017 saw considerable change for the Community Safety Partnership with Safer Neighbourhood Inspector, George Holland retiring, Chief Inspector Doug Black moving to a new role and Community Safety Co-ordinator Dave Moore leaving Dacorum Borough Council.

4.3 The partnership warmly welcomed the new Police team - Inspector Jeffrey Scott as Safer Neighbourhoods Inspector and Chief Inspector Paul Mitson as area commander.

4.4 The Fire Service also saw a change of District Commander with Justin Jones taking up post after Billy McGill move to another post.

4.5 The Community Safety event took place in August in Hemel Hempstead Town Centre and was well attended by partners. It was not as successful as previous events but this was felt to be due to the timing and it taking place in the holiday period.

5 Anti-Social Behaviour

5.1 Reports of anti-social behaviour to the Police continue to increase and are up by 17% on the same period last year. In terms of numbers this is 369 more reports during the first 6 months of 17/18.

5.2 Rough sleeping and begging remain a high priority and public consultation commenced on the possible introduction of a Public Space Protection Order which if adopted could be one tool used address the following behaviours in Hemel Hempstead Town Centre: -

- Spitting (including chewing gum)
- Cycling and skateboarding
- Feeding wildfowl
- Rough sleeping
- Begging

The survey closed on 13th October with over 800 responses which will be considered and a report will go to Cabinet in January 2018

5.3 During this quarter the Council's Anti-social Behaviour team delivered a wide range of actions which included:

- The service of an Community Protection Order

- Took part in 2 Safer Streets operations with Neighbourhood Police Teams
- Supported colleagues from Enforcement in 2 Community Action Days
- Closed a property in Adeyfield due to significant anti-social behaviour associated with class a drugs
- Attended training for engagement with gypsies and travellers
- Prosecuted the first breaches of a Community Protection Notice which resulted in a resident being fined for 13 breaches – a total of £550 due to repeated incidents of anti-social behaviour against neighbouring residents

6 Quarter 3 – 2017/18 priorities for ASB: -

- 6.1 Work with other Dacorum Borough Council services on the use of Community Protection Notices
- 6.2 Work with other services to address the concerns about cycling and skateboarding in the town centre.
- 6.3 Work with partners to address reports of aggressive begging and drug use.

7 Neighbourhood Action, Verge Hardening and Splash Park

- 7.1 There 4 pop up free activity days across the borough over the summer, all of which were well attend however a further 2 had to be cancelled due to rain.
- 7.2 The OVO Energy Tour of Britain was launched at the Cycle Hub at Cupid Green on Tuesday 8th August 2017 and the Cycle Hub have delivered a wide range of cycling activities over the summer which have included, Bikeability and learn to Ride courses and Go Ride events.
- 7.3 Saturday 9th September 2017 saw stage 7 of the race start in Hemel Hempstead on a bright and sunny morning. Thousands of people came to see the start of the race from Waterhouse Street with views of the newly opened Watergardens with opportunities to see the participating teams close up - all broadcast live by ITV4.
- 7.4 As a celebration of this prestigious event being held in Dacorum, local youth groups and schools were invited to enter a competition to decorate a bike and the winner was Longdean School who were presented with their prize on the day.
- 7.5 The 3rd cohort of participants in the M-ask project started their 12 week course in September 17

7.6 During this quarter the budget for the 17/18 programme of additional parking provision under the Verge Hardening project has been allocated and the works scheduled as follows: -

Location	Number of Spaces provided	Total Cost	Start Date	Finish Date
Goosecroft	8	£27,925.87	04/07/2017	12/07/2017
Candlefield Walk	0 (re-tarmac)	£9,682.14	13/07/2017	14/07/2017
Coverdale	12	£57,264.45	17/07/2017	01/08/2017
Salters Close	10	£21,949.77	02/08/2017	16/08/2017
Barnard Way	10	£27,376.46	03/09/2017	23/09/2017

7.7 Works commenced early September on Gadebridge Park Splash Park and works are due to be completed in the Spring 2018.

8 Quarter 3 2017/18 priorities

- 8.1 Making Dacorum Better Together meeting on 23rd October 2017
- 8.2 Complete Verge Hardening programme for areas identified for 2017/18
- 8.3 Ongoing works/project management of Splash Park
- 8.4 Commencement of installation of new play park in Gadebridge Park

9 Adventure Playgrounds

- 9.1 The National Playdays at the Adventure Playgrounds were well attended with in the first week of August despite poor weather.
- 9.2 Attendances during this quarter were down on this time last year, 24,490 compared to 32,069 in 2016 but the summer holidays were particularly wet which accounted for the lower attendance during this period.
- 9.3 Youth sessions continue at all 4 playgrounds and are particularly well attended at Grovehill/Woodhall Farm Adventure Playground and at Bennetts End – up to 60 young people attend each session.
- 9.4 Prior to the summer holidays considerable work was carried out to the built structures at the adventure playgrounds in line with recommendations in structural reports and health and safety requirements.

9.5 Quarter 3 2017/18 priorities

- 9.6 Half term holiday programme
- 9.7 Promotion of sports pitch hire
- 9.8 Ongoing work to play structures

10 CCTV

- 10.1 During this quarter there were 546 incidents captured on the Dacorum Borough Council system and footage was provided for 153 incidents.
- 10.2 The busiest area is Hemel Hempstead Town Centre where 311 of the incidents were captured.

11 Quarter 3 2017/18 priorities CCTV: -

- 11.1 Increase customer base and income.

12 Old Town Hall

- 12.1 The Old Town Hall was closed during the summer to enable major works to the roof and the lift to be carried out.
- 12.2 Initial sales of the Autumn/winter programme have been very good and there is a very full programme for this season.
- 12.3 Attendance at the performances during the short period of quarter 2 were high with levels at There was also a solid start to the year with attendance levels at 88.5%.
- 12.4 There have been particular problems with contractors and the replacement of the stair riser which is a concern due to the impact it has on the access for wheelchair users or people with restricted mobility.

13 Quarter 3 2017/18

- 13.1 Sale of Autumn/Winter programme
- 13.2 Replacement of stair riser (urgent)

14 Safeguarding, Domestic Abuse and Prevent

- 14.1 During this quarter there were 42 Safeguarding concerns recorded which resulted in 13 safeguarding children referrals and 23 safeguarding adults at risk referral to Herts County Council. In addition to this there was 2 Prevent enquiries/referrals.
- 14.2 Dacorum Borough Council received 36 safeguarding enquiries from Herts County Council's Children's Services.

14.3 Level One Safeguarding Children and Adults at Risk training were delivered to Dacorum Borough Council staff


14.4 Delivered Domestic Abuse, Stalking and Honour (DASH) abuse training to 40+ staff.

15 Quarter 3 Priorities 2017/18 Safeguarding

15.1 Raise awareness of Modern Slavery and Human Trafficking

15.2 Seek Cabinet approval of the proposed Safeguarding Policy and Procedure.

OSC Report - Housing & Community Department - Neighbourhood Delivery Sep-2017

Indicator Name	Results Sep-2017	Last Months Results Jun-17	Last Years Results Sep-16	RAG 	Comments	Actions
Building Community Capacity - Empower local community action and delivery						
LYN01 - number of Love Your Neighbourhood events	7 Info Only	No Data Info Only	No Data Info Only		No Comments	No Info
CYP01b - Number of young people attending Youth Clubs at Adventure Playgrounds	742 Attendances Info Only	877 Attendances Info Only	619 Attendances Info Only		Approver Comments: An increase in attendace on the same period last year	No Info
CYP02 - Number of young people involved in Community and Youth Democracy events	704 People Info Only	827 People Info Only	1526 People Target: 350		No Comments	No Info
CYP01a - Number of children attending Adventure Playgrounds	24490 Attendances Info Only	21291 Attendances Info Only	32069 Attendances Target: 16000	0 2 0		No Info
Dacorun Delivers - Reputation and profile delivery						
OTH01 - Average attendance at the Old Town Hall theatre	88.5% 88.5 / 100 Target: 61	63% 63 / 100 Target: 61	68% 68 / 100 Info Only	0 1 2	Updater Comments: Have achieved very high attendances in the second quarter	No Info
OTH02 - Old Town Hall User Satisfaction	89% Target: 75	94% Target: 75	No Data Info Only	0 0 2	Updater Comments: Excellent responses from the user survey for HP2	No Info
OTH03 - Number of private hire bookings of the Old Town Hall	No Data Info Only	49 Bookings Info Only	29 Bookings Info Only			No Info
Safe and Clean Environment - Maintain a clean and safe environment						
ASB01 - Number of reports of incidents of anti social behaviour across the borough	1152 Reports Info Only	1284 Reports Info Only	1101 Reports Info Only			No Info

Indicator Name	Results Sep-2017	Last Months Results Jun-17	Last Years Results Sep-16	RAG 	Comments	Actions
CCTV03 - Increase income	No Data Info Only	No Data Info Only	No Data Info Only		No Comments	No Info
CSP01 - Number of Community Triggers received that meet criteria	No Data Info Only	No Data Info Only	No Data Info Only		No Comments	No Info
SG02 - Number of concerns resulting in safeguarding children referrals	14 Referrals Info Only	32 Referrals Info Only	No Data Info Only		No Comments	No Info
SG03 - Number of concerns relating to Adults at Risk recorded	20 Concerns Info Only	No Data Info Only	No Data Info Only		No Comments	No Info
ASB04 - ASB Service requests responded to within target	96.5% Target: 98	94% Target: 98	97% Target: 98	0 2 2	No Comments	No Info
ASB05 - ASB - Cases closed within 60 days compared to the previous year	60% Info Only	60% Info Only	74% Info Only		No Comments	No Info



Agenda item:

Summary

Report for:	Housing and Community Overview and Scrutiny Committee
Date of meeting:	November 2017
Part:	1
If Part II, reason:	

Title of report:	Anti Social Behaviour Team – overview of Team
Contact:	Cllr Neil Harden, Portfolio Holder for Resident and Regulatory Services Author/Responsible Officer, Nicola Lobendhan, ASB Team Leader – Julie Still, Group Manager Resident Services
Purpose of report:	1. To provide members with a greater understanding of the diverse and complex issues the ASB Team and officers deal with on a day to day basis
Recommendations	1. That members note the report and can identify any areas where they would like further information or reports of specific projects.
Corporate objectives:	A clean, safe and enjoyable environment Building strong and vibrant communities Ensuring economic growth and prosperity Delivery an efficient and modern council
Implications:	<u>Financial</u> Within existing budgets
'Value for money' implications	<u>Value for money</u>
Risk implications	
Community Impact Assessment	
Health and safety	

Implications	
Consultees:	ASB Team, Group Manager Resident Services
Background papers:	Service reports, Police Reports, Appendices
Historical background <i>(please give a brief background to this report to enable it to be considered in the right context).</i>	Changes in legislation and a significant change in the type of cases the ASB team now deal with, which are very complex in nature.
Glossary of acronyms and any other abbreviations used in this report:	ASB - Anti Social Behaviour PSPO – Public Space Protection Order CPN – Community Protection Notice ABC – Acceptable Behaviour Contracts PPO – Persistent Priority Offender CT – Community Trigger

1. Introduction

- 1.1 As part of a corporate plan commitment to “*deliver a clean, safe and enjoyable environment*” Members are invited to learn more about how the ASB team work and the kind of cases and issues the ASB team deal with on a day to day basis. This report will also introduce the ASB team members and cover each of their specialist areas.

2. Background

- 2.1 Anti-social behaviour is a broad term used to describe the day-to-day incidents of crime, nuisance and disorder that make many people’s lives a misery – from litter and vandalism, to public drunkenness or aggressive dogs, to noisy or abusive neighbours. Such a wide range of behaviours means that responsibility for dealing with anti-social behaviour is shared between a number of agencies, particularly the police, councils and social landlords.
- 2.2 The ASB Team consists of one team leader, two ASB officers and two part time technical support officers.
Nicky Lobendhan ASB Team Leader – DV trainer/safeguarding officer

Morgan Steel	ASB Officer – lead on hate crime
Kim Ashworth	ASB Officer – lead on elderly/vulnerable victims
Pat Fox	Technical Support Officer
Helen Coates	Technical Support Officer

- 2.3 The team originated in housing, but it became apparent that a lot of the ASB that was being reported was more community based and not necessarily just tenants that were responsible. The ASB team then moved into public protection which enabled us to deal with ASB across the borough, regardless of who was responsible. The ASB team now sits within Resident Services.

3. Legislation

- 3.1 The ASB Crime and Police Act 2014 that was introduced in October 2014 saw a change in the way local authorities and police deal with ASB. Her Majesty's Inspectorate of Constabulary (2010) Stop the Rot report stated *“Anti Social Behaviour is a blight on the lives of millions who are directly affected by it; on the perceptions of millions more for whom it signals neglect in their neighbourhoods and the decline of whole towns and city areas; and on the reputation of the police who are often thought to be unconcerned or ineffectual. We need a new start.”*
- 3.2 Tools and powers were reviewed and updated putting more of an emphasis on a Victim Centred Approach. The Anti-social Behaviour, Crime and Police Act 2014 includes two new measures which are designed to give victims and communities a say in the way anti-social behaviour is dealt with:
- The Community Trigger, gives victims the ability to demand action, starting with review of their case, where the locally defined threshold is met.
 - The Community Remedy, gives victims a say in the out-of-court punishment of perpetrators for low-level crime and anti-social behaviour.
- 3.3 In Dacorum the locally defined threshold to meet a Community Trigger Request is 3 complaints from the same individual within the last 6 months or 3 complaints from different individuals about the same issue, within the last 6 months. Anyone can request a Community Trigger (which is essentially a case review) and members can request it on behalf of their constituents.
- 3.4 The CT process in Dacorum is managed by the ASB Team Leader and since the legislation was brought in, Dacorum has had 6 community triggers, with only one of those being cases that were investigated by the ASB team. All other cases were housing association cases. One trigger in particular was particularly helpful in getting mental health professionals around a table to discuss a perpetrator's behaviour, which has always proved very difficult to do. (Please see Appendix 1 for process)
- 3.5 The ASB team in Dacorum were the first in the Country to obtain an ASB Injunction under the new act, securing an Injunction with a power of arrest on the morning the legislation came into force.
- 3.6 The team were also the first team in Hertfordshire to secure a premises closure order followed by absolute grounds for possession, on a tenant that

had been involved in the supply of class A drugs and been found guilty of a burglary in the local area. Amongst colleagues across the County the ASB team in Dacorum are seen as front runners when it comes to the use of the new legislation and practises and documentation we have used, has been adopted across the county as best practice.

- 3.7 Community Protection Notices are something the team has used very successfully, in particular, to deal with a noise case which does not meet the statutory noise guidelines that Environmental Health would need to secure a prosecution. The ASB team worked with victims to gather evidence of nuisance noise caused by a drunken pensioner, who was a home owner. The perpetrator was offered support to deal with their alcohol issues, and was also given a community protection warning in respect of their behaviour. The noise continued so a CPN was issued, which was subsequently breached. DBC secured a successful prosecution off the back of this breach and the perpetrator was fined £550. This was a very new way of dealing with those difficult noise cases and this has now been recognised as good practice. The ASB team leader gave a presentation to the Chartered Institute of Environmental Health at a recent conference at St Albans Council, which was very well received and prompted a lot of discussion. See appendix 2

4. Victim Centred Approach

- 4.1 With the emphasis on victim care, ASB team officers have to become very involved with the cases that they are working on. Some of these cases can take over 2 years to resolve, due to legal arguments and huge caseloads having to be listed at Court. These cases can be very demanding on officers, especially when dealing with victims who are at risk. The officer investigating the case still needs to remain impartial, until the case is completed, so this can be a real conflict for officers that are trying to provide a victim centred service, but also trying to ensure a legal resolution that runs as smoothly as possible. There is no victim support service available for victims of ASB in the way there is for victims of crime.

5. The problem solving triangle

- 5.1 The problem solving triangle involves looking at ASB as a triangle, with the following elements making up each side of the triangle: victim, location and offender. By disrupting or changing one of these sides, you can effectively break the triangle and solve the Anti Social Behaviour. Police in Hertfordshire, are now relaunching this approach, as it proved so successful in the past. Close partnership working with our colleagues in the police is key to effectively dealing with Anti Social Behaviour, making Dacorum an attractive place to live and work.
- 5.2 Historically, Dacorum's ASB team have been extremely successful in dealing with ASB by using the problem solving triangle. The ASB team won Hertfordshire Constabulary's Problem Solving Award in 2004 and were finalists in 2005.

6. Case Studies

Please see Appendices 3 and 4 for case studies from officers.

7. The Toxic Trio

- 7.1 Mental Health issues, Drug and Alcohol Misuse and Domestic Abuse form what has become known as the Toxic Trio. The Toxic Trio can be found in almost all ASB cases. This could be to do with the victim, the perpetrator or the extended family of either. The types of cases the ASB team are now dealing with are extremely complex, and usually involve other professionals and support agencies.

8. Additional Responsibilities

Please see Appendix 5 for a list of the other areas the team has involvement in or responsibility for.

9. Observations

- 9.1 As an ASB team we have seen a drastic change in the type of cases that we are now dealing with. Moving away from issuing ABC's to nuisance youths and target hardening communal areas to dealing with a huge Class A drug problem and very complex cases involving the Toxic Trio. We aim to deliver a professional and value for money service to all residents of Dacorum, as well as, providing an information and advice service to colleagues and other professionals.
- 9.2 Due to the heavy caseloads, the long and protracted court process and demands from victims on officers, it is becoming very difficult to continue to do this. We welcome the opportunity to meet with members and discuss concerns they may have in their respective areas, as it's always good to know what local people are concerned about.
- 9.3 Out of the 10 districts across Hertfordshire, Dacorum currently sit in 5th position in respect of Countywide ASB figures. This is especially significant given the lack of drug and alcohol provision, the high number of Class A users, the population, the number of PPO's we have and the large amount of social housing we have in the Borough in comparison to other districts.