



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 14 October 2015 at 7.30 pm

DBC Bulbourne Room - Civic Centre

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 Adshead
Councillor Banks
Councillor Mrs Bassadone
Councillor Conway
Councillor Hearn
Councillor Link
Councillor Fethney

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

Co-Opted Members:

Substitute Members:

Councillors Howard, Collins, Clark, Ransley and Tindall

For further information, please contact Kayley Johnston ext: 2226

AGENDA

1. MINUTES

To agree the minutes of the meeting held on 16 September 2015 which can be viewed at:

[http://www.dacorum.gov.uk/docs/default-source/council-democracy/minutes-\(pdf-15kb\).pdf?sfvrsn=2](http://www.dacorum.gov.uk/docs/default-source/council-democracy/minutes-(pdf-15kb).pdf?sfvrsn=2)

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. VOLUNTARY SECTOR FUNDING - CHANGES TO GRANT ARRANGEMENTS (Pages 4 - 30)

7. ASSIGNING TENANCIES (Pages 31 - 35)

8. LOVE YOUR NEIGHBOURHOOD (Pages 36 - 41)

9. PERFORMANCE REVIEW - TOTAL ASSET MANAGEMENT CONTRACT & GAS INSTALLATION AND SERVICING CONTRACT (Pages 42 - 74)

10. WORK PROGRAMME (Pages 75 - 79)



AGENDA ITEM: 6

SUMMARY

Report for:	Housing and Community Overview and Scrutiny Committee
Date of meeting:	14 October 2015
PART:	1
If Part II, reason:	

Title of report:	Voluntary Sector Funding – Changes to Grant Arrangements
Contact:	Portfolio Holder: Cllr Neil Harden Author: Claire Lynch (Community Partnerships Team Leader) Responsible Officers: Matt Rawdon (Group Manager – People) and Steve Baker (Assistant Director – Chief Executive’s Unit)
Purpose of report:	<ol style="list-style-type: none"> 1. To outline the new commissioning approach 2. To outline the proposed financial envelope, distribution of funding between services, proposed services, Contract duration and phased approach
Recommendations	<ol style="list-style-type: none"> 1. For Overview and Scrutiny Members to review the report and provide feedback to the project team on the proposals so that they can be fed into the October Cabinet Report.
Corporate objectives:	<ol style="list-style-type: none"> 1. Community Capacity: enabling self-help and volunteering to build communities. 2. Regeneration: developing skills and aspirations of local people. 3. Dacorum Delivers: developing more effective ways of delivering services which meet customer expectations.
Implications:	<u>Financial</u>
‘Value For Money Implications’	<p>The overall cost to the Council for these services, which is committed until 31 March 2016 is £813,800 per annum.</p> <p>£753,800 from the General fund (£627,550 per annum in grant funding , £105,500 in reduced income from full market rent and £20,750 in reduced business rates) and £60,000 from the Housing Revenue Account (HRA).</p>

	<p><u>Value for money</u></p> <p>The new proposal is to move to an outcome based commissioning model which looks to improve citizens outcomes in the most efficient, effective and sustainable way.</p> <p>The new model will give service providers the opportunity to be creative and come up with new ways of meeting service outcomes for local people. The focus on outcomes should see long term improvements for local people which will reduce dependency on services in future.</p> <p>The total financial envelope (not including £105,500 in reduced income from full market rent and £20,750 in reduced business rates) is £627,550. The proposal is that this is reduced by 10% to £619,000 for the financial year 2016/2017</p>
Risk Implications	Risk assessment – created in April 2015. Last reviewed on 23.09.2015.
Equalities Implications	In progress
Health And Safety Implications	Nil
Consultees:	<p>Complete:</p> <ul style="list-style-type: none"> • Service users - currently funded through the Strategic Partner Programme • DBC Staff • Strategic Partners • Cabinet members and Senior Management <p>To do:</p> <ul style="list-style-type: none"> • Wider voluntary sector organisations • Stage 2 – staff, residents and Councillors
Background papers:	Nil
Historical background <i>(please give a brief background to this report to enable it to be considered in the right context).</i>	<p>Dacorum has funded ten voluntary sector organisations through the Strategic Partner Programme (SPP) since 2011. The SPP replaced existing core funding arrangements and had the aim of ensuring that the voluntary sector carried out work which supported the Council's vision and priorities. The 10 partners supported through core funding remained the same for the Strategic Partner Programme and are outlined below;</p> <ul style="list-style-type: none"> • Age UK Dacorum • Citizens Advice Bureau (CAB) • Community Action Dacorum (CAD) (Including shop mobility) • DENS action against homeless (Including Dacorum Rent Aid)

	<ul style="list-style-type: none"> • Druglink • Mediation Hertfordshire • Relate Dacorum, Watford and Three Rivers • Signpost (formally known as Urban Access) • The Centre in the Park • Volunteer Centre Dacorum <p>Cost</p> <p>The overall annual cost to the Council for these services, which is committed until 31 March 2016 is £813,800.</p> <p>£753,800 from the General fund (£627,550 per annum in grant funding , £105,500 in reduced income from full market rent and £20,750 in reduced business rates) and £60,000 from the Housing Revenue Account (HRA).</p> <p>(Appendix 1: Strategic Partner financial values for 2015-16)</p>
Glossary of acronyms and any other abbreviations used in this report:	<p>SPP – Strategic Partner Programme</p> <p>CAD – Community Action Dacorum</p> <p>HMO - House in Multiple Occupation</p>
Appendices	<p>Appendix 1: Strategic Partner financial values for 2015-16</p> <p>Appendix 2: Full breakdown of tender timescales for each service</p> <p>Appendix 3a-3e – draft outcomes for services) (appendix 3a. Information, advice and advocacy/ 3b. Voluntary Sector Support/ 3c. Living Stable Lives/ 3d. Reducing Social Isolation in Older People</p> <p>Appendix 4 – Proposed future funding arrangements</p>

1. Commissioning

1.1 The Council agreed that funding for the SPP would cease in the financial year 2016/2017 and a commissioning model would be adopted. The Commissioning and Procurement Standing Orders were agreed by Cabinet in June 2014; the agreed model focuses on the delivery of outcomes in support of the Council's vision and priorities.

1.2 The Council's Commissioning and Procurement Strategy, sets out the following approach:

- Identify the need - Look at the "as-is" provision, consult with stakeholders, forecast and manage demand, take account of any value add or Business Process Re-engineering, analyse and forecast spend, express as an outcome.
- Commercial Assessment - Identify the market (national/regional/local), undertake risk assessment, market development or shaping, generate options

to satisfy need, compare & challenge, review sources of funding (capital, revenue, grants), business case (sustainability & affordability).

- Solution Provision - In-house provision (skills & resource assessment), work with others and share service delivery, legal framework (delegation of duties, shared service, Joint Venture or committee), single or joint procurement (service delivery, supply, outsource), solution open to public/private/third sectors.

2. **Progress to date:**

- CMT discussions on 23 June/ 21 July 2015 on options around grouping contracts and project timescales and agreed recommendations for members
- Cabinet member/ CMT workshops held on 3 July/ 6 August 2015 to discuss grouping contracts, service outcomes, project timescales, and finances.
- Draft outcomes developed with voluntary sector, service users and DBC staff (appendix 3a-3e – draft outcomes for services)
(appendix 3a. Information, advice and advocacy/ 3b. Voluntary Sector Support/ 3c. Living Stable Lives/ 3d. Reducing Social Isolation in Older People and their Carers/ 3e. Preventing relationship breakdown)
- Proposals for groupings, phased approached and re-distribution of finances agreed in principle by CMT and Cabinet Members. Then presented to Strategic Partners.
- Development of the service outcome framework / added value table by project team further to consultation
- Stage 1 consultation with all Strategic Partners completed.
- Stage 2 consultation with all Strategic Partners open until 6 November 2015

3. **Proposed finances;**

The table in appendix 4 outlines the existing funding arrangements for 1 year, the amount that would be funded if 10% was deducted and the amount that is proposed for the service based on evidence of need.

4. **Proposed length of contracts:**

The contract length is proposed to be a minimum of three years.

5. **Phased approach:**

A phased approach based on the tender readiness of existing providers and taking into account the changes in services has been proposed.

See Appendix 2 for a full breakdown of tender timescales for each service.

6. **Rationale for grouping of contracts and the redistribution of funding**

6.1 Voluntary Sector Support

Previously CAD & Volunteer Centre Dacorum grants

- Hertfordshire County Council are currently commissioning a countywide service for 'Supporting the Voluntary Sector' (£263,000 per year), this will result in approximately £26,000 worth of additional funding for the Dacorum area which has not been put into the area in the past.
- The high overheads, back office and management costs of small organisations is not efficient

- We believe savings could be realised if these two organisations worked more closely together
- It is best practice to commission Voluntary Sector Support and Infrastructure Support as one service

6.2 Living Stable lives

Previously Druglink & DENS (including Rent Aid) grants

- CRI Spectrum are commissioned on a County wide basis to provide drug and alcohol support. County Council commissioners have identified that this is the County Council's statutory responsibility to provide these services and as such Dacorum Borough Council does not need to fund this service
- CRI spectrum now refer clients into the Oxygen pathway (the rehabilitation centre run by Druglink) and pay Druglink using funding from the County Council for the rehabilitation service
- Druglink have started to go into partnership with private landlords to utilise existing HMO's for 'move on' accommodation, which forms part of the Oxygen pathway
- DENS are contracted to manage The Elms to support people back into permanent accommodation
- Staff consultation – Strategic Housing: The Homelessness Team reported the issue of 'move on accommodation' as problematic when people leave The Elms. It is not cost effective for people to stay in that location so 'move on' accommodation is vitally important
- DENS and Druglink both follow a 'pathway' model which works with people beyond the point of crisis towards stabilising lives in the long term.

6.3 Preventing relationship breakdown

Previously Mediation Hertfordshire & Relate grants

- Relate counsellors are trained, paid psychological therapists and Mediation Hertfordshire use volunteers who are trained in conflict resolution. We believe there could be efficiencies in working together to ensure families receive the correct level of support at the correct time through a potential pathway of support
- A Lottery funded project of Mediation Hertfordshire was to support children who have experienced problems due to parental dispute. The majority of referrals have come from families where parents are in dispute, which closely links to the work Relate carry out.

6.4 Reducing social isolation for older people and their carers

Previously AgeUK and Centre in the Park

- National and local figures on projected increases for number of older people with dementia
- It is good practice to demonstrate the benefits of having a pathway of care for older people.
- National and local figures of number of unpaid carers (higher in Dacorum than Hertfordshire and National figures)

Work to action:

- Initial inquiries have been made to assess opportunities to pool budgets with the County Council as they also fund AgeUK and Centre in the Park.

6.5 Supporting young people

- The previous amount funded (£10,500 per year) to Signpost was significantly lower than for other services.
- Signpost deliver a lot in comparison to the size of grant they receive.
- In the recent service user and residents consultation the Council carried out – The statement ‘we are mentally and physical healthy’ had the second highest rate of support (175 people representing 56% of the responders)
- Suicide and self-harm in young people has been raised as an issue by GPs in Dacorum and presented to the Dacorum Strategic Network (DSN). Signpost received a small amount of funding from the DSN to pilot a support group for young people with social anxieties.

6.6 Domestic Violence (currently delivered by CAD)

- In the recent service user and residents consultation the Council carried out – The statement ‘we feel safe in our homes and community’ had the highest rate of support (254 people representing 82% of the responders)
- The recent staff consultation the Council carried out – identified that funding which currently goes towards the Domestic Violence Forum does not achieve outcomes
- SafeLives (CAADA) Countywide Review has presented opportunities to deliver a project locally
- £9,500 which was allocated to the Sunflower Centre was removed in 2014.

Work to action:

- Discuss with the Council’s Anti-Social Behaviour Team and the Homelessness Team about pathways when local residents need support

7. Recommendation:

- For Overview and Scrutiny Members to review the report and provide feedback to the project team on the proposals so that they can be fed into the October Cabinet Report.

Strategic Partner	Agreement Expiry Date	Agreement Type	Annual Rent received	Market rent	Difference	Ratable value	Value of discretionary rate relief	comments	Housing		Funding	Rent	Rates	Housing	Total	Year 1	Year 2	Year 3	Year 4	Year 5
									Funding	Notes										
Age UK Dacorum			N/A	N/A	N/A	Not currently assessed seperately	N/A	New lease with Day Centre being agreed which will regularise them as an undertenant. Their underleasenot finalised but says this is based on £30% of £250 (what we are charging our tenant initially) plus £300. This calculation for working out the rent is up to 19/08/2018 and thereafter the subtenant to pay 30% of the tenants rent. DBC have not been involved in how the tenant (Centre in the park) has determined the rent review of the subtenant.	£25,000	£15K to Friendship Team & £10K to Handyperson	£40,950	£0	£0	£25,000	£65,950	£65,950	£131,900	£197,850	£263,800	£329,750
Citizens Advice Bureau	31-Mar-14	Lease	£1,000	£7,000	£6,000	£6,600	£651	Holding over at lease expiry			£171,890	£6,000	£651	£0	£225,059	£225,059	£450,117	£675,176	£900,234	£1,125,293
	31-Mar-16	lease	£250	£19,500	£19,250	£23,000	£2,268	Not known if they subket any space?	£25,000			£19,250	£2,268	£25,000						
Community Action Dacorum (CAD)	01/05/24	Lease	£250	£16,500	£16,250	£22,000	£2,169	Unusual building, not in a tradional office market location.			£146,780	£16,250	£2,169	£0	£165,199	£165,199	£330,398	£495,598	£660,797	£825,996
DENS	31/03/19	Lease	6,200	£6,750	£550	£6,500	£641	No application for discretionary relief yet received			£20,500	£550	£641	£0	£48,047	£48,047	£96,094	£144,141	£192,188	£240,235
	29/11/19	Lease	£2,150	£2150 * until rent review	£0	BAND C	N/A	Note * The tenant undertook works so the rent reflect the tenants investments plus DBC invested £10,000 over the 3 properties , the properties will revert to market value at rent review on 30/11/2017 which is currently £6,500 p.a				£0	£0	£0						
	29/11/19	Lease	£2,150	£2150 * until rent review	£0	BAND B	N/A	Note * The tenant undertook works so the rent reflect the tenants investments plus DBC invested £10,000 over the 3 properties , the properties will revert to market value at rent review on 30/11/2017 which is currently £6,500 p.a				£0	£0	£0						
	29/11/19	Lease	£2,150	£2150 * until rent review	£0	BAND B	N/A	Note * The tenant undertook works so the rent reflect the tenants investments plus DBC invested £10,000 over the 3 properties , the properties will revert to market value at rent review on 30/11/2017 which is currently £6,500 p.a				£0	£0	£0						
	31/01/15	Lease	50% OF THE RENTAL RECEIVED	£10,000	£5,000	BAND E	N/A	At lease renewal currently,				£5,000	£0	£0						
	29/11/17	Lease	£0	£16,500	£16,500	£49,250	£4,856	previous income over £30,000, but building needs substantial repair which would affect the market rent. No application for discretionary relief yet received				£16,500	£4,856	£0						
	Procurement has details	Procurement has details	Procurement has details			BAND D	N/A	No data known				£0	£0	£0						
Drugline Page 10	29/09/2015	Tenancy - 3	£1	£10,000	£9,999	£10,000	£986				£63,330	£9,999	£986	£0	£87,195	£87,195	£174,389	£261,584	£348,779	£435,974
							N/A					£0	£0	£0						
							N/A					£0	£0	£0						
							N/A					£0	£0	£0						
							N/A					£0	£0	£0						
							N/A					£0	£0	£0						
								rental value blighted as property is to be developed so they are making DBC they are saving the Council business rates payments There are two separately rated parts of this property (2nd floor, and Sth Wing ground floor). Each has an RV of 20,750 and rate relief of £2045.95				£0	£4,092	£0						
	06-Oct-15	Licence - 1	£1	£8,000	£7,999	£8,000	£789					£7,999	£789	£0						
Mediation Hertfordshire					N/A	£5,100	£503	No data known Leased from Affinity Sutton	£10,000	to provide mediation services for tenants due to the volume of referrals	£33,730	£0	£503	£10,000	£44,233	£44,233	£88,466	£132,699	£176,931	£221,164
Relate	01/07/28	Underlease	£250	£7,750	£7,500	£15,500	£1,528	DBC has a landlord and we have a restriciton on the use for the building it has steep 2nd staircase and is not designed for offices, but has been reasonably adapted			£48,610	£7,500	£1,528	£0	£57,638	£57,638	£115,277	£172,915	£230,553	£288,192
Signpost (aka urban access)					N/A	no rateable occupation known	N/A	No data known			£10,600	£0	£0	£0	£10,600	£10,600	£21,200	£31,800	£42,400	£53,000
The Centre in the Park	19-Aug-13	Lease	£1	£8,800	£8,799	£11,000	£1,085	Building modified for intended use with internal ramps, and accessibility			£34,200	£8,799	£1,085	£0	£44,084	£44,084	£88,167.20	£132,250.80	£176,334.40	£220,418
Volunteer Centre Dacorum	11/03/17	Licence - 6	£250	£7,800	£7,550	£12,000	£1,183	Unusal building, site the buildign sits on has legal issues so cannot be let on a lease			£56,960	£7,550	£1,183	£0	£65,693	£65,693	£131,386.40	£197,079.60	£262,772.80	£328,466

£105,397 £20,750 £627,550 £105,397 £20,750 £60,000 £813,697 £813,697 £1,627,395 £2,441,092 £3,254,789 £4,068,487

Key

Strategic Partners	Funding	Rent	Rates	Housing	Year 1	Year 2	Year 3	Year 4	Year 5
Age UK Dacorum	£40,950	£0	£0	£25,000	£65,950	£131,900	£197,850	£263,800	£329,750
Citizens Advice Bureau	£171,890	£25,250	£2,919	£25,000	£225,059	£450,117	£675,176	£900,234	£1,125,293
Community Action Dacorum (CAD)	£146,780	£16,250	£2,169	£0	£165,199	£330,398	£495,598	£660,797	£825,996
DENS	£20,500	£22,050	£5,497	£0	£48,047	£96,094	£144,141	£192,188	£240,235
Druglink	£63,330	£17,998	£5,867	£0	£87,195	£174,389	£261,584	£348,779	£435,974
Mediation Hertfordshire	£33,730	£0	£503	£10,000	£44,233	£88,466	£132,699	£176,931	£221,164
Relate	£48,610	£7,500	£1,528	£0	£57,638	£115,277	£172,915	£230,553	£288,192
Signpost (aka urban access)	£10,600	£0	£0	£0	£10,600	£21,200	£31,800	£42,400	£53,000
The Centre in the Park	£34,200	£8,799	£1,085	£0	£44,084	£88,167	£132,251	£176,334	£220,418
Volunteer Centre Dacorum	£56,960	£7,550	£1,183	£0	£65,693	£131,386	£197,080	£262,773	£328,466

Year 1	£627,550	£105,397	£20,750	£60,000	£813,697	£1,627,395	£2,441,092	£3,254,789	£4,068,487
Year 2	£1,255,100	£210,794	£41,501	£120,000					
Year 3	£1,882,650	£316,191	£62,251	£180,000					
Year 4	£2,510,200	£421,588	£83,001	£240,000					
Year 5	£3,137,750	£526,985	£103,752	£300,000					

Below OJEU
Above OJEU

In this instance 'OJEU' is indicating the European Union procurement threshold value for services (£172,514) on a cumulative basis. Over this value certain rules and timescales will apply to the procurement process.

OJEU (Official Journal of the European Union)

Tender Timescales	Information, Advice and Advocacy	Supporting the Voluntary Sector	Living Stable Lives
Extended consultation for advice service outcomes	7 Sept - 2 Oct 2015	11 Sept - 6 Nov 2016	11 Sept - 6 Nov 2016
Consultation meeting with current Strategic Partners	14 Sept 2015	15 Sept 2015	11 Sept 2015 18 Sept 2015
Finance and Resources Overview and Scrutiny (specification, outcomes and evaluation criteria for advice service to be presented)	7 Oct 2015	7 Oct 2015	7 Oct 2015
Housing and Community Overview and Scrutiny (specification, outcomes and evaluation criteria for advice service to be presented)	14 Oct 2015	14 Oct 2015	14 Oct 2015
Cabinet (specification, outcomes and evaluation criteria for advice service to be agreed)	20 Oct 2015	20 Oct 2015	20 Oct 2015
Consultation / bidders day	20 Oct 2015	20 Oct 2015	TBC
Procurement training	TBC	TBC	TBC
Service tender to be released	Nov 2015	Jan / Feb 2016	March / April 2016
Evaluation of advice service tender	Jan 2016	March 2016	May 2016
Communication of advice service decision with bidders	Jan 2016	March 2016	May 2016
Standstill period for advice service	Feb 2016	April 2016	June 2016
Contract signing for advice service	March 2016	May 2016	July 2016
New advice service in place	May 2016	July 2016	Oct 2016

Reducing Social Isolation	Preventing Relationship Breakdown	Keeping People Mobile	Supporting Dacorum's Youth	Safe Lives
11 Sept - 6 Nov 2016	11 Sept - 6 Nov 2016	TBC	TBC	TBC
11 Sept 2015	14 Sept 8 Sept 2015	TBC	TBC	TBC
7 Oct 2015	7 Oct 2015	TBC	TBC	TBC
14 Oct 2015	14 Oct 2015	TBC	TBC	TBC
20 Oct 2015	20 Oct 2015	TBC	TBC	TBC
TBC	TBC	TBC	TBC	TBC
TBC	TBC	TBC	TBC	TBC
March / April 2016	May/ June 2016	TBC	TBC	TBC
May 2016	July 2016	TBC	TBC	TBC
May 2016	July 2016	TBC	TBC	TBC
June 2016	Aug 2016	TBC	TBC	TBC
July 2016	Sept 2016	TBC	TBC	TBC
Oct 2016	Dec 2016	TBC	TBC	TBC

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11 Sept 2015	14 Sept 8 Sept 2015	TBC	TBC	TBC
7 Oct 2015	7 Oct 2015	TBC	TBC	TBC
14 Oct 2015	14 Oct 2015	TBC	TBC	TBC
20 Oct 2015	20 Oct 2015	TBC	TBC	TBC
TBC	TBC	TBC	TBC	TBC
TBC	TBC	TBC	TBC	TBC
March / April 2016	May/ June 2016	TBC	TBC	TBC
May 2016	July 2016	TBC	TBC	TBC
May 2016	July 2016	TBC	TBC	TBC
June 2016	Aug 2016	TBC	TBC	TBC
July 2016	Sept 2016	TBC	TBC	TBC
Oct 2016	Dec 2016	TBC	TBC	TBC

Information, advice and advocacy service

This service will provide a free, impartial, independent and confidential information, advice and advocacy for all local people in Dacorum. It will support local people to resolve issues affecting their lives including:

- Benefits entitlement
- Employment
- Debt and Money
- Consumer rights
- Relationships
- Housing
- Law and rights
- Discrimination
- Tax
- Health care
- Education.

The service should be shaped using the following four principles:

1. Independence – All information and advice given is independent meaning the needs of the service user are central to service provision.
2. Empowerment – The information, advice and advocacy provided means that service users are in control of their situation and have a voice.
3. Inclusion – The service is accessible to all and service users are supported to be involved in local decision making.
4. Citizenship – Service users are able to exercise their rights by being informed, advised or represented.

The service will operate using the following three tier system:

Tier 1 – Self-help and assisted information

Local people are able to access a wide range of information remotely to resolve issues. This information is available at any given time through multiple channels e.g. online or leaflets. Assisted information is available to service users who need support to identify actions they can take themselves.

Tier 2 – General help (with and without casework)

Local people access support to resolve issues through more interactive channels. This information, advice and advocacy is provided on a 1:1 basis and can still be offered through multiple channels such as telephone calls, email and face-to-face support / drop in's. The service provider will take action on behalf of the client, including follow up work where the service provider retains responsibility.

Tier 3 – Specialist help/ legal representation

Local people have access to legal representation or advocacy support to resolve complex issues e.g. in court or work tribunal.

Service Outcomes	Suggested Indicators
People access information, advice and advocacy to resolve issues	Number and (%) people that feel satisfied their issue has been resolved
The information, advice and advocacy offered, has a positive impact on people's health and wellbeing	<p>Evidence of people's health and wellbeing improving as a result of accessing the service, this includes:</p> <ul style="list-style-type: none"> • Levels of stress • Sleep • Appetite • Mental health • Physical health
The information, advice and advocacy offered, improves people's financial circumstances	<p>Number and (%) of people that experience a positive change from before and after advice in areas such as:</p> <ul style="list-style-type: none"> • Money Management • Debt Management • Sustaining tenancies
People are able to resolve issues in future	<p>Number and (%) of people that feel better equipped to deal with problems in the future</p> <p>Evidence that advisors support people to understand how immediate actions can lead to positive outcomes in life</p> <p>Number and (%) of people that return to the service within a year</p> <p>Evidence of targeted self-help education with people that return to the service</p>
Information, advice and advocacy can be accessed by all local people	<p>Evidence that the demographic profile of people accessing the service is representative of the Dacorum population</p> <p>Breakdown of vulnerable people accessing the service using the following headings:</p> <ul style="list-style-type: none"> • Communication (language or literacy) • Physical and or learning disability • Mental health <p>And their topic of enquiry</p> <p>Evidence of outreach work to improve access to the service</p> <p>Evidence of flexible provision and multiple advice channels/ referral systems</p>
People have access to additional support services following the information, advice and advocacy support	Number and (%) of people signposted onto other services and breakdown of these services
People are satisfied with the service they receive	Satisfaction levels of people that have accessed the service - categorised by demographic and vulnerability if relevant using the following heading; Communication (language or literacy), physical or learning disabilities, mental health problems

Draft

Housing specific outcomes

<p>Dacorum Borough Council Housing tenants are supported to maintain their tenancy.</p>	<p>Number of Dacorum Borough Council tenants referred to the service and breakdown of circumstances of clients</p> <p>Evidence that Dacorum Borough Council tenants are at risk of losing their home and are given priority when accessing the service e.g. appointments</p> <p>Evidence of mapping debts of clients i.e. payday lenders</p> <p>Number and (%) of debt relief orders, bankruptcy, benefits issues</p> <p>Evidence of plans being put in place for repayment of housing related debt</p> <p>Evidence of Dacorum Borough Council's Housing Team being supported to access information on DBC tenants</p>
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Draft

Voluntary and Community sector support service

The service will provide information, guidance and support to support the voluntary and community sector in Dacorum to provide high quality, accessible and sustainable services for local people.

The main areas of focus for this service will include:

- Campaigning
- Cross sector working
- Financial Management
- Funding
- Governance
- IT
- Infrastructure
- Monitoring and Evaluation
- Marketing and Communications
- Setting up and Sustainability of organisations/ groups
- Strategy
- Volunteering and Workforce
- Volunteer management
- Quality standards
- Policy and Research
- Administrative/ financial support
- Project management

It is essential for the service to demonstrate advocacy and leadership within the voluntary and community sector and develop the sectors sustainability. Offering support in identifying cost effective approaches to service delivery and monitoring and reporting on outcomes will be key to achieving this.

It will include a volunteer brokerage service that utilises the links with the local voluntary and community sector to maximise volunteering opportunities for local people.

Finally it will capture up to date information about voluntary and community sector organisations including social enterprises' operating within the local area to raise awareness of the support this service can offer.

The service will operate using the following 3 tiered system:

Tier 1 - Self-help: Voluntary organisations and community groups are able to resolve issues through remote access to basic information, on topics such as:

- Setting up their organisation
- Developing their service
- Funding opportunities

This information will be available at any given time through multiple channels e.g. online.

Tier 2- Assisted information and general help: Voluntary organisations and community groups are supported to develop their knowledge through more interactive channels e.g. telephone calls, face to face, skype. By having their needs identified they are able to go on to resolve issues themselves based on the advice, instructions or signposting offered.

Tier 3- Specialist support: Voluntary organisations and community groups are provided with intensive support to address the needs of their organisation. This can be through actions such as:

- Completing funding applications
- Developing policies and procedures
- Monitoring and evaluating their service
- Volunteer Management
- Supported volunteering

Organisations and groups accessing this level of service will have access to a tailored development programme enabling them to support their organisations to be future ready and resolve issues.

The success of the service provider will be measured by the strength and satisfaction of the wider voluntary and community sector.

For the purpose of this document, the voluntary and community sector refers to all non-profit organisations and groups operating within Dacorum, this includes social enterprises.

Desired Service Outcomes	Suggested Indicators
<p>The voluntary and community sector are able to establish and maintain a high level of service delivery</p>	<p>Evidence of supporting people to set up a voluntary organisation, community group or social enterprise</p> <p>Evidence of supporting the voluntary and community sector to access training for monitoring and evaluating their service</p> <p>Evidence of monitoring voluntary and community sector organisations activity within the local area</p> <p>Evidence of mapping organisations that do not renew their membership/ reason for this</p> <p>Evidence of supporting organisations to meet a quality standard</p>
<p>The voluntary and community sector have access to the assistance they need to support their service users</p>	<p>Evidence of organisations accessing the service through multiple channels</p> <p>Number and (%) of organisations accessing each service tier</p> <p>Evidence of outreach work with local community groups and voluntary sector organisations to raise awareness about services offered</p>
<p>The voluntary and community sector have the opportunity and skills to access funding</p>	<p>Evidence of funding opportunities being regularly promoted through multiple channels</p> <p>No and (%) of funding advice and assistance provided at each tier</p> <p>Evidence of supporting partnerships to access joint funding opportunities breakdown into grants / contracts</p> <p>Evidence of supporting organisations to complete funding applications + Total amount applied for / Total amount won (% ratio of success)</p>
<p>The voluntary and community sector are able to work in partnership to deliver services</p>	<p>Evidence of supporting local community groups and organisations to identify opportunities for partnership working</p> <p>Evidence of supporting local partnerships to deliver on outcomes</p> <p>Evidence of supporting local community groups and voluntary sector organisations to develop, monitor and evaluate shared outcomes</p>
<p>The voluntary and community sector are supported to operate in line with their Constitution/ Charity Commission guidelines</p>	<p>Evidence of offering training opportunities e.g. constitution/ governance/ trusteeship/ volunteer management (no of people attending and feedback from training)</p> <p>Evidence of assisting organisations to work in line with their constitution</p>
<p>Local people have access and benefit from volunteering opportunities within the voluntary and community sector</p>	<p>Evidence that local people who are registered to volunteer are profiled and supported based on their employment preferences / transferable skills</p> <p>No and (%) of registered volunteers looking for work</p>

	<p>No and (%) of registered volunteers receiving training through their volunteering</p> <p>No and (%) of registered volunteers supported into work/ training or advanced volunteering</p> <p>(%) of people who have experienced a change from before/ after being supported into volunteering in the following areas; confidence, well-being, employability & relationships with others</p>
<p>The voluntary and community sector supported to operate in line with Volunteer Management good practice standards</p>	<p>Evidence of developing and promoting a standard in Volunteer Management</p> <p>No. of organisations working towards/ completing the volunteer management standard</p> <p>Satisfaction levels of clients with the volunteer management within their volunteering organisation after 6 months</p>
<p>The voluntary and community sector are supported to fill and sustain volunteering vacancies</p>	<p>Evidence of measuring unfilled vacancies - 1-6, 7-12 months 1+ year</p> <p>Evidence of action taken to find volunteers for opportunities advertised for over 6 months</p> <p>Satisfaction levels of volunteers with their roles</p> <p>Action taken to support volunteers/ organisation who are not satisfied</p>

DRAFT

Living Stable Lives

The aim of this service is to support people that have experienced a crisis such as homelessness or substance abuse and need support beyond the point of crisis to stabilise their lives. The service will develop a pathway of support to stabilise people's lives and give them the tools to Live Stable Lives in future.

Move on accommodation and maintaining a tenancy can prove difficult for people who have experienced homelessness and/ or substance misuse. Difficulties can arise with health, finances and relationships and additional support maybe needed beyond the point of crisis.

Crisis research looking at people's turning points into homelessness in the UK, found that reasons most often cited by male participants were relationship breakdown, substance misuse, and leaving an institution (prison, care, hospital etc.). For homeless women, the most common causes were physical or mental health problems and escaping a violent relationship.
<http://www.crisis.org.uk/pages/causes-consequences.html>

A way of improving people's life chances is to reduce their likelihood of re-using drugs and alcohol, preventing homelessness and improving social inclusion.

The following outcomes are suggested for shaping this service.

Service Outcomes	Suggested Indicators
<i>Desired outcomes of the service</i>	<i>General indicators we would be looking for</i>
People are secure in their housing	Number and (%) of people that went on to sustain tenancies e.g. 3 months, 6 months, 1 year Number and (%) of people that leave move on accommodation with housing secured
People have positive support networks	Number and (%) of people that feel they have someone to contact when in difficulty Number and (%) of people that feel their peers have a positive influence on their decision making Number and (%) of people encouraged to access other services
People are able to meet their basic needs	Number and (%) of people that feel able to manage their money Number and (%) of people that feel they have enough to eat daily Number and (%) of people that have a bed to sleep in Number and (%) of people that have improved hygiene

<p>People live as healthy lives as possible</p>	<p>Number and (%) of people that remain clean after detox e.g. 3 months, 6 months, 1 year</p> <p>Number and (%) of people that experience a positive change in their mental health and wellbeing e.g. anxiety, stress, depression, sleep patterns</p> <p>Number and (%) of people that access medical help when needed</p> <p>Evidence of promoting the benefits of physical activity and maintaining stable lives</p>
<p>People are able to resolve issues in future</p>	<p>Number and (%) of people that that are better equipped to deal with problems in the future/ make better informed decisions</p> <p>Number and (%) of people that feel more able to recognise issues and seek out support before reaching crisis point e.g. financial advice</p>
<p>People have access to additional support services following interaction with the service</p>	<p>Number and (%) of people who are identified as needing support from another organisation</p> <p>Number and (%) of people who are referred to another organisation</p> <p>Number and (%) of people who receive support from the organisation they have been referred too</p>
<p>People have developed life skills</p>	<p>Breakdown of people engaging in activities to develop skills</p> <p>Number and (%) of people that have an increased confidence in living independently</p> <p>Number and (%) of people that feel able to manage their finances</p> <p>Number and (%) of people that enrol in a course / training</p> <p>Number and (%) of people that went on to employment / volunteering</p>

Reducing Social Isolation for Older people and Carer's in Dacorum

Social Isolation relates to the lack of, or frequency of social contacts, interaction, social support structures, or lack of input into wider community activities.

The aim of this service therefore would be to improve older people and carer's social connectedness.

Social connectedness refers to the relationships people have with others and the benefits these relationships can bring to the individual and wider society. The service will look to build older people and carer's resilience to feelings of loneliness and the ability to integrate with the local community. This is influenced by the Five Ways to Wellbeing framework.

Using the Campaign to End Loneliness Outcomes framework, these are the suggested outcomes for commissioning 'Older people and their carers living well'. <http://campaigntoendloneliness.org/guidance/?size=big&contrast=dark>

The following 7 desired outcomes are therefore suggested to shape this service:

Service Outcomes	Suggested Indicators
<i>Desired outcomes of the service</i>	<i>General indicators we would be looking for</i>
Older people and carer's are as healthy as possible	Number and (%) of older people and carer's that experience a positive change in their mental health and wellbeing after accessing the service e.g. Confidence, Stress, Anxiety, Depression Number and (%) of older people and their carer's that increase their levels of physical exercise Number and (%) of older people and carer's that have a healthier diet Number and (%) of carer's that feel more able to care for their dependent after accessing the service e.g. through respite - Evidence of improved hygiene
Older people and carer's recognise and can cope with feelings of loneliness	Number and (%) of older people and carer's that feel less lonely Number and (%) of older people and carer's that feel more able to recognise how loneliness can affect their health and wellbeing Number and (%) of older people and carer's that have someone they can contact when they feel lonely e.g. be-friending buddy, support service
Older people and carer's socialise with others	Number and (%) of older people or carer's that increase the average number they speak to daily Number and (%) of older people unable to leave their homes that increase the average number of people they speak to daily
Older people and their carer's use technology to maintain relationships	Number and (%) of older people or carers that contact family or friends using technology e.g. skype after accessing the service Number and (%) of older people or carers that use technology for entertainment e.g. to play games Number and (%) of older people and carers that use technology to access services

<p>Older people and their carers feel safe and secure in their homes and communities</p>	<p>Number and (%) of older people or carers that feel more safe and secure in the homes</p> <p>Number and (%) of older people or carers that feel more safe and secure when out in the community</p>
<p>Older people and their carers know about and can access other services that support their needs</p>	<p>Evidence of promoting initiatives/ activities that would benefit older people and their carer's</p> <p>Number of referrals made to other services</p> <p>Number of other services that refer older people or carer's to your service</p>
<p>Housing Specific Outcomes – these outcomes will be specific to tenants of Council owned properties</p>	
<p>Older people and carers live in warm, weather tight, safe and secure Council owned properties</p>	<p>Evidence of older people and carers being supported to make repairs to their Council owned properties</p> <p>Number and (%) of older people and carers that are supported to make their properties more efficient e.g. insulation advice, energy saving light bulbs, draft proofing.</p> <p>Number and (%) of older people and carers that feel safer / more secure in their properties</p>
<p>Older people and carers are supported to stay in their homes and remain independent</p>	<p>Evidence of identifying older peoples and carers property needs and offering advice on how their property could be adapted</p> <p>Number and (%) of older people and carers that have improved mobility within their homes as a result of adaptations e.g. grab rails</p> <p>Number and (%) of older people with a reduction in falls or fear of falling in their home</p>

The previous Outcome Framework included 15 outcomes, this Framework sought to reduce this number and give a clear guidance on the outcomes this service should be working towards.

Preventing Relationship Breakdown

This service will develop a pathway of support for people experiencing relationship breakdown that addresses both the practical and emotional needs of local people. The aim is to ensure that people can maintain healthy and secure relationships at home, with neighbours, in the community and in the workplace.

For the purpose of this service, the term 'relationship' refers any connection between two or more people.

The main areas of service will focus on:

- Neighbour Disputes
- Wider Community Disputes
- Family Breakdown
- Workplace Conflict

This service will need to demonstrate the ability to deliver a spectrum of services as listed below.



Self Help: Local people are able to access a wide range of information remotely to resolve issues. This information is available at any given time through multiple channels e.g. online or leaflets.

Assisted Support: Local people are supported to reach voluntary agreements between parties on how to move forward and resolve issues affecting practically.

Specialist Support: Local people are helped to strengthen their relationships by addressing the emotional and psychological issues affecting them.

The following desired outcomes are therefore suggested to shape this service.

Service Outcomes	Suggested Indicators
People resolve issues affecting their relationships	<p>Number and (%) of people that felt satisfied their issue had been resolved</p> <p>Number and (%) of people that return to the service within a year</p> <p>Breakdown cases accessing the service: family, neighbours, couples, work colleagues etc.</p>
People use multiple channels to maintain communication	<p>Evidence of technology being used to improve communication between people experiencing relationship breakdown e.g. skype</p> <p>Evidence that people feel more able to express their feelings in an appropriate way as a result of accessing the service</p>
People have enriching relationships with others	Evidence that people feel their quality of relationships have improved since accessing the service
People's live as healthy lives as possible when experiencing a breakdown in relationships	<p>Evidence of people's health and wellbeing improving as a result of accessing the service, this includes:</p> <ul style="list-style-type: none"> • Levels of stress • Sleep • Appetite • Mental health • Physical health • Self esteem
The impact of relationship breakdown on others is supported	Number of children / adults not accessing the service that live with service user's
People have the skills to cope with future issues that affect relationships	<p>Evidence of signposting people on to other service for future support</p> <p>Number and (%) of people that feel better equipped to deal with issues in the future</p>

Housing specific outcomes	
Dacorum Borough Council tenants are supported to maintain their tenancy	<p>Number and (%) of DBC tenants that access the service</p> <p>Number and (%) of DBC tenants that feel able to continue their tenancy e.g. couples with a joint tenancy or resolution between neighbours</p>

Appendix 4 – Future Funding

Name of Service	Organisations currently delivering the existing grant funded service	Total existing general fund grant for this service	HRA	Total DBC grant funding for year 2015-16	10% reduction	Yearly funding with 10% reduction	Proposed redistribution for yearly funding
Information, advice and advocacy Service	Citizens Advice Bureau	£171,890.00	£25,000.00	£196,890.00	£19,689.00	£177,201.00	£177,000.00
Supporting the Voluntary Sector	Community Action Dacorum & Volunteer Centre Dacorum	£157,740.00		£157,740.00	£15,774.00	£141,966.00	£124,000.00
Living Stable Lives	Druglink & Dens	£83,830.00		£83,830.00	£8,383.00	£75,447.00	£70,000.00
Reducing Social Isolation in Older People and their Carers	Age UK & Centre in the Park	£75,150.00	£25,000.00	£100,150.00	£10,015.00	£90,135.00	£95,000.00
Preventing relationship breakdown	Relate & Mediation Herts	£82,340.00	£10,000.00	£92,340.00	£9,234.00	£83,106.00	£83,000.00
Service outcomes have not been developed for the services listed below;							
Safe Lives	CAD (Domestic Violence Forum)	£4,000.00		£4,000.00	£400.00	£3,600.00	£10,000.00

Supporting young people	Signpost	£10,600.00		£10,600.00	£1,060.00	£9,540.00	£20,000.00
Keeping people mobile	Shop Mobility & Community Transport	£42,000.00		£42,000.00	£4,200.00	£37,800.00	£40,000.00



AGENDA ITEM: 7

SUMMARY

Report for:	Housing and Communities Overview and Scrutiny Committee
Date of meeting:	October 2015
Part:	1
If Part II, reason:	

Title of report:	Assignment and Succession to a Council Tenancy
Contact:	Margaret Griffiths, Portfolio Holder for Housing Author/Responsible Officer: Andy Vincent, Group Manager – Tenants and Leaseholders
Purpose of report:	1. To update Members relating to legislation and process pertaining to succession and assignment of council tenancies
Recommendations	1. Report to be noted
Corporate objectives:	AFFORDABLE HOUSING • Maintain good social housing
Implications:	<u>Financial</u> None - for information only
'Value for money' implications	<u>Value for money</u> None – for information only
Risk implications	Risk assessment reviewed on 8 September 2015
Community Impact Assessment	A wider Community Impact Assessment of the Housing Service is currently being concluded, this will be concluded in the new calendar year.
Health and safety Implications	None
Consultees:	Cllr Margaret Griffiths – Portfolio Holder for Housing

	<p>Mark Gaynor – Director of Housing and Regeneration</p> <p>Elliott Brooks – Assistant Director, Housing</p> <p>Dharini Chandarana – Interim Team Leader – Tenants and Leaseholders</p>
Background papers:	None
Historical background <i>(please give a brief background to this report to enable it to be considered in the right context).</i>	<p>The three background papers are referenced within the report.</p> <p>Housing Act 1985 Section 91 – due to the age of this legislation this is not available online.</p> <p>Localism Act 2011 Section 160</p> <p>http://www.legislation.gov.uk/ukpga/2011/20/contents/enacted</p> <p>Flexible and Secure Tenancy Agreement - this is a restricted document and cannot be published online. This is because if a tenant signs a new version this may confer new rights on them.</p>
Glossary of acronyms and any other abbreviations used in this report:	None

1.0 Purpose

The purpose of this report is to update the Housing and Communities Overview and Scrutiny Committee on the legislation that relates to succession and assigning a tenancy and the process followed by the Housing Service when an assignment or succession request is received.

This report was requested by Committee members following a query raised at the April 2015 meeting.

2.0 Background and Legislation

2.1 What is a Succession?

Put simply a Succession is the right of a family member (partner and child) to take on the rights of a former tenant after their death provided they have been living in the family home for at least 12 months prior to the death of their family member. This right can only be used once for secure/flexible tenants and can in certain circumstances apply to introductory tenants.

For newer tenants (those with a tenancy commencement date more recent than 31 March 2012) these rights have been restricted to apply only to spouses or Civil Partners.

The right of Succession applies only to a right to succeed to a tenancy not necessarily to a property – where a property is considerably too large for the new occupiers they will be moved to a smaller home.

2.2 What is an Assignment?

In simple terms an Assignment is a process of giving a tenancy to another ‘qualifying’ person whilst the tenant is still alive. For example a parent may be moving away to take up work leaving an adult child in the property. The parent may therefore request that the child is able to take on the tenancy; this request would be considered by looking at the size of the property, the manner in which the current tenancy was conducted, the housing need and level of income of the child.

There is no absolute right to assign a tenancy.

Assignment becomes more complicated when dealing with a mutual exchange which must be granted in certain circumstances. Permission must be granted by the landlord prior to an assignment for a mutual exchange going ahead.

The Council can only withhold consent to an assignment for a mutual exchange on certain grounds which are set in the Housing Act 1985 schedule 3. If consent is withheld, the Council must serve notice within 42 days of the tenant’s request stating the ground which it relies upon to refuse the assignment.

How the Council’s Tenancy Agreements (Introductory, Flexible and Secure) cover Assignment requests

Section 12 of the Council’s Introductory, Flexible and Secure Tenancy Agreements cover assignments (Note: It is very unlikely that an Introductory Tenancy would be able to assign their tenancy – but any request would be considered on the merits of the case):

12. *You must request permission if you wish to assign (transfer) your Tenancy. You may not assign your tenancy except:*
 - *To a person who would be qualified to succeed to the tenancy if you died.*
 - *As a result of an order made in certain family, children or civil partnership proceedings.*

In addition, when you are a secure tenant you may assign the Tenancy when exercising the right of tenancy exchange set out later in this agreement.

2.3 Legislation

The legislation that relates to an assignment is the same as the legislation that relates to succession.

The relevant legislation is the Housing Act 1985 Section 91(3) which states:-

A secure tenancy cannot be assigned except in three circumstances:

- 1) *By way of mutual exchange*
- 2) *By a court order in certain matrimonial, civil partnership or children act proceedings*
- 3) *To a potential successor of the tenancy*

The Localism Act 2011 Section 160 Succession to secure tenancies states:

(1) A person (“P”) is qualified to succeed the tenant under a secure tenancy of a dwelling-house in England if:

(a) P occupies the dwelling-house as P’s only or principal home at the time of the tenant’s death, and

(b) P is the tenant’s spouse or civil partner.

(5) For the purposes of this section

(a) a person who was living with the tenant as the tenant’s wife or husband is to be treated as the tenant’s spouse, and.

(b) a person who was living with the tenant as if they were civil partners is to be treated as the tenant’s civil partner.

The consequence of the Localism Act 2011 amendment is that the household members that a tenancy can be assigned to has been reduced to only those family members who could succeed to the tenancy through what is known as ‘survivorship’ – namely husbands or wives, civil partners or long term partners.

3.0 Numbers of Assignments/Successions

In 2014/15 Dacorum Borough Council Tenancy Team received 2 Assignment requests, both of these were considered for non-qualifying successors. These were received for concern about future housing circumstances of child. Of these requests 1 was approved.

In 2014/15 Dacorum Borough Council Tenancy Team received 18 non-statutory succession requests and 14 statutory succession requests where the new home was too large for the needs of the new household. Of these all 14 statutory requests were approved and 9 of the non-statutory requests were approved.

3.1 The process for dealing with Assignments/Successions

Approving an Assignment or Succession constitutes a new letting; this is therefore covered within the Housing Allocations Policy - section 11 exemptions “changes to a tenancy that does not result in a vacancy”.

There is no statutory (legal) right to Assign; a landlord has the discretion to consider an Assignment request. At Dacorum each assignment request is considered on its merits – including Assignments to non-qualifying successors.

There is a statutory right to succeed; the landlord also has the discretion to approve non-statutory succession requests where for example the succession right has been used up or where a family member is living in the home and does not have a statutory right to succeed but would benefit from Council owned accommodation.

Exemptions from the Housing Allocations Policy are considered by a panel of senior staff within the Housing Service who have delegated authority within the Council's Constitution to deal with these issues. An audit trail can be evidenced from these meetings which ensures high quality decisions are routinely made. The processes adopted by the Housing Panel are developed from best practice within the industry.

Tenants/Applicants who are declined by the Housing Panel are offered the right of review by appealing to the Assistant Director for Housing.



Agenda Item 8

Love your Neighbourhood:

“Could this week get any better?” ...

Author	Emily-Rae Maxwell		
Responsible officer			
Date of publication		Date of last version	
Version no.		Date of expiry	
Associated documents			

Summary

Love Your Neighbourhood offers the possibility of a measurable approach to community interventions, where benchmarks for individual communities can be established across multiple domains of deprivation and measured over a long term basis to evidence intervention impact. It does this by drawing on several relevant data sources, to identify specific community needs. The Neighbourhood Action Team then enlist the support of relevant professionals whose services match the identified needs of residents in a large, multi-professional *Love Your Neighbourhood* event as a way to engage with and tackle relevant issues.

This rationale is a product of Dacorum's recognition that single agencies alone do not have the skills or the resources to support residents' needs, especially as the demand for Dacorum Borough Council's services has grown dramatically.

Within the constraints of austerity for local government, this approach to community development delivers value for money and fundamentally tangible outcomes for residents.

In February 2015, the Neighbourhood Action team piloted the Love your Neighbourhood approach in the Highfield community. 5 days of events were held, each dedicated to a specific need identified through analysis of data, and these were;

- Health and Wellbeing
- Making Ends Meet
- Community Safety
- Employability and Upskilling
- Community Celebration

Service providers from across the borough were invited to attend the events offering residents free activities and information about their services. Highfield was selected by Neighbourhood Action as the pilot area for *Love Your Neighbourhood* as it is ranked the 4th most deprived ward in Hertfordshire. However this approach can be used in all wards as it focuses specifically on each community's needs.

Overall the objectives of Love your Neighbourhood events are to:

1. reduce barriers for residents within their communities
2. increase opportunities for residents by encouraging effective partnership working between the Council and other service providers
3. create an approach for community development that is both value for money and relevant to all residents in the borough at meeting need

The event cost £5.45 per person per event. This is highly dependent outgoings vs. attendances meaning future events could vary in cost in comparison. However, future plans to

Attendance

Event Day	Adult Attendance	Child Attendance	
Health and Wellbeing	38	53	
Making Ends Meet	19	16	
Community Safety	27	60	
Employability and Upskilling	17	60	
Community Celebration Day	89	162	
Total Attendance for the Week	149	250	399

Total attendance for the week was 399 residents. The table indicates that other than the Community Celebration day, the most popular event day for adults was Health and Wellbeing whereas Community Safety and Employability and Upskilling were most popular for children.

Outcomes of Love your Neighbourhood

1. Day 1 - Health and Wellbeing

The *Health and Wellbeing* day was heavily influenced by the Herts Valley CCG priorities for Dacorum. Service providers and activities included: Hertfordshire Health Walks, sexual health screening, various free exercise workshops, weight management advice and mental health advice for over 60's.

Outputs:

- 20 residents signed up for further information on the free physical activity classes provided by 'Get Set Go Dacorum'.
- 3 self-referrals to the family weight management programme starting in April
- 49 adults and children participated in the free exercise workshops

2. Day 2 - Making Ends Meet

The *Making ends Meet* had a number of organisations attending focussing on enabling residents to make their money go further. It included, A Citizens Advice Pop-up Shop, benefits entitlement, managing rent arrears, cooking on a budget, free child care entitlement and a community swap shop where residents could bring 5 items and swap them for anything that had already been donated.

Outputs

- 4 residents signed up to being involved in a community allotment project
- All residents who attended we taught how to make pizza for 24p, ingredients were provided and they were able to take this home along with a recipe

9 residents took part in the community Big Swap and were able to swap items they no longer needed for something different that had been donated to the event

3. Day 3 - Community Safety

The *Community Safety* day was joined up with an already established Council initiative 'Clean Safe Green'. Using the established Community Safety Partnership, the event offered residents

advice on Anti-Social Behaviour, fire safety, information on recycling, property management and crime prevention.

Outputs

- 7 women approached Dacorum Refuge for advice on DV they were given 'Are you being abused' surveys and contact details for National Helplines and how to access refuge support
- 4 women shared their own experiencing of fleeing DV, their experiences
- 2 women were looking for volunteering opportunities with the refuge, 1 after experiencing DV herself. They were directed to other refuges that can take on volunteers
- 1 woman had been previously supported by the refuge and wanted to update them on her progress since leaving
- 1 woman asked for information to pass on to a friend she suspected was experiencing DV this was both physical and emotional abuse

Other Community Safety outputs include:

- 9 enquiries about joining the Neighbourhood Watch Scheme
- 8 Resident homes were fitted with front door safety chains
- 1 resident contacted us to say they will be updating their approach to home security as a result of the community safety day and that after speaking to the recycling team, they have started composting

4. Day 4 - Employability and Upskilling

The *Employability and Upskilling* day event focused on a number of different strands to developing resident's skills. It looked at career progression, job applications, current vacancies, further education and volunteering opportunities. Additionally, there was a significant push on increasing the aspirations of the younger generation at this event. The 'When I grow up I want to be...' event encouraged children to draw themselves in their dream job. Other opportunities like cadets were also promoted.

A group of 7 residents and their children arrived at the event an hour before it started. They were invited in whilst setting up continued. The residents expressed the significance of such events being held during the holidays, as they felt there was very little to do in the area that was appropriate for the entire family.

Outputs

- 1 application for work experience with Osbornes
- 9 residents enquired into further education courses with West Herts College, they were invited to the open event taking place in March 2015. Course enquiries included; Access to Nursing, Public Services, Child Care, Gym Instructor, Catering and Construction
- 52 entries were received for the 'When I group up I want to be...' Entries included; a vet, a painter, a plumber, a snowboarder, a zookeeper, an author, a hairdresser and a policeman.
- As mentioned, Dacorum Refuge had two residents approach wanting to volunteer; they were signposted to another refuge that took volunteers
- 1 young person signed up to Dacorum Borough Council's Young Action Entertainers
- 2 work experience students helping with the Love your Neighbourhood event, contributing to a college award

- 1 volunteering opportunity supporting the Love your Neighbourhood event

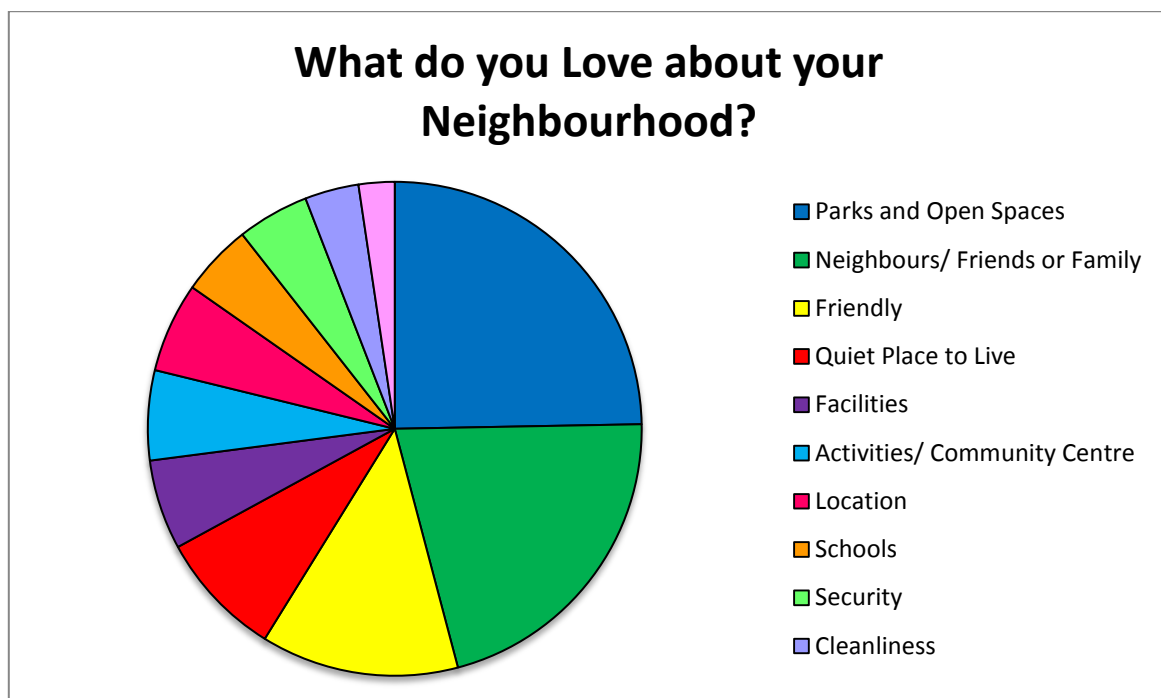
5. Day 5 - Community Celebration Day

The Community Celebration day offered residents the opportunity to celebrate where they lived and give feedback on the *Love Your Neighbourhood* event. The local food co-ordinator offered residents over 300 free planted herbs to take home and grow, there was also face painting, rides, stalls and competitions. Service providers from all days were offered the opportunity to attend the event.

Residents who attended stayed for the whole three hours, with many bringing picnics with them. This emphasised the community spirit created within the event.

One exercise carried out this day was a questionnaire on what residents loved about their Neighbourhood. Residents were able to write out post stick notes or dictate them to an officer. These were then displayed in the event entrance. A total of 85 comments were collected and categorised.

The pie chart shows the features residents at the *Love Your Neighbourhood* Community Celebration Day love most about their neighbourhood.



Added Value – DBC Visibility and Positivity

One significant difference between *Love Your Neighbourhood* and previous Neighbourhood Action events is the promotion of the Council's 'brand'. Using the example of steering group meeting, issues are presented and solutions are debated among the group. As the sole focus is on issues, the majority of topics discussed have a negative impact on the attending resident's view of the Council, particularly when concerned with on-going issues or issues that remain unsolved. *Love Your Neighbourhood* also focusing on issues, but bypasses the sharing of specific

problems at the event simply providing a number of 'solutions' for residents to actively tap into. Therefore it promotes a more proactive Council. The use of fun and free family activities reinforces this message, and the access to a new demographic of residents, this being children, means that this positive perspective of the Council is influencing future generations of service users. Activities such as the Community Payback vote allowed residents to still have their say and feel they were making a difference to issues within the community.

The majority of feedback from residents, particularly those who were parents was to thank the Council for organising the event as it gave them a productive but also fun event to attend during the half term.

The Future of Love your Neighbourhood

Love your Neighbourhood allows Neighbourhood Action to deliver successful and effective interventions in all areas of the borough.

For future events, Neighbourhood Planning Meetings will be set up and used as platforms for residents and Councillors within the community to contribute to the events. This input would allow true insight into their needs and will be pivotal in the Councils approach to co-designing services.

Key service providers will be asked to sit on an overarching board, securing their engagement with the community and again strengthening best practice and data collection at the events.

Events can be tailored to each community, allowing each area to choose between holding a large multi-agency event or smaller concentrated activities. We would continue to monitor any outcomes achieved by the Love your Neighbourhood approach.

Council services would continue to be promoted through events, with all departments being notified of upcoming events.

Agenda Item 9



AGENDA ITEM: 9

SUMMARY

Report for:	Housing & Community Overview & Scrutiny Committee
Date of meeting:	14th October 2015
PART:	I
If Part II, reason:	

Title of report:	Performance Review – Total Asset Management Contract & Gas installation and servicing contract
Contact:	Councillor Margaret Griffiths, Portfolio Holder for Housing Responsible Officer – Mark Gaynor, Corporate Director (Housing & Regeneration). Authors - Fiona Williamson, Group Manager Property & Place, Wimal Alahakon, Commercial Relationship Surveyor, Neil Brown, Mechanical and Electrical Team Leader
Purpose of report:	To provide an update upon the performance of the Total Asset Management Contract and Gas Servicing and installation Contract.
Recommendations	For members of the Overview and Scrutiny Committee to provide observations and comments on the performance of the two contracts.
Corporate objectives:	To ensure investment in the maintenance and improvement of the housing portfolio is delivered in line with the performance requirements of the contract and provides a high quality, customer focused service that provides value for money. To promote tenant involvement in the management and delivery of the contracts.
Implications:	<u>Financial</u> The tenders were awarded on the basis of the most economically advantageous tender and sufficient budget

<p>'Value For Money Implications'</p>	<p>provision has been made in the 2014-15 budget to deliver the programmed Capital work and responsive repairs.</p> <p><u>Value for Money</u></p> <p>The assessment to determine the optimal way to deliver the work strands to reduce duplication of access costs will ensure that value for money is demonstrated and realised over the term of the contract.</p>
<p>Risk Implications</p>	<p>The Total Asset Management Contract combines a large number of planned work programmes, the management of the call centre and the day to day repairs and empty homes repairs. Performance and financial management is essential as poor performance on this contract would have serious detrimental effects on the tenants and leaseholders and on the reputation of both the Council and the service Provider, Osborne.</p> <p>The failure to remain compliant in respect of gas safety is both a risk in terms of statutory compliance and risks to the tenants and adjoining residents.</p>
<p>Equalities Implications</p>	<p>Community Impact Assessments have been undertaken for both of these contracts to ensure they are accessible to all.</p>
<p>Health And Safety Implications</p>	<p>Failure to adequately maintain the properties in a good state of repair and compliant with statutory requirements has health and safety implications.</p>
<p>Consultees:</p>	<p>Councillor Margaret Griffiths, Portfolio Holder Housing</p> <p>Tenant representatives.</p> <p>Elliott Brookes, Assistant Director Housing Landlord</p> <p>Andrew Vincent, Group Manager Tenants and Leaseholders</p>
<p>Background papers:</p>	<p>Cabinet Report 25th March 2014, Award of Total Asset Management Contract and Consultants Contracts.</p> <p>Cabinet Report 23rd July 2013, Award of Gas Servicing and Installation Contract</p> <p>Housing and Community Overview and Scrutiny Committee report 28th January 2015</p>
<p>Historical background <i>(please give a brief</i></p>	<p>The Gas Servicing and Installation contract was awarded to Sun Realm and has been delivering the servicing of existing</p>

<p><i>background to this report to enable it to be considered in the right context).</i></p>	<p>and installation of new boilers since October 2013. The Total Asset Management contract was awarded to Osborne Property Services in July 2014 and is entering the 15th month of delivery. Both contracts are TPC Partnering contracts and operated using an open book accounting and have performance linked profit elements. The contracts both have an initial duration of 5years with the potential to earn extensions based upon satisfactory performance measured by a range of key performance and strategic indicators.</p>
<p>Glossary of acronyms and any other abbreviations used in this report:</p>	<p>HRA - Housing Revenue Account TAM - Total Asset Management (CP12) LGSR Certificate – Landlords Gas Safety Record MEAT – Most Economically Advantageous Tender HMEC – Housing Maintenance and Environment Committee JRP – John Rowan and Partners TPC – Term Partnering Contract ACA – Association of Consultant Architects KPI's – Key Performance Indicators OPS – Osborne Property Services CAT 1 – A breakdown category for boilers that require immediate replacement as they are beyond repair</p>

1.0 BACKGROUND

- 1.1 The Total Asset management Contract with Osborne and the Gas Servicing and installation Contract with Sun Realm are two of the most important contracts which the Council deliver to the 10,250 social housing tenants. Sun Realm Heating Limited commenced delivery of the contract for work to domestic gas installations, in October 2013 and Osborne commenced the delivery of the Total Asset Management Contract in July 2014, both following robust procurement processes.
- 1.2 Both contracts are being delivered under the ACA TPC 2005, a form of Partnering contract amended in 2008 and are based upon a target cost model, whereby the contract and valuations are based upon target costs for various types of work and these are then audited and the actual cost for the delivering the work identified. The audits are carried out every 3 months the Council will carry out an 'Open Book Audit' to ascertain the actual costs borne by the Service Provider. Any savings (gain) from the Target Cost will be shared by the Council and the Service Provider on equal basis. Any expenditure over and above the target cost will be the entire responsibility of the Service Provider (pain).
- 1.3 The initial contract duration was 5.5 years, with the option to extend for a further 5 years. Additional extensions can be earned subject to ongoing periodic renewal processes of the

Service Provider's key performance indicators which include, compliance, Health & Safety and Financial Matters.

2.0 TOTAL ASSET MANAGEMENT CONTRACT - PERFORMANCE UPDATE

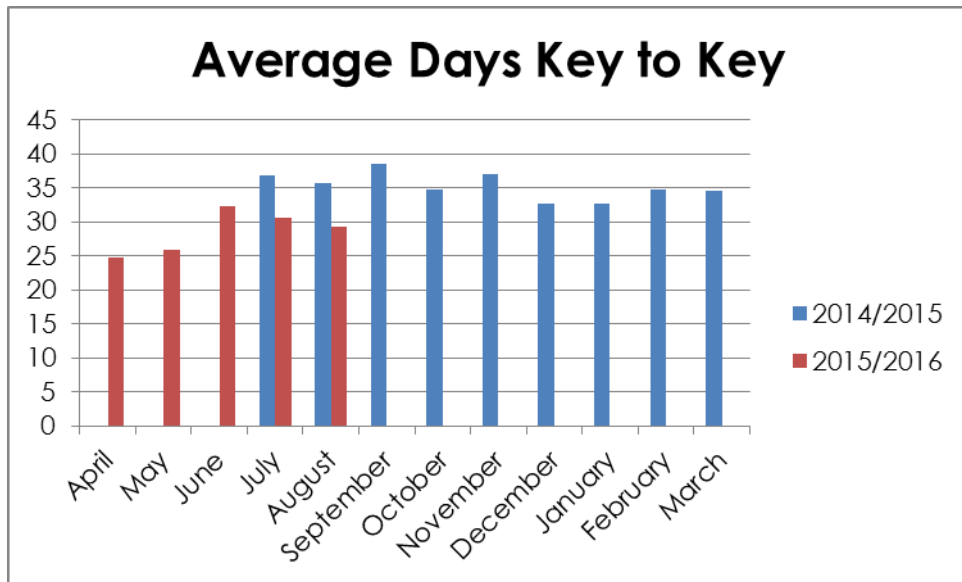
- 2.1 The Total Asset Management Contract was awarded to Osborne Property Services in April 2014 and was mobilised to commence on site on the 1st July, which despite the tight timescale was achieved. There were a number of complex issues, including the TUPE transfer of staff from multiple organisations, the need to establish a site office and depot in Dacorum and to engage with local suppliers and sub-contractors.
- 2.2 The Council officers continue to work very closely with Osborne's team to assist in ensuring the mobilisation and transition into the new contract was undertaken collaboratively so that the cultural aims of transparency and working together could be embedded. There are a number of hot desks that are used by Council officers which has derived many benefits as decisions can be made more quickly, problems can be addressed and it has enabled the teams to work more closely on future programmes.
- 2.3 The new Total Asset Management Contract is designed to provide both a service element, with the management of the call centre and inspection surveyors, as well as the day to day repairs and planned programmes of work. The contract has been structured to enable a percentage of the Service Providers profit (3%), to be linked to satisfactory performance, measured by a number of Key Performance Indicators, to incentivise positive behaviours. In addition to the contract KPI's there are a number of Corvu performance indicators that are used to provide supplementary information for the monitoring of the contract, which are contained in Appendix C

3.0 Local Employment and Site Office

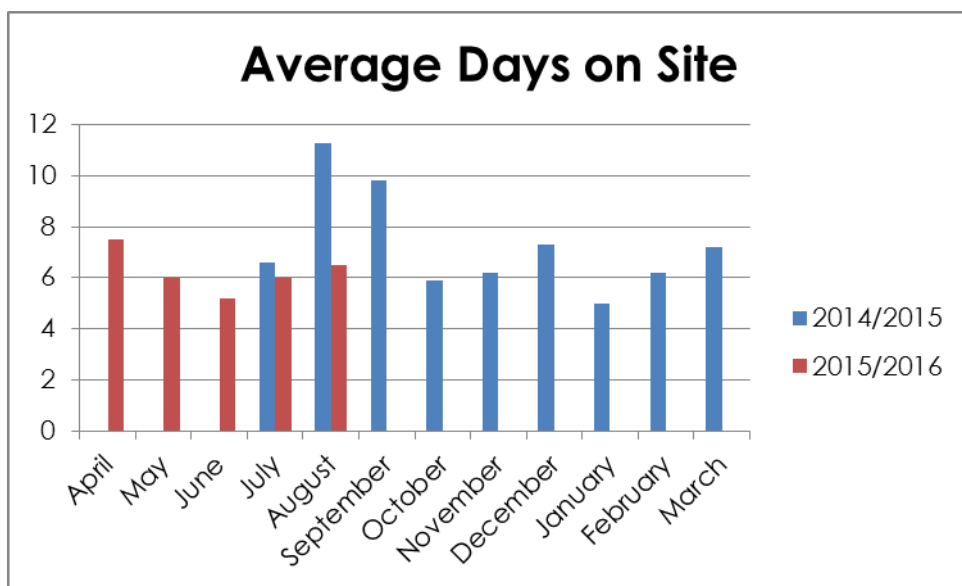
- 3.1 The Council continue to monitor the employment of the sub-contractors that are employed by Osborne, to ensure the local supply chain contractors continue to have the opportunity to work within the Borough. Osborne currently employ 65% of sub-contractor firms that are based in and around Dacorum and continue to engage with local companies in an aim to increase this to 75% by the end of this financial year. Osborne have undertaken 3 specifically targeted local supply chain open days and are in the process of another round of recruitment.
- 3.2 In order to support the strategic aims of contract another benefit to the local community and the economy has been the creation of 17 new jobs to support the delivery of the contract. Osborne has established 6 apprenticeships and 2 apprentice schemes within their own workforce. To supplement this further a programme is being rolled out for apprentices within the supply chain to continue to increase this benefit further.
- 3.3 Osborne are also in the process of setting up a training centre in the warehouse at Maxted Court that shall be made available to not only Partnership staff but as part of training that can be afforded to the wider community, including local supply chain.

4.0 Empty Homes

- 4.1 The Empty Homes delivery and reduced key to key times continues to deliver very positive performance results. The current performance is averaging around 28 days which is down from 42 days in the year prior to the contract award to Osborne. The associated rental income that has been generated, as a result of the reduced turn-around times, has been £53,485 in this financial year.



4.2 There has been a reduction in the time to complete work on site and the teams from the Council and Osborne's work closely together and have reduced duplication and streamlined a number of areas in the process. This is being done with works being carried out to a higher standard than previously but also a greater scope of works being completed in properties.



4.3 The approach of carrying more works up front result in:-

- Less disruption for tenant during tenancy
- Reduction in repair costs / disruption during tenancy
- Better targeting of Aids & Adaptations works for not only immediate incoming tenant but future tenancies
- Property to higher standard is easier to let

4.4 Osborne has completed 79 zero day jobs to date. These are jobs when the key is given to them, works carried out, and the key returned on same day. The aim is to identify the work required during a pre-void inspection, which is carried out in the notice to quit period and enables the team to also reinforce the tenant responsibilities in respect of the condition which they are expected to leave their home.

4.5 The Osborne Empty Homes Team continues to provide a service that is in the upper quartile of peer organisations for performance in the country.

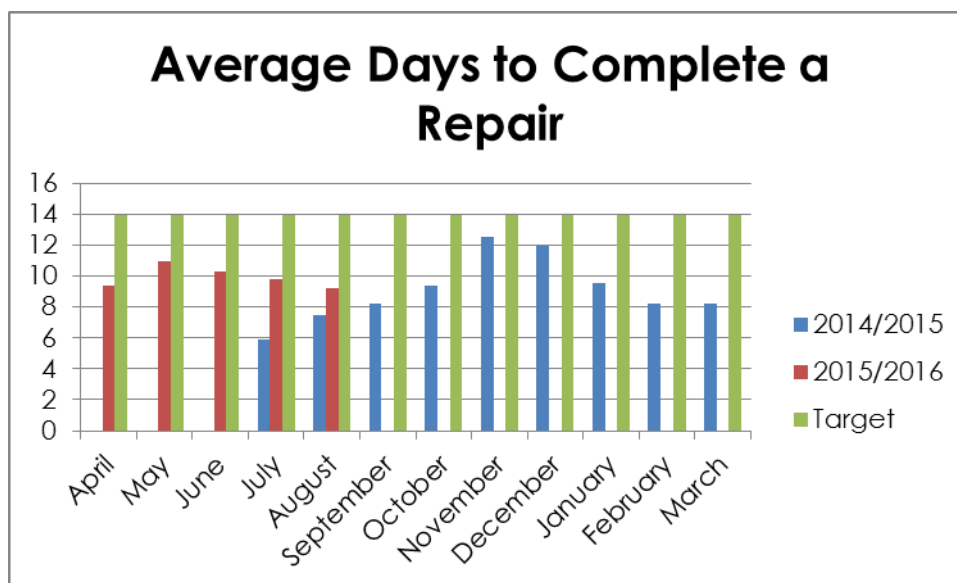
5.0 Repairs & Maintenance

- 5.1 The overall performance in this area has been good and there has been a focus on improving areas that initially were not achieving the performance targets. Appointments made and kept have been improving and now is at target and this is assisted in improving the customer satisfaction scores and reduced complaints associated with missed appointments.
- 5.2 The emphasis has been on completing the repair, wherever possible to avoid follow on work and multiple attendances for each job has continued and as a result there has been a decline in the number of repairs undertaken. This approach not only is better for the tenant, but also reduces the cost to Dacorum long term as multiple visits inevitably result in greater cost.

The summary repairs volumes are shown in the table below:

Period	Number of completed repairs
July 13 – July 14	27515
July 14 – July 15	26427

- 5.3 The average days to complete a job is also performing well under target, currently at 9 days, which means that tenants are not waiting long for day to day repairs to be completed.



6.0 Small Works

- 6.1 As the approach to Total Asset Management develops, consideration has been given to works that historically have been more complex or larger than a day to day repair. The type of work is often estate based such as rebuilding walls, fencing or other landscaping, which due to low levels of investment historically often require extensive work.
- 6.2 In order to manage these works more effectively and to ensure the approach achieves value for money, by batching some of these works, Osborne has developed a Small Works team.

6.3 Tenant representatives were involved in agreeing the scope and type of work that are included in this category and also the target timescale for completion. Benchmarking of other social housing providers was undertaken to determine an appropriate timescale for these works to be completed and a 45 day target has been agreed.

6.4 The impact will be monitored to determine the level of any efficiency savings, which are achieved as a result of the revised approach.

7.0 Planned Works

7.1 The programmes for this financial year have been generated using the stock condition information from the Council's asset database and this has been supplemented by information obtained from the surveys undertaken by surveyors at Osborne.

7.2 Osborne predominantly utilise local supply chain contractors to deliver the Planned Works programme and the feedback to date has been extremely positive, with works completed to a high standard.

7.3 The planned programme is well on target to be completed before the end of the financial year, which will enable improved forward planning and pre-surveys for the following year to be undertaken.

7.4 By establishing outline programmes for Year 3, the analysis of the repairs data trends and surveys can be used to refine the programmes to ensure the investment is targeted to those areas that demonstrate highest need.

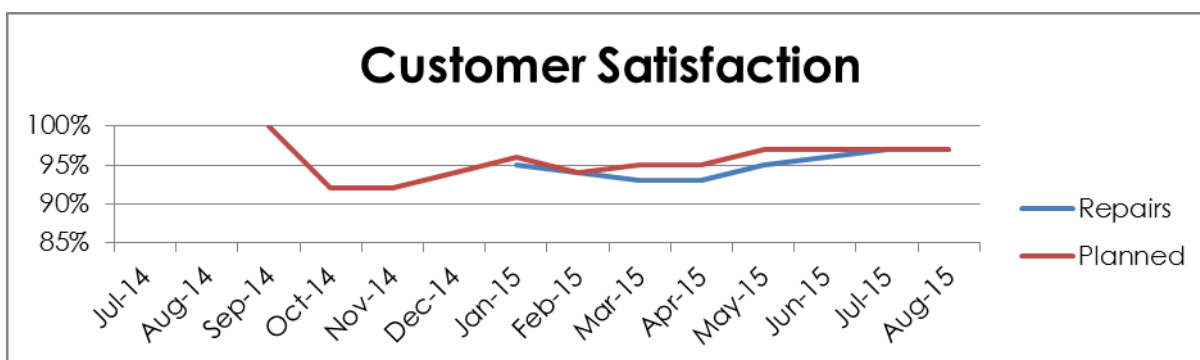
7.5 As more actual cost information is being established through the Open Book audits, the need to increase the number of target costs to include a wider range of work has been identified. The increased number of agreed rates will improve the efficiency and reduce time delays that can occur in using the schedules to build up the target costs. Osborne now have over one year of value trends, which will enable a detailed, accurate, and comparable market assessment of appropriate rates in line with those supplied at final bid stage.

7.6 A significant volume of Planned Works has been delivered contract to date and the cumulative numbers of installations undertaken over the past 14 months is contained in the table below. The stock is being brought up to a high standard through these works as well as those being undertaken by the Empty Homes teams.

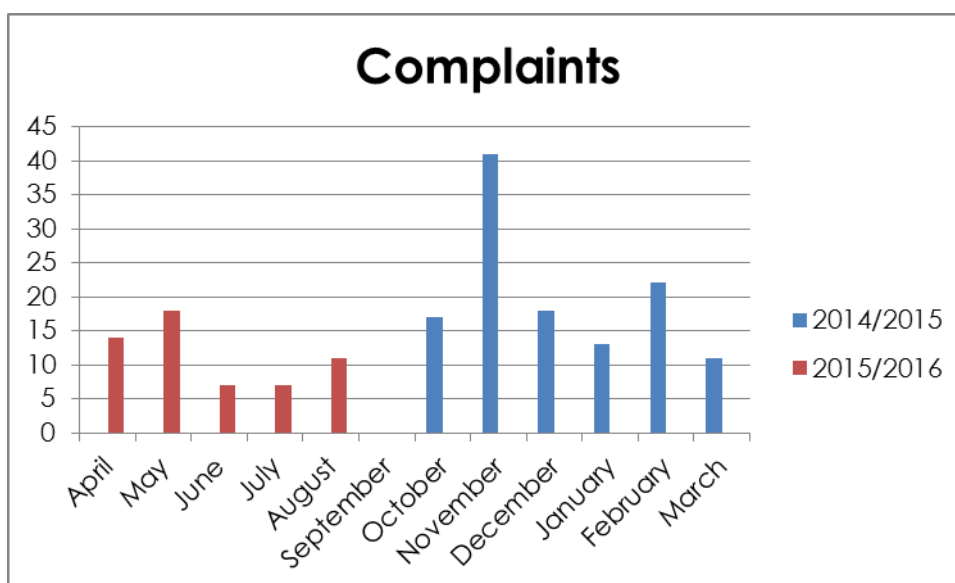
Work Stream	Number of completions contract start to date
Kitchens and Bathrooms	814
Rewires	226
Aids and Adaptations	387
External Doors	2788
Window replacement	246
External redecoration	338
Roof renewal	168
Tarmac projects	4
Garage Block refurbishment	14
2 room internal redecoration	257

8.0 Customer Satisfaction

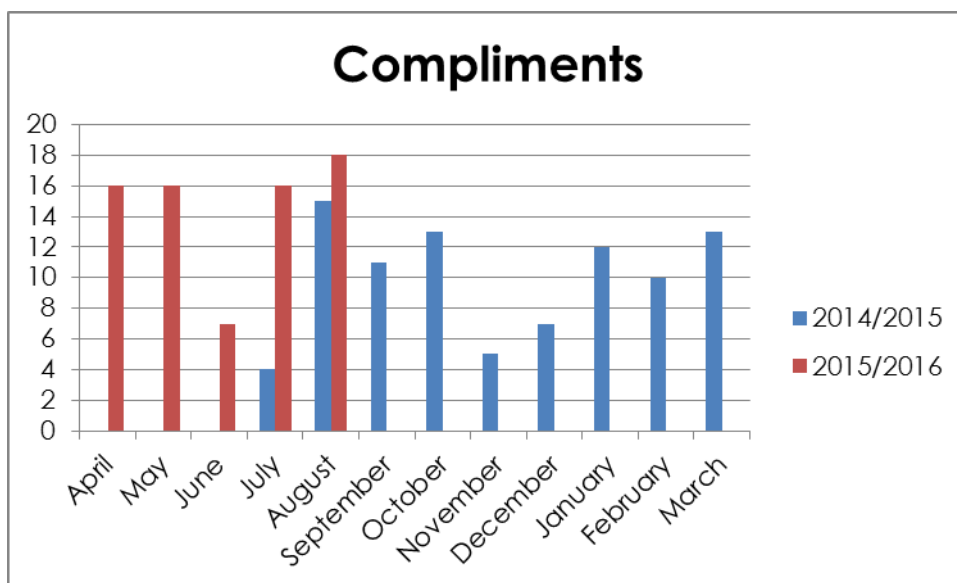
- 8.1 Osborne have appointed a regional Customer Services Manager who is responsible for the Customer Liaison Officers, Call Centre, and to improve communications across the Contract.
- 8.2 Analysis of the complaints received, demonstrated a need for improvements in the level and frequency of communication with tenants, both in the planned and responsive areas of work, so that they are fully updated on the scope and timings of works. This is being addressed with follow up calls and letters being undertaken and will be monitored to establish the effectiveness of the revised approach.
- 8.3 The Contract Customer Satisfaction is very strong due to the works undertaken by the Partnership around the Customer Experience process and the increased communication strategy being rolled out by Osborne.



- 8.4 Allied to high customer satisfaction, is the low number of complaints received and this has been summarised in the graph below. The improved position has been achieved through analysis of complaint trends and successful collaborative working to identify effective interventions to reduce complaints and developing a customer focussed approach towards the delivery.



8.5 Compliments are also recorded and the level of compliments which have been received by Osborne has been high also during the period under review which is another strong indicator that the service is generally well received.



9.0 Community Investment

9.1 Osborne continues to work pro-actively with the voluntary sector, schools, community centres and sheltered schemes and have made a significant investment towards its success. Working in Partnership with the Council, Osborne have supported or arranged in excess of 55 events in the community, a number of which are detailed in Appendix A.

9.2 There have been recent Work Experience programmes being run through the contract to provide opportunity's for young adults to directly experience working in the construction industry. An experimental scheme was undertaken recently offering one person experience in an office role and another person a site based role. This scheme was piloted to obtain feedback from the work experience candidates in order to tailor future placements and offerings.

9.3 Osborne issues a 2 monthly publication of their Community Investment activities, Community Matters, to an agreed publication list. This list is increasing as further parties in the community become interested. The publication is designed and developed in-house and also provides details of forthcoming events if anyone connected to the Partnership, or indeed beyond, want to become involved.

10.0 Financial Performance

- 10.1 The Open Book audit combining the first two quarters of the contract July-September and October – December, were undertaken by the cost consultants, JRP, who provided the following summary findings:
- OPS have, once again, been co-operative throughout this audit and have endeavoured to submit all of the substantiations we asked for.
 - OPS Head Office at Reigate provided further substantiations (such as vehicle hire charges, credit card purchases, rent recharges, insurance etc.).
 - The contract requires OPS to submit a quarterly financial statement; however the statement submitted for the second quarter could not be easily reconciled with the backup information provided.
 - OPS gave us their periodic valuations and a download from their costing system "COINS". As a result, we abstracted relevant information from these documents to assess appropriate target costs and determine actual costs for the 2nd quarter.
 - The financial outcome of our audit is given below, showing the target costs, actual costs and pain/gain against each of the work categories (WC). This report shows a gain of £242,278.35 and we recommend that DBC's client representative should issue a certificate for OPS share of £121,139.18 to be credited to DBC.
- 10.2 The Open Book audit established that during the first two quarters the contract actual costs were below the target cost by £242,278.35 and of that the 50% share has been identified for a credit to re-invest in this year's programme.
- 10.3 The Open Book audit for the final quarter of the first year, January – March, has been concluded and has identified that further savings have been achieved against target costs, but the figures are subject to final review so have not been included in this report.
- 10.4 The next Open Book audit will be undertaken internally, to improve the detailed understanding of the actual costs and to identify where any potential efficiencies or cost savings can be achieved.
- 10.5 The 3% performance related profit is earned upon achieving or exceeding the key performance indicators and each indicator has an associated weighting that determines how much of the 3% is allocated against each. The details and respective percentages are outlined in Appendix B
- 10.6 Due to initial problems with the appointments made and kept and completion of urgent and emergency repairs within the targets, Osborne achieved 2.2% of the performance related profit at the end of the first 9 months of the contract.

11.0 Contract Extension

11.1 The contract mechanism enables the Service Provider to earn additional years, up to a maximum of ten, during the initial five year contract, by the achievement of a number of Key Strategic Indicators, which are detailed in the table below:

Key Strategic Indicators		Target Compliance
1	Performance at or above the target for all KPIs for at least 9 months of the year	100% of the KPI targets met for a minimum of 9 months of the year
2	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%
3	Tenant involvement in operational and service improvement activities including meetings, workshops, customer satisfaction surveys and monitoring of corrective action arising from complaints.	Minimum of two tenants involved at operational meetings at least 4 times annually and demonstrable involvement of tenants in other service shaping activities at least 4 times annually.
4	Delivery of community initiatives to support the ambitions of the Councils economic, environmental and social sustainability agenda	The Service Provider is to deliver a range of community initiatives in line with an agreed annual project plan that can achieve tangible benefits to the community.
5	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	The Service provider is to provide a fully operational IT solution that interfaces with the Council's asset management and/or Housing Management systems to provide real time data regarding the progress of orders from the commencement of the service delivery and develop and agree a protocol for the range and scope of management information that has defined milestones throughout the contract.

11.2 The review of the first nine months of the contract delivery was undertaken in April 2015 and in line with the contract provisions and each of the five strategic indicators had to be achieved to enable an automatic extension to be granted by the Client Representative. Appendix A contains the review and details of the mechanism that is used to determine if an extension has been earned.

11.3 As the first year of contact delivery spans two financial years, the first 9 months of the contract will be reviewed and the targets for the Key Strategic Indicators measured at pro-rata levels. The subsequent reviews will align with the commencement and completion of each financial year.

11.4 The Strategic Indicators for the initial 9 month period will be considered in line with any development roadmaps and an acknowledgement of the reduced mobilisation period. Appendix A outlines the evidence to support those indicators that have been met or exceeded and mitigations identified for those that have not met or exceeded the target.

11.5 If all KSI's are met or exceeded during each financial year, the Client Representative, will be able to recommend the contract extension. In any instance where the KSI's are not fully met the Partnering Advisor will provide an independent overview of the overall contract performance and draft a report outlining the benefits, if applicable, of awarding a contract extension.

11.6 The Partnering Advisor, an independent consultant from Faithorn, Farrell, Timms, reviewed the information provided in respect of the Osborne's performance against the 5 KSI's and taking account of the mitigations detailed within the year end review, recommended that the contract be extended for one year.

12.0 Conclusion

12.1 The Total Asset Management Contract encompasses the majority of the work streams that are delivered to out tenants and therefore it is essential that it is delivered to the required quality standards and within the prescribed timescales. The three performance indicators that were delivering below target last year were reviewed to gain a better understanding of the reasons, e.g. failure to complete jobs on the operatives hand held devices, or data corruption issues, both of which have been addressed and have resulted in a marked improvement during this financial year.

12.2 Although the performance was below the required standards, this was reflected in the loss of 0.7% of the performance related pay. It has been encouraging to have results that show a transparent assessment of performance and that the issues have been identified and continue to be addressed, resulting in improved performance.

12.3 The performance has now stabilised at good levels, the one exception is the average order value, which continues to consistently be above the target. A benchmark review has commenced to establish if the target is reflective of current costs within the sector.

12.4 The Contract is on course to achieve target on all KPI's during this financial year, along with low complaint volumes, high customer satisfaction, high numbers of compliments all point to extremely strong progress in the delivery of the services.

12.5 The Revenue budget is currently forecast to underspend against budget, which reflects the lower responsive repairs volumes, year to date, through better management of repairs. Consideration is being given to making an in year revenue to Capital transfer, subject to Cabinet approval, so additional planned works can be undertaken. The approach reflects the changed focus within the contract towards making the correct and more long-term decisions.

12.6 The Contract is projected to once again accrue a significant gain through the open book audit process, which will enable additional investment in the planned work strands.

12.7 Osborne has demonstrated a commitment to the strategic objectives of the Total Asset Management Contract and has been pro-active in supporting the development of the Asset Management Strategy, including attending the Chartered Institute of Housing Redefining Asset Management project. The project enabled 16 peer organisations to share best practice and consider the factors that each would adopt in the development of an asset options tool.

12.8 The approach of the Partnership towards TAM is starting to produce tangible outputs with signs of success within the Small Works, Repairs volumes decreasing, better decision making around the assets. There is still a significant amount of work to do in the development of the software and systems to support these functions and the development of the Asset Options Tool has commenced, with support from Osborne's Business Excellence Director.

12.9 The approach being undertaken to the contract is clearly in a spirit of Partnering and the Council and Osborne work very closely together to overcome any issues that arise, to ensure the properties remain in good condition, whilst maintaining high levels of customer satisfaction.

2.0 GAS SERVICING AND INSTALLATION CONTRACT UPDATE

2.1 The Gas Servicing and installation contract covers both gas and solid fuel boilers and the primary functions are;

- a) Servicing of existing installation and issue of Gas Safety Certificates in compliance with the Gas Safety (Installation and use) Regulation.
- b) Boiler replacements gas and solid fuel.
- c) CAT -1. Break down Service
- d) Miscellaneous Work
 - Power Flushing
 - Complete New Heating System
 - Additional Radiators
 - Flue Replacement/Upgrade

3.0 FINANCIAL PERFORMANCE

3.1 The contract is administered using target costs for the replacement of boilers and full central heating systems and on a fixed price per service, which includes for any repairs that are required throughout the year.

3.2 The target costs were used to provide cost comparisons at tender stage, but under the contract financial mechanism of Open Book, the Council pay the actual cost of the boiler installations which is determined by reviewing the Service Providers accounts.

3.3 The last report to HCOSC was presented in January 2015 and at that stage there had been 3 Open Book Audits completed which had resulted in £255,660 worth of savings to the Council to reinvest in the installation of boilers.

3.4 Since the last audit in September 2014 there have been two further audits carried out by the Council and the following table1, summarises the outturn position from each audit:

Audit Period	Quarter	Difference from Target cost to actual cost	50% DBC share to reinvest
October – Dec. 2014	Q3 – 2014/15	£120,355	£60,178
January – Mar. 2015	Q4 – 2014/15	£ 60,684	*£30,342
Total Saving		£181,039	£ 90,520

(*Please note that the Audit figures for Q4-2014/15 are provisional at this stage)

3.4 In each of the three audits undertaken to date there have been savings against the target costs. The contract is structured to incentivise the Service Provider to make efficiency savings against the target costs as this is shared equally 50:50.

3.5 The £ 90,520, which represents, 50% share of the savings which Dacorun have accrued has been reinvested back into the replacement programme, providing additional boiler installations for our tenants.

4.0 BUDGET

4.1 The initial budget for the financial year, ending March 2016, was set at £ 3,825,000. In addition, 2 other standalone projects were added, so that the total budget allocated for this financial year was increased to £4,175,000.

4.2 In addition, the savings achieved through Open Book audit, £ 255,660, has been re-invested. The summary position is shown in the table 2, below:

4.3 **Table 2**

	BUDGET	SPENT TO DATE	REMAINING
Capital + Revenue	£3,825,000	£ 1,543,454	£ 2,281,546
Re-investment of Gain Share	£90,520		£90,520
TOTAL	£ 3,915,520	£ 1,543,454	£ 2,372,066

5.0 KEY PERFORMANCE INDICATORS

5.1 Sun Realm Ltd have constantly maintained a high degree performance and been very pro-active in managing access to undertake the gas servicing. The following table, table 3, contains the latest KPI figures.

Table 3

Item	Description	Target %	% PRP	Achieved %
Compliance Check	Boiler services either completed or in the process.	100	20	100
Quality	Proportion of QC checks passed	>95	10	100
Resident Satisfaction with Quality & Service	Proportion of jobs completed to satisfaction of the resident.	>90	20	100
Appointment kept	Proportion of appointment kept by the service provider	>98	20	100
Formal Complaints	Projects completed without any complaints from residents	>99	100	100
Time	Jobs completed with target time scales	>98	5	99.9
Health & Safety	Number of jobs with no reportable accidents	1	10	100
Reducing waste	Amount of waste recycle or diverted from landfill	>75	5	85

6.0 VOLUME OF WORK COMPLETED

6.1 Work Completed, Year to date, during this Financial Year, from April to September 2015, the Service Provider completed following core activities.

SERVICING	5737
CAT - 1 EMERGENCY BOILER REPLACEMENTS	29
PLANNED SYSTEM INSTALLATIONS	480

6.2 The number of CAT – 1 boiler replacements has reduced by substantially from 522 last year to 29 in the first half of this year due to the higher levels of investment in the replacement programme over the past two years. The reduction allows the programmed work to be completed and also reduces the issues associated with managing tenants who are without heating and in the case of a combi boiler also hot water.

7.0 CONCLUSION

7.1 The Service Provider, Sun Realm, continues to demonstrate a good understanding about 'Open Book Protocol' and adhered Councils' requirement there-in. The recent audits have not delivered such high levels of shared savings and this in part has been due to the appointment of a dedicated supervisor for the installation programmes, which has enabled better targeting of investment, which is demonstrated by the reduction in CAT 1 breakdowns.

Sun Realm Heating Ltd continues to provide a well structured set of accounts, the format of which had been agreed during the mobilisation period of the contract.

7.2 Sun Realm has always responded to any issues with the service and has developed good working relationships with the Client officers which have been instrumental in smooth running of the Gas Servicing Contract.

7.3 In addition to the KPI's, which are monitored and upon which a percentage of the Service Providers profit is based, there have been a number of compliments from the residents, which have been provided to Dacorum's Commercial Relationship Surveyor. Sun Realm continue to run a monthly prize draw, whereby all tenants who keep the first servicing appointment are entered into a draw with the potential to win £100. The approach initially led to an increase in those keeping their first appointment, but this has stabilised over the past year.

7.4 The reduction in the CAT 1 boiler replacements demonstrates the benefit of structuring the contract, so that the service provider has been able to have an input into identifying those boilers nearing the end of their life, which they establish during the servicing cycle. Sun Realm has been pro-active in using this information to refine the programmes at the beginning of each financial year.

7.5 In summary, the use of Open Book Accounting, in conjunction with a target cost based contract, had derived some positive outcomes both in terms of financial savings and also good customer satisfaction. It is recognised that, in order to achieve any Value for Money savings, both the Employer and the Service Provider must develop a good working relationship and the transparency demonstrated by Sun Realm has assisted in engendering a good working relationship. Both organisations have been keen to identify and manage any waste in the process and this has led to some good results and tangible savings.

Annual Contract Review Procedure.

The Strategic Core Group comprises representatives from the senior management teams of Osborne Property Services (OPS) and Dacorum Borough Council DBC and the Partnering Advisor from Faithorne, Farrell, Timms (FFT) and is the principal forum, within which actual performance is regularly reviewed.

Current Core Group Representatives:

Elliott Brooks, Assistant Director Housing, DBC

Fiona Williamson, Group Manager Property and Place, DBC

Wimal Alakanon, Commercial Relationship Surveyor DBC

Nick Sterling MD OPS

Alan Elliott Contract Director OPS

Alan Perrett Contract Manager OPS

Lee Maskell Partnering Advisor FFT

KPIs are collected monthly and circulated, for inclusion in the Client's monthly Corporate Performance reports and review at Core Group Meetings.

The Client has defined an initial set of KPIs, and KSI's, which are as set out in the Price Framework and included as Appendix J – KPIs and KSIs to The Term Brief.

The initial targets that have been defined are the baseline, from which it is anticipated the Service Provider will look to increase in line with continuous improvement interventions taken during the contract and ensure the performance is within the upper quartile of Housemark's benchmarking report by year two of the contract. The 5 KSI's are detailed below:

Key Strategic Indicators	Target Compliance
1 Performance at or above the target for all KPIs for at least 9 months of the year	100% of the KPI targets met for a minimum of 9 months of the year
2 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%
3 Tenant involvement in operational and service improvement activities including meetings, workshops, customer satisfaction surveys and monitoring of corrective action arising from complaints.	Minimum of two tenants involved at operational meetings at least 4 times annually and demonstrable involvement of tenants in other service shaping activities at least 4 times annually.
4 Delivery of community initiatives to support the ambitions of the Councils economic, environmental and social sustainability agenda	The Service Provider is to deliver a range of community initiatives in line with an agreed annual project plan that can achieve tangible benefits to the community.

5	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	The Service provider is to provide a fully operational IT solution that interfaces with the Council's asset management and/or Housing Management systems to provide real time data regarding the progress of orders from the commencement of the service delivery and develop and agree a protocol for the range and scope of management information that has defined milestones throughout the contract.
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The Contract review and extension mechanism will be undertaken in accordance with Schedule 13 of the contract and in line with Clause 3.6, the Core Group shall meet 6 months from the anniversary of the annual review to review the performance of the Service Provider and the Client Representative shall within 10 working days of this meeting issue a report of the outcome of this review.

As the first year of contact delivery spans two financial years, the first 9 months of the contract will be reviewed and the targets for the Key Strategic Indicators measured at pro-rata levels. The subsequent reviews will align with the commencement and completion of each financial year.

The Strategic Indicators for the initial 9 month period will be considered in line with any development roadmaps and an acknowledgement of the reduced mobilisation period. Appendix A outlines the evidence to support those indicators that have been met or exceeded and mitigations identified for those that have not met or exceeded the target.

If all KSI's are met or exceeded during each financial year, the Client Representative, Fiona Williamson, will be able to recommend the contract extension. In any instance where the KSI's are not fully met the Partnering Advisor will provide an independent overview of the overall contract performance and draft a report outlining the benefits, if applicable, of awarding a contract extension.

All information for review is to be made available for the Core Group Meeting members and Partnering Advisor.

Performance against the 5 Strategic Indicators detailed in the table below:

Ref	Key Strategic Indicator	Status update - narrative	Status
1	Performance at or above the target for all KPIs for at least 9 months of the year	All KPI's met following investigative audit during Q1 – 3 YTD positions still showing as fail however due to Q1 performance – Q2 onwards performance shall ensure that these are all met.	
2	Transparency and control of costs delivered through the management of Open Book records including sub-contractors information available at Quarterly intervals	Two open book audits undertaken where JRP have stated Osborne co-operative and open with all information. Savings being identified for reinvestment.	
3	Tenant involvement in operational and service improvement activities including meetings, workshops, customer satisfaction surveys and monitoring of corrective action arising from complaints.	Customer Experience Manager is currently working with DBC Manager to ensure a more strategic approach is now being taken with tenant engagement, opening it up to a wider and more relevant group.	
4	Delivery of community initiatives to support the ambitions of the Councils economic, environmental and social sustainability agenda	Multiple events undertaken CTD with huge recognition by all parties as to success and outputs. More work required to quantify benefits required with an agreed strategic direction to be documented in coming weeks.	
5	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	IT interfaces either delivered on time or early. Some disquiet around these interfaces are currently going through an assessment to ensure as much relevant information is passed across. Osborne Business Excellence Director shall be leading on Asset Options Tool implementation – works have commenced in this area.	

Appendix A

Key Strategic Indicator 1 – The requirement is to meet or exceed the Key Performance Targets for 9 out of 12 months.

The Key Performance indicators for the 9 month period are detailed below:

There was one indicator that performed consistently below the required targets;

The number of appointments made and kept was below target and throughout the initial 9 months of the contract period was between 81% and 87%. It was acknowledged that there were some problems with the Opti-time scheduling and that training on the PDA's took longer to bed in with the direct labour force than anticipated. The process has been reviewed and all appointments including sub-contractors, inspections and programmed work will be recorded and included in this indicator. The target for 2015-16 is 98% as stated in the contract documents and with the interventions that have been put in place it is considered achievable.

Two further areas of performance, which were measured but for which targets were not agreed during dialogue, were First time fix and the percentage of jobs completed within target. The first time fix has been reviewed by the tenant representatives of the Housing Maintenance and Environment Committee and an agreed definition and target established. The definition and targets were agreed in February 2015 and the performance in 2015-16 will be measured against these. In addition the percentage of jobs that result in a recall will be measured for information only, rather than included within the suite of contract performance indicators.

The targets for completion of planned work strands and responsive repairs and voids, have been agreed and any large or complex projects will have specific project plans that will identify the target dates for completion.

Key Strategic Indicator 2 - 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%.

The Open Book Protocol was not covered in sufficient detail during the dialogue stages of the procurement and in order for a workable and efficient open book protocol to be developed; work has been ongoing during the first 9 months of the contract.

The initial audit of work for the first quarter of the contract July – September was completed by JRP in February 2015 and contained a number of recommendations to rationalise the format and approach so that the information is presented in an agreed format to enable the costs to be attributed to the correct budget codes and site or central office overheads.

In addition JRP, Osborne and DBC delivered a joint Open Book Workshop, on 22 October 2015, for those staff that would be involved in either the production of the commercial valuations, or the review and audit of the target costs, applications and supporting information. The workshop provided an overview of how the open book financial mechanism differs from that operated under a traditional form of JCT contract, so that all staff appreciated how this would be administered.

A further workshop was held on the 9th March to review how the commercial elements of the contract had been operating and to identify any areas which required clarification or process maps to support.

An Open Book Protocol has been drafted and this is currently under review to ensure it aligns with the relevant budgets and commercial details set up by Osborne.

The second audit and year end out-turn is scheduled for the 21-23rd April, after which the information will be available for the Core Group and a decision can be agreed as to whether there has been sufficient work carried out to have met the target of 95% in year one.

Key Strategic Indicator 3 - Tenant involvement in operational and service improvement activities including meetings, workshops, customer satisfaction surveys and monitoring of corrective action arising from complaints.

Osborne has attended all Housing Maintenance and Environment Committee (HMEC) meetings since the commencement of the contract and has actively engaged with the tenants to produce the reports and data in a format that is agreed by the tenant representatives.

In addition to these monthly meetings, Osborne have hosted a number of interim workshops at their offices, where the tenant representatives have had the opportunity to review and agree the kitchen and flooring choices, review complaints and compliments, consider the term brief and technical specification, provide options for improvement or efficiencies in the service and meet the members of the site based operational team.

Osborne attended the Tenants and Leaseholder Day and the Love Your Neighbourhood event and provided a stand and promotional material for the visitors to both events.

TPAS the independent Tenant Participation Advisory Service have conducted an audit of the level of involvement and input from the HMEC into the Total Asset Management Contract and it was observed that;

“ The Tenant Involvement team and other staff from Dacorum and Osborn’s provide support for the group. Senior staff from both Dacorum and Osborn’s regularly attends HMEC meetings and the Chair has a dedicated mentor to help her to fulfil her role as Chair.

Following attendance at this meeting, it was clear that all parties are willing to work together to improve services.”

Key Strategic Indicator 4 - Delivery of community initiatives to support the ambitions of the Councils economic, environmental and social sustainability agenda

Osborne have hosted two meet the buyer events that were attended by contractors in the local supply chain, some of which were previously on Dacorum’s approved list of contractors.

Local supply chain employment currently running at 20 out of 32 sub-contractors and the majority of the directly employed labour team are based in Dacorum.

The team continue to engage with the supply chain to identify other local suppliers and sub-contractors that can support the TAM contract, to ensure the contract is adequately resourced and wherever possible local contractors and suppliers are used.

Appendix B contains details of a number of Community Investment initiatives that have been undertaken in the first nine months of the contract.

Key Strategic Indicator 5 - 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.

The system interface between Orchard, Dacorum's Housing Management System and Accuserve, Osborne's repairs and planned work system was established at the commencement of the contract for all repairs jobs that are undertaken. The interface imports all repairs data, which can be used to identify any patterns of failures within blocks or by estate to inform the programmes. As part of the asset management strategy further development work will be required so that this data can be interrogated effectively and used to support the Asset Option Tool.

The IT action plan has been further developed so that any system upgrades, software or hardware purchases are aligned and where possible do not result in manual uploading, or validation.

Stock condition surveys have been completed on 1280 properties and the collection methodology is being reviewed to establish if this can be undertaken using tablets and automatically synchronise with the database to provide updates in real time.

Complaints data is collated and reviewed on a monthly basis to identify any trends in the nature of the complaints so that targeted interventions can be undertaken.

Corporate IT developments and the Digital Dacorum project will impact on the Service Provider and some delays have been incurred to ensure the appropriate solutions are implemented.

Appendix B – Community Investment Initiatives**Two Beeches**

The Dacorum Youth Tenant Involvement Group (YTI) were keen to assist elderly residents in sheltered schemes to improve their communal garden areas last summer. They asked our Dacorum Osborne team to lend a hand by providing them with the skills, knowledge and experience to carry out the project and we were happy to help.

Alongside Stephanie Bailey, Dacorum Tenant Involvement Officer, and the YTI we gave the Two Beeches sheltered scheme garden a spruce up. The young volunteers gave up their last day of the school holidays to work through the rain and mud to weed flowerbeds, trim overgrown plants, repair a BBQ and help with constructing a new shed. Our Osborne team had also removed an old Greenhouse as it wasn't being used and would give the residents more garden storage space.

Steve Hole, member of the residents committee, said: "We would like to thank everyone who came to work in our garden today; you were all so very friendly and worked very hard. It's nice to see a group of young people so polite and work so hard."

Grown Your Own Garden

Last Summer we also supported the Sunny Side Rural Trust 'Grow Your Own' event at Southernwood Close. We supplied compost for the raised bed and raffle prizes for the day.

Osborne got stuck in with residents to help plant the raised bed and potted some larger plants for residents to take home with them. Neal managed a small fix on a broken greenhouse on the day so a little more space could be utilised. Sharon Frostick, Supported Housing Officer for Southernwood Close, said, "Thanks for all your efforts yesterday. Our tenants are thrilled with the results and had such a wonderful afternoon meeting new people from other schemes."

Annual Tenant Fun Day

The Dacorum 2014 Tenants and Leaseholders Conference gave local people the opportunity to meet with housing services, including Osborne who had a stand and attended on the day. Tenants were able to raise any issues they have as well as repairs they required assistance with.

Our team arrived on the day to get to know those tenants who attended and answer any queries they had. We ran competitions throughout the day, with questions such as 'Guess how many emergency repairs were completed in July 2014' and 'How many telephone calls did the call centre take between July and August'. The winner of each question was awarded with a goody bag of decorating equipment such as paint brushes, sand paper and an ever so popular Osborne rubber duck!

The Big Sleep Out

Last year saw the 21st Annual Sleepout take place at St Albans Abbey. Since the event began, more than £500,000 has been raised for homeless charities in Hertfordshire and Bedfordshire. Osborne teamed up with our friends from Dacorum Borough Council to support the event.

With cardboard we had collected from warehouses around our office, the team helped build shelters to sleep under for the night. The freezing temperatures reinforced the constant struggles homeless people face. The Youth Tenant Involvement group decided that money we raised for the event would go to local homeless charity, Dacorum Emergency Night Shelter (DENS), which houses, supports and empowers vulnerable, single homeless people and others in crisis. We raised over £500 and also sponsored the five commendable young people from the Involvement Team.

Deck the Halls

Osborne brought festivity to all of the communal areas in Dacorum's Sheltered Housing Schemes. Helping with lights, trees and decorations, our team also bought along festive treats for the tenants.

Dharini Chandarana of DBC commented "The safety of our supported housing tenants and visitors is very important and the Council has a responsibility to ensure that all communal areas comply with fire and health and safety legislation. Osborne offered to lend a helping hand with the decorations."

Love Your Neighbourhood

Osborne Supported DBC week long event. Engaging with residents on topics including Community Safety, Community Celebration and Employability and Up skilling. From the event we have a resident signed up for work experience and fitted 8 safety locks (donated my Travis Perkins) for free.

Emily Rae-Maxell of DBC said: "The Neighbourhood Action Team at Dacorum Borough Council cannot thank Osborne enough for their support during February's Love your Neighbourhood Highfield event. Residents had the opportunity to learn what Osborne do to help them as well as take part in a fun Hook a Duck game and sign up to have a front door security chain fitted as part of the Community Safety Day. Their role in the event was true example of effective partnership working and delivering great outcomes that benefit the community. We are looking forward to working with them again at future Love your Neighbourhood events."

Green Fingers at Rice Close

Last year we supported the Southernwood 'Grow Your Own' event with the Sunnyside Rural Trust. At the event the green fingered team met John and learnt that he now struggled with his gardening due to losing his leg seven years ago.

Following this, Osborne's community investment team visited him in March to give his garden a spruce up for spring. Turning over all the soil, getting rid of the weeds and planting some colourful flowers really brightened the area up.

Knowing how keen John was to get his tomato plants on the go again this year, Osborne operative, Chris Brooks, created a wooden border at the front of the property. Noticing that John's hose pipe had frozen up over the winter, we also donated a flexi hose which we hope all the residents will find easier to use this summer. This simple transformation has made such a difference to John who can now enjoy the space. He said "Thank you – it means so much because I can no longer dig my garden."

Safety Talks

At Nash Mills and Brockwood Primary Schools in Hemel Hempstead, our team recently delivered a school safety talk to over 300 pupils. After making them aware of the dangers of entering safety sites through an interactive PPE session and a video, we set them the challenge of designing some safety posters for to be displayed on our sites.

After we had received the entries from the schools and having the tough job of deciding the winners, Osborne returned to the schools for a prize giving assembly. Each winner was rewarded with a certificate, paint your own money box, medal and Osborne goody bag. Students at Nash Mills were joined by our new, larger than life, member of the team who presented the winners with their prizes.

Alison Bill, Foundation Stage Coordinator at Nash Mills said, "The children were really enthusiastic about the competition. They were full of ideas about what they could draw on their posters. The dangers of building sites has definitely sunk in, I think your presentation hit just the right note."

Vintage Tea Dance

Osborne supported Dacorum's Vintage Tea Party for residents of Warner's End in Hemel Hempstead in March. With cups and saucers and fitting costumes – this saw shared enthusiasm and heartfelt appreciation of the residents.

The team arrived in advance to help decorate the hall with vintage bunting, lights, table decorations and balloons. The 1950s and 1960s ice breaker quizzes were a huge hit and encouraged friendly debate amongst the tables! The lucky winners of the evening's raffle received a vintage style radio and an M&S voucher donated by Osborne.

Suppliers 'Vintage Teas' provided and served an amazing selection of afternoon tea from scones to fruit cake (although little evidence was left!) Then what followed got everyone up on their feet; a trio vintage band playing hits from the 50s and 60s. Sharon Clayton of Dacorum Borough Council went to great lengths to ensure that this Vintage Tea Party went with a swing. She said, "I wanted to say a HUGE thank you for all the support you gave me with planning, organising and executing this event. I think it went with a big bang and everyone seemed to be having fun. You entertained the residents and the dance moves were next to none, priceless!"

Florence Longman

Supporting the Dacorum Youth Tenant Involvement Team (YTI), we were tasked with sprucing up their well-used laundry room at Florence Longman House.

Chris and Hannah were joined by the young people of YTI, who helped with giving the room a good scrub down before painting the walls. Our subcontractor, SABRE, generously donated the paint for the entire project.

Two keen team members from YTI, Rebecca and Storm equipped with their brushes, gave the room the first coat which made a huge difference. Having stopped for a well-deserved lunch break supplied by Osborne, the second shift, Alice and Paris arrived. With the relay of brushes, the girls set to work on painting the second refreshing coat. Chris will return to add the finishing touch to the skirting boards and we are looking to recycle some units to replace their existing ones.

Projects such as this allows young people to try out new skills and helps to develop their confidence but most importantly its allows them to feel proud of their achievements and rightly so – well done YTI!

During the project day we had noticed that the units in the laundry room were not in great condition so Osborne returned the following week to fit new units which we had decided to donate to the scheme.

Rugby Refurb

Osborne were joined by our subcontractors Bell Corp and K&S and four members of the Integrated Offender Management Herts Horizon Scheme to begin a refurb project in the changing rooms at the Hemel Stags Rugby club.

The reason we got involved with the club was because of their community focus on how they run the establishment. They don't charge people to be part of the club and also run initiatives within schools which are run by some of the players and coaches. When we visited the club in the first instance we got talking to Jane Keating who runs the IOM project which aims to work with the most prolific offenders to reduce the risk of them reoffending and work to rehabilitate them. By working with external organisations the scheme can work on projects which not only benefit the community but also teach the members new skills.

Jane was joined by Tony, Luke, Rob and Glenn who helped Osborne and Bell prepare and paint the walls and ceiling and also got involved with K&S who were replacing two toilets in the rooms. Toilets were kindly donated by K&S and thanks goes to Crown who donated the paint for the project. Jane got in touch after to say: "Thank you again for Friday. I really enjoyed the day as well. I think it worked brilliantly and am definitely looking forward to returning to get it finished. I think it was a fantastic day, the atmosphere was great, and I think our guys benefitted a lot from working in an environment with qualified and skilled tradesmen."

Heather joins the team

After meeting Heather during the Employability and Upskilling day of the Love Your Neighbourhood event, we could tell how keen she was to get back into work. To try and help her with this search we offered her a weeks work experience within our Dacorum Office.

Heather joined the team at the end of April where she spent the week in different departments of the office. This included spending time with the Community

Investment, Call Centre, Responsive Repairs Administration, Customer Liaison Officers and Empty Homes teams.

She was an asset to each of the teams and impressed everybody with her enthusiasm to learn about Osborne and how the workplace has changed since she worked ten years ago. Maria who spent a day with Heather said, It was a pleasure to have Heather shadow me yesterday. She was very personable and enjoyed chatting to the elderly resident at Southernwood when we joined them at their coffee morning, and the homemade fruit cake we were given was a bonus!

In the office she was keen to learn, she asked questions and she even submitted an IO. She fitted in so well and joined in with the office 'banter'."

Party Time

After spending time with Dacorum Mencap at one of their Swan social evenings we heard about their upcoming Annual Spring Party and were keen to support.

Osborne and our Sub-contractors TTL had both donated £100 each to the event which paid for a magician for the evening. Martin was excellent and everybody was really impressed with his tricks so we were pleased the donations had been made. It was a night of food (lots of it!) dancing and the infamous pink (sorry, magenta) party hats! We had also taken along our party box of lights/decorations etc which helped make the room special for the attendees. The Osborne team arrived to help with food preparation and stayed for the party itself. Mencap organisers had arranged a raffle and all did a fantastic job of making sure the evening ran smoothly. It gave all of the members a chance to meet in one place as an extra activity to their weekly social clubs.

Tracy from Mencap got in touch after the event to say: "The help from Osborne staff was very much appreciated; they didn't stop working and certainly added that extra special sparkle to our party. They interacted with our members and really helped get the party going. We are always grateful for money donations, though manpower donations from other than our own volunteers is very rare but just as valuable."

Digital Inclusion

Osborne visited Willow Edge to hold an informal Q&A IT session for the residents. The idea was to have a relaxed atmosphere where residents could pop by and ask any basic IT questions they had or just have a go at using the equipment.

It worked really nicely because we could spend one to one time with them which I think they liked. We helped with setting up Skype so residents could speak with their relatives and friends and went through how to use a tablet and internet searches. One resident also got a one to one session on how to use excel for formulas.

Gerry, Supported Housing Officer at Willow Edge, wrote to use after to say: "Thank you for this afternoon I think the residents that did turn up for it not only enjoyed it but found it useful and no doubt Argos will be doing a roaring trade in Tablets in the coming weeks!"

TAM KPI's linked to Performance Related Profit

APPENDIX B

Key Performance Indicator		Target	% of PRP	Collection intervals	Who collects data?	How is it collected?
1.1	Defects Proportion of quality control checks passed Responsive repairs and Voids	98%	20%	Monthly	Service Provider and DBC	Recorded following post inspection completion
1.2	Defects Proportion of quality control checks passed Planned works			Monthly	Service Provider and DBC	Recorded following post inspection completion
2.1	Resident satisfaction with quality and service Proportion of responsive repair jobs completed to the satisfaction of the resident	90%	15%	Monthly	Service Provider and DBC	Service Provider and DBC to undertake satisfaction surveys
2.2	Resident satisfaction with quality and service Proportion of planned jobs completed to the satisfaction of the resident			Monthly	Service Provider and DBC	Service Provider and DBC to undertake satisfaction surveys
3	Formal complaints Proportion of projects completed without formal complaints from residents	>99%	15%	Monthly	Service Provider and DBC	Service Provider and DBC to record all complaints received
4.1	Time Proportion of jobs completed within target timescales (to be agreed during the dialogue process) Responsive repairs and Voids	TBA	25%	Monthly	Service Provider and DBC	Service Provider records
4.2	Time Proportion of jobs completed within target timescales (to be agreed during the dialogue process) Planned work			Monthly	Service Provider and DBC	Service Provider records

	Key Performance Indicator	Target	% of PRP	Collection Intervals	Who Collects Data	How is it collected?
5.	Health and Safety Number of jobs with no reportable accidents	100%	10%	Monthly	Service Provider and DBC	Service Provider records
6.	Reducing waste Amount of waste recycled or diverted from landfill	75%	5%	Quarterly	Service Provider	Service Provider records – waste carrier notices
7.	Appointments kept The percentage of appointments kept by the Service Provider for all elements of works, surveys and inspection visits.	98%	5%	Monthly	Service Provider	Service Provider records
8.	Right first Time Jobs completed on the first visit to the property (to be agreed during the dialogue process)	TBA	5%	Monthly	Service Provider	Service Provider records
9.	Prompt payment Client to ensure payment is made in line with the agreed payment terms	98%	N/A	Monthly	DBC	Client internal financial systems

Ref	Category	KPI Status	Criteria	Quarter 1	Jul-15	Aug-15	YTD
1.1	Defects - Repairs / Voids	PASS	Performance	99%	91%	100%	97%
			Target	98%	98%	98%	98%
1.2	Defects - Planned	PASS	Performance	100%	100%	100%	100%
			Target	98%	98%	98%	98%
2.1	Satisfaction - Repairs	PASS	Performance	95%	97%	97%	96%
			Target	90%	90%	90%	90%
2.2	Satisfaction - Planned	PASS	Performance	96%	97%	97%	97%
			Target	90%	90%	90%	90%
3	Formal Complaints	PASS	Performance	0.65%	0.26%	0.42%	0.44%
			Target	<1%	<1%	<1%	<1%
4.1	In Target - Repairs / Voids	PASS	Performance	95%	98%	98%	96%
			Target	98%	98%	98%	98%
4.2	In Target - Planned	TBC	Performance				
			Target	TBC	TBC	TBC	TBC
5	Health & Safety Incidents	PASS	Performance	100%	100%	100%	100%
			Target	100%	100%	100%	100%
6	Reducing Waste	PASS	Performance	92%	92%	92%	92%
			Target	75%	75%	75%	75%
7	Appointments Kept	PASS	Performance	96%	98%	98%	97%
			Target	98%	98%	98%	98%
8	Right First Time	PASS	Performance	88%	84%	84%	86%

HOUSING AND COMMUNITY Overview & Scrutiny Committee: Work Programme 2015/16

***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.*

Meeting Date:	Report Deadline	Items:	Contact details:	Background information	Outcome of Discussion
Page 75	28 May 2015	Quarter 4 Performance Reports (& Quarter 4 Operational Risk Reports)	(PH – M Griffiths, N Tiley, N Harden)		
		Performance Reports- Housing	E Brooks, Assistant Director, Housing		
		Performance report- Resident Services	J Still, Group Manager, Resident Services		
		Q4 Budget Monitoring Financial Report	R Baker, Group Manager, Finance		
		Complaints Annual Report	Robert Smyth	New item, never been done before, agreed with Elliott that they will ask the committee if they still want this!	
		Update on Tring and Berkhamsted Sports Centre	Steve Baker		
8 July 2015	25 June 2015	Mobile Homes Policy 2015	Nicholas Egerton		
		Enforcement Policy	Nicholas Egerton		

Meeting Date:	Report Deadline	Items:	Contact details:	Background information	Outcome of Discussion
<p>16 September 2015</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 76</p>	<p>3 September 2015</p>	<p>Quarter 1 Performance Report (& Q1 Operational Risk Reports)</p> <p>Performance Reports-Housing</p> <p>Performance report-Resident Services</p> <p>Q1 Budget Monitoring Financial Report</p> <p>Regulatory Services</p>	<p><i>(PH – M Griffiths, N Tiley, N Harden)</i></p> <p>E Brooks, Assistant Director, Housing</p> <p>J Still, Group Manager, Resident Services</p> <p>R Baker, Group Manager, Finance</p> <p>Chris Troy-David Austin</p>		
<p>14 October 2015</p>	<p>1 October 2015</p>	<p>Love your neighbourhood</p> <p>Performance Review – Total Asset Management Contract & Gas installation and servicing contract</p> <p>Assigning Tenancies</p> <p>Voluntary Sector Funding – Changes to Grant Arrangements</p>	<p>Julie Still/Emily Rae</p> <p>Fiona Williamson</p> <p>Andy Vincent/Fiona Guest</p> <p>Matt Rawdon</p>		

Meeting Date:	Report Deadline	Items:	Contact details:	Background information	Outcome of Discussion
11 November 2015	29 October 2015	<p>Quarter 2 Performance Report (& Q2 Operational Risk Reports)</p> <p>Performance Reports- Housing</p> <p>Performance report- Resident Services</p> <p>Q2 Budget Monitoring Financial Report Regulatory Services</p> <p>Annual Review of HRA Business Plan</p> <p>Sportspace Annual Report</p>	<p><i>(PH – M Griffiths, N Tiley, N Harden)</i></p> <p>E Brooks, Assistant Director, Housing</p> <p>J Still, Group Manager, Resident Services</p> <p>R Baker, Group Manager, Finance James Deane</p> <p>Elliott Brooks</p> <p>Steve Baker</p>		

Meeting Date:	Report Deadline	Items:	Contact details:	Background information	Outcome of Discussion
Joint Budget 8 December 2015	23 November 2015	Joint Budget OSC Budget 2015-2016 <i>Ideally no further items to be added</i>	James Deane		
27 January 2016	14 January 2016	Update from the Tenancy Sustainment Team	Layna Carmen		
Joint Budget February 2016	18 January 2016	Joint Budget 2015-2016 <i>Ideally no further items to be added</i>	James Deane		
16 March 2016	3 March 2016	Quarter 3 Performance Report (& Q3 Operational Risk Reports) Performance Reports- Housing Performance report- Resident Services Q2 Budget Monitoring Financial Report	<i>(PH – M Griffiths, N Tiley, N Harden)</i> E Brooks, Assistant Director, Housing J Still, Group Manager, Resident Services R Baker, Group Manager, Finance		

Meeting Date:	Report Deadline	Items:	Contact details:	Background information	Outcome of Discussion
		Regulatory Services	<i>James Deane</i>		

Items to be scheduled:

TLC Members (speak to Andy Vincent)