



# 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 11 November 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:  
Cook, Horn and Howard

Substitute Members:  
Councillors Howard, Collins, Clark, Ransley and Tindall

For further information, please contact

## **AGENDA**

### **1. MINUTES**

To confirm the minutes from the previous meeting

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

To receive any apologies for absence

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

To receive any declarations of interest

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

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

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

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

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

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

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

### **4. PUBLIC PARTICIPATION**

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

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

**6. QUARTER 2 - BUDGET REPORT** (Pages 4 - 13)

**7. QUARTER 2 - HOUSING** (Pages 14 - 40)

**8. QUARTER 2 - RESIDENT SERVICES** (Pages 41 - 60)

**9. QUARTER 2 - REGULATORY SERVICES** (Pages 61 - 66)

**10. ANNUAL REVIEW OF HRA BUSINESS PLAN** (Pages 67 - 100)

**11. SPORTSPACE ANNUAL REPORT** (Pages 101 - 103)

**12. EXCLUSION OF THE PUBLIC**

To consider passing a resolution in the following terms: That, under s.100A (4) of the Local Government Act 1972 Schedule 12A Part 1, as amended by the Local Government (Access to Information) (Variation) Order 2006, the public be excluded

during the items in Part II of the Agenda for this meeting, because it is likely, in view of the nature of the business to be transacted, that if members of the public were present during these items there would be disclosure to them of exempt information relating to:

**13. WORK PROGRAMME** (Pages 104 - 108)



## AGENDA ITEM: 6

### SUMMARY

<b>Report for:</b>	<b>Housing and Community Overview and Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>11 November 2015</b>
<b>PART:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Budget Monitoring Quarter 2 2015/16</b>
<b>Contact:</b>	Cllr Graeme Elliot, Portfolio Holder for Finance and Resources David Skinner, Assistant Director (Finance & Resources) Richard Baker, Group Manager (Financial Services)
<b>Purpose of report:</b>	To provide details of the projected outturn for 2015/16 as at Quarter 2 for the: <ul style="list-style-type: none"> <li>• General Fund</li> <li>• Housing Revenue Account</li> <li>• Capital Programme</li> </ul>
<b>Recommendations</b>	That Committee note the forecast outturn position.
<b>Corporate objectives:</b>	Dacorum Delivers
<b>Implications:</b>	Financial and Value for Money implications are included within the body of the report.
<b>Risk Implications</b>	Risk implications are included within the body of the report.
<b>Equalities Implications</b>	There are no equality implications.

Health And Safety Implications	There are no health and safety implications.
Glossary of acronyms and any other abbreviations used in this report:	GF – General Fund HRA – Housing Revenue Account

## 1. Introduction

1.1 The purpose of this report is to outline the Council's forecast outturn for 2015/16 as at 30 September 2015. The report covers the following budgets:

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

## 2. General Fund Revenue Account

2.1 The General Fund revenue account records the income and expenditure associated with all Council functions except management of the Council's own housing stock, which is accounted for within the Housing Revenue Account (HRA) (see Section 4).

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

2.3 The majority of non-controllable costs result from year-end accounting adjustments, e.g. depreciation charges. These are required to show the true value of resources used to provide the Council's services, but do not result in a cash charge to taxpayers.

2.4 The current budget is the original budget approved by Cabinet in February 2015, plus the following approved amendments:

<b>Amendments</b>	<b>£000</b>	<b>Approved</b>
<b>2015/16 Original budget</b>	<b>17,534</b>	
Grant Funded Staff Costs in Revenues and Benefits	70	Council September 2015
Office Accommodation	52	Council September 2015
Reserve Funded Staff Costs	(10)	Council September 2015
Local Development Framework	(50)	Council September 2015
<b>2015/16 Current Budget</b>	<b>17,596</b>	

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

	<b>Current Budget</b>	<b>Forecast Outturn</b>	<b>Variance</b>		<b>Movement in Forecast since last quarter</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>	<b>£000</b>
Finance & Resources	10,735	10,795	60	0.6%	(419)
Strategic Planning & Environment	5,760	5,969	209	3.6%	(70)
Housing & Community	1,101	1,106	5	0.5%	(22)
<b>Total</b>	<b>17,596</b>	<b>17,870</b>	<b>274</b>	<b>1.6%</b>	<b>(511)</b>

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

### 3. Housing and Community

<b>Housing &amp; Community</b>	<b>Current Budget</b>	<b>Projected Outturn</b>	<b>Variance</b>		<b>Movement in Forecast since last quarter</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>	<b>£000</b>
Employees	3,319	3,380	61	1.8%	(24)
Premises	357	317	(40)	-11.2%	1
Transport	39	40	0	0.5%	0
Supplies & Services	1,594	1,609	14	0.9%	(7)
Third Parties	36	36	0	0.0%	0
Income	(4,245)	(4,275)	(30)	0.7%	7
	<b>1,101</b>	<b>1,106</b>	<b>5</b>	<b>0.5%</b>	<b>(22)</b>

#### 3.1 Employees - £61k over budget (1.8%)

Pressure of £61k - A pressure of £45k across services was reported at Quarter 1 linked to the vacancy provision. This figure has increased slightly, particularly in areas such as the Adventure Playgrounds where staffing ratios need to be maintained, and at the Old Town Hall where sickness cover has been required to maintain the full programme of events.

A pressure of £40k was reported in the Quarter 1 report in Strategic Housing due to two posts that are being funded by grant income. The budgets have been realigned to reflect the additional grant income received which has removed this variance.

### 3.2 Premises - £40k under budget (11.2%)

Underspend of £40k – In the Homelessness service, there have been savings in temporary accommodation costs arising from 2 key factors: firstly improved advice and prevention have led to a reduced need for temporary accommodation, and secondly, the Council has been using its own hostels at Leys Road and Woolmer Drive. This variance was reported at Quarter 1 and has remained constant.

## 4. Housing Revenue Account (HRA)

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

4.2 The projected HRA balance at the end of 2015/16 is slightly above the budgeted balance of £2.9m by some £200k.

4.3 The table below provides an overview of forecast outturn position for the HRA:

Housing Revenue Account	Current Budget £000	Projected Outturn £000	Variance	
			£000	%
Total Income	(57,765)	(58,049)	(284)	0.5%
Total Expenditure	57,765	57,796	31	0.1%
<b>HRA Deficit / (Surplus)</b>	<b>0</b>	<b>(253)</b>	<b>(253)</b>	
<b>Housing Revenue Account Balance:</b>				
Opening Balance at 1 April 2015	(2,900)	(2,846)	54	
Deficit / (Surplus) for year	0	(253)	(253)	
Proposed Contributions to Reserves	0	0	0	
<b>Closing Balance at 31 March 2016</b>	<b>(2,900)</b>	<b>(3,099)</b>	<b>(199)</b>	

### 4.4 Dwelling Rent - £114k over-achievement of income (0.2%)

This overachievement is as a result of the number of void properties being slightly lower than anticipated. The budgeted level was 1%, but void properties are currently running at 0.8%.

### 4.5 Tenant Charges - £49k over-achievement of income (17.9%)

Unbudgeted grant funding is being received from Herts County Council to contribute towards the Evelyn Sharp Scheme for extra care.

#### 4.6 Leaseholder Charges - £38k shortfall in income (7.5%)

There is a shortfall in leaseholder charges of £38k. This is primarily due to Landlords' Lighting which had been carried out by Mitie on a planned basis. Osborne are now carrying out this work on a responsive basis and this has led to a reduction in costs to the Council. The budget assumed that the planned maintenance would continue and that these costs would be charged back to leaseholders in service charges, however the saving to the Council is being passed back to leaseholders.

#### 4.7 Contribution towards Expenditure - £30k over-achievement of income (5.4%)

A one-off payment has been received for Feed-In Tariffs for William Crook House which was an overdue payment relating to the last 4 years.

#### 4.8 Supervision and Management - £31k over budget (0.3%)

An overspend of £31k is expected from the vacancy provision not being achieved across a number of areas.

#### 4.9 Interest and Investment Income - £130k over-achievement of income (114%)

This over-achievement is as a result of higher than anticipated receipts from the sale of Right to Buy properties. An amount of £3.4m was estimated in the budget, however already this financial year £5.4m has been received.

### 5. Capital Programme

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

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

The 'Rephasing' column refers to those projects where expenditure is still expected to be incurred, but it will now be in 2016/17 rather than 2015/16, or conversely, where expenditure planned initially for 2016/17 will now be in 2015/16.

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

	Adjusted Budget £000	Projected Outturn £000	Rephasing £000	Variance	
				£000	%
Housing & Community	2,789	2,685	26	(130)	-4.7%
<b>G F Total</b>	<b>2,789</b>	<b>2,685</b>	<b>26</b>	<b>(130)</b>	<b>-4.7%</b>
<b>HRA Total</b>	<b>35,589</b>	<b>35,702</b>	<b>0</b>	<b>113</b>	<b>0.3%</b>
<b>Grand Total</b>	<b>38,378</b>	<b>38,387</b>	<b>26</b>	<b>(17)</b>	<b>0.0%</b>

## 5.2 General Fund Major Variances

There is an overall projected underspend of £104k on the General Fund. This is a combination of forecast underspending of £130k and rephasing of £26k from 2016/17.

The projected net underspend of £130k is:

- Line 128: an underspend of £130k on Home Improvement Loans budget. Uptake to this scheme has been low and the budget is not expected to be spent. It is proposed that the budgets allocated for this scheme in future years be removed from the capital programme during the next budget round.

The projected rephasing from future years of £26k is:

- Line 113: £26k accelerated spend from 2016/17. Funds allocated to the Bunkers Farm project for 2016/17 will now be required in 2015/16.

## 5.3 Housing Revenue Account Major Variances

- Line 189: an overspend of £121k on the new build at Farm Place. This is due to a S106 payment to Herts County Council of £54k not having been budgeted. The remaining £65k is due to amendments to the specification of the build required by Planning, plus some minor adjustments to the original specification. A saving of £330k was reported last financial year as a result of the tender price being lower than budgeted, but this did not allow for the additional costs which have now come to light.
- Line 192 – 199: these lines relate to the HRA New Build programme. Budgets need to be realigned between new schemes and the New Build General line once the revised HRA Business Plan has been approved by Cabinet.



# Dacorum Borough Council

APPENDIX A

## Revenue Budget Monitoring Report for September 2015 (by Overview and Scrutiny Committee)

	Month			Year-to-Date			Full Year		
	Adjusted Budget £000	Actuals £000	Variance £000	Adjusted Budget £000	Actuals £000	Variance £000	Adjusted Budget £000	Forecast Outturn £000	Variance £000
<b>Controllable</b>									
Finance and Resources	975	892	(83)	5,847	6,016	169	10,735	10,795	60
Housing and Community	204	118	(86)	2,894	3,029	135	1,101	1,106	5
Strategic Planning and Environment	107	126	19	674	607	(67)	5,760	5,969	209
<b>Controllable</b>	<b>1,286</b>	<b>1,136</b>	<b>(150)</b>	<b>9,415</b>	<b>9,652</b>	<b>237</b>	<b>17,596</b>	<b>17,870</b>	<b>274</b>
<b>Non-Controllable</b>									
Finance and Resources	(219)	498	717	(1,311)	(229)	1,082	(4,456)	(4,456)	0
Strategic Planning and Environment	315	0	(315)	1,892	(5)	(1,897)	3,783	3,833	50
Housing and Community	164	1	(163)	985	3	(982)	2,275	2,275	0
<b>Non-Controllable</b>	<b>260</b>	<b>499</b>	<b>239</b>	<b>1,566</b>	<b>(231)</b>	<b>(1,797)</b>	<b>1,602</b>	<b>1,652</b>	<b>50</b>
<b>General Fund Service Expenditure</b>	<b>1,546</b>	<b>1,635</b>	<b>89</b>	<b>10,981</b>	<b>9,421</b>	<b>(1,560)</b>	<b>19,198</b>	<b>19,522</b>	<b>324</b>
Reversal of Capital Charges							(4,125)	(4,125)	0
Interest Receipts							504	504	0
Revenue Contributions to Capital							4,106	4,106	0
Contributions to / (from) Reserves							(890)	(772)	118
Contributions to / (from) Working Balance							(152)	(543)	(391)
<b>Budget Requirement:</b>							<b>18,641</b>	<b>18,692</b>	<b>51</b>
<b>Met From:</b>									
Revenue Support Grant							(2,070)	(2,070)	0
Non-Domestic Rates							(3,986)	(3,986)	0
New Homes Bonus							(2,611)	(2,620)	(9)
Other General Government Grants							(70)	(112)	(42)
Council Tax Surplus							(80)	(80)	0
Requirement from Council Tax							(9,825)	(9,825)	0
<b>Total Funding:</b>							<b>(18,642)</b>	<b>(18,693)</b>	<b>(51)</b>

### Interpreting this report

#### General Fund Service Expenditure

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

#### Budget Requirement

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

#### Total Funding

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



Housing Revenue Account  
Projected Outturn 2015/16 - September 2015

	Original Budget £000	Forecast Outturn £000	Forecast Variance £000	%
<b>Income:</b>				
Net Dwelling Rents	(56,236)	(56,350)	(114)	0.2%
Non-Dwelling Rents	(80)	(80)	0	0.0%
Tenants Charges	(273)	(322)	(49)	17.9%
Leaseholder Charges	(507)	(469)	38	-7.5%
Interest and Investment Income	(114)	(244)	(130)	114.0%
Contribution towards Expenditure	(555)	(584)	(29)	5.2%
<b>Total Income</b>	<b>(57,765)</b>	<b>(58,049)</b>	<b>(284)</b>	<b>0.5%</b>
<b>Expenditure:</b>				
Repairs and Maintenance	10,262	10,262	0	0.0%
Supervision & Management:	11,334	11,365	31	0.3%
Rent, Rates, Taxes & Other Charges	14	14	0	0.0%
Interest Payable	11,658	11,658	0	0.0%
Provision for Bad Debts	216	216	0	0.0%
Depreciation	9,288	9,288	0	0.0%
HRA Democratic Recharges	264	264	0	0.0%
Revenue Contribution to Capital	14,729	14,729	0	0.0%
<b>Total Expenditure</b>	<b>57,765</b>	<b>57,796</b>	<b>31</b>	<b>0.1%</b>
<b>HRA Deficit / (Surplus)</b>	<b>0</b>	<b>(253)</b>	<b>(253)</b>	<b>0.0%</b>
<b>Housing Revenue Account Balance:</b>				
Opening Balance at 1 April 2015	(2,900)	(2,846)	54	
Deficit / (Surplus) for year	0	(253)	(253)	
Proposed Contributions to Reserves	0	0	0	
<b>Closing Balance at 31 March 2016</b>	<b>(2,900)</b>	<b>(3,099)</b>	<b>(199)</b>	

**CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR SEPTEMBER 2015**

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)	
<b>General Fund</b>											
<b>Housing and Community</b>											
<b>Chief Executive's Unit Management</b>											
108	Highbarns Land Stabilisation Project	Steve Baker	0	77,252	0	0	77,252	1,715	77,252	0	0
			<b>0</b>	<b>77,252</b>	<b>0</b>	<b>0</b>	<b>77,252</b>	<b>1,715</b>	<b>77,252</b>	<b>0</b>	<b>0</b>
<b>Commercial Assets and Property Development</b>											
112	Woodwells Cemetery - Work Yard Development	Nicholas Brown	20,000	(20,000)	0	0	0	0	0	0	0
113	Bunkers Farm	Nicholas Brown	0	194,218	0	0	194,218	0	220,000	25,782	0
114	Sanctum 2000 Interment Chambers - Woodwells	Nicholas Brown	35,000	0	0	0	35,000	0	35,000	0	0
115	Sanctum 2000 Interment Chambers - Tring	Nicholas Brown	20,000	0	0	0	20,000	0	20,000	0	0
116	Rose Garden of Remembrance - Woodwells	Nicholas Brown	45,000	0	0	0	45,000	9,506	45,000	0	0
117	Rose Garden of Remembrance - Tring	Nicholas Brown	10,000	0	0	0	10,000	3,640	10,000	0	0
118	Refurbishment of Facilities at Woodwells Cemetery	Nicholas Brown	64,000	0	0	0	64,000	6,403	64,000	0	0
119	Cremated Remains Burial Area Woodwells Cemetery	Nicholas Brown	18,500	0	0	0	18,500	17,042	18,500	0	0
			<b>212,500</b>	<b>174,218</b>	<b>0</b>	<b>0</b>	<b>386,718</b>	<b>36,590</b>	<b>412,500</b>	<b>25,782</b>	<b>0</b>
<b>People</b>											
123	Capital Grants - Community Groups	Matt Rawdon	20,000	8,508	0	0	28,508	0	28,508	0	0
			<b>20,000</b>	<b>8,508</b>	<b>0</b>	<b>0</b>	<b>28,508</b>	<b>0</b>	<b>28,508</b>	<b>0</b>	<b>0</b>
<b>Regulatory Services</b>											
127	Disabled Facilities Grants	Chris Troy	588,000	(105,167)	0	0	482,833	251,561	482,833	0	0
128	Home Improvement Grants	Chris Troy	150,000	0	0	0	150,000	0	20,000	0	(130,000)
			<b>738,000</b>	<b>(105,167)</b>	<b>0</b>	<b>0</b>	<b>632,833</b>	<b>251,561</b>	<b>502,833</b>	<b>0</b>	<b>(130,000)</b>
<b>Residents Services</b>											
132	Rolling Programme - CCTV Cameras	Julie Still	25,000	0	0	0	25,000	559	25,000	0	0
133	Old Town Hall Refurbishment	Julie Still	0	0	0	0	0	(533)	0	0	0
134	Verge Hardening Programme	Julie Still	300,000	(33,179)	0	0	266,821	60,963	266,821	0	0
135	Youth Centre Provision	Julie Still	0	100,000	0	0	100,000	0	100,000	0	0
136	Adventure Playgrounds - Rewire Chaulden, Adeyfield, Bennettsend	Julie Still	0	31,361	0	0	31,361	4,622	31,361	0	0
			<b>325,000</b>	<b>98,182</b>	<b>0</b>	<b>0</b>	<b>423,182</b>	<b>65,611</b>	<b>423,182</b>	<b>0</b>	<b>0</b>
<b>Strategic Housing</b>											
140	New Build - Elms Hostel Redbourne Road	Julia Hedger	0	0	191,000	191,000	191,000	174,870	191,000	0	0
141	Affordable Housing Development Fund	Julia Hedger	1,300,000	(250,000)	0	0	1,050,000	0	1,050,000	0	0
			<b>1,300,000</b>	<b>(250,000)</b>	<b>191,000</b>	<b>191,000</b>	<b>1,241,000</b>	<b>174,870</b>	<b>1,241,000</b>	<b>0</b>	<b>0</b>
<b>Totals: Housing and Community</b>			<b>2,595,500</b>	<b>2,993</b>	<b>191,000</b>	<b>191,000</b>	<b>2,789,493</b>	<b>530,347</b>	<b>2,685,275</b>	<b>25,782</b>	<b>(130,000)</b>
<b>Totals - Fund: General Fund</b>			<b>2,595,500</b>	<b>2,993</b>	<b>191,000</b>	<b>191,000</b>	<b>2,789,493</b>	<b>530,347</b>	<b>2,685,275</b>	<b>25,782</b>	<b>(130,000)</b>

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**CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR SEPTEMBER 2015**

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)	
<b>Housing Revenue Account</b>											
<b>Housing and Community</b>											
<b>Property &amp; Place</b>											
185	Planned Fixed Expenditure	Fiona Williamson	20,200,000	992,443	0	0	21,192,443	12,970,719	21,192,443	0	0
			<b>20,200,000</b>	<b>992,443</b>	<b>0</b>	<b>0</b>	<b>21,192,443</b>	<b>12,970,719</b>	<b>21,192,443</b>	<b>0</b>	<b>0</b>
<b>Strategic Housing</b>											
189	New Build - Farm Place Berkhamsted	Julia Hedger	0	218,681	0	0	218,681	337,966	340,000	0	121,319
190	New Build - Galley Hill Gadebridge	Julia Hedger	0	68,318	0	0	68,318	57,692	60,000	0	(8,318)
191	New Build - London Road Apsley	Julia Hedger	0	2,890,351	0	0	2,890,351	1,071,891	2,890,351	0	0
192	New Build - General Expenditure	Julia Hedger	6,202,000	0	0	0	6,202,000	0	5,943,815	0	(258,185)
193	Martindale	Julia Hedger	0	3,977,038	0	0	3,977,038	4,065,509	4,070,000	0	92,962
194	Strategic Acquisitions - Housing	Julia Hedger	0	0	25,000	25,000	25,000	26,500	25,000	0	0
195	Wood House	Julia Hedger	0	(78,239)	0	0	(78,239)	34,253	0	0	78,239
196	The Apsley Paper Mill (Land Adj to Retail Park, London Road)	Julia Hedger	0	(43,278)	0	0	(43,278)	23,122	0	0	43,278
197	New Build - Queen Street (Old Tring Depot)	Julia Hedger	580,000	(13,321)	0	0	566,679	12,885	580,000	0	13,321
198	Able House	Julia Hedger	0	(30,385)	0	0	(30,385)	18,452	0	0	30,385
199	New Build - Longlands	Julia Hedger	300,000	300,000	0	0	600,000	294,997	600,000	0	0
			<b>7,082,000</b>	<b>7,289,165</b>	<b>25,000</b>	<b>25,000</b>	<b>14,396,165</b>	<b>5,943,266</b>	<b>14,509,166</b>	<b>0</b>	<b>113,001</b>
<b>Totals: Housing and Community</b>			<b>27,282,000</b>	<b>8,281,608</b>	<b>25,000</b>	<b>25,000</b>	<b>35,588,608</b>	<b>18,913,985</b>	<b>35,701,609</b>	<b>0</b>	<b>113,001</b>
<b>Totals - Fund: Housing Revenue Account</b>			<b>27,282,000</b>	<b>8,281,608</b>	<b>25,000</b>	<b>25,000</b>	<b>35,588,608</b>	<b>18,913,985</b>	<b>35,701,609</b>	<b>0</b>	<b>113,001</b>
<b>Totals</b>			<b>29,877,500</b>	<b>8,284,601</b>	<b>216,000</b>	<b>216,000</b>	<b>38,378,101</b>	<b>19,444,332</b>	<b>38,386,884</b>	<b>25,782</b>	<b>(16,999)</b>

# Agenda Item 7



## AGENDA ITEM: 7

### SUMMARY

Report for:	Housing & Communities Overview & Scrutiny Committee
Date of meeting:	11th November 2015
PART:	1
If Part II, reason:	

Title of report:	<b>2015/16 Quarter 2 Performance Report, Service Plan update &amp; Risk Register - Housing</b>
Contact:	Councillor Margaret Griffiths, Portfolio Holder for Housing Author/Responsible Officer – Elliott Brooks – Assistant Director - Housing
Purpose of report:	1. To Update the Committee on the Performance of the Housing Service for the Quarter 1 2015/16 2. To inform the Committee of the status of the current Housing Service Risk Register and Housing Service Plan
Recommendations	1. That the Committee note the Performance Report & Risk Register, and Service Plan Update
Corporate objectives:	Affordable Housing
Implications:	<u>Financial</u>
'Value For Money Implications'	All areas of the service are subject to Monthly Budget Monitoring Meetings with the HRA Financial Accountant. Budget Reporting is quarterly to the Committee and 6 monthly to the Tenants & Leaseholders Committee.  <u>Value for Money</u>  The Housing Service & its costs are reviewed annually through a national benchmarking organisation (Housemark)

Risk Implications	Appendix – Housing Operational Risk Register
Equalities Implications	Equality Impact Assessments are carried out when policies or procedures are amended as appropriate
Health And Safety Implications	Health & Safety is an identified key risk for the Housing Service.
Consultees:	Andy Vincent – Group Manager Tenants & Leaseholders Fiona Williamson – Group Manager Property & Place Julia Hedger – Group Manager Strategic Housing
Background papers:	n/a
Historical background <i>(please give a brief background to this report to enable it to be considered in the right context).</i>	Each year, in consultation with staff and members of the Tenants & Leaseholder Committee a set of performance indicators, and key Service Plan Objectives are identified and agreed.
Glossary of acronyms and any other abbreviations used in this report:	TLC – Tenants & Leaseholder Committee HRA – Housing Revenue Account STAR – Survey of Tenants & Residents

## **1.0 Introduction**

This report details the performance of the Housing Service during the 2nd quarter 2015/16 against performance indicators and an update regarding the Housing Service Plan 2014- 2016

The report also details the Housing Operational Risk Register. These risks have been identified as key in terms of tracking and ensuring all is done to mitigate as far as is reasonably possible.

## **2.0 Housing Performance Report – 2015/16**

Appendix 1 shows performance against the ‘Service Critical’ performance indicators for 2015/16 for the period of July – September.

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

The Osborne 'Total Asset Management' (TAM) contract completed its first year on July 1<sup>st</sup> 2015.

The 2<sup>nd</sup> quarter performance report shows that performance indicators for the Total Asset Management contract are either on target or within tolerance.

As well as Key Performance Indicators the contract is also subject to Key Strategic Indicators. These are reviewed annually as part of the formal contract review which determines whether Osborne achieve a 1 year rolling extension.

The Key Strategic Indicators are:

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

## **2.2 Empty Homes**

Performance in this area remains strong and is now consistently well below target. Further improvements are expected with the introduction of both joint and virtual viewings on a pilot basis.

## **2.3 Income Collection**

Income collection levels are currently high and in line to achieve end of year targets. Collection of rent is essential as it is the main income stream of the Housing Revenue Account.

All efforts are made by the Income Team to work with tenants and offer support relating to money management, debt advice and back to work assistance. Enforcement and Court Action are a last resort as the cost to the Council of an eviction is considerable and the money owed is rarely recovered.

The Income Team held a 'Money Advice Day' at the end of October at the South Hill Centre, Hemel Hempstead with an emphasis on alternatives to 'payday' loans, weekly payment shops and other high cost credit. It was attended by partners in the borough such as CAB, Credit Union, Turning Point, Dacorum Community Trust and the Council's Tenancy Sustainment Team.

## **3.0 HRA Capital Programme**

The Council continues to invest in its housing stock ensuring that tenant's properties are of an excellent standard. For the period of July – September 2015 the following works have been completed through the 'Total Asset Management' contract with Osborne:

- Kitchens 110
- Bathrooms 61 + 33 level access and wet-rooms (94 total)
- Doors –164 Properties
- Rewires 52 Properties
- Roofs 8 street properties

## **4.0 Special Projects**

### **165 – 215 Longlands – External Refurbishment & Rooftop Development**

(Contractor – Keepmoat)

This contract involves full external refurbishment, some reconfiguration of communal facilities and the creation of 6 new homes on the roof. Works have been ongoing since early January and are due for completion in November/December 2015. The new homes are now in place and will be advertised during October through 'Moving With Dacorum'

### **5.0 Housing Service Plan**

It was agreed with the Council's Tenants & Leaseholder Committee that the Housing Service plan should be aligned with the STAR survey which is carried out every two years. The most recent survey took place in early 2014.

Appendix 2 shows progress of the Housing Service Plan as at end of October 2015.

The Council has recently introduced a new corporate template for Service Plans and they will be aligned with the budget setting process for 2016/17. The new format will be reported throughout 2016/17.

### **6.0 Housing Risk Register**

Appendix 3 details the Housing Service Operational Risk Register following a quarterly review carried out by the Assistant Director & Group Managers.

# H&C OSC QUARTERLY PERFORMANCE REPORT

## Housing Landlord

September 2015



Measure	Owner & Updater	Sep 2014 Result	Trend	Jun 2015 Result	Trend	Sep 2015 Result	Sign Off	Comments	Flag
HL05a - Stage 1 Complaints responded to within target for Housing	Elliott Brooks Corvu Admin	84.48% (49/58) No Target		87.65% (71/81) Target: 85.00		98.25% (56/57) Target: 85.00		<b>Updater</b>	
PP01 - Percentage of dwellings with a valid Gas Safety Certificate	Fiona Williamson Fiona Kimberley	99.99% Target: 100.00		100.00% Target: 100.00		99.99% Target: 100.00		<b>Owner</b> The gas compliance figure has been consistently high throughout the quarter with a maximum of 4 properties being overdue at any one stage in the period.	
PP04 - Percentage of properties passing QA checks Repairs and voids	Fiona Williamson Graham Tookey	93.00% Target: 98.00		99.00% Target: 98.00		97.00% Target: 98.00		<b>Owner</b> The performance in the quarter has been improving and the monitoring of quality has identified a few empty homes with snagging items not completed at handover. An external audit of the monitoring and management has been undertaken and the report awaited.	
PP05 - Percentage of properties passing QA checks Planned works	Fiona Williamson Graham Tookey	97.00% Target: 98.00		100.00% Target: 98.00		100.00% Target: 98.00		<b>Owner</b> The planned works are subject to customer satisfaction surveys and post snagging inspections which have reinforced the quality that is required and resulted in excellent performance on the planned works.	

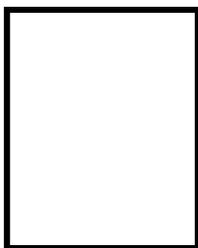
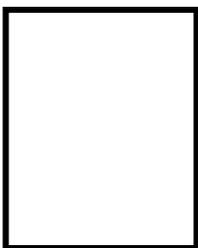
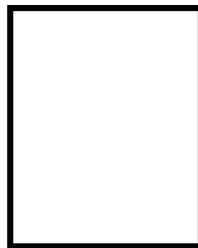
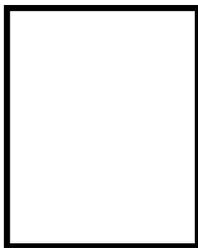
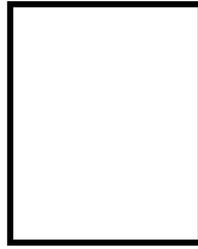
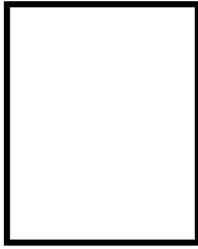
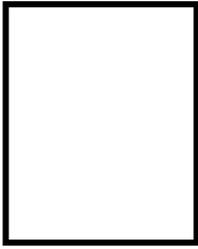
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Measure	Owner & Updater	Sep 2014 Result	Trend	Jun 2015 Result	Trend	Sep 2015 Result	Sign Off	Comments	Flag
PP10 - Percentage of emergency repairs completed within 4 hours	Fiona Williamson Graham Tookey	85.00% Target: 99.00	↗	100.00% Target: 99.00	↘	99.00% Target: 99.00	✓	<b>Updater</b> YTD position still hitting target. Due to small volumes coming through 1 or 2 missed by even a few minutes can result in a fail, significantly impacting the overall percentage. The OSB Planners are ensuring required gaps are built into DLO diaries to cover this category without taking away from the productivity of the team - utilising the TV screens for DLO whereabouts has also been successful.	
PP11 - Percentage of non-urgent repairs completed within target	Fiona Williamson Graham Tookey	95.65% Target: 98.00	↗	95.00% Target: 98.00	↗	97.00% Target: 98.00	✓	<b>Owner</b> Despite the average number of days to complete a non-urgent repair being well below target there have been two areas where the supply of materials, garage doors and single UPVC windows have resulted in some jobs going over target.	
PP13a - Percentage of responsive repairs completed within target	Fiona Williamson Graham Tookey	95.96% (5921/6170) Target: 97.00	↗	94.94% (5384/5671) Target: 97.00	↗	96.98% (6142/6333) Target: 97.00	✓	<b>Owner</b> There are a large volume of repairs booked on a daily basis and there have been improvements in the planning and allocation of work.	

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Measure	Owner & Updater	Sep 2014 Result	Trend	Jun 2015 Result	Trend	Sep 2015 Result	Sign Off	Comments	Flag
PP15 - Percentage of tenants satisfied with the service planned and responsive works	Fiona Williamson Graham Tookey	92.50% Target: 90.00	↗	96.00% Target: 90.00	↗	97.00% Target: 90.00	✓	<p><b>Updater</b> The TAM Partnership has placed a significant amount of effort towards achieving strong performance in this field. The scores demonstrate the successes of this approach - the other indicators around this field are also taken into account such as extremely low complaint volumes.</p> <p><b>Owner</b> There is a good overall level of satisfaction with the service provided.</p>	
SH01 - Number of current Deposit Rent Guarantees	Julia Hedger Natasha Brathwaite	161 Dwellings Target: 170	↘	156 Dwellings Target: 155	↘	146 Dwellings Target: 155	✓	<p><b>Updater</b> <b>Owner</b> Cabinet report due in October to propose incentives to landlords to help keep them within the scheme. Landlords can receive higher income from the open market outside LHA rate. Private market in Hemel is fierce with too few properties available currently for demand.</p>	
SH03a - Average Time (calendar days) to re-let all properties	Julia Hedger Natasha Brathwaite	37.5 Days (5772/154) Target: 35.0	↗	27.2 Days (3647/134) Target: 35.0	↘	27.4 Days (4677/171) Target: 35.0	✓	<p><b>Updater</b> <b>Owner</b> very positive result this quarter due to a significant amount of work to focus on improvements in this area.</p>	
SH05 - Number of new Affordable Homes completed	Julia Hedger Sarah Pickering	95 Dwellings Info Only	↘	88 Dwellings Info Only	↘	34 Dwellings Info Only	✓	<p><b>Updater</b> <b>Owner</b> on target to achieve corporate target of 150 new affordable homes for the year</p>	

Measure	Owner & Updater	Sep 2014 Result	Trend	Jun 2015 Result	Trend	Sep 2015 Result	Sign Off	Comments	Flag
TL02 - Rent collected as a percentage of rent owed (excluding current arrears brought forward)	Andy Vincent Katie Kiely	97.67% Target: 99.50	↗	99.01% Target: 95.00	↗	99.36% Target: 95.00	✓	<b>Updater</b> This is a very good result and represents the hard work done by the Income Team	
TL04 - Voids loss as a percentage of the rent roll	Andy Vincent Katie Kiely	0.76% Target: 0.80	↗	0.46% Target: 0.80	↘	0.57% Target: 0.80	✓	<b>Updater</b> This is a very good result and is within target	
TL13a - Percentage of Community Alarm calls answered within 1 min	Andy Vincent Sandra Mogan	97.61% Target: 97.50	↗	97.81% Target: 97.50	↘	97.70% Target: 97.50	✓	<b>Owner</b> Performance remains above target	
TL15 - Satisfaction with the outcome of medium level ASB cases	Andy Vincent Dharini Chandarana	96% (25/26) Target: 50	↘	60% (12/20) Target: 50	↘	74% (20/27) Target: 65	✓	<b>Updater</b> Satisfaction levels have improved and staying steady	
TL16 - Acknowledgement of a report of ASB within 24 hours	Andy Vincent Dharini Chandarana	No Data Target: 95		97% (97/100) Target: 95	↗	98% (225/230) Target: 95	✓	<b>Updater</b> Staff providing an excellent level of service	



# Housing

## Service Plan

November 2015 Update

<b>Period of the Plan</b>	<b>September 2014 – March 2016</b>
<b>Service:</b>	<b>Housing</b> <ul style="list-style-type: none"> <li>• Tenants &amp; Leaseholders</li> <li>• Property &amp; Place</li> <li>• Strategic Housing</li> </ul>
<b>Assistant Director:</b>	<b>Elliott Brooks</b>

**Dacorum Borough Council Corporate Priorities – 2010 – 2014**

- Regeneration
- Affordable Housing
- Safe & Clear Environment
- Dacorum Delivers
- Building Community Capacity

**Service priorities**

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

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

- Ensuring a healthy level of new house building is achieved, ideally accelerating this delivery ahead of the trajectory in the Core Strategy.
- New build to ensure a good balance of tenure and housing opportunities: market housing of varying sizes and types; affordable housing for rent or shared ownership, a re-invigorated private rented sector; and services and stock to meet the needs of particular groups (such as the elderly and people with physical or mental disabilities)
- Playing a direct role in the building and stimulus for new build affordable homes for rent in conjunction with Housing Association, developers and investors
- Ensuring that the evidence base – of housing need and land availability – is in place and kept up to date
- That the Council has the key strategies, policies and plans in place to deliver requirements

Due to the significant changes in the Housing Service over the past few years it was acknowledged that there needed to be a clear direction and vision for staff, tenants and leaseholders and the Council to buy into so that

common goals were expressed in order to achieve success and take the service forward.

*We want Dacorum to be a place people are proud to call home. We will involve our tenants & leaseholders in decisions, provide good quality, affordable homes, help maintain tenancies and prevent homelessness – and be honest about improvements we still need to achieve.*

The Housing Service undertakes a survey of all the Council's Tenants & Leaseholders every two years – 'STAR'. The results of the most recent survey, January 2014 have, along with further consultation resulted in the targets and priorities identified.

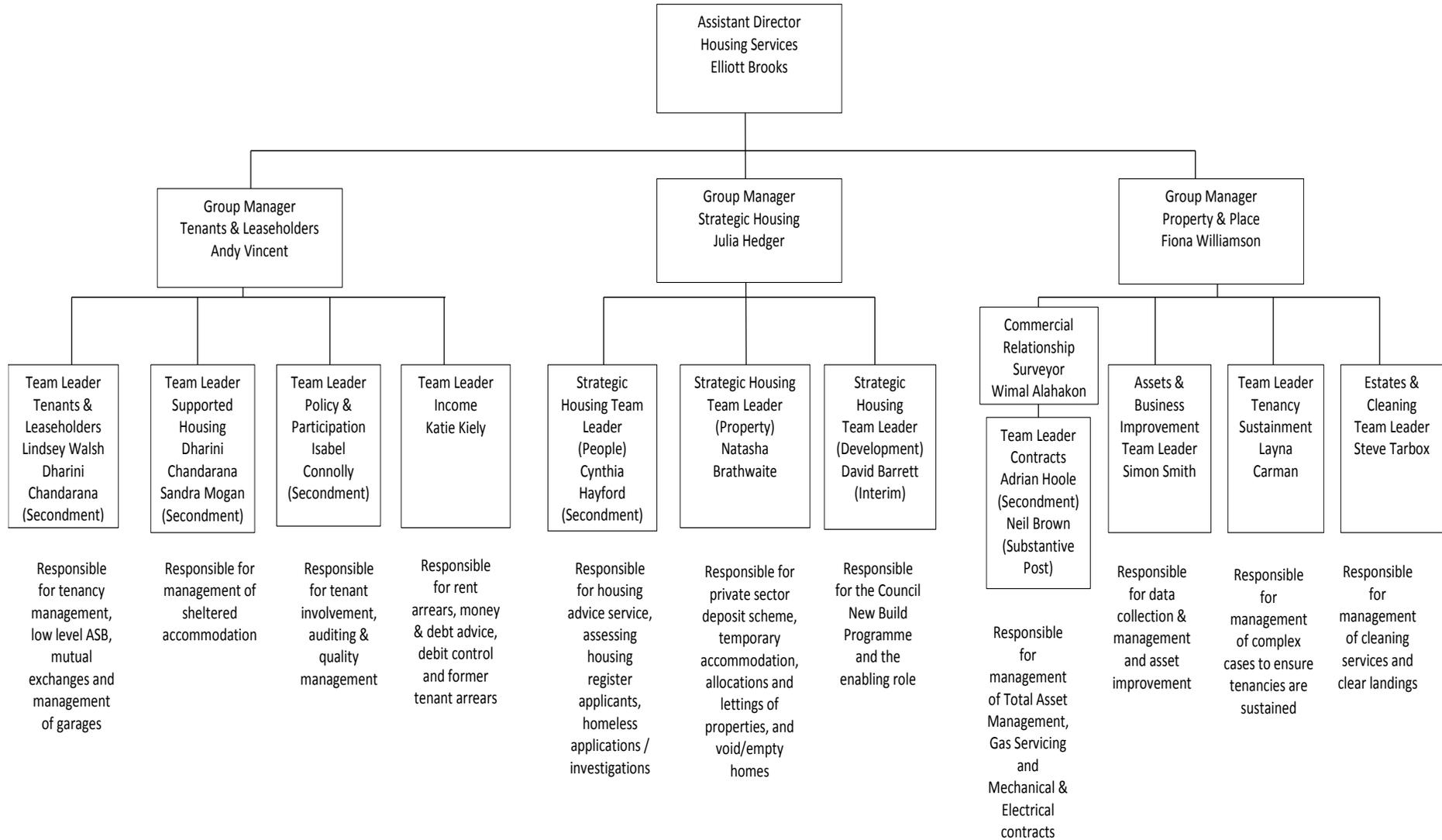
### **Relevant Policies and Strategies**

**Dacorum Borough council Housing Strategy**

**Dacorum Borough Council Housing Revenue Account Business Plan 'People, Property, Place'**

**Dacorum Borough Council Development Strategy – 'Building Homes for the Future'**

# Housing Service Structure



## Emerging issues

This section identifies issues and/or risks which have shaped the current service plan or which could effects its delivery

Issue	Service plan impact
<p>Staff Recruitment &amp; Retention – the ability to attract high quality candidates is becoming more of a challenge for the service due to competition primarily from Housing Associations. The same issue applies to retention of staff who have benefited from development, training and the opportunity to use these skills within the service to do the amount of initiatives taking place</p>	<p>The initiatives and service improvements desired by all stakeholders are challenging and require good quality highly motivated teams to deliver them</p>
<p>Performance of the HRA Business Plan – Since the introduction of Self Financing the Housing Service has benefited from having more resources than previously. This has meant that tenants have received more improvements within their homes, in the communal areas of their estates and in terms of our ability to engage and consult with them.</p> <p>Increasing costs of services (particularly New Build) and the new rent policy announced by the government recently will have an impact which will need to be monitored and reflected in the Council’s HRA Business Plan. Officers are currently reviewing the Council’s HRA Business Plan to fully reflect the impact of proposed changes in government policy.</p>	<p>Without robust management of the HRA operational budgets and the Business Plan the ability to deliver improvements to homes or the service is restricted</p>
<p>Tenancy Sustainment - A growing number of our tenants require more intensive support than can be offered in the traditional way the Council has structured its Landlord function. A specialist team has been introduced partly using existing resources to work with those tenants who require more in depth work to sustain a successful tenancy</p>	<p>The introduction of a Tenancy Sustainment Team should enable some complex issues to be dealt with more efficiently by the correct officers so that progress with key initiatives continues</p>

Flexible & Remote Working – The Council promotes the approach of encouraging new ways of working whilst ensuring the needs of the service and its customers are not compromised. Whilst the benefits to individuals in terms of a work / life balance are obvious it requires a new culture and approach to line management which can cause teething problems in terms of consistency of implementation.

IT and equipment have to be suitable and fit for purpose to allow effective flexible working and it has to then be used appropriately so projects and initiatives can be managed without daily contact with individuals face to face.

<b>Objective</b>	<b>What will be different once this work is done</b>	<b>Project Lead &amp; Target Completion</b>	<b>Other Services Involved consulted</b>	<b>Update</b>
<b>Introduce arrangements for identifying and supporting our most vulnerable tenants.</b>	<p>Ensure that vulnerable tenants are identified and that support arrangements are put in place to enable them to manage their tenancy effectively.</p> <p>Vulnerable Persons Strategy</p>	<p>Group Manager Tenants and Leaseholders</p> <p>September 2014</p>	Resident Services	<p>A Housing Vulnerable Persons Strategy has been produced.</p> <p>Complete</p>
<b>Improve Digital access</b>	<p>Identify geographic areas with high levels of digital exclusion.</p> <p>Provide training sessions on internet access and security – run prize draws with free IT equipment</p> <p>Create a virtual tenant resource centre to be linked to the customer service portal login allowing access to online training – Housemark – CIH – TPAS etc</p>	<p>Income Team Leader</p> <p>March 2015</p>	Part of a wider Borough Wide Project	<p>The Group Manager for Tenants and Leaseholders is leading the Council's Digital Inclusion Project. This includes a programme of tenant training on IT is being undertaken and promoting wider access to the internet and the financial benefits this brings.</p> <p>Mapping of digital exclusion is also being undertaken.</p> <p>A virtual tenant resource centre will be provided – this is linked to develop of the customer service portal.</p> <p>The Team Leader for Tenancy Sustainment is representing Housing in the Corporate Digital Inclusion working group, to consider the areas which would be appropriate to include within the Customer Service Portal.</p>
<p><b>Launch a back to work initiative</b></p> <p><b>Develop a theme for the programme</b></p>	<p>Theme 'conference on the road', the tenant and leaseholder day and other involvement events around getting back to work.</p> <p>Link to Digital Access</p> <p>Work with our Repairs and Maintenance Partner regarding the recruitment of tenants to</p>	<p>Policy and Participation Team Leader</p> <p>March 2015</p>	Regeneration	<p>A series of activities are being undertaken to encourage tenants back to work. This includes activities at conference on the road and the love your neighbourhood events.</p>

	<i>apprenticeship posts</i>			
<b>Review our Local Offers</b>	<i>Review the Local Offers we have agreed with tenants (tenants key priorities) to ensure they reflect the priorities of the community</i>	<i>Policy and Participation Team Leader</i>  <i>October 2014</i>  <i>October 2015</i>	<i>N/A</i>	<i>Our local offers were reviewed at the Tenant and Leaseholder day. A further review will be undertaken in 2015.</i>  <i>Complete</i>
<b>Put in place arrangements for reporting environmental issues and monitoring the environmental condition of our estates</b>	<i>This work will enable the condition of the environment to be monitored.</i>  <i>Themes affecting the environmental condition to be identified and areas of the borough with the lowest environmental standards prioritised.</i>	<i>Tenant and Leasehold Team Leader</i>          <i>March 2015</i>	<i>Clean Safe &amp; Green</i>	<i>Work is underway with the Cleaning Team and Neighbourhood Support Officers to enable the reporting of environmental issues and to capture a picture of the condition of our estates.</i>  <i>Due to some IT issues this will take until the autumn to be finally completed.</i>  <i>Complete</i>
<b>Review our 'Get Involved' Strategy – and develop new objectives for tenant involvement from 2016-2020</b>	<i>The purpose of this strategy is to continue to expand the involvement of tenants with the service – ensuring that tenant's priorities set the direction for the service as a whole (including housing management, repairs and improvements, management of the housing register and allocations and new build)</i>	<i>Policy and Participation Team Leader</i>          <i>Commences in March 2015 completed by December 2015</i>	<i>Resident Services</i>	<i>A tenant consultation structure for the review has been discussed and developed with the Tenant Involvement Review Group.</i>  <i>The consultation exercise has been undertaken – the strategy document is now being put together for December 2015</i>
<b>Review our Financial Inclusion Strategy and develop a strategy from 2016-2019</b>	<i>The purpose of this strategy is to assist tenants to get access to financial services which can often be restricted from people with the lowest levels of income.</i>	<i>Income Team Leader</i>          <i>Commences March 2015 completed by</i>	<i>Revenues &amp; Benefits</i>	<i>The review of the existing strategy does not commence until March 2015</i>  <i>A new strategy is being developed with partner organisations to commence in December 2015. Consultation on the content of the strategy will commence in November 2015.</i>

		<i>December 2015</i>		
<b>Completion of the new Homeless Hostel, Farm Place and the Nokes - end of March 2015</b>	<i>New Council homes will be the first completed – Farm Place and The Nokes. The new Homeless Hostel will be a new facility within the Borough for single homeless and will include community facilities.</i>	<i>Group Manager Strategic Housing March 2015</i>	<i>New Build Project Group</i>	<i>The Elms and the Nokes (St Peters Court) achieved practical completion by the end of March 2015 with Farm Place completed in June 2015 (due to some issues with discharging planning conditions.) All new homes are occupied.</i>
<b>Continue with Council New Build Programme as set out in the HRA Business Plan – March 2016</b>	<i>Regular updates to TLC</i>	<i>Group Manager Strategic Housing Ongoing</i>	<i>New Build Project Group</i>	<i>HRA Business Plan has been updated regularly. Council new build programme is ongoing with new schemes identified in London Road Apsley, which started on site January 2015 and is progressing well. Completion is due by April 2016. Tring (Elizabeth Court) started on site 5<sup>th</sup> October. Martindale School and Able House demolition is planned to commence at the end of October. Other schemes in progress include Stationers Place and Woodhouse.</i>
<b>Extend current Housing advice and education services available within the Community</b>	<i>To increase the Homeless Prevention service by working with providers of hard to reach client groups; to include (Youth Offending Team) YOT, Probation, Dacorum Education Support Centre (DESC) &amp; Teenage pregnancy</i>	<i>On-going with completion by March 2016</i>	<i>N/A</i>	<i>Welfare and Support Officers Job Description have been amended to include education and training provision to clients. Housing Advice surgeries throughout the Borough are ongoing and are increasingly busy.</i>
<b>Prepare for peer review in line with Gold Standard and agree timescales for review to take place.</b>	<i>Achievement of Gold Standard status acknowledges the service improvements within the team and would be a national award to recognise the successful work of the service.</i>	<i>Natasha Brathwaite – Strategic Housing Team Leader (People)  Peer Review Autumn/Winter 2014  Achieve Gold</i>	<i>N/A</i>	<i>Peer Review was completed in February 2015, with an action plan for improvements specifically around the service provided from CSU. Processes have been fully reviewed with a new referral procedure to the Housing Team in place from August 2015.  The NPSS have also changed the way the Gold Standard can be achieved, therefore it will not be possible to achieve this status by Autumn 2015.  A further peer review has been arranged for March 2016 with the aim to achieve Bronze status summer/autumn 2016 (this is</i>

		<i>Standard Status by Autumn 2015</i>		<i>dependent on NPSS being able to assess the criteria within these timescales).</i>
<b><i>Set up a single non-priority project group, obtain commitment from partner agencies.</i></b>	<i>To eradicate street homeless to help the Council to achieve Gold Standard status.</i>	<i>Strategic Housing Team Leader (People)</i>  <i>Summer 2015</i>	<i>Partnerships</i>	<i>Project Group met for the first time in December 2014 and has continued to meet quarterly to focus on reducing single non-priority homeless.</i>
<b><i>Develop a Young Persons Housing Strategy</i></b>	<i>To set out a long term plan for meeting the housing needs of young people living in the Borough</i>	<i>Strategic Housing Team Leader – (Property)</i>  <i>Completion and approval of Strategy by December 2015</i>	<i>Resident Services</i>	<i>First draft complete and n target to complete for December 2015.</i>
<b><i>Develop Help to Rent offer</i></b>	<i>Develop further ideas (eg possible Landlord incentive scheme) with the aim to recruit more landlords and increase partnership working with local lettings agencies.</i>	<i>Strategic Housing Team Leader (Property)</i>  <i>Summer 2015</i>	<i>N/A</i>	<i>New Lead Officer has been recruited in January 2015 to focus on developing the Help to Rent offer. Temporary member of staff has also been made permanent to assist with this work. Team are working well with a focus on recruiting new landlords to the scheme.</i>
<b><i>Woolmer Drive – New Temporary Accommodation</i></b>	<i>Develop plans to bring property back into use as new temporary accommodation – significant structural and internal works to the property required.</i>	<i>Housing Development Team Leader</i>  <i>Summer 2015 occupation</i>	<i>N/A</i>	<i>Woolmer Drive was completed in June 2015 and is currently fully occupied. The property has a crash pad facility for 16 and 17 year olds to ensure the Council meets the Governments recommendation to place no 16 and 17 year olds in B&amp;B accommodation.</i>
<b><i>Through HMEC ensure that both Osborne &amp; Sunrealm work with the Council and tenants to ensure that there is choice and consultation</i></b>	<i>Put in place protocol of consultation through HMEC</i>	<i>Group Manager Property &amp; Place</i>  <i>December 2014</i>	<i>N/A</i>	<i>There has been active consultation with HMEC both in the monthly meetings held at the Civic Centre and the interim meetings held in Osborne’s offices. To date this has established the options available for kitchens and bathroom refurbishment, colour choices for external wall insulation finishes and some improvement items such as Sure Stop Valves and soft close drawers.</i>

<b>surrounding renewals of doors, kitchens, bathrooms and that boilers are suitable for the needs of the tenants</b>				<i>The tenant and leaseholder participation is currently being reviewed to ensure that the various participatory bodies represent a wider number of views of those individuals who have recently experienced repairs or planned works. Osborne and Sun Realm will continue to attend meetings as appropriate to the various work strands that are being reviewed.</i>
<b>Complete the review of service provided to Leaseholders</b>		<i>Group Manager Tenants &amp; Leaseholders</i>	<i>N/A</i>	<i>The review of the leaseholder service has been completed. The actions from the review are currently being addressed – these will be considered by the Leaseholder Forum</i>
		<i>December 2014</i>		<i>Complete</i>
<b>That the council should continue to promote awareness of the standard of cleaning that tenants can expect, monitor standards via satisfaction surveys and invest in improvements to the service, including staff training where necessary.</b>		<i>Team Leader Cleaning Services &amp; Tenant Involvement Team</i>	<i>N/A</i>	<i>The cleaning service has appointed a lead officer to improve the improve supervision and monitoring of the service.</i> <ul style="list-style-type: none"> <li>• <i>Cleaning Standard booklet issued to all residents and also available online</i></li> <li>• <i>Satisfactions survey currently via the STAR but considering other additional methods of survey</i></li> <li>• <i>Easy-log system has been changed so inspections can be carried out by managers, supervisors and “operatives with a van” soon to also be available to Neighbourhood Support Officers and Housing staff with the use of tablets</i></li> <li>• <i>Equipment and chemicals constantly reviewed and replaced where necessary</i></li> <li>• <i>Training in house, and from suppliers of equipment and chemicals to reinforce health and safety and appropriate use of the products.</i></li> <li>• <i>Staff acting as eyes and ears reporting maintenance issues when encountered</i></li> <li>• <i>Run a team which patrols to ensure all internal communal areas are clear in line with the Clear Landings policy.</i></li> <li>• <i>The new window cleaning contract will provide the rota for the sites so that these can be proactively monitored by the Supported Housing Officers.</i></li> </ul>
<b>That Grounds Maintenance should be</b>		<i>Team Leader Housing Asset</i>	<i>Clean Safe &amp; Green</i>	<i>HMEC have had a member sitting on the monthly joint Housing/Clean Safe and Green (CSG) meetings to enable better</i>

<p><b><i>a regular agenda item for Housing Maintenance and Environment Committee (HMEC) with a view to monitoring standards and investigating options for improving levels of satisfaction.</i></b></p>		<p><i>Management</i></p> <p><i>Ongoing</i></p>		<p><i>understanding of the frequency and scope of work which is undertaken by the teams.</i></p> <p><i>This is currently being reviewed as CSG want their role clarified in terms of what items are discussed in front of the HMEC member as there is some overlap into staffing and HR issues which are not considered appropriate..</i></p> <p><i>HMEC has a quarterly update as a standing agenda item from Simon's Coultas and Simon Smith.</i></p>
<p><b><i>That HMEC and TLC should continue their involvement with monitoring the new TAM contract and work co-operatively with officers to devise both the new definition of 'right first time' and satisfaction surveys to promote confidence that service standards are being met.</i></b></p>		<p><i>Group Manager</i></p> <p><i>Property &amp; Place</i></p> <p><i>Ongoing</i></p>	<p><i>N/A</i></p>	<p><i>The HMEC are actively involved in monitoring the performance of the new TAM contract and performance reports are discussed at the monthly meetings, where areas of performance are scrutinised in detail.</i></p> <p><i>The definitions for emergency repairs and first time fix have been agreed and these will be established in the Corvu reports from the beginning of the next financial year with new data quality sheets produced to reflect the changes.</i></p> <p><i>HMEC members are to review the contract terms and conditions and the final bid solutions that formed Osborne's tender, to assess if all of the service elements are being delivered.</i></p> <p><i>The empty homes are for review by the tenant and leaseholder scrutiny panel which will provide a further opportunity for the service to be monitored.</i></p>
<p><b><i>Develop a Fencing Policy</i></b></p>		<p><i>Team Leader</i></p> <p><i>Housing Asset</i></p> <p><i>Management</i></p> <p><i>March 2015</i></p>		<p><i>A draft fencing policy has been produced but there are concerns about the ongoing revenue costs if fencing between gardens is to be provided to all properties. It has been agreed that fencing enquiries will be dealt with on a case by case basis and the GM's from Property and Place and Tenants and Leaseholders will review. Consultation event held on the 14<sup>th</sup> October to obtain the view of tenants the outputs are currently being reviewed to inform the policy.</i></p>
<p><b><i>That all possible steps should be taken to reverse the trend of</i></b></p>		<p><i>Assistant</i></p> <p><i>Director –</i></p> <p><i>Housing</i></p>	<p><i>Corporate</i></p> <p><i>Customer First</i></p> <p><i>project</i></p>	<p><i>The Housing Service is involved in the two corporate projects in place to address issues relating to the customer experience and access to services. The service has designated lead officers to</i></p>

<i>increasing numbers of residents finding it difficult to reach the correct person when contacting the Council and the Housing Service in particular.</i>		<i>Ongoing</i>	<i>sponsored by Chief Exec</i>  <i>Digital Dacorum Corporate Project</i>	<i>ensure that housing's needs and those of our tenants and leaseholders are considered.</i>
<i>That using an Estate Management approach the Tenant Involvement Team in partnership with other housing colleagues should continue to organise and promote local area walkabouts to highlight any local problems and work co-operatively with Clean Safe &amp; Green and Resident Services to tackle any local rubbish or littering issues.</i>		<i>Group Manager Tenants &amp; Leaseholders</i>  <i>April 15</i>	<i>N/A</i>	<i>An approach to Neighbourhood Management was launched in April – this will involve regular inspections and neighbourhood action plans.</i>
<i>To work in partnership with colleagues across the Council to develop a garage strategy</i>	<i>Consider all options for the Council's garage stock following evaluation</i>	<i>Group Manager Tenants &amp; Leaseholders</i>	<i>Estates / Finance</i>	<i>A garage strategy was presented to the Council's Cabinet – this identifies sites which have a development opportunity</i>

# OPERATIONAL RISK REGISTER

September 2015



## Housing Landlord - Elliott Brooks

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

<b>Category:</b> Financial	<b>Corporate Priority:</b>	<b>Risk Owner:</b> Elliott Brooks	<b>Portfolio Holder:</b> Cllr Margaret Griffiths	<b>Tolerance:</b> Treating
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Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
2 Unlikely	4 Severe	8 Amber	1 Very Unlikely	2 Medium	2 Green

Consequences	Current Controls	Assurance
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<p>Delivery of the Business Plan would not be achieved if income and financial control is not closely managed</p>	<p>Regular and then formal end of year review of Business Plan in partnership with Finance. Any policy changes or govt announcements that may impact the plan or its assumptions are quickly analysed and reflected into the Business Plan</p> <p>This enables for long term financial viability to always be visible and if there are foreseen issues in certain years programmes can be altered as needed or issues taken to mitigate</p>	<p>HRA Business Plan</p> <p>Signed off by Cabinet</p>
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### Sign Off and Comments

Sign Off Complete

Recent government announcements relating to both Social Rent Policy and RTB policy will have a significant impact on the HRA Business Plan in the short, medium and long term. Officers are currently 'modelling' scenarios to present to Members with the intention to revise the HRA Business Plan and take to TLC in October and Scrutiny & Cabinet in November in 2015

# OPERATIONAL RISK REGISTER

September 2015



HL_F02 Failure to closely monitor operational and financial factors relating to the delivery of the Council's Homelessness Service					
<b>Category:</b> Financial	<b>Corporate Priority:</b> Affordable Housing		<b>Risk Owner:</b> Elliott Brooks	<b>Portfolio Holder:</b> Cllr Margaret Griffiths	<b>Tolerance:</b> Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
DBC Could be open to legal challenge if the service is not fit for purpose due to lack of resources for this statutory service. Health & Safety risks for clients if not provided with TA and left to sleep rough. Increase in homeless presentations would have severe impact on budget.		Monthly financial monitoring with Group Manager and accountant, team leader monitors weekly B & B spend, and monthly reporting of stats including numbers of cases seeking Housing Advice and presentations as homeless.		Recently Agreed New Homelessness Strategy  Recent Study carried out to report to CMT regarding trends and demand for the DBC Homelessness Service as a comparative to 12 months ago	
<b>Sign Off and Comments</b>					
Sign Off Complete					
Rather than a full review which will take place in 2016 the Homelessness Strategy has been 'updated' over the coming months to reflect certain legislation and procedural changes. No strategic alteration will take place.					

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

# OPERATIONAL RISK REGISTER

September 2015



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

Sign Off Complete

Year 1 completed and successful review resulted in 1 year rolling extension awarded - Contract Review Report tabled October Scrutiny

**HL\_I03 Failure to adopt a service specific best practice approach to Health and Safety (Housing Landlord)**

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

# OPERATIONAL RISK REGISTER

September 2015



	Standing Items on Team Meeting Agendas Quarterly Housing Fire Safety Group attended by Fire Service	
<b>Sign Off and Comments</b>		
Sign Off Complete		

<b>HL_R01 Failure to identify the needs and risks of residents living in sheltered housing and ensure that they have access to support appropriate to their needs</b>					
<b>Category:</b> Reputational	<b>Corporate Priority:</b> Affordable Housing		<b>Risk Owner:</b> Elliott Brooks	<b>Portfolio Holder:</b> Cllr Margaret Griffiths	<b>Tolerance:</b> Treating
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>
3 Likely	4 Severe	12 Red	1 Very Unlikely	4 Severe	4 Green
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
Appropriate Support to individuals living in sheltered accommodation and if not given there is risk to health and wellbeing of some of our most vulnerable residents		Supported Housing Operational Procedures. Partnership working with other agencies.  Effect use of SPRINT – sheltered housing IT system. This allows for more robust record keeping and management of visits and support plans  Line management structure within supported housing including performance management structure (1:1s and appraisals).		Supported Housing Officer Procedures	

# OPERATIONAL RISK REGISTER

September 2015



**Sign Off and Comments**

Sign Off Complete  
 Currently in the process of joining a 'Peer Review' Project for the Service led by the Chartered Institute of Housing

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

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

**Sign Off and Comments**

Sign Off Complete  
 New Build Development Programme has been reduced following recent Govt Policy changes relating to Social Rents



## AGENDA ITEM: 8

### SUMMARY

<b>Report for:</b>	<b>Housing and Community Overview &amp; Scrutiny</b>
<b>Date of meeting:</b>	<b>11<sup>th</sup> November 2015</b>
<b>PART:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Resident Services quarter 2 performance report, 1/7/2015 to 30/9/2015</b>
Contact:	Cllr Neil Harden, Portfolio Holder for Resident and Regulatory Services  Author/Responsible Officer, Julie Still, Group Manager – Resident Services/David Austin, Assistant Director
Purpose of report:	Monitoring and information
Recommendations	That members note the report and identify any areas where they require additional information or reports of specific projects.
Corporate objectives:	Safe and Clean Environment Building Community Capacity Dacorum Delivers
Implications:	<u>Financial</u>  Within existing budgets
'Value For Money Implications'	<u>Value for Money</u>
Risk Implications	See risk register in report
Equalities Implications	
Health And Safety Implications	
Consultees:	Service Team Leaders, Community Safety Co-ordinator
Background papers:	Service Reports, Police reports (JAG), CorVu, Community Safety report from Community Safety Co-ordinator

## **Housing and Community Overview and Scrutiny Quarter 21, 2015 – 2016**

### **1 Introduction**

- 1.1 This is the second quarter performance report for the Residents Services Group which forms part of the wider Neighbourhood Delivery service area and covers the period 1<sup>st</sup> July 2015 to 30<sup>th</sup> September 2015.
- 1.2 The services within this group are: -
  - 2 Neighbourhood Action, Anti-Social Behaviour, Community Safety, The Old Town Hall, Children's Services, Community Cohesion, CCTV, Youth Democracy and Safeguarding children and young people.
- 2.1 If there are any reports for specific areas that members would like to see, please can they inform the Group Manager, Resident Services.

### **3 Quarter 2 Performance Report 15/16 Performance Report – CorVu**

- 3.1 See Appendix 1

### **4 Risk**

- 4.1 Operational Risk Register - See Appendix 2

### **5 Resident Services – 2nd Quarter Achievements.**

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

### **6 Community Safety Partnership**

- 6.1 **Dacorum Crime Summary Q2 2015/16, Period 1/4/15 -11/10/15**
- 6.2 1/4/15 to 11/10/15 compared with same period in previous year showing percentage increase/decrease followed by number of crimes/incidents.
- 6.3 There are 10 District/Borough Councils in Hertfordshire. The table shows where Dacorum is ranked out of 10 where 1 is the best performing authority.
- 6.4 Dacorum shows a slight improvement upon the same period last year remaining 5<sup>th</sup> in the county for All Crime and also 5<sup>th</sup> for ASB which is not included in the All Crime Figure because these are incidents rather than crimes.

	All Dacorum	Position in County (10 Districts)per 1000 population	Position in County (10 Districts)per 1000 population (Same Period last year)	Highest Performing CSP	Lowest Performing CSP
<b>All Crime</b>	<b>+8.3%</b> <b>4170</b>	5 <sup>th</sup>	6 <sup>th</sup>	Three Rivers	Watford
<b>Burglary Dwelling</b>	<b>-10.1%</b> <b>161</b>	5 <sup>th</sup>	5 <sup>th</sup>	North Herts	Hertsmere
<b>Vehicle Crime</b>	<b>-3.1%</b> <b>444</b>	7 <sup>th</sup>	10 <sup>th</sup>	North Herts	Watford
<b>Violent Crime</b>	<b>+50.4%</b> <b>1015</b>	6 <sup>th</sup>	5 <sup>th</sup>	Three Rivers	Broxbourne
<b>Criminal Damage</b>	<b>+0.5%</b> <b>634</b>	6 <sup>th</sup>	7 <sup>th</sup>	St. Albans	Stevenage
<b>Anti-Social Behaviour</b>	<b>+6.3%</b> <b>1853</b>	5 <sup>th</sup>	5 <sup>th</sup>	Three Rivers	Stevenage

## 7 Anti-Social Behaviour

- 7.1 Reports of anti-social behaviour for the period up to the end of the second quarter are 6.3% higher than the same period last year. Anti-social behaviour is regularly discussed at the Community Safety Partnerships Joint Action Group (JAG) and the Anti-social behaviour Action Meeting and the rise in reports can be attributed to certain individuals, groups and specific incidents which are being managed.
- 7.2 There have been some extreme cases of anti-social behaviour during quarter 2 which have been complex and diverse in their nature and have required the Council to obtain 3 injunctions for racial abuse, neighbour nuisance and threats to harm.
- 7.3 The new legislation is being used and there have been Community Protection Notice warnings issued for: harassment; the inappropriate use of residents personal CCTV cameras that do not comply with the Information Commissioners requirement, and for a garden to be cleaned up.
- 7.4 'Silver Street' sessions continue to be delivered to our older and more vulnerable residents across the borough. These sessions deliver practical support and safety advice.
- 7.5 A corporate approach was agreed to dealing with rough sleepers which is to be led by the Resident Services Team who will co-ordinate the response and identify which services are required to be involved.

## 8 Quarter 3 – 2015/16 priorities for ASB: -

- Adoption and implementation of new policies and procedures reflecting the new legislation in the Crime, Policing and Anti-Social Behaviour Act 2014. In particular the use of Community Protection Notices and Public Space Protection Orders.
- Deliver 'Silver Street' meets
- Implement corporate rough sleeper procedures

## 9 Neighbourhood Action

- 9.1 Neighbourhood Actions annual resident consultation was launched in August and will end in October following the last of the public meetings, 3 of which took place in September.
- 9.2 In August, 'Love Your Neighbourhood' visited Tring and Silk Mill Community Centre where 19 service providers set up stalls and met local residents. The providers included Citizens Advice, General Practitioners, Children's Centre, local community groups, Herts Health Walks, Sunnyside Rural Trust and many more
- 9.3 Based on evidence the topics for the event were 'Love Your Health' and 'Love Your Future' and addressing isolation for older residents.
- 9.4 There were 81 attendees in the morning to the Love Your Neighbourhood sessions and the feedback from residents and service providers was very positive.
- 9.5 In the afternoon there were 37 older residents entertained by Youth Action Entertainers and 'Lets Dance' volunteers from the extremely popular sessions at the Old Town Hall. Following this session 31 of the 37 older residents signed up to joining the following organisations: -
- Lets Dance – 10
  - Age UK - 5
  - Women's Institute – 5
  - Community Transport – 4
  - Tring Day Club at Victoria Hall – 3
  - University of Third Age – 3
  - Community Action Dacorum – 1
- 9.6 Residents attending the day reported feeling the event made them feel connected, gave them the opportunity to meet new people and learn about what clubs were open to them and be entertained.
- 9.7 **Verge Hardening** – a further 44 parking spaces were completed this quarter bringing the total spaces provided by this project to 321 with further spaces to be completed in quarter 3 in Adeyfield (Everest Way) and Tring (Gamnel).

## 10. Quarter 3 2015-16 priorities for Neighbourhood Action: -

- 10.1 Deliver Bennetts End Love your Neighbourhood event in October.
- 10.2 Complete annual consultation for Neighbourhood Action and evaluate
- 10.3 Complete Neighbourhood Action meetings.
- 10.4 Complete Verge Hardening Project
- 10.5 Deliver Local Democracy event and competition

## **11. Adventure Playgrounds**

- 11.1 This quarter saw 27,387 attendances at the playgrounds (mainstream). This includes a very busy summer programme with the highlight being National Playdays at each of the playgrounds.
- 11.2 All 4 playgrounds had record attendances at their National Playday events. The Mayor and Mayoress attended Grovehill playday and the Deputy Mayor and Mayoress attended Chaulden Playday and their visits were very much appreciated by staff who put so much into these events and the families who attend them.
- 11.3 The National Playdays saw the opportunity for children to experience a range of play opportunities and for families to experience the playgrounds together. No charges are made for the additional play equipment but funds are raised by additional optional stalls. Any funds raised go towards additional events for the playground and this summer saw a visit from a Farm and exotic animal encounters which the children thoroughly enjoyed.
- 11.4 Chaulden was the busiest of the playgrounds during this week with approximately 1400 people attending and enjoying the barbequed food and wide range of stalls as well as the inflatable equipment and Karaoke.
- 11.5 At Adeyfield playground a local National Citizens Service group worked with the playground to create a sensory garden for young children with special educational needs. The garden consisted of bright colours in the form of flowers and art, the flowers were also chosen for fragrance and wind chimes designed not only for sound but also for texture/ touch. Over 50 people took part in this project
- 11.6 Bennetts End playground held an alternative mini Olympics with wellie, discus and javelin throwing, the quickest time around the woods and an hilarious three legged race.
- 11.7 Attendances at the Youth Clubs were reduced as they are closed for 2 weeks over the summer and this time of year is quite for them. Youth Connexions youth sessions are also closed for the summer.
- 11.8 Work continues with Get Set Go Dacorum and Child UK who are delivering sports opportunities at the Youth Sessions and the

playgrounds are also offering dance classes as part of the Get Set Go programme.

### **11.9 Quarter 3 2015-16 priorities**

11.10 Half Term holidays

11.11 Continue work with Get Set Go Dacorum

## **12 CCTV**

12.1 The Community Control Centre continues to extend its remit and offer a service to a range of new customers. There have been a number of enquiries from external organisations regarding monitoring services.

12.2 This quarter has seen a number of visits to the Control Centre including a visit from the High Sheriff of Hertfordshire which they found informative and interesting.

12.3 A draft code of practice is ready for consultation with Dacorum Borough Council Services. This document reflects the Surveillance Commissioners statutory code of practice introduced in the Protection of Freedoms Act 2012. The draft Code of Practice will come to this committee for scrutiny.

12.4 The code aims to ensure that where there is use of overt surveillance cameras in a public space, their use is: in pursuit of a legitimate aim; necessary to meet a pressing need; proportionate; effective, and; compliant with any relevant legal obligations. The new code reflects these requirements and gives guidance on the process to consider new cameras as well as justifying and reviewing the need for existing ones.

12.5 During this quarter there have been 765 incidents captured and 8

12.6 7 requests for footage.

### **13 Quarter 3 2015/16 priorities CCTV: -**

13.1 Consultation of Code of Practice

13.2 Increase customer base and income

## **14 Old Town Hall**

14.1 This summer saw the return of the Look Out Pop Up family theatre in Gadebridge Park which was very popular with three of the 4 performances selling out and with picnic's offer at performances in partnership with the in house café concession.

- 14.2 The Old Town Hall is now home to Electric Umbrella Music Group - an all-encompassing music project for adults with learning disabilities, based in Hertfordshire.
- 14.3 Electric Umbrella works with professional musicians to offer weekly music sessions to adults with learning disabilities; to maximise participation, however complex and limiting their needs of the individual might be.
- 14.4 The Let's Dance initiative (dance and movement class for over 55's) which started in early 2014, has now been picked up for sponsorship by Get, Set Go Dacorum. Following funding to run a course of summer sessions. GSGD has now agreed to fund the weekly sessions at the Old Town Hall until May 2016.

### **15 Quarter 3 2015/16 priorities Old Town Hall**

- 15.1 Deliver Arts Award in at local schools
- 15.2 Deliver a heavy autumn programme in the theatre and the cellar
- 15.3 Review Marketing Audit and develop strategy.

Measure	Owner & Updater	Sep 2014 Result	Trend	Jun 2015 Result	Trend	Sep 2015 Result	Sign Off	Comments
<b>Performance Measures</b>								
ASB01 - Number of reports of incidents of anti social behaviour across the borough	Julie Still Morgan Steel	No Data Info Only		730 Reports Info Only	↗	915 Reports Info Only	✓	<b>Owner</b> ASB reports are 6.8% up on the same time last year
ASB03 - Number of current flare cases open for ASB	Julie Still Morgan Steel	No Data Info Only		239 Cases Info Only	↗	250 Cases Info Only	✓	<b>Owner</b> For management purposes only
ASB04 - ASB – Service requests responded to within target	Julie Still Morgan Steel	No Data Target: 98.00		94.30% Target: 98.00	↗	97.00% Target: 98.00	✓	<b>Owner</b> A total of 3 responses outside 24 hour response target
ASB05 - ASB – Cases closed within 60 days.	Julie Still Morgan Steel	No Data Info Only		78% Info Only	↘	72% Info Only	✓	<b>Owner</b> The increase in the time taken to close cases reflects the complex nature of the case load
CCTV01 - Requests for CCTV footage	Julie Still Jim Guiton	109 Requests Info Only	↘	60 Requests Info Only	↗	87 Requests Info Only	✓	<b>Owner</b> Management purposes only
CCTV02 - Number of Incidents Recorded	Julie Still Jim Guiton	No Data Info Only		628 Reports Info Only	↗	765 Reports Info Only	✓	<b>Owner</b> Management purposes only
CYP01a - Number of Children Attending Adventure Playgrounds	Julie Still Pat Fox	No Data Target: 23000		21899 Target: 21899	↗	27387 Target: 23000	✓	<b>Owner</b> This figure reflects a busy summer despite a very wet end to the school holidays
CYP01b - Number of young people attending Youth Clubs at Adventure Playgrounds	Julie Still Pat Fox	1082 Attendances Target: 1004	↘	827 Attendances Target: 1400	↘	476 Attendances No Target	✓	<b>Owner</b> numbers are traditionally lower during the summer
CYP02 - Number of young people involved in Community and Youth Democracy events	Julie Still Joe Guiton	115 People Target: 200	↘	110 People Target: 500	↘	64 People No Target	✓	<b>Updater</b> Numbers are down due to school summer holiday period
OTH01 - Average attendance at the Old Town Hall theatre	Julie Still Sara Railson	59.00% Target: 62.00	↗	58.00% Target: 65.00	↗	63.00% Target: 65.00	✓	<b>Updater</b> Sold out family shows in the summer, good start to the September programme.
OTH02 - Old Town Hall User Satisfaction	Julie Still Sara Railson	No Data Target: 85.00		No Data Target: 90.00		No Data Target: 90.00	✓	<b>Updater</b> Customer surveys / satisfaction surveys will be part of the new Marketing Strategy in 2016/17

Key Actions



OTH03 - Number of private hire bookings of the Old Town Hall	Julie Still Sara Railson	10 Bookings Info Only		32 Bookings Info Only		19 Bookings Info Only		<b>Updater</b> 19 Private Hires 28 workshop events Historically, quieter during the summer quarter than at other times of the year.
<b>Desk Reduction</b>								
PIT02a-RS - Desk provision - number of desks reduced - Resident Services	Julie Still Natasha Chambers	18 Desks Info Only		No Data Info Only		No Data Info Only		<b>Owner</b> Resident Services are using a reduced number of desks
PIT02b-RS - Desk provision - staff/desk ratio - Resident Services	Julie Still Natasha Chambers	100% (18/18) Info Only		No Data Info Only		No Data Info Only		<b>Owner</b>

# OPERATIONAL RISK REGISTER

September 2015



## 2) Neighbourhood Delivery - David Austin

### ND\_E05 Response to EH Emergencies

<b>Category:</b> Health and Safety	<b>Corporate Priority:</b> Health & Safety	<b>Risk Owner:</b> David Austin	<b>Portfolio Holder:</b> Cllr Janice Marshall	<b>Tolerance:</b> Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	5	15 Red	3 Likely	3 High	9 Amber
Consequences		Current Controls		Assurance	
<p>Failure to respond to a serious EH/PH Incident involving death, harm or injury ( or potential to cause these) could have catastrophic consequences to individuals , communities, businesses and the environment. An outbreak of infectious disease for example could spread further unmitigated. Chemical hazards left uncontrolled in the environment could continue to expose individuals to explosion, fire and chemical burns. A biological hazard such as legionella has potential to cause a serious health hazard if uncontrolled.</p>		<p>Ensure there is sufficient resilience and expertise in Regulatory Services to manage an incident and control the risks. Training carried out on a regular basis which covers roles and responsibilities. There are arrangements in place for other LA's to provide cover in emergency. Any incident would be managed by TL or GM.</p>		<p>Mass casualty /CBRN incidents would be covered by Centralised emergency plans. Local emergency plans tested on an annual basis. LA outbreak plans peer reviewed.</p>	
Sign Off and Comments					
<p>Sign Off Complete No other comments at this stage.</p>					

# OPERATIONAL RISK REGISTER

September 2015



ND_E01 General enforcement					
Category:	Corporate Priority:	Risk Owner:		Portfolio Holder:	Tolerance:
Technical/Operational	Health & Safety	David Austin		CLlr Janice Marshall	Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
2 Unlikely	3 High	6 Amber	2 Unlikely	2 Medium	4 Green
Consequences		Current Controls		Assurance	
Lack of resource for Enforcement could result in a failure to meet statutory duties imposed by central government. This could result in Legal action, poor reputation and most likely put the public at risk in terms of their health or safety. Failure to employ officers of sufficient calibre or monitor competence could also have similar consequences.		Resources maintained to a level which will achieve statutory inspection targets and respond to any complaints in a timely fashion. Ensure that officers employed by DBC have the required level of competence commensurate with their level of responsibility. There are arrangements in place for other LA's to provide cover in emergency.		Annual Inspection reports to FSA. Performance published on FSA website All officers required to do CPD. All EH Targets reported quarterly at H&C Overview & Scrutiny Committee and any resource issues identified. Service Plans identify key priorities and emerging issues. All enforcement actions are taken in accordance with the Councils Enforcement Policy which has been reviewed and approved by Cabinet.	
Sign Off and Comments					
Sign Off Complete No comments at this stage.					

ND_E02 Direct enforcement action					
Category:	Corporate Priority:	Risk Owner:		Portfolio Holder:	Tolerance:
Technical/Operational	Health & Safety	David Austin		CLlr Janice Marshall	Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
2 Unlikely	4 Severe	8 Amber	2 Unlikely	3 High	6 Amber

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Consequences	Current Controls	Assurance
Direct enforcement action resulting in closure of businesses, curtailment of commercial operations or sanctions against individuals. Immediate enforcement action is taken in response to serious contraventions of EH or PH legislation and the impact on businesses and individuals can be far reaching. The types of enforcement action include closure of premises (residential or commercial), works in default, prohibition of processes and sanctions against individuals. The consequences of getting this wrong is very serious and could result in compensation claims as well as legal action against DBC	Ensure that officers employed by DBC have the required level of competence commensurate with their level of responsibility. Enforcement protocols followed and any direct action is overseen by a team leader/GM. In many cases the Ass Director will also be advised.	All enforcement action is taken in accordance with the Councils Enforcement Policy and corresponding regulators code.

### Sign Off and Comments

Sign Off Complete  
None at this stage.

### ND\_E03 Primary Authority

<b>Category:</b> Financial	<b>Corporate Priority:</b>	<b>Risk Owner:</b> David Austin	<b>Portfolio Holder:</b> Cllr Janice Marshall	<b>Tolerance:</b> Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
2 Unlikely	4 Severe	8 Amber	1 Very Unlikely	2 Medium	2 Green
Consequences	Current Controls	Assurance			
DBC has a number of Primary Authority Partnerships and the income from these partnerships pay for the salaries	Ensure that full cost recovery is achieved at the beginning when contracts are agreed and throughout	PA budgets are reviewed on a monthly basis and with the larger companies such as Tesco's there is an annual			

# OPERATIONAL RISK REGISTER

September 2015



of the specialist EHO's. If any of the larger companies suddenly terminated their contract this would result in an immediate deficit in funding. There is also a risk that failure to give the correct technical advice could have far reaching implications nationally and could result in legal action against DBC. There would also be legal implications if we blocked an enforcement action by one of the enforcing Authorities and a challenge was upheld.	the term of the partnership. Ensure that officers employed by DBC have the required level of competence commensurate with their level of responsibility. If specialist officers left the authority other officers in the team could take over duties on a temporary basis.	assessment of performance and key objectives.
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**Sign Off and Comments**

Sign Off Complete

**NP E04 Pest Control**

<b>Category:</b> Reputational	<b>Corporate Priority:</b> Safe and Clean Environment	<b>Risk Owner:</b> David Austin	<b>Portfolio Holder:</b> Cllr Janice Marshall	<b>Tolerance:</b> Treating	
<b>Inherent Probability</b> 3 Likely	<b>Inherent Impact</b> 4 Severe	<b>Inherent Risk Score</b> 12 Red	<b>Residual Probability</b> 2 Unlikely	<b>Residual Impact</b> 2 Medium	<b>Residual Risk Score</b> 4 Green
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
Failure to honour contracts or provide effective treatments could result in a loss of income and loss of reputation. The incorrect use of pesticides could result in harm to the public and non-target species and could result in compensation claims against the Council.		Ensure that pest control officers employed by DBC have undergone appropriate training. All PCO's have successfully completed the BPCA course and are familiar with the correct use of pesticides and other eradication techniques. COSHH risk assessments are carried out.		A log of training is maintained by the Team Leader. COSHH risk assessments are reviewed on an annual basis.	

**Sign Off and Comments**

Sign Off Complete

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**ND\_M02 Failure to reach our most vulnerable citizens, in particular the elderly and disabled, in the provision of housing assistance i.e. grant aid and loan schemes**

<b>Category:</b> Marketplace	<b>Corporate Priority:</b> Safe and Clean Environment	<b>Risk Owner:</b> David Austin	<b>Portfolio Holder:</b> Cllr Janice Marshall	<b>Tolerance:</b> Treating	
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>
3 Likely	4 Severe	12 Red	1 Very Unlikely	4 Severe	4 Green
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
Leads to essential repairs and disabled adaptations not being undertaken, resulting in (non Council owned) dwellings remaining unfit for purpose and a reduction in the quality of the housing stock.		<ul style="list-style-type: none"> <li>- The housing assistance scheme being completely reviewed to offer a comprehensive package</li> <li>- The Private Sector Housing Renewal Strategy being reviewed to reflect this</li> <li>- IT system being re-programmed to capture more sophisticated performance data</li> </ul>		There have been no issues to date with performance in this area.	
<b>Sign Off and Comments</b>					
Sign Off Complete					
No further comments at this stage.					

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

<b>Category:</b> Reputational	<b>Corporate Priority:</b> Safe and Clean Environment	<b>Risk Owner:</b> David Austin	<b>Portfolio Holder:</b> Cllr Neil Harden	<b>Tolerance:</b> Treating	
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>
3 Likely	3 High	9 Amber	2 Unlikely	2 Medium	4 Green
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
A failure to implement the code of practice is likely to result in an intervention from the Surveillance Commissioner (Part of the Information Commissioners Office) and an improvement notice or closure of the system		A full compliant policy and procedure is currently being drafted and will be implemented in the permitted time span.		Full training will be given to all staff  A corporate approach is being applied to all Public Space CCTV within DBC  Monitoring and regular review will form part of the procedures	
<b>Sign Off and Comments</b>					
Sign Off Complete The work on the new policy has commenced and progress will be monitored.					

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

<b>Category:</b> Reputational	<b>Corporate Priority:</b> Safe and Clean Environment	<b>Risk Owner:</b> David Austin	<b>Portfolio Holder:</b> Cllr Neil Harden	<b>Tolerance:</b> Treating	
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>
3 Likely	4 Severe	12 Red	1 Very Unlikely	4 Severe	2 Green

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Consequences	Current Controls	Assurance
A failure to manage risk could result in serious injury to a service user. OFSTED intervention and inspections and resulting actions. Closure of premises and reputational impact to the Council	All equipment fully risk assessed  Voluntary registration with Ofsted and staffing to the good practice levels which meet their requirements.  External inspections of play equipment	Qualified staff and ratio of staff to children.  Appropriately trained staff  Daily equipment inspections and remedy of any defects
Sign Off and Comments		
Sign Off Complete No further comments at this stage.		

## NO1 RO5 Old Town Hall – increased competition from other providers

<b>Category:</b> Marketplace	<b>Corporate Priority:</b>	<b>Risk Owner:</b> David Austin	<b>Portfolio Holder:</b> Cllr Neil Harden	<b>Tolerance:</b> Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
2 Unlikely	3 High	6 Amber	1 Very Unlikely	2 Medium	2 Green
Consequences	Current Controls	Assurance			
The consequences of increased competition could impact on the attendance at the Old Town Hall and the Cellar Club	A wide range of genres offered to a wide range of age groups  The Old Town Hall's reputational standing	Experienced staff setting the programme			
Sign Off and Comments					
Sign Off Complete					

# OPERATIONAL RISK REGISTER

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ND_RO1 Lack of capacity to deliver Neighbourhood Action/Love Your Neighbourhood					
<b>Category:</b> Reputational	<b>Corporate Priority:</b> Building Community Capacity		<b>Risk Owner:</b> David Austin	<b>Portfolio Holder:</b> Cllr Neil Harden	<b>Tolerance:</b> Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	3 High	9 Amber	2 Unlikely	1 Low	2 Green
Consequences		Current Controls		Assurance	
A failure to act on priorities as identified by residents, members which are supported by the Dacorum 'Knowing What Works' (EBDM) process		Demand is managed by NA Officers who manage expectations of residents and members.  All projects to be assessed and supported with evidence of need and a full evaluation		There is a new team structure in place to manage this process.  All projects require an evidence base to proceed and are targeted on a needs basis	
Sign Off and Comments					
Sign Off Complete					

ND_RO3 Community Safety and Anti-social behaviour – failure to address ASB at an early stage and identify vulnerable or repeat victims					
<b>Category:</b> Reputational	<b>Corporate Priority:</b> Safe and Clean Environment		<b>Risk Owner:</b> David Austin	<b>Portfolio Holder:</b> Cllr Neil Harden	<b>Tolerance:</b> Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
2 Unlikely	4 Severe	8 Amber	1 Very Unlikely	4 Severe	4 Green
Consequences		Current Controls		Assurance	
A failure to identify vulnerable or repeat victims of ASB		Shared IT systems with Police and other partners		Highly trained and experienced staff	

# OPERATIONAL RISK REGISTER

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

Sign Off Complete

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## AGENDA ITEM: 9

### SUMMARY

<b>Report for:</b>	<b>Housing and Community Overview &amp; Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>11/11/2015</b>
<b>PART:</b>	<b>1</b>
<b>If Part II, reason:</b>	

<b>Title of report:</b>	<b>Quarter Two Performance Report – Regulatory Services</b>
<b>Contact:</b>	Cllr Janice Marshall, Portfolio Holder for Environmental, Sustainability and Regulatory Services.  Author/Responsible Officers:  Chris Troy, Group Manager, Regulatory Services  Dave Austin, Assistant Director (Neighbourhood Delivery)
<b>Purpose of report:</b>	To provide Members with the performance report for quarter 2 in relation to Regulatory Services.
<b>Recommendations:</b>	That Members note the report.
<b>Corporate objectives:</b>	Resources and Value For Money; Optimise Resources and Implement Best Practice.
<b>Implications:</b>	Financial:  None.
<b>'Value For Money Implications'</b>	Value for Money:  Monitoring Performance supports the Council in achieving Value for Money for its citizens.
<b>Risk Implications</b>	Risk Assessment completed for each service area as part of service planning and reviewed quarterly. Key risks are recorded on the Council's Risk Register which has been updated recently.  The key risks relate to not achieving statutory targets and failing to protect the public/businesses from Environmental Health Risks :  <ul style="list-style-type: none"> <li>• If statutory targets are not achieved the service can be taken over and managed by the Government.</li> <li>• Potentially the public &amp; businesses put at risk</li> <li>• Legal action taken against the Council</li> <li>• Reputational damage to Council</li> </ul>

Equalities Implications	Equality Impact Assessment completed for each service area as part of service planning and reviewed quarterly.
Health And Safety Implications	None.
Consultees:	
Background papers:	Quarterly Performance Report – quarter 2 (attached).
Glossary of acronyms and any other abbreviations used in this report:	

## 1. Background

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

- Environmental Health (Food Safety, Health and Safety, Statutory Nuisances, Contaminated Land, Drainage, Private Water Supplies, Infectious Diseases, Air Quality Management)
- Private Sector Housing (HMOs, Illegal Eviction, Private Sector Landlord Issues, Improvement Grants, Disabled Facilities Grants, etc)
- Public Health
- Corporate Health and Safety
- Home Energy Conservation
- Pest Control
- Stray Dogs / Dog Warden Services
- Clinical Waste
- Cesspool Emptying
- Environmental Enforcement and High Hedges
- Emergency and Business Continuity Planning
- Street Trading
- Sustainability

## 2. Regulatory Services Quarter 2 Performance Indicators

2.1 REG02 - Percentage of A-C rated food premises inspected

Food premises inspections are on target taking into account changes in the food hygiene ratings that have occurred in this quarter.

2.2 REG06-Percentage of noise complaints completed in 60 days

There has been slippage in this area due to long running noise investigations and due to delays obtaining noise diary sheets from complainants. 98 out of 119 complaints were closed in 60 days. This trend is likely to continue whilst we have to deal with more complex investigations. We are looking at a more meaningful way of reporting this PI which focuses on timescales for dealing with the source of the complaints.

## 3. Food Safety Enforcement

3.1 A caution was issued to the manager of a food businesses relating to lack of food safety management systems, hygiene and poor temperature control. One

premises agreed to voluntarily close following a cockroach infestation and officers are closely monitoring the situation there.

#### **4. Environmental Protection**

- 4.1 Environment Action weeks took place 6th -10<sup>th</sup> July & 14<sup>th</sup> -19<sup>th</sup> Sept. Patrols targeted known areas where there is a history of dog fouling, litter and flytipping. This resulted in two fixed penalty notices being issued for littering and also helped to gather intelligence for further targeting of enforcement.
- 4.2 There was one successful flytipping prosecution in this period which resulted in a fine of £1, 300 plus costs amounting to £1,800.
- 4.3 Officers worked closely with ASB team and the police dealing with persistent offender who regularly played loud music and caused distress to residents living in Aldbury. This was a good example of effective working across departments and external partners.
- 4.2 There have been numerous complaints received about Bovingdon Airfield over the last 18 months in relation to intensified motor sport activity. This is part of an active and ongoing investigation working in co-ordination with the planning department regarding the change of use of the site. The main issue up to recently had been complaints of noise nuisance but more recently officers have been asked to investigate safety risks arising from vehicles travelling at high speed near to footpaths used by members of the public.

#### **5. Air Quality**

- 5.1 In August new air quality monitoring equipment was installed in Northchurch to measure small particulate matter. Northchurch is one of three Air Quality Management Areas in Dacorum where pollution levels exceed national limits. Data from this station will feed into the Hertfordshire network of monitors and will help to determine future strategies to control air pollution.

#### **6. Primary Authority**

- 6.1 Officers have been working with Costco to develop their Health & Safety management systems and have also signed up Martin Brower (a large logistics company based in Maylands). This provides a good example of how local authorities can work with businesses to enhance regulatory standards nationally. This partnership is funded by a full cost recovery agreement and will be reviewed after one year to ensure ongoing financial commitment.

#### **7. Corporate Health and Safety**

- 7.1 The 2<sup>nd</sup> quarter priorities included running further risk assessment training, working with procurement to provide DSE compliant chairs for all staff, fire safety, looking at improvements to the way service providers provide safety critical data, fire evacuation plans and development of alcohol policy.

Other longer term projects include:

- Review the organisation & arrangements for delivering H&S
- On-line assessments for Display Screen Equipment
- Develop more detailed corporate H&S plans

- Auditing

**8. Private Sector Housing**

- 8.1 A project plan was drawn up in relation to 11 the Glen which will bring this HMO (House in Multiple Occupation) up to the standards required under the Housing Act. This follows the service of the Final Management Order on Mrs Bunker.

**9. Policy Documents**

- 9.1 The Council's Enforcement Policy and Mobile Homes Policy were approved by Cabinet in September. The Enforcement Policy sets out the principles of good enforcement that all enforcement officers should apply when assessing statutory compliance and taking action.

**10. Ombudsman Enquiry**

- 10.1 DBC was vindicated and no fault was found following an Ombudsman investigation into works carried out under a Disabled Facilities Grant.

Measure	Owner & Updater	Sep 2014 Result	Trend	Jun 2015 Result	Trend	Sep 2015 Result	Sign Off	Comments
<b>Performance Measures</b>								
HS01 - Number of notifiable accidents/incidents required to be reported to the HSE	Chris Troy Paul O'Day	No Data Info Only		17 Info Only	↗	18 Info Only	✓	<b>Updater</b> 3 of the reported accidents were stings by wasps, there were 3 accidents that needed to be reported to the HSE under the RIDDOR Regs
REG02 - Percentage of high risk (A-C) food inspections/interventions achieved within the quarter	Chris Troy Nicholas Egerton	65.52% (76/116) Target: 95.00	↗	90.91% (30/33) Target: 95.00	↗	94.55% (52/55) Target: 95.00	✓	<b>Updater</b> Of the 3 inspections missed 2 were carried out on the 2nd Oct and one on the 7th (5 working days).
REG03 - Percentage of service requests for the whole of Regulatory Services responded to within 3 working days	Chris Troy Nicholas Egerton	99.09% (979/988) Target: 98.00	↘	98.81% (913/924) Target: 98.00	↘	98.15% (1272/1296) Target: 98.00	✓	<b>Owner</b> Noted
REG05 - Percentage of Noise cases closed within 60 days	Chris Troy Nicholas Egerton	89.25% (83/93) Target: 90.00	↘	75.00% (51/68) Target: 90.00	↗	82.35% (98/119) Target: 90.00	✓	<b>Owner</b> Noted
REG06 - Disabled Facilities Grants - percentage of final payments made within 6 months following approval	Chris Troy Nicholas Egerton	83.33% (15/18) Info Only	↗	84.62% (11/13) Info Only	↗	100.00% (10/10) Info Only	✓	<b>Owner</b> Noted
<b>Desk Reduction</b>								
PIT02a-RegS - Desk provision - number of desks reduced - Regulatory Services	Chris Troy Natasha Chambers	26 Desks Info Only		No Data Info Only		No Data Info Only	✓	<b>Owner</b> Noted
PIT02b-RegS - Desk provision - staff/desk ratio - Regulatory Services	Chris Troy Natasha Chambers	87% (26/30) Info Only		No Data Info Only		No Data Info Only	✓	<b>Owner</b> Noted

Key Actions





## Agenda item: 10

### Summary

Report for:	<b>Housing &amp; Communities Overview and Scrutiny Committee</b>
Date of meeting:	<b>11<sup>th</sup> November 2015</b>
Part:	<b>1</b>
If Part II, reason:	

Title of report:	<b>Annual Review of Housing Revenue Account Business Plan 2015/16</b>
Contact:	Cllr Margaret Griffiths, Portfolio Holder for Housing  Author/Responsible Officer – Elliott Brooks, Assistant Director - Housing
Purpose of report:	1. To update the Committee on the annual review of the HRA Business Plan
Recommendations	1. That the committee note the report and draft HRA Business Plan and provide any comments
Corporate objectives:	Affordable Housing
Implications:	<u>Financial</u>  Regular review of the Council's HRA Business Plan is essential to ensure short, medium and long term viability of the plan.
'Value for money' implications	
Risk implications	Monitoring of the HRA Business Plan has been identified as a Key Risk of the Housing Service and is reported to the Council's Housing & Communities Overview & Scrutiny Committee on a quarterly basis
Community Impact	The Housing Revenue Account is a 'ring fenced' account for the income and expenditure solely related to the Council's

Assessment	housing stock, tenants and leaseholders.
Health and safety Implications	Health & Safety is identified as a Key Service Risk for Housing and therefore reported to the Council's Housing & Community Overview & Scrutiny Committee on a quarterly basis
Consultees:	Mark Gaynor – Corporate Director, Housing & Regeneration James Deane – Corporate Director... David Skinner – Assistant Director – Finance & Resources Fiona Williamson – Group Manager Property & Place Andy Vincent – Group Manager Tenants & Leaseholders Julia Hedger – Group Manager Housing Development Richard Baker – Group Manager Financial Services DBC Tenants & Leaseholders Committee
Background papers:	n/a
Historical background	See Background below:
Glossary of acronyms and any other abbreviations used in this report:	HRA – Housing Revenue Account BP – Business Plan TLC – Tenants & Leaseholders Committee RTB – Right to Buy

## 1. Background

1.1 In April 2012 the Council agreed its first 30 year Housing Revenue Account (HRA) Business Plan. It was a requirement following the introduction of Self Financing (replacing the HRA Housing Subsidy System).

1.2 This report details the third annual review of the HRA Business Plan and explains the issues and assumptions which have needed to be considered or re-visited.

## 2. Housing Revenue Account Business Plan

2.1 The resources available following the move to Self Financing gave the Council the opportunity to be strategic in its approach to its housing stock for the first time. It was possible, and essential, to not only consider the existing housing stock, but also wider issues such as community development, improving the environment and the potential to build new Council homes to address the increasing demand for affordable housing.

2.2 The Business Plan not only concentrates on the financial related strategy and objectives, but also the service priorities of the Council's Landlord function to its tenants and leaseholders. The longer term perspective is crucial to ensure that the service and its primary assets, the housing stock, are fit for purpose for the whole period and beyond.

## 3. Performance of the 2014/15 Business Plan

3.1 As would be expected within such a complex budget as the Housing Revenue Account there were various areas of overspend and underspend throughout 2014/15. These were regularly reported to the Council's Corporate Management Team and its Cabinet and Scrutiny Committees on a quarterly basis. The Council's TLC was also given budget updates at the mid-year point and end of year.

- There was an underspend in the Repairs & Maintenance budget of £1.3m. The underspend was predominantly down to savings being made against the Osborne contract through the open book audit.
- A saving of £1.2m in the Improvement Programme on existing stock, again due to savings being made against the Osborne contract through the open book audit which has been re-allocated to new schemes for 2015/16.
- RTB sales continued to remain at a high with 104 sales completed in 14/15 generating a capital receipt of £11.7m (only a proportion of this available to HRA)

3.2 In terms of tangible outcomes that benefit our tenants directly the table below demonstrates how the Council has been able to improve the homes in which tenants live since the introduction of the Business Plan.

Improvement Works	2011/12	2012/2013	2013/2014	2014/15
Kitchen Renewal	196	456	721	433
Bathroom Renewal	192	426	529	327
Re-Wire	250	605	784	411
New Doors (front/rear)	532	1935	3480	2568

Note: 2014/15 capital works programme was a 9 month programme due to the Osborne Total Asset Management Contract starting July 1<sup>st</sup> 2014 (and the 2013/14 programme used 15 months worth of funding). The previous capital works programmed ceased March 2014.

- 3.4 The Council has also been able to continue its programme to build new homes in the borough for the first time in over 20 years.
- 3.5 During 2014/15 34 new homes have completed and allocated to local residents in the borough. The New Build Programme is subject to a report on the agenda of the Council's Cabinet November 2015.

#### **4. Considerations for year 3 HRA Business Plan Review**

4.1 Government Policy & Proposals.

- 4.1.1 In the recent Budget and both the Welfare Reform & Housing Bills there have been a number of proposals and statements which will have a significant impact on the Council's Housing Revenue Account, both immediately and in the longer term.
- 4.1.2 Whilst much of the detail and legislation is not yet finalised, officers have been working to try and estimate some of the impact on the Business Plan and what actions are needed in terms of mitigation and reviewing assumptions within the Business Plan.

## 4.2 Social Rent Reductions

4.2.1 All social rents are to be reduced by 15 each year for 4 years starting in April 2016. The Council's current policy is that rents increase each year by CPI + 1%.

4.2.2 It is expected that Council rents not yet at target will also be subject to the annual 1% reduction. The table below demonstrates the potential impact on the rental income for Dacorum Borough Council's HRA:

Year	Rent roll if current policy in place	Rent roll with 1% annual reduction	Variance
	£'000	£'000	£'000
2016/17	59,159	56,130	3,030
2017/18	61,660	55,615	6,045
2018/19	64,659	55,612	9,048
2019/20	67,371	55,331	12,040
Total – 4 Year	252,850	222,687	30,162
30 Year	3,109,977	2,549,353	560,624

4.2.3 The 4 year impact is a reduction in rental income of approximately £30m.

4.2.4 Rental income assumptions within the Council's 2015/16 Business Plan reflect the figures above. From years 5 to 30 rental income has been assumed with the policy reverting to CPI +1% without convergence.

## 4.3 Fairer Rents in Social Housing: Pay to Stay

4.3.1 Social housing tenants with household incomes of £40,000 and above in London, and £30,000 and above in the rest of England will be required to pay a level of rent either at market level or close to. It is proposed that data is provided by HMRC to social landlords for the purpose of determining income. Local Authorities will be required to pay any additional rental income to the Treasury based on an estimate number, with a deduction for any administration costs incurred. This policy is current subject to consultation and the Council will be responding. The proposal is that it would start 2017/18.

4.3.2 It is difficult to predict the impact of this policy. The Chartered Institute of Housing predict an increase in RTB's and surrenders of tenancies.

## 4.4 Sale of High Value Council Voids

4.4.1 The RTB is to be introduced to Housing Association tenants. It was announced recently that Housing Associations will voluntarily extend the RTB to their tenants through the National Housing Federation's agreement with the Government.

4.4.2 It is proposed that this is funded by the sale of high value Council housing stock.

- 4.4.3 This will not be a local system. Receipts will be collected centrally and then flow out again. Whilst the principles were set out in the Housing Bill, operational detail will follow through secondary legislation.
- 4.4.4 There are two options currently under consideration:
- Actual sale of high value homes or
  - A formula approach.
- 4.4.5 A formula approach would effectively be a tax on voids anticipated throughout the year. An amount would be calculated and paid annually to government based upon a formula that included property values, number of bedrooms, churn rate etc.
- 4.4.6 Until more detail is known regarding the expected receipt from Dacorum Borough Council it is difficult to make accurate assumptions. The most likely outcome would be the sale of a number of void properties for a defined period resulting in less rental income going forward (and a reduction in the ability to meet housing need). It is unclear whether there will be any receipt retained by the Council, or the amount required reduced to reflect the outstanding debt on each property.

#### 4.5 Increased Development Costs

- 4.5.1 Original assumptions within the HRA Business Plan made provision for future new build costs at the then market costs. These build costs have increased as a result of the backdrop of a rising market. Information collated from the market and from the Council's recent tenders have resulted in the assumptions for future schemes increasing.

#### 4.6 Service Priorities

- 4.6.1 Social Housing is changing. The service is having to deal with more complex tenancy issues and these often require intense resources both in terms of officer time and investment in the stock to solve.
- 4.6.2 The Housing Service will need to be able to adapt and divert resources where they are needed dependant on a number of external factors. Two areas identified as a growing priority are Tenancy Sustainment & Homelessness.
- 4.6.3 Tenancy Sustainment
- 4.6.3i It has been recognised that the success or failure of a tenancy, particularly of a vulnerable person, can often be heavily influenced by the property they live in and the support that the landlord can give. This was recognised by the Council and approximately a year ago a Tenancy sustainment team was created. It was mainly from existing resources pulled from other teams (income / repairs / tenancy management).
- 4.6.3ii This has allowed a relatively small number of tenants to receive intense work from the housing team in order to successfully sustain their tenancy. A failed tenancy costs the Council several thousands of pounds so the success of this team will ultimately save money for re-investment in the housing stock.

#### 4.6.4 Challenges relating to homelessness

- 4.6.4i The Council is seeing increasing numbers of people both seeking general housing advice and those presenting themselves as homeless. Using September 2015 as reference point both numbers have more than doubled and the housing register increases at a rate of approximately 50 per month. (current figure over 5500 active applicants). Whilst this area of the service is strictly a General Fund function rather than that of the HRA there is a direct impact on the housing stock. More of the stock is being used for temporary accommodation and therefore can restrict transfers or movement within the stock for tenants to ensure families are living in appropriate sized accommodation.

### 5. 2015/2016 Housing Revenue Account Business Plan

- 5.1 The draft 2015/2016 HRA Business Plan can be found in Appendix 1 of this report. All areas of the plan have been reviewed in consultation with officers in the finance team as well as those across the Housing Service.
- 5.2 Appendix a of the Business Plan details a variety of assumptions which have been made with the knowledge and certainty currently available. They require constant review and if needed are altered mid year in advance of the formal annual review.
- 5.3 As explained in Section 4.2 the Government's proposed new 4 year rent policy will have a significant impact on the Business Plan. Measures have had to be taken in terms of the capital programme and new build programme as well as the option of additional borrowing.
- 5.4 Some of the main changes applied during the review are as follows:
- Rent policy altered to reflect 4 year rent reductions of 1% on all tenancies. Policy then reverts to CPI +1% (no convergence)
  - It is proposed that over the first 5 years of the Business Plan the Council will borrow the cumulative back up to the HRA debt cap - £9.8m
  - Housing Development Programme has been reduced. No New Build assumptions post 2020
  - Bad Debt provision increases five fold to take account of new HB restrictions and potential impact of Universal Credit

### Recommendation

That the draft 2015/16 HRA Business Plan review is noted including changes detailed in Section 5 and the assumptions within Appendix a of the Business Plan.





**Dacorum Borough Council  
Housing Revenue Account  
Business Plan 2015/16**

**People: Property: Place**

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## **1. Overview**

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

## **2. Context**

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

In general the quality of the stock currently is of a fairly high standard with the majority of homes having reached the Decent Homes Standard over the past several years. Due to previous financial constraints, however, there had been limited investment in other areas such as Estate Improvements or External Decorations. This has, to an extent been addressed over the past few years with significant increases in investment in these areas.

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

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

Following Self Financing more resources were immediately available to the Council to invest in its housing stock and over the past three years the Property & Place Team have worked with our contractors to ensure that maximum efficiency was gained from these resources resulting in a huge increase in the volume of improvement works carried out since 2011/2012.

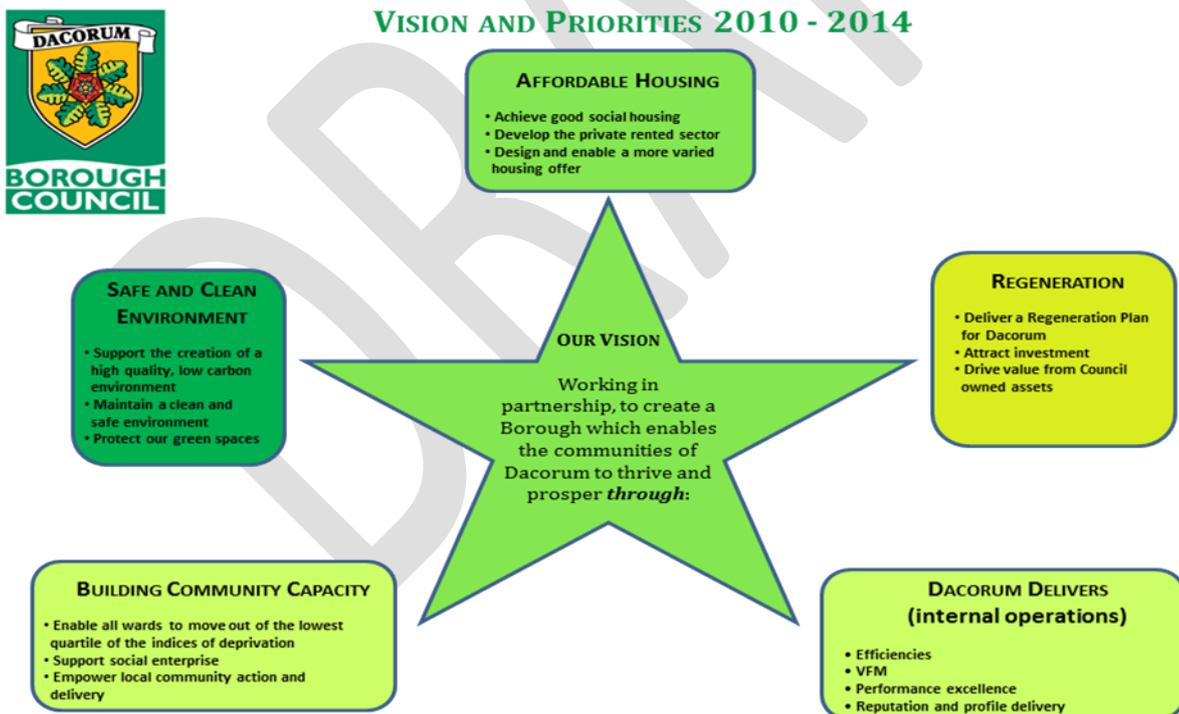
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New Doors (front/rear)	1935	3480	2568

Note: 2014/15 capital works programme was a 9 month programme due to the Osborne Total Asset Management Contract starting July 1<sup>st</sup> 2014 (and the 2013/14 programme used 15 months worth of funding). The previous capital works programmed ceased March 2014.

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

In 2010 Dacorum Borough Council undertook an exercise to review and re-align its vision and priorities. These are shown below and it is important that the management and ultimately growth of the Council's housing stock progresses in a way which not only compliments the vision and priorities but assists in them being achieved. Following local elections in May 2015 these priorities have been confirmed.

Fig 1



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

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

During 2013 the Council published its Housing Strategy (2013 – 2018) which identified key strategic objectives: [\(link\)](#)

- To plan and deliver a good supply and mix of housing
- To improve the quality of housing in Dacorum
- To monitor housing need effectively
- To maximise the delivery of affordable housing
- To improve prevention of homelessness and the range of temporary housing options
- To foster the private sector as a housing option

Due to the significant changes in the Housing Service itself, it was acknowledged that there needed to be a clear direction and vision for staff, tenants and leaseholders and the Council to buy into so that common goals were expressed in order to achieve success and take the service forward.

***'We want Dacorum to be a place people are proud to call home. We will involve our tenants & leaseholders in decisions, provide good quality, affordable homes, help maintain tenancies and prevent homelessness – and be honest about improvements we still need to achieve.'***

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

The Housing Revenue Account Business Plan (HRA BP) is a thirty year plan which encompasses both the financial and service related objectives over that period. The longer term perspective is crucial to ensure that the service and its primary assets, - the housing stock, can be 'fit for purpose' for the whole period (and beyond).

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

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

Fig 2.



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

This HRA BP is a living document which articulates the short, medium and long term strategies for the investment in and management of the Council’s housing stock. For this to be the case all stakeholders need to understand, buy into and have the ability to influence any reviews or amendments.

DBC Cabinet

Ultimately the HRA BP and all the detail within it will be signed off and agreed by the Council’s Cabinet on an annual basis, with day to day management of the BP delegated to senior Council officers in the Housing and Finance teams.

DBC Housing & Communities Overview & Scrutiny Committee

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

### DBC Tenants & Leaseholders

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

- Self Financing & Business Planning Workshops at the Dacorum Tenants Conferences
- STAR (Survey of Tenants and residents) every 2 years
- Consultation Weeks around the borough
- A sub-group of the Tenants & Leaseholders Committee was set up specifically to discuss the issues around Self Financing and Business Planning in more detail – agreeing the ‘Dacorum Standard’ and assisting in the ongoing review process

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

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

### 5.2 Service Priorities

During January & February of 2014 the Housing Service carried out its second STAR (Survey of Tenants & Residents) survey. It was agreed with the Tenants & Leaseholders Committee that the results and feedback should form the basis of the Housing Service Plan. It was also agreed that the Service Plan should be a 2 year programme which runs until the March 16.

The key issues and priorities identified were:

- That the council should continue to treat investment in replacement kitchens, bathrooms and external doors and provision of new parking (where possible) as a priority for allocation of budgets.
- That the council should carry out further enquiries or surveys in order to ascertain why Dacorum’s tenants seem more likely to be digitally excluded than the national average. Also to provide targeted training to enable and encourage older, financially disadvantaged or disabled tenants to use the internet if they wish to do so.
- That the council should continue to promote awareness of the standard of cleaning that tenants can expect, monitor standards via satisfaction surveys and invest in improvements to the service, including staff training where necessary.

- That Grounds Maintenance should be a regular agenda item for Housing Maintenance and Environment Committee (HMEC) with a view to monitoring standards and investigating options for improving levels of satisfaction.
- That HMEC and TLC should continue their involvement with monitoring the new TAM contract and work co-operatively with officers to devise both the new definition of 'right first time' and satisfaction surveys to promote confidence that service standards are being met.
- That the results of the question around Housing Benefits payments should be analysed to determine what percentage of those currently receiving Housing Benefit are not aware of the forthcoming changes. Also to determine whether there are any links between lack of awareness of the forthcoming changes and disability or lack of internet access at home. Measures then to be taken to ensure that all tenants are aware of how these changes will affect them.
- That we continue to publish STAR updates in News and Views and carry out further consultations in accordance with the Housing Consultation Strategy whenever changes are planned, whether to the service as a whole or at a local level.
- That all possible steps should be taken to reverse the trend of increasing numbers of residents finding it difficult to reach the correct person when contacting the Council.
- That using an Estate Management approach the Tenant Involvement Team in partnership with other housing colleagues should continue to organise and promote local area walkabouts to highlight any local problems and work co-operatively with Clean Safe & Green and Resident Services to tackle any local rubbish or littering issues.
- To develop the Council's New Build programme and ensure good quality homes are provided for both existing and new tenants in Dacorum.

### **5.3 Asset Management Strategy and the new TAM Contract**

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

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

The development of the AMS was commenced in 2013; however with the procurement of a new Total Asset Management contract in 2014 this has been deferred, as there are benefits from using the improved intelligence, which will be collected under the provisions of the new contract. In addition, by involving the new service provider, Osborne Property Services Ltd, it will enable the strategy to be adopted by both parties thereby ensuring it is both relevant and evolving. Once developed, the AMS will form direct links to corporate priorities and wider housing strategy, including the provision of new affordable homes within the Borough. The strategy will be influenced by National policies and will ensure adherence to statutory requirements and governance structures.

In order to develop a robust AMS the Council will work with Osborne to supplement the existing evidence base, which comprises of data collected by Savills compiled during two stock condition surveys and provides details on 60% of the properties. The data will continue to be collected and stored on a new asset management software system, so that future programmes can be targeted and developed using both the stock condition information and details from patterns of responsive repairs.

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

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

The stock has been the subject of significant investment over many years with numerous programmes of maintenance and improvement having been carried out and with a range of improvement programmes currently ongoing, including the refurbishment, upgrading and provision of additional units on a block of flats in Longlands and a number of schemes which are targeted on improving the energy efficiency of the stock.

Despite the fact that by the deadline of December 2010, the Council successfully achieved the Government's Decent Homes compliance target, there still remains a number of properties which are non decent, due to tenants declining to have decent homes works undertaken and the change in the Health and Safety rating system, increasing the number of homes recorded as non-decent to 9.4% at the year end 2014.

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

In order to achieve these aims the Council's has procured a Total Asset Management Contract, which will be delivered over a period of between five and ten years. The contract incorporates both the responsive repairs and the planned programmes of work into a single contract, delivered by one service provider, Osborne Property Services.

The new contract is a departure from the traditional split of contracts and is designed to deliver the following five strategic objectives:

1. To work collaboratively with a contractor to provide an innovative, high quality and continually improving "Total Asset Management" service that aligns with DBC's Housing business plan, asset management strategy and the corporate and housing priorities;
2. To ensure that DBC's chosen partner demonstrates a sustainable business plan and financial stability for the life of the contract and that costs are continuously transparent, controllable and within a range of benchmarked costs;
3. Proactively involve tenants and leaseholders in the design, delivery, scrutiny and monitoring of the service;
4. To ensure relevant standards of workmanship, health & safety, and customer care are consistently demonstrated and measured;
5. To build sustainable communities, through training and employment of local people and the use of local organisations.

The Council has also entered into a new gas servicing and installation contract with Sun Realm and both contracts are based upon target costs and open book accounting, which is designed to enable the contractor and client to work together to derive efficiencies through targeted interventions on any high areas of expenditure. The new contractual arrangements will enable any savings to be reinvested in the stock by increasing planned programmes of work.

### **5.3.1 Our Asset Management Vision**

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

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

Whilst the Council will seek opportunities to build new Council homes, the emphasis of the HRA Asset Management Strategy will focus on improving and maintaining the housing stock to the best possible affordable standard; "The Dacorum Standard". (See Appendix b) In addition the asset management strategy will consider whether the current stock profile is "fit for purpose" in terms of statutory compliance, layout and room sizes, ability to adapt or in line with the demand profile on the housing register. The Council has participated in the Chartered Institute of Housing's Redefining Asset Management Project, which involved working with 16 peer organisations to establish the criteria that the housing asset should be assessed against. The Council are currently developing the priorities, against which, the assets will be assessed and are in consultation with tenants to establish their priorities and preferences in terms of what makes one property more desirable than another.

The information will be used to tailor an asset options tool, which will enable the Council to establish those properties that have the highest Net Present Value and also those which have a range of other factors that make them desirable and fit for purpose.

### **5.3.2 Stock profile and Condition**

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

The Council's total housing stock has decreased steadily over the years, largely as a result of tenants exercising their Right to Buy (RTB). Since the introduction of the RTB, about 58% of the housing stock has been sold. The rate of stock losses through RTB had reduced in response to the economic downturn and level of cap on the discounts applied. In the past two years the recent changes to the RTB scheme offering larger discounts; combined with the help to buy scheme has increased the uptake and required investment in replacing units on a one for one basis. In 2014/15 104 homes have been purchased through right to buy.

The Council are continuing to construct new homes throughout Dacorum and in addition to the 70 completed a further 36 units are new homes due to be released by March 2016.

The Council are constantly looking for ways to invest and improve our existing stock and recently a number of large scale refurbishment projects have been delivered including the Estate Improvement project at Summer Court, involving the installation of a biomass boiler and external wall insulation and the Seaton Road Project, which was nominated for a National Housing Maintenance Forum award.

The Council are currently delivering a combined refurbishment project and roof top development on a block of flats in Longlands, Hemel Hempstead. The project will create 6 new homes on the roof and the block is being refurbished to include new windows, balconies, external wall insulation and estate improvements. This approach is beneficial for the existing residents by improving the thermal performance of the building, improved aesthetics, increasing parking provision and new windows, whilst providing new homes on roof that was nearing the end of its life.

The Council has 29 Cat 2 sheltered housing schemes, which present slightly differing maintenance liabilities due the communal facilities and mechanical and electrical installations, including lifts and fire alarm

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

Traditional built homes are brick and block construction, with either a cavity between the brickwork or solid brick walls

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

### 5.3.3 Current Condition

The 60% of properties that were surveyed by Savills has provided stock condition data that is Stored in the asset management database, Pimss. Additionally the Council is able to continually refine its baseline condition data by updating Pimss with completed works programmes and for gas servicing and other cyclical maintenance contracts. The level of data collected has improved with the Total Asset Management Contract, as whole house surveys are undertaken during routine site inspections and when the properties are void, which is used to supplement the existing information.

Overall the stock is considered to be in good condition, although it is acknowledged the move from a 5 to 8 year redecoration cycle and the historic under-investment in the replacement of boilers will require careful management to ensure these elements are brought in-line with anticipated component renewal lifespans. The gas servicing and installations have been combined into a single contract and the level of investment in boiler renewals increased. The Service Provider, Sun Realm, is responsible for determining which boilers are identified for renewal and this approach has resulted in a reduction in the number of boilers that breakdown and are beyond repair (CAT 1).

Due to the nature of the new town development, there will be components that fail on whole estates, which will require careful planning of the programmes, so as not to create a strain on the budget in any given year.

### **5.3.4 Challenges**

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

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

The Council, in conjunction with tenants, produced the "Dacorum Standard" as part of the work undertaken, when transfer to a Community Trust Housing Association model was under consideration. This standard exceeds Decent Homes Standard however will be reviewed in line with the findings from the STAR survey and the ongoing input from the tenant and leaseholder committees.

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

Within the stock condition survey, there is an allowance for major contingent items which could fail and these include non-traditional constructed properties and an allowance for other major structural failures. Following the failure of a walkway in Blackpool and a single balcony in Bournemouth the balconies and walkways in the Borough, which were constructed using a similar cantilevered cast in-situ concrete have all been surveyed. The results of these surveys confirmed that work was required to the majority of these structures, which will require permanent supports. The project to install these supports commenced in the financial year 2015-16 and is scheduled to complete in the first quarter of 2016-17.

#### **The Climate Change Agenda**

The Government has removed the codes for sustainable development but there is still a focus upon developing new homes to be more energy efficient and for the heating costs for properties that are on communal heating systems to be individually billed.

. There are also increasingly rigorous approaches to securing much higher standards of thermal insulation and reduced energy usage for existing housing stock through retrofitting schemes.

The Council is committed to improving the energy efficiency of its housing stock. We tackle Fuel Poverty and try to ensure tenants can afford to stay warm at home. We have achieved this through the installation of energy efficient measures such as new windows, boilers, doors and insulation. Cavity wall and loft insulation has been installed throughout the Borough and we will continue to do this as well as introducing External Wall Insulation for properties of solid wall construction.

The government has committed to producing 15% of the UK's energy demand from renewable sources by 2020. We have installed Air Source Heat Pump heating systems in off-gas properties, which has proved to

be a better alternative to the previous electric heating and also reduced tenants' fuel bills. Off gas areas will benefit most from these systems and we will look to install an element of renewable heating where viable. A district biomass heating system and Solar Panels were installed as part of the Summer Court Refurbishment project and these measures combined with the external wall insulation that was applied to the blocks have resulted in fuel savings for our tenants. To help fund these forms of heating we receive the Renewable Heat Incentive; the world's first long-term financial support programme for renewable heat.

When re-roofing properties consideration will be given to Solar PV and where the property is suitable we may look to install this renewable technology. The tenants will benefit from 'free' electricity during daylight hours and the Council will generate income through the Feed in Tariff. All renewable heating reduces our reliance on fossil fuels and cuts our carbon emissions.

The AMS will need to ensure that the Council is able to meet its obligations in respect of Government targets imposed under the Climate Change agenda.

### **Asbestos Management**

The increasingly onerous requirements in the management of asbestos, to comply with the Control of Asbestos Regulations 2012 came into force 6<sup>th</sup> April 2012; this will have significant cost implications for the Council in the ongoing delivery of planned programmes of work. To address and proactively manage the asbestos throughout the housing stock, the Council is establishing extensive information and records regarding the location and condition of asbestos within properties.

Asbestos surveys have been completed to all of our communal areas and management surveys completed to the communal areas in 2013. We are also carrying out Refurbishment and Demolition (R&D) surveys in all voids where disruption to tenants can be avoided. R&D surveys are also carried out in all properties where major capital investment works are imminent. This provides the most effective process to give maximum protection to tenants, contractors and workforce personnel employed in Council properties. The asbestos information is collated onto the housing asset management database, PIMSS and the TAM contractor will have access to this information, improving the way we manage this area of the service. By April 2015, all workers/self employed doing notifiable non-licensed work with asbestos must be under health surveillance by a Doctor. Further consideration is being considered as to the costs associated with this new obligation and how this may impact upon the future programmes of work.

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

### **Statutory Health and Safety Requirements:**

#### **Fire Risk Assessments/Fire Safety work**

Following the introduction of the Regulatory Reform Fire Safety Order in 2005, the findings from the, Lakanal House fire and specific advice from a fire safety consultant, intrusive type 4 FRA's will be carried out to determine the extent of compartmentation. Results indicate there is a great deal of work to be done to re-instate fire breaks and compartmentation in the sheltered schemes and blocks of flats, as it has either not been in place from build or has been compromised in various ways over time. . It is planned to extend this to all flats and is likely to require an ongoing programme of investment to ensure where compromised

the compartmentation between dwellings is reinstated with appropriate intumescent or fire resistant materials.

The front doors to leasehold properties has also been identified as another area where fire spread could occur due to leaseholders changing doors for non fire resisting ones, which would not provide adequate protection. Best practice and knowledge sharing from other councils shows that, whilst the doors are the leaseholder's responsibility, many are now funding these projects to incentivise especially non resident leaseholders to ensure the doors are compliant.

Feasibility studies are currently underway for carrying out a Sprinkler retrofit project at a Supported Housing scheme and Temporary Accommodation. Following the changes to the law in Scotland and Wales, Sprinkler retro fit projects are becoming increasingly common. Once the costs have been confirmed a decision can be made as to whether this pro-active fire suppression method is considered to provide sufficient benefit to roll out across the higher risk properties within the housing stock.

### **Legionella**

The main guidance for the control of Legionella bacteria in water systems was renewed in November 2013, the specific system controls have been broken into 3 parts with draft guidance for part 2 for the control of hot and cold water indicating there will be extra duties placed upon the council. The draft guidance makes it clear that landlords will be responsible for carrying out risk assessments on the water systems of domestic properties. This will mean that "It may be impractical to risk assess every individual residential unit, for example where there are a significant number of units under the control of the landlord, such as Housing Associations or Councils. In such cases, a representative proportion of the premises for which they have responsibility should initially be assessed, with the entire estate eventually assessed on a rolling programme of work." In addition the previous ACOP stated that Legionella risk assessments should be reviewed at least every 2 years. L8 now says that the assessment should be reviewed "periodically" or at appropriate intervals if it is considered to be no longer valid. Again this requirement is more onerous than the current position and will require review and revisions to our approach with regards to frequency and coverage of assessment.

### **Gas safety**

Hard wired smoke detectors and carbon monoxide detectors are being installed and tested at every landlords gas safety check. Priority is being given to replacing open flued and back boilers. Generally the results of the independent audit are coming back as "good". Some other councils/Housing Associations have processes in place to make sure tenants/leaseholders in properties where the gas supply is capped off are not reconnected by the gas supplier without their express permission. The Council included provision within the new gas servicing contract for Sun Realm to undertake servicing to leaseholders boilers should they wish to be included in the annual servicing element of the contract. To date has not had any uptake from leaseholders, but is available and can be promoted to improve the potential for more leaseholders to join the scheme.

### **5.3.5 Priorities and delivery**

As part of Dacorum's proactive AMS, it will be desirable to increase the percentage of spend on Planned Capital investment to that which is spent on responsive repairs. In 2014-15 the percentage of planned work was 70% planned and 30% responsive. A similar level of investment is programmed for 2015-16 In the second year of the TAM contract there has been a slight reduction in the number of responsive repairs undertaken and as more data is available to Osborne they will be able to assist in developing future

investment programmes designed to target investment in a drive to further reduce responsive repairs throughout the life of the contract.

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

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

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

In total, the Council expects to spend over £30M in the year 2015/16 on repairing, maintaining and improving its stock.

### **5.3.6 Performance Management & Measurement**

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

### **5.3.8 Tenant Priorities**

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

#### **5.4 Government Policy**

It is expected that over the life of the Business Plan it is not only local and internal factors that will impact on both deliverability and viability. There will inevitably be changes in Government direction and priorities that will require consideration and in some cases review of the Business Plan.

Following recent announcements by the Government there are a number of such policies that need consideration by the Council.

#### **Social Rent Policy**

The proposal is that all social rents will be reduced by 1% each year for a period of 4 years starting April 2016. Due to the fact that current policy allows for an increase in social rents of CPI plus 1% each year, the change will have a significant impact on all social landlords.

In Dacorum the impact is approximately £30million over the 4 years with an overall impact of over £500M over the 30 year duration of the Business Plan.

#### **'Pay to Stay'**

This policy is due to come into effect in April 2017. It is proposed that tenants earning over £30,000 out of London and £40,000 in London would be expected to pay between 80% and 100% of market rent with the excess being paid to the Government not the Local Authority. This policy is currently subject to Consultation to which the Council will respond but there is likely to be an impact on both administration costs and levels of Right to Buy.

#### **Sale of High Value Council Homes**

There are various drivers behind this policy, the main ones being:

- To ensure that councils "manage their stock more efficiently".
- To generate receipts to fund the discounts payable to housing association tenants when the Right to Buy is extended.

This will not be a local system. Receipts will be collected centrally and then flow out again.

There are two options currently under consideration:

- Actual sale of high value homes or
- A formula approach.

A formula approach would effectively be a tax on voids anticipated throughout the year. An amount would be calculated and paid annually to government based upon a formula that included property values, number of bedrooms, churn rate etc.

The detail of all three policies is expected within the October 2015 Housing Bill, followed by any secondary legislation required.

The challenge for the Council is to try and mitigate for the impact of any changes whilst continuing to deliver on its priorities.

### **5.5 New Build Strategy**

As part of the Council's priority to increase the supply of affordable housing, and in the long term interests of the HRA Business Plan, a self funded new build programme has been committed to.

There are several different ways to develop new housing, some schemes may be purely land led, with some schemes bought "ready & off the shelf" from developers, with planning permission, which are ready to be built; some schemes can also be bought once fully built. Each approach has its own individual benefits and the way to deliver new homes varies scheme by scheme both financially and by deliverability.

The Council completed the first three sites in the New Build Programme in June 2015. These sites included Farm Place (26 social rented units) and St Peters Court (9 social rented units).

The second phase of development is underway. The Council is currently on-site at Aspen Court, London Road; the scheme will deliver 36 social rented units. The Council has received planning permission to deliver 5 units at Queen Street, Tring and 14 units at Able House, Hemel Hempstead. Construction works will start on these sites shortly. The Council own four further sites that are in the early planning and design stages and are estimate to deliver 187 new homes for market sale, shared ownership and social rent.

The Council committed significant funding to deliver this new build programme, the first for over 30 years in the Borough. The sites secured in the New Build programme with see a total of 324 new homes delivered by 2020.

Decisions regarding the delivery of future phases will again be led by deliverability together with best value for money. There are industry standards around land values and build costs which can be used to identify if new housing schemes are best value for money. Viability of schemes is crucial in the current economic climate also; however deliverability and best value for money will always be the main two key priorities.

The Council has seen a gradual increase in costs associated with development over the past two years. This has been mainly due to materials and labour costs. New assumptions regarding costs have been used when profiling costs of schemes in the Business Plan.

Two sites acquired by the Council for development of new Council homes are considered suitable for a mix of tenures and also offer an opportunity to inject resources back into the Business Plan from both private sale and shared ownership. The cost associated with this and income likely to be generated has again been assumed within the Business Plan.

The Council publishes its first Development Strategy, 'Building for the Future' in 2013. ([link](#))

The table below shows the future schemes in the New Build Programme and the predicted timescales to deliver these schemes.

<b>Scheme</b>	<b>Scheme details</b>	<b>Start date</b>	<b>Practical completion date</b>
Aspen Court, Apsley	36 social rented units.	January 2015	April 2016
Queen Street, Tring	5 social rented units.	October 2015	July 2016
Longlands Hemel Hempstead	6 social rented (roof top development on existing block)	November 14	December 15
Able House, Old Town Hemel Hempstead	14 social rented units.	March 2016	March 2017
Wood House – Hemel Hempstead	75 units consisting of 41 social rented and 34 shared ownership units.	October 2016	March 2018
Stationers Place, Apsley	31 social rented units.	September 2016	October 2017
Martindale school, Hemel Hempstead	Around 70 units consisting of 35 social rented and 35 market sale units.	July 2018	December 2019
Swing Gate Lane, Berkhamsted	11 social rented units.	May 2016	April 2017

The current assumption is that the development of Council homes would cease after 2019/20 to due financial restrictions. This situation will be subject to annual review.

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

### **5.6.1 The Model**

The 'HRA Business Plan and Self Finance Model' (the Model) includes all the income and expenditure, for both revenue and capital, associated with the HRA for a period of thirty years, starting in financial year 2015/16. The income and expenditure includes all future projects for which the timing and approximate costs are known. For those factors which influence future income and expenditure but cannot be known in advance, e.g. inflation or rent reviews, a series of assumptions have been made to enable future projections. See appendix a.

The Model should be seen as a live document, with the flexibility to be constantly updated as new information becomes available. This means that, at any given moment, the Council has access to the clearest picture possible of the HRA financial position over the next thirty years. This same flexibility can be used to model a range of possible outcomes of particular decisions, which, when combined with qualitative

information, will provide Members with a more robust basis for decision-making than has previously been available.

### 5.6.2 Core financial principles

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

- Rental income

In July 2015, the Government announced a new four year national rent reduction policy, to be applied from 2016/17.

Current Dacorum rent policy is to uplift rental income annually by 'RPI + 0.5%', with an additional £2 convergence factor, for tenants who are paying below Target Rent for their property. Those at target rent are uplifted by CPI + 1%.

The Government announcement means all tenants, whether at target rent or not, will receive a 1% reduction to rents each year for four years.

- Interest charges

The HRA pays interest on its loans taken to fund the Self Financing transaction on 28 March 2012. More detail on the composition and management of these loans can be seen in the Treasury section, below.

- Depreciation

The depreciation charge for dwellings in the Model, has been calculated as a factor of dwelling valuation and remaining useful life. The depreciation charge is used to finance planned capital expenditure.

- Revenue Contribution to Capital (RCCO)

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

- Minimum Revenue Balance

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

### **5.6.3 Reserves**

The final HRA balance at the end of 2014/15 was £2.846m.

The HRA also held reserves of £24.764m for capital improvements to existing stock, and for the new build programme. These reserves will be depleted within the first seven years of the business plan.

An additional reserve of £1m has been set aside to allow for any additional risks associated with further changes to Government Policy, or for the impact of future decisions taken at the Council.

### **5.6.4 Treasury**

The HRA booked loans, in order to fund the Self Financing payment made to DCLG, totalling £354m. £347m of loans were taken from the Public Works Loan Board (PWLB), with the remaining £7m borrowed from the General Fund (GF).

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

Following the second year of Self-Financing, the HRA has repaid the first three of its maturity loans, to the GF, of £2.6m. A total loan balance of £351.4m remains, across 28 outstanding maturity loans.

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

Due to the impact of the Governments rent reduction policy, additional borrowing of £9.8m will be taken out over the first five years of the business plan to ensure the completion of the new build programme.

## **5.7 Community Development**

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

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

- Opportunities for people to learn and develop their own skills
- Reaching out and involving those who may be excluded or disadvantaged
- Helping community groups tackle their challenges themselves

- Promote engagement and dialogue between communities and agencies which affect their lives

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

In 2013, working with the Chartered Institute of Housing, the Council developed a pilot scheme, taking a holistic approach to its service in partnership with all areas of the Council to see if a great impact and involvement of the community could be achieved. Due to the appetite of a particular group of residents in a specific area this has developed into an environmental and energy efficiency led re-furbishment project which could prove to be the template of how we carry out planned communal works going forward. The scheme was completed in July 2015 and as well as dramatically improved appearance and communal areas tenants and leaseholders are benefiting from lower energy bills and warmer homes.

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## 6. Appendices

### Appendix a - Assumptions

The HRA Business Plan currently incorporates the following assumptions:

<b>Item</b>	<b>Assumptions</b>
HRA Working Balance	Minimum 5% of turnover.
MRR Balance	Depreciation ring fenced to MRR. The preferred option does not show an increasing MRR balance because in all years planned capex exceeds depreciation, with HRA contributions to capital topping up the shortfall.
Rent	The Business Plan assumes an annual reduction to rents of 1% for four years. After this, the plan assumes uplift on rents of CPI + 1% to all rents.
RPI	3%, as per average historic RPI (since 2001).
CPI	2.3%, as per average historic CPI (since 2001).
New Build Programme	Years 1-5: 263 homes
New Build Net Present Value	7% discount rate (based on common practice for Housing Association decision modelling).
Bad Debt provision	Increased five-fold in 2015/16 to take account of new restrictions on Housing Benefit rents.
52 week rent per new build unit	£109 p/w based on social rent charged for New Build - 2 bedroom property. This figure is equal to average 2014/15 Target Rent.
General Management costs	Based on current stock, General Maintenance cost is £500 per unit.
Right to Buy	The model reflects the Government's proposed policies within Reinvigorating RTB through: <ul style="list-style-type: none"> <li>1) inclusion of 80 RTB sales in year 2,</li> <li>2) Inclusion of '1-4-1' receipts of £5m for 2015/16 ('1-4-1' receipt is additional RTB receipt income permissible on the premise that it is used for new build and is match-funded).</li> </ul>

## Appendix b - Dacorum Standard

### The Dacorum Standard

	Dacorum Standard
Totals	<b>£690,428,261</b>
Stock Total Used in Stock Condition Survey	<b>10,572</b>
Cost per unit over 30 years	<b>£65,307</b>
<b>Improvements</b>	
Bedsit Remodelling	✓
Provide front external lights	✓
Provide rear/side external lights	✓
Outbuilding WC - No WHB - Decent Homes Failure	✓
Mains Smoke Detector - Install new	✓
Battery Carbon Monoxide Detector - Install new	✓
Central heating - Partial system - Radiator heating	✓
Central heating - Partial system - Storage heating	✓
Install full central heating (excluding boiler)	✓
Install boiler	✓
Loft Insulation - 0 to 49mm	✓
Loft Insulation - 50 to 200mm	✓
Improvements to Flats - Install door entryphone/intercom	✓
Improvements to Flats- Install Fire Alarm	✓
<b>Catch Up/Backlog Repairs</b>	
All Items Included	✓
<b>Future Major Works</b>	
Roofs/Chimneys	✓
Guttering, downpipes and fascias	✓
Windows	All s/g windows replaced in first 5 years
External Doors	All timber front/back doors replaced by Secured by Design Spec (£450-500) over 30 years
Walls/Canopies	✓
Fences, Paths and Boundaries	✓

Outbuildings	✓
Kitchens	£2816 average cost per kitchen
Bathrooms	£1699 average cost per bathroom
Wiring	✓
Plumbing and Heating	✓
Communal Areas	✓
Other	✓
	☐
<b>Environmental Improvements</b>	
All Items	✓
<b>Related Assets</b>	
All related assets	✗
<b>Response and Void Maintenance</b>	
All Items	✓
<b>Cyclical Maintenance</b>	
All Items	✓
<b>Contingent Major Repairs</b>	
All other Items	✓
Asbestos	✓
<b>Exceptional Extensive Works</b>	
Non Traditional Property Repairs	✓
<b>Aids and Adaptations</b>	
All Items	✓

## Appendix c – Risks

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

<b>Risk</b>	<b>Issues and proposed mitigation</b>
Right to Buy levels increase greater than the Business Plan assumptions	<p>Impact difficult to assess and mitigate for due to unknown demand. This is subject to close monitoring following changes in legislation during 2012/13 initially, and then further proposed policy changes such as Pay to Stay</p> <p>The Council has signed up to the DCLG's 'One for one replacement' scheme which ensures that the Council retains sufficient receipts from sales above the business plan assumptions to build a replacement home. This however is proving unachievable in the medium term to facilitate due to proportion of receipt and timescales for use.</p>
Welfare Reform	<p>A number of changes have or are being introduced as part of the changes to the benefit system. The Social Sector Size Criteria (Bedroom Tax), Benefit Cap and Universal Credit have the potential to impact the ability of the Council's tenants to pay their rent. The Housing Service and its partners are taking measures to mitigate the impact such as additional resources advising tenants, a new Policy which helps tenants move to a smaller home and a revised Allocations Policy.</p>
Government revisits the settlement	<p>The Business Plan commits available resources throughout the 30 year period which could influence any impact on the Council of any Government Intervention favourably.</p>
Rent Policy	<p>The proposed Government Rent Policy of reducing rents by 1% a year for a period of four years is reflected within the Business Plan. What is not known is the detail of any further changes after this period.</p>
Sale of High Value Council Homes	<p>This policy has not yet been fully announced so the financial impact is not known. The most likely result is the sale of stock through some mechanism and the ongoing rental income not being available.</p>

Appendix d – Housing Revenue Account 2014/15 – 2018/19 & 28/30 year totals

Year £'000	2015.16 1	2016.17 2	2017.18 3	2018.19 4	2019.20 5	2044.45 30
<b>INCOME:</b>						
Dwelling Rents	56,410	55,785	54,998	54,686	54,381	113,278
Void Losses	(562)	(837)	(825)	(820)	(816)	(1,699)
Service Charges	780	803	828	852	878	1,838
Non-Dwelling Rents	80	82	85	87	90	189
Contributions to Expenditure	555	571	588	606	624	1,307
<b>Total Income</b>	<b>57,262</b>	<b>56,405</b>	<b>55,674</b>	<b>55,411</b>	<b>55,157</b>	<b>114,912</b>
<b>EXPENDITURE:</b>						
Supervision & Management	(11,598)	(12,031)	(12,406)	(13,096)	(13,356)	(28,013)
Special Management	0	0	0	0	0	0
Rents, Rates & Taxes	(14)	(14)	(15)	(15)	(16)	(33)
Rent Rebates	0	0	0	0	0	0
Bad Debt Provision	(217)	(1,116)	(1,100)	(1,093)	(1,087)	(2,265)
Responsive & Cyclical Repairs	(10,262)	(10,653)	(10,676)	(11,039)	(11,374)	(23,475)
<b>Total Revenue Expenditure</b>	<b>(22,090)</b>	<b>(23,814)</b>	<b>(24,196)</b>	<b>(25,244)</b>	<b>(25,833)</b>	<b>(53,786)</b>
<b>OTHER:</b>						
Interest Paid	(11,658)	(11,643)	(11,663)	(11,839)	(11,938)	(391)
Finance Administration	0	0	0	0	0	0
Interest and Investment Income	142	240	317	339	359	425
Depreciation	(9,224)	(9,506)	(9,755)	(10,138)	(10,452)	(20,696)
<b>Net Operating Income</b>	<b>14,432</b>	<b>11,682</b>	<b>10,376</b>	<b>8,529</b>	<b>7,292</b>	<b>40,464</b>
<b>APPROPRIATIONS:</b>						
FRS 17 /Other HRA Reserve Adj	0	(11,000)	3,500	750	6,595	0
Revenue Contribution to Capital	(14,729)	0	(14,363)	(9,312)	(13,934)	(31,784)
<b>Total Appropriations</b>	<b>(14,729)</b>	<b>(11,000)</b>	<b>(10,863)</b>	<b>(8,562)</b>	<b>(7,339)</b>	<b>(31,784)</b>
<b>ANNUAL CASHFLOW</b>	<b>(297)</b>	<b>682</b>	<b>(487)</b>	<b>(33)</b>	<b>(48)</b>	<b>8,680</b>
Opening Balance	2,846	2,549	3,231	2,745	2,712	10,331
<b>Closing Balance</b>	<b>2,549</b>	<b>3,231</b>	<b>2,745</b>	<b>2,712</b>	<b>2,665</b>	<b>19,011</b>
<b>Capital Reserves</b>	<b>23,667</b>	<b>20,656</b>	<b>14,295</b>	<b>13,545</b>	<b>6,950</b>	<b>1,000</b>

The above extract from the Business Plan Model shows the next 5 years of the HRA revenue projections, together with Year 30. It should be noted that these figures are forecasts based on current best estimates, and are subject to change as time progresses and more information becomes available.

**Appendix e – Capital Expenditure 2014/15 – 2018/19 & 30 year totals**

£'000	1	2	3	4	5	30
<b>EXPENDITURE:</b>						
Planned Variable Expenditure	(10,596)	(9,045)	(8,517)	(8,954)	(8,321)	(9,069)
Planned Fixed Expenditure	(10,596)	(9,289)	(10,006)	(10,723)	(8,987)	(42,180)
Disabled Adaptations	0	0	0	0	(1,015)	(2,126)
New Build Expenditure	(10,176)	(10,143)	(11,505)	(6,527)	(5,258)	0
<b>Total Capital Expenditure</b>	<b>(31,368)</b>	<b>(28,477)</b>	<b>(30,027)</b>	<b>(26,204)</b>	<b>(23,580)</b>	<b>(53,375)</b>
<b>FUNDING:</b>						
Major Repairs Reserve	8,442	20,307	12,049	8,069	6,867	20,696
Right to Buy Receipts	7,947	8,170	635	(3,197)	(3,633)	894
HRA CFR Borrowing	0	0	2,981	6,283	503	0
Other Receipts/Grants	250	0	0	5,737	5,909	0
Revenue Contributions	14,729	0	14,363	9,312	13,934	31,784
<b>Total Capital Funding</b>	<b>31,368</b>	<b>28,477</b>	<b>30,027</b>	<b>26,204</b>	<b>23,580</b>	<b>53,375</b>

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



## AGENDA ITEM: 11

### SUMMARY

<b>Report for:</b>	<b>Housing and Community Overview &amp; Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>11<sup>th</sup> November 2015</b>
<b>PART:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Annual Sportspace Performance Report</b>
Contact:	Councillor Neil Harden, Portfolio Holder for Residents & Corporate Services  Responsible Officer Steven Baker, Assistant Director (Chief Executive's Unit)
Purpose of report:	To provide members with information about the performance and activity of Sportspace during 2014/15 and to outline some of the proposed work for the future.
Recommendations	That Members note the annual performance report for Sportspace as presented at the meeting.
Corporate objectives:	<ul style="list-style-type: none"> <li>• Dacorum Delivers – performance</li> <li>• Building Community capacity – addressing health inequalities</li> </ul>
Implications:  'Value For Money Implications'	<p><u>Financial</u></p> <p>None from this report. Sportspace received a grant from the Council of £575,000 in 2014/15 which included a one-off additional grant of £100,000. Sportspace will receive a grant of £438,000 in 2015/16.</p> <p><u>Value for Money</u></p> <p>The funding model has achieved a reduction in grant from the Council, thereby contributing to value for money.</p>
Risk Implications	There are no risk implications associated with this report
Equalities Implications	There are no specific equalities implications associated with this report
Health And Safety Implications	None

Consultees:	None
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>	The Dacorum Sports Trust (Sportspace) was established by the Council in 2004 and manages a number of sports facilities in the Borough. As part of monitoring the progress and effectiveness of the Council's partnership with Sportspace, an annual presentation is made to the Housing and Community Overview and Scrutiny Committee by Sportspace to provide Members with information about the performance and activities provided and outline some proposals for the future.
Glossary of acronyms and any other abbreviations used in this report:	

## 1. Introduction

The Dacorum Sport Trust (Sportspace) has been managing a number of sport facilities in the Borough since 2004. These facilities are –

Hemel Hempstead Sports Centre

Berkhamsted Sports Centre

Hemel Hempstead Athletics Track

Little Hay Golf Course

The XC building at Jarmans Park.

In addition to the above, Sportspace manages on behalf of the Council three dual use facilities under management agreements with the County Council and the governing bodies of the following schools –

Tring School

Longdean School, Hemel Hempstead

Hemel Hempstead School

Under the management agreements various sports facilities are provided within the grounds of each of the above named schools which are available for use by the public outside of school hours. Sportspace are also a key partner in delivering the Get Set, Go Dacorum project which seeks to tackle health inequalities and child

obesity through the use of sport as a mechanism for increasing the level of activity within families in the community.

## **2. Monitoring of Performance**

As part of monitoring the progress and effectiveness of the Council's partnership with Sportspace, an annual presentation is made to the Housing and Community Overview & Scrutiny Committee to provide Members with information about the performance, activities provided, and outline some proposals for the future.

## **3. Key Performance Indicators**

Sportspace gathers information and performance data on a number of activities. The following describes performance data reported to the Council:

- Attendance - number of visits that are made at sports venue
- Staff Turnover
- Complaints
- Accidents/Incidents Customers
- Accidents /Incidents Staff
- Provision for targets groups - hours of provision for young people
- Provision for targets groups - hours of provision for older people
- Provision for targets groups - hours of provision for people with disabilities

This information will be presented by Sportspace.

## **4. Sportspace Presentation**

A presentation of the Sportspace Performance Report for 2014/15 will be given by Dave Cove, the Chief Executive of Sportspace.

## 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 104	28 May 2015	Quarter 4 Performance Reports (& Quarter 4 Operational Risk Reports)	(PH – M Griffiths, N Tiley, N Harden)		
		Performance Reports- <b>Housing</b>	E Brooks, Assistant Director, Housing		
		Performance report- <b>Resident Services</b>	J Still, Group Manager, Resident Services		
		<b>Q4 Budget Monitoring Financial Report</b>	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>Page 105</p>	<p>3 September 2015</p>	<p>Quarter 1 Performance Report (&amp; Q1 Operational Risk Reports)</p> <p>Performance Reports-<b>Housing</b></p> <p>Performance report-<b>Resident Services</b></p> <p><b>Q1 Budget Monitoring Financial Report</b></p> <p><b>Regulatory Services</b></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 &amp; 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	Quarter 2 Performance Report (& Q2 Operational Risk Reports)  Performance Reports- <b>Housing</b>  Performance report- <b>Resident Services</b>  <b>Q2 Budget Monitoring</b> <b>Financial Report</b> <b>Regulatory Services</b>  Annual Review of HRA Business Plan  Sportspace Annual Report  <del>The Dacorum Compact</del>	<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 James Deane  Elliott Brooks  Steve Baker  <del>Elinor Tweed</del>	Item cancelled by email	

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- <b>Housing</b>  Performance report- <b>Resident Services</b>  Q2 <b>Budget Monitoring Financial Report</b>	<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)