



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 16 March 2016 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 Mahmood (Chairman)
Councillor S Adshead
Councillor Banks
Councillor Mrs Bassadone
Councillor Conway
Councillor P Hearn
Councillor Link

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

Co-Opted Members:
Cook, Horn and Howard

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

For further information, please contact Kayley Johnston - Member Support - Ext:2226

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 3 BUDGET MONITORING FINANCIAL REPORT (Pages 4 - 12)

7. QUARTER 3 PERFORMANCE REPORT HOUSING (Pages 13 - 41)

8. QUARTER 3 PERFORMANCE REPORT RESIDENT SERVICES (Pages 42 - 70)

9. VULNERABLE PERSONS HOUSING STRATEGY (Pages 71 - 97)

10. HOMELESSNESS REVIEW UPDATE (Pages 98 - 100)

11. 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:

12. WORK PROGRAMME 2016-2017 (Pages 101 - 105)



AGENDA ITEM: SUMMARY

Report for:	Housing and Community Overview and Scrutiny Committee
Date of meeting:	16 March 2016
PART:	1
If Part II, reason:	

Title of report:	Budget Monitoring Quarter 3 2015/16
Contact:	Cllr Graeme Elliot, Portfolio Holder for Finance and Resources David Skinner, Assistant Director (Finance & Resources) Richard Baker, Group Manager (Financial Services)
Purpose of report:	To provide details of the projected outturn for 2015/16 as at Quarter 3 for the: <ul style="list-style-type: none"> • General Fund • Housing Revenue Account • Capital Programme
Recommendations	That Committee note the forecast outturn position.
Corporate objectives:	Dacorum Delivers
Implications:	Financial and Value for Money implications are included within the body of the report.
Risk Implications	Risk implications are included within the body of the report.
Equalities Implications	There are no equality implications.

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

1. Introduction

1.1 The purpose of this report is to outline the Council's forecast outturn for 2015/16 as at 31 December 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:

Amendments	£000	Approved
2015/16 Original budget	17,534	
Grant Funded Staff Costs in Revenues and Benefits	70	Council September 2015
Office Accommodation	53	Council September 2015
Reserve Funded Staff Costs	(10)	Council September 2015
Local Development Framework	(50)	Council September 2015
Ambassadors' Programme	36	Council July 2015
Grant Funded Costs in Electoral Registration	42	Council January 2016
Reserve Funded Election Budget	(30)	Council January 2016
2015/16 Current Budget	17,645	

2.5 This report has been prepared using the newly aligned Scrutiny & Portfolio Holder roles and responsibilities, as approved by Cabinet on 24 November 2015.

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

	Current Budget £000	Forecast Outturn £000	Variance	
			£000	%
Finance & Resources	7,365	7,341	(24)	-0.3%
Strategic Planning & Environment	7,748	7,999	251	3.2%
Housing & Community	2,532	2,538	6	0.2%
Total	17,645	17,878	233	1.3%

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

3 Housing and Community

Housing & Community	Current Budget £000	Forecast Outturn £000	Variance	
			£000	%
Employees	2,462	2,526	64	2.6%
Premises	436	471	35	8.0%
Transport	16	13	(3)	-18.5%
Supplies & Services	2,891	2,933	42	1.5%
Third Parties	823	814	(9)	-1.1%
Income	(4,096)	(4,219)	(123)	3.0%
	2,532	2,538	6	0.2%

3.1 Employees - £64k over budget (2.6%)

Pressure of £64k – There is a pressure of £64k across services linked to the vacancy provision, 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.

3.2 Income - £123k over budget (3%)

Surplus of £45k – There is a surplus of £45k forecast on income from The Elms homeless hostel. The Council entered into a contract with DENS to manage The Elms from May 2015, but the income from this contract had not previously been budgeted. This income has been factored in to the budget for 2016/17.

Surplus of £30k – There is a surplus of £30k on income from Garages where the level of voids has been lower than anticipated.

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 broadly in line with the budgeted balance of £2.9m.

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

Housing Revenue Account	Current Budget £000	Projected Outturn £000	Variance	
			£000	%
Total Income	(57,765)	(58,021)	(256)	0.4%
Total Expenditure	57,765	57,971	206	0.4%
HRA Deficit / (Surplus)	0	(50)	(50)	
Housing Revenue Account Balance:				
Opening Balance at 1 April 2015	(2,900)	(2,846)	54	
Deficit / (Surplus) for year	0	(50)	(50)	
Proposed Contributions to Reserves	0	0	0	
Closing Balance at 31 March 2016	(2,900)	(2,896)	4	

4.4 Dwelling Rent - £130k over-achievement of income (0.2%)

This overachievement is as a result of the number of void properties being lower than anticipated. The budgeted level was 1%, but void properties are currently running at 0.5%.

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 Interest and Investment Income - £70k over-achievement of income (61.4%)

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.

4.7 Supervision and Management - £206k over budget (1.8%)

Pressure of £160k – This relates to properties owned by the General Fund being used by the HRA for social rent. The £160k is a net figure of estimated rent less repairs costs.

Pressure of £40k – A pressure of £40k has arisen due to an over-accrual at year end 2014/15 of legal costs recoverable.

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.

	Current Budget £000	Projected Outturn £000	Rephasing £000	Variance	
				£000	%
Housing & Community	1,855	1,759	(101)	5	0.3%
G F Total	1,855	1,759	(101)	5	0.3%
HRA Total	32,062	32,062	0	0	0.0%
Grand Total	33,917	33,821	(101)	5	0.0%

5.2 General Fund Major Variances

There is an overall projected underspend of £96k on the General Fund within year 2015/16. This is a combination of forecast overspending of £5k and slippage of £101k into 2016/17.

The projected rephasing to future years of £101k includes:

- Line 130: slippage of £90k on Youth Centre Provision. This budget is being used for the new Cycle Hub and for youth facilities at the Adventure Playgrounds. To avoid the works impacting on the Adventure Playgrounds during the Easter holidays, it was necessary to slip the £90k in to 2016/17.



Dacorum Borough Council

APPENDIX A

Revenue Budget Monitoring Report for December 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
Controllable									
Finance and Resources	874	882	8	5,083	5,182	99	7,365	7,341	(24)
Strategic Planning and Environment	666	684	18	5,940	6,001	61	7,748	7,999	251
Housing and Community	157	79	(78)	2,007	1,795	(212)	2,532	2,538	6
Controllable	1,697	1,645	(52)	13,030	12,978	(52)	17,645	17,878	233
Non-Controllable									
Finance and Resources	(118)	(574)	(456)	(1,063)	(502)	561	(3,712)	(3,712)	0
Strategic Planning and Environment	298	0	(298)	2,686	(5)	(2,691)	3,865	3,915	50
Housing and Community	81	(27)	(108)	725	(22)	(747)	1,450	1,450	0
Non-Controllable	261	(601)	(862)	2,348	(529)	(2,877)	1,603	1,653	50
General Fund Service Expenditure	1,958	1,044	(914)	15,378	12,449	(2,929)	19,248	19,531	283
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							(897)	(999)	(102)
Contributions to / (from) Working Balance							(152)	(191)	(39)
Budget Requirement:							18,684	18,826	142
Met From:									
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							(112)	(245)	(133)
Council Tax Surplus							(80)	(80)	0
Requirement from Council Tax							(9,825)	(9,825)	0
Total Funding:							(18,684)	(18,826)	(142)

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 - December 2015

	Original Budget £000	Forecast Outturn £000	Forecast Variance £000	%
Income:				
Net Dwelling Rents	(56,236)	(56,366)	(130)	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)	(184)	(70)	61.4%
Contribution towards Expenditure	(555)	(600)	(45)	8.1%
Total Income	(57,765)	(58,021)	(256)	0.4%
Expenditure:				
Repairs and Maintenance	10,262	10,262	0	0.0%
Supervision & Management:	11,334	11,540	206	1.8%
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%
Total Expenditure	57,765	57,971	206	0.4%
HRA Deficit / (Surplus)	0	(50)	(50)	0.0%
Housing Revenue Account Balance:				
Opening Balance at 1 April 2015	(2,900)	(2,846)	54	
Deficit / (Surplus) for year	0	(50)	(50)	
Proposed Contributions to Reserves	0	0	0	
Closing Balance at 31 March 2016	(2,900)	(2,896)	4	

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR DECEMBER 2015

APPENDIX C

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)	
General Fund											
Housing and Community											
Chief Executive's Unit Management											
113	Highbarns Land Stabilisation Project	Steve Baker	0	77,252	0	0	77,252	66,391	66,390	(10,862)	0
			0	77,252	0	0	77,252	66,391	66,390	(10,862)	0
Commissioning, Procurement and Compliance											
117	Customer Services Unit Improvement Projects	Ben Hosier	0	0	0	0	0	7,135	0	0	0
118	Telephony upgrade & virtualisation	Ben Hosier	6,480	53,440	0	0	59,920	43,492	59,920	0	0
119	Customer Services Unit Refurbishment	Ben Hosier	25,120	0	0	0	25,120	6,737	25,120	0	0
			31,600	53,440	0	0	85,040	57,364	85,040	0	0
People											
123	Capital Grants - Community Groups	Matt Rawdon	20,000	8,508	0	0	28,508	9,800	28,508	0	0
			20,000	8,508	0	0	28,508	9,800	28,508	0	0
Residents Services											
127	Rolling Programme - CCTV Cameras	Julie Still	25,000	0	0	0	25,000	1,934	25,000	0	0
129	Verge Hardening Programme	Julie Still	300,000	(33,179)	0	0	266,821	197,144	266,821	0	(0)
130	Youth Centre Provision	Julie Still	0	100,000	0	0	100,000	4,738	10,000	(90,000)	0
131	Adventure Playgrounds - Rewire Chaulden, Adeyfield, Bennettsend	Julie Still	0	31,361	0	0	31,361	4,622	35,983	0	4,622
			325,000	98,182	0	0	423,182	208,439	337,804	(90,000)	4,622
Strategic Housing											
135	New Build - Elms Hostel Redbourne Road	Natasha Brathwaite	0	0	191,000	191,000	191,000	176,350	191,000	0	0
136	Affordable Housing Development Fund	Natasha Brathwaite	1,300,000	(250,000)	0	0	1,050,000	577,500	1,050,000	0	0
			1,300,000	(250,000)	191,000	191,000	1,241,000	753,850	1,241,000	0	0
Totals: Housing and Community			1,676,600	(12,618)	191,000	191,000	1,854,982	1,095,844	1,758,742	(100,862)	4,622

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CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR DECEMBER 2015

APPENDIX C

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)	
Housing Revenue Account											
Housing and Community											
Property & Place											
188	Planned Fixed Expenditure	Fiona Williamson	20,200,000	992,443	0	0	21,192,443	17,148,249	21,192,443	0	0
			20,200,000	992,443	0	0	21,192,443	17,148,249	21,192,443	0	0
Strategic Housing											
192	New Build - Farm Place Berkhamsted	Julia Hedger	0	218,681	224,790	224,790	443,471	337,966	443,471	0	0
193	New Build - Galley Hill Gadebridge	Julia Hedger	0	68,318	186,441	186,441	254,759	114,634	254,759	0	0
194	New Build - London Road Apsley	Julia Hedger	0	2,890,351	895,633	895,633	3,785,984	2,042,078	3,785,984	0	0
195	New Build - General Expenditure	Julia Hedger	6,782,000	3,885,478	(5,297,908)	(5,297,908)	5,369,570	4,300,971	5,369,570	0	0
196	Strategic Acquisitions - Housing	Julia Hedger	0	0	25,000	25,000	25,000	26,500	25,000	0	0
197	The Apsley Paper Mill (Land Adj to Retail Park, London Road)	Julia Hedger	0	(43,278)	104,285	104,285	61,007	43,220	61,007	0	0
198	Able House	Julia Hedger	0	(30,385)	360,222	360,222	329,837	84,779	329,837	0	0
199	New Build - Longlands	Julia Hedger	300,000	300,000	0	0	600,000	544,747	600,000	0	0
			7,082,000	7,289,165	(3,501,537)	(3,501,537)	10,869,628	7,494,895	10,869,628	0	0
Totals: Housing and Community			20,500,000	8,281,608	(3,501,537)	(3,501,537)	32,062,071	24,643,144	32,062,071	0	0
Totals - Fund: Housing Revenue Account			27,282,000	8,281,608	(3,501,537)	(3,501,537)	32,062,071	24,643,144	32,062,071	0	0
Totals			28,958,600	8,268,990	(3,310,537)	(3,310,537)	33,917,053	25,738,988	33,820,813	(100,862)	4,622



AGENDA ITEM: 7

SUMMARY

Report for:	Housing & Communities Overview & Scrutiny Committee
Date of meeting:	16 th March 2016
PART:	1
If Part II, reason:	

Title of report:	2015/16 Quarter 3 Performance Report, Service Plan update & Risk Register - Housing
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 3 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> 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.
'Value For Money Implications'	<u>Value for Money</u> The Housing Service & its costs are reviewed annually through a national benchmarking organisation (Housemark)

Risk Implications	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 Natasha Brathwaite – Interim 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 3rd 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 October – December.

2.1 Repairs & Maintenance - Osborne

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

The 3rd quarter performance report shows that performance indicators for the Total Asset Management contract are on target.

Whilst Performance Indicators are on target there has been a slight increase in complaints being escalated to Stage 2 of the Council's Complaints procedure and in addition there have been a number of failings in processes highlighted to both senior officers and Ward Councillors.

These issues have been discussed at the regular Strategic Core Group Meetings and Osborne have taken steps to address failings particularly in the area of responsive repairs. This will be closely monitored by officers. The Total Asset Management contract will be subject to a full end of year review and a report will be brought to the Housing & Communities Overview & Scrutiny Committee.

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:

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

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

The Tenancy sustainment team have this year introduced Performance Indicators as tool for both measuring the effectiveness of intervention work and the team’s performance as a whole. Appendix 2 shows these indicators over the past 9 months.

Number of new Tenancy Sustainment Cases

- This is the number of active cases as of the 1st of every month. It gives visibility of the overall workload and how this might be changing month on month.

Number of cases successfully signed off

- The number of cases that have been closed in the past month for positive reasons. This might be because they are managing independently and no longer need support or have moved into more appropriate accommodation. We are finding at the moment 65% of cases are closed for positive reasons. Non-engagement is the main reason for negative closures however they have often made improvement throughout the support in various other ways.

Percentage of tenancy sustainment cases whose rent arrears have reduced

- This is calculated from the number of cases who had rent arrears at the point of referral and whether these arrears have decreased over the period of support. It looks at the figures at the beginning and end of support so doesn’t take into account what might have happened between. Since April 2015 the rent arrears of cases supported by the team have decreased by over £17,500.

Percentage of Tenancy Sustainment cases who are successfully maintaining their tenancy 6 months after case closure.

- This is measured by looking at cases that have closed 6 months previously. It is considered that those who are successful are those who have not been evicted or had further legal action taken against their tenancy and are maintaining rent payments.

From 1st April 2016 we will be amending the above PI's slightly to better reflect the outcomes of the service plus report on income maximisation and improvements to the quality of home. The amended PI's will be included in the main suite of housing indicators that are reported quarterly.

3.0 HRA Capital Programme

The Council continues to invest in its current housing stock through the Total Asset Management contract with Osborne Property Services. For the period October – December 2015 the following works were completed.

Kitchens – 33
 Bathrooms – 18
 Kitchen & Bathrooms – 27
 Doors – 591
 Roofs (blocks) – 10
 Roofs (houses) - 3

4.0 Special Projects

165 – 215 Longlands – External Refurbishment & Rooftop Development

(Contractor – Keepmoat)

This contract involved the full external refurbishment, some reconfiguration of communal facilities and the creation of 6 new homes on the roof. Works are now complete and have proved to be a great success. Existing tenants and leaseholders will benefit from a better environment and lower energy usage as well as 6 new homers for local people in housing need. The properties are currently being allocated.

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 3 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 4 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

December 2015



Measure	Owner & Updater	Dec 2014 Result	Trend	Sep 2015 Result	Trend	Dec 2015 Result	Sign Off	Comments	Flag
HL05a - Stage 1 Complaints responded to within target for Housing	Elliott Brooks Corvu Admin	98.94% (93/94) No Target		98.25% (56/57) Target: 85.00		93.59% (73/78) Target: 85.00		Updater	
PP01 - Percentage of dwellings with a valid Gas Safety Certificate	Fiona Williamson Fiona Kimberley	99.99% Target: 100.00		99.99% Target: 100.00		100.00% Target: 100.00		Updater Very good consistently high figures, DBC do not exclude any properties we include tenants in care, prison, hospital etc this in not the case with all local authorities who exclude some hard to reach type tenants from their compliance figures. Owner Excellent compliance figures as a result of proactive management and interventions.	
PP04 - Percentage of properties passing QA checks Repairs and voids	Fiona Williamson Ricky Lang	98.00% Target: 98.00		97.00% Target: 98.00		100.00% Target: 98.00		Owner Excellent result for the quarter.	
PP05 - Percentage of properties passing QA checks Planned works	Fiona Williamson Ricky Lang	93.00% Target: 98.00		100.00% Target: 98.00		99.00% Target: 98.00		Owner The performance has been very good with only a small number of properties not passing the QA checks.	
PP10 - Percentage of emergency repairs completed within 4 hours	Fiona Williamson Ricky Lang	93.00% Target: 99.00		99.00% Target: 99.00		99.00% Target: 99.00		Owner Excellent performance and the responsive repairs team liaise with the planners and call centre to keep these within 4 hour attendance to make safe.	

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Measure	Owner & Updater	Dec 2014 Result	Trend	Sep 2015 Result	Trend	Dec 2015 Result	Sign Off	Comments	Flag
PP12 - Percentage of non-urgent repairs completed within target	Fiona Williamson Ricky Lang	91.00% Target: 98.00	↗	97.00% Target: 98.00	↗	98.00% Target: 98.00	✓	Owner The vast majority of non urgent repairs are completed within target.	
PP13a - Percentage of responsive repairs completed within target	Fiona Williamson Ricky Lang	94.02% (14565/15492) Target: 97.00	↗	96.98% (6142/6333) Target: 97.00	↗	98.11% (5240/5341) Target: 97.00	✓	Owner The majority of repairs are completed within target and those that are not are investigated to determine the reasons for delays	
PP15 - Percentage of tenants satisfied with the service planned and responsive works	Fiona Williamson Ricky Lang	94.00% Target: 90.00	↗	97.00% Target: 90.00	↗	98.00% Target: 90.00	✓	Owner Tenant satisfaction with the service remains very high overall.	
SH01 - Number of current Deposit Rent Guarantees	Natasha Brathwaite Tracy Vause	158 Dwellings Target: 170	↗	146 Dwellings Target: 155	↘	145 Dwellings Target: 155	✓	Updater target has not been met as a number of landlords have left the scheme due to the rental charge that they can achieve elsewhere and there growing concerns over the impact of Universal Credits. Work is ongoing to promote the scheme to entice new landlords. Owner New Lead Officer starts employment on 11 January will work closely with the team to research new opportunities to increase guarantees in the scheme.	
SH03a - Average Time (calendar days) to re-let all properties	Natasha Brathwaite Tracy Vause	34.6 Days (4880/141) Target: 35.0	↗	27.4 Days (4677/171) Target: 35.0	↘	32.2 Days (3700/115) Target: 35.0	✓	Updater Although there is a downward trend compared to the last quarter the target has still been met , the figures demonstrate an improvement on the same quarter of last year. Work is ongoing to develop more streamlined processes within the empty homes team to further reduce relet times	

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Measure	Owner & Updater	Dec 2014 Result	Trend	Sep 2015 Result	Trend	Dec 2015 Result	Sign Off	Comments	Flag
SH05 - Number of new Affordable Homes completed	Julia Hedger Sam Bramley	87 Dwellings Info Only		34 Dwellings Info Only		8 Dwellings Info Only		Owner Still on track to achieve the corporate target of 150 affordable new homes	
TL02 - Rent collected as a percentage of rent owed (excluding current arrears brought forward)	Andy Vincent Katie Kiely	98.73% Target: 99.50		99.36% Target: 95.00		99.92% Target: 95.00		Owner Good collection performance which should impact on arrears levels by year end	
TL04 - Voids loss as a percentage of the rent roll	Andy Vincent Katie Kiely	0.53% Target: 0.80		0.57% Target: 0.80		0.42% Target: 0.70		Owner The number of voids has been at historically low levels impacting on the ability of the service to let more homes and collect more income	
TL13a - Percentage of Community Alarm calls answered within 1 min	Andy Vincent Dharini Chandarana	96.97% Target: 97.50		97.70% Target: 97.50		97.62% Target: 97.50		Owner Performance throughout the quarter has been consistently above target	
TL15 - Satisfaction with the outcome of medium level ASB cases	Andy Vincent Lindsey Walsh	91% (20/22) Target: 50		74% (20/27) Target: 65		77% (17/22) Target: 65		Updater although satisfaction remains high, poor return of survey forms is a concern. Staff currently reviewing this process to increase responses.	
TL16 - Acknowledgement of a report of ASB within 24 hours	Andy Vincent Lindsey Walsh	No Data Target: 95		98% (225/230) Target: 95		99% (83/84) Target: 95		Updater Reponses to ASB cases have remained consistent	

Measure	Owner & Updater	Dec 2014 Result	Trend	Sep 2015 Result	Trend	Dec 2015 Result	Comments
Performance Measures							
TST01 - % of Tenancy Sustainment cases where eviction has been prevented (taken 6 months after case closure)	Fiona Williamson Layna Carman	No Data Target: 70		92% (11/12) Target: 70	↗	100% (17/17) Target: 70	All 17 cases closed between 1st April and 30 June 2015 are still sustaining their tenancies.
TST02 - % of Tenancy Sustainment cases where rent arrears were reduced	Fiona Williamson Layna Carman	No Data Target: 70		75% (6/8) Target: 70	↘	65% (11/17) Target: 70	The total rent arrears for closed cases has been reduced by £17,525 since April 2015
TST03 - Number of active cases being supported by the Tenancy Sustainment Team	Fiona Williamson Layna Carman	No Data Info Only		258 Info Only	↗	296 Info Only	Average number of cases per month 99
TST04 - Number of Tenancy Sustainment cases closed with successful resolution	Fiona Williamson Layna Carman	No Data Info Only		7 Info Only	↗	10 Info Only	



Housing Service Plan – End of 3rd Quarter 2105/16 Update

<i>Objective</i>	<i>What will be different once this work is done</i>	<i>Project Lead & Target Completion</i>	<i>Other Services Involved consulted</i>	<i>Jan 2016 Update</i>
<i>Introduce arrangements for identifying and supporting our most vulnerable tenants.</i>	<p><i>Ensure that vulnerable tenants are identified and that support arrangements are put in place to enable them to manage their tenancy effectively.</i></p> <p><i>Vulnerable Persons Strategy</i></p>	<p><i>Group Manager Tenants and Leaseholders</i></p> <p><i>September 2014</i></p>	<i>Resident Services</i>	<p><i>A Housing Vulnerable Persons Strategy has been produced.</i></p> <p><i>Complete</i></p>
<i>Improve Digital access</i>	<p><i>Identify geographic areas with high levels of digital exclusion.</i></p> <p><i>Provide training sessions on internet access and security – run prize draws with free IT equipment</i></p> <p><i>Create a virtual tenant resource centre to be linked to the customer service portal login allowing access to online training – Housemark – CIH –</i></p>	<p><i>Income Team Leader</i></p> <p><i>March 2015</i></p>	<i>Part of a wider Borough Wide Project</i>	<p><i>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.</i></p> <p><i>Mapping of digital exclusion is also being undertaken.</i></p>

	TPAS etc			<p><i>A virtual tenant resource centre will be provided – this is linked to develop of the customer service portal.</i></p> <p><i>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.</i></p>
<p>Launch a back to work initiative</p> <p>Develop a theme for the programme</p>	<p><i>Theme ‘conference on the road’, the tenant and leaseholder day and other involvement events around getting back to work.</i></p> <p><i>Link to Digital Access</i></p> <p><i>Work with our Repairs and Maintenance Partner regarding the recruitment of tenants to apprenticeship posts</i></p>	<p><i>Strategic Housing Team Leader (People)/Policy & Participation Team Leader & Tenancy Sustainment Team Leader</i></p>	<p><i>Regeneration</i></p>	<p><i>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.</i></p> <p><i>Further work has been undertaken with the Southill Centre and Osborne to provide a package of initiatives referred to as Positive Futures</i></p>

		March 2015		
Review our Local Offers	<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>	N/A	<i>Our local offers were reviewed at the Tenant and Leaseholder day. A further review will be undertaken in 2015.</i>
		October 2014		Complete
Put in place arrangements for reporting environmental issues and monitoring the environmental condition of our estates	<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>Clean Safe & 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>
		March 2015		Complete
Review our 'Get Involved' Strategy –	<i>The purpose of this strategy is to continue to</i>	<i>Policy and Participation</i>	<i>Resident</i>	<i>A tenant consultation structure for the review has been discussed and developed with the Tenant Involvement</i>

<p>and develop new objectives for tenant involvement from 2016-2020</p>	<p>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)</p>	<p>Team Leader</p> <p>Commences in March 2015 completed by December 2015</p>	<p>Services</p>	<p>Review Group.</p> <p>The consultation exercise has been undertaken – the strategy document is now being put together for July 2016.</p>
<p>Review our Financial Inclusion Strategy and develop a strategy from 2016-2019</p>	<p>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.</p>	<p>Income Team Leader</p> <p>Commences March 2015 completed by December 2015</p>	<p>Revenues & Benefits</p>	<p>The review of the existing strategy does not commence until March 2015 – changed here</p> <p>A new strategy is being developed with partner organisations to commence in March 2016 . Consultation on the content of the strategy will commence in November 2015.</p>
<p>Completion of the new Homeless</p>	<p>New Council homes will be the first completed – Farm</p>	<p>Group Manager</p>	<p>New Build Project</p>	<p>The Elms and the Nokes (St Peters Court) achieved practical completion by the end of March 2015 with</p>

<p>Hostel, Farm Place and the Nokes - end of March 2015</p>	<p><i>Place and The Nokes.</i></p> <p><i>The new Homeless Hostel will be a new facility within the Borough for single homeless and will include community facilities.</i></p>	<p><i>Strategic Housing</i></p> <p><i>March 2015</i></p>	<p><i>Group</i></p>	<p><i>Farm Place completed in June 2015 (due to some issues with discharging planning conditions.)</i></p> <p><i>All new homes are occupied.</i></p>
<p>Continue with Council New Build Programme as set out in the HRA Business Plan – March 2016</p>	<p><i>Regular updates to TLC</i></p>	<p><i>Group Manager Housing Development</i></p> <p><i>Ongoing</i></p>	<p><i>New Build Project Group</i></p>	<p><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 5th October. Martindale School is now demolished as well as Able House. Other schemes in progress include Stationers Place and Woodhouse.</i></p> <p><i>Tring Depot has started on site</i></p>
<p>Extend current Housing advice and education services available within the Community</p>	<p><i>To increase the Homeless Prevention service by working with providers of hard to reach client groups; to include (Youth Offending Team) YOT,</i></p>	<p><i>On-going with completion by March 2016</i></p>	<p><i>N/A</i></p>	<p><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></p> <p><i>Additional surgeries added include Childrens Centres, Link Family Services, CAB and Southill Centre – back to</i></p>

	<i>Probation, Dacorum Education Support Centre (DESC) & Teenage pregnancy</i>			<i>work job club with DWP/Osborne also present.</i>
<i>Prepare for peer review in line with Gold Standard and agree timescales for review to take place.</i>	<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>Cynthia Hayford – Strategic Housing Team Leader (People)</i> <i>Peer Review Autumn/Winter 2014</i> <i>Achieve Gold Standard Status by Autumn 2015</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.</i> <i>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.</i> <i>A further peer review has been arranged for March 2016 with the aim to achieve Bronze status summer/autumn 2016 (this is dependent on NPSS being able to assess the criteria within these timescales).</i>
<i>Set up a single non-priority project</i>	<i>To eradicate street homeless to help the</i>	<i>Strategic Housing</i>	<i>Partnerships</i>	<i>Project Group met for the first time in December 2014 and has continued to meet quarterly to focus on</i>

group, obtain commitment from partner agencies.	<i>Council to achieve Gold Standard status.</i>	<i>Team Leader (People)</i> <i>Summer 2015</i>		<i>reducing single non-priority homeless.</i> <i>Homeless count undertaken in November 2015, count verified and ongoing intervention/outreach work being undertaken.</i> <i>Crashpad arrangements in place at the Elms & Woolmer Drive.</i> <i>SWEP arrangements advertised via DENS, CSU and Website.</i>
Develop a Young Persons Housing Strategy	<i>To set out a long term plan for meeting the housing needs of young people living in the Borough</i>	<i>Policy and Participation Team Leader</i> <i>Completion and approval of Strategy by December 2015</i>	<i>Resident Services</i>	<i>First draft complete and on target to complete for March 2016</i>
Develop Help to Rent offer	<i>Develop further ideas (eg possible Landlord incentive scheme) with the aim to</i>	<i>Strategic Housing Team Leader</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</i>

	<i>recruit more landlords and increase partnership working with local lettings agencies.</i>	<i>(Property) Summer 2015</i>		<i>assist with this work. Team are working well with a focus on recruiting new landlords to the scheme. Help to Rent initiatives to be implemented March 2016, following drawdown of funds approval – to assist with recruitment of new landlords.</i>
<i>Woolmer Drive – New Temporary Accommodation</i>	<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 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&B accommodation. Additional temporary accommodation approved at Barleycroft, 6 units – HRA stock to be converted for temporary accommodation use. Estimated completion May 2016.</i>
<i>Through HMEC ensure that both Osborne & Sunrealm work with the Council and tenants to ensure that there is choice and consultation</i>	<i>Put in place protocol of consultation through HMEC</i>	<i>Group Manager Property & Place December</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. The tenant and leaseholder participation is currently</i>

<p>surrounding renewals of doors, kitchens, bathrooms and that boilers are suitable for the needs of the tenants</p>		<p>2014</p>		<p><i>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.</i></p> <p><i>Osborne and Sun Realm will continue to attend meetings as appropriate to the various work strands that are being reviewed.</i></p> <p><i>Osborne have arranged to attend Supported Housing Forum meetings to engage with the residents in the schemes and agree priorities or tailoring the service to their needs.</i></p>
<p>Complete the review of service provided to Leaseholders</p>		<p>Group Manager Tenants & Leaseholders</p> <p>December 2014</p>	<p>N/A</p>	<p><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></p> <p><i>Complete</i></p>
<p>That the council should continue to promote awareness of the standard of</p>		<p>Team Leader Cleaning Services & Tenant</p>	<p>N/A</p>	<p><i>The cleaning service has appointed a lead officer to improve the improve supervision and monitoring of the service.</i></p> <ul style="list-style-type: none"> <i>Cleaning Standard booklet issued to all residents</i>

<p>cleaning that tenants can expect, monitor standards via satisfaction surveys and invest in improvements to the service, including staff training where necessary.</p>		<p><i>Involvement Team</i></p> <p><i>Ongoing</i></p>		<p><i>and also available online</i></p> <ul style="list-style-type: none"> • <i>Satisfactions survey currently via the STAR but considering other additional methods of survey</i> • <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> • <i>Equipment and chemicals constantly reviewed and replaced where necessary</i> • <i>Training in house, and from suppliers of equipment and chemicals to reinforce health and safety and appropriate use of the products.</i> • <i>Staff acting as eyes and ears reporting maintenance issues when encountered</i> • <i>Run a team which patrols to ensure all internal communal areas are clear in line with the Clear Landings policy.</i> • <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>
<p>That Grounds Maintenance should be a regular agenda item for Housing Maintenance and Environment Committee (HMEC)</p>		<p><i>Team Leader Housing Asset Management</i></p> <p><i>Ongoing</i></p>	<p><i>Clean Safe & Green</i></p>	<p><i>HMEC have had a member sitting on the monthly joint Housing/Clean Safe and Green (CSG) meetings to enable better 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</i></p>

<p><i>with a view to monitoring standards and investigating options for improving levels of satisfaction.</i></p>				<p><i>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><i>Review of clear landings policy and procedure is currently underway and will result in changes to the approach to centre around enforcement rather than just clear landings and clearances.</i></p>
<p><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</i></p>		<p><i>Group Manager Property & 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</i></p>

<p>service standards are being met.</p>			<p><i>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><i>Tenant inspectors to be involved in reviewing the empty homes process and standard – this is ongoing facilitated by the tenant involvement team.</i></p>
<p>Develop a Fencing Policy</p>		<p><i>Team Leader Housing Asset 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.</i></p> <p><i>Consultation event held on the 14th October to obtain the view of tenants the outputs are currently being reviewed to inform the policy.</i></p> <p><i>Following a Housing Senior Management Team meeting in January a new policy will be developed for the revised Tenant Handbook</i></p>

<p><i>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 and the Housing Service in particular.</i></p>		<p><i>Assistant Director – Housing</i></p> <p><i>Ongoing</i></p>	<p><i>Corporate Customer First project sponsored by Chief Exec</i></p> <p><i>Digital Dacorum Corporate 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 ensure that housing’s needs and those of our tenants and leaseholders are considered.</i></p>
<p><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</i></p>		<p><i>Group Manager Tenants & Leaseholders</i></p> <p><i>April 15</i></p>	<p><i>N/A</i></p>	<p><i>An approach to Neighbourhood Management was launched in April – this will involve regular inspections and neighbourhood action plans.</i></p>

<p><i>problems and work co-operatively with Clean Safe & Green and Resident Services to tackle any local rubbish or littering issues.</i></p>				
<p><i>To work in partnership with colleagues across the Council to develop a garage strategy</i></p>	<p><i>Consider all options for the Council's garage stock following evaluation</i></p>	<p><i>Group Manager Tenants & Leaseholders</i></p>	<p><i>Estates / Finance</i></p>	<p><i>A garage strategy was presented to the Council's Cabinet – this identifies sites which have a development opportunity</i></p>

OPERATIONAL RISK REGISTER

December 2015



Housing Landlord - Elliott Brooks

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

Category: Financial	Corporate Priority:	Risk Owner: Elliott Brooks	Portfolio Holder: Cllr Margaret Griffiths	Tolerance: 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
<p>Delivery of the Business Plan would not be achieved if income and financial control is not closely managed</p>	<p>Regular and then formal end of year review of Business Plan in partnership with Finance. Any policy changes or govt announcements that may impact the plan or its assumptions are quickly analysed and reflected into the Business Plan</p> <p>This enables for long term financial viability to always be visible and if there are foreseen issues in certain years programmes can be altered as needed or issues taken to mitigate</p>	<p>HRA Business Plan</p> <p>Signed off by Cabinet</p>

Sign Off and Comments

Sign Off Complete

Detail regarding Government Policy relating to proposed sale of high value Council Homes expected in the Autumn will require review

OPERATIONAL RISK REGISTER

December 2015



HL_F02 Failure to closely monitor operational and financial factors relating to the delivery of the Council's Homelessness Service					
Category: Financial	Corporate Priority: Affordable Housing		Risk Owner: Elliott Brooks	Portfolio Holder: Cllr Margaret Griffiths	Tolerance: Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
Consequences		Current Controls		Assurance	
<p>DB SP CO W CO</p> 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.		Full Strategy Review to take place in 2016 and Peer Review	
Sign Off and Comments					
Sign Off Complete					

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

OPERATIONAL RISK REGISTER

December 2015



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

Sign Off Complete

Osborne are currently in the process of recruiting a TAM Manager with direct responsibility to capture the value of Total Asset Management

HL 103 Failure to adopt a service specific best practice approach to Health and Safety (Housing Landlord)

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

OPERATIONAL RISK REGISTER

December 2015



Quarterly Housing Fire Safety Group attended by Fire Service
Sign Off and Comments
Sign Off Complete Housing Fire Safety Group Continues Membership of Corporate Health & Safety Group at AD/GM level

HL R01 Failure to identify the needs and risks of residents living in sheltered housing and ensure that they have access to support appropriate to their needs

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

OPERATIONAL RISK REGISTER

December 2015



Sign Off and Comments

Sign Off Complete

Currently trialing the rotation of Supported Housing Officers

HL_R03 Failure to Deliver the Council's New Build Programme

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

Sign Off and Comments

Sign Off Complete

All 'live schemes' reported to Performance Board and CMT

Update Report to the Council Housing & Communities Overview and Scrutiny Committee January 2016

Agenda Item 8



AGENDA ITEM: 8

SUMMARY

Report for:	Housing and Community Overview & Scrutiny
Date of meeting:	16 th March 2016
PART:	1
If Part II, reason:	

Title of report:	Resident Services quarter 3 performance report, 1/10/2015 to 31/12/2015
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, Fire Service
Background papers:	Service Reports, Police reports (JAG), CorVu, Community Safety report from Community Safety Co-ordinator

Housing and Community Overview and Scrutiny Quarter 3, 2015 – 2016

1 Introduction

1.1 This is the third quarter performance report for the Residents Services Group which forms part of the wider Neighbourhood Delivery service area and covers the period 1st October 2015 to 31st December 2015.

1.2 The services within this group are: -

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

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

2 Quarter 3 Performance Report 15/16 – CorVu

2.1 See Appendix 1

3 Risk

3.1 Operational Risk Register - See Appendix 2

4 Resident Services – 3rd Quarter Achievements.

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

5 Community Safety Partnership

5.1 Dacorum Crime Summary Q3 2015/16, Period 1/4/2015 to 3/1/2016

5.2 There are 10 District/Borough Councils in Hertfordshire. The table below shows where Dacorum is ranked out of 10 where 1 is the best performing authority.

5.3 Following the “recalibration” process carried out by Hertfordshire Constabulary in 2013 -14 in regards to crime recording procedures, we are now in a position where we have a full year dataset gathered under the new procedures. What this means is that we can now make a valid comparison between this year's figures and those of 2014/15.

5.4 For quarter 3 we can see that crime in Dacorum has risen by 13.1% compared to the same period in the previous year. However it is apparent that this rise has affected the whole county in a similar way as Dacorum is positioned 5th in the County for all crime.

5.5 With the exception of vehicle crime, Dacorum is placed 5th or 6th in the county for all priority categories.

5.6 Vehicle crime performance has been monitored regularly over the past year and Dacorum's position within the county has improved from 10th to 7th.

5.7 The table below shows the figures for 1/4/15 to 3/1/16 compared with same period in previous year *showing percentage increase/decrease followed by number of crimes/incidents*.

	All Dacorum	Position in County (10 Districts)per 1000 population	Position in County (10 Districts)per 1000 population (Same Period last year)	Highest Performing CSP	Lowest Performing CSP
All Crime	+13.1% 6171	5 th	6 th	Three Rivers	Stevenage
Burglary Dwelling	+13.7% 282	5 th	5 th	Stevenage	Hertsmere
Vehicle Crime	-4.1% 650	7 th	10 th	North Herts	Broxbourne
Violent Crime	+55.1% 1015	6 th	6 th	Three Rivers	Stevenage
Criminal Damage	+11.5% 971	6 th	7 th	St. Albans	Stevenage
Anti-Social Behaviour	+12.2% 2610	5 th	6 th	Three Rivers	Broxbourne

6 Anti-Social Behaviour

6.1 Reports of anti-social behaviour for the third quarter have increased by 12.2% for the same period in 14/15.

6.2 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.

6.3 During this quarter the Council obtained a Premises Closure Order under the Anti-social Behaviour, Police and Crime Act 2014 for a property where there was evidence of the use of class A drugs and there was associated anti-social behaviour. The premises will remain closed for a minimum of 3 months and will allow the landlords to take appropriate action.

6.4 There were 2 injunctions obtained against 2 individuals with the power of arrest attached and in one case where the injunction was breached an individual was sent to prison for 9 months.

7 Quarter 4 – 2015/16 priorities for ASB: -

- Set up a working group to agree a process for the use of Community Protection Notices and Public Space Protection Orders.
- Deliver 'Silver Street' meets

8 Neighbourhood Action

8.1 During this quarter 452 residents were engaged through the 5 Neighbourhood Action steering group meetings, 2 public meetings and 4 Christmas light switch-on events at neighbourhood centres.

8.2 A "Love Your Neighbourhood" event took place at Bennetts End Community Centre on Wednesday October 28th 2015. The aim was to target issues highlighted from the Indices of Multiple Deprivation and Hertfordshire Local Information Service.

8.3 The three highest categories of need according to our data source in the Bennetts End area were:-

1. Young Carers
2. Lone Parents
3. Minority Ethnic groups - (including those subject of racist behaviour, social isolation, cultural and language barriers).

8.4 Departments from within the Council and external agencies were invited to the event to promote their services and give advice to residents. A 'Bennetts End's Got Talent' competition was planned plus extra activities such as a Mask Workshop, Wish Ribbons, African Drumming and Henna Tattooing not previously used at a Love Your Neighbourhood event. Leaflets were handed out at all primary schools within the catchment area.

8.5 Attendance at this event was over 370 people with a very good representation from all of the community and the event was finished with a Bennetts End has got Talent event, tea and cakes which was well attended and which was extremely well received – an truly cohesive community event.

8.6 The following is a list of stalls and activities at the event.

- Old Town Hall – Mask workshop/ wish ribbons – *after making a wish approximately 70 ribbons taken by children on the day. After originally planning to do four workshops throughout the day due to the high number of children attending the workshop continued all day*
- Sunnyside Rural Trust – apple press and herbs to grow at home
- Herts Library – story telling/ book hunt –
- *Outcome – 50 children participated in the book hunt, at least 20 children attended each story telling session*
- Face painting –
- Beezee Bodies – healthy options

- Guide Dogs Association
- Youth Connections – African drums
- Get Set Go Dacorum – DBC
- Cupid Green – Recycling
- Benefits Advice
- *Outcome – Benefits had twenty enquiries with one issue being resolved on the day and has resulted in three home visits being booked.*
- Osbornes
- Smoothie Bike – *So well utilised that supplies ran out halfway through the event*
- Tesco – community stall
- Druglink – advice stall
- Jay’s Property services – Asian food tasting
- Dacorum Citizens Advice – stall
- Dacorum Indian Society – Henna tattoo
- Community Action Dacorum – stall/Dacorum radio
- Rabina Malik – healthy activities
- NHS yourcareyourfuture – stall
- Police/PCSO – stall

A full report of this event is available to members should they wish to see it.

8.7 European Local Democracy Week – Youth Democracy

8.8 Local European Democracy Week occurs in October. To celebrate it in Dacorum this year Neighbourhood Action held an event on 13th October 2015 in the Council Chamber. The event aimed to help young people learn about voting and get them involved in the local community.

8.9 This year the theme for European Local Democracy Week set by the Bureau of Congress, was “Living together in multicultural societies: respect, dialogue, interaction”. A bunting competition was launched asking schools to decorate streams with the theme of “Inclusive communities: living together and accepting differences”.

8.10 Seven primary schools took part; Westfield, Kings Langley, Nash Mills, Tudor, South hill, Chambersbury and Flamsted. Prizes were awarded to the best bunting stream and individual flags for the best art and message.

8.11 The students also learned about voting, getting involved in the community and had a voting session for their favourite superheroes. In total we had 97 young people in attendance, with 2 staff members from each school and five staff members.

9 Verge Hardening Project

9.1 During this quarter a total of 20 spaces were provided in Everest Way, Gammel and Perry Green. This brings the total spaces provide by this project to 341.

10 Interfaith Group

- 10.1 The Interfaith Group met 3 times this quarter. Kindness and Faith was the topic on 12th October when they invited members to come and discuss kindness and faith in their religions and the idea's behind giving back or volunteering their time to enhance their spirituality. This was attended by 12 different members with one staff members and was enjoyed by all. Each person spoke and had readings which exemplified ideas of kindness.
- 10.2 Music and Faith was the 2nd topic of this quarter on 9th November 2015. The group had a music and faith session where each member brought in spiritual music to show how they celebrate music. This meeting was well attended with 29 members and one member of staff.
- 10.3 Winter Dinner - On 14th December 2015, 14 members attended a meal to celebrate the Interfaith group's success over the years.

11 Quarter 4 2015-16 priorities for Neighbourhood Action: -

- 11.1 Deliver Adeyfield Love Your Neighbourhood Event
- 11.2 Deliver Get Set Go Dacorum Projects – Dance and Skating
- 11.3 Complete Verge Hardening Project

12 Adventure Playgrounds

- 12.1 This is the quietest quarter for the Adventure Playgrounds with closure over the Christmas period.
- 12.2 October half term was quiet due to heavy rain during this period but a range of internal activities took place at the playgrounds with Halloween featuring heavily and craft workshops proving very popular.
- 12.3 Prior to the Christmas closure the playgrounds were decorated with winter and Christmas themes and a wide range of craft projects were on offer. The playgrounds were closed for 2 weeks over the Christmas Period and this closure accounts for the reduction in attendance figures which were 12,186 for the core age group and 587 for youth clubs during this quarter.
- 12.4 Grovehill and Adeyfield Adventure Playgrounds are delivering on part of the Get Set Go Dacorum programme with Dance sessions taking place at both of the playgrounds on a weekly basis which are proving to be very popular.
- 12.5 **Quarter 4 2015-16 priorities**
- 12.6 Half Term and Easter holidays

12.7 Continue work with Get Set Go Dacorum and expand the remit to cover sports coaching.

12.8 Tenders for sports pitches to go out January/February 2016

13 CCTV

13.1 The Community Control Centre continues to extend its remit and offer a service to a range of new customers.

13.2 Work continues on the development of Dacorum's new policy and procedures for CCTV which will reflect the Surveillance Commissioners statutory code of practice introduced in the Protection of Freedoms Act 2012.

13.3 During this quarter there have been a significant increase of 171 incidents to a total of 799 incidents captured and an increase of 41 requests for footage to a total of 101.

14 Quarter 4 2015/16 priorities CCTV: -

14.1 Ongoing planning and implementation of code of practice

14.2 Development of CCTV/Community Control services

14.3 Increase customer base and income

15 Old Town Hall

15.1 On Sunday 4th October 2015, the Old Town Hall participated in the Fun Palace 2015 event. Fun Palaces is an ongoing campaign for culture at the heart of every community, with participation led by, for and with local people.

15.2 The principles are that each Fun Palace is Free, Local, Innovative, Transformative and Engaging. Fun Palaces are about creating and making together: they are a space where arts and sciences, fun and learning meet, working alongside and working together. They are as much about getting together to do something in your community, as they are about what it turns into on the day itself.

15.3 The Old Town Hall welcomed over 300 people during the course of the day. A fantastic success for all involved. <https://vimeo.com/145785494>

15.4 The Old Town Hall also ran their third Arts Award for schools – once again, totally sold out to local schools. Impressive and positive feedback from the schools.

15.5 This quarter has been an exceptional success at the Old Town Hall with attendance rates at 77% which is an exceptional achievement. At

Christmas the children's show had a 97% attendance rate over 10 performances which brought in a lot of new customers.

16 Quarter 4 2015/16 priorities Old Town Hall

16.1 Spring Season brochure and launch

16.2 Work with Get Set Go to continue and develop Let's Dance

16.3 Implement interim arrangements for the Bar and Cafe

16.4 Review Marketing Audit and develop strategy.

17 Safeguarding and Prevent

17.1 October saw the first training session for the Workshops Raising Awareness of Prevent (WRAP) and over 250 Dacorum staff have been trained this quarter.

17.2 The training aims to deliver the following objectives: -

- An understanding of the Prevent Strategy and the individual's role within it.
- The ability to use existing expertise and professional judgement to recognise the vulnerable individuals who may need support
- Local Safeguarding and referral mechanisms and people to contact for further help and advice.

17.3 During this quarter there were 21 Safeguarding referrals made to adult (9) and Children's (12) safeguarding by Dacorum Borough Council.

18 Quarter 4 Priorities 2015/16 Safeguarding/Prevent

18.1 Continue delivery of Prevent in line with priorities

18.2 Set up monitoring system for Safeguarding enquiries

YEARLY PERFORMANCE REPORT

Resident Services

March 2016

All Measures



Measure	Owner & Updater	Quarter 4 Result	2015 Result	Trend	2016 Result	Sign Off	Comments	Flag
ASB01 - Number of reports of incidents of anti social behaviour across the borough	Julie Still Nicola Bryant	776 Reports Info Only	663 Reports Info Only	↗	3247 Reports Info Only	✓	Owner ASB increase 15.4% during the last 12 months	
ASB04 - ASB – Service requests responded to within target	Julie Still Nicola Bryant	85% Info Only	No Data Info Only		No Data Info Only	✓	Owner There has been some issues with online reporting which have now been resolved	
ASB05 - ASB – Cases closed within 60 days.	Julie Still Nicola Bryant	67% Info Only	No Data Info Only		No Data Info Only	✓	Owner Cases are taking longer to resolve due to the complex nature and long lead times on court dates	
CCTV01 - Requests for CCTV footage	Jim Guiton Dave Wilson	118 Requests Info Only	348 Requests Info Only	↗	366 Requests Info Only	✓	Owner A steady figure for requests across the year.	
CCTV02 - Number of Incidents Recorded	Jim Guiton Dave Wilson	1028 Reports Info Only	399 Reports Info Only	↗	3220 Reports Info Only	✓	Owner A new way of recording this indicator has seen an increase over the last few months. this has shown a large increase over the year.	
CYP01a - Number of Children Attending Adventure Playgrounds	Julie Still Pat Fox	11077 Target: 11811	69000 Target: 92000	↗	72549 Target: 71210	✓	Owner Playgrounds continue to be a popular venue and numbers are good despite closures for repairs and poor weather during some holidays	

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Measure	Owner & Updater	Quarter 4 Result	2015 Result	Trend	2016 Result	Sign Off	Comments	Flag
CYP01b - Number of young people attending Youth Clubs at Adventure Playgrounds	Julie Still Pat Fox	459 Attendances Target: 1020	4970 Attendances Target: 5074	↓	2349 Attendances Target: 2420	✓	Owner Numbers are lower due to closures of 3 of the Playgrounds for floor replacement works	
CYP02 - Number of young people involved in Community and Youth Democracy events	Julie Still Pat Fox	119 People Target: 350	906 People Target: 1300	↓	435 People Target: 850	✓	Owner The youth groups are being reviewed and alternative approaches considered	
OTH01 - Average attendance at the Old Town Hall theatre	Julie Still Sara Railson	71% Target: 75	63.15% Target: 62.75	↓	67.25% Target: 68.33	✓	Updater A disappointing spring 2015 Qtr has meant we are off target by 1%. Owner This quarter followed an unforeseeable situation which was managed well by the team at the OTH but impacted on targets. A very strong Christmas season means that attendance is still above the national average	
OTH02 - Old Town Hall User Satisfaction	Julie Still Sara Railson	No Data No Target	0% Target: 85		No Data No Target	✓	Owner New marketing strategy will address this along with the new website 2016/17	
OTH03 - Number of private hire bookings of the Old Town Hall	Julie Still Sara Railson	38 Bookings Info Only	77 Bookings Info Only	↑	129 Bookings Info Only	✓	Owner Numbers continue to increase	

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OPERATIONAL RISK REGISTER

March 2016



1) Neighbourhood Delivery - David Austin

ND_E05 Response to EH Emergencies

Category: Health and Safety	Corporate Priority: Health & Safety	Risk Owner: David Austin	Portfolio Holder: Cllr Janice Marshall	Tolerance: 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					
Sign Off Complete					

OPERATIONAL RISK REGISTER

March 2016



ND_E01 General enforcement

Category: Technical/Operational	Corporate Priority: Health & Safety	Risk Owner: David Austin	Portfolio Holder: Cllr Janice Marshall	Tolerance: 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					

ND_E02 Direct enforcement action

Category: Technical/Operational	Corporate Priority: Health & Safety	Risk Owner: David Austin	Portfolio Holder: Cllr Janice Marshall	Tolerance: 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

OPERATIONAL RISK REGISTER

March 2016



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

ND_E03 Primary Authority

Category: Financial	Corporate Priority:	Risk Owner: David Austin	Portfolio Holder: Cllr Janice Marshall	Tolerance: Treating
Inherent Probability 2 Unlikely	Inherent Impact 4 Severe	Inherent Risk Score 8 Amber	Residual Probability 1 Very Unlikely	Residual Impact 2 Medium
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

March 2016



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

Category: Reputational	Corporate Priority: Safe and Clean Environment	Risk Owner: David Austin	Portfolio Holder: Cllr Janice Marshall	Tolerance: Treating
Inherent Probability 3 Likely	Inherent Impact 4 Severe	Inherent Risk Score 12 Red	Residual Probability 2 Unlikely	Residual Impact 2 Medium
Consequences		Current Controls		Assurance
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

OPERATIONAL RISK REGISTER

March 2016



ND_F01 Failure to monitor the variation in projected levels of income for recyclables.

Category: Financial	Corporate Priority: Dacorum Delivers	Risk Owner: David Austin	Portfolio Holder: Cllr Janice Marshall	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
4 Very Likely	3 High	12 Red	3 Likely	2 Medium	6 Amber
Consequences		Current Controls		Assurance	
<p>The comingled recyclables are delivered to a Material Recycling Facility where we receive a 'basket' price for the materials. This 'basket' price is based on market rates and the relative percentage presence of the different recyclables in the mix (e.g the % of say glass of the overall weight , a sampling regime is in place). If there is a fall in market rates or changes in the % mix away from the more valuable recyclables we would see a gate fee introduced and the opposite of this also applies (a rise in material values would the Council receive an income per tonne of recyclable material. In addition the Council receives an incentive payment (called the Alternative Financial Model) from Hertfordshire County Council . This payment is based on reducing the amount of waste sent for disposal so again any changes in recycling performance will impact on this income stream.</p>		<ul style="list-style-type: none"> - There are regular meetings with the Service Accountant to monitor any changes. - The market price for recyclable materials and potential forecasts in changes is monitored via trade publications and professional contacts such as the Chartered Institute of Waste Management 		<p>The contract for the processing of recyclables is with one of the larger waste management companies which gives greater reassurance in terms of their market position.</p>	

OPERATIONAL RISK REGISTER

March 2016



Sign Off and Comments

Sign Off Complete

ND_F02 Lack of budget to develop services

Category: Financial	Corporate Priority: Dacorum Delivers	Risk Owner: David Austin	Portfolio Holder: Cllr Janice Marshall	Tolerance: Treating
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Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
4 Very Likely	3 High	12 Red	3 Likely	3 High	9 Amber

Consequences	Current Controls	Assurance
There would be issues with service provision leading to more complaints around missed bins, return of containers etc and general dissatisfaction with the service. In addition , there would be issues with the provision of effective recycling services which may impact on recycling performance in the Borough.	The budget in place is based on significant modelling work carried out as part of the move to the new waste service. This included the use of route optimisation software to ensure that rounds were achievable using the resources provided.	There are issues with initial overspends in the first quarter which officers are currently analyzing. Including productivity on the rounds.

Sign Off and Comments

Sign Off Complete

ND_I01 Failure to achieve Headline Service Objectives

Category:	Corporate Priority:	Risk Owner:	Portfolio Holder:	Tolerance:
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OPERATIONAL RISK REGISTER

March 2016



Infrastructure	Dacorum Delivers		David Austin	Cllr Janice Marshall	Tolerating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
2 Unlikely	2 Medium	4 Green	1 Very Unlikely	1 Low	1 Green
Consequences		Current Controls		Assurance	
The headline service objectives link to the Borough's Corporate Plan and any failure to achieve them would lead to reputational damage to the Council and potentially additional costs.		The Service Plan objectives are monitored closely at a series of forums including appraisals, Corporate Working Group and Departmental Management Team. Any potential issues with delivery are discussed and addressed to ensure delivery. There are also regular updates at Corporate Management Team to ensure that there is cross working when required. Where possible, objectives are also supported by a suite of performance indicators.		There continues to be good progress against objectives.	
Sign Off and Comments					
Sign Off Complete					

ND_I02 Failure to manage relationships with Service areas across the Council

Category: Infrastructure	Corporate Priority: Dacorum Delivers	Risk Owner: David Austin	Portfolio Holder: Cllr Janice Marshall	Tolerance: Tolerating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	2 Medium	6 Amber	2 Unlikely	2 Medium	4 Green

OPERATIONAL RISK REGISTER

March 2016



Consequences	Current Controls	Assurance
This could lead to duplication of activities on projects or the required support for a service not being by another part of the Council. This could have a negative impact on either service delivery or the successful completion of projects.	There are Corporate Working Groups that include staff from a cross section of disciplines across the Council to ensure there is effective communication on a range of areas. These meet on a monthly basis and there is a specific one for this area - the Environment Corporate Working Group. These groups then report to the senior Corporate Management Team an agreed unified approach can be taken. There are also regular Leadership Team events where any key current topics can be discussed.	There has been good progress on a range of Council projects which demonstrates that effective communication continues to take place.
Sign Off and Comments		
Sign Off Complete		

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ND_I03 Failure to manage sickness levels and staff retention					
Category:	Corporate Priority:	Risk Owner:	Portfolio Holder:	Tolerance:	
Infrastructure	Dacorum Delivers	David Austin	CLlr Janice Marshall	Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
4 Very Likely	4 Severe	16 Red	3 Likely	4 Severe	12 Red
Consequences		Current Controls	Assurance		
If there is an increase in sickness, there are a number of significant impacts on services. Agency staff usage increases which leads to higher revenue costs but also affects service quality. This can lead to further additional		There is a robust system to manage sickness and absence with dedicated Human Resource support based at Cupid Green Depot. A monthly update is circulated for management team including a case review of long	As more agency staff have therefore been employed this has a 'knock on' effect to service quality and further cost implications. Officers will be carrying out further work in this area during 2015/2016 to ascertain whether		

OPERATIONAL RISK REGISTER

March 2016



costs such as returning for missed bins as well the resource required to deal with additional complaints.	term absences to ensure everything is being done to support the employee back into work. There is also a programme of inoculation against diseases to act as a preventative measure.	policy changes are required to improve performance in this area.
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Sign Off and Comments

Sign Off Complete

2) Neighbourhood Delivery - David Austin

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

Category: Marketplace	Corporate Priority: Safe and Clean Environment	Risk Owner: David Austin	Portfolio Holder: Cllr Janice Marshall	Tolerance: Treating	
Inherent Probability 3 Likely	Inherent Impact 4 Severe	Inherent Risk Score 12 Red	Residual Probability 1 Very Unlikely	Residual Impact 4 Severe	Residual Risk Score 4 Green
Consequences		Current Controls		Assurance	
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.		#NAME?		There have been no issues to date with performance in this area.	

Sign Off and Comments

Sign Off Complete

OPERATIONAL RISK REGISTER

March 2016



ND_RO2 CCTV – Not implementing the mandatory Public Surveillance Code of Practice

Category: Reputational	Corporate Priority: Safe and Clean Environment	Risk Owner: David Austin	Portfolio Holder: Cllr Neil Harden	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	3 High	9 Amber	2 Unlikely	2 Medium	4 Green
Consequences		Current Controls		Assurance	
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	
Sign Off and Comments					
Sign Off Complete					

ND_RO4 Adventure Playgrounds – failure to manage risk of adventure play

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

OPERATIONAL RISK REGISTER

March 2016



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		

RO5 Old Town Hall – increased competition from other providers

Category: Marketplace	Corporate Priority:	Risk Owner: David Austin	Portfolio Holder: Cllr Neil Harden	Tolerance: 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

March 2016



ND_RO1 Lack of capacity to deliver Neighbourhood Action/Love Your Neighbourhood					
Category: Reputational	Corporate Priority: Building Community Capacity		Risk Owner: David Austin	Portfolio Holder: Cllr Neil Harden	Tolerance: 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					
Category: Reputational	Corporate Priority: Safe and Clean Environment		Risk Owner: David Austin	Portfolio Holder: Cllr Neil Harden	Tolerance: Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
2 Unlikely	4 Severe	8 Amber	1 Very Unlikely	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

March 2016



<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>
<p>Sign Off and Comments</p>		
<p>Sign Off Complete</p>		

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Dacorum – Community Safety Partnership (CSP)

Date: April 2015 to March 2016

Hertfordshire Fire & Rescue Service Performance Report

District Commander: **Billy McGill**



Please note: This document provides statistics based on provisional data which will be subject to future revisions.

This performance report has been prepared for the Dacorum District Community Safety Partnership (CSP) to highlight the level of activity within the District and the Fire and Rescue Service's performance against the former National Indicators.

- NI.33 - Deliberate Fires
 - NI.49 - Primary fires, primary fire deaths and injuries.

Performance Summary: April 2015 – March 2016

(Activity Comparison against previous year)

	Deliberate Fires	Primary Fires	Fire Injuries
Hertfordshire	+13% (923 to 1039)	-1% (1298 to 1290)	-13% (56 to 49)
Dacorum	+75% (88 to 154)	+14% (146 to 167)	Fallen 3 to 2

NI.33 Deliberate Fires in Dacorum (April 2015 – March 2016)

Deliberate Fires in buildings, vehicles and other outdoor locations have risen by 13% across the County and in Dacorum this year have risen by 75%, compared with the same period last year.

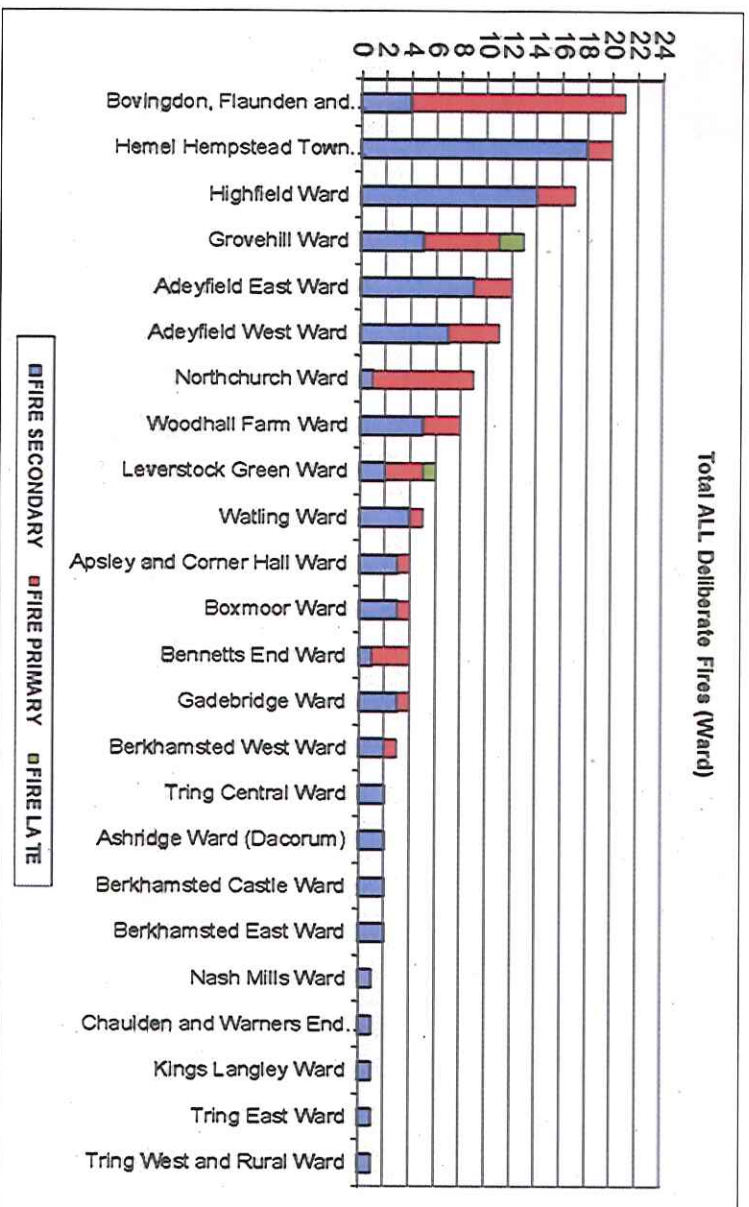
Bovingdon, Flaunden and Chipperfield Ward had the highest number of Deliberate Primary Fires excluding vehicles with 14. A number of Wards had 0.

Bovingdon, Flaunden and Chipperfield, Woodhall Farm and Northchurch Wards had the highest number of Deliberate Vehicle Fires with 3. A number of Wards had 0.

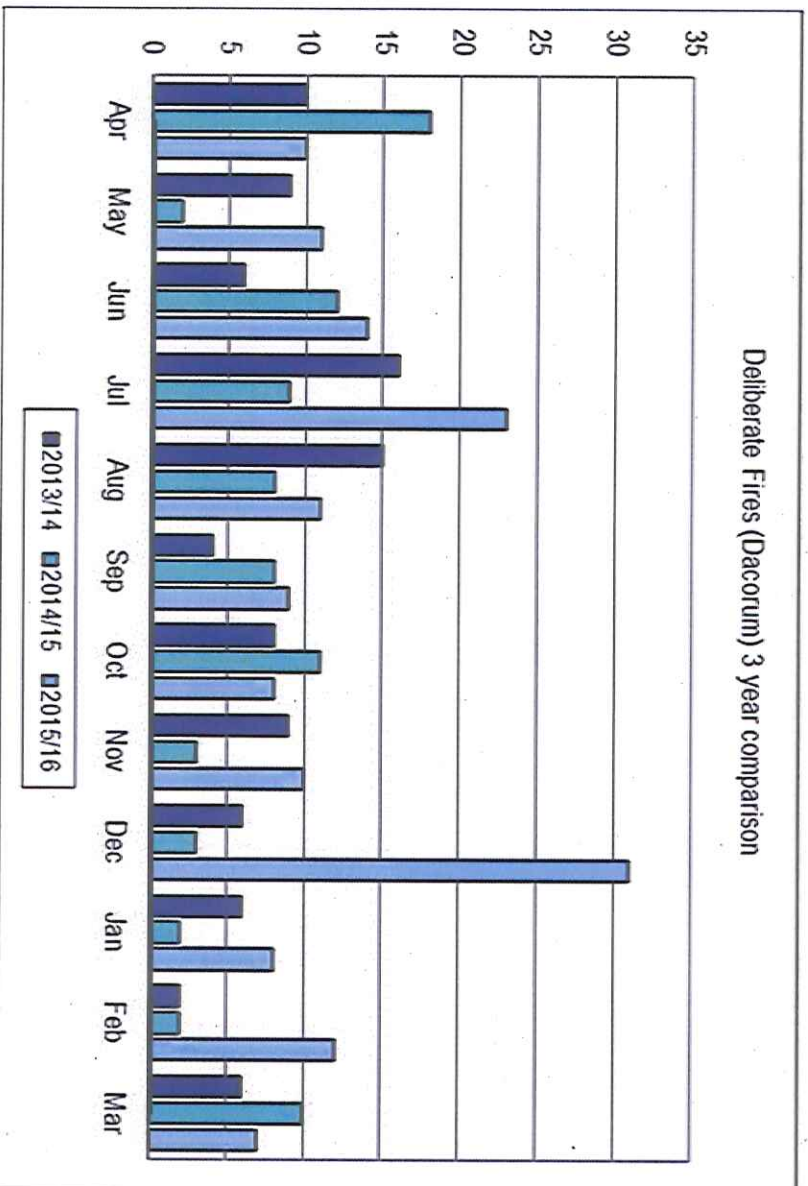
Hemel Hempstead Town Ward had the highest number of Deliberate Secondary Fires with 18. Aldbury and Wigginton Ward had 0.

Overall this year Bovingdon, Flaunden and Chipperfield Ward had the highest number of Deliberate Fires with 21. Aldbury and Wigginton Ward had 0.

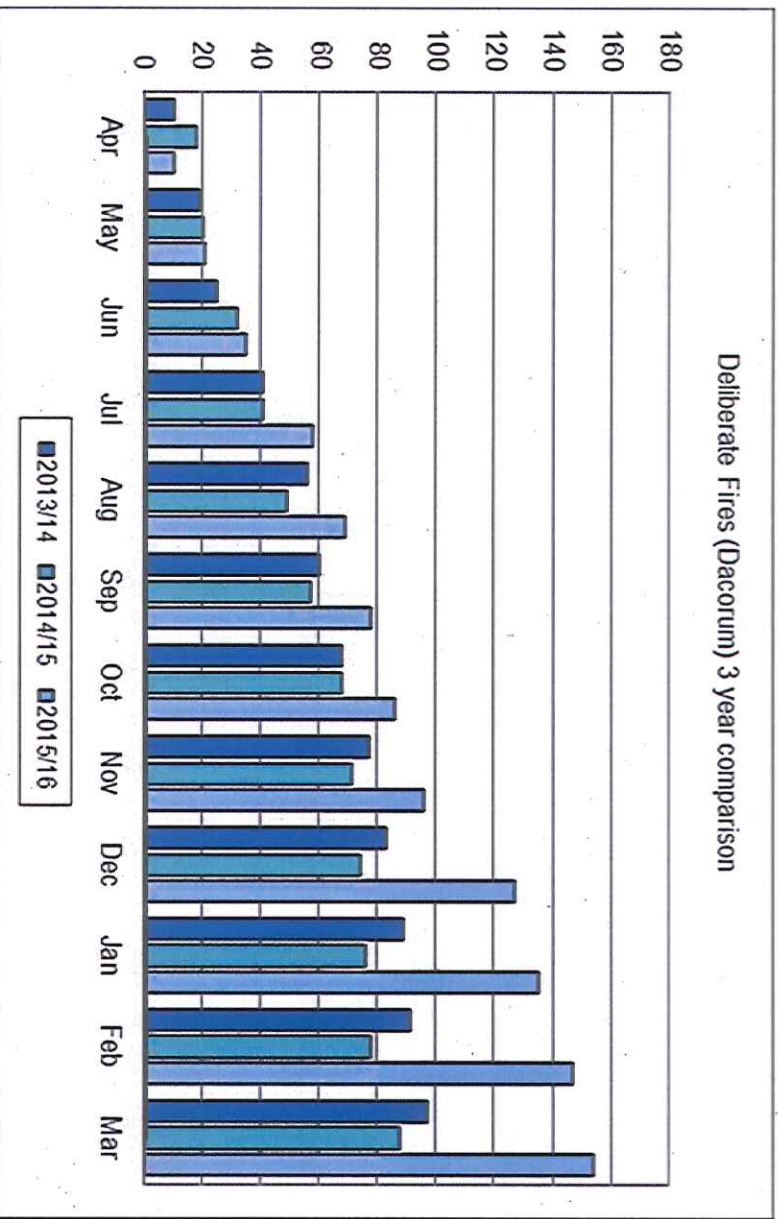
All Deliberate Fires in Dacorum by Ward (April 2015 – March 2016)



Deliberate Fires in Dacorum (Month on Month) (April 2015 – March 2016)



Deliberate Fires in Dacorum (Cumulative) (April 2015 – March 2016)



Ward(s) with highest Deliberate Fires

Bovingdon, Flaunden and Chipperfield Ward

INCIDENT_NUMBER	Property Type	ADDRESS
011964-22072015	51 Tree Scrub / Single Tree / Hedgerow	LONDON ROAD,HEMEL HEMPSTEAD
006915-08052015	71 Other Outdoor Location	LEYHILL ROAD,BOVINGDON,HEMEL HEMPSTEAD
005434-12042015	64 Rallings / Fence	CHESHAM ROAD,BOVINGDON,HEMEL HEMPSTEAD
003080-27022016	52 Straw / Stubble Burning	BOVINGDON AIRFIELD,BOVINGDON
020933-16122015	44 Road Vehicle	UPPER BOURNE END LANE,HEMEL HEMPSTEAD
020904-16122015	35 Public Admin Security & Safety	MOLYNEAUX AVENUE,BOVINGDON,HEMEL HEMPSTEAD
020207-03122015	35 Public Admin Security & Safety	MOLYNEAUX AVENUE,BOVINGDON,HEMEL HEMPSTEAD
016448-01102015	44 Road Vehicle	LONDON ROAD,HEMEL HEMPSTEAD
015622-18092015	34 Private Garage Greenhouse / Shed	MOLYNEAUX AVENUE,BOVINGDON,HEMEL HEMPSTEAD
015209-10092015	35 Public Admin Security & Safety	MOLYNEAUX AVENUE,BOVINGDON,HEMEL HEMPSTEAD
014689-02092015	35 Public Admin Security & Safety	MOLYNEAUX AVENUE,BOVINGDON,HEMEL HEMPSTEAD
014537-30082015	35 Public Admin Security & Safety	MOLYNEAUX AVENUE,BOVINGDON,HEMEL HEMPSTEAD
013837-21082015	35 Public Admin Security & Safety	MOLYNEAUX AVENUE,BOVINGDON,HEMEL HEMPSTEAD
010782-08072015	35 Public Admin Security & Safety	MOLYNEAUX AVENUE,BOVINGDON,HEMEL HEMPSTEAD
008307-31052015	35 Public Admin Security & Safety	MOLYNEAUX AVENUE,BOVINGDON,HEMEL HEMPSTEAD
006892-08052015	35 Public Admin Security & Safety	MOLYNEAUX AVENUE,BOVINGDON,HEMEL HEMPSTEAD
003090-27022016	65 Outdoor Storage	UPPER BOURNE END LANE,HEMEL HEMPSTEAD
003001-26022016	35 Public Admin Security & Safety	MOLYNEAUX AVENUE,BOVINGDON,HEMEL HEMPSTEAD
001222-24012016	44 Road Vehicle	UPPER BOURNE END LANE,HEMEL HEMPSTEAD
000767-15012016	35 Public Admin Security & Safety	MOLYNEAUX AVENUE,BOVINGDON,HEMEL HEMPSTEAD
000632-13012016	35 Public Admin Security & Safety	MOLYNEAUX AVENUE,BOVINGDON,HEMEL HEMPSTEAD

NI.49 Primary Fires in Dacorum (April 2015 – March 2016)

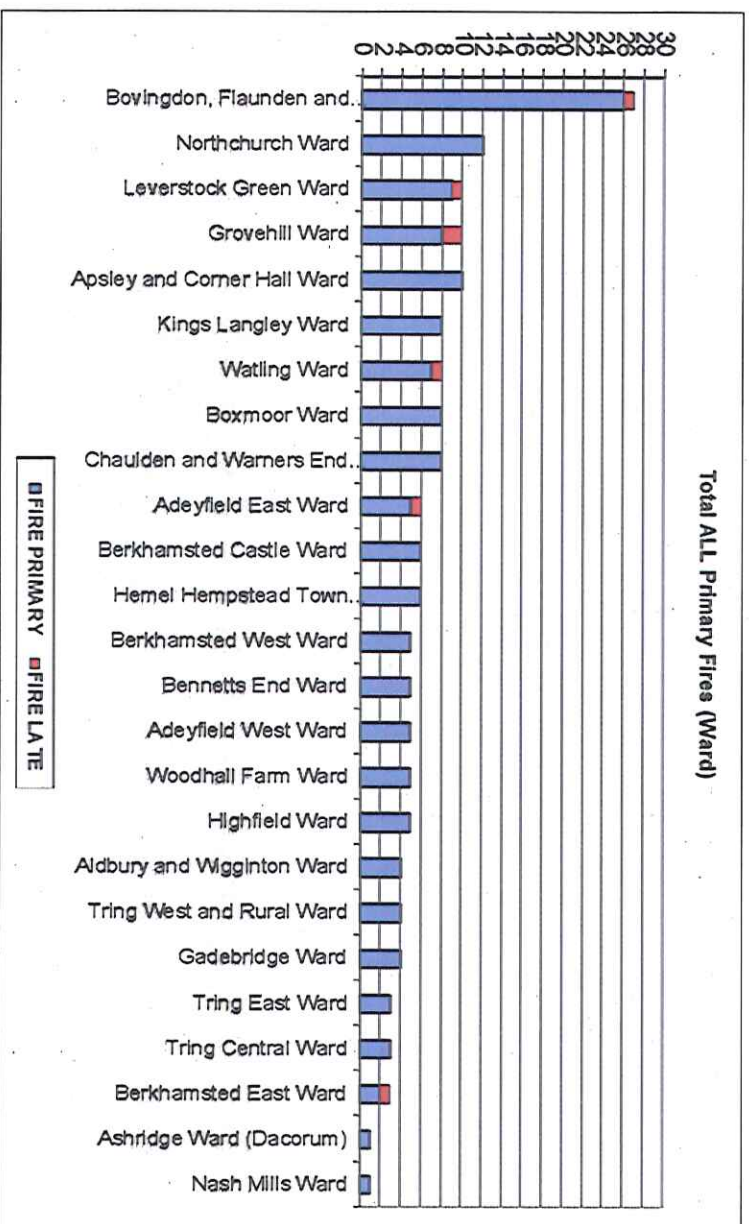
Primary fires across the County have fallen by 1% and across Dacorum this year have risen by 14% compared with the same period last year.

Bovingdon, Flaunden and Chipperfield Ward had the highest number of Primary Fires excluding vehicles this year with 21. Tring Central Ward had 0.

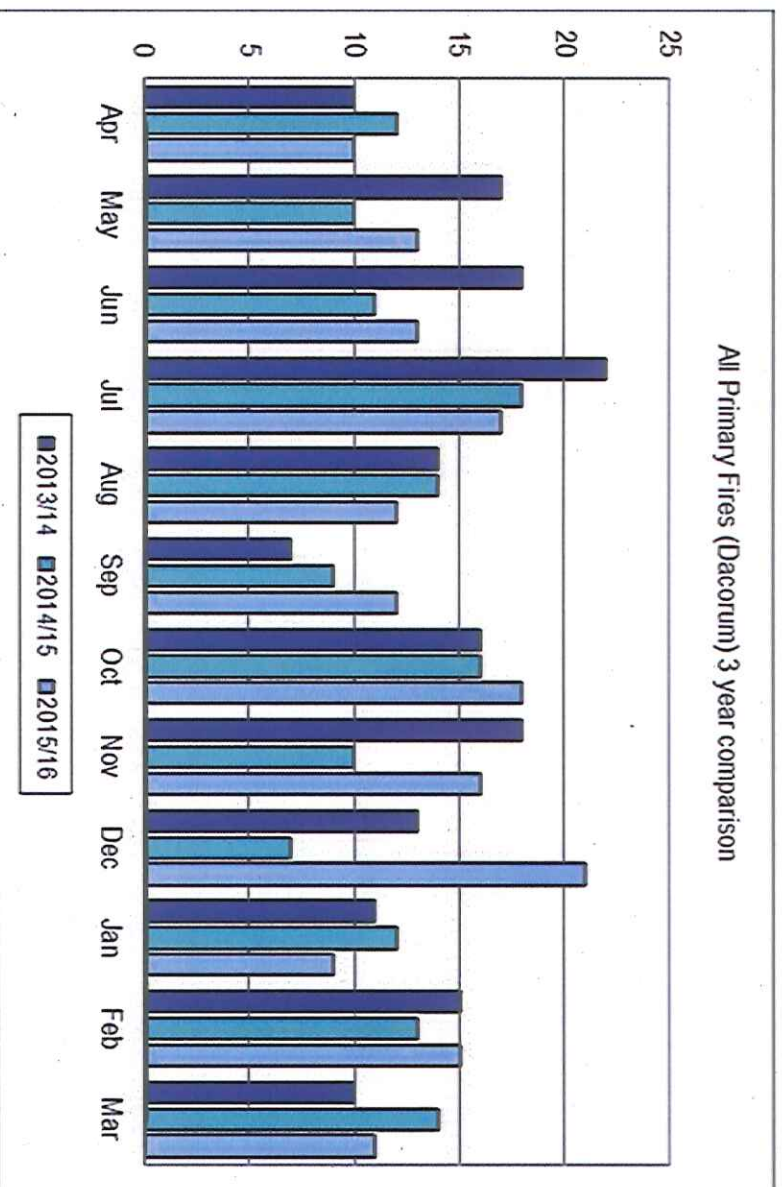
Bovingdon, Flaunden and Chipperfield and Apsley and Corner Hall Wards had the highest number of Vehicle Fires with 6. A number of Wards had 0.

Overall Bovingdon, Flaunden and Chipperfield Ward had the highest number of Primary Fires with 27. Ashridge and Nash Mills Wards had the least with 1.

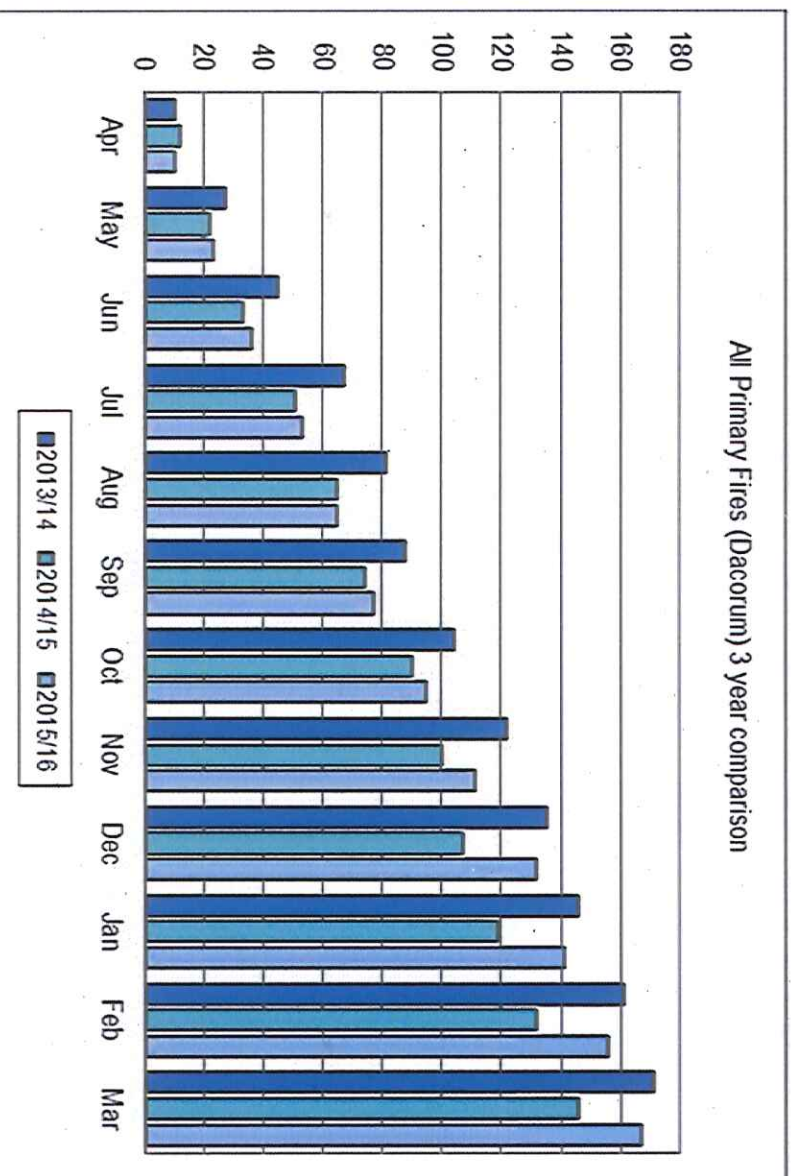
Primary Fires (incl. Vehicles) by Ward in Dacorum (April 2015 – March 2016)



Primary Fires in Dacorum (Month on Month) (April 2015 – March 2016)



Primary Fires in Dacorum (Cumulative) (April 2015 – March 2016)



Primary Fire Injuries

Primary Fire Injuries across the County have fallen by 13% this year, and across Dacorum they have fallen from 3 to 2 compared with the same period last year.

Primary Fire Injuries this year in Dacorum

INCIDENT_NUMBER	Property Type	CASUALTIES	ADDRESS
014537-30082015	35 Public Admin Security & Safety	1	MOL YNEAUX AVENUE,BOVINGDON,HEMEL HEMPSTEAD
016438-01102015	03 Flat / Maisonette	1	WOOD VIEW,HEMEL HEMPSTEAD

RTC by Ward in Dacorum (April 2015 – March 2016)

Hertfordshire Fire and Rescue have attended 464 Road Traffic Collisions during the period of April 2015 to March 2016. 54 of those incidents have been in the Dacorum District.

Watling Ward had the highest number of RTCs with 9. A number of Wards had 0

Watling Ward

INCIDENT_NUMBER	Property Type	ADDRESS
018223-30102015	44 Road Vehicle	JUNC 9 10 NORTHBOUND,MW M1
017540-18102015	44 Road Vehicle	JUNC 9 8 SOUTHBOUND,MW M1
016876-08102015	43 Multiple Vehicles	LEIGHTON BUZZARD ROAD,WATER END,HEMEL HEMPSTEAD
010892-09072015	44 Road Vehicle	JUNC 9 10 NORTHBOUND,MW M1
010429-03072015	44 Road Vehicle	CHEQUERS HILL,FLAMSTEAD
003041-26022016	44 Road Vehicle	JUNC 10 9 SOUTHBOUND,MW M1
002582-18022016	44 Road Vehicle	LEIGHTON BUZZARD ROAD,WATER END,HEMEL HEMPSTEAD
001192-24012016	43 Multiple Vehicles	A5,MARKYATE
000344-08012016	44 Road Vehicle	JUNC 9 10 NORTHBOUND,MW M1



AGENDA ITEM: 9

SUMMARY

Report for:	Housing and Communities Overview and Scrutiny Committee
Date of meeting:	16 March 2016
PART:	1
If Part II, reason:	

Title of report:	VULNERABLE PERSONS' HOUSING STRATEGY 2014 - 2017
Contact:	Cllr Margaret Griffiths – Portfolio Holder for Housing Andy Vincent – Tenant and Leaseholder Group Manager Isabel Connolly – Policy and Participation Team Leader
Purpose of report:	<ul style="list-style-type: none"> To bring to the Committee the reviewed Vulnerable Persons' Housing Strategy 2014 - 2017 (Appendix 1) for feedback.
Recommendations	<ul style="list-style-type: none"> For the Committee to consider the content of the reviewed draft strategy document and give their feedback.
Corporate objectives:	Affordable Housing
Implications:	<p><u>Financial</u></p> <p>There are no new financial commitments made in the strategy that impact existing budgets, and there have been no significant changes to the strategy that was originally adopted. The majority of the strategy relates to focusing, targeting, and maximising benefits from existing resources.</p> <p>The need to support vulnerable people has presented the Council with new challenges, and the strategy has been</p>

	<p>amended to make an explicit commitment to taking a proactive approach to identifying new funding sources that will help the Council to be innovative and achieve the positive outcomes for tenancy sustainment it is seeking.</p> <p><u>Value for Money</u></p> <ul style="list-style-type: none"> • Direct costs to the Council <p>This strategy recognises that vulnerable people are currently presenting a direct cost to the Council due to:</p> <ul style="list-style-type: none"> - Low personal resilience during periods of housing need or homelessness; - Difficulties sustaining council tenancies and likelihood of having rent arrears; and - Age and health related problems preventing independent living. <p>The strategy has been amended to be explicit that the Housing Service may have to be flexible and innovative in allocating its resources, particularly in certain teams, in order to target factors associated with these costs. Improved ways of working could produce a savings benefit to the Council in terms of improved income collection rates and a reduction in situations arising that require a costly crisis management response.</p> <p>This sits within a wider context of trying to use evidence to focus resources on preventable causes of costs, as part of a move to make the housing service more proactive, flexible, and sophisticated.</p> <ul style="list-style-type: none"> • <u>Wider economic costs</u> <p>The Council recognises that, if unmet, the needs of vulnerable people can draw resources from the local economy. Homelessness, worklessness, and avoidable health conditions all present a significant cost to local services.</p> <p>Value for money savings can therefore be achieved through recognition of the needs of vulnerable people, having effective programmes in place to tackle these, and focusing resources effectively.</p>
Risk Implications	<p>There are both direct cost and wider economic risks to the Council if it does not respond to needs of vulnerable people and their capacity to resolve their housing need and sustain tenancies within Dacorum.</p> <p>There is a financial risk to 'doing-nothing' and this strategy identifies how the Council can make use of its resources to invest-to-save.</p>
Equalities Implications	<ul style="list-style-type: none"> • An Equality Impact Assessment was carried out in July 2014 when the strategy was originally adopted.

Health And Safety Implications	Through day-to-day operations, and to meet the commitments of this strategy, officers in the housing service frequently visit the homes of vulnerable people. There is a Lone Worker Policy in place, with regular training arranged for new starters and to give refreshers to existing officers.
Consultees:	<p>Cllr Margaret Griffiths – Portfolio Holder for Housing</p> <p>Mark Gaynor – Corporate Director Housing and Regeneration</p> <p>Elliott Brooks – Assistant Director Housing</p> <p>Andy Vincent – Group Manager for Tenants and Leaseholders</p> <p>Natasha Brathwaite – Group Manager for Strategic Housing</p> <p>Service users (focus group of tenants held in 2015)</p> <p>The Council’s Homeless Forum (a quarterly meeting multi-agency forum)</p>
Background papers:	<p>Housing Strategy 2013 - 2018</p> <p>Homelessness Strategy 2013 – 2018</p> <p>Vulnerable Persons’ Strategy 2014 - 17</p> <p>Older Persons’ Housing Strategy 2014 - 2020</p> <p>Housing Allocations Policy 2015</p> <p>Localism Act 2011</p> <p>The Housing Act 1996 (as amended by the Homelessness Act 2002 and the Localism Act 2011)</p>
Glossary of acronyms and any other abbreviations used in this report:	

1. Background

- 1.1 This strategy covers the Council's full housing offer (managing homelessness and providing temporary accommodation, managing the housing register, and the management of tenancies and assets as a landlord).
[NB: This does not include the Environmental Health role in enforcement of conditions in the private rented sector].
- 1.2 Since this strategy was first adopted the housing service has re-structured to create a new Tenancy Sustainment team. The work of this team has focused on supporting 'complex cases' in the Council's tenant population, and has brought together expertise in tenancy management with technical property expertise. This approach is in recognition that there are a number of 'complex cases' where problems managing the tenancy co-exist with problems maintaining the home, and that long-term positive outcomes are more likely if the household's problems are looked at in a holistic way.
- 1.3 Since the strategy was adopted the service has also been successful in bidding for public health funding, and this will be used to add officer resource to identify and support tenants who have needs that fall below the current threshold for referral to the Tenancy Sustainment team. The bid submission demonstrated that the housing service could be adding benefit to the lives of many more vulnerable people by using funds to deliver a 'guiding hand' model of low-level support. Tenants qualifying will be assisted to find solutions to problems and prevent small events becoming triggers for crisis.
- 1.4 This review of the strategy recognises that the housing service must become pro-active in seeking additional funding opportunities, as these will be key to allowing flexible and innovative use of resources in the overall response to vulnerable people.
- 1.5 There are clear links between this strategy and the Young Persons' Housing Strategy presented to the Committee in November 2015. Younger people (18 – 24 year olds in particular) are disproportionately represented in the numbers of people approaching the Council in housing need or homeless, and are more likely to have arrears and face potential eviction from a stable home. This strategy however covers vulnerabilities more broadly and also addresses the challenges facing the Council from its ageing population and problems associated with older age groups maintaining independence in their home.
- 1.6 Preventing crises occurring for vulnerable people of all ages across the whole housing service will produce savings to the Council in terms of direct costs and wider economic benefits. The risks of 'doing nothing' are significant.

2. The objectives

- 2.1 This review has not changed the strategy's key objectives, which are.
- To provide a responsive service for people who are homeless or in housing need, which operates within the legislative framework, while protecting and reaching out to those who may be least able to protect themselves.
 - To provide a joined-up welfare and tenancy sustainment package, triggered by assessment either at the point of a homeless application or

commencement of a new tenancy, to prevent vulnerable people losing a tenancy in the first year.

- To build officer confidence in responding to existing tenants and leaseholders who may be vulnerable, to increase identification and reporting, and to provide a joined-up, enhanced housing service in response to identified needs.
- To develop housing related support services for older people that promote independent living and encourage planning about future housing options.

3. Consultation

- 3.1 The Council held a focus group in 2015 during which officers received detailed feedback from tenants who had experienced the new service provided by the Tenancy Sustainment Team. This focus group provided a very informative insight into the complex factors affecting some of the Council's most vulnerable people and how they had been helped to manage these. The Council is committed to repeating this consultation in order to improve and maintain its understanding of the very challenging needs facing this group.

4. Amendments

Please see Appendix 1 where additions to the document have been highlighted on pages 3, 7, 15, and 20.

5. Recommendation

- 4.1 For the Committee to consider the content of the reviewed strategy document and give their feedback.



Vulnerable Persons' Strategy for Housing 2014 - 17

Contents

1 Introduction to the strategy

2 Identifying vulnerable people

3 Background

- National context
- Dacorum Borough Council's Housing Service
- Existing strategies

4 Service review

- Service review introduction
- Deprivation Corporate Working Group: Recommendations for Action
- Service gap analysis by the Vulnerable Persons' Strategy working group

5 The objectives

- | | |
|-----------------|--|
| Key objective 1 | To provide a responsive service for people who are homeless or in housing need, which operates within the legislative framework, while protecting and reaching out to those who may be least able to protect themselves. |
| Key objective 2 | To provide a joined-up welfare and tenancy sustainment package, triggered by assessment either at the point of a homeless application or commencement of a new tenancy, to prevent vulnerable people losing a tenancy in the first year. |
| Key objective 3 | To build officer confidence in responding to existing tenants and leaseholders who may be vulnerable, to increase identification and reporting, and to provide a joined-up, enhanced housing service in response to identified needs. |
| Key objective 4 | To develop housing related support services for older people that promote independent living and encourage planning about future housing options. |

1. Introduction to the strategy

1.1 The Council's corporate vision from 2015 - 2020 has been:

The Council is committed to working in partnership to create a borough which enables the communities of Dacorum to thrive and prosper. This requires us to play a leadership role in bringing together a range of organisations and individuals to support and sustain good conditions for local growth.

1.2 The Council believes that strong and sustainable communities are inclusive of those who are vulnerable. It recognises that vulnerability may relate to complex and interacting needs. In its approaches to vulnerable people the Council will seek to minimise stigma attached to vulnerability.

1.3 The Council will work with its partners in supporting residents to achieve independence, and recognises that a person's independence may be realised through the provision of assistance and support when, and how, it is needed.

1.4 Through its housing service the Council can support vulnerable people to learn skills to remain in their home and sustain a tenancy, to become more active members of their community, and to gain access to social care, health, doctors and community organisations, as well as education, training or employment.

1.5 The Council recognises the important business case for addressing the needs of vulnerable people. Many of the risks faced by those who are vulnerable get passed on to the Council through increases in serious housing need and homelessness, rent arrears, poorer maintenance of properties, and increased tenancy turnover. It is in the Council's interest to help its residents meet their housing needs, sustain their tenancies, and maintain their homes.

1.6 Dacorum Borough Council has an overall shared vision for its Housing Service:

We will provide good quality, affordable homes, help maintain tenancies and prevent homelessness – and be honest about improvements we still need to achieve.

1.7 The vision for this three-year Vulnerable Persons' Strategy for Housing reflects the above commitment to service improvement:

We will enhance the Council's housing service to improve the identification and assessment of, and responses to, the needs of vulnerable people.

1.8 This new Vulnerable Persons' Strategy forms part of the Housing Service framework, containing the strategies and policies that take forward housing provision and services within the borough.

1.9 This strategy was first published in 2014 and has been subject to an internal review in February 2016.

1.10 To drive forward change and improvements that will support the Council's strategic objectives, this Vulnerable Persons' Strategy sets out four key objectives.

Our key objectives

The Council will:

- Provide a responsive service for people who are homeless or in housing need, which operates within the legislative framework, while protecting and reaching out to those who may be least able to protect themselves.
- Provide a joined-up welfare and tenancy sustainment package, triggered by assessment either at the point of a homeless application or commencement of a new tenancy, to prevent vulnerable people losing a tenancy in the first year.
- Improve the service delivered to existing tenants and leaseholders who may be vulnerable, by increasing identification and reporting, and by providing a joined-up, enhanced housing service in response to identified needs.
- Develop housing related support services for older people that promote independent living and encourage planning about future housing options.

2. Identifying vulnerable people

- 2.1 The Council has corporate definitions of certain terms, and for vulnerability it has stated:
- There isn't a single definition of vulnerability, but it usually refers to people who cannot take care of themselves or protect themselves from harm or exploitation. Different groups can become vulnerable in different circumstances.*
- 2.2 There are both situational and personal aspects of vulnerability, which will interact differently for different individuals. Vulnerability can be thought of as occurring at the point when threats to an individual, from either the environment or from personal circumstances, become greater than the ability to cope with those threats. Understanding those threats, and how individuals can increase their resilience to threats, will help the Council to respond proactively to vulnerability across its housing service.
- 2.3 Currently the Council has a mix of formal and informal processes across its housing service for identifying and responding to vulnerability, including the corporate safeguarding procedures and domestic violence policy.
- 2.4 Beyond the Council's corporate procedures and policies, current identification of many cases of vulnerability relies on informal verbal or written reports of evident signs of vulnerability. This is likely to mean that problems are only being identified once situations are already at, or close to, a crisis. At the point of crisis, the needs of the individual will often outstrip resources available to respond effectively.
- 2.5 The Council does not currently have a rigorous approach to identifying signs that may indicate possible vulnerability, and which could be used to trigger further assessment of needs and help the Council to act pro-actively.
- 2.6 One of the key roles of this strategy will be to set out within its objectives the implementation of a number of triggers to identify possible vulnerability. The intention is to develop a framework of triggers using indicators that can be taken directly from the Council's existing systems, and then later made more sophisticated with system advances. If an individual or household hits an indicator it will not be assumed that there is vulnerability, but rather that further assessment should be carried out to identify whether there are any vulnerabilities and associated risks.

3. Background

3.1 National context

The Government's Housing Strategy, *Laying the foundations: a housing strategy for England* (November 2011) made a commitment to helping vulnerable people, specifically in relation to the provision of social housing:

Social housing should provide support for those who need it, when they need it, and should help vulnerable people to live independently. And opportunities for wealth must be open to all, with housing choices helping rather than hindering people's ability to build assets and find employment.

In times of economic hardship it is more important than ever that social housing helps the vulnerable in society.

This commitment is made at a time when reductions in central and local government spending have resulted in cuts to some services, including those which may have previously supported vulnerable people. This has increased the pressure on local housing authorities to be innovative and proactive in finding ways to enhance their services to better support those who are vulnerable.

Rising housing need, occurring nationally, has been reflected in local increases in people approaching the Council as homeless, applying to the Council's housing register, and requiring additional support from the Council as a landlord to make rent payments and maintain their tenancy. These trends have been detailed in the Council's recent Housing Strategy 2013-2018, Homelessness Strategy 2013-2018, Older Persons' Housing Strategy 2014-2020, Housing Revenue Account business plan, Financial Inclusion Strategy 2012-2015 and Annual Service Plans.

3.2 Dacorum Borough Council's Housing Service

The Council's housing service is made up of three service areas:

- Strategic Housing
- Tenants and Leaseholders
- Property and Place

Through the provision of these services areas the Council takes on a number of roles in the lives of many local residents:

- Assessments of housing need, including homelessness
- Provider of temporary accommodation
- Provider of deposit guarantees for private rented accommodation
- Allocations into social housing
- Assessments of need for homeless people and tenants and provider of targeted welfare and support
- Provider of housing related support for older people
- Rent collection
- Tenancy management, including anti-social behaviour
- Estates management
- Property repairs and improvement

The Council's supported housing service has long provided a dedicated support service to older people. This service has received grant-funding from the Supporting People fund. Although this fund has reduced, and is set to reduce further, the Council

recognises the key role that this level of support, related to a person's housing, can play in achieving successful tenancies and communities.

The Council has also long provided a welfare and support service to homeless households to help these households manage while in temporary accommodation, and then transition successfully into settled accommodation.

In 2013 the Council's tenant and leaseholder service recruited two Financial Inclusion Officers dedicated to supporting tenants who experience difficulties in maintaining their home due to financial difficulties. These additional resources have been identified within the Housing Service's Financial Inclusion Strategy and have proved very successful in minimising tenancy failure and addressing financial exclusion. It is recognised that addressing exclusion purely from a financial perspective does not always address tenant's needs and therefore a more holistic approach to exclusion/vulnerability is required.

In 2015 the Housing Service set up a new Tenancy Sustainment team within the service area 'Property and Place'. This team benefits from technical property-related expertise, which complements officers specialising in the provision of intensive tenancy support. Referrals to this team are made when households hit a set number of 'triggers', which could be identified pre-tenancy or at any point during a tenancy. This team has been successful in supporting tenants to access benefits and grants, find work and training opportunities, and engage with external agencies to access other welfare and support packages. The technical expertise within the team has made it possible to support tenants to maintain their homes as well as sustain their tenancies. Since the implementation of the Tenancy Sustainment team, officers have worked with over 130 tenants and reduced rent arrears by £17,525. At February 2015, of those cases closed six or more months ago, 28 of 29 tenants were still managing their tenancy.

3.3 Existing Strategies

Dacorum Borough Council's Housing Service has developed a series of strategies which seek to address the needs of some vulnerable groups or groups who may become vulnerable. These include:

- Older Persons' Housing Strategy 2014 - 2020
- Homeless Strategy
- Financial Inclusion Strategy

These strategies recognise the increasing demand for services designed to support vulnerable people and identify that existing services need to be both enhanced and reshaped in order to ensure outcomes for vulnerable people are effective.

4. Service Review

4.1 Service review introduction

The purpose of undertaking a service review has been to understand the current service, and how to achieve the change necessary in the delivery of Housing Services to ensure that vulnerable people can access our services effectively. The sources used in this review were:

- Deprivation Corporate Working Group: Recommendations for Action 2014.
- Service gap analysis report by the Vulnerable Persons' Strategy working group using:
 - a 'kick start' strategy launch event,
 - journey mapping across all operational housing services.

The four key objectives (see Section 4 “The Objectives”) set the direction in which this strategy needs to drive the service forward.

4.2 Deprivation Corporate Working Group: Recommendations for Action

A number of the recommendations for action from the deprivation corporate working group have implications for the housing service and cross-over with this strategy. This strategy has incorporated these recommendations into its strategic objectives, in order to provide the framework and long-term planning for their implementation by the housing service.

Recommendations for action from this work, and which have a bearing on the housing service, are stated below. The objectives in this strategy that these actions relate to are identified by each.

To take advantage of the re-launch of the Common Assessment Framework (CAF) to shape it as a coordinating mechanism for services which need to be involved around the child and the needs of the wider family.	Key objectives 1, 2 and 3
To take advantage of the Customer Service Unit's <i>Single View of the Customer</i> project.	Key objectives 1 and 3
To take forward Strategic Housing's Joint Front Door initiative by looking for opportunities to link with other services such as HCC's LINK Family Services.	Key objective 1
To include signposts to learning and skills support when advice and services are delivered to families.	Key objectives 1, 2 and 3
To improve engagement with housing associations in Dacorum as significant numbers of people in some areas where poverty is high live in housing association rather than council homes.	Key objective 2
To take advantage of volunteer support programmes for families, such as HomeFirst, and other information services.	Key objectives 2 and 3
Engage with JobCentre Plus through the Universal Credit implementation agenda.	Key objectives 2 and 3

Use the Health and wellbeing Corporate Working Group to identify relevant areas based on evidence and on priorities identified through partnership work with health and social care agencies.	Key objectives 2, 3 and 4
Use existing engagement routes and community expertise, including linking with Community Action Dacorum's current training which is aimed at helping particular Black and Minority Ethnic groups access services, and communicating with the Pakistani community via Muskaan, Global Pindd and Hemel Mosque.	Key objectives 1, 2, 3 and 4
Use existing evidence on disability groups (gained through Equality and Diversity led focus groups) and engage with Hertfordshire County Council Carers' support networks and Young Carers network, to identify needs of carers.	Key objectives 1 and 3
Review the Council's own employment practices to see if we can do more to support disabled people into employment, e.g. flexible work opportunities, increasing awareness of the Access to Work scheme across the Council, disability awareness training for staff, and advertising vacancies via disability groups to invite applications from them.	Key objective 2 and 3

4.3 Service gap analysis by the Vulnerable Persons' Strategy working group

This service gap analysis used a 'kick start' strategy launch event, journey mapping by each of the housing operational teams to identify both opportunities for enhancing the service to meet the needs of vulnerable people and any 'holes in the net'.

This strategy will provide the framework to make long-term plans in-line with strategic objectives that respond to the potential opportunities and risks.

Risks:

- Reductions in services provided by partners (for example, social services and mental health organisations) due to constraining resources and budgets, leaving gaps in services.
- Housing Allocations Policy change which means that every new tenant receiving an introductory tenancy either has had a housing need or has been homeless.
- Lack of procedural clarity for officers when responding to certain situations relating to vulnerable people (including situations where previously officers may have relied on a partner agency and now this service has been reduced).
- Unclear understanding of remit of role in relation to 'vulnerable' people.
- Lack of procedural clarity when more than one officer is involved in a situation with a vulnerable person.
- Unclear about how 'complex needs' should be met.
- Concerns about officer capacity if large numbers of people meet a 'vulnerable person' definition.

What's already working:

- Officers felt that the six week tenancy visit works because: it has to happen; there is a checklist; it is monitored; there is a clear purpose.

- Officers stated high levels of confidence in the anti-social behaviour policy due to its detail and clear processes and requirements of officers, including signposting and safeguarding.
- Effective use of an IT system to monitor support plans for older people.
- A vulnerability checklist already used by Housing Advice and Options Officers in deciding whether a person is vulnerable according to the homelessness legislation.
- Access to tenancy sustainment training for prospective tenants.
- Repairs and maintenance officers report properties where they cannot carry out repairs due to the state of the property, which picks up potential vulnerability issues.
- Maintenance provider 'Concern' cards.
- The 'Love Your Neighbourhood' model and project-specific partnerships that have been developed with housing associations, which has been a successful engagement approach with hard-to-reach households.
- Homeless directory of services to support both officers and residents to identify the range of homeless and housing advice services available across the borough.
- Partnership with Environmental Health (for example, dog chipping and pet policy) to identify potentially vulnerable people in contact with these services.

Opportunities:

- Development of new procedures for situations involving vulnerable people.
- Clear internal and external referral routes.
- A process of visiting all properties where vulnerability indicators have been identified.
- The new maintenance contract and future work with the contractor to enable vulnerability concerns to be identified and reported.
- Partnership with Environmental Health who visit private sector properties to assess disrepair, to identify potentially vulnerable people in housing need in the private rented sector.
- Implementation of adapted properties through choice based lettings to make best use of existing adaptations and properties identified as adaptable, which will increase the number of people whose housing needs can be met who have a disability and associated vulnerabilities.
- Review of the Domestic Abuse Policy implemented in 2013 to make sure that this policy has been successful in protecting vulnerable people fleeing violence.

5. The objectives

KEY OBJECTIVE 1

To provide a responsive service for people who are homeless or in housing need, which operates within the legislative framework, while protecting and reaching out to those who may be least able to protect themselves.

To meet Key Objective 1 this strategy commits to:

1) Being proactive in identifying and understanding the housing needs of vulnerable people

The Council's housing advice and options service comes into contact with people who may be experiencing housing need for a great variety of reasons, and with a variety of different needs. Homelessness is known to have a complex interaction with vulnerability, and there no straightforward cause-and-effect pathway.

Although homelessness can happen to any individual or household, regardless of status or wealth, cases presenting to the Council are often from lower income households, and long-term deprivation is known to be another interacting factor with both homelessness and vulnerability.

The Council's officers interview and contact many individuals and households over a day, and the signs of vulnerability can be subtle and not immediately obvious. The Council needs to make sure that officers have sufficient time to spend on cases, as well as the necessary training, to identify vulnerabilities that may be present.

Evictions from the private rented sector have been increasing, and delays or gaps in benefit claims can be a trigger for eviction. With universal credit due to be implemented over the next few years councils are having to think about how they act to prepare residents to sustain tenancies once claims are all processed online and payments become monthly.

To achieve Key Objective 1, the Council will:

- Target housing advice surgeries to areas of known deprivation;
- Provide officers with training in identification and reporting;
- Review the adaptations service provided to those who have a physical disability or limited mobility;
- Include and recognise housing as playing a key role in the corporate digital inclusion project; and
- Engage with JobCentre Plus through the Universal Credit implementation agenda.

2) Reviewing the accessibility of the housing advice service and temporary accommodation, acting on any identified vulnerable groups who may be ‘under the radar’

The Council has seen recent increases in the numbers of individuals accessing its housing advice, homelessness, and temporary accommodation services. However, little is understood currently about the make-up of groups accessing these services, and whether there are any barriers that may prevent some groups seeking support from the Council.

To achieve Key Objective 1, the Council will:

- Analyse the customer profile of the housing register against the local population;
- Review the profile and make-up of households in temporary accommodation, and those households who seek a homeless application but choose not to stay in Council-provided temporary accommodation.

This objective also has a specific link to one of the recommended actions from the corporate deprivation working group:

- Use existing engagement routes and community expertise, including linking with Community Action Dacorum’s current training which is aimed at helping particular Black and Minority Ethnic groups access services, and communicating with the Pakistani community via Muskaan, Global Pindd and Hemel Mosque.

3) Improving the accessibility of the choice based lettings system for vulnerable adults

The Council operates an online choice based lettings system, which is used for the majority of allocations to home-seekers and transferring tenants. This system requires an applicant to have an active online housing register application, and then to view property-adverts. An applicant has to register their interest in suitable properties by placing up to three ‘bids’ for properties each week.

An up-to-date equality impact assessment was carried out prior to the introduction of a new Housing Allocations Policy in November 2013.

This equality impact assessment identified that:

The service has not been formally assessed for non-take-up, however it is considered likely that individuals with lower levels of English and from ethnic and cultural minority groups may well be underrepresented on the housing register.

To achieve Key Objective 1, the Council will:

- Carry out a full review of the accessibility of the online choice based lettings format and various methods for bidding on properties (text message, phone call, online etc.);
- Follow up applications on the housing register that have high points totals, but where the applicant has not been placing bids; and

- Develop Housing Advice Officers' knowledge and understanding of available signposting routes to get support for people to assist them in accessing the system.

This objective also has a specific link to one of the recommended actions from the corporate deprivation working group:

- Use existing evidence on disability groups (gained through Equality and Diversity led focus groups) and engage with Hertfordshire County Council Carers' support networks and Young Carers network, to identify needs of carers.

4) Being innovative in improving the Council's first responses to people in housing need who may be vulnerable

With increasing numbers of individuals and households presenting to the Council in housing need, the Council's officers have come under pressure to manage their caseloads while responding to crisis events that may occur. This situation can sometimes lead to gaps in the quality of the Council's first response to people, including those who may be in desperate need.

At a time of increasing workloads it is often easy to invest less time in the development and implementation of service improvements and new ways of working. The Council recognises that the pace of change in legislation and government guidance as well as significant increases in demand, mean that it is essential to always maintain a focus on improving how services are delivered and structured.

To achieve Key Objective 1, the Council will:

- Review the effectiveness of the Domestic Abuse Policy implemented in 2013; and
- Assess its frontline services to review whether officers take a sensitive and victim-orientated approach when responding to people approaching the Council fleeing any form of violence or harassment, or as victims of crime; and
- Maintain an up-to-date directory of local homelessness and support services.

This objective also has specific links to two of the recommended actions from the corporate deprivation working group:

- To take forward Strategic Housing's Joint Front Door initiative by looking for opportunities to link with other services such as HCC's LINK Family Services; and
- Take advantage of the Customer Service Unit's *Single View of the Customer* project.

KEY OBJECTIVE 2

To provide a joined-up welfare and tenancy sustainment package, triggered by assessment either at the point of a homeless application or commencement of a new tenancy, to prevent vulnerable people losing a tenancy in the first year.

To meet Key Objective 2 this strategy commits to:

1) Developing an assessment process across the service that feeds into person-focused support for those who are vulnerable

Balancing the needs of the most vulnerable groups with improving outcomes for the wider resident population is a challenge.

Many people may struggle to maintain a tenancy in the first year after signing-up to their new home. This can be for many different reasons, and different households will require very different levels of support to make sure the first year of a tenancy is successful.

Some households may have come through the homelessness route and have one or more vulnerabilities, which could include factors that contributed to the homeless situation, and which may have then been worsened by the experience of being homeless. Some people may have come from a settled home, but lead chaotic lives, with complex patterns of vulnerability. Others may simply be unprepared and therefore not pay attention to important aspects of maintaining a tenancy. Others may have physical vulnerabilities caused by disability or limited mobility.

The key for the Council will be to implement an assessment process at the point of a homeless application, and at the point of a new tenancy commencing, which can be used to identify the appropriate level of support necessary, based a person-focused approach.

To achieve Key Objective 2, the Council will:

- Provide officers with training on carrying out initial assessment visits;
- Set out clear handover processes between officers and teams, particularly when homeless applicants receive a new tenancy;
- Review and rationalise officer and team involvement in different case types, to make sure that officer time is being used effectively; and
- Offer one point of contact for the most vulnerable.

2) Monitoring the quality and effectiveness of support provided or procured by the Council

Welfare and support services are often provided in residents' own homes and for much of the time support workers are left to manage their caseloads, appointments and paperwork themselves, outside of the main office environment. In some cases this can make it hard to track the consistency, quality and type of support being delivered.

To achieve Key Objective 2, the Council will:

- Fully implement an online system to hold the support plans for homeless applicants and other households identified as vulnerable at the start of an introductory tenancy, with an emphasis on effective data entry by officers and reporting mechanisms for managers;
- Set up job shadowing between officers as part of a peer-review approach to reviewing the consistency of delivery;
- Determine performance indicators for support planning that will drive improvements in service delivery;
- Regularly review the effectiveness of internal team structures, in particular tenancy sustainment, help to rent, and the welfare and support for homeless applicants;
- Develop consistent standards for support workers and complex case workers; and
- Developing written guidelines and codes of practice for support workers and complex case workers.

3) Preventing duplication of effort both internally and externally, and taking advantage of work, projects and initiatives already taking place

It has been recognised by the Council that awareness of all the different services and projects it carries out is not always shared across all its teams, and that this can lead to some duplication of effort, planning and delivery. In addition to this, local charities and voluntary groups may already be set up to provide support to certain groups, and it is in the Council's interest to maximise referrals to these services, so that it can appropriately target its own resources.

Officers working within housing may not be aware of projects, campaigns and initiatives relating to vulnerability, which are being carried by its customer service unit, housing benefit and council tax teams, and so on.

To achieve Key Objective 2, the Council will:

- Develop a comprehensive register of all its in-house expertise in welfare and support, as well as current support services and projects;
- Work alongside partnership organisations to streamline referrals to and from these services; and
- Work together with other council services and external organisations to apply for funding and deliver support services to new and existing tenants.

This objective also has specific links to two of the recommended actions from the corporate deprivation working group:

- To take advantage of volunteer support programmes for families, such as HomeFirst, and other information services.
- To improve engagement with housing associations in Dacorum as significant numbers of people in some areas where poverty is high live in housing association rather than council homes.

4) Being responsible in the use of the private sector in housing people who may be vulnerable

In November 2013 the Council brought in new powers to discharge its homelessness duty into the private rented sector. Previously, private rented allocations were only offered to cases being supported at the prevention stage, prior to homelessness. This has taken away the guarantee of a council or housing association property for a household with a homeless application that has received a positive decision. This change in policy was made in order to recognise that not all households experiencing homelessness necessary need a social home. However, this could mean that more vulnerable households are being placed into the private rented sector without the security of tenure they would have received in the social sector.

To achieve Key Objective 2, the Council will:

- Monitor officers' use of suitability checklists that should prevent unsuitable households being offered private sector accommodation;
- Provide welfare services, alongside tenancy support, for homeless applicants moving into the private rented sector; and
- Develop the relationship between the housing service and Environmental Health to assist with both the rapid identification of, and response to, poor conditions in the private rented sector.

KEY OBJECTIVE 3

Improve the service delivered to existing tenants and leaseholders who may be vulnerable, by increasing identification and reporting, and by providing a joined-up, enhanced housing service in response to identified needs.

To meet Key Objective 3 this strategy commits to:

1) Early identification of possible vulnerability through use of ‘triggers’

As discussed in Section 2 ‘Identifying vulnerability’, a key role of this strategy is to drive the formation of triggers within the Council’s systems, which will provide officers with reports identifying those households who may have one or more vulnerabilities.

Initial work as part of this strategy’s development has indicated that this will necessarily be a complex process, requiring contributions from across the housing service of data sets that get collected on a regular basis. Data will need to be handled sensitively so that data protection rights are not breached through the act of ‘flagging’ someone within a system without informing them.

To achieve Key Objective 3, the Council will:

- Explore the possibilities provided by the Council’s IT systems, and work to achieve cross-service census of key ‘triggers’ that will lead to a more detailed officer assessment of vulnerability (for example, ‘50 repairs calls within three months’).
- Take a ‘phase one’ and ‘phase two’ approach. Phase two will need to involve planning ahead and informing future system developments, in order that reports become more sophisticated and able to provide more targeted information.

2) Building officer confidence to recognise situations that should result in action

Frontline officers come up against vulnerability as they deal with tenants and their families on a day-to-day basis. As well as the proactive identification of potential vulnerability through triggers, the Council also needs to make sure that its officers are as confident as they can be in identifying vulnerability and knowing how to respond.

In addition to the Council’s officers, a number of the housing service’s operations are carried out by contractors, particularly within the repairs and maintenance service. Contracted staff going into tenants’ homes on behalf of the Council act as representatives of the Council, and it is important that these staff are equally as confident in identifying and reporting vulnerability.

Officers may witness signs of vulnerability, or experience concerns over a situation or condition of a person’s home, and it is important that officers both report these signs or concerns, and know how to highlight cases requiring urgent action.

To achieve Key Objective 3, the Council will:

- Implement an 'in the field' assessment form for assessing vulnerability and determining that action is needed in any situation where an officer may feel that a person is vulnerable;
- Extend awareness and understanding of the 'Concern' cards given to contractors to report concerns; and
- Provide officers with training through both a core training schedule, and some specifically tailored courses for officers who come up against certain situations or clients more frequently.

3) Developing new procedures for situations involving vulnerable people where officers are expected to take action

Building officer confidence in reporting vulnerability needs to go hand-in-hand with increasing officer confidence that action can, and will, be taken if concerns are raised. If officers feel that nothing is likely to be done, or that they do not have the resources necessary to act, then they may be less likely to make a report.

In addition, poorly defined procedures around situations relating to vulnerability can result in officers spending extra time working out what to do in each case. Without any guidelines or information about possible services to access or available budgets, this work can be very time intensive, which exacerbates the already time intensive nature of working with vulnerable people.

To achieve Key Objective 3, the Council will:

- Identify commonly occurring situations and work with officers to develop detailed, clear and understood procedures;
- Set repairs and maintenance priorities for certain groups of vulnerable people;
- Work through targeted 'task and finish' groups for specific issues, particularly where a cross-service response is required within a procedure;
- Develop information sharing protocols with other agencies; and
- Provide training for officers on delivering difficult messages to vulnerable people.

4) Promoting an environment in which people feel able to raise concerns, complaints or grievances, and respond promptly to issues raised

It is absolutely essential that all officers and contractors feel that they are able to raise any nature of concern, complaint or grievance, about anything they have witnessed, and have their report taken seriously.

Officers witnessing events involving vulnerable people may need support to cope with the emotional stress, and the Council needs to promote a strong ethos of protecting and supporting its staff in situations that can be very distressing.

In addition, residents must feel that they are safe in making a confidential report to the Council, and that they will not receive any negative treatment after making a report.

To achieve Key Objective 3, the Council will:

- Provide practical support and guidance for staff via the Council's intranet;
- Provide a framework for front-line staff that will assist them to recognise and report any suspected abuse towards either children or vulnerable adults;
- Publicise the names of senior managers who can receive reports confidentially from officers or customers who may feel uncomfortable speaking directly to officers already involved in a case; and
- Periodically promote awareness and sources of support via the tenants and leaseholders newsletter

5) Developing the customer profiling information held by the Council to better understand the needs of its tenants and leaseholders

The more the Council understands its resident base, the more it can plan its services and meet the needs of its tenants and leaseholders. Customer profiling can help the Council to paint a picture of its residents and could identify certain groups with high or low needs, leading to improved targeting of services.

Customer profiling can only ever be as good as the data within the Council's systems. For this reason it is essential that the Council sets and maintains a commitment to keeping up-to-date and accurate data on its tenants and leaseholders.

To achieve Key Objective 3, the Council will:

- Maintain comprehensive profiling data on tenants and leaseholders;
- Analyse profiling data in order to make recommendations for how to tailor services to the individual needs of vulnerable people and identify trends across the resident base as a whole;
- Maintain links with statutory agencies and keep up-to-date with current guidelines on customer profiling; and
- Make links to the corporate deprivation project and evidence-based decision-making.

6) Genuinely seeking to engage vulnerable tenants and leaseholders both in decisions affecting them directly and more widely concerning the services they receive

Vulnerable tenant and leaseholder groups are often some of the least likely to be actively involved in consultation and participation activities. This may be because it is harder to attract vulnerable individuals to typical tenant involvement activities (for example, focus groups, tenant forums etc.), and written information may be harder for some vulnerable tenants to access.

Vulnerable individuals may need support to get involved, and may need to have activities specially tailored to meet their needs. The Council recognises the extra care and attention that needs to go into making sure there are opportunities available for vulnerable people to engage in consultation.

To achieve Key Objective 3, the Council will:

- Publish client group specific information in service literature and within housing schemes, e.g. Young Parents Service Guide, sheltered housing schemes notice boards, etc.;
- Ensure there are representatives on tenant groups and panels who have experienced, or are experiencing, vulnerability;
- Ensure tenants and leaseholders feel supported and protected by the service's procedures, by reviewing existing procedures alongside the development of new procedures;
- Incorporate into the internal audit process carried out with BSi, an assessment of how effective procedures are for reaching / supporting vulnerable people; and
- Get feedback on communication methods used by the Council and link into the corporate digital inclusion project.

7) Actively seeking partnership working arrangements and funding opportunities from external sources to improve the service's flexibility and capacity to meet the challenges presented by supporting vulnerable people.

In 2015, the Tenancy Sustainment team were awarded £32,886 after a successful bid for funding from the Public Health District Offer. This will be used to fund a project in 2016 to proactively contact young tenants in areas of deprivation and poverty within the borough. These tenants will be assessed for a low level support package to help them maintain their tenancy and avoid crisis.

The Council recognises the impact on its Housing Service from not meeting the needs of vulnerable people, whether tenants or households in the private sector. By investing resources in seeking funding and partnership working arrangements with external organisations, the Council believes it can make savings in its crisis services such as the provision of temporary accommodation, and action for arrears or other breaches of tenancy.

To achieve Key Objective 3, the Council will:

- Bid for funding from external sources e.g. Public Health, NHS, etc.;
- Seek partnership working arrangements with external organisations to support households in need of support (both tenants and households in the private sector);
- Make links with Partnership Strategy to be written in 2016 and explore joint commissioning deals with NHS.

KEY OBJECTIVE 4

To develop housing related support services for older people that promote independent living and encourage planning about future housing options.

To meet Key Objective 4 this strategy commits to:

1) Developing a community-based housing related support service to older people outside of the Council's sheltered schemes

The Council's older population is increasing, with more over-60s now living in general needs stock across the borough, as well as the Council's 31 sheltered schemes.

There is national recognition that low level preventative support services can help people stay independent in their homes for longer, and reduce the need for emergency hospital admissions. Support services can pick up potential problems and vulnerabilities prior to crisis and help to get the necessary health or social care services in place to manage the situation.

The Council is committed to moving away from an accommodation-based model of support services focused on sheltered schemes, and is moving towards a more flexible support model that can respond to the needs of older people who may be vulnerable, across the community.

To achieve Key Objective 4, the Council will:

- Review its support services in order to successfully plan the provision of flexible, floating support services;
- Maximise the use of an online system for creating support plans to provide effective support to older people in their own homes; and
- Carry out an equality impact assessment of older persons' services to make sure that the service is being accessed by all groups who need it among the older population living in council homes.

2) Making best use of sheltered schemes as central 'hubs' for support for older people

While the Council is moving towards making its support services more flexible in order to meet the needs of those who do not live within its sheltered schemes, the schemes still provide the Council with valuable community assets, as well as being homes for many older people in the borough.

The Council needs to maximise use of the communal areas and facilities offered by its schemes, and work with partners to extend the use of these facilities to provide a range of services. In addition, the Council needs to further promote the activities and services being offered, to the local communities that surround each scheme.

To achieve Key Objective 4, the Council will:

- Use schemes to hold awareness events to promote older persons' housing options;
- Develop an action plan to advertise activities and services taking place at sheltered schemes to the surrounding local communities; and
- Work with existing residents of sheltered schemes to make sure that residents are welcoming and supportive to members of the community using services based on site.

3) Ensuring that existing residents of sheltered schemes are provided with general information on living alongside tenants with higher care needs.

The average age of occupants of sheltered schemes, has changed since many of these schemes were constructed in the 1970s and 80s. Original resident populations had a majority of tenants in their 60s, who were often active and participated in the running of the scheme. These tenant populations have since got older, and new tenants moving into schemes are also often older, as people are now more likely to choose not to move into a scheme until they are less able to manage their family home.

Age ranges in sheltered schemes are therefore now much greater and in some cases this can result in frictions where very different expectations are formed about the extent to which tenants should be prepared to participate in the running of the scheme and contribute to its social environment.

To achieve Key Objective 4, the Council will:

- Improve residents' general understanding of the range of the needs and wishes within a scheme; and
- Use supporting planning to identify residents who wish to assist neighbours with higher support needs and make sure that scheme managers feel able to support their efforts.

4) Developing the relationship with Hertfordshire County Council adult services, police and fire services, and exploring opportunities for joint commissioning with the Hertfordshire Health and Wellbeing Board

New opportunities are arising for multi-agency working through the formation of new strategic boards that have been set up by central and local governments, in order to try and coordinate service delivery and rationalise some elements of commissioning services.

The Council needs to be an active partner in local discussions that will shape future service delivery, in order to make sure that its priorities in terms of meeting the needs of its vulnerable residents can be met.

To achieve Key Objective 4, the Council will:

- Maximise use of local partnerships to provide joined-up services and to raise awareness of issues affecting older people.



AGENDA ITEM: 10

SUMMARY

Report for:	Housing and Communities Overview and Scrutiny
Date of meeting:	16 March 2016
PART:	1
If Part II, reason:	

Title of report:	HOMELESSNESS REVIEWS
Contact:	Cllr Margaret Griffiths, Portfolio Holder for Housing Natasha Brathwaite – Strategic Housing Group Manager
Purpose of report:	To update Housing & Communities Overview and Scrutiny on the progress of Homelessness Reviews, since the change in procedure.
Recommendations	That Housing & Communities Overview and Scrutiny note the report.
Corporate objectives:	Affordable Housing
Implications:	<u>Customer service</u> The revised review process reflects feedback previously received from homeless applicants and has improved the customer experience. <u>Value for money</u> The revised review process incurs a saving in housing officer, legal officer and Member time.
Risk Implications	Risks presented are considered to be low, the independent reviewing officer is fully trained and conversant in Part VII legislation of the Housing Act 1996, and implements any change in legislation, as well as follows precedents and guidance set by court judgments.
Equalities Implications	Council policy requires that all steps are taken to ensure that all homeless applicants are given access to the information

	they require and in a format that they can use. No negative equality issues have been identified resulting from the changes being considered.
Health And Safety Implications	There are no Health and Safety implications from this process.
Consultees:	Cllr Margaret Griffiths – Portfolio Holder for Housing Elliott Brooks – Assistant Director Housing Cynthia Hayford – Strategic Housing Team Leader (People)
Background papers:	Homelessness Strategy 2013-2018 Housing Allocations Policy Housing Strategy 2013-2018 Housing & Communities Overview and Scrutiny report November 2013 Cabinet report – November 2013
Glossary of acronyms and any other abbreviations used in this report:	

Background

The Council has a statutory duty to investigate applications of homelessness in accordance with the Housing Act 1996, Part VII. On completion of enquiries into an applicant's homelessness, the Council must issue a decision letter notifying the applicant of the decision and their right to seek a review of the decision should they feel it is flawed. The previous review process involved an oral hearing, which consisted of five elected members, a legal representative, a senior officer and the investigating officer.

Following the submission of reports from the Legal Department to Cabinet and subsequently Council, it has been confirmed that delegation to the Appeals Committee to determine section 202 homelessness reviews be amended so that this power is delegated to the Assistant Director (Housing) or the Group Manager (Strategic Housing). Pending consideration of the above recommendation, it was agreed that the power to conduct section 202 homelessness reviews, is delegated to the Assistant Director Housing or the Group Manager (Strategic Housing) or Strategic Housing Team Leader (People).

1. Since January 2015, there have been **44** homelessness reviews conducted by the independent reviewing officer (Strategic Housing Team Leader, People).
2. The table below shows the breakdown of reviews completed since January 2015 by decision type and outcomes. The reviewing officer has overturned **13** decisions that had been made by the original investigating officer. In each of the overturned decisions the reviewing officer has considered fully any additional supporting information that had been provided in submissions by the applicant or their representative and this may also include oral submissions. The current process offers the flexibility of reviewing the file

and supporting information over an extended period and raising queries with the applicant and the investigating officer, through informal consultation and with continued consideration of current legislation and case-law changes.

No of reviews	Decision under review			Outcome			
	Intentionality	Priority Need	Suitability	Upheld	Overtured	Withdrawn	Pending
44	21	9	14	26	13	4	1

Of the 4 decisions withdrawn, 2 were withdrawn by the applicant due to a change in their circumstances. A further 2 decisions were withdrawn by the reviewing officer and further investigations by the officer, following consideration of the submissions and reviewing the original file.

3. There are currently no reviews that have been carried out by officers, which are the subject of County Court appeals.
4. Please see below comparative figures reported during 2014, when the Housing Appeals Committee was undertaking Homelessness Reviews.

No of reviews	Decision under review			Outcome			
	Intentionality	Priority Need	Suitability	Upheld	Overtured	Withdrawn	Appeals
22	20	3	1	20	3	1	5

There was 1 decision withdrawn and further enquiries requested by the investigating officer, following consideration of the submissions and reviewing the original file.

1 decision of intentionally homeless was overturned, in favour of the applicant.

2 decisions of priority need were overturned in favour of the applicant.

There were 5 County Court appeals submitted, challenging the decision making process in relation to upheld intentionally homeless decisions.

Recommendation

No recommendation to be made, to note the report for information only.

HOUSING AND COMMUNITY Overview & Scrutiny Committee: Work Programme 2016/17

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
8 June 2016	25 May 2016	Quarter 4 Performance Reports (& Quarter 4 Operational Risk Reports) Housing Resident Services Budget Monitoring Financial Report Vulnerable Persons Strategy Review Housing Partnership Strategy Housing Asset Management Strategy Housing Acquisitions Policy	<i>(PH – M Griffiths, J Marshall, N Harden)</i> E Brooks, Assistant Director, Housing J Still, Group Manager, Resident Services R Baker, Group Manager, Finance Andy Vincent Isabel Connolly Simon Smith / Fiona Williamson Fiona Williamson		

Meeting Date:	Report Deadline	Items:	Contact details:	Background information	Outcome of Discussion
20 July 2016	6 July 2016	Housing Rents & Other Charges Policy Community Alarm Update	Andy Vincent / Katie Keily Dharini Chandarana		
Page 102 12 October 2016	28 September 2016	Quarter 1 Performance Report (& Q1 Operational Risk Reports) Performance Reports- Housing Performance report- Resident Services Q1 Budget Monitoring Financial Report Regulatory Services Homelessness Strategy Review	<i>(PH – M Griffiths, N Harden, J Marshall)</i> E Brooks, Assistant Director, Housing J Still, Group Manager, Resident Services R Baker, Group Manager, Finance Chris Troy-David Austin Natasha Brathwaite / Isabel Connolly		
23 November 2016	9 November 2016	Quarter 2 Performance Report (& Q2 Operational Risk Reports)	<i>(PH – M Griffiths, J Marshall N Harden)</i>		

Meeting Date:	Report Deadline	Items:	Contact details:	Background information	Outcome of Discussion
		Performance Reports- Housing Performance report- Resident Services Q2 Budget Monitoring Financial Report Regulatory Services	E Brooks, Assistant Director, Housing J Still, Group Manager, Resident Services R Baker, Group Manager, Finance Chris Troy/David Austin		
Page 103 Joint Budget December 2016	25 November 2017	Joint Budget OSC Budget 2016-2017 <i>Ideally no further items to be added</i>	James Deane		
25 January 2017	11 January 2017				
Joint Budget 7 February 2017	24 January 2017	Joint Budget 2016-2017 <i>Ideally no further items to be added</i>	James Deane		

Meeting Date:	Report Deadline	Items:	Contact details:	Background information	Outcome of Discussion
<p>15 March 2017</p> <p>Page 104</p>	<p>1 March 2017</p>	<p>Quarter 3 Performance Report (& Q3 Operational Risk Reports)</p> <p>Performance Reports- Housing</p> <p>Performance report- Resident Services</p> <p>Q2 Budget Monitoring Financial Report</p> <p>Regulatory Services</p>	<p><i>(PH – M Griffiths, N Tiley, N Harden)</i></p> <p>E Brooks, Assistant Director, Housing</p> <p>J Still, Group Manager, Resident Services</p> <p>R Baker, Group Manager, Finance</p> <p><i>James Deane</i></p>		
<p>12 April 2017</p>	<p>29 March 2017</p>				

Items to be scheduled: Dates to be confirmed

Resident Involvement Strategy
Older Persons Housing Strategy
Temporary Accommodation Strategy
Housing Income Strategy