



# 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 10 October 2018 at 7.30 pm**

## **Conference Room 2 - The Forum**

The Councillors listed below are requested to attend the above meeting, on the day and at the time and place stated, to consider the business set out in this agenda.

### Membership

Councillor Adeleke  
Councillor Armytage  
Councillor Banks  
Councillor Mrs Bassadone  
Councillor Conway  
Councillor England  
Councillor P Hearn

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

### Substitute Members:

Councillors Howard, Clark, Ransley, Tindall, Link and McLean

For further information, please contact

## **AGENDA**

### **1. MINUTES**

To confirm the minutes from the previous meeting

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

To receive any apologies for absence

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

To receive any declarations of interest

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

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

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

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

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

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

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

### **4. PUBLIC PARTICIPATION**

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

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

### **6. ELMS CONTRACT PERFORMANCE REPORT (Pages 3 - 20)**

### **7. DIRECT OFFER LIST UPDATE (Pages 21 - 28)**

### **8. SPORTS STRATEGY UPDATE - RELOCATION OF THE ATHLETICS TRACK (Pages 29 - 36)**

### **9. SPORTS STRATEGY UPDATE - PHYSICAL ACTIVITY & SPORT STRATEGY UPDATE (Pages 37 - 46)**



<b>Report for:</b>	<b>Housing Overview and Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>10 October 2018</b>
<b>Part:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>The Elms, Contract Performance Year 3</b>
<b>Contact:</b>	Margaret Griffiths, Portfolio Holder for Housing  Responsible Officer: Natasha Beresford Strategic Housing Group Manager
<b>Purpose of report:</b>	<ol style="list-style-type: none"> <li>1. To inform members of the current performance in relation to the Elms Contract.</li> <li>2. To inform members of recommendations in relation to contract improvement.</li> </ol>
<b>Recommendations</b>	1. For members to consider the report and provide feedback regarding current performance and contract delivery.
<b>Period for post policy/project review</b>	The contract is reviewed on an annual basis
<b>Corporate objectives:</b>	Providing good quality affordable homes, in particular for those in the greatest need
<b>Implications:</b>	<u>Financial</u>
<b>'Value for money' implications</b>	<p>The management of the Elms is funded via various funding streams that sit with DENS including client's licence fee charges, lottery funding, Housing Related Support funding and Housing Benefit. Reductions in any of these areas would have implications for the management of the building. The council retains the direct responsibility for maintenance of the asset, the current contract doesn't make any provision for payment to the local authority for repairs and maintenance.</p> <p><u>Value for money</u></p> <p>The 44 units of at the Elms, provides vital accommodation for homeless clients. This accommodation reduces significant demand on the council's statutory function and provision of</p>

	temporary accommodation, it is crucial to keeping expenditure in relation to rough sleeping at a minimum and associated costs such as Bed & Breakfast usage.
Risk implications	Wherever possible the risks associated with management of the Elms are mitigated. The council undertakes relevant health & safety risk assessments such as the annual Fire Safety Risk Assessment and implements relevant requirements. In relation to the client group, each potential new referral undergoes a full risk assessment and Police National Computer check, to ensure the placement is suitable, appropriate provisions are in place and can be managed effectively by relevant staff and security.
Community Impact Assessment	A community impact assessment has not been completed in relation to the Elms contract.
Health and safety Implications	The process for the administration and management of applicants on the direct offer list is designed to review the risks at an individual case level and therefore the health and safety implications are considered.
Consultees: (including feedback from Scrutiny where appropriate)	Jodi Cooper, Strategy Improvement and Engagement Team Leader (Interim)  Fiona Williamson, Assistant Director Housing
Background papers:	Appendix 1 The Elms Audit Report  Appendix 2 DENS Year 3 review
Glossary of acronyms and any other abbreviations used in this report:	

## 1. Introduction

1.1 On the 18 December 2014 the contract for the delivery of The Elms was awarded to DENS, with a formal contract commencement date of 1 May 2015. DENS demonstrated expertise in a wide range of areas through their tender and this included extensive experience of running DENS Night Shelter, Day Centre, Rent Aid, Foodbank and Equipped to Change programme. The Elms provides 44 rooms of emergency accommodation and crashpad facilities to support the Council's No Second Night Out Policy to end rough sleeping.

1.2 The Group Manager Strategic Housing is the 'Contract Manager'. This contract is reviewed on a monthly basis by the Operational Manager (Strategic Housing Team Leader) and DENS Hostel Manager. Where there is underperformance or non-compliance, the Contract Manager will follow the Remediation Process set out in the

terms and conditions of the Contract. Throughout the third year, the Contract Manager has monitored DENS against their mobilisation plan and key milestones contained within the contract.

1.3 There are no major non-conformities or contract breaches, small change control arrangements have been implemented in relation to day to day processes. The purpose of this report is to provide an update of the third year performance, key areas and recommendations to be implemented.

## **2. Key areas of improvement**

2.1 The Strategy Improvement and Engagement team have been in liaison with DENS to establish a robust involvement and monitoring programme for 2018, this programme will assist the Council in undertaking a full review of the contract ahead of its expiry and will help form the basis of a full options appraisal of the Contract and consideration of how the building should be managed after the contract expiry. The report from the audit is contained in Appendix 1. A number of recommendations have been made in relation to the ongoing contract monitoring, in order to ensure continued effectiveness an improvement. A summary of the recommendations can be seen below;

- DENS report in Appendix 3, explains the challenges with achieving a positive move on rate from the Elms for their clients, this was also identified as an area for identified improvement within the recent audit. It is recommended that both parties should revisit the agreed move on target and amend this to something more achievable so performance can be appropriately monitored.
- All policies for The Elms to be reviewed, ensuring a consistent template is used and appropriate version control is in place.
- The Policy Register to be re-established, detailing a robust programme of review (Suggested - Full review every 3 years unless legislation or service changes require earlier review).
- Policies related to The Elms should be accessible to council staff. Final versions of updated policies should be uploaded to the housing service's intranet, 'Team Site'.
- The Strategic Housing Service to consider the current approach to contract management and whether this could be revised and new controls introduced at the point of re-tendering.
- Currently DENS are required to provide detailed performance and outcome based information statistics to Hertfordshire County Council in relation to Housing Related Support Funding. The service considers that the satisfaction of residents is vital and wish to build on the Residents Group and suggestion box already put in place by DENS, it is therefore proposed that the Strategy, Improvement and Engagement Team should run an independent consultation with residents at The Elms.
- As performance of the Elms contract and delivery of relevant services, directly impacts on the council's statutory function, it is proposed that ownership of the contract and its monitoring should move under the Homelessness

Prevention and Assessment Team, one consideration is that the Independent Reviewing Officer responsible for reviewing decisions made in relation to Part 6 (Allocations) and Part 7 (Homelessness) of the Housing Act 1996 take on this role.

- Service to consider extending initiatives such as First Impressions and Tenant Academy courses to Elms residents, these services are currently only provided to council residents.
- For the service to develop a robust approach to evaluating support plans to, identifying outcomes other than successful move-on e.g. resident attended a job interview, resident has reduced use of drugs or alcohol etc. It is proposed that long term the Independent Reviewing Officer role to periodically assess support plans for Elms residents in line with contract performance.
- In addition to the audit and monitoring programme, the Property and Place team are undertaking extensive investigations into the repairs undertaken at the Elms, this is to be comprehensive to enable the service to fully establish the current and ongoing maintenance costs of the building, to ensure this is factored into the options appraisal process and reflected in the future tender.

2.2 Attached in Appendix 3 is a supplementary report from DENS CEO, regarding key areas of performance and improvement required to the Elms operation. This includes items identified as part of the DBC audit but in addition their own external audit. Finally, the council are now in receipt of DENS 2017/18 statement of accounts, these provide details of full running costs of the Elms inclusive of main charges around staff, security, catering and furniture, the accounts additionally show a surplus of £54,413.68. The Strategic Core Group will be discussing the surplus to determine how best this should be spent in relation to management of the ongoing contract. Additionally, the Strategic Core Group will finalise agreement on how to proceed in relation to recommendations made in the audit.

### **3. Conclusions**

3.1 Members have been provided with an update of the current position in respect of the Elms Contract and the current audit monitoring programme, additionally members have been furnished with the recommendations made as part of the audit, progress and outcomes from the recommendations will be built into the future tender specification.

3.2 Members to note that a project team to include members of Strategic Housing, Property and Place, Finance, Procurement and Estates is to be established in Quarter 4 to undertake a full options appraisal of the contract ahead of re-tender.

## The Elms – Contract Audit

### 1. Introduction

- 1.1. The purpose of this report is to outline the findings from The Elms contract audit. The audit took place in August 2018 and was conducted by three members of the Strategy, Improvement and Engagement Team.
- 1.2. Key Performance Indicators (KPI's) within the contract were used to form the scope of the audit. The audit also included a scoping exercise across policies underpinning the service and a review of the support planning process used to assist clients.
- 1.3. Section 12 of the contract states if an audit identifies that:

*“ 12.7.1 the Supplier has failed to perform its obligations under this Agreement, the provisions of this clause 12 and clause **Error! Reference source not found.** shall apply, provided that, if the audit demonstrates that the Supplier is failing to comply with any of its obligations under this Agreement then, without prejudice to the other rights and remedies of the Authority, the Supplier shall take the necessary steps to comply with its obligations at no additional cost to the Authority;*

*12.7.2 the Authority has overpaid any Charges, the Supplier shall pay to the Authority the amount overpaid within 28 days from the date of receipt of an invoice or notice to do so; and*

*12.7.3 the Authority has underpaid any Charges; the Authority shall pay to the Supplier the amount of the under-payment within 28 days from the date of receipt of an invoice for such amount.*

*Without prejudice to the Authority's other rights or remedies, if at any time the Supplier has:*

*12.8.1 committed a Default (including a Serious Service Failure or Critical Service Failure); or*

*12.8.2 failed to fulfil one or more of its other obligations under this Agreement; or*

*12.8.3 failed to achieve a Key Milestone by its Key Milestone Date; or*

*12.8.4 failed to provide any of the Operational Services.*

*then the Authority may serve a Warning Notice on the Supplier, within 10 Working Days of the relevant event, setting out the matters giving rise to such notice and containing a reminder to the Supplier of the implications of such notice. Any such notice shall state on its face that it is a Warning Notice.”*

- 1.4. It is important to note that this audit did not find any evidence to suggest the supplier (DENS) was failing to meet any requirements that would result in Section 12 being applied. There are however a number of recommendations for consideration by both DENS and Dacorum Borough Council (DBC).

## 2. Key performance indicators

2.1. Statistics were provided by the hostel manager against each of the KPI's. These are captured in the table below.

KPI's	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18
Occupancy rate (%)	98	99	100	100	100	100
Rooms ready to re-let within 24 hours (%)	100	100	100	100	100	100
Clients successfully moving on (%)	44	28	50	54	21	67
Clients receiving an initial assessment within 24hr (%)	100	100	100	100	100	100
Clients receiving initial support plan within 5 days (%)	100	100	100	100	100	100
Number of clients involved in service scrutiny	14	14	12	14	16	12
Number of clients spending more than 1 night in crashpad	0	0	0	0	0	0
Support plans up to date (%)	100	100	100	100	100	100
Number of referrals that took up residence at Elms	21	6	9	13	14	15
Number of evictions	10	5	5	5	9	3
Number of health and safety incidents	0	0	0	0	0	0

2.2. All KPI's listed, excluding the % of clients successfully moving on were meeting the 'Aspirational' target set within the contract where there was a target set.

2.3. The performance of this KPI would suggest the original target included in the contract is not achievable.

**Recommendation:** Both parties to revisit the agreed target and amend this to something more achievable so performance can be appropriately monitored.

## 3. Policies

3.1. DENS provided a policy register and a copy of a number of policies prior to the audit. These were reviewed collectively. There were several points raised from this review:

- The policy register did not include all policies that existed;
- Policies referred to others that did not exist;
- The majority of policies were still in draft form, with comments and sections missing, and therefore not effectively adopted;
- The majority of policies referred to DENS as an organisation as opposed to The Elms specifically;
- Policies cannot, at present, be accessed by DBC staff unless requested.

**Recommendation:** All policies for The Elms to be reviewed, ensuring a consistent template is used and appropriate version control is in place.

**Recommendation:** The Policy Register to be re-established, detailing a robust programme of review (Suggested - Full review every 3 years unless legislation or service changes require earlier review).

**Recommendation:** Policies related to The Elms should be accessible to DBC staff. Final versions of updated policies should be uploaded to the housing service's intranet, 'Team Site'.



## 4. Contract Monitoring

4.1. Section 2.2 of the service requirements states:

*“Regular monitoring will include:*

- *Key Performance Indicators (KPIs);*
- *Formal monthly meetings to review performance information and assess compliance with the Service Requirements;*
- *Quarterly Audits;*
- *Assessment of income and expenditure against the Supplier’s business plan;*
- *User satisfaction; and*
- *Risk management.*

*To assess compliance with the Service Requirements the Authority will also carry out quarterly audits of:*

- *Initial assessments and eligibility checks (including local connection);*
- *Support plans;*
- *Client feedback mechanisms;*
- *Site and premises.*

*The Authority will periodically engage clients in feedback sessions to assess whether the Supplier is meeting their needs. The Authority will also ask clients to say whether they feel they have had sufficient opportunity to be involved in providing feedback and scrutiny through the Supplier’s processes.*

*The Supplier will also need to carry out:*

- *a six monthly continual improvement review,*
- *an Annual Performance Report, and*
- *an Annual Equality Impact Assessment*

*and provide these to the Contract Manager when they are due.”*

4.2. It was identified that contract monitoring currently takes place via Quarterly meetings of the Strategic Core Group at which KPI performance, income, expenditure and compliance with service requirements are assessed.

4.3. The proposed quarterly audits by DBC have not been formally carried out, however there is evidence of regular operational management meetings that take place on a fortnightly basis in addition to the Strategic Core Group meeting. The Strategic Core Group meeting covers high level performance monitoring e.g. KPI’s and financial information. Operational meetings cover client concerns, updates on support plans, new referrals and any building related and/or maintenance concerns.

4.4. Monthly site inspections are now being carried out by Property and Place in addition to other requirements around managing the asset in terms of fire safety.

4.5. KPI’s provided by DENS state that between 12 – 14 clients are involved in scrutinizing the service on a monthly basis, however evidence was not seen regarding how this information is used to inform changes or improvements. There was also no evidence of DBC having engaged clients independently from DENS to gain feedback on the services being provided.

4.6. Annual performance reports have been received. Annual equality impact assessments are not currently being provided to DBC.

4.7. A Continual Improvement Plan Policy (dated 2016) was available for review which stated:

*“A Continual Improvement Plan will be drafted every six months’ subject to approval by the Trustee with responsibility for The Elms. It will subsequently be presented to Dacorum Borough Council by the Elms Manager who will also be responsible for discussing and negotiating agreement to any necessary changes to the underlying contract to enable the identified improvements to be delivered.”*

4.8. No evidence of 6-monthly continual improvement plan reports was provided as part of this audit.

**Recommendation:** The service to consider the current approach to contract management and whether this could be challenged should new controls be introduced at the point of re-tendering.

**Recommendation:** The Strategy, Improvement and Engagement Team to run an independent consultation with residents at The Elms.

**Recommendation:** Ownership of the contract and its monitoring should move under the Homelessness Prevention and Assessment Team.

**Recommendation:** DBC to support DENS in developing an updated template for annual performance reports moving forward.

## 5. Support Planning

- 5.1. Client information is recorded using 'InForm', however staff at The Elms report difficulties in utilising it effectively for a hostel, as it is generally an appointment-based system. It relies heavily on staff expertise in terms of what should and should not be recorded regarding client interactions.
- 5.2. Support planning centres around a 10-point 'star graph' used to map where the resident and allocated support worker feel the resident sits with various issues and needs e.g. substance misuse, mental health, self-care etc. Although in some cases subjective, evidence seen suggests that this provides a good overall guide to the client's progress and helps to facilitate support-related discussions.
- 5.3. Evaluation of outcomes from support plans was not evident as part of this audit (other than the successful move-on KPI), however reports are provided to Hertfordshire County Council (HCC) on this.
- 5.4. Residents are supported with job searches and applications and are encouraged to move on into permanent accommodation, usually a DENS 'Move-On' HMO.
- 5.5. At present there is no one in post to specifically run the 'Equipped to Change' programme. The previous post holder was lottery funded and other options for funding are being looked into. Some staff are running activity-based sessions under 'Equipped to Change' e.g. '99p Cookery' where residents are taught to create affordable, nutritious meals.

**Recommendation:** Service to consider extending initiatives such as First Impressions and Tenant Academy courses to Elms residents.

**Recommendation:** Approach to evaluating support plans to be developed, identifying outcomes other than successful move-on e.g. resident attended a job interview, resident has reduced use of drugs or alcohol etc.

**Recommendation:** The Independent Reviewing Officer role to periodically assess support plans for Elms residents.

**Recommendation:** Copies of the HCC evaluation report to be provided for discussion at the Strategic Core Group meeting.

## 6. Conclusion

- 6.1. Recommendations from this report should be considered during the options appraisal of the Elms contract, due to start in January 2019.



## The Elms

### Continual Improvement Review

### September 2018

#### 1 Annual Equality Impact Assessment

DENS is committed to promoting equality and diversity within its services. The Council and DENS continue to work closely together to ensure that the service provided is joined up and clients are provided with appropriate advice and assessment to secure accommodation.

Where DENS is not able to provide a service due to the immigration status of the client or health or safety restrictions, which can relate to previous offending behaviour of the client, DENS works closely with the Council to ensure the client receives appropriate advice and intervention to prevent street homelessness.

DENS will make adjustments to service provision and provide specialist individual support to uphold diversity and equality principles. Examples of this in the previous year have included providing halal diets, supporting a number of clients with mobility issues and physical impairments to access the Elms, supporting clients with mental health issues to access appropriate support.

It is now mandatory for all DENS staff to complete disability Awareness Training within one year of commencing employment and to attend as refresher course every 3 years.

#### 2 Performance

DENS strives to constantly improve the service we provide for all our service users.

KPI's

The Elms yearly targets and Key Performance Indicators are listed below:

Occupation Rate	99%
Percentage Of Rooms available within 24 hours	100%
Personal contribution arrears	11%
Housing Benefit arrears	18%
Positive Move on rate	46%
Percentage of support plans up to date	100%
Average Stay	93Days

Client Data: We use Inform as our CRM, which ensures all residents information and support plans are updated in real time and kept safe. This system is used across all DENS services, allowing for a quicker and more informed referral process across our services. This meets all GDPR requirements.

All residents complete Outcome Star within 5 days of entering the Elms and this is reviewed in their key worker session four weekly. Outcome Star is an effective and well recognised tool for measuring distance travelled and is also used to encourage and motivate residents.

DENS is working with other Hertfordshire based homeless charities - HYH, 1YMCA, Stevenage Haven and Watford New Hope to develop consistency across the sector locally, in regard to how Outcome Star is used and reported, and to share good practice.

Move Ons:

Where residents move to:

DENS Move On	50%
DBC	30%
Private Rent	2.5%
Other	15%
Friends/Family	2.5%



The significant percentage of Elms clients move onto to DENS Move On service (previously known as DRA), therefore an effective and smooth referral process from the Elms to DENS Move On service is key to a positive move on

In May 2018, it was decided that Sean Fitzgerald, Elms Manager would also oversee the Move On service. This has resulted in a more seamless transition from those moving from the Elms to the Move On service, with more consistent practice across the two services. Since this change, there has been an increase in successful move ons from the Elms.

A robust criteria, is now in place to assess whether an Elms resident is ready to move to the Move On service. As set out below:

- Up to date with payments to the hostel or following a payment plan for any arrears
- Adhering to rules within the hostel and not in receipt of any warnings for 4 weeks
- Actively engaged in support for any drink or substance abuse issues
- If appropriate, attending mental health support services
- Room is kept clean and tidy
- Engaging in key worker sessions
- Completed Tenancy Sustainment course

Key workers ensure all residents are signed up to the DBC Housing Register and support residents to bid for properties.

Evictions:

Reasons For Eviction

Drugs	17%
Arrears	21%
Abandonment	23%
ASB	39%

Our positive move on rate has been effected by residents that have been evicted, recalled to prison or abandoned their accommodation at The Elms.



Anti-social behaviour continues has been the major factor for eviction.

In the last year we have seen an increase in younger clients (18-25 years of age); a significant majority of whom of whom have drug issues, are involved in low level drug dealing which often results in disputes altercations between current residents, as well as with ex-residents. This does have an impact on eviction rates and positive move ons.

### Social Return of Investment:

In partnership with One YMCA, HYH, Watford New Hope and Stevenage Haven, DENS commissioned independent consultants from Homelesslink to undertaken a piece of work to assess the financial benefits accrued from the provision of housing and support service by DENS. The work is still in progress, however the following calculations have been produced.

The consultants calculated:

- a) the cost consequences of supported housing not being available, using the work undertaken by Sitra for the National Housing Federation in 2017 - *Strengthening the case for supported housing: the cost consequences*

The total cost consequences calculated were: **£1,064,922**

- b) the social value of helping people move from the streets into settled accommodation. Calculations were based on work Simetrica for HACT in 2015 and is a treasury approved methodology for calculating social value.

The total accumulated social value form this activity was calculated at **£936,125.**

DENS will be producing a full report on the finding later this year, and it will be available in the new year. Further information on the calculations can be provided.

### 3 Development and Training for Residents

ETC: Up until July 2018, the ETC (Equip to Change) Co-ordinator continued to facilitate a number of training sessions for residents at the Elms; including pre-employability and employability courses, such as Food Hygiene Level 2, basic computer skills; as well as tenancy support courses, cooking on a budget and basic budgeting courses. The ETC Co-ordinator also provided individual



sessions with residents focusing on CV development, job search and interview techniques.

Unfortunately the funding for this post came to end in July 2018. Continuation is currently being sought, in the interim the support is continuing through the use of bank staff and individual sessions being held at Open Space with the Day Centre staff.

Numeracy & Literacy: Numeracy and literacy support for residents is being provided by a volunteer who is an experienced adult literacy tutor.

#### Work Experience:

Residents are now being supported to access volunteer opportunities in DENS services, particularly the Furniture Warehouse.

Supported by Elms Staff, Elms residents are involved painting, decorating and basic maintenance of DENS Move On properties. A number of Elms residents have previous experience in this type of work and are using this opportunity to become work ready. Due to the initial success of this work, the plan is to develop house maintenance Social Enterprise. Initially the focus will be on skills and employability development for residents, more medium term the aim will be full cost recovery.

Counselling: Counselling continues to be offered free of charge to Elms residents, by an external, certified counsellor. Residents are offered an initial 6 sessions, if they complete this they will be offered up to another 6 sessions. In the past 12 months, 59 residents have been in receipt of the counselling. Staff have seen a positive change in behaviour and attitude of a number of residents who attend.

#### 4 Partnership Working

Partnership working is key to the success of DENS, not only at The Elms, but organisationally.

- The Elms Manager meets fortnightly with the Operational Manager, (Strategic Housing Team Leader). Quarterly Core Group meetings are held to ensure the contract is appropriately implemented and monitored. These meetings are attended by the Assistant Director of

Housing, Group Leader Strategic Housing, DENS CEO and the Elms Manager.

- The Elms manager is part of the Homeless Hub forum
- DENS CEO is the Chair of the Dacorum Homelessness Forum.
- A Senior Manager from DENS also attends JAG, and the PCC Rehabilitation of Offenders sub-group and Early Intervention sub-group.

The Elms work closely with a number of third sector and public sector organisations, including HYH and Turning Point, who manage the Mental Health High Support Needs programme, CGL, Open Door and Druglink. Alcoholics Anonymous, Narcotics Anonymous, Marijuana and Cocaine Anonymous all hold weekly meetings at the Elms.

DENS will be producing a full report on the finding later this year, and it will be available in the new year. Further information on the calculations can be provided.

## 5 Customer Feedback

Residents meetings are held monthly and the times of these are advertised widely within the Elms. There is also a suggestion box at the Elms. Quarterly feedback surveys are undertaken.

Most recent feedback included:

Aug-18	40 yr male	thank you for your help
Aug-18	29 yr male	the rooms feel safe and secure
Aug-18	unknown	polite staff, good food
Aug-18	61 female	I am very grateful for the support
Aug-18	42 yr old male	relaxed atmosphere, friendly helpful staff

## 6 Challenges

Change in age group of clients: As stated, In the last year we have seen an increase in younger clients (18-25 years of age), particularly in the Spring (March - May); a significant majority of whom of whom have drug issues, are involved in low level drug dealing which often results in disputes altercations between current residents, as well as with ex-residents.



The table below shows the increase over 3 years:

	Yr1	Yr2	Yr3
Under 25	1%	5%	29%

Our experience is that a large number of those under 25 years of age are not interested in reducing their substance use or alcohol intake, finding employment or meaningful daily activity. They are literally after a bed and a roof. They will not engage in key worker sessions or support offered by external agencies.

This does have a significant impact on eviction rates and successful move ons.

Lack of mental health support: Lack of local mental health support for our client group continues to be an issue. This issue had been raised at both the Homeless Forum and the Dacorum Strategic Network.

SWEP: This year's long and cold winter led to unprecedented use of SWEP (Severe Weather Emergency Protocol). Over a 35 day period SWEP operated 34 times, with between 2 and 8 individuals accessing the service each night, with the average being 4. A number of those accessing SWEP are individuals who would usually not access at the Elms as they would not meet the drinking limits, have recently been evicted, do not want to follow the rules and policies or do not have a local connection.

The increase in numbers for over a month, along with the issues in regard to behaviour and disruption that comes with the clients, did present challenges for The Elms. Extra support staff, security and cleaners were required during this period.

Personal Contributions: By the nature of the residents at the Elms, there will always be an issue with residents not paying their personal contribution charges. This has improved with the use of the hand held card machine.



## 7 Planned Improvements for The Fourth Year

Social Enterprise Development: The development of the maintenance social enterprise had been discussed above. DENS is also developing a Coffee Cart social enterprise. The aim of this enterprise for clients to firstly be trained as Barista's and then will gain 'real' work experience working on the coffee cart, serving customers. It will also form an income stream for DENS.

Initially it is envisaged, the cart will service DENS events, such as the Sleep-Out, then looking at external events in the Dacorum area.

A thirds social enterprise is also being developed; repairing and selling second hand bikes. Clients will work with volunteers, to repairs bikes donated to DENS. Once repaired the bikes will be sold through s DENS Furniture Warehouse and social media. Each client involved in the scheme will be able to keep one bike they have repaired for their own use.

As with the maintenance programme, initially the aim is to provide clients with a safe and supportive environment to develop employability skills, medium term we will be aiming for full cost recovery.

Partnership with Oakmann Inns : A work experience and employability training programme is being piloted with the Red Lion Bar and Restaurant in Water End. Elms residents will have the opportunity the opportunity to undertake two weeks training with the Red Lion. If it goes well, the service user will be offered work opportunities and further training. The Red Lion have said they struggle to recruit kitchen staff. The first client is starting on this programme on 1<sup>st</sup> October 2018.

Evaluation of Counselling Service: DENS will commission an independent evaluation to measure the impact of the counselling service in supporting clients to maintain a tenancy.

House 2: It had become clear that small group of clients would benefit greatly from a stage 2 accommodation service, which provides a transition from the Elms to Move On service. This would be for those clients who are



committed to change and are engaging in services but for a period of time still require a higher level of support than Move On can provide.

Initially we would be looking at one HMO, with a member of staff attending the service each day. Clients would continue to attend the Elms on a regular basis at first, then this would gradually decrease.

We believe this would increase positive move-ons from the Elms and reduce the number of evictions from the Move On service.

Policy Review: DENS has implemented a programme to review and update all policies. This will be completed by January 2019.

PQASSO: DENS will be undertaking the assessment for PQASSO in 2019.

IT Security Assessment: The output of this assessment will be a gap analysis of IT security practices measured against Cyber Essentials and industry best practice.

Implementation of DENS 5 year Strategy: DENS Board of Trustees signed of the 5 year strategy in April 2018. A top level summary of the Strategy is attached, more detail can be provided.

Wendy Lewington  
CEO DENS

Sean Fitzgerald  
ELMS and Move On Manager



## Helping rebuild lives

### Overall aim:

Our aim is to be the first port of call for people in Dacorum who are facing homelessness, poverty and social exclusion; to support and empower them to take the next positive step in their lives, secure and sustain a long term housing option and be an active member of their community.

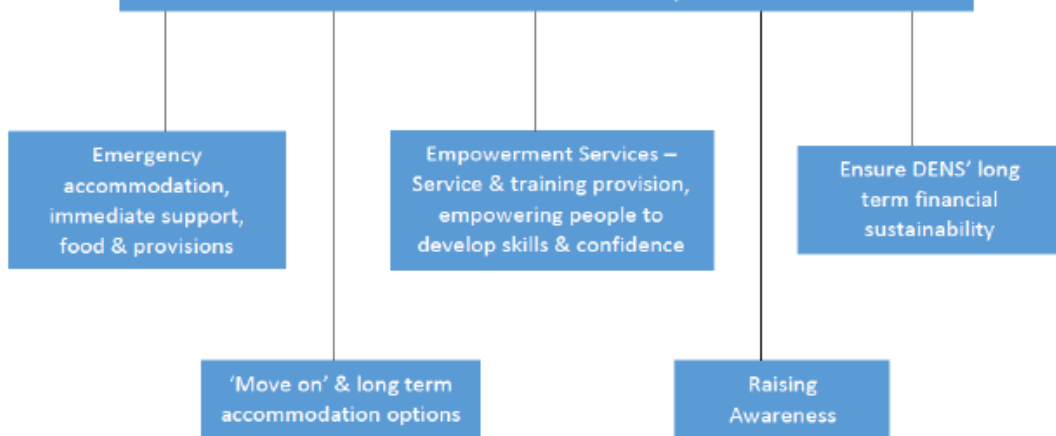
### We will do this by:

- Ensure individuals and families have access to emergency food and provisions; and individuals have access to emergency accommodation
- Provide a range of accommodation options to support people to move on and long term, sustain their own tenancy
- Provide a range of services, including advice services & training provision, empowering people to develop skills and confidence to take the next step in their lives

### To do this we will need to:

- Ensure DENS long term financial viability, through diversification of income
- Increase public understanding and support of DENS and the issues facing the people we support

To be the first port of call for people in Dacorum who are facing homelessness, poverty & social exclusion; to support & empower them to take the next positive step in their lives, secure & sustain a long term housing option and be an active member of their community.





<b>Report for:</b>	<b>Overview and Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>10 October 2018</b>
<b>Part:</b>	<b>1</b>
If Part II, reason:	

Title of report:	
Contact:	Portfolio Holder for Housing Cllr Margaret Griffiths Tracy Vause – Pre Tenancy Team Leader Natasha Beresford – Strategic Housing Group Manager
Purpose of report:	1.To provide information about the direct offer list that is used in relation to allocation of accommodation in line with our Allocations Policy
Recommendations	1.For members to consider the report and provide feedback regarding the direct offer process.  2.For members to consider whether they require a more frequent update regarding the analysis and delivery of the Allocations Policy.
Period for post policy/project review	In relation to point 2 above, members may wish to consider whether an annual report regarding the Allocations Policy is appropriate.
Corporate objectives:	<ul style="list-style-type: none"> <li>• Building Strong and vibrant communities</li> <li>• Providing good quality affordable homes, in particular for those in the greatest need</li> </ul>
Implications:	<u>Financial</u>  The direct offer list allocations and lettings are managed within the existing resource in the allocations team
'Value for money' implications	<u>Value for money</u>  The opportunity to operate a direct offer list enables the Council to identify suitable properties for applicants in a managed way, so that it reduces the potential for bidding on unsuitable properties and the costs associated with administering these bids and the expectations of the applicants.
Risk implications	The direct offer list enables the strategic housing team to ensure that appropriate accommodation is identified based upon the individual needs of the applicant, thereby reducing the risk of the property being unsuitable.

Community Impact Assessment	Community Impact Assessment carried out 27 October 2017
Health and safety Implications	The process for the administration and management of applicants on the direct offer list is designed to review the risks at an individual case level and therefore the health and safety implications are considered.
Consultees: (including feedback from Scrutiny where appropriate)	Natasha Beresford, Strategic Housing Group Manager  Fiona Williamson, Assistant Director, Housing
Background papers:	2017 Allocations Policy
Glossary of acronyms and any other abbreviations used in this report:	

## 1. Introduction

1.1. Earlier this financial year, members raised queries regard the allocations process and direct offers in relation to the performance of Empty Homes. Allocation of accommodation, specifically in relation to direct offers can often require assessment of an applicant's multiple needs, which may involve a range of sources and can impact on the key to key time for some of our Empty Homes. Members had requested further details regarding the Direct Offer list and how this is managed.

## 2. Context

2.1. In line with our 2017 Allocations Policy, the Strategic Housing Service manages a direct offer list in order to offer accommodation to applicants on the Housing Register outside of the Choice Based Lettings system that we operate. The Allocations Policy states:

On some occasions, properties will be allocated through a direct offer. A direct offer means that an applicant will not bid on properties but will receive one offer of suitable accommodation. Direct offers are made by the housing service outside of the choice based lettings system. When making a direct offer the council is required to consider the suitability of a property for all members of the household. These offers are used as part of our approach to preventing homelessness. Applicants who are given a homelessness status at the point of receiving the main housing duty will receive one direct offer of suitable accommodation. In addition to homeless applicants, direct offers may also be used:

- To match applicants requiring complex adaptations to a suitable property;
- For applicants living in Mother & Baby units;
- In the case of hard-to-let properties (advertised at least twice with no suitable bids);
- For applicants in high-risk priority groups (see 4.0) where a sensitive letting is required; or
- For individual cases that would usually fall outside of this policy but have an urgent or high risk housing need (these offers can only be approved by the internal Housing Panel)

2.2. This report will provide an explanation of the direct offer list in relation to the allocations process and how cases are determined to be managed by this route. It will also provide an insight into how the direct offer list is managed and monitored on a day to day basis.

### 3. Management of the direct offer list

3.1. Direct offers are made by the Strategic Housing Service outside of the choice based lettings system. A direct offer means that an applicant will not bid on properties but will receive one offer of suitable accommodation. When making a direct offer the council is required to consider the suitability of a property for all members of the household.

3.2. Currently we hold 2 separate lists, one for homeless direct offers and one for all other applicants including those with a major adaptive need. This allows us to ensure that we are balancing the amount of direct offers equally between homeless, homeseekers and transfer applicants. Wherever possible we balance direct offer allocations equally across all applicant types. Our aim is to ensure that each offer of accommodation is suitable to meet the applicants housing need. Approximately 30% of direct offers are made to homeless applicants to allow them to have settled accommodation and to also ensure movement continues through our temporary accommodation stock.

3.3. The tables below show the numbers by size and type of property, currently awaiting a direct offer:

<b>Homeless direct offers</b>		
Size of property	Number of applicants	Oldest entry on list
1 bed	4	June 2018
2 bed	13	Feb 2018
3 bed	5	Aug 2018
4 bed and upwards	0	

<b>Homeseeker and transfer list (decisions from panel, adaptive requirements)</b>					
Size of property	Total applicants	Number of applicants with adaptive need	Oldest entry on list	Number of applicants with move for other reasons	Oldest entry on list
EPD	23	15	Apr 2015	8	July 2014
1 bed	29	23	Oct 2013	6	June 2016
2 bed	32	20	Aug 2014	12	Dec 2015
3 bed	2	2	Nov 2015	0	
4 bed	1	1	Apr 2018		

#### **4. Approving applicants for a direct offer**

- 4.1. Homeless applicants are added to the list by the Homeless Prevention and Assessment Officer once a full duty decision is given. Details of the household composition, size of property required and area preference are provided and area preferences or necessities and any medical requirements are also noted to enable to Pre Tenancy team to match them to a suitable property.
- 4.2. All other applicants on the direct offer list are either added following a report being agreed by Housing Panel or where an adaptive need has been identified following receipt of medical documentation. In such cases where there is adaptive requirements, all medical information is fully assessed with the support of a Medical Advisor and professional recommendations are obtained from an Occupational Therapist, to ensure that wherever possible the best possible match for a property can be obtained.
- 4.3. A large proportion of our current list is made up of applicants waiting for a property as adaptations are not possible in their current property due to a number of factors which may include the location, size, access. Due to the limitations of our stock this often means that there is a long wait for a suitable property to be identified. This is in part due to the fact that across a financial year, the service receives approximately 550 properties across all sizes to be re-let, not all of which are suitable for adaptations.

#### **5. Managing the direct offer list**

- 5.1. As part of the Lettings and Empty homes process each property is visited before being returned to the Council. (except in cases where access is not possible or we were not previously made aware i.e./ abandonments). This allows us to know what size stock is coming back and also make a first assessment on whether there are adaptations in situ or if adaptations would be feasible based on access and size or layout. Transfer visits are undertaken by the Lettings team for each existing tenant being considered for a move. Pre void inspections are completed upon receipt of termination forms for tenants.



5.2. All properties returned are first assessed against the direct offer list before going to advert, so that we can make a decision on whether to use a property for an applicant with an adaptive need, or offer to another applicant who is waiting. The split between direct offers and properties advertised is generally 30% direct offer, 70% advert. This can vary on occasion if we identify a number of properties suitable for adaptation or have to make a higher percentage of direct offers to assist with urgent cases, such as a serious threat to life or ongoing safety.

## **6. Concerns and areas of improvement**

6.1. Where possible it is preferable for an applicant to be able to bid on properties to allow them choice although in some circumstances this is not possible. It is challenging to manage the expectations of applicants on the direct offer list, whilst we make every effort to offer to the person that has been waiting longest, in some cases particularly adaptations, individual requirements can vary greatly and extent of adaptations possible is dependent on the property type. Where a property is determined unsuitable for an applicant on the list, we must proceed to the next most suitable applicant, to ensure that we are making best use of stock.

6.2. Due to limitations within our housing stock, there can be a significant waiting period for applicant's with an adaptive need particularly, as can be seen from the table provided earlier in the report. This can be increasingly challenging if applicants are awaiting a sheltered dwelling or 2-bedroom property. Additional challenges are found when applicants are required to move to a specific area and we must wait for suitable accommodation to become available.

6.3. A number of applicants have been on the list for a lengthy time period and are unlikely to have regular contact with the service, this is due to ongoing resource pressures to manage the direct needs of many applicants on the housing register. This could mean that their circumstances have changed and they no longer have an urgent need to move and in medical cases could mean that we do not have up to date medical information. The service is currently looking to address resource issues and will be implementing plans to improve the quality of information currently held, this will include a full review of each applicant on the list looking at the reason they are on the list and a review of any relevant medical information if appropriate.

6.4. A full work stream review is currently being undertaken to identify the opportunity to streamline existing procedures and make the most effective use of resources. Further consideration is being given to proposals to improve the existing Civica system, to enable increased automation of manual processes, providing greater efficiency.

## **7. Conclusion**

7.1 This report has provided members with an overview of the direct offer list in relation to the allocations process, which is delivered by the Strategic Housing Service. Management of allocations and direct offers has a direct link on the key to key time for void properties and re-let figures.

## Community Impact Assessment

Name and description of project, policy or service	
Full review of the Allocations Policy which will lead to the way we deliver the service going forward.	
Identifying the impact of this project, policy or service on the community and environment	
<p><b>On the community in general</b> e.g. social or economic benefits, negative impacts</p>	<p>Positive - The Allocations Policy is now written in plain English and has been significantly reduced so it is easier to read and understand. The purpose of this Policy is to ensure that social housing is provided for those most in need.</p> <p>On a community level the majority of people that will benefit from this change to policy will be those that are living in the Borough where there housing conditions do not currently meet their need.</p> <p>Negative - Potential risk around perception with the removal of the deferred register. This will be addressed through a clear implementation plan that outlines reasons behind these decisions.</p>
<p><b>On the council as an organisation</b> e.g. on staff, services or assets</p>	<p>Positive - A stronger approach to managing our stock and nominations to housing associations. Streamlined procedures and reduction in administration means we can dedicate resources more effectively.</p> <p>There will be a reduction on the contact required to applicants by post and other means as no longer maintaining a deferred register where roughly 6000 applicants must be contacted on a yearly basis.</p> <p>Negative - Potential increase in footfall when communication first reaches applicants about the removal of the deferred register. We will offset this by signposting people to alternative methods of contact and utilising key contact points such as the Moving with Dacorum site.</p>
<p><b>On the protected characteristics</b> Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation (Specify where impacts are different for different characteristics)</p>	<p>Positive - The Allocations Policy has been reviewed by external counsel and is considered lawful. The policy has been amended to ensure that all groups within the community have fair access to social and affordable housing and is fully compliant with the Equality and Diversity Act 2010.</p> <p>Those living in the Mother and baby will have an easier route into housing reducing any additional stress or pressure.</p> <p>Negative - There could be an increase in individuals that do not have a local connection being housed in the Borough as under the local connection criteria we have included that where the requirement of a local connection may infringe equality and</p>

## Community Impact Assessment

	diversity legislation (e.g. Equality Act 2010). These applications will be considered on a case by case basis by the Housing Panel.	
<b>On the environment</b> e.g. effects on the climate, trees, amenity space, biodiversity, water, energy, waste, material use, air quality	Positive- Reduction in postage as primary way of communication with applicants to inform of any changes to policy will be via bulk messaging on the Moving with Dacorum site.  Going forward, the supporting procedures will support the wider approach to channel shift.	
<b>On the specific target community / location</b> e.g. if the project is based in a specific area or targeted community group	n/a	
<b>Outline the approach you took to identify the need for this project, policy or service. Please include use of research, data and consultation with residents and/or staff.</b>		
<p>To facilitate the review of the Allocations Policy the housing service undertook a significant amount of consultation. This included surveying applicants, those who have recently been allocated a property and the Tenant and Leaseholder Committee.</p> <p>In addition to tenants, each team within the Housing Service took part in a focus group. The purpose of this was to understand the potential impact of the proposed changes to other service areas. Resident Services were also involved to ensure the policy complimented the corporate approach to managing Anti-Social Behaviour.</p> <p>The results of the consultations were considered when drafting the new Allocations Policy.</p>		
<b>Which commitment(s) does this policy, project or service support from the Equality and Diversity CIH Charter Housing Framework?</b>		
The policy has been written in line with CIH Charter Housing Framework. This is further supported by Counsels review of the policy and acknowledgement that it is fully lawful and compliant with the Equality Act 2010.		
<b>How will you review the impact, positive or negative once the project, policy or service is implemented?</b>		
This will be monitored on a regular basis throughout the lifetime of the policy in line with changes in regulations and service/demand requirements		Strategic Housing Team Leader and Strategic Housing group Manager

## Community Impact Assessment


**Completed by:**

**Manager:**

Name: Tracy Vause

Role: Strategic Housing Team Leader

Date: 27 October 2017

**Reviewed and signed off by relevant Group**

Name: Natasha Brathwaite

Role: Group Manager, Strategic Housing

Date: 27 October 2017



<b>Report for:</b>	<b>Housing and Community Overview and Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>10 October 2018</b>
<b>Part:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Relocation of Athletics Track Consultation</b>
<b>Contact:</b>	Neil Harden, Portfolio Holder for Community and Regulatory Services  Author/Responsible Officer(s): Linda Roberts (Assistant Director – People, Performance and Innovation) Matt Rawdon (Group Manager – People and Performance), Alex Care (Community Partnerships Team Leader)
<b>Purpose of report:</b>	To inform Members of the feedback from the recent athletics track consultation.
<b>Recommendation</b>	That Members consider the response from the formal athletics track consultation.
<b>Corporate objectives:</b>	<ul style="list-style-type: none"> <li>• A clean, safe and enjoyable environment</li> <li>• Building strong and vibrant communities</li> </ul>
<b>Implications:</b>	<u>Financial</u>  There are no financial implications in relation to this paper.
<b>'Value for money' implications</b>	<u>Value for money</u>  The consultation was undertaken in house, so no additional money was spent in carrying out this consultation.
<b>Risk implications</b>	Residents not aware of the consultation – the consultation was open for nearly two months and advertised in various media to ensure high response rates.
<b>Community Impact Assessment</b>	Not applicable for a consultation exercise.
<b>Health and safety Implications</b>	None associated with this consultation.

Consultees:	Public Survey aimed at Dacorum residents
Background papers:	Proposal to build a new athletics track and pavilion at Cupid Green Playing Fields, Grovehill - Cabinet paper 24 April 2018  Appendix 1 – Themed Literals
Glossary of acronyms and any other abbreviations used in this report:	nil

## 1. Introduction

1.1 As part of the wider Dacorum Leisure Modernisation Programme, a survey regarding a potential move of the Athletics Track at Jarman Park to the Cupid Green Fields was made available online on our consultation page from 21<sup>st</sup> June and closed on 17<sup>th</sup> August 2018.

1.2 The purpose of the survey was to gauge local feedback on the benefits and challenges to upgrading and relocating the Athletics Track to the Cupid Green Fields.

1.3 This report contains analysis of the **548** responses received so that Members may be able to make a decision as to whether or not to go ahead with further investigation into the merits of this move.

1.4 In addition to being made available online, it was also advertised in the Digital Digest, to our consultation panel, through a press release and social media, and paper copies were made available should anyone have requested them.

1.5 There was almost an equal split from those that responded, but over 50% did not support the suggestion of moving the athletics track. 53.3% stating they would not support it, and 44.7% stated they would. It should be noted that some of those who stated they would support it, would only do so, once further consultation had taken place and proper consideration given to their concerns.

1.6 The open comments (literals) section of the survey has been themed and is found in Appendix 1. The open question ‘What do you think about the suggestion of building a track?’ provided a useful insight into the survey response, the response showed that there were 81 positive comments as opposed to 610 negative. The results of the themed literals are found in Appendix 1.

1.7 Respondents considered the benefits of the athletics track being located at Cupid Green Fields were:

- New sports venue

- Local schools
- Community Facilities
- Inspiring youth
- Health benefits

1.8 The challenges and concerns were noted as being:

- Parking concerns
- Increased transport congestion / disruption
- Improve existing site / keep existing site
- Transport links / accessibility
- Noise, floodlights pollution etc.
- Loss of green space / land used by community
- Financial investment concerns
- Too close to residential housing
- Site too small
- Anti Social Behaviour
- Alternative location
- Infrastructure
- Road Safety
- Concerns over housing development / transparency
- Want alternative sport facility

1.9 Of those who responded 59.3% stated that they had previously used the track at Jarman Park, but if it moved location to Cupid Green Playing Fields 63.9% said they were unlikely to use it and 22.3% likely to use it (the remaining were not sure). Almost 17% stated that they would prefer to see the current track invested in and refurbished.

## **2, Conclusion**

2.1 There are challenges and issues identified within the response to this consultation exercise, which the Council would need to address if the decision was approved to relocate the athletics track to Cupid Green Playing Field.

## Appendix 1 - Athletics Track Consultation

### Analysis of Literals – Sept 2018

Q2 What do you think about the suggestion of building a track and sports pavilion on the Cupid Green Playing Fields?

What do you think about the suggestion of building a track...?	% of respondents who made comment
<b>Positives</b>	
Positive comments general (24)	5
Local schools (21)	4
Increased leisure facilities (13)	3
Good for area (10)	2
Sports Hub (7)	1
Good for health (6)	1

(Base: 513)

#### Examples of POSITIVE comments made by respondents

*Very good excellent idea hope it goes ahead*

*It will be a great benefit to all local schools and clubs, adults and younger athletes*

*I think it's a brilliant idea a great addition to the area. In conjunction with the other sporting facilities nearby it will provide the local community with some much needed leisure facilities.*

*Great for the local community*

*Sounds like a very good idea for the youth of today to have some new sports equipment and places to keep fit*

What do you think about the suggestion of building a track...?

% of respondents



	who made comment
<b>Negative comments</b>	
Improve existing site/keep existing site (129)	25
Parking concerns (113)	22
Increased transport congestion/disruption (85)	17
Loss of green space/land used by community (47)	9
Transport Links/accessibility (34)	7
Flood lights, pollution, noise disruption (32)	6
Too close to residential housing (32)	6
Financial investment concerns (32)	6
Concerns over housing development/transparency (21)	4
Negative general (15)	3
Other suggested other sites Grovehill Playing Fields, Margaret Lloyd etc (15)	3
Poor design/location (14)	3
Site too small (14)	3
Not close to shops/restaurants etc (9)	2
Reference to Jarman Athletic Track August Newsletter 2018 (8)	2
Infrastructure concerns (6)	1
Impact on property prices (4)	1
	<b>(Base: 513)</b>

### Examples of NEGATIVE comments made by respondents

*What is wrong with the athletics track at Jarman Park? It must be cheaper to refurbish this than create an entirely new facility.*

*Do not think it is a good idea or worth the investment when the money could be better spent improving roads and cutting grass and looking after trees etc*

*I think the site looks too small. Will there be sufficient parking provision? Has the access onto Redbourne Road been considered? This road is already very busy and I would be concerned about volume of traffic.*

*I think it is a very bad idea. Why do planners not think!!!*

*I would object because it removes the playing field and a popular area for local dog walkers (myself included).*

Q3 What do you think are the key challenges and possible benefits of building a track and sports pavilion on the Cupid Green Playing Fields?

What do you think are the key challenges and possible benefits ...?	% of respondents who made comment
<b>Benefits</b>	
New sports venue (23)	5
Local schools (21)	4
Community facilities (20)	4
Inspiring youth (17)	4
Health benefits (15)	3
<b>Challenges</b>	
Parking concerns (153)	32
Increased transport congestion/disruption (113)	24
Improve existing site/Keep existing site (67)	14
Transport links / Accessibility (60)	13
Noise, floodlights, pollution etc (60)	13
Loss of green space, land used by community (52)	11
Financial investment concerns (48)	10
Too close to residential housing (35)	7
Site too small (30)	6
ASB (27)	6
Alternative location (24)	5
Infrastructure (23)	5
Road safety (16)	3
Concerns over housing development/transparency (7)	1
Want alternative sport facility (6)	1

(Base: 476)

**Examples of comments made by respondents on the BENEFITS of new track:**

*Benefits will be employment and community facilities, local schools will also benefit from having this.*

*The benefits are for the local schools nearby and the local area in genera*

*Benefits will be starting from scratch, building a much improved facility.*

*I believe it will be a welcome addition to the area and provide many residents, young an old a place to increase their physical activity and help to build a stronger, healthier community.*

*It would keep many youngsters busy and occupied and may lead to a life in sport a very good idea*

**Examples of comments made by respondents on key CHALLENGES:**

*Environmental issues and traffic*

*It is not central to Hemel so fewer people will attend. Transport links are poorer than to Jarman Park and so fewer people could access this facility*

*I think the main challenge will be to ensure adequate parking.*

*Reduction in the size of green spaces available for usage. Restricting the type of usage of existing green spaces. Increase in noise and traffic to the area. - roads would need to be improved.*

**Q6** Do you have any other comments or suggestions you would like to share with us regarding this Athletics Track proposal?

Do you have any other comments or suggestions ...?	% of respondents who made comment
Improve existing site/Keep existing site (80)	21
Financial investment concerns (37)	10
Another location (31)	8
Concerns over housing development/transparency (30)	8
Invest in different project (22)	6
Green spaces (19)	5
Parking/traffic (17)	5
Infrastructure (16)	4
Joint venture with school (6)	2
Invest outside of Hemel (5)	1
Football/Football pitches (5)	1
Road safety (5)	1
Site too small (4)	1

**(Base: 379)**

## **Examples of comments and suggestions made by respondents**

*If I was a decision maker I would put money into upgrading the existing facilities rather than starting from scratch and causing problems for those who are local to that area!*

*The reason for the move needs to be transparent. It's not about moving the Athletics track so that sport gets a new facility, it's about selling the land for house building*

*Please stop building on green land that is already in use when we have an athletics track at Jarmans*

*Just ensure parking and traffic relieving measures are put in place and it will be amazing for the whole community and surrounding areas*

*I'd be very interested in the cost, time scale of the build, what the future is for the current site of the athletics track. Also how is this development being paid for?*



<b>Report for:</b>	<b>Housing and Communities Overview and Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>10 October 2018</b>
<b>Part:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Physical Activity &amp; Sport Strategy</b>
<b>Contact:</b>	Councillor Neil Harden, Portfolio Holder Community & Regulatory Services  Author/Responsible Officer- Linda Roberts (Assistant Director), Matt Rawdon (Group Manager – People), Alex Care (Community Partnerships Team Leader) and Ben Russell (Community Partnerships Officer)
<b>Purpose of report:</b>	1. To seek feedback from the committee on the strategy
<b>Recommendations</b>	1. That Members note the report and provide feedback on the strategy
<b>Period for post policy/project review</b>	The strategy is due to go live in 2019. A review should be undertaken on the progress at the end of 2019.  A project board will be set up to monitor the progress of the action plans regularly.  This committee will be updated six monthly from approval for two years and annually thereafter.
<b>Corporate objectives:</b>	Building strong and vibrant communities
<b>Implications:</b>	<u>Financial</u>  There is no direct financial impact on the council in developing this strategy. However, there will be some financial backing required to support its delivery over the next five years.
<b>'Value for money' implications</b>	<u>Value for money</u>  The development and implementation of a Physical Activity & Sport Strategy will provide countless benefits to the community. The Government Strategy, Sporting Future: A New Strategy for an Active Nation, identifies five key outcomes that sport and physical activity can deliver, they are: <ul style="list-style-type: none"> <li>- Improved physical wellbeing</li> <li>- Improved mental wellbeing</li> <li>- Individual development</li> <li>- Social and community development</li> <li>- Economic development</li> </ul>

	The strategy has been developed by the Council utilising existing Sport and Leisure expertise that is employed by the Council.
Risk implications	None identified at this stage
Community Impact Assessment	To be carried out at final draft stage.
Health and safety Implications	None identified at this stage.
Consultees:	<p><b>Internal Colleague Consultation- Wednesday 19<sup>th</sup> April 2017-</b></p> <ul style="list-style-type: none"> <li>• Community Partnerships</li> <li>• Neighbourhood Action</li> <li>• Innovation and improvement</li> <li>• Environmental Sustainability</li> <li>• Parks and Open Spaces</li> <li>• Planning</li> </ul> <p><b>Sport Organisation Consultation- Monday 7<sup>th</sup> April 2017</b></p> <ul style="list-style-type: none"> <li>• Sport England</li> <li>• Herts Sports Partnership</li> <li>• Dacorum Sports Network</li> </ul> <p><b>Club Consultation- Tuesday 10<sup>th</sup> October 2017</b></p> <ul style="list-style-type: none"> <li>• Hemel Bowls Club</li> <li>• Berkhamsted Raiders FC</li> <li>• Bovingdon &amp; Flaunden Tennis</li> <li>• Berkhamsted Hockey</li> <li>• Hemel Swimming Club</li> <li>• Shelley's Netball Club</li> <li>• Berkhamsted Tennis</li> <li>• Tring Swimming club</li> <li>• Tring Rugby</li> <li>• Tring Tornadoes</li> <li>• Hemel Stags</li> <li>• Hemel Storm</li> <li>• Berkhamsted Swimming club</li> <li>• Dacorum &amp; Tring Athletics</li> <li>• Hemel Youth FC</li> <li>• Hemel Aces FC</li> <li>• Herts Baseball</li> <li>• Tring Tennis club</li> </ul> <p><b>Public Consultation- Thursday 19th April 2018- Friday 18<sup>th</sup> May 2018</b></p>

	<p><b>Stakeholder Consultation- Thursday 19th April 2018- Friday 18th May 2018</b></p> <ul style="list-style-type: none"> <li>• Herts Sports Partnership (HSP)</li> <li>• Dacorum Sports Network (DSN)</li> <li>• Sport England</li> <li>• Public Health</li> <li>• Everyone Active</li> <li>• Dacorum Sports Trust (DST)</li> <li>• Sports Clubs</li> </ul>
Background papers:	<ul style="list-style-type: none"> <li>• Appendix 1- Draft Physical Activity &amp; Sport Strategy</li> <li>• Sport England Strategy</li> <li>• HSP Strategic Plan</li> </ul>
Glossary of acronyms and any other abbreviations used in this report:	<ul style="list-style-type: none"> <li>• Herts Sports Partnership (HSP)</li> <li>• Dacorum Sports Network (DSN)</li> <li>• Dacorum Sports Trust (DST)</li> </ul>

## 1 Executive Summary:

Following feedback from the 13<sup>th</sup> June 2018 Housing and Communities Overview and Scrutiny Committee meeting, amendments have been made based on the comments received at the meeting and across the consultation.

## 2 Introduction

The strategy focuses on a vision for sports and physical activity across Dacorum and it looks at the role of Dacorum's sports clubs, the Council and its partners and how they can improve provision and opportunity for Physical Activity and Sports for all residents.

To ensure the strategy is representative of the borough, a number of consultations have been conducted with a variety of relevant stakeholders.

## 3 Key Issues

The purpose of this strategy is to state the high level vision and what the Council is seeking to achieve for its residents in terms of Physical Activity and Sports. These outcomes have been developed through consultation with our key partners such as Everyone Active and with local sporting clubs and with input from national sporting associations.

How DBC will achieve this vision and measure the success of the outcomes will be developed in more detail in subsequent supporting annual action plans. The plans

have not yet been developed, they will be once this strategy has been formally approved.

## **5 Conclusion**

It is evident that there is both a need and desire for a Physical Activity and Sports Strategy within Dacorum. The consultation received so far has provided the Council with some useful insight on how to ensure that the Physical Activity and Sports strategy is representative of the Council, local residents, sports clubs and key partners' needs and desires.



## **Active Dacorum: A Physical Activity and Sport Strategy for Dacorum 2019-2024**

### **Foreword**

“Physical activity and sport can have a hugely positive impact on individuals and local communities. The Council is committed to creating accessible opportunities for residents to be as active as possible. We want to create an environment that encourages an active lifestyle, allows aspiring athletes to perform at the highest level as well as motivating beginners to take up a new sport or activity. Working closely with our key partners, we hope to transform local communities, develop physical activity and sporting infrastructures, and make Dacorum the most active district in Hertfordshire”

*Cllr Neil Harden, Portfolio Holder for Community and Regulatory Services*

### **1. Purpose of this strategy**

*“To provide opportunities for Dacorum residents to be more active, helping to shape and promote a positive attitude towards physical activity and sport”*

- 1.1.** We have developed a strategy and vision ensuring we have the approach, infrastructure and commitment to deliver a lasting legacy for sports and physical activity across Dacorum. We want Dacorum to be a leader in the promotion of health and wellbeing with physical activity being a key driver in creating healthier, more active communities. We want to create an environment that allows our residents to be physically active as part of their daily routine, removing barriers and stigmas attached to physical activity and sport. We aim to deliver a high quality-sporting environment, which enables people to play, enjoy and benefit from sport, whether they are a beginner, enthusiastic amateur or an elite performer.
- 1.2.** This strategy gives us a clear vision that everyone can work towards over the next five years. It sets out our strategic priorities, supports improved engagement with stakeholders, and allows us to target resources to where we will see the greatest impact. In developing this strategy, we believe we will increase the amount of physical activity and sports participation across the borough which will in turn lead to a healthier and happier community.
- 1.3.** In collaboration with our partners and stakeholders, we will develop a detailed annual action plan to deliver this strategy. The action plan will give clearer, more in depth actions (with outcome measures), which will be governed by a project board.

### **Dacorum Physical Activity and Sports Key Partners**

Hertfordshire Sport and Physical Activity Partnership (HSP)  
Sport England  
Public Health  
Dacorum Sports Network (DSN)  
Local Sports Clubs  
Everyone Active  
Dacorum Sports Trust (DST)  
Dacorum Residents  
Local Schools  
Community Groups

## **2. How active is Dacorum now, and why is this so important?**

**2.1.** Dacorum is comprised of 25 wards and is considered a largely rural and affluent area.

However, Dacorum does have pockets of deprivation, with 6 of its wards being graded at a 4 or below on the index of multiple deprivation (1). About 12% (3,300) of children live in low income families primarily within these wards, where average life expectancy is 7.8 years lower for men and 5.1 years lower for women. Cardiovascular disease in people aged between 30 and 74 in Dacorum is statistically significantly higher than the averages for England and Hertfordshire and around 50,000 residents aged 50 and above suffer from a long-term health problem or disability (2).

	<b>Dacorum</b>	<b>South East England</b>	<b>England</b>
Excess weight in adults (including obesity)	66.1%	65.6%	64.8%
Physically Inactive adults (3)	21.2%	22.7 %	25.7%

(1) Department for Communities and Local Government, English Indices of Deprivation 2015

(2) Public Health England, Local Authority Health Profile 2018

(3) Sport England, Active Lives Survey

**2.2.** It has been scientifically proven that being physically active can dramatically improve an individual's physical health. It lowers the risk of heart disease, strokes, cancer and of developing type 2 diabetes by up to 50%. It also improves mental health, helping to lower the risk of depression and reduces cognitive decline. Taking part in sport and physical activity can also boost productivity and support increased learning.

**2.3.** Physical activity and sports participation is also shown to have a significant impact on the reduction of local crime rates. It can develop a sense of shared purpose and contribute to community cohesion. Sport is successful in bringing people from different communities together and forging strong, new friendships and creating a sense of pride and belonging within their communities.

## 2.4. How much physical activity should we be doing?

- Adults: 150 minutes per week of moderate physical activity (raised heartbeat, sweating e.g. brisk walking)
- Children and young people: At least 60 minutes and up to several hours of intense and vigorous activity per day (breathing hard and fast e.g. running) (4)

(4) NHS, Benefits of Exercise

## 3. Current Sporting Landscape

**3.1.** Dacorum Borough Council (DBC) is hugely supportive of local sport. There are over 200 sports clubs within Dacorum, which offer residents a whole host of different opportunities to take part and be active, as well as a number of high profile clubs within Dacorum, including Hemel Storm (Basketball), Hemel Football Club, Hemel Stags (Rugby League) and Sapphire Gymnastics. Our sport and leisure facilities (run by Everyone Active) have circa 4,800 members, a number that continues to grow with an ever-expanding offer of activities for the community. We also have many parks, adventure playgrounds and open spaces that cater for thousands of active residents across Dacorum, including Gadebridge Park and Tring Park which are used for Park Runs, attracting hundreds of people each week.

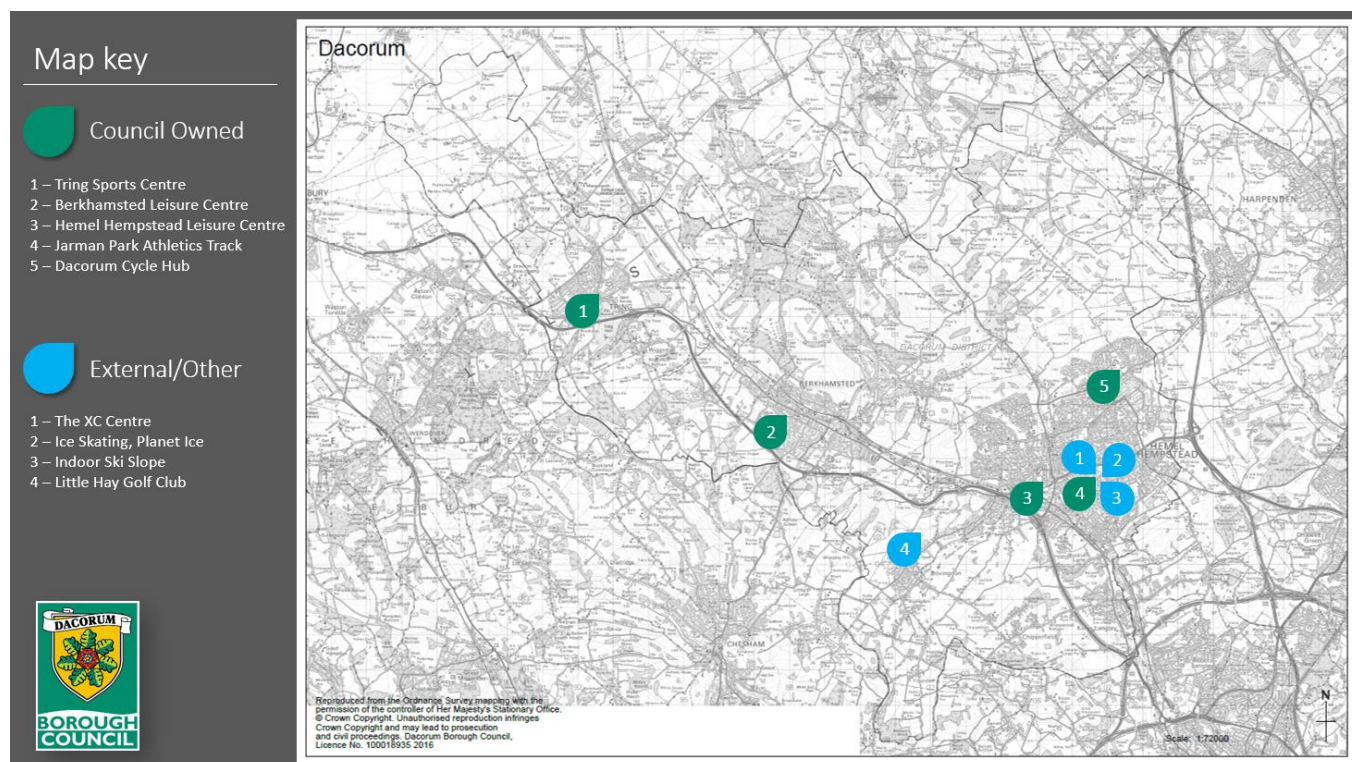
**3.2.** Within Dacorum we are fortunate enough to have a number of high quality facilities to support physical activity and sport provision. We have two large leisure centres that boast 6 swimming pools, 2 large sports halls and very well equipped gyms. As well as this, Dacorum has an athletics track, a golf course, an indoor extreme sports centre, an ice rink and a ski slope. Within Dacorum we have an abundance of green parks and open spaces, as well as 12 community centres all of which provide opportunity to be active within the borough.

In August 2018 Everyone Active has invested £1.3m in the refurbishment of the Hemel Hempstead Leisure Centre

In August 2018 Dacorum Borough Council has invested £1.2m in the refurbishment of Tring Swimming Pool

**3.3.** There are substantial facilities and opportunities that already exist within Dacorum for people to be more physically active. However, it is clear that there are factors and barriers that are preventing wider community involvement in adopting an active lifestyle.

## Map of Key Facilities



### 4. The Role of the Council

4.1. DBC understands that a strategy such as this requires a collaborative approach. We see the council's role as a supportive one, working closely and effectively with our multiple partners to deliver our vision: *"To provide opportunities for Dacorum residents to be more active, helping to shape and promote a positive attitude towards physical activity and sport"*. To achieve this vision we will:

- Provide leadership within the community. Working closely with partners from private, public and voluntary sectors to improve and promote access to resources, quality provision, and programmes of activity, with particular focus on underrepresented groups.
- Ensure there are high quality leisure facilities which meet the current and future needs of the borough.
- Champion and promote the benefits of physical activity and sport participation in achieving health, community cohesion and community safety outcomes.

### 5. Our commitments to deliver this strategy

5.1. We have worked collaboratively and consulted with key partners and stakeholders to identify the needs and priorities of the borough. Using stakeholder insight to develop this strategy, as well as supporting strategies from Central Government and Sport England, we have developed four outcome-based commitments

## **5.2. Tackling Physical Inactivity**

- Undertake consultation with local residents to better understand the barriers to participation
- Monitor and support the delivery of Everyone Active's physical activity and sports development and outreach plan
- Work with partners to actively source funding to support underrepresented groups to become more physically active
- Develop resources which support and promote an active lifestyle

## **5.3. Partnership Working**

- Work more closely with partners to ensure resources are maximised and duplication is avoided
- Ensure we are informed by the best practice on what works to achieve our ambition, learning from others and working with the best in the sector
- Ensure DBC leisure management contracts are well managed to deliver a great service

## **5.4. Facilities and Infrastructure**

- Continue to provide facilities and infrastructure which allow for increased use and greater opportunity for residents to have a more physically active lifestyle
- Work towards adopting a policy that supports community management and ownership of assets to local clubs, community groups and trusts.

## **5.5. Governance**

- Establish a strong governance model that holds to account those with the responsibility for the implementation of the strategy
- Have a clear action plan which details available resources and accountability for achieving outcomes/targets, which are regularly monitored and reviewed by the project board

## **6. Outcomes**

**6.1.** Everyone that lives and works in Dacorum will be able to find an activity or sport that meets their needs, which in turn will lead to increased participation and the benefits that come with this. Success will be measured through a series of key outcomes and targets.

**6.2.** Setting measurable targets is a key part of being able to evaluate the success of our actions and interventions. In those areas where we can use quantifiable targets it is important that we do so as this will be a valuable measure of progress for the strategy. The key outcomes that this strategy seeks to achieve are:

- 2,000 more physically active Dacorum residents (5)
- 3% increase in membership numbers of local sports clubs and leisure facilities

There are contributing factors in relation to individuals' health and wellbeing, but this strategy would also influence the:

- Reduction in the mortality rate for persons under 75 from cardiovascular diseases and cancer (circa. 20 fewer people) (6)
- 1,880 fewer adults (aged 18+) carrying excess weight (6)
- 36 fewer children reported as overweight or obese at year 6 (7)

(5) Sport England, Active Lives Survey

(6) Public Health, Local Authority Health Profiles

(7) Gov.uk, Child obesity and excess weight: small area level data

## **7. Putting Commitments into Action**

**7.1.** There is a fantastic opportunity for DBC and partners to develop physical activity and sport in Dacorum. The power and influence that physical activity and sport can have on people's lives and the positive impact they can have on entire communities is the exact purpose for developing this strategy.

**7.2.** The Council will prepare an annual action plan in collaboration with partners, both internal (e.g. Planning, Community Partnerships, Housing) and external (e.g. HSP, Public Health, DSN, Everyone Active) which will deliver this strategy. In this plan, we will set out a series of more specific actions, which will take place throughout the coming years.