



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 7 November 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 Corporate and Democratic Support

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

None.

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

7. PERFORMANCE, PEOPLE AND INNOVATION Q2 PERFORMANCE REPORT (Pages 13 - 17)

8. HOUSING Q2 PERFORMANCE REPORT (Pages 18 - 79)

9. GAS SERVICING AND TOTAL ASSET MANAGEMENT CONTRACT PERFORMANCE YEAR 4 (Pages 80 - 98)

10. WORK PROGRAMME (Pages 99 - 100)



AGENDA ITEM: SUMMARY

Report for:	Housing and Community Overview and Scrutiny Committee
Date of meeting:	
PART:	7 November 2018
If Part II, reason:	

Title of report:	Budget Monitoring Quarter 2 2018/19
Contact:	Cllr Graeme Elliot, Portfolio Holder for Finance and Resources Nigel Howcutt, Assistant Director (Finance & Resources) Fiona Jump, Group Manager, Financial Services
Purpose of report:	To provide details of the projected outturn for 2018/19 as at Quarter 2 for the: <ul style="list-style-type: none"> • General Fund • Housing Revenue Account • Capital Programme- Housing and Community
Recommendations	That Committee note the forecast outturn position for 2018/19.
Corporate objectives:	Delivering an efficient and modern council.
Implications:	<u>Financial</u> This reports outlines the financial position for the Council for 2018/19 and so summarises the financial implications for service decisions expected to be made for the financial year. <u>Value for Money</u>

	Regular budget monitoring and reporting supports the effective use of the financial resources available to the Council.
Risk Implications	This reports outlines the financial position for the Council for 2018/19 and in so doing quantifies the financial risk associated with service decisions expected to be made for the financial year.
Community Impact Assessment	The content of this report does not require a Community Impact Assessment to be undertaken.
Health And Safety Implications	There are no Health and Safety implications arising from this report.
Consultees	The position reported within this report has been reviewed and discussed with relevant Council Officers.
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 present the councils forecast outturn for 2018/19 as at the 30th September 2018. The report covers the following budgets with associated appendices:

- General Fund - Appendix A
- Housing Revenue Account (HRA) - Appendix B
- Capital Programme – Housing and Community- Appendix C

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).

2.2 Appendix A provides an overview of the General Fund forecast outturn position. In summary, there are various areas of both under and overspends which broadly offset each other. The net overall pressure of £249k is a significant improvement on quarter 1 with a reduction in the overall pressure of £470k quarter on quarter. The pressure is largely attributable to the forecast pressure on recycling income, following the impact on global markets of change in Chinese government policy on the amount of recyclables it will allow into the country.

The table below outlines the service areas with a significant financial pressure:

Scrutiny Committee	Key Financial Pressure	Description
Strategic Planning & Environment	£450k	Waste recycling income

Strategic Planning & Environment	£100k	Building Control service
Housing & Community	£160k	Garages

2.3 Corporate items

A surplus on Investment Properties of £74k is now forecast due to relatively strong performance in rental income, with a number of successful rent reviews having been carried out.

2.4 There is additional income of £284k against core funding budgets, relating to government funding and investment income. This includes additional funding relating to the Revenues and Benefits service, new burdens funding relating to the Strategic Planning service and enhanced new homes bonus. Interest forecasts from treasury management activities are projected to exceed budget by £100k due to higher than anticipated cash balance and a rise in the Bank of England base rate from 0.5% to 0.75% in August.

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

	Current Budget £000	Forecast Outturn £000	Variance	
			£000	%
Finance & Resources	12,968	13,093	125	1.0%
Housing & Community	753	768	15	2.0%
Strategic Planning & Environment	7,717	8,184	467	6.1%
Total	21,438	22,045	607	2.8%
Investment Property	(4,103)	(4,177)	(74)	1.8%
Core Funding	(17,342)	(17,626)	(284)	1.6%
Contribution (to)/from General Fund Working Balance	(7)	242	249	

2.6 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	Forecast Outturn	Variance	
	£000	£000	£000	%
Employees	3,696	3,825	129	3.5%
Premises	905	885	(20)	(2.2%)
Transport	17	20	3	17.6%
Supplies & Services	1,706	1,694	(12)	(0.7%)
Third Parties	0	0	0	0.0%
Transfer Payments	55	55	0	0.0%
Income	(5,080)	(5,120)	(40)	(0.8%)
Earmarked Reserves	(546)	(591)	(45)	(8.2%)
	753	768	15	2.0%

3.1 Employees- £129k over budget

Pressure of £80k- This pressure relates to the cost of the restructure of the Adventure Playground service. A request to meet this one off cost pressure via drawn down from the Management of Change reserve will be put to Cabinet and is reflected in the forecast reserves position.

Pressure of £49k- This pressure consists of minor overspends against employee budgets within the rest of Housing and Community.

3.2 Income - £40k over-achievement of income

Pressure of £210k - There is a shortfall against income targets relating to garages rental income of £210k. £90k of this shortfall is a continuation of under-achievement of income in the previous financial year. There is a new web based process for marketing and applying for a garage that has started in October and the benefits of this system are being carefully monitored.

Overachievement of income £190k - The pressure above is offset by net additional income over budget relating to Temporary Accommodation of £190k. The Council's own properties are being used to house tenants on a temporary basis rather than more expensive bed and breakfast accommodation.

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 2018/19 is £119k under the budgeted balance of £2.9m.

4.3 Dwelling rents- £240k underachievement of income

Pressure of £115k- Voids are running at 1% compared to a budgeted level of 0.8%.

Pressure of £125k- There is a pressure against rental income arising from a change in the number of new build properties actually being let compared to the assumptions applied at the time of rent and budget setting.

4.4 Non Dwelling rents- £43k over-achievement of income

Income from aerial sites is forecast to exceed budget by £43k.

4.5 Tenants Charges/Supervision and Management / Revenue Contribution to Capital- £119k net under budget

Over-achievement of income £56k- Grant income for Housing Related support has continued into 18/19 when it was expected to cease, resulting in £56k over budgeted income targets.

Underspend of £63k- There is an underspend against staffing budgets and a forecast underspend against the budget held for the window cleaning contract.

4.6 Leaseholder charges - £41k over-achievement of income

Income from charges to leaseholders is expected to be higher than budgeted for.

4.7 Other charges - £37k over budget

The cost of council tax relating to void properties is driving a pressure of £37k. The level of void properties is projected to be higher than that assumed at the time of budget setting.

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 for Housing and Community Scrutiny area.

The current budget is the original budget approved by Cabinet in February 2018, plus approved amendments. Slippage identified at Quarter 1 2018/19 has been re-phased to 2019/20.

The 'Slippage' column refers to projects where expenditure is still expected to be incurred, but it will now be in 2019/20 rather than 2018/19, or conversely, where expenditure planned initially for 2019/20 has been incurred in 2018/19.

The 'Variance' column refers to projects which are expected to come in under or over budget and projects which are no longer required.

	Current Budget £000	Slippage £000	Revised Budget £000	Forecast Outturn £000	Variance	
					£000	%
Housing & Community	8,093	(391)	7,702	7,702	0	0.0%
G F Total	8,093	(391)	7,702	7,702	0	0.0%
HRA Total	35,213	36	35,249	35,249	0	0.0%
Grand Total	43,306	(355)	42,951	42,951	0	0.0%

5.2 General Fund Major Variances

The slippage to future years is detailed in Appendix C. This includes:

- Line 49 and 50: slippage of £390k on the garage development projects Westerdale and Northend. Contractors are due on site imminently with work to be concluded in 2019/20.

5.3 HRA Major Variances

The projected outturn for the HRA is consistent with the Quarter 1 position and is detailed in Appendix C.

- Line 77 and 85-91: approval for professional fees on a range of new sites was granted at Cabinet 27 March. Virements to create budgets for the specific projects will be requested in the Cabinet report 13 November 2018.

6. Conclusions and recommendations

6.1 As at Quarter 2 2018/19, there is a forecast pressure of £249k against total General Fund budgets and a forecast pressure of £15k against Housing and Community Scrutiny area General Fund budgets. There is a forecast pressure of £119k against Housing Revenue Account budgets.

6.2 As at Quarter 2 2018/19, against General Fund Housing and Community capital there is slippage of £391k and the forecast outturn is on budget. Against Housing Revenue Account capital slippage of £36k and the forecast outturn is on budget.

6.3 Members are asked to note the forecast outturn position for 2018/19. Further financial monitoring reports will be brought before Committee for consideration during the financial year 2018/19.



Dacorum Borough Council

Revenue Budget Monitoring Report for September 2018 (Cost of Services Analysis By Scrutiny Committee)

	Month			Year-to-Date			Full Year		
	Budget £000	Actuals £000	Variance £000	Budget £000	Actuals £000	Variance £000	Budget £000	Forecast Outturn £000	Variance £000
Cost of Services									
Finance and Resources	660	687	27	6,290	6,410	120	12,968	13,093	125
Housing and Community	105	817	712	911	2,062	1,151	753	768	15
Strategic Planning and Environment	352	399	47	4,144	4,469	325	7,717	8,184	467
Net Cost of Services	1,117	1,903	786	11,345	12,941	1,596	21,438	22,045	607
Other Items									
Investment Property	(46)	(47)	(1)	(2,968)	(3,025)	(57)	(4,103)	(4,177)	(74)
Investment Income	(13)	(60)	(47)	(79)	(172)	(93)	(158)	(262)	(104)
Interest Payments and MRP	81	0	(81)	485	0	(485)	970	970	0
Parish Precept Payments	0	0	0	778	778	0	778	778	0
Government Grants	(174)	(110)	64	(1,043)	(2,293)	(1,250)	(2,086)	(2,266)	(180)
Revenue Contribution to Capital	0	0	0	0	0	0	2,111	2,111	0
Taxation (Council Tax and Business Rates)	(1,237)	1,754	2,991	(7,421)	11,398	18,819	(14,843)	(14,843)	0
Surplus / Deficit on Provision of Services	(1,389)	1,537	2,926	(10,248)	6,686	16,934	(17,331)	(17,689)	(358)
Transfers between Reserves / Funds									
Net Recharge to the HRA	(343)	(25)	318	(2,057)	97	2,154	(4,114)	(4,114)	0
Net Movement on General Fund Working Balance	(609)	3,415	4,024	(526)	19,724	20,250	(7)	242	249

Interpreting this report

Net Cost of Services

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

Other Items

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

Net Movement on General Fund Working Balance

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

 Housing Revenue Account 2018/19 Forecast Outturn Revenue Budget Monitoring Report at P6				
	Adjusted Budget £000	Forecast Outturn £000	Forecast Variance	
			£000	%
Income:				
Dwelling Rents	(53,044)	(52,804)	240	-0.5%
Non-Dwelling Rents	(102)	(145)	(43)	42.2%
Tenants Charges	(1,512)	(1,644)	(132)	8.7%
Leaseholder Charges	(487)	(528)	(41)	8.4%
Interest and Investment Income	(390)	(376)	14	-3.6%
Contribution towards Expenditure	(535)	(535)	0	0.0%
Total Income	(56,070)	(56,032)	38	-0.1%
Expenditure:				
Repairs and Maintenance	12,113	12,113	0	0.0%
Supervision & Management	12,043	12,182	139	1.2%
Rent, Rates, Taxes & Other Charges	34	71	37	108.8%
Interest Payable	11,594	11,594	0	0.0%
Provision for Bad Debts	700	700	0	0.0%
Depreciation	12,000	12,000	0	0.0%
HRA Democratic Recharges	301	301	0	0.0%
Revenue Contribution to Capital	7,285	7,190	(95)	-1.3%
Total Expenditure	56,070	56,151	81	0.1%
Transfer to / from Housing Reserves	0	119	119	0.0%
HRA Deficit / (Surplus)	0	119	119	0.0%
Housing Revenue Account Balance:				
Opening Balance at 1 April 2018	(2,892)	(2,892)	0	
Deficit / (Surplus) for year	0	119	119	0.0%
Proposed Contributions to Reserves	0	0	0	
Closing Balance at 31 March 2019	(2,892)	(2,773)	119	

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR SEPTEMBER 2018

APPENDIX C

Scheme	Budget Holder	Original Budget	Prior Year Slippage	In-Year Adjustments	Current Budget	Forecast Slippage	Revised Budget	Projected Outturn	Projected Over / (Under)	
General Fund										
Housing and Community										
Commissioning, Procurement and Compliance										
43	Rolling Programme - CCTV Cameras	Ben Hosier	25,000	0	0	25,000	0	25,000	25,000	0
44	Alarm Receiving Centre	Ben Hosier	65,000	0	0	65,000	0	65,000	65,000	0
			90,000	0	0	90,000	0	90,000	90,000	0
People										
45	Verge Hardening Programme	Matt Rawdon	350,000	(65,872)	0	284,128	0	284,128	284,128	0
46	Storage Facility at Grovehill Adventure Playground	Matt Rawdon	0	25,000	0	25,000	0	25,000	25,000	0
47	Capital Grants - Community Groups	Matt Rawdon	20,000	0	0	20,000	0	20,000	20,000	0
			370,000	(40,872)	0	329,128	0	329,128	329,128	0
Strategic Housing										
48	Affordable Housing Development Fund	David Barrett	4,870,000	1,125,000	0	5,995,000	0	5,995,000	5,995,000	0
49	Westerdale (Garage Development)	David Barrett	602,000	769,615	(1,342,153)	29,462	354,538	384,000	384,000	0
50	Northend (Garage Development)	David Barrett	128,000	274,615	726,859	1,129,474	(745,474)	384,000	384,000	0
51	Wood House - Office Space Fit Out	David Barrett	250,000	250,000	0	500,000	0	500,000	500,000	0
52	Temporary Accommodation - creation of new units	David Barrett	60,000	0	(40,000)	20,000	0	20,000	20,000	0
			5,910,000	2,419,230	(655,294)	7,673,936	(390,936)	7,283,000	7,283,000	0
	Totals: Housing and Community		6,370,000	2,378,358	(655,294)	8,093,064	(390,936)	7,702,128	7,702,128	0
	Totals - Fund: General Fund		6,370,000	2,378,358	(655,294)	8,093,064	(390,936)	7,702,128	7,702,128	0

Page 11

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR SEPTEMBER 2018

APPENDIX C

Scheme	Budget Holder	Original Budget	Prior Year Slippage	In-Year Adjustments	Current Budget	Forecast Slippage	Revised Budget	Projected Outturn	Projected Over / (Under)	
Housing Revenue Account										
Housing and Community										
Property & Place										
71	Planned Fixed Expenditure	Alan Mortimer	17,480,000	0	(6,000,726)	11,479,274	0	11,479,274	11,479,274	0
72	Pain/Gain Share (Planned Fixed Expenditure)	Alan Mortimer	0	0	0	0	0	0	0	0
73	M&E Contracted Works	Alan Mortimer	0	0	600,000	600,000	0	600,000	600,000	0
74	Communal Gas & Heating	Alan Mortimer	0	0	2,975,000	2,975,000	0	2,975,000	2,975,000	0
75	DBC Commissioned Capital Works	Alan Mortimer	(2,645,989)	3,801,757	2,425,726	3,581,494	0	3,581,494	3,581,494	0
76	Special Projects	Alan Mortimer	0	(6,000)	817,000	811,000	0	811,000	811,000	0
			14,834,011	3,795,757	817,000	19,446,768	0	19,446,768	19,446,768	0
Strategic Housing										
77	New Build - General Expenditure	David Barrett	(415,000)	6,329,420	(483,200)	5,431,220	0	5,431,220	5,168,356	(262,864)
78	Martindale	David Barrett	2,705,097	1,341,586	(2,173,214)	1,873,469	(1,786)	1,871,683	1,871,683	0
79	Kylna Court (Previously known as Wood House)	David Barrett	3,860,000	1,111,605	(453,674)	4,517,931	156,874	4,674,805	4,529,805	(145,000)
80	Stationers Place / Apsley Paper Mill	David Barrett	(1,703,331)	4,865,692	(857,026)	2,305,335	37,026	2,342,361	2,342,361	0
81	Able House	David Barrett	(249,523)	268,769	(48,136)	(28,890)	48,136	19,246	(28,890)	(48,136)
82	New Build - Longlands	David Barrett	0	0	0	0	0	0	0	0
83	Swing Gate Lane	David Barrett	(457,173)	1,030,094	320,627	893,548	(320,627)	572,921	907,921	335,000
84	Swing Gate Lane Conversion	David Barrett	912,696	(23,143)	(116,116)	773,437	116,116	889,553	764,553	(125,000)
85	Eastwick Row	David Barrett	0	0	0	0	0	0	64,000	64,000
86	St Margaret's Way	David Barrett	0	0	0	0	0	0	62,000	62,000
87	Bulbourne	David Barrett	0	0	0	0	0	0	40,000	40,000
88	Coniston Road	David Barrett	0	0	0	0	0	0	40,000	40,000
89	3 London Road	David Barrett	0	0	0	0	0	0	10,000	10,000
90	Gaddesden Row	David Barrett	0	0	0	0	0	0	10,000	10,000
91	Paradise Fields	David Barrett	0	0	0	0	0	0	20,000	20,000
			4,652,766	14,924,023	(3,810,739)	15,766,050	35,739	15,801,789	15,801,789	0
Totals: Housing and Community			19,486,777	18,719,780	(2,993,739)	35,212,818	35,739	35,248,557	35,248,557	0
Totals - Fund: Housing Revenue Account			19,486,777	18,719,780	(2,993,739)	35,212,818	35,739	35,248,557	35,248,557	0
Totals			25,856,777	21,098,138	(3,649,033)	43,305,882	(355,197)	42,950,685	42,950,685	0



Report for:	Housing and Community Overview & Scrutiny
Date of meeting:	7 November 2018
PART:	1
If Part II, reason:	

Title of report:	Quarter 2 Performance Report – Children Services and Community Safety Partnership, Customer Services, The Old Town Hall and Community Partnerships
Contact:	Cllr Neil Harden, Portfolio Holder for Resident and Regulatory Services Author/Responsible Officers: Linda Roberts (Assistant Director – People, Performance and Innovation) Matt Rawdon (Group Manager – People) Joe Guiton (Community Safety and Children Team Leader) Sara Railson (Arts Team Leader) Alex Care (Community Partnerships Team Leader)
Purpose of report:	Monitoring and information
Recommendations	That Members note the report and identify any areas where they require additional information
Corporate objectives:	Building strong and vibrant communities Delivering an efficient and modern council
Implications:	<u>Financial</u> Within existing budgets
'Value For Money Implications'	<u>Value for Money</u> Services are regularly reviewed to ensure they are efficiently delivered and commercial opportunities are actively sought.
Risk Implications	None at this stage.
Equalities Implications	None at this stage.
Health And Safety Implications	None at this stage.
Consultees:	Service Team Leaders
Background papers:	Nil

1. Introduction

1.1 This paper will provide an update on service performance over Q2 2018/2019 and also highlight key achievements over this same period.

2. Performance Reports 18/19 – Quarter 2

2.1 Quarter 2 report - See appendix 2

3. 1st Quarter Achievements

3.1 The following achievements are a sample of the projects/work undertaken by this group of services during the quarter 2 in 2018/2019.

4 Children Services and Community Safety Partnership

4.1 The playground operational changes have been implemented and all appointments have been made within the new staffing structure. Staff training on safeguarding and playground structure safety will commence during the winter months.

4.2 Community Safety Partnerships – The five priorities, domestic abuse, violent crime, knife crime, ASB and drugs/alcohol have been set and work relating to these themes will continue to be monitored at the Responsible Officer Action Group (ROAG). Work is underway to streamline multi agency meetings to ensure the best use of time whilst improving attendance.

5 Old Town Hall

5.1 Hosted 34 private hires ranging from the ever popular Let's Dance (dance for older people) to a Dacorum Marketing event.

5.2 During the summer holidays we hosted the Herts Inclusive Theatre group summer school. Very popular for both participants and audiences.

5.3 The OTH was one of 68 studios around the county taking part in Herts Open Studios in September.

6. Customer Services

6.1 An operational review is underway of the service, some of the key areas being reviewed are: channel shift, operational staff structure, technology options, PIs, recruitment etc.

7. Community Partnerships

7.1 Everyone Active – Hemel refurbishment completed with excellent feedback, attendance at opening day and record signings for a refurbishment opening for EA.

7.2 Summer Grants Panel awarded total of £7,724 to 8 different community organisations.

7.3 M-ask programme - Most recent cohort started in September, with 9 participants regularly attending.

7.4 Colourful Minds - This is an arts / culture intervention aimed at supporting adults with low level mental health issues. The first cohort started in September with 10 participants attending (a full cohort)

7.5 Grovehill 'Love Your Neighbourhood' event: took place in August. 17 services attended and over 30 local residents attended (numbers possibly affected by the rain). Feedback from all was very positive about the networking and engagement opportunities.

7.6 Inflatable pop up events (including Lark in the Park): seven events were held. Typical attendance to the pop up events was approximately 100 people and the lark in the park attracted approximately 2500 people. The events appeared to be well received by our residents.

OSC Report - Housing & Community Department - Performance, People and Innovation

Indicator Name	Results Sep-2018	Last Quarters Results Jun-18	Last Years Results Sep-17	RAG	Comments	Actions
Building Community Capacity - Empower local community action and delivery						
CYP01b - Number of young people attending Youth Clubs at Adventure Playgrounds	693 Attendances Info Only	1312 Attendances Info Only	742 Attendances Info Only		Approver Comments: Similar to quarter 2 last year. The reduction in numbers from last quarter, could be as a result of running less youth clubs due to the higher than normal level of staff vacancies whilst implementing the operational changes in the APGs.	No Info
CYP01a - Number of children attending Adventure Playgrounds	13899 Attendances Info Only	12121 Attendances Info Only	24490 Attendances Info Only		Approver Comments: The numbers have increased since last quarter. we have introduced tighter controls for recording attendances, namely managers have been instructed to go through the signing in book and check the children are on site. we will be piloting a footfall counter to assist with attendance accuracy.	No Info
Dacorun Delivers - Performance excellence						
CSU13 - Face to Face: Waiting time more than 20 minutes	5.02% 815 / 16250 Target: 5	5.45% 979 / 17970 Target: 5	5.86% 939 / 16016 Target: 5	0 4 0	No Comments	No Info
CSU10 - Call Handling: Average wait time	321 Second(s) Target: 210	332.33 Second(s) Target: 210	279.67 Second(s) Target: 210	0 4 0	Approver Comments: We have recently had a number of experienced staff leave the CSU, and it takes up to 12 months to fully train a new member of the team to answer all the service enquiries. This is having an impact on this particular performance indicator.	No Info

Indicator Name	Results Sep-2018	Last Quarters Results Jun-18	Last Years Results Sep-17	RAG	Comments	Actions
CSU11 - Call Handling: Abandoned Call Rate	15.19% 4574 / 30121 Target: 20	17.26% 5229 / 30298 Target: 20	25.59% 10262 / 40105 Target: 20	0 2 2	No Comments	No Info
CSU12 - Face to Face; Average Wait Time	282.33 Second(s) Target: 450	247 Second(s) Target: 450	245 Second(s) Target: 450	0 0 4	No Comments	No Info
Dacorum Delivers - Reputation and profile delivery						
CSU03 - Percentage of customers satisfied with service received from the Customer Service Centre	98.83% 253 / 256 Target: 80	100% 983 / 983 Target: 80	100% 442 / 442 Target: 80	0 0 4	No Comments	No Info
CSU06 - Percentage of customers satisfied with service received from the Contact Centre	97.63% 412 / 422 Target: 80	100% 82 / 82 Target: 80	99.48% 959 / 964 Target: 80	0 0 4	No Comments	No Info

Agenda Item 8



Report for:	Housing & Communities Overview & Scrutiny Committee
Date of meeting:	7 th November 2018
PART:	1
If Part II, reason:	

Title of report:	2018/19 Quarter 2 Performance Report, Service Plan Update & Operational Risk Register – Housing
Contact:	Councillor Margaret Griffiths, Portfolio Holder for Housing Author/Responsible Officer – Fiona Williamson – Assistant Director - Housing
Purpose of report:	1. To update the Committee on the Performance of the Housing Service - Quarter 1 2018/19 2. To inform the Committee on the progress of the 2018/19 Housing Service Plan and Operational Risk Register
Recommendations	That the Committee note the Performance Report, Service Plan and Operational Risk Register
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	Housing Operational Risk Register details the risks associated with the management of the housing service.
Equalities Implications	Community Impact Assessments are carried out whenever there is a requirement to change or develop a new policy or procedure.
Health And Safety Implications	Health & Safety is an identified key risk for the Housing Service.
Consultees:	Mark Gaynor – Corporate Director, Housing and Regeneration Layna Warden – Group Manager, Tenants & Leaseholders Adrian Hoole – Team Leader, Contracts, Property & Place Cynthia Hayford – Team Leader, Strategic Housing David Barrett – Group Manager, Housing Development Oliver Jackson - Team Leader, Supported 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 are agreed, which are then approved by the Portfolio Holder for Housing and reported quarterly. In addition there are a suite of contractual performance indicators that are used to monitor the performance of the contractors delivering the services and these are linked to their profit.
Glossary of acronyms and any other abbreviations used in this report:	TLC – Tenants & Leaseholder Committee HRA – Housing Revenue Account TAM – Total Asset Management

1.0 Introduction

- 1.0.1 This report details the performance of the Housing Service during the second quarter of 2018/19 against a raft of performance indicators. The indicators were reviewed at the end of the previous year and some targets were altered to reflect previous performance or future challenges. Performance indicators are contained in Quarterly report extracted from Rocket, the performance reporting tool, in Appendix A
- 1.0.2 The report also details the Housing Service Plan and Operational Risk Register, which have been combined into a single working document. The Service Plan and Risk Register are reviewed on a quarterly basis and updated to reflect the progress against the various milestones and establish if there have been any changes to the risk rating or likelihood of occurrence. In order to mitigate the potential of the occurring, each is managed through a series of mitigations, designed to reduce the

likelihood of occurrence. The Service Plan and Risk Register are contained at Appendix B.

2.0 Housing Performance Report – 2018/19

- 2.0.1 Appendix A shows performance against the ‘Service Critical’ performance indicators for the 2nd Quarter of 2018/19.
- 2.0.2 Overall the performance has been good, with the exception of three indicators, which were red, two of which relate to the re-letting of empty homes, SH03a and SH04e, and FIN12, which tracks the actual garage income against the projected income.
- 2.0.3 Two further indicators were within tolerance TL15 which tracks the satisfaction with medium level ASB cases and PP01, which monitors the percentage of properties with a valid Gas Safety Certificate, both of which were amber.
- 2.0.4 This is the second quarter where the ability to re-let properties has been below target although there has been a slight improvement in SH03a, the average number of days to re-let an Empty Home. In quarter 1 the average number of days was 43.9, and this has reduced to 43.1 days in quarter 2. These are substantially over the 30-day target and a number of issues have been ongoing throughout the first two quarters of the year. Despite attempts to cover sickness absence with agency staff, the lettings and allocations teams have been working with 50% of the resource level for the majority of the first two quarters, which has limited the ability to process the usual volume of properties.
- 2.0.5 SH04e, the percentage of all properties let in target, has also improved since quarter 1, when 46.74%, were let in target and in quarter two, 57.41% were let within target, which is a notable improvement, but still below the target of 70%.
- 2.0.6 Following the last report to HCOSC, some detailed analysis of Empty Homes process has been underway and this includes a review of the historic trends and supply and demand for differing types of stock, especially the sheltered accommodation. Whilst there has been some slight increase in the time taken to complete works to empty properties, including dealing with some properties requiring extensive modernisation, the focus of the review has been on the allocations and lettings process.
- 2.0.7 The housing register has 5815 applications, from those individuals and families that are identified as having an active housing need in line with the allocations policy. Properties are advertised for applicants to bid on properties which they are interested in, based upon the number of points and category of housing need. Of those applicants on the register further it was identified that a number of them were not making regular bids and the volumes are detailed below:
- Applications where the total number of days since the last bid equates to 3 months ago or longer - 2532
 - Applications where the total number of days since the last bid equates to 6 months ago or longer – 2407
 - Applications where the total number of days since the last bid equates to 12 months ago or longer – 2163

- 2.0.8 In respect of the sheltered accommodation, which generally has a higher key to key time to re-let a property, there are 1098 people over the age of 50 on the housing register. 554 are Homeseekers, 534 awaiting transfer and 10 Homeless. The majority of schemes are initially advertised for applicants over 60 years of age, but if there are no suitable applicants after 2 advertising cycles this is reduced to 50.
- 2.0.9 TL15 Satisfaction with the outcome of medium level of ASB cases achieved 70%, which is 5% lower than target. There were 27 cases in the second quarter and of these 19 were satisfied with the outcome. The satisfaction fluctuated throughout the quarter and in cases where the satisfaction is low, these are investigated to establish what improvements could be made to improve the outcome.
- 2.0.9 PP01 The percentage of dwellings with a valid gas safety certificate remained at 99.99% in the second quarter of 2018/19, although at the end of the reporting period the compliance level was 100%. The ongoing pro-active work by the housing team and contractor, Sun Realm, ensure that any properties which fall outside the 12-month compliance target are quickly and robustly addressed, so as to maintain high levels of gas safety.

3.0 Housing Service Plan & Operational Risk Register

- 3.0.1 The 2018/19 Housing Service Plan and Operational Risk Register are contained in Appendix B and provide an update on progress against the various objectives and an update on the operational risks.
- 3.0.2 The Service Plan objectives are all progressing, and where there have been any difficulties or delays in completion of a milestone, the reasons are provided in the update column.
- 3.0.3 In terms of notable updates, the ISO 9001:15 quality inspection, to determine if the housing service had migrated to the new standard, was completed in quarter one with no non-conformities identified. This is a positive outcome as the annual recertification of the ISO 9001, which will review compliance in various areas of the service, will be undertaken in quarter 3 and this provides a good validation that the quality system is fit for purpose.
- 3.0.4 Continuing pressure was experienced with the use of Temporary Accommodation, and the number of main duty applications had increased since quarter 1. In addition, the increased length of time that people are staying in the properties and difficulties in finding alternative accommodation for applicants in the private sector. Therefore, there is an increasing reliance on using Council owned accommodation and further properties have been identified for conversion into Temporary accommodation to satisfy this ongoing demand.

QUARTERLY PERFORMANCE

Housing Landlord

September 2018

APPENDIX A



All Measures

Measure	Owner & Updater	Sep 2018 Result	Trend	Jun 2018 Result	Sep 2017 Result	Actions	Comments	Sign Off
FIN12 - Garages Income ytd budget against ytd actual	Layna Warden Caroline Souto	£1807499 Target: 1963881	↓	£878064 Target: 942663	£1712706 Target: 1739833		Owner We are under target due to a higher level of voids from an imcreased disposals programme. To improve this we have launched an online garage letting site and we expect the figures next quarter to show an improvement.	✓
PP01 - Percentage of dwellings with a valid Gas Safety Certificate	Simon Smith Fiona Kimberley	99.99% Target: 100	→	99.99% Target: 100	100% Target: 100		Owner The performance is at target for this period	✓
PP04 - Percentage of properties passing QA checks Repairs and voids	Simon Smith Kevin Clinton	99% Target: 98	↓	100% Target: 98	100% Target: 98		Updater The target has been achieved in quarter 2 as reported by Osborne which they attribute to a strong inspection and handover process.	✓
PP05 - Percentage of properties passing QA checks Planned works	Simon Smith Kevin Clinton	100% Target: 98	→	100% Target: 98	100% Target: 98		Updater Osborne report a positive and consistent outturn at Quarter 2 reflective of the efforts of the partnership and also the drive to completing events right first time.	✓
PP10 - Percentage of emergency repairs completed within 4 hours	Simon Smith Kevin Clinton	99% Target: 99	↓	100% Target: 99	100% Target: 99		Updater A quarter 2 average of 99% was achieved. Slightly down by 1% on Quarter 1 is reported by Osborne.	✓
PP12 - Percentage of non-urgent repairs completed within target	Simon Smith Kevin Clinton	98% Target: 98	→	98% Target: 98	98% Target: 98		Updater It is reported by Osborne that the Quarter 2 showed an increase in the numbers of orders received and completed in comparison to Quarter 1.	✓
PP13a - Percentage of responsive repairs completed within target	Simon Smith Kevin Clinton	97.83% (6316/6456) Target: 97	↑	97.74% (6109/6250) Target: 97	98.03% (5716/5831) Target: 97		Owner Performance is at target	✓
PP13b - Percentage of responsive repairs completed right first time	Simon Smith Kevin Clinton	88% Target: 78	↑	87% Target: 78	86% Target: 78		Updater Throughout Quarter 2 Osborne report that their figures indicate there has been a steady upward and positive trend in the area of First time fix, with a 2% improvement on the previous quarter position.	✓

Page 22

Measure	Owner & Updater	Sep 2018 Result	Trend	Jun 2018 Result	Sep 2017 Result	Actions	Comments	Sign Off
PP15 - Percentage of tenants satisfied with the service planned and responsive works	Simon Smith Kevin Clinton	99% Target: 90		99% Target: 90	99% Target: 90		Updater Osborne report that those residents who responded to various methods of capturing customer satisfaction feedback that they are satisfied with the service provided during the Quarter.	
SH03a - Average Time (working days) to re-let all properties	Natasha Beresford Tracy Vause	43.1 Days (4486/104) Target: 30		43.9 Days (4124/94) Target: 30	27.5 Days (3324/121) Target: 30	Continue to work closely with Empty Homes team and OPSL to achieve targets, focussed effort to reduce lost time through the allocations and lettings process.	Updater There are a number of significant delays throughout the empty homes process. This has been impacted also by staffing issues within the allocations team, which includes extended sickness of the Lead Officer and Team Leader, sickness and early maternity leave for 1 FTE Allocations Officer and delays in recruitment. Service is working hard to provide additional support and cover to this area of work, which includes overtime and acting up of staff to support management functions. Owner Comments as above.	
SH04e - % of all properties let in target	Natasha Beresford Tracy Vause	57.41% (62/108) Target: 70		46.74% (43/92) Target: 70	77.69% (94/121) Target: 70	Service is continuing to work hard to ensure that key to key times are kept to a minimum and reduce income loss. Current acting Team Leader is undertaking a review of procedures and identifying opportunities with system provider to provide more robust processes and reduce duplication.	Owner	
SH07a - Number of new housing advice cases received	Natasha Beresford Cynthia Hayford	476 Cases Info Only		537 Cases Info Only	600 Cases Info Only	Ongoing monitoring of KPI's and H-Clic data in relation to the impact of the HRA. Further report to be delivered to HSMT in due coue.	Owner	
SH20e - Number of Applicants on Housing Register	Natasha Beresford Laura Brennan	No Data Info Only		6228 Applications Info Only	37140 Applications Info Only		Owner 5815 applications on the housing register.	
SH33 - Overall spend on engagement activity per property	Natasha Beresford Jodi Cooper	0 People Info Only		1 People Info Only	No Data Info Only		Updater We have spent £1125 on engagement activity this quarter, most of which has been used to cover Tenant Academy courses. This amounts to approximately 11p per property.	

Measure	Owner & Updater	Sep 2018 Result	Trend	Jun 2018 Result	Sep 2017 Result	Actions	Comments	Sign Off
SH36 - Number of illegal evictions prevented	Natasha Beresford Lynne Hunt	0 People Info Only	↓	1 People Info Only	No Data Info Only		Updater This is an area that is also dealt with by the Homeless Prevention & Assessment team. The Private Sector Team are now looking at joint ways of working to establish figures and provide support.	✓
SH37 - Number of rough sleepers approaching	Natasha Beresford Catriona Lawson	4 People Info Only	↓	6 People Info Only	0 People Info Only		Updater Compared to last month there has been a reduction of rough sleeper approaches. The Elms has played a big part in this.	✓
SH38 - Number of main duty applications	Natasha Beresford Catriona Lawson	38 Applications Info Only	↑	3 Applications Info Only	0 Applications Info Only	Ongoing monitoring within the service to determine the impact of the HRA on the service.	Updater There is a significant difference in the last quarter and this quarter's figures because in the last quarter the new legislation had been in place for just a couple of months and therefore most applications were in the Relief stage and decisions could not be made yet.	✓
SH39 - Number of cases where prevention has been successful	Natasha Beresford Catriona Lawson	20 People Info Only	↓	35 People Info Only	0 People Info Only	PRS access proposal to be developed. Service to also consider application for new government PRS access fund.	Updater Successful prevention figures have reduced because it is becoming difficult to find alternative accommodation for applicants in the private sector. Owner Homeless Review Action Team currently developing proposal in relation to Private Sector Access.	✓
SH40 - Number of cases where relief has been successful	Natasha Beresford Catriona Lawson	16 People Info Only	↑	3 People Info Only	0 People Info Only		Updater Further work being undertaken by Lead Officer/Team Leader in conjunction with HART to create additional relief tools.	✓
TL02 - Rent collected as a percentage of rent owed (excluding current arrears brought forward)	Layna Warden Katie Kiely	99.75% Target: 99	↑	99.18% Target: 99	98.46% Target: 99		Updater This is a good result, above target and is expected to improve still further by the end of the financial year.	✓
TL13a - Percentage of Community Alarm calls answered within 1 min	Layna Warden Oliver Jackson	97.66% Target: 97.5	↑	97.64% Target: 97.5	96.8% Target: 97.5		Updater We are satisfied with performance of Tunstall. They regularly meet the TSA standard in terms of calls answered within 1 minute	✓
TL14 - Number of live ASB cases per 1000 properties	Layna Warden Lindsey Walsh	20 Info Only	↑	19.43 Info Only	19.71 Info Only		Updater cases have dropped at the end of the quarter from 79 at the start to 57 at the end.	✓

Measure	Owner & Updater	Sep 2018 Result	Trend	Jun 2018 Result	Sep 2017 Result	Actions	Comments	Sign Off
TL15 - Satisfaction with the outcome of medium level ASB cases	Layna Warden Lindsey Walsh	70% (19/27) Target: 75		70% (7/10) Target: 75	64% (9/14) Target: 75		Updater satisfaction levels have fluctuated during the quarter. Any low satisfaction levels are investigated and any improvements to the service are considered where possible.	
TL17 - Percentage of ASB cases resolved	Layna Warden Lindsey Walsh	71.26% (62/87) Target: 70		No Data Target: 70	74.42% (64/86) Target: 70		Updater 62 out of the 87 cases closed in during the quarter were reported as resolved	
TST01 - % of Tenancy Sustainment cases where eviction has been prevented (taken 6 months after case closure)	Layna Warden Mandy Peters	73% (8/11) Target: 70		85% (11/13) Target: 70	100% (19/19) Target: 70		Updater The quarterly figures show that of the 8 cases closed, 6 are effectively sustaining their tenancies. 2 are facing consequences of not working with the TS team to improve their situation and face losing their home.	
TST02 - % of Tenancy Sustainment cases where rent arrears were reduced	Layna Warden Mandy Peters	75% (12/16) Target: 70		75% (6/8) Target: 70	86% (12/14) Target: 70		Updater The quarterly figures continue to demonstrate the positive impact the TS team are having when working with more complex cases.	
TST08 - % of homeless cases where they are sustaining their tenancy (taken 6 months after case closure)	Layna Warden Mandy Peters	100% (13/13) Target: 70		100% (13/13) Target: 70	No Data Target: 70		Updater Welfare & Sustainment continue to provide strong support at the outset of a tenancy to enable the tenants to make the best start!	



APPENDIX B

Housing

Service Plan

Period of the Plan	2018/19
Services: Housing	<ul style="list-style-type: none">• Group 1 Strategic Housing• Group 2 Property & Place• Group 3 Tenants & Leasehold• Group 4 Housing Development

Table of Contents

CMT Review & Sign-off of Service Plan	1
Table of Contents	3
Delivery	4
Council Priorities & Service Objectives	4
Service Objectives into Action (GM Level).....	8
Group 1 – Strategic Housing	8
Group 2 – Property & Place.....	13
Group 3 – Tenants & Leaseholders.....	19
Group 4 – Housing Development	24
Service Improvement Plan	27
KPIs.....	31
Group 1 – Strategic Housing	31
Group 2 Property and Place	32
Group 3 Tenants and Leaseholders	32
Group 4 Housing Development	33
Funding.....	41
Current Budgets - Gen Fund & HRA.....	41
Gen Fund Housing	41
HRA Summary.....	41
Medium Term Financial Planning & Savings Targets	42
Staffing.....	43
Current Structure - Housing	43
Workforce Planning Report.....	44
Group 1 – Strategic Housing	44
Group 2 – Property & Place.....	45
Group 3 – Tenants & Leaseholders.....	46
Group 4 – Housing Development	47

Delivery

Council Priorities & Service Objectives

Priorities	Service objectives (outcome focused)	Barriers to overcome
Ensuring economic growth and prosperity		
Affordable Housing	<p>Strategic Tenancy Policy</p> <p>Full Implementation of Homelessness Reduction Act and report impact to CMT, Scrutiny & Cabinet</p> <p>Undertake the review of the Total Asset Management Contract to ensure the contract remains fit for purpose and is delivering the strategic and operational objectives</p> <p>Establish and procure a supply chain framework to provide resilience in the event of contractor collapse and to enable market testing of various works elements</p>	<p>Engagement from Registered Providers within the Borough to consult upon the draft amendments to the Strategic Tenancy Policy.</p> <p>Need to engage with the appropriate members of the Osborne management team to agree scope and targets for the deliverables and to consider the remainder of the contract term and how performance can be maintained and improved.</p> <p>Capacity issues in the specialist Fire Safety market due to increased demand.</p>

	<p>Review Need & Demand of Supported Housing across the borough</p> <p>Embed new housing service standards with a year-long campaign to assist implementation</p> <p>Develop and Implement the Housing Development Project Management Handbook</p>	
<p>A clean, safe & enjoyable environment</p>	<p>Embed the new Compliance & Health & Safety Strategies & Management Plans within the service</p> <p>Review the structure of the Cleaning Service to improve the delivery model and provide additional resilience</p> <p>Complete a full Review of ASB case management identifying best practice and updating our approach and processes</p> <p>Analysis of early stages of tenancy and review approach to sustainment</p> <p>Mobilise new programme following formal approval</p>	<p>High levels of sickness in the service is making it difficult to establish the optimum number of staff to cover this area of the service.</p>
<p>Delivering an efficient and modern council</p>	<p>Options Appraisal of the Elms management arrangements</p>	

	<p>Increase the use of evidence led decision making and support the service to embed improvement recommendations</p> <p>Explore Opportunities to generate income through charging leaseholders and tenants for alterations and surveys</p> <p>Review Schedule of Services for Consultants</p> <p>Complete an Orchard Health Check to determine best use of the system to be integrate across all variety of teams</p> <p>Review approach to service charges, implement arrangements for 19/20 and produce a policy to clarify approach</p> <p>Investigate Off Site & Modern Methods of Construction</p>	<p>Need to identify alternative system to replace Genesis and ensure all data is migrated to be able to analyse the evidence upon which to make decisions.</p>
--	---	--

Building strong and vibrant communities	Full Review of PRS Service, Implementation of new regulations & development of a Private Rented Housing Strategy	

Service Objectives into Action (GM Level)

Group 1 – Strategic Housing

Group Manager: Natasha Beresford

Service Objectives:					
<ul style="list-style-type: none"> Full Review of PRS Service, Implementation of new regulations & development of a Private Rented Housing Strategy 					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Update
<ul style="list-style-type: none"> Phase out current 'help to rent' offer and work with partners to establish an appropriate support network for tenants and landlords 	<ul style="list-style-type: none"> July 2018 	<ul style="list-style-type: none"> Strategy, Improvement and Engagement Team Leader and Private Sector Housing Lead Officer 	<ul style="list-style-type: none"> Growth bid has been approved to support the delivery of the restructured team 	<ul style="list-style-type: none"> The resource of officers within the team will be redirected to undertaking the statutory duties to regulate and improve standards for PRS Housing in the borough 	<ul style="list-style-type: none"> No new tenancies have been taken on via the scheme, as tenancies come to their natural end, advice is being given to both landlord and tenant. The Team are now working to their new structure to support statutory responsibilities.
<ul style="list-style-type: none"> Develop a strategy that outlines the strategic direction of the council for Private Sector Housing 	<ul style="list-style-type: none"> November 2018 	<ul style="list-style-type: none"> Strategic Housing Group Manager and Strategy Improvement and Engagement Team Leader 	<ul style="list-style-type: none"> This will be dependent on future legislative changes and any further resource required 	<ul style="list-style-type: none"> The council will have a clear approach to improving the standards and accessibility within the PRS. Landlords and Tenants will have an increased awareness of their 	<ul style="list-style-type: none"> This objective has been deferred to April 2019 to enable more complete data to support the strategy direction.

<ul style="list-style-type: none"> Undertake a full work stream review of HMO's 	<ul style="list-style-type: none"> October 2018 	<ul style="list-style-type: none"> Strategy, Improvement and Engagement Team Leader and Private Sector Housing Lead Officer 	<ul style="list-style-type: none"> Income will be generated for the increase in HMO's requiring a license from October, there is an anticipated increase from 40 to 400 	<p>rights and responsibilities.</p> <ul style="list-style-type: none"> The council will be responsible for licensing over 400 potential HMO's and identifying any further properties. This will need to be undertaken over a short period of time. Additionally, there is likely to be an increase in enforcement action required. 	<ul style="list-style-type: none"> Fit & Proper landlord statement/regulators statement completed, civil penalties also revised, to go live once review of licence fees has been completed. Website and communications releases completed in relation to HMO's to raise awareness amongst landlords and this has increased new applications in advance of the new regulations introduction in October 2018. Enforcement and HMO policy approved in Cabinet summer 2018.
<ul style="list-style-type: none"> Explore the councils approach to improving the conditions of properties in the PRS e.g. HHSRS, 	<ul style="list-style-type: none"> March 2019 	<ul style="list-style-type: none"> Strategy, Improvement and Engagement Team Leader and Private Sector Housing Lead Officer 	<ul style="list-style-type: none"> Where properties are under a management order it is possible for 	<ul style="list-style-type: none"> At present 14% of all PRS properties in the borough have a Cat 1 hazard it is anticipated this 	<ul style="list-style-type: none"> Full training for the team on HHSRS, PRS law, Fire Safety and PACE has been completed. Support Officer triaging new

enforcement / prevention			the council to recoup losses and charge for time / works undertaken	would reduce as a result of enforcement action undertaken by the team. The council will also have a better understanding of any rogue landlords operating in the borough.	HMO applications to aid with case management. Current briefing paper being prepared for consideration at HSMT to advise of resource implications for new regulations.
--------------------------	--	--	---	---	---

Service Objectives:

- Strategic Tenancy Policy (ii)

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Update
Develop part 2 of the Strategic Tenancy Policy in consultation with registered providers	<ul style="list-style-type: none"> • August 2018 	<ul style="list-style-type: none"> • Pre Tenancy Team Leader 	<ul style="list-style-type: none"> • The purpose of this policy is to streamline services for all residents of the Borough 	<ul style="list-style-type: none"> • A consistent approach across all housing providers in the area will be encouraged 	<ul style="list-style-type: none"> • This work is being undertaken by Acting Pre Tenancy Team Leader supported by the GM, currently undertaking research locally with partners and policy has been tabled for New Year through approval channels.

Service Objectives:

- Options Appraisal of the Elms management arrangements

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Update
<ul style="list-style-type: none"> Audit of asset to determine annual repair and maintenance liability, plus scoping of planned works schedule 	<ul style="list-style-type: none"> June 2018 	<ul style="list-style-type: none"> Strategic Housing Group Manager & Asset & Business Improvement Team Leader 	<ul style="list-style-type: none"> Greater understanding of costs to maintain asset, will enable more robust contract management development 	<ul style="list-style-type: none"> More effective management of budgets across Property & Place & Strategic Housing. Development of a comprehensive management plan for the Elms after expiry of the existing contract. 	<ul style="list-style-type: none">
<ul style="list-style-type: none"> Audit of current Elms contract 	<ul style="list-style-type: none"> March 2018 	<ul style="list-style-type: none"> Strategic Housing Group Manager 	<ul style="list-style-type: none"> Determination of effective contract performance and VFM 	<ul style="list-style-type: none"> Full review of existing contract performance and accurate reporting. 	<ul style="list-style-type: none"> Audit report and Yr3 performance report submitted to HOSC in October 2018. Audit recommendations to be discussed at Core Group Meeting end of October 2018.
<ul style="list-style-type: none"> Commence options appraisal on existing contract 	<ul style="list-style-type: none"> September 2018 	<ul style="list-style-type: none"> Strategic Housing Group Manager & Commissioning & Procurement Group Manager 	<ul style="list-style-type: none"> Full appraisal and development of new contract offering VFM 	<ul style="list-style-type: none"> Development of a high performance contract to support the council's response to managing homelessness in Dacorum 	<ul style="list-style-type: none"> Audit report forms some of the parameters of the options appraisal. Project group to work on options appraisal to be established shortly, with full

					appraisal to commence in New Year.
--	--	--	--	--	------------------------------------

Service Objectives:

- Increase the use of evidence led decision making and support the service to embed improvement recommendations

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Update
<ul style="list-style-type: none"> • Undertake work stream reviews in key areas of the service 	<ul style="list-style-type: none"> • March 2019 	<ul style="list-style-type: none"> • Strategy Improvement and Engagement Team Leader, Policy, Projects and Improvement Lead Officer 	<ul style="list-style-type: none"> • The purpose of these reviews is to stream line services and look at areas of improvement. This includes supporting channel shift and reducing the cost of providing services 	<ul style="list-style-type: none"> • This will offer a structured approach to reviewing areas of the housing service. Approximately two areas of the service will be reviewed per quarter. The review will include audits, best practice research, procedure reviews, policy updates and satisfaction. 	<ul style="list-style-type: none"> • Work stream reviews for Compliance and Aids and Adaptions is now completed, recommendations are being worked through with responsible Team Leaders. ASB review has now commenced.
<ul style="list-style-type: none"> • Increase the amount of correct information held by the service on tenants and leaseholders 	<ul style="list-style-type: none"> • March 2019 	<ul style="list-style-type: none"> • Strategy Improvement and Engagement Team Leader, Policy, Projects and Improvement Lead Officer 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • The purpose of this exercise is to improve the housing services ability to profile how tenants use the service. 	<ul style="list-style-type: none"> • Due to the department of the SIE Team Leader and imminent departure of Acting Team Leader, this work has still not commenced,

				Additionally, improved ways of maintaining contact information will support the service to communicate with tenants.	service to explore ways to undertake this project.
<ul style="list-style-type: none"> Utilise the audit programme to highlight recommendations 	<ul style="list-style-type: none"> March 2019 	<ul style="list-style-type: none"> Strategy Improvement and Engagement Team Leader, Policy, Projects and Improvement Lead Officer 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Using the internal audit programme, we can effectively identify where the teams resource needs to be targeted and inform the work stream reviews. This also allows us to monitor areas of high risk. 	<ul style="list-style-type: none"> Ongoing – service has worked closely together in preparation for full audit review scheduled for week commencing 15/10/2018.
<ul style="list-style-type: none"> Support the service to embed STAR Survey findings 	<ul style="list-style-type: none"> March 2019 	<ul style="list-style-type: none"> Strategy Improvement and Engagement Team Leader, Policy, Projects and Improvement Lead Officer 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> This will be used to form the basis of satisfaction 	<p>Report presented to Scrutiny as tabled in September 2018.</p> <ul style="list-style-type: none"> “Investigate continuing fall in satisfaction figures for the repairs service” – Nothing specific on this from our team yet, although Tenant Inspectors did focus on a number of aspects re. the Osborne contract as

					<p>part of their programme last year.</p> <ul style="list-style-type: none">• “Continue to take steps to improve internet access, particularly amongst our older tenants” – A programme of DCFL courses are running across our supported housing schemes as part of Tenant Academy, elderly tenants in general needs properties are also able to attend.• “Take steps to understand the reasons for a significant fall in satisfaction with the cleaning service and allocate resources for improvement” – Tenant Inspectors took this on as a project and carried out an inspection / review of the cleaning service, resulting in a number of
--	--	--	--	--	--

					<p>recommendations which have been communicated to TLC and Simon Smith / Jonathon Carrington-Dunn. Plans are in place for Tenant Inspectors to attend the next cleaning team meeting to discuss recommendations with the team.</p> <ul style="list-style-type: none">• “Communicate to tenants around how we listen to their views and act upon them” - #HousingDay this year promoted how we value the tenant voice, annual report published which includes details re. tenant engagement activity. More promotion of opportunities to be involved on social media etc. More tenant and leaseholder consultation taking
--	--	--	--	--	--

					<p>place as part of workstream reviews.</p> <ul style="list-style-type: none">• “Continue to develop the website as a source of useful information for tenants and leaseholders” – Ongoing work being carried out by Niamh, currently focusing on PRS web pages with support from Lynne / Oscar.• “Review our service to leaseholders” – Leaseholder service review planned in to the workstream review programme. Initial stages of this review are now taking place. Consultation and audits will be planned in towards the end of October, going into November.
--	--	--	--	--	---

Service Objectives:

- Full Implementation of Homelessness Reduction Act and report impact to CMT, Scrutiny & Cabinet

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Update
<ul style="list-style-type: none"> • Review of the Homelessness Strategy commitments in line with the Homelessness Reduction Act 	<ul style="list-style-type: none"> • September 2018 	<ul style="list-style-type: none"> • Homeless Prevention & Assessment Team Leader 	<ul style="list-style-type: none"> • Ensure effective management of existing resources and grant funding 	<ul style="list-style-type: none"> • This will be used as the basis of the 2020 Homelessness Strategy 	<ul style="list-style-type: none"> • Ongoing review • Development of report has commenced by Homeless Prevention & Assessment Team leader, to be tabled for HSMT in Q3.
<ul style="list-style-type: none"> • Analyse the impact of the Homeless reduction Act on temporary accommodation 	<ul style="list-style-type: none"> • December 2018 	<ul style="list-style-type: none"> • Homeless Prevention & Assessment Team Leader 	<ul style="list-style-type: none"> • Ensure effective management of existing and future resources. Prevent expenditure on nightly paid accommodation (B&B) 	<ul style="list-style-type: none"> • Will help determine future accommodation requirements 	<ul style="list-style-type: none"> • Ongoing review • Development of report has commenced by Homeless Prevention & Assessment Team leader, to be tabled for HSMT in Q4.
<ul style="list-style-type: none"> • Carry out a financial assessment to determine the impact of the Homeless Reduction Act on the service 	<ul style="list-style-type: none"> • April 2019 	<ul style="list-style-type: none"> • Strategic Housing Group Manager & Homeless Prevention & Assessment Team Leader 	<ul style="list-style-type: none"> • Effective management of resources and grant funding 	<ul style="list-style-type: none"> • Appropriate planning for service and ensuring service demands are met. 	<ul style="list-style-type: none"> • Ongoing review • Development of report has commenced by Homeless Prevention & Assessment Team leader, to be tabled for HSMT in Q4.

Group 2 – Property & Place

Group Manager: Alan Mortimer

Service Objectives:					
<ul style="list-style-type: none"> Explore Opportunities to generate income through charging leaseholders and tenants for alterations and surveys 					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Update
<ul style="list-style-type: none"> Explore what charging structures other stock retained authorities have in place, in order to provide benchmarked examples for consultation with members and leaseholders. 	<ul style="list-style-type: none"> December 2018 	<ul style="list-style-type: none"> Asset Team Leader 	<ul style="list-style-type: none"> Minimal 	<ul style="list-style-type: none"> Leaseholders would be charged for non-management activities, such as inspections and processing of requests for alterations 	<ul style="list-style-type: none"> Leaseholder Work stream review has been scoped out with the involved leaseholders from the tenant and leaseholder committee and some benchmarking has been completed.
<ul style="list-style-type: none"> Develop a business case to determine the viability and resourcing required to deliver a chargeable service. 	<ul style="list-style-type: none"> December 2018 	<ul style="list-style-type: none"> Asset Team Leader 	<ul style="list-style-type: none"> Minimal 	<ul style="list-style-type: none"> Service charges team may be increased to manage the additional workload 	<ul style="list-style-type: none"> The Leaseholder work stream review will be undertaken in Q3 and inform the business case.
<ul style="list-style-type: none"> Explore how other stock retained authorities manage the collection of 	<ul style="list-style-type: none"> December 2018 	<ul style="list-style-type: none"> Asset Team Leader 	<ul style="list-style-type: none"> Minimal 	<ul style="list-style-type: none"> Non-resident leaseholders would be required to pay interest 	<ul style="list-style-type: none"> Benchmarking information obtained. The details will be consulted upon with

service charges for non-resident leaseholders and whether the Council should withdraw the interest free loan option.				upon any outstanding service charges, or the term reduced so that the income can be recovered in a shorter timeframe.	the involved leaseholders and colleagues in finance.
--	--	--	--	---	--

Service Objectives:

- Undertake the review of the Total Asset Management Contract to ensure the contract remains fit for purpose and is delivering the strategic and operational objectives

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Update
Review of the contract PI's to ensure all areas of service delivery are captured and appropriate weightings applied that are commensurate with the risks profile of each type of work	• Ongoing	• Group Manager Property and Place	• Minimal	• Additional controls will be established to manage and monitor the raft of contract PI's	• The KPI suite were revised at the Strategic Core Group and additional indicators for Aids and Adaptations and planned works have been introduced.
• Undertake the five year review of the financial model to assess if the rates are viable and if there is sufficient	• March 2019	• Group Manager Property and Place	• Minimal as the improvement programmes would be tailored to match the	• Agreement on the base costs for the remainder of the contract and the option of implementing a	• The price framework has been assessed to establish a baseline position for a benchmark review of the rates. An in depth

data to consider a price per property model for day to day repairs.			available budget.	simplified cost mechanism	review of valuation 4 was undertaken to further inform the pricing model.
---	--	--	-------------------	---------------------------	---

Service Objectives:

- Embed the new Compliance & Health & Safety Strategies & Management Plans within the service

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Update
<ul style="list-style-type: none"> • Completion of the Fire Strategy, Legionella strategy and Asbestos Management Plan including the relevant databases, to provide management information on the status of testing and management regimes. 	<ul style="list-style-type: none"> • June 2018 	<ul style="list-style-type: none"> • Team Leader Compliance and M&E contracts 	<ul style="list-style-type: none"> • Minimal 	<ul style="list-style-type: none"> • Improved management of the Health and Safety risks and better use of software to monitor compliance 	<ul style="list-style-type: none"> • All compliance policies and plans have been drafted and the processes embedded in the compliance team. The fire safety strategy is going to Cabinet in November for formal approval.
<ul style="list-style-type: none"> • Ensure all Health and Safety and Compliance requirements set out in supporting documentation are embedding within the housing 	<ul style="list-style-type: none"> • September 2018 	<ul style="list-style-type: none"> • Team Leader Compliance and M&E contracts 	<ul style="list-style-type: none"> • Minimal 	<ul style="list-style-type: none"> • Increased awareness of individual and corporate responsibilities in relation to the management of 	<ul style="list-style-type: none"> • Additional training has been provided for all staff that are involved in the management of legionella at site level. • Ongoing asbestos and fire safety training is being undertaken.

service and contractors				H&S in our tenants homes.	Additional safety information is being included in tenant packs at sign up.
-------------------------	--	--	--	---------------------------	---

Service Objectives:

- Establish and procure a supply chain framework to provide resilience in the event of contractor collapse and to enable market testing of various works elements

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Update
<ul style="list-style-type: none"> • Identify suitable contractors that are able to satisfy the pre-qualification criteria for DBC and establish an approved list so that procurement can be undertaken in a timely manner. 	<ul style="list-style-type: none"> • June 2018 	<ul style="list-style-type: none"> • Team Leader Contracts 	<ul style="list-style-type: none"> • Minimal 	<ul style="list-style-type: none"> • It will provide the opportunity for alternative contractors to be used in the event of contractor failure or collapse. 	<ul style="list-style-type: none"> • Framework agreements have been set up with a range of providers to enable resilience in the event of contractor collapse.
<ul style="list-style-type: none"> • Obtain Portfolio Holder approval for direct awards through established frameworks so that there is additional resilience in the event of the failure 	<ul style="list-style-type: none"> • July 2018 	<ul style="list-style-type: none"> • Team Leader Contracts 	<ul style="list-style-type: none"> • Minimal 	<ul style="list-style-type: none"> • Additional resilience will be established and it will enable work to be market tested periodically to ensure value for money is being achieved. 	<ul style="list-style-type: none"> • Portfolio Holder approval has been obtained for the award of a fire safety contract through a framework and an officer decision for the award of an asbestos contract.

any of the main contractors.					
------------------------------	--	--	--	--	--

Service Objectives:

- Review the structure of the Cleaning Service to improve the delivery model and provide additional resilience

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Update
<ul style="list-style-type: none"> Conclude the restructure and determine if the window cleaning service is brought in-house to ensure the service is delivered. 	<ul style="list-style-type: none"> December 2018 	<ul style="list-style-type: none"> Team Leader Assets 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Change to the delivery model so that cleaners work within designated properties, to engender more responsibility and ownership of individual blocks and schemes 	<ul style="list-style-type: none"> The window cleaning service business case has been developed and the existing contract completes in November. The service will be delivered in-house for a year whilst the service is subject to a market test.
<ul style="list-style-type: none"> Model the impact on service charges to the tenants and leaseholders. 	<ul style="list-style-type: none"> March 2019 	<ul style="list-style-type: none"> Team Leader Assets 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> More accurate identification of costs associated with delivering the service so that the service charges can reflect the actual costs 	<ul style="list-style-type: none"> A review of the service charges implementation for tenants has been undertaken and the recommendations will be implemented in Q3 and Q4.
<ul style="list-style-type: none"> Ensure there are adequate resource levels to manage the additional units created 	<ul style="list-style-type: none"> March 2019 	<ul style="list-style-type: none"> Team Leader Assets 	<ul style="list-style-type: none"> Minimal 	<ul style="list-style-type: none"> New blocks would be identified earlier in the development 	<ul style="list-style-type: none"> The timeline for the delivery of the new build units has been factored into the current year's service

through the development programme.				cycle so that necessary provision for cleaning can be addressed.	provision and is being assessed to establish the level of future growth required. This work will be concluded in Q3 and Q4.
------------------------------------	--	--	--	--	---

Group 3 – Tenants & Leaseholders

Group Manager: Layna Warden

Page 48

Service Objectives:					
<ul style="list-style-type: none"> Complete a full Review of ASB case management identifying best practice and updating our approach and processes 					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Update
<ul style="list-style-type: none"> Review a number of ASB cases to identify if there are any areas for improvement 	<ul style="list-style-type: none"> September 2018 	<ul style="list-style-type: none"> Tenants and Leaseholders Team Leader 		<ul style="list-style-type: none"> Tenants will have contributed to our understanding of the effectiveness of case management. We know which areas to focus on to improve our approach 	<ul style="list-style-type: none"> Recommendations have been provided for cases that cross between Housing and ASB. This will be presented to CMT beginning of December along with suggested action plan and time scales Work stream review has started from SIE Team which will include feedback from tenants and staff involved in previous cases
<ul style="list-style-type: none"> Visit similar LA housing services to understand their processes and research best practice in ASB case management 	<ul style="list-style-type: none"> October 2018 	<ul style="list-style-type: none"> Tenants and Leaseholders Team Leader 		<ul style="list-style-type: none"> Better understanding of how to promote a victim led approach while managing expectations of low level 	<ul style="list-style-type: none"> Information has been gathered from other organisations through phone and online research. Involvement from the Community Safety Lead Officer gave

				neighbour disputes	insight into local housing providers
<ul style="list-style-type: none"> Review SLA between Housing and ASB Team 	<ul style="list-style-type: none"> October 2018 	<ul style="list-style-type: none"> GM Tenancy and Leasehold 		<ul style="list-style-type: none"> Clear understanding from both services about each others roles and expectations 	<ul style="list-style-type: none"> Interim changes completed and due to be signed by GM EP&C when returns from long term sickness
<ul style="list-style-type: none"> All procedures, templates and guidance will be reviewed and updated 	<ul style="list-style-type: none"> January 2019 	<ul style="list-style-type: none"> Tenants and Leaseholders Team Leader 		<ul style="list-style-type: none"> Documents will support our approach and give detailed guidance for Officers and tenants 	<ul style="list-style-type: none"> To be completed as part of work stream review
<ul style="list-style-type: none"> Organise training for officers on new process 	<ul style="list-style-type: none"> January 2019 	<ul style="list-style-type: none"> Tenants and Leaseholders Team Leader 		<ul style="list-style-type: none"> Officers will be confident on how to address ASB and able to support victims. Overall a more victim led approach will be embedded across the service. A reduction in complaints about ASB and higher satisfaction in how we deal with these cases. 	<ul style="list-style-type: none"> To be completed prior to implementation of policy and procedures

Service Objectives:					
<ul style="list-style-type: none"> Complete an Orchard Health Check to determine best use of the system to be integrate across all variety of teams 					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Update
<ul style="list-style-type: none"> Identify a project group and set aims and targets for the review 	<ul style="list-style-type: none"> May 2018 	<ul style="list-style-type: none"> GM Tenancy and Leasehold 		<ul style="list-style-type: none"> All relevant officers will understand the purpose for the review to ensure we get the outcomes needed 	<ul style="list-style-type: none"> This has been delayed and will be agreed in November
<ul style="list-style-type: none"> Request Orchard to carry out health check 	<ul style="list-style-type: none"> June 2018 	<ul style="list-style-type: none"> Income Team Leader 	<ul style="list-style-type: none"> Identifying a structured plan in relation to upgrades and use of the system will lead to savings which will mitigate the cost of the review 	<ul style="list-style-type: none"> We will receive recommendations to ensure the IT system we are using can effectively deliver our future plans for the service. 	<ul style="list-style-type: none"> Consultation hours have been booked and waiting for date to be completed
<ul style="list-style-type: none"> Implement recommendations following discussion with project group and HSMT 	<ul style="list-style-type: none"> February 2019 	<ul style="list-style-type: none"> GM Tenancy and Leasehold 		<ul style="list-style-type: none"> There will be better integration across teams using Orchard. 	<ul style="list-style-type: none"> To be completed once recommendations have been made

				<ul style="list-style-type: none"> We will identify which aspects of the system need to be upgraded and what training officers need to fully utilise relevant functions. 	
--	--	--	--	---	--

Service Objectives:

- Review Need & Demand of Supported Housing across the borough

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Update
<ul style="list-style-type: none"> Review dispersed sheltered properties to identify which ones could be general needs. 	<ul style="list-style-type: none"> October 2018 	<ul style="list-style-type: none"> Supported Housing Team Leader 		<ul style="list-style-type: none"> There will be a planned approach to moving any sheltered properties back to general needs at the point they become empty. Reduction in the number of dispersed properties not appropriate for sheltered tenants. Reduction in delay in empty homes process due to lack of 	<ul style="list-style-type: none"> Forms have been created and we have identified a combination of other details that could be collected as part of the review which is under way

				demand or decision about placing back to general needs	
<ul style="list-style-type: none"> Identify target groups and explore methods for promoting the benefits of the Lifeline service offered by Housing 	<ul style="list-style-type: none"> March 2019 	<ul style="list-style-type: none"> Supported Housing Team Leader 		<ul style="list-style-type: none"> There will be an increased uptake of private life line customers. This will help to protect adults at risk and generate income for the HRA 	<ul style="list-style-type: none"> Proposals are currently with finance before being taken back to HSMT for approval Meetings held with Tunstall and Adult care and we have a clear understanding of residents needs to roll out an effective programme
<ul style="list-style-type: none"> Identify opportunities for new supported housing developments including demand for flexi-care schemes 	<ul style="list-style-type: none"> March 2019 	<ul style="list-style-type: none"> Supported Housing Team Leader and Development Team Leader 		<ul style="list-style-type: none"> Needs of residents in Dacorum can be met through a wider supply of supported housing and sheltered options 	<ul style="list-style-type: none"> Supported housing district strategic forum has been set up and attended by housing, HCC commissioning teams and adult care Will be looking at wider needs and how SH and development could work to meet these.

Service Objectives:

- Review approach to service charges, implement arrangements for 19/20 and produce a policy to clarify approach

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Update
<ul style="list-style-type: none"> Use best practice from guidance and other organisations to 	<ul style="list-style-type: none"> March 2019 	<ul style="list-style-type: none"> Income Team Leader 		<ul style="list-style-type: none"> Tenants and Officers will understand the 	<ul style="list-style-type: none"> Review completed by consultant and best practice and

identify appropriate method for calculating service charges across leasehold and tenanted properties				method for calculating service charges leading to fewer complaints, more consistency in charges and quicker ability to set charges in future years	recommendations received. <ul style="list-style-type: none"> • Initial meeting between housing and finance agreed actions and which areas to progress • Due to opportunity for savings AD in Housing and finance are working together on changes required
--	--	--	--	--	---

Service Objectives:

- Embed new housing service standards with a year long campaign to assist implementation

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Update
<ul style="list-style-type: none"> • Publish and launch the new service standards 	<ul style="list-style-type: none"> • May 2018 	<ul style="list-style-type: none"> • GM Tenants and Leaseholders 		<ul style="list-style-type: none"> • Officers and tenants will have clear expectations of the service they will receive but also what to expect in return from tenants 	<ul style="list-style-type: none"> • Completed. New document rolled out with every sign-up and sessions provided for all housing staff
<ul style="list-style-type: none"> • Each month identify and promote a key aspect of the service standards across all teams in Housing and through a number of platforms to tenants 	<ul style="list-style-type: none"> • April 2019 	<ul style="list-style-type: none"> • GM Tenants and Leaseholders 		<ul style="list-style-type: none"> • Officers will be involved in a number of activities relating to the service standards improving their confidence in 	<ul style="list-style-type: none"> • 3 months have been completed and already evidence of positive outcomes. • Meetings are booked in with each TL to identify comms strategy for their month and update

				dealing with expectations	provided through team site following the month to ensure feedback given to all staff
--	--	--	--	---------------------------	--

Service Objectives:

- Analysis of early stages of tenancy and review approach to sustainment

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Update
<ul style="list-style-type: none"> • Complete review of reasons for tenancy failure 	<ul style="list-style-type: none"> • October 2018 	<ul style="list-style-type: none"> • Tenancy Sustainment Team Leader 		<ul style="list-style-type: none"> • Better understanding of reasons for tenancy failures 	<ul style="list-style-type: none"> • In progress using information from Genesis and Orchard • Review is nearing completion.
<ul style="list-style-type: none"> • Identify and complete an action plan to focus on pre-tenancy activities to improve sustainment of Introductory tenants 	<ul style="list-style-type: none"> • March 2019 	<ul style="list-style-type: none"> • Tenancy Sustainment Team Leader and Pre Tenancy Team Leader 		<ul style="list-style-type: none"> • A greater success in sustainment of introductory tenancies through 	<ul style="list-style-type: none"> • Work has continued in absence of Pre-tenancy TL. • Draft recommendations have been drawn up and currently with GM Tenants and Leasehold for feedback. • Once finalised action plan will be taken to HSMT to consider which changes to implement

Group 4 – Housing Development

Group Manager: David Barrett

Service Objectives:					
<ul style="list-style-type: none"> Develop and Implement the Housing Development Project Management Handbook 					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Update
<ul style="list-style-type: none"> Confirm content Develop process and procedure Train and implement 	<ul style="list-style-type: none"> Jan 2019 	<ul style="list-style-type: none"> D Barrett 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Improved delivery and continuity 	<ul style="list-style-type: none"> Progressing well and on track to complete Jan 2019.

Service Objectives:					
<ul style="list-style-type: none"> Investigate Off Site & Modern Methods of Construction 					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Update
<ul style="list-style-type: none"> Track trade press and understand market Visit suppliers Consider some level of adoption 	<ul style="list-style-type: none"> Jan 2019 	<ul style="list-style-type: none"> J Deacon 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Potential to enhance delivery 	<ul style="list-style-type: none"> Progressing well and on track to complete Jan 2019.

Service Objectives:					
<ul style="list-style-type: none"> Review Schedule of Services for Consultants 					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Update
<ul style="list-style-type: none"> Review existing Develop new schedule of services 	<ul style="list-style-type: none"> Sept 2018 	<ul style="list-style-type: none"> D Barrett & Jo Deacon 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Improved services from suppliers 	<ul style="list-style-type: none"> Completed – New Schedule of Services in place for Architects, Employers Agents, Clerk

<ul style="list-style-type: none"> Consult team and implement 					of Works, Sales and Marketing, CDM Advisor and CDM PD.
--	--	--	--	--	--

Service Objectives:					
<ul style="list-style-type: none"> Review and rewrite current Housing Development Strategy 					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Update
<ul style="list-style-type: none"> Obtain approval for new programme Re write new strategy Consult and agree with AD and PH 	<ul style="list-style-type: none"> Oct 2018 	<ul style="list-style-type: none"> D Barrett 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> A refresh of our Strategy 	<ul style="list-style-type: none"> Potential access to increased borrowing has postponed a new strategy. New target date of March 2019 to complete

Service Objectives:					
Mobilise new programme following formal approval					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Update
<ul style="list-style-type: none"> Obtain formal approval for new programme Prepare Briefs Implement delivery within team 	<ul style="list-style-type: none"> Oct 2018 	<ul style="list-style-type: none"> D Barrett 	<ul style="list-style-type: none"> Rental income and HRA 	<ul style="list-style-type: none"> Clear direction for team regarding the next wave of schemes 	<ul style="list-style-type: none"> Completed, new projects implement

Service Improvement Plan

Action	Expected Improvement(s)	Planned Start Date	Lead
Improving Communications & Reducing Contact			
Develop individual communications plans for teams across the service with a key focus on handling crisis communications	Improved approach to managing communications with an aim to streamline involvement and ensure it is focused on key individuals	August 2018	Strategy, Improvement and Engagement Team Leader
Undertake a full review of the sign up process	A full review of essential content at the initial sign up process and link to new corporate system replacing My Housing Account	April 2018	Strategy, Improvement and Engagement Team Leader
Continue to grow digital and online presence, developing a focused social media plan to support and launch 'Our House – Your Home'		July 2018	Policy, Projects and Engagement Lead Officer
Undertake a full review of website content so more tenants can self-serve	Increased number of tenants in sheltered housing able to access the website and report repairs	April 2018	Strategy, Improvement and Engagement Team Leader/ Policy, Projects and Engagement Lead Officer

Reducing Demand			
Analysis patches vs workload across different teams to understand where there are high levels of demand and the reasoning e.g. type of property	A better understanding of the types of behaviours, factors that increase demand on the service and where these pressures impact the service	April 2018	Policy, Projects and Improvement Lead Officer
Launch 'Our House - Your Home' and deliver a year of focused themes, each theme seeking to address a different pressure on the service	Tenants and Staff have clear expectations of what the service can / should deliver	July 2018	Tenants and Leaseholder Group Manager/ Policy, Projects and Improvement Lead Officer

Streamlining Key Processes			
<p>Deliver 8 full work stream reviews:</p> <ul style="list-style-type: none"> • Areas of low satisfaction – STAR and other surveys • Service Plan / team plans • Customer complaints • Involvement groups • Areas where technology could be used more effectively • <i>(Not tackling things, we know we can't change)</i> <p>*Areas to be identified by HSMT and HOM</p>	<p>Each workstream review will consist of the following:</p> <ul style="list-style-type: none"> • Audits • Tenant Inspections • Satisfaction surveys • Complaints analysis • Consultation with staff and tenant's / service users (as applicable) • Analysis of spend • Shadowing • KPI analysis and evaluation (including suggestions of alternatives) • Best practice research – what are other organisations doing? • Horizon scanning – any new or upcoming legislation / guidance • Piloting / testing new approaches • Procedure and policy reviews • Letter reviews / key document reviews <p>So streamlining is based on a holistic understanding of the service and the impact of any changes. These will then be monitored to see if the changes have achieved the desired effect.</p>	May 2018	Strategy, Improvement and Engagement Team Leader/ Policy, Projects and Improvement Lead Officer
Data & Evidence			
Ensure the service is maximising	Ability to identify trends amongst people	April 2018	Strategy,

<p>data held:</p> <ul style="list-style-type: none"> • Building up profiling information on both stock and tenants • It is compliant with new GDPR regulations 	living in DBC homes		Improvement and Engagement Team Leader/ Policy, Projects and Improvement Lead Officer
Profiling of those wards within the borough containing housing stock, to include wider socio-economic impact and demand on service e.g. repairs, arrears	Officers across the service will have an awareness of issues within their patches rather than individual homes so the service can target interventions to reduce demand	April 2018	Policy, Projects and Improvement Lead Officer
Benchmarking and information returns e.g. LAHS, P1E	Compare our performance against peers and identify opportunities for service improvement	April 2018	Quality, Insight and Improvement Officer

Systems and Assets			
De-commissioning of Genesis	Identification of an alternative software system or potential for using a new Orchard module to improve the functionality and efficiency through a more intuitive use of software packages.	March 2018	Supported Housing Team Leader
Pro-master has replaced Pimms to hold asset management data – continued roll out to use system to its full potential	Orchard-hosted system will allow the wider service and third parties as well as tenants to access information on assets Officers across the service will have accurate asset information available through the Orchard System.	March 2018	Assets and Business Improvement Team Leader
Consultation on and continued rollout of New Orchard This needs to be treated as a project within all teams using Orchard -	Utilising functions such as text messaging, the customer portal and improved functionality	April 2017 March 2019	Assets and Business Improvement Team Leader
Staff			
Maintain internal communications e.g. team site, horizon scanning and webinars	All officers can maintain their understanding of the wider housing service both locally and nationally		Policy, Projects and Engagement Lead Officer
Provide feedback on the outputs from the Housing Update event in follow up sessions	Enable staff to understand the work that has been undertaken by the management team and Embed relevant proposals from Housing Service Update		Assistant Director

KPIs

The following section outlines the Key Performance Indicators (KPI) and Risks that the service will use to manage the service.

Group 1 – Strategic Housing

Service Objective	Corporate Priority	Measure Name	Targets			Associated Operational Risk
			Month	Quarter	Year	
Full Review of PRS Service, Implementation of New Regulations & development of a Private Rented Housing Strategy	A clean safe and enjoyable environment	SH 34 Total Number of HMO's with a licence Number only – no target				Operation of rogue landlords within the Borough. Reputational and operational risks associated with lack of monitoring and enforcement action.
Homelessness Reduction Act 2017 – implementation of the new procedure to manage and monitor the number of applications through to conclusion	Providing food quality affordable homes, in particular for those most in need	SH 38 Number of main duty applications SH 39 Number of cases where prevention has been successful Number only - no target				Increase in the number of homeless applications and associated reputational risk

Group 2 Property and Place

Service Objective	Corporate Priority	Measure Name	Targets			Associated Operational Risk
			Month	Quarter	Year	
Implement and embed the new Health and Safety Plans and Fire Strategy to ensure the safety of residents in Council owned properties.	A clean, safe and enjoyable environment	PP01 Percentage of dwellings with a valid Gas safety certificate Legionella Risk compliance PI to be established on Rocket	100%	100%	100%	Potential health and safety Risk to the occupiers of the properties and those in surrounding locations

Group 3 Tenants and Leaseholders

Service Objective	Corporate Priority	Measure Name	Targets			Associated Operational Risk
			Month	Quarter	Year	
Implementation of measures to reduce the impact of Universal Credit upon the rental income to the HRA.	Ensuring economic growth and prosperity (in the form of a viable HRA business plan and inward investment in new and existing homes	TL 02 Rent collected as a percentage of rent owed (excluding arrears brought forward)	99%	99%	99%	Increase in the rental arrears level and need to revise the bad debt provision in the Business Plan. Reduction in the revenue to invest in existing and new homes.

Group 4 Housing Development

Service Objective	Corporate Priority	Measure Name	Targets			Associated Operational Risk
			Month	Quarter	Year	
Mobilise new programme of development of social housing sites following formal approval from Cabinet on	Providing good quality Affordable Homes, in particular for those most in need.	Ongoing delivery of the pipeline of New Build developments in-line with the prescribed programme PI to be set up on Rocket	100%	100%	100%	Impact on the Business Plan, 1-4-1 receipts and the future provision of Affordable Housing in the Borough. Associated pressures on existing stock and reputational risk of failure to deliver.

Risk Register 2018 - 2019

Housing Landlord - Fiona Williamson					
HL_F01 Failure to closely monitor operational and financial factors affecting the delivery of the HRA Business Plan					
Category: Financial	Corporate Priority:		Risk Owner: Fiona Williamson	Portfolio Holder: Margaret Patricia Griffiths	Tolerance: Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
2 Unlikely	4 Severe	8 Amber	1 Very Unlikely	2 Medium	2 Green
Consequences		Current Controls		Assurance	
Delivery of the Business Plan would not be achieved if income and financial control is not closely managed		Regular and then formal end of year review of Business Plan in partnership with Finance. Any policy changes or government announcements that may impact the plan or its assumptions are quickly analysed and reflected into the Business Plan 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		HRA Business Plan Signed off by Cabinet	
Sign Off and Comments					
Sign Off Complete On-going management of risks that could impact the Business Plan will continue to be reviewed, and with the support of Horizon scanning activities, any new risks identified will have appropriate interventions put in place to mitigate. Review of the Business Plan undertaken to assess the borrowing headroom					

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: Fiona Williamson	Portfolio Holder: Margaret Patricia Griffiths	Tolerance: Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
Consequences		Current Controls		Assurance	
DBC Could be open to legal challenge if the service is not fit for purpose due to lack of resources for this statutory service. Health & Safety risks for clients if not provided with TA and left to sleep rough. Increase in homeless presentations would have severe impact on budget.		Monthly financial monitoring with Group Manager and accountant, team leader monitors weekly B & B spend, and monthly reporting of stats including numbers of cases seeking Housing Advice and presentations as homeless.			
Sign Off and Comments					
<p>Sign Off Complete</p> <p>The transition to the provisions of the Homelessness Reduction Act 2017, have been successfully commenced. There is ongoing monitoring of the impact in the changes in respect of the additional administration required for each case to develop a personal Housing plan and the extended duration for engagement. The potential for appeal action and “recycling” of applicants is being closely monitored.</p>					

Failure of the Total Asset Management Contractor to deliver the five strategic objectives					
Category:	Corporate Priority:	Risk Owner:	Portfolio Holder:	Tolerance:	
Financial	Affordable Housing	Fiona Williamson	Margaret Patricia Griffiths	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	
Inability of the contractor to secure contract extensions and associated costs of managing the collation and interrogation of repairs data and stock condition information. Reputational issues in respect of the anticipated benefits to stakeholders not being realised. Operational consequences if the gas servicing and installation contract secures contract extensions due to the co-location of the operational teams. Additional costs and time to procure a new contract.		Regular contract review through a matrix of operational, financial and strategic core group meetings, with early warning mechanisms and agreed actions to address any areas of poor performance. Monthly monitoring of key performance indicators to identify any trends which could impact upon the achievement of the key strategic indicators.		Strategic Core Group Minutes Key Performance Indicators On-going scrutiny by the Property and Place surveyors	
Sign Off and Comments					
<p>Sign Off Complete</p> <p>Agreement of new PI's have been signed off at Strategic Core Group and performance will continue to be monitored on a monthly basis. The Cost model and external audits enable ongoing scrutiny of these aspects of the contract and the contractor's ability to perform in line with the KPI's and five Strategic Indicators.</p> <p>A review of the cost base is underway to provide the baseline for the benchmarking review that will take part towards the end of the 5th year of service delivery.</p>					

HL_I03 Failure to adopt a service specific best practice approach to Health and Safety (Housing Landlord)					
Category:	Corporate Priority:	Risk Owner:	Portfolio Holder:	Tolerance:	
Infrastructure	Safe and Clean Environment	Fiona Williamson	Margaret Patricia Griffiths	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. Increased resourcing to provide support and enhanced monitoring and administration of health and safety information. Directorate Health & Safety Committee Quarterly at DMT Standing Items on Team Meeting Agendas Quarterly Housing Fire Safety Group attended by Fire Service		All Risk Assessments / Notes of meetings available for review	
Sign Off and Comments					
The Fire Safety Strategy has been developed and is going through the approvals process prior to being adopted. Embedding of the new Asbestos and Legionella management plans has been ongoing and training provided to new members of staff.					

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: Fiona Williamson	Portfolio Holder: Margaret Patricia Griffiths	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	1 Very Unlikely	4 Severe	4 Green
Consequences		Current Controls		Assurance	
Appropriate Support to individuals living in sheltered accommodation and if not given there is risk to health and wellbeing of some of our most vulnerable residents		Supported Housing Operational Procedures. Partnership working with other agencies. Effect use of Genesis – 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	
Sign Off and Comments					
The system for recording contact with residents in sheltered schemes Genesis, has enabled better record keeping but this system is going to be replaced as there are more effective solutions available on the market that will interface into the Housing Management System, Orchard. Options for a replacement system are being investigated to provide an enhanced recording tool for the supported Housing Officers. Ongoing engagement with residents in the supported housing schemes is pro-active in the management of vulnerable cases. Safeguarding lead is now employed by the Council who is working closely with the Group Manager and Supported Housing Team Leader.					

HL_R03 Failure to Deliver the Council's New Build Programme					
Category: Reputational	Corporate Priority: Affordable Housing		Risk Owner: Fiona Williamson	Portfolio Holder: Margaret Patricia Griffiths	Tolerance: Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
2 Unlikely	4 Severe	8 Amber	1 Very Unlikely	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. 1-4-1 meetings to assess the progress of expenditure against grant commitments This allows full debate on key issues and involves legal, finance, procurement at the early stages of any discussions		All Schemes have project worksheets updated fortnightly	
Sign Off and Comments					
The current schemes are being closely managed and monitored, with external support being provided by external consultants who are undertaking the design and overseeing the construction. Any delays are being captured in the project plans so that these can be reported and the business plan can be adjusted.					

Housing – Fiona Williamson

Risk name: Failure to identify and manage Private sector Landlords and Houses in Multiple Occupation

Category: Reputational	Corporate Priority: Safe and Clean Environment		Risk Owner: Fiona Williamson	Portfolio Holder: Margaret Patricia Griffiths	Tolerance: Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
Consequences		Current Controls		Assurance	
Private sector tenants living in poor conditions that could be prejudicial to their health. Statutory function so reputational and financial risks for the Council.		Additional resources have been employed to assist with the anticipated increase in workload following changes to the legislation. Training for all staff in HHSRS and fire safety has been undertaken. New procedures have been developed to align with the changes in legislation. Volumes will be monitored to assess the level of demand upon the service.		-	
Sign Off and Comments					
Ongoing review of the demand for licensing and options to identify unlicensed HMO's The team are undergoing further training to enable them to provide the appropriate advice and enforcement activities to ensure the Borough has a supply of good quality private rented accommodation to provide a mixed tenure offering to the residents. Preparatory work and communications to private sector landlords has been delivered, in preparation for the change in legislation on the 1 st October 2018					

Funding

Current Budgets - Gen Fund & HRA

Gen Fund Housing

HOUSING GENERAL FUND NET EXPENDITURE BUDGET DETAIL 2018/19				
	Original 2017/2018 £	Budget 2018/2019 £	Variance 2017/18 - 2018/19 £ %	
Housing Landlord				
Housing Standards/DFG's	(20,290)	23,781	44,071	217%
Garages	(1,661,069)	(1,983,507)	(322,438)	(19%)
Supporting People	7,500	7,500	0	0%
Homelessness	287,620	353,052	65,432	23%
Housing Advice	283,500	316,433	32,933	12%
Housing Strategy	326,750	497,081	170,331	33%
Net Expenditure: Housing Landlord	(775,989)	(785,660)	(9,671)	(9%)

HRA Summary

HOUSING REVENUE ACCOUNT BUDGET SUMMARY 2018/19		
	2017/18 17/18 LA Budget £000	2018/19 2018/19 Budget £000
Income		
Dwelling Rents	(53,299)	(53,044)
Non-Dwelling Rents	(82)	(102)
Tenant Service Charges	(1,628)	(1,512)
Leaseholder Charges	(487)	(487)
Interest and Investment Income	(206)	(390)
Contributions to Expenditure	(655)	(535)
Total Income	(56,357)	(56,070)
Expenditure		
Repairs and Maintenance	11,771	12,113
Revenue Contribution to Capital	8,993	7,285
Supervision & Management	11,756	12,043
Corporate and Democratic Core	240	301
Rent, Rates, Taxes & Other Charges	14	34
Provision for Bad Debts	300	700
Interest Payable	11,643	11,594
Depreciation	11,640	12,000
Total Expenditure	56,357	56,070
HRA Deficit / (Surplus)	0	0
Housing Revenue Account Balance:		
Opening Balance at 1 April	(2,893)	(2,893)
Deficit / (Surplus) for the year	0	0
Closing Balance at 31 March	(2,893)	(2,893)
Earmarked Reserves:		
Opening Balance at 1 April	(18,100)	(18,100)
Contributions to Earmarked Reserves	3,998	3,998
Closing Balance at 31 March	(14,102)	(14,102)

Medium Term Financial Planning & Savings Targets

Housing has budget areas within both the General Fund (GF) and the Housing Revenue Account (HRA) which is a ring fenced account relating to Income and Expenditure on the Housing Stock and tenants and Leaseholders.

When setting budgets and savings targets medium term considerations are made, specifically in terms of income assumptions from the garage stock. 2017/18 saw significant increases in the charges as part of a two-year strategy to bring in line with similar storage options. This year there is another significant increase and consideration must be made regarding year 19/20 for a suitable strategy.

In the Homelessness area of the service, new additional funding of approximately £400k per year has been allocated to implement and adhere to new regulations within the Homeless Reduction Act. This funding is not confirmed post 2019/20.

The HRA Business Plan covers a 30 year period so the impact of decisions and assumptions made now are clearly visible for the purposes of strategic planning of investment.

Savings Target and Scope

General Fund

Garage income – increase £350k +£70k inflation
Garage Investment – Increase £50k
Garage Officer (Growth Bid) - £40k

Net increase in revenue target - £330k

Housing Revenue Account Business Plan – Significant Changes

1% Rent Reduction approx. (£500k)

Bad Debt Provision Increase – Universal Credit - (£300k)

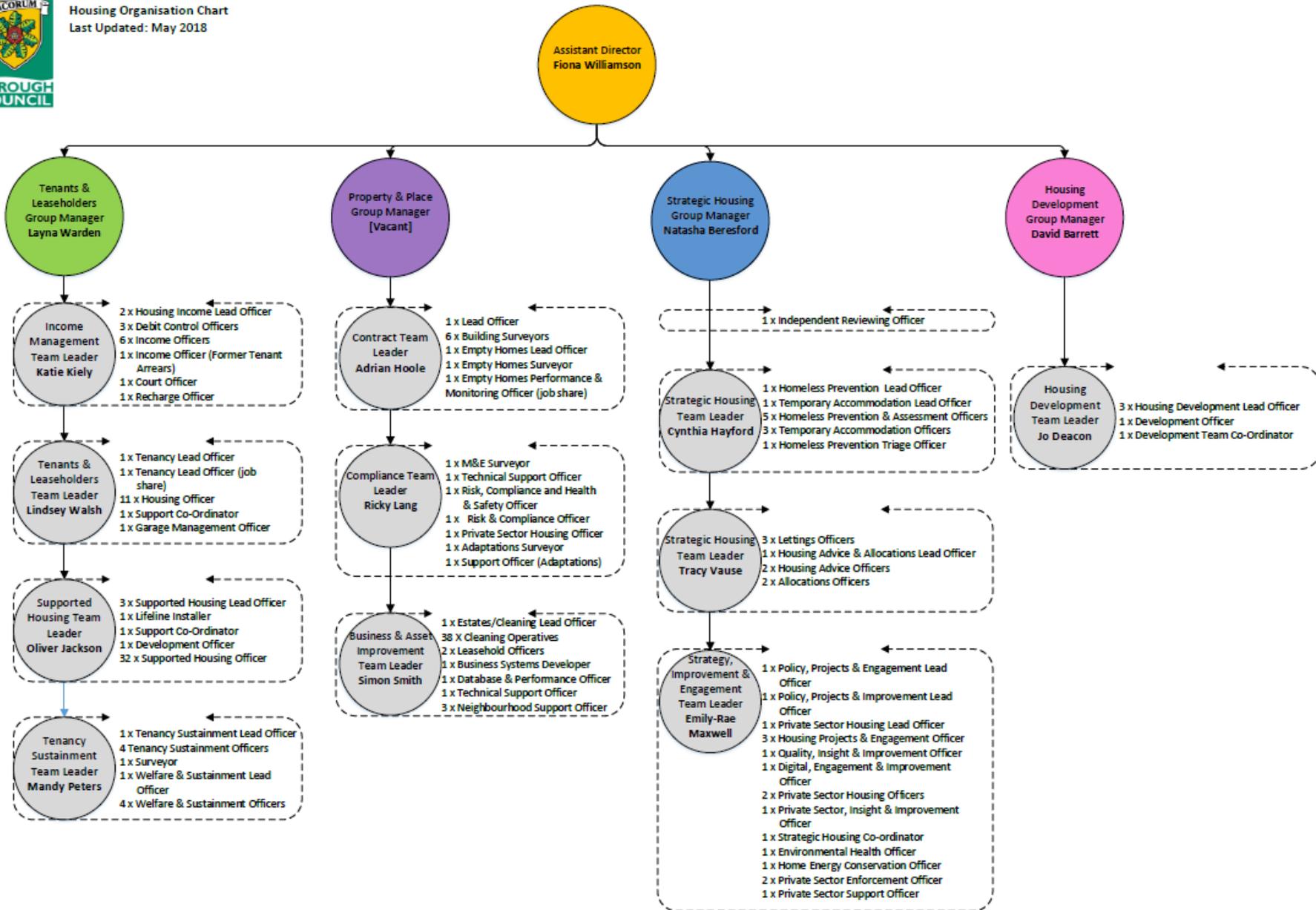
Disposal of Non Traditional Housing Stock - £750k

Termination of arrangement to collect water charges (£200k)

Current Structure - Housing



Housing Organisation Chart
Last Updated: May 2018



Workforce Planning Report

Group 1 – Strategic Housing

Staff turnover and risk	
Recruitment <ul style="list-style-type: none"> • Are there any skills that may prove difficult to recruit? • How are you making these roles more attractive? 	<p>Recruitment to technical roles across the council such as Surveyors and Environmental Health Officers is challenging, often leading to recruitment via temporary agencies, which is costly. SH have had regard to this in relation to the introduction of new Private Sector Enforcement roles and have sought to develop a job role that is effective to meet statutory requirements and support the single point of failure in 1 FTE EHO, the introduction of this role will enable the service to develop staff further within this area and upskill to the level of existing EHO.</p>
Skills development <ul style="list-style-type: none"> • What new skills do you need to deliver service objectives? • Could we develop these in-house? • How are you transferring or developing specialist skills? 	<p>Pre Tenancy Team will be undertaking cross training of staff within the team, as this has been identified as an area of risk with the high turnover of staff within the team. Additional skills and knowledge requirement to meet statutory demands of Private Sector management have been identified and a training plan has been put in place.</p>
Single Points of Failure <ul style="list-style-type: none"> • Are there any single points of failure? • How are you dealing with them? 	<p>As mentioned in point 1, EHO is single point of failure and development of the new PRS Enforcement Officer posts and upskilling will mitigate against risk.</p> <p>Strategic Housing Co-ordinator post, vital role within the service gaps in this post can have a significant service impact. Working with other GM's to ensure consistency in management of these co-ordinators across to include cross training and awareness of different work areas.</p>
Leadership <ul style="list-style-type: none"> • How are you developing leadership in the team? 	<p>A number of new Lead Officer posts have been introduced within Strategic Housing. Key team and service plan objectives create the opportunity for Officers and Lead Officers to become involved in leading projects. Additionally new managers across housing have been supported to access ILM training.</p>

Group 2 – Property & Place

Staff turnover and risk	
Recruitment <ul style="list-style-type: none"> • Are there any skills that may prove difficult to recruit? • How are you making these roles more attractive? 	<p>All technical roles continue to be difficult to recruit. Health and Safety qualifications are commanding a premium in the marketplace.</p> <p>Consideration is being given to what options are available to make the roles more attractive.</p>
Skills development <ul style="list-style-type: none"> • What new skills do you need to deliver service objectives? • Could we develop these in-house? • How are you transferring or developing specialist skills? 	<p>Quantity Surveying, Risk management, Fire Risk assessments, Legionella management.</p> <p>Yes with additional training or qualifications</p> <p>Mentoring of staff and a number are undertaking degrees in Construction.</p> <p>Also have established a trainee empty homes surveyor role which will be covered by apprenticeship training levy.</p>
Single Points of Failure <ul style="list-style-type: none"> • Are there any single points of failure? • How are you dealing with them? 	<p>Database officer, Fire Risk Assessor, legionella surveyor.</p> <p>Additional staff are working with the Promaster software and further training will be undertaken to establish some super users of the system.</p> <p>External consultancy support is being used to increase capacity with Fire Risk assessments</p>
Leadership <ul style="list-style-type: none"> • How are you developing leadership in the team? 	<p>Invited participation at Team Leaders meetings, mentoring and coaching techniques used to assist Team Leaders to develop.</p> <p>External and internal management training and qualifications.</p>

Group 3 – Tenants & Leaseholders

Staff turnover and risk	
Recruitment <ul style="list-style-type: none"> • Are there any skills that may prove difficult to recruit? • How are you making these roles more attractive? 	<p>There is a good level of demand in most roles within the Tenants and Leaseholder service. The supported Housing Officers have the highest turnover however salary and roles are currently being reviewed which should make these posts more attractive to maintain existing staff levels and recruitment</p>
Skills development <ul style="list-style-type: none"> • What new skills do you need to deliver service objectives? • Could we develop these in-house? • How are you transferring or developing specialist skills? 	<p>A good knowledge of service charges is needed to be able to deliver a review and implementation of this service objective. This can be gathered from other organisations who have already de-pooled charges along with the leaseholder officers and officers in finance.</p> <p>We will develop these skills and knowledge within the Income team to deliver this objective.</p>
Single Points of Failure <ul style="list-style-type: none"> • Are there any single points of failure? • How are you dealing with them? 	<p>The recharges officer was a single point of failure. We will be amending the job title for all Band 9 Officers in the Income team to be consistent. This will allow us to be more flexible with the needs of the service but also ensure that 2 other officers are able to undertake this function if require.</p> <p>We have also reviewed the JD and PS of the Tenants and Leaseholders Coordinator to remove responsibility for mutual exchanges and moving to a smaller home. We have also aligned this role with other co-ordinators in development and Strategic housing.</p>
Leadership <ul style="list-style-type: none"> • How are you developing leadership in the team? 	<p>All Team Leaders are responsible for creating their team plan and ensuring that they are focusing on the strategic direction of their teams rather than the day to day operations of the service.</p> <p>4 Lead Officers from Tenants and Leaseholders team have recently completed an in-house Introduction to Management Course. This has improved their confidence and knowledge around managing and leading their team.</p>

Group 4 – Housing Development

Staff turnover and risk	
Recruitment <ul style="list-style-type: none"> • Are there any skills that may prove difficult to recruit? • How are you making these roles more attractive? 	<p>Yes, there is a skills shortage of good quality project managers in housing development.</p> <p>Limited due to salary levels.</p>
Skills development <ul style="list-style-type: none"> • What new skills do you need to deliver service objectives? • Could we develop these in-house? • How are you transferring or developing specialist skills? 	<p>Improved project management skills.</p> <p>Yes, this is our approach</p> <p>Learning and support from our consultant team along with now having a team leader in post</p>
Single Points of Failure <ul style="list-style-type: none"> • Are there any single points of failure? • How are you dealing with them? 	<p>No</p>
Leadership <ul style="list-style-type: none"> • How are you developing leadership in the team? 	<p>A new team leader in post who is undertaking management training. Coaching project management skills plus attending formal training events.</p>



Housing Audits Work-stream Review Programme

Work-stream	Stage One	Stage Two	Stage Three
Quarter Two (Jul – Sep)			
Compliance <ul style="list-style-type: none"> • Fire Safety • Legionella • Gas Safety • Asbestos 	<p>The initial stage of a work-stream review involves gathering evidence, useful information and insights that can inform changes to the service area being looked at. Activities may include some, or all, of the following:</p> <ul style="list-style-type: none"> • Consultation with Team Leader; • An audit programme in line with ISO 9001:2015; • Best practice research; • Staff focus group(s); • Horizon scanning; • Consultation with service users; • Customer profiling and data analysis; and • Analysis of spend / current KPIs; and • Assessment of any IT systems that are in use. 	<p>The Strategy, Improvement and Engagement Team works with the service area to agree any proposed changes and how they could work in practice. Stage two includes (where applicable):</p> <ul style="list-style-type: none"> • Development and/or review of procedures; • Development and/or review of policies; • Review of key documents, forms or standard letter templates; • Updates to website pages; and • Planning of any ongoing communications e.g. social media messages, campaigns or internal staff communications. 	<p>A full handover to the team is carried out so that all updated documents can begin to be used in line with any updated procedures.</p> <p>Timescales are agreed for an evaluation to take place which will assess the impact of any changes made as a result of the work-stream review.</p>
Aids and Adaptations			
Quarter Three (Oct – Dec)			
Leaseholder Service			
Anti-Social Behaviour			
Quarter Four (Jan – Mar)			
Start of Tenancy / Sign Up Process			
[TBD]			

Agenda Item 9



Report for:	Housing & Community Overview & Scrutiny Committee
Date of meeting:	7th November 2018
PART:	I
If Part II, reason:	

Title of report:	Performance Review – Total Asset Management Contract & Gas installation and servicing contract
Contact:	Councillor Margaret Griffiths, Portfolio Holder for Housing Responsible Officer – Mark Gaynor, Corporate Director (Housing & Regeneration). Fiona Williamson, Assistant Director Housing Alan Mortimer – Group Manager, Property and Place
Purpose of report:	To provide the annual update upon the performance of the Total Asset Management Contract and Gas Servicing and installation Contract.
Recommendations	For members of the Overview and Scrutiny Committee to provide observations and comments on the performance of the two contracts.
Corporate objectives:	To ensure investment in the maintenance and improvement of the housing portfolio is delivered in line with the performance requirements of the contract and provides a high quality, customer focused service that provides value for money. To promote tenant involvement in the management and delivery of the contracts.
Implications:	<u>Financial</u> The tenders were awarded on the basis of the most economically advantageous tender. The volumes of responsive repairs and voids are variable and can impact upon the ability to work within budget. This is monitored on a monthly basis and where viable planned works reduced to limit any overspend.

<p>'Value For Money Implications'</p>	<p><u>Value for Money</u></p> <p>The assessment to determine the optimal way to deliver the work strands, by reducing duplication, efficient management of work in progress and improved planning is designed to reduce waste and ensure that value for money is demonstrated and realised over the term of the contract.</p> <p>This is subject to an ongoing review through the Open Book audits which provide all elements of cost relating to the contract.</p> <p>There will be a full benchmarking exercise undertaken in Year 5 of the contract to establish the position in respect of costs and the qualitative elements of the contract delivery.</p>
<p>Risk Implications</p>	<p>The Total Asset Management Contract combines a large number of planned work programmes, the management of the call centre and the day to day repairs and empty homes repairs.</p> <p>Performance and financial management is essential, as poor performance on this contract would have serious detrimental effects on the tenants and leaseholders and on the reputation of both the Council and the service Provider, Osborne.</p> <p>Gas Servicing and Installation is a high risk area in terms of safety and failure to remain compliant in respect of gas safety is both a risk in terms of statutory compliance and risks to the tenants and adjoining residents.</p>
<p>Equalities Implications</p>	<p>Community Impact Assessments have been undertaken for both of these contracts to ensure they are accessible to all.</p>
<p>Health And Safety Implications</p>	<p>Failure to adequately maintain the properties in a good state of repair and compliant with statutory requirements has health and safety implications.</p>
<p>Consultees:</p>	<p>Councillor Margaret Griffiths, Portfolio Holder Housing</p> <p>Fiona Williamson, Assistant Director Housing Landlord</p> <p>Layna Warden, Group Manager Tenants and Leaseholders</p> <p>Natasha Brathwaite, Group Manager Strategic Housing</p> <p>Ian Prendergast – Interim Group Manager Property and Place</p> <p>Alan Mortimer - Group Manager Property and Place</p> <p>Ricky Lang – Team Compliance and Mechanical and</p>

	Electrical contracts
Background papers:	<p>Housing and Community Overview and Scrutiny Committee report 14th October 2015</p> <p>Housing and Community Overview and Scrutiny Committee report 20th July 2016</p> <p>Housing and Community Overview and Scrutiny Committee report 13th October 2017</p>
Historical background <i>(please give a brief background to this report to enable it to be considered in the right context).</i>	<p>The Gas Servicing and Installation contract, delivered by Sun Realm, concluded the 4th year in 2016-17 and includes the servicing of existing and installation of new boilers.</p> <p>The Total Asset Management contract, delivered by Osborne Property Services Limited, concluded the 3rd full year in 2016-17. The contract includes the provision of repairs, voids, improvement work and services including stock surveys and management of the call centre.</p> <p>Both contracts are ACA TPC Partnering contracts and operated using open book accounting and incorporate performance linked profit elements. The contracts both have an initial duration of 5 years with the potential to earn annual extensions based upon satisfactory performance measured by a range of key performance and strategic indicators.</p> <p>Osborne Property Services have currently earned 3 additional years and Sun Realm have earned 4 additional years.</p>
Glossary of acronyms and any other abbreviations used in this report:	<p>HRA - Housing Revenue Account</p> <p>TAM - Total Asset Management</p> <p>(CP12) LGSR Certificate – Landlords Gas Safety Record</p> <p>MEAT – Most Economically Advantageous Tender</p> <p>HMEC – Housing Maintenance and Environment Committee</p> <p>JRP – John Rowan and Partners</p> <p>FFT – Faithorn, Farrell, Timms – Partnering Advisor on the TAM contract.</p> <p>TPC – Term Partnering Contract</p> <p>ACA – Association of Consultant Architects</p> <p>KPI's – Key Performance Indicators</p> <p>OPSL – Osborne Property Services Limited</p> <p>CAT 1 – A breakdown category for boilers that require immediate replacement as they are beyond repair</p>

1.0 BACKGROUND

- 1.1 The Total Asset Management (TAM) Contract with Osborne and the Gas Servicing and installation Contract, with Sun Realm, are two of the most important contracts that the Council deliver to the 12000 tenanted and leaseholder properties.
- 1.2 Sun Realm commenced delivery of the contract for work to domestic gas installations, in October 2013 and Osborne commenced the delivery of the Total Asset Management Contract in July 2014, both following robust procurement processes.
- 1.3 Both contracts are being delivered under the ACA TPC 2005, updated in 2008, a form of Partnering Contract. The financial model is based upon a target cost model, whereby the tenders and valuations are based upon target costs for various types of work. Once works have been completed on site the actual cost for the works are established and these are audited by an independent cost consultant, JRP.
- 1.4 Any savings (gain) from the Target Cost is shared by the Council and the Service Provider on equal basis. If the total expenditure on the contract exceeds the target costs then the additional costs above target, the pain element, is the responsibility of the Service Provider.
- 1.5 The initial contract duration was 5.5 years, with the option to extend for a further 5 years. Additional 1 year extensions can be earned subject to ongoing annual review of the Service Provider's key strategic indicators, which include compliance, tenant and community engagement, IT development and financial transparency. This report provides a summary of performance of the two contracts in the financial year 2017-18

2.0 SUN REALM - GAS SERVICING AND INSTALLATION CONTRACT

- 2.1 The Gas Servicing and installation contract, delivered by Sun Realm covers both gas and solid fuel boilers and the primary functions are;
 - a) Servicing of existing installations and issue of Gas Safety Certificates in compliance with the Gas Safety (Installation and Use) Regulations 1998.
 - b) Domestic boiler replacements of both gas and solid fuel.
 - c) CAT 1 Break down Service – including a 24hour emergency make safe provision this is where a boiler breaks down and is unable to be repaired, due to component obsolescence or damage of major boiler components rendering repair economically prohibitive.
 - d) Miscellaneous Work
 - Power Flushing
 - Additional Radiators
 - Flue Replacement/Upgrade
 - Review of new build installations

3.0 FINANCIAL PERFORMANCE

- 3.1 The financial model for the contract is administered using target costs for the replacement of boilers and full central heating systems and on a fixed price per service, which includes for any repairs that are required throughout the year.
- 3.2 Target costs were used to provide cost comparisons at tender stage and to process the monthly valuations, but under the contract financial mechanism using Open Book, there are quarterly audits undertaken of Sun Realm's accounts, to identify the actual cost of the boiler installations. If the actual costs exceed the target this is paid by Sun Realm and any

saving that is derived from the actual costs being lower that target is shared between the Council and Sun Realm.

- 3.3 The table below provides details of the audit outturn position from each of quarterly audits undertaken in the financial year 2017-18, which despite some fluctuations in materials costs throughout the period, resulted in £372,843 of savings for the Council to reinvest in additional boiler installations.

Quarter	Dates	Total gain for period	DBC Share @ 50%
Q1	Apr - Jun 2017	£262,881.13	£131,440.56
Q2	Jul – Sept 2017	£204,476.39	£103,258.19
Q3	Oct – Dec 2017	£126,547.79	£63,273.89
Q4	Jan – Mar 2018	£149,741.16	£74,870.58
TOTAL			£372,843.22

- 3.4 The contract is structured to incentivise the Service Provider to make efficiency savings against the target costs, as this is shared equally 50:50.
The savings realised equate to 8% of the budget 2017-18.

4.0 KEY PERFORMANCE INDICATORS

- 4.1 Sun Realm have constantly maintained a high degree performance, especially in the critical area of boiler servicing compliance, by working closely with the Council’s technical and tenancy teams to undertaking a very pro-active approach in obtaining access to properties.

The following table, contains the KPI figures and the percentage of the performance related profit that has been achieved for the year is the full 2%.

Item	Description	Target %	% PRP	Achieved %
Compliance Check	Boiler services either completed or in the process.	100	20%	100
Quality	Proportion of QC checks passed	>95	10%	99.98
Resident Satisfaction with Quality & Service	Proportion of jobs completed to satisfaction of the resident.	>90	20%	100
Appointment kept	Proportion of appointment kept by the service provider	>98	20%	100
Formal Complaints	Projects completed without any complaints from residents	>99	10%	99.99
Time	Jobs completed with target time scales	>98	5%	99.99
Health & Safety	Maximum number of jobs with no reportable accidents RIDDOR	1	10%	100
Reducing waste	Amount of waste recycle or diverted from landfill	>75	5%	85

5.0 VOLUME OF WORK COMPLETED

5.1 The volume of work Completed, during the Financial Year 2017-18, is summarised below:

SERVICING	10,178
PLANNED SYSTEM INSTALLATIONS	1065
of which CAT - 1 EMERGENCY BOILER REPLACEMENTS	177

5.2 The number of CAT – 1 boiler replacements, continued to reduce, from 17.84% in 2016-17, down to 16.61% in 2017-18. The reduction is very positive and demonstrates that with Sun Realm using the repairs and servicing data, they are able to accurately identify boilers that are nearing the end of their useful life and target the investment to replace these units.

5.3 The replacement programme also had an increase in the number of installations with a further 146 installs being completed in 2017-18, compared to the prior year. The planning and identification of those boilers, due to be replaced, has improved because Sun Realm develop the programmes from the information that is generated through the servicing feedback. This is evidenced by the reduction in the CAT 1 breakdowns.

6.0 TECHNICAL PERFORMANCE

6.1 The servicing and installation work is scrutinised by an independent auditor, Sterling Consultants, who undertake random sample inspections of the completed work on both services and installations. The findings are reported back to Sun Realm and the Council for review and intervention as required.

6.2 The table below provide details of the boiler installations and servicing inspections, which were included in the audit and are summarised in the three categories.

Boiler Installations	Good	Satisfactory	Poor
Total number audited			
199	65%	30%	5%
Servicing			
Total number Audited			
180	71%	28%	1%

6.3 There has been an improvement in the audit process with 60 additional audits of boiler installations undertaken in 2017-18. Of those installations that were classed as poor, the main issue has been the location of the boiler to electrical cables that had not been adequately clipped, or as a result of incomplete information being provided on the completion certificates. Sun Realm re-attend and rectify any issues identified during the audits and provide ongoing training to the engineers.

7.0 CONCLUSION

- 7.1 Sun Realm, continued to provide a consistently high level of service, both in the servicing and installation elements of the contract and this is supported by strong performance against the measured indicators. Additionally, there has been a continued willingness to work with the Council to support our more vulnerable tenants and to provide employment opportunities by employing four apprentices during the year.
- 7.2 The two prolonged periods of cold weather at the beginning of the year provided challenging for Sun Realm, because the consistently sub-zero temperatures resulted in a number of the condensate pipes freezing and the boilers cutting out. In one week alone, 800 calls were received for boiler breakdowns and the engineers attended to all but one within the 24-hour response target. On line advice was issued so that tenants could use warm water to remove the frozen condensate, and Sun Realm provided a very good response during this period.
- 7.3 The ongoing financial and quality audits have been undertaken throughout the period, to provide validation checks on the approach to servicing and the open book interrogation of actual costs. Sun Realm have fully cooperated with the process and the level of available supporting detail has provided additional assurance of the service and costs.
- 7.4 The installation programme has used the repairs information to target the investment in boilers that are frequently breaking down those that are the least efficient in the stock. The impact of this has been evidenced by a further reduction in the percentage of Cat 1 breakdowns.
- 7.5 In summary, the overall performance on the contract has remained strong and derived some positive outcomes both in terms of financial savings and excellent levels of customer satisfaction.

8.0 TOTAL ASSET MANAGEMENT CONTRACT - PERFORMANCE UPDATE

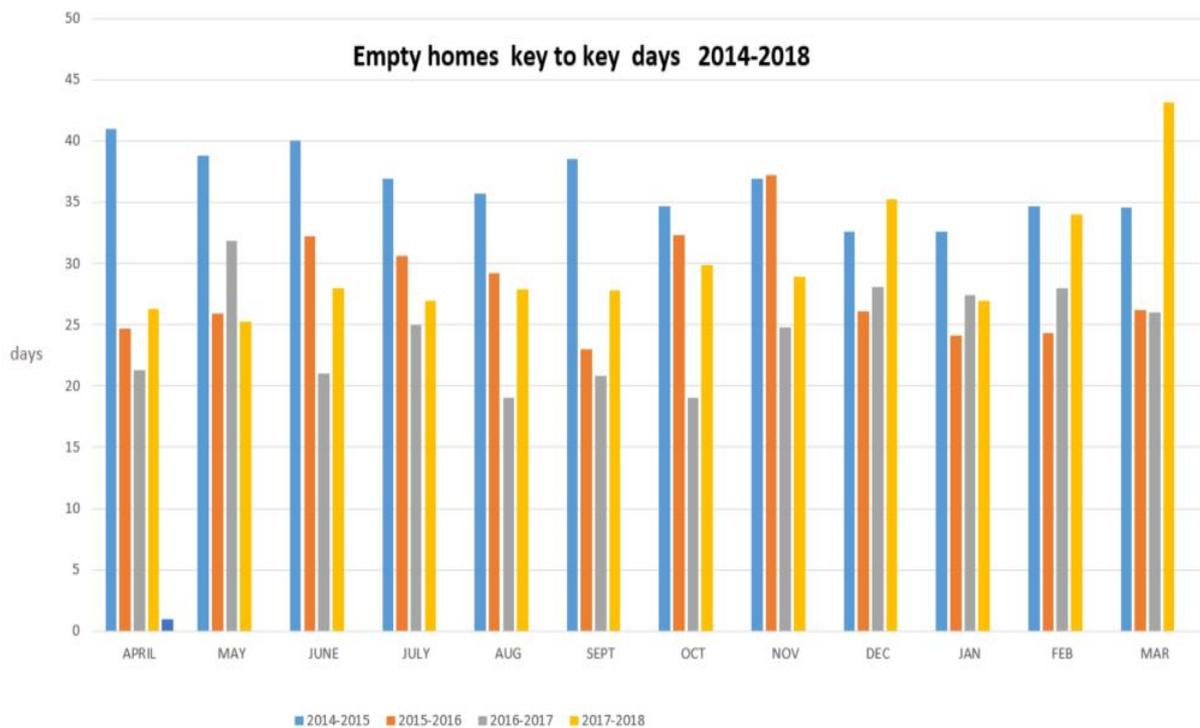
- 8.1 The Total Asset Management Contract has been provided by Osborne Property Services since the 1st July 2014 and has just completed the fourth full year of delivery.
- 8.2 The Council officers continued to work very closely with Osborne's team, and a number are co-located at the Osborne depot on the Maylands industrial estate, and undertake site inspections jointly.
- 8.3 The contract continues to utilise a range of Key Performance Indicators that are linked to a percentage of the Service Providers profit (3%). The performance is reviewed on a monthly basis and determines the percentage of the profit due on the monthly invoice. Where any reductions in performance are identified appropriate interventions are put in place to address issues. The link to profit is designed to incentivise positive behaviours.

9.0 Local Employment and Site Office

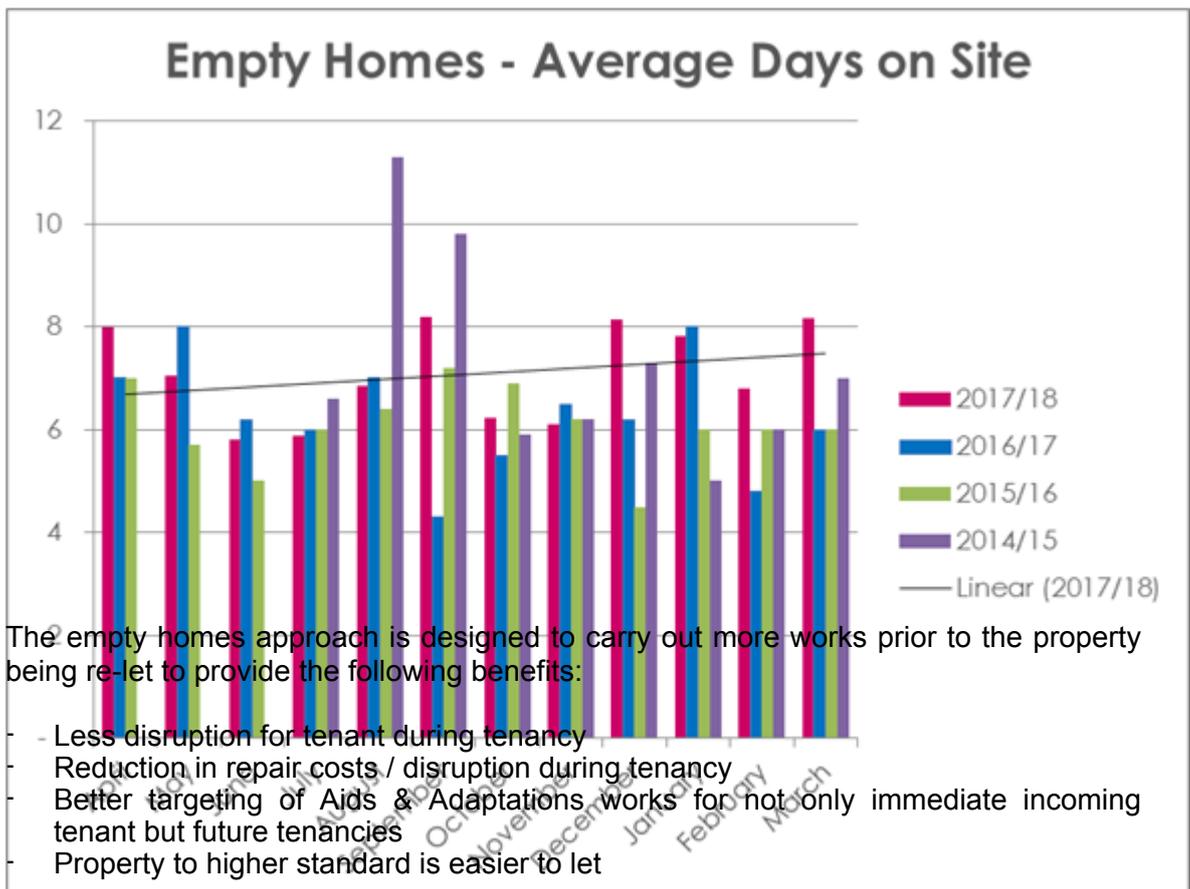
- 9.1 The Council continued to monitor the employment of the sub-contractors that are employed by Osborne, to ensure the local supply chain contractors continued to have the opportunity to work within the Borough. Osborne currently employs 23% of sub-contractor firms that are based in and around Dacorum and continued to explore opportunities to work with local suppliers and contractors.
- 9.2 The percentage of site based staff that are from within Dacorum is much higher than sub-contractor and at the end of 2017-18 was 54%, with an additional 20% living in St Albans, Luton or Milton Keynes.
- 9.3 The out of hours call centre is delivered on site until 22.00 and it then transfers to Manchester until 8.00. Generally, the performance of the call centre was good, but there were a couple of instances reported when telephony faults resulted in tenants not being able to get through. The option of using the website to alert callers of issues with the out of hours call centre is currently being explored.
- 9.4 Osborne have maintained the number of directly employed operatives including a drainage operative to deal with routine blockages, so that these can be responded to quickly and to reduce the call out charge to drainage sub-contractors. This worked very well in 2017-18 and reduced the overall expenditure on drainage repairs.
- 9.5 Osborne also employed 14 apprentices in a variety of trade and office based roles to provide workplace skills training and support local schools with their pre-apprenticeship schemes.

10.0 Empty Homes

10.1 The Empty Homes key to key times combine three areas of the service, allocations, works to the properties and lettings. The performance in 2017- 18 averaged at 29.5 days, which was not as good as the previous year when the average was 26 days. There was the need to add an additional day for asbestos testing and surveyors inspections, during the work phase and there were a few difficult lettings in March that impacted the key to key time.



10.2 There has also been a slight increase in the average time to complete void work on site in 2017-18 and the teams from the Council and Osborne's continued to work closely to reduce duplication and streamline a number of areas in the process. The work continued to be carried out with an increased scope of works than prior to the contract, and with higher volumes, resulting from the ongoing demand from homelessness.



10.4 Osborne has completed 274 zero day jobs since the start of the contract. These are jobs when the key is given to them, works carried out, and the key returned on same day. The aim is to identify the work required during a pre-void inspection, which is carried out in the notice to quit period and enables the team to also reinforce the tenant responsibilities in respect of the condition which they are expected to leave their home. The volumes achieved in each of the four years are detailed below:

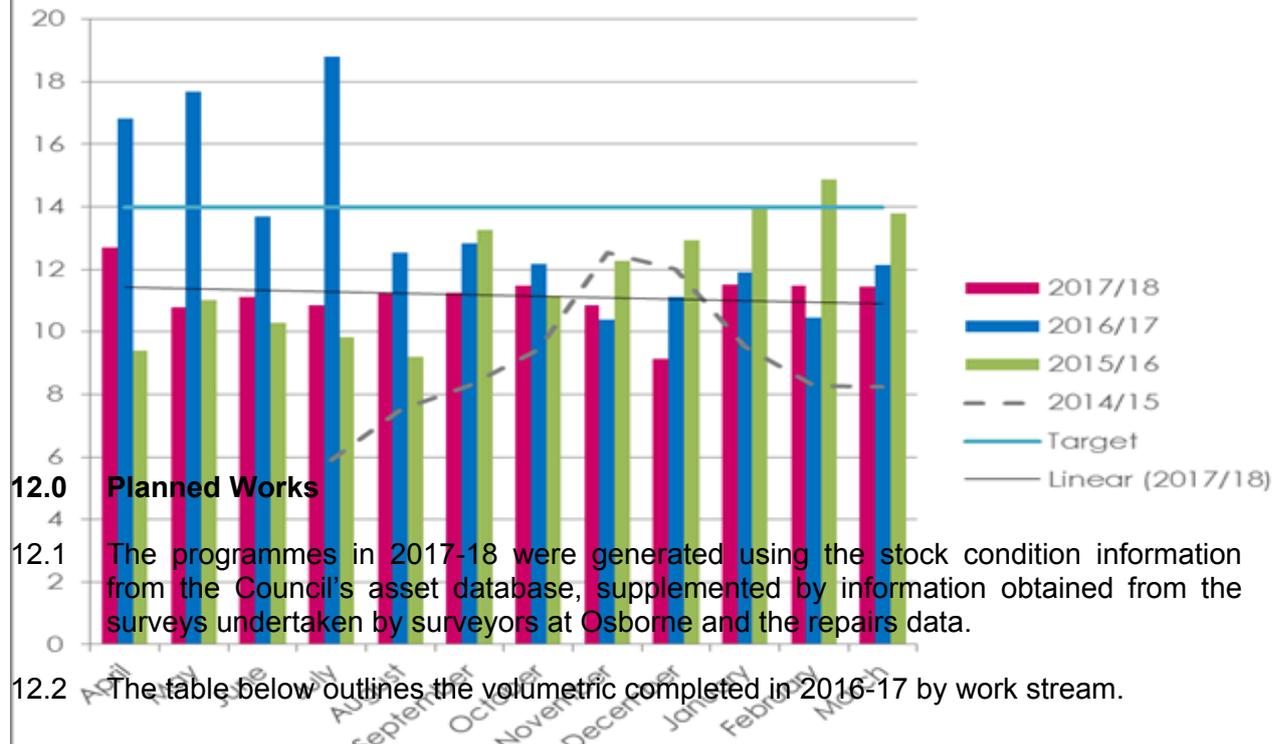
Year	Number of Zero days
14/15	38
15/16	69
16/17	108
17/18	59

10.5 There were a few months in 2017-18 whereby the average time to complete repairs exceeded 8 days and the trend across the year was a slight increase.

11.0 Repairs & Maintenance

11.1 During 2017-18 the overall performance in responsive repairs has been reasonable. The table below shows the average number of days to complete a repair, which shows a slight reduction as a trend in the year overall (linear tracking). There were further changes in the senior management team, which resulted in the introduction of tighter processes to manage those jobs that were more complex and there were notable improvements, with a reduction in the average days from 13.36 in 16/17 to 11.16 in 17/18.

Repairs - Average Days To Complete



12.0 Planned Works

12.1 The programmes in 2017-18 were generated using the stock condition information from the Council's asset database, supplemented by information obtained from the surveys undertaken by surveyors at Osborne and the repairs data.

12.2 The table below outlines the volumetric completed in 2016-17 by work stream.

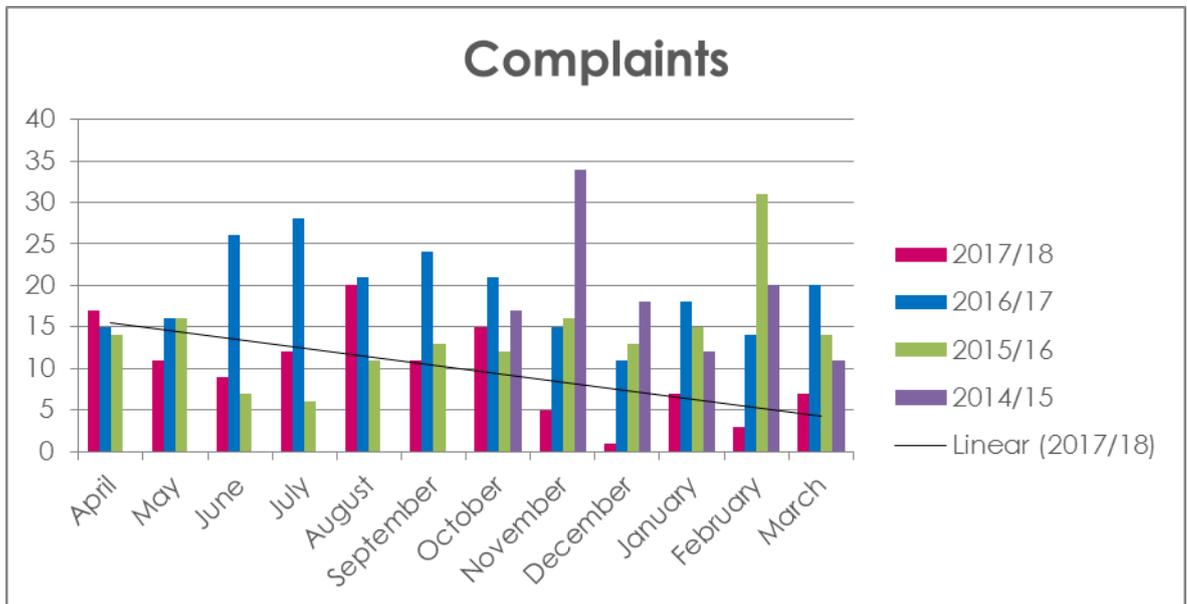
Work Stream	April 17 - March 2018
Kitchens	437
Bathrooms	328
Rewire Upgrades	210
External Doors	1044
Roofs (including Blocks)	90
Aids and Adaptations	650
Window Replacement	352
2-Room Decorations	54
Total	2515

13.0 Customer Satisfaction, Complaints and Compliments

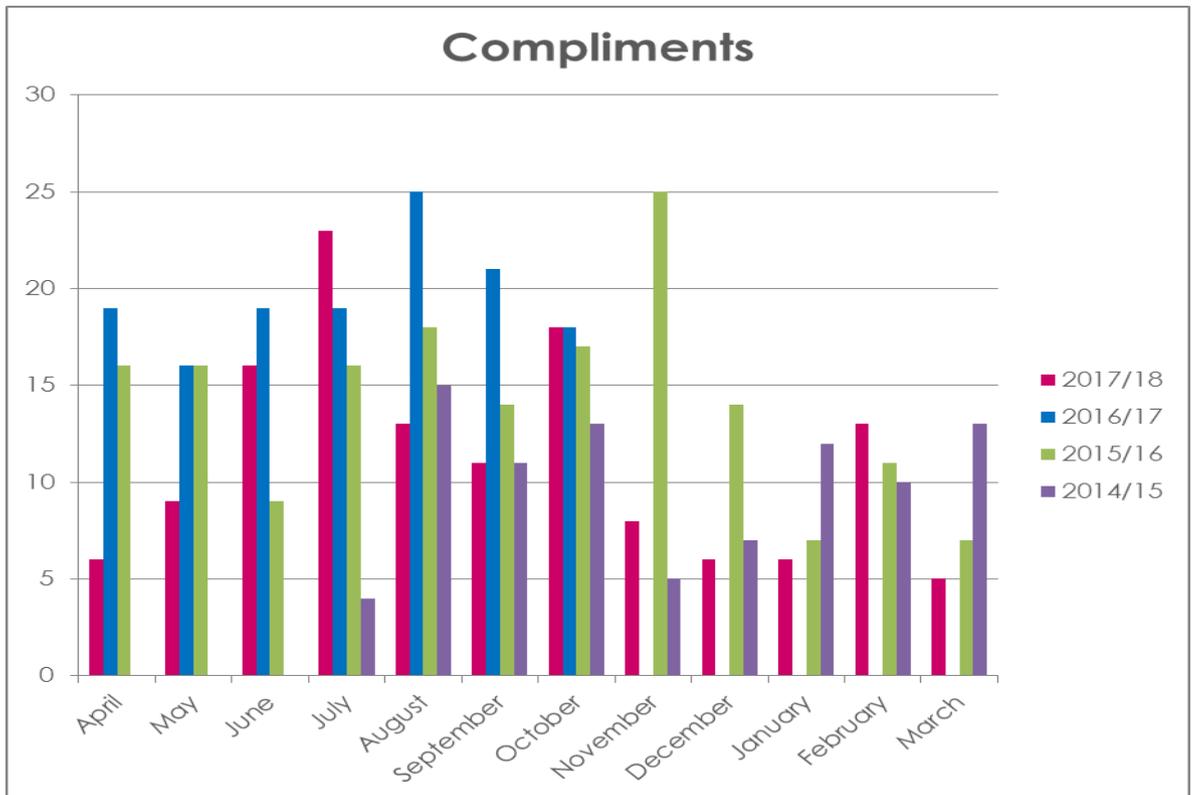
13.1 The customer satisfaction levels, in the graph below, show a consistently high level of satisfaction with planned work throughout the year, with two minor dips in May and June. The repairs satisfaction was more consistent throughout the year.



13.2 To provide an additional understanding and assessment of customer satisfaction, analysis of the complaints received, was also assessed throughout the year. There was a positive overall trend in the reduction in volume of complaints received through the Council’s complaints process.



13.5 Compliments are also recorded to identify areas where the service has exceeded tenant expectations. The majority of these relate to planned programmed work, and often as a result of the support that the Customer Liaison Officers provide throughout the process.



14.0 Community Investment

- 14.1 During 2017-18 Osborne has supported or delivered 195 initiatives, which resulted in engagement with over 9648 local people. The staff team at Osborne's helped improve 46 community facilities and gave over 1456 hours back to the community through staff volunteering, which does not include their Community Investment Manager's contracted hours.
- 14.3 Employability and Skills remained a priority for Osborne's Community Investment and during the year hosted 4 work experience placements for local people, delivering employability skills workshops to schools, colleges and local job clubs, engaged the resident inspectors in the development and continuous improvement of service offering as well as raising money for local charities.

15.0 Financial Performance

- 15.1 The Open Book audits have been undertaken by the cost consultants, JRP in conjunction with the Council's staff and involve reviewing the actual costs against the contractual target costs.
- 15.2 The audit included all elements of cost and through the Open Book methodology and all documents are available for review, including sub-contractors invoices, materials invoices, salaries and all overhead costs. Osborne provided their periodic statement and complete download from their costing system "COINS", which is interrogated to extract the relevant information to identify the target and actual costs.
- 15.3 The auditors, JRP, noted that Osborne have been co-operative throughout the audit and provided the necessary substantiations. The auditors have identified a number of recommendations to enable the future audits to be undertaken without the need to reference prior periods, which Osborne have committed to implement.
- 15.4 The financial outcome of our audit is detailed below with the gain share achieved in each of the various quarters. Overall there was a gain share of £802,417.38, which equates to 3.55% of the turnover. The 50% of the gain share was credited back to the Council for investment in works programmes.

Audit Period	Quarter	Total Gain	50% DBC Share
April 17-July 17	Q1	£59,785.28	£29,892.64
July 17-Sept 17	Q2	£362,073.48	£181,036.74
Sept 17- Jan 18	Q3	£155,921.88	£77,960.94
Jan 18 – March18	Q4	£224,636.74	£112,318.37
TOTAL		£802,417.38	£401,208.69

- 15.3 The use of improved forecasting enabled better control of the overall budget in 2017-18, however in the closing months of the year the repairs expenditure increased due to a few periods of storm weather and the continued use of HRA properties as temporary accommodation.
- 15.4 The volume of voids remained high with 722 completed in the period. The average cost of voids did show some variance in the year and as additional one room units were introduced as temporary accommodation this assisted in reducing the average cost as the scope of works is considerably lower in these properties.

Voids 14-15 - 713 completed

Voids 15-16 - 766 completed

Voids 16-17 - 745 completed

Voids 17-18 - 722 completed

16.0 Contract Extension

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

Key Strategic Indicators		Target Compliance
1	Performance at or above the target for all KPIs for at least 9 months of the year	100% of the KPI targets met for a minimum of 9 months of the year
2	Transparency and control of costs delivered through the management of Open Book records including sub-contractors information available at Quarterly intervals	Open Book format and protocol to be agreed during dialogue and the information to be presented at quarterly intervals in advance of Core Group meetings. Target in year one 95% - from year 2 onwards 100%
3	Tenant involvement in operational and service improvement activities including meetings, workshops, customer satisfaction surveys and monitoring of corrective action arising from complaints.	Minimum of two tenants involved at operational meetings at least 4 times annually and demonstrable involvement of tenants in other service shaping activities at least 4 times annually.
4	Delivery of community initiatives to support the ambitions of the Councils economic, environmental and social sustainability agenda	The Service Provider is to deliver a range of community initiatives in line with an agreed annual project plan that can achieve tangible benefits to the community.
5	Delivery of integrated Information Technology solutions to ensure that the business intelligence collected through repairs data, component condition information from operatives, tenant preferences, complaints, satisfaction surveys etc. is collated and shared with the client to develop annual programmes for targeted investment and continually develop the asset management strategy	The Service provider is to provide a fully operational IT solution that interfaces with the Council's asset management and/or Housing Management systems to provide real time data regarding the progress of orders from the commencement of the service delivery and develop and agree a protocol for the range and scope of management information that has defined milestones throughout the contract.

- 16.2 Currently three additional years have been achieved and the review of the fourth year's performance has been undertaken.
- 16.3 In line with the contract provisions, the performance against the five strategic indicators will be reviewed at the next Strategic Core Group, which is scheduled for the 23rd November and a decision made regarding the rolling annual extension.

17.0 Conclusion

- 17.1 The Total Asset Management Contract provides the main delivery model for the repairs and improvement works to the housing stock and it is essential that it is delivered to the required quality standard, within the prescribed timescales and available budget.
- 17.2 Overall the performance throughout the period, has been satisfactory, but there have been a number of elements of work that have been subject to delays, primarily the delivery of the aids and adaptations and some of the more complex estate based works. As a result, additional performance indicators have been introduced into the contract for 2018-19, so that these areas can be more closely monitored.
- 17.3 The monthly performance summary for the year is contained in Appendix A. The majority of the indicators met or exceeded target throughout the period and for the purpose of passing KSI 1, which states that performance should be met for a minimum of 9 out of the 12-month period, all have passed.
- 17.4 Promaster stock condition survey updates continue to be provided by Osbourne. These will improve scenario planning when considered with the repairs data that they already provide. The tangible benefits of value for money and the potential to reduce repairs volumes will start to be seen in future years.
- 17.5 The Partnership and Audit identified that additional controls were necessary to ensure due diligence over the delivery of budgeted works. These controls, now implemented, have to some extent, along with a number of changes in Osbourne staff, undermined the principles of TAM. If the deliverables of continuous improvement, value for money and high resident satisfaction are to be achieved the cultural and working principles of the TAM contract now require restoring and embedding in delivery teams. The Partnership will need to identify and drive process clarity and cultural change over the next year if the full potential of the contract is to continue to be released.

APPENDIX A

KEY PERFORMANCE INDICATORS

Ref	Category	Criteria	Apr-17	May-17	Jun-17	Quarter 1	Jul-17	Aug-17	Sep-17	Quarter 2	Oct-17	Nov-17	Dec-17	Quarter 3	Jan-18	Feb-18	Mar-18	Quarter 4	Fail Count	
1.1	Defects - Repairs / Voids	Performance	99%	98%	100%	99%	99%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	0
		Target	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	
1.2	Defects - Planned	Performance	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	99%	100%	100%	100%	100%	100%	100%	0
		Target	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	
2.1	Satisfaction - Repairs	Performance	99%	98%	100%	99%	100%	99%	99%	99%	100%	99%	97%	99%	98%	99%	100%	99%	0	
		Target	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%		90%
2.2	Satisfaction - Planned	Performance	99%	96%	100%	98%	96%	99%	99%	98%	99%	99%	98%	99%	98%	99%	100%	99%	0	
		Target	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%		90%
3	Formal Complaints	Performance	0.97%	0.48%	0.41%	0.62%	0.53%	0.87%	0.41%	0.60%	0.62%	0.15%	0.05%	0%	0.28%	0.10%	0.33%	0.29%	0	
		Target	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%		<1%
4.1	In Target - Repairs / Voids	Performance	98%	99%	98%	98%	98%	98%	98%	98%	98%	97%	98%	98%	98%	98%	96%	98%	2	
		Target	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%		98%
4.2	In Target - Planned	Performance	98%	99%	100%	99%	100%	100%	98%	99%	99%	99%	100%	99%	100%	99%	99%	99%	0	
		Target	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98.3%		98%
5	Health & Safety Incidents	Performance	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	0	
		Target	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		
6	Reducing Waste	Performance	97%	97%	97%	97%	97%	97%	96%	97%	96%	97%	97%	96%	96%	97%	97%	97%	0	
		Target	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%		
7	Appointments Kept	Performance	99%	99%	98%	99%	99%	98%	98%	98%	98%	98%	98%	98%	98%	100%	99%	99%	0	
		Target	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%		
8	Right First Time	Performance	86%	85%	86%	86%	86%	85%	86%	86%	84%	85%	90%	86%	86%	87%	85%	86%	0	
		Target	78%	78%	78%	78%	78%	78%	78%	78%	78%	78%	78%	78%	78%	78%	78%	78%		

Ref	Key Strategic Indicator	Status Update - narrative	Status
1	Performance at or above the target for all KPI is for at least 9 months of the year	TAM KPIs were achieved though there were two fails in the FY for 'In Target - Repairs & Voids. Collaborative discussions led to further indicators being added to the Corvu Report and the development of new KPIs for implementation into FY 18/19	
2	Transparency and control of costs delivered through the management of open book records including sub-contractors information available at Quarterly intervals	The Open Book audit has continuously recognised OPSL as delivering a clear and transparent service. Commercial timetable adhered to and various back up files supporting applications and scrutiny. Supplementary improvements to provide further transparency and key deliverable for KSI were delivered following quarterly audits, with a number of areas developing discussions and/or system developments across the partnership to enhance the process(s) accordingly.	
3	Tenant Involvement in operation and service improvement activities including meetings, customer satisfaction surveys and the monitoring of corrective action arising from complaints.	OPSLs lesser formal contact with the DBC formal tenant groups during the early part of FY17/18 improved with the engagement and audit from the tenant inspector team of DBC. This further built upon the focused effective efforts on tenant involvement by the partnership. The OPSL training centre continued to host sessions with tenants with repair workshops and in collaboration with DENS OPSL attended supported housing forums to engage with tenants to discuss service improvement areas and customer journey mapping. OPSL supported DBC in passing the early stages of their TPAS (Tenant Engagement Experts) accreditation. The regional Customer Experience Manager has worked collaboratively with her DBC peer to access new methods for meaningful tenant involvement.	
4	Delivery of community initiatives to support the ambitions of the Councils economic, environmental and social sustainability agenda	Excellent work was delivered by the Community Investment Manager and was merged into the contract team as a whole. The Community Investment manager and her DBC peers developed and continued to seek improvement on the partnership. The Community Investment Calendar has been thriving through 17/18. Our activity is aligned to that of DBCs ensuing a more strategic partnering approach. Activity through the period included Engagement with Schools and youth sectors, career mentoring, tenant training and engagement, charity support and volunteering.	
5	Delivery in integrated Information Technology solutions to ensure that the business intelligence collected through the 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.	Repairs data, asset data and data trending was used to inform the 5 year plans that has been implemented in FY17/18. Planned works invoicing is interfacing across and the financial interface is now live. The accept/reject module was made live in Q2, with DBC training to meet the objectives of the improvement established. The effectiveness of the development was assessed in Q3 and Q4 through the IT Improvement team and partnership staff. Complaints are managed within Accuserv and integrated into call centre functionality. OPSL adapted interfaces as DBC requested including further qualitative data being interfaced - recognition that TAM requires agility with IT	

Clerk: Kayley Johnston

Housing & Community Overview & Scrutiny Committee: Work Programme 2018/19

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
7 November 2018	24 Oct 2018	Quarter 2 Performance Report (& Q2 Operational Risk Reports) Q2 Budget Monitoring Financial Report	Group Manager (Financial Services) Fiona.jump@dacorum.gov.uk	
		Housing	Assistant Director, Housing Fiona.williamson@dacorum.gov.uk	
		Resident Services Performance, People & Innovation	Assistant Director (Performance, People & Innovation) Linda.Roberts@dacorum.gov.uk	
		Gas Servicing and Total Asset Management Contract Performance Year 4	Assistant Director, Housing Fiona.williamson@dacorum.gov.uk	
Joint Budget 4 December 2018	21 Nov 2018	**** Joint Budget **** ****2019-2020**** ***** <i>Ideally no further items to be added</i>	Corporate Director, Finance and Operations James.deane@dacorum.gov.uk	
23 January 2019	19 Jan 2019	Strategic Tenancy Policy	Group Manager, Strategic Housing Natasha.beresford@dacorum.gov.uk Team Leader, Strategic Housing Tracy.vause@dacorum.gov.uk	
Joint Budget	23 Jan 2019	**** Joint Budget **** ****2019-2020**** *****	Corporate Director, Finance and Operations James.deane@dacorum.gov.uk	

5 February 2019		<i>Ideally no further items to be added</i>		
6 March 2019	20 Feb 2019	Quarter 3 Performance Report (& Q3 Operational Risk Reports) Q3 Budget Monitoring Financial Report	Group Manager (Financial Services) Fiona.jump@dacorum.gov.uk	
		Housing	Assistant Director, Housing Fiona.williamson@dacorum.gov.uk	
		Resident Services Performance, People & Innovation	Assistant Director (Performance, People & Innovation) Linda.Roberts@dacorum.gov.uk	
		Universal credit Update	Assistant Director, Housing Fiona.williamson@dacorum.gov.uk	

Items to be scheduled: Dates to be confirmed

. private sector housing PRS (June19)